

**THE METROHEALTH SYSTEM
REPORT OF THE PRESIDENT AND CEO
TO THE BOARD OF TRUSTEES
REGULAR MEETING OF OCTOBER 24, 2018**

Executive

- MetroHealth GALA2018 was, by all measures, a roaring success. The decor was described as enchanting. The Andrea Rubin video and her remarks permitted attendees to experience the profound impact of the MetroHealth burn team. Andrea received two standing ovations from the inspired crowd. We raised nearly \$1.2 million for MetroHealth's Transformation. Exit surveys showed that nearly 80 percent of attendees gave the event 5/5 stars.
- Ten surveyors from The Joint Commission conducted an unannounced triennial accreditation survey. They surveyed more than 1,700 aspects of inpatient, outpatient, surgical, ambulatory, rehabilitation and behavioral health care across the system. We expect their final report during the month of October.
- MetroHealth has signed agreements with Mercy Health Lorain Hospital and Fisher-Titus Health to bring MetroHealth's trauma care (Level III Trauma Centers) closer to home for residents in Lorain and Huron counties.
- In a move to provide more collaborative care for patients with mental illness and addiction disorders, MetroHealth will acquire Recovery Resources. The acquisition will expand primary health care, behavioral health services and alcohol and drug addiction treatment to the community. The acquisition will also improve operational efficiencies. The acquisition becomes effective by year end.
- On September 24, 2018, MetroHealth's CEO and VP of Government Relations met with CMS Administrator Seema Verma to discuss and inform CMS about the damaging impact of the CMS proposal to expand site-neutral payment policies and continue Medicare Part B drug costs to 340B hospitals.
- Dr. Boutros and Jane Platten hosted Joe Cimperman of Global Cleveland and six young European leaders through the German Marshall Fund's Marshall Memorial Fellowship. These six Fellows representing Sweden, Italy, Bulgaria, Romania and Albania had the opportunity to meet and discuss high quality health care, universal access, community revitalization, and economic development along with issues of democracy and business social responsibility.
- Richard Wilson, MD, Director of the Division of Neurorehabilitation and Director of Stroke Rehabilitation, received a five-year, \$3.3 million NIH grant to study the effectiveness of peripheral nerve stimulation (PNS) for the treatment of subacromial impingement syndrome (SIS), one of the most common causes of shoulder pain in the general population.
- Michael Dalton, MetroHealth's Director of State Government Relations, has been recognized as one of the nation's top young health care professionals by Modern Healthcare magazine. Dalton, 37, was named one of only 15 "Up and Comers who have made significant contributions in the areas of health care administration, management or policy." He was profiled in Modern Healthcare's October 15 issue.
- MetroHealth nurse Kelly Seabold, who manages the system's Magnet program, has been named one of Northeast Ohio's top young professionals for Crain's Forty Under 40.
- We proudly opened the Food as Medicine Clinic in the outpatient pavilion in partnership with the Greater Cleveland Food Bank and through the generous sponsorship of Citizens Bank and the Mt. Sinai Health Care Foundation. This pilot program is designed to help food insecure patients who have chronic medical conditions receive healthy food at no cost.
- Dr. Jeffrey Schelling (Nephrology) was invited by the Director of the NIH to serve a two-year term on the Kidney, Urology, and Hematologic Diseases Subcommittee within the NIDDK.

Chief of Staff

- MetroHealth's Trauma Survivors Network received the American Hospital Associations Award for Volunteer Excellence. A former patient and current volunteer traveled with Survivor Recovery Services and Volunteer Services to accept the award on behalf of the hospital.
- The Community Trauma Institute continues its development with the roll-out to our community partners slated for November 16th.
- Our Trauma Recovery Center was informally recognized as the top performing center in Ohio by the Attorney General's Office.
- Faith Based Community Trauma Project/Project Thrive is a community-level project underway with clergy from the Mt. Pleasant/Buckeye and the Clark/Fulton areas to develop a framework to support patients impacted by trauma. A 6-month test project is underway to train and equip congregations to establish Trauma Response Teams. Congregants and community members are being trained to serve as Trauma Care Ambassadors and Trauma Crisis Responders. To date, 15 congregations are participating, and each congregation has agreed to join in monthly training and review sessions.
- We successfully completed a full-scale exercise for the regional CLE Hopkins disaster drill. We assessed our response to a large number of patients, validated patient tracking, tested communications including Amateur Radio Emergency Services (ARES) and stressed the Hospital Command Center (HCC) for supply chain, labor pool and patient decontamination, assessment, treatment and disposition. We also tested an alternate Hospital Command Center location in the Center for Transformation.
- The Department of Public Safety was awarded up to \$28,545 toward the purchase of body armor for officers as part of the Ohio Law Enforcement Body Armor Program.
- The Department of Public Safety leadership conducted physical security assessments of the MetroHealth ambulatory sites. The assessments identified risk areas and recommendations to mitigate risk.

System Dyad

- Recruitment efforts continue for the Chairs of the Departments of Medicine and Dermatology.
- Michael Stern, Chief Operating Officer, was elected to the Great Lakes Science Center Board.
- Bernard Boulanger, MD, served as guest reviewer at the Revenue Cycle/IT Becker's conference in Chicago.

Hospital Operations

- Nurse driven PICC team is scheduled for November implementation.
- Construction and furnishing of the Bikur Cholim room at Cleveland Heights is expected to open during 4Q 2018.
- The Community Hospitals at Parma and Cleveland Heights achieved record admission volumes in the month of September continuing the 2018 pattern of growth.

Environmental Services

- We introduced a new training program for the Surgery Department, partnering with Ecolab. The training focused on infection prevention, surgical site infections and room turnover times.
- Improved hand hygiene resulted from a trial on 8B/Obstetrics and Gynecology to reduce waste, decrease infections and increase nursing satisfaction.

Food & Nutrition Services

- The Main Campus Market C was opened to provide 24/7 access to food and snack choices for employees.

Textile Care, Logistics

- To ensure that all crash carts are uniform throughout the system, an inspection and supply process was established for the Emergency Departments at Brecksville, West 150th and Parma.
- A wheelchair inventory program was initiated at OBC to reduce wait times and ensure that all patients have wheelchairs for their appointments.

Pathology

- Pathology completed the conversion of Herpes Simplex Virus (HSV) culture testing to HSV by polymerase chain reaction (PCR) – resulting in the reduction in test turnaround time of more than 85 percent - from 7 days to 1 day for routine specimens.
- Pathology implemented TB testing which provides clinicians with a broader picture of a patient's immune response to TB infection – such as the identification of a latent TB infection.
- Pathology billable volume for September was 8.3 percent greater than expected.

Pharmacy

- The Meds2Beds Program continues to expand.
- The Department improved patient safety by decreasing Pyxis overrides from 5.5 percent of doses to 2.2 percent over the past 20 months.
- All pharmacy technicians have successfully registered with the Ohio State Board of Pharmacy as required in their new regulations.

Radiology

- ACR On-Site Survey at West 150 ASC for mammography breast imaging was completed and found the location to be in 100 percent compliance.

Service Lines

Adult Health and Wellness

- Annual Senior Walk Downtown was held Sept 12. Dr. Campbell provided the opening remarks.
- Aleece Caron, PhD, was accepted to 2019 Harvard Macy Institute Program for Educators.
- Kristen Liviskie presented to the Cuyahoga County Board of Developmental Disabilities Employee Health and Wellness Fair on behavioral health.
- Raman Marwaha, MD, Julie Pajek, Lisa Ramirez and Terry Stancin, PhD, presented at the Society of Developmental Behavior Pediatricians Annual Conference in Anaheim on Integrated Care
- Matthew Baltes, MD, received the Aleece Caron Grant for QI Faculty Development.
- Fnu Rajesh, MD, received the NeoMed Grant for Home Visits.

Cancer Care

- The MetroHealth Cancer Program has been awarded Full Accreditation from the Commission on Cancer (CoC) for its triannual survey.
- The BREAST/Amigas Community Outreach Program received the Debra A. Green Community Service Award from Medical Mutual for helping women get access to breast cancer screenings.
- Camille Garcia has been named the Manager for Community Health Outreach.

Emergency Services

- A nursing diversity recruitment fair was held on September 5 with 32 applicants moved to the second round.
- Advanced Life Support (ALS) Ground unit opened on September 18, with an average of four trips per day.

Neuro-Musculoskeletal

- Michael Flis, OTR/L, Certified Driver Rehabilitation Specialist at the MetroHealth Rehabilitation Institute and the Department of Physical Medicine and Rehabilitation, was awarded \$100,000 from the Craig H. Nielson Foundation to equip a high-tech driving evaluation and training van.
- Bill Mallory, PT, DPT, will be recognized as Clinical Instructor of the Year for Physical Therapy at Cleveland State's Prestige Speaker event on October 22.

Specialty Care

- The Digestive Health Center welcomed Dr. Bolin Niu to the Division of Gastroenterology and Hepatology. Additionally, the Center celebrated record colorectal cancer screening rates (+10 percent from 2017) based on collaborations with Adult Health & Wellness and Population Health teams on expanded service offerings and new follow-up patient navigation services.
- The Skin Health Center hosted a skin cancer screening event in Middleburg Heights on October 9 and treated 65 patients and community members

Surgery

- Opened an additional site for Ophthalmology to expand services to the community.
- Onboarded new Urologists with expansion into Brecksville and Parma markets.

Women and Children's

- MetroHealth is hosting the 18th Annual Perinatal Center Conference "It Takes a Village: Addressing Perinatal Opioid and Other Substance Addition" on October 17 with over 150 individuals expected to attend.
- General Pediatrics is expanding Saturday hours on the West Side.
- Pediatrics has fully transitioned to a full Hospitalist model to support Inpatient Pediatrics.

Ambulatory Operations

- We are preparing to kick off our 2018 Front-end Modernization project that aims to deploy 27 kiosks throughout the Ambulatory Network, beginning next month. 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.
- MetroHealth saw a record 17,337 patients sign up for MyChart between June and September 2018

Ethics and Compliance

- Created and distributed a manager toolkit as a follow-up to compliance training and solicited feedback on training effectiveness.
- Created and launched the Ohio Ethics learning module for employees to disclose potential Ohio ethics concerns.
- Joined the Business Ethics Leadership Alliance.
- Implemented new Conflict of Interest policies and supporting documents.
- Completed 150 of 200 live compliance training sessions across all MHS locations.

Legal

- Produced departmental newsletter on issues relating to interaction with law enforcement.
- In coordination with Finance – obtained approval of off-campus, provider-based remote location designations for MetroHealth’s Cleveland Heights and Parma locations.

Finance

- Enrollment on Wheels RV participated in 28 events servicing 228 community members in September. During 2018, we rendered 1,833 services to our community seeing 1,245 members.
- Donna Graham, Executive Director Revenue Cycle, and Jennifer Davis, Director Patient Financial Services, presented to the American Association of Healthcare Administrative Management (AAHAM).
- RSM US LLP, the System’s external audit partner, has been scheduled to begin preliminary fieldwork for the upcoming 2018 financial statement audit.
- We have successfully completed annual budgeting process using scientific intelligence and analytics from the new Enterprise Strategic Planning and Analytics Solutions System (“EPSi”).
- Control testing of the financial reporting processes will be completed in advance of the external auditor interim procedures planned for November. Accelerating these procedures will lessen the burden on the accounting team and allow for a review by the external auditor prior to year-end.
- Internal Audit is planning for the 2019 internal audit year. The internal audit plan is developed through risk analysis, review of internal audit results and interviews with management to provide us perspective on operating, strategic, technology and financial risks.

Enterprise Data Analytics

- Department of Operational Research and Analytics (DORA) continued the buildout of MetroHealth’s server and end-user Tableau environments. This leading software package arms individuals inside and outside of the department with the ability to generate insightful, visually appealing graphics and analytic content.

Information Technology (IT)

- Interfaces between Epic and GetWell TVs, an interactive patient care system that integrates entertainment and patient education to engage patients and families in their health care, went live. Patients in the Cleveland Heights and Parma hospitals will now be able to view educational videos and medication information on the smart TV in their inpatient rooms. Patient education can be ordered and tracked in Epic.
- The Epic database software, Cache, was upgraded. This enables MetroHealth to proceed with the Epic 2018 software upgrade, which enables new features and meets Meaningful Use requirements.

Supply Chain

- MetroHealth is pursuing more efficient methods of supply ordering and delivery in partnership with our distributor, Cardinal Health. These methods include maximizing delivery of supplies in their lowest unit of measure from Cardinal’s warehouse to our receiving dock and reducing our inventory on hand.
- In collaboration with MetroHealth’s Ambulatory Network Operations, orthopedic soft goods, such as splints and braces, were added to our new durable medical equipment program with Discount Drug Mart, enabling patients to obtain these items at those locations.

External Affairs

Government Relations

- Karim Botros, Chief Strategy and Innovation Officer, participated with a health care innovation roundtable featuring HHS Deputy Secretary Eric Hargan on October 23. Mr. Botros discussed innovation challenges and opportunities associated with a public hospital system.

- Latisha James and James Haviland, of the local government relations office, were successful in getting helipad plans approved by federal and local authorities so that Life Flight can land at the MetroHealth Cleveland Heights campus.

Community Engagement

- The government relations and supply chain teams participated in the October 6 The Success Her Way Summit to introduce women-led businesses to MetroHealth contract opportunities. The event yielded at least 10 women entrepreneurs who followed up with the system's supply chain office to learn more about current and emerging business opportunities.
- A presentation about VIDA and Mas VIDA, two MetroHealth programs designed to eliminate disparities in chronic disease, was featured at an America's Essential Hospital webinar.
- A Community Health Empowerment event was held at Buckeye Health Center on October 13. It featured over two dozen local agencies representing job opportunities, health screenings, safety (gun locks) and healthy eating. Co-sponsor Radio 1 provided extensive media exposure for MetroHealth.

Marketing and Communications

- MetroHealth initiated a program with Yext, an online digital management tool which assures that no old/outdated/incorrect data is still available online.
- The latest installment of our three-part Lunch and Learn series on story telling featured a singer/song writer who shared how to make stories work through lyrics and music. The two previous guests were a nonfiction writer and bestselling novelist. This program has been very popular with the EA staff, and others from across the organization who use story telling in their jobs.
- Our first podcast, Prescription for Hope, has now been listened to more than 3,400 times. We are exploring ways to expand distribution.
- MetroHealth reached 10,000 fans on Facebook.
- Ann Domeck joined us as social media manager, previously from Fox 8.

Foundation and System Philanthropy

- MetroHealth has submitted a \$438,690 request to Gilead Sciences to implement Weekly Wellness Check-in, a supportive services program focused on people living with HIV/Aids who are over age 60. This program is a spin-off of MetroHealth's highly successful Compass Services program.
- Two requests have also been submitted to Pfizer for the following:
 - A \$120,000 request, led by pediatrician Dr. Matthew Tien, to support a program focused on improving immunization rates for children under age 3.
 - A \$160,000 request, led by Drs. Nora Singer and Maria Antonelli, to establish a two-year fellowship program in Rheumatology for either a Nurse Practitioner or Physician Assistant.
- MetroHealth Foundation Board Members **Jim Cahoon** and **Dr. Alfred F. Connors, Jr., and Dr. Mildred Lam** will be honored on Friday, November 2nd, during the Association of Fundraising Professionals Greater Cleveland Chapter luncheon. Jim will receive the "Outstanding Fundraising Volunteer" award, joining the ranks of past recipients that include Richard Pogue, Paul Clark, and Jeanette Grasselli Brown. Drs. Connors and Lam will receive the "Outstanding Philanthropist Leadership" award. Past recipients have included Jane and Lee Seidman, Morton November and Char and Chuck Fowler. If you are interested in attending, please contact Beth Darmstadter at bdarmstadter@metrohealth.org.