

**THE METROHEALTH SYSTEM
REPORT OF THE PRESIDENT AND CEO
TO THE BOARD OF TRUSTEES
REGULAR MEETING OF MAY 22, 2019**

Executive

- Cuyahoga County Council unanimously approved a three-year, \$42 million contract with MetroHealth to oversee all health care in the county jails. The process of hiring and onboarding 142 employees (103 FTEs) is well underway, which includes clinical and administrative leadership positions. These new hires will be MetroHealth employees and will attend Hospital Orientation along with clinical orientations.
- MetroHealth's historical groundbreaking was held on Monday, April 15, 2019. MetroHealth formally broke ground on our new 11-floor hospital. This historic milestone was celebrated with a ceremonial groundbreaking event held at MetroHealth's Main Campus. Two hundred people attended the event including hospital leadership, local government officials and community stakeholders. The ceremony included remarks by Dr. Akram Boutros, Senator Sherrod Brown, Senator Rob Portman (video), Mayor Frank Jackson and County Executive Armond Budish. The new hospital is expected to open in 2023.
- The celebration continued the entire week of April 15th for all employees with special pop-up events that included opportunities to pose with construction props and take pictures in front of the new hospital backdrop; displays of the new hospital renderings were available to view and the Transformation Team and Office of Sustainability staff were available to answer questions. All employees will receive a commemorative lapel pin featuring a rendering of the new hospital and a specially designed t-shirt by GV Art + Design with images of the new hospital, Life Flight and Cleveland landmarks.



- Attorney Vanessa L. Whiting has been elected Chair of the MetroHealth Board of Trustees. She is the first African American to lead the Board. Ms. Whiting chairs the Board's Diversity and Inclusion Committee, which supports the System's commitment to diversity and inclusion. She was named *Black Professional of the Year* for 2019 by the Black Professional Association Charitable Foundation.
- MetroHealth has increased emphasis on building a diverse and inclusive work environment. We are launching a system-wide Culture, Rewards and Recognition Survey this summer, and we are conducting employee focus groups now to gain insights into our culture.
- Presented MetroHealth's vision for the future to Fifth Third Bank's leaders.
- Participated as a panelist providing updates and information on MetroHealth's Transformation to over 70 invited guests sponsored by The MetroHealth Foundation.
- Provided the keynote speech for Baldwin Wallace University's Commencement ceremony on May 4, 2019. Over 700 students graduated with a bachelor's or master's degree.
- MetroHealth is also proud to acknowledge 10 employees who graduated from MetroHealth's inaugural class of the MetroHealth/Baldwin Wallace MPH program. The partnership with MetroHealth and Baldwin Wallace provides employees the opportunity to earn a Master of Public Health degree right on MetroHealth's campus. Classes meet every other weekend in fall and spring with a condensed schedule during the summer.

- MetroHealth’s first Walk of Honor took place in April. The Walk of Honor is a ceremony with staff paying respect to a patient who has chosen to donate his or her organs. Physicians, nurses, social workers, Environmental Services staff and others lined the hallway of the ICU to provide a solemn and emotional send off to the patient and their family. It also provides closure for the caregivers. The patient was transported to Lifebanc’s donor care center in preparation for organ donation. The Walk of Honor was organized by Theresa Hannu, Associate Chief Nursing Officer for Hospital Nursing, Jenny Koss, Lifebanc Coordinator, and the interdisciplinary Donor Council. April was Donate Life month, which was established to encourage Americans to register as organ, eye and tissue donors and to celebrate those that have saved lives through the gift of donation.
- Kevin Kilgore, PhD, staff scientist in the departments of Orthopedics and Physical Medicine and Rehabilitation (PM&R), was awarded a \$600,000 3-year grant from the Craig H. Neilsen Foundation to develop an implanted blood pressure (BP) sensor for person with spinal cord injury.
- I’d like to recognize Dr. Frits van der Kuyp. When Dr. van der Kuyp started working here in 1969, one of the most iconic buildings in MetroHealth’s history wasn’t even open. “I built the Towers,” he jokes. Now he’s witnessing our Transformation. Dr. van der Kuyp, former director of the Tuberculosis Program, has been a part of the MetroHealth community for 50 years! Although he officially retired a few years ago, you can still find him in the TB clinic a couple of Wednesdays a month, reviewing cases and attending conferences. His colleague, Dr. Curley states, “Dr. van der Kuyp has been a national leader in the care of tuberculosis. He participated in numerous public health trials that later established the standard of care for both the treatment and prevention of tuberculosis.”

Chief of Staff

Department of Public Safety

- Thirty (30) new body armor vests have been ordered. MetroHealth will be reimbursed for 75 percent of the cost through the *Ohio Law Enforcement Body Armor Program*.
- In conjunction with the Cuyahoga County Sheriff’s Office Principal Protection Team, members of the MetroHealth Police Department provided protection at the MetroHealth Groundbreaking Ceremony that occurred on April 15th. The event was deemed a success and no incidents were reported.
- Three (3) officers were sent to Field Training Officer school and one (1) attended an Evidence Training class. Two (2) attended training in De-escalation techniques and use of force. All our officers will receive this training.
- Our department will be conducting joint training with the FBI in active assailant training.

Office of Patient Experience

Patient Experience System Goal – Likelihood to Recommend – Stretch Performance Achieved, March Year to Date

Arts in Medicine

- Arts in Medicine, in partnership with the MetroHealthy Employee Wellness Program, launched an Arts and Health Challenge. The 233 employees who registered and completed the challenge were eligible to earn 100 MetroHealthy points. The challenge raised awareness of the benefits participation in the arts provide to overall health and well-being and provided additional opportunities throughout the System for employees to engage in the arts.
- The Department of Arts in Medicine has expanded Art Therapy services in the community through funding provided by the State of Ohio for victims of crime. Five hundred ninety-six client contacts were realized through the first two quarters of the 2018-19 grant cycle. Individual and group sessions are provided at the LGBT Center of Greater Cleveland, the YWCA of Greater Cleveland, Malachi Center, MetroHealth’s HIV/AIDS community via Compass Services and to students of School Health Program Partner Schools Harvey Rice Wraparound School and Lincoln-West School of Science and Health.

Language Access Services

- The department has created a charting documentation report that identifies, by service line, the presence of verbal interpretation usage for those patients who speak a language other than English and need an interpreter. Overall, 53 percent of the specific patient population has related EMR documentation. The expectation is to increase interpreter documentation awareness and improved documentation (via smart phrases and flow sheets). Language Access Services offers in-services to those areas needing additional support.

Patient Experience and Engagement

- Engaging the Patient, Family and Community to Improve Care for Transgender Pediatric Patients was presented by Margie Diaz, Manager, Health Equity; Elizabeth Clegg, Senior Market Research Associate; Jennifer Lastic, Manager, Patient-Centered Care and Shannon Scott-Miller, Patient and Family Advisor at The Beryl Institute Patient Experience 2019, in Dallas, Texas, April 2019.
- Leadership rounding -- an industry best practice: a 3-month leadership rounding pilot launched in main campus inpatient units on May 3, 2019, with the purpose of rounding on employees to learn about the clinical environment, look for opportunities to connect with staff, improve processes and assess resource needs.

Volunteer Services

- Forty-four new Infant Comforter volunteers were trained in March and April, bringing the total number of Infant Comforters to 120. Infant Comforters provide nurturing support in the NICU daily from 6:30 a.m. to midnight. Twenty-two of the volunteers are also MetroHealth employees.

Faith Community Outreach/Pastoral Care

- Provided spiritual wellness services that included Ash Wednesday, (700 patients and staff participated), Tea for the Soul provided at five units, and Good Friday services offered at Main, Prentiss and OBC.
- Pastoral Care blessed 1,000 hands during Nurse's Week (May 6-10) through the office's Blessing of the Hands Ministry.
- Offered in-services to Psychiatry Residents on "Spiritual Care Overview" and "Spiritual Distress."
- Trauma Recovery Services joined Faith Community Outreach to launch the Near West Trauma Healing Circle consisting of six congregations with five additional congregations in the orientation process. MetroHealth now has two Trauma Healing Circles (including nine congregations from the Mt. Pleasant/Southeast areas) designed to work collaboratively to provide support services to individuals and families impacted by trauma and toxic stress. The Healing Circles are part of the effort by MetroHealth's Faith Community Outreach to provide trauma awareness services to 100 churches by 2020 and to plant Trauma Care Teams in a minimum of 50 churches in collaboration with the Trauma Institute. To date, the effort has provided support to 15 families and 60 individuals resulting in linkages to services, housing and employment while providing over \$2,000 in utility assistance in the first 5 months. Six (6) graduating seniors at John Adams High School have been adopted by churches with one student recently shedding tears at a Healing Circle meeting after a participating church paid her \$300 Senior Fees.
- Five churches joined a planning committee to work with MetroHealth to develop hypertension- and obesity-prevention programming for men. The concept was influenced by the death of John Singleton, an American film director known for movies such as Boyz In the Hood and Poetic Justice. Singleton, age 51, died of a stroke caused by his battle with hypertension.

External Affairs

Government Relations

- On April 24, 2019, participated in the United Way of Greater Cleveland's policy meeting featuring United States Congressman Anthony Gonzalez. He discussed his health, social services and workforce priorities with

the group. The congressman invited area employers and agencies to partner with his office to advance public policy to benefit the region.

- MetroHealth continues to partner with America's Essential Hospitals and other national alliances to advocate against Medicare and Medicaid payment cuts that threaten safety net systems' mission and patient care plans.
- Collaborating with the executive and legislative branches of government to advocate for state budget policy provisions to preserve Medicaid payments and to help the health system protect its research and innovation interests.
- Government Relations staff attended the EcoDistrict workshop in Pittsburgh to learn more about developing resilient, sustainable and equitable communities in partnership with public, private and community interests.
- Partnered with Councilwoman Jasmin Santana and Turner Construction to advance home revitalization efforts within the Clark Fulton neighborhood.

Community Engagement

- Presented latest Transformation information and addressed questions around Transformation and MetroHealth to the Tremont North Block Club.
- Working to get on the calendars for mid to late summer block club and select neighborhood meetings to provide in-person updates following the MetroHealth annual meeting.
- Rolled out community calendar to MetroHealth group including chiefs, ambulatory triad and site leaders, service line leaders, Foundation and other targeted internal partners.
- MetroHealth was the presenting sponsor for Cleveland Rape Crisis Center's Faces of Change luncheon attended by more than 1,000 business and civic leaders on April 17, 2019.

Marketing & Shared Services

- MetroHealth's patient newsletter, *SimplyWell* magazine, won a Silver Award in Healthcare Marketing Report's 36th Annual Healthcare Advertising Awards in the "External Publications" category. This year more than 4,000 entries were received, making the awards the largest health care advertising awards competition and one of the 10 largest of all advertising awards.

Communications

- We received overwhelmingly positive coverage of our April 15, 2019, groundbreaking with nearly every local media outlet attending the event. Social media response was just as impressive. All groundbreaking posts reached 25,000 Facebook users and led to 1,670 Instagram engagements and 9,392 impressions from Twitter users.
- The MetroHealth Communications team worked with the Cleveland International Film Festival, the MetroHealth Office of Opioid Safety and Recovery Resources to distribute 25 Narcan kits, along with educating filmgoers on how to use them, after the Cleveland International Film Festival screening of the documentary film "America Relapse."
- The Communications team also helped Emergency Department (ED) social workers to create an alternative social media avenue to reach family members of ED patients who are seriously injured or who pass away that prevents social workers from having to use their personal social media information.

Transformation Communications

- Worked with Turner Construction on the design of a replacement garage banner which was installed May 13.
- Worked with Turner Construction to coordinate design and installment of construction site fence banner on Scranton Road in time for groundbreaking. Also working with GV Art + Design to coordinate design and installment of mural along West 25th Street which should be in place by mid-May.
- Produced and posted several construction/safety related pieces for internal audience.

Facilities Management

- There were several electrical outages during the last two months, most due to unusually strong winds or fallen trees on power lines. We also had to make some repairs to two of our generators at the main campus.

- A considerable amount of plumbing and wall work had to be done both inside and outside patient rooms in the Towers to remove sinks that were not in compliance with current codes. To date, only four rooms are left to complete.
- Facilities Projects completed in 2019: 51; projects still in process: 28.
- Capital Projects initiated in 2019: 29 (\$1,556,894); projects still in development for 2019: 7 (\$601,448).
- Our Facilities Management team has been working with the construction manager on the new hospital addressing utility and egress issues as excavation and placement of caissons work occasionally impacts hospital operations.
- Facilities Management managers and the HGA engineers have started to educate our staff on the design and operation of the new central utility plant, otherwise known as the CUP, which will be vastly more complex than our current systems.
- Tom Moenich has been hired as our Director of Facilities Construction and is actively building his team, the necessary documents and processes, as well as working on several major projects.
- There are currently four manager vacancies and four skilled trade vacancies in this department; recruiting is in process. The vacancy rate is up slightly at 7 percent. Three other skilled trades workers are expected to retire within the next three months.

Trauma Recovery Services

- Contract language is in negotiation between the Institute and Frontline Service. This partnership is intended to equip MetroHealth with enhanced crisis response capabilities, design and function of the Trauma Response System, and educational platforms imbedded into the community at large for the Community Trauma Institute.
- We continue to seek an academic affiliate for the Institute, completing an environmental scan to best prepare for the RFP process. To date, informational meetings were held with Ohio University. Upcoming meetings with John Carrol and Baldwin Wallace are planned to ensure we best understand the scope of the academic climate and the value-added to the Institute.
- A search for a Program Adviser continues. Candidates are in the interview stage.
- The first Community Trauma Institute collaborative event was held on May 1, 2019. A screening of the documentary, *Resilience: The Biology of Trauma and the Science of Hope*, was offered followed by a panel discussion with community representation from Peacemakers, Eastside faith organizations, MetroHealth Psychology, community-based social service agencies and neighboring municipalities. Post-event surveys found 95 percent likely to attend future meetings and 100 percent found the information helpful and new. We received three additional educational opportunities and one funding opportunity as a result, including the entire City of Lakewood.
- Our first workshops from the Community Trauma Institute are scheduled to begin in June with the City of Lyndhurst and South Euclid and Lyndhurst Schools. We are creating consultation proposals for Jasmine Santana and Ward 14, the city of Lakewood and Peacemakers Alliance.
- Our Trauma Recovery Center has served over 550 patients and provided 1,850 direct services, including nearly 250 trauma-focused counseling sessions. Since January, we have provided 231 Volunteer Peer Visits through the Trauma Survivors Network and have been showcased in the following media outlets:
 - <https://www.wkyc.com/article/life/he-was-given-just-5-chances-of-survival-after-a-horrifying-crash-now-this-former-avon-officer-is-inspiring-others/95-1051d455-87cb-4145-8d8b-e2964161fb75> and a feature article on EssentialHospitals.org
 - <https://essentialhospitals.org/tackling-trauma-together-trauma-survivors-network-spreads-essential-hospitals-nationwide/>
- National Trauma Survivors Day was May 15, 2019. Our celebration this year featured Dr. Akram Boutros as the keynote speaker, and we presented our American Hospital Association's Award for Best Volunteer

Program In-Service in the nation to the hospital and volunteers at that time. Terminal Tower was also lit in teal in honor of trauma survivors throughout our city.

- Sarah Hendrickson presented at the 6th Annual Trauma-Informed Care Summit in Columbus, Ohio on May 14, 2019, alongside industry leaders on the subject, including Dr. Vince Felitti (the physician who discovered Adverse Childhood Experiences as a profound contribution to quality of life, overall health, and longevity).

System Dyad

- Dr. Richard Blinkhorn, new Chair of the Department of Medicine, officially took his post on May 13, 2019. We are excited to welcome him back to the MetroHealth family in this important role.
- Dr. David Crowe was named Chair of the Department of Dermatology. He has served as Interim Chair since November 2016, and accepted this permanent role in April of this year.
- Dr. Ben Roitberg was named Medical Administrator of the Neuromusculoskeletal Service Line. He will co-lead this service line with Shailaja Dunn, Neuromusculoskeletal Service Line Administrator.
- Dr. Bernard Boulanger attended the Becker's Health IT, Clinical Leadership and Pharmacy conference in Chicago May 2nd – 4th as a panelist.
- Dr. Bernard Boulanger participated in a panel discussion following a film screening of 'To Err is Human' as part of MetroHealth's Nurse's Week on May 9, 2019.

Hospital Operations

- Completed a successful move of inpatient dialysis from 9C to 5A, allowing for an improved physical environment, private rooms and increased efficiency.
- Dr. Michael Lewis was named Medical Director for the Capacity Command Center, and Gigi Hubbard was named its Operations Manager.

Emergency Preparedness

- MetroHealth, as Ohio's only Ebola Treatment Facility, participated in a disaster table-top exercise, in partnership with the Ohio Department of Health (ODH) and the Great Lakes Health Partnership Region V, to simulate the transport logistics needed to safely transport a highly-infectious patient from MetroHealth to our Regional Ebola Treatment Facility in Minnesota. While awaiting the recommendations from the After-Action Report, an immediately realized benefit was establishing and reinforcing regional and interstate partnerships.
- The next leadership cohort has completed prerequisites and has been accepted for advanced disaster response and management training at the Department of Homeland Security's Center for Domestic Preparedness in Anniston, Alabama. This week-long training focuses on preparing health care leaders to make critical decisions in all-hazards disaster emergency preparedness activities. Responders learn essential disaster-planning response and recovery functions through a didactic format that is then applied in a tabletop exercise and a two-day functional exercise to test and reinforce new skills and learning.
- The MetroHealth System continues to contribute to national disaster resilience by renewing its commitment as a participating health care system in the National Disaster Medical System (NDMS). The NDMS is a federally coordinated health care system and partnership of the United States Departments of Health and Human Services, Homeland Security, Defense and Veterans Affairs. The purpose of the NDMS is to support state, local, tribal and territorial authorities following disasters and emergencies by supplementing health and medical systems and response capabilities. NDMS would also support the military and the Department of Veterans Affairs health care systems in caring for combat casualties, should requirements exceed their capacity.

Environmental Services, Logistics, and Textile Care

- To improve our parking operations, Logistics has begun its transition to Towne Health Parking, our new vendor. Weekly transition meetings were held retrofitting to new equipment, signage and uniforms.
- A Bonnie Speed cost reduction initiative commenced with fact finding, site visits and multi-departmental coordination of efforts.

- Environmental Services employees Robert Hammond and Mirjana Sucevic and their Director, Thomas Jones, have become Master Trainers for TeamSTEPPS.
- To help manage the quality being delivered to our patients, Environmental Services is using Smart Inspect (an industry leading software platform that allows for janitorial and facility audits). Room turnover times are now typically under 20 minutes.
- Thomas Jones has begun working with the Volunteer Department to mentor individuals between the ages of 18 and 25 in the community.

Food & Nutrition Services

- MetroHealth's Food as Medicine Supervisor Ellen McLaughlin, in conjunction with the Greater Cleveland Food Bank, hosted a food demonstration in the Outpatient Plaza Café. Its purpose was to teach the community how to cook with lentils and to provide the participants with the opportunity to taste lentil dishes.
- Nutrition Services dietitian Annie Walfish received the "You Make a Difference" recognition for her contributions to patient and peer care. This recognition is part of Patient Experience's Welcome, Listen, Care Campaign.

Pharmacy

- Critical Care Clinical Pharmacist Nilam Patel, presented at the 51st Annual American Burn Association National Meeting held April 2-5, 2019 on her abstract, "Evaluation of a Weight-Based Enoxaparin Dosing Protocol for Venous Thromboembolism Prophylaxis in Burn Patients."
- Specialty Pharmacy expanded services for the diabetes population through providing the newest long-acting insulin injectables. Specialty Pharmacy currently fills over 50 percent of all specialty prescriptions written by MetroHealth providers.
- Ohio's Sexual Assault Forensic Exam (SAFE) Program provides victims of sexual assault HIV prophylaxis medications (taken at home) at no cost to them. MetroHealth Pharmacy has currently filled prescriptions for 16 patients in this program since it began.

Radiology

- The Beachwood Mammography Section passed a random ACR image validation survey (locations are chosen randomly and must pick images to submit for a date identified by the ACR). MetroHealth Beachwood achieved a positive rating for the criteria of compression, positioning, exposure level, contrast, sharpness, noise, artifacts and labeling.
- Mammography at our West 150th location achieved ACR reaccreditation for its mammography services.
- Radiology volumes are strong and exceeding budget: Cleveland Heights is 12.4 percent over budget year-to-date, Parma is 7.4 percent over budget year-to-date and Brecksville is 5.1 percent over budget year-to-date.
- For The MetroHealth System, MRI volumes are 5.5 percent over budget year-to-date, and CT volumes are 3.4 percent over budget year-to-date.

Patient Access

- Went live in April 2019 with MyMetro Hand & Upper Extremity optimization that added Plastic Surgery into the hand and upper extremity scope (additive to the Hand Orthopedic and Physical Medicine & Rehabilitation specialties).
- Went live in April 2019 with MyMetro Primary Care and Rheumatology optimizations adding more decision support technology for schedulers and more reasons for visit to improve scheduling accuracy.
- Primary Care First Call Resolution increased to 79 percent for the month of April 2019, up from 78 percent at last Board reporting.
- New patient scheduling lag reduced to nine days for Hand & Upper Extremity for April 2019, a 47 percent reduction from 17 days in July 2018.
- New patient scheduling lag reduced to 17 days in Rheumatology, a 62 percent reduction from 45 days in July 2018.
- Between Dec 2018 – Apr 2019, five more Telehealth Triage RN's have obtained specialty certifications beyond their nursing licensure and job-description requirements. Thirty-two percent of the Telehealth Triage Nursing team now holds specialty certifications in areas such as Ambulatory Care Nursing or Gerontology.

Service Lines

Adult Health and Wellness

Dental in the community:

- The MetroHealth System's Department of Dental Medicine served the Twice Blessed Community. A group of caring dental professionals volunteered their time to educate the community about the importance of oral health. Our volunteers demonstrated proper tooth brushing techniques, discussed healthy food choices and conducted oral health assessments. We have partnered with the Henry Schein Cares Foundation, which has generously donated toothbrushes and other oral care supplies to be distributed free of charge.
<https://metrohealthmiv.sharepoint.com/Pages/People/Dental-Team-Thanked-for-Supporting-Community-Event.aspx>

Behavioral Health:

- Construction for the new offices at Beachwood are underway and set to open July 1, 2019. Expansion will bring to Beachwood child psychology and psychiatry in addition to expanded adult counseling, therapy and medication management services.
- Recovery Resources services embedded in 6B to assist with linkage to post-discharge care.

Awards & Recognition:

- Division of Child & Adolescent psychology attended Society for Pediatric Psychology Annual Convention in New Orleans. Psychology trainees won Diversity Award for their poster presentation.
- WRAP was featured in Cleveland.com highlighting patient success story and program's success in decreasing recidivism among individuals with mental health diagnoses.
- Lisa Ramirez, PhD, sat on panel for the Collaborative Conversation at the Community Trauma Institute's Trauma Awareness Month event on May 1, 2019.

Primary Care:

- Newly established PRIDE services are available for our patients at the Brecksville Location.
- Established new service for transitioning (young adult) patients from DCFS to Adult Care continuity providers.
- Two new Advanced Practice Providers (APRN) joined our MetroHealth team.

Cancer Care

- Lisa Vibbert, BSN, RN, received the Outstanding Achievement in Nursing Education & Professional Practice Award for her work with Gynecologic and Surgical Oncology Patients.
- Hematologist/Oncologist Paul Hergenroeder, MD, retired May 1st. We thank him for his service treating cancer patients with breast and brain malignancies.
- The MetroHealth BREAST/Amigas program will host its next community health fair on Saturday, June 8, 2019, from 9 a.m. to 1 p.m. at the MetroHealth Cancer Center Pavilion/Outpatient Atrium.

Emergency Medicine

- April Emergency Department volumes exceeded targets at all locations with continued growth focused at the community ED locations.
- Natasha Meinert joined the organization as Prehospital Center Director. In this newly created position Natasha will focus on operations leadership for EMS and Life Flight.
- Metro Life Flight recently expanded operations with a new Critical Care Ground Unit to support patient transfers in northcentral Ohio.

Neuro-Musculoskeletal

- The Comprehensive Hand and Upper Extremity Program had its official go live on April 24, 2019. This program consists of providers in the Departments of Orthopedics, Plastic Surgery and Physical Medicine & Rehabilitation.
- The following physicians in the Department of Orthopedics have been elected to leadership roles in national organizations:
 - Heather Vallier MD: President elect for the Orthopedic Trauma Association.
 - John Wilber MD: Trauma Expert on the international AO Foundation Board.

- Roger Wilber MD: Chairman of AO Trauma North America.
- Dr. Ben Roitberg was invited to develop the consensus summary about “mobility preserving surgery for lumbar spinal stenosis” at the World Federation of Neurosurgical Societies Spine Committee meeting (Belgrade, March 21-23, 2019).
- We will be developing an Advanced Practice Provider fellowship for Neurosciences.

Specialty Care

- Specialty Care would like to welcome Amy Ray, MD, to the Division of Infectious Disease faculty.
- The MOHS Surgical Team has been selected as the 2019 Nursing Excellence Outstanding Achievement in Interprofessional Collaborative Care Award Winner.

Surgery

- Comprehensive Hand Center rolled out with scheduling through NSC.
- Record OR volume for the month of April.
- Successful recruitment of one ENT, two ophthalmologists and two general surgeons.
- Brecksville OR # 4 Buildout planning begun.

Trauma, Critical Care, Burns

- On the 2019 Spring TQIP (Trauma Quality Improvement Program) report, MetroHealth demonstrated mortality rates above average in the first decile at an odds ratio of 0.69, a rate that has continued to improve on each report since 2016. This report provides a risk-adjusted benchmark for trauma centers across the United States. Additional improvements from previous reports include rates of ventilator-associated pneumonia, surgical site infection, unplanned admission to the ICU, and catheter-associated UTI.

Women and Children’s

- Three doctors promoted to Full Professor (Drs. Ghori, Stager and Shekhawat), and one, to Associate Professor (Dr. Moran) in Pediatrics.
- Karen Sopko AND, RN, from in-patient pediatrics was awarded the “Outstanding Achievement in Career Excellence.”
- Kelley Gallagher MSN, RN, Nurse Manager Labor and Delivery was Awarded, “Outstanding Achievement in Nursing Leadership.”
- While the royal baby was born on May 6, 2019, MetroHealth delivered six Cleveland babies who received royal treatment and will share the same birthday!

Ambulatory Operations

- Three health fairs were held serving almost 300 community members. This brings the total number of fairs to seven this year providing valuable screening and health education to our partners and community members.
- The MOHs surgery nursing team in Dermatology won the Outstanding Achievement in Collaborative Care Award. It was nominated by our MOHs surgeon, Dr. Thomas Knackstedt.
- Patient check-in through our new self-service kiosks continues to grow across ambulatory. To date, nine percent of all eligible ambulatory appointments are being checked in via kiosk.
- The use of MyChart, our patient portal, continues to grow. Over 4,700 appointments were scheduled using MyChart and an all-time record of 17,654 medical advice requests were facilitated via MyChart.

Nursing

- Nurses Week was celebrated May 6-10, 2019. Over 200 nurses were nominated for Nursing Excellence Awards. Winners (and nominees) were recognized at an award ceremony on May 7, 2019, for their outstanding achievements:
 - Career Excellence - Karen Sopko, ADN, RN, Pediatric ICU
 - Collaborative Care - MOHS Surgical Team
 - Professional Practice -Lisa Vibbert, BSN, RN-BC, Oncology Clinic
 - Leadership - Kelley Gallagher, MSN, RN, RNC-OB, C-EFM, IBCLC, Nurse Manager-Labor & Delivery
 - Quality - Kathleen Glaser, BSN, RN, CNOR, Nurse Educator-Operating Room
 - Research & Innovation - Wendy Sarver, PhD, RN, NEA-BC, Interim Director-Nursing Research
 - Friend of Nursing - Charles Hopko, Clinical Engineering

- Other events during the week included receptions and food delivery to off sites, well-being programs, blessing of the hands by Pastoral Care, visits from therapy dogs, presentations by St. Martin de Porres High School student work-study teams and nursing research day.
- Next year, 2020, is designated “Year of the Nurse” by the World Health Organization (WHO). This is to honor the 200th anniversary of Florence Nightingale’s birth.

Human Resources/Inclusion & Diversity

- Culture, Rewards and Recognition – Focus Groups and 1:1 executive interviews conducted by OC Tanner with breakdown and analysis of data currently underway.
 - The purpose of the project is threefold: inform the design and development of purpose and principles; develop Employee Value Proposition – “Why MHS is a Great Place to Work”; inform the design and development of a holistic recognition solution; develop a baseline of the MetroHealth culture that will support ongoing transformation efforts; measure the progress of relevant culture initiatives.
- MetroHealthy - Coordinated MetroHealthy Employee Arts & Wellness Fairs at the main medical center and OBC in March featuring over 50 vendors representing both internal resources like EAP, Dermatology, Employee Resource Groups, Office of Sustainability and outside vendors like the YMCA, WW and Vitamix. Over 800 employees completed their biometric screening requirement for the rewards program and over 200 employees completed a skin cancer screening provided by MH Dermatology and bone density screening provided by MH Radiology. In partnership with Arts in Medicine, employees created works of art to raffle off to benefit the Employee Hardship Fund (nearly \$500 was raised).
- Development and execution/launch of cultural competency training – specific to Bariatric Sensitivity training.
- Presented at the 2019 Beryl Institute Patient Experience Conference in Dallas, Texas – “Engaging the Patient, Family and Community to Improve Care for Transgender Pediatric Patients.”
- Implementation of Inclusion and Diversity programming; including Black History Month, Women’s History Month, Minority Health, MLK Celebration Series, etc.
- Planned and executed the 5th Annual Transgender Job Fair, held at MetroHealth on April 6, 2019.

Ethics and Compliance

- Actively working on transition of research conflict-of-interest process to Ethics and Compliance.
- Compared ethics and compliance program to companies recognized as World’s Most Ethical Companies.
- Established provider-focused committee to address documentation and coding issues.
- Continuing comprehensive review and redesign of onboarding and offboarding processes.
- Women@Metro co-sponsoring GenderSpeak Workshop with CWRU School of Medicine and Office for Faculty Development and Diversity.

Finance

- Craig Richmond will be presenting at the HFMA’s Annual Conference on June 25, 2019. His presentation is focused on and titled: “Not Just Surviving but Thriving: Using Innovation and Adaptability to Deliver High-Quality, Cost-Effective Care.”
- RSM US LLP, the System’s external audit partner, provided its audit results to the Audit Committee March 20, 2019. RSM issued an unqualified opinion, with no audit adjustments. The RSM US LLP Partner for the engagement, Lori Kalic, remarked that this was significant achievement given the size and complexity of the MetroHealth audit.
- MetroHealth’s Financial Reporting team is reviewing and documenting all MetroHealth leases. This is in anticipation of the adoption of GASB-87, Leases. This GASB statement is effective with the 2020 financial results.
- The MetroHealth Reimbursement team is partnering with Government Relations to support policies and programs in the State budget, which are beneficial to MetroHealth. Significant programs include the

reauthorization of the Community Investment and Improvement Program, and the Hospital Franchise Fee fix. These programs provide significant funding to support MetroHealth's outreach programs.

- Financial Planning and Analysis is establishing teams to improve services based upon feedback from staff. Areas of focus include: training and development, innovation and adding value, optimizing and leveraging technology, and improving the relevance, quality and timeliness of information, analysis and communications.
- Enrollment on Wheels RV participated in nine events in April, 2019, servicing 114 community members. Services provided are scheduling of medical clinic appointments, insurance education and assistance with financial eligibility. There were five events on the West Side and four on the East Side.
- From January – April 2019, within the RV, we rendered 525 services to our community, seeing 349 members.

Internal Audit

- Internal Audit partnered with the finance function to establish MetroHealth's Financial Reporting Disclosure Committee ("FRDC"). The FRDC has now successfully completed two consecutive quarterly reviews with 100 percent response rate and participation from the business and process owners.
- The 2019 Internal Audit plan is underway. Thirteen audits have commenced this quarter. Thirty percent of the total planned audits this year will have closer coordination with the Ethics and Compliance team throughout the planning and reporting process.
- Internal Audit surveys, which are distributed at the end of each project, were used to improve the internal audit process and service delivery. The feedback provided resulted in enhancements to 2019 internal audit procedures that include improved communication, sharing of leading practices, and enhanced stakeholder reporting. The survey process will continue throughout the year.

Enterprise Data Analytics

- With support from Information Systems, the Department of Operations Research and Analytics (DORA) completed a major software upgrade to the latest version of Tableau to enhance the end-user experience with new features, to meet the growing capacity needs of MetroHealth's user base and to enhance the infrastructure of our analytics environment.
- In May 2019, DORA is launching a package of revitalized applications, which provide the surgery leadership team with insights into current and future operations of the surgery business. These applications will replace tools previously provided by external organizations, saving MetroHealth nearly \$150,000, annually.

Enterprise Program Management Office

- The Enterprise Program Management Office is developing a Lean Institute program, which will train selected MetroHealth professionals on the concept of Lean. Lean is a disciplined, statistical-based, data-driven approach and continuous improvement methodology for eliminating non-value adding expenses and processes throughout the organization to be more efficient.
- Lynn Susi, Project Strategist, was accepted to be an instructor for the MetroHealth – Baldwin Wallace University Master of Public Health program. She will be teaching Introduction to Healthcare Informatics this summer.

Information Systems (IS)

- David Fiser, Vice President and Chief Information Officer for MetroHealth, co-hosted a panel discussion at Hyland Software for the Northeast Ohio Chief Information Officer (CIO) Forum. The CIO panel discussion focused on strategies for developing and retaining top IT talent.
- IS completed a Business Impact Analysis (BIA) as part of our continuity of operations program to assist departments in the event of business disruption. This process includes analysis of information from over 80 interviews in 63 departments.

Supply Chain

- An End-to-End Redesign of Supply Chain has commenced. The initiative will include all four areas of MHS supply chain operations: purchasing & contracting, OR supply chain, inventory and data integrity. Zitra Healthcare Partners has started the transformational supply chain performance improvement with an analysis of MetroHealth purchasing and contracting.
- An application has been submitted to Premier, Inc., our group-purchasing organization, for its annual supplier diversity award. Winners will be announced at Premier's annual Breakthroughs Conference in

June, 2019. The department's Supplier Diversity Specialist, Darrell Johnson, has positioned us well to be in contention for this prestigious annual award.

Foundation and System Philanthropy

- MetroHealth's For All of Us \$100 million campaign is moving forward, with \$37.3 million of the \$44.3 million committed to program and endowment and \$7 million committed to capital. The Campaign Cabinet, in partnership with the boards and staff, anticipate achieving the \$50 million by the end of 2019. Recent gifts included a generous in-kind contribution from Sunnyside Automotive, Inc. for MetroHealth's Safe Driving Program; continued support from the Susan G. Komen Northeast Ohio for the Amigas program; and a generous pledge from new Foundation board member, Ana Rodriguez.
- Thank you to the Board and Campaign Cabinet members who attended and brought friends and colleagues to the Transformation Briefing Panel Discussion on April 30: Nick Alexander, Anna Brandt, Linda Bluso, Jim Cahoon, Rob Durham, Don Graves, Jennifer Hurd, Bridget and Bernie Moreno, Brian O'Neill, Rob Soroka and Sally Stewart. Over 55 individuals attended to hear a panel discussion, led by Dr. Boutros. You can view a video recording of the discussion at: <https://metrohealthcle.sharefile.com/d-s349a834c29f48cb8>
- From May 28 to June 25, 2019, the Foundation will begin a five-week campaign on 90.3 WCPN to highlight "For All of Us." Thirty 15-second spots will air at various times of the day (the majority will air during the morning drive). Based on Nielsen Audio data, the campaign is estimated to be heard by 46,100 individual adults ages 35-64, who will hear the message an average of two times during the five weeks.
- Thank you to MHF Board Member Dick Hollington for facilitating the opportunity for MetroHealth to host the Cleveland Chapter of YPO (formerly the Young Presidents' Organization) and WPO recently. The YPO attended an informational event on the opioid crisis that featured MetroHealth's Dr. Joan Papp, Director of Office Opioid Safety. More than 100 members of this select group of chief executives and managing partners attended the event, giving us an opportunity to also share information with them about the MetroHealth Transformation.
- MHF Board Member, Rachel Ciomcia, along with Kevin Ortner, Director of Transformation Operations and Transition; and Greg Zucca, Director, Economic and Community Transformation, will host Cleveland Leadership Center alumni from 7:30 to 9:30 a.m. Wednesday, May 22, 2019, in the Transformation Center. They will provide updates and information on the MetroHealth Transformation and Campaign priorities.