

**THE METROHEALTH SYSTEM
REPORT OF THE PRESIDENT AND CEO
TO THE BOARD OF TRUSTEES
REGULAR MEETING OF JANUARY 22, 2020**

Executive

- The City of Cleveland's Planning Commission granted early approval for plans to build new housing for Clark-Fulton residents and MetroHealth employees. The approved plans are for a mixed-use building that developer NRP Group, in partnership with MetroHealth, will build on the corner of West 25th and Sackett Ave.
- Congratulations to Walter Jones, SVP of Campus Transformation. Walter has received the Patient-Centered Design Legacy Award, the highest honor to be bestowed by the Institute for Patient-Centered Design.
- In November 2019, I attended and presented EY's Strategic Growth Forum, which is an invitation only forum welcoming the country's most ambitious CEOs, entrepreneurs, advisors and investors who are exploring new ways to grow and realize their potential in the now, next and beyond.
- MetroHealth celebrated a 20-year relationship with Epic! Judith Faulkner, Epic Founder and CEO, was our special guest. The Rammelkamp Atrium was overflowing with current and former staff who have been part of MetroHealth's electronic health record journey over these past years.
- Thanksgiving week brought together MetroHealth and its community partners, including the Greater Cleveland Food Bank, the St. Luke's Foundation and the Western Reserve Area Agency on Aging, to purchase more than 3,000 turkeys; 1,000 turkeys were distributed to community members at main campus and the Buckeye Health Center!
- On November 21, Dr. Jerry Sue Thornton and I bestowed the Cleveland Heritage Medal to Messrs. Tom Adler, Art Falco, Bob Madison, and Ms. Barbara Robinson.
- I hosted group luncheons throughout November and December 2019, with more than 300 managers and directors to discuss MetroHealth's strategic plan and answered questions from the groups. This will take place twice a year in 2020.
- Rev. Tony Minor, Manager Faith Community Outreach, held a Clergy Cabinet that included a group of interfaith leaders. This gathering allowed MetroHealth to provide information on the Campus Transformation and the Institute of Hope to equip these interfaith leaders to serve as ambassadors of MetroHealth's work and mission.
- I'm proud to announce MetroHealth's Brecksville and Parma Emergency Departments have both earned The Joint Commission's Acute Stroke Ready Hospital Certification.
- Susan Fuehrer, President of MetroHealth's Institute for H.O.P.E., received the Presidential Rank Award, the highest honor that can be given to a federal civil service executive. We are grateful Susan choose to join MetroHealth after 34 years of leadership at the U.S. Department of Veterans Affairs.
- On January 15, 2020, to celebrate Martin Luther King, Jr's birthday, I moderated a panel titled, "My Journey as a Leader of Color," held at MetroHealth in Scott Auditorium.
- Notable mentions about our MetroHealth employees:
 - Crain's Cleveland Business has recently recognized Rebecca Bidinotto, a Certified Registered Nurse Anesthetist, who was honored by Crain's Cleveland business as Notable Woman Veteran in the Workplace. She has served in the U.S. Army for 22 years and retains the title Lieutenant Colonel. She has served at MetroHealth for 24 years. Also honored by Crain's Cleveland Business, Mark Kalina, Jr., a Senior Analyst - Community Trauma Institute, has been recognized as a Forty Under 40 Honoree.
 - Perioperative Services staff nurse educator, Kathleen Glaser was recently recognized by the March of Dimes as the 2019 Ohio Nurse of the Year for Surgical Services & Procedural Areas.
 - Sergio Bardaro, MD, has been elected Vice President and President-elect of the Ohio/Kentucky Chapter of the American Society of Bariatric and Metabolic Surgery.
 - Margie Diaz, MSN, RN, Manager of Health Equity Initiatives, has been names president of the North East Ohio Chapter of the national Association of Hispanic Nurses (NAHN).
 - Sandra Wright-Esber, APRN and Sandra Giagola, DO, were named 2019 recipients of the Dr. Joseph Carter Outstanding Compassionate and Caring Award.

Chief of Staff

Department of Public Safety

- In continued efforts to combat the opioid epidemic, the Department of Public Safety distributed 261 Narcan “kits” to the MetroHealth Community in 2019 and our officers administered Narcan to save the lives of 34 individuals. Since inception of the program, there have been 55 saves on campus.
- In 2019, all officers were trained in de-escalation, Use of Force and bias-based techniques.
- Officers received further de-escalation, use of force and firearms training with the use of a reality-based simulator. The simulator provided hands-on training that can help officers learn how to stay focused and respond appropriately in high-stress situations.

Communications

- John Campanelli has started work on MetroHealth’s new podcast. Tentatively titled “A Hospital Does That?” the podcast will explore the programs and initiatives at MetroHealth that most people would never dream a hospital would undertake. This will be our second podcast. Our first, “Prescription for Hope,” has a listenership of more than 7,150.
- Tim Magaw continues to improve MetroHealth’s social media, earning a “Very Responsive” badge on Facebook, which is only given to pages with a 90 percent response rate and 15-minute response time. As of January 8, 2020, MetroHealth boasted a 100 percent response rate with a 9-minute response time. That’s up from a 60 percent response rate in September 2019. He’s also activated our LinkedIn platform so we can share content. While HR maintains the recruiting function, Tim is now sharing stories about the good work MetroHealth is doing in the community with our 20K+ followers and future job seekers.

Community Relations

- The Safe Sleep team also is partnering with Dr. Brook Watts, the Women at Metro Council and Mother Nurture Project to purchase and wrap a Mamava breastfeeding pod that will be placed in the Outpatient Pavilion. It is a safe, private space for public and staff breastfeeding use.
- Finalized a partnership with Cleveland Public Library to distribute Safe Sleep materials. All 29 branches are now distributing bookmarks, postcards, safe sleep conversation guides and fact sheets to their patrons.

Government Relations

- Retained the lobbying firm of Hicks Partners to help represent MetroHealth in Columbus. The firm is led by Brian Hicks, who was chief of staff to former Gov. Bob Taft.
- MetroHealth submitted a request for capital budget funding to outfit a 20,000-square-foot laboratory for Functional Electrical Stimulation research at the Old Brooklyn Campus. Cleveland State University is our partner in the request.

Facilities Management

Projects:

- Facilities Projects completed in 2019: 121
- Facilities Projects currently in process: 26
- Projects initiated in 2019: 90 (\$8,009,234)
- Projects in development for 2020: 6 (\$183,994)
- FM has proposed 55 projects totaling \$15.86M for 2020 Capital
- Kitchen & Cafeteria renovation project is in the process of being closed out; the kitchen went live on December 12, 2019 and the cafeteria on December 23, 2019.

Finance

- RSM US LLP, the System's external auditors, completed interim fieldwork related to the 2019 audit in October 2019. The audit team tested our main transaction cycles, reviewed our internal controls, and reviewed compliance with the Ohio Compliance Supplement (OCS).
- Enrollment on Wheels RV participated in 20 events in December, servicing 133 community members. Services provided are scheduling of medical clinic appointments, insurance education, and assistance with financial eligibility. From January – December 2019, within the RV, 4,089 services were rendered to our community, serving 3,396 members.

Internal Audit

Internal Audit successfully completed interim control testing of financial reporting controls, which assures the reliability of the System's financial reporting. Results were provided to management and the external auditor, RSM. Internal Audit will complete year-end control testing of financial reporting controls in February 2020.

- Internal Audit achieved its 2019 goals, which include further refinement of the quarterly analytic procedures, an updated internal audit charter, an enhanced stakeholder survey and internal audit feedback process, and implementing proactive follow-up procedures for management action plans.

Enterprise Data Analytics (DORA)

- The interdisciplinary analytics steering team and data management group have been established to optimize and better leverage analytic resources and efforts across the enterprise.
- A central management reporting website has been developed to further improve utilization of value-added information in support of organizational goals. The site provides a central location for accessing information as well as training materials, tips and other information useful to managers.

Information Systems (IS)

- To further increase security within the MetroHealth computer network, the Information Services and Clinical Informatics departments implemented a new, multi-factor authentication software application called Imprivata. Imprivata will, in certain scenarios, help ensure the identity of users by requiring multiple authentication factors, which may include passwords, numerical codes, or fingerprints.
- Information Services and Clinical Informatics teamed with the Medical Staff Office to implement electronic prescription of controlled substances for our patients in Epic. Electronic prescribing, instead of giving patients paper prescriptions, improves patient safety, increases security, and creates workflow efficiencies. Electronic prescribing of controlled substances will be rolled out system-wide by February.
- MetroHealth has been awarded a \$205,000 Epic 2019 Safety Net Grant in addition to the \$520,000 grant recently received from the Epic corporation for achieving Summa Cum Laude Honor Roll status. MetroHealth is the third Epic customer to achieve this level of Honor Roll Summa Cum Laude status in 2019.

Enterprise Program Management Office

- The Windows 10 project team achieved its goal of converting 6,000 desktop and laptop computers to the Microsoft Windows 10 Operating System by December 31, 2019. Microsoft will be discontinuing mainstream support for the Windows 7 Operating System this month. The Windows 10 upgrade ensures these devices receive crucial system updates and delivers improved virus protection.

Supply Chain

- Supply Chain has launched a foundational initiative to standardize workflow through policies and procedures across the MetroHealth System to enhance the overall customer experience.
- The Supply Chain Data Analytics team received accolades from Global Healthcare Exchange (GHX) during the implementation of Nuvia, a data management tool that keeps supply chain information up-to-date and synchronized.

System Dyad

- MetroHealth hosted Dr. Mary Applegate and Donald Wharton of Medicaid to discuss our CICIP (Care Innovation and Community Improvement Project) initiatives.
- Dr Shari Bolen was appointed as the Founding Director of the MetroHealth Population Health Research Institute.

Inpatient Operations

- Barbara DeLeva joined the System as Executive Director, Patient Flow and Throughput and will partner with Dr. Michael Lewis to oversee the implementation of the Capacity Command Center.
- Based upon the Patient Throughput Transformation project and related initiatives the average length of stay was reduced 6 percent leading to savings of over 7,000 patient days in 2019.
- Patient admissions at the Community Hospitals increased 7 percent compared to 2018 based upon ED volume growth and expanded specialist deployment.

Emergency Services

- The MetroHealth System and Lake Health have agreed to open a day base at TriPoint Medical Center to house a Cleveland Metro Life Flight helicopter.

Emergency Preparedness

- MetroHealth experts contributed to the statewide Special Pathogens Committee working on the transition to sustaining capabilities once the five-year ASPR (Assistant Secretary for Preparedness and Response) Ebola grant expires in May 2020.
- An Ebola Treatment Center readiness survey was conducted by the Ohio Department of Health. MetroHealth's review was led by our Special Disease Care Unit (SDCU) team with support from the Emergency Department, Nursing, The Center for Quality, and Emergency Management. The surveyor was complimentary on our continued preparedness efforts and demonstrated teamwork.
- MetroHealth engaged a contracted HERT (Hospital Emergency Response Team) to provide for individual and mass decontamination for those victims exposed to chemical, biological or radiological isotopes. The process of decontamination renders the victim safe for medical evaluation and further treatment. The HERT team is also responsible for protecting our facilities from contamination as well.
- An electronic Hospital Command Center management software, Knowledge Center, was selected to support emergency operations by providing a real-time, information system that contributes to the common operating picture during Code Yellow (disaster) conditions and supports situational awareness and the right assignment of resources to support response efforts.

Pharmacy

- MetroHealth retail pharmacies have surpassed 4,000 flu shots given to our patients when they are in our pharmacies so far this year, which is a 33 percent increase over last year. Including the flu clinics given by our retail pharmacists, they have given over 7,000 flu shots this year.
- The Med to Bed Program (for discharged inpatients going home) was transitioned to a more convenient "opt out" model. Nursing units using this new model are filling 90 percent of eligible discharges with home-going prescriptions compared to 35 percent using the previous system.

Radiology

- Nuclear Medicine at Cleveland Heights achieved ACR (American College of Radiology) accreditation.
- Middleburg Heights mammography successfully completed their MQSA (Mammography Quality Standards Act) Survey from the Ohio Department of Health with 100 percent compliance.
- Radiology's mobile mammography coach had a successful initial survey by the Ohio Department of Health with 100 percent compliance.

Dining Services

- The newly-renovated Main Campus cafeteria was reopened on December 23, 2019. The new space features expanded soup and salad offerings, a made-to-order grill, a serving station for guest vendors, and an improved customer-friendly design.
- Also, a room service model of food service was implemented in December 2019 for inpatients. The new service offers patients and family members the opportunity to order fresh, customized meals throughout the day. In addition to the patient experience benefits of the new model, the service also provides for a 20 percent reduction in wasted food from the prior tray line model.

Service Lines

Adult Health and Wellness

- Gordon Square Pride Clinic opened on November 12, 2019. The clinic saw 31 completed appointments of which 10 patients were new to the system.
- The Vivitrol Scope of Practice and workflows were approved by the CNO. Rollouts to occur in Q1 2020 for our satellite clinics. This will allow us to provide addiction treatment services to identified satellite locations in 2020.
- We have rolled out our Transforming Care 2.0 strategy to our learning lab sites. (Parma in 2019 and Buckeye is set to roll out in Q1 2020.)
- Marsheena Murray, PhD, elected to the American Board of Clinical Child and Adolescent Psychology (ABCCAP).
- The MetroHealth Autism Assessment Clinic (MAAC) was featured in the Plain Dealer highlighting the expansion of services to Spanish-speaking children through the donations from the Glick family.
- Kidz Pride has expanded (LGBTQ) services to the November Family Health Center, which includes evening hours.
- The Addiction Medicine Consult Team was developed and will launch January 2, 2020, for patients needing addiction care in the inpatient and emergency settings.
- December 7, 2019, - 250 Children and family members attended the annual Cookies and Cocoa with Santa event at Old Brooklyn Health Center. Geriatrics received the MetroHealth holiday ACTION grant for this event. Children made crafts, wrote letters to Santa and had their photo taken with Santa.
- The Elisabeth Severance Prentiss Center was named by U.S. News and World Report best nursing home list for the second year in a row.
- Recovery Resources' Chief Clinical Officer, Jason Joyce, was elected the president of the Council for Agency Directors (CAD). CAD is a collaborative of all ADAMHS funded agencies to support and advocate.
- President, Pamela Gill was interviewed by Case Western Reserve University regarding service needs related to the opiate epidemic.
- Recovery Resources' Recovery Resources volume of new referrals to the system is up 11.5 percent from Q4 2018.

Cancer Care

- MetroHealth Cancer Center is the only site in Ohio offering a phase II clinical trial evaluating a new form of immunotherapy for women with recurrent cervical cancer.

Neuro-Musculoskeletal

- All patients undergoing a total joint replacement will participate in the Enhanced Recovery after Surgery Program beginning January 6, 2020. The ERAS program for total joints was implemented by team members from Orthopedics, Surgery, Anesthesia, Nutrition, Rehabilitation, Nursing, IS and Quality.

Specialty Care

- Dr. Dennis Auckley (Pulmonary/Sleep Medicine), was named President of the Society of Anesthesia and Sleep Medicine.
- Dr. Sherrie Williams (Pulmonary/Critical Care) was recently featured on the cover of Phenomenal Woman magazine highlighting her career in pulmonary and critical medicine at MetroHealth.

Surgery

- Geauga Vision Eye glass kiosks being expanded to include 3 new MetroHealth sites: Brecksville, Bedford, and Cleveland Heights.
- Record number of Bariatric surgeries in 2019 as the program continues to expand.

Trauma, Critical Care, Burns

- The American College of Surgeons Trauma Site Survey was held December 4-5, 2019. We had an excellent site survey and the final report reverified us as a Level 1 Adult Trauma Center and Level 2 Pediatric Trauma Center with zero deficiencies, numerous strengths, and very few identified opportunities for improvement. Congratulations to our Trauma Team!

Women and Children's

- Dr. Kelly Gibson has accepted the position of Division Director for Maternal-Fetal Medicine.
- The Mother and Child Dependency program received a donation that will allow MetroHealth to pilot a sober living house for pregnant women with opiate use disorder and their children.
- Dr. Lynn Milner will be working as the Public Health Director for the City of Cleveland, as part of her position at MetroHealth.

Ambulatory Operations

- Cancer Care Winter Holiday Project: Outpatient Cancer Care Team was awarded an Action Grant of \$350.00 from Pastoral Care. In addition, we raised \$1745.00 from cash donations, gift cards, hygiene products and blankets. Patients expressed heartwarming appreciation for the kind gesture. Christmas musical entertainment was provided by family members of Cancer Care employees and an MHS physician. Patients joined in on the celebration and expressed their personal musical talent. It was a great success!
- Medical Specialties:
 - MetroHealth executive initiative goal: Decant 15 percent of main campus infusions to satellite offices – this goal was met. Our Med Spec nurses work at the Parma infusion center 3 days per week and we have moved many main campus infusions to Parma.
 - Kathleen Rizer, Director of Nursing Services and Nurse Managers Kumarie Singh and Laurel Stevens acted quickly and provided life-saving measures to an employee who experienced a life-threatening medical emergency.

Office of Patient Experience

- Cleveland Ballet returned to MetroHealth Medical Center, Main Campus for its 5th annual performance.
- The SAFE (Students Are Free to Express) Project concluded its: third year high school residencies at CMSD's Lincoln-West Global Studies and John Adams Comprehensive High School; first and second year high school residencies at John Adams College and Career Academy; and Pre-K, K and 1st grade residencies at Harvey Rice Wraparound School realizing 511 students served, 168 total workshops and four culminating showcases.

Language Access Services

- In partnership with Information Systems, Language Access Services implemented an Epic interpreter scheduling module, pairing patient appointments with interpreters, for patients identified as needing an interpreter. This module eliminates the need for clinics/departments to request interpreters for most appointments. It is estimated the module will create a time savings of 420 hours annually of staff capacity at Main Campus alone.

Patient-Centered Care

- MetroHealth continues to be a leader in the engagement of patients and families to drive patient-centered experience improvements. Jennifer Lastic, Manager, Patient-Centered Care, was invited to be an abstract reviewer for both the 2020 Beryl Institute Patient Experience Conference and the 9th International Conference on Patient- and Family-Centered Care: Partnerships for Quality, Safety, and Equity.

Volunteer Services

- Volunteer Services received the Ohio Rehabilitation Association (ORA) 2019 Organizational Award in recognition of support in assisting persons with disabilities to re-enter the work force. The award recognizes a contribution to the well-being or rehabilitation of persons with disabilities in activities over and beyond the purpose for which the organization was established. Volunteer Services has a longstanding partnership with MetroHealth's Vocational Services Department and the Work Matters Program to assist individuals to find purpose and meaning through volunteerism while preparing for employment.
- Herb Werner, a MetroHealth volunteer, was selected as one of Greater Cleveland's Most Treasured Volunteers (MTV) by The Center for Community Solutions. Herb provides peer support to patients who are undergoing rehabilitation for spinal cord injuries, and he also serves as a Patient and Family Advisor.

Ethics and Compliance

- Held regional compliance forum with NEO compliance professionals to share best practices in communication strategies and promoting a speak up culture.
- Collaborated with HR and Quality to launch speak-up campaign.
- Expanded the compliance committee structure to include additional risk areas.
- Launched ethics and compliance training for managers.
- Published "HIPAA Reminders" on the Epic dashboard for employees.
- Created educational tools for jail personnel on requesting health information about patients who are inmates.

Nursing

- **Year of the Nurse and Midwife**
2020 was named Year of the Nurse and Midwife by The World Health Assembly, the governing body of the World Health Organization (WHO), to celebrate the work of nurses and midwives, highlight the challenging conditions they often face, and advocate for the increased investments in the nursing and midwifery workforce around the world. It also honors the 200th anniversary of Florence Nightingale's birth.
- **NICU Heart Award from Project Preemie December 2019**
Cathy Fee, RN, was honored with the December NICU Heart Award from Project Preemie. She was nominated by the mother of a former NICU patient. To read the full nomination and learn more about Project Preemie, please visit: <https://www.projectpreemie.com/nicu-heart-recipients>
- Year-end statistics – 1,461 (82%) of MH Nurses are BSN-prepared, an increase of over 800 (28.1%) since 2013. The number of certified nurses increased to 617 (34.6%) in 2019 from 230 (18.8%) in 2013.

Foundation and System Philanthropy

- MetroHealth's For All of Us \$100 million campaign is moving forward, with \$42.3 million of the \$51 million committed to program and endowment and \$8.7 million committed to capital.
- The MetroHealth Foundation received several generous gifts from donors at year-end including:
 - \$50,000 from The Albert M. Higley Company to support the Building for the Future campaign fund.
 - \$250,000 from The Higley Fund for the Lincoln-West School of Science and Health science lab. This gift completes fundraising for this initiative and will enable the lab to be built.
 - \$150,000 from Jacke and Eric Wiedemer to support a sober housing program for expecting mothers under the direction of Dr. Jennifer Bailit.
 - \$600,000 from Dollar Bank to fund the MetroHealth Empower CLE program.
 - \$100,000 from Minute Men Staffing Services and MHF Board member, Jay Lucarelli, to support GALA2020.
 - \$250,000 from The Char and Chuck Fowler Family Foundation in support of SAFE and School Based Health.
 - \$105,000 from US Communications and Electric for the Building for the Future campaign fund.
 - \$70,000 from The Turner Construction Company Foundation for the Building for the Future campaign fund.
 - \$25,000 from the Gerson Family Foundation to our FES research efforts.
- The Foundation also received nearly \$110,000 in gifts to support the David S. Rosenbaum, MD Endowment and the Alfred F. Connors Sr. Health Services and Population Health Research Endowment.