

**THE METROHEALTH SYSTEM
REPORT OF THE PRESIDENT AND CEO
TO THE BOARD OF TRUSTEES
REGULAR MEETING OF March 24, 2021**

Executive

- The COVID-19 Unit has officially closed due to the downward trend of admissions over the last several weeks. The unit received a deep cleaning and has reopened as a medical/surgical unit. Since March 2020, we have cared for over 1,000 COVID-19 patients.
- Hospital and Rehabilitation inpatients are permitted one visitor per day.
- In person meetings of 10 or fewer are now permitted with social distancing and face masks
- MetroHealth has been recognized by Ethisphere, a global leader in defining and advancing the standards of ethical business practices, as one of the 2021 World's Most Ethical Companies. MetroHealth has been recognized for two years in a row.
- The Healthy Business Council of Ohio has recognized MetroHealth's healthy worksite practices and MetroHealthy program with a Platinum achievement. The Healthy Worksite Award recognizes Ohio employers who demonstrate a commitment to employee wellness through comprehensive worksite health promotion and wellness programs.
- Construction is beginning on the first of three buildings that will comprise a \$60-million mixed-use project in the Clark-Fulton neighborhood. The Building is being developed by The NRP Group, MetroHealth and CCH Development Corp – an innovative public-private partnership that will strengthen and revitalize the west side neighborhood by filling a need for high-quality housing.
- ProMedica and MetroHealth have signed a collaborative agreement to develop a multi-million-dollar skilled nursing and rehabilitation center at MetroHealth's Old Brooklyn Campus. Expected to open later this year, the new facility will accommodate as many as 96 patients and provide medically complex and intensive rehabilitation services, as well as skilled nursing care.
- The MetroHealth Pharmacy team recently earned a Digital Pharmacy Accreditation and a Specialty Pharmacy Accreditation from the National Association of Boards of Pharmacy, an independent, international, and impartial association that assists its member boards and jurisdictions for the purpose of protecting the public health.
- MetroHealth was selected as the Cleveland Crunch soccer team's exclusive medical provider offering sports medicine and medical services for the 2021-2022 season.

CHIEF OF STAFF

Correctional Medicine

- COVID continues to be managed at the jail with preemptive measures like high volume testing, housing strategies and use of PPE to reduce infections. As of today, there are 41 COVID cases in the Jail and 150 people in "exposure isolation".
- Correctional Health Leadership presented its 2020 year in review to County and Jail Leadership last week. Some of the highlights include:
 - 671 COVID cases, 2 hospitalizations, 0 ICU admissions and 0 deaths
 - 83% decrease in suicide attempts from 2019 to 2020
 - Met all shared 2020 goals/targets from the contract
 - Expanded Addiction Medicine Programming and unique prenatal care

Department of Public Safety

- The Department has partnered with the FBI again this year for access to simulator training.
- Yearly qualifications are underway for the officers. Officers are also receiving training in De-escalation techniques and use of force.
- We have partnered with the pediatrics unit to issue a Bravery Award to patients who have demonstrated courage and resilience while navigating what has brought them to MetroHealth.
- One of the Lieutenants is currently enrolled in Police Executive and Administrative Leadership School.

Facilities Management

- Created over 100 Vaccination Privacy Screens for the System and implemented CMSD's COVID program to allow Lincoln West & MHS to reopen on 3/15.
- Completed six State Fire Marshal surveys without citations for Joint Commission Readiness
- In conjunction with ASHE Annual Conference, Facilities Management conducted presentations, topics include:
 - Pandemic Recovery
 - A Systematic Approach to Risk Management
 - Leveraging Technology to Improve the Patient Experience
 - Package Data to Drive Processes
 - Achieving Operational Efficiency
 - What to Expect from the 2021 NFPA 99 and NFPA 101 codes

Government Relations

- Continue to work on securing necessary approvals for the expansion of the Cleveland Heights hospital to include behavioral health beds.
- Continue to pursue Federal Designation in Statute in collaboration with the Front-Line Alliance.
- Work with stakeholders on advocating for 340B protections for covered entities.
- Engaging with stakeholders to protect MHS's telehealth interests through ODM and through the legislative process.
- Met with newly elected Northeast Ohio legislators
- Hosted Lori Criss, Director, Ohio Department of Mental Health and Addiction Services, for virtual discussion of an overview of the behavioral health hospital expansion.

Marketing and Communications

- Carrie Lewis, Vice President, Marketing started March 1st.
- Produced several videos related to COVID vaccination, particularly related to encouraging communities of color to get vaccinated. Examples include: vaccinating our seniors: <https://vimeo.com/503163113>; care in your own language – Broadway Health Center vaccinations: <https://vimeo.com/519242980>; Hispanic leaders urge community to get vaccinated: <https://vimeo.com/506230523>
- Produced stories that were run on local TV showing our staff vaccinating at the Mens's Homeless Shelter at 2100 Lakeside: <https://vimeo.com/516407938>
- Announced a pilot project that brings telehealth to the back of an ambulance: <https://www.news5cleveland.com/news/local-news/metrohealth-system-part-of-new-pilot-program-that-puts-doctors-in-ambulances-virtually>
- Worked to announce the formation of the Innovation District: <https://news.metrohealth.org/metrohealth-plays-integral-role-in-launching-new-program-to-monitor-disease/>

CHIEF FINANCIAL OFFICER

- RSM US LLP, the System's external audit partner has completed fieldwork for the 2020 financial statement audit. RSM has audited The MetroHealth System, The MetroHealth Foundation, Select Assurance Captive, and all other Component Units of the System. RSM's will report the results to the Audit Committee at the March 2021 meeting. Based on delays from Health and Human Services, The Single Audit Report covering Federal Awards will be delayed.
- Finance issued a Competitive Sealed Proposal (CSP) for Banking Services designed to transform our Treasury Platform. Finalists were invited to make presentations to a team from MetroHealth. A careful review of service offerings is underway.
- Finance also recently issued a CSP for an invested assets advisor. Finalist presentations have been made and a recommendation from management will be made shortly.

- Revenue Cycle Management continues to provide remote support to MetroHealth providers for COVID-19 screenings and mass lab testing at shelters, group homes, assisted living and skilled nursing facilities.

Financial Planning & Analysis (FPA) and Enterprise Data Analytics (DORA)

- The FPA team has validated a labor productivity management solution utilizing new Tableau dashboards and has begun conducting individualized training to all Business Units.
- The Enterprise Data Analytics team has significantly advanced daily revenue forecasting capabilities to account for weekly, monthly, and seasonal business trends. Additionally, the new algorithm will recognize and adjust to rapid shifts in business related to COVID-19 closures or other factors.
- The Enterprise Data Analytics team launched a new, comprehensive dashboard designed to monitor the effectiveness of MetroHealth’s team-based care pilot programs. This dashboard is being deployed through an iterative development process commonly used in software development called “Agile.”

Internal Audit

- Internal Audit developed the 2021 risk-based audit plan. The plan includes 50 projects and internal audits aligned with the organizational risks identified during the risk assessment process. This plan will be reviewed during the March Audit and Compliance Committee meeting. Internal audit is in the process of completing the remaining projects on the 2020 internal audit plan, which is on-track for completion in March 2021.
- The annual assessment of MetroHealth’s financial and IT general control environment has been completed. The results were provided to the external auditor in advance of financial statement audit procedures. The financial and IT general control reporting process was deemed effective.
- MetroHealth’s Enterprise Risk Management (ERM) program and framework has been developed in coordination with Ethics and Compliance and Legal. The top ERM risks have been evaluated and presented to the President’s Cabinet. The ERM team will perform an in-depth analysis of top risks to identify mitigating and supporting activities starting in the second quarter of 2021.

Information Services (IS)

- To support the MetroHealth teams administering COVID-19 vaccines throughout the community, Information Services (IS) equipped two new vehicles with wireless networking technology. Additionally, IS created mobile technology kits, which contain the computing infrastructure needed to support vaccine administration at any location.
- In February, Information Services, in conjunction with other departments, upgraded MetroHealth’s Electronic Health Record (EHR) to the August 2020 version of Epic. This release included workflow improvements and security enhancements. The upgrade also included a complete redesign of the MyChart patient portal, which make it more intuitive and easier for patients to use.
- Information Services, along with Clinical Informatics, is supporting COVID-19 vaccination by adapting Epic to support new workflows and provide new tools. This includes configuring Epic MyChart for vaccination appointment scheduling and follow-up as well as enabling Epic Rover to provide vaccine administrators a mobile documentation solution utilizing iPhones.
- Information Services implemented virtual technologies and Epic enhancements to support the Emergency Triage, Treat and Transport (ET3) initiative. ET3 provides Emergency Medical Services (EMS) the flexibility to transport Medicare patients to destinations other than Emergency Departments, such as primary care offices, urgent care clinics, or community mental health centers, or to initiate and facilitate treatment at the scene of the 911 emergency with a MetroHealth provider via virtual care.

Supply Chain

- In partnership with Owens & Minor, Supply Chain continues to improve processes and gain greater efficiencies throughout the System.
- The MetroHealth Supply Chain continues to focus on strategic deployment of automated processes. Recently, using LEAN Principles and the SmartSheet collaboration tool, Supply Chain has begun to streamline and automate the information flow from sourcing through the payment process.

- To support the MetroHealth Operating Room, the Supply Chain has begun design and development of a medical device planning and forecasting tool. This will allow the OR, in conjunction with the OR Inventory Team, to better predict device purchases and reduce the vendor managed inventory at MetroHealth.

Intelligent Automation

- Intelligent automation opportunities will provide for a reduction in manual activities and processes through process improvements, digitization, and automation, to achieve bottom-line cost savings.
- An intelligent automation component has been incorporated into all MetroHealth internal audits to identify areas and processes, which could benefit from the adaption of intelligent automation.

CHIEF OPERATING OFFICER & CHIEF CLINICAL OFFICER

Capacity Command Center and Patient Flow

- Phase II Capacity Command Center construction completion. Target move-in date is April with co-location of departments will begin in Q2 and continue throughout the year

Dining Services

- Dining Services prepared and served 26,148 patient meals in February
- Management team was oriented to the expanded “All In” employee recognition program to increase participation, engage our front line and teach them how to use the program.

Emergency Services

- Following social distancing guidelines, completed recruitment for Resident Class of 2024, including 198 interviews and rank order decisions
- Prepared patient case presentation to compete at national meeting of CORD-Council of Residency Directors. Competition date: April 11, 2021
- Main Campus ED RN is the winner of the Daisy Award- nominated by EMS Crews to recognize her for stopping to assist with a person involved in a roll over car accident
- Initiated third partner in ET3 program, LifeCare, to provide ED physician support to EMS agencies

Environmental Services, Logistics, and Textile Care

- EVS has reached a milestone with a record high Patient Satisfaction increase to 73.4% based on multifaceted ongoing strategies in partnership with physician, nursing, and administrative teams across the System.
- Working to move EVS towards more environmentally preferred purchasing programs and to reduce waste management costs. Projected to begin in March 2021.

Emergency Preparedness

- A Code Yellow ADVISORY was declared with the February bitter cold temperatures from the arctic circle, triggering the Cold Weather Playbook. The Office of Emergency Management (OEM), MetroHealth Police and Facilities Management teams ramped up monitoring and Main Campus building protective measures. There were no operational impacts nor significant impacts to buildings systems.
- Numerous NEO agencies including healthcare, public health, public safety, county emergency management, Ohio Department of Health and the Center for Health Affairs participated in a robust tabletop exercise with MetroHealth burn team experts and the Office of Emergency Management (OEM) on trauma burn scenario involving 200 burn victims and how initial treatment, triage and transport would occur with guidance provided in the recently revised NEO Burn Surge Plan which feathers into the Ohio Burn Surge Plan. MetroHealth is one of two statewide burn surge coordinating centers; working closely with OSU which is the other.

Pathology

- The Department of Pathology has implemented the ThinPrep Imaging System used in the performance of Pap Smear screening. The Imaging System automates the screening process and combines the power of computer imaging technology and human interpretive skills to increase a cytology laboratory's screening productivity and diagnostic accuracy.

Pharmacy

- Retail Pharmacy staff has administered over 20,000 COVID Vaccinations thus far and one of only a few organizations in the state that has given more vaccination shots than it has received.
- Retail Pharmacy Prior Authorization team has expanded to process all retail pharmacy prior authorizations for MetroHealth patients and reduce this workload from the clinics so they can have more time with patient care and less time with paperwork.
- The pharmacist driven Culture Call-Back Program improved the treatment of patients presenting to the Emergency Department for sexually transmitted infections. Successful outreach with contacting patients requiring additional antibiotic therapy after ED discharge increased from 55% to 99%. Time from positive lab result to starting antibiotic treatment decreased from 8.6 days to less than 24 hours.

Radiology

- Beachwood Breast imaging received its renewed ACR accreditation for Mammography dated 2/2/2021. The main campus mammography department completed its MQSA inspection with a finding of 100% compliance
- Drs. Christina Clemow and Tina Washington, from the department of Breast Imaging published their findings of “Adenopathy following COVID-19 Vaccination in the RSNA Radiology online publication on 2/24/2021. <https://pubs.rsna.org/doi/full/10.1148/radiol.2021210236>

Behavioral Health:

- Department of Psychiatry focuses on diversity, equity, and inclusion in behavioral health:
 - Brittany Myers, PhD gave community town hall to the Spanish speaking community on depression and mental health during COVID-19.
 - Marsheena Murray, PhD featured in Cleveland.com story “Diverse therapists provide understanding, accurate mental-health diagnoses for people of color-and more are needed.”
- Behavioral health staff in both in and outpatient completed training for LINC (Loved ones involved in a network of care) which will be used as a tool to help patients and family members engage in mental health treatment and prevent rehospitalization. Program will be launched in April

Cancer Care Service Line

- Maegan Webb, RN, was recognized with a DAISY Award
- 3 new nationally/internationally known cancer researchers have joined the MHCC research program
- Virtual Open House in radiation oncology on March 25th for new Varian Trubeam LINAC

Dental Medicine

- The Council on Dental Accreditation (CODA) accepted the expansion of the pediatric residency program in affiliation with CWRU SDM. This is a two year, highly competitive program, with two residents per year (2 in 2021, total 4 in 2022).

Geriatrics/Senior Health

- Welcome Jodi O’Shea, Advanced Nurse Practitioner who will join our Red-Carpet Medicaid team.
- Old Brooklyn Health Center performed the second round of COVID vaccinations in our Senior Health and Wellness Center in February.

Neuro-Musculoskeletal Service Line

- Physical Medicine & Rehab received a 3-yr full CARF accreditation with many accolades from the reviewers. Also has ranked #3 in NIH funding. Highest ranking department in the Medical School.
- Dr. Agnieszka Ardelt has been named as Chair of the Department of Neurology.
- “The MetroHealth Comprehensive Stroke Center Program achieved their 4th consecutive certification by The Joint Commission and is part of an elite group certified to provide the highest level of stroke care.”
- Orthopedics has been notified that the Trauma Fellowship once again received very high marks and full funding from AONA Foundation.
- Kevin Kilgore PhD was just appointed by CWRU Board to be the inaugural George Picha, Hunter Peckham Professor of Biomechanics within the Department of Orthopedics

Primary Care

- Welcome Kristin Kranz MD, who will join our Medina and State Road Outpatient locations.
- Drs. Maya Ratnam and Rebecca Lowenthal providing primary care for patients in the post-COVID care clinic.

Specialty Care Service Line

- Chief Fellow for the Division of Pulmonary & Critical Care Dr. Enambir Josan wrote an article in the journal for the American College of Chest Physicians on the effects of the pandemic on a Postgraduate Trainee
- Specialty Service Line in collaboration with Primary Care has opened a multi-specialty Post Covid Clinic to provide care and direction for patients diagnosed with Covid-19 and still experiencing symptoms after 6 weeks or longer. The first intake visit performed with telehealth and the patients are directed through care pathways to sub-specialty areas that can provide the help and treatments needed. The demand for the Post Covid Services is robust with 36 calls coming to the NSC per day, and 72 patients have already been seen in the first 4 weeks of the post Covid Clinic being open.
- Dermatology Mohs Program was re-accredited by the College of American Pathologists during their bi-annual survey. The CAP surveyors visited the 4 Mohs pathology sites that perform testing for Dermatology Mohs Surgery, Main, Middleburg Heights, Westlake, and Beachwood and all sites successfully completed with no noted deficiencies.

Women & Children's Service Line

- OBGYN recruited a bilingual provider to be director of robotic surgery.
- Main OB/GYN clinic was able to successfully absorb the Brooklyn providers over the last 2 months.
- Dr. Diane Schubeck (OBGYN)retired after more than 30 years of service.
- Dr. Candis Platt-Houston (Pediatrics) was awarded a primary care training program starting in March of 2021

Ambulatory Operations

Brecksville:

- The MetroHealth System has partnered with three EMS agencies that provide advanced emergency life-saving care to bring virtual care via video visits with a doctor in the back of an ambulance. The Emergency Triage, Treat and Transport (ET3) agreement between MetroHealth, the Brecksville Fire Department, Life Care Ambulance and North Central EMS, respectively, will empower patients by offering more focused care for older patients who call 911, whether that means a trip to the emergency room or a virtual visit with a MetroHealth emergency physician. The result will be better care for patients, fewer ambulance trips to the hospital and lower out-of-pocket costs.
<https://metrohealthmiv.sharepoint.com/Pages/News/MetroHealth-and-EMS-Agencies-Partner-to-Bring-Virtual-Care-to-the-Ambulance.aspx>.

Broadway:

- Broadway Health Center held their first vaccine clinic on 2/28 that included the Asian community and was very successful. The clinic gave 200 vaccines and subsequently will have vaccine clinics on Tuesdays at Broadway until May.

MyChart:

- In February 2021, we turned on MyChart's Hello Patient Appointment Arrival Feature system wide. Previously, we only had 2 sites with this feature enabled. The Appointment Arrival Feature is great for patient experience. It allows patients to let us know when they arrive for their in-person appointment from their personal mobile device (smartphone). Once patients use the Appointment Arrival Feature, they can simply have a seat and wait for their name to be called. No need to go to the front desk!

Office of Patient Experience

- The Office of Patient Experience in collaboration with the Department of Nursing implemented MetroHealth branded 32 oz. reusable medical tumblers for inpatients. This initiative supports sustainability and reduces waste.

- MetroHealth Patient and Family Advisors were featured in the Vizient Report: Patients Reveal Key Insights About Safely Accessing Care During the Pandemic, published February 22, 2021. The report was cited in an article by Modern Healthcare.
- Jennifer Lastic, CPXP and Stephanie Seng-Patton, MA published an article, Specialized Volunteer Roles: Seek input from those you have served, December 2020 issue of The Volunteer Management Report.
- Jennifer Lastic, CPXP presented at the Vizient Performance Improvement Collaborative, Patient Transitions to Post Acute Collaborative, Education Presentation 1: Patient and Family Engagement, February 25, 2021.
- The Spiritual Care Department Manager partnered with Bikur Cholim of Cleveland to share their room at MetroHealth Main Campus with our Muslim employees who requested to have a designated place for daily prayer.
- Becky Moldaver, Director, Guest and Volunteer Services, is a contributor to **Time, Talent & Treasures: A resource for healthcare volunteer management**, a book published by The Beryl Institute. The book provides best practices and guidance for volunteer services professionals in health care.

Ethics and Compliance

- Department completed 30-day Inclusion, Diversity and Equity challenge to further our individual growth and development in becoming intrinsically inclusive leaders
- Worked with stakeholders to meet the 21st Century Cures Act implementation deadline of April 5, 2021.
- Launched the interactive ethics and compliance portal and began tracking usage data
- Promoted a speak up culture by educating employees about how to report concerns
- Developed third-party vendor compliance attestation
- Identified top enterprise risks as part of the enterprise risk management working group
- Continued collaboration with Revenue Integrity to offer provider education on changes to documentation and coding rules

CHIEF NURSING OFFICER

- The American Nurses Credentialing Center (ANCC) Commission on Accreditation in Practice Transition Programs has again granted accreditation with distinction for four years to MetroHealth's Nurse Residency Program. The Commission recognized two best practices from the document and virtual visit.
- The Nurse Residency is a year-long program that supports new RNs during their first year of practice. It first received accreditation with distinction in November 2017. The accreditation is through April 2025.
- On March 19, we recognized our 624 certified nurses. Established as a worldwide day of recognition, Certified Nurses Day honors nursing specialty and subspecialty certification. It provides an opportunity to celebrate and thank them for their dedication, achievements, and service to nursing and patients
- The Association of Rehabilitation Nurses (ARN) loves to celebrate the hard work Certified Rehabilitation Registered Nurses (CRRN) put into patient care. The organization recently highlighted MetroHealth's Amy Martin-Madeley, MAEd BSN, RN, CRRN on their national website. To read the full story: <https://rehabnurse.org/certification/crrn-spotlight-amy-martin-madeley-maed-bsn-rn-crrn>

CHIEF DIVERSITY & HUMAN RESOURCES OFFICER

- Completed Manager and Director level IDE Training with Third Space Action Labs. Now all 98% of all managers and above across the system have participated in their initial IDE educational experience.
- African American Alliance Employee Business Resource Group sponsored a virtual screening of "**Black Men in White Coats**," a powerful documentary that sheds light on the barriers preventing Black men from becoming medical doctors and the consequences of this on society at large.
- Accreditation Council for Graduate Medical Education (ACGME) recognized MetroHealth for its diversity efforts in launching its new Surgical Residency Program. They acknowledged that we are "focused on

building sustainable equity through novel practices to promote recruitment and retention of the underrepresented minorities (URMs)” and is an admirable effort.

- Office of ID&E continuing to elevate MetroHealth’s commitment to inclusion, diversity, and equity by participating in panel discussions and keynote speaking engagements
- Launched new MetroHealthy Wellness portal and reopened Metrocize Gym facility
- Lincoln West Science & Health students returned for on-site classes on Monday, March 15th (Seniors only)

PRESIDENT OF THE METROHEALTH FOUNDATION

- MetroHealth’s For All of Us campaign has reached \$105.3 million, with \$91.5 million committed to program and endowment and \$13.8 million committed to capital. The MetroHealth Foundation will confirm the new campaign goal at its March meeting.
- The contribution of JoAnn and Bob Glick continues to receive recognition from national media publications. They will be featured in the April issue of Lifestyles Magazine, which focuses on profiling transformational philanthropists. We will also plan to run a second insert in the New York Times featuring the Glicks and their commitment to MetroHealth in early June to coincide with The MetroHealth Foundation’s annual meeting.
- MetroHealth received a total of \$20,000 in support for the Building for the Future Fund from MHF Board member, George Sullivan and his wife, Tammy and Dr. William and Annette Cappaert.
- Thomas A. Roof has pledged \$25,000 over five years to support the Frank A. Ditzig, DDS Fund for special needs patients, with a commitment to a long-term partnership. Grateful for the dental care his special needs adult son recently received at MetroHealth, Mr. Roof also was part of a conversation that included Dr. Greg Heintschel, Chair of the Department of Dental Medicine, and representatives of the Delta Dental Foundation. Delta Dental plans to expand benefits to the special needs population and is looking for stories that illustrate how difficult it can be to find dental care for special needs patients.
- RSM completed the 2020 audit of The MetroHealth Foundation and issued an unmodified opinion with no deficiencies or material weaknesses identified. The Foundation did not have any adjustments to the trial balance.