

**THE METROHEALTH SYSTEM
REPORT OF THE PRESIDENT AND CEO
TO THE BOARD OF TRUSTEES
REGULAR MEETING OF OCTOBER 27, 2021**

Executive

- The 2021 Annual Stakeholders meeting was held on September 23rd, at the Cleveland Metroparks Zoo. Nearly 300 people attended the event. To view the video, please go to [Annual Meeting | The MetroHealth System](#).
- Employee Appreciation Week was held during the week of September 13th. Employees were provided with local food-truck cuisine, live music, and a gift bag containing newly branded swag items.
- As a thank you for their hard work and decision to get vaccinated, vaccinated employees and a guest were treated to a night of entertainment at Playhouse Square to see the show “The Choir of Man.”. Nearly 3000 employees and their guests attended the show.
- In addition, all employees who are vaccinated against COVID-19 by October 30, 2021, will receive a \$250.00 incentive compensation.
- MetroHealth is requiring all employees to be vaccinated for COVID-19 by October 30th and to provide documentation of vaccination. Over 7,000 employees have confirmed their vaccination status. On average, health systems that have mandated COVID-19 vaccinations, separated approximately 1.0% of employees.
- To support our staff help relieve some of the strain departments, we have instituted:
 - Accelerated recruitment for open positions
 - Provide support to frontline staff by leadership and administration
 - Institute a generous premium overtime pay program for departments with high vacancy rates
- For the eighth consecutive year, The MetroHealth System has earned College of Healthcare Information Management Executives’ (CHIME) Most Wired recognition. The selection is based upon an assessment of how effectively healthcare organizations apply core and advanced technologies into their clinical and business programs to improve health and care in their communities.
- The MetroHealth Department of Dental Medicine received the Ohio Dental Association’s (ODA) 2021 access to Dental Care Program Award.
- MetroHealth’s Life Flight was honored by the United States Marshals Service Northern District of Ohio with its Outstanding Community Partnership Award for their service to the Northern Ohio Violent Fugitive Task Force.
- The Cancer Center earned two renewal accreditations from The Commission on Cancer and The National Accreditation Program for Breast Centers. With these accreditations, our patients can be assured that they have access to resources such as clinical trials, new treatments, support services and more.
- The American Heart Association recently recognized MetroHealth with 2 prestigious designations:
 - The 2021 Gold Get With The Guidelines®-AFib award. Metro is the only hospital in the State of Ohio with this designation.
 - Get With The Guidelines®-Heart Failure and Type 2 Diabetes programs with Gold Plus with honor roll.
- On October 15, 2022, we will be welcoming patients to our new hospital, The Glick Center. We have launched Our Time is Now, a publication to keep you informed of all things related to the grand opening.

CHIEF OF STAFF

Correctional Medicine

- COVID cases increased during the month of September, and there were 2 hospitalizations during the month of September. Overall there have been 5 hospitalizations since April of 2020 and no deaths.
- All individuals housed in the jail have been offered COVID-19 vaccines. Currently 25% of the population is fully vaccinated totaling 428 people in the jail. Beginning late September, the county implemented inmate vaccine incentives to encourage vaccine efforts.

- The onsite leadership team is preparing for the annual state review conducted by the Ohio Department of Rehabilitation and Corrections, to occur the week of October 25th and an accreditation review by the National Center for Corrections Healthcare in mid-November.

Behavioral Health Hospital

- Construction for the hospital continues with concrete and steel in process. The project remains on budget and on schedule.

Department of Public Safety

- Effective September 7, 2021, the MetroHealth Police Department was deemed compliant by the Ohio Collaborative Community – Police Advisory Board. The certification process was established to improve community-police relations and find solutions to tensions and concerns between the community members and the police that serve them.

Human Resources

- MetroHealth hosted an outdoor community recruitment event focused on our support services areas on Saturday, Oct 16, 2021. This event also included free Flu and COVID vaccines.
- As part of our wellness programming, the newly launched wellness portal, Virgin Pulse, has enrolled 65% of our benefit-eligible employees. This self-service, digital platform includes healthy lifestyle coaching, engaging wellness focused activities and tracking progress.

Facilities Management

- The \$1.2M Bedford HVAC System Upgrade has been completed.
- Roofing projects will soon commence at OBC and W. 150th; Ambulatory Surgery Center and Health Center as with some construction materials, delays in fabrication of roofing products have forced the late start this year.
- The \$3.3M OBC Garage renovation will also soon commence; areas will be blocked during construction, but ample parking will remain available.

Government Relations

- Cuyahoga County Council approved Dr. Walker to serve on the MetroHealth Board.
- Shaker Heights City Council approved a proposal with MetroHealth and Recovery Resources to embed a social worker with Shaker Heights police to help get mental health or substance abuse services for people who call 9-1-1 for those in crisis.
- Members of County Council and Cleveland City Council toured the Glick Center.

Marketing

- Our branding transformation programming is in full swing. We internally and publicly introduced our new rebranding initiative to the marketplace. This is a multi-layered strategic process that focuses holistically on reshaping our brand identity and any emotional or psychological brand associations patients have of MetroHealth.
- The marketing team is focused on proactively preparing to capitalize on opportunities to promote MetroHealth's clinical excellence, by creating positioning, messaging, visual assets, finished materials and templates that can be easily deployed, understood, and work to lead our organization to greater, clearer, and better perceived levels.

Communications

- Our Communications Team developed stories focused on Hospital in the Home, senior care, and ongoing Transformation efforts. Other key themes include Inclusion Diversity Equity efforts and the addition of Dr. Charles Modlin, as well as coverage of MetroHealth's mandatory vaccination policy.

CHIEF FINANCIAL & SYSTEM SERVICES OFFICER

Finance

- MetroHealth held its annual Audit Planning meeting with RSM US LLP, the System's external audit partner. Interim fieldwork for the 2021 financial statement audit will commence October 19th and last three weeks. This effort will include finalizing the 2020 Single Audit work from last year based on finalizing the reporting requirements surrounding the COVID-19 Provider Relief Funds.
- The recently passed Ohio biennial budget included funding for the Cost Coverage Add On and Directed Payment programs funded by the Hospital Franchise Fee. The program amounts for the State Fiscal Year 2022, which is July 2021 through June 2022, have been finalized.
- Provider Relief Funds were received by MetroHealth in 2020. These funds are grants and not expected to be recouped if certain terms and conditions are agreed to and met. Included in those conditions was requirement to provide reporting to HRSA by September 30, 2021 through their online portal. MetroHealth has complied with this reporting requirement, and the information provided supports the funding amount received.
- 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. The Health Resources & Services Administration (HRSA) is providing reimbursement for COVID-19 testing and treatment of the uninsured. Since the program's inception in May 2020, HRSA has approved reimbursement for testing of 7,342 patients and vaccine administration of 49,423 patients.

Financial Planning & Analysis (FPA) and Enterprise Data Analytics

- The Enterprise Data Analytics team hosted introduced eight recently developed analytic tools in support of operational transformation and growth to many leaders across the organization.
- Leveraging Vizient's Operational Benchmarking information, the Financial Planning and Analysis team has created quarterly operational benchmarking reports based on data through the second quarter of 2021 and shared with department directors. Additionally, an executive departmental summary report for labor benchmarking information has been developed.

Internal Audit

- Internal Audit procedures testing the effectiveness of Internal Controls over Financial Reporting started in September. The evaluation includes testing approximately 150 controls implemented to address risks related to financial reporting.
- The Enterprise Risk Management (ERM) working group, which supports the evaluation of top enterprise risks, has developed detailed analysis and reporting dashboards for two risk areas. The risk owners defined sub-risks and evaluated risk mitigation plans, response effort and developed action plans to improve existing risk management activities.

Information Services (IS)

- David Fiser, Vice President and Chief Information Officer has been named to Becker's Hospital Review's 2021 "102 hospital and health system CIOs to know" for the fifth consecutive year.
- Information Services implemented a new retail pharmacy system. The new system, a combination of Epic Willow Ambulatory, Emporos Point of Sale, and Imprivata Positive ID, offers state of the art technology, capability to support continued growth, improved system integration, paperless workflows, enhanced pharmacy decision support, transparency to physicians, and optimization of processes.

Enterprise Program Management Office (EPMO)

- Since its implementation in January 2021, Project View 365 (PV365) software has enabled the Enterprise Program Management Office and Information System to manage projects more efficiently.
- The EPMO is reviewing opportunities to introduce Lean processes into various project initiatives. Lean processes minimize waste, maximize resources, and encourage continuous improvement.

Supply Chain

- Supply Chain has implemented a “Supply Constraints Dashboard” to further manage and mitigate risk associated with procuring supplies due to on-going market disruptions. Intelligence is collected from multiple resources and shared with service line and department leaders to avoid equipment and product delays.
- In preparation for the Glick Center opening, Supply Chain continues to optimize materials workflows. This process is critical to ensure the materials management team transitions seamlessly to the new facility and MetroHealth’s clinical teams continue to receive the right product at the right place and right time.

Intelligent Automation

- MetroHealth’s Intelligent Automation (IA) strategy will consider applications of IA across clinical and business functions. It will include a framework for a digital transformation Center of Excellence (CoE) that will oversee creation of those capabilities
- Process owners throughout MetroHealth have been engaged to identify intelligent automation opportunities. To date, leaders from fifteen functional areas have provided over 125 processes, for which intelligent automation could support our staff, increase efficiency, and expand capabilities.

CHIEF OPERATING OFFICER & CHIEF CLINICAL & ACADEMIC OFFICER

Capacity Command Center and Patient Flow

- Developing workflows and new reporting systems in support of daily management for record high inpatient volumes.

Dining Services

- Assisted with Employee Appreciation Picnics across the system providing food and fun to the 5,800 participants. Main event special guests included Cleveland sports team mascots Slider and Moondog along with live music.

Emergency Services

- All four EDs are now offering the flu vaccine to all qualifying patients.
- The Main ED has implemented a new PIVOT process to expedite provider assessment and ensure minimal wait times for patients.
- August was one of the busiest months at Cleveland Heights since opening the doors in 2016.
- During the month of September Life Flight experienced their strongest air volumes in four years. Ground volumes were also above target by 91 trips.
- Life Flight participated in the Cleveland National Air Show.
- The FCO staff have been promoted and moved into either Flight or Ground Coordinator roles.

Environmental Services, Logistics, and Textile Care

- Clinical Space Activation playbooks were distributed to the operational stakeholders that would oversee all aspects of a clinical unit site move or opening. This playbook will be used as a guide and standardization tool.

Emergency Preparedness

- Working closely with the Finance Team we closed two ASPR grant totaling \$317,197.16.
- Office of Emergency Management began leading mandatory annual drills for our ambulatory sites. These drills are designed to test staff’s understanding and response to a simulated active assailant scenario. The drills are conducted in such a manner to help staff best protect themselves, patients, and visitors.

Pharmacy

- Inpatient pharmacy initiated an automatic conversion for adult patients on select medicines to be evaluated for conversion from IV to oral formulation. This program should decrease infection risks for patients and improve discharge readiness.

Radiology

- Ultrasound services at the ASC West 150 achieved reaccreditation from the American College of Radiology.
- Radiology recruited four new radiologist providers, two will be joining in January and two in July of 2022.
- Mobile mammography at the Lake County Amigas event serving 16 patients from the community.

Neuro-Musculoskeletal Service Line

- Fifteen NMSK physicians were featured in Cleveland Magazine Top Doctors.
- Podiatry services at our Ohio City location have expanded to four days a week.
- The epilepsy team led by Dr. Danielle Becker developed a partnership with Transitional Living Centers in Valley View to help provide care for adults with special needs and epilepsy.
- The Spinal Cord Injury (SCI) team led by Dr. James Wilson developed the SCI Medical home clinic. The integrated clinic consists of primary and spinal cord care (NMSK Provider, FM, PT, OT, RN).

Primary Care

- Congratulations to Ellen Gelles, MD, Internal Medicine and Associate Professor at Case Western Reserve University School of Medicine, for being named Internist of the Year by the Ohio Chapter of the American College of Physicians.
- Congratulations to Laura Mintz, MD, PhD Assistant Professor, CWRUSOM for being named the 13th annual LGBTQ+ Heritage Day award winner in the area of Health & Wellness.
- Throughout the pandemic David Margolius, MD has been a harbinger, positive change agent within our community. He has appeared on various news platforms including Fox 8, Ideastream, and WKYC.

Psychiatry and Psychology

New or expanded outpatient programs:

- Autism clinic was expanded with addition of Sonal Moratschek, MD, who provides expertise in medication management for individuals with autism spectrum disorders and other developmental disabilities.
- Established new geriatric psychology services with the addition of Ann Pearman, PhD.
- Sublocade treatment initiated at the Broadway Health Center. This is a long-acting injection used to treat opioid addiction as an alternative to daily use of suboxone.

Specialty Care Service Line

- Jeffrey Schelling, MD, Director of the Division of Nephrology of the Department of Medicine, was awarded a \$3.4 million NIH grant entitled "Mechanisms of Tubular Atrophy."
- MetroHealth hosted panels from the [AIDS Memorial Quilt](#) onsite in the Rammelkamp Atrium and in the Outpatient Pavilion Plaza through October 8. Each time the Quilt visits MetroHealth, we partner with Stitch Cleveland and local sewing volunteers to make new panels with local families, partners, lovers and friends of people who died of AIDS-related illness.

Surgery Service Line

- Wound Clinic is expanding its offerings and now provides consults with ID, Podiatry and Dermatology to improve access for wound patients and prevent hospitalization whenever possible.
- Design phase has begun for CSPD renovation/expansion at Parma.
- Dr. Charles Modlin has joined the Division of Urology with a focus on Minority Men's Health.

Women & Children's Service Line

- Thirteen W&C physicians were featured in Cleveland Magazine Top Doctors.
- David Bar-Shain, MD, is the recipient of the 2021 Byron Oberst Award from the American Academy of Pediatrics (AAP).
- Dr. Hulya Bukulmez received the Coulter Foundation Grant Award for research.

Office of Patient Experience

Patient-Centered Care

- The Patient-Centered Care department within Office of Patient Experience has expanded the Patient and Family Advisor (PFA) program to address needs related to specific patient populations. The Virtual Care Enterprise Patient and Family Advisor Council (PFAC) launched in September. As we listen to those we serve, it allows us to co-design experiences which leads to safe, quality and equitable care.

Spiritual Care

- The Spiritual Care team developed a light candle memorial tribute that they presented on September 15 as part of the "Shine a Light on You" Suicide Awareness Remembrance and Resources program, held at Scott Auditorium and via WebEx.

Volunteer Services

- Ten KeyBank employees participating in KeyBank Neighbors Make the Difference Day, seven volunteers from Digital C Empower CLE and staff from the Institute for H.O.P.E. staff joined forces on September 14 to canvass the Buckeye neighborhood, local businesses and community-based organizations to promote the services available at Buckeye Community Resource Center.
- Loving Paws volunteers resumed visits at MetroHealth Medical Center in September after a hiatus due to the pandemic. The dog/handler teams engage in short meet-and-greet visits with patients, visitors and staff. Volunteer Services is planning to increase the number of Loving Paws teams so that more people, including staff, can enjoy stress reduction and other benefits that result from these visits.

CHIEF ETHICS AND COMPLIANCE OFFICER

- MHS Senior Compliance Officer presented at international compliance conference on innovative strategies for creating an engaging Code of Conduct
- Launched five new annual ethics and compliance training module, and streamlined electronic process for disclosing outside activities

CHIEF NURSING OFFICER

- Theresa Hannu, MSN, RN, NEA-BC, Associate Chief Nursing Officer for Inpatient, has accepted Chief Nursing Officer role in Minnesota, closer to her family. Theresa has been at MetroHealth 24 years and has served as a Nurse Manager, Nurse Recruiter, and Director of Nursing. She will be greatly missed.
- The Department of Nursing has been working on their Strategic Plan for 2021-2025. Two work sessions took place over the summer with all levels of Nursing participating. The five priorities identified are: Workforce Planning; Workforce Development; Nursing Wellness; Nursing Role in Value-Based Care; and Nursing Role in Social Determinants of Health.

CHIEF EQUITY OFFICER

- Developing best practice standard operating document specifically for URM Provider recruitment
- Developing comprehensive IDE/Anti-Bias/Anti-Racism curriculum with GME for Q1 2022 rollout.
- Marielee Santiago, Director of Education & Training (iHOPE) and Margarita Diaz, Director of Inclusion, Diversity and Health Equity were recently recognized on the 2021 list of 100+ Latinos CLE Must Know.

- Partnered with Cleveland Cavaliers to sponsor “In The Heights” Movie Watch Party at Rocket Mortgage Fieldhouse in honor of Hispanic Heritage Month.

PRESIDENT OF THE METROHEALTH FOUNDATION

- MetroHealth’s For All of Us campaign has reached \$110 million, with nearly \$94.7 million committed to program and endowment and \$15.3 million committed to capital.
- Epic Systems Corporation recently made \$43,000 grant in support of MetroHealth’s Nurse Family Partnership Program.
- The Martha Holden Jennings Foundation recently reengaged with MetroHealth, committing \$15,000 to S.A.F.E (Students are Free to Express) which provides art-based, psychologically informed, primary prevention curriculum that addresses the trauma and toxic stress in Cleveland Metropolitan Schools.
- The Giant Eagle Foundation has made a \$100,000 pledge to the MetroHealth Transformation. The Foundation has been a loyal contributor to MetroHealth over the years, beginning in 1999.
- The Ohio Department of Health has committed over \$740,000 in support of MetroHealth’s Nurse Family Partnership program.
- Shirley F. Penman contributed \$45,000 to Neuro Rehabilitation Research Fund, under the leadership of Dr. Michael Fu.
- Gilead Sciences, Inc. has contributed \$253,623 to support the work of Dr. Ann Avery with patents affected by HIV and Hepatitis C.
- The MetroHealth Foundation Board of Directors approved Berry Grant, Senior Vice President, Retail Banking for Dollar Bank, FSB and Kevin Grobelny, Senior Vice President and Managing Director, PNC Bank as members at its October 2021 meeting.

NEWS STORIES

- MetroHealth aims to change how healthcare is delivered in Northeast Ohio, with ambitious plan including senior care and hospitals at home – Cleveland.com
<https://www.cleveland.com/business/2021/09/metrohealth-announces-senior-health-centers-in-home-health-care-at-stakeholders-meeting.html>
- MetroHealth reimagines senior care with Spry Senior practices, starting in Solon – Cleveland.com
<https://www.cleveland.com/news/2021/09/metrohealth-reimagines-senior-care-with-spry-senior-practices-starting-in-solon.html>
- MetroHealth’s ‘hospital at home’ vision could soon shift even inpatient or ICU care to a virtual model
<https://www.cleveland.com/medical/2021/09/metrohealths-hospital-at-home-vision-could-soon-shift-even-inpatient-or-icu-care-to-a-virtual-model.html>
- MetroHealth partners with Metroparks, announces changes to senior care – ideastream
<https://www.ideastream.org/news/metrohealth-partners-with-metroparks-announces-changes-to-senior-care>
- Editorial: MetroHealth has fresh ideas on how health care is delivered in the region:
<https://www.crainscleveland.com/editorials/crains-editorial-taking-care>
- Editorial: MetroHealth vaccine mandate puts patients first – Cleveland.com
<https://www.cleveland.com/opinion/2021/09/metrohealth-vaccine-mandate-puts-patients-first-why-arent-university-hospitals-cleveland-clinic-doing-the-same-editorial.html>

- MetroHealth's Dr. Charles Modlin appeared on ideastream's The Sound of Ideas to discuss his role as the first Medical Director Of Diversity, Inclusion & Equity at MetroHealth
<https://www.ideastream.org/programs/sound-of-ideas/ohioans-lack-access-to-affordable-quality-childcare> (*Dr. Modlin's segment starts at 40:30*)