

**THE METROHEALTH SYSTEM  
REPORT OF THE PRESIDENT AND CEO  
TO THE BOARD OF TRUSTEES  
REGULAR MEETING OF NOVEMBER 22, 2021**

**Executive**

- On November 15, 2021, The MetroHealth-sponsored [CLARK-FULTON/METROHEALTH ECODISTRICT](#) became the first hospital-sponsored certified EcoDistrict in the world. Congratulations to Greg Zucca & Jane Platten for leading this effort.
- Over 40 MetroHealth physicians were named to the 2021 Best Doctors list featured in Cleveland Magazine. Physicians who are featured on this year's Best Doctors list were selected by Professional Research Services, which conducted an online peer-review survey of Northeast Ohio physicians.
- MetroHealth celebrated National Hispanic Heritage Month in October featuring a few of our Hispanic colleagues in [this video](#).
- The Cuyahoga County Correctional Center underwent Ohio Department of Rehabilitation and Corrections State Survey. MetroHealth services are fully compliant with all medical standards.
- The MetroHealth Rehabilitation Institute is recognized as a Best Physical Rehabilitation Center for the second year in a row by *Newsweek*. The *Newsweek* honor comes on the heels of being designated No. 1 in Ohio and No. 24 in the country on this year's *U.S. News and World Report*
- Human Resources and Payroll have implemented and are managing the Premium Pay Program for high vacancy departments. The program has substantially increased staffing and has been universally well-received by employees.
- The Legal Department developed and the operations team successfully initiated the 'All Hands' program deploying leadership and administrators to support frontline staff.
- As of November 15, 2021, there have been 4 employee separations due to non-compliance with COVID vaccinations efforts, 7 employees who have been suspended for 2 weeks due to incomplete documentation out of a total of 7,787 active employees. There are 392 deferments/exemptions under review.
- MetroHealth has now administered over 105,000 COVID Vaccinations since December 2020.
- MetroHealth has begun Pfizer Pediatric COVID Vaccinations with great success.
- City Planning Commission gave approval for Ambulatory & Administrative Building and Garage, as well as the Clark-Fulton Master Plan.
- I presented the MetroHealth budget to Cuyahoga County Council and expect continued \$32.4 million of funding from the HHS Levy.
- The MetroHealth System has been recognized by the American Heart Association (AHA) and American Medical Association (AMA) for a commitment to helping improve blood pressure (BP) control rates among the patient populations we serve, earning Target BP Gold+ level recognition as part of the 2021 [Target: BP™ Recognition Program](#).
- Major Renovation of the Old Brooklyn Health Center (OBC) Parking Garage began on November 8. The garage will be open during the planned phases of construction.

**CHIEF OF STAFF**

***Correctional Medicine***

- COVID cases remained steady for October. There have been 5 hospitalizations since April of 2020 and no deaths
- COVID vaccination efforts are underway with 100% of the Jail population having been offered the vaccine. There are approximately 476 people in the Jail that are fully vaccinated. We have provided nearly 1000 vaccines since the start of the initiative.

***Outpatient Behavioral Health and Addiction***

- Kythryn Carr Harris, MSW, LISW-S joined MetroHealth as the Executive Director for Community Behavioral Health. She joins MetroHealth after 20 years in advancing leadership with the Franklin County ADAMHS Board.

### ***Behavioral Health Hospital***

- Construction and operational timelines are being met and there are no areas of concern.
- Professional development plans are in place to begin training of staff in patient management/de-escalation techniques. In November we will be training 10 new trainers who will then assist in rolling out education to the 6B, Police and Emergency department staffs. The intent is that all personnel hired for the new BH Hospital will undergo some level of Behavioral Health management awareness. Additional educational programs are being rolled out in November/December and are focused on Restraint and Seclusion Policy revisions.
- Our initial group of 6 Cleveland State University Psychology Students are midway through their Clinical Rotations, with good feedback received from students, faculty and MH staff. The selection process for the Spring Semester has begun with 13 interviews scheduled.

### ***Department of Public Safety***

- Officers administered Narcan two (2) times in October and early November. There have been twenty-four (24) saves this year.

### ***Human Resources***

- Managing mandatory COVID-19 and Influenza Vaccination Program for employees which includes managing data ongoing and notifying employees who are non-compliant.
- Started AFSCME Union negotiations on October 28. We have 10 dates scheduled through November 19. AFSCME represents approximately 2300 employees across the hospital system.

### ***Facilities Management***

- HVAC projects - The \$1.2M Bedford HVAC System Upgrade has been completed and promises comfortable temperatures as we move through the upcoming seasons. In addition, both Cleveland Hts. boilers, and one of the Parma steam boilers were replaced. Replacement of AHU #2 which supports the second floor at the W. 150<sup>th</sup> Ambulatory Surgery & Health Center was initiated.
- The \$3.3M OBC Garage renovation will also soon commence; areas will be blocked during construction, but ample parking will remain available.
- Product delays impacted several projects, roofing projects OBC and W. 150<sup>th</sup> ASC & HC are commencing now and ligature resistant toilets that were needed for three ED behavioral health restroom projects are expected soon.

### ***Marketing***

- New branding elements begin hitting the local marketplace now. We have finalized our master brand commercialization assets: visuals and messaging and are now ensuring all MetroHealth in-market assets are updated to reflect our new image.
- In December, new Master Brand Guidelines will be published for all MetroHealth vendors, agencies, and partners to begin ensuring consistent execution of all in-market assets. New in-market assets will include signage, bus wraps, advertisements, digital/web/social placement, printed literature, etc.
- Preparing for large Q1, 2020 new MetroHealth System Hospital and campus advertisement campaign; highlighting both the physical campus transformation, as well as the market/community transformation, leading with Inclusion, Diversity, and Equity stance as main competitive differentiator.

## **CHIEF FINANCIAL & SYSTEM SERVICES OFFICER**

### ***Finance***

- Interim fieldwork for the 2021 financial statement audit commenced October 18th and will 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.

- 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.
- Jennifer “Nikki” Davis and Mary Ann Olschlager co-presented at the Northern Ohio Chapter of the Healthcare Information Management Systems Society (NOHIMSS) Virtual Fall Conference. They highlighted how MetroHealth’s use of Artificial Intelligence (AI) to verify insurance coverage pre-visit, creates a positive patient experience by reducing rejections and increasing timely authorizations.

#### ***Financial Planning & Analysis (FPA) and Enterprise Data Analytics***

- Enterprise Data Analytics developed a new analytic tool which enables leaders across the enterprise to easily monitor service line or profitability trends.
- Financial Planning and Analysis benchmarking team is working with Enterprise Data Analytics to develop enhanced visualizations of operational benchmarking information for leaders across MetroHealth.

#### ***Information Services (IS)***

- To provide flexibility when engaging MetroHealth Information Services and Clinical Informatics professionals on organizational strategic initiatives, the System has engaged two Epic consulting firms, Pivot Point and The HCI Group. These two firms will be assisting Information Services and Clinical Informatics on various projects and Epic upgrades.
- Information Security implemented new software to help monitor connected medical devices (IoMT) and other connected devices (IoT) for unusual or malicious behavior. This tool will help validate inventory, assess risks, prevent known threats, and detect and respond to unknown threats.
- Information services is upgrading Parma Medical Center’s network and telecommunication system infrastructure to support MetroHealth’s performance and growth at that location. The project includes new network cabling, network equipment, and phones. The network upgrade project is scheduled to be completed in the third quarter of 2022.

#### ***Internal Audit***

- Internal Audit helped facilitate Financial Reporting Governance procedures for third quarter 2021. This program obtains certifications from management team to ensure quarterly financial results are complete, accurate, and that internal controls have been reviewed. The MetroHealth management team attested that all relevant matters for third quarter business operations have been reported to finance.
- Internal Audit completed eleven projects in the third quarter and is more than 50% complete with projects this plan year, which runs from April – March. Internal Audit continues to perform follow-up on agreed upon management action plans. There are no past due or late action plans, process owners have been responsive to the team and support timely completion of activities to help mitigate risk.

#### ***Enterprise Program Management Office (EPMO)***

- The EPMO has created a standard operating procedure (SOP) and training guide for project managers across the organization. The documentation enables project managers to adhere to standards, improves efficiency and provides support for users of the enterprise project management software.
- The EPMO is automating their Project Health Card reporting, which is provided to executives on a weekly basis. This enhancement reduces manual data entry and improves formatting and efficiency.

#### ***Supply Chain***

- Supply Chain is launching new inventory management systems starting this quarter. These enterprise platform systems, which integrate with clinical and financial systems, will capture supply data, streamline workflows, provide actionable insights to manage change, and enable cost-effective care.
- Supply Chain is partnering with clinical teams to review supplies in the nursing units to ensure appropriate quantities for each service line. This will help Supply Chain safeguard against material shortages in all patient care areas in a global constrained supply environment.

#### ***Intelligent Automation***

- Process owners throughout MetroHealth have been engaged to identify intelligent automation opportunities. To date, leaders from fifteen functional areas have provided over 135 processes, for which intelligent automation could increase organizational efficiency and expand capabilities.

## **CHIEF OPERATING OFFICER & CHIEF CLINICAL & ACADEMIC OFFICER**

### ***Capacity Command Center and Patient Flow***

- Managed unprecedented inpatient volumes and transfers. For the past three months MetroHealth has managed a 20%+ increase in Average Daily Census.

### ***Dining Services***

- Served over 30,000 meals to patients across the system.
- Participated in an HR coordinated job fair where EVS and Dining Services recruited fifteen candidates to fill open positions.
- Successfully closed 80% of staffing gaps in EVS and Dining Services high vacancy positions utilizing the new premium overtime program.

### ***Emergency Services***

- Life Flight has hired 2 new ALS medics, 1 CCT medic, 1 Flight Ops Coordinator.
- Life Flight closed September 2021 with the highest completed flight volume since August of 2018. Ground volume is up YTD by 59 runs.
- This year, all EDs have started offering the Flu vaccines for patients
- All the EDs have started a proactive initiative by enhancing the skin care process for patients who meet criteria to prevent skin pressure injuries
- The Emergency Medicine Representatives are completing the Experience Service Excellence Module to further improve customer service and patient experience. The modules integrate engagement, communication, and best practice strategies to create the ideal patient experience.

### ***Emergency Preparedness***

- Worked with HR for better connection with Everbridge, our cloud-based mass notification system to deliver routine, urgent, and emergency messages to the right people at the right time.

### ***Pharmacy***

- Josef Hadib Nissan, Michelle Hecker, Nina Naeger, Murphy Andrea Son and Michelle Hecker presented posters at IDWeek a joint annual meeting of the Infectious Diseases Society of America, Society for Healthcare Epidemiology of America, the HIV Medicine Association, the Pediatric Infectious Diseases Society, and the Society of Infectious Diseases Pharmacists.
- MetroHealth Specialty Pharmacy was granted access into the Biogen limited drug distribution network, allowing us access to Tecfidera and Vumerity. This will allow MetroHealth to fulfill our patients' prescriptions within our own pharmacy network.
- Inpatient Pharmacy services is implementing a new inventory management process supplied by our drug wholesaler, Amerisource Bergen. This innovative technology uses RFID tags to quickly validate emergency kits are stocked with the correct items and quantities as well as ensuring drug products are not expired.

### ***Pathology***

- Pathology took delivery of the new 'liquid chromatography/tandem mass spec' (LS/MS/MS) instrument, which is being validated for the performance of toxicology testing.

### ***Radiology***

- Achieved ACR reaccreditation for both the Cleveland Heights CT scanner and for the Breast MRI at our West 150th surgery center.
- Mobile mammography provided screening mammograms at the Amazon North Randall facility and supported the BREAST/Amigas Unidas program in Painesville, Ohio.

### ***Cancer Care Service Line***

- Dr. Gil Peleg DDS MD has joined MetroHealth as Section Head of General Oncology and will be practicing predominantly at the Cleveland Heights Medical Center.
- Dr. Kimberly Resnick, Dr. Michael Harrington, and Dr. Robert Geertman all specialists within the Cancer Center were named “Top Doctors” for 2021 by Cleveland Magazine.

### ***Neuro-Musculoskeletal Service Line***

- Kim Anderson-Erisman, PhD, a professor in the Department of Physical Medicine and Rehabilitation at MetroHealth Medical Center and Case Western Reserve University School of Medicine, has received the 2021 Neilsen Visionary Prize awarded by the Craig H. Neilsen Foundation.
- Dr. Michael Kelly and James Wilson recently participated in a podcast produced by the [American Medical Rehabilitation Providers Association](#) to discuss surgical and rehabilitation approaches to spinal cord injury.

### ***Psychiatry and Psychology***

- Lisa Ramirez, PhD quoted in Spectrum News 1 Story: “Helping Youth Build Resilient Communities.”
- MAAC receives funding for Autism Speaks for the ECHO Project and \$172K to participate in the Quadrant Bioscience Autism Spectrum Disorder Biomarker project.

### ***Specialty Care Service Line***

- Dr. Ronnie Fass, Division Director of Gastroenterology, was named a Master in the American College of Gastroenterology.
- Dr. Amy Ray (Infectious Disease) was asked to become a member of the Society for Healthcare Epidemiology of America’s Public Policy and Government Affairs committee. Her 3-year term starts in January 2022
- Dr. Melissa Jenkins (Infectious Disease) was chosen to serve on the Alliance Task force for Internal Medicine / Survey and Scholarship Committee for a three-year term. The work helps to influence the academic internal medicine community at the local and national level.

### ***Surgery Service Line***

- Solidified design plans to provide High Level Disinfection location in the Apex building on 2 floors.
- Preparing for our All OR Forum on 11/23 which will reconnect all Periop Team members (virtually) to recommence communication of important department updates!

### ***Trauma, Critical Care, Burns Service Line***

- On October 14 and 15 MetroHealth’s Level 3 trauma center partner, Mercy Lorain, had a successful site verification visit from the American College of Surgeons.

### ***Women & Children’s Service Line***

- Department of OBGYN was accepted into the Maternal HealthCARE Team quality improvement collaborative from the March of Dimes to help improve equity in maternal health care.
- The Breast Health team will be offering bioimpedance testing for patients near the end of 2021. This testing will allow for more aggressive identification and treatment of Lymphedema.

### ***Spiritual Care***

- The Department of Spiritual Care hosted a Spiritual Care Grand Rounds presentation to celebrate Spiritual Care Week, October 25-29. “What Care Providers Need to Know When Caring for Orthodox Jewish and Muslim Patients” was well received by those who participated. Dr. Abdulla Ghori, MD, Chair of Graduate Medical Education at MetroHealth and Rabbi Alan Joseph, Executive Director of Bikur Cholim of Cleveland, were the presenters.

### **CHIEF ETHICS AND COMPLIANCE OFFICER**

- Completed 2022 World's Most Ethical Company Application
- Partnered with KPMG to assess the maturity of the third-party risk management program
- Released a new Speak Up. Listen Up. Follow Up. campaign to encourage speaking up and following up on reported concerns

### **CHIEF EQUITY OFFICER**

- We have selected Perceptyx as our vendor partner for the next five years in the design and deployment of our annual Employee Engagement Survey
- We will strive to achieve greater participation than prior surveys by leveraging both URL and QR Codes. We have launched a robust system-wide communication campaign to ensure that we reach every MH employee

### **CHIEF NURSING OFFICER**

- The annual Nurse Satisfaction survey was held October 4-24. Overall response rate was 71%. Total response rate for the 161 hospitals taking the survey during the same time frame was 69%. Results will be received at end of the year. Frontline staff will work with leadership to develop action plans for low scoring categories for their unit and department.
- The annual Magnet Conference was held November 11-13. The MetroHealth System was announced as a fourth time designee. Eleven nurses from across the organization were able to attend and walk across the stage and be recognized.
- Surgical ICU was awarded a Beacon-Gold Award from the American Association of Critical-Care Nurses. This is Surgical ICU's first Beacon Award! Beacon is awarded at a Bronze, Silver or Gold level. The award period is 3 years after which a unit must re-apply. Other MetroHealth Beacon units are:
  - Trauma ICU-Beacon Silver (second award)
  - Neonatal ICU-Beacon Gold (awaiting decision on second application).

### **PRESIDENT OF THE METROHEALTH FOUNDATION**

- MetroHealth's For All of Us campaign has reached \$111.4 million, with nearly \$96 million committed to program and endowment and \$15.4 million committed to capital.
- MHF Board member, Rob Soroka, authored an article in the special Estate Planning Issue of Crain's Cleveland that came out on November 1 focused on sustainable investing. The article was included on the same page as a similar one authored by the Foundation's investment advisor, Clearstead Advisors.
- George Sullivan, who has served on the MHF Board of Directors for two years, helped facilitate an unrestricted grant of \$25,000 from Equity Trust in support of MetroHealth's Transformation.
- Larry November served on the MHF Board of Directors from 2012 -2021. He passed away earlier this year and through his estate, the Foundation received the proceeds from a \$1 million life insurance policy. Larry along with his late wife, Linda, his late father, Mort, and stepmother, Iris November, created this legacy gift in 2011.

### **NEWS STORIES**

<https://www.cleveland.com/coronavirus/2021/11/nearly-100-metrohealth-employees-meet-covid-19-vaccination-requirement-uh-and-cleveland-clinic-at-about-80-without-mandates.html>

<https://spectrumnews1.com/oh/cleveland/news/2021/11/01/metrohealth--most-employees-vaccinated--several-suspended-for-not-reporting-vaccine-status>

<https://www.crainscleveland.com/health-care/metrohealth-says-it-has-999-employee-compliance-covid-vax-mandate>