

THE METROHEALTH SYSTEM  
REPORT OF THE PRESIDENT AND CEO  
TO THE BOARD OF TRUSTEES  
REGULAR MEETING OF FEBRUARY 23, 2022

**EXECUTIVE**

- An advisory panel of employees, supporters, public officials, and community members was named to assist the Search Committee to select the next President & CEO.
- MetroHealth Life Flight is expanding its air medical transport to hospitals across the northern half of Ohio and southern Michigan.
- National Commission on Correctional Health has granted provisional accreditation for the Cuyahoga County Corrections Center.
- Dr. Boutros served on new Cleveland Mayor Justin Bibb's transition team, and MetroHealth is represented on the city's new COVID task force.
- The Premium Pay Overtime Program was initiated when our census was the highest in the past two decades and 10% higher than staffing levels supported without overtime, despite having low staff turnover. We rewarded staff who volunteered to resolve the immediate crisis, by providing up to 500% increase in hourly rates. During the last 5 pay periods, MetroHealth paid staff more than \$20 million for their extra effort.
- The federal No Surprises Act to protect patients against unexpected medical bills went into effect Jan. 1. MetroHealth is compliant and details can be found at [www.metrohealth.org/patients-and-visitors/billing/no-surprises-act](http://www.metrohealth.org/patients-and-visitors/billing/no-surprises-act)
- Aparna Roy, MD, has been named the new Chair, Department of Pediatrics. She has served as interim Chair since June 2021.
- Erron Bell, MD was sworn in as Ward 1 councilwoman for the City of Richmond Heights
- The African American Alliance is hosting diversity, equity and inclusion expert Marlon Moore, PhD, at noon on Feb. 17 to discuss his book *Diversity Starts with You*.
- The MetroHealthy Employee Wellness initiative has been recognized with a Platinum Award by the Healthy Business Council for the second consecutive year.
- MetroHealth has now administered over 120K COVID Vaccinations since December 2020
- In response to decreasing COVID-19 cases and test positivity rates, policy changes occurred for visitation, masking and in-person meetings.
- HTS is working with various departments to build Day in the Life Training Scenarios as part of the Glick Center transportation process.

**ADMINISTRATIVE SERVICES DIVISION**

***Behavioral Health & Correctional Services***

- COVID cases declined through the month. There have been 7 hospitalizations since April of 2020 and 1 COVID related death.
- COVID vaccination efforts continue, 1,200 vaccinations have been provided to inmates since the start of the initiative.
- Dr. Elizabeth Deoreo has been hired as the Behavioral Health Hospital Medical Director and Jodi Finney as the Director of Nursing.

***Facilities & Space Management***

- Roofing projects at OBC and W. 150<sup>th</sup> ASC & HC; continue, weather permitting. To date, one third of these roofs are installed.
- The \$3.3M OBC Garage renovation is now 20% complete; expect to be finished in June

- Facilities staff responded to two back-to-back power outages at the main campus on 2/2 and 2/3 during a winter storm. There were minimal impacts to patient care and all root causes were resolved by CEI or Facilities Management

### ***Government & Community Relations***

- Legislation related to county hospital boards of trustees, House Bill 405, had three hearings in the House State & Local Government Committee, and was passed out of committee on Feb. 9.

### ***Human Resources***

- Launched a new portal for our remote workforce. The portal is a centralized location for all MHS remote work materials and assists our remote workforce to navigate remote work protocols.
- The AFSCME contract was ratified, and all changes are being implemented effective 2/3/22.

### ***Marketing***

- In Q1, 2022 we launched all new local advertising and can be seen in major print advertisements, online digital advertisements, billboards and signage throughout the city and other key advertisement platforms.
- Hill Harper, humanitarian, best-selling author, health and wellness ambassador/educator, and star of ABC's #1 television drama The Good Doctor, has joined forces with MetroHealth as the new voice of MetroHealth's renewed focus to eliminate barriers that impact health. As a healthcare advocate and cancer survivor, Hill Harper will assist MetroHealth in spreading our message of hope as we serve our community.

### ***Public Safety***

- Our detectives and other members of the department received a gold recognition award for swiftly and professionally resolving a potential threat to some of our Lincoln West students.
- Lieutenant Delmar Henderson successfully completed the 24 Hour applied combatives course. Applied Combatives is the highest form of hands-on physical force training available. It fills the space between a standard arrest and control techniques and teaches techniques that allows an officer to gain an advantage and quickly power back down to standard subject control.

## **AMBULATORY SERVICES DIVISION**

### ***Ambulatory Network***

- All Ambulatory Network sites closed due to the COVID surge have reopened.
- Karen Gates, DNP, RN Director of Nursing – Ambulatory Operations Parma was recently appointed President for the Greater Cleveland Chapter of Organization of Nurse Leaders and will sit on the Ohio Chapter of the Organization of Nurse Leaders Board of Directors in 2022.

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

- The American Cancer Society (ACS) and the National Football League (NFL) have awarded MetroHealth a 2022 NFL Crucial Catch Grant. MetroHealth was one of two organizations in Ohio to be selected for the grant, and one of the first health systems in the history of the NFL Crucial Catch campaign. Grant will be used to enhance cancer screening in underserved communities.

### ***Contact Center***

- The Network Service Center continues to execute on the MyMetro initiative and currently receives 50% of the total call volume coming into the health system.
- The 216-MyMetro phone number (216-696-3876) was launched for all Virtual Appointments

### ***Laboratory Services***

- During the latest 8-week COVID surge (December - January) MHS Pathology performed 22,000 tests for COVID detection. 99% of the tests were resulted in less than 24 hours from collection.

### ***NMSK Service Line***

- ACGME has approved an increase of Pain Management Fellowship slots from 2 to 4.
- Scott Sinick, PT, DPT, MHA has been hired as the Director of Rehab Services.
- Roland Foster has been hired as the Operations Manager of the NMSK Service Line. He will be tasked with improving Employee Engagement and Patient Access.

### ***Pharmacy Services***

- MetroHealth Pharmacy was allocated and dispensed over 80 COVID Oral Therapies medications. The medications are filled and delivered direct to the patient's home within 2 hours.
- The Pharmacy's Medication Management Clinic (MEC) expanded its' efforts to decrease the number of patients with A1C over 9%. Since expanding to Brooklyn satellite, the percent of patients with unhealthy A1C levels decreased from 30% down to 24%.
- Retail Pharmacy successfully increased MyChart usage for Medication from 2,100 to 8,250 prescription requests in 4 months.
- Retail pharmacy expanded hours in several locations to better serve our patients and clinics, including 7 days a week at our Parma location.

### ***Primary Care Service Line***

- MetroHealth joined with Case Western Reserve University School of Dental Medicine to establish a Pediatric Residency. July 2022 the program will expand to 4 residents.
- Advanced Education in General Dentistry (AEGD) program submitted its formal application to the Commission on Dental Accreditation (CODA) to establish a new residency program in 2023.

### ***Radiology Services***

- Ohio Department of Health inspection at Crocker Park with findings of 100% compliance.
- Achieved ACR accreditation for ultrasound at the Main Campus.
- Expanded services within nuclear medicine with an additional three radioisotopes providing for eleven new or improved imaging exams serving our oncology and Parkinson's patients.

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

- Dr. Bolin Niu, Director of Hepatology and Dr. Ronnie Fass, Director of the Division of Gastroenterology and Hepatology, are Site Principal Investigators (PI) for a \$3.2 million award from the National Institutes of Health (NIH) to study the prevalence and causes of racial and ethnic disparities in screening for liver cancer in patients with cirrhosis.
- Dr. Anca Avram was named director of the Division of Endocrinology. Dr. Avram comes to MetroHealth from the University of Michigan and will be starting March 1.
- Dr. Melissa Jenkins (Infectious Disease) and Dr. Elaine Cruz (Hospital Medicine) received the Scholarship in Teaching award from Case Western Reserve University School of Medicine.

## **INPATIENT SERVICES DIVISION**

### ***Emergency Medicine Service Line***

- Janet Dyer joined main campus ED nurse leadership team as new assistant nurse manager.

- In January 2022, the ED Residency program received Continuing Accreditation from Accreditation Council for Graduate Medical Education (ACGME).
- In January 2022, Parma and Brecksville obtained Acute Stroke Ready Hospital renewals.

### ***Nursing Services***

- Actively engaged nursing leadership and managers to develop new workflows in Glick Center utilizing LEAN practices
- Focus on caregiver and leader resilience provides an opportunity for the organization to improve satisfaction and retention and reduce burn-out.

## **POPULATION & DIGITAL HEALTH DIVISION**

### ***Care Management***

- Red Carpet Care Medicare and Medicaid programs will be showcased for a 75-minute prime presentation at the American Essential Hospital annual meeting in Boston (Vital 20222).

### ***Clinical informatics***

- Reached 300,000 patients signed up for MyChart (personal health record) two-thirds of MetroHealth patients have signed up and logged in at least once to MyChart, placing MetroHealth in the top 10 percent of Epic SafetyNet healthcare systems.

### ***Community & Public Health***

- Initiated weekly mobile FQHC deployment to Euclid Food Pantry (Cleveland Foodbank site) and West Side Catholic Center in addition to three shelters already in rotation
- In December, we completed 505 COVID tests and more than 200 COVID and flu vaccinations to vulnerable community members (as part of county public health contract)

### ***Institute for H.O.P.E***

- Received a \$25,000 food access grant from the School-Based Health Alliance to plan, implement, and evaluate the impact of programming to address access to healthy foods.
- In partnership with Determined Health, received \$25,000 in Phase 1 funding from the National Institute on Aging to test the feasibility of the CallHub to address social isolation in seniors

### ***Population Health & Contracting***

- CMS featured a Medicare success story from our Collaborative Care Partners Direct Contracting Entity (DCE) at its January 2022 Value-Based Care Summit meeting
- MetroHealth expanded its payer relationships with another narrow network Commercial product, additional risk-based Medicare Advantage, and new Medicaid network participation

### ***Senior Care Continuum***

- Senior Health and Wellness awarded two year "Access Your Benefits Navigator" grant extension by Western Reserve Area Agency on Aging (WRAAA)
- Dr. Campbell selected to present "Optimizing Value Based Care in Medicare/Medicaid Patients with High-Risk for Health Inequities" at the 2022 Meeting of the American Geriatrics Society
- Expansion of provider services to Franklin Plaza and Cedarwood Plaza nursing facilities

### ***Virtual Care Enterprise***

- In partnership with The Ohio Hospital Association, virtual care enterprise leadership and the government relations team met with the Ohio State Medical Board to provide feedback on their draft proposed telehealth rule

- Michael Dalton, co-presented “Remote Therapeutic Monitoring explained: CMS defines health vertical” as part of Becker’s webinar series
- Since its inception in July 2021, MetroHealth’s virtual maternity care program has helped our OB team respond to more than 400 critical or elevated blood pressure readings for our patients.

## **TRANSFORMATION AND OPTIMIZATION DIVISION**

- The Transformation & Optimization Division, co-led by Julie Jacono and Craig Richmond, will lead and manage a single unified transformation program with connected and consistent processes to allow us to move the transformation forward quickly, with maximum transparency, measurement, and accountability.
- Three teams will make up the new division: Operations, Clinical Services and Business Services. Michael Hsu, Executive Director of Technology Services & Transformation Operations will lead the Operations team and Kim Svoboda, Executive Director of Clinical Services Transformation & Optimization will lead the Clinical Services Team. We are actively searching for an Executive Director of Business Services Transformation & Optimization.
- EY has been engaged to provide best practice tools, templates, methodologies, and reports to support the new Transformation and Optimization division.

### ***Strategy & Innovation***

- Through the Cleveland Innovation District, construction begins on the Cleveland’s first Vector Production Facility. Located in our Rammelkamp research campus, this facility, led by Dr. William Tse, will enable MetroHealth to accelerate research in cutting edge treatments.
- The ProMedica Skilled Nursing and Rehabilitation at MetroHealth opened! This 96 bed facility, located within the Old Brooklyn Campus will advance the post-acute care for our patients.
- Lumina Imaging and Diagnostics opened its third site in Medina Lumina Imaging and is now accredited by the American College of Radiologists.

### ***Finance & Treasury***

- Fieldwork for the 2021 financial statement audit is currently being conducted by RSM US LLP, the System’s external audit partner. This effort will include finalizing the 2020 Single Audit work not completed last year based on delays in 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.
- Health Resources & Services Administration (HRSA) is providing reimbursement for COVID testing and treatment of the uninsured. Since the program's inception in May 2020, HRSA has approved testing of 9,392 patients and vaccine administration of 53,804 patients at MetroHealth.

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

- The Enterprise Data Analytics team launched a new educational series to promote usage of key analytic tools available to support management of the operations.
- The Enterprise Data Analytics team engaged a partner to assess MetroHealth’s Analytics’ people, processes, and technology. This assessment will culminate with the delivery of a three-year roadmap to help MetroHealth further evolve its analytics.

### ***Internal Audit***

- Internal Audit successfully completed interim control testing of financial reporting controls, which assures the reliability of the System's financial reporting.
- Internal audit developed the risk-based audit plan for 2022, which includes 47 projects and internal audits aligned with the risks identified during the continuous risk assessment process. This plan will be reviewed with the Audit and Compliance Committee in February.

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

- Information Services implemented cybersecurity enhancements including, multi-factor authentication for system administrator access, automated removal of access for exiting employees, and additional firewall tools for websites.
- Information Services has implemented backup copies of data, which cannot be altered and are quickly recoverable in the event of a cyberattack.
- Information Services implemented Epic Rehab module, which creates additional workflow efficiencies through automatic regulatory compliance updates, enhanced billing automation, improved workflow integration, and decreased clinician documentation time.
- MetroHealth achieved Magna Cum Laude in the Epic Honor Roll program for adoption and use of Epic's Electronic Medical Records system, placing MetroHealth in the top 10% of Epic of Customers. This is MetroHealth's fourth consecutive year earning Epic Honor Roll achievement.
- MetroHealth achieved Epic Connect accreditation for 2022. This enables MetroHealth to provide the Epic Electronic Medical Records system to other healthcare organizations.

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

- The EPMO is automating the EPMO Project Health Card, a dashboard provided to MHS Executives weekly to improve data visualization.

### ***Supply Chain***

- MetroHealth has been awarded the Premier Supplier Diversity award, which recognizes the System's community involvement, diversity business outreach, benchmarking and best practices sharing.
- Global Healthcare Exchange has ranked the MHS Supply Chain in their Top 50 Healthcare Supply Chains for best practices in transaction management.
- Supply Chain piloted an exchange cart program with Owens & Minor for the Main Campus ED. This program eliminates the steps to breakdown pallets and build carts for distribution to the supply rooms.
- To minimize the impacts of the global supply chain disruption, a cross-functional team created a rapid response process to assure continuity of care by minimizing stock outages.

### ***Intelligent Automation (IA)***

- We have established the IA Center of Excellence (IA CoE) to propel organizational transformation utilizing advanced technologies. The CoE has developed guiding principles, an operating model, an organizational structure, roles & responsibilities, and a governance model.
- The IA CoE conducted discovery sessions with clinical and administrative leadership to identify, analyze and prioritize Intelligent Automation opportunities at MetroHealth. Fifteen candidates for automation have been prioritized for automation in 2022.

### ***Care Innovation and Community Improvement Program (CICIP) & Supplemental Programs***

- The CICIP coalition has defined two collaborative learning projects (CLPs), Mom-Baby Dyad and Collaborative Care Model (CCM), to capitalize on each other's resources and skills. The CLPs will be the catalyst to solve complex clinical challenges and promote deeper learning, leaning on quality improvement methodologies.
- The Mom-Baby Dyad is a partnership with Ohio Department of Medicaid (ODM), Ohio Perinatal Quality Collaborative (OPQC), and Ohio delivery hospitals to improve outcomes for mothers with opioid use disorders (OUD)/substance abuse disorders (SUD) and their infants through the first year of life.
- CICIP's embedding of integrated behavioral health professionals into primary care clinics has been extremely impactful. The coalition aims to implement the practice broadly throughout the partnership.

## **PROVIDER ENTERPRISE AND ACADEMIC AFFAIRS**

### ***Department Chairs***

- AMN Healthcare has been engaged to assist with the active search for a new Chair OB/GYN.

### ***Provider Recruitment & Contracting***

- A new Provider Recruiter was hired with a focus on Diverse providers and assisting with our URM Provider Strategy.
- We hosted our First annual Virtual Provider Recruitment Fair.
- Notable recruits:
  - Division Director of Endocrinology, Dr Anca Avram.
  - Primary Care Recruitment: Hired 8 new Providers since Q4.
  - Anesthesia Recruitment: Hired a total of 11 Providers, 7 physicians, 3 CAAs and 1 CRNA.
  - Hired Movement disorders neurologist.
  - Hired 2 Radiologists.
  - Signed a new Radiation Oncologist.

### ***Provider Enterprise***

- The Provider Enterprise has a new initiative focused on enhancing our Primary Care workforce
- A Lean project was completed, streamlining our processes from the request for a provider position to onboarding

### ***Research and Sponsorship Programs***

- Dr. Bolen, Director of the Population Health Research Institute, recently completed a 3-year term on The National Clinical Care Commission (NCCC). The National Clinical Care Commission, a federal advisory committee, has released its final report to Congress this month outlining recommendations to improve federal diabetes awareness, prevention and treatment programs. The Commission's report — the first of its kind since 1975 — calls for additional federal efforts to improve access to health care, address the social determinants of health, and improve collaboration among different federal agencies.

### ***Medical Staff Services***

- Dr Christine Alexander-Rager, Chair of Family Medicine, has been elected President of the Medical Staff, effective 2/1/2022.

### ***Medical Education***

- The Accreditation Council for Graduate Medical Education (ACGME) has re-accredited The MetroHealth System without citations, effective 1/18/2022.
- All 31 ACGME programs, 1 General Practice in Dentistry residency, and 1 Psychology Residency were fully re-accredited by their Governing Bodies.
- The ACGME has approved an increase in our Psychiatry residency program from 20 to 32 residents, effective 7/1/2022.

### ***Advanced Practice Providers***

- Formalized the role of the Lead APP across the system to provide clinical leadership and oversight to Advanced Practice Providers (APPs) in their respective areas.
- Restructured the APP Council to better support the needs of the APP providers and in alignment with our Shared Governance process as part of a Magnet organization.

## **SYSTEM CHIEF NURSE EXECUTIVE**

### ***Nursing Recruitment***

- Total Active Hires 1/2021-1/2022- 463 (Includes RNs, LPNs, PCNAs, Nurse Interns)
- PCNAs hired in January-9
- Nurse Interns hired in January- 11
- Recruitment continues by attending college job fairs and career sites/bulletin boards.
- Leadership has engaged in the Workforce Connect Healthcare Sector Partnership to address the shortage of health care staffing.
- The PCNA Residency Program will launch on April 18<sup>th</sup>. This program will improve recruitment and hiring of Patient Care Nursing Assistants by providing an intensive training and onboarding program for newly hired PCNAs to begin without STNA license.

### ***Accreditation Services***

- Fully implemented Medication Room FMEA which standardized the medication room setup, cleaning process and expectations, communications/fliers pertaining to pharmaceutical waste disposal, par stock, and use of medication preparation trays.
- Completed 370 Environment of Care rounds throughout the system and coordinated the dissemination and management of 253 action plans to address concerns.
- Completed 155 Survey Readiness audits throughout the system.
- Created new A-tag audit that focuses on CMS documentation requirements. Completed 265 audits focused on CMS documentation requirements.

### ***Nursing Policies & Practice***

- The Nursing Standards Committee was recently re-established to streamline the review and approval process of policies, procedures, therapy plans, guidelines, protocols, and order sets.

### ***Nursing Education and Research***

- Transitioned the organization to the newly required HeartCode process for American Heart Association BLS, ACLS, and PALS .



### ***Patient Experience***

- Maureen Sullivan joins the Office of Patient Experience as the Executive Directive on February 28. Maureen is currently an Operations Lead in Virtual Care.
- Jennifer Lastic was promoted to Director of Experience Excellence.
- Thirty-two departments and work groups participated in the Holiday A.C.T.I.O.N. (A Caring Tradition In Our Neighborhood) Grant program. Employees partnered with organizations including Journey Center for Safety and Healing, Veterans Transitional Residence Program, Laura's Home and many more.

### ***Workplace Safety***

- Developing structure and project plan focusing first on workplace violence prevention

### ***Emergency Preparedness***

- In partnership with local, state, and federal partners, MetroHealth participated in a robust tabletop exercise, in preparation of Cleveland hosting the NBA All Star Game, testing response and support capabilities in a simulated biological weapon attack in the greater Cleveland area.
- Marek Owca, R.N., Director, Office of Emergency Management, participated in a panel discussion with Michael Anderson, M.D., Senior Advisor for HHS/ASPR and Mark Aulisio, Ph.D., MetroHealth's Center director for Biomedical Ethics on Ohio's *Crisis Standards of Care* principles and practice within an ethical and moral framework addressing the allocation of scarce resources during disaster situations.

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

- Accepted speaking engagements at national conferences: Chief Privacy Officer Forum and the American Academy of Medical Colleges Forum on Conflicts of Interest
- Analyzed results of the employee engagement survey and launched organizational response
- 30 employees representing 17 departments enrolled in the MH privacy certification program
- Implemented newly Notice of Privacy Practices summary posters at all MetroHealth sites
- Collaborating with stakeholders to revise the MetroHealth System Code of Conduct

### **CHIEF QUALITY & SAFETY OFFICER**

- The MetroHealth Institute for Quality (MetroHealth "IQ") welcomes 2 leaders to expanded roles. Dr. Joseph Golob has been appointed the Chief Quality Officer – Inpatient and Matthew Kaufmann, RN has been appointed the Chief Quality Officer – Ambulatory.
- The MetroHealth Lead Coalition, a system-level quality improvement program, achieved screening of 64% of eligible children, a new system record, representing hundreds more children screened for Lead than in prior years. This score is 3-points over the "stretch" system goal. The Coalition leadership has been invited to share their success story with a state-wide advisory committee

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

- MetroHealth's For All of Us campaign has reached \$116.7 million, with \$98.2 million committed to program and endowment and \$18.4 million committed to capital.

- We partnered with The School Health Program (SHP) to submit a \$4,488,545 request to the Ohio Department of Health to expand school-based health services at 29 sites within Cleveland Metropolitan School District and Cleveland Heights-University Heights.
- A proposal for \$500,000 has been submitted to Oatey Foundation to support the Transformation Fund. Thanks to **Vanessa Whiting and Joe DiRocco** for their assistance.
- Paula and Michael Phillips made a generous gift to the Rheumatology Patient Care, Education and Research Fund in honor of Dr. Nora Singer and her work.
- George Sullivan, who has served on the MHF Board of Directors for two years, made a generous personal gift to MetroHealth to compliment an unrestricted grant of \$25,000 from Equity Trust in support of MetroHealth's Transformation.

### **SVP CAMPUS TRANSFORMATION**

- Project is on time and on budget with 11 weeks from substantial completion.
- *Construction* - CUP interior/exterior scope of work is approximately 99% complete overall. The Hospital Tower MEP and interior fit-out continues to be on schedule. Phase 1 CCP renovation scope continues. Portion of Phase 1 received Temporary Certificate of Occupancy (TCO).
- *Overall Program Schedule and Budget Status* - Expanded Critical Path Method Schedule in use with weekly updates. City review of HGA ASI documents continues. The Project remains within budget and on schedule for all major CPM activities. Discussions with the City and ODOT continues to finalize View Road-I71 connection. All critical ASI's, submittals and request for information (RFI) responses on schedule. Overall spend to date is over **\$500M**.
- *Transition/Activation Activity Schedule* - Training and Orientation Learning Experiences will be available online (via LEAP) and in person April through September 2022.

### **NEWS STORIES**

- MetroHealth was featured on CNN for working with members of the National Guard during the peak Omicron surge: <https://www.cnn.com/videos/health/2022/01/05/national-guard-helps-overwhelmed-ohio-hospitals-tuchman-dnt-ac360-vpx.cnn>
- Dr. Margolius was quoted in a New York Times story about those who had severe symptoms of Omicron: <https://www.nytimes.com/2022/01/29/health/omicron-chronic-illness.html>
- Drs Boutros and Sherrie Williams was featured as part of an MLK Day program between the hospital systems <https://2022martinlutherkingceleb.splashthat.com/>
- The pilot program between MetroHealth, Recovery Resources and Shaker Heights, in which social workers are embedded with Shaker Heights police and fire, was featured in the Plain Dealer and WEWS-Channel 5: <https://www.cleveland.com/coronavirus/2022/01/shaker-heights-metrohealth-collaboration-will-send-social-workers-on-911-calls-to-connect-mentally-ill-with-help.html> and <https://www.news5cleveland.com/news/local-news/social-worker-embedded-in-shaker-heights-police-fire-departments-for-behavioral-health-calls>