



MetroHealth

THE METROHEALTH SYSTEM
REPORT OF THE PRESIDENT AND CEO
TO THE BOARD OF TRUSTEES
REGULAR MEETING OF JUNE 22, 2022

EXECUTIVE

- Juneteenth was observed on June 20 as a paid day off; our business and medical offices were closed. Hospitals remained open along with some Metro Express Care clinics and pharmacies.
- MetroHealth's is again the presenting sponsor of the MetroHealth Cleveland Juneteenth Freedom Fest. Please visit juneteenthcle.com.
- Akram Boutros, MD received the 2022 Maurice Salzman Award from the Mount Sinai Foundation.
- ProMedica Skilled Nursing and Rehabilitation Center's Ribbon Cutting was held on June 13th at the Old Brooklyn Campus. The state-of-the-art facility has 96 beds and provide intensive rehabilitation services for short-term patients transitioning from hospital to home.
- Craig Richmond, along with RSM, presented at the Ohio Hospital Association's Annual Meeting and Education Summit on June 13th. His presentation was focused on and titled: "Right Out of the Gate: Navigating Construction Risk in the Health Care Industry".
- The 6th Annual Resiliency Run was held on June 11th at the Cleveland Metroparks Zoo. This event honors the strength and resiliency of our trauma and burn survivors and acknowledges our caregivers.
- Workforce Strategy Task Force will assess and make recommendations regarding salary and benefits, retirement programs, programs that improve work/life balance, and ways to help employees gain skills and move up in their career paths
- The MetroHealth System and CHC: Creating Healthier Communities have announced a new partnership that will document "the MetroHealth Model" in a case study to be disseminated nationally, serving as an example to hospital systems, associations, nonprofits, businesses, and others about how to advance health equity in their communities through proven practices.

ADMINISTRATIVE SERVICES DIVISION

Behavioral Health & Correctional Services

- With the help of Julia Bruner, MD, the MH Foundation has raised \$170,000 in capital funds for the Behavioral Health Hospital to date.
- A successful job fair resulted in 55 applicants and 16 offers extended.
- COVID has been spiking but remains steady. Jail census increase has put pressure on the facility in terms of management within the housing units. Mask mandates were recently reimplemented.
- Britt Nielsen, PsyD secured grant funding from Graduate Psychology Education Training to add two more psychology trainees for the 2023-24 academic year.
- Brittany Myers, PhD won a pilot grant from Center for Reducing Health Disparities for a study: "Investigating Family-Centered Treatment Approaches to Managing Depression in Hispanic Youth within Integrated Primary Care."
- Recovery Resources was awarded the full Opportunities for Ohioans with Disabilities (OOD) contract for Cuyahoga County.

Facilities & Space Management

- Construction will start in June on one of the first phases the Ambulatory Enabling Project (AEP), the Brooklyn Heights Renovation. In August, renovations will commence at Parma, Middleburg Hts., and Beachwood, to enhance our ambulatory clinical program. The final component of AEP will be a refresh of many of our satellite ambulatory sites, scheduled to commence in November.

Government & Community Relations

- Secured \$450,000 in the state capital budget for the W. 25th senior housing project. These funds are for July 1, 2022-June 30, 2024. The bill will be signed by the Governor in the coming weeks.
- Senator Brown submitted our community project request for \$1.037 million for the W. 25th senior housing project to the Transportation and Housing Appropriations Committee for consideration.
- The Glenville mixed use project (housing anchored by a MetroHealth medical clinic) will be presented to the Northeast Community Design Review Committee of the City Planning Commission on June 21.

Human Resources

- Human Resources onboarded three new leaders over the past few months. Their responsibilities will include the implementation of the new HR operating model. The project is in the very early stages and more details will be shared with Cabinet as the work progresses.
- OBPA contract was ratified by the members the week of May 23.

Marketing

- July brings the commercial television placement of the MetroHealth brand into traditional media, highlighting our “We Are More Than Medicine” campaign with the rollout of an all new high impact television commercial, introducing the new voice of MetroHealth: Hill Harper, internationally acclaimed actor, author, and health ambassador, who is committed to elevating the MetroHealth brand and mission to new heights as he shares our story of hope and continued fight for equity in healthcare.

Public Safety

- Our new K9 has been named “Hope.” Hope is currently undergoing his training and doing well. Our K9 handler, Anthony Konieczka, begins his training on June 27th. We hope to have Hope patrolling our halls by the end of July, early August. A statewide search was conducted to select a vendor to outfit one of our police vehicles for Hope.

AMBULATORY SERVICES DIVISION

Cancer Care Service Line

- Dr. Tamila Kindwall-Keller, Medical Director of Cellular Therapy and Transplant, had a poster titled “Plasma Cell Contamination of the Cellular Product Impacts Overall Survival in Hematopoietic Cell Transplant” featured at the 2022 Tandem Conference hosted by the American Society for Transplantation and Cellular Therapy.

Contact Center

- New Contact Center workflows have been implemented to document patient appointment preferences to guide provider schedule development and deployment strategies

NMSK Service Line

- John Wilber, Chairman of Orthopedics has assumed the interim NMSK Service Line Medical Director role and Michael Kelly has assumed the interim Chairman of Neurosurgery as of June 1st, 2022.

- R. Justin Mistovich, MD, a pediatric orthopedic surgeon, has been appointed Director at Large for the Pediatric Research in Sports Medicine Society (PRiSM) PRiSM is a multidisciplinary group all of whom are dedicated to the care of the young athlete. They aim to be the worldwide leader in advancing pediatric sports medicine through collaborative research and education efforts.
- Rehab Therapists Andrea Mayer (Outstanding Friend of Nursing) and Jamie Merkle (Outstanding Achievement in Interprofessional Collaborative Care) were awarded Nurse Excellence Awards during Nurses Week in May.

Pharmacy Services

- MetroHealth Middleburg Heights and Broadway satellite locations were added to Pharmacy expansion efforts. All Retail Pharmacies are now live with new workflows which have driven record levels of medication capture rates.
- New MetroHealth Valley View pharmacy operations went live in May bringing Specialty Pharmacy, Call Center, and Prior Authorization teams together. Full production operations are scheduled to go live in August.
- MetroHealth Retail Pharmacies have implemented Phox Health courier to bring a high-touch, personalized, and free patient prescription delivery to Northeast Ohio in as little as 2 hours.

Primary Care Service Line

- Prebirth Visit Pilot commenced on May 4, 2022. This is an opportunity for moms to connect with pediatricians and establish a relationship before delivery. VIP phone line to ask questions, make appointments and choose MetroHealth for their child's care.
- Leisha Kowski, Community Health Worker received the Mark Redding Courage Award for continuing to provide services in the community at a permanent supportive housing partner, when a shooting happened very near to the Mobile Unit's location.

Radiology Services

- Achieved 100% compliance with the Ohio Department of Health MQSA survey at Broadway.
- Main Campus achieved ACR accreditation for both the 1.5 T and 3.0 T MRI scanners.
- Ultrasound achieved ACR accreditation at both the Brecksville and Cleveland locations.

Specialty Care Service Line

- Dr. Katherine DiSano (Dermatology) was awarded the Kaiser-Permanente Excellence in Teaching Award for her work with the CWRU School of Medicine Dermatology education curriculum.

INPATIENT SERVICES DIVISION

Emergency Medicine Service Line

- Brecksville Emergency Department welcomed Travis McDonald, MBA, BSN, RN, CEN as the new Nurse Manger for the Brecksville ED.
- The Emergency Department along with other MetroHealth Departments once again upheld the Platinum Performance Achievement Award for the care of STEMI and NSTREMI patients coming to The MetroHealth System! We have held this award consistently since 2012.
- During EMS Week 2022, MetroHealth provided several fire departments with an appreciation dinner on all 3 shifts to celebrate. These are the departments that surround and support our four emergency departments.
- The Flight Communication Office celebrated National Air Medical Communications day. This a day recognized nationally for first responders in the Air Medical Industry.

Support Services

- Served over 30K meals to our patients and Lincoln West students.
- Parking equipment upgrade has been completed for the outpatient pavilion lot. This will improve the patient parking experience. Other lots will subsequently go-live with the upgrades in the next two months.
- Implemented complimentary valet service for patients and visitors at our Cleveland Heights location in response to parking changes due to construction of the Behavioral Health Hospital.

Perioperative & OB/GYN Service Line

- MetroHealth Maternity Services has been recognized by Newsweek as one of the top maternity hospitals in the country! Only 5% of hospitals receive this prestigious award. We are contracting with USN&WR to allow the use of their logo in all our marketing campaigns to ensure the community is aware of our accomplishment.

Trauma Service Line

- The results of the TQIP (Trauma Quality Improvement Program) Spring Report 2022 were published, which measures quality indicators compared to other hospitals in the country, and MetroHealth's results were outstanding.

POPULATION & DIGITAL HEALTH DIVISION

Community & Public Health

- Completed pilot with Permanent Supportive Housing and will be adding new sites.
- Pilot of a nurse driven mobile clinic at the Food Pantry in Euclid will be held this month.

Population Health & Contracting

- The Center for Medicare and Medicaid Innovation (CMMI) selected MetroHealth's Direct Contracting Entity (Collaborative Care Partners DCE) and the Institute of H.O.P.E. to publish a CMMI Case Study on MetroHealth's approach that addresses Social Determinants of Health for the Medicare population.
- MetroHealth is teaming with all Medicaid MCOs in an Ohio Department of Medicaid Pilot on Diabetes Self-Management Education/Training and Continuous Glucose Monitoring.

Senior Care Continuum

- Successful growth of senior health outpatient up from 2021 and new patient growth is up 51% from the first quarter 2021 to first quarter 2022.
- Managed care payers from 19 health plans have welcomed Spry Senior into their provider networks.
- The Red-Carpet Care optimization of quality and utilization was presented at the American Geriatric Society in Florida on May 14th and will be presented at American's Essential Hospitals meeting in Boston on June 23rd.

TRANSFORMATION AND OPTIMIZATION DIVISION

- The Transformation and Optimization (T&O) division will be incorporating change management resources on many of the System's strategic initiatives to assist with preparing, supporting, and equipping the organization and its professionals to successfully effect change. T

Finance & Treasury

- RSM's Construction Advisory team continues to review the Glick Center, Behavioral Health Hospital, Apex, and Ambulatory Enablement projects to ensure there are adequate supporting documents for invoices submitted by Transformation Project consultants and contractors and that invoicing is in accordance with the agreements.
- 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) provided 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 10,433 patients and vaccine administration of 64,695 patients. We are no longer submitting claims since the program ended in April.
- Donna Graham, VP of Revenue Cycle Management, participated in the HealthLeaders Media Advisory Board meeting.
- ***Financial Planning & Analysis (FPA) and Enterprise Data Analytics***
 - The Financial Planning and Enterprise Data Analytics teams have realigned and modified roles and responsibilities to better support evolving organizational needs.
 - The Enterprise Analytics team is leading the creation of an enterprise-wide analytics reporting strategy to further optimize the use of resources, tools, and technology across the organization.

Internal Audit

- Twenty-two projects have commenced for the 2022 Internal Audit plan. Internal Audit continues to align procedures with other governance functions; 50% of the planned audits will be coordinated with the Compliance team, while 20% of the audits will be coordinated with Legal.
- Internal Audit (IA) continues to be responsive and agile to assess emerging risks and the impact on the IA work plan. The team collaborates with other enterprise functions, leverages industry experience, and identifies risks through audit procedures and its involvement with the Enterprise Risk Management program to update the risk profile.

Information Services (IS)

- Information Services has successfully activated MetroHealth's third Involta data center located in Boise, Idaho. Over the next series of weeks, Information Services will be replicating all backup data to the Boise Data Center, which is an encrypted, and unchangeable backup, protecting MetroHealth data in the event of a ransomware attack or natural disaster.
- Information Services and Informatics implemented the Epic Compass Rose module, which facilitates the efficient management of outreach, engages patients and their support networks, enables collaboration on care plans with community partners to improve the health of individuals and the health of our overall population.

Supply Chain

- Supply Chain is developing a quick reference guide to inform MetroHealth service lines and departments of diverse suppliers for consideration when procuring of good and services.
- New inventory management systems will go live in MetroHealth Main Campus operating rooms at the end of June. These systems bring transparency into product use, velocity, and expiration, which streamline the inventory management process.

Intelligent Automation (IA)

- In collaboration with the Office of Opioid Safety, the Intelligent Automation Center of Excellence (IA CoE) developed and implemented an automated solution to generate and deliver personalized, monthly controlled substances prescribing scorecards MetroHealth providers. The scorecards compare providers' prescribing behaviors to their peers.

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

- Ten members of the MetroHealth CICIP team attended Part 1 of UC Health's Performance Improvement Way training. UC Health provided eight quality improvement tools and templates, which CICIP will adopt across the coalition, to streamline best practice sharing and increase transferability of successful CICIP process improvement projects.

PROVIDER ENTERPRISE AND ACADEMIC AFFAIRS

- Colonel Thomas C. McNeal Professorship in Trauma, Critical Care, Burns and Acute Care Surgery. The cash funding was made up of support from the estate of Colonel McNeal, support from the Cleveland Foundation and gifts from the faculty physicians. Drs. Connors and Lam also supported this effort, which is captured under planned gifts. Gifts totaling \$2M.
- Appointment of Dr Jeff Claridge approved by BOT CWRU. The earnings from this professorship will support research and educational activities within the Department of Surgery under the direction of the holder of the McNeal Professorship

Department Chairs/Providers

- Chair, OBGYN search – Dr Donald Wiper III, start date Aug 22. Dr Brian Mercer will remain Chair until that time.
- Chair, Psychiatry – Dr. Horwath retiring in Spring 2023. Will commence search in early summer.
- Chair, Neurosurgery – Dr. Michael Kelly interim Chair as of June 1. Search process underway for new Chair.

Provider Recruitment & Contracting

- There were 2 diverse hires for Primary Care: Jessica Price, NP and Arthur Boyde, MD, Internal Medicine

Research and Sponsorship Programs

- Rose Erin Fogarty, MA, is our next Executive Director of Research and Sponsored Programs. Ms Fogarty was previously Senior Director, Grants and Contracts, Office of Research Administration; and Assistant Dean, CWRU School of Medicine.
- John Chae, MD, VP of Research and Sponsored Programs and Chair of Physical Medicine and Rehabilitation (PM&R), was awarded the Distinguished Academician Award, the highest award bestowed by the Association of Academy Physiatrist.
- Thomas E. Love, PhD was elected as the 2023 Chair-Elect of the Council of Sections Governing Board. He will serve as Chair of American Statistical Association in 2024.
- Doug Gunzler, PhD, MA, was elected 2023 Chair-Elect of the Mental Health Statistics Section and will serve as its Chair in 2024. The American Statistical Association (ASA) is the world's largest community of statisticians, the "Big Tent for Statistics."

Medical Staff Services

- The Medical Staff voted in a new President Elect, Dr. Natalie Joseph, Surgery.
- Onboarded 13 providers.

Medical Education

- The 2022 Graduation Medical Education Accreditation Council of Graduate Medical Education (ACGME) Survey shows that the institution is performing to the national mean.

SYSTEM CHIEF NURSE EXECUTIVE

Nursing Recruitment

- 28 RNs (24 Experienced RNs, 4 New Graduates), 1 LPN and 8 PCNAs have been hired.

Accreditation Services

- Actively involved with preparation for Cleveland Heights Behavioral Health inpatient and outpatient centers, including bed registration, regulatory compliance, policy establishment and review, and performance monitoring structures.
- The Accreditation Team will participate in Glick Center Day in the Life Events to provide regulatory compliance insight.
- Collaborating with Legal and Government Relations on new Hospital Licensure regulations.

Nursing Policies & Practice

- Completed restructuring of Nursing Education and central support team members to include Nursing Professional Development Specialist(s) and Clinical Quality & Evidence Based Practice Specialist(s) aligned to specialty practice areas.

Nursing Education and Research

- Ann Fiorta and Kathleen Kerber presented a poster: "Sustaining the Gain: Reducing Device Related Pressure Injuries in the Medical Critical Care Step-Down Unit" at the American Academy of Critical Care Nurses National Teaching Institute and Critical Care Exposition in Houston, TX.
- Crystal Kneale MSN, RN, CMSRN presented a poster: "Introduction of a 24/7 COVID Hotline in Telehealth Triage" at the 2022 AACN Annual Conference in Las Vegas, NV.
- Lillian Kohler MSN, RN, C-EFM will be joining MetroHealth as Clinical Quality and Evidence Based Practice Specialist – Women's and Children.
- The PCNA Residency Program will launch this month with 22 new PCNAs slotted to begin with first cohort.

Patient Experience

- Over 35 college and high school students are participating in the Summer Student Volunteer Program.
- A patient experience learning module was launched for all staff transitioning into The Glick Center. The purpose of the module is to enhance the patient experience by promoting a welcoming and inclusive environment for the patient, their families, and each other.
- "Tea for the Soul" was hosted during Nurses Week for 40 nurses from high volume Covid units.

Workplace Safety

- Developing communication plan in the event of an active assailant.
- Signage with behavioral expectations of patients and visitors placed at all entrances throughout the system.

Emergency Preparedness

- Office of Emergency Preparedness, in concert with Trauma/Surgery, participated in MetroHealth Parma's American College of Surgeons site survey for Level III trauma verification. There were no preliminary findings for Emergency Management.

CHIEF ETHICS AND COMPLIANCE OFFICER

- Refreshing top enterprise risk areas for 2022 as part of the Enterprise Risk Management program

- Conducted survey on Compliance Committee effectiveness and received positive results validating the value and purpose of the Compliance Committee
- Collaborated with Compliance Committee members to develop a psychological safety playbook

CHIEF EMPLOYEE ENGAGEMENT OFFICER

- Developed materials for top ten traits of highly engaged teams
- Evaluated additional tools to augment employee listening strategy
- Working with key leaders to align engagement strategy with other important initiatives in DEI, HR and Transformation and Optimization

CHIEF EQUITY OFFICER

- Pilot High School Program launched in Dining Services. 8 Lincoln West students hired and 2 in-process for interviews
- Lincoln West class of 2022 graduation scheduled to take place on June 17th. Current graduation rate: 39/44 = 89%. Current college acceptance rate: 42/44 = 95%
- The current graduation rate is 96% and 100% college acceptance rate
- Engaged MH professionals to facilitate 8 PACE Career Sessions with 6-12th grade CMSD students promoting careers in nursing, radiology, respiratory therapy, and behavioral health
- Tiffany Short was 1 of 3 panelist at the City Club on June 3rd, "Changing role in HR"
- Margarita Diaz, Dr. Charles Modlin and Alan K. Nevel presented "Addressing Healthcare Disparities and Inequity" at the American Hospital Association's Accelerating Health Care Equality Conference in Cleveland.
- Dr. Charles Modlin participated in panel discussion on "Innovations in Health Equity Leadership" at the American Hospital Association's Accelerating Health Care Equality Conference.
- Alan K. Nevel presented "Building Sustainable Equity" at ATD International Conference in Orlando.
- Dr. Charles Modlin served as virtual keynote speaker on "Black Men's Health" to a national audience from CMS, the U.S. DHHS, Administration for Children & Families, and others.
- Office of EID, in collaboration with the Dept. of Nephrology and Caresource, is leading an initiative to address issues pertaining to and to advocate for MetroHealth CKD/ESRD patients to receive kidney transplant evaluations at CC or UH.
- Partnered with Supply Chain to create department's diversity spend dashboard and implemented Leadership meetings to review department's Supplier Diversity spend and discussed ways to increase participation

PRESIDENT OF THE METROHEALTH FOUNDATION

- MetroHealth's For All of Us campaign has reached nearly \$118 million, with \$99 million committed to program and endowment and \$18.6 million committed to capital.
- The Eva L. and Joseph M. Bruening Foundation has granted \$50,000 to support the Behavioral Health Hospital.
- The Joyce M. Stielau and Herbert W. Stielau Foundation have contributed \$150,000 to support the Institute for H.O.P.E.

- The MetroHealth Foundation is in the midst of fund-raising for The Akram Boutros Hope in Action Endowment. Terry and Rose Monnolly generously providing a leadership gift.
- The MetroHealth Foundation held its annual meeting on May 26. The elected officers for the Foundation include Gareth Vaughan, Chair; Jon Pressnell, Treasurer and Vice Chair, Finance & Investment Committee; Dr. Marcy Levy Shankman, Vice Chair, Nominating and Board Development Committee; Jennifer Hurd, Vice Chair, Institutional Giving; and Jason Bristol, Vice Chair, Individual Giving.

NEWS STORIES

MetroHealth trauma team sends letters of support, care package, to Texas healthcare workers – 3 News

<https://www.wkyc.com/video/entertainment/television/programs/whats-new/metrohealth-trauma-team-sends-letters-of-support-care-package-to-texas-healthcare-workers/95-3f24f789-750e-4e7c-9a7e-37d32256ef57>

MetroHealth sending care packages to Texas – Fox 8 News

<https://fox8.com/news/we-are-with-them-metrohealth-sending-care-packages-to-texas/>

MetroHealth sending handwritten letters and care packages to trauma team treating Uvalde school shooting victims – 19 News

<https://www.cleveland19.com/2022/06/01/metrohealth-sending-handwritten-letters-care-packages-trauma-team-treating-uvalde-school-shooting-victims/>