



THE METROHEALTH SYSTEM
REPORT OF THE PRESIDENT AND CEO
TO THE BOARD OF TRUSTEES
REGULAR MEETING OF AUGUST 24, 2022

EXECUTIVE

- In July 2022, Finance leadership met with S&P Global Ratings (S&P) and Moody's Investors Service (Moody's) for the annual credit review. Both Moody's and S&P upgraded our long-term debt rating to Baa2/BBB from Baa3/BBB-, respectively. A Stable outlook was also assigned from both agencies. The upgrades were the result of MetroHealth's durable and solid margins and improved liquidity, which will be supported by the completion of the new hospital, good patient demand and growing sources of supplemental funding.
- More than 50 MetroHealth Physicians are featured on this year's Best Doctors list in Cleveland Magazine.
- The MetroHealth System will provide 1 million free healthy meals to the community through a 5-year donation to the Greater Cleveland Food Bank.
- The Annual Employee Appreciation Events were held during the week of August 8th.
- Most non-bargaining employees of The MetroHealth System will receive a three percent (3.0%) wage increase.
- Elected leaders, community partners and neighborhood residents got a firsthand look last week at Vía Sana, a high-quality affordable housing complex and community services hub jointly developed by MetroHealth and the NRP Group. The residences will be available to individuals and families earning between 30 to 80 percent of the area's median income.
- Becker's Healthcare has named Julie Jacono, Metrohealth's Executive Vice President and Chief Strategy and Innovation Officer to its 2022 Great Health System Strategy Officers list. She joins peers on a list from hospitals such as Cedars-Sinai, New York-Presbyterian, & Cleveland Clinic.
- A group of physicians from Ukraine visited MetroHealth recently as part of an 8-day trip to Northeast Ohio to learn the latest techniques in burn surgery and intensive care
- *U.S. News and World Report* has again designated the MetroHealth Rehabilitation Institute #24 in the nation and #1 in Ohio for the care of patients recovering from complex conditions such as stroke, traumatic brain injury and traumatic spinal cord injury. MetroHealth also scored "high performing" in cancer and urology.
- MetroHealth has received the American Heart Association's Gold Plus Get With The Guidelines[®] - Heart Failure quality achievement award for a commitment to improving outcomes for patients with heart failure. We're also recognized on the AHA's Target: Heart Failure Honor Roll and Target: Type 2 Diabetes Honor Roll.
- The Cancer Center has received two grants to assist with patient care: a \$20,000 Crucial Catch Grant from the American Cancer Society (ACS) and National Football League (NFL) to increase access to low- or no-cost cancer screenings in underserved communities, and a \$10,000 ACS Patient Transportation Grant to assist patients who have difficulty getting to and from treatment appointments.

- A new visitor management system for The Glick Center will be in place when the new building opens on October 15. The new security measures also are in place in the Towers buildings and Critical Care Pavilion as of August 1. All inpatient visitors will be required to register at the main entrance and provide photo identification to receive a temporary identification badge that has a barcode for the authorized location.
- Six individuals will join the MetroHealth Medical Hall of Honor as 2022 inductees: Gary Clark, MD; Jane Fusilero, RN, MSN, NEA-BC; Terry Stancin, PhD; and E. Harry Walker, MD, and two Legacy Honorees-Posthumous: Charles Franklin Hoover, MD, and John David Reid, MD.

ADMINISTRATIVE SERVICES DIVISION

Behavioral Health & Correctional Services

- Received notification of full NCCHC Accreditation resulting in positive media coverage of the accomplishment.
- Seventy Five percent of the of the direct care staff at the Behavioral Health Hospital has been hired, and all management positions have been filled. Temporary Certificate of Occupancy should be received on September 2nd, opening day remains October 8th.
- The Psychiatry residency outpatient program and Behavioral Health administration have moved to Cleveland Heights.
- Recovery Resources hosted the 2022 Cuyahoga Problem Gambling Symposium Virtual Summer Symposium with over 200 participants from Ohio, Connecticut, and Pennsylvania.

Facilities & Space Management

- Roofing projects at Old Brooklyn Campus and W. 150th Ambulatory Surgery Center and Health Center have been completed.
- The \$3.3M Old Brooklyn Campus Garage renovation project has been expanded to address more extensive structural issues and is now expected to be completed in October.
- A \$3M upgrade of our Building Automation System has been initiated.
- A \$2M expansion and upgrade of our Parma Central Sterile Processing Department commenced.
- Valley View Central Fill Pharmacy Expansion is near completion and will have a phased opening starting in mid-August; on 8/3 the site was approved by the State Pharmacy Board.

Government & Community Relations

- Cuyahoga County Council approved a two-year extension of MetroHealth's contract to deliver health care services at the County Jail. The extension includes additional funding to cover higher costs and expanded services.
- The Glenville mixed use project (housing anchored by a MetroHealth medical clinic) received preliminary design approval from the City Planning Commission.

Human Resources

- The HR team continues to strengthen recruitment efforts to increase the applicant pool, including increasing the organizations spend with indeed.com.
- The Attendance Policy has been significantly revised. The new policy is written to ensure ease of administration, technological efficiencies, equity and best practice.

- HR is engaging with a vendor to improve our Employer Recruitment Branding Strategy and utilize Employee Value Propositions (EVP) as a basis for promoting MetroHealth as the top choice for employment opportunities.

Marketing

- Our “We Are More Than Medicine” campaign continues through Quarter 3, with over 42 million impressions in July across television, radio, print, transit and digital. We have acquired key placement with Fox and NBC for premium commercial spot buys as well as news lead in educational spots to promote clinical-specific messaging promoting our best-in-class clinical services, including skin cancer prevention, knowing the signs of stroke, healthy sleep, the new MetroHealth pharmacy value program, and our new birthing center.
- In July, we began a partnership with Radio One supporting their ongoing behavioral health and well-being series . Well-Being Wednesday with MetroHealth is the place where MetroHealth and on-air personality, Matty Willz, can address erasing the stigma of therapy in the black community.

Public Safety

- MetroHealth Police Officer Eustache Romain was 30 minutes from finishing his overnight shift when a van pulled into the valet with a pregnant woman ready to deliver. Officer Romain aided the delivery of a baby girl.
- To promote police-community relations, Public Safety partnered with the City of Cleveland and other public safety forces in the Steelyard Commons to participate in National Night Out on August 2nd. Approximately, 190-gun locks were distributed along with safety information for parents about gun safety, reminders about traffic and personal safety.
- Our new K9 Officer, Hope, and his handler Anthony Konieczka graduate from their training on Friday, August 5th. After graduation, Hope and Tony will attend training to receive their service/therapy dog training.

AMBULATORY SERVICES DIVISION

Cancer Care Service Line

- In July, MetroHealth began HLA-type testing select cancer patients through the National Marrow Donor Program. This service identifies potential blood or marrow donors for future bone marrow transplant recipients.
- The MetroHealth Cancer Center has become a Leadership Member of BioOhio. Leadership members are recognized as being at the forefront of bioscience research in the state. .

Contact Center

- The Network Service Center is now offering Web Chat as a method of patient communication and appointment scheduling.
- The Network Service Center has implemented a Preferred Appointment Date field in Epic to align resources and ensure that we are meeting patient expectations.

Laboratory Service

- The Pathology Laboratories received full accreditation from the College of American Pathologists (CAP) and the Association for the Advancement of Blood and Biotherapies (AABB).

NMSK Service Line

- The NMSK Service Line is moving forward with the implementation of a 2 Bed Epilepsy Monitoring Unit (EMU) within the Neuro Critical Care & Stroke unit at The Glick Center in order to provide enhanced services to patients.

Pharmacy Services

- Inpatient Pharmacy and Radiology Services have collaborated to ensure essential contrast media is available to our patients in most critical need. To date pharmacy has provided over 1000 unit-of-use syringes from a fraction of source contrast media products. Through Pharmacy's efforts of batching unit-of-use syringes over 800 bottles of this scarce product have been conserved.

Primary Care Service Line

- David Kaelber, MD, PhD, MPH has become a Master Teacher in the Academy of Scholar Educators at Case Western Reserve University.
- Launched the EAP/Primary Care urgent access plan: Over 70% of employees who self-refer to EAP are without a PCP. Chair of Family Medicine, Christine Alexander, MD and a team of providers designed a pathway to Primary Care Providers for non-emergent, non-complicated EAP patients with a behavioral or physical health concern.
- MetroHealth and CWRU were jointly awarded a \$7 million NIH Grant on improving Oral Health Disparities Among Older Adults. The goal is to screen and refer 3,000 patients to MetroHealth's Department of Dental Medicine a year.

Radiology Services

- The Parma Nuclear Medicine has achieved successful reaccreditation with the ACR.
- The radiology department has completed its first submission of CT scan dose information to the ACR Dose Registry to support dose reduction strategies and improve patient care.

Specialty Care Service Line

- Kenneth Laurita, PhD, bioscientific staff researcher in the Heart and Vascular Center at MetroHealth and a Professor of Medicine (Cardiology) and Biomedical Engineering at Case Western Reserve University in collaboration with a multidisciplinary team from the Cleveland Clinic, has been awarded a five-year National Institutes of Health (NIH) Program Project Grant for \$14,208,245. Atrial fibrillation (AF) affects approximately 3 million patients, and its prevalence is expected to rise as the population ages. The main goal of this project is to identify direct genomic mechanisms and their interactions with the environment, comorbidities, and stressors.

INPATIENT SERVICES DIVISION

Capacity Command Center

- Implementation of inpatient conditional discharges.

Nutritional Services

- Welcomed our first Student Dining Services Aides into the department. This new role provides opportunities for youth in our community while assisting in meeting the service needs of our patients. Our first recruits were from Lincoln West High School.

Perioperative & OB/GYN Service Line

- Achieving 86% First Case on Time Starts for the month of June! This is a huge accomplishment and is the result of interdisciplinary work from the entire OR team!
- Completed our first Day In The Life exercise and came away with great information and workflow resolutions.
- We have completed our first Robotic Bariatric Sleeve procedure! This is a huge accomplishment, and the case was completed by Dr. Amelia Dorsey. Robotic Bariatrics make up about 40% of cases nationwide but in Cleveland, that number is only about 7%.

POPULATION & DIGITAL HEALTH DIVISION

Clinical informatics

- MetroHealth became the first ever Epic corporation customer to sign-up for the Epic corporation's Life Sciences product to enhance visibility of MetroHealth patients and researchers to externally funded clinical research study opportunities.

Institute for H.O.P.E

- Awarded an Ohio Health Improvement Zone (OHIZ) grant from the Ohio Department of Health. I4HOPE will leverage the OHIZ opportunity to ensure individuals who live in the Clark-Fulton neighborhood will have access to the services and support systems they need to build a thriving economic future and live their healthiest lives.
- Awarded an unrestricted funding grant for three years from Joyce M and Herbert W Stielau Foundation.
- KeyBank will soon release 15 and 30 second commercials featuring I4HOPE. .

Population Health & Contracting

- The MetroHealth System looks forward to the Ohio Department of Medicaid's Next Gen Medicaid implementation. All MetroHealth providers are In-Network with each of the Next Gen Medicaid Managed Care Organizations, including the newest to operate in Ohio. Aetna Ohio RISE

Senior Care Continuum

- Red Carpet – Optimization of Quality and Utilization presented at America's Essential hospitals on June 23rd in Boston
- Expansion of Medicare, Wellness Clinic to Cleveland Heights and Parma with start of Senior Care Nurse Practitioner

Virtual Care Enterprise

- Partnered with Nephrology and Cardiology to provide a new service that offers comprehensive remote monitoring and care delivery in the home for patients with chronic kidney disease and heart failures.

TRANSFORMATION AND OPTIMIZATION DIVISION

CHIEF STRATEGY & INNOVATION OFFICER

- On August 1, 2022, MetroHealth assumed operational responsibility of Promedica's air transport, and dispatch for ground transport in the Toledo area. This partnership enables MetroHealth and ProMedica to better serve our communities by making new investments in

aircraft and equipment, and by leveraging the best practices and skills of both systems to create one of the largest flight programs in Ohio.

CHIEF FINANCE & SYSTEM SERVICES OFFICER

Finance & Treasury

- On August 11th, MetroHealth hosted its annual investor call to update bondholders on the System's performance and progress through the Campus Transformation project. MetroHealth leadership highlighted the System's financial performance, rating agency review results, and the status of Campus Transformation as well as strategic accomplishments from the past year.
- Community outreach, which includes insurance education, Medicaid eligibility, and assistance with financial eligibility, has met with 15,213 patients regarding financial assistance year to date for 2022.
- Revenue Cycle is enhancing the patient experience by expanding the insurance eligibility process. MetroHealth leveraging technology for the added benefit of electronically identifying insurance for patients who couldn't fully register at the time of their appointment.

Financial Planning & Analysis (FPA) and Enterprise Data Analytics

- Financial Planning and Analysis initiated MetroHealth's 2023 budget development process in support of the organization's strategic objectives.
- The Enterprise Analytics team completed development of a new enterprise-wide analytics reporting strategy in August with significant involvement and input from key stakeholders throughout the System. Focus will now shift toward implementation and adoption of the new strategy.
- On July 13, the Enterprise Analytics team provided a lunch-and-learn to debut new analytics supporting referrals management. The new analytics consolidated multiple dashboards and enhanced usability of the information.

Information Services (IS)

- The Information Services Cybersecurity team implemented a new Internet monitoring service to further improve MetroHealth's ability to detect and respond quickly to Internet threats. This new cyber threat intelligence service monitors the Internet for attempts to use MetroHealth branding or email accounts on newly created websites and social media sites, or for sale on the dark web.

Supply Chain

- Supply Chain has partnered with MetroHealth's Group Purchasing Organization on a new initiative to enhance clinical contracts, driving additional value through cost optimization and reducing supply constraints.
- In preparation for the transition to the Glick Center, Supply Chain partnered with the clinical teams to develop operational workflows and paths of travel. The design partnership will provide streamlined workflows for both Supply Chain and clinical professionals. These workflows are being tested as part of the Day-in-the-Life events in July, August, and September.

Intelligent Automation (IA)

- The Intelligent Automation Center of Excellence (IA CoE) has developed a portal to facilitate the submission and sharing of automation ideas across MetroHealth. The portal also provides

information to educate MetroHealth professionals regarding IA, the CoE, and automations deployed throughout the System. The CoE will be socializing the new portal throughout the System in the upcoming weeks.

- The IA CoE continues to collaborate with clinical and business departments across the System to identify and further understand automation opportunities. This insight is being used to develop specifications for the technology required to effectively automate selected processes. The CoE will partner with key stakeholders to select the IA solutions that most closely align with the organizational strategy and departmental needs.

PROVIDER ENTERPRISE AND ACADEMIC AFFAIRS

Provider Recruitment & Contracting

- There were 3 diverse hires: Adrien Lindsey, MD, Gastroenterology; Ruth Villarosa, MD, Comp Care; Juan Alvarado, MD, Pediatrics.

Research and Sponsorship Programs

- The Department of Medicine, the MetroHealth Center for Cancer Research, and the MetroHealth Research Institute continue with outstanding joint faculty recruitment of nationally renowned Cancer Biology Scientists. Shujun Liu, PhD will start on 8/29/22 and Ge Jin, PhD will start on 9/5/22. A third faculty member, who will start on 10/31/22, will be named after the current employer is informed. Together they will bring with them 5 NIH R01 grants valued at over \$15 million. This is in addition to 3 nationally renowned Cancer Biology Scientists recruited in 2021, Xiaonan Han, MD, PhD, Zhishan Wang, MD, PhD and Chengfeng Yang, MD, PhD, who also brought with them 5 NIH R01 awards.

Medical Education

- Onboarded and Oriented 160 new Residents and Fellows.
- Programs have started their annual ACGME updates. All updates are reviewed by GME Director, Marcie Becker and DIO, Dr. Abdulla Ghori before submission.
- GME created a new Parental, Medical, and Caregiver Leave Policy as per new ACGME requirements. The Policy has been distributed to all programs and residents.
- Call Room assignments for Glick have been finalized and distributed to programs.

Advanced Practice Providers

- 26 medical staff members have been interviewed and identified for the Advanced Practice Provider (APP) governance role of Lead APP. This role will be integral in overseeing the clinical, professional, and ongoing evaluation of our APP medical staff providers.

SYSTEM CHIEF NURSE EXECUTIVE

Nursing Recruitment

- 23 RNs (20 Experienced RNs, 3 New Graduates), 1 LPN and 10 PCNAs have been hired.

Accreditation Services

- Results from the Nurse Satisfaction Survey were received mid-July. Both the number of unit/clinic-level scores above benchmark, and the number of scores above the 75th percentile increased since last year's survey.
- MetroHealth has once again met the standards for Magnet Recognition.

Nursing Policies & Practice

- A Nursing Education Retreat was held mid-July.
- Continued restructuring of Nursing Education and central support team members to include Nursing Professional Development Specialist(s)(NPDS) and Clinical Quality & Evidence Based Practice Specialist(s) (CQES) aligned to specialty practice areas.

Nursing Education and Research

- The first “Day in the Life” event for the Glick Center took place on July 21 with an additional DITL scheduled for August 18.
- The first PCNA Residency Program launched mid-June, the second class completed early-August with 11 participants.

Patient Experience

- The Office of Patient Experience is partnering with multi-disciplinary teams to support the launch of best practices to enhance experiences for our patients and their loved ones, including nurse bedside handoff, purposeful hourly rounding, nurse leader rounding, no pass zone, and service excellence simulations for frontline staff. Each of the initiatives is intended to increase patient’s likelihood to recommend the hospital.
- Fr. Justin A. Freeman, O. de M. presented “Spiritual Care and the Catholic Patient: The role of sacraments and other important end-of-life issues” as part of Spiritual Care Grand Rounds on July 27, 2022.

Workplace Safety

- The Office of Patient Experience is collaborating with Patient Safety to review every report of inappropriate behavior by a patient and/or visitor. The Disruptive Behavior Board, consisting of an interdisciplinary team, formulates a care plan for each future visit and conveys expectations to patients and/or visitors.

Emergency Preparedness

- Marek Owca, Director, Office of Emergency Management, in partnership with local Public Health, Public Safety, Healthcare, and Education sectors served as subject matter experts during a pandemic tabletop exercise with first year CASE medical students.
- Disaster preparedness drills were conducted throughout the Ambulatory Network, testing knowledge and response actions to a loss of computer network and telephones and also active assailant situations.

CHIEF ETHICS AND COMPLIANCE OFFICER

- Launched an electronic third-party risk management self-assessment program
- 28 employees representing 12 high-risk areas completed six-month program to become certified Privacy Liaisons
- Lead system-wide initiative to reduce privacy incidents by increasing number of required patient identifiers from two to three
- Launched the 2022 Annual Conflict of Interest Disclosure process

CHIEF EMPLOYEE ENGAGEMENT OFFICER

- Hired Director of Listening and Director of Flourishing
- Conducted follow up pulse survey on team action planning

- Provided training on employee recognition tools

CHIEF EQUITY OFFICER

- Delivered URM Provider Toolkit Overview sessions to Council of Chairs
- Planning in process for 2023 Minority Men’s Health Fair, adding Ohio City as a fourth site
- Hosted two NAHSE (National Association of Health Services Executives) NEO Chapter Healthcare Strategic Planning events
- Participated in OhioMeansJobs Hoops After Dark Speed Networking and Job Matching event
- Hosted CWRU Online MBA students for two-day healthcare immersion event
- Participated in Latin Expo within the Clark Fulton Area

PRESIDENT OF THE METROHEALTH FOUNDATION

- MetroHealth’s For All of Us campaign has reached near \$120 million, with \$99.4 million committed to program and endowment and \$19.9 million committed to capital.
- Conversations continue with MetroHealth donors, leaders and friends regarding The Akram Boutros Hope in Action Endowment, with special thanks for Tom and Carol McDonald and Gareth Vaughan, Rick Chiricosta and Andrea Hogben for their leadership support.
- The George Gund Foundation has granted \$307,650 to support the design plan for MetroHealth’s campus greenspace.
- The American Cancer Society has stepped again with a grant to support mammogram screenings. To date, the organization has provided nearly \$200,000 in support of our breast cancer screening efforts.
- The countdown has begun for Hope Heals: The 2022 MetroHealth Gala. To date, nearly \$1.1 million has been generously committed with premier sponsors including Minute Men Staffing Services, Turner Construction, KeyBank, EY, Fifth Third Bank and The Albert M. Higley Company.

NEWS STORIES

MetroHealth opens Via Sana apartment complex:

<https://www.wkyc.com/article/news/local/cleveland/cleveland-mayor-justin-bibb-ohio-senator-sherrod-brown-get-first-look-at-the-new-metrohealth-affordable-housing-complex-in-clark-fulton/95-45002c48-e4cd-477a-a414-e617d8929111>

Ukrainian doctors visit MetroHealth to learn about treatment burns, trauma:

<https://www.wkyc.com/video/news/nation-world/ukraine/ukrainian-doctors-training-at-metrohealth-other-northeast-ohio-hospitals/95-bcece03f-3169-463b-b71c-c9f5506a96f8>

MetroHealth featured in story about Glenville development:

<https://www.cleveland.com/a-greater-cleveland/2022/07/new-gold-coast-lofts-aimed-to-boost-glenville-neighborhood.html>

Best dog in the country makes appearance at MetroHealth:

<https://fox8.com/news/live-dog-show-champ-makes-appearance-at-metrohealth/>