



The MetroHealth System

Board of Trustees

Wednesday, June 28, 2023

6:00 - 8:00 pm

The MetroHealth System K-107 or via Zoom

Board of Trustees

Regular Meeting

The MetroHealth System Board of Trustees

FULL BOARD REGULAR MEETING

DATE: Wednesday, June 28, 2023
TIME: 6:00 – 8:00 pm
PLACE: MetroHealth K107 Board Room or Zoom <https://us02web.zoom.us/j/84311460400>

AGENDA

- I. **Approval of Minutes**
Minutes of May 24, 2023, regular meeting and May 26, 2023, special meeting
- II. **Medical Staff Report – Christine Alexander Rager, MD**
 - A. Approval of Medical Staff Providers Appointments, Actions and Reappointments for May 2023
 - B. Acceptance of Medical Executive Committee Minutes of May 12, 2023
- III. **Information Items**
 - A. Update on Strategic Planning Process 2024 – Dr. Walker & Dr. Steed
 - B. Update on Executive Searches – Dr. Steed
- IV. **Executive Session**

Return to Open Meeting

Next Regular Meeting: Wednesday, August 23, 2023, 5:00 – 7:00 pm
MetroHealth K107 Board Room or Zoom
<https://us02web.zoom.us/j/84311460400>

The MetroHealth System Board of Trustees

FULL BOARD REGULAR MEETING

Wednesday, May 24, 2023

5:00 – 7:00 pm

The MetroHealth System Board Room K-107

Meeting Minutes

- Present:** Inajo Chappell-I, John Corlett-I, Maureen Dee-I, John Hairston-I, John Moss-I, JB Silvers-I, E. Harry Walker, M.D.-I, Vanessa Whiting-I ¹
- Staff:** Airica Steed-I, Laura Black-I, Richard Blinkhorn-I, Kate Brown-R, Nabil Chehade, M.D.-R, Will Dube-I, Joe Frolik-I, Geoff Himes-I, Olusegun Ishmael-I, Julie Jacono-I, William Lewis-I, Julia Mason-I, Laura McBride-I, Alan Nevel-R, Alison Poulos-R, Sonja Rajki-I, Deb Southerington-I, Cheryl Wahl-R
- Guests:** Jasmine Boutros-R, Shannon Boutros – R, Suzanne Boutros-R, Tess Boutros-R, Gail Long-I, Dalton Perry-R, Sabrina Roberts-R, Julie Washington-I

Dr. Walker called the meeting to order at 5:05 pm, in accordance with Section 339.02(K) of the Ohio Revised Code with a quorum present.

(The minutes are written in a format conforming to the printed meeting agenda for the convenience of correlation, recognizing that some of the items were discussed out of sequence.)

I. Approval of Minutes

The minutes of the March 22, 2023, regular Board Meeting were unanimously approved as submitted. RESOLUTION NO. 19570

II. Committee Reports

- A. **Audit and Compliance Committee** – Ms. Dee informed the group that the Committee met and covered a report from Ethics and Compliance and their activities. The committee also received a report from the internal audit team including an update on the 2022 internal audit plan completion, and the risk-based audit plan for 2023. And finally, that the Committee heard about the 2023 goals for the Enterprise Risk Management program.

¹ I-In-person, R-Remote

The MetroHealth System Board of Trustees

- B. **Governance Committee** – Ms. Chappell reported that the Committee participated in a training session on BoardEffects, the Board’s portal; discussed the update on Trustees appointments for the current vacancies; and received an update on the Board Liaison position. The Committee also discussed the need for a refresh of the current committee charters and that all committee chairs are being asked to prepare a draft and forward to either Ms. Chappell or Ms. McBride for review and finalization within the next couple of weeks to present to the Governance Committee in August 2023. There was also an update on the Official Capacity roles and the Partner Entities; the Committee is continuing to vet that list and Dr. Steed will bring a proposed list of partner entities and roles back to the Committee in August 2023. There was a resolution for the Approval of a Claim Settlement of Claim number that was approved for consideration by the full Board.

- C. **Facilities & Planning Committee** – Ms. Chappell informed the Board that the Committee had a great meeting. There were multiple report-outs and good discussions on transformation projects, and construction cost review was presented by RSM. The Committee also heard an update on Campus Transformation 2.0 and Facilities Management. Ms. Chappell further noted that the Committee reviewed the resolution for approval of selection of pre-authorized professionals and the Committee voted to recommend the resolution to the full Board.

III. Approval of Consent Agenda

- A. Facilities & Planning Committee
 - i. The Board unanimously approved the Resolution for the Approval of Selection of Pre-Authorized Professionals RESOLUTION NO. 19572

- B. Governance Committee
 - i. The Board unanimously approved the Resolution for Approval of Claim Settlement RESOLUTION NO. 19571

IV. Medical Staff Report

Dr. Joseph reviewed the Medical Staff Appointments and Reappointments and the minutes from the March and April 2023 MEC and presented them for Board approval.

Dr. Walker asked for a motion to approve the Medical Staff Appointments, Reappointments and MEC Minutes from March and April 2023. The Board unanimously approved the same via RESOLUTION 19573

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V. Information Items

President and CEO's Report. Dr. Steed highlighted a few items in her written President's report. Dr. Steed provided brief overview of strategic priorities: (1) focus on clinical and academic excellence, (2) driving and becoming a leader in health equity, (3) enhancing community engagement and impact, (4) accelerating growth, (5) embracing innovation and (6) building a people-first culture where our caregivers know they are valued, appreciated, trusted, respected, and celebrated and that voices are heard.

In addition to the strategic goals and priorities, the System is focusing on enhancing access so all individuals can connect to the care they need when needed, including continuing to reach outside of the System's walls and addressing the social drivers and barriers to healthcare.

Dr. Steed gave an update on the organizational restructuring and the four critical searches underway: (1) Chief Clinical and Academic Officer is coming to an end as the final interviews are concluding and a decision will be made within the next couple of weeks; (2) Chief People Officer, the goal is to complete the process within the next two-three weeks, with a decision being made by mid-late June 2023; (3) Senior Vice President of Facilities and Campus Transformation is anticipated to be complete by the end of June 2023 and (4) Chief Financial Officer, which is just getting underway. The processes have included or will include members of the Board of Trustees and stakeholders as Dr. Steed looks to fill these important positions.

Lastly, Dr. Steed indicated reiterated that the System will highlight and track its progress on organizational system goals, which will be cascaded to the leadership team and then to our frontline teams - to keep all aligned in working in the same direction.

VI. Executive Session

Dr. Walker asked for a motion to recess into executive session to discuss hospital trade secrets as outlined and defined by ORC 1333.61 and to conference with an attorney for the public body concerning disputes involving the public body that are subject to pending or imminent court action. Ms. Chappell made a motion and Mr. Corlett seconded. The Board held a roll call vote with all Trustees in attendance voting to approve the motion to go into executive session for the purposes stated by Dr. Walker.

Members of the public were excused. The Board went into executive session to discuss the identified matters at 6:36 pm.

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Following the executive session, the meeting reconvened in open session at approximately 7:32 pm.

VII. Recommendation/Resolutions Approvals

Dr. Walker then gave background on a resolution for the Appointment of a Member and Director to the Board of Directors of CCH Development Corporation. He relayed that the Board previously appointed Ms. Chappell to serve in the role, but she has since taken on other leadership roles for the Board including chairing two of our committees and has asked to be replaced. Ms. Whiting has agreed to serve in the role. The resolution would reflect the Board's appointment of Ms. Whiting to that role.

- A. The Board unanimously approved the Resolution for Approval of Appointment of a Member and Director to the Board of Directors of CCH Development Corporation
RESOLUTION NO. 19574

Dr. Walker then relayed that the final matter is the resolution for Approval of Updates to the Performance-Based Variable Compensation Plan Goals for 2023. Dr. Walker stated that the Board heard a presentation from management on the minor updates to the goals in executive session and had a chance to ask questions. He asked if there were any additional questions or comments. There were none.

- B. The Board unanimously approved the Resolution of Approval of Updates to Performance-Based Variable Compensation Plan System Goals for 2023
RESOLUTION NO. 19575

There being no further business to bring before the Board, the meeting was adjourned at 7:35 pm.

NEXT MEETING: **Wednesday, June 28, 2023**
 5:00 – 7:00 pm
 The MetroHealth Board Room (K-107) or via Zoom

THE METROHEALTH SYSTEM

E. Harry Walker, MD, Chairperson

The MetroHealth System Board of Trustees

SPECIAL BOARD OF TRUSTEES MEETING

Friday, May 26, 2023

2:00 - 5:00 pm

MetroHealth Middleburg Heights November Family Health Center
Conference Room 1D21

Meeting Minutes

Board Members: Inajo Davis Chappell-I, John Corlett – I, Maureen Dee-I, John Hairston-I, Robert Hurwitz-I, John Moss-I, Dr. JB Silvers-I, Dr. E. Harry Walker-I, Vanessa Whiting-I
Staff Present: Laura McBride-I, Sonja Rajki-I, Dr. Airica Steed-I
Guests: Kim Russel-I¹

Dr. Walker called the meeting to order at 2:06 pm and welcomed everyone. He thanked the Trustees for completing the Board self-assessment and attending this special meeting. Dr. Walker then introduced Kim Russel.

Ms. Russel stated that one of the foundations of good governance is to do a board self-assessment. She said not all boards do these and completing an assessment shows commitment. She also noted that the Board's assessment included 100% participation, which shows full commitment and should be commended.

Ms. Russel summarized the Trustees' responses to the self-assessment and explained the benchmarking of Board self-assessments from the Governance Institute.

Ms. Russel highlighted the items that show a high correlation in the answer and the Trustees engaged in discussion around those questions and the responses.

Ms. Russel provided some background in best practices regarding the relationship between the Board and the CEO, including partnership, communication and oversight.

The Trustees discussed what types of topics should be coming to the Board and what types of information items may need to be communicated between meetings. The Trustees also

¹ I-In-person, R-Remote

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offered insights into the types of items they would like to receive information about in between board meetings.

The Trustees also discussed the use of Board committees and Dr. Steed offered insights into how she would like the executive team to interact with the Trustees who are Board Committee chairs.

Ms. Russel then reviewed Board self-assessment responses that were areas of strength and those that were items of opportunity. The Trustees engaged in conversation about the responses.

Dr. Walker specifically asked for feedback from comments on the Board's involvement in the credentialing process and it was agreed that continuing education on the process would be worthwhile and that the credentialing audit could be reported out to the Board.

Other areas, including aligning the clinical and economic goals of the System and the process for future strategic plan development were discussed.

The Trustees also discussed the Board's orientation and how the orientation process could be adjusted as new Board members are brought on.

The Board discussed rotating Board meeting location to visit other MetroHealth sites.

Ms. Russel then asked the Board to reflect on what is needed from the Board Chair and from the new CEO.

Regarding the Board Chair position, Trustees relayed that they were grateful for the Board Chairs past and present and for all that they do. Given the new Board Chair is a physician, they wanted him to continue to foster his relationships with providers. They also look to him to have a united front with the CEO in relationships with governmental and community partners.

Regarding the CEO position, Trustees relayed that they appreciate overcommunication, either to them or through the Chair and that the Board supports the CEO and is here to help her and the System in carrying out the System's important work.

Ms. Russel also prompted Dr. Steed to relay what she needs from the Board. Dr. Steed affirmed that their support was felt and will continue to be needed. She also seeks constructive feedback, introductions to open doors to community members and partners, and will need their insights as she prioritizes her time.

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The Trustees then discussed the need for Board members, as there is an open seat and two expired seats. Given the heavy load of the Board and the committees, it is important to have a full number of Board members.

The Board also discussed educational opportunities through the Governance Institute and other applicable seminars that are available.

Ms. Russel and the Trustees reflected that the time spent at the meeting included a lot of great discussion. The feedback will be used for the Board's governance action plan going forward. Ms. Russel commended the Trustees for their commitment and relayed that there is no more important time to be serving on a health system board than right now.

Dr. Steed added that she is inspired by the Trustees' overarching commitment to the System.

Dr. Walker then stated that there was a matter to be discussed in executive session. Dr. Walker relayed the purpose of the executive session is to conference with the public body's attorney to discuss pending or imminent court action.

Dr. Walker asked for a motion to recess into executive session to discuss the matter. A motion was made by Ms. Whiting and seconded by Mr. Corlett to recess into executive session. The Board held a roll call vote with all members voting to approve the motion to go into executive session for the purpose stated by Dr. Walker at 4:31pm.

Following the executive session the meeting reconvened in open session at approximately 4:34pm.

There being no further business to bring before the Board, the meeting was adjourned.

THE METROHEALTH SYSTEM

E. Harry Walker, M.D., Chairperson

NEXT REGULAR MEETING: Wednesday, June 28, 2023
5:00 – 7:00 pm
The MetroHealth Board Room K-107 or via Zoom

Medical Staff Corner

Here's how to reach us:

Christine Alexander Rager, MD
President
calexander@metrohealth.org

Natalie Joseph, MD,
President-Elect
njoseph@metrohealth.org

Patricia Gallagher
Director, Faculty Affairs
pgallagher@metrohealth.org

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cherbert@metrohealth.org

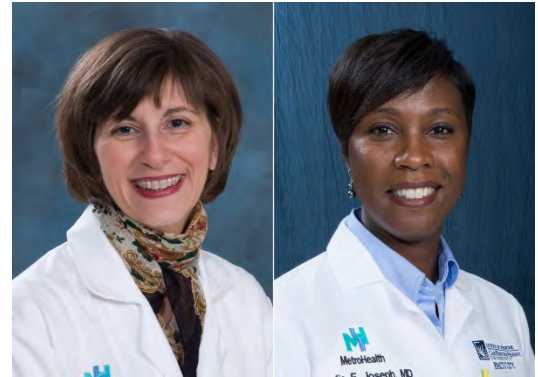
Visit the Medical Staff MIV site
for information and policies.

A Message from Our Medical Staff Newsletter

Dear Colleagues,

Welcome to summer!

We hope the warmer weather will find you spending time outdoors, enjoying our wonderful city, and taking time to refresh and rejuvenate. While we enjoy summer, we are mindful of the financial stressors facing our organization. The post-COVID financial headwinds require us to be innovative, efficient and effective in providing additional access to our community.



Geoff Himes, Interim Chief Financial Officer, will provide a financial update at the June 27 Medical Staff Meeting. There will also be breakout groups featuring updates on HR and Bylaws, Introduction to QI, and Wellbeing. We want these sessions to meet your personal and professional development needs, so please contact us if you have suggestions.

The Medical Staff has elected a new Member at Large to the MEC, Ellen Gelles, MD. She will begin her term on July 1. Many thanks to outgoing

Member at Large Rob Pollard, MD, for his service.

Would you like to get more involved in the Medical Staff? We are seeking new members for several committees: Transfusion, Peer Review, Medical Records, and Appointments/Promotions and Tenure. If you are interested, please contact Trish. Gallagher at pgallagher@metrohealth.org.

Chrissy and Natalie

*Christine Alexander Rager, MD, Medical Staff President
Natalie Joseph, MD, President-Elect*

Point of Care Ultrasound (POCUS)

One of the MEC's newest committees is working to unify our efforts to provide this important service. Used for many years in the Emergency Department and Critical Care areas, its use is being expanded into nearly every facet of patient care. Touted as "the next stethoscope," this technology allows us to accurately screen, diagnose, treat and perform procedures more safely and accurately. Its use also decreases referrals to radiology and specialty services for issues that can be managed in primary care, thus increasing access for patients who truly need a higher level of care. This committee is focusing on training and education, credentialing,



maintenance of images, billing and documentation. This has been a tremendous amount of work in a short time so many thanks to this dedicated group!

Residency Graduations

It's that time of year when we say good-bye and wish well to our graduating residents and fellows. Always a bittersweet time of year, bringing the learners' training to an end and watch them open the next exciting chapter of their careers! We are happy to share that 20 residents and fellows will be staying at MetroHealth and three who left us for fellowship will be returning as faculty!

In 2023, 55 medical staff members have been hired (physicians and APPs) and 20% of them received their training with us. There is no national data set to make comparisons. However, across the state about 30% of residency graduates choose to stay in Ohio.

Wellbeing and Engagement (WE) Committee

After several months of planning, the WE Committee is happy to announce the Legal Peer Support Program. This peer-to-peer program will offer mentorship and support during an incredibly painful time for those named in malpractice suits. While details of a case cannot be shared, empathic listening and coping skills can really help to mitigate the stress and isolation felt by those engaged in litigation. Peer supporters are volunteers and receive training with our legal team, EAP and MSAP programs. The program will officially launch in late summer.

Department Success Stories

In March 2023, MetroHealth's obstetric research team led by **Kelly Gibson, MD**, Director, Division of Maternal Fetal Medicine, was awarded continued funding to participate as one of only a few selected institutions from across the country in the *Eunice Kennedy Shriver* National Institute in Child Health and Human Development's Maternal Fetal Medicine Units (MFMU) Research Network. This seven-year, \$2.5 million grant will allow Dr. Gibson and her collaborators from MetroHealth, University Hospitals and the Cleveland Clinic Foundation to perform ground-breaking obstetric research that will improve pregnancy outcomes for our own patients and improve pregnancy care nationally and internationally.

As of June 1, General Dentistry and oral surgery are now unified under the Department of Dental Medicine which now sits as a standalone department. General Dentistry is graduating the first class of pediatric residents (in affiliation with Case Western Reserve University School of Dental Medicine), our first class of dental assistant apprentices, and the first fellow in Oral Medicine. They were recently accredited to start our first residency in Advanced Education in General Dentistry; two residents are slated to begin in July. Lastly, oral surgeon **Justin Clemow, DMD, MD**, has just been voted as the president of the Ohio Society of Oral and Maxillofacial Surgeons.

The following Appointments to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on May 30, 2023. The appointments will then be reviewed and accepted by the Medical Executive Committee on June 2, 2023

Active

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Arora Chowdhry, Shalini, MD	Medicine	Internal Medicine	5/31/2023
Milinovich, Scott, DO	Emergency Medicine		5/31/2023
Syed, Aasia, MD	Psychiatry		5/31/2023

Privileged Non-Member

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Ambrose, Maryann, APRN-CNP	Family Medicine	Express Care	5/31/2023
Devi Wold, Anne, MD	OB/GYN	Reproductive Endocrinology	5/31/2023
Sidhu, Kanwaljit, MD	Anesthesiology		5/31/2023
Sidhu, Tejbir, MD	Anesthesiology		5/31/2023
Siddiqi, Ahmad, MD	Neurology		5/31/2023

Non reviewable list-Clean files

Privileged Non-Member

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Nosal, Yvette, LISW-S	Psychiatry	Social Worker	5/31/2023

The following actions to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on May 30, 2023.
The Actions will then be reviewed by the Medical Executive Committee on June 2, 2023.

Resignations

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>End Date</i>
Adamopoulou, Chrysavgi, MD	Surgery	Ophthalmology	3/31/2023-RL
Baez-Socorro, Virigina, MD	Pediatrics	Gastroenterology	5/1/2023-R
Behmer, Mary, MD	Medicine	Internal Medicine	5/24/2023-R
Brar, Rupinder, APRN-CNP	Psychiatry	Correctional Medicine	5/12/2023-R
Devaney, Eric, MD	Pediatrics	Surgery	5/12/2023-R
Drogalis-Kim, Diana, DO	Pediatrics	Cardiology	5/1/2023-R
Geertman, Robert, MD	Neurosurgery		5/19/2023-R
Herman, Richard, MD	Pediatrics	Surgery	5/8/2023-R
Loxterman, Brian, PA-C	Emergency Medicine		5/10/2023-R
Mackow, Anne, MD	Pediatrics	Surgery	5/1/2023-R
Redahan, Anita, MD	Medicine	Express Care	5/26/2023-R
Snyder, Christopher, MD	Pediatrics	Cardiology	5/1/2023-R
Wolke, Ira, MD	Pediatrics		5/12/2023-R

Staff Category Change

<i>Name</i>	<i>Category From</i>	<i>Category To</i>	<i>Date</i>
Wheatley, Brian, CAA	Associate	Privileged Non-Member	5/13/2023

CC=Contract Complete, Fellowship Complete
R=Resigned
RL-Relocated
RT-Retired
ET-Employment Terminated
CT-Contract Terminated

MAY 2023 REAPPOINTMENTS

LastName	First Name	Degree	Department	Division
Baron	Beth	LISW	Psychiatry	Social Work
Pohlchuck	Annette	APRN-CNP	Medicine	Cardiology
Cohen	James	MD	Medicine	Correctional Medicine
Smith	Kristina	APRN-CNP	Obstetrics & Gynecology	
Marko	Angela	DO	Pediatrics	Pediatric Pulmonary Medicine
Ross	Kristie	MD	Pediatrics	Pediatric Pulmonary Medicine
Bolton	Carrie	MD	Radiology	
Chiali	Ilyas	MD	Radiology	
McWilliams	Geoffrey	DO	Radiology	
Petraszko	Andrew	MD	Radiology	
Schlechte	Keith	MD	Radiology	
Sundaram	Priya	DO	Radiology	
Brown	Nathanial	PA-C	Surgery	Cardiothoracic
Sirleaf	Alexandria	PA-C	Surgery	General Surgery
Kohen	Maryo	MD	Surgery	Ophthalmology
Manos	Emily	PA-C	Surgery	Trauma/Burn/Critical Care

THE METROHEALTH SYSTEM
MEDICAL EXECUTIVE COMMITTEE

May 12, 2023

CHAIRPERSON: Christine Alexander-Rager, MD




CALLED TO ORDER: 7:00 AM



ADJOURNED: 9:00 AM

RECORDER: Carol Herbert


Members present: Drs. Christine Alexander, Natalie Joseph, Charles Emerman, Colin Crowe, Gregory Heintschel, Holly Perzy, Jack Wilber, Venkat Krishnamurthy, Michael Kelly, James Campbell, Agnes Loeffler, Anise Ardelt, Catherine Curley, Chris Brandt, Aparna Roy, David Crowe, Julie Tsirambidis, Luis Tollinche, John Chae, Robert Pollard, David Stepnick. Ms. Patricia Gallagher and Brittany Valenzano



Guests: Nisrine Khazaal, Mehul Danawala, MD, Michael Lewis, MD, Roger Ove, MD




ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS	EVALUATION/FOLLOW-UP
Call to Order	Christine Alexander-Rager, MD	Due to technical and audio issues, the meeting was moved to remote only	N/A
Minutes of the Previous Meetings	MEC minutes, Credentialing Committee minutes and Medical Record Committee Minutes were reviewed and approved	<p>Minutes from April 2023 were reviewed and approved</p> <ul style="list-style-type: none"> • MEC: <div style="text-align: center;">  MEC Minutes, April 14, 2023.docx </div> • Transfusion Committee: <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  TCM Q1 2023.pdf </div> <div style="text-align: center;">  Meeting minutes from 02-2-2023.pdf </div> </div> • Infection & Prevention Committee: 	Present the MEC Minutes to BOT

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS	EVALUATION/FOLLOW-UP																																																						
		<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  IP Committee Minutes 11.16.2022.pc </div> <div style="text-align: center;">  IP Committee Minutes 2.15.2023.p </div> </div>																																																							
<p>Medical Staff Appointments and Actions</p>	<p>All medical staff appointments were carefully reviewed and presented by the Department Chairpersons. Each candidate is being presented after approval from the Credentials Committee from the previous month. Each Candidate's file was reviewed for any actions or sanctions, clinical competency, work history. All gaps were accounted for and presentation of the practitioner's education and training was discussed. The committee reviewed the requested privileges and verified the provider will function within their scope of education and license. The NPDB reports, malpractice cases and</p>	<p style="text-align: center;">The following Appointments to the MetroHealth System Medical Staff were reviewed by the Credentials Committee on April 25, 2023 and are presented to the MEC for approval.</p> <p><u>Active</u></p> <table border="0" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><u>Name</u></th> <th style="text-align: left;"><u>Department/Division</u></th> <th style="text-align: left;"><u>Effective</u></th> </tr> </thead> <tbody> <tr> <td>Abdel-Jalil, Ala, MD</td> <td>Medicine/Gastroenterology</td> <td>4/26/2023</td> </tr> <tr> <td>Pivovar, Ryan, DPM</td> <td>Orthopaedics/Podiatry</td> <td>4/26/2023</td> </tr> </tbody> </table> <p><u>Associate</u></p> <table border="0" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><u>Name</u></th> <th style="text-align: left;"><u>Department/Division</u></th> <th style="text-align: left;"><u>Effective</u></th> </tr> </thead> <tbody> <tr> <td>Biehl, Emily, APRN-CNP</td> <td>OB/GYN/Maternal Fetal Medicine</td> <td>4/26/2023</td> </tr> <tr> <td>Kellogg, James, PA-C</td> <td>Surgery/General Surgery</td> <td>4/26/2023</td> </tr> <tr> <td>Kellogg, Laura, APRN-CNP</td> <td>Surgery/Vascular Surgery</td> <td>4/26/2023</td> </tr> <tr> <td>Liquete, Anh, APRN-CNP</td> <td>Medicine/Nephrology</td> <td>4/26/2023</td> </tr> <tr> <td>Vasil, Stephanie, APRN-CNP</td> <td>Pediatrics</td> <td>4/26/2023</td> </tr> </tbody> </table> <p><u>Privileged Non-Member</u></p> <table border="0" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><u>Name</u></th> <th style="text-align: left;"><u>Department/Division</u></th> <th style="text-align: left;"><u>Effective</u></th> </tr> </thead> <tbody> <tr> <td>Ashley, Nancy, APRN-CNP</td> <td>Neurology</td> <td>4/26/2023</td> </tr> <tr> <td>Bayrakdar, Ahmad, MD</td> <td>Medicine/Gastroenterology</td> <td>4/26/2023</td> </tr> <tr> <td>Javvaji, Srimanasi, MD</td> <td>Dermatology</td> <td>4/26/2023</td> </tr> <tr> <td>Ralston, Laurel, DO</td> <td>Psychiatry</td> <td>4/26/2023</td> </tr> <tr> <td>Stern, Jason, DO</td> <td>Medicine/Hematology/Oncology</td> <td>4/26/2023</td> </tr> </tbody> </table> <p>Non reviewable list-Clean files</p> <p><u>Privileged Non-Member</u></p> <table border="0" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><u>Name</u></th> <th style="text-align: left;"><u>Department/Division</u></th> <th style="text-align: left;"><u>Effective</u></th> </tr> </thead> <tbody> <tr> <td>Gerardo, Juliette, MD</td> <td>Emergency Medicine</td> <td>4/26/2023</td> </tr> <tr> <td>Whitten, Jennifer, LPCC-S</td> <td>Psychiatry/Social Worker</td> <td>4/26/2023</td> </tr> </tbody> </table>	<u>Name</u>	<u>Department/Division</u>	<u>Effective</u>	Abdel-Jalil, Ala, MD	Medicine/Gastroenterology	4/26/2023	Pivovar, Ryan, DPM	Orthopaedics/Podiatry	4/26/2023	<u>Name</u>	<u>Department/Division</u>	<u>Effective</u>	Biehl, Emily, APRN-CNP	OB/GYN/Maternal Fetal Medicine	4/26/2023	Kellogg, James, PA-C	Surgery/General Surgery	4/26/2023	Kellogg, Laura, APRN-CNP	Surgery/Vascular Surgery	4/26/2023	Liquete, Anh, APRN-CNP	Medicine/Nephrology	4/26/2023	Vasil, Stephanie, APRN-CNP	Pediatrics	4/26/2023	<u>Name</u>	<u>Department/Division</u>	<u>Effective</u>	Ashley, Nancy, APRN-CNP	Neurology	4/26/2023	Bayrakdar, Ahmad, MD	Medicine/Gastroenterology	4/26/2023	Javvaji, Srimanasi, MD	Dermatology	4/26/2023	Ralston, Laurel, DO	Psychiatry	4/26/2023	Stern, Jason, DO	Medicine/Hematology/Oncology	4/26/2023	<u>Name</u>	<u>Department/Division</u>	<u>Effective</u>	Gerardo, Juliette, MD	Emergency Medicine	4/26/2023	Whitten, Jennifer, LPCC-S	Psychiatry/Social Worker	4/26/2023	<p>Motion carries to approve. Present to BOT</p>
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	<p>any health issues were discussed, and a legal representative was present at the Credentials Committee.</p> <p>All additional privileges were discussed and verified ongoing monitoring of NPDB is being performed.</p>	<p>The following actions to the MetroHealth System Medical Staff were reviewed by the Credentials Committee on April 25, 2023.</p> <p><u>Resignations</u></p> <table border="1"> <thead> <tr> <th><i>Name</i></th> <th><i>Department/Division</i></th> <th><i>End Date</i></th> </tr> </thead> <tbody> <tr> <td>Bell, Erron, MD</td> <td>Family Medicine</td> <td>4/1/2023-R</td> </tr> <tr> <td>Foust, Alexandra, MD</td> <td>Radiology</td> <td>10/28/2022-R</td> </tr> <tr> <td>Hemal, Upma, MD</td> <td>Radiology</td> <td>1/29/2023-R</td> </tr> <tr> <td>Maxfield, John, MD</td> <td>Emergency Medicine</td> <td>2/28/2023-R</td> </tr> <tr> <td>Wang, Yiping, MD</td> <td>Medicine/Hem/Oncology</td> <td>3/31/2023-R</td> </tr> </tbody> </table> <p><u>Staff Category Change</u></p> <table border="1"> <thead> <tr> <th><i>Name</i></th> <th><i>Category From /Category To</i></th> <th><i>Date</i></th> </tr> </thead> <tbody> <tr> <td>Bowles, Alfred, MD</td> <td>Privileged Non-Member /Active</td> <td>5/1/2023</td> </tr> </tbody> </table> <p><u>Additional Clinical Privileges</u></p> <table border="1"> <thead> <tr> <th><i>Name</i></th> <th><i>Privileges Added</i></th> <th><i>Date</i></th> </tr> </thead> <tbody> <tr> <td>Kaufman, Bram, MD</td> <td>Laser Privileges</td> <td>4/7/2023</td> </tr> </tbody> </table> <p>CC=Contract Complete, Fellowship Complete R=Resigned RL-Relocated RT-Retired ET-Employment Terminated CT-Contract Terminated</p> <p style="text-align: center;">April 2023 Reappointments</p> <table border="1"> <thead> <tr> <th>Name</th> <th>Department</th> <th>Division</th> </tr> </thead> <tbody> <tr> <td>Brian N. Baker, CAA</td> <td>Anesthesiology</td> <td></td> </tr> <tr> <td>Philip A. Cannady, MD</td> <td>Emergency Medicine</td> <td></td> </tr> <tr> <td>Emilee A. Cooke, DO</td> <td>Emergency Medicine</td> <td></td> </tr> <tr> <td>Jennifer L. DeMarco, MD</td> <td>Emergency Medicine</td> <td></td> </tr> <tr> <td>Andrew T. Schaub, DO</td> <td>Emergency Medicine</td> <td></td> </tr> <tr> <td>Jamil M. Khouri, MD</td> <td>Family Medicine</td> <td></td> </tr> </tbody> </table>	<i>Name</i>	<i>Department/Division</i>	<i>End Date</i>	Bell, Erron, MD	Family Medicine	4/1/2023-R	Foust, Alexandra, MD	Radiology	10/28/2022-R	Hemal, Upma, MD	Radiology	1/29/2023-R	Maxfield, John, MD	Emergency Medicine	2/28/2023-R	Wang, Yiping, MD	Medicine/Hem/Oncology	3/31/2023-R	<i>Name</i>	<i>Category From /Category To</i>	<i>Date</i>	Bowles, Alfred, MD	Privileged Non-Member /Active	5/1/2023	<i>Name</i>	<i>Privileges Added</i>	<i>Date</i>	Kaufman, Bram, MD	Laser Privileges	4/7/2023	Name	Department	Division	Brian N. Baker, CAA	Anesthesiology		Philip A. Cannady, MD	Emergency Medicine		Emilee A. Cooke, DO	Emergency Medicine		Jennifer L. DeMarco, MD	Emergency Medicine		Andrew T. Schaub, DO	Emergency Medicine		Jamil M. Khouri, MD	Family Medicine		
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		Joseph M. Hatgas, APRN-CNP	Family Medicine	Express Care	
		Marc J. Landsman, MD	Medicine	Gastroenterology	
		Elton T. Cameron, APRN-CNP	Medicine	Hospital Medicine	
		Kimberly A. Klosz, DO	Medicine	Hospital Medicine	
		Patricia R. Lisowski, APRN-CNP	Medicine	Hospital Medicine	
		Richard J. Blinkhorn Jr., MD	Medicine	Infectious Disease	
		Amy J. Ray, MD	Medicine	Infectious Disease	
		Samir C. Kaneria, MD	Medicine	Internal Medicine	
		Katherine A. Lyons, MD	Medicine	Internal Medicine	
		Gurpreet Rastogi, APRN-CNP	Medicine/Pediatrics		
		Christopher A. Tulodzieski, DPM	Orthopaedics	Podiatry	
		Kelly Stewart, APRN-CNP	Pediatrics	Foster Care	
		Neera Gupta, MD	Psychiatry		
		Elena C. Antonescu, DO	Radiology		
		Carl D. Butcher II, MD	Radiology		
		Evan R. Finkelstein, MD	Radiology		
		Ahmad F. Haidary, MD	Radiology		
		Nirali Vachhani, PA-C	Surgery	General Surgery	
		Katherine S. Bej, OD	Surgery	Optometry	
		Andrea L. Fisher, OD	Surgery	Optometry	
		Kristen Waite, PA-C	Surgery	Trauma/Burn/Critical Care	
		William T. Walsh, DO	Surgery	Trauma/Burn/Critical Care	
APP Update	Julie Tsirambidis, APRN-DNP, Director of Advance Practice Providers	 MEC APP Update 5.12.23.pptx			No action required

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS	EVALUATION/FOLLOW-UP
Protocol	Revised: Powershare Imaging Protocol	 <p>Powershare-revised .docx</p> <p>Ambulatory: Obtaining Outside Radiology Imaging and Reports via Powershare. (Suggested to include House Staff, Orders are placed by Provider). Additional consent from patient is not necessary per our Legal Department but may be required by other institutions before imaging is shared. We will table this protocol, once again, to investigate whether outside institutions will require a signed consent.</p>	Bring back to MEC after further investigation of consent requirements of other outside institutions.
Protocol	Inpatient MRI and CT Protocol for Non-Tolerating Patients: Michael Lewis, MD	 <p>MRI_CT non tolerating patients.</p> <p>Inpatient MRI and CT Protocol for Non-Tolerating Patients. Providers need to be notified when orders are canceled for an inpatient MRI for non-tolerating patients. Currently, patients repeatedly return to Radiology and the original issues still remain and they are sent back to floor.</p>	Motion carries to approve with the proper chart documentation to the ordering provider.
MetroHealth Diet Manual	Submitted by Patricia McClain and Denise Lemin	<p>MEC Diet Manual for MEC Approval: Patricia McClain, MBA, RD, LD, Director Dining and Nutrition Services</p> <p>The manual is web access via MIV which can be demonstrated at the meeting along w/ specifics re: therapeutic diet orders, formulary, etc</p> <p>https://metrohealthmiv.sharepoint.com/Pages/Policy.aspx</p> <p>For hospitals that use Joint Commission accreditation for deemed status purposes: A current therapeutic diet manual approved by the dietitian and medical staff is available to all medical, nursing, and food service staff.</p>	Motion Carries to approve Diet Manual without revision. Present to BOT

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CPG Updates:	Holly Perzy, MD	Discussing issues of CPB and Universal guideline conflicts	N/A
CPG	Substance Abuse Screening Antoinette Abou Haidar, MD	 CPG Substance Use Disorder Screening :	
Presentation	Hierarchical Condition Category (HCC) and importance for billing and reimbursement-Dr. Mehul Dalawala and Nisrine Khazaal, Director of Quality, Informatics and Analytics	 MEC Presentation 5.2023.pptx	
Discussion	Richard Blinkhorn, MD and Roger Ove: Position Statement Regarding Radiation Oncology Having Clinic Department Status	 Position Statement-RadOnc as Consideration and discussion for the Division of Radiation Oncology to transition to a formal clinical department. Additional in-depth discussions will need to take place at the Council of Chairs and MEC. Final consideration will be from Case Western Reserve University School of Medicine.	



A Note From Dr. Steed

Trustees,

As we emerge from the COVID-19 pandemic, MetroHealth and health systems across the nation continue to adjust to a new normal. We face softened revenues as patient volumes struggle to rebound to prepandemic levels and skyrocketing costs due to inflation and a workforce shortage that has forced us to rely on expensive contract labor.

Health systems that successfully weather this storm will be those that confront these headwinds with creativity, an innovative spirit and a tremendous amount of heart – an approach familiar to MetroHealth over its 186-year history. Over these last few months, leaders at all levels have been focused on driving growth, improving access, finding efficiencies and positioning the organization to not only survive but thrive in this environment.

I would like to highlight a few of those efforts.

As you well know, our Main Campus Emergency Department is one of the front doors to our health system. For too long, patients experienced lengthy wait times, forcing many to leave without ever being seen. We recently implemented a new triage process known as START (Simple Triage and Rapid Treatment) that allows us to evaluate patients more quickly, reduce waiting room times and ultimately serve more patients.

This cross-disciplinary effort has been a tremendous success since its implementation March 1. We virtually eliminated the number of patients who leave without



being seen and significantly improved patient satisfaction measures.

In January, prior to START, more than 6% of patients who entered the Emergency Department left without being seen. After START's launch in March, that figure dropped to a low of 1.02%. The national average is 2%. The "gold standard" is 1% – a rate achieved by fewer than 5% of Emergency Departments across the nation. In May, we also saw a 20 percentage point increase in Emergency Department patient experience reviews.

Our average length of stay (ALOS) for inpatients continues to trend downward because of innovative measures in our Hospital Division, including multidisciplinary rounding in all units, transitioning patients to long-term acute care sooner and stronger metrics reporting among clinical leaders. In January, our ALOS was 6.37 days. In May, that figure was 5.76 days, and we are striving for 5.5 days by

September. This allows us to optimize resources, grow inpatient volumes and, most importantly, better care for our patients. Research shows that patients with lower lengths of stay have better outcomes and are at lower risk for hospital-acquired infections and falls.

And because of the hard work of our entire team, we are seeing a 13% increase in our patient experience measures compared to our 2022 performance. I would also like to extend my deepest appreciation to the dedicated professionals on our Environmental Services team: Because of their efforts, our cleanliness continues to move in the right direction across the organization.

As for our Ambulatory Division, patient volumes remain strong at our outpatient sites and continue to outpace expectations. We have made significant strides in hiring critical support staff to expand hours and run more clinics. And in May, 76% of our patients received an appointment within two weeks of the date they requested – a significant improvement since last May's figure of about 65.7%. We expect that figure will only improve as the year progresses.

This is the latest in a series of initiatives by our caregivers to deliver on one of our key priorities: Widening our front door and improving access to the System. We are striving to meet our community where they are.

Challenges certainly remain, but I am confident in our leadership team and the 8,400+ caregivers throughout the organization who remain focused on caring for our community, especially those who need us most.

Speaking of our people, I am thrilled to share that **Dalphy Watson, JD**, will join MetroHealth next month as our EVP/Chief People Officer. Dalphy is a mission-driven human resources executive who has held senior leadership roles at Walmart Health, Kaiser Permanente leading the Washington Permanente Medical Group, and Beaumont Health. She will play a critical role in building a people-first culture at MetroHealth and ensuring we celebrate, support and empower the talented caregivers who choose to work here.

In addition, I have appointed **Richard Blinkhorn, MD**, as our EVP/Chief Physician Executive & Clinical Officer. Dr. Blinkhorn leads MetroHealth's entire clinical and provider enterprise. His oversight includes department chairs, clinical institute directors as well as the academic enterprise. Dr. Blinkhorn will ensure MetroHealth delivers care that results in the best possible health outcomes for the communities we serve. Several excellent candidates were identified during the search process, but I feel strongly we need continuity and stability in our clinical leadership given the headwinds we face, and Dr. Blinkhorn is the right person at the right time for the job.

In support of the clinical enterprise, we also promoted two other critical leaders. **Doug Bruce, MD**,

MetroHealth's Physician Executive for Primary Care, will be promoted to SVP/Chief Clinical Integration Officer. Working closely with leaders from the hospital and ambulatory divisions, he will be responsible for coordinating and integrating our clinical and medical operations across the enterprise.



Dalphy Watson, JD



Richard Blinkhorn, MD



Doug Bruce, MD



John Chae, MD

John Chae, MD, Vice President, Research and Sponsored Programs, is being promoted to SVP/Chief Academic Officer, with a related appointment as Senior Associate Dean of the Case Western Reserve University School of Medicine. In this new role, Dr. Chae will lead the continued elevation of our academic and research mission.

I am also pleased to share updates regarding other executive searches. For the SVP for Campus Transformation role, we will finish interviewing finalists by late June and plan to announce our selection in early July. We have also engaged DHR Global, a leading executive search firm, to oversee the CFO search. They are actively recruiting candidates, and we plan to begin interviews in July. We expect to conclude this search and make an offer by the beginning of September.

These changes will help set us up for success moving forward and provide the organizational structure necessary to meet our mission.

As always, I remain grateful for your continued partnership, guidance and commitment to MetroHealth. It is an honor to lead this dynamic institution.

Best,

Airica Steed, Ed.D, RN, MBA, FACHE
President & CEO
The MetroHealth System

Tracking Our Progress

As part of my commitment to transparency, we will continue to share high-level updates about our performance across our various goal areas. With the support of Human Resources and our entire leadership team, we are ensuring department-level and individual goals cascade from these System goals to drive organizational performance.

Since my last report, we have seen positive movement on a few fronts, particularly regarding net inpatient revenue growth, one of the key performance indicators in our Strategy & Growth goal domain. We have revised our performance in the Culture & Diversity domain to reflect our need to better prioritize diversity in our supply chain and construction-related decisionmaking.



Financial Picture

As I have said many times, without margin there can be no mission. MetroHealth, like many health care institutions across the country, is experiencing significant financial pressures due to continued high inflation, the ongoing labor shortage and the lag in returning to pre-COVID levels for patient volumes. As a result, our rising labor costs and other expenses are outpacing our revenue. I want to stress that these issues are manageable and will not deter from our ultimate goals, but they do need to be tackled head on to ensure we can continue to serve all our communities at the highest level.

There are some bright spots: outpatient volumes have rebounded – in particular, outpatient surgeries. However, inpatient volumes continue to lag. Likewise, our labor costs are up considerably across the enterprise, especially contract labor. To achieve real change, we need to take serious steps to reduce inefficiencies and improve access for the individuals we serve. We are introducing several immediate, real-time measures to achieve this goal. They include:

- Addressing labor challenges.
- Reducing travel expenditures and taking a hard look at all of our outside vendors and contractors to better align these expenses with our institutional priorities.
- Continuing to serve more patients by enhancing quality and widening our front door. This includes driving improvements in health care access, lowering wait times for appointments, decreasing length of stay for patients and reducing no shows and cancellations.

Six Pillars

Each month, I provide updates from the six pillars for our vision for MetroHealth in the areas of Clinical and Academic Excellence; Health Equity; Community Engagement; Innovation, Accelerating Growth; and People-First Culture. This is only a sample of the incredible work taking place at MetroHealth every day.

Clinical & Academic Excellence

100th TAVR Procedure: Less than three years after it began offering the procedure, MetroHealth's Department of Cardiology has marked its 100th transcatheter aortic valve replacement (TAVR). The procedure is an alternative to open heart surgery for people with aortic stenosis, a narrowing of the main valve that allows blood flow from the heart.

MetroHealth's TAVR team – headed by interventional cardiologist Meera Kondapaneni, MD, and cardiothoracic surgeon Rami Akhrass, MD – performs these procedures in a state-of-the-art hybrid operating room. Multiple team members come together to perform TAVR for our patients, including Aisha Siraj, MD; James Ramson, APRN-CNP, the valve coordinator; anesthesiologists, nurses, technicians from the operating room and cardiac catheterization lab, and perfusion specialists.

Pain Medicine Fellowship: The Pain Medicine Fellowship has doubled its program size to offer four spots annually. Candidates are recruited from various academic backgrounds, including PM&R, Anesthesiology and Neurology. MetroHealth's program is part of an elite group – less than 10% nationally – of ACGME-accredited pain fellowship programs that are sponsored by a Department of PM&R. And it's the only such program in Ohio.

Excellence in the OR: MetroHealth recently placed number one and still remains in the top 10% of health systems who use Epic for first case on-time starts for operating room (OR) cases. "First case on-time start" refers to the first cases of the day scheduled for surgery. When the first case starts late, it can have a domino effect for other cases and lead to issues such as staff working late, increased costs, patient and staff dissatisfaction and more. Jonathan Alter, MD, Anesthesiology, led MetroHealth's first case on-time starts initiative. The team brought together practitioners from all aspects of the perioperative arena, including nursing staff from pre-surgical testing, preoperative, intraoperative, and the postoperative areas, as well as personnel from Environmental Services, Central Sterile Processing, Surgery, and Anesthesiology.



Improving the Patient Experience: Thanks to the diligence of our staff, we are seeing a 13% increase in our patient experience scores compared to our 2022 performance. The Patient Experience team has started service excellence training with a special emphasis on nursing hourly rounding on the Med/Surg floors and the Emergency Department. They also have been helping emergency medicine registrars and patient service representatives with service scripting.

Quality and Safety: Because of our caregivers' laser focus on eliminating preventable harm, we are seeing an improvement in quality and safety compared to the System's 2022 performance. This includes hospital-acquired infections, which are certainly impacted by the great work of Environmental Services team and others in keeping our facilities clean. We are also seeing improvements in infections after surgery as well as pressure injuries.

Infant Comforter Program: After nearly three years away, one of our most cherished volunteer programs is back. The Infant Comforter Program provides nurturing support in MetroHealth's Neonatal Intensive Care Unit by finding volunteers to hold and comfort infants. Infant Comforters serve as an extra pair of hands to

assist NICU staff, as well as parents who are sometimes away from their babies due to work, caring for siblings at home and more. The Infant Comforter Program is a 24/7 operation.

Health Equity

Multicultural Children’s Health Expo: As part of our shared commitment to building a healthier and more equitable community, MetroHealth and Cleveland Metroparks have partnered to host a Multicultural Children’s Health Expo this summer at the Cleveland Metroparks Zoo. Several hundred children and their caregivers visited with our team members at the first event, which was held Monday, June 12. The next three events will take place July 24, August 14 and September 11. The expo serves as an opportunity for children and their families to interact with MetroHealth caregivers, receive important health information and discover fun ways to stay active and healthy. It also builds on the success of the MetroHealth Minority Men’s Health Fair, an annual event held each spring designed to address the disproportionate rates of disease in minority communities through free health screenings and education.

Celebrating Pride: MetroHealth was a major supporter of this year’s Pride in the CLE festival with members of our Pride Alliance EBRG, caregivers from our Pride Network and other members of the MetroHealth community participating in the march on June 3. MetroHealth also sponsored the overall festival as well as an accompanying Health and Wellness Village where members of the community could meet with MetroHealth Pride Network providers and caregivers.

Transgender Job Fair: We all deserve to work in a place where we feel safe, valued and welcomed. That’s why we’re proud to partner with Studio West 117 for our eighth annual Transgender Job Fair on Saturday, June 24.

Fighting for Equity: MetroHealth’s Charles Modlin, MD, has been playing a leading role in a local and national push to ban flavored tobacco products. Dr. Modlin, a national known expert on health disparities, is one of the spokespeople for The Campaign to End Tobacco Targeting, a collective of community groups, public health advocacy organizations and faith institutions from around the city seeking to end the sale of flavored tobacco products in Cleveland. Flavored e-cigarettes and menthol cigarettes have been used by the tobacco industry as an effective and intentional means of getting children and vulnerable communities addicted to nicotine.

Understanding the Community’s Needs: Since 2019, MetroHealth has undertaken a bold strategy to screen



all patients regarding their health-related social needs – things like access to food, safe housing, transportation, job opportunities and the like. We also ask about stress, social isolation and intimate partner violence. With this data about the social drivers of health, we can tailor our programming and elevate the work of our partners that address the community’s most pressing needs.

As of May 31, the Institute for H.O.P.E. has screened 115,674 cumulative unique patients. We are now expanding screening methods to reach even more patients, including mailers to patient homes, MyChart reminders as well as expanding screening to inpatients. Also, 67.5% of patients that requested help and were successfully contacted have been connected with resources for assistance.

Community Engagement

Maternal and Infant Health: MetroHealth is participating in an eight-week community of learning (COL) to increase capacity to include people with lived experience into quality improvement efforts in alignment with our goals to improve maternal and infant health outcomes. The COL includes representatives from Perinatal Quality Collaboratives across the nation and patient advocates. The opportunity is provided through a partnership with

the Preeclampsia Foundation and MoMMA's Voices (Maternal Mortality and Morbidity Advocates) and funded by the Alliance for Innovation on Maternal Health. MoMMA's Voices is a national maternal health patient advocacy coalition which seeks to amplify the voices of those who have experienced pregnancy and childbirth complications or loss - especially those who have been historically marginalized. Participation in the COL is a collaboration with Community Engagement, Patient Experience, and the Women's and Children's Health teams. It goes through the end of July.

Combating Violence in our Community: As the region's most experienced Level 1 Trauma Center, we see the devastating impacts of violence in our community every day. On June 2, MetroHealth recognized #HAVhope, a national day of awareness organized by America's Essential Hospitals to highlight how America's hospitals and health systems combat violence in their workplaces and communities. Just recently, Jeffrey Claridge, MD, Trauma Medical Director, addressed members of Cleveland City Council about the disease of trauma and the importance of early intervention. You can watch his address [here](#).

Resiliency Run: Congratulations to the entire team who organized this year's Resiliency Run at the Cleveland Metroparks Zoo. More than 560 caregivers, trauma and burn survivors and members of the community joined us for the event. Funds raised at the event will benefit trauma and burn survivors who come to MetroHealth.

10CHILDREN Project: A Dutch project that aims to tell the story of poverty's impact on the world's children through the hopeful lens of the arts will make its international debut Wednesday, June 21, in Cleveland through a partnership with Cleveland Play House (CPH), The MetroHealth System, Cleveland State University (CSU) School of Film and Media Arts and artist Amber N. Ford with support from LAND Studio. The Netherlands-based nonprofit 10CHILDREN - Art for Change plans to mount arts festivals in 10 cities throughout the world, each focused on a different theme based on the prominent consequences of childhood poverty in that country.

The festival includes the world premiere of the play, "Watching Butterflies" and the first screening of the documentary film "Lead in the Land." produced and directed by Cigdem Slankard, director of the CSU School of Film and Media Arts. MetroHealth, a national leader in the movement to address the known effects of childhood poverty on mental and physical health, provided subject-matter expertise to the creative teams working on the play and the documentary. Cleveland's connection to the 10CHILDREN project comes through Linda Jackson, Director, Center for Arts in Health in the Institute for H.O.P.E.



Early Pregnancy Loss Program: MetroHealth has launched a new early pregnancy loss support group to help families who are processing that grief. Through a partnership with Cornerstone of Hope, a local nonprofit organization that offers resources and counseling services, women who suffered a miscarriage, are told they will miscarry or have experienced the loss of an infant are invited to attend monthly sessions. Dorsena Koonce, Media Relations Specialist, created the program after she and her husband, Andrew, experienced their own loss.

Juneteenth: MetroHealth was once again the title sponsor for the Cleveland Juneteenth Freedom Fest, which was expanded to two days this year. This free, family-friendly celebration featured a vendor village, a soul food row spotlighting Black businesses and entrepreneurs, community programming and education, spoken-word performances, interactive art demonstrations and more. During the celebration, Dr. Steed also participated in a fireside chat with Rev. Courtney Clayton Jenkins, Senior Pastor and Teacher, South Euclid United Church of Christ.

Expanded CHC Partnership: In preparation for the launch of our Community Advisory Council, we have expanded our partnership with Creating Healthier Communities (CHC), a national nonprofit working toward greater health equity by building partnerships within communities in ways that intentionally share power and decision making and allow for meaningful participation. We currently work with CHC on our community-based maternal health improvement partnerships. CHC will serve as a thought partner and bring additional expertise in building community collaboratives, infrastructure and data and evaluation support.

Breast Cancer Screenings: In our efforts to increase access to care and meet the community where they are, our 3D Mobile Mammography program provided breast cancer screenings at the Medworks Women's Health Clinic at Cuyahoga Community College's Eastern Campus on June 10. Medworks is a local organization with a mission to provide access to health care to those who are uninsured and underinsured through collaborative partnership at community-based clinics. Although the incidence of breast cancer is highest in Caucasian women, death rates are higher for women of color while more aggressive forms of cancer are more prevalent among Black women. Appointments were fully booked with Black women accounting for about 80% of appointments and 60% of women without health insurance.

Innovation

Success in the Emergency Department: We recently implemented a new triage process in our Emergency Department so we can more quickly evaluate patients and reduce waiting room times, which will ultimately allow us to serve more patients. The new process is called START (Simple Triage and Rapid Treatment) and has been a tremendous success. In just a few months, the new process has improved patient throughput, virtually eliminated the number of patients who leave without being seen and improved patient satisfaction. This initiative is a collaboration between Emergency Services, Transformation & Optimization, Information Services, front-line staff and so many others – a true collaborative effort.



In January, prior to START, more than 6% of patients who entered the ED left without being seen (LWBS). After the launch of START in March, that percentage dropped to a low of 1.02%. Between January and the end of May, the average wait time before patients were brought to an exam room dropped from 18 minutes to 8 minutes. And the average amount of time patients spent in the ED fell from 274 minutes to 254 minutes.

Throughput Innovations: An interdisciplinary group of MetroHealth caregivers recently came together to hash out solutions to a challenge facing MetroHealth and health systems across the country: A growing number of patients – often called boarders – wait long periods in emergency departments to be admitted because of the lack of available inpatient beds.

Deemed the Health Care Hackathon, the caregivers in attendance – all of whom were nominated by leadership – represented a wide range of departments at Main Campus, including physicians, nurses, transporters, social workers, case managers, radiology techs, pharmacists, environmental service aides and more.

And just recently, seven teams reconvened to present their ideas for improving hospital throughput to a group of senior leaders. The winning teams ideas centered around balancing out nursing assignments to ensure the highest acuity patients aren't all assigned to one or two nurses and creating a process map for our Meds to Beds program.

Accelerating Growth

Cuyahoga County Shared Savings Program:

MetroHealth continues to partner with Cuyahoga County to offer a high-value health plan benefit under a shared savings model. In 2022, the program enrolled nearly 45% of the eligible employee lives and showed success in managing the costs associated with these members producing outcomes below the established benchmark and market trends. This program has demonstrated significant financial impacts for both organizations since moving to a shared savings program in 2017.

New Infusion Center: The Infusion Center recently relocated to the second floor of the Gannon Building on Main Campus. The team started welcoming patients to the new space on June 5. The new ambulatory outpatient center is a collaboration of services provided in Allergy and Immunology, Pediatrics and Medical Specialties. Staff can administer non-oncology injectable medications and infusions, including blood transfusions and therapies for arthritis, hematology disorders, osteoporosis, Crohn's disease and more. This new space will allow us to run up to 17 chairs and isolate patients who are immunocompromised. The setup will reduce wait times and streamline the referral and scheduling processes.

People-First Culture

HR Accessibility: Inspired by feedback from our employees, the Human Resources team will soon have an on-site presence in the Hammond Building on Main Campus (right across from the C elevators, Room S1-103). Starting in late June or early July, employees can simply drop-in or schedule an appointment if they need assistance or have questions.

Leadership that Listens: I have hosted several Healthy Conversation listening and engagement sessions with almost 600 MetroHealth employees. These interactive sessions serve as an opportunity for our employees to hear directly from me about my vision and our priorities. They also serve as an open forum for staff to ask questions and raise suggestions. We have also initiated several other initiatives to engage directly with employees: Leadership Rounding, Ask the CEO email and employee engagement surveys. This will grow as



leaders replicate these efforts with their teams.

Made For This Mission: Recruiting mission-driven talent in critical areas is among our top priorities. The Human Resources team has been working with an outside partner to strengthen our brand promise for those interested in joining MetroHealth. Our promise: At MetroHealth, you can make a powerful and rewarding impact as you serve our diverse population of patients, expand your expertise and build a robust career. In the coming months, you will start to see materials from Human Resources branded with the tagline "Made For This Mission."

Strengthening Our Culture: The Office of Employee Engagement is launching a culture influencer program to help department leadership implement an employee engagement strategy. The program will begin as a pilot involving departments that have low or high engagement scores, as well as departments with low participation rates. The participating departments will select a culture influencer who serves as the right hand person to leadership and is passionate about creating a positive working environment for their team. The influencers will receive education, coaching and strategy support and will learn internal best practices to share with their teams. Our goal is to create an environment where all employees flourish.

Dining Options: Also in response to feedback from our caregivers, our Dining Services team continues to

move the needle and bring more options to employees. Cedarland, a beloved local Mediterranean restaurant, will soon open on the second floor of the Outpatient Pavilion in the former Plaza Café space. We are also introducing a new fresh-food vending option – Farmer’s Fridge – at various sites. We are also exploring additional dining options beyond Main Campus. The café at our Old Brooklyn Campus, for one, is now serving hot lunch daily, and new grab-and-go options are also available.

From The MetroHealth Foundation

New Board Chair: Alfred F. Connors Jr., MD, was elected as Board chair during the Foundation’s May 25 Board of Directors meeting. Dr. Connors, who has served on the Foundation Board since 2009, first joined MetroHealth as an intern a half-century ago. He built an extraordinary legacy as a clinician, researcher, educator, mentor, and colleague and served as Chair of the Department of Medicine and Chief Medical Officer.

Additional Board Members: The Foundation also welcomed Deandra Williams-Lewis, Director of Ethics and Compliance, FirstEnergy, and longtime MetroHealth caregiver Terry Stancin, PhD, as new Board members.

Noteworthy Contributions: The Richard J. Weber Trust made a final, generous estate distribution to support MetroHealth’s Transformation and The Leprechaun Foundation, a MetroHealth supporter since 1994, made a generous grant to MetroHealth’s Child Life Patient Care, Education and Research Fund.

Grants, Awards & Recognition

We are thrilled to announce our talented staff has received several recognitions and awards.

The **MetroHealth Trauma Recovery Center (TRC)** has been awarded nearly \$552,000 to address the needs of underserved crime victims as part of Gov. Mike DeWine’s Community Violence Prevention Grant Program, administered by the State of Ohio Office of Criminal Justice Services. The TRC, part of MetroHealth’s Institute for H.O.P.E., is among 39 community-based intervention programs to receive funding through the program, which distributed a total of \$20 million in grants to support collaborative approaches by non-profit entities and governmental agencies that partner to reduce community violence. The funding will allow the MetroHealth TRC to expand and enhance its services to victims.

The Northeast Ohio Healthcare Coalition honored **Marek Owca**, MPA, RN, CHEP, with an Outstanding Achievement in Career Excellence recognition. The honor is given in recognition of a peer and collaborative



partner for their tireless contributions, hard work, commitment, and compassionate care they provide every day. Owca, who has been the Director of MetroHealth’s Office of Emergency Management (OEM) for 15 years, is a respected leader in the region’s emergency preparedness community.

Ann Pearman, PhD, a psychologist, was recently recognized with Fellow status in the American Psychological Association’s Division of Adult Development and Aging. It’s the highest honor bestowed within the division and is an acknowledgement of distinguished and scholarly contributions to the field of adult development and aging. According to the APA newsletter announcing the honor, “Dr. Pearman’s academic achievements are numerous and span the areas of research, education, and service. Dr. Pearman’s work can be characterized as using the best possible data and the most cutting-edge data analytic approaches to speak to important translational health related issues.”

Andres Pinto, DMD, MPH, is the new President Elect of the American Academy of Oral Medicine (AAOM), a membership organization representing the specialty of Oral Medicine in the United States. Dr. Pinto was also recently named to the inaugural class of the American Dental Education Association Council of Deans Fellowship. The program is a year-long, part-time fellowship aimed at creating a diverse pipeline of future leaders who will assume roles as dental school deans and other senior university leadership positions.

Kim Hahn has been selected as the Eye Department’s Ophthalmology Technician of the Year. The Eye Clinic created this honor to recognize a colleague whose performance, attitude and teamwork closely align with MetroHealth’s STAR-IQ Values. Physicians and fellow ophthalmology technicians submit nominations for the annual award, now in its second year.

MetroHealth’s **William Lewis**, MD, recently received the American Heart Association’s Extending & Improving People’s Lives Award. Dr. Lewis, Chief

Operating Officer/President of the Ambulatory Division, received the award at the organization's 2023 Heart of Cleveland Guiding Values Awards. The award recognizes the importance of promoting the goals of the American Heart Association as a health care clinician. According to the organization, Dr. Lewis' far-reaching accomplishments include being a member of the American Heart Association's National Quality Oversight Committee and serving as chairman of its National Get With The Guidelines Atrial Fibrillation Working Group. He played a pivotal role in the national adoption of these guidelines.

Amy Martin-Madeley, MSN, RN, CRRN, is a 2023 recipient of Baldwin Wallace University's Alumni Merit Award. The BW Alumni Merit Award recognizes alumni for exceptional accomplishments and dedicated service to their profession, community and alma mater. She is a Certified Rehabilitation Registered Nurse on the traumatic brain injury floor and acute inpatient rehab unit at Old Brooklyn Medical Center. In addition to working with patients and families, she serves as the education coordinator for her floor, educating staff on providing the best possible patient care.

MetroHealth caregivers **Sam Mihibach** – Director, Respiratory Therapy – and **John Hiller**, RN – Nurse Manager, Burn Intensive Care Unit – recently volunteered to rappel down the side of a 23-story building to raise funds and awareness for life-saving organ donations. Participants in Lifebank's Over the Edge fundraiser commit to raising at least \$1,000.

The American Psychiatric Association recently awarded a special honor to **Cheryl Wills**, MD – Vice Chair of Equity, Inclusion and Diversity and Chief of Child Psychiatry in the Department of Psychiatry at MetroHealth. During the APA's annual meeting in San Francisco, Dr. Wills was presented with the Special Presidential Commendation.

Becker's Hospital Review has named MetroHealth's **Charles Modlin**, MD, MBA, to its list of "[Health System Diversity, Equity and Inclusion Officers to Know](#)" for 2023. Dr. Modlin joined MetroHealth in 2021 as Medical Director of the Office of Equity, Inclusion and Diversity. Throughout his career as a trailblazing urologist and kidney transplant surgeon, Dr. Modlin has witnessed firsthand the devastating impact of health disparities and has committed his career to addressing them

Premier honored MetroHealth with its **Supplier Diversity Award**. The award honors health systems that have established, as a part of their social responsibility initiatives, active programs to evaluate and support Minority-Owned Enterprises, Women-Owned Enterprises, Veteran-Owned Enterprises, LGBT+ Enterprises and Small Business Enterprises (SBE) available through the Premier contract portfolio.



Several MetroHealth caregivers will be honored by Cleveland Magazine and the Greater Cleveland Nurses Association at the 2023 Faces of Care Gala on Friday, June 16. They are **Ann Fiorta**, BSN, RN, PCCN; **Megan Kalal**, BSN, RN, AMB-BC; **Cristina Moran**, MSN, RN, CCRN; **Aisha Parnell**, MSN, BA, RN, CCHP; and **Megan Raffel**, MSN, APRN-NP, FNP-C.

The National Association of Orthopedic Nurses awarded MetroHealth a \$5,000 grant to study the "Effects of Virtual Nurse Visits on Discharge Satisfaction and 30-Day ED Visit Rates Among Acute Care Orthopaedic Total Joint Replacement Patients in an Urban Public Healthcare System. The study's Primary Investigator is **Angela Marvin**, MPH, BSN, RN, CMSRN, Nurse Manager, 6 West-NMSK Unit. Co-investigators are Christina Hronek, MSN, RN, CMSRN; Allison Mahoney, MSN, AG-CNS, CMSRN; Kimberlee Legarth, MSN, RN, CMSRN; Victoria Bowden, DNP, RN, APRN, ACNS-BC, CHPN, CBN; Melissa Kline, DNP, RN, NEA-BC, CENP; Cheryl Bradas, PhD, APRN, GCNS-BC, CHPN, CNRN; and Wendy Sarver, PhD, RN, NEA-BC.

Media Highlights

[MetroHealth launches pregnancy loss support group – ideastream](#)

[MetroHealth, Cleveland Metroparks host Multicultural Children's Health Expo – 19 News](#)

MetroHealth Cleveland Juneteenth Freedom Fest mentioned in [The New York Times](#)

MetroHealth President & CEO Dr. Airica Steed quoted in Becker's Hospital Review story, "[What health care will look like in 100 years](#)"

Dr. Steed featured in latest episode of "[Living for We.](#)" an ideastream podcast that interviews Black women in Cleveland about their lived experiences