

**Airica Steed, Ed.D, MBA, RN, CSSMBB, FACHE, IAACC**

President and CEO, The MetroHealth System

Clinical Professor, Frances Payne Bolton School of Nursing at Case Western Reserve University

Trustees,

Last month, the nonprofit Lown Institute recognized MetroHealth as the **No. 1 hospital in the state of Ohio** – and one of the top in the country – for our contributions to community health and well-being. This recognition speaks to the commitment of our 8,400+ caregivers and our collective drive to eradicate health disparities and give the individuals we serve the best chance at a happy, healthy life.

As you will see in this month's report our team continues to move the needle on several key metrics that ladder up to our primary goal of improving community health. Included you will find a detailed dashboard based on our System goals that outlines our progress on several fronts. Some key successes this year include:

- We continue to see strong improvements in our quality and service metrics because of our caregivers' laser-focus on patient safety and customer service. To date, we have seen a 14% decrease in patient harms over last year as well as a 12% increase in our patient experience scores.
- We have significantly reduced the number of patients who leave our Emergency Department without being seen, and our length of stay in acute care areas continues to trend downward – two initiatives that are helping us widen our front door.
- We have been recognized as top performers nationally for first case on-time starts in our operating rooms – an important efficiency metric. This work has allowed us to expand capacity in our OR and drive patient volumes.
- Our Behavioral Health Hospital recently started providing round-the-clock, on-site psychiatric emergency services. This will help ease some of the demand facing our Emergency Departments and route care appropriately.
- As part of our effort to address infant and maternal mortality crisis in Cuyahoga County, we are delivering more life-saving prenatal and postpartum care.
- Turnover among staff continues to fall – a testament to our focus on building a people-first culture. This has contributed to our ability reduce our reliance on expensive contract labor.

Last month, we also had the distinct honor to welcome U.S. Department of Health and Human Services Secretary Xavier Becerra to MetroHealth. Secretary Becerra toured the Lincoln-West School of Science and Health and held it up as a model of what can be done to support, strengthen and grow the health care workforce.

On the leadership front, I am thrilled to report that **Dalph Watson, JD**, recently joined us July 24 as our Chief People Officer. Dalph most recently helped lead Walmart Health as its senior people leader and previously served in a variety of progressive senior human resource officer roles in both the public and private sector. At MetroHealth,



2500 MetroHealth Drive, Cleveland, OH 44109

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she is leading our ongoing efforts to build and sustain a culture where our employees feel heard and valued and take pride in their work.

In addition, **Jim Bicak, AIA**, will soon join MetroHealth as our new Senior Vice President/Facilities, Construction and Campus Transformation. Since 2010, Jim has served in various leadership roles at Sinai Health System in Chicago where I came to know him as a mission-driven leader who puts a premium on engagement, honest communication and transparency – things I believe are crucial as we move forward.

Lastly, we continue to progress in our search for a new Chief Financial Officer. We are in the final stages of the interviewing process, and I expect we will have a decision this month.

MetroHealth, like many health systems, continues to experience significant financial pressures due to inflation, the ongoing labor shortage and the lag in returning to pre-COVID levels for patient volumes. I want to stress that these issues are manageable and will not deter from our ultimate goals.

However, to meet the needs of our community now and in the future, we must focus on an immediate financial and operational transformation. Outside of the delivery of excellent patient care, this must be our foremost priority. And to be successful on this front, we must engage every leader, every employee and, of course, our Board.

As always, thank you for your continued partnership. Together, we are building healthier – and more equitable – communities.

Best,

**Airica Steed, Ed.D, RN, MBA, FACHE**

President & CEO

The MetroHealth System



2500 MetroHealth Drive, Cleveland, OH 44109



**MetroHealth**



**MetroHealth**

# Report to the Board of Trustees

Airica Steed, Ed.D, RN, MBA, FACHE

President & CEO

August 2023

# Our Six Strategic Pillars



## People-First Culture

We must put our people at the center of all we do. Without our people, there is no mission – there is no MetroHealth. We must celebrate, support and empower the talented caregivers who choose to work here.

## Clinical & Academic Excellence

We will deliver care that results in the best possible outcomes for everyone in the community. Our quality of care will be reflected in our grades and rankings from national ratings agencies. We will embrace and build upon our role as an academic research and teaching institution.

## Health Equity

We will ensure everyone has equal access to good health care. No one's life should be cut short because of the color of their skin, their ZIP code, their gender, sexual orientation, the language they speak or any other demographic used to make people feel "less than."

## Community Engagement & Impact

We will engage with those we serve through listening tours, the development of a Community Advisory Council and other means. We will ensure all segments of our community have a voice and are partners in our work.

## Innovation

We will invest in the future of health care by designing and testing new models of care and service delivery.

## Accelerating Growth

We will continue to test, shape and expand our services as we collaborate strategically with others in the community. We are collaborators and partnering with others is the fastest way to success.

# AUGUST SCORECARD



## 2023 System Goal Domains



Off track; adjustments needed   Generally on track with minor issues   On track to meeting goals   Exceeding goals; approaching stretch

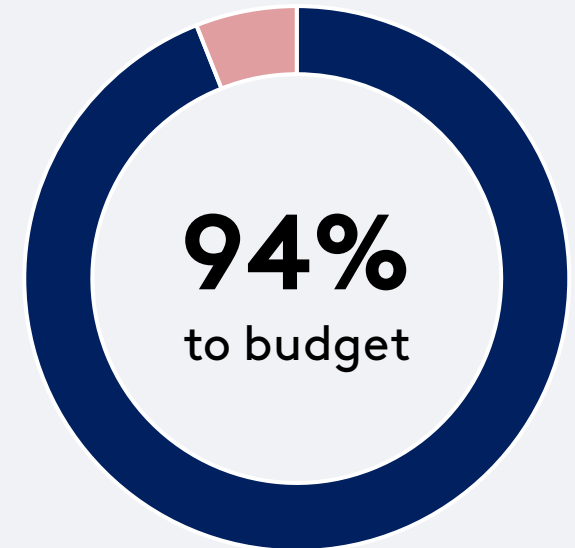
Our six goal domains flow from our strategic pillars. They are designed to position MetroHealth for meaningful success and ultimately lift the health and wealth of the communities we serve.

MetroHealth, like most 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. Immediate actions include:

- More targeted approach to hiring
- Reducing expenses with travel and outside vendors
- Contract/premium labor focused efforts
- Targeted program growth
- Driving efficiencies and improvements in length of stay, clinical documentation and our pharmacy capture rate.

**We have also introduced a 10 Point Plan to identify opportunities for 2023 budget completion and 2024 planning.**

YTD Earnings Before Interest, Depreciation and Amortization (EBIDA)\*



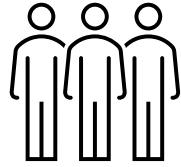
**Actual:** \$65.4 million  
**Budget:** \$69.7 million  
**Variance:** (\$4.3 million)

*\*as of July 31, 2023*

# Financial and Operational Transformation

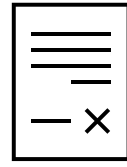


To be proactive and ensure we meet our financial and operational goals, here are the initiatives we are immediately instituting until the end of this year and beyond.



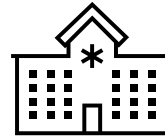
## Workforce Optimization

**Executive Champions**  
Dalph Watson, JD  
Richard Blinkhorn, MD  
Olusegun Ishmael, MD  
William Lewis, MD  
Julia Mason, DNP, RN



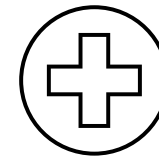
## Supply Chain and Purchased Services Optimization

**Executive Champions**  
Justin Gallo



## Targeted Volume Growth

**Executive Champions**  
Olusegun Ishmael, MD  
William Lewis, MD  
Richard Blinkhorn, MD



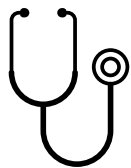
## Inpatient/Acute Care Optimization

**Executive Champions**  
Olusegun Ishmael, MD  
Richard Blinkhorn, MD



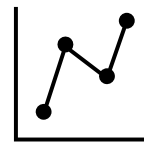
## Pharmacy Capture Rate Improvements

**Executive Champions**  
William Lewis, MD  
Richard Blinkhorn, MD  
Nic Sukalac  
Ryan Mezinger



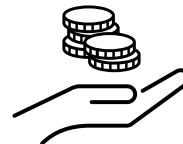
## Access and Share of Care Improvements

**Executive Champions**  
William Lewis, MD  
Nabil Chehade, MD



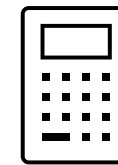
## Service Planning Optimization

**Executive Champions**  
Julia Jacono  
Sonja Rajki  
Geoff Himes  
Richard Blinkhorn, MD



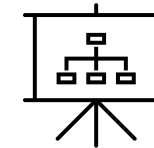
## Enhancing Philanthropic and Government Support

**Executive Champions**  
Alan Nevel  
Kate Brown  
Allison Poullos  
John Chae, MD



## Revenue Cycle Improvements

**Executive Champions**  
Geoff Himes  
Brad Schwartz  
Nikki Davis  
Olusegun Ishmael, MD



## Organizational Design and Clinical Alignment

**Executive Champions**  
Dalph Watson, JD  
Richard Blinkhorn, MD  
Olusegun Ishmael, MD  
William Lewis, MD

## HOSPITAL DIVISION HIGHLIGHTS

- By revamping our triage process in our Emergency Department, we have reduced the number of patients who leave without being seen. On most days, that is **less than 1%** compared to 10% last year. Also, ED admissions as a percent of total discharges is **12.5% above budget**.
- Our average length of stay for inpatients continues to trend downward. In July, it was 5.75 compared to the prior year of 6.23. This allows us to optimize resources, grow inpatient volumes and, most importantly, better care for our patients.
- We have been recognized as **top performers nationally** (among Epic users) for first case on-time starts in our operating rooms – an important efficiency metric. This work has allowed us to expand capacity in our OR and drive patient volumes. In fact, surgery volumes are **7% above budget** and **10% above last year**.



### System Goal: Inpatient Net Revenue Growth

2022 Baseline	2023 Target Goal	YTD 2023
-	2%	4%
\$209,204,029	\$213,388,109	\$217,062,745

#### Legend

-  Off track; adjustments needed
-  Generally on track; adjustments needed
-  On track
-  Exceeding goals, approaching stretch



## Spotlight on Success: Behavioral Health Hospital

Starting August 1, MetroHealth's Cleveland Heights **Behavioral Health Hospital** started providing round-the-clock, on-site psychiatric emergency services and admissions. Included in this is the move of the Psychiatry department residents fully to this hospital, which will improve their clinical experience.

Because of these changes, we have:

- Increased access to inpatient care and **increased bed utilization by 85%** within two weeks.
- We went from an average of less than 30 patient daily census to just under **50 patients a day**.

Cleveland Heights psychiatric emergency services caregivers provide emergency care to patients experiencing psychiatric emergencies no matter what time of day or night, every day of the year. The highlights:

- At least two providers will always be available to evaluate patients and, if appropriate, admit them to the inpatient unit. They also will be able to accept transfer patients from other facilities with an expedited decision time of within three hours.
- Psychiatric emergency services will continue to be provided at The Glick Center's Emergency Department between 8 a.m. and 11 p.m. every day. Behavioral Hospital Emergency Department psychiatric providers will be able to offer remote evaluation for patients who come to The Glick Center's Emergency Department outside of those hours.



## AMBULATORY DIVISION HIGHLIGHTS

- Our Ambulatory Division and other stakeholders throughout the System have been laser-focused on improving access for the individuals we serve.
- So far this year, **74.2%** of our patients received an appointment within two weeks of the date they requested primary care services – a significant improvement over last year’s figure of 68.5%.
- We have done this through greater template flexibility, giving patients more choices about their options for care – whether that be in-person or virtual.
- We have shifted some routine appointments – visits that require things like a blood pressure check, a throat swab or medical education – to ambulatory nurses to free up providers for more pressing appointments.
- In terms of patient volumes, we are trending **3% higher** than last year at this point. This has been a true collaborative effort among the medical staff, our Customer Care Center, ambulatory leadership and other stakeholders.



### System Goal: Unique Ambulatory Patients

2022 Year-End Baseline	2023 Target Goal	YTD 2023
247,643	250,000 patients	199,806 patients

**Legend**

-  Off track; adjustments needed
-  Generally on track; adjustments needed
-  On track
-  Exceeding goals, approaching stretch





## System Goal: Elimination of Preventable Harm

- While we are striving for zero, we are making tremendous progress in our efforts to reduce the number of patient harms. To date, we have seen a **14% decrease** in patient harms over last year.
- In particular, this has been achieved through program improvements to decrease colon surgical site infections as well as MRSA infections. Improvements in mortality rates from treatable condition have also contributed to our overall improvement.
- The below metric represents the total number of 18 different preventable harms per 1,000 inpatient days (lower is better). And despite seeing significantly more inpatient days year to date compared to last year, we are seeing less inpatient harm.

2022 Baseline	2023 Target Goal	YTD 2023
1.69	1.62	1.47



### Legend

-  Off track; adjustments needed
-  Generally on track; adjustments needed
-  On track
-  Exceeding goals, approaching stretch

## System Goal: Patient Experience Composite





Every person at MetroHealth contributes to the patient experience, and our efforts continue to pay off. To date, we have seen a **12% improvement** in our patient experiences. Some highlights:

- As a result of targeted service awareness and training, we have improved in **9 out of 10** of the metrics measured via patient surveys through Hospital Consumer Assessments of Healthcare Providers and Systems (HCAHPS).
- In those surveys, we are scoring particularly well regarding communication with nurses, responsiveness of hospital staff and cleanliness.
- The below metric represents the HCAHPS Summary Star Rating average (higher is better).

2022 Baseline	2023 Target Goal	YTD 2023
2.80	2.96	3.15



### Legend

-  Off track; adjustments needed
-  Generally on track; adjustments needed
-  On track
-  Exceeding goals, approaching stretch





## System Goal: Top Performer on CMS Universal Foundation Ambulatory Measures

- To improve the health of our community, appropriate screening and treatment are vital.
- To measure our success on this front, **we introduced new metrics in our System goals** – based on CMS recommendations – that outline our performance among seven key measures covering both pediatrics and adults.
- Each of the measures has its own goals associated with them, and we are meeting or exceeding in all categories.

Measures	Status YTD
Diabetes Treatment	On Track
Colorectal Cancer Screening	On Track
Breast Cancer Screening	On Track
Screening for Depression	Exceeding Goals
Statin Therapy	On Track
Pediatric Lead Screening	Exceeding Goals
Pediatric Immunizations	Exceeding Goals
<b>TOTAL PROGRESS</b>	<b>Exceeding Goals</b>



### Legend

-  Off track; adjustments needed
-  Generally on track; adjustments needed
-  On track
-  Exceeding goals, approaching stretch



## System Goal: Social Drivers of Health Screenings

MetroHealth aims to screen all patients for their health-related social needs – things like access to food, safe housing, transportation, job opportunities and the like.

- These figures represent **total screenings** since we launched the initiative in September 2019.
- We continue to monitor and expand the methods by which we screen. This year, for example, we started screening by mail to reach individuals who don't have access to the Internet.

Year-End 2022	2023 Target Goal	YTD 2023
95,542	125,000	122,657

## System Goal: Making Meaningful Connections

Screening our patients is only one piece. This figure, which we are tracking for the first time, represents the percent of patients screened who requested help, can be contacted and are connected to a resource – internally or externally – to help with their needs.

2023 Target Goal	YTD 2023
55%	67.9%





## System Goal: Addressing Infant and Maternal Health

As part of our efforts to build healthier – and more equitable communities – one of our primary focuses is on infant and maternal health. Cuyahoga County has one of the highest rates of maternal and infant mortality in the country, especially for Black women and babies. One way we are trying to eliminate these disparities is by expanding access for this patient population.

- We are leading Care Innovation and Community Improvement Program (CICIP) coalition members in performance for prenatal and postpartum care. CICIP is a quality improvement program backed by the Ohio Department of Medicaid.
- Population Health and Women’s & Children’s Services leadership are developing interventions to address disparity in well child visit.

Measures	2022 Baseline	2022 Disparity (P Value)	Year-End Target	2023 Disparity (P Value)	YTD 2023
Timeliness of Prenatal Care	79.74%	0.2889	77%	0.2175	80%
Postpartum Care Visit	76.37%	<0.0001	77%	0.0001	78.64%
Well-child Visits in First 15 Months	n/a	<0.0001	55%	0.0005	53.78%
YTD Progress Composite					On Track

**Equity Measure:** In reporting our overall progress, we take into consideration our efforts to close the care and equity gap, and weight our results appropriately. We are making movement on this front, especially when it comes to the timeliness of prenatal care.



## System Goal: Slowing Employee Turnover

One of the ways we are building a people-first culture at MetroHealth is by putting an intentional focus on reducing turnover within the System.

- So far this year, we have **reduced** our turnover rate by about 17% compared to this point last year.
- To date, **we are trending to fall below 18% turnover for 2023.**
- Our efforts have included a more intentional introduction to operations, people and our culture during onboarding.
- As part of our retention efforts, we have put a premium on recognition and facilitating employee feedback.

2022 Baseline	2023 Target Goal	YTD 2023
21.44%	19.5%	10.35%





## Coming Soon: Employee Engagement Survey

This year's survey will launch **October 23**. We will use these results to help focus our employee engagement efforts.

2022 Baseline	Target for 2023
62%	68%



### Legend

-  Off track; adjustments needed
-  Generally on track; adjustments needed
-  On track
-  Exceeding goals, approaching stretch



## System Goal: Improving Supplier Equity

MetroHealth is committed to providing contracting opportunities to a diverse range of businesses and persons. As of June 30, 2023, we are exceeding our goals with women business enterprises (WBE) but facing challenges with minority business enterprises (MBEs).


2022 Baseline	WBE 2023 Target	YTD 2023
14.74%	12%	26.02%

2022 Baseline	MBE 2023 Target	YTD 2023
14.62%	15%	4.33%

### What are we doing to increase our MBE spend?

- Increasing the number of MBEs on our task list
- Reviewing any change orders on current projects to identify possible opportunities
- Conducting departmental spend reviews to educate department heads and purchasing managers about the importance of supplier equity

Legend

-  Off track; adjustments needed
-  Generally on track; adjustments needed
-  On track
-  Exceeding goals, approaching stretch



## System Goal: Grant Applications

We are committed to embracing and building upon our role as an academic research and teaching institution. One way we are doing this is by actively pursuing public and private dollars to support our mission as a research enterprise.

Because we have engaged more of our researchers and added members to our grants team, we conservatively estimate **we will reach our target goal** and possibly achieve our stretch goal of 75.

2022 Baseline	Year-End Target	YTD 2023
61	70	57

**Please note:** Direct comparisons year-over-year are difficult because of different grant cycles.

With that caveat, we have submitted **25 more grant applications this year** than we had at this point in 2022.

## System Goal: Commercialization Efforts

We are investing in the future of health care by designing and testing new models of care and service delivery.

These efforts include **Lumina Imaging & Diagnostics, Spry Senior, Spry Personal Primary Care, LifeFlight Operation at ProMedica, Vector CAR-T Production, Ovatient and Skyway.**

**Goal:** Our composite goal is based on these innovations, related companies or operations achieving their financial goals. Our target is that 5 of these 7 initiatives meet their goals.

**Status:** Through the second quarter, **4** of the **7** are meeting their goals.

### Action Plans

- Continued focus on marketing and operationalizing **Lumina's** new Westlake location and the imaging services overall.
- Continued focus on marketing and support for **Spry Senior**
- Q3/Q4 launch for **Ovatient** and **Vector Production Company**

#### Legend

■ Off track; adjustments needed
 ■ Generally on track; adjustments needed
 ■ On track
 ■ Exceeding goals, approaching stretch



# System News and Accomplishments



**MetroHealth**

## Video Storytelling



Bone Marrow Transplant Program



Secretary Becerra's Visit



First Zephyr Valve Recipient



Lincoln-West Graduation

## Media Highlights

[Escaping opioids: MetroHealth Moms House gives mothers and babies a place to call home - Cleveland.com](#)

[Breast cancer survivor says research, newer drug helped save her life - Fox 8](#)

MetroHealth's Joan Papp, MD, and Melissa Federman published an op-ed in Crain's Cleveland Business, ["More lives can be saved, but change is needed to treat addiction"](#)

[As violence spikes in Cleveland, MetroHealth police battle stressful shifts - 19 News](#)

[Cleveland Foundation donates \\$1 million grant to MetroHealth for autism patients - 3 News](#)

## Press Releases

[MetroHealth Ranks No. 1 in Ohio for its Contributions to Community Health](#)

[U.S. News Ranks Rehab Institute Among Top in Nation](#)

[MetroHealth Appoints Chair of Psychiatry](#)

[Collaboration Addresses Transition to Adulthood for Autism Patients](#)



- Cleveland Magazine's Best Doctors issue recognized 89 of our providers. Additionally, we featured our Obstetrics & Gynecology and Physical Medicine & Rehabilitation teams.
- Also included in the issue is an update on Dr. Steed's first 100 days and our way forward in an insert entitled, *Connecting the Dots. Healthy Conversations Shaping Our Priorities*

**MetroHealth**  
Committed to Hope, Health, and the Community

The MetroHealth System is proud to celebrate Cleveland Magazine's Best Doctors.

Improving Access to Healthcare. Impacting the Next Generation of Dedicated Physicians.

In MetroHealth, we relentlessly pursue healthier outcomes for every person. We set work to drive down barriers that impact health, we recognize and celebrate those who do. Their focus work to improve access to health care focuses on their best-in-class ability and resources through The Case Western Reserve University School of Medicine.

**MetroHealth**

CONNECTING THE DOTS

Head Thy Conversations Shaping Our Priorities

**Innovation**  
When the medical research community will invest in the future of the patient system, it's not just about the technology, it's about the people who will use it. MetroHealth is committed to investing in the future of the patient system, it's about the people who will use it.

**Accelerating Growth**  
Springing our (innovative) ideas is a key to our success. We are committed to investing in the future of the patient system, it's about the people who will use it.

**Welcoming Our Baby**  
Welcome to Cleveland, Baby! We are committed to investing in the future of the patient system, it's about the people who will use it.



MULTICULTURAL  
**WOMEN'S  
HEALTH FAIR &  
EMPOWERMENT EXPO**

SATURDAY, SEPTEMBER 30 11 A.M. – 4:30 P.M.  
THE HUNTINGTON CONVENTION CENTER OF CLEVELAND

Free Health Screenings | Community Resources | Health Talks  
Empowerment Sessions | Music | Featured Guests

For more information and to register,  
visit [MetroHealth.org/WomensHealthExpo](http://MetroHealth.org/WomensHealthExpo) or call 216-957-3862.

Brought To You By  



FERIA MULTICULTURAL DE LA SALUD  
**DE LA MUJER  
Y EXPOSICIÓN DE  
EMPODERAMIENTO**

SÁBADO 30 DE SEPTIEMBRE 11 A.M. – 4:30 P.M.  
THE HUNTINGTON CONVENTION CENTER DE CLEVELAND

Exámenes de Salud gratis | Recursos Comunitarios | Pláticas de Salud  
Sesiones de Empoderamiento | Música | Invitados Especiales

Para más información y registrarse,  
visite [metrohealth.org/WomensHealthExpo](http://metrohealth.org/WomensHealthExpo)  
216-957-3862

Brought To You By  



Saturday, September 30, 11 a.m. – 4:30 p.m.

Doors open for health screenings at 11 a.m.

Programming begins at noon

Huntington Cleveland Convention Center

- Join us for the inaugural **Multicultural Women's Health Fair & Empowerment Expo** to celebrate women from every background and stage of life and empower them to be advocates for their own health and wellbeing
- Brought to you by MetroHealth and the Vernon Family Foundation
- This FREE event will offer health screenings and feature inspirational speakers, music, educational booths and breakout sessions for women to focus on their health and overall wellbeing
- For more information, [CLICK HERE](#) to visit our website.

- MetroHealth and [University Hospitals](#) announced a provider agreement that will allow more individuals to receive timely behavioral health care in Northeast Ohio. As part of the agreement, UH clinicians will help provide care at the new MetroHealth Cleveland Heights Behavioral Health Hospital, which opened to patients last fall.

These physicians will work alongside MetroHealth's team of psychiatrists, psychologists, social workers, nurses, mental health counselors and other caregivers. As part of MetroHealth's care team, these UH providers will play an integral role in helping address the mental health crisis facing the community.

- Delivering on our promise to provide one million healthy, free meals to the community, MetroHealth joined the [Greater Cleveland Food Bank](#) to distribute food at the Muni Lot downtown on August 10 and will do the same on August 24. The events represent the ever-strengthening partnership between the two Cleveland organizations and their shared commitment to improving the health and lives of our neighbors in need.



"MetroHealth and the Greater Cleveland Food Bank are two organizations that residents of Northeast Ohio know they can look to for help when they need it. We must continue to break down silos and form meaningful partnerships if we truly want to improve the health and wealth of the communities we serve."

MetroHealth President & CEO Dr. Airica Steed

Congratulations to **JoAnn Glick** and **Melissa Kline** as we prepare to celebrate the JoAnn Zlotnick Glick Endowed Fund in Community Health Nursing which supports an endowed professorship at Frances Payne Bolton (FPB) School of Nursing at Case Western Reserve University. The endowed professorship will be held by MetroHealth's Melissa Kline, Senior Vice President, System Chief Nurse Executive. The official dedication of the professorship in JoAnn's name and the instillation of Melissa as the inaugural recipient will be part of a joint MetroHealth and FPB celebration next month.

The September 13 event will feature keynote presentations from national nursing leaders **Jeanette Ives Erickson**, Chief Nurse Emerita, Massachusetts General Hospital and **Joanne Spetz**, Director, Philip R. Lee Institute for Health Policy at UC San Francisco. If you would like to attend, contact Barbara Kakiris at [bkakiris@metrohealth.org](mailto:bkakiris@metrohealth.org) or 440-592-1397.

## 2023 Heritage Medal Honorees

- **José C. Feliciano Sr.**, chairman and founder of the Hispanic Roundtable
- **George L. Forbes**, civil rights leader and longtime Cleveland City Council president
- **Ted Ginn Sr.**, hall of fame football coach at Glenville High School
- **Stephen H. Hoffman**, transformational leader of the Jewish Federation of Cleveland
- **Sister Judith Ann Karam**, leader of Sisters of Charity of St. Augustine and a tireless advocate for preserving human dignity and providing compassionate health care

The 2023 Cleveland Heritage Medal is co-chaired by **Dr. Steed** and **Robyn Minter Smyers** from Thompson Hine, LLP. This year's honorees will be recognized with a ceremony and dinner inside the Cleveland City Hall Rotunda on Thursday, November 16. Visit [heritagemedal.com](http://heritagemedal.com) for more information.





## Supporting Our Mission

- MetroHealth, Autism Speaks and Milestones Autism Resources were awarded a **\$1 million grant** over three years from the Cleveland Foundation to improve the outcomes of youth with autism spectrum disorder transitioning into adulthood.

The grant will help to support the work of a three-year pilot in which the partners will build a model of coordinated medical, behavioral and social transition planning that can be scaled and replicated in other locations, within Ohio and beyond. [CLICK HERE](#) to learn more.

- MetroHealth received an anonymous gift of **\$600,000** to support a teen peer-to-peer mentoring pilot program to address behavioral health issues including anxiety and depression.
- Dr. Steed will host small groups of current and prospective donors on August 25 and September 18 to share more about her priorities and the impact of donor support.



**autism speaks<sup>®</sup>**

- For the first time, MetroHealth's Main Campus Emergency Department earned the prestigious **Lantern Award** from the Emergency Nurses Association. The Emergency Department is one of just 53 nationwide that met the criteria for award, which recognizes the department's commitment to quality, safety, a healthy work environment and innovation in nursing practice and emergency care.
- MetroHealth has been recognized by the nonpartisan **Lown Institute** for its generous contributions to community health and well-being, receiving an "A" grade in community benefit and ranking first out of 140 hospitals in Ohio and among the top 2% of nearly 3,800 hospitals nationally. MetroHealth also earned an "A" grade on Lown's overarching social responsibility metric, reflecting the health system's strong performance in the areas of health equity, patient outcomes and value of care.
- **Amy Ray, MD, MPH**, VP, Infection Prevention and Hospital Epidemiology at MetroHealth and Associate Professor, Case Western Reserve School of Medicine, is a 2023 Edmond S. Ricanati, MD Award recipient. The Ricanati family funded the Edmond S. Ricanati, MD IQ Facilitator Award in recognition of Case Western Reserve School of Medicine faculty who are noted as exceptional mentors and teachers.
- *U.S. News and World Report* has once again ranked the **MetroHealth Rehabilitation Institute** as one of the best in the nation for the care of patients recovering from complex conditions such as stroke, traumatic brain injury and traumatic spinal cord injury. This year, MetroHealth ranked tied for 50th in the nation as well as 5<sup>th</sup> in the state of Ohio.



"I knew from the moment I arrived here and saw you at work that you were one of the best Emergency Departments in the country. Now, thanks to your Lantern Award, the rest of the country will know that, too."

**MetroHealth President & CEO Dr. Airica Steed**  
*in a message to Emergency Department staff*

# Awards & Recognition



- **Cuyahoga Community College** – one of our strongest partners in our efforts to improve the health and wealth of our community – has bestowed upon MetroHealth its **Community Champion Award**. Olusegun “Dr. Ish” Ishmael, MD, Chief Operating Officer and President of the Hospital Division, accepted the award on the System’s behalf on Thursday, August 10, at Tri-C’s Annual Celebration Breakfast. The award – which was presented by Tri-C President Michael A. Baston, JD, Ed.D – recognizes MetroHealth’s service and impact to the community.
- The **Cleveland Leadership Center** has selected several MetroHealth representatives to participate in its upcoming programs. The 2024 Cleveland Bridge Builders class will include **Marissa Edmiston, MD**, Medical Director of MetroHealth's Cardiac Stepdown Unit, and **Kristen Matlack, MPH**, Community Health Advocacy Initiative Manager for the Institute for H.O.P.E. Bridge Builders will focus on topics such as emotional intelligence, implicit bias, power and influence, and collaborative leadership.

In addition, **Jamie Ellerbrock**, Administrative Specialist with The MetroHealth Foundation, will represent MetroHealth in the OnBoard Cleveland program, where participants will engage in interactive exercises that enhance leadership and communications skills, build greater awareness of the civic landscape, and become equipped to make a difference in their workplaces and the community. And lastly, **Dr. Steed** will join a cohort of more than 60 senior-level leaders from the public, private, and nonprofit sectors of Northeast Ohio as part of the Leadership Cleveland Class of 2024.

- **Justin Clemow, DMD, MD**, has been selected as the 2023-2024 President of the Board of Directors for the **Ohio Society of Oral and Maxillofacial Surgeons** (OSOMS). The mission of the OSOMS is to promote and advance patient care and well-being through the dental specialty of oral and maxillofacial surgery in the state of Ohio.



Marissa Edmiston, MD



Kristen Matlack, MPH



Justin Clemow, DMD, MD



Jamie Ellerbrock

# Awards & Recognition

- In early July, **U.S. Department of Health and Human Services Secretary Xavier Becerra** toured the Lincoln-West School of Science and Health at MetroHealth, accompanied by Dr. Steed, U.S. Congresswoman Shontel Brown (D-OH, 11th District) and U.S. Congresswoman Emilia Sykes (D-OH, 13th District). As the only high school in the country housed in a health care system, Lincoln-West was lifted up as a successful model of what can be done to support, strengthen and grow the health workforce.
- Congratulations to the most recent winners of the DAISY Award for Extraordinary Nurses: **Dylana Howe**, a registered nurse in the Main Campus Emergency Department, and **Victoria Berry**, a registered nurse in our Labor & Delivery unit. In her nomination, Dylana is described as “giving 150% to all patients, ensuring they get the care they need.” And in Victoria’s nomination, she was described as one of the “kindest and most attentive nurses” a patient and her partner had ever met. Well done to both of you!



Dylana Howe, RN



Victoria Berry, RN



“It’s a model we believe should be replicated in hospitals across the country, a model that can solve so many problems in one simple, brilliant idea. We’re proud to be the first in the country, but it’s our responsibility not to be the ‘only.’”

**MetroHealth President & CEO Dr. Airica Steed**  
*in remarks about Lincoln-West during Secretary Becerra’s visit*