



# The MetroHealth System

## Board of Trustees

Wednesday, September 27, 2023

5:00 - 7:00 pm

The MetroHealth System K-107 or via Zoom

### Board of Trustees

### Regular Meeting

# The MetroHealth System Board of Trustees

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## FULL BOARD REGULAR MEETING

**DATE:** Wednesday, September 27, 2023  
**TIME:** 5:00 – 7:00 pm  
**PLACE:** The MetroHealth Board Room (K-107) or Zoom  
<https://us02web.zoom.us/j/84311460400>

### AGENDA

- I. **Approval of Minutes**  
Minutes of August 23, 2023, regular meeting of the Board of Trustees
  - II. **Mission Moment**
  - III. **Committee Reports**
    - A. Compensation Committee – *Dr. Walker*
    - B. Audit & Compliance Committee – *M. Dee*
  - IV. **President and CEO’s Report – A. Steed**
  - V. **Medical Staff Report – C. Alexander-Rager**
    - A. Approval of Medical Staff Provider Appointments, Actions and Reappointments for August 2023
    - B. Acceptance of Medical Executive Committee Minutes of August 11, 2023
  - VI. **Information Items**
    - A. The MetroWAY Forward – Dr. Golob and D. Watson
  - VII. **Executive Session**
- Return to Open Meeting**
- VIII. **Recommendation/Resolutions**
    - A. Approval of a Claim Settlement

# The MetroHealth System Board of Trustees

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## FULL BOARD REGULAR MEETING

Wednesday, August 23, 2023

5:00 – 7:00 pm

The MetroHealth System Brooklyn Heights Campus

Room B-102

### Meeting Minutes

- Trustees:** Inajo Chappell-I, John Corlett-I, Maureen Dee-I, John Hairston-R, John Moss-I, JB Silvers-I, E. Harry Walker, M.D.-I, Vanessa Whiting-R<sup>1</sup>
- Staff:** Airica Steed, Ed.D.-I, Anise Ardelt, M.D., Ph.D-I, Laura Black-I, Richard Blinkhorn, M.D.-I, Kate Brown-I, Nabil Chehade, M.D.-I, Alfred Connors, M.D.-R, Will Dubé-I, Joseph Golob, M.D.-I, Joseph Frolik-I, Geoff Himes-I, Olusegun Ishmael, M.D.-I, Julie Jacono-I, Kinsey Jolliff-I, Melissa Kline-I, William Lewis, M.D.-I, Laura McBride-I, Alan Nevel-I, Sarah Partington-I, Alison Poullos-I, Christine Alexander-Rager, M.D.-R, Sonja Rajki-I
- Guests:** Suzanne Aral-Boutros-R, Gail Long-R, Sabrina Roberts-I, Julie Washington-I

Dr. Walker called the meeting to order at 5:15 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 June 28, 2023, regular Board Meeting were unanimously approved as submitted. RESOLUTION NO. 19579

## II. Committee Reports

### A. Quality, Safety & Experience Committee

Dr. Walker summarized that the committee had a robust discussion, touching on a Patient Experience story, the committee recommended to approve the System's commitment to maintain a Level I Adult and Level II Pediatric Trauma Center and received an update on

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<sup>1</sup> I-In-person, R-Remote

# The MetroHealth System Board of Trustees

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the Behavioral Health Hospital from Drs. Bruner and Badgaiyan. Dr. Golob gave an update on the Quality, Safety and Experience work.

## B. Finance Committee

Mr. Moss summarized that the Finance Committee and the Investment Sub Committee met with the System's investment advisor who gave an update on the investments of the System. Mr. Himes gave an update on the System's second quarter performance, with EBIDA performance. Mr. Moss summarized that overall, the System had a slight decrease in its assets and a slight decrease in liabilities and has approximately 147 days cash on hand.

## III. Approval of Consent Agenda

### Quality, Safety & Experience Committee

A. The Board unanimously approved the Resolution for the Reaffirmation of Commitment to Maintain a Level I Adult and Level II Pediatric Trauma Center at The MetroHealth System RESOLUTION NO. 19576

### Finance Committee

B. The Board approved the Resolution for the Approval of Financial and Operational Transformation and Optimization Project, with Ms. Chappell noting that she cast an opposing the vote on the resolution. RESOLUTION NO. 19577

## IV. President and CEO's Report

Dr. Steed referred to her written President and CEO's report and noted a change in the design which includes a score card with metrics and actions on the System's goals. This will be the format moving forward and has been designed for full transparency, improving communications, and allows all to see the progress of the organization.

Dr. Steed highlighted that The MetroHealth System was recognized as number one in Ohio for its Contributions to Community Health. We continue to see extraordinary results from our quality and service metrics due to our caregiver's focus on patient safety, quality and care, and high reliability. She highlighted that the System has significantly reduced the number of patients who leave our Emergency Departments unseen and the length of stay in Acute Care and Specialty Care has decreased. Within the last four to five months, The MetroHealth System has reduced length of stay by one-half day, which is a significant accomplishment. She also highlighted that the System has been recognized nationally as

# The MetroHealth System Board of Trustees

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a top performer in first case on-time starts in operating rooms, which is an important efficiency metric.

Dr. Steed also shared that the Behavioral Health hospital has recently started providing onsite psychiatric emergency services and strengthened the behavioral health service line with the recently announced partnership with University Hospitals to provide physician collaboration at the Cleveland Heights behavioral health hospital. Lastly, she highlighted the System's focus on optimizing the workforce by reducing turnover and recruiting new talent, and within the last 90 days, the System has filled over 120 nursing positions and has shown a 40% reduction in turnover rate within the last quarter.

Dr. Steed concluded her report by providing an update on the Executive Leadership positions, introducing Dalph Watson as the Chief People Officer who joined July 24, Jim Bicak, SVP Facilities, Campus Transformation and Construction who will be joining on August 28, 2023, and noting that the search for the EVP, Chief Financial Officer and the process should be completed by the end of the week. Dr. Steed thanked Geoff Himes for his service as Interim CFO and his continued dedication to The MetroHealth System and for his participation in the search of his replacement; along with Alan Nevel, who chaired the search committee for this the CFO.

## V. Medical Staff Report

Dr. Alexander reported that there was no MEC meeting in August and referred the Board to the Medical Staff Appointments, Reappointments and Actions. Dr. Alexander pointed out that there is higher turnover in June and July and that is expected due to the academic year. She also provided information on an Emerging Leaders Group which identifies junior and mid-level medical staff members and provides them with education on finance, operations, academics, and group projects. The first cohort group is graduating from the program, and she noted that some participants have been named into leadership positions, such as Division Chiefs, Fellowship Directors, and Associate Director for Medical Affairs.

The Board considered the Medical Staff Appointments, Reappointments and MEC Minutes from June and July 2023. The Board unanimously approved the same via RESOLUTION 19580.

## VI. Information Items

### A. Board Liaison Position

Dr. Walker related that the Board Liaison position had been placed on hold but wanted to have the Board consider how to proceed with the position moving forward. After

# The MetroHealth System Board of Trustees

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discussion, the board agreed that the position should be budgeted for 2024 and work should be done to look to fill the position with a targeted start date in January 2024.

## B. Annual Conflict of Interest Disclosures

Dr. Walker introduced Sarah Partington to address the annual conflicts of interest process. Ms. Partington reviewed the conflict of interest policy and the annual conflict of interest process for the Board. She provided a presentation on conflict of interest and Ohio Ethics Laws and reminded the Trustees about the conflict of interest completion timeframes and pointed them to the materials that were shared including Conflict of Interest and Ohio Ethics Law Information sheet and reference guides.

Ms. Partington answered Trustees questions about the process and specific questions regarding certain potential disclosures. In response to a Trustee question, Ms. McBride described how confidentiality of responses will be handled.

Dr. Walker then asked for a motion to recess into executive session to discuss hospital trade secrets as defined by ORC 1333.61; to conference with an attorney for the public body concerning disputes involving the public body that are subject to pending or imminent court action. Mr. Moss 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 5:54 pm.

## VII. Executive Session

Following the executive session, the meeting reconvened in open session at approximately 7:31 pm and welcomed back the public via Zoom and those members of the public who were in-person.

## VIII. Recommendation/Resolutions Approvals

Dr. Walker informed the group of the discussion in executive session for a Resolution for Approval of a Claim Settlement. Dr. Walker stated the Trustees heard from Ms. McBride the background on the proposed resolution. He asked if there was any discussion needed on the proposed resolution.

### A. Approval of a Claim Settlement

The Board unanimously approved the resolution for the Approval of a Claim Settlement. RESOLUTION NO. 19578.

# The MetroHealth System Board of Trustees

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

## THE METROHEALTH SYSTEM

E. Harry Walker, MD, Chairperson

**NEXT MEETING:**      **Wednesday, September 27, 2023**  
                                 **5:00 – 7:00 pm**  
                                 **The MetroHealth Board Room (K-107) or via Zoom**

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

President and CEO, The MetroHealth System

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

Trustees,

One of the things that drew me to MetroHealth was this organization's willingness to step up to help when others cannot or refuse to do so. In every sense of the word, MetroHealth is an *essential* hospital.

That is why we were so thrilled this month to announce our collaboration with the ADAMHS Board of Cuyahoga County, and St. Vincent Charity to open a new behavioral health Crisis Center in Cleveland's Central neighborhood. When it opens in fall 2024, MetroHealth caregivers will run this facility, making it a true extension of our System. It will include crisis intake and receiving, psychiatric emergency services and a crisis stabilization unit.

This news pairs well with the recent announcement that we would partner with University Hospitals to allow more individuals to receive timely behavioral health care in Northeast Ohio. As part of that agreement, UH clinicians work alongside our providers to serve patients at our new Cleveland Heights Behavioral Health Hospital.

These advances cut to the heart of what we are about: innovating and collaborating to solve our community's most pressing needs.

The same could be said about our Multicultural Women's Health Fair & Empowerment Expo this Saturday, September 30, at the Huntington Convention Center of Cleveland. This is a perfect avenue for us to engage with our community and address the health disparities we talk about. This signature event, a collaboration with the Vernon Family Foundation, will offer free health screenings, health talks, career development opportunities, community resources and so much more.

We expect 2,000 women to join us for what promises to be an inspiring and affirming day. A focus on the health of women, especially minority women, is long overdue in our community. Cleveland was named the least livable city for Black women – a narrative we are determined to change.

As you will see in this month's report, we continue to show progress on several metrics that ladder up to our ultimate goal of lifting the health and wealth of the communities we serve. For example:

- We continue to see tremendous progress in our quality and safety metrics. In July, for example, we recorded 0.52 harms per 1,000 patient days. This is the best single month performance in several years and is a testament to our caregivers' laser-focus on safety. We are seeing a 24% improvement compared to last year.
- Thanks to diligence of our Environmental Services team, we have seen a 4.3% improvement year to date in our hospital cleanliness scores. We feel this is largely due to new the new cleaning process we put in place when we opened The Glick Center.
- Because of our focused efforts on improving access, we have 2.8% more unique patients in our outpatient settings compared to last year. Through the concerted efforts of a



2500 MetroHealth Drive, Cleveland, OH 44109



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

President and CEO, The MetroHealth System

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

multidisciplinary team, we have worked to improve customer service as well as coordinating with providers to expand appointment opportunities.

- Our Hospital Division continues to see significant improvements – Emergency Department visits, inpatient discharges and surgical volumes are exceeding last year's performance. Year-to-date inpatient net revenue growth is a strong 3.2%.
- Through August, our turnover rate has reduced by 16.8% compared to this point last year – a testament to our focus on building a people-first culture. To continue to improve this figure, we have developed targeted action plan to improve retention in departments/units with high turnover rates.

Fortifying MetroHealth's financial position remains a top priority, and we are pleased to welcome **Derrick Hollings, CPA**, to MetroHealth as our new Executive Vice President and Chief Financial Officer. Hollings, who starts September 18, has more than 30 years of financial leadership experience at academic and safety-net hospitals. Since 2016, he has served as CFO at Hennepin Healthcare, a Level 1 Adult and Pediatric Trauma hospital in Minneapolis. We are fortunate to have a leader with his credentials joining us at this crucial time.

Please join me in thanking **Geoff Himes, MBA**, who graciously came out of retirement in March to serve as our interim CFO. Geoff's tremendous talent and composure have been extraordinarily important to me and this institution, and under his leadership, we have begun our financial and operational transformation.

Speaking of our transformation, earlier this month, our team met to take the first step on a journey of nonstop continuous improvement that will lead us into a vibrant and distinguished future. We are calling this the **MetroWAY Forward**.

MetroHealth senior leaders met in a daylong retreat to design this cultural journey that will guide us from where we are now to where we want to go and how we will get there – to guide us in the way we do, what we do, every day.

That all-day strategy session resulted in the beginning development of a plan that will serve as the blueprint for how all 8,700 MetroHealth employees will work going forward as we strive for our True North: creating a people-first culture that delivers the highest quality care, research, innovation, education and training as we engage with the community to create a national model for the most equitable health care possible. I look forward to sharing more with you about this exciting journey.

As always, thank you for support, guidance and, most of all, your deep commitment to this storied institution and the individuals we serve.

Best,

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

President & CEO

The MetroHealth System



2500 MetroHealth Drive, Cleveland, OH 44109



**MetroHealth**



# Report to the Board of Trustees

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

President & CEO

September 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.

# SEPTEMBER SCORECARD



## 2023 System Goal Domains



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

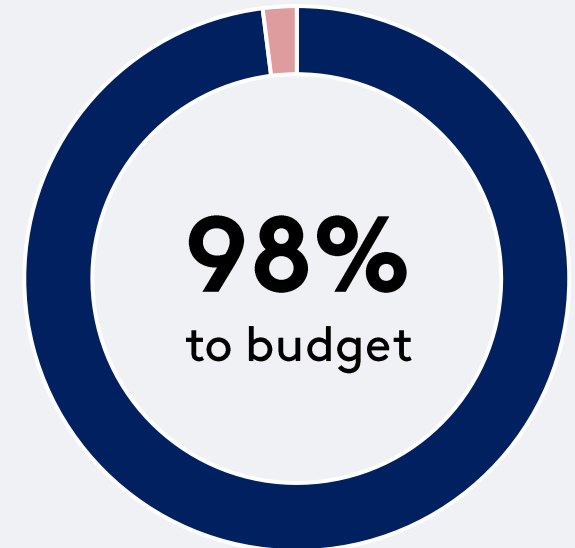
Our six goal domains flow from our strategic pillars. They are designed to position MetroHealth for meaningful success and ultimately lift the health and wealth of the communities we serve.

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.

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



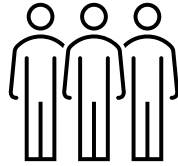
**Actual:** \$82.6 million  
**Budget:** \$84.0 million  
**Variance:** (\$1.4 million)

*\*as of August 31, 2023*

# Financial and Operational Transformation

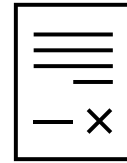


To be proactive and ensure we meet our financial and operational goals, here are the initiatives we are immediately instituting until the end of this year and beyond.



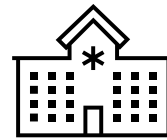
## Workforce Optimization

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



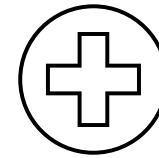
## Supply Chain and Purchased Services Optimization

Executive Champions  
Justin Gallo



## Targeted Volume Growth

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



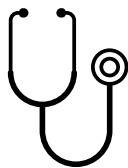
## Inpatient/Acute Care Optimization

Executive Champions  
Olusegun Ishmael, MD  
Richard Blinkhorn, MD



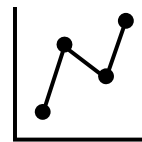
## Pharmacy Capture Rate Improvements

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



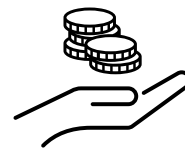
## Access and Share of Care Improvements

Executive Champions  
William Lewis, MD  
Nabil Chehade, MD



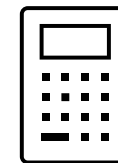
## Service Planning Optimization

Executive Champions  
Julie Jacono  
Sonja Rajki  
Geoff Himes  
Richard Blinkhorn, MD



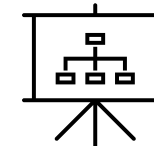
## Enhancing Philanthropic and Government Support

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

## Spotlight on Success: Behavioral Health Crisis Center

- The Ohio Department of Mental Health & Addiction Services has approved a capital grant of more than \$6.8 million to a collaborative consisting of the Alcohol, Drug Addiction and Mental Health Services (ADAMHS) Board of Cuyahoga County, MetroHealth and St. Vincent Charity Community Health Center for the development of a Crisis Center that will sustain and expand behavioral health crisis care in Cuyahoga County.
- The new funding will be used to renovate facilities at the St. Vincent Charity Community Health Center in Cleveland's Central neighborhood that will be the site for the Crisis Center that will include crisis intake and receiving, psychiatric emergency services and a crisis stabilization unit.
- When it opens in the fall of 2024, MetroHealth caregivers will run this new, comprehensive 24/7 Crisis Center. The ADAMHS Board of Cuyahoga County will provide oversight of the capital project and funding for the operations of the Crisis Center. St. Vincent Charity Community Health Center will serve as landlord and collaborator in providing community-based services.



## HOSPITAL DIVISION HIGHLIGHTS

- Emergency Department visits are exceeding prior year by 7.6%
- Inpatient discharges YTD exceeding prior year by 4%
- Observations for the last two months are below the same period for the prior year
- Average Length of Stay (ALOS) for August is at 5.5 compared to the prior year 5.9. ALOS is a key metrics
- Case Mix Index (CMI) for August is at 1.78 compared to the prior year 1.73
- Surgical case volumes exceeding prior year by 9.4%

### These are driven by:

- The ED START program – Fewer patients are leaving without being seen
- Hospitalists are receiving monthly scorecards – self awareness
- Hospitalists are rotating in the Capacity Command Center (CCC) as Physician Advisors to ensure the appropriate level of care for admissions (observation vs. inpatient)
- Utilization Management (UM) in the CCC for evaluation of all observation cases for appropriate level of care
- Pilot of Clinical Documentation Improvement (CDI) in the ICUs expanding to the med-surg floors to improve the CMI
- Surgery continues process improvement plans – increasing surgical volumes
- Goal is to start extended overnight stay at Brecksville ASC in October 2023 increasing volumes
- CDI pilot with Accuity launching in November 2023

### System Goal: Inpatient Net Revenue Growth

2022 Baseline	2023 Target Goal	YTD 2023
-	2%	3.2%
\$239,689,658	\$244,483,451	\$247,467,901

#### Legend

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





## AMBULATORY DIVISION HIGHLIGHTS

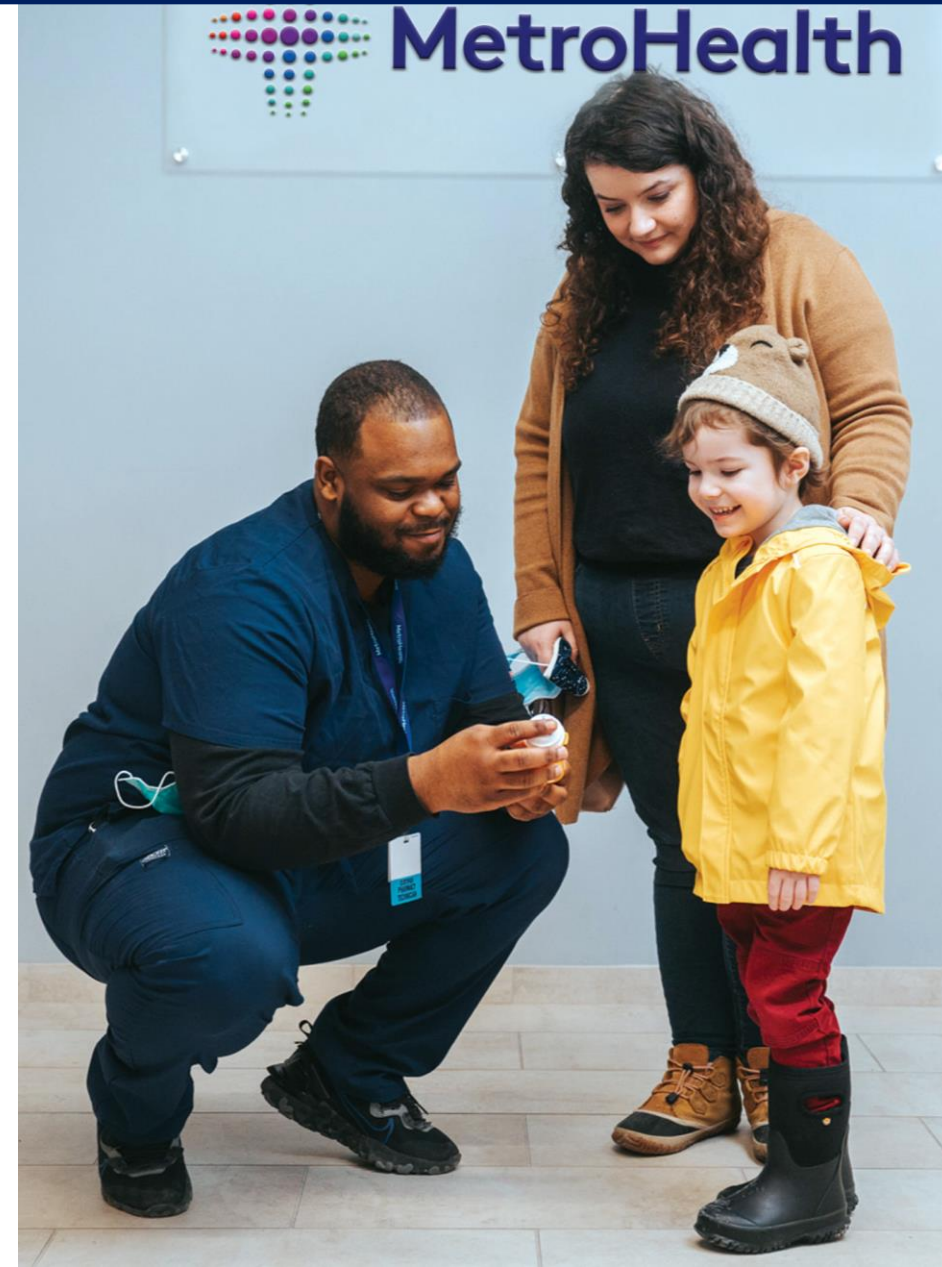
- Through the concerted efforts of a multidisciplinary team, we have worked to improve customer service as well as coordinating with providers to expand appointment opportunities.
- As of August 31, we have seen 213,836 unique ambulatory patients compared with 207,928 in 2022, a 2.8% increase.
- We continue to advance our Ambulatory Enabling Project, which is designed to improve access, especially for specialty services, in our outpatient facilities. For example, the recent expansion of our Middleburg Heights facility added an ophthalmology clinic and a specialty pod that provides dermatology, rheumatology and orthopaedic services. This effort added capacity for an additional 27,000 patient visits annually.
- The Employee Access to Specialty Care pilot launched on Monday, September 11, in four clinical areas: Dermatology, Infectious Disease, Cardiology and Endocrinology with the goal to improve access to our employees and their families and eventually expand this to all patients and specialties.
- We launched an education campaign among our caregivers and providers about the need to collect co-pays during appointments. This effort has improved our collection rate from 39% to 66%. Training is ongoing, and we have a goal of 80% collection.

### System Goal: Unique Ambulatory Patients

2022 Year-End Baseline	2023 Target Goal	YTD 2023
247,643	250,000 patients	213,836

Legend

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



## System Goal: Elimination of Preventable Harm

- Our recent month performance was 0.52 harms per 1,000 patient days. This is the best single month performance in several years.
- We are currently seeing a **24% improvement** compared to last year's performance.
- Multiple multidisciplinary projects are underway to drive continuous improvement and sustain changes to eliminate harm:
  - Anesthesia and surgery are working together to improve post operative bleeding and respiratory failure.
  - Nursing, Environmental Services and Infection Prevention continue to modify process to keep our patients safe from hospital-acquired infections.
- Rapid improvement events regarding falls and pressure injuries have occurred with the implementation of front-line solutions to help eliminate these harms.

2022 Baseline	2023 Target Goal	YTD 2023
1.69	1.62	1.33



### 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 **10% improvement** in our patient experience. Some highlights:

- We have seen improvement in **13 of 14 patient experience scores** in the composite.
- Thanks to the Environmental Services team, we have seen a **4.3% increase** in our hospital cleanliness scores.
- Thanks to our clinical teams, staff responsiveness has increased **2.9%!**
- Due to ongoing service training from patient experience, the System has seen a **50% reduction** in patient grievances attributed to communication.

2022 Baseline	2023 Target Goal	YTD 2023
2.80	2.96	3.10



### 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.
- The ambulatory enterprise and population health has introduced the use of Cologuard as another option to meet appropriate colorectal screening for our patients

Measures	Status YTD
Diabetes Treatment	32.73
Colorectal Cancer Screening	TBD (available 9/15/23)
Breast Cancer Screening	76%
Screening for Depression	69%
Statin Therapy	65%
Pediatric Lead Screening	76%
Pediatric Immunizations	36%
TOTAL PROGRESS	14.9 Points (Stretch Performance 15 points)



### 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	125,337

## 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%	67.7%





## 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 developed two questionnaires to hear the voice of our patients on contributing factors to these disparities. One will be conducted at the Multicultural Women's Health Fair & Empowerment Expo. The second will be administered by care coordination staff for current obstetrics and expectant mothers.

Measures	2022 Baseline	2022 Disparity (P Value)	Year-End Target	2023 Disparity (P Value)	YTD 2023
Timeliness of Prenatal Care	79.74%	0.2	77%	0.0352	80.38%
Postpartum Care Visit	76.37%	<0.0001	77%	<0.0001	78.64%
Well-child Visits in First 15 Months	n/a	<0.0001	55%	<0.0001	55.07%
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: Access to Care Composite

- We are exceeding our System goal concerning **patient access in primary care**. Through the concerted efforts of a multidisciplinary team, we have worked to improve customer service as well as coordinating with providers to expand appointment opportunities.
- To measure our efforts in this area, **we introduced new metrics in our System goals**. We measure the percentage of patients who receive a Primary Care appointment within 7 days and 14 days of their requested dates.

### Received an Appointment Within 7 Days of Requested Date

2023 Target Goal	YTD 2023
63.5%	67.7%

### Received an Appointment Within 14 Days of Requested Date

2023 Target Goal	YTD 2023
71.2%	74.3%



## 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.

- As of August 2023, our turnover rate has reduced by 16.8% compared to this point last year. To date, we are trending to fall near 18.3% turnover for 2023.
- To continue to reduce turnover, we must improve retention. Our efforts include developing targeted action plans to improve retention in departments/units with high turnover rates.
- Our recruitment efforts include developing expanded tactical external recruitment strategies and ensuring the effectiveness of our current new hire incentive offerings.

2022 Baseline	2023 Target Goal	YTD 2023
21.44%	19.5%	18.3%

## 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. 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%	27%

2022 Baseline	MBE 2023 Target	YTD 2023
14.62%	15%	6%

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

- Increasing the number of MBEs with health care experience in the supplier portal
- 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: 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.**

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.

2023 Target Goal	YTD 2023
5	4

### Action Plans

- Marketing focus on Lumina's new Westlake location and imaging services overall
- Marketing and support for Spry Senior
- Launch of Ovatient as a virtual first company in partnership with the Medical University of South Carolina in September
- Q4 launch of the Vector Production Company



#### 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.

2022 Baseline	Year-End Target	YTD 2023
61	70	64

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



### Legend

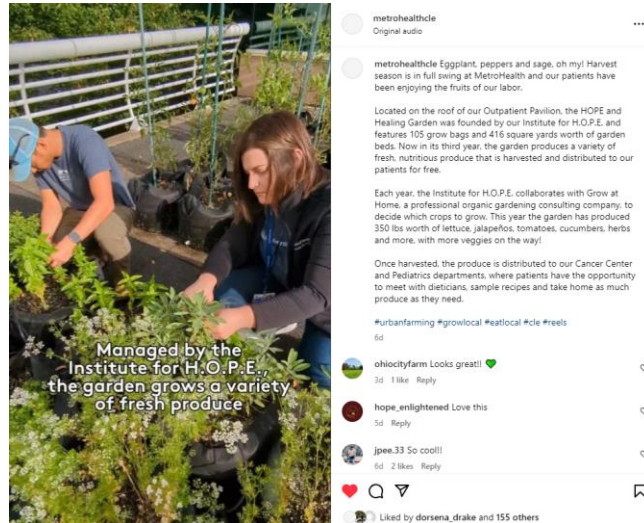
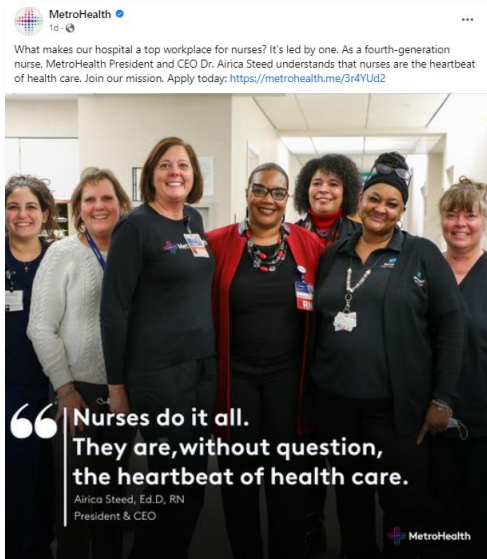
-  Off track; adjustments needed
-  Generally on track; adjustments needed
-  On track
-  Exceeding goals, approaching stretch

# System News and Accomplishments



**MetroHealth**

## Social Media



## Media Highlights

[MetroHealth gives 'HOPE' to heal communities, fix health disparities](#) – News Channel 5

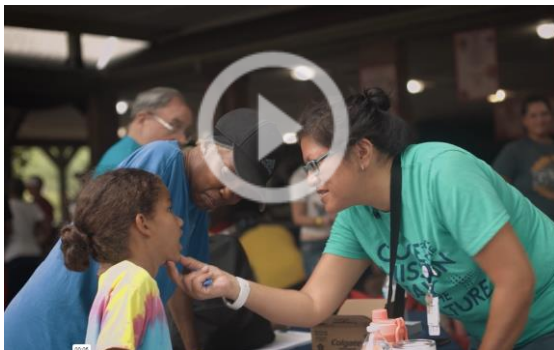
[MetroHealth, UH team up to address growing mental health care crisis](#) – 3 News

[MetroHealth behavioral health crisis center planned at former St. Vincent hospital](#) – ideastream

Several leaders were quoted in Becker's Hospital Review:

- [Melissa Kline, DNP, RN, SVP/System Chief Nurse Executive](#)
- [Regina Sawyer, DNP, RN, SVP/Ambulatory operations and Chief Nursing Officer – Ambulatory Division](#)
- [William Tse, MD, Division Director, Hematology & Oncology](#)

## Video Storytelling



Multicultural Children's Health Expo



Inside the Pharmacy Fulfillment Center

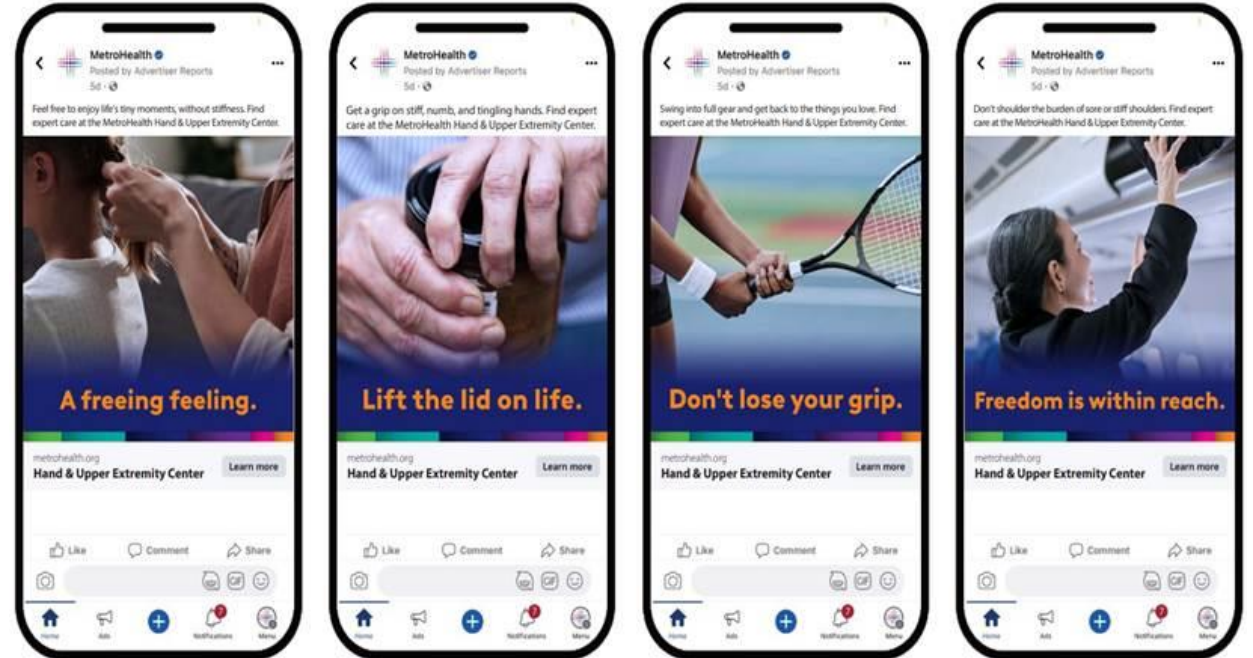
## Press Releases

[MetroHealth Appoints Chief Financial Officer](#)

[ADAMHS Board, MetroHealth, St Vincent Partner to Open Behavioral Health Crisis Center in Cleveland's Central Neighborhood](#)

[MetroHealth, Vernon Family Foundation Partner to Present Inaugural Multicultural Women's Health Fair & Empowerment Expo](#)

- We recently launched a comprehensive campaign to support the continued growth of our **Hand and Upper Extremity Center**, which provides expert care and diagnosis for complex hand, wrist, shoulder, elbow and nerve problems in adults and children.
- The campaign includes paid social media, display advertising and email automation.
- Every member of the HUE team has been recognized by *Cleveland Magazine* as Best Doctors. This includes Blaine Bafus, MD; Kyle Chepla, MD; Harry Hoyen, MD; Michael Keith, MD; and Adrienne Lee, MD.





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  **MetroHealth**  **VERNON FAMILY  
FOUNDATION**



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  **MetroHealth**  **VERNON FAMILY  
FOUNDATION**



**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.

The Foundation's [Donor Survey](#) results have been assessed. Here is some of what we've learned:

- The top reason our donors support MetroHealth is because of our **mission to serve all**.
- **Health equity** is the fundraising priority that resonated most with our donors.
- Donors want to know their generosity is **having an impact** – community impact stories and health education are the most desired information donors want to receive.
- **Economic and financial uncertainty** are currently the greatest barriers to giving.

## Other Updates

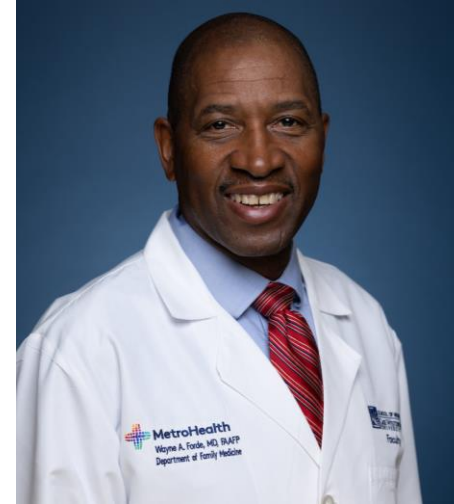
- [The Kresge Foundation](#) visited MetroHealth on Wednesday, September 6. MetroHealth staff James Misak, MD, Karen Cook, Kathy Plummer, Sarah Woernley and Kate Brown along with representatives from the Greater Cleveland Food Bank, Seeds of Literacy and Unite Ohio met with Kresge Senior Fellow Phyllis Meadows, PhD, and online with Monica Valdes Lupi, Managing Director, Health; and Jacquelynn Orr, DrPH, FACHE, Senior Program Officer, Health.
- The Foundation is working to secure funding that includes:
  - A \$763,000 request to the Ohio Department of Health Maternal Infant Early Childhood Home Visiting (MIECHV) for continued support of our Nurse-Family Partnership Program.
  - A \$375,000 request to Burroughs-Wellcome Fund for a project in partnerships with the Western Reserve Land Conservancy to address health equity and climate resilience through vacant land reuse.
  - A \$249,450 request to the U.S. Department of Health and Human Services Administration for Children and Families to expand our long-standing Medical-Legal Partnership with the Legal Aid Society of Cleveland.





# Awards & Recognition

- MetroHealth's **Wayne A. Forde, MD**, is the new president of the Ohio Academy of Family Physicians (OAFP), a statewide professional association with nearly 5,000 members, including practicing family physicians, family medicine residents and medical students. The OAFP is one of the largest, most active chapters of the American Academy of Family Physicians.
- Congratulations to MetroHealth's **Melissa Kline, DNP, RN, NEA-BC, CENP**, System Chief Nurse Executive, who has been named President of the Ohio Organization for Nursing Leadership (OONL), which serves as the catalyst for innovative health care in Ohio and the nation through expert nursing leadership. OONL is an affiliate organization of the Ohio Hospital Association and American Organization for Nursing Leadership. The organization includes more than 1,200 nursing leaders from across Ohio.
- MetroHealth's **Lisa Ramirez, PhD**, Associate Director of Pediatric Psychology, has been named among Crain's Cleveland Business Notable Latino Leaders of 2023. Dr. Ramirez, a pediatric psychologist, drew the attention of the award-selection committee through her innovation in child behavioral health, including her leadership of the School Health Program into the realm of prevention services.
- **Dayleen Rivera**, a MetroHealth Institute for H.O.P.E. Community Health Worker (CHW), has been honored as Distinguished Community Leader in Health by Club Dominicano de Cleveland for her contributions to the Latino community. Dayleen received the award at the organization's inaugural Dominican Cultural Festival on August 19.



Wayne Forde, MD



Melissa Kline, DNP, RN



Lisa Ramirez, PhD



Dayleen Rivera

# Awards & Recognition

- The MetroHealth System has been named a **2023 NorthCoast 99** award winner by ERC, the Employers Resource Council. The NorthCoast 99 award honors 99 great Northeast Ohio workplaces for top talent. This is the 19th time MetroHealth has been recognized as a NorthCoast 99 honoree. The NorthCoast 99 honors workplaces that have exceptional policies, practices, and benefits that are shown to attract and retain top performers. These are defined as the people who drive results, provide competitive advantages and allow businesses to innovate and grow.
- Congratulations to the most recent winner of the DAISY Award for Extraordinary Nurses: **Alyssa Belsito**, a registered nurse in our MICU. Alyssa was nominated by a family member of a patient she cared for. In the nomination, Alyssa described as comforting, caring and compassionate for helping the patient pass "peacefully and beautifully." Alyssa braided the patient's hair, held the patient's hand and said kind and comforting words to the patient and family.



Alyssa Belsito, RN



"Every day, we are focused on building a people-first culture at MetroHealth. This award is a testament to that work, and we will continue to put a premium on enhancing the employee experience."

**MetroHealth President & CEO Dr. Airica Steed**  
*in a statement about MetroHealth earning its 19<sup>th</sup> Northcoast 99 recognition.*

# Awards & Recognition

- The National Institutes of Health recently awarded a five-year, \$540,000 grant to support a program designed by two Cleveland researchers to increase the diversity of the scientific workforce. **J. Daryl Thornton, MD, MPH**, a critical care specialist and pulmonologist and Director of the Division of Pulmonary, Critical Care, and Sleep Medicine and Director of the Center for Health Equity, Engagement, Education, and Research (CHEEER) at MetroHealth, helped write the grant application for the INSPIRE-US program. The program will host 25 undergraduate students from diverse racial and ethnic backgrounds for 10 weeks at Case Western Reserve University and its affiliated teaching hospitals – MetroHealth, Cleveland Clinic and University Hospitals.
- A retired MetroHealth physician has resumed his research on one of the major causes of preterm birth in the United States, thanks to significant support from the National Institutes of Health (NIH). **John J. Moore, MD**, who initially retired from MetroHealth in 2020, is co-principal investigator of a study of Preterm Premature Rupture of the Membrane (PPROM). Funding from the NIH (a five-year, \$2.84 million grant to Case Western Reserve University) is supporting the work of Dr. Moore and his co-principal investigator, Sam Mesiano, PhD, Professor of Reproductive Biology, Department of Reproductive Biology, at Case Western Reserve University (CWRU) School of Medicine.
- A partnership of The MetroHealth System and the **Western Reserve Area Agency on Aging** has received a \$450,000 federal grant to screen seniors for malnutrition. The three-year Innovation in Nutrition Programs and Services (INNU) grant from the U.S. Department of Health and Human Services' Administration for Community Living funds a Community Health Worker position at MetroHealth and a Resource Specialist Position at the Western Reserve Area Agency on Aging to focus on the project full time.



J. Daryl Thornton, MD, MPH



John J. Moore, MD



**Western Reserve**  
Area Agency on Aging

The following Appointments to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on August 15, 2023. The appointments will then be reviewed and accepted by the Medical Executive Committee on September 8, 2023.

**Active**

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Lewis, Andrew, DO	Medicine	Pulmonary Medicine	8/16/2023
Naik, Akash, MD	Otolaryngology		8/16/2023
Nandar, Phoo Pwint, MD	Medicine	Cardiology	8/16/2023
Wang, Yan, MD	Pathology		8/16/2023

**Associate**

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Chirdon, Anne, APRN-CRNA	Anesthesiology		8/16/2023
Jiang, Ailin, APRN-CRNA	Anesthesiology		8/16/2023
Passafiume, Erin, APRN-CNP	Family Medicine		8/16/2023
Peters, Francine, APRN-CNP	Pediatrics	Neonatology	8/16/2023
Rodriguez, Clairissa, APRN-CNP	Neurology		8/16/2023

**Privileged Non-Member**

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Bondarev, Sergey, MD	Radiology		8/16/2023
Heather, John, MD	Psychiatry		8/16/2023
Kimmel, Susan, MD	Psychiatry		8/16/2023
Reed, Eric, MD	Psychiatry		8/16/2023

The following actions to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on August 15, 2023.  
The Actions will then be reviewed by the Medical Executive Committee on September 8, 2023.

**Resignations**

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>End Date</i>
Cottom, Elizabeth, APRN-CNM	OB/GYN		8/7/2023-R
Horwath, Ewald, MD	Psychiatry		8/1/2023-RT
Malik, Mohammad, MD	Orthopaedics		7/31/2023-CC
Raymond, Lindsey, APRN-CNP	Medicine	Infectious Disease	8/15/2023-RL
Wise, Anne, MD	Family Medicine		7/13/2023-R

CC=Contract Complete, Fellowship Complete

R=Resigned

RL-Relocated

RT-Retired

ET-Employment Terminated

CT-Contract Terminated

The following Appointments to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on August 29, 2023. The appointments will then be reviewed and accepted by the Medical Executive Committee on September 8, 2023.

**Active**

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Fajobi, Olufunke, MD	Psychiatry		8/30/2023
Kolaczko, Jensen, MD	Orthopaedics		8/30/2023
Shammassian, Berje, MD	Neurosurgery		8/30/2023
Wong, Richard, MD	Medicine	Gastroenterology	8/30/2023

**Associate**

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Fearon, Shanique, APRN-CNP	Medicine	Hospital Medicine	8/30/2023

**Privileged Non-Member**

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Boniface, Nicholas, MD	Surgery	Trauma/Burn/Critical Care	8/29/2023
Endres, Tori, MD	Pediatric	Pulmonary Medicine	8/30/2023
Goodman, Lorenda, APRN-CNP	Psychiatry		8/30/2023
Kennedy, James, APRN-CNP	Psychiatry		8/30/2023
Lee, Jessica, MD	Neurology		8/30/2023
Waghray, Abhijeet, MD	Medicine	Gastroenterology	8/30/2023
Wiggins, Morgan, APRN-CNP	Psychiatry		8/30/2023
Whitehair, Dawn, APRN-CNP	Psychiatry		8/30/2023
Whitman, Daniel, MD	Medicine	Gastroenterology	8/30/2023

**\*Non Reviewable Clean List**

**Privileged Non-Member**

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Mally, Emily, LISW-S	Infectious Disease	Social Work	8/30/2023
Ware, Andrea, LISW-S	Psychiatry	Social Work	8/30/2023

The following Appointments to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on September 12, 2023. The appointments will then be reviewed and accepted by the Medical Executive Committee on October 13, 2023.

**Active**

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Abi Karam, Mariana, MD	Surgery	Ophthalmology	9/13/2023
Asamoto Kim, Lisa, MD	Family Medicine		9/13/2023
Graham, Kathleen, MD	Dermatology		9/13/2023
Haryadi, Stephanus, MD	Medicine/Pediatrics		9/13/2023
Yildirim, Baris, MD	Orthopaedics		9/13/2023

**Associate**

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Abounader, Laura, APRN-CNP	PM&R	Pain Management	9/13/2023

**Privileged Non-Member**

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Johnson, Cassidy, PA-C	Surgery	Cardiothoracic	9/13/2023
Turney, Eric, MD	Surgery	Vascular Surgery	9/13/2023

**\*Non Reviewable Clean List**

**Privileged Non-Member**

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Schulte, Kirsten, DO	Emergency Medicine		9/13/2023

THE METROHEALTH SYSTEM  
 MEDICAL EXECUTIVE COMMITTEE  
 September 20, 2023  
 Room K107

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, Ellen Gelles, Catherine Curley, Agnes Loeffler, David Stepnick, Gregory Heintschel, Ms. Brittany Valenzano and Patricia Gallagher


**Members Remote:** Christopher Brandt, Aparna Roy, Patricia Gallagher, Brittany Valenzano, Thomas Collins, Code Adebambo, Aparna Roy, Anise Ardelt, David Crowe, John Wilber, James Campbell, Lynn Milliner, Michael Kelly, Venkat Krishnamurthy, Ellen Gelles, Catherine Curley, Anise Ardelt, Luis Tollinche, Holly Perzy, Donald Wiper

**Guests:** Dr. Joanna Brell, Christina Wadsworth

**Exec.Ofc:** Drs. Olegusen Ishmael, E. Harry Walker, William Lewis

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS	EVALUATION-Follow-up
Call to Order	Christine Alexander-Rager, MD	<p>Opening Remarks and Business:</p> <ul style="list-style-type: none"> <li>• Welcome to Dr. Harry Walker. Best wishes to Dr. Christopher Brandt as he steps back from Chairman of the Department of Surgery.</li> <li>• Introduction of the Laboratory Formulary/Utilization Committee of the MEC. Dr. Agnes Loeffler. Motion Carries to add the formulation of the new Laboratory Formulary/ Utilization Committee as a Medical Executive Committee.</li> </ul> <div style="text-align: center;">             Laboratory Formulary Committe         </div>	N/A



ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS	EVALUATION-Follow-up																																																						
Minutes of the Previous Meetings	MEC minutes, Credentialing Committee minutes and Medical Record Committee Minutes were reviewed and approved	Minutes from August's virtual meeting   August Virtual MEC minutes.docx	Minutes approved/ Present the MEC Minutes to BOT																																																						
Medical Staff Appointments and Actions	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><b>Active</b></p> <table border="1" data-bbox="653 565 1780 748"> <thead> <tr> <th><i>Name</i></th> <th><i>Department/Division</i></th> <th><i>Effective</i></th> </tr> </thead> <tbody> <tr> <td>Lewis, Andrew, DO</td> <td>Medicine/Pulmonary Medicine</td> <td>8/16/2023</td> </tr> <tr> <td>Naik, Akash, MD</td> <td>Otolaryngology</td> <td>8/16/2023</td> </tr> <tr> <td>Nandar, Phoo Pwint, MD</td> <td>Medicine Cardiology</td> <td>8/16/2023</td> </tr> <tr> <td>Wang, Yan, MD</td> <td>Pathology</td> <td>8/16/2023</td> </tr> </tbody> </table> <p><b>Associate</b></p> <table border="1" data-bbox="653 824 1780 1045"> <thead> <tr> <th><i>Name</i></th> <th><i>Department/Division</i></th> <th><i>Effective</i></th> </tr> </thead> <tbody> <tr> <td>Chirdon, Anne, APRN-CRNA</td> <td>Anesthesiology</td> <td>8/16/2023</td> </tr> <tr> <td>Jiang, Ailin, APRN-CRNA</td> <td>Anesthesiology</td> <td>8/16/2023</td> </tr> <tr> <td>Passafiume, Erin, APRN-CNP</td> <td>Family Medicine</td> <td>8/16/2023</td> </tr> <tr> <td>Peters, Francine, APRN-CNP</td> <td>Pediatrics/Neonatology</td> <td>8/16/2023</td> </tr> <tr> <td>Rodriguez, Clairissa, APRN-CNP</td> <td>Neurology</td> <td>8/16/2023</td> </tr> </tbody> </table> <p><b>Privileged Non-Member</b></p> <table border="1" data-bbox="653 1122 1780 1305"> <thead> <tr> <th><i>Name</i></th> <th><i>Department/Division</i></th> <th><i>Effective</i></th> </tr> </thead> <tbody> <tr> <td>Bondarev, Sergey, MD</td> <td>Radiology</td> <td>8/16/2023</td> </tr> <tr> <td>Heather, John, MD</td> <td>Psychiatry</td> <td>8/16/2023</td> </tr> <tr> <td>Kimmel, Susan, MD</td> <td>Psychiatry</td> <td>8/16/2023</td> </tr> <tr> <td>Reed, Eric, MD</td> <td>Psychiatry</td> <td>8/16/2023</td> </tr> </tbody> </table> <p><b>The following actions to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on August 15, 2023 and are presented to the MEC on 9/8/23 for review and approval</b></p> <p><b>Resignation</b></p> <table border="1" data-bbox="653 1458 1780 1534"> <thead> <tr> <th><i>Name</i></th> <th><i>Department/Division</i></th> <th><i>End Date</i></th> </tr> </thead> <tbody> <tr> <td>Cottom, Elizabeth, APRN-CNM</td> <td>OB/GYN</td> <td>8/7/2023-R</td> </tr> </tbody> </table>	<i>Name</i>	<i>Department/Division</i>	<i>Effective</i>	Lewis, Andrew, DO	Medicine/Pulmonary Medicine	8/16/2023	Naik, Akash, MD	Otolaryngology	8/16/2023	Nandar, Phoo Pwint, MD	Medicine Cardiology	8/16/2023	Wang, Yan, MD	Pathology	8/16/2023	<i>Name</i>	<i>Department/Division</i>	<i>Effective</i>	Chirdon, Anne, APRN-CRNA	Anesthesiology	8/16/2023	Jiang, Ailin, APRN-CRNA	Anesthesiology	8/16/2023	Passafiume, Erin, APRN-CNP	Family Medicine	8/16/2023	Peters, Francine, APRN-CNP	Pediatrics/Neonatology	8/16/2023	Rodriguez, Clairissa, APRN-CNP	Neurology	8/16/2023	<i>Name</i>	<i>Department/Division</i>	<i>Effective</i>	Bondarev, Sergey, MD	Radiology	8/16/2023	Heather, John, MD	Psychiatry	8/16/2023	Kimmel, Susan, MD	Psychiatry	8/16/2023	Reed, Eric, MD	Psychiatry	8/16/2023	<i>Name</i>	<i>Department/Division</i>	<i>End Date</i>	Cottom, Elizabeth, APRN-CNM	OB/GYN	8/7/2023-R	Motion carries to approve. Present to BOT
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Heather, John, MD	Psychiatry	8/16/2023																																																							
Kimmel, Susan, MD	Psychiatry	8/16/2023																																																							
Reed, Eric, MD	Psychiatry	8/16/2023																																																							
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Cottom, Elizabeth, APRN-CNM	OB/GYN	8/7/2023-R																																																							

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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>	<table border="1"> <tr> <td>Horwath, Ewald, MD</td> <td>Psychiatry</td> <td>8/1/2023-RT</td> </tr> <tr> <td>Malik, Mohammad, MD</td> <td>Orthopaedics</td> <td>7/31/2023-CC</td> </tr> <tr> <td>Raymond, Lindsey, APRN-CNP</td> <td>Medicine /Infectious Disease</td> <td>8/15/2023-RL</td> </tr> <tr> <td>Wise, Anne, MD</td> <td>Family Medicine</td> <td>7/13/2023-R</td> </tr> </table> <p>CC=Contract Complete, Fellowship Complete                      R=Resigned                      RL-Relocated                      RT-Retired                      ET-Employment Terminated                      CT-Contract Terminated</p> <p><b>The following Appointments to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on August 29, 2023. The appointments will then be reviewed and accepted by the Medical Executive Committee on September 8, 2023.</b></p> <table border="1"> <thead> <tr> <th><u>ActiveName</u></th> <th><u>Departmen/Division</u></th> <th><u>Effective</u></th> </tr> </thead> <tbody> <tr> <td>Fajobi, Olufunke, MD</td> <td>Psychiatry</td> <td>8/30/2023</td> </tr> <tr> <td>Kolaczko, Jensen, MD</td> <td>Orthopaedics</td> <td>8/30/2023</td> </tr> <tr> <td>Shammassian, Berje, MD</td> <td>Neurosurgery</td> <td>8/30/2023</td> </tr> <tr> <td>Wong, Richard, MD</td> <td>Medicine/Gastroenterology</td> <td>8/30/2023</td> </tr> </tbody> </table> <p><b><u>Associate</u></b></p> <table border="1"> <thead> <tr> <th><u>Name</u></th> <th><u>Department/Division</u></th> <th><u>Effective</u></th> </tr> </thead> <tbody> <tr> <td>Fearon, Shanique, APRN-CNP</td> <td>Medicine/Hospital Medicine</td> <td>8/30/2023</td> </tr> </tbody> </table> <p><b><u>Privileged Non-Member</u></b></p> <table border="1"> <thead> <tr> <th><u>Name</u></th> <th><u>Department/Division</u></th> <th><u>Effective</u></th> </tr> </thead> <tbody> <tr> <td>Boniface, Nicholas, MD</td> <td>Surgery/Trauma/Burn/Critical Care</td> <td>8/29/2023</td> </tr> <tr> <td>Endres, Tori, MD</td> <td>Pediatric/Pulmonary Medicine</td> <td>8/30/2023</td> </tr> <tr> <td>Goodman, Lorenda, APRN-CNP</td> <td>Psychiatry</td> <td>8/30/2023</td> </tr> <tr> <td>Kennedy, James, APRN-CNP</td> <td>Psychiatry</td> <td>8/30/2023</td> </tr> <tr> <td>Lee, Jessica, MD</td> <td>Neurology</td> <td>8/30/2023</td> </tr> <tr> <td>Waghray, Abhijeet, MD</td> <td>Medicine/Gastroenterology</td> <td>8/30/2023</td> </tr> <tr> <td>Wiggins, Morgan, APRN-CNP</td> <td>Psychiatry</td> <td>8/30/2023</td> </tr> <tr> <td>Whitehair, Dawn, APRN-CNP</td> <td>Psychiatry</td> <td>8/30/2023</td> </tr> <tr> <td>Whitman, Daniel, MD</td> <td>Medicine/Gastroenterology</td> <td>8/30/2023</td> </tr> </tbody> </table> <p><b><u>*Non Reviewable Clean List Privileged Non-Member</u></b></p>	Horwath, Ewald, MD	Psychiatry	8/1/2023-RT	Malik, Mohammad, MD	Orthopaedics	7/31/2023-CC	Raymond, Lindsey, APRN-CNP	Medicine /Infectious Disease	8/15/2023-RL	Wise, Anne, MD	Family Medicine	7/13/2023-R	<u>ActiveName</u>	<u>Departmen/Division</u>	<u>Effective</u>	Fajobi, Olufunke, MD	Psychiatry	8/30/2023	Kolaczko, Jensen, MD	Orthopaedics	8/30/2023	Shammassian, Berje, MD	Neurosurgery	8/30/2023	Wong, Richard, MD	Medicine/Gastroenterology	8/30/2023	<u>Name</u>	<u>Department/Division</u>	<u>Effective</u>	Fearon, Shanique, APRN-CNP	Medicine/Hospital Medicine	8/30/2023	<u>Name</u>	<u>Department/Division</u>	<u>Effective</u>	Boniface, Nicholas, MD	Surgery/Trauma/Burn/Critical Care	8/29/2023	Endres, Tori, MD	Pediatric/Pulmonary Medicine	8/30/2023	Goodman, Lorenda, APRN-CNP	Psychiatry	8/30/2023	Kennedy, James, APRN-CNP	Psychiatry	8/30/2023	Lee, Jessica, MD	Neurology	8/30/2023	Waghray, Abhijeet, MD	Medicine/Gastroenterology	8/30/2023	Wiggins, Morgan, APRN-CNP	Psychiatry	8/30/2023	Whitehair, Dawn, APRN-CNP	Psychiatry	8/30/2023	Whitman, Daniel, MD	Medicine/Gastroenterology	8/30/2023	
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		Coppola	Eileen	APRN-CNP	Family Medicine/Express Care	
		Craig	Marion	APRN-CNP	Medicine/Pediatrics	
		Dawson	Carmen	APRN-CNP	Obstetrics & Gynecology	
		Doi	Laura	APRN-CNP	Obstetrics & Gynecology	
		Dorsey	Amelia	MD	Surgery/General Surgery	
		El-Hayek	Kevin	MD	Surgery/General Surgery	
		Fogel	Susan	APRN-CNP	Neurology	
		Forster-Paulsen	Denise	APRN-CNP	Surgery	
		Fowles	Diane	APRN-CRNA	Anesthesiology	
		Gallup	Andrea	APRN-CNP	Surgery/Plastic Surgery	
		Gampa	Vikas	MD	Medicine/Internal Medicine	
		Garden	Naima	APRN-CNP	Medicine/Endocrinology	
		Gay	Alishea	DNP, APRN-CNP	Family Medicine	
		Gedeon	Scott	APRN-CNP	Neurology	
		Giller	Annie	APRN-CNP	Medicine/Gastroenterology	
		Gordon-Ocejo	Gloria	APRN-CNP	Pediatrics	
		Harrington	Ann	APRN-CNS	Physical Medicine & Rehabilitation	



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		Harris	Marlana	APRN-CRNA	Anesthesiology	
		Hehemann	David	DPM	Orthopaedics/ Podiatry	
		Hernandez	Alicia	APRN-CNP	Family Medicine	
		Herringshaw	Halle	PA-C	Dermatology	
		Hudak	Jennifer	DNP, APRN-CNP	Geriatric Medicine	
		Iacoboni	Jacalyn	DNP, APRN-CNP	Medicine/Internal Medicine	
		Johnson	Rikki	APRN-CNP	Neurology	
		Johnson	Halee	APRN-CNP	Surgery/Trauma/Critical Care/Burn	
		Kaufmann	Adam	APRN-CNP	Family Medicine/Express Care	
		Killings	Tiffany	APRN-CNP	Medicine/Infectious Disease	
		Klepser	Kristen	APRN-CNP	Family Medicine/Express Care	
		Kowalsky	Stacy	MD	Surgery/Oncology	
		Ladha	Perna	MD	Surgery/Trauma/Critical Care/Burn	
		Lanzara	Lisa	APRN-CNP	Medicine/Cariology	
		Lasinski	Alaina	MD	Surgery/Trauma/Critical Care/Burn	
		Lightbody	Marjorie	APRN-CNP	Medicine/Cardiology	
		Lightner	Barbara	APRN-CNP	Pediatrics/Pediatric Endocrinology	







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		Logan	Leslie	APRN-CNM	Obstetrics & Gynecology	
		Lohr	Melissa	APRN-CNP	Pediatrics	
		Lu	Jason	APRN-CNP	Emergency Medicine	
		Luebke	Donna	APRN-CNP	Medicine/Cardiology	
		Makino	Kelly	MD	Family Medicine	
		Malson	James	APRN-CRNA	Anesthesiology	
		McCourt	Jill	APRN-CNP	Medicine	
		McDonnell	Marie	DNP, APRN-CNP	Pediatrics	
		Medve	Nicole	APRN-CNP	Neurology	
		Mehra	Lindsey	APRN-CNP	Emergency Medicine	
		Meyer	Kathryn	DNP, APRN-CNP	Medicine	
		Mickan	Paula	APRN-CNP	Emergency Medicine	
		Miller-Spalding	Suzanne	APRN-CNP	Surgery	
		Modlin	Charles	MD	Surgery	
		Molnar	Jill	APRN-CNP	Medicine	
		Moran	Ellen	APRN-CNP	Family Medicine	
		Moratschek	Sonal	MD	Psychiatry	

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		Newbrough	Kaitlyn	APRN-CNP	Geriatric Medicine	
		Ogunwumi	Olumide	PA-C	Medicine	
		Ohliger	Alison	APRN-CRNA	Anesthesiology	
		Orta	Andy	DPM	Orthopaedics	
		Papajcik	Doreen	APRN-CNP	Medicine	
		Papp	Stefan	APRN-CNP	Physical Medicine & Rehabilitation	
		Peleg	Gil	DDS, MD	Medicine	
		Perch	Kristopher	APRN-CNP	Family Medicine	
		Pressnell	Meredith	APRN-CNP	Medicine	
		Quidilla	Jo Anne Therese	APRN-CNP	Anesthesiology	
		Raffel	Megan	APRN-CNP	Medicine	
		Rahhal	Marie-Noel	MD	Medicine	
		Randall	Kerry	APRN-CNP	Family Medicine	
		Ratnam	Maya	MD	Medicine	
		Raymond	Lindsey	APRN-CNP	Medicine	
		Rice	Jonathon	APRN-CNP	Medicine	
		Robbins	Nathaniel	MD	Pediatrics	
		Rompala	Jessica	APRN-CNP	Family Medicine	
		Sanders	Cristina	APRN-CNP	Medicine	

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		Schuller	Mindy	APRN-CNP	Family Medicine	
		Schulte-Laird	Lori-Anne	APRN-CNP	Psychiatry	
		Schwartz	Ryan	MD	Radiology	
		Scott	Erica	APRN-CNP	Family Medicine	
		Sirey	Michelle	APRN-CNP	Medicine	
		Snyder	Wayne	APRN-CNP	Medicine	
		Stephen	Jillian	APRN-CNP	Physical Medicine & Rehabilitation	
		Stone	Lisa	APRN-CNP	Pediatrics	
		Stover	Jenna	APRN-CNP	Pediatrics	
		Stredney	Carrie	APRN-CNP	Family Medicine	
		Thombs	Natalie	APRN-CNS	Surgery	
		Tirbaso	Deanna	APRN-CNP	Medicine	
		Vosniak	Audrey	APRN-CNP	Family Medicine	
		Washington	Carlise	APRN-CNP	Anesthesiology	
		Washington	Tina	MD	Radiology	
		Westfall	Donna	APRN-CNP	Geriatric Medicine	
		White	Jennifer	APRN-CNP	Pediatrics	



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		Wilcox	Toni	APRN-CNP	Physical Medicine & Rehabilitation	
		Williams	Fannie	DNP, APRN-CNP	Geriatric Medicine	
		Yousef	John	APRN-CNP	Family Medicine	
		Zhang	David	MD	Pediatrics	
		Zupancic	Julie	DNP, APRN-CNP	Pediatrics	
<b>APP Update</b>	No APP Update for September					No action required
<b>Standing Agenda Item</b>	Length of Stay	Presentation by Dr. Michael Lewis				No action required
<b>Policies</b>	ED Beta Blocker and Calcium Blocker Overdose Therapy	 4788 ED Beta Blocker and CCB OD Tx.pdf				Motion approved with Revisions
<b>Protocol</b>	Narcan Protocol	 Narcan Protocol for CNE.docx  This was approved by CNE 7/6. This <b>will not</b> replace the ED's Overdose Protocol as they have almost immediate access to a provider to continue treatment. The System protocol will allow for treatment at those areas where they may need to call 9-1-1.				Motion carried to Approve

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS	EVALUATION-Follow-up
<p><b>Other Business</b></p>	<p>Pharmacy Consent Agreement Updates Distributed electronically in August. Presentation by Christina Wadsworth and Joanna Brell</p>	<div style="display: flex; flex-wrap: wrap; justify-content: space-around;"> <div style="text-align: center; margin: 5px;">                       MM-06A_-_Managing_Pharmacist_Cons                 </div> <div style="text-align: center; margin: 5px;">                       MM-06_-_Pharmacist_and_Provider_Con                 </div> <div style="text-align: center; margin: 5px;">                       MM-06C_-_MetroHealth_Pharmacy_Cred                 </div> <div style="text-align: center; margin: 5px;">                       GDLStressUlcerPropylaxisCHD - MH 6.3                 </div> <div style="text-align: center; margin: 5px;">                       CPA - Substance Use Disorder_07262:                 </div> <div style="text-align: center; margin: 5px;">                       MM-06B_-_Consult_Agreement_Disease_                 </div> </div>	<p>Motion carried to Approve</p>
<p><b>Meeting Adjourned</b></p>			

**A Message from Our Medical Staff Officers****Medical Staff Corner****Here's how to reach us:**

Christine Alexander Rager, MD  
President  
[calexander@metrohealth.org](mailto:calexander@metrohealth.org)

Natalie Joseph, MD,  
President-Elect  
[njoseph@metrohealth.org](mailto:njoseph@metrohealth.org)

Trish Gallagher  
Director, Professional Affairs  
[pgallagher@metrohealth.org](mailto:pgallagher@metrohealth.org)

Carol Herbert  
Administrative Specialist  
[cherbert@metrohealth.org](mailto:cherbert@metrohealth.org)

Visit the Medical Staff MIV site  
for information and policies.

Dear Colleagues,

There is no season as beautiful as fall in Northeast Ohio! There is a crispness to the air and soon, we will see the vibrant colors of the season.

We hope this message finds you taking some time to enjoy all that the season has to offer. Many of us have felt the strain of recent financial concerns and have been working harder than usual to help course correct. **Please know that your efforts are not going unrecognized.** In the face of burnout, staffing shortages and financial pressures, you have rolled up your sleeves and given even more.

We appreciate you!

There is more good news to share. We will be having a special meeting of the medical staff with MetroHealth President & CEO Airica Steed, Ed.D, RN, MBA, FACHE, and members of her leadership team on October 3. They will address your questions and concerns and provide updates on the close of 2023 and plans for 2024. We will ask for your questions in advance so we can accommodate as many as possible. Please be on the lookout in your email for the question submission process.

Speaking of opportunities to communicate, we have started making the rounds to each department's faculty/staff meetings. Our goal is to hear feedback from all who provide care on the front line. We plan to use this information in a variety of ways, from advocating to problem solving to creating presentations for the medical staff meeting. Dr. Steed is hoping to join us for these meetings, and we look forward to seeing all of you.

Lastly, please save the date for the Medical Staff Holiday Party. We are excited to return to this tradition of celebrating the holidays together. Mark your calendars for December 16 – invitations to follow!

## Advanced Practice Provider Update

Dear Colleagues,

As most of us have felt the recent changes in our Advanced Practice Provider structure, we want to reassure you that our APP council, chiefs and leads are working hard to keep the momentum going.

The APP leads and chiefs have formed a small group to update the executive leadership job description to better align with the organization's APP practice and quality initiatives, with the intent of a national search in the coming months:

- Interviews are underway for two APP education director positions.
- Our Transition to Practice pilot with ThriveAP is up and running, and our first cohort of onboarding through Vizient will begin in September, involving around 40 APPs.
- APP week is September 25-29. Please be on the lookout for the scheduled events.
- Our annual fall pharmacology conference will be held on November 17.

Thank you to all the APPs who've volunteered their time and expertise to make these significant initiatives happen. And a special thank you to Megan Raffel, Lead APP of Hospital Medicine, who is serving as the interim APP leader.

Please don't hesitate to contact Megan or your lead APPs with questions or concerns as we continue this transition.

All the best,

*Jackie Iacoboni, DNP, APRN-CNP, Lead APP, Primary Care*

## Announcements



**Hearing Aid Program:** MetroHealth audiologists have earned master's or doctorate degrees from accredited university graduate programs, and provide full-service diagnostic and rehabilitative services, including a complete hearing aid dispensary with state-of-the-art digital processing technology with Bluetooth capabilities.

Audiologists at MetroHealth dispense hearing aids in a rehabilitative manner, so patients are never alone in the process. Hearing aids come with a three-year warranty, which includes follow-up visits throughout the duration of the warranty, so there are no hidden fees.

Referrals required. Call 216- 778-4391 or visit [metrohealth.org/audiology](https://metrohealth.org/audiology)

**Early Pregnancy Loss Support Group:** An Epic SmartPhrase, .EPLSUPPORT, is now available for providers to use when a patient experiences a miscarriage. This SmartPhrase can be added to Patient Instructions during a visit or to a MyChart message to let patients know about this resource available at MetroHealth. Providers also can use the synonyms .PREGNANCY, .LOSS, .SUPPORT or .MISCARRIAGE.

**Cancer Care Lecture Series:** The Cancer Care Services Line announces a new opportunity, *The Cancer Care Lecture Series*, that provides a platform for participants to explore and discuss the latest innovations, breakthroughs and challenges in oncology. Beginning, Friday, September 22 at noon, we will host our first lecture series with Kimberly Resnick, MD, as the presenter. The Cancer Care Lecture Series will be offered the fourth Friday of the month at noon (unless otherwise noted). The series will be offered in-person in the Cancer Care Pavilion (room 1018A) and via Webex. One (1) hour of CME credit will also be awarded to participants. A dedicated intranet page has been created to host the schedule of upcoming topics. It's accessible at [metrohealthmiv.sharepoint.com/CancerCare](http://metrohealthmiv.sharepoint.com/CancerCare) (go to the Lecture Series section). For questions, please contact Neb Burke Zell, Service Line Coordinator.

**Spine Consult Code:** Do you need to refer a patient for pain management, physical medicine and rehabilitation or surgery? There's no need to put in separate orders for PM&R, Pain Management, Orthopedics or Neurosurgery. In Epic, you can use Con 658 Spine Center Consult Request. Medical and surgical physicians are available to assist, and our team of nurses work closely with physicians and patients to ensure that patients are seeing the right provider.



**Brittingham Memorial Library Grant Program Expanded:** The Brittingham Memorial Library Grant Program has expanded to include funding for acquiring materials that support the Library's mission of supporting patient care, research, teaching, and administration.

The grant program is part of the Library Board's efforts to grow awareness of the Library and its numerous uses. Any MetroHealth employee in good standing may apply and submit proposals requesting **up to \$5,000**. Grant applications are reviewed on the first day of the last month of each quarter (March 1, June 1, September 1, and December 1) with a one-year grant period.

Acquisitions may include educational materials supporting training programs, or journals or books not included in existing subscriptions. Print, as well as electronic or audio resources, may be supported by this grant.

Full details about the grant, including a program overview, application process, selection criteria, and the application process are available in the "General Info" section of the Brittingham Library's MIV page, which can be accessed under "Quick Links" on the main MIV page.

The Brittingham Board of Trustees are looking for volunteers for committees, including medical staff members. Please contact Laura Frater, Chief Librarian, or Raman Marwaha, MD, Chair of the Nominating Committee.

For additional information or question, please contact Laura Frater, Chief Librarian at [lfrater@metrohealth.org](mailto:lfrater@metrohealth.org)

**Legal News/Updates:** The January 2023 Congressional Act eliminating the DATA-Waiver Program allows medication for Opioid Use Disorder to be more readily available to those who need it. Effective June 21, the DEA began requiring all DEA applicants (or with DEA renewal) to take eight hours of training as a one-time education. However, providers who've already completed the X waiver training do not need to complete this training. For questions or more information about this process, please contact the Legal Department at 216-778-5723.

Don't miss out on attending *Coffee with Counsel*, held every other month. These sessions are an opportunity to keep up with the current laws and regulations for providers in the State of Ohio, along with many other interesting topics. Check your outlook calendars for the Zoom link!

**Compliance News/Updates:** The 2023 Annual Conflict of Interest (COI) Certifications were due on August 25. You will continue to receive a reminder email with a link to the electronic COI form in CONI from [compliance@metrohealth.org](mailto:compliance@metrohealth.org) until you submit your certification. Please complete your COI as soon as possible. Questions? Contact [compliance@metrohealth.org](mailto:compliance@metrohealth.org).



**Office of Patient Experience:** Patient Experience provider communication metrics are now available for you to view on your Epic Provider Practice Dashboard. This data represents responses from surveys completed after outpatient visits for both in-person and telehealth encounters. You will be able to view trends and areas of strength as well as opportunities.

The provider communication composite is an average of scores from the following metrics:

- Explain: Did this provider explain things in a way that was easy to understand?
- Listen: Did this provider listen carefully to you?
- Respect: Did this provider show respect for what you had to say?

MetroHealth is committed to ensuring you have everything you need to be successful. If you would like support in improving your scores, please contact your chair or the Office of Patient Experience at [experience@metrohealth.org](mailto:experience@metrohealth.org)



**TeamSTEPPS:** Handoff is a communication tool that can facilitate a smooth transfer of care from one member of the care team to another. It is designed to ensure that critical information is accurately and effectively communicated, minimizing the potential for errors and patient harms.

When conducting handoff, the following elements are typically included:

- SBAR (Situation, Background, Assessment, Recommendation)
- Patient Information
- Patient Care Plan

- Changes or Updates (e.g., In patient's condition, treatment, etc.)
- Critical Tasks (pending orders, specific care instructions, etc.)
- Questions/Concerns (opportunity for the individual receiving the information to ask questions and/or share concerns they may have.)

### **Handoff in Non-Clinical Areas:**

Handoff is not just an important tool for clinical settings. It also can facilitate improved communication in administrative settings.

Below are a few examples:

- **Efficient Staff Handovers at Change of Shift:** Ensures critical information, tasks and ongoing projects are effectively communicated to incoming staff.
- **Consistent Distribution of Important Information:** Including general updates, policy changes, operational guidelines, etc.
- **Project Management/Coordination:** Facilitates transfer of project-related information among stakeholders including timelines, milestones and tasks.

### **Handoff and the Impact on the Patient Experience:**

Effective use of the Handoff communication tool can support an improved patient experience in a variety of ways, including:

- **Enhanced Continuity of Care:** Seamless transitions between members of the care team results in a more coordinated and consistent care experience.
- **Increased Patient Involvement:** The tool promotes patient engagement in the handoff process. Patients can provide valuable insights and information about their condition, preferences, concerns, and questions. By empowering patients to participate during handoffs, this fosters a sense of partnership and shared decision-making.
- **Improved Patient Safety:** Effective communication and transfer of information reduces the likelihood of errors and adverse events that could harm a patient during transitions of care.

**Reduced Anxiety and Increased Trust:** Care transitions can be stressful for patients, especially if they are not confident that critical information was shared effectively or completely.

Patient participation in handoff is important for building trust in the care team.



**Flu Shots for Patients:** Flu shots are now available at all MetroHealth pharmacies as of September 1.

Patients can walk into our pharmacy anytime to get immunized, or if preferred, make an appointment on MyChart. We have 11 pharmacy locations with extended hours for more convenience.

\*Vaccines should be available at no cost to individuals with Medicare. If the vaccine is not being used for an FDA-approved condition, it may not be covered. Check with a MetroHealth pharmacist for details.

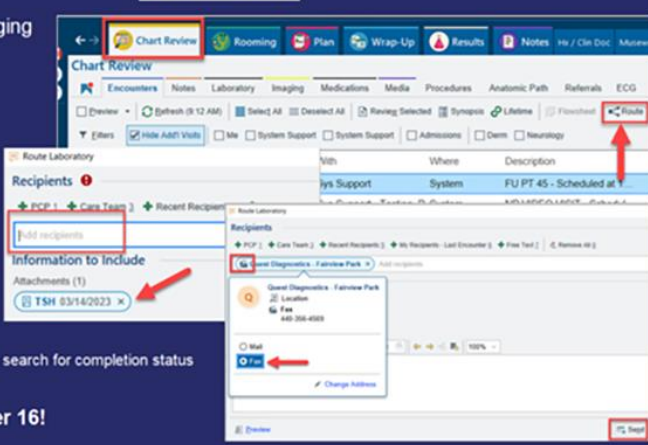
### Clinical Informatics Tip of the Month:

### Quick Tip

Send orders, notes, and imaging through Epic to an outside provider or lab.

1. Select items in Chart Review you want to send
2. Click the Route button.
3. Enter recipient (notice the attachments selected below the recipient)
4. Click on the letter icon next to the recipient and select fax
5. Click Send
6. Type 'printout tracking' in the Epic search for completion status

**Epic Upgrade on September 16!**



The screenshot shows the Epic Chart Review interface. A red box highlights the 'Route' button in the top right corner. Another red box highlights the 'Add recipients' button in the 'Recipients' section. A third red box highlights the 'TSH 03/14/2023' attachment in the 'Attachments (1)' section. A fourth red box highlights the 'Mail' icon next to the recipient 'Grand Diagnostics - Fairview Park'. A fifth red box highlights the 'Send' button at the bottom right of the interface.

### Professional and Academic Affairs News

- **Attention All full-time faculty of CWRU.** CWRU is requesting updated CVs to be loaded into the FIS System. This is required. Please email your CV to [cwruapt@metrohealth.org](mailto:cwruapt@metrohealth.org) Deadline is November 1, 2023.
- If you currently do not have your own DEA and you work exclusively for MetroHealth you are eligible for fee exemption. This includes renewal. Although the hospital DEA is still active, in mid-2024 nonresidents/fellows will be only eligible to use for prescriptions. Instructions can be found on the MIV/Medical Staff
- **THANK YOU** for getting your pictures done! If you are looking for your picture please visit the MIV/Medical Staff/professional Photographs. There you can download for your personal use. Still need to get your picture done? Contact Carol Herbert at [cherbert@metrohealth.org](mailto:cherbert@metrohealth.org)



- Starting October 1<sup>st</sup>, you should all be using your new logo lab coats. The old logo coats should not be worn when seeing patients.
- Your holiday “save the date” appointment should be in your outlook calendars soon. This is just a reminder, there will be formal invitations sent out. Our medical staff has grown to almost 1000 medical staff members. The members of the Active, Associate, Emeritus and Bioscientific (employed) members will be invited with a guest. Invitations will be sent to your homes. RSVP is required to give an accurate count to the Renaissance Hotel. A QR code will be set up for easy response.
- Do not delay! Your LEAP Education Modules are due in a few months. Please log onto your LEAP account and complete the required education modules before December 1, 2023.
- If you are leaving the system to retire or resign know that we will miss you very much and also you are required to clear through the medical staff office! Contact Brittany Valzeno to set up a clearing meeting and receive the policies.

### Welcome New Staff Members and Privileged Providers!

#### Anesthesiology

Anne Chirdon, APRN-CRNA  
Samuel Hitchcock, CAA  
Ailin Jiang, APRN-CRNA  
Justin Jones, MD  
Jessica Merrill, MD  
Parnell White, MD

#### Dental Medicine

Emily Steiner, DMD

#### Dermatology

Paola Barriera Silvestrini, MD  
Megan Greenhouse, APRN-CNP

#### Emergency Medicine

Megan Johnson, MD  
Steffen Simerlink, MD

#### Family Medicine

Kate Kelley, MD  
Erin Passafiume, APRN-CNP  
Sonal Patil, MD  
Lyudmyla Tsikholska, APRN-CNP  
Patrick Zak, MD

#### Geriatric Medicine

Theresa Shultz, APRN-CNP

#### Medicine

Josue Davila, MD  
Urvi Patel, DO

#### Medicine/Cardiology

Phoo Pwint Nandar, MD

#### Medicine/Gastroenterology

Adrian Lindsey, MD  
Andrew Rosenfeld, DO  
Nataliya Vasylykevych, APRN-CNP

#### Medicine/Infectious Disease

Morgan Morelli, MD

#### Medicine/Internal Medicine

Kate Kelley, MD



**Medicine/Hospital Medicine**

Amy Billow, MD  
William Petro, MD  
Stephen Vetter, DO

**Medicine/Nephrology**

Muhammad Souqiyeh, MD

**Medicine/Pulmonary Medicine**

Andrew Lewis, DO

**Neurology**

Mofei Lu, MD  
Elizabeth Myer, DO

**Obstetrics & Gynecology**

Heather Jimenez, APRN-CNP

**OB/GYN/Urogynecology**

Sarah Sears, MD

**Orthopaedics**

Boshen Liu, MD

**Otolaryngology**

Akash Naik, MD

**Pathology**

Yan Wang, MD

**Pediatrics/Neonatology**

Andrea Cottrell, APRN-CNP  
Francine Peters, APRN-CNP

**Pediatrics/Pediatric Cardiology**

Daniel Pastnerack, DO

**Psychiatry**

Jennifer Collins, APRN-CNP  
Eric Dobson, MD  
John Heather, MD  
Susan Kimmel, MD  
Gianna Montague, APRN-CNP  
Sarah Okolish, APRN-CNP  
Eric Reed, MD  
Stephen Schuldt, MD

**Physical Medicine and Rehabilitation**

Julie Shad, MA. CCC-SLP

**Radiology**

Sergey Bondarev, MD  
Frank Fofie, MD

Monica Hurvitz, MD  
Jeffrey MacLean, MD

**Social Work**

Cristi Zavarella, LPCC-S

**Surgery/General Surgery**

Rebecca Dykes, APRN-CNP

**Surgery/Ophthalmology**

Edward Lee, MD

**Surgery/Cardiothoracic Surgery**

Allison Tjan, PA-C

**We Want to Hear from You**

If you have exciting news from your department, let us know. We want to publish it in our newsletter! Email Carol Herbert at [cherbert@metrohealth.org](mailto:cherbert@metrohealth.org).



September 2023



## **Breaking the Silence: Promoting Open Conversations on Suicide Prevention | Sept. 10**

September 10<sup>th</sup> is World Suicide Prevention Day and to provide support to our employees that have been impacted by suicide, we encourage you to take advantage of this free recorded, on-demand webinar all month which will explore the significance of openly addressing suicide prevention, understanding common risk factors and warning signs, how to approach conversations about suicide with empathy and sensitivity, and discuss strategies for creating safe spaces. Scan the QR code to access the webinar on Sept. 10.



## **New Virgin Pulse Journey! Recognize and Overcome Burnout**

Many of us are familiar with burnout. It's that feeling you get when you've been stressed and overwhelmed for a long time. It can leave you feeling exhausted and even helpless. But there are ways to manage burnout and even prevent it. Learn about the signs and gain new habits to take action to address burnout by enrolling in this new journey that can be found on your Virgin Pulse account under Health Icon. Scan the QR code to log into your Virgin Pulse account.



## **Relax, Refresh, Recharge: Self Compassion Series | Sept. 13 & 27, 12 PM – 1 PM**

Relax, Refresh & Recharge, is a monthly stress management series focused on providing you with tips and resources available to support your overall mental and emotional well-being. Scan the QR code to register.



## **Outdoor Yoga | Sept. 20, 12:10 PM – 12:50 PM or 4:30 PM – 5:10 PM**

Join our Yoga instructor, Melissa, for a free yoga class in Quad Park. Mats and supplies will be provided, or you may bring your own mats. Scan the QR code to register. If weather is bad, we will meet in Connors Auditorium, Main Campus, Rammelkamp, 1st Floor. Scan the QR code to register.



## **Cooking Demonstration | Sept. 21, 12 PM – 12:45 PM**

Join us for a cooking demonstration with Good Soul Nutrition founder, Nicole Ryan Suppes, RDN! Help us celebrate Hispanic Heritage Month with Cuban Style Nachos and Refried Beans and Rice. During the event, Nicole will showcase her culinary skills using fresh produce, provide nutrition education, and answer any questions. Scan the QR code to register.



## **Financial Wellness Seminar | Sept. 26, 12 PM – 1 PM**

The Institute for H.O.P.E., the Employee Assistance and Wellness Program and Employee Benefits are offering you a monthly series that will provide you with the tools needed to tackle common money management concerns. College Now will present on management of student loans. Scan the QR code to register.



## **On-site Circuit Training Tuesdays & Total Body Thursdays | 12:10 PM – 12:40 PM**

Join us for our onsite fitness classes in Metrocize! The classes are open to Metrocize members and are appropriate for all fitness levels. Scan the QR code to register.

To learn more, visit our Sharepoint site on the MIV by clicking on the Self-Care icon.  
(216) 957-2020 | [metrohealthy@metrohealth.org](mailto:metrohealthy@metrohealth.org) | [join.virginpulse.com/metrohealthy](https://join.virginpulse.com/metrohealthy)



**Virtual Fitness Classes | Every Monday – Friday**

Let us help you get your daily movement in by joining a free virtual fitness class. Scan the QR code to register.



**On-Site Yoga | Wednesdays | 12:10 PM – 12:50 PM**

Yoga returns to Metrocize! The class is open to Metrocize members and is appropriate for all fitness levels. Mats and supplies will be provided, or you may bring your own mats. Scan the QR code to register.



**Metrocize Employee Fitness Center | Open 24/7, Monday – Friday**

Join our employee fitness center on the 7<sup>th</sup> floor in the Hamann Building at main campus. Our facility has a variety of cardio and strength training equipment for a low annual payroll deduction of \$60. Scan the QR code to complete an enrollment form.



**Mindfulness Meditation on Zoom | Every Tuesday, 12 PM – 12:30 PM**

Join us for some quiet time to practice gratitude, re-center your focus and bring awareness to the present moment without judgment. Scan the QR code to join using Meeting ID: 879 6135 9162 and Passcode: 5MiKeb.

*Note: Since the MetroHealthy Rewards Program deadline is Sept. 15, 2023, you may log your activities after Sept. 15<sup>th</sup> for MetroHealthy points starting January 2024 on Virgin Pulse.*

To learn more, visit our Sharepoint site on the MIV by clicking on the Self-Care icon.  
(216) 957-2020 | [metrohealthy@metrohealth.org](mailto:metrohealthy@metrohealth.org) | [join.virginpulse.com/metrohealthy](https://join.virginpulse.com/metrohealthy)

# The MetroWAY *Forward*

The WAY we do.

What we do.

Every day.

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Joseph Golob, MD – SVP Chief Quality and Safety Officer  
Dalph Watson, JD – EVP Chief People Officer



**MetroHealth**



# MetroHealth True North

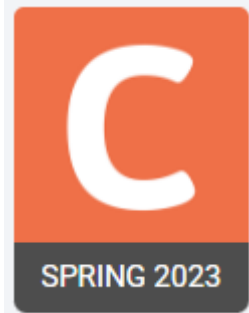




## MetroHealth Six Pillars

The building blocks of everything we do.

# Call for Action and Change!



Medicare.gov

Overall star rating



Patient survey rating



Med Surg

Vacancy Rate	34.5%
Turnover	43.1%

CMS.gov

Prospective Payment System

~\$760,000 Loss

Turnover

Turnover Rate	Past 12 months	Since 1/1/2022
Respiratory	28.40%	43.80%
Pathology (blood bank & core lab)	21.40%	40%
Radiology	22%	41%
Corrections	41.50%	64.40%



How do we Transform...

**Culturally?**

**Operationally?**

**Clinically?**

**Financially?**

Our Solution...

# The MetroWAY *Forward*

# What is the MetroWAY Forward?



It's a people first culture that empowers all 8,700 employees to use their experience, expertise, creativity, knowledge and talents to find smarter, better, and more innovative ways to accelerate our way toward True North.



It's a clinical, operational, cultural and financial transformation.



It's the WAY we do. What we do. Every day.

# What is the MetroWAY Forward?



It's a journey of continuous learning and improvement toward True North.



It's never being happy with mediocracy.



It's the pride of wearing a MetroHealth ID Badge.



It's how we interact and LISTEN to our patients, staff, and community.



It's a people first culture.

# MetroWAY Forward is a: Cultural Transformation

# The MetroWAY Forward is a People First Culture

On this people-first foundation, our other strategic pillars will stand strong – and grow stronger:

- CLINICAL AND ACADEMIC EXCELLENCE

- HEALTH EQUITY

- COMMUNITY ENGAGEMENT AND IMPACT

- INNOVATION

- ACCELERATED GROWTH

# What is a people-first culture?



Respect to our patients and to each other.



Treasures and appreciates the true value of every person that touches our organization.



Nurtures and nourishes empathy, empowerment, inclusiveness, compassion, curiousness, courage and creativity.

# The KPIs of a people-first culture



Keep People Informed



Keep People Involved



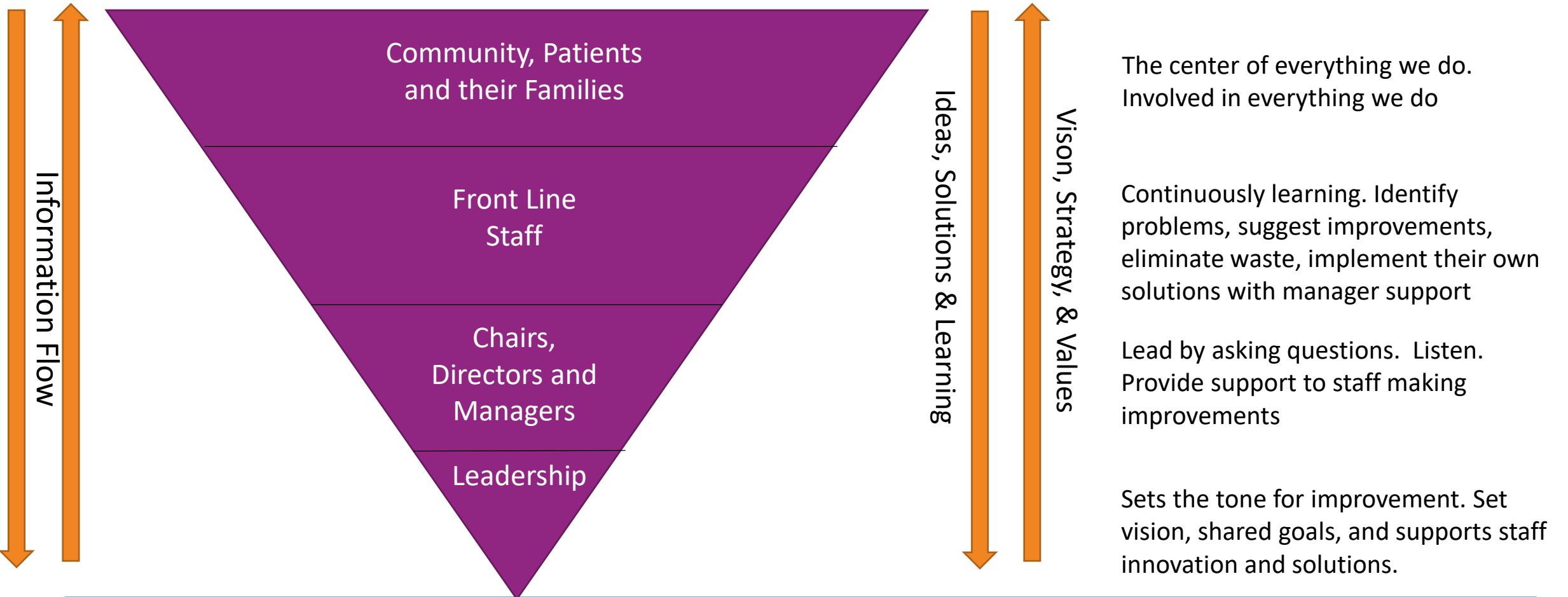
Keep People Inspired



Keep People Interested



# MetroWAY Forward Pyramid



# MetroWAY *Forward* Tools and Tactics

## Psychological Safety



A belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, mistakes, and that the team is safe for interpersonal risk taking.

Amy Edmondson



# MetroWAY *Forward* Tools and Tactics Leadership Development at all Levels



1

Vision

Mindsets,  
Behaviors, Actions

3

Outcomes

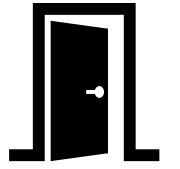
**MetroWAY  
Forward**

1. *How must we all show up every day?*
2. *What behaviors do we need -  
(of our employees & leaders to model)?*
3. *What actions do we use to improve?*

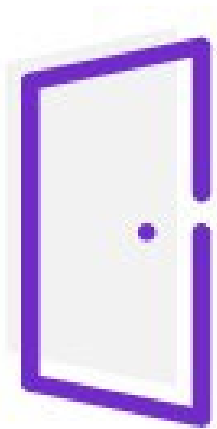


**True  
North**

# MetroWAY *Forward* Tools and Tactics



## Ask the CEO



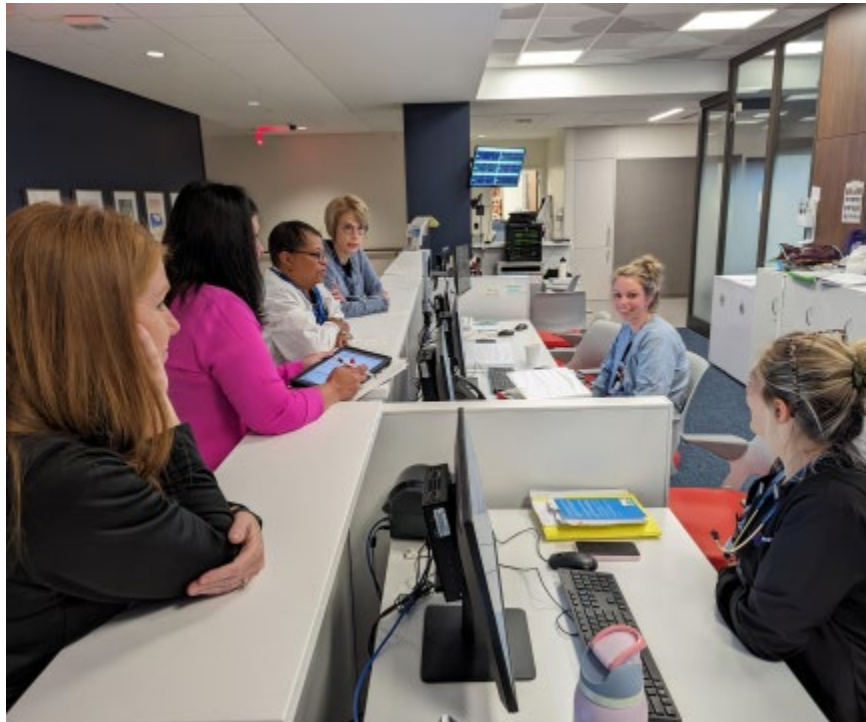
**open  
door  
policy**

- Direct and meaningful engagement
- Transparency
- Open communication
- Active listening

MetroWAY Forward is a:  
Clinical Transformation  
Operational Transformation  
Financial Transformation

# MetroWAY *Forward* Tools and Tactics

## Leadership Listening Rounds



Listen. Ask Questions. Remove Barriers

The frontline know the solutions to our daily work inefficiencies. We just need to ask them!

# MetroWAY *Forward* Tools and Tactics

## Community Feedback



Healthy Conversations and Community Advisory Councils

# MetroWAY *Forward* Tools and Tactics

## Standard Work



### Standard Work:

- Is a fundamental principle of Lean thinking.
- The foundation for continuous improvement.

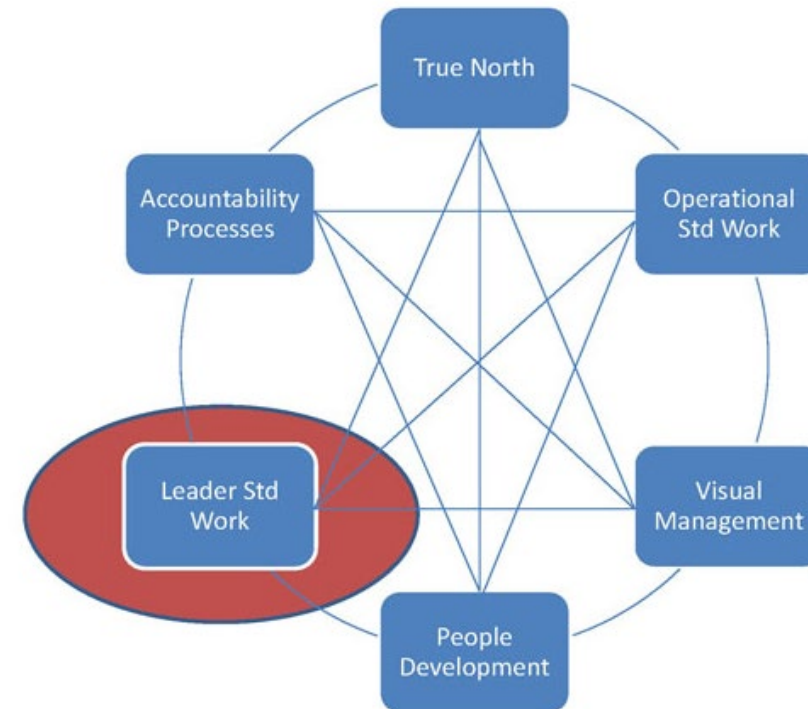
### Standard work:

- Establishes precise procedures for every role in a defined process to ensure delivery equitable, safe, high-quality patient-centered care (True North).
- Benefits team members on all shifts by documenting the process, reducing variability, building trust, and reducing risks to patients and staff.

### Standard work:

- Clarifies roles and responsibilities.
- Creates a focus on both Leader and Operator standard work.

### The MetroWAY *Forward*





# MetroWAY *Forward* Tools and Tactics

## Rapid Improvement Events



Employees directly engaged in problem solving, continuous improvement and innovation



**The MetroWAY**  
*Forward*  
**The WAY we do.**  
**What we do.**  
**Every Day.**



**RECOMMENDATION TO THE PRESIDENT AND CHIEF EXECUTIVE OFFICER  
OF THE METROHEALTH SYSTEM  
FOR APPROVAL OF A CLAIM SETTLEMENT**

**Recommendation**

The Senior Vice President, General Counsel recommends that The MetroHealth System approve the settlement of claim number 21-25-0521 in an amount not to exceed \$1,750,000 for The MetroHealth System, to be paid out of operations and to be submitted for reimbursement by Select Assurance Captive, LLC.

**Background**

The Board has reviewed this claim with the General Counsel. This authorization does not admit liability in this claim but expressly denies the same, and the settlement is authorized only in compromise of a disputed matter. The underlying facts and other considerations have been previously discussed with the Board of Trustees.

## Approval of a Claim Settlement

\*\*\*\*\*

### RESOLUTION XXXXX

WHEREAS, the Board of Trustees of The MetroHealth System has been presented a recommendation for the settlement of Claim No. 21-25-0521; and

WHEREAS, the Board of Trustees has reviewed this recommendation and now recommends its approval.

NOW, THEREFORE, BE IT RESOLVED, the Board of Trustees of The MetroHealth System hereby approves settlement of Claim No. 21-25-0521 in an amount not to exceed \$1,750,000 to be paid out of operations and to be submitted for reimbursement by Select Assurance Captive, LLC.

BE IT FURTHER RESOLVED, the President and Chief Executive Officer is hereby authorized to negotiate and execute agreements and other documents consistent with this resolution.

AYES:

NAYS:

ABSTAINED:

DATE: