

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

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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

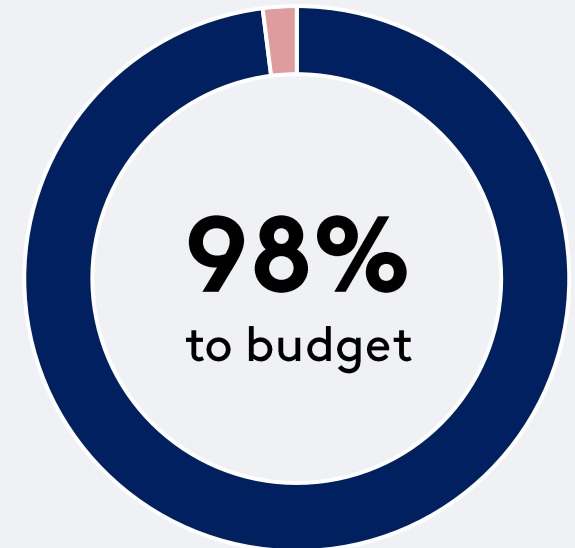
Our six goal domains flow from our strategic pillars. They are designed to position MetroHealth for meaningful success and ultimately lift the health and wealth of the communities we serve.

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)\*



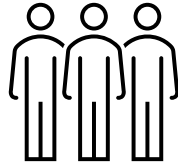
**Actual:** \$82.6 million  
**Budget:** \$84.0 million  
**Variance:** **(\$1.4 million)**

*\*as of August 31, 2023*

# Financial and Operational Transformation

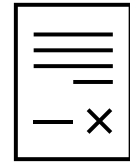


To be proactive and ensure we meet our financial and operational goals, here are the initiatives we are immediately instituting until the end of this year and beyond.



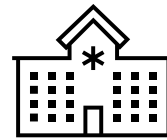
## Workforce Optimization

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



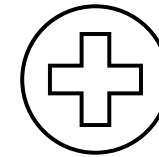
## Supply Chain and Purchased Services Optimization

Executive Champions  
Justin Gallo



## Targeted Volume Growth

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



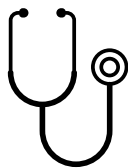
## Inpatient/Acute Care Optimization

Executive Champions  
Olusegun Ishmael, MD  
Richard Blinkhorn, MD



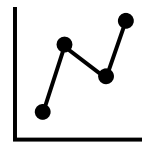
## Pharmacy Capture Rate Improvements

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



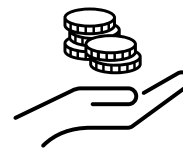
## Access and Share of Care Improvements

Executive Champions  
William Lewis, MD  
Nabil Chehade, MD



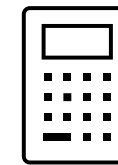
## Service Planning Optimization

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



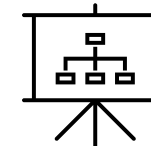
## Enhancing Philanthropic and Government Support

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

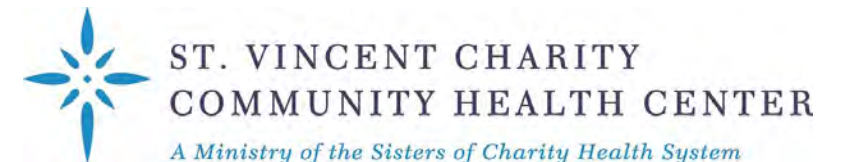


## Organizational Design and Clinical Alignment

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

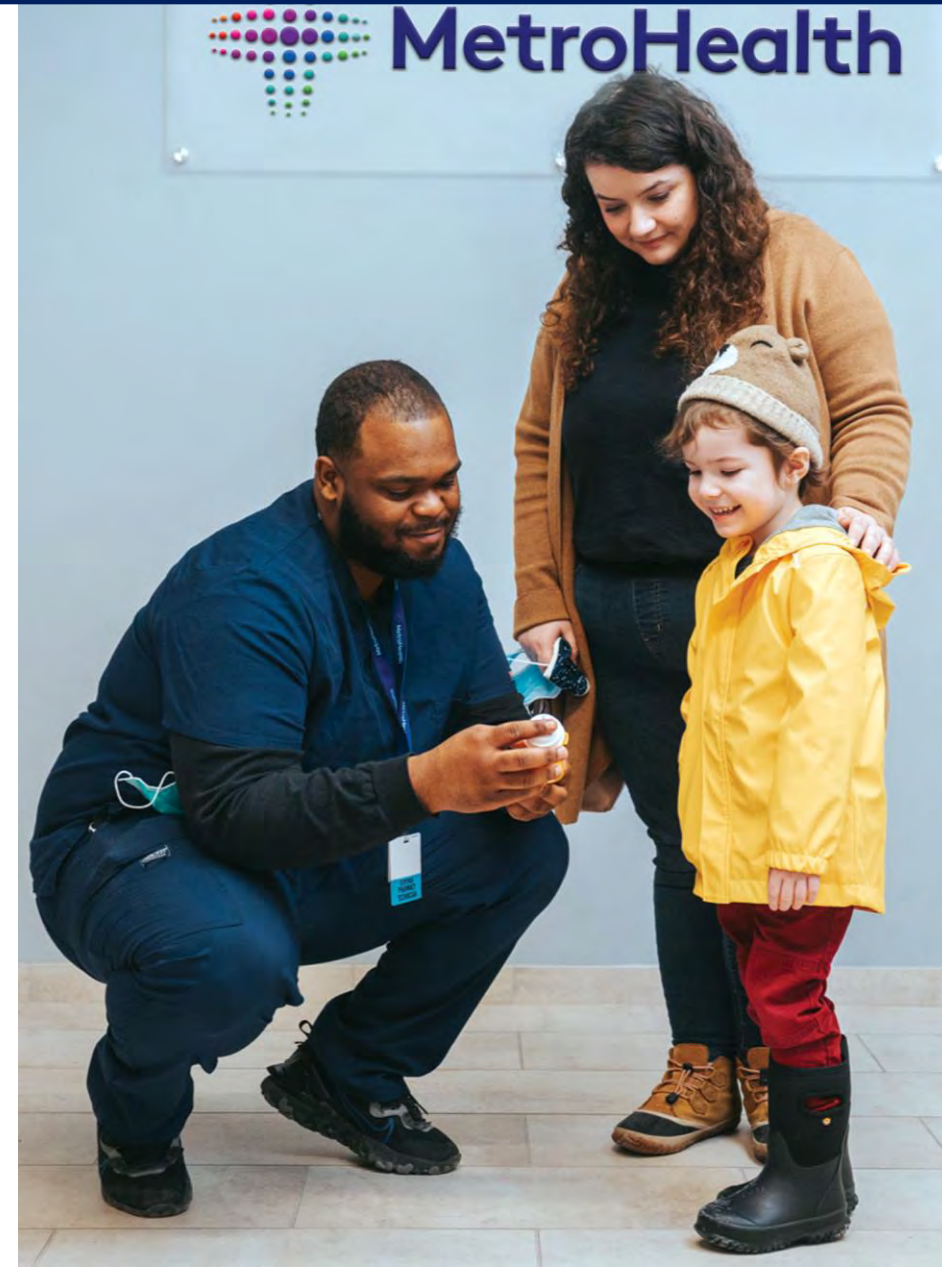
- Through the concerted efforts of a multidisciplinary team, we have worked to improve customer service as well as coordinating with providers to expand appointment opportunities.
- As of August 31, we have seen 213,836 unique ambulatory patients compared with 207,928 in 2022, a 2.8% increase.
- We continue 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%
<b>TOTAL PROGRESS</b>	<b>14.9 Points (Stretch Performance 15 points)</b>



### Legend

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



## System Goal: Social Drivers of Health Screenings

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

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

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

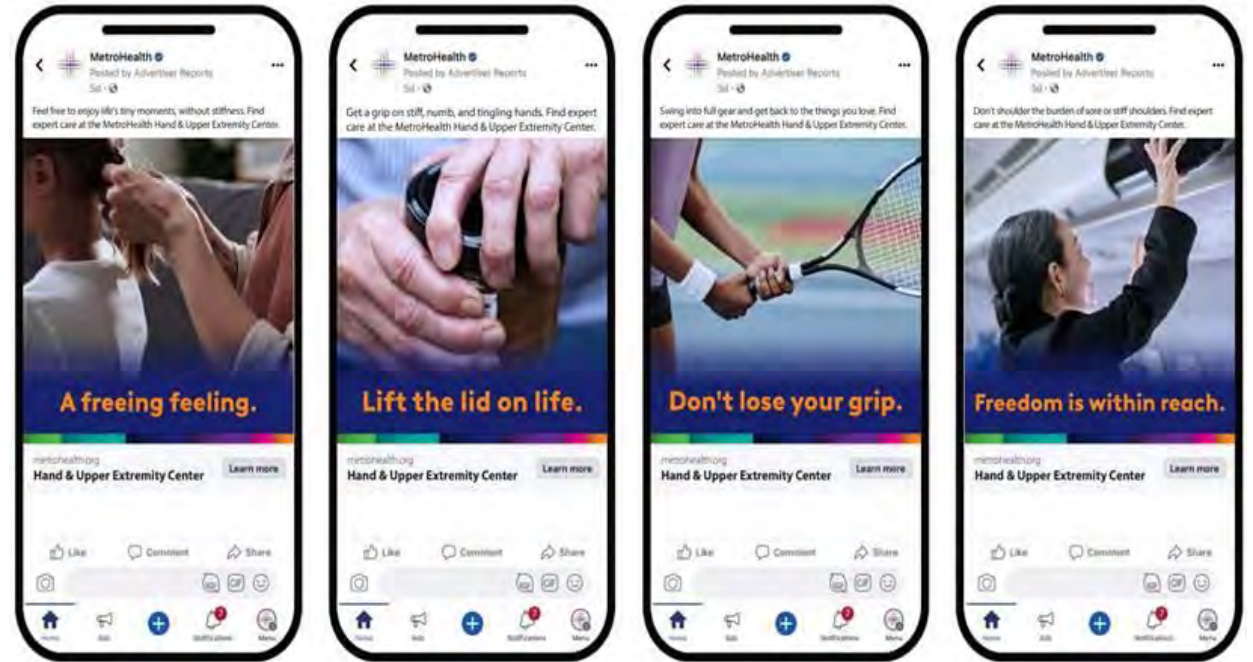
## Press Releases

[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.

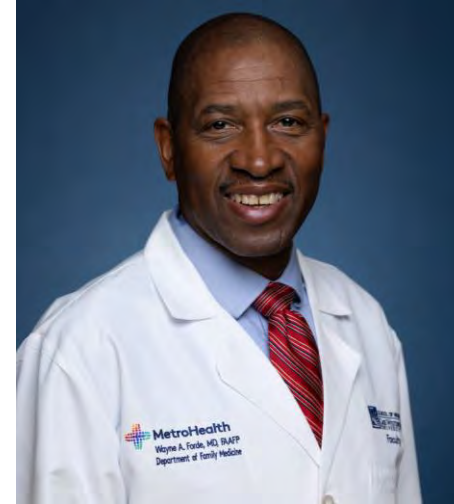
## Other Updates

- [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.



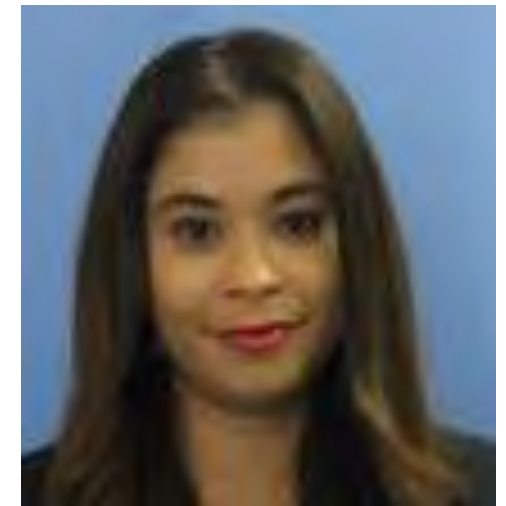
Wayne Forde, MD



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