

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

President and CEO, The MetroHealth System

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

Trustees,

Every day, our 8,700+ caregivers are moving this organization forward. Because of their dedication and commitment to our mission, we are seeing tremendous progress on nearly all fronts – in our hospitals, in our clinics and in the community. As we look forward to 2024, I want to level set and showcase some of that progress.

As you well know, MetroHealth, like other health systems across the nation and in our community, faces significant financial headwinds brought on by labor shortages and inflation. And in 2020-2022, MetroHealth's financial position had been supported by governmental dollars designed to help hospitals weather the pandemic – and those dollars are no longer available.

But unlike others in our market, we are seeing real progress where it matters most for our financial health: patient volumes. Total discharges, admissions, Emergency Department visits, surgeries and in-person visits are outperforming the prior year. The demand is there – demand for our mission and our patient-centered approach to care.

Because of these efforts, our total operating revenue is up 12.9% over last year – no small feat given the pressures facing health systems across the nation and in our community. However, to ensure our expenses do not continue to outpace the revenue we generate, our budgeting process has been organized around six key principles. They are:

1. **Financial Targets:** We must achieve established targets consistently year-over-year to sustain ourselves and invest in the future.
2. **Existing Commitments:** These should be funded first before requesting additional resources.
3. **Budget Ownership:** Budget owners have discretion over use of their available resources and are responsible for prudence.
4. **Conservatism:** Pragmatic estimates, targets and decisions will be made throughout the process.
5. **Prioritized Spending:** We will maintain a balance between prioritizing strategic, long-term requirements and short-term needs.
6. **Accountability for Results:** We will monitor through variance management, initiative tracking and post-project reviews.

I am grateful for the partnership of Derrick Hollings, our new EVP/Chief Financial Officer; Dalph Watson, our new EVP/Chief People Officer; and other leaders as we work through our budgeting and goal-setting processes for the coming year. I look forward to sharing more with you in the coming weeks.

I also want to express my gratitude for your support in making our inaugural Multicultural Women's Health Fair & Empowerment Expo a resounding success. With just a few months to plan and pull things together, we hosted the largest and most successful event of its kind in



2500 MetroHealth Drive, Cleveland, OH 44109

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

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Cleveland history – a day focused on building the health and wealth of Greater Cleveland’s women.

We lifted our community’s women, brought them together, empowered them, and raised their voices. We held hands, filled hearts, inspired minds – and we saved lives. And really, that is what we are all about at MetroHealth: building a healthier – and more equitable – community.

I would be remiss if I did not mention the horrors unfolding in the Middle East – the acts of terrorism, the killing of civilians and the rampant hatred. Many of our colleagues at MetroHealth have shared their feelings with me and are experiencing pain and fear like they have never experienced. My heart has been shattered by their anguish and fear.

As I told our staff the other day, it is our turn to show up and shine the light of love and healing on the darkness of the day. To push – and push hard – against hate. To denounce violence. To comfort and support our colleagues and patients, without regard to their religion, race or ethnicity.

Thank you so much for showing up and stepping up – today and every day – to live MetroHealth’s mission.

Sincerely,

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

President & CEO

The MetroHealth System



2500 MetroHealth Drive, Cleveland, OH 44109



MetroHealth



MetroHealth

Report to the Board of Trustees

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

President & CEO

October 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.

YEAR-TO-DATE PERFORMANCE



2023 System Goal Domains

Financial

Total Operating Revenue has increased 12.9% as compared to prior year

3.5% increase in Net Inpatient Revenue

11.1% increase in Net Outpatient Revenue (outpatient surgery exceeding prior year by 11.8%, Endoscopy by 13.8%)

Total gross revenue in the ambulatory division year to date is \$666.7M, 1.7% ahead of target and 9.1% ahead of this time last year

Financial challenges continue to be driven by labor expenditures and impending mortgage payment for The Glick Center



Strategy & Growth

7.7% increase in ED visits compared to 2022 and 6.7% increase in ED admissions

5.7% increase in Total System Discharges

4.8% increase in the Average Daily Census

Average Length of Stay - 5.44 ALOS for September 2023 a 9.7% decrease compared to September 2022 and 2.2% decrease compared to prior year (5.83 vs. 6.08)

System has seen 224,597 unique ambulatory patients compared with 219,504 at this time in 2022, a 2.3% increase.

Ambulatory network has had 989,385 patient visits, a 4.7% increase over last year and the highest in the post-COVID era. 85% of these were in-person, an increase of 10.7% compared to last year.

Improved the number of patients who received an appointment in primary care within 7 days of their request to 63.5%, a 7 percent increase compared to last year.



Quality & Service

Year to date we have seen a 30.7% reduction in patient preventable harms per 1,000 inpatient days which is our best performance in 5-years

Year to date we have seen a 9% overall improvement in patient experience performance

4 of 10 HCAHPS scores are achieving CMS 4-star performance

Reached stretch performance in 4 of 7 ambulatory goals with the remaining 3 at target

Developed transparent dashboard viewable to the entire System which includes all 67 quality, safety, and experience metrics performance broken down by race and gender



Clinical Transformation, Health Equity & Community Impact

3.5% improvement in postpartum visits and 1% improvement in prenatal care

A total of 128,020 patients have been screened for social drivers of health, on track to meet stretch goal for 2023

Over 67% of patients who request assistance for a social need are connected to services, exceeding stretch goal for 2023

Work underway to expand SDOH screening to the Inpatient setting in 2024 in response to new CMS guidelines

Implemented patient survey to gain insight on challenges Black/African American patients have accessing prenatal and postpartum care

Aligned initiatives with CICIP goals and program

Referrals to the High-Risk Breast Health Clinic are up 40%, Screening Mammograms and Imaging are up 17%, an have seen 6% more Stage I cancers and 10% less Stage IV Cancers



Culture & Diversity

As of September, our turnover rate has reduced by 16.9% compared to last year. Trending to fall near 18% for 2023.

Non-provider hires rolling 12-month comparison (Oct. - Sept. annually):
Oct. 2022 - Sept. 2023: 2012 (+385)
Oct. 2021 - Sept. 2022: 1627

Expanded external recruitment strategies and ensuring the effectiveness of our current new hire incentive offerings

Prioritizing requisitions in high vacancy/turnover areas and those currently filled by external contract/travel staff

Targeted retention action plans in high turnover departments/units

Expanded recognition and facilitation of employee feedback

Improving HR's accessibility via launch of on-site HR Office at Main Campus



Innovation, Education & Research

81 grants submitted, exceeding reach goal of 75 and illustrating significant improvement over 2022's total of 67

Grants revenue for the 2022-2023 Case academic/fiscal year was record setting

Industry Clinical trial process revamped and made electronic

Infrastructure growth (FTEs) is enhancing post award management

4 innovation programs are meeting their goals for 2023. Promedica helicopter program, Spry, Skyway, and the formation of Ovatient have all met their goals.



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

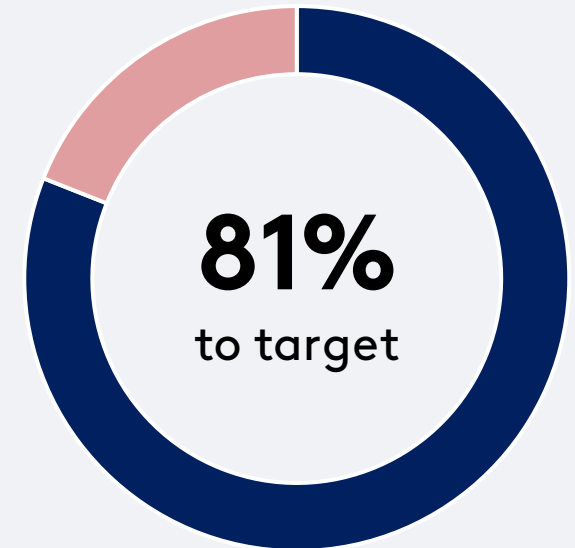
Our six goal domains flow from our strategic pillars. They are designed to position MetroHealth for meaningful success and ultimately lift the health and wealth of the communities we serve.

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 Adjusted Earnings Before Interest, Depreciation and Amortization (EBIDA)*



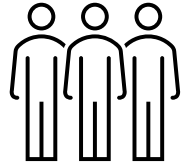
Forecasted Actual: \$108 million
Budget: \$134 million
Variance: (\$26) million

**as of September 30, 2023 forecasted to year end 2023*

Financial and Operational Transformation

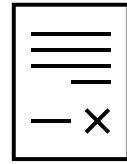


To be proactive and ensure we meet our financial and operational goals, here are the initiatives we are immediately instituting until the end of this year and beyond.



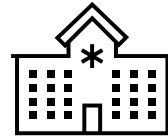
Workforce Optimization

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



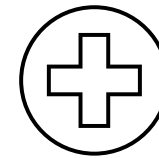
Supply Chain and Purchased Services Optimization

Executive Champions
Justin Gallo



Targeted Volume Growth

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



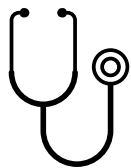
Inpatient/Acute Care Optimization

Executive Champions
Olusegun Ishmael, MD
Richard Blinkhorn, MD



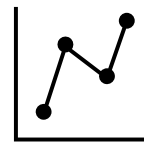
Pharmacy Capture Rate Improvements

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



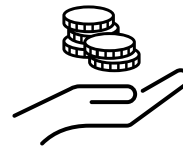
Access and Share of Care Improvements

Executive Champions
William Lewis, MD
Nabil Chehade, MD



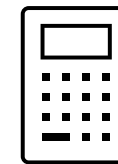
Service Planning Optimization

Executive Champions
Julie Jacono
Sonja Rajki
Derrick Hollings
Richard Blinkhorn, MD



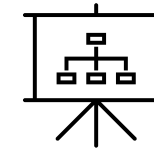
Enhancing Philanthropic and Government Support

Executive Champions
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

- 3.5% increase in Net Inpatient Revenue compared to 2022
- 11.1% increase in Net Outpatient Revenue compared to 2022 (contributions by outpatient surgery exceeding prior year by 11.8%, Endoscopy exceeding prior year by 13.8%)
- 7.7% increase in ED visits compared to 2022 and 6.7% increase in ED admissions compared to 2022
- 5.7% increase in Total System Discharges compared to 2022
- 4.8 % increase in the Average Daily Census compared to 2022
- Average Length of Stay - 5.44 ALOS for September 2023 a 9.7% decrease compared to September 2022
 - 2.2% decrease compared to prior year (5.83 vs. 6.08)
- Successes Attributed to:
 - Operational efficiencies:
 1. The ED START program
 2. Perioperative areas
 3. Hospitalists program
 4. Capacity Command Center, UM
 5. Discharge Lounge
 6. Behavioral Health

System Goal: Inpatient Net Revenue Growth

2022 Baseline	2023 Target Goal	YTD 2023
-	2%	3.5%
\$269,202,673	\$274,586,726	\$278,735,047

Legend

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



AMBULATORY DIVISION HIGHLIGHTS

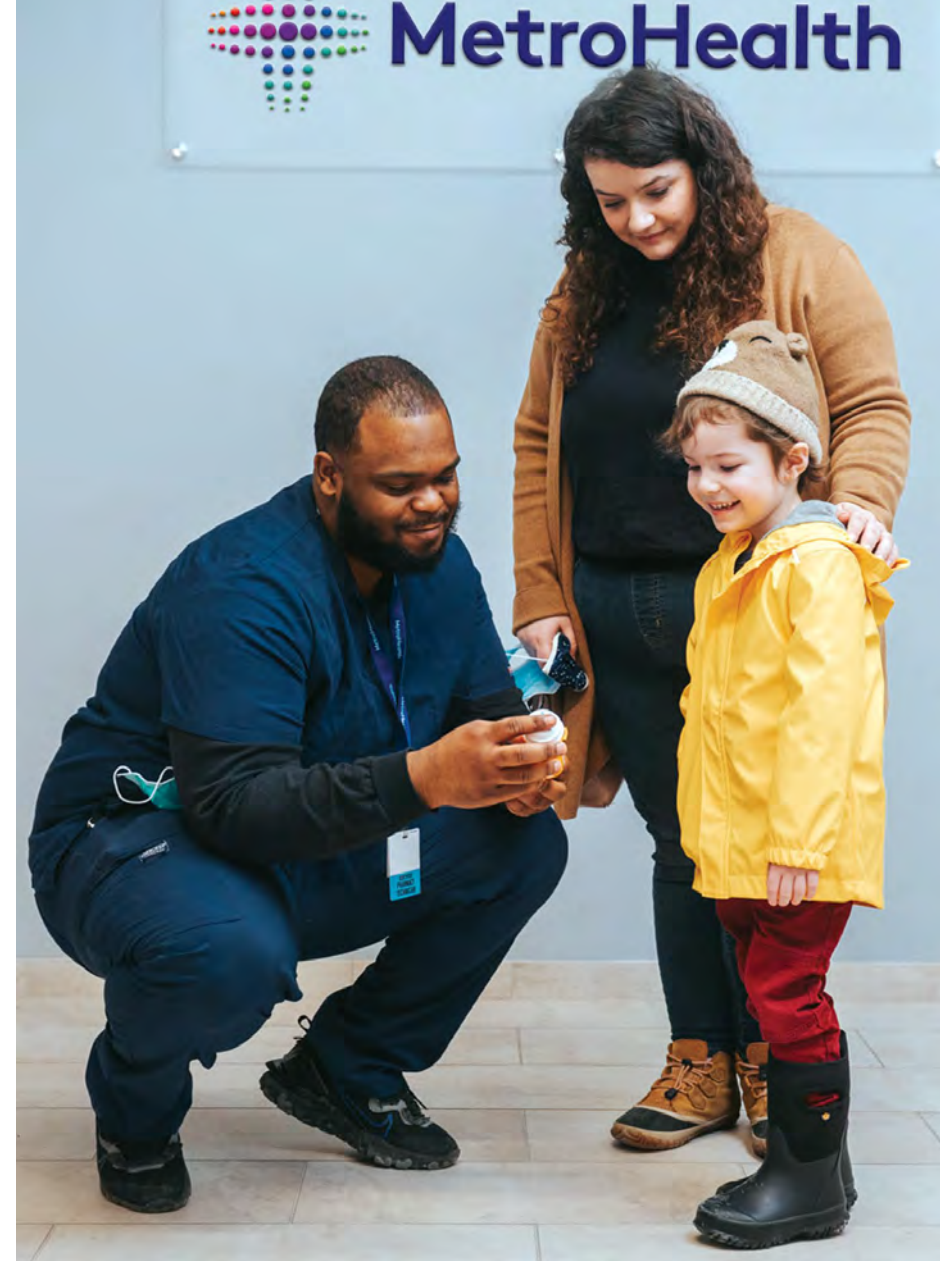
- As of September 30, we have seen 224,597 unique ambulatory patients compared with 219,504 at this time in 2022, a **2.3% increase**.
- MetroHealth received accreditation from the American Academy of Sleep Medicine to be training site for the A-Step Introductory Course for Sleep Techs. The two-year accreditation was effective on September 8 and designates MetroHealth as the third such program in the State of Ohio.
- The MetroHealth System achieved Gold Plus recognition as part of the 2023 Target: BP initiative. This program demonstrates our commitment to decreasing the number of individuals in our community living with uncontrolled blood pressure.
- MetroHealth recently opened our newly renovated Surgery Clinic at our Parma Medical Center on October 6, 2023.
- We have improved the days between appointment date given and appointment date requested by 7% so far YTD

System Goal: Unique Ambulatory Patients

2022 Year-End Baseline	2023 Target Goal	YTD 2023
247,643	250,000 patients	224,597

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 **9% improvement** in our patient experience compared to 2022 and 4 of 10 HCAHPS have reached 4-star performance. Some highlights:

- Patient complaints related to communication concerns have decreased 50% during the first half of the year
- Service excellence training for frontline staff in the Emergency Department (97% complete) and Ambulatory Care Enterprise (36% complete) is underway
- Collaboration among Nursing, Providers, Case Management, Clinical Informatics, and other disciplines have developed a solution to address HCAHPS opportunities to improve patient education about what to look out for after discharge

2022 Baseline	2023 Target Goal	YTD 2023 (Through July)
2.80	2.96	3.05



Legend

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

System Goal: Elimination of Preventable Harm

- It is a MetroWAY Forward True North Goal to eliminate patient harm and through September 2023, our confirmed 1.26 harms per 1,000 patient days is **29% improved** compared to 2022 performance
- The Elimination of Harm Goal is now visible in real time to the entire organization through a MIV widget called – Patient Safety Score
- Through this widget you can obtain additional information on each harm within the system goal composite and compare our overall performance to previous years.







Realtime as of Oct. 9 - changes daily as harms are identified and patient days increase

2022 Baseline	2023 Target Goal	YTD 2023 (Through Sept)
1.69	1.62	1.26



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 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.
- 4 of 7 metrics have reached stretch performance.
- We will begin dissecting each of these metrics monthly. See the next slide for a more in depth look at our pediatric **lead screening** improvements.



Measures	Status YTD – Through August
Diabetes Treatment	28.95%
Colorectal Cancer Screening	57%
Breast Cancer Screening	76%
Screening for Depression	69%
Statin Therapy	66%
Pediatric Lead Screening	76%
Pediatric Immunizations	35%
TOTAL PROGRESS	18.9 Points (Stretch Performance 15 points)

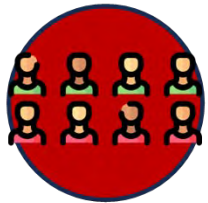
Legend

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

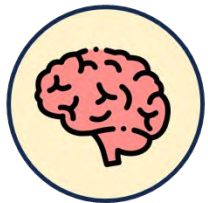
System Goal: Top Performer on CMS Universal Foundation Ambulatory Measures

Pediatric Lead Screening – A story of continuous improvement for our community

- Lead testing is required for all Ohio children at 1 years old and 2 years old who have Medicaid insurance or who live in a zip code designated as high risk for lead exposure
- The System goal uses a metric that measures the percentage of Medicaid children in our pediatric wellness registry who have had at least one lead test by 2 years of age
- Thanks to the Lead Coalition Team and all our ambulatory providers who care for our communities' children, we have increased lead screening above our 2023 stretch goal to 76%!



561 children at MHS had elevated lead in 2022



Lead can cause:

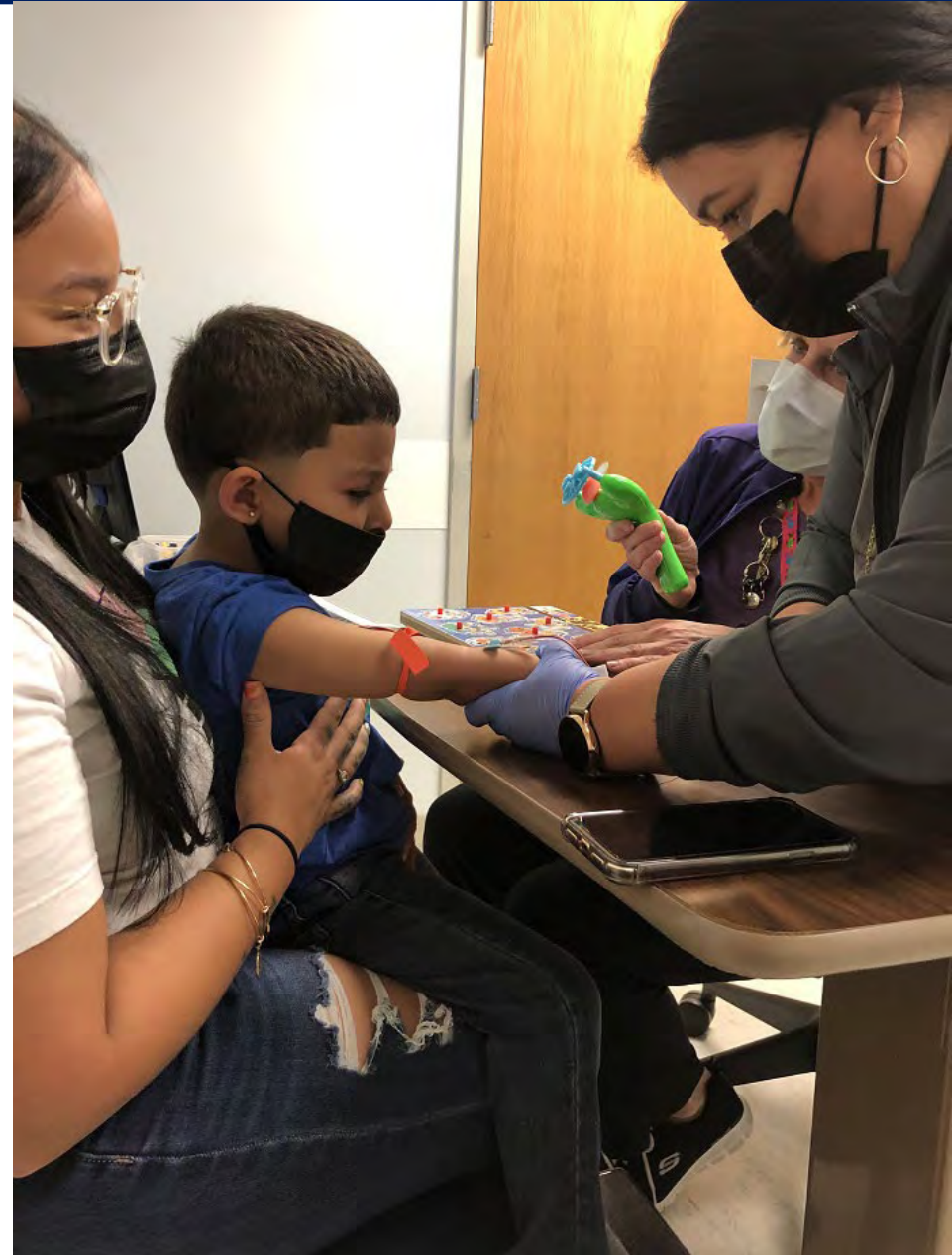
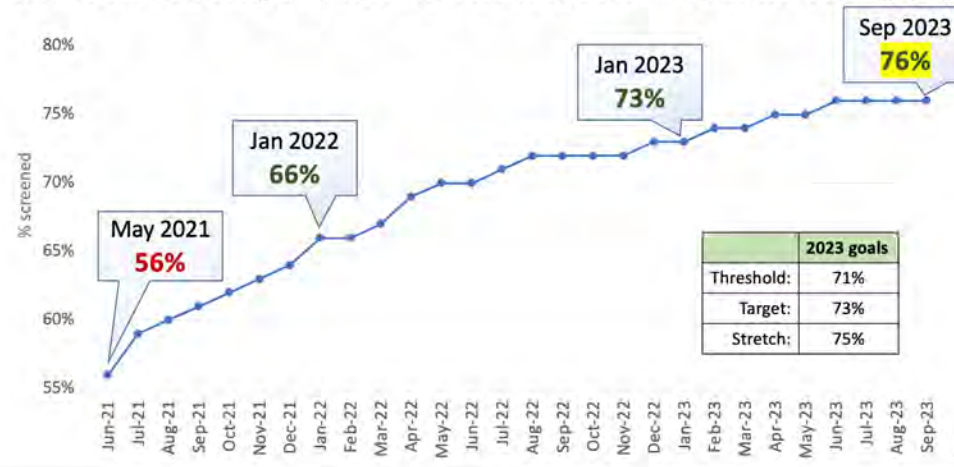
- Learning difficulty
- Attention problems
- Behavior issues



Racial and economic disparity

Lead Screening Quality Metric

MH Lead Screening in 2 Year Olds with Medicaid – 12 Month Rolling (%)





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 and are working on plans for Inpatient screening in 2024.

Year-End 2022	2023 Target Goal	YTD 2023
95,542	125,000	128,020

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%	67.1%





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.

- The CICIP Healthy Birth Outcome Task Force developed a questionnaire targeted at identifying access issues for women of color to prenatal and postpartum care. Distribution began at the Multicultural Women's Health & Empowerment Expo and will continue in select clinics.
- Increasing Well-Child visits with additional outreach programs and new access procedures.

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%		80.59%
Postpartum Care Visit	76.37%	<0.0001	77%		79.17%
Well-child Visits in First 15 Months	n/a	<0.0001	55%		55.49%
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.

Legend

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





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%	68.3%

Received an Appointment Within 14 Days of Requested Date

2023 Target Goal	YTD 2023
71.2%	74.8%



Legend

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

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 September 2023, our turnover rate has reduced by 16.9% compared to this point last year. To date, we are trending to fall near 18% turnover for 2023.
- To continue to reduce turnover, we must improve retention in departments/units by ensuring adequate staffing levels. We are prioritizing recruitment of requisitions in areas with high vacancy/turnover risk and those currently filled by external contract/travel staff.
- Our retention efforts also include improving HR's accessibility to employees with the launch of a new HR Office at Main Campus. At the end of October, employees will be able to meet with an HR team member in-person and get assistance with various HR-related matters.

2022 Baseline	2023 Target Goal	YTD 2023
21.44%	19.5%	18%



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%	27.2%

2022 Baseline	MBE 2023 Target	YTD 2023
14.62%	15%	5.6%

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
- 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	81

2023 Grants of Note:

- **Ann Avery, MD**, Physician Investigator in the Division of Infectious Disease of the Department of Medicine at The MetroHealth System, was awarded a 5-yr, \$5.7 million grant from the National Institutes of Health, National Institute on Minority Health and Health Disparities entitled, "Randomized Control Trial of Positive Peers mHealth app as a clinic-based intervention to optimize HIV outcomes among young, minority persons living with HIV."
- **David Cunningham, PhD**, and **Jayme Knutson, PhD**, Staff Scientists in the Department of Physical Medicine and Rehabilitation (PM&R) and the MetroHealth Center for Rehabilitation Research, were awarded a five-year \$3.4 million National Institutes of Health (NIH) grant entitled "tDCS during contralaterally controlled FES for upper extremity hemiplegia."
- **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 5-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.
- **Khalid Sossey-Alaoui, PhD**, was awarded a five-year, \$2.3 million grant from the National Cancer Institute (NCI) of the National Institutes of Health (NIH) to study mechanisms mediating "triple-negative" breast cancer and health disparities in African-American women.

Legend

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



System News and Accomplishments





“ **When women – especially underserved and vulnerable women – interact with the health care system, they often find that their voices are not heard, their pain is dismissed, their concerns are ignored, and their lives are not valued. Today, we are here to bring an end to all of that.**

MetroHealth President & CEO Dr. Airica Steed
*in her welcoming remarks at the
Multicultural Women’s Health & Empowerment Expo*

Multicultural Women's Health Fair & Empowerment Expo



This signature event on September 30 at the Huntington Convention Center was made possible by hundreds of MetroHealth volunteers and caregivers.

We delivered on our promise of creating an **affirming**, **uplifting** and **inspiring** day for women in Northeast Ohio.

2,500+
attendees

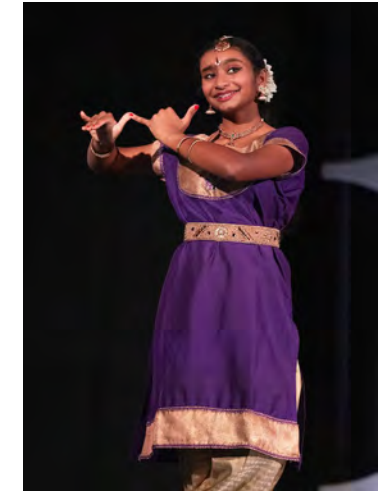
1,500+
screenings

[CLICK HERE](#) for a video recap



Highlights include:

- Health screenings, including diabetes (A1C), blood pressure, cholesterol, complete blood counts, kidney function, vitamin D levels, hepatitis B and C, pregnancy, sickle cell and more – all provided at no cost.
- A special appearance from Cynthia Bailey, a nationally recognized media personality who has used her voice and social influence to advocate for women's health. Cynthia, who appeared in Bravo's "Real Housewives of Atlanta," has been candid about sharing her own health struggles over the years and supporting other women experiencing the same issues and pain.
- Keynote addresses from Susan "Dee" Haslam, CEO of the Haslam Sports Group; Nicole Ward, philanthropist and co-founder of the Make Them Know Your Name Foundation.
- Dynamic health talks featuring MetroHealth providers focused on pregnancy care, heart health, mental health, breast health and women's cancer.
- On-site job interviews and employment resources with MetroHealth and more than a dozen other local organizations.
- Screenings of two powerful documentaries – "Below the Belt," which exposes widespread problems in the health care system that disproportionately affect women; and "Black Women: Our Hope, Health and Healing," which chronicles the challenges and barriers faced by Black women in Northeast Ohio.
- Live entertainment featuring acclaimed gospel singer Kierra Sheard-Kelly and much more.



E2 FRIDAY, SEPTEMBER 22, 2023 THE PLAIN DEALER CLEVELAND.COM MN

FORUM

COMMENTARY FROM THE COMMUNITY

Work must begin to end disparities in health care faced by women of color

Airica Steed

"A Black woman having a baby is like a Black man at a traffic stop with the police."

That's a quote from Felicia Ellis, one of the Black women featured in "Aftershock," a recent documentary about the historical roots and crushing impact of the Black maternal mortality crisis in the United States.

Black women are almost three times more likely than white women to die from pregnancy-related causes. From 2018 to 2021, the maternal mortality rate of Black women in America rose an unfathomable 87%, according to recent data from the National Center for Health Statistics.

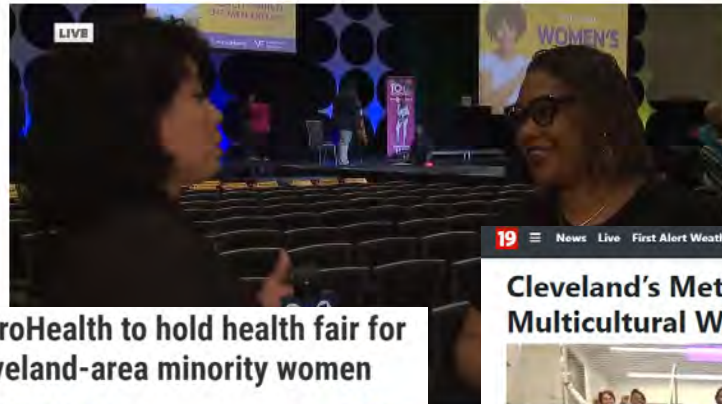
My own life was at risk during pregnancy — twice — when I suffered preeclampsia, a dangerous elevation in blood pressure that affects Black women 60% more often than white women. Earlier this year, it stole the life of 32-year-old Olympic gold medal sprinter Tori Bowie.

I was educated as a nurse. I have a doctorate degree. I have resources. I know the symptoms of preeclampsia. When I experienced them, I raised my hand and tried



Black women should enjoy the same level of care and attention that is afforded to other populations to ensure the best outcomes. *The Plain Dealer*

Free health screenings, resources provided at inaugural Multicultural Women's Health Fair in Cleveland



MetroHealth to hold health fair for Cleveland-area minority women

Stream Public Media | By Taylor Wizer
Published September 20, 2023 at 11:19 AM EDT
LISTEN - 0:56



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

Brought To You By MetroHealth VERNON FAMILY FOUNDATION

19 News Live First Alert Weather Video Closings Sports Seen On TV Telemundo CLE Podcasts

Cleveland's MetroHealth hosts the first Multicultural Women's Health Expo



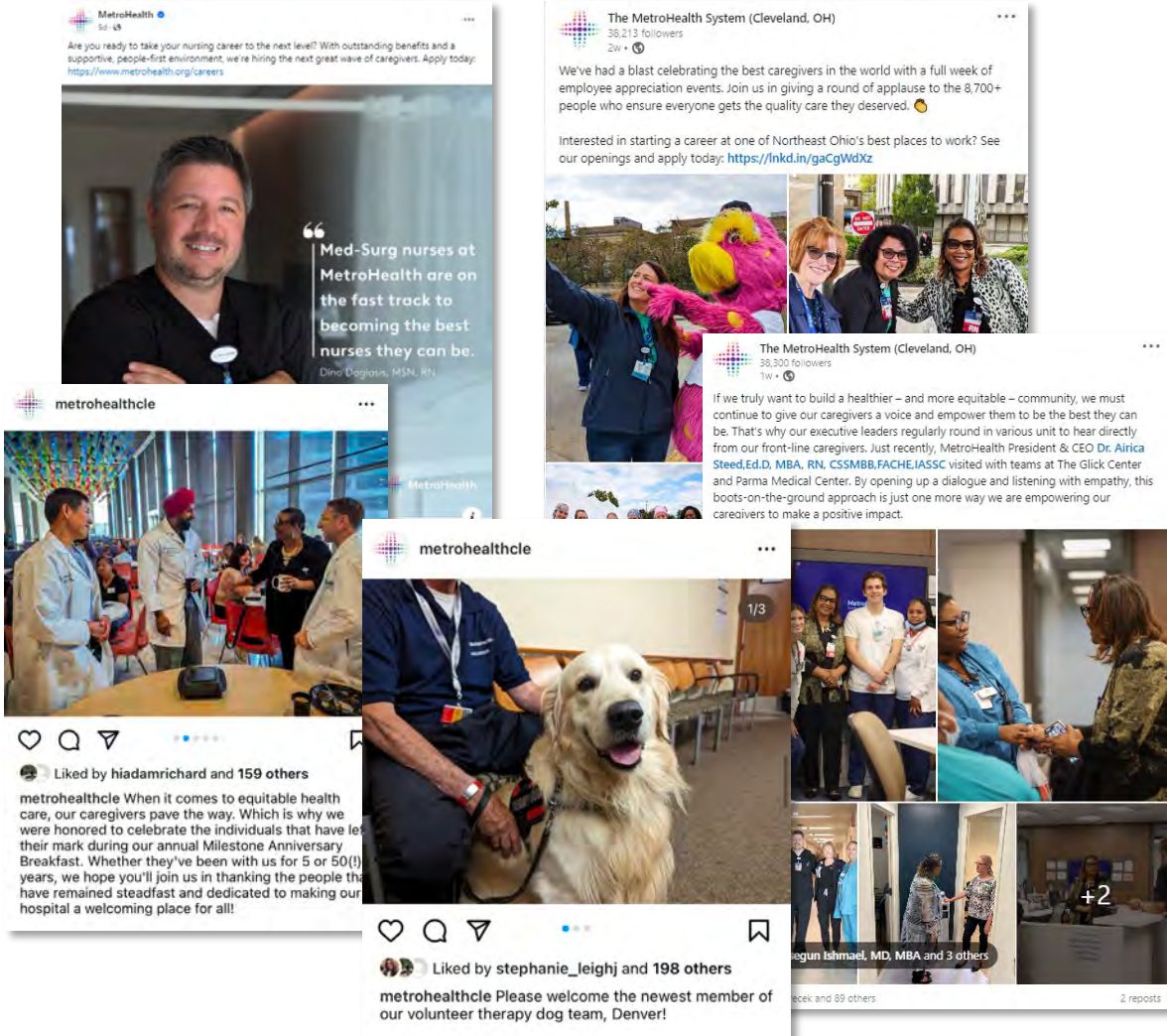
FIRST. FAIR. EVERYWHERE.
METROHEALTH HOSTS WOMEN'S HEALTH FAIR
19 NEWS IS EVERYWHERE: CLEVELAND

By Sia Nyorkor
Published: Sep. 30, 2023 at 8:32 PM EDT
CLEVELAND, Ohio (WOIO) - MetroHealth hosted the first Women's Health Fair & Empowerment Expo at Huntington Convention Center in Downtown Cleveland Saturday.

Click below for a special video with highlights from event



Social Media



Media Highlights

Dr. Steed published an op-ed – [“On a mission to eradicate the devastating health disparities facing marginalized women and women of color”](#) – on Cleveland.com and in the Plain Dealer.

Dr. Steed appeared on the Sound of Ideas to discuss health disparities and the Multicultural Women’s Health Fair & Empowerment Expo. You can listen to the episode [here](#).

[Free health screenings, resource provided at inaugural Multicultural Women’s Health Fair in Cleveland](#) – News Channel 5

Press Releases

[MetroHealth Hosts Successful Multicultural Women’s Health Fair & Empowerment Expo](#)

[Professorship Leverages Power of Nurses to Lead Health Care](#)

[Organization Focused on the Health Benefits of the Arts Brings National Convention to Cleveland](#)

[NIH Grant Supports New Effort to Diversify the Scientific Workforce](#)

[MetroHealth Partners with the WRAA to Address Malnutrition in Adults](#)

[MetroHealth Appoints Chief Financial Officer](#)

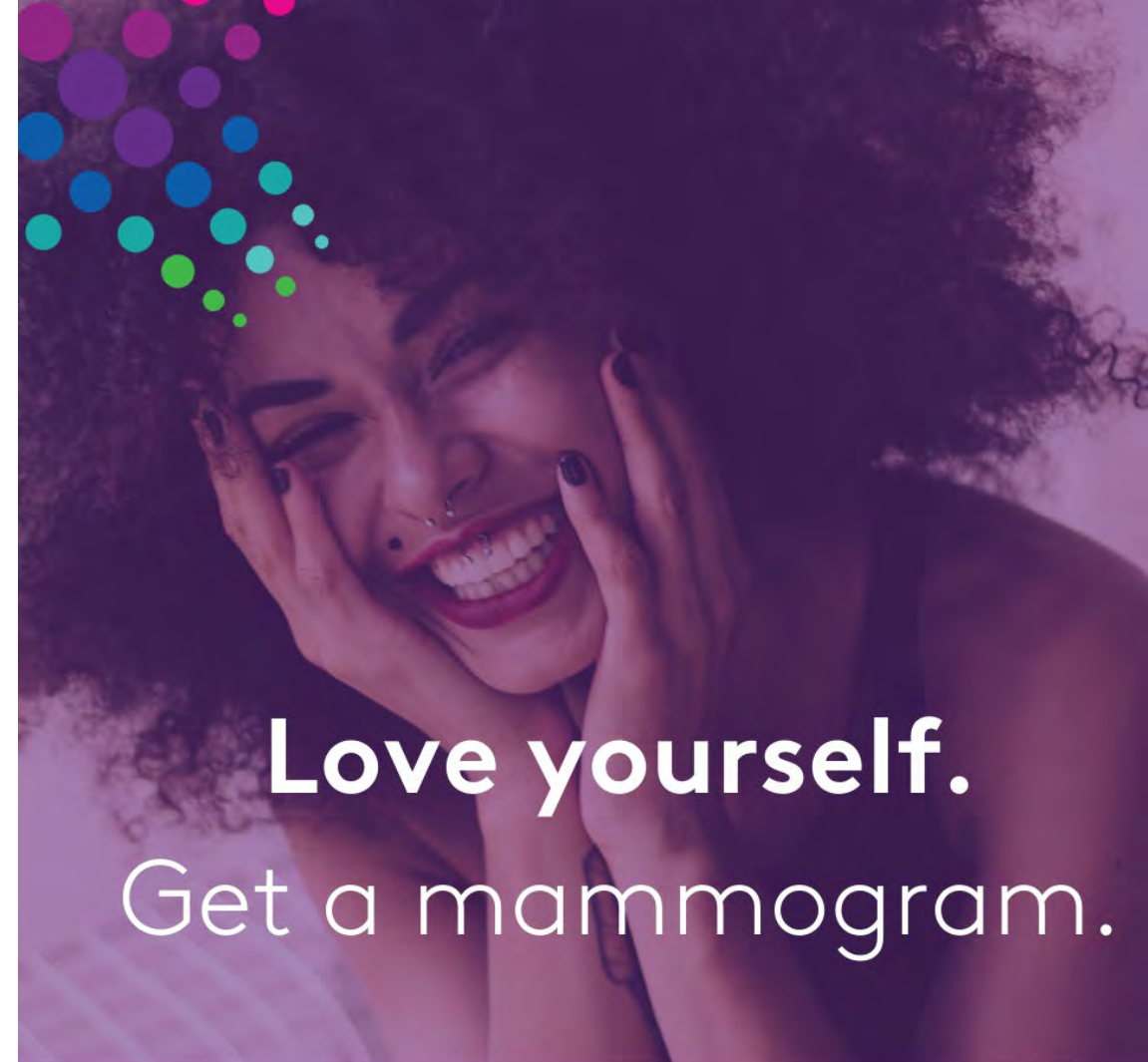
- We launched a comprehensive awareness campaign for **Breast Cancer Awareness**. The main call to action for the messaging is around the importance of scheduling a yearly mammogram and will incorporate #BreastFriends where appropriate to tie various pieces together for a cohesive campaign. We are leveraging owned, earned and paid media.
- We launched a [new website](#) for the **Cancer Institute** to improve the user experience and highlight the continuum of care provided. This will be the model for our web presence going forward.
- We have a variety of paid media/advertising campaigns in market:
 - OB-GYN
 - Weight Management
 - Sleep
 - Hand & Upper Extremity
 - Sleep
 - Spine
 - Rehabilitation



- Dr. Steed hosted important one-on-one and small-group visits with key Cleveland philanthropists from the Gerson family, St. Luke's Foundation, Scott Mueller and Fred Bidwell.
- The MetroHealth Foundation received a transformational anonymous gift to support ongoing research and behavioral health services for autism spectrum disorder and the work of the MetroHealth Autism Assessment Clinic (MAAC).
- The Foundation secured grants of \$475,000 (general Transformation) and \$115,000 (prenatal to age 3 programs) from the [Roots & Wings Foundation](#).
- The Foundation has made a \$1 million request to the Fred A. Lennon Charitable Trust to support Functional Electrical Stimulation (FES) at The MetroHealth Rehabilitation Institute.
- The highly competitive [W.M. Keck Foundation](#) has invited a proposal for \$1.25-\$1.75 million to support cutting-edge cancer research.



- At the end of 2022, we updated our screening guidelines to recommend women 40 and older (previously 50) receive a mammogram or have a conversation with their provider every year.
- **The reason:** We were finding breast cancers and a more advanced stage and at a younger age in our patients compared to national average.
- **The results:**
 - Referrals to the High-Risk Breast Health Clinic are up **40%**.
 - Screening Mammograms and Imaging are up **17%**.
 - We have seen **6%** more Stage I cancers and **10%** fewer Stage IV Cancers.
- Outreach efforts:
 - MetroHealth's BREAST/Amigas Program held an annual screening and education event Primera Iglesia Baustista Church on October 7.
 - MetroHealth is sponsoring the American Cancer Society's Making Strides Against Breast Cancer Walk on October 21. You can [register, or donate, here](#).
 - Interviews with breast health experts Natalie Joseph, MD, and Christina Clemow, DO, will appear WKYC's Good Company.
 - A virtual health talk about breast health will air on October 26. You can [register here](#).



Love yourself.
Get a mammogram.

Building a People-First Culture



We enjoyed celebrating our 8,700+ caregivers during **Employee Appreciation Week** in September – food trucks, giveaways and other fun.



Special Guests

- MetroHealth welcomed Cuyahoga County Executive **Christopher Ronayne** and members of County Council to Main Campus on Tuesday, September 26, where they announced plans to create a Women's Health Advisory Council that would play a vital role in addressing the health disparities that prevent far too many women in our community from living their healthiest lives.

MetroHealth President & CEO Airica Steed, Ed.D, RN, MBA, FACHE, joined Executive Ronayne, Cuyahoga County Councilmembers **Meredith Turner**, **Cheryl Stephens** and **Yvonne M. Conwell**, for a press conference in the Rammelkamp Atrium.

- **Ohio Lt. Gov. Jon Husted** visited MetroHealth on Wednesday, October 11, to tour the Lincoln-West School of Science & Health, which is believed to be the only high school in the country inside a hospital.

Following a tour led by MetroHealth President & CEO Airica Steed, Ed.D, RN, MBA, FACHE, and Lincoln-West Principal Juliette King, Lt. Gov. Husted met with a group of Lincoln-West students and graduates who spoke about their experiences at the school and the incredible support offered by the many MetroHealth caregivers who served as mentors.

The goal of the visit was to highlight Lincoln-West as an innovative workforce development model that could be replicated across Ohio and the nation.



Awards & Recognition

- Three MetroHealth nurses were among the 11 honored during Cleveland.com's Top Nurses award ceremony on September 19. They were selected from a pool of 132 nominees. They are [Shawnese Gordon, MSN, RN, SANE-A](#); [Jen Obbish, BSN, RN](#); and [Daniel Seabold, MBA, BSN, RN, CNOR](#).
- Congratulations to the most recent winner of the DAISY Award for Extraordinary Nurses: [AnneMarie Dolenc, BSN, RN](#), who works in the Neuro Critical Care Unit. According to the patient who submitted the DAISY nomination, "there were many nurses who made a difference during my weeks at MetroHealth. All of them were exceptional. One who stood out was AnneMarie."



AnneMarie Dolenc, BSN, RN



"As a fourth-generation nurse myself and someone who has personally experienced many of the front-line roles, I know first-hand the challenges our caregivers face. If we truly want to move forward as an organization, we must continue to give them a voice and empower them to be the best they can be."

MetroHealth President & CEO Dr. Airica Steed
about the importance of regular rounding and engagement with front-line caregivers.

Awards & Recognition

- **Kim Anderson-Erisman, PhD**, research faculty in the Department of Physical Medicine and Rehabilitation (PM&R) and the Center for Rehabilitation Research at MetroHealth, is among the newest class elected to the National Academy of Medicine. Election to the NAM is considered one of the highest honors in the fields of health and medicine and recognizes individuals who have demonstrated outstanding professional achievement and commitment to service.
- Institute for H.O.P.E.™ Community Health Workers **Nieves "Patty" Esparza** and **Juan Silva** have been named among the 100+ Latinos Cleveland Must Know for 2023. The annual list was created in 2020 by AmMore Consulting, an organization dedicated to raising the profiles of Cleveland's Latino professionals and helping businesses to better attract, retain and advance Latino talent.
- MetroHealth's **Ronnie Fass, MD, MACG**, a world-renowned expert in the understanding and treatment of esophageal motor disorders and Gastroesophageal Reflux Disease (GERD), is the recipient of the 2023 Ray E. Clouse Visiting Professor of Excellence by Washington University School of Medicine, Department of Gastroenterology, Hepatology and Nutrition in St. Louis.
- The MetroHealth System has received the **American College of Cardiology's NCDR Chest Pain – MI Registry Platinum Performance Achievement Award** for 2023, our System's 12th year receiving this recognition. The award recognizes MetroHealth's commitment and success in implementing a higher standard of care for heart attack patients.



Kim Anderson-Erisman, PhD



Nieves "Patty" Esparza



Juan Silva



Ronnie Fass, MD

- For the 10th year in a row, the [College of Healthcare Information Management Executives \(CHIME\)](#) honored The MetroHealth System for its use of digital technology and the role it plays in improving patient care. In its most recent Digital Health Most Wired Survey results, MetroHealth achieved Level 8 certification for both the acute and ambulatory settings.
- Cleveland hosted more than 250 artists and health care professionals from throughout the country when the [National Organization for Arts in Health](#) convened its annual conference in Cleveland. The convention, sponsored by the MetroHealth Center for Arts in Health and Cleveland Clinic Arts and Medicine, began with a day devoted to workshops and an opportunity for attendees to visit The Glick Center and Cleveland Clinic Main Campus for in-person tours of both health systems' art programs, including the MetroHealth-sponsored public art projects in the Clark-Fulton neighborhood.
- A research poster presented earlier this month at the Academy of Spinal Cord Professionals' annual conference received the Diversity Poster Award. The poster was presented by [Mary Jo Roach, PhD](#), a staff scientist with the MetroHealth Research Institute. It detailed an assessment of the accessibility of several outpatient facilities that she and her colleagues conducted over three years.



Linda Jackson, Director of the MetroHealth Center for Arts in Health