

Trustees,

It is hard to believe it has been almost a year since we started this journey together. Every day, I take a moment to reflect on what a privilege it is to lead this almost 200-year-old institution.

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 are outperforming 2022 in virtually every metric, including net inpatient revenue, net outpatient revenue, system discharges, admissions, Emergency Department visits, surgeries and in-person ambulatory visits.
- As of October, our turnover rate has been reduced by 21% compared to last year – a testament to our focus on building a people-first culture that puts a premium on ensuring our caregivers are heard, recognized and supported.
- Our quality metrics continue to move in the right direction. Through October, we are tracking 1.24 patient harms per 1,000 inpatient days – a 30% improvement from 2022. And because of our focus on safety and quality, we experienced a significant reduction in hospital-acquired infections: a 30% decrease in catheter-associated urinary tract infections; a 54% decrease in colon surgical site infections; and a 27% decrease in C-diff infections.
- We recently celebrated the opening of an expanded Surgery Clinic at Parma Medical Center. And this month, we will christen our new Cardiac/Pulmonary Rehabilitation Unit also at Parma. This state-of-the-art space triples the size of our current unit at Main Campus and includes a walking track, new equipment, enhanced telemonitoring technology, changing rooms and a new meeting space.
- We joined the Greater Cleveland Food Bank for the opening of its new Community Resource Center. In early 2024, MetroHealth will open a 2,000-square-foot health clinic in the center. The new Collinwood Health Center will offer primary care, immunizations, dental care, WIC services and social drivers of health screenings.
- We surpassed our stretch goal and achieved a 72% response rate for our 2023 Employee Engagement Survey. That is 10 percentage points higher than 2022. We will use this data to develop strategies to ensure we are meeting our goals of building a people-first culture.

In the following pages, you will find additional details about our caregivers' incredible work and their passion for building healthier – and more equitable – communities.

I would also like to acknowledge these caregivers for their resilience as we have labored to get our financial house in order over these last several months. As Derrick Hollings, our EVP/Chief Financial Officer, and I told the Cuyahoga County Council earlier this month, we have done so without missing a beat in terms of service to our community – and our prognosis for the future is bright.

Our message at Council was extremely well received. We stressed that as Cuyahoga County's health partner and as the safety net in this community, our role is to take on the work – the missions – that others do not. Everything we do at MetroHealth has been to serve and to lift up the people of Cuyahoga County.



**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

I know our greatest days as an institution are ahead of us. I, as well as members of my leadership team, are eager to share with you some of what we have planned for 2024.

As we approach Thanksgiving, I am filled with a deep sense of gratitude – gratitude for our patients, our caregivers and this community for its warm welcome over the last year. I also want to thank you – our Board – for your support, guidance and your enduring commitment to this storied institution.

Together, we are accomplishing great things.

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

November 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

- 7.5% increase in ED visits compared to 2022 and 7.3% increase in ED admissions compared to 2022
- 5.8% increase in Total System Discharges compared to 2022
- 4.4 % increase in the Average Daily Census compared to 2022
- Average Length of Stay - 5.42 ALOS for October 2023



### Quality & Service

- Through October, we have experienced 1.24 harms per 1000 inpatient-days, which is a 30% improvement from 2022
- Several hospital-acquired infections have decreased significantly including catheter associated UTI (30% decrease), colon surgical site infection (54% decrease) and Clostridium difficile (27% decrease)
- Through August, our patient experience scores improved 9% with 3 out of 10 HCAHPS scores reaching 4-star performance
- Through October, we have reached stretch performance with our CMS Universal Foundation Ambulatory measures with 4 of 7 individual metrics meeting our stretch goal.



### Clinical Transformation, Health Equity & Community Impact

- A total of 131,766 unique patients have been screened for social drivers of health, on track to meet stretch goal for 2023.
- 68.2% of patients who request assistance for a social need are connected to services, exceeding stretch goal for 2023.
- Plans are underway to expand access to Unite Ohio licenses to more MetroHealth staff, increasing the ability to connect patients across the system to social care resources.



### Culture & Diversity

- As of October, our turnover rate reduced by 21% compared to last year.
- Annual Engagement survey participation reached 72%, surpassing System Goal of 68%.
- Non-provider hires rolling 12-month comparison (Oct. - Sept. annually):
  - Oct. 2022 - Sept. 2023: 2012 (+385)
  - Oct. 2021 - Sept. 2022: 1627
- Benefits team provided in-person Annual Open Enrollment assistance at four MetroHealth locations. Additionally, 50+ employees received support at the HR Office.
- The Office of DEI partnered with Tri-C on a BIPOC Nursing Student Mentor Program in which 10 MHS nurses volunteered to serve as mentors.



### Innovation, Education & Research

- 4 innovation programs are meeting their goals for 2023.
- Promedica helicopter program, Spry, Skyway and the formation of Ovatient have all met their goals.
- **87 grants submitted, exceeding reach goal of 75 and illustrating significant improvement over 2022's total of 67**



# NOVEMBER SCORECARD



## 2023 System Goal Domains



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

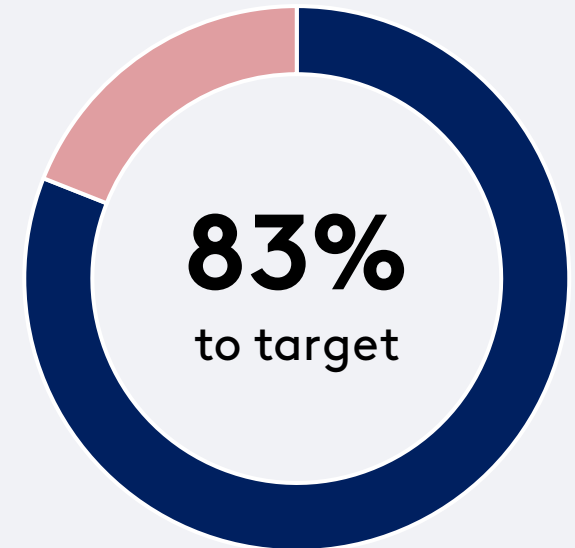
Our six goal domains flow from our strategic pillars. They are designed to position MetroHealth for meaningful success and ultimately lift the health and wealth of the communities we serve.

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)\*



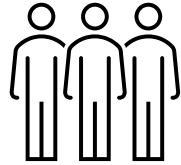
**Forecasted Actual:** \$111 million  
**Budget:** \$134 million  
**Variance:** **(\$23) million**

*\*as of October 31, 2023 forecasted to year end 2023*

# Financial and Operational Transformation

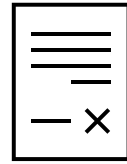


To be proactive and ensure we meet our financial and operational goals, here are the initiatives we are immediately instituting until the end of this year and beyond.



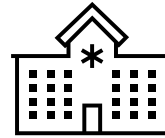
## Workforce Optimization

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



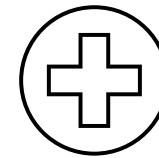
## Supply Chain and Purchased Services Optimization

**Executive Champions**  
Justin Gallo



## Targeted Volume Growth

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



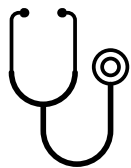
## Inpatient/Acute Care Optimization

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



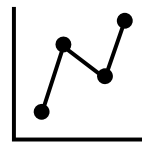
## Pharmacy Capture Rate Improvements

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



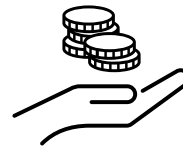
## Access and Share of Care Improvements

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



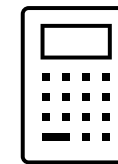
## Service Planning Optimization

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



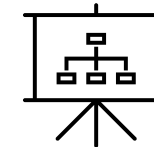
## Enhancing Philanthropic and Government Support

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



## Revenue Cycle Improvements

**Executive Champions**  
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

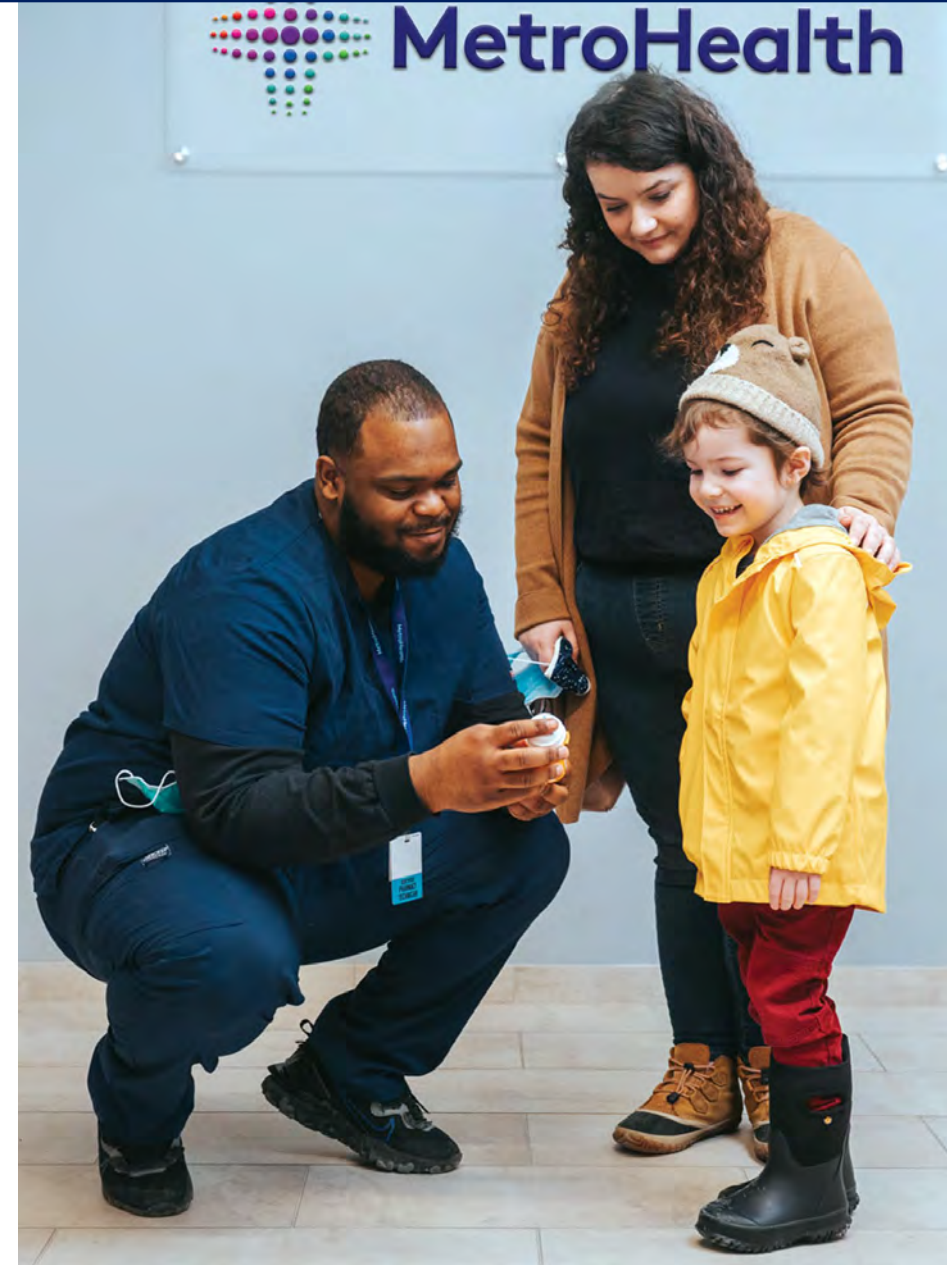


## AMBULATORY DIVISION HIGHLIGHTS


- As of October 31, we have seen 235,226 unique ambulatory patients compared with 230,241 at this time in 2022, a **2.2% increase**.
- MetroHealth has seen 263,176 new patients since the beginning of this year, a 5.5% increase over last year.
- As of October 31, we have had 1,532,839 in-person visits in the Ambulatory Division, a 25% increase compared to the same period in 2022, the highest in the post-pandemic period.
- The Parma Internal Medicine (IM) Clinic and other clinics have developed a comprehensive plan around Medicare Annual Wellness Visits.
- To date, we have performed 11 Adult Autologous Blood and Marrow transplants successfully. We have met minimal target and expect to become FACT accredited in 2024.

### System Goal: Unique Ambulatory Patients

2022 Year-End Baseline	2023 Target Goal	YTD 2023
247,643	250,000 patients	235,226



#### Legend

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

## AMBULATORY DIVISION HIGHLIGHTS CONTINUED

- We will begin commercial CAR-T by 4th Quarter 2024.
- The MetroHealth Sickle Cell in the Home program is fully live. This program discharges hospitalized Sickle Cell Anemia patients 4-8 days early and continues IP care / pain management in the patient's home.
- The first cohort of the MetroHealth Medical Assistant Training Program will begin their hands-on practicum experience in our clinics on November 20, and the interns are expected to graduate from their 10-month program in mid-January.
- The MetroHealth system has completed nearly 11,000 Medicare Wellness Exams in 2023, an 18% improvement compared to 2022. This allows our seniors to have a personalized plan to stay healthy in the coming year.
- As a follow-up to the Employee Access to Specialty Care, we have seen significant success in Dermatology with this pilot. We have decreased the appointment lag time by over 20 days for our employees during this pilot.



### Legend

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

## HOSPITAL DIVISION HIGHLIGHTS

- 7.5% increase in ED visits compared to 2022 and 7.3% increase in ED admissions compared to 2022
- 5.8% increase in Total System Discharges compared to 2022.
- 4.4 % increase in the Average Daily Census compared to 2022.
- Average Length of Stay - 5.42 ALOS for October 2023
- Successes Attributed to:
  - Operational efficiencies:
    - The ED START program
    - Perioperative areas
    - Hospitalists program
    - Capacity Command Center, UM
    - Discharge Lounge
- New Process:
  - Emergency Department Boarder Escalation

### System Goal: Inpatient Net Revenue Growth

2022 Baseline*	2023 Target Goal*	YTD 2023*
-	2%	2.8%
\$301,551,475	\$307,582,505	\$310,112,304

\*As of October 31, 2023

#### 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 scores compared to 2022 and 3 of 10 HCAHPS have reached 4-star performance. Some highlights:

- Compliance with grievance resolution within 30 days is 99.4% YTD for Q3 2023
- Provider Communication Dashboard for Voice of the Patient launched in Epic to provide transparency regarding Listen, Explain, Respect behaviors
- Patient & Family Advisor, Tracy Greenberg, recognized as 2023 Most Treasured Volunteer by The Center for Community Solutions

2022 Baseline	2023 Target Goal	YTD 2023 (Through Aug)
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 October 2023, our confirmed 1.24 harms per 1,000 inpatient days is **30% improved** compared to 2022 performance
- Overall rates of health care-associated infections have declined in 2023, including:
  - Catheter-associated urinary tract infection-30%
  - Colon surgical site infections-54%
  - Clostridium difficile-27%
- Collaboration with Anesthesia and Surgical Quality representatives to analyze and identify opportunities for improvement of the top PSIs related to documentation and coding
- Collaboration with CDI and coding to plan for 2024 physician education regarding PSIs

2022 Baseline	2023 Target Goal	YTD 2023 (Through Oct)
1.69	1.62	1.24

### 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.
- See the next slide for a more in depth look at our pediatric **Colorectal Cancer Screening** improvements.



Measures	Status YTD – Through August
Diabetes Treatment	25.82%
Colorectal Cancer Screening	58.0%
Breast Cancer Screening	76%
Screening for Depression	69%
Statin Therapy	66%
Pediatric Lead Screening	75%
Pediatric Immunizations	35%
<b>TOTAL PROGRESS</b>	<b>19.6 Points</b>

### 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

### Colorectal Cancer Screening: A Story of Continuous Improvement

- 58% of eligible MetroHealth patients are receiving recommend colorectal cancer screening.
- To increase our performance, the Ambulatory Enterprise, Population Health and the Institute of Patient Centered Excellence collaborated on improvement processes. Efforts this year included:
  - Continuing FIT (fecal immunochemical test) bulk mailing on all patients due for FIT screening.
  - Introduced Cologuard as a third colon cancer screening option in August 2023. Benefits of Cologuard include cost effectiveness and increased compliance.
  - Worked with Epic to change colorectal cancer screening metric to 45 years old per national guidelines.
  - Collaborated with gastroenterology to make FIT testing the primary screening tool a provider should order for patients 45-49 years old unless the patient is high risk.
  - Created a marketing video featuring Dr. Daprano on colorectal cancer screening.
  - Added a QR code on mailed FIT tests to direct patients to an instructional video on the ease of completing the test.





## 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	131,766

## 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%	68.2%







## 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 will evaluate implementing the questionnaire targeted at identifying access issues for women of color at 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%	0.0345	80.83%
Postpartum Care Visit	76.37%	<0.0001	77%	<0.0001	78.92%
Well-child Visits in First 15 Months	n/a	<0.0001	55%	<0.0001	55.51%
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%	68.7%

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

2023 Target Goal	YTD 2023
71.2%	75.2%



## 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 October 2023, our turnover rate has reduced by 21% compared to this point last year. To date, we are trending to fall near 18% turnover for 2023.
- To continue to improve hiring, we enacted nine recruitment strategies that prioritize recruitment in areas with high vacancy/turnover risk and those currently filled by external contract/travel staff.
- Retention efforts also include improved accessibility to employees with the HR Office at Main Campus. To date, 90 employees have received assistance with matters such as benefits, applying for jobs/transfers, compensation, leaves of absence, among other matters. Additionally, the Benefits team held on-site Annual Open Enrollment assistance tables at many of our locations throughout Open Enrollment.

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

## Employee Engagement Survey

This year's survey launched **October 23<sup>rd</sup>**. As of **November 13<sup>th</sup>**, the completion rate is **72%**. We will use these results to help focus our employee engagement efforts.

2022 Baseline	Target for 2023	2023 YTD Participation
62%	68%	72%

### 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%	24%*


2022 Baseline	MBE 2023 Target	YTD 2023
14.62%	15%	5%*

\*October figures; November's are not yet available.

### 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	87

### Highlighted Research:

MetroHealth and Case Western Reserve University cancer researchers have solved a mystery surrounding a receptor protein that can suppress cancer or make it grow and spread. Their findings, detailing how and why the EphA2 receptor plays the roles of both cancer hero and villain, will be published in the journal *Science*.

The team of researchers was led by [Bingcheng Wang, PhD](#), Director of the MetroHealth Division of Cancer Biology and MetroHealth Research Institute Director of Basic Sciences.

Dr. Wang, who has been studying the EphA2 receptor for 25 years, is recognized as a pioneer in the field. His lab has made several key discoveries around the receptor, which is overexpressed in solid tumors like prostate, breast, colon and lung cancers as well as the aggressive brain tumor glioblastoma.



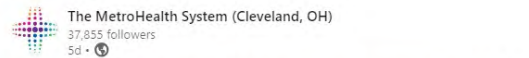
#### Legend

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

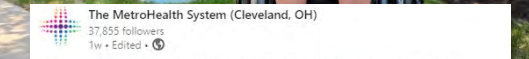
# System News and Accomplishments



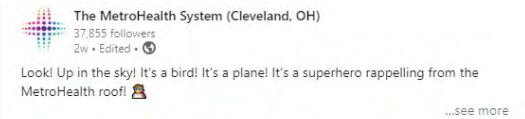
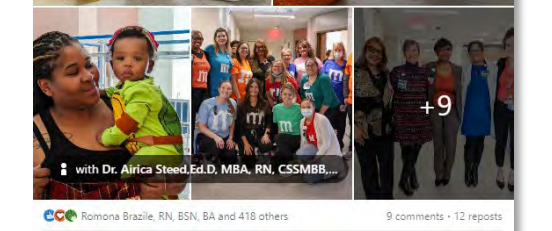
## Social Media



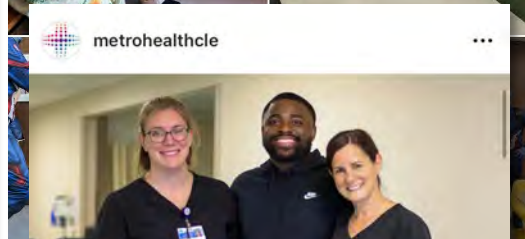
MetroHealth Rehabilitation Institute is leading the way to restore quality of life for people with spinal cord injuries. Read about the breakthrough research through this partnership with [Crain's Cleveland Business](https://lnkd.in/gVh794cX): <https://lnkd.in/gVh794cX>



MetroHealth staff brought the Halloween spirit to the Pediatrics floor today! Caregivers from 20 different departments delivered a playful mix of Halloween goodies, including coloring books, toys, games and treats, to more than 100 patients. ...see more



Look! Up in the sky! It's a bird! It's a plane! It's a superhero rappelling from the MetroHealth roof! 🦇



## Media Highlights

Ronnie Fass, MD, was quoted in The New York Times story, [“The Mystery of My Burning Esophagus”](#)

Marsheena Murray, PhD, was quoted in Psychology Today story, [“Barriers to Foster Youth Well-being”](#)

Katie Davis Bellamy, MSN, RN, quoted in Cleveland.com article, [“New Greater Cleveland Food Bank Community Resource Center will help with more than food”](#)

Dr. Steed cited in Becker’s Hospital Review as one of [60 Health System CEO Influencers](#)

Dr. Steed quoted in National Academy of Medicine blog, [“Making Strides in Sustainability”](#)

[Education leaders tour Cleveland’s Lincoln-West High School, tout it as a national model](#) – ideastream

## Press Releases

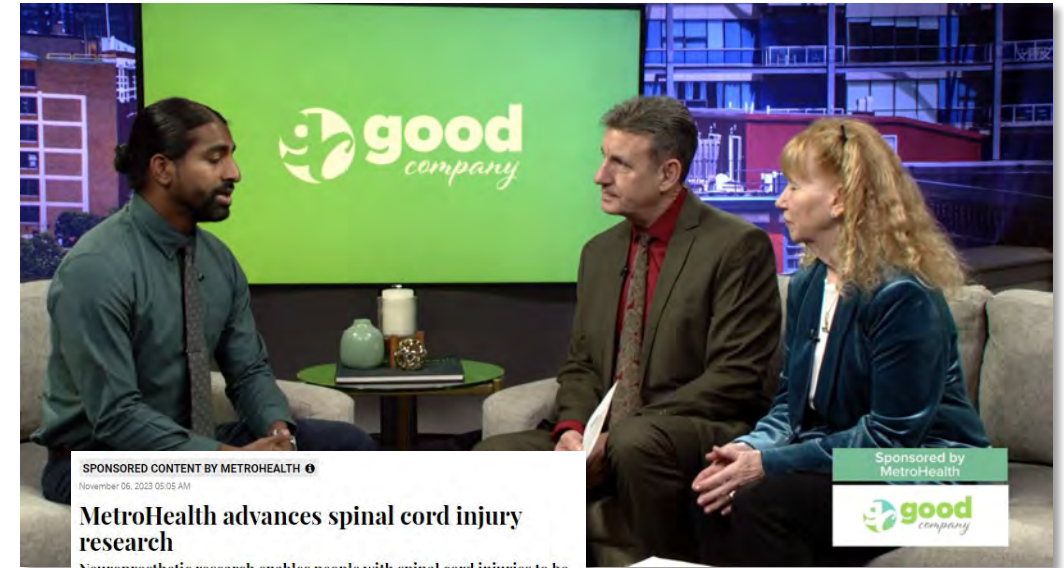
[MetroHealth Unveils New Helipad on Main Campus](#)

[MetroHealth, AT&T and Others Partner to Provide Devices, Internet Access to Those in Need](#)

[MetroHealth Trauma Recovery Center Awarded VOCA Grant for 7th Consecutive Year](#)



- We launched a comprehensive campaign in honor of **Lung Cancer Awareness Month**, which included:
  - **Arvind Suguness, MD**, appeared on [WKYC's Good Company](#) to discuss the importance of lung cancer screenings.
  - **Jerome West**, Manager of Nicotine Dependency Prevention and Treatment Program, appeared on Radio One with DJ Matty Willz.
  - **Ismini Kourouni, MD**, is the featured guest on our November Virtual Health Talk – “Love Your Lungs: Screenings, Risk Factors and Nicotine Dependence.” The talk will air November 30.
  - We featured low-dose lung screenings on Fox 8's MetroHealth Minute segment. [The segment](#) will air December 7.
- The **MetroHealth Rehabilitation Institute** is leading the way to restore quality of life for people with spinal cord injuries. We showcased the Institute's breakthrough research through our partnership with Crain's Cleveland Business. You can read the piece [here](#).



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November 06, 2023 05:05 AM

## MetroHealth advances spinal cord injury research

Neuroprosthetic research enables people with spinal cord injuries to be more independent in their daily lives

LAURA HEWIGAN  
Crain's Content Studio

EMAIL SHARE TWEET SHARE



The FES treatment Adam Gorlitsky received at MetroHealth allows him to empty his bladder more quickly—helping him achieve a Guinness World Record for the fastest marathon completed in a robotic walking device.

## LUNG CANCER SYMPTOMS



- Coughing
- Chest pain
- Shortness of breath
- Wheezing
- Coughing up blood
- Fatigue
- Weight Loss

- MetroHealth was proud to support the [Black Professional Association Charitable Foundation](#) gala on Saturday, November 11, honoring Ariane Kirkpatrick as black professional of the year. Dr. Steed and a group of MetroHealth colleagues attended the event, which raised more than \$450,000 to support the organization's scholarship program.
- MetroHealth's SAFE (Students Are Free to Express) Project received a \$25,000 grant from Cleveland Metropolitan School District's [Get More Opportunities Fund](#), the fund created through Mackenzie Scott's unrestricted \$20M gift to CMSD.

Grant recipients for this fund are chosen by CMSD students in a competitive process that exposes students to philanthropy and business practices. [The SAFE Project](#), part of the Center for Arts in Health, is an arts-based, psychologically informed, primary prevention curriculum aimed at addressing the trauma and toxic stress that Cleveland's children and teens face daily.



# Sights Around the System

In October, our caregivers went the extra mile for our youngest patients. We hosted trick-or-treat events at The Glick Center and Buckeye Health Center and partnered with a window-washing company whose workers dressed up as superheroes to surprise our pediatric patients.

Thank you to the many teams who made these events possible!



# Sights Around the System

MetroHealth officials and community partners celebrated the opening of the new helipad on Main Campus with a special ribbon cutting on Tuesday, November 14.

The new helipad, located on the roof of MetroHealth's Critical Care Pavilion, is the latest piece of a \$1 billion transformation of our Main Campus in Cleveland's Clark-Fulton neighborhood.

The new helipad is more than a slab of concrete. This state-of-the-art space includes technologies that automatically remove snow and ice. It is also engineered to reduce the impact of noise and vibration, so patients and caregivers inside the hospital won't notice when a helicopter is landing or taking off.

The event also served as an opportunity to celebrate the deepening partnership between MetroHealth and ProMedica in Toledo. Last year, MetroHealth and ProMedica forged a partnership that created one of the most experienced non-profit air medical transport teams in the nation.



# Presentation to County Council

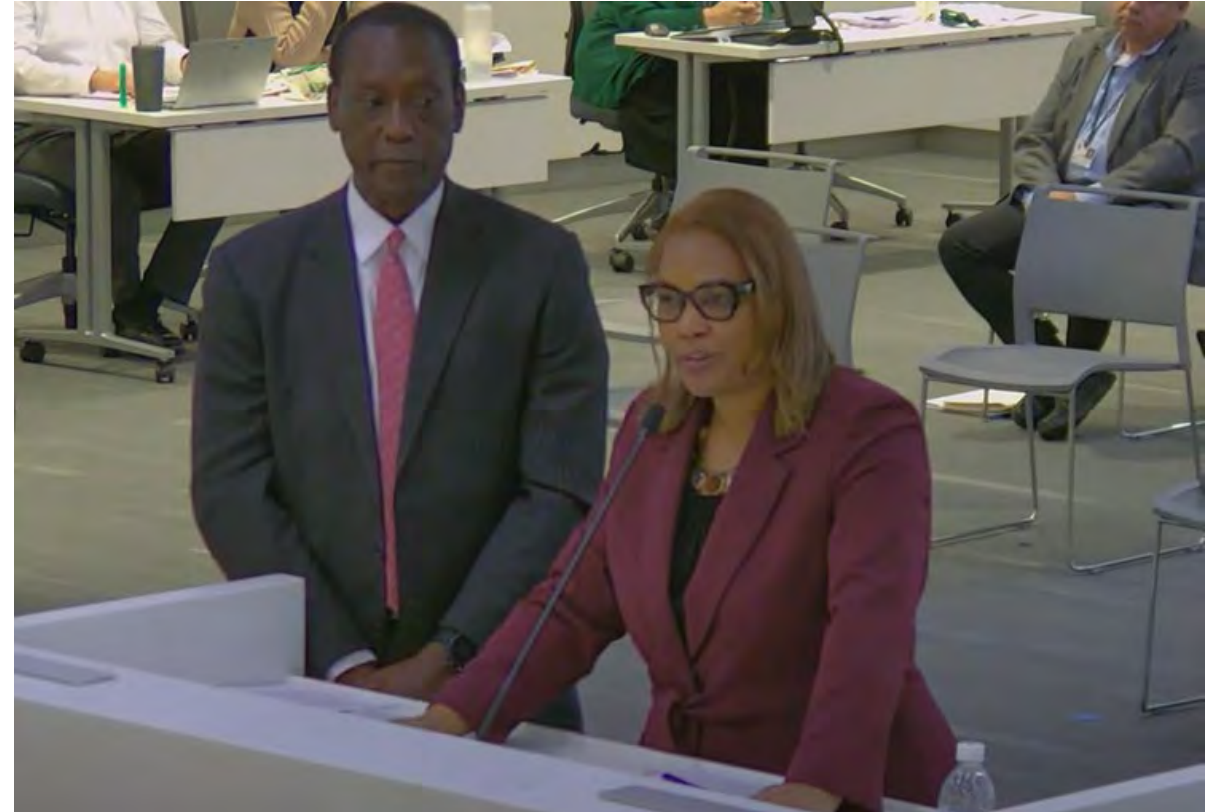


On Monday, November 6, Dr. Steed and Derrick Hollings, our EVP/Chief Financial Officer, presented our budget to Cuyahoga County Council.

Dr. Steed stressed that as Cuyahoga County's health partner and as the safety net in this community, our role is to take on the work – the missions – that others do not.

She noted that everything we do at MetroHealth has been to serve and to lift up the people of Cuyahoga County.

Our ask was that Council restore MetroHealth's allocation of the Health and Human Services Levy back to \$40 million.



*"With all we do, I think we have been a great partner to the County and to our community. We are truly the community's hospital. And we look forward to being an even better partner going forward as we all work together to achieve the dream of a Healthy Cuyahoga County."*

**MetroHealth President & CEO Dr. Airica Steed**

*in her remarks to council.*

# Special Guests – Lincoln-West



**Randi Weingarten, President of the 1.7 million-member American Federation of Teachers**, visited MetroHealth on Tuesday, October 24, to tour the Lincoln-West School of Science & Health, which is believed to be the only high school in the country inside a hospital.

Weingarten was joined by **Cleveland Mayor Justin Bibb, U.S. Department of Education Assistant Secretary Amy Loyd, Cleveland Teachers Union President Shari Obrenski** and other officials.

The group 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. They also observed the students getting a hands-on learning experience with instructors from the Stop the Bleed program.

Like other recent visits, the goal was to highlight Lincoln-West as an innovative workforce development model that could be replicated across Ohio and the nation. The school, which opened on Main Campus in 2016, exposes students to health care careers and provides them with the skills, certifications and resources they will need to enter the workforce. Since the inaugural class of 2019, the school has had a 100% college acceptance rate.



# Awards & Recognition

- Two MetroHealth volunteers were recently honored by local organizations for their outreach. **Tracy Greenberg** is the recipient of the 2023 Most Treasured Volunteer Award from The Center for Community Solutions, and **Mike Falatach** received the 2023 Medical Mutual Outstanding Senior Volunteer Award.
- Congratulations to the most recent winner of the DAISY Award for Extraordinary Nurses: **Jerome McCaleb, MSN, RN**, a nurse in our Emergency Department at Parma Medical Center. The patient who nominated McCaleb described him as “caring, kind and outgoing in his work. He made me feel important in what I had to say, and I appreciated how great he was to me.”



Jerome McCaleb, MSN, RN



“I was so impressed with the team at Parma Medical Center. At times, I know it can feel as if there’s a disconnect between Main Campus and our other locations, but I cannot stress enough that we see you, you are heard and you are essential part of the MetroHealth team.”

**MetroHealth President & CEO Dr. Airica Steed**  
*after rounding at Parma Medical Center.*

# Awards & Recognition

- **AKeem Rollins**, PrEP Navigation Specialist in MetroHealth's Infectious Disease Clinic, was honored recently with the Health and Wellness Award during Cleveland's LGBTQ+ Heritage Day. AKeem has been with MetroHealth for five years and is "the PrEP guy at Metro." He helps providers, professionals, and patients learn about PrEP; available as a once daily pill or a bi-monthly injection used to protect someone from becoming infected with HIV.
- **Andres Pinto, DMD, MPH, MSCE, MBA**, Professor of Oral and Maxillofacial Medicine, has been elected the Region 6 Representative for the European Association of Oral Medicine (EAOM). Founded in 1998, the EAOM aims to promote education and research in oral medicine, with a specific area of competence focused on the health and diseases of the oral and peri-oral structures.
- MetroHealth President & CEO **Airica Steed, Ed.D, RN, MBA, FACHE**, has been named one of this year's YWCA Greater Cleveland's Women of Achievement Award honorees. Representatives from YWCA Greater Cleveland surprised Dr. Steed with the award, which is given annually to a select group of Northeast Ohio women who have achieved extraordinary accomplishments through career success, community service and dedication to YWCA's mission of eliminating racism and empowering women.
- **Dr. Steed** was also recently recognized by Becker's Healthcare as one of its 60 health system CEO influencers for 2023. In announcing the list, Becker's said, "Whether these leaders are challenging the status quo, championing public health issues, pioneering new models of care, or embracing novel technologies, the nation – and even the world – is watching. More often than not, the precedents these executives set go on to become the golden standard for health care."



AKeem Rollins



Andres Pinto, DMD



*YWCA Greater Cleveland President & CEO Helen Forbes Fields surprising Dr. Steed with the organization's Women of Achievement Award.*



# Awards & Recognition

- Congratulations to MetroHealth's **Kimberly Green, MSN, RN**, who has been accepted to participate in the American Organization for Nursing Leadership's highly competitive Nurse Executive Fellowship program.

The program is designed for nurses who have been recently named to executive roles. Green was appointed MetroHealth's Vice President of Women and Children's Services in April 2023. She played a critical role in the opening of MetroHealth's new Birthing Center and Neonatal Intensive Care Unit.

One of MetroHealth's strategic focuses is addressing the infant and maternal health crisis in Cuyahoga County, and Green – who joined MetroHealth in 2015 – is playing a leading role in this work. Cuyahoga County has one of the highest rates of maternal and infant mortality in the country for Black women and babies, according to the Ohio Department of Health.

- **Christian Halliday, PCNA**, is the latest recipient of our BEE Award. Christian was nominated by a patient's family who said, "As our lives were turned upside down, we were desperate to find some footing. One of the people that helped us was Christian. Our hearts were always uplifted when he would walk in the room, look at our mom and greet her by saying 'hey, friend.' He treated her with such dignity and respect and radiates genuine care for those he supports, including families."

BEE stands for **B**eing **E**xceptional **E**very day. The program is intended to recognize ancillary staff, which includes dietary, EVS, Facilities, and individuals or teams that are not doctors or nurses. Honorees demonstrate passion/compassion, teamwork and support for peers.



Kimberly Green, MSN, RN



Christian Halliday, PCNA

# Opportunities for Engagement

As valued leaders in the MetroHealth community, Board members are invited to participate in several upcoming engagement opportunities. If you'd like more information or would like to participate, please reach out to Laura Black, SVP/Chief of Staff at [lblack@metrohealth.org](mailto:lblack@metrohealth.org).

- **Thursday, November 30:** MetroWAY Forward Leadership Listening Rounds (internal)
- **Wednesday, December 13:** State of the System presentation from Dr. Steed and other senior leaders (internal)
- **Monday, December 18:** MetroWAY Forward Leadership Listening Rounds (internal)
- **Thursday, January 18, 2024:** MetroWAY Forward Leadership Listening Rounds (internal)
- **Friday, February 2, 2024:** A Healthy Conversation with Dr. Steed (external)

