



# The MetroHealth System

## Board of Trustees

Wednesday, February 28, 2024

3:30pm - 5:00pm

The MetroHealth System Board Room K-107 or via Zoom

Board of Trustees

Regular Meeting

# The MetroHealth System Board of Trustees

---

## FULL BOARD REGULAR MEETING

**DATE:** 2/28/2024  
**TIME:** 3:30 – 5:00pm  
**PLACE:** The MetroHealth Board Room (K-107) or via Zoom  
<https://us02web.zoom.us/j/84282151027>

### AGENDA

- I. **Approval of Minutes**  
Minutes of January 24, 2024, regular meeting of the Board of Trustees
  - II. **Mission Moment**
  - III. **Committee Reports**
    - A. Quality, Safety & Experience Committee – *Dr. Walker*
    - B. Finance Committee – *J. Moss*
    - C. Audit and Compliance – *M. Dee*
  - IV. **Consent Agenda**
    - A. Approval of Engagement of Internal Audit Partner
  - V. **President and CEO’s Report – *Dr. Steed***
  - VI. **Medical Staff Report – *Dr. Joseph***
    - A. Approval of Medical Staff Provider Appointments, Actions and Reappointments for January 2024
    - B. Acceptance of Medical Executive Committee Minutes of February 9, 2024
  - VII. **Information Items**
    - A. Update to Committee Appointments – *Dr. Walker*
  - VIII. **Executive Session**
- Return to Open Meeting**
- IX. **Recommendations/Resolutions**
    - A. Approval of Executive Compensation
    - B. Approval of Update in Nonprofit Joint Venture

# The MetroHealth System Board of Trustees

---

## FULL BOARD REGULAR MEETING

Wednesday, January 24, 2024

3:30 – 5:00 pm

The MetroHealth System Board Room (K-107) and Via Zoom

### Meeting Minutes

**Trustees:** Inajo Chappell-I, John Corlett-R, Maureen Dee-I, John Moss-I, JB Silvers, Ph.D.-I, E. Harry Walker, M.D.-I, Vanessa Whiting-R <sup>1</sup>

**Staff:** Airica Steed, Ed.D,-I, Christine Alexander, M.D.-I, Laura Black-I, Kate Brown-I, Alfred Connors, M.D.-R, Doris Evans, M.D.-I, Joseph Frolik-I, Joseph Golob, M.D.-I, Betty Halliburton-I, Derrick Hollings-I, Olusegun Ishmael, M.D.-I, Natalie Joseph, M.D.-I, Melissa Kline-I, William Lewis, M.D.-I, Laura McBride-I, Alison Poullos-I, Sonja Rajki-I, Tamiyka Rose-I, Dalph Watson-I, Darlene White-I, Adam Winston-I,

**Guests:** Jeremy Hecker-R, Gail Long-I, Jesse Scheider-R, Julie Washington-I

Dr. Walker called the meeting to order at 3:30pm, in accordance with Section 339.02(K) of the Ohio Revised Code with a quorum present.

(The minutes are written in a format conforming to the printed meeting agenda for the convenience of correlation, recognizing that some of the items were discussed out of sequence.)

### **I. Approval of Minutes**

Dr. Walker called for a review of the minutes from our December meeting. Dr. Walker requested for a motion to approve the minutes of the December 20, 2023 regular Board Meeting as presented, which was given, seconded and unanimously approved as submitted. RESOLUTION NO. 19597

Dr. Walker took a moment of special privilege to say thank you to Ms. Valarie Hawkins for her service in assisting the Board over the past year and a half, as she has accepted a promotion within the System. He introduced Tamiyka Rose, the Board's new Board Liaison and Ms. Veronica Graves, the Board's new Coordinator.

### **II. Mission Moment**

---

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

# The MetroHealth System Board of Trustees

---

Dr. Walker asked Dr. Steed to introduce today's Mission Moment which is a video titled "The Fierce Urgency of Now", highlighting Dr. Martin Luther King Jr.'s famous I Have a Dream Speech in 1963, and now more than 60 years later, we are confronted with the fierce urgency to lead the efforts of achieving health equity to ensure the highest level of health care for all.

## III. Committee Reports

### A. Facilities and Planning Committee

Ms. Chappell provided the group with an overview of the Facilities and Planning Committee. The Facilities and Planning Committee met today and discussed status updates of various projects. The campus interim parking plan has been implemented and seems to be working to alleviate the parking difficulties for patients and employees. Ms. Chappell also discussed the contract close out for the Glick Center and several corrective items have been completed this quarter. Next quarter, we are wrapping up all the paperwork and final documentation and turning the project over to the contractors. There will be continuing workflow as it relates to a Blood Marrow Transplant project, the Executive Administration relocation, and the construction of the new hospital project is going to be closed out in the next quarter. The facility condition and engineering assessment project is ongoing and will evaluate the legacy buildings for possible repurposing and the timeline and costs of this project will be communicated later. The Apex building design has been revised based on the feedback from providers and work is underway. Additional projects that were discussed includes the Ambulatory Enabling Project and the loading dock additions that are in process and underway. Discussions regarding cost and budget will continue to be updated as it relates to the campus transformation. Trade secret related items were discussed during the Facilities & Planning Committee meeting during executive session and there were no action items.

### B. Governance Committee

Ms. Chappell informed the group that there was a robust meeting today in the Governance Committee and provided details of the discussions. Ms. Sharon Dumas is a new Trustee who was officially approved by County Council and her term begins on March 6, 2023. Sharon has a spectacular background in finance as she was the CFO for the city of Cleveland for several years and for the city of East Cleveland before that. We are in the process planning an onboarding and orientation session for her. We look forward to welcoming Ms. Dumas to the Board of Trustees. Ms. Chappell requested Board Members to send names and resumes/CVs of prospective applicants who may have an interest of joining the Board within the next three or four weeks to Tamiyka Rose. Ms. Rose will be

# The MetroHealth System Board of Trustees

---

sending the matrix of skill sets to the Board Members so that you can see the skills sets that are needed. The list of names will be sent to the County Executive.

Ms. Chappell reminded the Board that we have been examining the revised charters of all the board committees. We expected to finish this task by the end of last year, but we had one charter that was pending. We agreed to postpone it until our first meeting of this year. We have eight standing committees, and seven of them have updated their charters.

The only exception is the Executive Committee, which did not submit a revised charter. We appreciate the work of the committee chairs and their members in updating and reviewing their charters.

The Governance Committee recommends that these charters be incorporated into our bylaws. When we vote on the amended bylaws, please note that we have already endorsed the committee charters. The proposed bylaws were circulated to everyone in advance. We received some feedback from one of our board members, which we discussed and decided we did not need any clarifying language in the bylaws.

The Governance Committee reviewed the amended and restated bylaws for the Board of Trustees and recommended their approval, as reflected in the resolutions. The committee also examined the resolution to approve and continue official roles with certain partner entities. We received a presentation on the selection process, the membership criteria, and the ethical standards for those roles. We agreed to reduce the number of partner entities to those that are relevant and aligned with our programs and initiatives. The resolution includes the updated list of approved entities.

## **IV. Consent Agenda**

### Governance Committee

Dr. Walker asked for approval from the Governance Committee seeking the Approval of Amended and Restated Bylaws for the Board of Trustees and Approval of Continuing Official Roles with Certain Partner Entities and asked for a motion to approve the consent agenda, which was given, seconded and the consent agenda was unanimously approved. RESOLUTION NO. 19599 and RESOLUTION NO. 19600.

## **V. President and CEO's Report**

Dr. Steed noted her written President and CEO's report. Dr. Steed officially welcomed Dr. Christine Alexander and announced her as the Interim Executive Vice President/Chief Physician Executive & Clinical Office; as Dr. Blinkhorn has stepped down from the role and will serve in a senior advisory capacity to the Office of the CEO. Dr. Steed also welcomed Dr. Natalie Joseph who stepped in as the President of the Medical Staff. Dr. Steed reflected on the challenges of 2023 such as soaring inflation, workforce issues and praised the hard work

# The MetroHealth System Board of Trustees

---

of our 9,000 caregivers. Dr. Steed noted financial targets were exceeded and all system goals were achieved except for a particular goal due to a reporting error. Significant improvements were made in patient experience, safety metrics, we reduced patient harms by 40% and the level of patient grievances were cut in half. Dr. Steed praised Dr. Golob for taking the reins and leading us on the charge to be rated a five-star organization. Dr. Steed noted the Academic Enterprise had a record number of grant submissions, exceeding the stretch goal of 70. Despite national workforce challenges, we welcomed over six hundred caregivers and reduced turnover. We are well-positioned for a successful 2024 as we aim to eradicate healthcare disparities, zeroing out the death gap and achieving health equity. We will continue the focus on creating a people-first culture and becoming the best place to work, although culture change can take three to five years, we are well on our way by working as a collective team and with the leadership of Dalph Watson helping to lead the charge. We will continue to expand our reach to improve health care access in our community under the leadership of Dr. Bill Lewis, to lead efforts to bolster health care access which is one of the drivers towards health equity. We will continue to elevate our impressive level of care that we provide with intentional focus on quality, safety and patient experience and we are striving for A grades and five-star performance in our public reporting, which Dr. Golob has us laser focused. We are focusing efforts on two specific areas, maternal/infant health, and mental health, which we have stepped up and taken a leadership role in both areas. We will continue to deliver high quality care in all areas, but we want to take a leadership role in those specific areas. Lastly, we will focus on growing our academic enterprise through patient-focus research and training the next generation of health professionals. Dr. John Chae has taken charge of this initiative and partnering closely with the Nursing Enterprise with Dr. Melissa Kline to revitalize and reimagine our academic and research focus for our organization. For more details, please refer to our monthly written report. Dr. Steed also reminded the group that she will be speaking at the City Club of Cleveland for an intimate fireside chat on Friday, February 9<sup>th</sup> at Noon with Emmy Award-winning Cleveland journalist Danita Harris.

## **VI. Medical Staff Report – Dr. Joseph**

Dr. Joseph informed the group that the Medical Staff Office put out a call for nominations for President-Elect. Dr. Alexander and Dr. Joseph have conducted listening tours through different departments which Dr. Joseph will continue to do so in the interim and using the feedback. Dr. Joseph noted the next Medical Staff meeting is scheduled for February 27, which will be in person and in conjunction with the Center for Arts and Wellness Committee. Given the success of the holiday party, people seem to crave events where they can meet in person. There will be art and poetry events where members of the Medical Staff can display pieces of their own artwork.

# The MetroHealth System Board of Trustees

---

Dr. Joseph noted the Medical Staff Providers Appointments, Actions and Reappointments and minutes that were included in the meeting materials. Dr. Joseph provided updates from the Medical Executive Committee meeting on December 8. Dr. Michael Lewis reported to the Medical Executive Committee on how we are doing with inpatient stay. Dr. Joseph also mentioned there is an ongoing search for Advanced Practice Providers.

The Board considered the Medical Staff Providers Appointments, Actions and Reappointments for January 2024 along with an acceptance of the MEC Minutes for December 8, 2023. The Board unanimously approved the same via RESOLUTION 19598.

## VII. Information Items

### A. Annual Report on Donations

Ms. Kate Brown presented to the group the annual report on donations from The MetroHealth System Foundation for 2023. The MetroHealth System Foundation made 10 donations which is separate from our community sponsorship program. Various organizations received a number of \$500 donations attributed to the Shero Award, which recipients of the award can add a donation to an organization of their choice. Such organizations who received donations for 2023 includes ACBC, an organization that provides care to children, The Alzheimer's Association, and the Lakewood Community Service Center. Additionally, the Legal Aid Society, Canopy, and Windsong were supported with donations. Ms. Brown highlighted contributions to universities that were made last year as four students graduated from Lincoln West School of Science and Health and received \$5,000 scholarships. The most significant contribution was to The MetroHealth Foundation. Ms. Brown informed the group that The MetroHealth System works with a non-profit organization called RIP Medical Debt who works with other hospitals in the area to raise support to purchase debt and relieve debt for the individuals that they serve. The organization provided \$1 million to The MetroHealth System, who in turn, donated the funds to the MetroHealth Foundation to seed our health equity fund. Ms. Chappell inquired if there are other organizations that might want to help seed more funds which Ms. Brown replied that Dr. Steed talks about our health equity initiative when meeting with potential donors and the response has been exceedingly positive. Ms. Brown provided an example of a former Foundation Board member who provided a donation of \$5,000 the next day after attending a briefing.

### B. Update on Strategic Planning Process

Dr. Steed updated the group on the strategic plan. The RFP was officially posted for a strategic planning partner and officially went out this week. As part of the process, a bidders' conference for interested parties and bidders will be held on January 29th from 1pm – 3pm. The official response for the RFPs will be due on March 5<sup>th</sup> and presentations from the finalist partners will take place the week of March 11<sup>th</sup>. Dr. Steed expressed that we are looking for partners with expertise in community engagement and community

# The MetroHealth System Board of Trustees

---

outreach as a central focus of their strategic planning process. Dr. Walker provided the names of the Board members who will take part in the process. He has asked Board member John Corlett and former Board Member Ron Fountain for their involvement. Dr. Walker will be involved in the process as well. Dr. Steed explained the scope of the RFP and the core deliverables of the strategic plan is to have a full and robust comprehensive strategic plan. Dr. Steed further explained the last strategic plan was developed prior to the pandemic, so as a result of the change in the market and recent developments, the core deliverables is a new and robust comprehensive five-year strategic plan. Dr. Steed mentioned that she will be working with Dr. Walker to synchronize the Board meeting dates to align with the RFP schedule as the participating Board members will be involved from start to finish.

## **VIII. Executive Session**

Dr. Walker asked for a motion to recess into executive session to discuss hospital trade secrets as defined by ORC 1333.61; to consider the appointment, employment, dismissal, discipline, promotion, demotion, or compensation of a public employee, and to conference with the public body's attorney to discuss a pending or imminent court action. Mr. Moss made a motion and Ms. Chappell seconded. The Board held a roll call vote with all Trustees in attendance voting to approve the motion to go into executive session for the purposes stated by Dr. Walker.

Members of the public were excused. The Board went into executive session to discuss the identified matters at 4:16 pm. Following the executive session, the meeting reconvened in open session at approximately 5:35pm and welcomed back the public via Zoom and the members of the public who remained in-person.

## **IX. Recommendation/Resolutions**

### **A. Approval of Performance-Based Variable Compensation Plan System Goals for 2024**

Dr. Walker noted these goals have been discussed several times by the Board, most recently at the December 2023 meeting. They have now been finalized and are before the Board for approval. Dr. Walker asked for a motion on the resolution for the Approval of Performance-Based Compensation Plan and System Goals for 2024 which was given, seconded and the resolution was approved unanimously. RESOLUTION 19601.

### **B. Approval of Support of a Nonprofit Affiliate**

Dr. Walker noted the Board heard from management on this issue in executive session and had the opportunity to ask questions. As there were no additional questions or discussions, Dr. Walker asked for a motion on the resolution for the Approval of Support of a Nonprofit Affiliate, which was given, seconded and the resolution was approved unanimously. RESOLUTION 19602.



# The MetroHealth System Board of Trustees

---

## V. Executive Session

Dr. Walker asked for a motion to recess into an executive session to discuss hospital trade secrets – as defined by ORC 1333.61 and to consider the appointment, employment, dismissal, discipline, promotion, demotion, or compensation of a public employee. Ms. Chappell made a motion and Mr. Moss seconded. The Board held a roll call vote with all Trustees in attendance voting to approve the motion to go into executive session for the purposes stated by Dr. Walker. Members of the public were excused. The Board went into executive session to discuss the identified matters at 5:39pm. Following the executive session, the meeting reconvened in open session at approximately 6:36pm and welcomed back the public via Zoom and the members of the public who remained in-person.

There being no further business to bring before the Board, the meeting was adjourned at 6:38 pm.

## THE METROHEALTH SYSTEM

E. Harry Walker, MD, Chairperson

## RECOMMENDATION FOR THE APPROVAL OF THE ENGAGEMENT OF AN INTERNAL AUDIT PARTNER

### Recommendation

The President and Chief Executive Officer recommends that the Board of Trustees of The MetroHealth System authorize the engagement of a partner to perform Internal Audit services and Enterprise Risk Management (“ERM”) services on behalf of the Board and the System.

### Background

The Board and the System has engaged external partners to coordinate the System’s Internal Audit function for several years. Although the System has used various program structures over time, most recently, the System has fully outsourced the Internal Audit function to the external partner. The current external partner’s contract expires at the end of March 2024.

After discussion with the Board’s Audit & Compliance Committee, the System publicly issued a request for competitive sealed proposals (the “CSP”) seeking to establish a new relationship(s) with an external firm to support the Internal Audit function and the ERM program. The CSP was issued in November and was executed in accordance with the System’s procurement processes. Respondents were asked to provide detail on their internal audit and ERM experience and expertise, along with technology tools to support their work. Respondents were also asked to share their perspectives on the different models used to by healthcare entities to perform the Internal Audit function: fully outsourced, co-sourced, or fully insourced.

Twelve firms responded to the CSP. This pool of firms was narrowed to four finalists, each of whom made presentations to a committee including representatives from the Audit & Compliance Committee, Ethics & Compliance, Finance, Information Services, and Legal. All of the finalists have significant experience in internal audit services and enterprise risk management generally and healthcare specifically.

It is recommended that the President and CEO be authorized to negotiate and enter into an agreement with at least one of the finalists in accordance with the System’s assessment of the responses, which was previously shared with the Audit & Compliance Committee.

## Approval of the Engagement of an Internal Audit Partner

\*\*\*\*\*

### RESOLUTION XXXXXX

WHEREAS, the Board of Trustees of The MetroHealth System has been presented a recommendation for the authority to engage an internal audit partner from among the respondents to the System's publicly issued request for competitive sealed proposals; and

WHEREAS, the Board's Audit & Compliance Committee has reviewed this recommendation and now recommends its approval.

NOW, THEREFORE, BE IT RESOLVED, the Board of Trustees of The MetroHealth System hereby approves of the System's engagement of a partner to support the internal audit program and report to the Board, to be paid out of general operating funds.

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

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:

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

President and CEO, The MetroHealth System

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

February 2024

Report to the Board of Trustees

Trustees,

Earlier this month, I had the tremendous honor of standing shoulder to shoulder with our partners from the Cleveland Metropolitan School District and the City of Cleveland as we cut the ribbon on the MetroHealth School Health Program's new in-school clinic at Glenville High School.

This new space, along with two other brand-new in-school clinics (inside Mound Elementary and Clara E. Westropp Elementary), are just the latest examples of the School Health Program's stunning decade-long growth from a single clinic inside a single school into a nationally recognized model that provides comprehensive care to thousands of students, families and staff at in-school clinics and mobile units serving 15 Cleveland schools. And that's not counting the School Health Program's additional clinics and services in other districts and schools in our region.

The School Health Program is just one piece of our overall effort and strategy to bring care and services deep into our communities, directly to where our patients live, work, play and learn.

Partnerships are essential to our vision of building the health and the wealth of our community. We cannot do this alone. Our partnership with CMSD has been especially powerful and effective. In addition to the School Health Program, which celebrates its 10<sup>th</sup> birthday this year, this partnership led to the creation of the Lincoln-West School of Science & Health, the nation's only high school inside of a hospital and a national model that we are eager to help replicate across our region, our state and our nation. LWSSH is allowing our neighborhood's young adults to see themselves in successful careers in healthcare and beyond. When our young people can see it, *they can be it*.

Another exciting partnership we are nurturing is our collaboration with Cleveland State University. Late last month, MetroHealth began operating the CSU Clinic inside the university's College of Health on Euclid Avenue. Inside this clinic, MetroHealth caregivers are treating university students, faculty and staff for minor illnesses and injuries that don't require a visit to the Emergency Department. The team is also providing COVID-19 testing, immunizations, routine health screenings, pregnancy tests and much more. The CSU Clinic is a win-win-win: Members of our community get easier access to excellent care; the university can provide more services to its students, faculty and staff; and MetroHealth takes another step in our mission toward health equity.

I want to thank those Trustees, staff members and friends of MetroHealth who were among the thousands of folks who attended, live-streamed, watched or listened to my fireside chat with veteran TV journalist Danita Harris at The City Club of Cleveland on February 9. The response has been unanimously and overwhelmingly positive. It is striking and clear how much our community stands behind MetroHealth and supports our mission, our vision and



2500 MetroHealth Drive, Cleveland, OH 44109

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

President and CEO, The MetroHealth System

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

our essential role in this community. I want to express my deep thanks to The City Club's staff, especially CEO Dan Moulthrop, for making my first appearance so flawless and comfortable.

I would like to remind the Board to mark your calendars for Saturday, April 27, for the annual MetroHealth Men's Health Fair, which will take place at two convenient locations: our Cleveland Heights Medical Center and at Tri-C's Metropolitan Campus. This annual event, along with our other health fairs and expos, are a vital tool in our effort to bring care beyond our four walls and into the community, building trust, expanding access and helping achieve health equity.

Speaking of health equity, I am truly honored to welcome two extraordinary new leaders who will play a crucial role in our efforts to eradicate health disparities:

- **Connie Moreland, MD, MMSc, FACOG**, is our new Vice President of Medical Diversity and Inclusion. She is an experienced OB-GYN, healthcare executive and advocate for the underserved. Dr. Moreland will help us deepen the diversity in our provider community as well as our residency and fellowship programs. That includes helping us recruit, retain and mentor underrepresented minorities in medicine and serving as a trusted resource for all matters related to equity, inclusion and diversity in MetroHealth's provider community.
- **Wendy Ellis Jones, Ed.D.**, is MetroHealth's new Executive Director, Health Equity Sponsorship, Engagement & Partnership, and will oversee events and collaborations that create opportunities to support the system and our health equity efforts.

I also have some exciting news from The MetroHealth Foundation: the creation of the Health Equity CLE Fund, which will provide philanthropic resources to support MetroHealth caregivers and researchers as they expand access to care, increase trust in our community, improve our understanding of the causes (and the solutions) of health injustice, and ultimately improve the well-being of all Clevelanders by eradicating health disparities. Donors who support the Health Equity CLE Fund are true Health Equity Champions. They share our relentless drive toward longer lives, healthier lives and better lives for everyone in our community.

I am also pleased to share the work continues at the MetroHealth Parma Medical Center with the renovation and expansion of key clinical spaces on the third and fourth floors. In late January, the Internal Medicine team joined the Medical Specialty Clinics in a freshly renovated space on the third floor. And a few weeks prior, we welcomed patients to a new fourth-floor space occupied by caregivers from our Pediatrics, OB-GYN and WIC teams. One of our top priorities as a System is improving maternal-infant health in Cuyahoga County, and the new fourth-floor space is designed to help us do just that. The fourth floor includes exam rooms, treatment rooms, diagnostic space and a large ultrasound room for our Maternal-Fetal Medicine team. These upgrades at Parma are part of our ongoing Ambulatory Enabling Project, which is designed to expand access, especially for specialty services, in our outpatient clinics.



2500 MetroHealth Drive, Cleveland, OH 44109

**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

In short, the momentum we generated in 2023 – where we met or exceeded all our goals despite significant headwinds – continues in 2024. As you will see in the attached report, our future is extremely bright. The MetroWAY Forward Financial & Operational Transformation will help ensure MetroHealth continues to fulfill its mission and promise to the community.

As we approach the end of February, I also want to reflect on Black History Month. I am proud to report that MetroHealth planned the biggest Black History celebration in its history with programming and events all month long. The annual February observance gives all of us – no matter the color of our skin – an opportunity to take some time to recognize, celebrate and be inspired by the gifts Black Americans have given to our community, our nation and our world. And this month, we shined a light on many of the Black Americans who have given so much to MetroHealth and our community.

Lastly, I want to take this opportunity to voice my strong support to the LGBT community, who are some of our most at-risk and victimized individuals in our nation. MetroHealth's caregivers, led by our Pride Clinic, have long provided unwavering support, warm kindness and exceptional, appropriate care to these individuals, literally transforming their lives. The passage of House Bill 68 – which limits gender-affirming care for minors and bars trans youths from participating in sports –and the subsequent overriding of the governor's veto have traumatized these individuals and have sparked legitimate fear among our caregivers. Please know that our support has not wavered. We will do everything we legally can to support our patients and our caregivers. We believe that qualified, accredited medical professionals are best equipped to partner with patients and their families to make medical decisions.

I am grateful for your partnership, counsel and support. Most of all, I am grateful for your commitment and devotion to MetroHealth, our patients and our community.

Sincerely,

**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

February 2024



# 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.



# FEBRUARY SCORECARD



## 2024 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.

# FEBRUARY '24 HIGHLIGHTS



## 2024 System Goal Domains

### Financial

- Total January 2024 EBIDA was \$6 million, and improved \$620K over prior year
- Total Operating Revenue was on Target & improved 12.3% or \$17.3 million compared to prior year. Growth highlights include:
  - OP Visits +6.4%
  - ED Visits +16.3%
  - Surgical Cases +9.8%
  - Rx's Filled +17.7%
- Average Length of Stay was reduced 10% compared to January 2023

### Strategy & Growth

- Strong Q4 Share of Care performance created a year-end total of 53.1%, establishing the baseline for 2024 Goal

### Quality, Service & Experience

- Patient Experience composite score increased 8% in 2023
- Our HCAHPS alone increased 11% in 2023.
- January ended with 1.04 harms per 1,000 inpatient days which is 17% better than 2023 baseline

### People-First Strategy

- New Employee orientation returned to on-site
- Diverse Nurse EBRG Networking Event 60+ diverse nurses in attendance
- 275 offers accepted through the first six weeks of 2024
- New Career page went live.
- First Unconscious Bias Session launched
- Tri-C.MH Access Center added new Spring offering, Ethics in Healthcare
- Y.O.U Partnership secured funding to sponsor five high school student interns at MH Internship Program

### Clinical Transformation, Community & Health Equity

- New Epic dashboard developed with all ambulatory quality goals.
- Continue to conduct site specific provider education for the Assessment of conditions

### Research & Teaching

- 5 grant submissions
- 2023 Blue Ridge rankings released February 24

## Goal: Achieving 2024 Adjusted EBIDA Target

**The Measure:** EBIDA – Earnings Before Interest, Depreciation and Amortization – is an important measure of an organization’s financial health.

**Why It Matters:** As an institution, we are committed to ensuring our caregivers have the resources and support they need to provide the highest level of care to our community.

To do so, we are focused on:

- We have launched the MetroWAY Forward Financial and Operational Transformation to drive more than \$150 million in combined cost improvements and revenue enhancements, including the continuation of our 10-point financial plan.
- More targeted approaches 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.

Goal Sponsor  
Derrick Hollings  
Olusegun Ishmael, MD

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



**YTD Actual: \$6.2 million**  
**YTD Target: \$6.7 million**  
**Variance: (\$0.5) million**

**Annual Goal Target: \$140 million**

*\*YTD as of January 31, 2024*

## Goal: Improving Share of Care

**The Measure:** *Share of Care* is a revenue-based measurement designed to gauge customer loyalty. It is a calculation that reflects the total spend of a patient on their healthcare services at a particular institution.

**Why It Matters:** Our goal is to ensure our patients receive as much of their care as possible at MetroHealth. Ensuring this continuity of care will lead to better health outcomes for the individuals we serve.

To do so, we are:





- Leveraging the MetroWay Forward Initiatives (KPMG)
- Access and Referral Management

**Goal Sponsors**  
 Nabil Chehade, MD  
 William Lewis, MD

	Share of Care	Incremental Change	Domestic Revenue *	Revenue Change
Baseline	53.1%	0.0%	\$1,132k	\$0
Minimum	53.33%	+0.25%	\$1,137k	+\$5.3M
Target	53.83%	+0.75%	\$1,148k	+\$16.0M
Maximum	54.33%	+1.25%	\$1,159k	+\$26.7M

\*Domestic revenue does not reflect adjustments for 2024 inflation

**Legend**

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



## Goal: Elimination of Patient Harm

**The Measure:** Patient harm is defined as any preventable condition that occurs as a result of medical care or in a healthcare setting. This composite score covers 18 publicly reported preventable harms, including pressure ulcers, post-operative sepsis, in-hospital falls with hip injury and hospital-acquired infections like MRSA and C-diff.

**Why It Matters:** In addition to simply being the right thing to do, our performance in this area is reflected in our CMS Care Compare Star Ratings, Leapfrog grades and CMS performance-based penalty and incentive programs.

To achieve this goal, we are:

- Focusing on each individual harm and identifying opportunities for improvement.
- Continuing transparency and monitoring of the goal utilizing real-time updates with the Patient Safety Score on the MIV.
- Supporting the MetroWAY *Forward* with education on the required mindsets, behaviors and actions required to support this people-first strategy.

Goal Sponsor  
Joseph Golob, MD

2023 Year-End Baseline	2024 Target Goal	YTD 2024
1.25	1.19	1.04

Legend

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







## Goal: Improving the Patient Experience

**The Measure:** Our Patient Experience score is a composite of all 10 domains of the HCAHPS patient survey as well as two questions from both the Emergency Department and Ambulatory real-time survey. This composite reflects our patients' perception of communication with providers, staff responsiveness, cleanliness and other factors.

**Why It Matters:** Every person at MetroHealth contributes to the patient experience, and this measure reflects our commitment to ensuring everyone receives high-quality and compassionate care.

To achieve this goal, we are:

- Continuing to educate both inpatient and outpatient areas on service excellence and recovery.
  - Closing disparity gaps noticed in our patient experience scores.
  - Educating patient experience best practices with training aimed at our provider enterprise.
  - Concentrating on areas of improvement while introducing sustainment practices.
- Please note, due to the nature of the metrics, patient experience scores are 1.5 months behind in reporting therefore we just closed December 2023.

2023 Year-End Baseline	2024 Target Goal
2.95	3.10 Improvement

Goal Sponsor  
Joseph Golob, MD



### Legend

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

## Goal: Improving Employee Engagement

**The Measure:** In 2023, 77% of our caregivers responded to our Employee Engagement Survey – far above our initial target and exceeding our max goal. According to our vendor, Perceptyx, survey participation rates in the healthcare industry are typically 70%.

**Why It Matters:** This survey is one of the many ways our caregivers can tell us about their experience working at MetroHealth, the progress we have made and, most importantly, how we can do better.

To achieve this goal, we are:





- Driving efforts to build foundation for increased survey participation.
- 600+ leaders on 2023 Engagement Data, Perceptyx Survey Platform and Survey Interpretation
- 2023 Survey Results shared with all leaders and cascaded down to their teams

2023 Year-End Baseline	2024 Target Goal	YTD 2024
71%	77%	Not Available

Goal Sponsor  
Dalph Watson, JD



### Legend

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



## Goal: Addressing Infant and Maternal Health

**The Measure:** We measure our progress in this area by tracking three key metrics – **timeliness of prenatal care, postpartum care visit rates** and the **percentage of children attending a well-child visit** in their first 15 months.

In reporting our overall progress, we take into consideration our efforts to close the **care and equity gap** and weight our results appropriately.

**Why It Matters:** 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 making it easier for patients to access care.

**What is Happening:**

- Developing a new video visit option for patient “no shows.”
- Implemented a new nursing video visit with OB patients to educate and establish care.

Measures	2023 Baseline	2023 Disparity (P Value)	Year-End Target	2024 Disparity (P Value)	YTD 2024
Timeliness of Prenatal Care	81%	0.03	79%	0.14	80%
Postpartum Care Visit	79%	<0.0001	79%	0.38	79%
Well-child Visits in First 15 Months	56%	<0.0001	57%	0.15	53%
YTD Progress Composite					8

Goal Sponsors  
 Charles Modlin, MD  
 Nabil Chehade, MD



**Legend**

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





## Goal: Improved Ambulatory Quality Value-Based Care Metrics

**The Measure:** As part of our commitment to elevating the level of care we provide, we are tracking 14 key ambulatory metrics that cover a variety of services and quality measures.

Measures	Baseline	Target	Max	YTD 2024	Met Baseline	Target or Better
Diabetes: HbA1c	31%	30%	29%	78%	✗	✗
Cervical Cancer Screening	58%	59%	60%	63%	+	+
Breast Cancer Screening	68%	69%	70%	69%	+	+
Colorectal Cancer Screening	52%	53%	54%	48%	✗	✗
Diabetic Eye Exam	39%	40%	41%	37%	✗	✗
Controlling Hypertension	69%	70%	71%	52%	✗	✗
Kidney Health Evaluation	15%	20%	25%	8%	✗	✗
Clinical Depression & Follow Up	56%	57%	58%	28%	✗	✗
IET Alcohol & Other Drug Dependence	7%	8%	9%	4%	✗	✗
ADHD Medication and Follow Up	38%	39%	40%	52%	+	+
Pediatric Immunizations	34%	35%	36%	22%	✗	✗
Pediatric Lead Screening	76%	77%	78%	75%	✗	✗
Completion of Medicare Wellness	12500	13000	13500	941	✗	✗
Improving Assessment of Conditions	73%	74%	75%	52%	✗	✗
To achieve our target in this area, 9 of the 14 metrics must meet baseline and 7 of the metrics must achieve target performance or better.					3/9	3/7

Goal Sponsors  
 Nabil Chehade, MD  
 Joseph Golob, MD

**Why It Matters:** Our performance on these metrics are important for the health and well-being of our patients but also our value-based arrangements with key payers. They are also reflected in our quality scores and rankings.

**Legend**

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





## Goal: Completion of Medicare Wellness Visits

**The Measure:** This measure shows the number of patients who had a completed Medicare Wellness Visit in the calendar year.

**Why It Matters:** Medicare Wellness visits are intended to focus on a patient's total well-being and not a specific condition. Providers are able to learn more about patients and to identify and prevent problems from occurring later.

Areas typically evaluated in a Medicare Wellness Visit include:

- Evaluation of fall risk
- Measure height, weight and blood pressure
- Offer referrals to other preventative services
- Advance care planning
- Screening for dementia and depression
- Update medical and family histories

### What is Happening:

- Developing new workflows to complete required Health Risk Assessment question (26 questions) prior to the patient visit. This improves efficiencies to add the Medicare Wellness visit to follow-up appointments.
- Initiating a new video visit type for Medicare Wellness in 2024.
- Exchanging the neurologic screening to a more robust one that could be administered via MyChart by the patient prior to the Wellness visit.



#### Goal Sponsors

Nabil Chehade, MD

Joseph Golob, MD

## Goal: Increasing Grant Application Submissions

**The Measure:** This measure tracks the number of applications our caregivers submit to public and private sources for funding to support research, education and training programs.

**Why It Matters:** As an academic medical center, research and education are at the heart of what we do. One of our strategic priorities as a System is to build upon our role as an academic institution, and securing funding from outside sources is an important component of that work.

2023 Baseline	Year-End Target	YTD 2024
70*	75	5




### Academic Spotlight:

- 2023 Blue Ridge released: PM&R ranked #2 in the nation in NIH funding
  - Kevin Kilgore, PhD: #2 in the nation among PM&R faculty
  - P. Hunter Peckham, PhD: #6 in the nation among PM&R faculty
- MetroHealth PubMed Publications:
  - 2023: 551
  - 2022: 546
  - 2021: 529



Goal Sponsors  
John Chae, MD

#### Legend

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





# System News and Accomplishments



**MetroHealth**

# Sights Around the System

We'd like to extend our sincerest thanks to all who attended or tuned in for last month's sold-out **City Club of Cleveland** forum with MetroHealth President & CEO **Airica Steed, Ed.D, RN, MBA, FACHE**.

During a discussion with award-winning journalist Danita Harris, Dr. Steed highlighted our focus on building a People-First Culture and the resilience of MetroHealth's nearly 9,000 caregivers as we overcame significant headwinds. She also touched on the importance of young people in our community's future – and MetroHealth's role in helping cultivate that talent. And, of course, she reinforced MetroHealth's commitment to advancing health equity and eradicating health disparities.

"We're purpose-driven and mission-driven and unapologetically bold in our fight for equity. That is what keeps me up every night and gets me up every morning," Dr. Steed told the audience.

A recording of the discussion can be viewed by [clicking here](#).





# Sights Around the System

As part of MetroHealth's ongoing mission to take high-quality healthcare beyond the hospital and into the community, the [School Health Program](#) (SHP) and the [Cleveland Metropolitan School District](#) (CMSD) are opening three new in-school Wellness Centers at Mound Elementary School, Glenville High School and Clara E Westropp Elementary School.

The opening of Mound Wellness Center, Glenville Wellness Center and Clara E Westropp Wellness Center coincides with the 10-year anniversary of the collaboration between MetroHealth SHP and CMSD to provide school-based healthcare services. A ribbon cutting ceremony took place at Glenville High School on February 14.

Through the American Rescue Plan Act of 2021, nearly \$4.5 million was awarded to MetroHealth's School Health Program in the spring of 2022 to renovate and expand these wellness centers and add new healthcare services throughout the District. Construction and capital expense management is coordinated with the Ohio Departments of Education and Health. Additional funds are being made available through the Governor's Emergency Education Relief Fund.



# Black History Month

The annual February observance gives all of us – no matter the color of our skin – an opportunity to take some time to recognize, celebrate and be inspired by the gifts Black Americans have given to our community, our nation and our world.

MetroHealth planned the biggest Black History celebration in our history, with programming and events all month long. This year's theme is "Health Equity: The Fierce Urgency of NOW!" Activities included:

- Health talks with MetroHealth caregivers
- A fireside chat with Dr. Steed
- Health equity panel and poster presentation with Lincoln-West students
- Lincoln-West oratory contest
- Diverse Nurse EBRG Networking Event
- Launched a new series on the MIV and social media Moments in Black History – where we shared stories of figures and milestones from the organizations' history





# Black History Month

As part of our Black History Month celebration, students from the [Lincoln-West School of Science & Health](#) – the only high school inside a hospital in the nation – presented posters explaining how health inequities affect the communities around them. Dr. Steed joined them for a lively discussion on their findings, their goals and how they hope to make the world a better place.

In addition, MetroHealth's [Diverse Nurse Employee Business Resource Group](#) hosted a special networking event. MetroHealth's nurses represent and reflect the communities we serve. As a health system deeply committed to advancing health equity and ultimately eradicating health disparities, it is so important we continuously strive to reflect the communities we serve





- In honor of American Heart Month, the [American Heart Association](#) has donated 100 CPR Anywhere Kits to MetroHealth for use in the community. This gift was made possible by [George Sullivan](#), CEO of EquityTrust and a member of the MetroHealth Foundation Board of Directors. Sullivan serves on the board of the American Heart Association Greater Cleveland chapter along with MetroHealth Chief Health Equity Officer Charles Modlin, MD.
- [The E. Harry Walker, MD, Preceptorship in Community Health](#) has officially been fully funded, thanks to a major gift from [Robert Bahler, MD](#).
- The [Ohio Department of Health](#) awarded \$1,087,982 for continued support of the School Health Program's expanded sites.
- Foundation latest newsletter distributed via mail and web to more than 5,000 donors. Read the Spring 2024 newsletter here: [Publications | The MetroHealth System](#)
- Upcoming events include Interfaith Clergy Open House on Thursday, February 22 and donor introduction and tour of the MetroHealth Rehabilitation Institute on Wednesday, March 13.



*“When our neighbors and community members know more about their own health and life-saving interventions, that is another step toward achieving health equity for all. We are grateful to the American Heart Association for this generous gift.”*  
*Airica Steed, Ed.D, RN, MBA, FACHE*

## Media Highlights

- [MetroHealth CEO redesigned exec pay in 1st year](#) – Becker’s Hospital Review
- [Community-Oriented Healthcare Can Promote Change](#) – Psychology Today
- [MetroHealth CEO Airica Steed reflects on changes in her 1st year](#) – Cleveland.com
- [MetroHealth opens health clinic on Cleveland State University campus](#) – Cleveland.com
- [MetroHealth to operate Cleveland State University's on-campus clinic](#) – Crain’s Cleveland
- [The inclusion problem at the heart of rehabilitation research](#) – STAT News
- [MetroHealth offers free pregnancy testing; here’s how to get yours](#) – Cleveland.com
- [Northeast Ohio colleges continue to produce nurses, but state shortage remains](#) – ideastream
- [CMSD, MetroHealth open three in-school clinics](#) – 19 News
- [MetroHealth, CMSD open clinics for students, staff](#) – ideastream

## Press Releases

- [MetroHealth Appoints Joseph Greiner Chief of Public Safety](#)
- [MetroHealth Partners with CMSD to Open Three In-School Clinics](#)
- [MetroHealth, Cleveland State Partner to Expand Healthcare Access](#)

### Cleveland Metropolitan School District, MetroHealth open 3 school wellness clinics



Cleveland Metropolitan School District, MetroHealth open 3 school wellness clinics (Source: CMSD)

By Maddi Hebebrand

Published: Feb. 15, 2024 at 10:12 PM EST

### MetroHealth to operate Cleveland State's on-campus clinic

PAIGE BENNETT

EMAIL | SHARE | TWITTER | LINKEDIN



Cleveland State University

MetroHealth caregivers will treat minor illnesses and injuries that do not require a visit to the emergency department at the university's CSU Clinic as part of the partnership.

FIRST OPINION

After 20 years in rehabilitation research, my young daughter's traumatic brain injury transformed my mind and my career

By James Sulzer Jan. 24, 2024



James Sulzer with his daughter Lindsay Sulzer



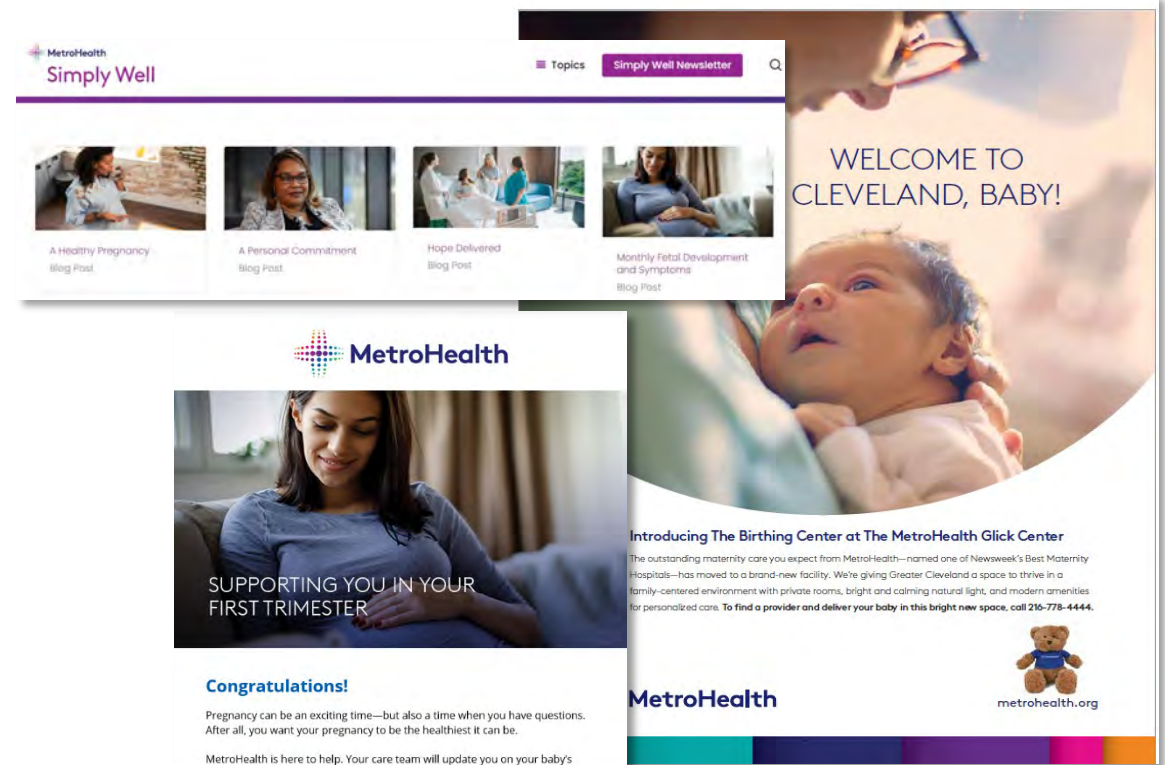
MetroHealth's new Birthing Center and NICU recently celebrated its 1<sup>st</sup> birthday. In its first year, we welcomed **2,711 babies** in our state-of-the-art space and our NICU cared for **544 babies**.

To celebrate the occasion:

- **Donald "Chip" Wiper, MD**, appeared on [WKYC's Good Company](#) on January 25
- Published a [special blog](#) on Simply Well in honor of the anniversary
- Continued promotion in targeted OB-GYN patient email outreach
- Paid search engine marketing
- Social media promotion

Some highlights from the first year:

- First-time C-section rates at an impressively low 18%.
- For individuals interested in having a vaginal birth after C-section (VBAC) with another child, we had an overall 80% success rate with 100% VBAC rates in 2023.
- 85% of induced labors resulted in vaginal deliveries.
- Preterm birth rate of 14%, down from 16% the previous year.
- Cared for 308 women with severe hypertension emergencies.
- 1,464 women pushed for less than an hour.



# Spotlight on New Leaders



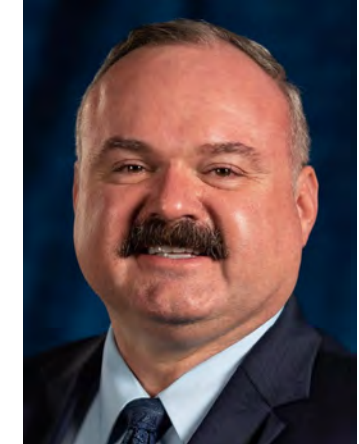
**Connie Moreland, MD, MMSc, FACOG, Vice President, Medical Diversity & Education:** In this role, Dr. Moreland will help us deepen the diversity in our provider community as well as our residency and fellowship programs. That includes helping us recruit, retain and mentor underrepresented minorities in medicine and serving as a trusted resource for all matters related to equity, inclusion and diversity in MetroHealth's provider community. Dr. Moreland – an experienced OB-GYN and healthcare executive – joins us from Sinai Chicago where in her many roles she improved access, built responsive care teams and overcame obstacles to build a better health system.

**Joseph Greiner, Director and Chief of Public Safety:** Chief Greiner has more than 25 years of experience in law enforcement and will play a leading role in ensuring MetroHealth is the safest possible environment for its nearly 9,000 employees and the individuals they serve. He joins MetroHealth from the Cuyahoga County Sheriff's Department where he most recently served as Chief Deputy Sheriff. He also served as interim sheriff for the county on two occasions, having been appointed by two County Executives and County Council. He previously held posts with the Lorain County Sheriff and Medina Township Police Department.

**Wendy Ellis Jones, Ed.D, Executive Director, Health Equity Sponsorship, Engagement & Partnership:** In this role, Dr. Jones will oversee events and collaborations that create opportunities to support the system and our health equity efforts. Previous positions include Director of Athletic Development at University of Arkansas-Little Rock and Executive Vice President at Honey Shine | Alonzo Mourning Foundation.



Connie Moreland, MD



Joseph Greiner



Wendy Ellis Jones, Ed.D



# Awards, Recognition & Other News

- **Kathleen "Kathy" Kerber, MSN, APRN-CNS, ACNS-BC, CCRN**, has been honored with the DAISY Lifetime Achievement Award, which recognizes nurses who have devoted their life's work to the compassionate care for others. Kathy has been a clinical nurse specialist at MetroHealth for 37 years.
- As part of the **People Division's** efforts to improve the recruitment and onboarding experience for MetroHealth's newest caregivers, New Employee Orientation recently returned to Main Campus for the first time since the onset of the COVID-19 pandemic. On February 5, we welcomed about 60 new hires at Main Campus for a day of learning through engaging presentations and team building.
- **Rev. Debra Dove**, Manager of Spiritual Care, is a recipient of a Busch Caregiver Award. The recognition acknowledges end-of-life caregivers, healthcare volunteers, safety heroes, and others who selflessly provide care in Northeast Ohio. According to the award nomination, Rev. Dove has "been doing an incredible providing support and care to parents who have recently lost an infant. She listens attentively to their needs and goes above and beyond to ensure that they receive the emotional and financial support they need during one of the most difficult times of their lives."
- **Society for Obstetric Anesthesia and Perinatology (SOAP)** has named MetroHealth a Center of Excellence. The goal of the SOAP Centers of Excellence is to recognize institutions and programs that demonstrate excellent obstetric anesthesia care.



Kathy Kerber



Rev. Debra Dove (center)

The following actions to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on January 9, 2024.  
The Actions will then be reviewed by the Medical Executive Committee on January 12, 2024.

**Resignations**

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>End Date</i>
Alred, Thayne, MD	Emergency Medicine		12/1/2023-R
Black, Amber, APRN-CNP	Family Medicine		12/22/2023-R
Bruner, Julia, MD	Family Medicine	Express Care	1/3/2024-R
Caimol, Maria Sherry Ann Rosalind, MD	Pediatrics	Nephrology	1/1/2024-R
Cardillo, Danielle, APRN-CNP	Emergency Medicine		12/1/2023-R
Fogel, Susan, APRN-CNP	Neurology		12/1/2023-R
Gregory, Jolee, MD	Family Medicine	Express Care	12/1/2023-RT
Hernandez, Alicia, APRN-CNP	Family Medicine		1/4/2024-R
Jagetia, Anil, MD	Anesthesiology		11/27/2023-R
Lengu, Irma, MD	Surgery	Urology	12/1/2023-R
Molnar, Jill, APRN-CNP	Medicine	Internal Medicine	1/9/2024-R
Nand, Natasha, PA-C	Medicine	Hematology/Oncology	12/28/2023-R
O’Leary, Andrew, MD	Medicine	Radiation Oncology	12/1/2023-R
Rahhal, Maria-Noel, MD	Medicine	Endocrinology	12/8/2023-R
Sabe, Ramy, MD	Pediatrics	Gastroenterology	9/30/2023-R
Saus, John, MD	Anesthesiology		12/1/2023-R
Scharf, Steven, DO	Anesthesiology		12/1/2023-R
Souqiyyeh, Muhammad, MD	Medicine	Nephrology	1/1/2024-R
Tripodi, Michael, PA-C	Emergency Medicine		12/1/2023-R
Xavier, Brian, MD	Radiology		11/10/2023-R

**Staff Category Change**

<i>Name</i>	<i>Category From</i>	<i>Category To</i>	<i>Date</i>
Davis, Raeneisha, APRN-CRNA	Associate	Privileged Non-Member	11/1/2023

**Additional Clinical Privileges**

<i>Name</i>	<i>Privileges Added</i>	<i>Date</i>
Ritter, Kaitlin, MD	Advanced Laparoscopic Privileges	1/8/2024

CC=Contract Complete, Fellowship Complete

R=Resigned

RL-Relocated

RT-Retired

ET-Employment Terminated

CT-Contract Terminated

The following actions to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on January 30, 2024. The Actions will then be reviewed by the Medical Executive Committee on February 9, 2024.

**Resignations**

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>End Date</i>
Gay, Alishea, APRN-CNP	Family Medicine		1/19/2024-R
Pohlchuck, Annette, APRN-CNP	Medicine	Cardiology	1/12/2024-R
Vernon, Lance, DDS	Dental Medicine		1/12/2024-R
Zahreddine, Badri, MD	Anesthesiology		1/30/2024-R

**Staff Category Change**

<i>Name</i>	<i>Category From</i>	<i>Category To</i>	<i>Date</i>
O'Regan, Catherine, APRN-CNP	Associate	Privileged Non-Member	1/9/2024

**Clinical Privilege Withdrawal**

<i>Name</i>	<i>Privileges Withdrawn</i>	<i>Date</i>
Ferguson, Catherine, DPM	Core III Podiatry Privileges	1/8/2024

CC=Contract Complete, Fellowship Complete

R=Resigned

RL-Relocated

RT-Retired

ET-Employment Terminated

CT-Contract Terminated

The following Appointments to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on January 8, 2024. The appointments will then be reviewed and accepted by the Medical Executive Committee on January 12, 2024.

**Active**

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Alam, Syed, MD	Psychiatry		1/10/2024
Ifabiyi, Tolulope, MD	Medicine/Pediatrics		1/10/2024
Layeequr Rahman, Rakhshanda, MD	Surgery	Oncology	1/10/2024
Rivera, Ann, MD	Radiology		1/10/2024
Russo, Suzanne, MD	Medicine	Radiation Oncology	1/10/2024
Sarabu, Nagaraju, MD	Medicine	Nephrology	1/10/2024

**Associate**

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Connors, Christopher, APRN-CNP	Family Medicine	Express Care	1/10/2024
Markiv, Oksana, APRN-CNP	Anesthesiology	Pre-Surgical Testing	1/10/2024
Saleh, Dania, PA-C	Otolaryngology		1/10/2024

**Privileged Non-Member**

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Agarwal, Arpit, MD	Pediatrics	Pediatric Cardiology	1/10/2024
Kohberger, Cortney, MD	Psychiatry		1/10/2024

**Clean List Files**

**Privileged Non-Member**

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Macias, Christopher, LISW	Psychiatry	Social Work	1/10/2024
Stricko, Sandra, CCP	Surgery	Cardiothoracic	1/10/2024



The following Appointments to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on January 30, 2024. The appointments will then be reviewed and accepted by the Medical Executive Committee on February 9, 2024.

**Active**

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Moreland, Connie, MD	OB/GYN		1/31/2024
Pujara, Akshat, MD	Radiology		1/31/2024
Steib, John, DO	Anesthesiology		1/31/2024

**Associate**

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
de la Pena Heather, APRN-CNP	Family Medicine		1/31/2024

**Privileged Non-Member**

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Kumar, Vikramjeet, MD	Medicine	Endocrinology	1/31/2024
Shahla, Leena, MD	Medicine	Endocrinology	1/31/2024
Singh, Harinder, MD	Pediatrics	Pediatric Cardiology	1/31/2024

## JANUARY 2024 REAPPOINTMENTS

Last Name	First Name	Degree	Department	Division
Abou-Haidar	Antoinette	MD	Family Medicine	
Adebambo	Ifeolorunbode	MD	Family Medicine	
Ali	Ali	DO	Anesthesiology	
Auckley	Dennis	MD	Medicine	Pulmonary Medicine
Avery	Ann	MD	Medicine	Infectious Disease
Ayache	Mirna	MD	Medicine	Pulmonary Medicine
Bare	Rudd	MD	Emergency Medicine	
Barrett	Katherine	DNP, APRN-CNP	Family Medicine	Express Care
Bassett	Michael	MD	Anesthesiology	
Bates	Craig	MD, MS, FACEP	Emergency Medicine	
Berko	Eric	Ph.D.	Family Medicine	
Brandt	Christopher	MD	Surgery	General Surgery
Breahna	Ovidiu	CAA	Anesthesiology	
Bullard	David	MD, MEd	Emergency Medicine	
Cai	Dan	MD, Ph.D.	Pathology	
Campea	Kristine	APRN-CNP	Family Medicine	Express Care
Chae	John	MD, ME	Physical Medicine & Rehabilitation	
Chang	Timothy	MD	Dermatology	
Chang	Anthony	MD	Anesthesiology	
Collins	Thomas	MD, FACEP	Emergency Medicine	
Cornes Ribadas	Kristen	APRN-CNP	Family Medicine	
Crowe	Colin	MD	Family Medicine	
Curley	Catherine	MD	Medicine	Hospital Medicine
D'Abramo	Catherine	MD	Emergency Medicine	
Dacek	Amanda	APRN-CNP	Emergency Medicine	
Dardir	Noha	MD	Family Medicine	
Dasarathy	Jaividhya	MD	Family Medicine	
Dechant	Hallie	MD, MPP	Medicine	Internal Medicine
Douglass	Karen	MD	Emergency Medicine	
Draiss	Jacquelyn	PA-C	Emergency Medicine	
D'Souza	Carol	MD	Medicine	Internal Medicine
Duns	Mary Michele	APRN-CNP	Pediatrics	Comprehensive Care
Edwards	Virginia	APRN-CNP	Neurology	
Effron	David	MD, FACEP	Emergency Medicine	
Einstadter	Douglas	MD	Medicine	Internal Medicine
Eisen	Matthew	MD	Medicine	Internal Medicine
Eversman	George	MD	Emergency Medicine	
Ferrall	Emily	APRN-CNP	Family Medicine	
Frolikis	Calen	MD	Medicine	Hospital Medicine
Ganelli	Alicia	APRN-CNP	Family Medicine	Express Care
Geletka	Stephanie	CAA	Anesthesiology	
Gelles	Lisa	MD	Dermatology	
Glagola	Sandra	DO	Medicine	Hospital Medicine
Greco	Peter	MD	Medicine	Internal Medicine
Hammond	Robert	Psy.D.	Psychiatry	Correctional Medicine
Hartman	Holly	APRN-CNP	Emergency Medicine	
Harvey	Scott	CAA	Anesthesiology	
Heintschel	Gregory	DDS	Dental Medicine	Oral Health
Hong	Raymond	MD	Medicine	Rheumatology
Infeld	Michael	MD	Medicine	Pulmonary Medicine
Izquierdo	Marcos	MD	Anesthesiology	

## JANUARY 2024 REAPPOINTMENTS

Last Name	First Name	Degree	Department	Division
Jones	Robert	DO, FACEP	Emergency Medicine	
Kelly	Shannon	CAA	Anesthesiology	
Khiyami	Amer	MD	Pathology	
Kindwall-Keller	Tamila	DO	Medicine	Hematology/Oncology
Kolluru	Leela	MD	Medicine	Hospital Medicine
Koning	Marissa	MD	Emergency Medicine	
Kourouni	Ismi	MD	Medicine	Pulmonary Medicine
Kozub	Thomas	APRN-CRNA	Anesthesiology	
Kucherak	Candace	APRN-CNP	Family Medicine	Express Care
Lewis	William	MD	Medicine	Cardiology
Marwaha	Yuwakshi	DDS	Dental Medicine	Oral Health
Mercer	Brian	MD	Obstetrics & Gynecology	Maternal/Fetal Medicine
Miller	Paul	MD	Medicine	Cardiology
Molton	Mandisa	APRN-CNP	Medicine	Internal Medicine
Moore	Timothy	MD	Neurosurgery	
Murad	Khalil	MD, MS	Medicine	Cardiology
O'Toole	Elizabeth	MD	Medicine	Palliative Care
Patel	Nikhil	MD	Medicine	Hospital Medicine
Perzy	Holly	MD, MMM	Medicine/Pediatrics	
Quealy	Kathleen	MD	Medicine	Cardiology
Rosenberg	Leon	MD	Neurology	
Rovner	Aleksandr	MD	Medicine	Cardiology
Saraiya	Parth	MD	Medicine	Hospital Medicine
Siddiqi	Najmul	MD	Medicine	Cardiology
Sivak	Edward	MD	Medicine	Pulmonary Medicine
Slone	Robin	APRN-CNP	Family Medicine	Express Care
Wallace	David	DO	Anesthesiology	
Weinberger	Elisheva	DO	Medicine	Rheumatology
Wells	Jennifer	APRN-CNP	Neurology	
Wilber	John	MD	Orthopaedics	
Winkelman	Marc	MD	Neurology	
Ziv	Ohad	MD	Medicine	Cardiology

THE METROHEALTH SYSTEM  
 MEDICAL EXECUTIVE COMMITTEE

February 9, 2024  
 Virtual and K-107

CHAIRPERSON: Natalie Joseph, MD



CALLED TO ORDER: 7:00 AM  
 ADJOURNED: 9:00 AM

RECORDER: Carol Herbert

Attendance:



MEC Attendance  
 Sheets-place on MEC

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS	EVALUATION-Follow-up
Call to Order	Natalie Joseph, MD	<ul style="list-style-type: none"> <li>• Welcome Emerging Leaders</li> <li>• CLER Visit Update</li> <li>• Bariatric Site Visit</li> <li>• President Elect Nominations</li> <li>• Coming out Elections at the University</li> </ul>	N/A
Minutes of the Previous Meetings	MEC minutes, Credentialing Committee minutes and Medical Record Committee Minutes were reviewed and approved	 MEC Minutes, January 12, 2024.doc	Minutes approved/ Present the MEC Minutes to BOT
Presentation		<p><b>Presentation of Clinical Practice Guideline for Prostate Cancer Screening:</b>                      Presented by Carvel Nguyen, MD, Department of Surgery, Division of Urology</p>  prostateCPG - 2023 - final PDF.pdf	Approved CPG

<p>Medical Staff Appointment s and Actions</p>	<p>All medical staff appointments were carefully reviewed and presented by the Department Chairpersons. Each candidate is being presented after approval from the Credentials Committee from the previous month. Each Candidate's file was reviewed for any actions or sanctions, clinical competency, work history. All gaps were accounted for and presentation of the practitioner's education and training was discussed. The committee reviewed the requested privileges and verified the provider will function within their scope of education and license. The NPDB reports, malpractice cases and any health issues were discussed, and a legal representative was present at the Credentials Committee.</p> <p>All additional privileges were discussed and verified ongoing monitoring of NPDB is being performed.</p>	<p style="text-align: center;"><b>The following Appointments to the MetroHealth System Medical Staff were reviewed by the Credentials Committee on January 30, 2024. The appointments will then be reviewed and accepted by the Medical Executive Committee on February 9, 2024.</b></p> <table border="1"> <thead> <tr> <th><u>ActiveName</u></th> <th><u>Department/Division</u></th> <th><u>Effective</u></th> </tr> </thead> <tbody> <tr> <td>Moreland, Connie, MD</td> <td>OB/GYN</td> <td>1/31/2024</td> </tr> <tr> <td>Pujara, Akshat, MD</td> <td>Radiology</td> <td>1/31/2024</td> </tr> <tr> <td>Steib, John, DO</td> <td>Anesthesiology</td> <td>1/31/2024</td> </tr> </tbody> </table> <p><b>Associate</b></p> <table border="1"> <thead> <tr> <th><u>Name</u></th> <th><u>Department/Division</u></th> <th><u>Effective</u></th> </tr> </thead> <tbody> <tr> <td>de la Pena Heather, APRN-CNP</td> <td>Family Medicine</td> <td>1/31/2024</td> </tr> </tbody> </table> <p><b>Privileged Non-Member</b></p> <table border="1"> <thead> <tr> <th><u>Name</u></th> <th><u>Department/Division</u></th> <th><u>Effective</u></th> </tr> </thead> <tbody> <tr> <td>Kumar, Vikramjeet, MD</td> <td>Medicine/Endocrinology</td> <td>1/31/2024</td> </tr> <tr> <td>Shahla, Leena, MD</td> <td>Medicine/Endocrinology</td> <td>1/31/2024</td> </tr> <tr> <td>Singh, Harinder, MD</td> <td>Pediatrics/Pediatric Cardiology</td> <td>1/31/2024</td> </tr> </tbody> </table> <p style="text-align: center;"><b>The following actions to the MetroHealth System Medical Staff were reviewed by the Credentials Committee on January 30, 2024. The Actions will then be reviewed by the Medical Executive Committee on February 9, 2024.</b></p> <p><b>Resignations</b></p> <table border="1"> <thead> <tr> <th><u>Name</u></th> <th><u>Department/Division</u></th> <th><u>End Date</u></th> </tr> </thead> <tbody> <tr> <td>Gay, Alishea, APRN-CNP</td> <td>Family Medicine</td> <td>1/19/2024-R</td> </tr> <tr> <td>Pohlchuck, Annette, APRN-CNP</td> <td>Medicine/Cardiology</td> <td>1/12/2024-R</td> </tr> <tr> <td>Vernon, Lance, DDS</td> <td>Dental Medicine</td> <td>1/12/2024-R</td> </tr> <tr> <td>Zahreddine, Badri, MD</td> <td>Anesthesiology</td> <td>1/30/2024-R</td> </tr> </tbody> </table> <p><b>Staff Category Change</b></p> <table border="1"> <thead> <tr> <th><u>Name</u></th> <th><u>Category From/Category To</u></th> <th><u>Date</u></th> </tr> </thead> <tbody> <tr> <td>O'Regan, Catherine, APRN-CNP</td> <td>Associate/Privileged Non-Member</td> <td>1/9/2024</td> </tr> </tbody> </table> <p><b>Clinical Privilege Withdrawal</b></p> <table border="1"> <thead> <tr> <th><u>Name</u></th> <th><u>Privileges Withdrawn</u></th> <th><u>Date</u></th> </tr> </thead> <tbody> <tr> <td>Ferguson, Catherine, DPM</td> <td>Core III Podiatry Privileges</td> <td>1/8/2024</td> </tr> </tbody> </table>	<u>ActiveName</u>	<u>Department/Division</u>	<u>Effective</u>	Moreland, Connie, MD	OB/GYN	1/31/2024	Pujara, Akshat, MD	Radiology	1/31/2024	Steib, John, DO	Anesthesiology	1/31/2024	<u>Name</u>	<u>Department/Division</u>	<u>Effective</u>	de la Pena Heather, APRN-CNP	Family Medicine	1/31/2024	<u>Name</u>	<u>Department/Division</u>	<u>Effective</u>	Kumar, Vikramjeet, MD	Medicine/Endocrinology	1/31/2024	Shahla, Leena, MD	Medicine/Endocrinology	1/31/2024	Singh, Harinder, MD	Pediatrics/Pediatric Cardiology	1/31/2024	<u>Name</u>	<u>Department/Division</u>	<u>End Date</u>	Gay, Alishea, APRN-CNP	Family Medicine	1/19/2024-R	Pohlchuck, Annette, APRN-CNP	Medicine/Cardiology	1/12/2024-R	Vernon, Lance, DDS	Dental Medicine	1/12/2024-R	Zahreddine, Badri, MD	Anesthesiology	1/30/2024-R	<u>Name</u>	<u>Category From/Category To</u>	<u>Date</u>	O'Regan, Catherine, APRN-CNP	Associate/Privileged Non-Member	1/9/2024	<u>Name</u>	<u>Privileges Withdrawn</u>	<u>Date</u>	Ferguson, Catherine, DPM	Core III Podiatry Privileges	1/8/2024
<u>ActiveName</u>	<u>Department/Division</u>	<u>Effective</u>																																																									
Moreland, Connie, MD	OB/GYN	1/31/2024																																																									
Pujara, Akshat, MD	Radiology	1/31/2024																																																									
Steib, John, DO	Anesthesiology	1/31/2024																																																									
<u>Name</u>	<u>Department/Division</u>	<u>Effective</u>																																																									
de la Pena Heather, APRN-CNP	Family Medicine	1/31/2024																																																									
<u>Name</u>	<u>Department/Division</u>	<u>Effective</u>																																																									
Kumar, Vikramjeet, MD	Medicine/Endocrinology	1/31/2024																																																									
Shahla, Leena, MD	Medicine/Endocrinology	1/31/2024																																																									
Singh, Harinder, MD	Pediatrics/Pediatric Cardiology	1/31/2024																																																									
<u>Name</u>	<u>Department/Division</u>	<u>End Date</u>																																																									
Gay, Alishea, APRN-CNP	Family Medicine	1/19/2024-R																																																									
Pohlchuck, Annette, APRN-CNP	Medicine/Cardiology	1/12/2024-R																																																									
Vernon, Lance, DDS	Dental Medicine	1/12/2024-R																																																									
Zahreddine, Badri, MD	Anesthesiology	1/30/2024-R																																																									
<u>Name</u>	<u>Category From/Category To</u>	<u>Date</u>																																																									
O'Regan, Catherine, APRN-CNP	Associate/Privileged Non-Member	1/9/2024																																																									
<u>Name</u>	<u>Privileges Withdrawn</u>	<u>Date</u>																																																									
Ferguson, Catherine, DPM	Core III Podiatry Privileges	1/8/2024																																																									

Motion carries to approve. Present to BOT

CC=Contract Complete, Fellowship Complete  
 R=Resigned  
 RL-Relocated  
 RT-Retired  
 ET-Employment Terminated  
 CT-Contract Terminated

**January Reappointments: The following Chairs must abstain from voting for themselves for reappointments: Bode Adebambo, Catherine Curley, Greg Heintschel and Holly Perzy, Jack Wilber. MEC at Large Member Ellen Gelles.**




**Other Members: Tom Collins and Colin Crowe on MEC but not voting members unless representing Dr. Emerman and Dr. Adebambo.**

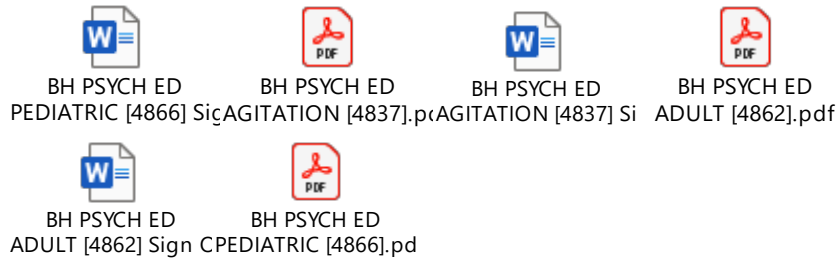
Last Name	First Name	Degree	Department	Division
Abou-Haidar	Antoinette	MD	Family Medicine	
Adebambo	Ifeolorunbode	MD	Family Medicine	
Ali	Ali	DO	Anesthesiology	
Auckley	Dennis	MD	Medicine	Pulmonary Medicine
Avery	Ann	MD	Medicine	Infectious Disease
Ayache	Mirna	MD	Medicine	Pulmonary Medicine
Bare	Rudd	MD	Emergency Medicine	
Barrett	Katherine	DNP, APRN-CNP	Family Medicine	Express Care
Bassett	Michael	MD	Anesthesiology	
Bates	Craig	MD, MS, FACEP	Emergency Medicine	
Berko	Eric	Ph.D.	Family Medicine	
Brandt	Christopher	MD	Surgery	General Surgery
Breahna	Ovidiu	CAA	Anesthesiology	
Bullard	David	MD, MEd	Emergency Medicine	
Cai	Dan	MD, Ph.D.	Pathology	
Campea	Kristine	APRN-CNP	Family Medicine	Express Care
Chae	John	MD, ME	Physical Medicine & Rehabilitation	



Chang	Timothy	MD	Dermatology	
Chang	Anthony	MD	Anesthesiology	
Collins	Thomas	MD, FACEP	Emergency Medicine	
Cornes Ribadas	Kristen	APRN-CNP	Family Medicine	
Crowe	Colin	MD	Family Medicine	
Curley	Catherine	MD	Medicine	Hospital Medicine
D'Abramo	Catherine	MD	Emergency Medicine	
Dacek	Amanda	APRN-CNP	Emergency Medicine	
Dardir	Noha	MD	Family Medicine	
Dasarathy	Jaividhya	MD	Family Medicine	
Dechant	Hallie	MD, MPP	Medicine	Internal Medicine
Douglass	Karen	MD	Emergency Medicine	
Draiss	Jacquelyn	PA-C	Emergency Medicine	
D'Souza	Carol	MD	Medicine	Internal Medicine
Duns	Mary Michele	APRN-CNP	Pediatrics	Comprehensive Care
Edwards	Virginia	APRN-CNP	Neurology	
Effron	David	MD, FACEP	Emergency Medicine	
Einstadter	Douglas	MD	Medicine	Internal Medicine
Eisen	Matthew	MD	Medicine	Internal Medicine
Eversman	George	MD	Emergency Medicine	
Ferrall	Emily	APRN-CNP	Family Medicine	
Frolkis	Calen	MD	Medicine	Hospital Medicine
Ganelli	Alicia	APRN-CNP	Family Medicine	Express Care
Geletka	Stephanie	CAA	Anesthesiology	
Gelles	Lisa	MD	Dermatology	
Glagola	Sandra	DO	Medicine	Hospital Medicine
Greco	Peter	MD	Medicine	Internal Medicine

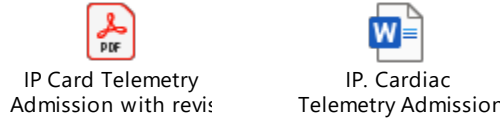
Hammond	Robert	Psy.D.	Psychiatry	Correctional Medicine
Hartman	Holly	APRN-CNP	Emergency Medicine	
Harvey	Scott	CAA	Anesthesiology	
Heintschel	Gregory	DDS	Dental Medicine	Oral Health
Hong	Raymond	MD	Medicine	Rheumatology
Infeld	Michael	MD	Medicine	Pulmonary Medicine
Izquierdo	Marcos	MD	Anesthesiology	
Jones	Robert	DO, FACEP	Emergency Medicine	
Kelly	Shannon	CAA	Anesthesiology	
Khiyami	Amer	MD	Pathology	
Kindwall-Keller	Tamila	DO	Medicine	Hematology/Oncol ogy
Kolluru	Leela	MD	Medicine	Hospital Medicine
Koning	Marissa	MD	Emergency Medicine	
Kourouni	Ismini	MD	Medicine	Pulmonary Medicine
Kozub	Thomas	APRN-CRNA	Anesthesiology	
Kucherak	Candace	APRN-CNP	Family Medicine	Express Care
Lewis	William	MD	Medicine	Cardiology
Marwaha	Yuwakshi	DDS	Dental Medicine	Oral Health
Mercer	Brian	MD	Obstetrics & Gynecology	Maternal/Fetal Medicine
Miller	Paul	MD	Medicine	Cardiology
Molton	Mandisa	APRN-CNP	Medicine	Internal Medicine
Moore	Timothy	MD	Neurosurgery	
Murad	Khalil	MD, MS	Medicine	Cardiology
O'Toole	Elizabeth	MD	Medicine	Palliative Care
Patel	Nikhil	MD	Medicine	Hospital Medicine
Perzy	Holly	MD, MMM	Medicine/Pediatr ics	
Quealy	Kathleen	MD	Medicine	Cardiology
Rosenberg	Leon	MD	Neurology	
Rovner	Aleksandr	MD	Medicine	Cardiology

		<table border="1"> <tr> <td>Saraiya</td> <td>Parth</td> <td>MD</td> <td>Medicine</td> <td>Hospital Medicine</td> </tr> <tr> <td>Siddiqi</td> <td>Najmul</td> <td>MD</td> <td>Medicine</td> <td>Cardiology</td> </tr> <tr> <td>Sivak</td> <td>Edward</td> <td>MD</td> <td>Medicine</td> <td>Pulmonary Medicine</td> </tr> <tr> <td>Slone</td> <td>Robin</td> <td>APRN-CNP</td> <td>Family Medicine</td> <td>Express Care</td> </tr> <tr> <td>Wallace</td> <td>David</td> <td>DO</td> <td>Anesthesiology</td> <td></td> </tr> <tr> <td>Weinberger</td> <td>Elisheva</td> <td>DO</td> <td>Medicine</td> <td>Rheumatology</td> </tr> <tr> <td>Wells</td> <td>Jennifer</td> <td>APRN-CNP</td> <td>Neurology</td> <td></td> </tr> <tr> <td>Wilber</td> <td>John</td> <td>MD</td> <td>Orthopaedics</td> <td></td> </tr> <tr> <td>Winkelman</td> <td>Marc</td> <td>MD</td> <td>Neurology</td> <td></td> </tr> <tr> <td>Ziv</td> <td>Ohad</td> <td>MD</td> <td>Medicine</td> <td>Cardiology</td> </tr> </table>	Saraiya	Parth	MD	Medicine	Hospital Medicine	Siddiqi	Najmul	MD	Medicine	Cardiology	Sivak	Edward	MD	Medicine	Pulmonary Medicine	Slone	Robin	APRN-CNP	Family Medicine	Express Care	Wallace	David	DO	Anesthesiology		Weinberger	Elisheva	DO	Medicine	Rheumatology	Wells	Jennifer	APRN-CNP	Neurology		Wilber	John	MD	Orthopaedics		Winkelman	Marc	MD	Neurology		Ziv	Ohad	MD	Medicine	Cardiology	
Saraiya	Parth	MD	Medicine	Hospital Medicine																																																	
Siddiqi	Najmul	MD	Medicine	Cardiology																																																	
Sivak	Edward	MD	Medicine	Pulmonary Medicine																																																	
Slone	Robin	APRN-CNP	Family Medicine	Express Care																																																	
Wallace	David	DO	Anesthesiology																																																		
Weinberger	Elisheva	DO	Medicine	Rheumatology																																																	
Wells	Jennifer	APRN-CNP	Neurology																																																		
Wilber	John	MD	Orthopaedics																																																		
Winkelman	Marc	MD	Neurology																																																		
Ziv	Ohad	MD	Medicine	Cardiology																																																	
<b>APP Update</b>	Megan Flannery, APRN-CNP	 APP MEC 2.9.pptx	No action required																																																		
<b>Policies</b>		<ul style="list-style-type: none"> <li>Medication Reconciliation PC-48 (Submitted by Tim Spuckler, Policy Management Office)</li> </ul>  PC-48 Medication Reconciliation.pdf  Ellen Gelles, MD, MEC Member at Large, will present changes and comments gathered electronically prior if any. Action for approval.	To be deferred to March MEC																																																		
<b>Order Sets</b>		<ul style="list-style-type: none"> <li>Prolonged Intermittent Renal Replacement Therapy (to be used in ICU) (Submitted by Dr. Georges Saab, Sandra Duke)</li> </ul>  NxStage - PIRRT without Anticoagulants  <b>(PIRRT Order set approved)</b>  <ul style="list-style-type: none"> <li>Behavioral Health Psych ED: (Submitted by Sandra Duke, Michael Dondero and Victoria Bowden - deferred from January 2024 MEC Meeting)</li> </ul>	See comments below each order set																																																		



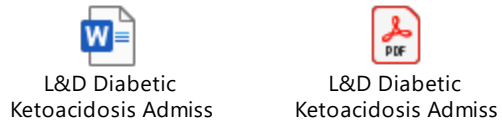
**(Behavioral Order Sets have been deferred since December. At this time the motion to approve carries.)**

- IP: Cardiac Telemetry Admission (Submitted by Sandra Duke and Victoria Bowden)



**(Cardiac Telemetry Order Sets currently in place. This represents only very minor changes. Motion to approve carries.)**

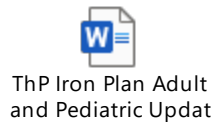
- L&D Diabetic Ketoacidosis Admission (Submitted by Sandra Duke, Victoria Bowden, Christina Wadsworth and Emily Gonzales)



**(L&D Order Sets -motion to approve carries)**


**Therapy Plans**

- Pediatric and Adult Iron Therapy Plans – approval needed: Submitted by Christina Wadsworth and Faith Lilly



**Deferred to March MEC**



<p><b>Presentation</b></p>		<p><b>SIGC Proposal</b> for MEC approval to proceed with Specialty Infusion Governance Council (SIGC) with authority to approve therapy plans related to Medical Specialties . Presented by Raymond Hong, MD, Department of Medicine, Division of Rheumatology</p>  <p>SIGC MEC presentation 2.9.24.ppt</p> <p>Discussion- SIGC Committee will need to report their order sets to the MEC to approval.</p>	<p>SIGC Proposal needs to be sent to the By-Laws Committee.</p>
<p><b>Meeting Adjourned</b></p>			
<p><b>Executive Session MEC Members only</b></p>		<p><b>Executive Session:</b></p> <p>FPPE Update-S. Mookerjee FPPE ended January investigation update-January approved investigation not approved by BOT, provider voluntarily relinquished the privilege due to low volume.</p>	

## RECOMMENDATION FOR THE APPROVAL OF EXECUTIVE COMPENSATION

### Recommendation

The President and Chief Executive Officer recommends that the Board of Trustees of The MetroHealth System authorize a 4% increase in the base salary for an executive, consistent with the 4% general wage adjustment provided to certain employees earlier this month.

### Background

Historically, leaders who participate in the Performance-Based Variable Compensation (PBVC) program have been excluded from the non-bargaining general wage increases. As a result, many of these directors and executives have not received base salary adjustments for years. The System's executive compensation consultant, Gallagher, has opined that it is unusual for leaders to not receive annual salary adjustments. To remedy this deviation from market practices, this group of leaders was included in the 4% general wage adjustment that was announced and implemented as of February 4, 2024.

The Board's policy on Executive Compensation, BOT-07, provides that the CEO must notify the Board if any Executive's total cash compensation (including PBVC or other compensation) will exceed the 90<sup>th</sup> percentile of the comparable group and request Board approval. In preparing for the general wage adjustment, the People Division's Compensation Department identified one executive who would exceed the 90<sup>th</sup> percentile when the general wage adjustment is implemented. The Compensation Department also identified another executive whose unique role and expertise makes it difficult to benchmark and so, in an abundance of caution, is included for approval.

Given both executives' significant contributions to the System and unique areas of expertise, it is recommended that both executives receive the 4% general wage adjustment, as discussed with the Board of Trustees.

## Approval of Executive Compensation

\*\*\*\*\*

### RESOLUTION XXXXXX

WHEREAS, the Board of Trustees of The MetroHealth System has been presented a recommendation by the President and Chief Executive Officer for the approval of executive compensation above or near the 90<sup>th</sup> percentile of the comparable group for two specific executives; and

WHEREAS, the System's executive compensation consultant, Gallagher, has opined that a 4% general wage adjustment for such leaders that was provided to other leaders and groups of employees earlier this month is industry standard.

NOW, THEREFORE, BE IT RESOLVED, the Board of Trustees of The MetroHealth System hereby approves of a 4% general wage adjustment to the base salaries of Dr. John Chae and Dr. David Kaelber, effective as of February 4, 2024.

BE IT FURTHER RESOLVED, the President and Chief Executive Officer is hereby authorized to take such actions consistent with this resolution.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:

Approval of Update in Nonprofit Joint Venture

\*\*\*\*\*

RESOLUTION XXXXX

WHEREAS, the Board of Trustees of The MetroHealth System previously approved The MetroHealth System's participation in an Ohio nonprofit business entity for the purpose of providing certain health services; and

WHEREAS, the President and Chief Executive Officer and Chief Financial Officer now recommend a change to The MetroHealth System's participation in the Ohio nonprofit business entity as more fully described in Exhibit A.

NOW, THEREFORE, BE IT RESOLVED, the Board of Trustees of The MetroHealth System hereby authorizes and directs the President and Chief Executive Officer and such other executive officers as she may designate, to prepare and execute the documentation necessary to effectuate the change to The MetroHealth System's participation in the Ohio nonprofit business entity as more fully described in Exhibit A.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:

February 2024



**CONFIDENTIAL: THIS DOCUMENT CONTAINS TRADE SECRETS AND INFORMATION THAT IS CONFIDENTIAL AND PROPRIETARY PROPERTY OF THE METROHEALTH SYSTEM AND MAY NOT BE COPIED, PUBLISHED OR DISCLOSED TO OTHERS WITHOUT THE EXPRESS WRITTEN AUTHORIZATION OF AN AUTHORIZED OFFICER OF METROHEALTH. THIS DOCUMENT MUST BE KEPT ONLY IN CONFIDENTIAL FILES WHEN NOT IN USE.**

## **Exhibit A**