



# The MetroHealth System

## Board of Trustees

Wednesday, April 24, 2024

4:30pm - 5:30pm

MetroHealth Brooklyn Heights Campus or via Zoom

## Board of Trustees

## Special Meeting

# The MetroHealth System Board of Trustees

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## FULL BOARD MEETING

**DATE:** April 24, 2024  
**TIME:** 4:30pm – 5:30pm  
**PLACE:** MetroHealth Brooklyn Heights Campus, Building B, Room B-102 or Zoom  
<https://us02web.zoom.us/j/85091976455>

## AGENDA

- I. **Approval of Minutes**  
Minutes of March 27, 2024 meeting of the Board of Trustees
  
- II. **Committee Reports**
  - A. **Facilities and Planning Committee – E. Walker**
  - B. **Governance Committee- I. Chappell**
  - C. **Strategic Planning Committee – E. Walker**
  
- III. **Consent Agenda**
  - A. **Approval of Selection of Pre-Authorized Professionals**
  - B. **Approval of Strategic Advisory Services Project**
  
- IV. **Election of Vice Chairperson of Board of Trustees**
  
- V. **Executive Session**

**Return to Open Meeting**

- VI. **Recommendations/Resolutions**
  - A. **Approval of Update in Nonprofit Joint Venture**

# The MetroHealth System Board of Trustees

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## FULL BOARD MEETING

Wednesday, March 27, 2024

3:30pm – 5:30 pm

The MetroHealth System Board Room (K107) and via Zoom

### Meeting Minutes

- Trustees:** Inajo Davis Chappell-R, John Corlett-R, Maureen Dee-R, Robert Hurwitz-R, John Moss-R, Vanessa Whiting-R
- Staff:** Airica Steed, Ed.D.-R, Christine Alexander, M.D.-R, James Bicak-R, John Chae, M.D.-R, Nabil Chehade, M.D.-R, Thomas Collins, M.D.-R, Alfred Connors, M.D.-R, Joe Frolik-R, Abdulla Ghori, M.D.-R, Joseph Golob, M.D.-R, Derrick Hollings-R, Olusegun Ishmael, M.D.-R, Melissa Kline-R, Laura McBride-R, Charles Modlin, M.D.-R, Tamiyka Rose-R, Dalph Watson-R, Richard Wilson, M.D.-R, Adam Winston-R
- Guests:** Sabrina Roberts-R, Jasmine Boutros-R, Tess Boutros-R, Suzanne Aral Boutros-R, Gail Long-R, Dr. Stacy Feiner-R, Julie Washington-R

Ms. Whiting called the meeting to order at 3:48pm, 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**

Ms. Whiting requested for a motion to approve the minutes of the February 28, 2024 regular Board Meeting as presented, which was given, seconded, and unanimously approved. RESOLUTION NO. 19608

#### **II. Mission Moment**

A video was shared to the Board highlighting a patient's positive experience in their healthcare journey with MetroHealth providers and access to resources, highlighting the food pantry and weight management programs that helped the patient lose weight and make strides towards a healthier lifestyle.

#### **III. Committee Reports**

##### **A. Audit & Compliance Committee - M. Dee**

Ms. Dee reported that the Audit & Compliance Committee met today to review the findings of the external audit by RSM, and the findings were positive. Ms. Dee also

# The MetroHealth System Board of Trustees

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reported that RSM's term as the System's external audit partner is ending and MetroHealth will be transitioning to another external auditor. The committee also reviewed the process to identify a new internal audit partner and recommended a new internal auditor that will be presented to the Board for approval.

**B. Health Equity & Diversity Committee - V. Whiting**

Ms. Whiting reported that the Health Equity & Diversity Committee met today to discuss the efforts of Dr. Chehade's team to improve health data from the Epic database and public health information to obtain a report card on various neighborhoods in the city to identify the health outcomes and current baseline outcomes in those neighborhoods. His team will work to develop best practices and interventions to address gaps in healthcare to eliminate health inequities. Ms. Whiting expressed excitement about this work in the hopes that it will become a national model. There is also a plan to have a hard launch of the Health Equity CLE Fund to raise \$50 million to support these initiatives.

**C. Human Resources & Compensation Committee - J. Corlett**

Mr. Corlett reported that the Human Resources & Compensation Committee met today and discussed the accomplishments of 2023, the PBVC program and revisions to the Board's policy and executive compensation. PBVC achievements and how they affect compensation was also discussed during the committee meeting. These discussions led to the committee's recommendations to approve the resolutions identified in the consent agenda.

**IV. Consent Agenda**

Ms. Whiting informed the Board of resolutions for the consent agenda, which had six items – two from the Audit and Compliance Committee and four from the Human Resources and Compensation Committee. Based on changes discussed and prepared during the committees, it was agreed that the consent agenda should be separated, and each item voted on separately.

**Audit & Compliance Committee:**

**A. Resolution for Acceptance of MetroHealth System Annual Audit**

Ms. Whiting asked for a motion on the Resolution for Acceptance of the MetroHealth System Annual Audit, which was given, seconded and the resolution was approved unanimously. RESOLUTION NO. 19610

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**B. Resolution for Approval of Engagement of Ernst & Young LLP as the System's Internal Audit Partner**

Ms. Whiting asked for a motion on the Resolution for Approval of Engagement of Ernst & Young LLP as the System's Internal Audit Partner, which was given, seconded and the resolution was approved unanimously. RESOLUTION NO. 19611

**Human Resources & Compliance Committee:**

**C. Resolution for Approval of Amendments to Executive Compensation Policy BOT-06 and Ratification of PBVC Plan**

Prior to the consent agenda vote, Ms. McBride stated there were changes made to the resolution during the committee meeting and asked for a separate vote. The Committee recommended to strike and eliminate the reference to rounding in the BOT-06 Executive Compensation Policy. Additionally, the Committee made an additional clarification to indicate that the PBVC plan document does not apply to the President and CEO's receipt of PBVC. Ms. Whiting asked for a motion on the Resolution for Approval of Amendments to Executive Compensation Policy BOT-06 and Ratification of PBVC Plan, which was given, seconded and the resolution was approved unanimously. RESOLUTION NO. 19612

**D. Resolution for Approval of PBVC Achievements for 2023**

Prior to the consent agenda vote, Ms. McBride stated there were changes made to the resolution during the committee meeting and asked for a separate vote. Ms. McBride stated the change to the resolution reflects an award of PBVC at a performance level of 121% target. Ms. Whiting asked for a motion on the Resolution for Approval of PBVC Achievements for 2023, which was given, seconded and the resolution was approved unanimously. RESOLUTION NO. 19613

**E. Resolution for Approval of PBVC Award to the CEO for 2023**

Prior to the consent agenda vote, Ms. McBride stated there were changes made to the resolution during the committee meeting and asked for a separate vote. Ms. McBride stated the committee discussed and recommends that based on 121% performance of the 35% base salary target, the CEO will be issued a PBVC in the amount of \$381,156.78 based on the terms of the agreement. Ms. Whiting asked for a motion on the Resolution for Approval of PBVC Award to the CEO for 2023, which was given, seconded and the resolution was approved unanimously. RESOLUTION NO. 19614

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F. Resolution for Approval of PBVC Trigger for 2024

Ms. Whiting asked for a motion on the Resolution for Approval of PBVC Trigger for 2024 which was given, seconded and the resolution was approved unanimously.  
RESOLUTION NO. 19615

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

Dr. Steed directed the Board of Trustees to her written Report provided in the meeting materials, which includes updates and a review of the great accomplishments and progress. Dr. Steed reported that progress continues in all system goal domains as every single goal is either meeting or exceeding goal targets. Dr. Steed commended the leadership team for their exceptional efforts, which has contributed to MetroHealth's strong performance, as evidenced by the positive closure of 2023. This success is reflected in the recent affirmation of Metro's BBB bond rating and stable outlook, highlighting the organization's sound financial stewardship. The recognition of the region's safety net health care provider and the growth of the Blood Center highlight our organization's market strength and expansion. Dr. Steed informed the Board of Trustees that MetroHealth is being featured in a film titled "American Delivery", which spotlights the national crisis of inequity around maternal infant health and mortality. The film will be screened at the Playhouse Square Theater and will follow with a live panel discussion on April 6<sup>th</sup> and April 7<sup>th</sup>.

VI. **Medical Staff Report – Dr. Alexander & Dr. Collins**

Dr. Alexander directed the Board of Trustees to the MEC meeting minutes of March 8, 2024, and the appointments, reappointments, and actions of the Credentialing Committee for February 2024 that were included in the meeting materials for review.

Prior to seeking approval, Dr. Alexander introduced Dr. Collins, who leads the credentialing process, to bring awareness of physicians affiliated with Rainbow Children's who are working with us that have a certificate of conceded eminence, which is a departure from the typical licensing process. Dr. Collins explained the differing processes associated with providers who are trained and licensed outside of the U.S., and who later seek to practice in the U.S. He explained that a physician holding a certificate of conceded eminence is authorized to practice medicine, surgery or osteopathic medicine. These medical practitioners must navigate state regulations that may limit their practice outside of their primary specialty. To expand their scope, they often require sponsorship from an academic institution and support from a medical school dean. Dr. Collins provided the explanation for context in the requested approval for medical staff privileges.

# The MetroHealth System Board of Trustees

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Ms. Whiting asked for a motion to approve the Medical Staff Providers Appointments, Actions and Reappointment for February 2024 along with the acceptance of the MEC minutes for March 8, 2024, which was given, seconded, and unanimously approved. RESOLUTION NO. 19609

## VII. Information Items

### A. ACGME and CLER Visit Update – *Dr. Ghori*

Dr. Ghori provided an overview of the Graduate Medical Education program to the Board of Trustees. Dr. Ghori highlighted that both ACGME accredited and non-ACGME programs are available. Under the ACGME category, there are 32 accredited programs providing around 433 training positions in various areas including Internal Medicine, Emergency Medicine, Psychiatry, Anesthesia, and more. Additionally, there are 90 accredited fellowship programs, with the larger ones being Cardiovascular Disease, Gastroenterology, Neonatology, and Clinical Medicine. Apart from the programs that MetroHealth sponsors, there are shared training programs in partnership with neighboring institutions such as University Hospital and the Cleveland Clinic. In addition to ACGME programs, non-ACGME fellowships are offered in Emergency Medicine, Breast Imaging, and two accredited dental programs. Overall, Dr. Ghori explained that MetroHealth trains around 458 positions in 50 programs, making our GME program one of the largest in the country. Dr. Ghori highlighted that our institutional performance is reviewed annually by the ACGME, and we have been citation-free for the past 16 consecutive years and out of the 32 programs, 28 have received continued accreditation with no citations. Recent site visits include a 10-year accreditation site visit, a self-study site visit, and a Clinical Learning Environment Review (CLER) site visit. The CLER report was positive overall, highlighting areas of strength in patient safety, healthcare quality, and teaming. The Graduate Medical Education program is a strategic asset, a resource to meet healthcare needs, and a pipeline for recruitment, as 85 of our current faculty were trained at MetroHealth with 33 faculty members recruited in the last 5 years.

### B. Rehabilitation Institute Highlights – *Dr. Chae and Dr. Wilson*

Dr. Chae announced and introduced Dr. Wilson to the Board of Trustees, who is the new Chair of Physical Medicine and Rehabilitation. Dr. Wilson highlighted the Rehabilitation Institute's role in providing treatment for a diverse range of injuries and illnesses. The institute specializes in addressing conditions such as traumatic brain injuries, spinal cord injuries, strokes, and musculoskeletal disorders. Additionally, it offers extensive outpatient rehabilitation services to meet the needs of individuals recovering from neurological and musculoskeletal issues, as well as those undergoing cancer rehabilitation and pain management treatments. The

# The MetroHealth System Board of Trustees

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MetroHealth Rehabilitation Institute is a relatively large group with over 300 staff members comprised of physicians, psychologists, trainees, researchers, and engineers, working to achieve the mission of restoring functional societal participation for persons with severe impairments or disabilities through a transdisciplinary approach of rehabilitation care. The Rehabilitation Institute has provided inpatient rehabilitation care for 71 years and is ranked as the sixth best rehabilitation hospital in the United States and is consistently ranked top 5% in the United States.

Dr. Chae further discussed and provided highlights new advancements in research in the department of Physical Medicine and Rehabilitation. Dr. Chae further elaborated on the PM&R residency program which receives approximately 600 applications annually and is a top ranked program in the country. Dr. Chae discussed and demonstrated innovative medical technology that is currently being developed for spinal cord injuries to stimulate weak muscles in stroke patients and improve hand function. PM&R is ranked #2 in National Institute of Health (NIH) funding in 2023. The Board commended Drs. Chae and Wilson, and the entire PM&R Department for their many successes and work for MetroHealth's patients.

## VIII. Executive Session

Ms. Whiting 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. Ms. Dee 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 Ms. Whiting.

Members of the public were excused. The Board went into executive session to discuss the matters identified at 5:27pm.

## Return to Open Meeting

Following the executive session, the meeting reconvened in open session at approximately 6:10pm and welcomed back the public via Zoom.

There being no further business to bring before the Board, the meeting was adjourned at 6:10 pm.



# The MetroHealth System Board of Trustees

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## THE METROHEALTH SYSTEM

Vanessa E. Whiting, Vice Chairperson

**RECOMMENDATION TO THE PRESIDENT AND CHIEF EXECUTIVE OFFICER  
OF THE METROHEALTH SYSTEM  
FOR SELECTION OF PRE-AUTHORIZED PROFESSIONALS**

**Recommendation**

The Senior Vice President, Facilities, Construction and Campus Transformation recommends that The MetroHealth System approve certain Pre-Authorized Professionals consistent with System policy GEN-88, for services to be provided during the period of May 1, 2024, through May 30, 2025, with aggregate costs not to exceed \$50,000 per assigned project per Professional. The fees for the Pre-Authorized Professionals will be paid out of available and authorized operating and capital funds as needed. The list of Pre-Authorized Professionals is shown in the attached Exhibit A.

**Background**

MetroHealth's policy GEN-88 permits the annual selection and authorization of certain Pre-Authorized Professionals subject to project-based spending limits as approved by the Board of Trustees.

Eighty-three (83) Professionals responded to the System's publicly advertised Request for Qualifications ("RFQ"). Following review, all eighty-three (83) Professionals were determined to meet the prequalification requirements listed in the RFQ, and management recommends that the Professionals listed in Exhibit A be listed as Pre-Authorized Professionals.

Approval of Selection of Pre-Authorized Professionals

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RESOLUTION XXXXX

WHEREAS, the Board of Trustees of The MetroHealth System has been presented a recommendation for appointment of certain Pre-Authorized Professionals consistent with System policy GEN-88; and

WHEREAS, the Board's Facilities and Planning 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 certain Pre-Authorized Professionals consistent with System policy GEN-88, for services to be provided during the period of May 1, 2024, through May 30, 2025, with aggregate costs not to exceed \$50,000 per assigned project per Professional. The fees for the Pre-Authorized Professionals will be paid out of available and authorized operating and capital funds as needed. The list of Pre-Authorized Professionals is shown in the attached Exhibit A.

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:

April 2024

## Exhibit A

2024

### PRE-AUTHORIZED QUALIFIED PROFESSIONAL SERVICE FIRMS

<u>Architecture &amp; Engineering</u>	<u>Diversity Codes*</u>
+Detail	W
2BEngineering, LLC	W
ACER Environmental, Inc.	L
Advanced Engineering Consultants, Ltd.	M, S
Algebra AEC	L, M, S
Atlas Technical Consultants, LLC	
Avicado Construction Technology Services, LLC	
Barber & Hoffman, Inc.	S
Behnke Associates Inc. dba Behnke Landscape Architecture	S
Bialosky	
Bostwick Design Partnership	
Calvin Singleton & Associates	M, S
CBLH Design	S
City Architecture Inc.	S
Cosmos Technologies Inc.	M, S
CPL	
CTL Engineering, Inc.	M
DESMAN INC.	M
DLR Group	
DS Architecture, LLC	L, S
EA Group	S
ECS Midwest, LLC	
Environmental Design Group	S
Fulton & Associates Balance Company	
Geo-Sci, Inc.	S
Glaus, Pyle, Schomer, & DeHaven, dba GPD Group	
H.F. Lenz Co.	
Hasenstab Architects, Inc.	
HGA	
HOK	
HSB Architects + Engineers	S
IKM Architecture	
IMEG Consultants Corp	
JPT Architects, P.C.	W
Karpinski Engineering	S
LaBella Associates, P.C.	

**Architecture & Engineering (continued)****Diversity Codes\***

levelHEADS, Inc.	
Life Safety Enterprises Inc.	L, W
Mass Technologies LLC	M
McHenry & Associates, Inc.	
Moody Nolan	M
NV5 Consultants, Inc.	
Perspectus Architecture	
PIONEER ECO SOLUTIONS, LLC	
PRIME AE Group Inc.	
Professional Service Industries, Inc. (Intertek PSI)	
PTA Engineering, Inc.	
R. K. Levitz LLC	L, M, S
R.E Warner & Associates, Inc.	S
Refrigeration Sales Corporation	
Richard L. Bowen & Associates, Inc.	S
Robert P. Madison International	L, M, S, W
Scheeser Buckley Mayfield	S
Schmid Architects, Inc.	
Sixmo Companies	
Ubiquitous Design LTD	M, S
Van Auken Akins Architects LLC	L, S
Walker Consultants	

**Specialty Services****Diversity Codes\***

ADVANCED ROOFING SYSTEMS, INC.	
Bernard R Doyle Inc DBA FASTSIGNS # 221601	L, S, W
Blue Ridge Solutions	
Construction Resources, Inc.	
Construction Support Solutions, LLC	W
Glass Services of Northeast Ohio, Inc.	
Hill International, Inc.	
Infinity Construction Company, Inc.	
Jensen Hughes, Inc.	
Konsentriks LLC	L, R, S, W
M.W. Holmes Construction, Inc.	L, W
Next Generation construction LLC	L, M, S
Osborn Engineering	
Ozanne Construction Company, Inc.	L, M
Panzica Construction	
PCS & Estimate, LLC	

**Specialty Services (continued)**

**Diversity Codes\***

Regency Construction Services, Inc.	L, W
Relocation Specialists, Inc.	S, W
Richards Communications	
RL Hill Management, Inc.	M, S
Shook Construction	
SUNRAY WINDOW FILMS, LLC.	L, M, R, W
Technical Assurance, Inc.	L
The Whiting-Turner Contracting Company	L
Town Center Construction, LLC.	L

**\*MHS Recognized Diversity Reporting Certifications**

- G** LGBTBE: LGBT owned Business Enterprise
- L** LBE: Local Business Enterprise (Local Headquarters)
- M** MBE: Minority Business Enterprise
- R** RBE: Regional Market Enterprise
- S** SBE: Small Business Enterprise
- DV** SDVBE: Small Disabled Veteran Business Enterprise
- V** VBE: Veteran Business Enterprise
- W** WBE: Women's Business Enterprise

**RECOMMENDATION OF THE PRESIDENT AND CHIEF EXECUTIVE OFFICER  
OF THE METROHEALTH SYSTEM  
FOR APPROVAL OF STRATEGIC ADVISORY SERVICES PROJECT**

**Recommendation**

The President and Chief Executive Officer recommends that the Board of Trustees of The MetroHealth System approve the engagement of a third-party firm to assist MetroHealth in completing its strategic planning process as fully described in Attachment A hereto, for costs not to exceed the amounts shown.

**Background**

MetroHealth wants to lead the way in eliminating health inequities, disparities and become the national model for health equity. The strategic planning process will leverage a consultant partner to deliver consensus on the vision and mission of the organization and build new innovative actionable recommendations for the strategic direction of MetroHealth for the next three to five years.

## Approval of Strategic Advisory Services Project

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### RESOLUTION XXXXX

WHEREAS, the Board of Trustees of The MetroHealth System has been presented a recommendation for the engagement of a third-party firm to assist MetroHealth in completing its strategic planning process as fully described in Attachment A hereto,

WHEREAS, the Strategic Planning Committee of the Board has reviewed this recommendation and now recommends its approval.

NOW, THEREFORE, BE IT RESOLVED, the Board of Trustees of The MetroHealth System hereby approves the engagement of one of the finalist third-party firms to assist MetroHealth in completing its strategic planning process as described in Attachment A, for costs not to exceed the amounts shown.

BE IT FURTHER RESOLVED, the President and Chief Executive Officer or her designees are hereby authorized to take necessary actions, including the negotiation and execution of agreements and other documents consistent with this resolution.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:



## ATTACHMENT A

This Attachment contains trade secrets and/or other proprietary confidential information of The MetroHealth System which shall not be disclosed in whole or in part to any external parties without the express consent of The MetroHealth System. This document is intended for internal use only.

## Election of Vice Chairperson of The MetroHealth System

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### RESOLUTION XXXXX

WHEREAS, the Board of Trustees of The MetroHealth System is required to elect certain officers, as specified in its Bylaws, including a vice chairperson; and

WHEREAS, the Bylaws provides for elected officers to serve a term of three years; and

WHEREAS, Board of Trustees held elections in March 2023 but the previously elected Vice Chairperson is no longer a member of the Board; and

WHEREAS, \_\_\_\_\_ has been nominated to serve as Vice Chairperson of the Board for a three-year term.

NOW, THEREFORE, BE IT RESOLVED, \_\_\_\_\_ has been elected by the Board of Trustees to serve as Vice Chairperson of the Board for a term of three years.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:

Approval of Update in Nonprofit Joint Venture

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RESOLUTION \_\_\_\_\_

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 Clinical Transformation 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: April 24, 2024

April 2024

## ATTACHMENT A

This Attachment contains trade secrets and/or other proprietary confidential information of The MetroHealth System which shall not be disclosed in whole or in part to any external parties without the express consent of The MetroHealth System. This document is intended for internal use only.

April 2024

Report to the Board of Trustees

Trustees,

Every day, we are focused on advancing The MetroHealth System's strategic priorities and delivering on our promise to lift the health and wealth of the communities we serve. In the following pages, you will read about some of that work, and I am proud to say we continue to perform well across our goal domains.

To ensure we are best positioned to deliver on our mission, we conducted a comprehensive review of our organizational structure. Since our initial announcement in mid-March, we have continued to refine the leadership structure. A detailed organizational chart is included in the attached report, but I wanted to highlight one key adjustment:

Given the strategic and cultural importance of nursing to our enterprise, I have elevated the **Chief Nursing & Patient Care Services Officer** position, which has a direct reporting relationship to me as the CEO and is also aligned under the Hospital President. This individual will be charged with breaking down silos and overseeing all nursing and patient care services operations – both ambulatory and inpatient. This person will work in a leadership triad alongside our **Chief Clinical Officer & Chief Physician Executive** (Christine Alexander, MD; interim) and **Chief Operating Officer & Hospital President** (Olusegun "Dr. Ish" Ishmael, MD).

The Chief Nursing & Patient Care Services Officer is a new role, and we are opening this opportunity to both internal and external applicants. Searches are also underway for our Chief Clinical Officer & Chief Physician Executive; Chief Ethics, Risk and Compliance Officer; and Chief Legal Officer & Corporate Secretary.

My favorite and most effective leadership tools are listening and partnering with others, and I am truly grateful for our deep level of engagement and collaboration as we implement this new structure.

Speaking of leaders, please join me in congratulating **Richard Wilson, MD**, who has been appointed Chair of the Department of Physical Medicine and Rehabilitation (PM&R), a role in which he's served on an interim basis since August 2023. Elevating MetroHealth's clinical and academic enterprises are key strategic priorities, and we are fortunate to have a leader in Dr. Wilson who has an impressive track record of doing just that.

Another one of our strategic priorities is advancing health equity, and we are thrilled to welcome a key leader in this work: **Srinivas Merugu, MD, FACP, MMM, CPE**, who will lead our nationally recognized Institute for H.O.P.E.<sup>2</sup>, which is working to achieve health equity by identifying and addressing factors beyond medical care that impact the health of our community.

Dr. Merugu, who joins us from United Healthcare, brings a vision for addressing these social drivers of health and a plan for achieving that vision. But, just as important, he knows our community well and cares deeply about the people who live here.

## Equity First

Earlier this month, we had the honor of celebrating the global premiere of "American Delivery" at the Cleveland International Film Festival, and I want to thank those of you who joined us. This powerful film examines the nation's maternal mortality crisis and the nurses working to solve it. In addition to



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

speaking with me, the filmmakers followed MetroHealth's **Dionna** Coleman, a registered nurse with our Nurse-Family Partnership program.

National health statistics show that Black women are three times more likely than others to die from pregnancy-related causes. In fact, Cuyahoga County has one of the highest rates of maternal and infant mortality in the country for Black women and babies – and those grim figures continue to rise.

This must be a front-burner, top priority in America, but it just hasn't been. This film will help, but it is also up to all of us to become advocates for moms and babies. At MetroHealth, we are working with urgency to address this crisis through innovative programs like the Nurse-Family Partnership and Institute for H.O.P.E.<sup>2</sup>

Other efforts underway include linking pregnant patients with community health workers and expanding access to prenatal and post-partum care as well as pediatric care for their babies once they are born.

This is only a glimpse of what we are doing – and will do – to address this crisis.

The men in our community are also in crisis, which is why I hope you will help us spread the word about the 2024 MetroHealth Men's Health Fair, which takes place Saturday, April 27, at Cuyahoga Community College's Metropolitan Campus and our Cleveland Heights Medical Center. This signature event is targeted at the healthcare needs of men in traditionally underserved and underrepresented communities in our region. The fair will provide over 30 free medical screenings, important health education and connection to a wide range of social service agencies. Please direct your friends and family to [metrohealth.org/mmhf](https://metrohealth.org/mmhf) to register.

## Operational Updates

Given the recent announcement that ProMedica would close its skilled nursing facility at our Old Brooklyn Medical Center, I wanted to reinforce our commitment to this campus and the caregivers who work there. We will continue to invest in our operations there, including rehab, senior care and research – all of which are strategic priorities for the System.

ProMedica's facility is on track to close by early summer after all patients have been discharged or transferred. In addition, all MetroHealth employees working at the ProMedica joint venture are being offered other positions with the System. Representatives from our People Division are also meeting with ProMedica employees about job opportunities to help address some of our own staffing needs, especially in nursing.

Lastly, please join me in thanking our almost 9,000 employees – especially representatives from the Office of Emergency Management, MetroHealth Police Department, Ophthalmology, Employee Engagement, Marketing, Communications and so many others – who worked so hard over the last several months to prepare for the solar eclipse.

As the region's most experienced Level 1 Adult Trauma Center, we had a tremendous responsibility to keep our patients, our community and our colleagues safe during this once-in-a-lifetime event – and what an incredible sight it was.

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

April 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.



# APRIL 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.

# APRIL '24 HIGHLIGHTS



## 2024 System Goal Domains

### Financial

- March 2024 EBIDA YTD is \$11.9M, which is (\$9.4M) below budget and (\$3.2M) below prior year.
- Total Operating Revenues YTD are \$460.2M, which exceeds prior year by \$37.3M driven by growth in retail pharmacy operations and improvement in volumes including discharges, ED Visits, OP Visits, and surgical cases.
- Total Operating Expenses were \$488.1M which was favorable to budget by \$7.0M but a \$41.2M increase over prior year.
- The System continues to focus on controlling labor expenses, driving operational efficiencies and program growth to further enhance revenue.

### Strategy & Growth

- Share of Care has shown a 0.2% improvement year-to-date from 2023.
- MetroWAY Forward initiatives continue progress with objectives of improving access.

### Quality, Service & Experience

- The remarkable improvements obtained in 2023 and so far in 2024 has increased our most recent Vizient rank from 144 out of 154 hospitals to 80 out of 168 hospitals. This includes a #1 ranking in Health Equity! A great improvement to our True North of being ranked overall #1!
- Vizient also estimated a \$1 million dollar savings to the organization for our 2023 harm elimination and \$2.3 million dollar savings from our 2023 decrease in readmissions.

### People-First Strategy

- Lincoln West Healthy Living Program (Healthy Food Choices, Healthy Sleeping, Mindfulness, Mental Health Job Opportunities).
- Launched Expungement Clinic April 13.
- High School Shadow Day March 20 - 70+ students attended.
- Launched Access Center Courses at Tri-C.
- Solar Eclipse Event - glasses and cookies for 6,000 employees.
- Launched T-Shirt design contest.
- Launched Racial Justice Challenge with YMCA.

### Clinical Transformation, Community & Health Equity

- Ovatient, a virtual care venture formed by MetroHealth and MUSC Health, successfully launched on April 4. Ovatient currently is delivering virtual urgent care and virtual primary care services on behalf of MetroHealth.
- Ovatient provides care between the hours of 7AM and 10PM, 7 days a week.
- Ovatient is serving on average 50 patients a day from every corner of Cuyahoga County, as well as Lorain, Medina, Summit and Portage counties.

### Research & Teaching

- 18 applications submitted as of end of March
- Outstanding residency match results - 105 of 107 positions filled; two unfilled spots filled by CWRU students

## Goal: Achieving 2024 Adjusted EBIDA Target

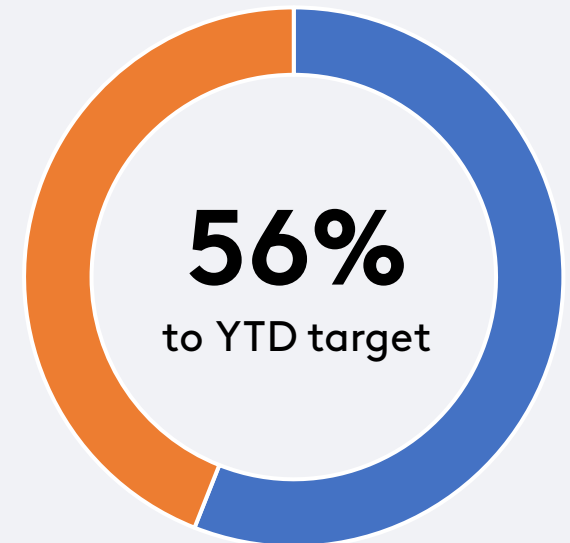
**The Measure:** EBIDA – Earnings Before Interest, Depreciation and Amortization – is a key performance indicator for an organization’s financial health.

**Why It Matters:** As an institution, we are committed to ensuring our caregivers have the resources they need to provide the highest level of care and capabilities necessary for eliminating health disparities in our community.

To do so, we are focused on:

- Launched the MetroWAY Forward Financial and Operational Transformation to drive more than \$150 million in margin improvements, including the continuation of our 10-point financial plan.
- Targeted approaches to hiring.
- Contract/premium labor focused mitigation.
- Strategic program expansion and growth.
- Drive operating efficiencies and improvements in length of stay, clinical documentation and pharmacy capture rate.

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



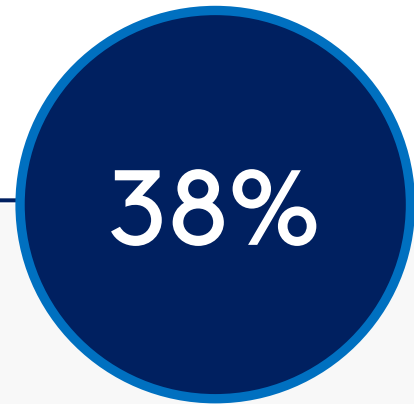
### Goal Sponsor

Derrick Hollings  
Olusegun Ishmael, MD

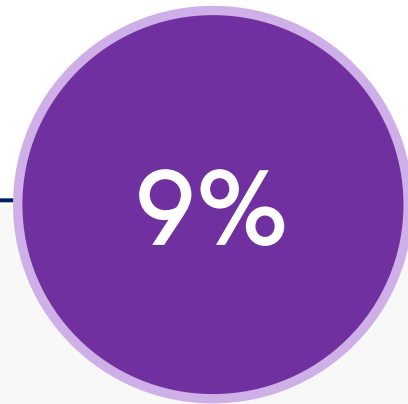
YTD Actual: \$11.9 million\*  
YTD Target: \$21.3 million  
**Variance: (\$9.4 million)**

Annual Goal Target: \$140 million

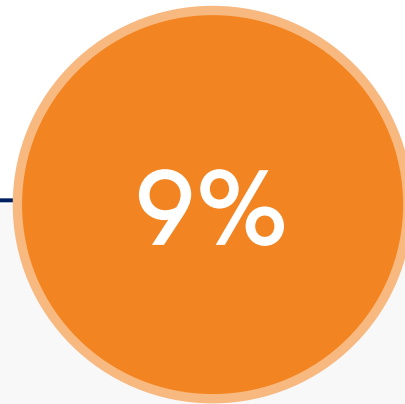
\*YTD as of March 31, 2024



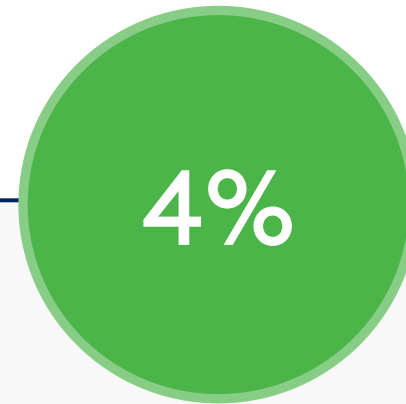
Reduction in  
Overtime and  
Contract Labor



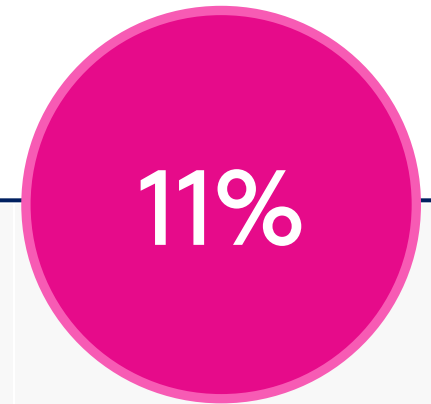
Improvement in  
Acute Average  
Length of Stay



Increase in  
Emergency  
Department Visits



Increase in Total  
Outpatient Visits



Increase in Retail  
Pharmacy Capture  
Rate, Currently at  
51.7%



## 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 Sponsor**  
 Nabil Chehade, MD  
 William Lewis, MD

	Share of Care #	Incremental Change	Domestic Revenue *	Revenue Change
Baseline	50.6%	0.0%	\$1.080B	\$0
Minimum	50.9%	+0.25%	\$1.085B	+\$5.3M
Target	51.4%	+0.75%	\$1.095B	+\$16.0M
Maximum	51.9%	+1.25%	\$1.106B	+\$26.7M

# Previous reported baseline calculations have been adjusted to reflect updated reimbursement models by MH Finance

\*Domestic revenue does not reflect adjustments for 2024 inflation

**Legend**

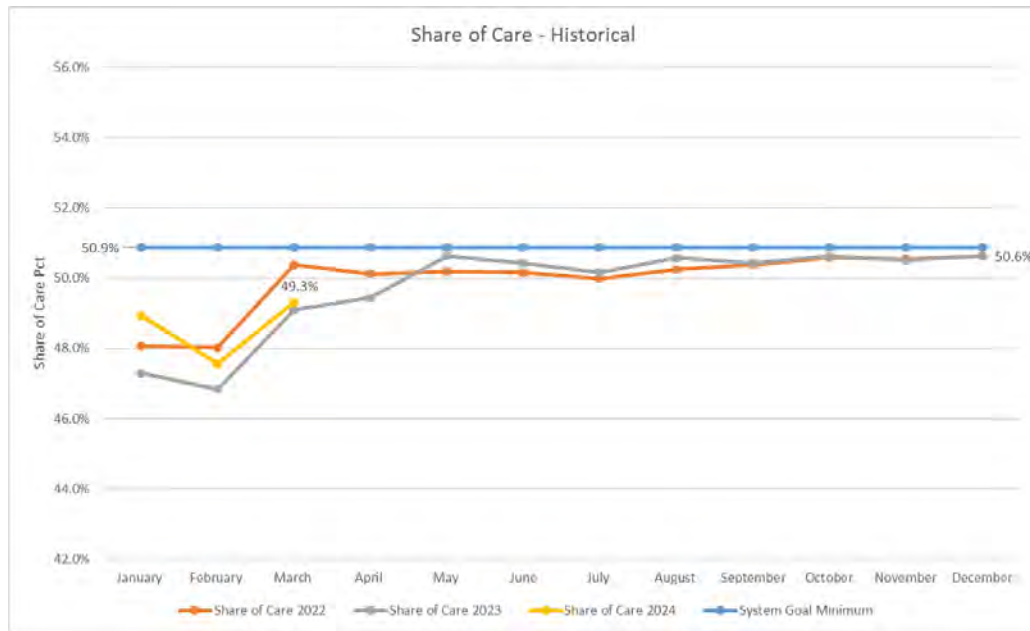
- Off track; adjustments needed
- Generally on track; adjustments needed
- On track
- Exceeding goals, approaching stretch



## Goal: Improving Share of Care

**The Measure:** Share of Care looks to evaluate and anticipate annual costs for patients. As such, meaningful trending of performance requires at least 90 days of information. Early in the year, Share of Care calculations are usually lower than year-end results because of the small sampling and timeframe for individuals seeking care at MetroHealth. Below is shown the Share of Care trends over the last 2 years.

**YTD Progress:** 49.3%



2024 SOC									03/31/24
March YTD									
Group	MetroHealth Pt Activity	Pt Adj	PY Pt Activity	Pct of Yr	Projected Annual Pt	Pro-rated Total Spend	Domestic Spend	YTD SOC	
Total Medicare	37,006	1.7%	35,565	61.2%	61,491	\$ 202,569,194	\$ 92,873,675	45.8%	
Medicaid	59,654	18.0%	62,569	49.8%	141,358	\$ 137,552,906	\$ 82,764,937	60.2%	
Commercial PPO	46,357	0.0%	43,524	45.0%	102,961	\$ 192,152,463	\$ 78,551,183	40.9%	
Commercial Narrow Network	12,929	12.0%	12,007	59.7%	24,238	\$ 32,037,637	\$ 24,085,150	75.2%	
<b>TOTAL PATIENT POPULATION</b>	<b>155,946</b>		<b>153,665</b>	<b>1.5%</b>	<b>330,049</b>	<b>\$ 564,312,200</b>	<b>\$ 278,274,946</b>	<b>49.3%</b>	
	1.5%						3.2%	0.2%	
All Geographies									03/31/23
2023 SOC									
March YTD									
Group	MetroHealth Pt Activity	Pt Adj	PY Pt Activity	Pct of Yr	Projected Annual Pt	Pro-rated Total Spend	Domestic Spend	YTD SOC	
Total Medicare	35,565	1.7%	34,209	61.2%	59,096	\$ 194,681,224	\$ 86,038,204	44.2%	
Medicaid	62,569	18.0%	59,216	49.8%	148,266	\$ 144,274,446	\$ 83,767,301	58.1%	
Commercial PPO	43,524	0.0%	41,709	45.0%	96,669	\$ 180,409,513	\$ 76,296,163	42.3%	
Commercial Narrow Network	12,007	12.0%	12,814	59.7%	22,510	\$ 29,752,951	\$ 23,459,012	78.8%	
<b>TOTAL PATIENT POPULATION</b>	<b>153,665</b>		<b>147,948</b>	<b>3.9%</b>	<b>326,541</b>	<b>\$ 549,118,134</b>	<b>\$ 269,560,680</b>	<b>49.1%</b>	

**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 because of medical care 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:

- Continuing widespread improvements for our most common inpatient harms (First quarter 2024 shows a 32% improvement from 2023!)
- Lean training for our continuous performance improvement team to drive the MetroWAY Forward
- Improvements in clinical documentation to assist with coding and documentation to capture the severity of illness and exclusion criteria for patient safety indicators when appropriate




2023 Year-End Baseline	2024 Target Goal	YTD 2024 (March 2024)
1.25	1.19	0.85

### Goal Sponsor

Joseph Golob, MD



#### 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.

- 5 of 10 HCAHPS dimensions have reached 4-star performance

**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:

- Conducting nurse leader rounding on inpatient units to proactively address concerns with patients and families
- Completing service excellence training in inpatient, outpatient and surgery/procedural areas
- Evaluating service recovery efforts in the Emergency Department related to check-in and triage to ensure an optimal patient experience related to access to care

2023 Year-End Baseline	2024 Target Goal	YTD 2024 (Feb 2024)
3.05	3.20	3.10

**Legend**

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



**Goal Sponsor**  
Joseph Golob, MD



## 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%. The 2024 survey launches in the fall.

**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.

Recent employee engagement activities include:

- T-shirt design contest
- Talent show
- Distributed cookies and eclipse glasses to more than 6,000 employees

2023 Year-End Baseline	2024 Target Goal	YTD 2024
71%	77%	Survey Launches in Fall

**Goal Sponsor**  
Dalph Watson, JD

**3.77%**  
Turnover Rate  
Jan-March 2024

**42** days  
Time to Fill  
Rate since  
Feb 1, 2024



## Talent Acquisition Highlights

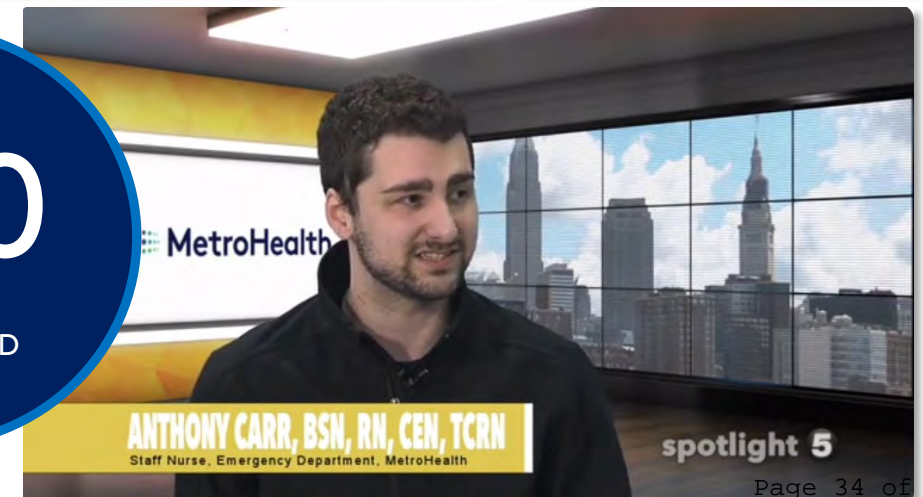
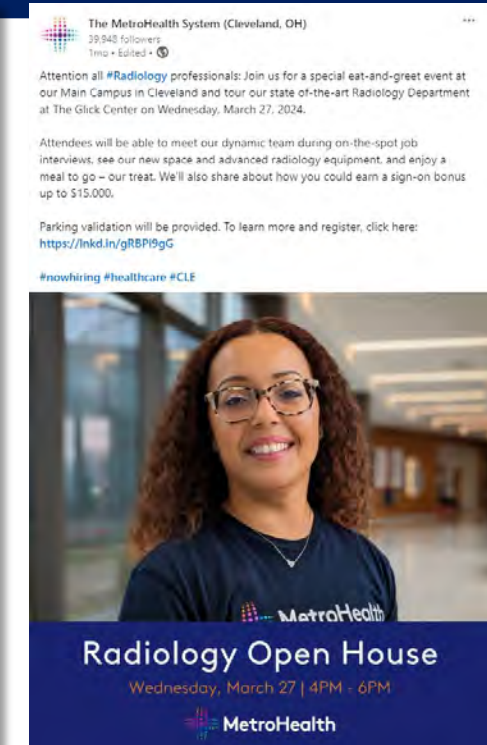
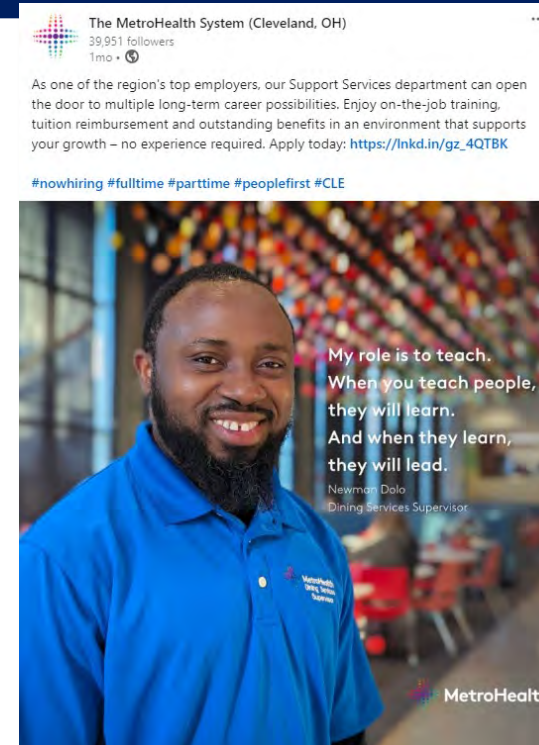
- The Talent Acquisition team participated in a **Canadian New Grad Nurse Virtual Hiring Event** on March 27. Connected with seven RNs, one Emergency Department RN interview scheduled.
- The team hosted a job fair for ProMedica employees on April 11, attended a healthcare career fair in Canada on April 13 and will host a Behavioral Health Job Fair on April 25
- MetroHealth career opportunities are being actively promoted on **News Channel 5** (WOIO) and **Fox 8 News** (WJW), as well as the station's social media channels.
- Initiated three-month web retargeting campaign with **National Commission on Correctional Health Care** (NCCHC) to support Correctional Medicine recruitment efforts. MetroHealth display ads "follow" visitors to NCCHC website as they visit other sites. To date, the ads have been viewed 32,627 times.

## Med-Surg/Emergency Nursing Recruitment Campaign

February 12 through April 12

**GOAL:** Hire 72 Med-Surg/ED RNs in 60 days

**PROGRESS:** 66 Accepted Offers; 8 Offers Pending





## 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.

Measures	2023 Baseline	2023 Disparity (P Value)	Year-End Target	2024 Disparity (P Value)	YTD 2024
Timeliness of Prenatal Care	81%	0.03	79%	0.15	81%
Postpartum Care Visit	79%	<0.0001	79%	0.19	79%
Well-child Visits in First 15 Months	56%	<0.0001	57%	0.056	55%
YTD Progress Composite					8

### Goal Sponsor

Nabil Chehade, MD  
Charles Modlin, 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	2023 Baseline	Target	Max	YTD 2024	Met Baseline	Target or Better
Diabetes: HbA1c	31%	30%	29%	55%	✗	✗
Cervical Cancer Screening	58%	59%	60%	63%	+	+
Breast Cancer Screening	68%	69%	70%	71%	+	+
Colorectal Cancer Screening	52%	53%	54%	49%	✗	✗
Diabetic Eye Exam	39%	40%	41%	37%	✗	✗
Controlling Hypertension	69%	70%	71%	63%	✗	✗
Kidney Health Evaluation	15%	20%	25%	16%	+	✗
Clinical Depression & Follow Up	56%	57%	58%	39%	✗	✗
IET Alcohol & Other Drug Dependence	7%	8%	9%	6%	✗	✗
ADHD Medication and Follow Up	38%	39%	40%	42%	+	+
Pediatric Immunizations	34%	35%	36%	19%	✗	✗
Pediatric Lead Screening	76%	77%	78%	76%	+	✗
Completion of Medicare Wellness	12500	13000	13500	2977	✗	✗
Improving Assessment of Conditions	73%	74%	75%	60%	✗	✗
Minimum = 9 metrics at baseline. Target = 9 metrics at baseline and 7 metrics achieve target. Maximum = 9 metrics at target or better					5/9	3/7

**Goal Sponsor**  
 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: Screening for Clinical Depression and Follow up

**The Measure:** Percentage of patients ages 12 and older screened for depression on the date of the encounter or 14 days prior to the date of the encounter using an age-appropriate standardized depression screening tool AND if positive, a follow-up plan is documented on the date of the eligible encounter

**Why It Matters:** Screening for clinical depression is one of CMS's Universal Foundation Quality Measures. Screening for clinical depression and ensuring timely follow-up are critical for several reasons:

- Early intervention
- Reducing suffering
- Preventing suicide
- Quality of life
- Reducing healthcare costs

### What is Happening:

- Reviewing existing Epic tools and updating them to align with the measure standards
- Working with ambulatory leadership to standardize screening frequency
- Working with informatics, ambulatory and behavioral health to implement screening tools that can be administered in MyChart



### Goal Sponsor

Nabil Chehade, MD  
Joseph Golob, MD



## Goal: Increasing Grant Application Submissions

**The Measure:** This measure tracks the number of applications our faculty and staff 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	18

### Academic Spotlight:

Outstanding Match results:

- Offered 107 positions
- Filled 105 positions (98.1% fill rate)
- Two unfilled positions filled by Case Western Reserve University students
- Ohio medical schools:
  - Ohio University: 14
  - Case Western Reserve: 7
  - NEOMED: 6
  - University of Toledo: 5

**Goal Sponsor**

John Chase, MD



**Legend**

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



# System News and Accomplishments





# Sights Around the System

"American Delivery" – a powerful documentary that examines the nation's maternal mortality crisis and the nurses working to solve it – received the prestigious Roxanne T. Mueller Audience Choice Award, the top honor at the Cleveland International Film Festival (CIFF48).

The documentary, directed by Carolyn Jones and produced by Lisa Frank, features Dr. Steed – a fourth-generation nurse – and the health system's innovative Nurse-Family Partnership program, which pairs nurses with pregnant patients throughout their pregnancies and until their children's second birthday.

More than 600 people attended the premiere on Saturday, April 6. Following Sunday's encore screening, Dr. Steed joined the film's executive producers and other community leaders for a panel discussion.





# Sights Around the System

On Monday, April 8, many of our caregivers gathered outside The Glick Center and our other locations to take in the total solar eclipse.

Thank you to the MetroHealth Police Department, Office of Emergency Management and others who worked tirelessly over the last few months to ensure we were prepared for this once-in-a-lifetime event.

Also, thank you to the Office of Employee Engagement for coordinating the distribution of glasses for our caregivers scheduled to work on-site during the eclipse.



## Events

The MetroHealth Foundation partnered with Foundation Board of Directors member Luis Tollinche, MD, to co-host the 2<sup>nd</sup> Annual Visiting Professor in Anesthesiology dinner on Monday, April 1. The event celebrates the Department of Anesthesiology's successes and builds support for the Alfred Cyril Pinchak Research Endowment.

## Support

The MetroHealth Foundation is grateful to our community partners for supporting the MetroHealth Men's Health Fair on Saturday, April 27. A special thank you to St. Luke's Foundation, KeyBank, FirstEnergy Foundation, Cognizant, Genentech and Molina Healthcare.

## Gifts

MetroHealth received a major gift from The Sullivan Family Gift Fund. Special thanks to Foundation Board of Director member George Sullivan for his generous support.





## Media Highlights

- [Dr. Steed was named to the Cleveland 500 by Cleveland Magazine](#)
- [CWRU, MetroHealth featured in CIFF film about rising rates of death after childbirth](#) – Cleveland.com
- [Ohio hospital system to host Men’s Health Fair in Cleveland](#) – Cleveland.com
- [Photo tour: MetroHealth Cleveland Heights Behavioral Health Hospital](#) – HCD Magazine
- [MetroHealth pediatrician Laura Shefner, MD, published her latest column – “Time to protect your family against measles – in the Cleveland Jewish News](#)
- [Katherine Bej, OD, quoted in Cleveland.com story, “Everything you need to know about the total solar eclipse and how to experience it in Greater Cleveland.”](#)
- [Thomas Steinemann, MD, quoted in ideastream, “Eclipse eye damage can be serious and permanent.”](#)
- [ProMedica and MetroHealth to close skilled nursing rehabilitation services at Ohio hospital](#) – Becker’s Hospital Review

## Press Releases

- [‘American Delivery’ Earns Top Award at Cleveland International Film Festival](#)
- [MetroHealth Men’s Health Fair Welcomes All Men for Screenings, Health Education](#)
- [MetroHealth ‘Prescribes’ Creative Expression as a Treatment for Loneliness](#)
- [MetroHealth Appoints President of Institute for H.O.P.E.](#)
- [MetroHealth Appoints Chair of Physical Medicine & Rehabilitation](#)



BECKER'S \_\_\_\_\_  
**HOSPITAL REVIEW**

# Communications cont'd

## Social Media Growth (April '23 – April '24)

- Overall Impressions\*: 76.8%
- Overall Engagements: 13.3%
- Overall Post Link Clicks: 37.1%
- Total Audience: 12.1%

## LinkedIn:

- Engagements: 30.1%
- Engagement Rate: 31.7%
- Post Clicks: 45%
- Audience Growth: 10.9%
- Over 1.2 million impressions

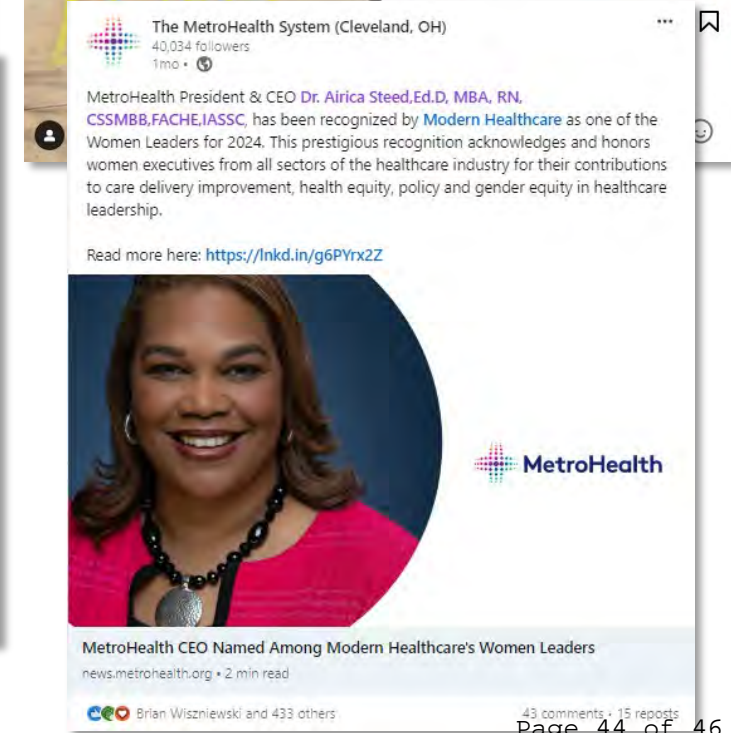
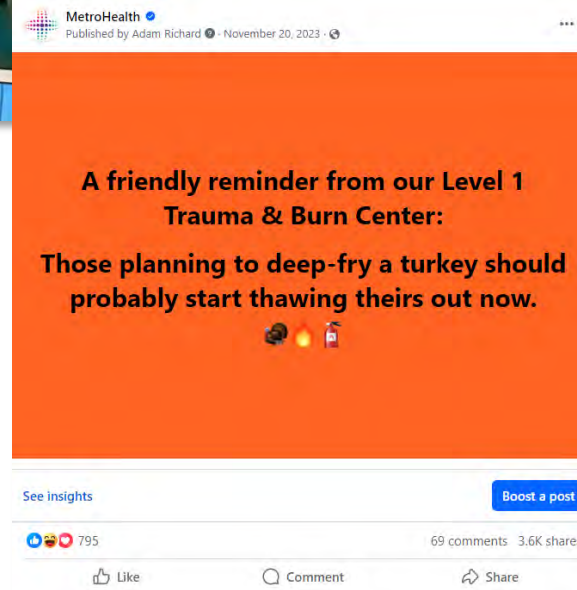
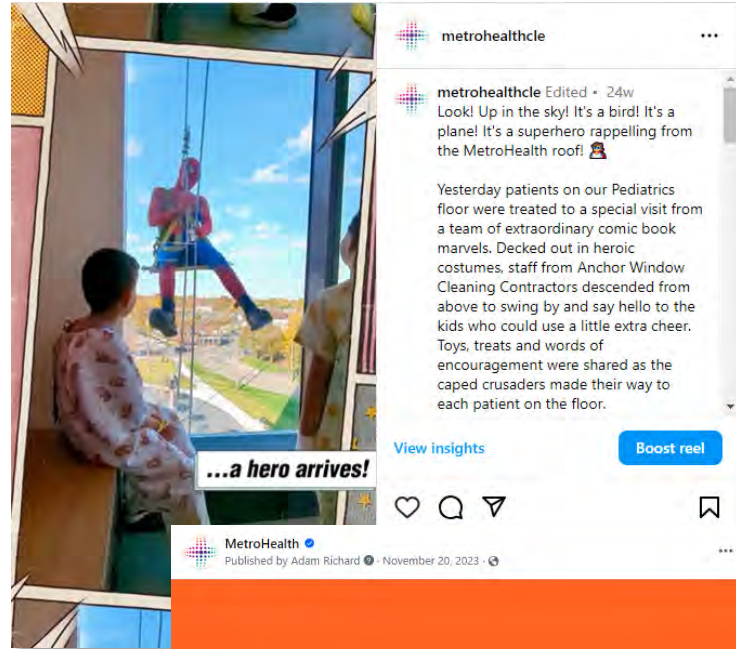
## Facebook:

- Organic Impressions: 28.9%
- Organic Engagements: 12%
- Follower Growth: 11.7%

## Instagram:

- Organic Impressions: 287.4%
- Organic Engagements: 23%
- Total Followers: 15.6%

*\*We earned over 5.3 million organic impressions between April '23 – April '24. Total impressions: Almost 8.5 million!*



A robust marketing and advertising plan is underway for the MetroHealth Men's Health Fair.

## Broadcast

5- and 10-second spots on Spectrum News, WKYC, WOIO, WEWS and WJW. Charles Modlin, MD, will also appear on WKYC's Good Company to promote the event

## Radio

30-second promos on Radio One, iHeart Radio, iHeart TTWN and La Mega. Digital ads on Radio One, iHeart Radio, iHeart TTWN and La Mega

## Traditional Media (Print)

Ads in The Black Professional, Cleveland Plain Dealer and LaMega Nota

## Outdoor

Nine digital billboards surrounding downtown Cleveland – 1.9 million impressions per week; and nine static billboards – 701K impressions per week; and two illuminated static billboards on West 25<sup>th</sup> – 221K impressions per week. Yard signs are also being distributed.





# Awards, Recognition & Other News

- The care and support **Cynthia "Cindi" Bindus, RN**, provided to a patient made a lasting impression and earned her recognition as a DAISY Award for Extraordinary Nurses winner. She has been an oncology nurse for nearly 30 years. She describes her career as "one of my life's greatest privileges and blessings."
- **Samantha Sube, RN**, is the latest recipient of a BEE Award. She was honored for helping a patient who was admitted as a John Doe. The complex situation didn't deter Samantha. Instead, she "spent almost an hour sitting with the patient, comforting them, and ultimately, she was able to determine the patient's identity," the nominator stated.
- Knowing the powerful impact engaging with the arts has on mental health and loneliness, The MetroHealth System's **Center for the Arts in Health** launched ArtsRx, a pilot project that allows providers to "prescribe" arts activities and experiences for their patients. The project, funded through a \$16,578 ArtsNEXT grant from the Ohio Arts Council (OAC), links patients with opportunities for creative expression led by local artists and arts organizations.
- MetroHealth President & CEO **Airica Steed, Ed.D, RN, MBA, FACHE**, has been named among the Cleveland 500 by Cleveland Magazine. The Cleveland 500 lists and profiles the leaders, doers, decision makers, idea generators and visionaries who are shaping Cleveland.

