# MetroHealth

## The Transformation Begins.

Building For Our Future

# Dear Friends,

The MetroHealth transformation is underway.

We are building a new campus – for all of you.

And we're starting with what we do best, what we've excelled at for decades: taking care of those of you whose injuries and illnesses are so life-threatening that only our trauma team, the most experienced and sophisticated in the Cleveland area, can help. We've been offering that care for more than 20 years from what is Cuyahoga County's only Level I Adult Trauma Center and Ohio's only adult and pediatric burn center verified by the American Burn Association and the Committee on Trauma of the American College of Surgeons.

That's why our first step in building a new medical center will be the expansion of our Critical Care Pavilion. We'll add two floors – 85 intensive care rooms – to the newest building on our main campus so we can continue to be your lifeboat, ready to rescue you if misfortune hits.

You can read more about our blueprint for the future on the following pages.

But before you do, we want you to know that the transformation of MetroHealth is about much more than buildings. In fact, one of our most impressive turnarounds has been financial.

- In 2014, our operating income rose to $35.2 million, a tenfold increase from $3.4 million in 2011.

- Our total operating revenue jumped to $905 million in 2014, up from $769 million in 2011.

- We created 462 new jobs in the past two years, bringing our total number of employees to 6,617.

But our transformation isn't just about numbers.

Like us, it's focused on the people of Cuyahoga County.

We have dozens of examples of how we've become much more than a hospital on Cleveland's west side, how – by ourselves and in partnership with other organizations – we are creating a network of services that are delivered to people where they live, work and go to school.

This year, we'll open new health centers in Brunswick and Crocker Park. And we've broken ground on a third, which will include an emergency department, in Brecksville.

Our doctors now treat children in 11 Cleveland public schools, up from one school in 2013. And we're working toward having them in 11 more in the next year so health concerns pull even fewer students out of school and their parents away from work.

In 2014, we launched the MetroHealth Community Health Advocacy Project and sent four advocates into Cuyahoga County to help improve the health of everyone – no matter how old they are, what their ethnic background is or what neighborhood they live in.

And while still in the planning stage, we're working with the Cleveland Metropolitan School District to open a high school for health and science on our campus.

This is what we do – we take care of you, our community.

And often we do it by teaming up with others.

A perfect example of that is the way we coordinated care during last year's Ebola scare. Together, we agreed to share staff and other resources so no one hospital was stretched too thin should people in our community begin testing positive for the deadly disease.

Our commitment to working with others shines brightest in the Northern Ohio Trauma System, or NOTS, one of our partnerships with the Cleveland Clinic.

NOTS makes sure emergency responders deliver desperately sick and seriously injured patients to the right hospital for the right care in the right amount of time every time. Instead of competing for patients, MetroHealth and Cleveland Clinic hospitals share expertise to provide every single patient the life-saving care he or she needs – fast.

It's an alliance that works.

At least 640 more people are alive today because we work with others.

It's why we matter.

Why we're rebuilding.

And why we need your support.

So we can be here for years to come.

For all of you.

Sincerely,

David Jacobs
*Chair, Board of Directors*
The MetroHealth Foundation

Akram Boutros,
MD, FACHE
*President and Chief Executive Officer*
The MetroHealth System

Thomas McDonald
*Chair, Board of Trustees*
The MetroHealth System

March 31, 2015

# The transformation of MetroHealth's main campus has begun.
# And thanks to advice from all of you, we're starting smart.

We're building on our strengths.

For decades, MetroHealth has been a leader in trauma care in Cleveland, putting people back together after they've fallen off roofs, been hit by cars or lost arms in industrial accidents.

And for the past 10 years, we've provided that life-saving treatment from our Critical Care Pavilion, home to a team of more than 500 caregivers who have the most trauma, critical care and burn experience in Northeast Ohio.

The first step in our campus transformation is to build on that.

But building is just one part of our transformation.

We're redefining the way patients are cared for, too – in dozens of ways. We're sending doctors into Cleveland public schools. We're delivering medications to patients' bedsides before they're discharged. We're helping tens of thousands of people keep their diabetes, high blood pressure and heart failure under control through the Better Health Partnership, formerly Better Health Greater Cleveland.

We are fulfilling our mission of creating a healthier community for everyone.

And one more way we're doing that is by expanding our Critical Care Pavilion.
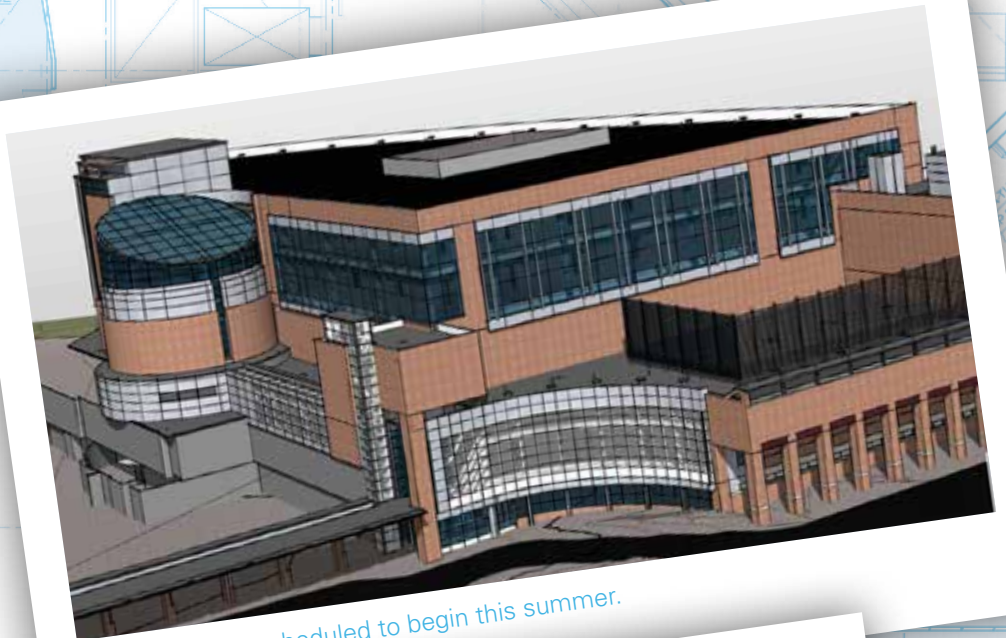
We'll start by adding two new floors – 85 patient rooms – to the top of the building, which now houses our emergency department, trauma bays and operating rooms.

It's the right first step to take.

Not only is the Critical Care Pavilion, completed in 2004, MetroHealth's newest building. It was designed to hold two additional floors. With its foundation in place and no need to excavate, we can build dozens of new, state-of-the art rooms faster and at a lower cost.

Building rooms that can handle the sickest patients also prepares us best for the next steps in our transformation. As we tear down old buildings we can relocate any patient – no matter how severe his injury or serious her illness – to new rooms in the expanded Critical Care Pavilion. Those sophisticated rooms also give us maximum flexibility in the event of a disaster. If we have to move patients because a building floods when water pipes burst or loses heat when temperatures dip below zero, we'll have rooms with everything in place for the sickest among them.

Finally, expanding the Critical Care Pavilion will allow us to add a designated Neurosciences Intensive Care Unit to complement our comprehensive brain, stroke and spinal cord injury programs. That will mean better, faster recoveries for the hundreds of patients with those injuries we treat every year.
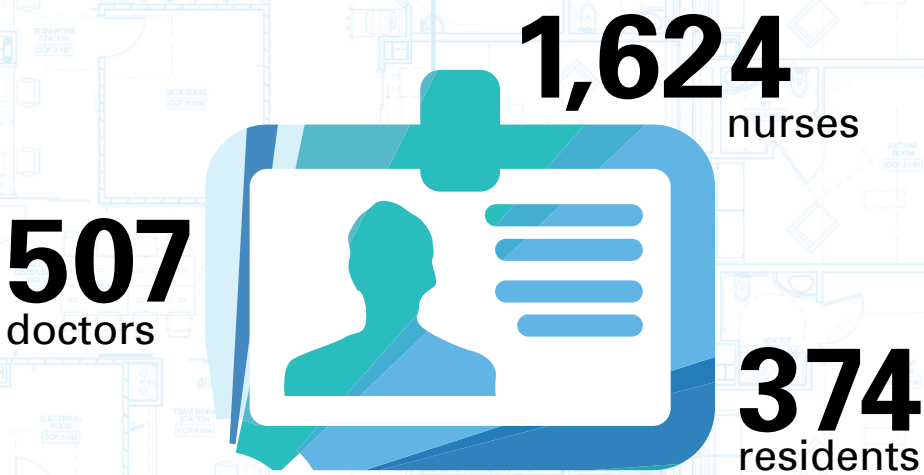


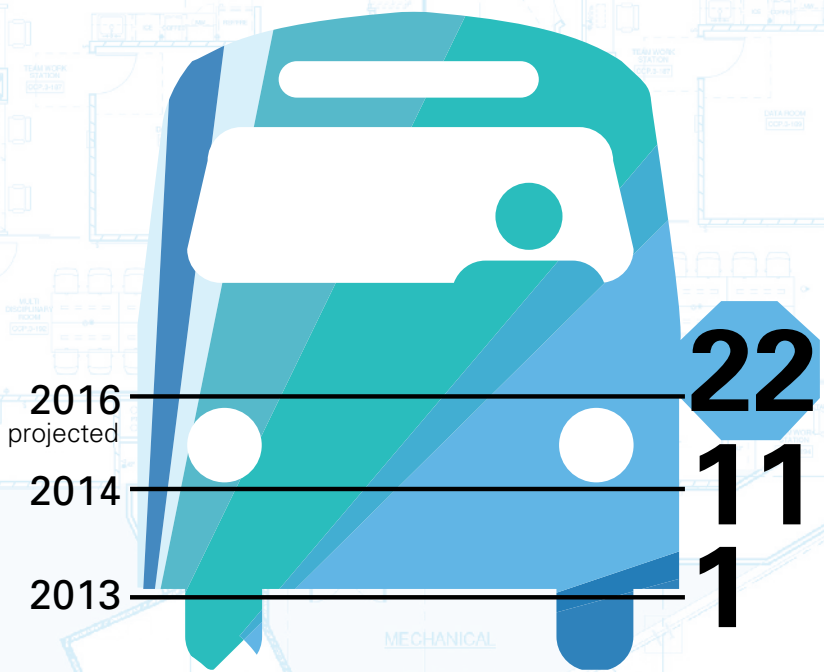Construction is scheduled to begin this summer.



The 85 new rooms will have floor-to-ceiling windows.

# MetroHealth: Making a Difference

## Our Caregivers

**1,624** nurses

**507** doctors

**374** residents

## School Outreach

2016 projected — **22**

2014 — **11**

2013 — **1**

Number of public schools that have a MetroHealth doctor available to provide health care

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Additional lives saved because of the Northern Ohio Trauma System:

more than **640**

Number of visits children in the Medical Home for Foster Children program made to MetroHealth doctors and other health providers:

2013 **185**

2014 **2,750**

Number of Emergency Department visits in 2014:

**106,153**

Total number of employees:

2012 **6,155**

2013 **6,387**

2014 **6,617**

Number of jobs created: **462**

# What will the expansion include?

The two new floors will consist of 85 intensive care rooms – 75,000 square feet dedicated to patient care.

In day-to-day matters, adding these intensive care rooms to the Critical Care Pavilion means critically ill and injured patients can recover with as little disruption as possible. With trauma bays, operating rooms, diagnostic rooms and family meeting rooms all in one place, patients can be cared for in the same building from the minute they arrive until the moment they go home. And they – and their families – will benefit from new technology, equipment and devices that communicate directly with electronic medical records to reduce the chance of error, improve care and speed recovery.

They'll have larger, private rooms, too. This isn't a luxury or needless expense. Research shows that private rooms reduce infection rates, falls, medical errors and sleeplessness. And extra room makes it easier for loved ones to spend the night, which decreases stress. The end result is that patients heal faster, go home sooner and save money – for themselves and the rest of us.

Expansion plans also call for bringing several of our intensive care units together so medical expertise can be shared, quickly, among the ICUs. That means faster recoveries, fewer complications and more lives saved.

Last, but far from least, MetroHealth will be even better prepared to save lives should the Cleveland area experience the kinds of disasters – natural or man-made – that have caused so many life-threatening injuries in other communities.
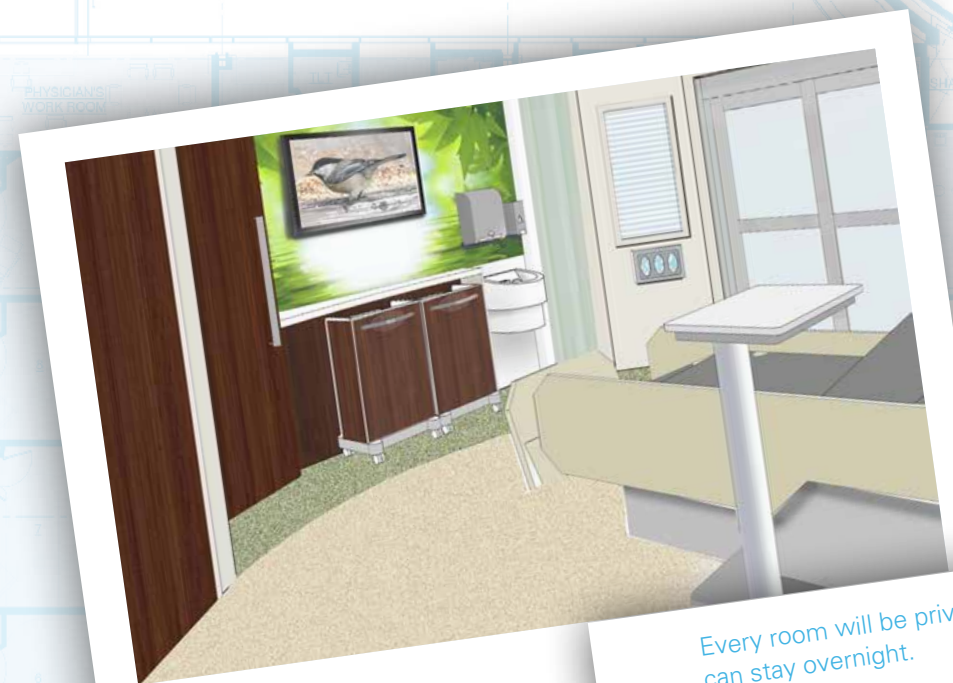
Building on our strengths.

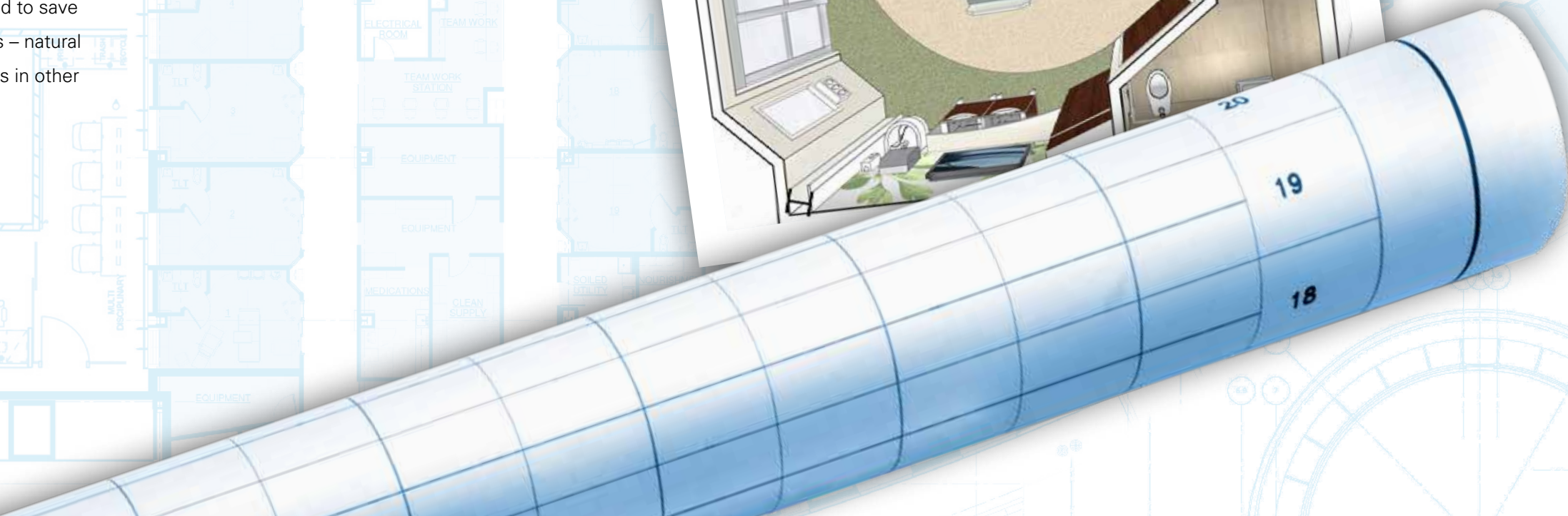It's what MetroHealth has been doing for 178 years.

Because making us stronger, makes you healthier.

That's why we're here.

For you.





Every room will be private and include sleeping space so a loved one can stay overnight.

# Leaders Of Our Level I Trauma Team: Serving You For More Than 20 Years

**Vickie Bowden**
*Advanced Practice Registered Nurse*

*Clinical Nurse Specialist*

She's one of 1,624 nurses at MetroHealth who care for patients, conduct research, manage health centers, make sure the hospital is prepared for natural disasters, teach the next generation of nurses and serve in dozens of other positions throughout the health care system. Like her, 60 percent of our nurses have a bachelor's, master's or doctorate degree. And 23 percent are working toward their next degree. They're dedicated, too: 37 percent have worked at MetroHealth for 11 years or longer.

**Dr. Jeffrey Claridge**
*Director of MetroHealth's Division of Trauma, Critical Care, Burns and Acute Care Surgery*

*Medical Director of NOTS, the Northern Ohio Trauma System*

Since it was founded in 2010, NOTS, a collaboration between MetroHealth and the Cleveland Clinic, has reduced trauma deaths by 38.6 percent in Cuyahoga County and 53 percent in the city of Cleveland. What really matters is what those percentages mean: at least 640 more people are alive today because of NOTS.

**Dr. Jennifer Hanrahan**
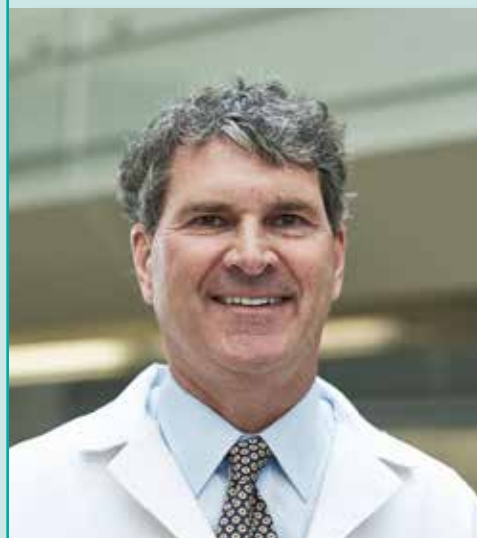*Chair of MetroHealth's Infection Control Committee*

The physician behind MetroHealth's selection by the U.S. Centers for Disease Control and Prevention as the only Ebola Treatment Center in Ohio continues MetroHealth's tradition of caring for our family, friends and neighbors during the worst epidemics from smallpox and cholera to polio and HIV.

**Dr. Anjay Khandelwal**
*Co-director of MetroHealth's John A. Gannon Comprehensive Burn Care Center – the only adult and pediatric burn center in the state of Ohio verified by the American Burn Association and the Committee on Trauma of the American College of Surgeons.*
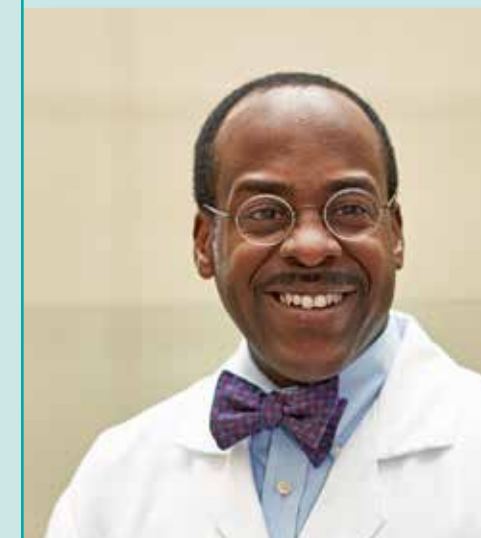
He co-founded the first recreational burn camp in India, just outside Mumbai, in 2013 to help build friendships and boost self-esteem in children scarred by burns. He's now creating what he hopes to be the first Institute of Burn Ethics, to be housed at the Center for Biomedical Ethics at MetroHealth.

**Dr. Brendan Patterson**
*MetroHealth's Executive Director of Surgical Services*

A distinguished visiting scholar in the Orthopaedic Trauma Association, he was one of 10 U.S. orthopaedic trauma surgeons airlifted to the USNS Mercy off the coast of Haiti in 2010 to treat earthquake survivors. That's in addition to the time he spent in 2008 at Landstuhl Regional Medical Center in Germany saving the limbs of American soldiers injured in Afghanistan and Iraq.

**Dr. J. Daryl Thornton**
*Director of MetroHealth's Medical Intensive Care Unit*

*Co-director of Case Western Reserve University's Center for Reducing Health Disparities*

The National Institutes of Health has recognized the Center for Reducing Health Disparities – which works to improve the quality of life of African-American and other minority groups affected by chronic and critical illnesses – as a center of excellence and provided it with more than $10 million in funding.

# You can't build without a solid foundation.

At MetroHealth, the strength of that foundation begins with our people.

And our trauma team is as skilled as they come.

The more than 500 caregivers who staff our trauma center – the only Level I Adult Trauma Center in the Cleveland area – include anesthesiologists, orthopaedic surgeons, thoracic surgeons, neurosurgeons, plastic surgeons, respiratory therapists, social workers, interventional radiologists, dietitians and dozens of other expertly trained caregivers.

Their knowledge and experience have, for more than 20 years, earned MetroHealth's trauma center the highest level of verification granted by the American College of Surgeons.

That means we have a complete operating team – dedicated solely to the operating room – in the hospital at all times, that we have one nurse for every two patients in intensive care, that a respiratory therapist is available 24 hours a day, that neurotrauma care – for severe traumatic brain and spinal cord injuries – is promptly and continuously available. The list of requirements goes on – for more than 200 pages.
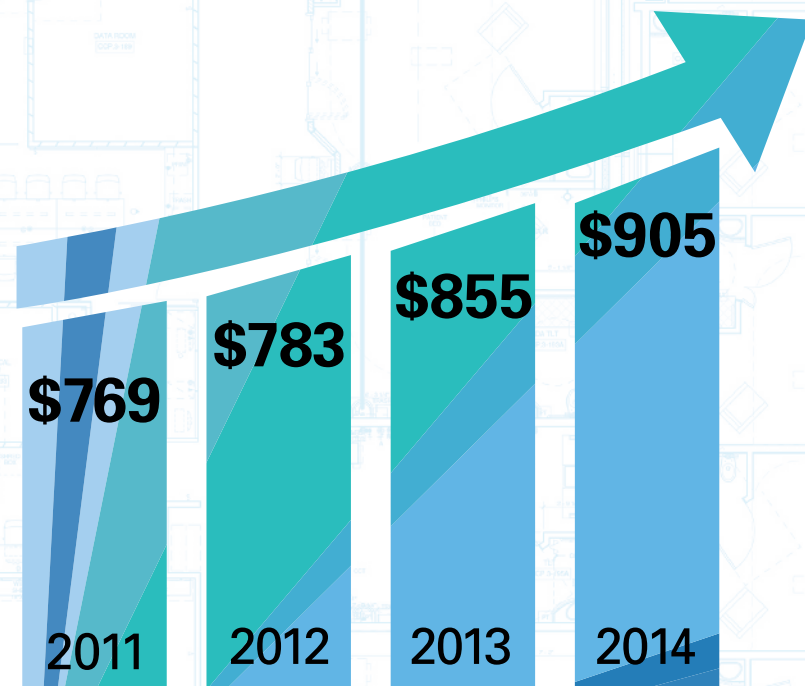
We meet them all.

And behind each one of them are doctors, nurses and other experts whose commitment to helping others is as exceptional as the care they provide.
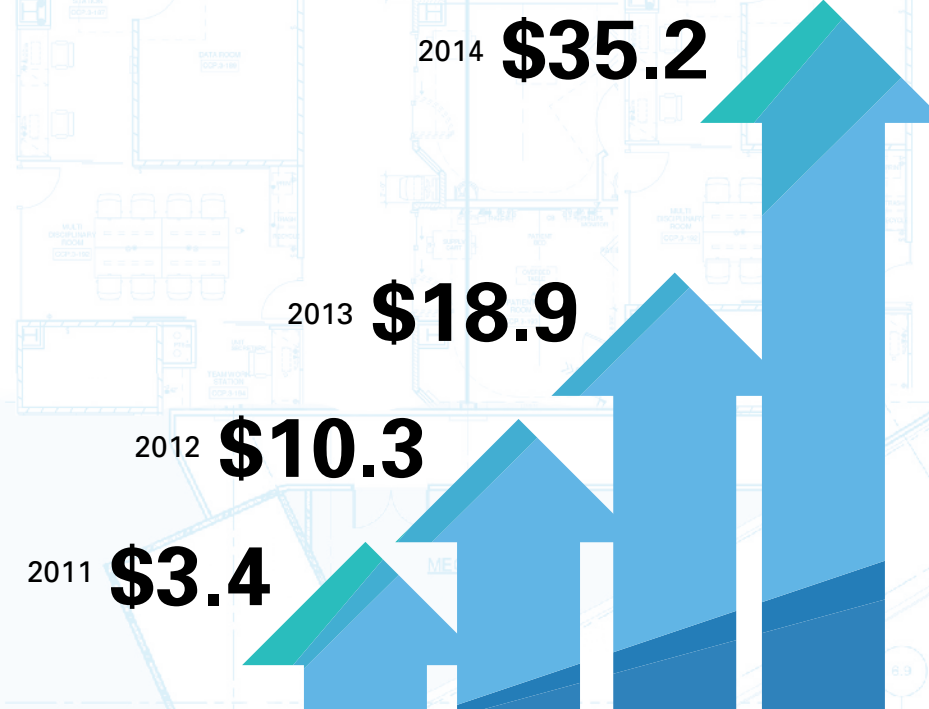
# MetroHealth: Growing Stronger Year After Year

## Operating Revenue
in millions

$769
$783
$855
$905

2011
2012
2013
2014

## Operating Income
in millions

2014 **$35.2**
2013 **$18.9**
2012 **$10.3**
2011 **$3.4**

Of our $793 million in net patient revenue in 2014, $40 million came from Cuyahoga County taxpayers

That's just 5%

Care costs: $769 per patient visit in 2011
$736 per patient visit in 2014

That's a 4.4% drop in the cost of care

# Our trauma team isn't our only strength.

## Just as stable is the financial cornerstone we're building on, one that continues to grow more secure every day.

Our cash on hand grew to $388 million in 2014, up from $287 million in 2009 – an increase of 35 percent.

Our operating income also rose – to $35.2 million in 2014 – a time when many hospitals across the country were losing money. That's a tenfold surge from $3.4 million in 2011.

And this year's financial statement looks even better.

In the first quarter of 2015, we made $4.1 million, $9.8 million more than we anticipated. And total revenue, year to date, is up by 5.4 percent over last year.

Saving money.

It's one more way MetroHealth takes care of Cuyahoga County.

And you.

# The stronger our finances and more strategic our planning, the broader our support.

Our patients run races, throw parties and organize golf tournaments that raise tens of thousands of dollars for us. The mother of one patient cooked an entire Thanksgiving dinner for the nurses on our pediatric floor last year – for the 20th year in a row.

Businesses contribute, too. Their donations help those who've been paralyzed move again and provide books to children through our Reach Out and Read program.

Foundations gave millions in 2014 to build a Hope and Healing Garden at our Cancer Pavilion; to help Cleveland residents manage diabetes, obesity and other chronic conditions; and to buy a new mobile health clinic that travels to Cleveland public schools so children don't have to miss classes to stay well.

In 2014, junior and senior high school students filled baskets with books, teddy bears and other gifts then came to MetroHealth to deliver them to children in our burn unit.

One family gave $1.25 million – to spend on whatever need is greatest.

Dozens of doctors who trained here gave back to continue funding education and research at MetroHealth, which prepares hundreds of residents and fellows for careers in medicine every year.

Our employees pitched in, too. They donated more than $1 million in 2014 to help care for our patients – and our community – even more than they already do.

You can join all of them in 2015 as we head into the largest fundraising campaign in our history and transform our campus into one that rivals our sophisticated care.

To become a MetroHealth supporter, call our philanthropy office at 216-778-7509 or email Kate Brown at kbrown@metrohealth.org

Keisha Herbert, Lauren King, Aaron Witwer and Atul Verma are members of MetroHealth N.E.T., the young professionals organization that raises thousands of dollars for MetroHealth.

## For a complete list of donors, go to metrohealth.org/2014donors

# The MetroHealth transformation isn't just about making us better.
# It's about making Cleveland as healthy as we can be.



We could watch our revitalization spill over into the neighborhood, cross our fingers and hope for the best.

But we are caregivers.

That means we take care of our neighborhood, too.

So while we work to improve the health of our patients, we're also working to improve the health of the West 25th Street Corridor, the four-mile stretch that runs from the Flats past the West Side Market and the Cleveland Metroparks Zoo to our Old Brooklyn Health Center.

Walter Jones, MetroHealth's senior vice president for campus transformation, co-chairs the West 25th Street Corridor Initiative, which is working to resurrect West 25th Street in the same way Euclid Avenue has been brought back to life. With Lutheran Hospital, the MetroHealth main campus and our Old Brooklyn Health Center, the corridor is the city's second largest health hub.

Lourdes Negrón-McDaniel, MetroHealth's director of inclusion and diversity, is one of four executive committee members working with a group of community stakeholders to create La Villa Hispana. La Villa Hispana – made up of restaurants, galleries and other businesses around West 25th Street and Clark Avenue – will become the cultural, social and economic center of Northeast Ohio's Hispanic community, the largest in the state.

Eduardo Muñoz, one of MetroHealth's community health advocates and a registered nurse, is working with a number of organizations to make sure changes along West 25th Street also include improvements in health for Cleveland's Latino community. He knows Latino adults are 15 percent more likely to be obese, 65 percent more likely to have diabetes, 15 percent more likely to have liver disease and 40 percent more likely to die from cervical cancer than non-Hispanic whites. And he knows we can change that.

Other MetroHealth employees are working with the Cleveland Metropolitan School District to open a new high school for health and science on our main campus. More MetroHealth staff members are collaborating with Cleveland Neighborhood Progress, Cleveland City Council, the four community development corporations along the corridor, grant-making foundations and a number of organizations in the Latino community to rebuild our neighborhood, to bring people back to its streets, businesses to its storefronts and jobs to its people.

We know healthy neighborhoods produce healthy people.

And healthy people create a healthy Cleveland.

It's why we're here.

# MetroHealth

## The Transformation Begins.

Building For Our Future

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