

FROM PROMISE TO PROGRESS


METROHEALTH'S GROUNDBREAKING
COMMITMENT TO THE COMMUNITY

THE METROHEALTH SYSTEM
2016 ANNUAL REPORT





OUR MISSION



Leading the way
to a healthier you
and a healthier
community
through service,
teaching,
discovery and
teamwork.

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MESSAGE FROM THE CEO

To care for everyone — no matter how sick or how poor.

The leaders of Cleveland founded MetroHealth on that promise.

And we have kept that promise, for 180 years.

A few years ago, we made another promise to this community: that we would rebuild Cuyahoga County's public hospital — the hospital for all people — that was aging beyond repair.

MetroHealth's Board of Trustees voted unanimously to borrow nearly \$1 billion on our own credit to do what so many said couldn't be done.

We're starting with a new parking garage, so an old one can be demolished and the new hospital built in its place. It will be connected to our Critical Care Pavilion, the building that is home to our surgical suites, Emergency Department, Life Flight dispatchers and Level I Adult Trauma Center.

It will take a few more years until our new 12-floor hospital — with private rooms filled with natural light and sleeping space for family — is finished.

But the tough part is over.

With your help, we've kept our promise.

And we can continue to keep it — for another 180 years and beyond.

A handwritten signature in black ink, appearing to read "Akram Boutros", followed by a horizontal line.

Akram Boutros, MD
President and CEO
The MetroHealth System



"Some call it Cleveland's renaissance; I call it great. The rest of the country has noticed our region's expansive cultural scene, ethnic restaurants, beautiful parks and sports teams. Now they're noticing MetroHealth. We're excelling by national measures and boldly planning our campus restructuring because every member of our community deserves quality care in a quality environment. We are rebuilding for you."

THOMAS MCDONALD

**Chairman, Board of Trustees
The MetroHealth System**

**Chief Executive Officer &
President
McDonald Partners LLC**



"I proudly represent The MetroHealth Foundation and the thousands of donors who are emotionally and financially invested in MetroHealth's future. Philanthropy is playing a big role in the transformation of MetroHealth's campus and neighborhood. Donors in 2016 generously contributed almost \$10 million — a strong beginning — toward the transformation that will benefit our entire community."

To see a list of donors, visit metrohealth.org/2016-donors.

BRENDA KIRK

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

**Senior Vice President
Product & Strategy
Hyland Software**



"It was our Board of Trustees who had the foresight and courage to sell bonds to rebuild our hospital, revitalize our West 25th Street campus and bring new energy to the rejuvenation of our West Side neighborhood.

What they're really building is hope and promise and a healthy future for all of us.

And they'll go down in history for that — with our endless thanks."

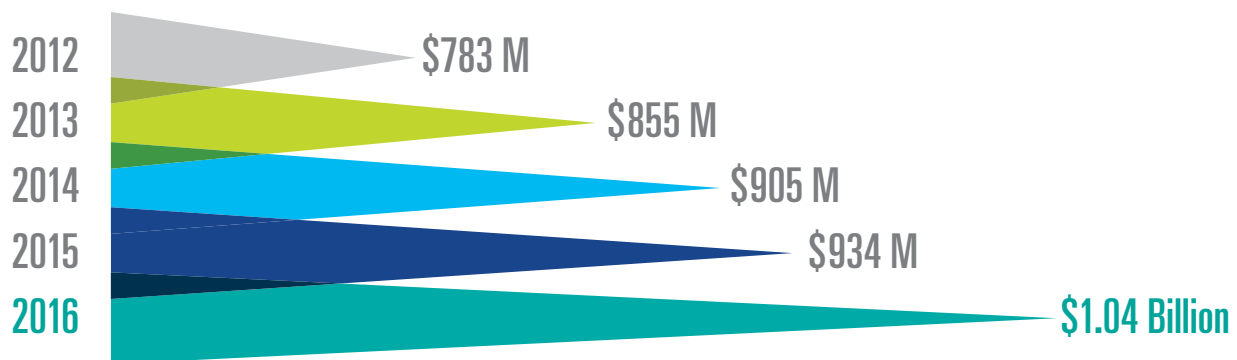
AKRAM BOUTROS, MD

**President and
Chief Executive Officer
The MetroHealth System**

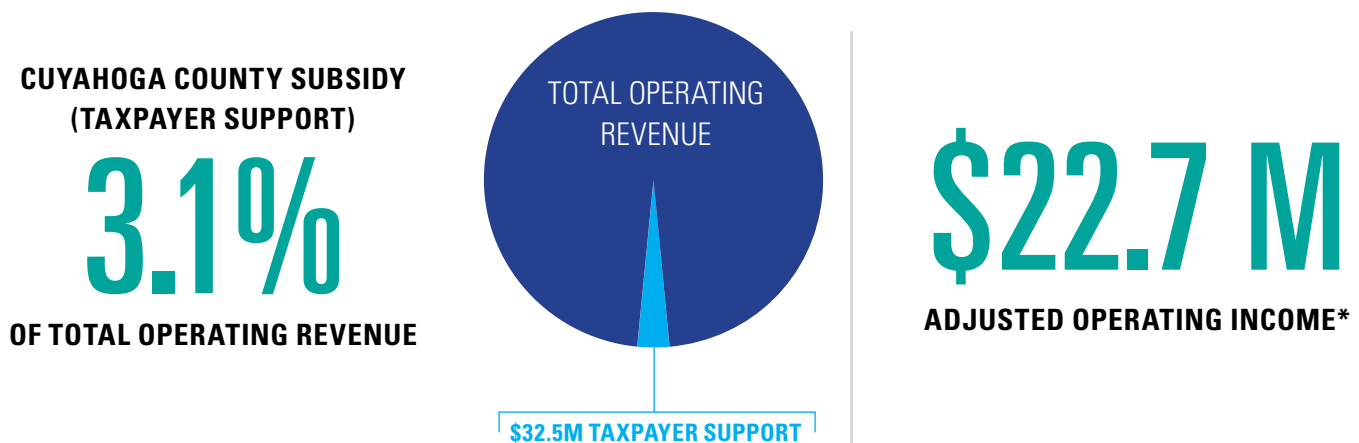
FINANCES

STRONGER EVERY YEAR

OPERATING REVENUE FOR THE LAST 5 YEARS



AN **INCREASE OF 28%** FROM 2012-2016.



*Adjusted operating income excludes non-recurring charges for one-time investments and transitional costs relating to the integration of new locations and the non-cash expenses associated with the recognition of GASB 68 (pension).

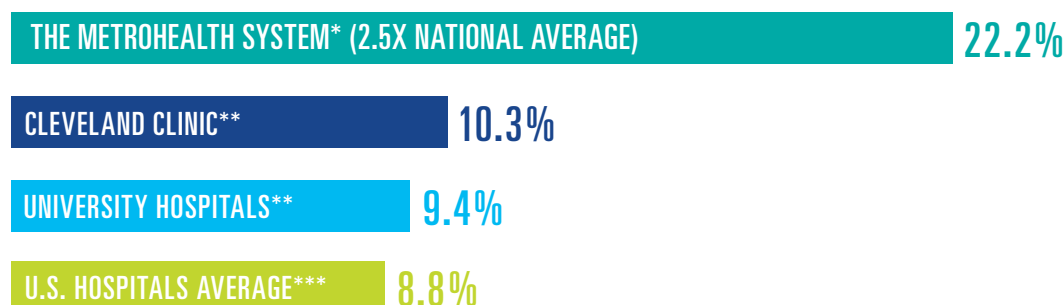
COMMUNITY BENEFIT

\$226 M

Investing in Cuyahoga County through programs to increase access to health care services and **improve community health.**

Includes uncompensated care, financial assistance and 100+ community programs. Program descriptions begin on page 21.

PORTION OF OPERATING EXPENSES THAT GOES BACK TO OUR COMMUNITY



*MetroHealth community benefit calculation for the year ended 2016

**From Schedule H of the 2015 IRS Form 990

***From Ernst & Young 2015 Schedule H Benchmark Report for the American Hospital Association, based on 2012 data (most current available)

STATISTICAL HIGHLIGHTS

MOST PATIENT VISITS EVER

Total Patient Visits **1,349,723**

Inpatient	26,774
Outpatient	1,198,419
Emergency Department*	124,530

Babies Delivered **3,073**

Metro Life Flight Transports **2,937**

Helicopter	1,470
Ground	1,467

Trauma Activations **4,923**

34%
INCREASE IN 4
YEARS

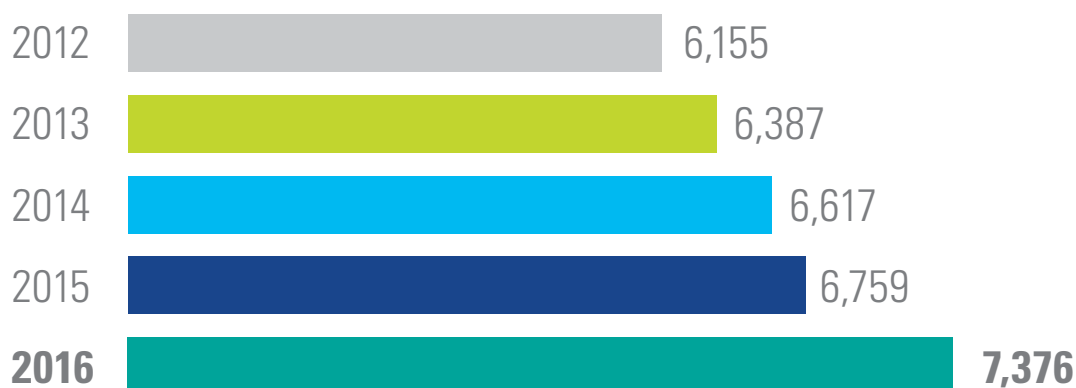
Outpatient visits increased 13.3% in 2016 and hospital patient days decreased by 1.5%. Both point to better health care — preventive care to keep people healthier longer and out of the hospital, which reduces overall health care costs for everyone.

*at our West 25th Street verified Level I Trauma and Burn Center, and our three new emergency departments in Brecksville, Cleveland Heights and Parma

EMPLOYEES

20% INCREASE IN LAST 4 YEARS

Employee growth by year



Increase in one year: 2016

Nurses	.8%
Physicians*	13%
Residents	2%
All other employees	10%
Total of 617 employees	9%

Inclusion and Diversity

As an organization, we are committed to reflecting the diverse patient population and community we serve.

IN 2016, **40%** OF ALL HIRES WERE RACIALLY/ETHNICALLY DIVERSE AND/OR VETERANS.

*All active MetroHealth physicians are faculty of Case Western Reserve University School of Medicine.

LOCATIONS

REACHING EVERY CORNER OF THE COUNTY

2016 OPENINGS:

FEBRUARY

Emergency Department at Cleveland Heights Medical Offices ■ ▲

Emergency Department at Parma Medical Offices and Ambulatory Surgery Center ■ ▲

APRIL

Bedford Medical Offices ■ ●

Cleveland Heights Medical Offices ■ ● ▲

Parma Medical Offices and Ambulatory Surgery Center ■ ● ▲

Rocky River Medical Offices ■

JULY

Critical Care Pavilion 100,000-square-foot expansion ● ▲

AUGUST

Brecksville Health and Surgery Center, with helipad ● ▲

SEPTEMBER

Lyndhurst Health Center

OCTOBER

Clinic at Discount Drug Mart, North Royalton

■ Former HealthSpan site

● Pharmacy at site

▲ 24/7 Emergency Department at site

NOW,
97%
OF CUYAHOGA COUNTY
RESIDENTS ARE WITHIN
A 10-MINUTE DRIVE
OF PERSONALIZED
METROHEALTH CARE.



LOCATIONS AS OF DECEMBER 2016:

- | | |
|--|--|
| <p>1 MetroHealth Medical Center — with verified Adult Level I Trauma and Burn Center, centrally located</p> | <p>5 Metro<i>ExpressCare</i></p> |
| <p>3 Community Emergency Departments — Brecksville, Cleveland Heights, Parma</p> | <p>9 Pharmacies</p> |
| <p>4 Clinics in Discount Drug Marts — Independence, North Royalton, Olmsted Falls, Parma Heights</p> | <p>13 Cleveland Metropolitan School District schools — served through the School Health Program</p> |
| | <p>23 Health Centers</p> |
| | <p>30+ Additional community sites offering MetroHealth care</p> |

FULFILLING OUR MISSION

INFANT MORTALITY

HELPING OUR SMALLEST RESIDENTS IN A BIGGER WAY

It's devastating to families and it's devastating to us. In 2015 (the most recent data), 155 babies in Cuyahoga County were born alive but didn't live to their first birthday. That's part of the reason Ohio ranks 44th in the country in infant mortality.

Though we were already offering a lot of support — parenting classes, excellent prenatal care including for high-risk pregnancies, doulas, a Level III Neonatal Intensive Care Unit (NICU), breastfeeding specialists, cribs, baby clothing and specialized pediatrics — the infant mortality statistics told us more had to be done. We know we can have an effect on the main causes of infant mortality — premature birth, unsafe sleep environments and birth defects.

That's why we've partnered with the city of Cleveland, Cuyahoga County and others in First Year Cleveland, a community-wide response to infant mortality. Three programs that we initiated in 2016 are making a difference:

1. Centering Pregnancy, bringing together pregnant women for group prenatal care, with opportunities for discussion and bonding
2. Nurse-Family Partnership, home visits by a nurse during pregnancy and for the first 2½ years of a child's life — funded by multiple grants
3. Long-Acting Reversible Contraception (LARC), enabling women to plan and space pregnancies. With more women getting prenatal care, more support during pregnancy and after, and with more spacing between births, surely more babies will reach their first birthday, and well beyond.

OHIO:
44TH
HIGHEST
INFANT
MORTALITY
IN THE U.S.



OPIOIDS

COMBATING THE EQUAL OPPORTUNITY DESTROYER

In 2016, Cuyahoga County saw more than 500 deaths due to heroin and fentanyl overdoses, more than doubling the deaths in 2015. Joan Papp, MD, one of our Emergency Department physicians, said “not doing something felt morally wrong.” She explained that during the last decade she was witnessing a “slow-motion train wreck” — the steady rise in the number of opioid overdoses locally and nationally.

She did “something,” and much more. Dr. Papp is the leading force behind Project DAWN (Deaths Avoided With Naloxone), a community-based overdose education program that distributes naloxone, the drug that reverses opioid overdoses. Since its beginning in 2013, more than 5,000 kits have been distributed in Cuyahoga County, accounting for 799 known opioid overdose reversals.

Dr. Papp helped create and get passage of two state bills that get naloxone into the hands of emergency responders and friends and family members of those likely to overdose. She also worked with Senator Rob Portman for passage of the Comprehensive Addiction and Recovery Act (CARA), which authorizes an increase of more than \$180 million a year for federal opioid programs. The next step? The Office of Opioid Safety, which MetroHealth will launch in summer 2017. Its goals are to help providers better recognize patients at risk of addiction, connect patients to recovery services and educate providers about safer prescribing. We’re trying to get to the front end of the epidemic through prevention.



4 OUT OF 5 OPIOID USERS START WITH PRESCRIPTION PAIN KILLERS.

TOO OFTEN, THAT LEADS TO HEROIN OR ILLICIT FENTANYL, OPIOIDS THAT ARE EASILY BOUGHT ON THE STREET.

OHIO LEADS THE COUNTRY IN THE NUMBER OF OPIOID OVERDOSES.

EDUCATION

TAKING FLIGHT AT LINCOLN-WEST SCHOOL OF SCIENCE & HEALTH

A year ago if you had asked Endia what she wanted to do as an adult, she wouldn't have imagined what she is so sure about now. She wants to be a nurse with Metro Life Flight.

As a Cleveland Metropolitan School District 10th grader, Endia, with encouragement from her father, chose to attend Lincoln-West School of Science & Health when it opened last August inside MetroHealth Medical Center. Probably the first high school in the country to be in a hospital, it offers students shadowing experiences in the varied careers health care offers. These include direct medical care, of course, and also areas such as accounting, food service, pastoral care, strategic planning and, yes, being part of the helicopter flight crew.

Endia said life can be impersonal, with so much daily technology. But seeing the Metro Life Flight dispatchers in action and watching the medical team's expertise with patients, she saw how human interaction made it all work. And that was it, she was smitten. Now, every morning at school she asks if she can observe Life Flight that day.

School has become an exciting place for Endia who has impressed teachers with her determination and academic success. The youngest of eight kids, Endia will be the first in her family to go to college. Her siblings are proud of her and expect her to soar.



NUTRITION

MIXING TRADITION WITH WHOLESOME INGREDIENTS: A RECIPE FOR HEALTHIER COMMUNITIES

It all started in the Hispanic community near MetroHealth Medical Center. A MetroHealth community health advocate met with Latina faith leaders and other community partners to ask them about what they thought could improve the health of the community. The enthusiastic response resulted in the formation of VIDA!, a coalition with an initial focus on food. There was a lot of interest in learning to prepare traditional dishes, like *pollo guisado* (stewed chicken) and *arroz con habichuelas* (rice and beans) in ways that wouldn't perpetuate the high rates of diabetes, obesity and liver disease in their community. The outgrowth was "Community Health Cooks," a training program that works in partnership with the women's ministries of four Hispanic congregations in the Clark-Fulton neighborhood.



A local chef adapted the dishes the nucleus of women chose, creating recipes that are affordable, accessible to the neighborhood, nourishing and culturally appropriate. A nine-week training program was structured so that the women — some in mother/daughter teams — perfected the preparing and presentation of nutritional, ethnic meals. Their graduation night saw the serving of Mexican, Columbian and Guatemalan dishes, and a commitment to perpetuate what they learned. The newly-trained cooks are teaching their families, friends and other church members. Cooking together, socializing and encouraging each other has already resulted in families exercising more, losing weight and being able to wean off some medications as their health improves.

NOW NUTRITIOUS INGREDIENTS CAN BE
PURCHASED AT **METROHEALTH'S FARM STAND**,
OPEN TO THE PUBLIC, SPRING AND SUMMER AT
METROHEALTH MEDICAL CENTER.

An aerial photograph of a city street grid, overlaid with a semi-transparent blue filter. The image shows a dense urban layout with various building footprints, streets, and green spaces. The text is positioned in the lower half of the image, centered horizontally.

TRANSFORMATION
TO BETTER SERVE OUR COMMUNITY

The two-story expansion of our Critical Care Pavilion was the first construction in our planned multi-year transformation. The addition of 85 state-of-the-art ICU rooms and a Special Disease Care Unit, 100,000 square feet in all, was built above our Emergency Department. Finished in July 2016, the \$82 million project was completed on time and under budget. That's the way we like to do business!

From now through 2023, we'll be building new, tearing down old and building new again so we ultimately have facilities that match our technology and expertise. It's what you, our community, deserve.

A new parking garage will be completed in 2018, followed by a central utility plant, other support buildings and a 12-story hospital to replace the current one. The new hospital will back up to the southern part of our campus. This will make room for a large grassy area planned as a neighborhood recreation and gathering spot. And we're helping revitalize the West 25th Street corridor, too.

Throughout the entire process, we're committed to a diverse workforce with many local and minority-owned businesses. At the same time, we'll continue growing the number of our locations across Cuyahoga County so everyone will be close to great MetroHealth care. All this progress is estimated to support 5,618 jobs and result in \$873.3 million in economic benefit for the county.

TY

COMMUNITY PROGRAMS

**The following pages
describe 100+
programs that benefit
our community.**

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CLINICAL PROGRAMS

From home visits to newborns to a bilingual Hispanic clinic, every effort is made to help our patients and community be well and stay well.

BURN MUSIC THERAPY

Music therapy at the Comprehensive Burn Care Center at MetroHealth is often used during uncomfortable bedside procedures.

- Clinical studies conducted at MetroHealth revealed that music therapy during procedures significantly reduces pain, discomfort, anxiety and muscle tension.
- Therapy is tailored to a patient's needs — he or she chooses to participate in music therapy along with the type of music used.
- MetroHealth's music therapy program is expanding to serve trauma and rehabilitation unit patients.

CARE ALLIANCE

MetroHealth provides OB/GYN services to the patients of Care Alliance, a nonprofit community health center, which serves the uninsured and underinsured of Greater Cleveland.

- A MetroHealth physician and nurse are assigned to the health care clinic and work in collaboration with Care Alliance to provide care to women in the Central neighborhood — a population that has high infant mortality rates and often complex gynecologic care needs.
- The services offered by MetroHealth medical staff include prenatal care and consultation for gynecologic issues to provide the education and care needed for healthier women, pregnancies and babies.

CLINICS IN DISCOUNT DRUG MARTS

Patients can walk in or schedule an appointment online for same-day service for anyone who needs care, from young children to older adults.

- The clinic is staffed by a nurse practitioner who can prescribe medications, provide sports physicals, assess a person's basic medical needs and help with the diagnosis and treatment of illnesses such as allergies, earaches, eye conditions, rashes, skin conditions, sinus infections and sore throats.
- In 2016, The MetroHealth System opened its fourth walk-in clinic at Discount Drug Mart in North Royalton; additional locations include Independence, Olmsted Falls and Parma Heights.
- This is another step toward providing services where, when and how patients want them.

COMMUNITY ADVOCACY PROGRAM (CAP)

For more than 14 years, through the CAP program, MetroHealth has partnered with the Legal Aid Society of Cleveland to remove legal barriers to health for MetroHealth patients.

- MetroHealth physicians, nurses, social workers and other providers work with four Legal Aid attorneys and one paralegal who cover several MetroHealth locations. They focus on children, pregnant women, the elderly, Spanish speakers and individuals recently released from prison.
- When a MetroHealth provider identifies a legal issue that has an impact on a patient's health, the provider enters a referral in MetroHealth's electronic medical record. The provider then gives a hard copy of the referral to the patient or patient's family so they can seek help directly from a Legal Aid professional. For example, the program can help individuals and families gain access to food, protect against utility shutoffs and get allergy-provoking mold removed from a home.
- The medical-legal partnership has proven to greatly help patients navigate toward better health.

COMPREHENSIVE CARE PRACTICE

This MetroHealth practice offers a Primary Care Medical Home for persons of all ages with complex medical conditions, developmental delays or disabilities, addressing their associated unique health care needs.

- The practice has been serving the special needs population and their families with coordinated multidisciplinary care for more than 50 years.
- Specialty clinics are offered in the areas of Cerebral Palsy, Spina Bifida/Hydrocephalus, Behavior Assessment and Craniofacial/Cleft Lip and Palate.
- As patients reach adulthood, they transition from pediatric to adult providers in the practice, remaining with a practice that is familiar with them.
- In 2011, the Comprehensive Care Practice was the first MetroHealth practice to be awarded a National Center for Quality Assurance Level 3 (highest) Recognition for Excellence of Care as a Primary Care Medical Home.

CUYAHOGA HEALTH ACCESS PARTNERSHIP (CHAP)

MetroHealth welcomes patients referred by the Cuyahoga Health Access Partnership (CHAP), a non-profit organization dedicated to providing a coordinated system of health care for the county's low-income, uninsured adults.

- Through its coordinated network, CHAP connects patients without insurance to providers who offer discounted primary care and specialty care.
- CHAP also provides health insurance education to its clients. If individuals qualify for Medicaid or private insurance, CHAP helps individuals complete the necessary application.
- CHAP was founded on the principle of shared responsibility by hospital systems, community health centers, free clinics, local governments, foundations and other key organizations in Cuyahoga County.

HEALTH CARE AT THE JUVENILE DETENTION CENTER

MetroHealth provides daily health services at the Cuyahoga County Juvenile Detention Center for 130–180 youths, male and female, who are in the juvenile justice system.

- Upon entering, all youths are screened by MetroHealth registered nurses and licensed practical nurses for communicable diseases, allergies and current medication use.
- MetroHealth physicians and advance practice nurses complete comprehensive examinations every weekday morning.
- The nursing staff responds to health issues ranging from minor to emergent 24/7/365.
- When a youth has a medical need outside the scope of the morning clinic, an appointment is made at MetroHealth with the appropriate provider. Follow-up medical and dental appointments are scheduled as needed.

KIDZ PRIDE CLINIC

In this clinic, specially trained physicians, psychologists and support staff provide care for lesbian, gay, bisexual, transgender and questioning (LGBTQ) youth.

- Providing physical and mental health treatment and access to support is a major step to decreasing the health disparities that LGBTQ youths often face.
- Kidz Pride Clinic, established in 2008, works in conjunction with MetroHealth's Pride Clinic (for adults), the first of its kind in Ohio.
- In 2016, 81 patients, ages 5 to 21, came in for 218 visits.



MDA CARE CENTER

MetroHealth is home to the only Muscular Dystrophy Association (MDA) Care Center in Cleveland.

- MDA Care Centers are designed to give individuals who are diagnosed with muscular dystrophy, amyotrophic lateral sclerosis (ALS) and other neuromuscular diseases access to an array of highly specialized, multidisciplinary care to ensure the best possible health outcomes.
- In 2016, the MDA Care Center, which was supported in part by a \$36,000 grant, saw 470 patients.

MEDICAID TECHNICAL ASSISTANCE AND POLICY PROGRAM (MEDTAPP)

In 2012, the MEDTAPP Medicaid Healthcare Access Grant was awarded to MetroHealth and Case Western Reserve University to recruit, train and retain a primary care workforce to serve the Ohio Medicaid population.

- The MEDTAPP team is comprised of medical students, physicians, registered nurses, medical assistants, psychiatry staff, psychology staff, social workers and counselors.
- Care is often provided outside of traditional clinical settings, such as at shelters, urban housing developments, private homes and other locations in the community. The following are MEDTAPP programs.

Asia-International Community Health Center (A-ICHC)

Once a month, a post-doctoral psychology fellow provides behavioral health services including mental health assessments and counseling at the center.

- The collaboration provides needed services to low-income, underserved members of the community.

Chronic Disease Management Groups (CDMGs)

CDMGs provide a venue for patients with a chronic disease (e.g., diabetes, chronic obstructive pulmonary disorder, high blood pressure and chronic pain) to have extended time with their health care team in a shared environment.

- Each CDMG is held for two hours, once a week, for six weeks.
- Patients make action plans to increase accountability and move toward increased well-being and chronic disease management.
- Groups are held at Cleveland Metropolitan Housing Authority (CMHA) sites and at the MetroHealth Lee-Harvard Health Center. Students participate in these groups and are invited to present on various relevant topics.
- In fall 2016, MetroHealth held the first Wellness Group at CMHA's Quarrytown location. The success of the first group has opened the door to other opportunities at CMHA sites.

Correctional Health Program

Special services are administered at the Cuyahoga County Corrections Center.

- Family Medicine provides one-on-one counseling sessions and group therapy for addiction and behavioral health.
- The Medication Assisted Treatment (MAT) program assists inmates struggling with opioid addiction. This includes Vivitrol for inmates identified through drug courts and Subutex (Buprenorphine) for pregnant females with opioid use disorder.

Health Care for Recovery Resources

MetroHealth provides primary care for individuals at Recovery Resources, a community-based behavioral health services provider.

- People with severe and persistent mental illness often engage in care with a psychiatrist and/or behavioral health team while neglecting to attend to their physical health.
- Preventable and treatable health concerns such as diabetes, heart disease and hypertension, leading causes for death in the mentally ill population, often go undetected or inadequately addressed.
- With MetroHealth's help, the clients at Recovery Resources can seek physical health care along with mental health care.

Home Visit Program

Home visits for patients who have multiple medical problems are conducted by pairs of providers comprised of a resident and a medical student.

- Many patients are challenged with stroke, neurological issues or terminal illness, which makes mobility difficult.
- A continuum of care is achieved through home visits, which are scheduled throughout the week.

Renee Jones Empowerment Center

This program provides education to teen survivors of human trafficking.

- Groups meet twice a month.
- There are prepared topics and the teens are free to have open conversations about their health and ask questions in a safe environment.
- The primary focus of the group is to not only educate the survivors but to connect them with providers in their community.

- Residents and students assist with the groups and also give presentations.

Shower Clinic

MetroHealth is running a free outpatient clinic in conjunction with the Malachi Center Shower Program, which opens its doors for homeless individuals to shower and clean their clothes.

- MetroHealth offers weekly basic health screenings and monthly podiatry services.
- This outreach is an effort to treat and build trust so this population will begin to take advantage of additional health care options and services to which they are entitled.
- Treating physicians also distribute much-needed items for the homeless: wool socks, over-the-counter medications and reading glasses.
- In the past year, 450 patients were seen at the outpatient clinic.
- In December 2016, MetroHealth coordinated a free flu clinic for the patients and staff at the Malachi Center.

Transition Program

This is a home-visit program specifically for patients who were recently discharged from the hospital and are considered at high risk for readmission due to past behavior.

- Within 72 hours of discharge, providers visit to make sure patients are following medical directions and properly taking medications.
- Family medicine providers bring residents and medical students on the visits, which can be valuable learning experiences.

MEDICAL HOME FOR CHILDREN IN FOSTER CARE

In partnership with the Cuyahoga County Division of Children and Family Services (DCFS), MetroHealth provides children in foster care with a centralized place to receive both routine and sick care including physicals, immunizations and assistance with behavioral and/or mental health concerns.

- When a child is removed from a home, the child is first brought to MetroHealth for an examination and any immediate care that is needed. For this "triage," a dedicated nurse practitioner is ready to welcome children 24 hours a day, seven days a week, 365 days a year. A child psychologist is available to ensure children receive timely access to mental health services, if needed.



- Children receive a 30-day exam by the same medical team that they met during triage, to help build a consistent and trusting relationship with the team that they will see at future appointments. A social worker offers support and helps families access any needed resources. The care coordinator meets with the child and foster care family and thereafter tracks compliance with appointments, how the child is adjusting and any referrals to specialists that the child may need.
- All visit information is entered into the electronic medical record, which allows MetroHealth providers to review the overall plan of health care and management, even if a child is seen at another health care system.
- In 2016, a young adult clinic was established to help older children navigate as they age out of the foster care system and transition to adult medicine.
- The Foster Care program began in November 2013. As of December 2016, the foster care team has worked with 2,907 children in 4,413 triage visits and 2,013 30-day comprehensive follow-up appointments. A child can have multiple triages, even before the 30-day appointment occurs, as it is the first step when there is a change in placement.

MEDICARE ACO, METROHEALTH CARE PARTNERS

Established in 2014, MetroHealth Care Partners is a Medicare Shared Savings Program Accountable Care Organization (ACO).

- MetroHealth Care Partners works to ensure comprehensive care for nearly 10,000 individual members.
- Primary care physicians, specialists and other health care providers work together to give patients high-quality, more coordinated care, which results in health care savings.
- Patients receive consistent care helping them to stay healthier and contributing to improved population health.

MEDICATION ASSISTANCE

For more than 17 years, MetroHealth has offered a voucher program, which allows patients who qualify to receive a medication voucher once every 12 months.

- Patients who cannot afford medication are referred to the Department of Social Work's Medication Assistance Program.
- In addition to the voucher, an assessment is given to understand the patient's financial circumstance. The social worker is then able to develop a personalized plan with each individual.

- The personalized plan often includes helping patients apply to Pharmaceutical Assistance Programs, helping patients understand which insurance option is best for them and assisting with the application process.
- In some cases, the individual simply needs guidance on maintaining a budget to afford his/her medication(s).
- In 2016, MetroHealth provided more than \$30,000 in free medications through the voucher program.

MOTHER AND CHILD DEPENDENCY PROGRAM

A care coordinator facilitates this program with the goal of improving the outcomes for high-risk, drug-dependent women and their babies.

- Pregnant women and their infants are offered a non-judgmental environment to deal with the medical and emotional problems caused by addiction to drugs such as prescription opiates or heroin.
- Whether their addictions are yet untreated or they are receiving methadone or Subutex through a community drug treatment program, the MetroHealth program provides expert care and coordinates with community agencies to optimize services.
- Patients with opiate addiction have been seen at MetroHealth for more than a decade. In 2013, grant funding was obtained to provide a care coordinator and establish a formal program.
- In 2016, 162 mothers struggling with opiate addiction and 127 babies who had exposure to opiates were served.

Community Partners:

Substance Use Treatment Providers:

- Cleveland Treatment Center
- Community Action Against Addiction
- Community Counseling Center in Ashtabula
- Fortaleza
- Hitchcock Center for Women
- Matt Talbot for Women
- Northern Ohio Recovery Association
- Psych Services
- Recovery Resources
- Rosary Hall
- Signature Health

Partners for Wrap-Around Services:

- Alcohol, Drug Addiction, and Mental Health Services Board of Cuyahoga County
- Cuyahoga County Division of Children and Family Services
- Cuyahoga County Drug Court
- May Dugan Center
- Providence House
- University Hospitals

OHIO'S ONLY EBOLA TREATMENT CENTER

In 2014, The MetroHealth System was designated an Ebola treatment center by the U.S. Centers for Disease Control and Prevention (CDC).

- MetroHealth is the only designated Ebola treatment center in Ohio, joining only 54 others in the nation.
- The designation recognizes that MetroHealth is prepared to provide comprehensive care to patients with an Ebola diagnosis.
- MetroHealth was chosen because of its facility configuration and readiness, staff training and overall medical expertise when caring for an infectious disease patient.
- MetroHealth will work closely with hospitals and health departments in the community and in the state to meet the needs of Ebola patients.
- Community partners are the Ohio Department of Health, Cuyahoga County Board of Health and Cleveland Department of Public Health.

OSCAR HISPANIC CLINIC

The Oscar Hispanic Clinic has a bilingual staff to address the specific medical, psychological and social needs of Hispanic youth.

- The goals are to improve the health and well-being of Hispanic children through education, prevention and intervention.
- The clinic was opened in 2004 as the Health Services for Hispanic Children and Adolescents Clinic. In 2015, it was renamed the Oscar Hispanic Clinic in memory of Oscar Gumucio, PhD, former co-director of the clinic.

PRENTISS WELLNESS NURSERY AT PROVIDENCE HOUSE

The MetroHealth System provides medical services for Elisabeth's House, the Prentiss Wellness Nursery at Providence House in Cleveland.

- The Wellness Nursery serves children from birth to 10 years old who have medical needs and no longer require inpatient hospital care, but whose families are currently unable to meet their medical needs due to family crisis or unstable living environments.
- MetroHealth clinicians assess patients, provide physicals, administer medication and educate parents before their children return home.

In October 2015, care was expanded to children with special health care needs and their families as a bridge from an acute care hospital to home. A MetroHealth nurse practitioner sees all children upon admission and works with Providence House staff to develop a plan of care to support families in developing competence and confidence in caring for their child.

PRIDE CLINIC

Founded in 2007, the MetroHealth Pride Clinic is the first in the region devoted to serving the health needs of the lesbian, gay, bisexual, transgender and questioning (LGBTQ) community.

- Specially trained physicians and support staff create an open and honest environment to provide care that respects unique health needs.
- Care includes primary care and specialty services, STD and HIV screening, HIV prevention using Pre-Exposure Prophylaxis and treatment, and transgender health services including hormonal medical care, mental health and surgical care referrals.
- Gender non-binary, gender-fluid and transgender children and youth are able to receive supportive and affirming care at the multidisciplinary Kidz Pride Clinic.
- The MetroHealth Pride Clinic and the Kidz Pride Clinic are committed to removing barriers, improving access and, most importantly, providing quality health care for all LGBTQ patients in Cuyahoga County.

SANE

MetroHealth has a team of Sexual Assault Nurse Examiners (SANE) who are specially trained to provide timely, coordinated, comprehensive and compassionate care to pediatric and adult victims of sexual assault.

- When an adult or child has endured a sexual assault and comes to the Emergency Department, the forensic exam can take anywhere from two to eight hours, depending on the emotional and medical needs of the patient.
- This care is available 24 hours a day, seven days a week.

- The Ohio Attorney General's office recently awarded the SANE program a \$159,000 grant that will enable the team to enhance their services for victims of crime.

SCHOOL HEALTH PROGRAM

The School Health Program (SHP) mission is to improve access to health care by partnering with the community to advocate for and support the health and well-being of children in the Cleveland Metropolitan School District. The SHP was developed in 2013 to bring MetroHealth primary care to children who are at risk of not receiving care. With parent/guardian consent, MetroHealth medical professionals care for children at school during school hours.

- Care includes primary and preventive health such as routine check-ups and immunizations, help managing chronic diseases such as asthma and diabetes and referrals for additional services including behavioral health.
- The program serves 13 schools through one in-school clinic and a mobile unit that travels to different school sites, so more children can be reached.
- During the 2015-16 school year, there were 1,108 SHP student visits for care.
- SHP also focuses on training child health professionals across disciplines including medical residents and students, public health graduate students, and nursing, physician assistant and social work students.
- The SHP provides in-school and after-school educational programming for students, families and teachers, per each school community request. The SHP has also partnered with other MetroHealth programs including the Aamoth Family Pediatric Wellness Center, Arts in Medicine and Trauma (with Safety to Go, a portable safety town), to extend their services to the school communities.
- The SHP includes a summer component with weekly mobile clinics for physicals, immunizations/shots, urgent-care visits and other health needs, from June through August.

SEVERAL ADDITIONAL PROGRAMS WITH CUYAHOGA COUNTY

- Division of Children and Family Services (DCFS): Toxicology services and psychotropic medication consults
- Court of Common Pleas: Adult probation drug testing
- Educational affiliations with Cuyahoga Community College: Instruction and training such as the required Allied Health Program internship for med lab tech and phlebotomy students
- County-wide health fairs: 1,275 flu shots at 11 Cuyahoga County workplaces

TUBERCULOSIS CLINIC

MetroHealth's clinic houses the Cuyahoga County Tuberculosis Program, which is the designated clinic for the reporting, treatment and investigation of all tuberculosis cases in Cuyahoga County.

- Physician evaluation, treatment and nurse case management are provided to all residents of Cuyahoga County diagnosed with tuberculosis.
- Medications are provided to all patients regardless of ability to pay, as required by the Ohio Revised Code.
- Tuberculosis patients receive therapy from outreach staff as recommended by the Centers for Disease Control and Prevention (CDC) and the World Health Organization (WHO).

YOUNG ADULT CLINIC

The Medical Home for Children in Foster Care program has expanded to help provide education, advocacy and health care for young people coming out of foster care.

- Aging out of foster care, generally at age 18, leaves many young people adrift without adequate health care.
- Young adults, ages 18-25, can go to an afternoon clinic that MetroHealth provides to help them with sick care, well care, mental health needs and psychosocial education.
- They also can seek advice about resources and referrals for benefits and programs that they qualify for as a result of aging out of foster care.
- MetroHealth staff also help to connect them to dental and eye care and other specialists they might need.
- Many of these young adults are seeking care in a familiar place where they received care as a child in foster care.



PATIENT EDUCATION AND SUPPORT

Classes, support groups and volunteer services help patients and their families become active partners in their health and healing.

AA

MetroHealth hosts meetings and open discussion to support members of the community who are interested in getting sober and/or remaining sober.

Meetings follow the official Alcoholics Anonymous® protocol.

ADULT BURN SURVIVOR RECOVERY GROUP

This group provides a continuum of care to address the ongoing needs of burn survivors and their families.

- There are two options, a weekly group held during the day and a monthly group in the evening. The groups are open-ended and provide individuals with the opportunity to:
 - Address common practical concerns such as wound/skin care, use of pressure garments and exercise
 - Gain emotional support and share feelings about the hospital experience and recovery process
 - Discuss how life has changed since the injury and learn from others who are coping with similar situations
 - Discuss concerns regarding returning to work, school and community
 - Discuss issues related to body image and image enhancement
- Group members and their families may participate in structured group activities that promote socialization and community re-entry.
- Group members can reach out to other burn survivors for peer support and participate in the pediatric burn camp as mentors and role models to child burn survivors.
- Burn survivors also have the opportunity to attend the Phoenix World Burn Congress and engage in community activities that promote education and public awareness.

BOOT CAMP FOR NEW DADS

Current and soon-to-be dads are offered a hands-on chance to learn how to care for their babies, with the help of a male instructor, veteran dads and real babies.

- Financially supported by the Cuyahoga County Fatherhood Initiative, MetroHealth administers the program for nine collaborating birthing hospitals, the Cuyahoga County Corrections Center and the Cuyahoga County Community Based Correctional Facility.
- MetroHealth Boot Camp sessions are offered at MetroHealth Medical Center and MetroHealth Broadway Health Center.
- The classes are free.

BREASTFEEDING CLINIC

The MetroHealth Breastfeeding Clinic is a resource for mothers and their children to receive high-quality medical care for any issue related to breastfeeding both before and after delivery.

- The clinic is staffed by a nurse practitioner and family physician, both certified as lactation consultants.
- The clinic provides medical evaluation and diagnosis of issues associated with breastfeeding including infant weight gain, breast or nipple pain or infections, tongue-tie, medical conditions affecting breastfeeding, adoption or reestablishing milk supply.
- These medical visits are covered by most insurance.

CHILDBIRTH PREPARATION CLASSES

Free classes prepare parents for what to expect and do during labor and birth to help reduce anxiety and replace fear with knowledge.

- Expectant mothers and fathers are shown a range of ways to be more comfortable during pregnancy and childbirth.
- Classes help them make informed decisions about their own care and their infant's care.
- Childbirth Preparation Classes are offered at MetroHealth Medical Center, MetroHealth Middleburg Heights November Family Health Center and MetroHealth Broadway Health Center.
- Each five-week course ends with a tour of the birthing center at MetroHealth Medical Center including a look at birthing suites and patient rooms.

COMPASS SERVICES

Compass Services is a free program that guides people living with HIV/AIDS along the path to wellness.

- Services offered include counseling for the newly diagnosed, support groups, peer navigation, special programming and a smartphone app called Positive Peers, created by MetroHealth to keep youth and young adults (ages 13-34) in HIV care.
- Compass Services programs and staff are funded through generous grants and other public and private sources.
- Since the program's 2008 inception, about 100 individuals newly diagnosed with HIV receive individualized counseling, education and linkage to care each year, for a total of nearly 900.
- In 2016, Compass Services offered more than 70 support groups for people living with HIV.
- The multifaceted Peer Support Program is designed to encourage and help patients learn how to successfully live with HIV. There are 45 trained HIV+ Navigators who provide support to other patients as needed. Some are paired with patients and others visit patients who are hospitalized. A peer-written blog is also a source of interaction and encouragement.
- In 2015, Compass Services assisted 10 local families with creating quilt panels prior to MetroHealth's hosting its biennial display of the AIDS Memorial Quilt. MetroHealth will be hosting again in November and December 2017.

CUYAHOGA COUNTY PUBLIC LIBRARY AT METROHEALTH MEDICAL CENTER

Patients, visitors and staff of MetroHealth have easy access to the resources of Cuyahoga County Public Library through a service point at MetroHealth Medical Center.

- In addition to books, DVDs and magazines, branch visitors can find a special section dedicated to pediatrics and parenting.
- The location also offers computers, a fax and copy machine and a dropbox for after-hours returns.
- The library is staffed by a librarian and a clerk.

CUYAHOGA COUNTY WOMEN, INFANTS, AND CHILDREN (WIC) PROGRAM

WIC is a federally funded food supplement and nutrition education program.

- It serves pregnant and breast-feeding women, and children up to the age of 5 who are at risk due to inadequate nutrition.
- Administered in Cuyahoga County by The MetroHealth System, the program operates 20 sites and serves more than 27,000 participants each month throughout the county.
- WIC provides nutrition education, breastfeeding education and support, nutritious foods, iron-fortified infant formula and referral to health care and human service programs.

DIABETES SELF-MANAGEMENT PROGRAM

A series of group and individual classes, taught by certified diabetes educators (dietitians and nurses), is offered at MetroHealth Medical Center and MetroHealth Buckeye Health Center.

- The MetroHealth Diabetes Self-Management Program is recognized by the American Diabetes Association for meeting the standards of diabetes education.
- Sessions cover topics such as labs and medications, nutrition, physical activity, stress management and how to prevent diabetes-related complications.
- Participants who complete the program show improvement in blood glucose levels.
- An ongoing diabetes support group is also offered.



DOULA VOLUNTEER PROGRAM

A doula assists a woman before, during and after childbirth by providing physical assistance and emotional support.

- MetroHealth offers the only free hospital-based doula program in the area.
- Studies show that labors with doulas are shorter with fewer complications, babies are healthier and they breastfeed more easily.
- MetroHealth's volunteer doulas provide support particularly for mothers whose partners are not participating in the birth.

HEALING HEARTS

The Healing Hearts fund offers a grieving family financial help for burial or cremation of their premature or newborn child.

- In addition to alleviating some stress for the family, the fund assures that the child's remains are put to rest with dignity.
- The Healing Hearts fund is administered by MetroHealth's Pastoral Care Department with support from MetroHealth's neonatology staff.

LANGUAGE ACCESS AND COMMUNICATION SERVICES CENTER

Staff provide interpretation services for patients with limited English proficiency, hearing and sight impairments and patients requiring literacy support.

- Patients and providers have access to multilingual and cultural communications support with interpretation, translation and translated patient education materials.
- All staff are fluent in English and Spanish and have access to interpreters fluent in more than 200 languages.
- The services are free.

LIBRARY CARDS FOR NEWBORNS

The Pediatrics Department and the Cuyahoga County Public Library (CCPL) have partnered to provide newborn babies at MetroHealth with a library card before they leave the hospital.

- The library cards are inserted into CCPL's "Baby & Me" early literacy kits and delivered to new mothers and babies by volunteers at MetroHealth.
- The volunteers show mothers how they can use the kit and new library card to begin the important work of reading to their infants and continuing to do so as their children grow.
- In 2016, 813 literacy kits were distributed.

METROHEALTH NICU FAMILY SUPPORT GROUP

Parents and other adults who have dealt with the stress and anxiety of having a child in the Neonatal Intensive Care Unit (NICU) volunteer as advisers in a support group for others going through the same experience.

- The group provides a calm environment for parents or other adults closely involved with the child's care to share experiences, voice concerns, connect with others and be supported during and after their child is in the NICU.

MOTHER NURTURE PROJECT

Peer support helpers, who are currently breastfeeding or have recently, serve as an encouraging resource for expectant women and new moms.

- Ohio's breastfeeding rate is 47th nationally, and according to the Ohio Department of Health, breastfeeding is clearly linked to reduced infant mortality and prevention of illness for mother and child.
- MetroHealth's peer support helpers are available to meet with women at their prenatal visits at MetroHealth Medical Center and offer individual education sessions on breastfeeding.
- Peers follow up with women after they deliver and remain available by phone and at weekly breastfeeding support groups.

SAFE SLEEP INITIATIVE

A baby should sleep alone, on its back in a crib or a portable crib, not in the parent's bed, on a couch or air mattress. Infant mortality, defined as an infant death before a baby's first birthday, has climbed to alarming levels and safe sleep is a part of the solution.

- The 2015 Cuyahoga County infant mortality rate (most recent data available) is the highest it has been in the last seven years.
- Infant deaths increased by 28 percent in 2015. More than 75 percent of sleep-related deaths occurred among black infants.
- In 2015, 27 babies in Cuyahoga County died in unsafe sleep environments, and according to the Child Fatality Review report from Cuyahoga County this is a 42 percent increase from 2014.
- The State of Ohio mandates that every birthing hospital ask every mom upon discharge if she has a safe place for the baby to sleep. All hospitals are required to educate mothers about Safe Sleep and have a referral site for free cribs or portable cribs when a mom answers that she does not already have a safe place for her baby to sleep. MetroHealth refers mothers to the Cuyahoga County Women, Infants, and Children (WIC) "Cribs for Kids" program.
- MetroHealth offers Boot Camp for New Dads, a hands-on infant care class taught by experienced dads. In 2016, MetroHealth obtained funding from the local Fatherhood Initiative to offer fathers who attend any Boot Camp for New Dads in Cuyahoga County a free portable crib if they live in a separate home from the baby's mother. This assures that mom and dad each have a safe sleep space for their child.

SIBLING CLASSES

This free, one-time class helps children ages 2-10 understand the important role they will play in their family when their brother or sister is born.

- It includes hands-on help with how to gently hold and interact with a baby.
- The class eases a child's anxiety by showing where Mom is going to have the baby and what a new baby looks like.
- Children 11 and older are invited to attend a prenatal tour with their parents.

SMOKING CESSATION CLASSES

The American Lung Association's Freedom From Smoking® Program is offered at MetroHealth Medical Center and MetroHealth community health centers.

- This eight-session program provides the skills, tools and support needed to successfully stop smoking.
- Classes are free and open to all adults 18 years of age and older.
- Nicotine replacement products are available for class participants and are free to those who qualify.
- In 2016, 50 individuals completed the classes.

SURVIVOR RECOVERY SERVICES

Recovering and recovered patients and families, along with care givers, connect with one another to help rebuild lives after a serious medical condition or injury.

- This program began in 2013 as the Trauma Survivors Network (TSN) to help patients with traumatic injuries. MetroHealth's TSN is one of only six nationwide.
- Its outstanding success in helping trauma survivors with mental healing as well as physical healing, opened the doors for more services.
- In 2016, programming expanded to include support groups for individuals and families affected by brain injury, amputation, stays in the infectious disease unit or neonatal intensive care unit (NICU). It also addresses bariatric surgery and cardiovascular patients.
- Recovery services include: nurse and provider debriefing, community/first-responder presentations, peer volunteer and mentorship training, recovery service consultation and individual patient and family coaching.
- A key component is the peer visitor program that brings together former and current patients and their families to assist with the healing process. It begins in the hospital and continues after discharge.
- In 2016, volunteers donated more than 500 hours of their time visiting patients and participating in other support activities.
- Plans in 2017 include expansion to work with victims of crime and identifying prevention opportunities through MetroHealth's emergency departments.

VOLUNTEER SERVICES

Aamoth Family Pediatric Wellness Center

Assistance with nutrition and fitness classes for children

Ambassadors

Greeting patients and visitors and escorting patients and visitors or pushing patients in wheelchairs to their destination; offering items from the hospitality cart

Locations: Brecksville Health Center, Cleveland Heights Medical Offices, Parma Medical Offices and Ambulatory Surgery Center

Burn Center Support

Burn survivors trained for visiting with patients, discussing the recovery process and participating in support group for patients and families

Cancer Care

Providing comfort items to patients undergoing treatment

Child Life

Interacting with and providing activities for infants and children in a playroom and at the bedside

Clothing Distribution

Labeling and sorting clothing for distribution to foster care, the Emergency Department and inpatient floors

Critical Care Pavilion

Providing hospitality and wayfinding assistance to visitors and nonclinical support to patients on the intensive care floors

Doula

Providing emotional support and comfort measures to women during labor and delivery. Doula training offered by Doulas of North America (DONA) is required

Emergency Department

Offering non-medical assistance to patients and families in MetroHealth's Level I Adult Trauma Center at main campus and Emergency Departments at Brecksville, Cleveland Heights and Parma

Greenhouse

Watering and misting plants

Greeters

Greeting patients and visitors, escorting patients and providing directions

Hospitality Rounds

Visiting hospitalized patients and offering comfort items such as playing cards, lip balm, puzzle books

Infant Comforter

Providing nurturing support by holding and rocking infants in the Neonatal Intensive Care Unit and Newborn Nursery

Loving Paws at MetroHealth

Bringing dogs to visit patients and families. Dogs must be certified through Therapy Dogs International or Pet Partners

New Baby Literacy Liaison

In collaboration with the Cuyahoga County Public Library, visiting new parents to promote the importance of reading to their babies, and distributing New Baby Literacy Kits and library cards

No One Dies Alone

Providing a reassuring presence at the bedside of dying patients who would otherwise be alone at the end of life

Pastoral Care

Assisting chaplains in meeting spiritual needs of patients of all faiths

Patient and Family Advisor Program

Patients and family members offering information to improve the patient experience

Patient Safety Rounding

Visiting hospitalized patients and explaining safety measures to prevent falls

Physical and Occupational Therapy — Inpatient & Outpatient

Providing non-technical assistance as directed by therapist, pushing patients in wheelchairs

Reach Out and Read

Reading to young children in pediatric waiting areas, demonstrating the importance that reading has in a child's development

Reach Out and Read Plus

Reading aloud to children waiting for outpatient appointments, showing parents and children how to use iPads and smartphone apps to promote literacy skills

Rehabilitation Patient Activities

Assisting with activities at MetroHealth Rehabilitation Institute of Ohio under the direction of art, music and recreation therapists

Reiki

In MetroHealth's Hands to Heart Reiki Clinic, qualified volunteers offering Reiki appointments to patients and employees in need of a healing touch. Training is required through the second level of Reiki and preferably Master Level

Resident Enrichment Activities

Engaging long-term care residents in a variety of activities including coffee hour, friendly visits, special events and more

Ronald McDonald Family Room at MetroHealth

Acting as the host or hostess of this special room and helping provide a friendly, relaxing and supportive environment for families that are dealing with the illness of their children

Spinal Cord Peer Support

Training peer visitors who have successfully adapted to a spinal cord injury to visit with patients and discuss the recovery process

Spirit of Music at MetroHealth

Making music part of the healing process by sharing vocal or instrumental talent with patients and visitors

Stroke Support Group

Greeting and helping facilitate monthly support group meeting

Surgery Center

Greeting patients and visitors in ambulatory surgery center, escorting patients to changing area, checking on patients in recovery

Trauma Survivors Network

Trained peer visitors who have survived a traumatic injury visiting with newly injured patients and offering support

Wheelchair Roundup

Recovering wheelchairs from various hospital locations

Wig Salon

A program of the American Cancer Society, staffing the salon to provide free wigs to women undergoing treatment who cannot afford them





RESEARCH AND TRAINING

In an affiliation since 1914 with Case Western Reserve University School of Medicine, MetroHealth furthers global medicine through research and education.

METROHEALTH INSTITUTE OF BURN ETHICS

MetroHealth's Center for Biomedical Ethics, Comprehensive Burn Care Center and Case Western Reserve University Department of Bioethics have partnered to create the Institute of Burn Ethics.

- The Institute serves the international burn and biomedical ethics communities through a multidisciplinary team focusing on research, education, policy development and clinical practice.
- In 2016, members of the Institute team presented their work at national and international conferences.
- MetroHealth's Burn Care Center provides care to more than 1,200 patients per year in its inpatient unit and outpatient clinic, treating patients with burns, scars and complex wounds.
- MetroHealth is one of two adult and pediatric burn centers in the state of Ohio verified by the American Burn Association and the American College of Surgeons Committee on Trauma.

METROHEALTH RESEARCH

Major research programs focus on improving health care quality and outcomes, reducing health inequalities, restoring neurological health, decreasing infant mortality, treating heart disease and arrhythmias, and developing novel tests and treatments for kidney diseases.

- In 2016, MetroHealth received 94 awards totaling approximately \$14 million annually from the National Institutes of Health, the Veterans Administration and various foundations. In addition, 23 new industry-sponsored trials were initiated with expected revenue of \$3 million.
- The MetroHealth Rehabilitation Institute is changing the practice of rehabilitation. Institute research focuses on functional electrical stimulation, which uses small, artificially generated electrical currents that are safe and effective to replace the action of nerves damaged by injury or disease. This past year this research group was awarded seven new grants, and one of the devices it developed to relieve chronic musculoskeletal pain was approved by the Federal Drug Administration for patient use. In addition, scientists in MetroHealth's Department of Obstetrics and Gynecology were awarded a new grant to improve the outcome of pregnancies in overweight and diabetic woman through lifestyle changes.

- In 2016, more than 3,400 patients were involved in clinical research protocols. The “bench to bedside” approach to research, taking research from the laboratory to the clinical setting, directly benefits patients.
- By centralizing research at MetroHealth, physicians and other researchers have been able to initiate studies in a more efficient and cohesive manner. A tracking system that was developed in EPIC, the electronic medical record, allows for improved continuity of care for research participants. Often, patients who have exhausted other therapies gain access to new medications that may help.
- In 2016, 188 new studies were reviewed and approved, 30 clinical trials were opened, and there are 815 active studies.
- MetroHealth has executed Institutional Review Board (IRB) Authorization Agreements with Institutional Review Boards in the state of Ohio including: Cleveland Clinic, University Hospitals, Case Western Reserve University, The Ohio State University, Nationwide Children’s, University of Cincinnati and Cincinnati Children’s. These agreements allow for one IRB to rely on the review of another. MetroHealth staff developed the electronic Reliant Review HUB, which permits all participating institutions to do their reviews on a single electronic platform (hosted by MetroHealth). MetroHealth is one of four institutions chosen nationally to help determine how studies can be reviewed by a single IRB.
- MetroHealth is an institutional partner in the Cleveland Clinical and Translational Science collaborative and has a clinical research unit to care for both inpatients and outpatients participating in research studies.
- MetroHealth’s community partner for research is Case Western Reserve University.

SIMULATION CENTER

The MetroHealth Simulation (Sim) Center provides programs designed for health care professionals to refine critical decision-making, apply knowledge and practice important skills using sophisticated simulation techniques.

- By creating realistic scenarios and using all available tools, the Sim Center optimizes the learning experience for a multidisciplinary array of learners.
- In 2016, the Sim Center conducted more than 17,000 learner-hours of training. A variety of simulators are employed including adult, child, maternal and infant computerized simulators, an ultrasound simulator and a long list of procedure-specific task-trainers.

- Standardized patients/professionals are often incorporated to achieve high-value communication goals.
- The Sim Center diligently serves MetroHealth staff and trainees as well as numerous regional entities including hospitals, EMS agencies, fire departments and schools.
- The multifaceted Sim Center team also provides full support to program coordinators and faculty to develop and implement high-yield programs that achieve customized educational objectives.

TEACHING HOSPITAL AFFILIATED WITH CASE WESTERN RESERVE UNIVERSITY SCHOOL OF MEDICINE

During the 102-year affiliation with Case Western Reserve University School of Medicine (CWRU), MetroHealth has trained thousands of physicians, many of them renowned in their fields throughout Cleveland and the world.

- All of MetroHealth’s active physicians hold faculty appointments at CWRU School of Medicine.
- MetroHealth researchers work with CWRU in key areas of scientific discovery and biomedical technology.
- The Center for Health Care Research and Policy and the Center for Reducing Health Disparities focus research efforts on finding more cost-effective approaches to treatment and management of chronic diseases.
- In the last year, MetroHealth trained:
 - 1,100 medical students and nurse practitioner, physician assistant, anesthesia assistant, bioethic, podiatry and informatics students
 - 400 residents/fellows rotating from other institutions
 - 380 MetroHealth residents/fellows





A photograph of four men of different ages running outdoors on a paved path. They are all wearing blue long-sleeved shirts. The man on the far left is a Black man with a short haircut, smiling. The man next to him is older, with white hair and glasses, also smiling. The man on the far right is a younger man with a tan baseball cap, smiling. A fourth man is partially visible behind the older man. They are running towards the camera. The background is a lush green hedge. A dark blue diagonal overlay covers the bottom half of the image, containing the title and a short paragraph.

METROHEALTH IN THE COMMUNITY

MetroHealth creates and implements programs to make our community healthier, often by filling in gaps in access to health care.

AAMOTH FAMILY PEDIATRIC WELLNESS CENTER

Through the wellness center's hands-on nutrition and fitness classes at MetroHealth Medical Center and local schools, children and teenagers learn about healthier living.

- Established five years ago, the program teaches participants to incorporate the American Academy of Pediatrics 5-2-1-0 daily recommendation for healthier living into their lives. That is to eat five servings of fresh fruits and vegetables, spend less than two hours looking at a screen (TV, videos, computer, game console, phone), get at least one hour of vigorous physical exercise and drink zero sugar-sweetened beverages.
- The Aamoth Family Pediatric Wellness Center is part of MetroHealth's Pediatric Weight Management and Wellness Program. This clinical, by-appointment program screens for obesity-related medical problems in children and helps them achieve a healthy weight.
- In 2016, more than 1,000 children and their family members participated in a joint Aamoth Family Pediatric Wellness Center and CareSource program.
- During the summer, 118 children went to the wellness center several times to learn about gardening and healthy living.
- The result has been that children in the wellness center program are improving their body mass index (BMI), a measure of body fat based on height and weight, and are acquiring healthy life skills.
- In the fall, the wellness center began "wellness days" at four Cleveland Metropolitan School District (CMSD) schools to focus on fitness and nutrition with more than 550 students.

BRINGING EDUCATION, ADVOCACY AND SUPPORT TOGETHER (BREAST) AMIGAS UNIDAS

MetroHealth's Amigas Unidas (Friends United) is a bilingual peer-to-peer grassroots volunteer program for Latina women to educate other women in their communities about breast cancer.

- The program's mission is to reduce health disparities, especially for uninsured minority women, by providing early detection of breast cancer through screening, education, community outreach and patient navigation.
- The program trains bilingual breast health advocates to become certified Amigas volunteers, connects women to the BREAST program for free mammograms and other community resources, and organizes small-group bilingual breast cancer education sessions held in homes, churches, beauty salons or community centers.
- More than 42,000 individuals have learned about breast health, screening guidelines and where to get mammograms in their community.
- Community health fairs offer additional tests and screenings for blood pressure, glucose, HIV, cholesterol, sickle cell, pap exams and health consultations for men.

COMMUNITY HEALTH ADVOCACY INITIATIVE

This initiative recognizes that our health and well-being are the result of more than the health care we receive and the choices we make. As important are the places and conditions where we live, learn, work and play. The purpose is to address health disparities and improve the health status of the residents of Cuyahoga County by taking action on the social determinants of health, in communities, in partnership with residents and other community institutions.

One way this is being done is through implementation of the Community Engagement Process (CEP), a model developed by MetroHealth's Center for Reducing Health Disparities. CEP engages and empowers people to identify and take action on issues of health and well-being that are important to them. Key to the model is the formation of a community coalition with local residents as a driving force, joined by representatives from community organizations and institutions that have a stake in their community's well-being. In 2016 there were four distinct projects in different parts of Cuyahoga County applying the CEP as a means to improve community health:

Engage Quarrytown

Using the Community Engagement Process (CEP), senior and disabled residents of the Cuyahoga Metropolitan Housing Authority (CMHA) Quarrytown property identified and addressed a health issue of importance to them and, by so doing, reduced social isolation.

- Based on results from focus groups, surveys and resident meetings, healthy eating was determined to be the priority for residents.
- A health coalition comprised of residents of public housing and representatives from community organizations serves as the leadership group for this project.
- Various programs and services are being implemented including on-site nutrition classes with cooking demonstrations, diabetes education sessions and monthly healthy meals prepared and served by local university students.
- A Berea Food Resource Guide was developed to assist food-insecure residents in locating affordable, accessible and healthy food options in their community.
- The program is in the process of expanding to other CMHA sites.

VIDA!

Using community engagement strategies in the Hispanic/Latino neighborhood near MetroHealth's main campus, a coalition of residents, community organizations and Latina faith leaders have focused on healthy eating with particular attention to cultural cooking practices in the local Hispanic community.

- A local Hispanic chef has been training a VIDA! coalition in healthy cultural cooking practices at monthly demonstrations and tasting events.
- A work group has designed a curriculum that will be used by the VIDA! coalition to train community members as Community Health Cooks. This cadre of trained, lay leaders will then extend the lessons of healthy cultural cooking practices throughout the community.
- Local Hispanic congregations are partnering with VIDA! to identify trainees and host healthy cooking classes in their churches.

Let the Youth Lead the Way

Based in the Slavic Village neighborhood of Cleveland, Let the Youth Lead the Way used the Community Engagement Process to attract youth and facilitate their focusing on issues of importance to them and building community connections to support their future well-being.

- Slavic Teen Leaders, comprised of students from three local high schools, served as the leadership group to move this project forward. They worked closely with the local P-16 initiative, a community collaborative that promotes education and has strong support from the local Boys and Girls Club and other community organizations.
- A variety of community service and youth leadership development activities were implemented, including distributing clothing, mentoring younger children, developing public service announcements, engaging with local businesses and coordinating career readiness and motivational seminars.
- Leadership of this project was transitioned to community partner organizations in fall 2016.

Falls Prevention Project

MetroHealth is addressing the issue of falls among older adults by engaging communities in falls prevention activities, with an initial focus on the city of Brecksville.

- Among adults over the age of 65, falls are the leading cause of both nonfatal and fatal injuries.
- Using the Community Engagement Process, a falls prevention coalition including residents and representatives from the city of Brecksville and other community organizations serves as the leadership and planning group for this project.
- A variety of falls prevention activities have been undertaken, including education and awareness, home safety events and distribution of home safety tools such as night lights and flashlights.
- In addition, the Matter of Balance program, an evidence-based program designed to reduce the fear of falling and increase activity levels among older adults, is offered in partnership with Fairhill Partners.
- Through collaboration and replication, the Falls Prevention Project is increasing awareness and educating the public in order to prevent and reduce falls among older adults, and is expanding to other communities throughout Cuyahoga County.

DIVERSITY RECRUITMENT

In line with the established MetroHealth value of Inclusion and Diversity, there is a focus on attracting a diverse applicant pool for jobs.

- MetroHealth Human Resources staff have reached out to more than 100 leaders at educational institutions and other organizations to help build a diverse applicant pool.
- All applicants are considered on their individual merits, and the most qualified candidates are selected.
- An immediate goal for 2014 was to increase racial and ethnic diversity of candidates interviewed for management positions (manager, director and VP) to 20 percent. In actuality, 37 percent of those interviewed were racially and ethnically diverse. The result was that 38 percent of the hires were diverse.
- For calendar year 2015, the goal expanded to include underrepresented gender (considering labor market statistics), and reached for 40 percent of the interview candidates to be diverse. For all management positions, more than 79 percent of the candidates interviewed satisfied the new goals and 71 percent of the hires fit the new diversity standards. Physician recruitment achieved similar success, with 68 percent of the candidates interviewed being diverse (with the addition of gender) and 67 percent being diversity hires. In nursing, the 2015 goal was that at least 25 percent of the candidates interviewed were racially/ethnically diverse, veterans and/or men. Diversity candidates accounted for 40 percent of the nursing interviews and 32 percent of the hires.
- The 2016 goal remained consistent with the prior year of 40 percent of the interview candidates for management and physician positions being diverse. For all management positions, 79 percent were racially/ethnically and/or gender diverse, resulting in 76 percent of diverse hires. For physicians, 48 percent of candidates interviewed satisfied the diversity standard as did 50 percent of the hires.
- In nursing, 2016 goals also remained consistent with prior year, resulting in diversity of 38 percent of the interviews and 33 percent of hires.



DOCTORS ON THE STREETS (DOTS)

On Friday nights from fall through spring, doctors, nurses and medical residents from MetroHealth's Department of Family Medicine volunteer at St. Malachi church on West 25th Street in Cleveland to provide care to the homeless.

- Medical care is brought to some of Cleveland's most vulnerable populations, many of whom deal with a variety of illnesses and conditions.
- Throughout the year, MetroHealth medical residents collect necessities such as over-the-counter medications, blankets, boots, socks, foot care products, canes, reading glasses, warm clothing, sleeping bags and tarps to be distributed to men and women who are exposed to our region's harsh weather.

EASIER ACCESS FOR ALL

With added locations throughout Cuyahoga County, 97 percent of residents are less than a 10-minute drive to a MetroHealth location.

- Acquiring four former HealthSpan locations, in Bedford, Cleveland Heights, Parma and Rocky River, created more access.
- MetroHealth also opened three Emergency Departments to complement the Level I Adult Trauma Center at MetroHealth Medical Center.
- The opening of new locations creates jobs and adds to payroll taxes collected and dollars spent in the area.

MetroHealth locations as of December 31, 2016:

1. MetroHealth Medical Center*
2. Beachwood Health Center
3. Bedford Medical Offices
4. Brecksville Health and Surgery Center*
5. Broadway Health Center
6. Brooklyn Health Center
7. Brunswick Health Center
8. Buckeye Health Center
9. Cleveland Heights Medical Offices*
10. Lakewood Health Center
11. Lee-Harvard Health Center
12. Lyndhurst Health Center
13. Middleburg Heights November Family Health Center
14. Old Brooklyn Health Center
15. Parma Health Center
16. Parma Medical Offices and Ambulatory Surgery Center*
17. Pepper Pike Health Center
18. Rocky River Medical Offices
19. State Road Family Practice
20. West 150th Health and Surgery Center
21. West Park Health Center
22. Westlake Health Center at Crocker Park
23. J. Glen Smith Health Center
24. Thomas F. McCafferty Health Center

*Includes an Emergency Department

EIGHTH LARGEST EMPLOYER IN CUYAHOGA COUNTY

As of December 31, 2016, MetroHealth reached a total of 7,376 employees

- That is an increase of almost 1,000 employees in three years, adding to city and state payroll tax revenue.
- It is also nearly 1,000 additional employees in the last three years to support the innovative programs that improve the health of the community.
- Through MetroHealth's Tuition Reimbursement Program and collaboration with College Now, MetroHealth is encouraging continuing education for its workforce, which supports local institutions of higher learning and enables employees to advance in their fields. Funds that individuals save through both programs, and increased earnings, create more disposable income to be invested in Northeast Ohio.

EMPLOYEE CAMPAIGN

The MetroHealth Foundation's annual Employee Campaign raises funds to support programs and projects of The MetroHealth System.

- The 2016 campaign raised more than \$520,000.
- The same employees who tirelessly care for patients show their commitment to the community by generously donating from their paychecks.

EMPLOYEE SERVICE DAY

This is an opportunity for staff to help local residents and organizations by cleaning up and helping out in several of the West 25th Street neighborhoods.

- About 100 employees and their family members donate their time on a Saturday morning to participate in activities such as picking up trash, gardening/planting and painting over graffiti.
- Employee volunteers have an opportunity to interact with neighborhood residents who also come out to lend a hand, show support and/or express gratitude.

ENROLLMENT VAN

An RV equipped with multiple work stations and staffed by financial representatives certified by the Centers for Medicare & Medicaid Services travels throughout Cuyahoga County to create easy access for residents to sign up for health care.

- The van reaches residents in their local communities, and Certified Application Counselors help individuals apply for coverage in publicly funded health care programs, and then schedule medical appointments.

- The goals are to remove financial barriers to preventive and continuous care, and to promote a healthier community through improved access.
- MetroHealth representatives also help patients sign up for MyChart, MetroHealth's personal electronic medical record, and explain how they can take an active role in their health care.
- Making appointments, refilling medications, reviewing lab and radiology results and communicating with physicians are just a few benefits of MyChart.
- In 2016, the enrollment van participated in 183 events. Staff on the RV served 1,023 patients, helped 325 patients complete applications for Medicaid and helped 247 enroll in MyChart.

FOOD SERVICE TRAINING

To help prepare Cleveland Metropolitan School District high school students with special needs for future careers, MetroHealth kitchen staff teach them about hospital kitchen production.

- Students come once or twice a week to MetroHealth to gain hands-on experience.
- They can remain in the program until age 21. Then, based on their skills, they may enter the general workforce or participate in the Cuyahoga County Board of Developmental Disabilities work program. Some individuals may eventually become Food and Nutrition Services interns in MetroHealth's Training Program for Adults with Disabilities, which can lead to employment at MetroHealth.

FRIENDS OF MOTHERS AND INFANTS

Established in 1972, the MetroHealth Friends of Mothers and Infants is a volunteer organization dedicated to providing essential items for underserved mothers and infants who are clients of MetroHealth.

- Friends of Mothers and Infants promotes health and well-being of families by providing new infant and toddler clothing, portable cribs, strollers and other necessities.
- The program connects with families through MetroHealth's outpatient clinics and social work staff.
- It serves 1,000 families each year.

HEARTS AGAINST HUNGER

- The MetroHealth System has participated in the Hearts Against Hunger drive since 1990. The MetroHealth A.C.T.I.O.N. (A Caring Tradition in our Neighborhood) Team, recruited more than 100 internal food drive champions to lead employees in the charitable effort.
- In 2014, the program was recognized by Harvest for Hunger with its Bag of Hope Award.
- The 2016 food drive raised donations of more than \$37,000 and approximately 2,800 pounds of food. The past three years have seen a cumulative total of more than \$117,000 and close to 9,000 pounds of food donated to the Cleveland Food Bank.

HOLIDAY GRANTS

Every year, MetroHealth awards matching grants to employee groups from various departments that donate cash and/or goods to provide gifts and food to those in need during the winter holidays.

- In 2016, the value of items distributed was more than \$40,000.
- Numerous organizations throughout the community are recipients including The City Mission, Hospice of the Western Reserve, Parma Area Family Collaborative, Providence House and the Renee Jones Empowerment Center.

HOUSING COMMITTEE

This internal MetroHealth committee is charged with developing an incentive plan to encourage employees to move to the West Side neighborhoods surrounding MetroHealth Medical Center.

- The committee conducted a survey to see how many employees would be interested in moving to the neighborhood.
- Based on the survey, different options are being considered and funding sources are being pursued.

INJURY PREVENTION INITIATIVES

As a verified trauma center, MetroHealth follows the American College of Surgeons requirement for educating the community about the risk factors that could lead to traumatic injury.

- Tables and booths are set up at various community events so MetroHealth staff can deliver trauma safety messages with hands-on safety activities, fliers and information about helpful resources.

- In addition, there are four core community initiatives:
 - Falls Prevention: Health care team members provide education about preventing falls to inpatients, outpatients, and at senior centers and health fairs. Matter of Balance classes, a free eight-week series that emphasizes strategies to reduce the fear of falling and increase activity levels, are also offered in the community.
 - Save a Life Tour: Held at high schools, it's aimed at preventing teen deaths due to unsafe driving. Presentations and driving simulations build awareness of the dangers of drinking and driving, texting and driving and other distracted driving.
 - Safety to Go: Sponsored by the Division of Trauma, Critical Care, Burn and Acute Care Surgery, it interactively teaches children in the Cleveland Metropolitan School District about safety rules that help prevent childhood accidents, injuries and deaths.
 - Violence Prevention: With the Northern Ohio Trauma System (NOTS), MetroHealth is implementing programs to decrease repeated offenses and injury, increase youth enrollment in school, assist with job placement and provide connections to social services.

METROHEALTH SELECT

MetroHealth offers an integrated network option for employers throughout Northeast Ohio. It is focused on providing affordable care with access to the entire MetroHealth network.

- With lower co-pays, deductibles and other costs, it has become the option of choice for Cuyahoga County, Cleveland State University, Discount Drug Mart, many local municipalities and others.
- Established in 2009, MetroHealth Select also is offered to MetroHealth employees. As of December 31, 2016, there were 24,500 members.
- In 2016, a new primary care membership solution was introduced for employers and individuals called MetroHealth Select Direct.
- With an eye toward better long-term health, patients made nearly 11,000 preventive care visits in 2016.

REACH OUT AND READ

Reach Out and Read gives young children a foundation for success by incorporating books into pediatric care and encouraging families to read aloud together.

- This national program was co-founded by MetroHealth pediatrician Robert Needleman, MD, in 1989, in Boston.
- The program has been adopted nationally by 5,800 pediatric practices and most pediatric residency programs, reaching more than 4.5 million children each year.
- MetroHealth employees donate books to the program, and volunteers read to children in pediatric waiting areas of the hospital. Critical operating support is provided by MetroHealth Child Life professionals.

THE METROHEALTH FOUNDATION

Founded in 1954, The MetroHealth Foundation, Inc., is a 501(c)(3) charitable organization, which supports The MetroHealth System's mission by funding programs and projects in patient care, scientific and clinical research and medical education.

- In 2016, the Foundation raised more than \$9.7 million with \$520,000 contributed by employees.
- Earlier fundraising produced more than \$1.8 million for the campus transformation.

TRAINING FOR ADULTS WITH DEVELOPMENTAL DISABILITIES

Food and Nutrition Services has a program to train adults with disabilities to work in the hospital's kitchen as interns.

- Individuals who perform well are hired for permanent positions. Since the program began in 2014, MetroHealth has hired three interns to transport food carts, sanitize equipment and clean the kitchen.
- The program earned MetroHealth an Inclusion Award from the Cuyahoga County Board of Developmental Disabilities in April 2015, along with praise for expecting the same high standards as for other employees and conveying dignity and respect.
- With this success, the goal is to expand the program to other departments.

TRANSFORMATION

The transformation of MetroHealth's West 25th Street main campus will result in a new inpatient hospital, central utility plant and other support buildings.

- As planned, the addition of 85 state-of-the-art ICU rooms to the Critical Care Pavilion (CCP) was completed in 2016. The \$82 million addition of two stories on top of the existing Emergency Department and Surgery Center totaled 100,000 square feet and was completed on time and under budget, opening just before the Republican National Convention in Cleveland.
- The next phase of the transformation is expected to launch in the second quarter of 2017 after almost \$1 billion in bonds are issued to rebuild the hospital and revitalize the area around it. That phase includes the construction of a 1,200- to 1,500-car parking garage, demolition of an existing garage, rebuilding of the central utility plant and construction of a 12-story hospital to replace the current hospital.

VIOLENCE TASK FORCE

The MetroHealth Violence Task Force improves the health and well-being of community residents by assisting in the development and implementation of strategies to address violence and its impact on public health.

- The task force collaborated with the Northern Ohio Trauma System (NOTS) and MetroHealth trauma staff to develop a hospital-based violence intervention program.
- In November 2016, NOTS implemented Violence Interrupters, a pilot program, at MetroHealth. Funding from United Way (\$75,000 for one year) was given to the Cleveland Boys & Girls Club to pay for one full-time violence interrupter from the Cleveland Peacemakers Alliance, to provide intervention and prevention services to patients, their friends and families.
- The focus is primarily patients 14-25 years old who enter MetroHealth with gunshot wounds and stabbings. The goal is to break the cycle of violence by linking patients to a Cleveland Peacemakers Alliance case manager who connects them to the appropriate ongoing community social services.

↑ To All Pavilions

Information
Información

PARTNERSHIPS WITH COMMUNITY ORGANIZATIONS

Since 1837, when it was founded, MetroHealth has collaborated with other organizations to best meet the community's needs.



BETTER HEALTH PARTNERSHIP

Better Health Partnership is a regional health care improvement collaborative committed to the triple aim of better care, better health and lower costs for Northeast Ohio residents with common chronic medical conditions.

- MetroHealth was a co-founder when the organization, formerly known as Better Health Greater Cleveland, was established in 2007.
- Better Health Partnership members include employers, insurers, community groups, agencies and nearly 900 health care providers from nine health care systems including MetroHealth.
- Better Health leverages region-wide partnerships among primary care providers in Northeast Ohio to establish common goals and uses evidence-based metrics and collaboration to improve care and outcomes of primary care patients with chronic diseases, including diabetes and high blood pressure, which are common, life-altering and costly.
- In 2015, Better Health launched a Children's Health Initiative to focus on childhood asthma and obesity.

BUILD HEALTH GRANT

The BUILD Health Challenge, a national program, awarded The MetroHealth System along with Environmental Health Watch, the Cleveland Department of Public Health and other local organizations, a \$250,000 grant to improve community health.

- This initiative targets deteriorating housing in the Stockyard, Clark-Fulton and Brooklyn Centre neighborhood, where residents can experience high levels of lead poisoning, asthma and COPD.
- These illnesses with long-term effects can be easily prevented when homes are improved.
- The BUILD Health Challenge grant has allowed Cleveland to create a Healthy Homes Zone. The healthy housing program, "Engaging the Community in New Approaches to Healthy Housing," was one of 11 programs nationwide to receive funding.
- The grant is funded by the Advisory Board Company, Kresge Foundation, Colorado Health Foundation, de Beaumont Foundation and Robert Wood Johnson Foundation. MetroHealth is matching the \$250,000 grant by providing in-kind services including tracking results.

CENTER FOR REDUCING HEALTH DISPARITIES

Since 2004, The MetroHealth System and Case Western Reserve University have collaborated on the mission to reduce health disparities through (a) research on root causes, mechanisms and interventions, (b) education of students, providers and policy makers and (c) partnership with community organizations and government agencies.

- The Center's faculty and staff are involved in a number of research, education and community collaboration activities designed to address health disparities in Greater Cleveland and beyond.
- They have received more than \$10 million from the National Institutes of Health (NIH), the Department of Health and Human Services and other agencies to understand and address health disparities related to hypertension, kidney disease and transplantation.
- Center faculty also play an active role in the Community Research Partnership Core of the NIH-funded Clinical and Translational Science Collaborative, a partnership involving Case Western Reserve University, University Hospitals, Cleveland Clinic and MetroHealth.

CICLEVIA

MetroHealth is a partner with the Cleveland Department of Public Health, Cleveland Metropolitan School District Safe Routes to School and other community partners for ciCLEvia, an initiative patterned after the international "Open Streets" movement made famous in Bogota, Columbia.

- The Cleveland version embraces the Clark-Fulton and Ohio City neighborhoods along West 25th Street, and is held monthly during the summer.
- Streets closed to vehicle traffic allow for walking, jogging, biking, dancing and many other activities in the streets. There is healthy food for purchase and an atmosphere of celebration during the vibrant city street experience.

CORRECTIONAL HEALTH PROGRAM

Established in 2013, this partnership teams leadership and resources from MetroHealth with Cuyahoga County Corrections Center health care providers to improve treatment for 2,200 inmates at the Cuyahoga County Corrections Center.

- The current health care team is comprised of MetroHealth and county employees. MetroHealth provides the medical director, director of operations, nursing supervisor, and primary providers including physicians, nurse practitioners, physician assistants and paramedics. County staff includes the director of nursing, licensed practical nurses, registered nurses, an obstetrics/gynecology specialist, a pharmacist and medical team assistants. The main mission is the health and safety of all inmates.
- Two modern dental areas with state-of-the-art equipment and professional staffing provide preventive and comprehensive dental services.
- A family medicine chronic disease management program institutes on-site six-week diabetes self-management courses for inmates and also addresses chronic hypertension.
- MetroHealth's real-time "virtual visit" telemedicine program enables consultation with specialty services such as cardiology, neurology, infectious disease, wound care and dermatology.
- On-site chronic disease management programs, digital in-house x-ray/ultrasound imaging and laboratory support and ongoing skills training (e.g., wound care, orthopaedics, suturing) improve the standard of care while reducing the need for inmate transports to MetroHealth Medical Center for services.
- The use of electronic health records provides a key link to MetroHealth specialists system-wide. Patient management is facilitated by this access, which includes lab and imaging data.
- More comprehensive, cost-effective care is provided for the 60-70 daily patients. The average length of stay in the jail is 45 days.
- New in 2016:
 - Family Medicine Behavioral Health and Addiction Counseling: one-on-one counseling sessions and group therapy for addiction and behavioral health.
 - Medication Assisted Treatment program: assisting inmates struggling with opioid addiction, including incarcerated pregnant women. This includes Vivitrol for inmates identified through drug courts and Subutex (Buprenorphine) for pregnant females with opioid use disorder.

- New in 2017:
 - Comprehensive human immunodeficiency virus (HIV) and hepatitis C virus with referral for recovery support services
 - MetroHealth Center for Biomedical Ethics providing consultation services for the Correctional Health Program
 - Medical residents performing elective rotations at the corrections center
 - Federal 340B Discount Drug Program, requiring drug manufacturers to provide outpatient drugs to eligible health care organizations or entities at significantly reduced prices, implemented for a great cost savings

CUYAHOGA COUNTY HEALTH CARE COUNCIL

Organized by the Cuyahoga County Department of Health & Human Services, this is a forum for health and social service providers to keep abreast of major developments affecting low-income individuals and families.

- The Council discusses and responds to changes involving Medicaid, behavioral health, senior services and prescription discount programs.
- MetroHealth participates in the quarterly meetings.

FARM STAND

In 2016, MetroHealth opened a farm stand in partnership with The Healthy Living Kitchen, a local business operated by a certified whole foods chef and her business associate, a certified health coach.

- It offers locally-grown, seasonal produce for sale to patients, employees and the local community.
- The farm stand is located in the Outpatient Pavilion on MetroHealth's main campus.
- Of the more than 1,500 transactions in the first three months, half were made by community members.
- This program received start-up funds from MetroHealth's "Think Tank" competition (similar to TV's "Shark Tank"), which encourages employees to pitch new program ideas that will improve health.

FITNESS ZONE

The Trust for Public Land has installed more than 68 Fitness Zones in communities across the country and has expanded to Ohio by launching a program in Cleveland's Buckeye Neighborhood.

- MetroHealth and the St. Luke's Foundation provided funding for the outdoor gyms designed to create a no-cost, supportive, accessible and social environment for getting fit.
- This project, in cooperation with Healthy Eating & Active Living, installed easy-to-use exercise equipment at three locations in the Buckeye neighborhood: East End Neighborhood House, Fairhill Center and the Woodhill Community Center.

HEALTHY CITIES CLEVELAND

In the summer of 2015, Morgan Stanley launched "Healthy Cities Cleveland," part of a national program to encourage wellness, play and nutrition in underserved communities.

- MetroHealth's School Health Program joined forces with the Greater Cleveland Food Bank and other community partners to support this initiative.
- Through the initiative, the Greater Cleveland Food Bank hosts a school-based pantry program at five Cleveland Metropolitan School District schools, one or two times a month.
- MetroHealth will provide multiple health screening events for students and community members at each of these school sites through May 2017. The schools are Adlai E. Stevenson, Case, Garrett Morgan High School, Marion-Sterling and Willson.

HEALTHY CLEVELAND INITIATIVE

This initiative, spearheaded by the Cleveland Department of Public Health, is a partnership of individuals, nonprofits and businesses with the common goal of a healthier Cleveland.

- Social determinants of health impacting Clevelanders where they live, work and play are addressed.
- By leveraging policies, partnerships and programs within the community, quality of life is enhanced and inequity is reduced.
- Areas of focus include: active living, behavioral health, clean air, violence prevention, behavioral health, healthy eating and health literacy.
- Employees of The MetroHealth System serve on a number of sub-committees, helping to move the work forward.

HEALTHY EATING & ACTIVE LIVING (HEAL)

In 2010, the Center for Reducing Health Disparities at MetroHealth and the Saint Luke's Foundation partnered to create the Healthy Eating & Active Living (HEAL) program to address chronic illnesses (e.g., hypertension, diabetes) in the Buckeye-Shaker, Larchmere and Woodland Hills communities.

- The HEAL initiative invited local residents to design healthy eating and active living opportunities.
- Together, families, friends, community groups, local organizations and businesses are working to transform their neighborhoods into places that support healthy living where options for healthy food and exercise are widely available, affordable, accessible and desirable.
- Guided by the leadership of the HEAL Coalition, made up of residents, local non-profits and other stakeholders, the initiative focuses on local voices to build strategies for making health and well-being a part of the everyday culture in the targeted communities.
- A Field Action Report on the HEAL Initiative was published in the June 2015 issue of the American Journal of Public Health.



HIP-CUYAHOGA

The Health Improvement Partnership (HIP)-Cuyahoga is a collaborative, county-wide health improvement effort with a mission to inspire, influence and advance policy, environmental and lifestyle changes that foster health and wellness for everyone who lives, works, learns and plays in Cuyahoga County.

- More than 100 community partners have come together in the HIP-Cuyahoga Consortium to build opportunities for everyone in Cuyahoga County to be healthy.
- Priority issues are: Eliminating Structural Racism, Healthy Eating and Active Living, Linking Clinical and Public Health, and Chronic Disease Management.
- The Cuyahoga County Board of Health provides strategic and operational support. The MetroHealth System has a representative on the HIP-Cuyahoga Steering Committee, as well as a number of employees serving on various subcommittees.

HOMEOWNER CLASSES

Homeowner classes are an effort to help individuals invest in Cuyahoga County neighborhoods.

- It uses the format of Third Federal's HomeToday™ with the tagline "strengthens communities one owner at a time."
- It is a comprehensive program, which combines group educational sessions and personal counseling to teach the fundamental skills of good financial management and successful homeownership.
- The homeowners program is co-sponsored by MetroHealth, Metro West Community Development Organization (formerly Stockyard, Clark-Fulton & Brooklyn Centre Community Development Office) and Third Federal.
- Those who complete the seminar may be eligible for a \$2,000 down payment from Third Federal.

INFANT MORTALITY

Infant mortality, defined as when a baby is born alive but dies within the first year, is devastating to families and our community, and is a critical concern across the country.

- In 2015, the national infant mortality rate was 6.0 for every 1,000 live births.
- With an infant mortality rate of 7.2, Ohio ranks 44th in the country. That is 1,005 infants dying before their first birthday.
- Prematurity, sleep-related deaths and birth defects are the leading causes of infant death in Ohio.
- In Cuyahoga County, the infant mortality rate is even higher, with one in 95 babies dying in the first year, an infant mortality rate of 10.5.
- In an attempt to reverse the trend, MetroHealth has several programs aimed at educating pregnant women, new moms, their partners and families. In 2016, MetroHealth continued to offer programs such as Boot Camp for New Dads, Childbirth Preparation Classes, Sibling Classes, Teen Pregnancy Clinic and High-risk Pregnancy Management Services.
- Cribs and clothing were provided to families that needed assistance. Cuyahoga County Women, Infants, and Children (WIC) services and home visits by nurses were also offered — all promoting awareness, parent education and better outcomes for babies.
- In 2015, MetroHealth partnered with the city of Cleveland, Cuyahoga County and other stakeholders to launch the First Year Cleveland initiative to advance a community response to infant mortality. In 2016, the commitment to this program continued to improve infant mortality rates across our community.
- Programs introduced in 2016, with the goal of improving pregnancy and infant outcomes, included:
 - Centering Pregnancy: group prenatal care to enhance participation in prenatal care and improve pregnancy outcomes
 - The Nurse-Family Partnership: home visits by nurses during and after pregnancy to identify specific family needs and provide education and counseling
 - Long-Acting Reversible Contraception program: providing women with the most effective long-acting contraception, on the day they request it at any MetroHealth site or with immediate postpartum IUD insertion — both enabling women to plan for and space pregnancy as they choose.

- MetroHealth's High-Risk Pregnancy Service has been a leader in pregnancy care in the region for decades, improving pregnancy outcomes and preventing preterm births.
- In addition to providing complex pregnancy care, clinicians are teaching the next generation of doctors and conducting research studies that change pregnancy care locally and nationally.
- MetroHealth neonatologists provide the highest quality care for high-risk pregnancies, and premature babies and babies with complex medical needs get the expert care they need in the Level III Neonatal Intensive Care Unit.

LA VILLA HISPANA

As the cultural and economic hub of the Hispanic/Latino community in Northeast Ohio, it is geographically centered on the intersection of West 25th Street and Clark Avenue and extends about a quarter mile in all directions.

- *La Villa Hispana* is a cultural placemaking* initiative with a concentration in two areas: 1) *La Plaza Central*/ Central Plaza, which hosts public gatherings that include music, arts and culture and food, and is also the home of *La Placita*, a Latino-themed festival and market. 2) The MarketPlace@ *La Villa*, which serves as a small business incubator, offering unique opportunities for local entrepreneurs to create and grow local businesses.
- The entire effort is led by a steering committee of community stakeholders including the local councilperson and community development corporation (CDC), Hispanic Business Center, Hispanic Alliance, Julia de Burgos Cultural Arts Center, MetroHealth, residents and the faith-based community.

*placemaking: a people-centered approach to the use of public spaces to bring together and benefit a community

LINCOLN-WEST SCHOOL OF SCIENCE & HEALTH

This year-round high school meets on the MetroHealth campus three days a week for classroom academics, presentations by MetroHealth staff and others, and hands-on job shadowing. The idea for the school evolved from a recent mentoring program with MetroHealth and the Cleveland Metropolitan School District.

- The school opened in September 2016 with 45 students and already grew to 58.
- The mission of the school is to prepare students for post-secondary and career opportunities.
- Every student has a mentor and benefits from a robust curriculum complemented by experiential learning.
- The vision is that graduates will be universally recognized for their sense of self and purpose, their strong preparation for post-secondary education and careers, and their commitment to improving the health and vitality of their community.



MI METROHEALTH AT LA PLACITA

MetroHealth's *Mi MetroHealth* family festival, formerly an annual summer event with activities for all ages, health screenings and food, has become part of the *La Placita* monthly summer series.

- *La Placita* is a pop-up open-air market near the intersection of Clark Avenue and West 25th Street.
- It celebrates the neighborhood's Hispanic/ Latino culture and identity, with music and other arts, food, artisan vendors and community partner organizations.
- MetroHealth, a community partner, is integrating aspects of the *Mi MetroHealth* campus festival into each of the *La Placita* events.

NORTHERN OHIO TRAUMA SYSTEM (NOTS)

MetroHealth and Cleveland Clinic founded NOTS in 2010 as a collaboration to provide the best trauma care for people in our community by transporting them to the right place for the right care at the right time.

- Other community partners are Southwest General, Cuyahoga County Board of Health, Cuyahoga County Public Safety and Justice Services, the City of Cleveland Department of Public Safety.
- Research has proven that collaboration among hospitals that provide different levels of trauma care saves lives.
- MetroHealth is a verified Level I Adult Trauma Center and Level II Pediatric Trauma Center. Cleveland Clinic Fairview Hospital and Hillcrest Hospital are Level II Trauma Centers and Southwest General is a Level III Trauma Center.
- New in 2017: University Hospitals joining NOTS.

VIOLENCE INTERRUPTERS

Violence and injury prevention is an integral part of an outstanding trauma system. In 2016, a specially trained individual, the violence interrupter, began working in the MetroHealth Emergency Department with patients who are victims of violence and their friends and families.

- MetroHealth is the pilot site for this hospital-based violence prevention program.
- On-site social workers make the initial contact with victims and then make referrals to the violence interrupter who is a member of the Cleveland Peacemakers Alliance, an anti-crime agency.
- The violence interrupter works at MetroHealth through the night, when most violence occurs.
- The initial goal is to defuse emotional reactions to

conflicts and prevent retaliation. Victims and their friends and families are then linked to community resources providing alternatives to a continued path of violence.

- A grant from United Way is supporting the position, with other costs covered by NOTS.

PARTNERSHIP FOR A HEALTHY NORTH ROYALTON (PHNR)

The mission of the PHNR is to promote a healthy, drug-free community by empowering youth and adults to make responsible decisions.

- With representation from 12 community sectors and a federal grant from the Drug-Free Communities Support Program, the Partnership serves as the community catalyst for:
 - youth developmental asset building (skills, experiences, relationships and behaviors for youth to become successful and contributing adults)
 - youth leadership development
 - community substance abuse prevention
- The MetroHealth System has a representative on the PHNR Advisory Board.

PROJECT DAWN

Project DAWN (Deaths Avoided with Naloxone) is an opioid overdose education and naloxone distribution program.

Participants are individuals who are at risk of opioid overdose — those in recovery and those actively using opioids — and individuals who know someone who is at risk for opioid overdose.

Program participants are educated on the risk factors of opioid overdose, how to recognize an opioid overdose and how to respond to an opioid overdose by calling 911, giving rescue breaths and administering nasal naloxone.

Eligible participants are given FREE naloxone kits containing naloxone and other educational materials.

Since the program was established in 2013, more than 5,000 kits have been distributed by Cuyahoga County Project DAWN, resulting in 799 known opioid overdose reversals.

Community Partners include Ohio Department of Health, ADAMHS Board of Cuyahoga County, Cuyahoga County Board of Health, Circle Health Services (formerly known as The Free Medical Clinic of Greater Cleveland), Cleveland Department of Public Health's Thomas F. McCafferty Health Center, Hispanic

UMADAOP, Cuyahoga County Corrections Center and Cleveland Emergency Medical Services.

Project DAWN was launched in Cuyahoga County by MetroHealth's Dr. Joan Papp who later educated lawmakers about the life-saving aspects of HB 170, which passed and allows for naloxone to be prescribed to individuals who may be in a position to assist someone experiencing an overdose and allows law enforcement to carry and administer naloxone to victims of suspected opioid overdose.

ST. MARTIN DE PORRES PROGRAM

In a work/study program, students from St. Martin de Porres High School gain experience in a hospital setting.

- They work in several areas including logistics, medical records, nursing and human resources.
- In 2016, 24 students participated in the program.

STANCE

Since 2006, the Partnership for a Safer Cleveland has managed Standing Together Against Neighborhood Crime Everyday (STANCE), which has helped to reduce violence in three of Cleveland's highest crime neighborhoods.

- The program has three basic elements: comprehensive prevention, strategic enforcement and targeted re-entry.
- STANCE's success in sustaining reductions in violent crime and reducing calls for police services reinforces an evidence-based approach of linking enforcement, outreach workers, prevention services, and re-entry policies and programs.
- STANCE was initially funded by the Department of Justice.

THE CENTER FOR HEALTH AFFAIRS, COMMUNITY HEALTH NEEDS ASSESSMENT (CHNA) ROUNDTABLE

In 2015, The Center for Health Affairs created the CHNA Roundtable to initiate community health assessment and planning strategies.

- Meeting quarterly, the Roundtable brings together individuals from the hospital community and other essential stakeholders to share best practices, provide support to one another and discuss opportunities for collaboration.
- The MetroHealth System has a representative serving on the CHNA Roundtable.

TRANSGENER JOB FAIR

The job fair offers an opportunity for transgender and gender non-conforming individuals to attend workshops and one-on-one sessions for career development, and to meet potential employers.

- The second annual event, hosted by MetroHealth in 2016, attracted more than 70 participants, 20+ community partners and 18 employers.
- Attendees heard inspirational speakers, worked on interview skills, and built resumes and LinkedIn profiles.
- A resource guide with information about LGBT-friendly organizations and the MetroHealth Pride Clinic also was distributed.
- The transgender community has a national unemployment rate twice the overall rate, according to the National Transgender Discrimination Survey by the National Center for Transgender Equality and the National Gay and Lesbian Task Force. The unemployment rate for transgender people of color is four times the national rate, the survey found.
- MetroHealth was recognized as a 2015-2016 Leader in LGBT Healthcare Equality by The Human Rights Campaign Foundation, the educational arm of the country's largest lesbian, gay, bisexual and transgender (LGBT) civil rights organization.

VOTER REGISTRATION

MetroHealth staff regularly provide voter registration forms to patients who express an interest in registering to vote.

- They also provide mail ballot applications to patients who expect to be in the hospital or long-term care during an election.
- When patients are unexpectedly hospitalized and need a ballot for an election, MetroHealth government relations staff work directly with the local Board of Elections to facilitate so patients can participate in the election.

WEST 25TH STREET REVITALIZATION

The MetroHealth campus transformation continues to catalyze the revitalization of the West 25th Street Corridor. As a major anchor institution and the largest employer on Cleveland's West Side, MetroHealth is a partner in the West 25th Street Corridor Initiative — a collaborative effort with the goal of building on the area's existing assets and bringing economic revitalization to the corridor and its adjacent neighborhoods.

- MetroHealth renovation and construction, current and future real estate projects, public transportation and infrastructure improvements, and placemaking* enhancements will contribute to the growth of residential, commercial and retail development along the corridor.
- Some examples of the investments being made include: Fresenius Dialysis Center — a \$4 million partnership with MetroHealth and Cleveland Clinic that broke ground with a planned opening in 2017, Horizon Education Centers: Market Square — a \$4 million facility providing quality early childhood education, The Lofts at Lion Mills — a \$9 million renovation producing 36 units of affordable housing in summer 2017, *La Villa Hispana* — a plan to create the cultural and economic hub of the Hispanic/Latino community in Northeast Ohio, which received approval for its five-year action plan from the Cleveland City Planning Commission, and The Dream Neighborhood — an initiative to welcome refugees to Cleveland and help them thrive by providing access to safe and affordable housing, education, workforce opportunities and other assets that support their transition into the community.

*placemaking: a people-centered approach to the use of public spaces to bring together and benefit a community.

WINDOW OF HEALTH

In a partnership with the Government of Mexico, through its consulate in Detroit, MetroHealth began the *Ventanilla de Salud* (Window of Health) Program in 2015.

- The program includes bilingual, bicultural health education, enrollment in insurance programs and referrals.
- Though it is aimed at Mexican nationals and their families, the program assists other Spanish-speaking patients as well.



You're Close to Great Care



- | | | | |
|---|--|---|--|
| + 1 MetroHealth Medical Center Main Campus | 10 Independence | 18 Parma Health Center | 25 West 150 th Health and Surgery Center |
| 2 Beachwood Health Center | 11 North Royalton | + 19 Parma Medical Offices and Ambulatory Surgery Center | 26 West Park Health Center |
| 3 Bedford Medical Offices | 12 Olmsted Falls | 20 Pepper Pike Health Center | 27 Westlake Health Center at Crocker Park |
| + 4 Brecksville Health & Surgery Center | 13 Parma Heights | 21 Physical Therapy at West Shore Family YMCA (Opening May 2017) | 28 Zubizarreta House (Opening June 2017) |
| 5 Broadway Health Center | 14 Lee-Harvard Health Center | 22 Primary Care at Parker Hannifin Downtown YMCA | |
| 6 Brooklyn Health Center | 15 Lyndhurst Health Center | 23 Rocky River Medical Offices | |
| 7 Brunswick Health Center | 16 Middleburg Heights November Family Health Center | 24 State Road Family Practice | |
| 8 Buckeye Health Center | 17 Old Brooklyn Health Center | | |
| + 9 Cleveland Heights Medical Offices | | | |

Operating in conjunction with the Cleveland Department of Public Health (in partnership with the city of Cleveland):

- 29** J. Glen Smith Health Center
- 30** Thomas F. McCafferty Health Center

For a listing of health centers and physicians nearest you, please visit our website: metrohealth.org/locations