

June 2024

Report to the Board of Trustees

Trustees,

June is truly a special month at MetroHealth. In fact, as I told our caregivers earlier this month, it is fitting that June is also the month that gives us the most daylight, the most sunshine and, I believe, the most hope.

June, for example, marks **Pride Month**, which serves as an opportunity to renew our organization's commitment to ensuring that everyone feels safe to be who they were meant to be and to love who they love. MetroHealth's commitment to the LGBTQ+ community is unwavering, it is unshakable, and it is unbreakable.

Having opened the first clinic in the region dedicated to providing healthcare services to the LGBTQ+ community, we have deep pride in our institution's commitment to serving and lifting this population. That is why I was so thrilled to participate in a recent panel discussion with **Mark McLoney, MD**, from our Pride Network; **Amanda Cole** from the Plexus LGBTQ and Allied Chamber of Commerce; and **Gulnar Feerasta, MSSA, MNO**, from The LGBT Community Center of Greater Cleveland. The discussion was important, enlightening and, I hope, the first of many centered around the important issues facing the LGBTQ+ community.

I am also proud to share that MetroHealth sponsored two major Pride celebrations – **Pride in the CLE** and the **Brecksville-Broadview Heights Pride Fest**. On Saturday, June 29, MetroHealth will also host its ninth annual **Transgender Job Fair**. Please join me in thanking our caregivers for all they have done to expand our commitment to Greater Cleveland's LGBTQ+ community.

Each June, we also celebrate the power of hope and healing at our annual **Resiliency Run**. Earlier this month, 650+ trauma and burn survivors, MetroHealth caregivers and community heroes joined us at the Cleveland Metroparks Zoo for this uplifting and inspiring event. Funds raised benefit trauma and burn survivors who come to MetroHealth – the region's most experienced Level 1 Adult Trauma Center – for critical care and other healthcare needs. Please join me expressing gratitude to the caregivers, survivors and community partners who helped make this year's event a resounding success.

This month, MetroHealth once again served as the presenting sponsor for the annual **Juneteenth Freedom Fest** in downtown Cleveland. I am deeply proud that MetroHealth plays such a significant role in commemorating Juneteenth – the oldest nationally celebrated commemoration of the ending of slavery. I am also proud of our nearly 9,000 caregivers' commitment to advancing equity in our community. Together, we are building a *brighter and more equitable* future for all.

Speaking of community engagement, I am truly humbled to serve on Cuyahoga County's inaugural **Women's Health Commission** and was proud to participate in the group's first meeting earlier this month. Championing our community's women has been a priority for MetroHealth since my arrival. I am ready to roll up my sleeves as the Commission's Vice Chair and get to work on solutions that enable every single Cuyahoga County resident to have a long and healthy life.



2500 MetroHealth Drive, Cleveland, OH 44109

Operational Updates: Financial Health & Access

As you will see in the following pages, we are outperforming 2023 across several financial metrics. Emergency Department volumes, outpatient visits and retail pharmacy prescriptions are ahead of where we were at this point last year. We have also dramatically reduced our spend on contract labor and overtime – a testament to our team’s focus on tackling the workforce challenges impacting hospitals nationwide.

While we are not yet where we need to be in terms of EBIDA, I want to stress that MetroHealth remains financially strong. I remain confident in our ability to meet the ambitious financial targets we have set for the year.

Access is everything. It drives our financial performance across many domains, and there are *always* opportunities to enhance what we do on this front.

Because of higher than usual call volumes, our patients may have experienced extended wait times and difficulty scheduling, which we have worked diligently to address in recent months. Over the last four months, for example, we have improved from a service level of 29% to 60% and reduced call abandonment from 23% to 12%. This improvement in our **Customer Care Center** is due to enhanced training, improved retention practices and strategic hiring.

To support the dedicated caregivers in our Customer Care Center, we also partnered with The Chicago Lighthouse, a customer care center with deep experience in the healthcare field. This relationship, which went live May 30, augments the excellent service provided by our Customer Care team and will help us further improve service levels, drive down abandonment rates and serve more patients.

Another area of focus for access improvement is Surgery. Our partnership with Chicago Lighthouse and the enhanced operations in the Customer Care Center will certainly help with that, but we are also opening another OR for add-on cases and remain focused on improving throughput to meet the demand for our services.

Operational Updates: Quality & Safety

MetroHealth's People-First Culture means listening to and learning from our caregivers. That is why we are exceptionally proud of the **55% response rate** to our **2024 Safety Culture Survey**. That is *23 percentage points higher* than our 2023 survey. This survey is as an opportunity for our employees to tell us how we can improve our culture of safety. Their ideas, suggestions and solutions will directly benefit our patients, our colleagues and our community.

We have taken a bottom-up approach with our quality improvement efforts that ensure the voice of every caregiver – regardless of rank or role – is heard. When concerns are identified, working groups of front-line caregivers come together to develop solutions. This work continues to pay off: We have seen **34% less patient harms** compared to last year at this time.

The pace of improvement we have seen is truly unprecedented. As a System, we fully expect to see these gains reflected in future grades and ratings once the data they report catches up with our current performance.



Leadership Updates: Behavioral Health, Nursing Enterprise & Strategy

I also wanted to make you aware of some key leadership updates across the enterprise.

Earlier this month, we welcomed **Rick Palmisano II, RN, MS, FACHE** – a seasoned behavioral health executive – as the interim leader overseeing MetroHealth's behavioral health operations. This role includes oversight of the Cleveland Heights Behavioral Health Hospital, behavioral health nursing and the service line's ambulatory operations. Rick has already hit the ground running, having spent considerable time with our front-line caregivers to discuss opportunities to enhance the quality of care we provide.

A search will soon be underway for permanent senior leadership for Behavioral Health: Vice President of Behavioral Health Nursing and Operations. A nursing license will be required for this role. This individual will report to the System Chief Nursing & Patient Care Services Officer – another role for which we are currently recruiting.

When hired, the **System Chief Nursing & Patient Care Services Officer** will report directly to me as President and CEO with a dotted line alignment to the System Chief Operating Officer. This change in reporting structure is a direct result of caregiver feedback and underscores my personal commitment to advancing the nursing enterprise and continuing to promote the highest levels of excellence.

As we continue our search, a triad of our nursing leaders will have accountability for the nursing enterprise and will serve as representatives of the Executive Leadership Team and CEO Cabinet. They are:

- **Mary Jo Murray, MSCHM, BSN, BA, RN, NE-BC** - Inpatient Nursing & Patient Care Services
- **Kathleen Rizer, MSOL, BSN, RN, NEA-BC** - Ambulatory Nursing & Patient Care Services
- **Candace Mori, PhD, RN, APRN, ACNS-BC, NEA-BC, ONC** - Nursing Practice/Excellence

I am also thrilled to share that **Peter Benkowski** will join us Monday, July 15, as our new **Chief Strategy Officer**. Peter joins us from Hennepin Healthcare, a safety-net health system in Minnesota, and is a veteran strategy and operations leader. He previously served in leadership roles at Ohio Health and Intermountain Healthcare.

Peter joins us at a pivotal time. In mid-July, we officially launch our strategic planning process, and we are committed to delivering a bold, new strategy that will transform the delivery of health and wellness services in our community over the next three to five years.

Lastly, I want to thank you – our trustees – for all you do for this organization, our caregivers and the individuals we serve. Your dedication to our mission is instrumental in driving our success and our path forward.

Best,

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

President & CEO

The MetroHealth System



2500 MetroHealth Drive, Cleveland, OH 44109



MetroHealth



Report to the Board of Trustees

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

President & CEO

June 2024

Our Six Strategic Pillars



People-First Culture

We must put our people at the center of all we do. Without our people, there is no mission – there is no MetroHealth. We must celebrate, support and empower the talented caregivers who choose to work here.

Clinical & Academic Excellence

We will deliver care that results in the best possible outcomes for everyone in the community. Our quality of care will be reflected in our grades and rankings from national ratings agencies. We will embrace and build upon our role as an academic research and teaching institution.

Health Equity

We will ensure everyone has equal access to good health care. No one's life should be cut short because of the color of their skin, their ZIP code, their gender, sexual orientation, the language they speak or any other demographic used to make people feel "less than."

Community Engagement & Impact

We will engage with those we serve through listening tours, the development of a Community Advisory Council and other means. We will ensure all segments of our community have a voice and are partners in our work.

Innovation

We will invest in the future of health care by designing and testing new models of care and service delivery.

Accelerating Growth

We will continue to test, shape and expand our services as we collaborate strategically with others in the community. We are collaborators and partnering with others is the fastest way to success.

JUNE SCORECARD



2024 System Goal Domains



Off track; adjustments needed



Generally on track with minor issues



On track to meeting goals



Exceeding goals; approaching stretch

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

JUNE HIGHLIGHTS



2024 System Goal Domains

Financial

- Emergency Room visit activity exceeds both budget by 10% and the same period last year by 8%.
- Premium Pay is also known as "overtime, shift incentives, and contract labor" are all within budget and have been reduced 36% compared to prior year.
- Full Time Equivalents are 3.3% below budget and the associated Salary, Wages, and Benefits cost is 4% below budget.
- Retail Rx volumes continue to grow, increasing 16% over prior year while drug cost exceeds budget by 18% or \$12M.
- Volumes May YTD continue to be below budget in two areas: Behavioral Health (BH) and the Operating Room (OR).
- EBIDA margin of \$31M is equal to last year and less than budget by \$18M

Strategy & Growth

- The Customer Care Center has seen steady improvement over the last four months – improving from a low of 29% service level to 60% and reducing call abandonment from 23% to 12%. This improvement has come from enhanced representative training, improved retention practices and strategic hiring.
- Effective May 30, MetroHealth partnered with Chicago Lighthouse, a healthcare customer care center in Chicago, to augment the service provided by our Customer Care Center.
- Share of Care has tracked similar path of 2023 and remains below minimum. Current performance is 50.4% (50.6% in May 2023).

Quality, Service & Experience

- The System continues to see significant improvements in decreasing inpatient hospital harm. To date we have seen 34% less harms compared to the same time last year.
- In July, CMS will release the Hospital Care Compare Star Ratings. We will increase from 2-stars to 3-stars on our journey to be a 5-star organization. With our recent performance in preventing harm and improving the patient experience we expect both our star rating and Leapfrog letter grade to continue to improve.

People-First Strategy

- Creation of Wallet Card for employees to access discounts & Workperks
- Total employee count 8,984 as of May 2024 with 75% Non-Bargaining workforce, Bargaining workforce 25% and Providers 18%
- May 2024 YTD -MetroHealth Hires Staff: Female 80.5%, Male, 18.5%, Withheld 1.1%, Management: Female 71.4%, Male 28.6%
- Vacancy Rate thru May 2024 25.41%, Staff to Budget 7.76% Aggregated Turnover Rate YTD May 2024, 6.56%
- The MetroHealth System, one of the 2023 recipients of the Cancer Screening Excellence Award
- Change Management Team collaborated with management to implement a Discharge Management Follow-up Care Program

Clinical Transformation, Community & Health Equity

- Well Child visits (WCC) measure have seen significant improvement in April (58%) and May (62%) compared to previous months.
- Postpartum measure seen significant improvement in Feb. 85%. 3% above average
- Implementing POCT A1C machines in sites is complete.

Research & Teaching

- Qualifying grants submitted as of 5/31/24: 28
- MetroHealth awarded Q2 2024 top TriNetX customer in the world by the TriNetX Company
- Drs. Kaelber and Riley awarded CDC contract to develop and test bulk fast healthcare interoperability resources interfaces to submit electronic health record data to the National Center for Health Statistics.
- Megan Moynahan accepted to Praxis Incubate Program to accelerate "Key Grip" an implanted hand grasp system for spinal cord, toward clinical translation and commercialization.

Goal: Achieving 2024 Adjusted EBIDA Target

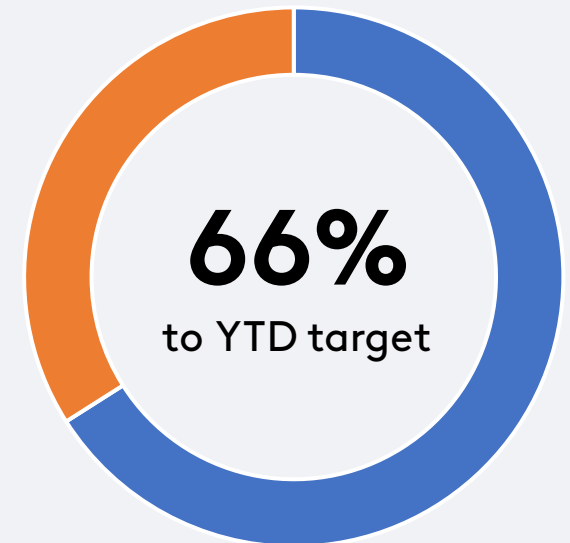
The Measure: EBIDA – Earnings Before Interest, Depreciation and Amortization – is a key performance indicator for an organization's financial health.

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

To do so, we are focused on:

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

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



Goal Sponsor

Derrick Hollings
Olusegun Ishmael, MD,
MBA

YTD Actual: \$32.8 million
YTD Target: \$49.5 million
Variance: (\$16.7) million

Annual Goal Target: \$140 million

*YTD as of May 31, 2024

Goal: Achieving 2024 Adjusted EBIDA Target

To achieve this goal, we are focusing on the following areas :





- Surgical case volumes have grown 4% over the same period last year, and lags budget by 7% or 760 cases. Increase the surgical case volumes and realigning operating EBIDA to budget
- Cleveland Heights Behavioral Health average daily census has grown 33% over the same period last year and lags budget on average by 12 patients per day or 26%. The ramp up is slower than anticipated. New leadership has assumed operations management, service offering are being changed and realigning operating EBIDA to budget
- Retail Pharmacy drug cost exceeds budget by \$11M or 18% without a corresponding offsetting revenues. Changes in 340B regulations also put pressure on retail pharmacy margins. Steps are being taken through developing a variance management plan focused on slowing or mitigating margin erosion.

Goal Sponsor

Derrick Hollings
Olusegun Ishmael, MD,
MBA

2024 Annual Goal	2024 YTD Goal	2024 YTD Actuals
\$140 million	\$49.5 million	\$32.8 million

Legend

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



May 2024 Year to Date vs May 2023 Year to Date

-36%

Reduction in
Overtime and
Contract Labor



+5.7%

Improvement in
Acute Average
Length of Stay



+8.2%

Increase in
Emergency
Department Visits



+4.7%

Increase in Total
Outpatient Visits



+16.2%

Increase in Retail
Pharmacy
Prescriptions Filled



Goal: Improving Share of Care

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

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

To do so, we are:

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

Goal Sponsor

Nabil Chehade, MD
William Lewis, MD

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

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

*Domestic revenue does not reflect adjustments for 2024 inflation

Legend

Off track; adjustments needed

Generally on track; adjustments needed

On track

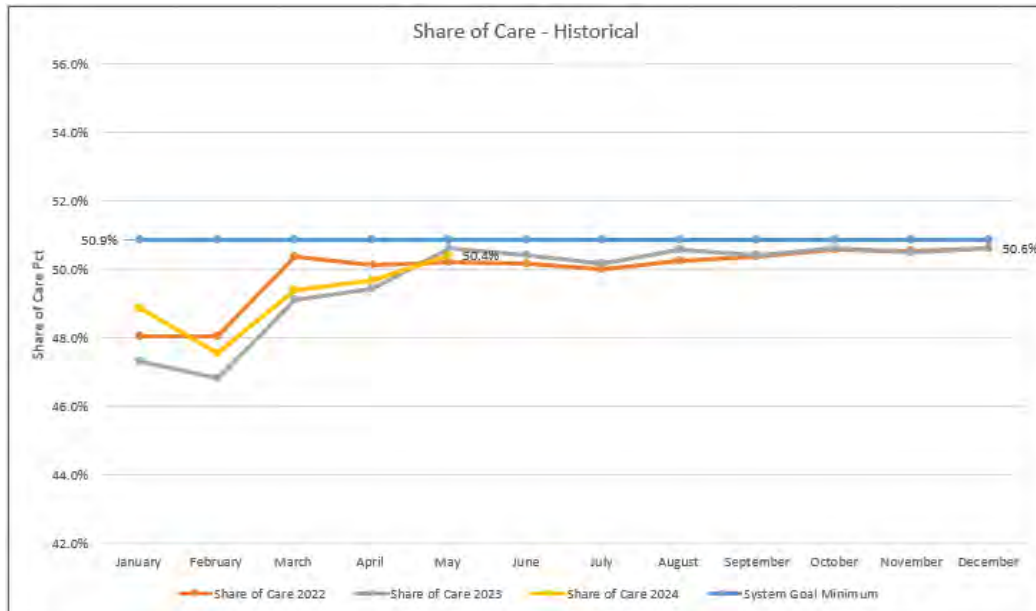
Exceeding goals, approaching stretch



Goal: Improving Share of Care

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

YTD Progress: Performance through May 2024 showed improvement from prior month (+0.7% from April 2024) but essentially no change from prior year-to-date (-0.2% from May 2023). Current performance of 50.4% is 0.5% below year-end minimum target. Specific to the populations evaluated for this metric, there is solid year-over-year performance in patient growth and revenue growth overall. There is a troubling trend of Medicaid patient reduction year-over-year.



2024 SOC								5/31/2024
May YTD								
Group	MetroHealth Pt Activity	Pt Adj	PY Pt Activity	Pct of Yr	Projected Annual Pt	Pro-rated Total Spend	Domestic Spend	YTD SOC
Total Medicare	44,897	1.7%	42,643	75.4%	60,563	\$ 332,519,692	\$ 154,955,378	46.6%
Medicaid	77,885	18.0%	81,083	66.5%	138,139	\$ 224,033,971	\$ 139,643,125	62.3%
Commercial PPO	63,363	0.0%	57,022	60.8%	104,284	\$ 324,368,944	\$ 134,350,433	41.4%
Commercial Narrow Network	15,582	12.0%	14,544	75.5%	23,110	\$ 50,909,368	\$ 40,765,558	80.1%
TOTAL PATIENT POPULATION	201,727		195,292		326,096	\$ 931,831,974	\$ 469,714,493	50.4%
	3.3%							
All Geographies								
2023 SOC								5/31/2023
May YTD								
Group	MetroHealth Pt Activity	Pt Adj	PY Pt Activity	Pct of Yr	Projected Annual Pt	Pro-rated Total Spend	Domestic Spend	YTD SOC
Total Medicare	42,643	1.7%	41,889	79.3%	54,715	\$ 300,411,298	\$ 144,764,515	48.2%
Medicaid	81,083	18.0%	77,411	61.8%	154,807	\$ 251,066,490	\$ 140,988,119	56.2%
Commercial PPO	57,022	0.0%	55,790	60.7%	93,957	\$ 292,247,888	\$ 126,806,637	43.4%
Commercial Narrow Network	14,544	12.0%	15,655	73.4%	22,202	\$ 48,909,309	\$ 39,384,869	80.5%
TOTAL PATIENT POPULATION	195,292		190,745		325,681	\$ 892,634,986	\$ 451,944,140	50.6%
	2.4%							

Legend

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

Goal: Elimination of Patient Harm

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

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

To achieve this goal, we are:

- Continuing to collaborate with the Surgery and Anesthesia quality improvement teams to decrease our patient safety indicators (PSIs) by distributing the coding and documentation tip sheets to the surgical service lines to help increase awareness about PSIs
- Continuing to closely monitor and review all PSIs and we have seen 34% less harms compared to last year at this time
- MetroHealth will be a 3-star hospital with the July Star Rating release on CMS Care Compare!

Goal Sponsor

Joseph Golob, MD

2023 Year-End Baseline	2024 Target Goal	YTD 2024 (May 2024)
1.25 per 1,000 inpatient days	1.19 per 1,000 inpatient days	1.03 per 1,000 inpatient days



Goal: Improving the Patient Experience

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

- 6 of 10 HCAHPS dimensions have reached CMS 4-star performance YTD

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

To achieve this goal we are:

- Targeting initiatives in the Emergency Department aimed at improving team communication
- Reimagining ways to engage patients to provide feedback regarding our improvement efforts
- Partnering with Equity, Inclusion and Diversity, Simulation Institute and Women and Children's Services to address opportunities to eliminate experience disparities in this population.
- Continuing to facilitate service excellence sessions in inpatient and ambulatory setting; recently expanding to include the Customer Care Center and Retail Pharmacy

2023 Year-End Baseline	2024 Target Goal	YTD 2024 (March)
3.05	3.20	3.35

Goal Sponsor

Joseph Golob, MD

Legend

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



Goal: Improving Employee Engagement

The Measure: In 2023, 77% of our caregivers responded to our Employee Engagement Survey – far above our initial target and exceeding our max goal. According to our vendor, Perceptyx, survey participation rates in the healthcare industry are typically 70%. The 2024 survey launches in the fall.

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

Recent employee engagement activities include:

- Wellness interventions supported employees in April 2024.
- Total of five mini MetroHealthy Fairs held in June 2024 with over 100 employees screened.
- Milestone Anniversary Breakfast held June 5 for 282 employees.

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

Goal Sponsor
Dalph Watson, JD

6.48%
Turnover Rate
through – May
2024

103
Offers
accepted week
of April 29th



People-First Strategy – Talent Acquisition

Talent Acquisition hosted four successful hiring events during the month of May:

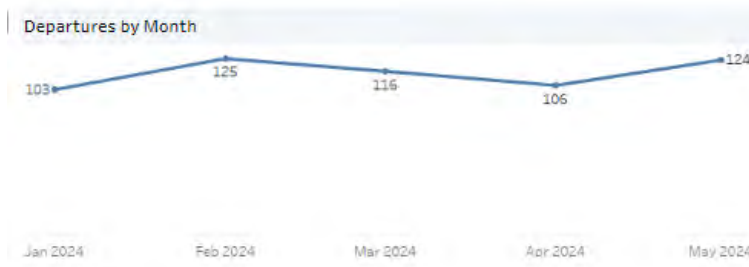
- Environmental Services – 10 hires + waitlist (Aides and Porters)
- Behavioral Health/Psych ED – 23 hires (RN, PCNA, Patient Safety Associates)
- Pharmacy (Retail) – 7 hires (Pharmacy Technicians)
- Dining Services – 12 hires (Cook and Dining Services Aides)

Partnered with Workforce Development for Summer Intern Recruitment

- 22 interns hired; majority started June 3

Turnover Metrics

Turnover through May 2024: **6.48%**



Rolling 12-month Turnover: **18.03%**



Enhancements to Temporary Staffing Relationships

- Partnered with Nursing Leadership to implement per diem staffing arrangement through CareRev; limits utilization by addressing needs on a shift-by-shift basis
- Medefis travelers began using timeclocks to track hours worked (effective May 12)

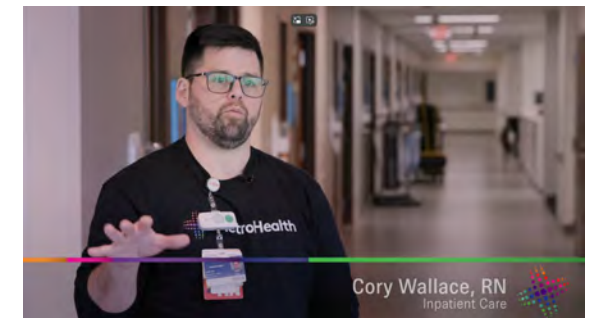
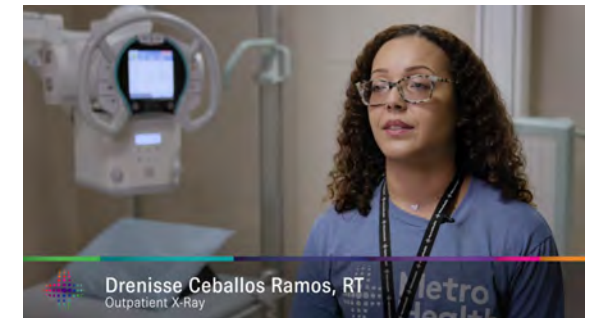
1,126

offers accepted
through May 25

103

offers accepted
week of April 29

New 'Day in the Life' Recruitment Videos



Goal: Addressing Infant and Maternal Health

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

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

Why It Matters: As part of our efforts to build healthier – and more equitable communities – one of our primary focuses is on infant and maternal health. Cuyahoga County has one of the highest rates of maternal and infant mortality in the country, especially for Black women and babies. One way we are trying to eliminate these disparities is by making it easier for patients to access care.

Measures	2023 Baseline	2023 Disparity (P Value)	Year-End Target	2024 Disparity (P Value)	YTD 2024
Timeliness of Prenatal Care	81%	0.03	79%	0.018	80%
Postpartum Care Visit	79%	<0.0001	79%	0.013	81%
Well-child Visits in First 15 Months	56%	<0.0001	57%	0.002	57%
YTD Progress Composite					8

Goal Sponsor

Nabil Chehade, MD

Charles Modlin, MD

Legend

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



Goal: Improved Ambulatory Quality Value-Based Care Metrics

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

Measures	2023 Baseline	Target	Max	YTD 2024	Met Baseline	Target or Better
Diabetes: HbA1c	31%	30%	29%	41%	✗	✗
Cervical Cancer Screening	58%	59%	60%	63%	✚	✚
Breast Cancer Screening	68%	69%	70%	72%	✚	✚
Colorectal Cancer Screening	52%	53%	54%	53%	✚	✚
Diabetic Eye Exam	39%	40%	41%	38%	✗	✗
Controlling Hypertension	69%	70%	71%	67%	✗	✗
Kidney Health Evaluation	15%	20%	25%	26%	✚	✚
Clinical Depression & Follow Up	56%	57%	58%	49%	✗	✗
IET Alcohol & Other Drug Dependence	7%	8%	9%	7%	✚	✗
ADHD Medication and Follow Up	38%	39%	40%	41%	✚	✚
Pediatric Immunizations	34%	35%	36%	20%	✗	✗
Pediatric Lead Screening	76%	77%	78%	76%	✚	✗
Completion of Medicare Wellness	12500	13000	13500	5344	✗	✗
Improving Assessment of Conditions	73%	74%	75%	62%	✗	✗
Minimum = 9 metrics at baseline. Target = 9 metrics at baseline and 7 metrics achieve target. Maximum = 9 metrics at target or better					7	5

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

Legend

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



Goal Sponsor

Nabil Chehade, MD

Joseph Golob, MD

Goal: Increasing Grant Application Submissions

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

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

2023 Baseline	Year-End Target	YTD 2024
103	75	28

Academic Spotlight:

- MetroHealth awarded Q2 2024 top TriNetX customer in the world by the TriNetX Company
- Drs. Kaelber and Riley awarded CDC contract to develop and test bulk fast healthcare interoperability resources interfaces to submit electronic health record data to the National Center for Health Statistics.
- Megan Moynahan accepted to Praxis Incubate Program to accelerate "Key Grip" an implanted hand grasp system for spinal cord injury, toward clinical translation and commercialization.

Goal Sponsor
John Chae, MD



A group of diverse people, mostly young adults, are gathered outdoors for a Pride event. They are holding a large white banner that reads "MetroHealth Pride Network" and "metrohealth.org/pride". Above them are several large balloons in rainbow colors (blue, yellow, orange, red, purple). The background shows modern city buildings. The image has a blue tint.

System News and Accomplishments



MetroHealth



**Christopher
Briddell**
MBA, CHC, CIA

Senior Vice President
and Chief Ethics, Risk
& Compliance Officer



**Rick
Palmisano II**
RN, MS, FACHE

Interim leader
Overseeing
Behavioral Health
Operations



**Peter
Benkowski**

Senior Vice President,
Chief Strategy
Officer



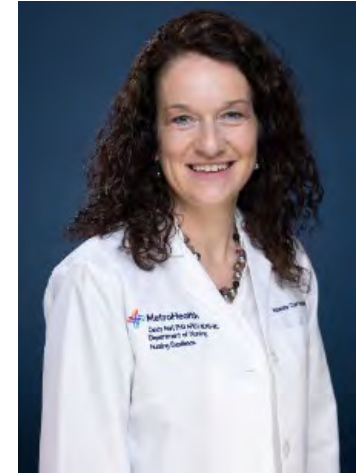
**Mary Jo
Murray**
MScHM, BSN, BA, RN,
NE-BC

Inpatient Nursing &
Patient Care Services



Kathleen Rizer
MSOL, BSN, RN, NEA-
BC

Ambulatory Nursing &
Patient Care Services



**Candace
Mori**
PhD, RN, APRN, ACNS-
BC, NEA-BC, ONC

Nursing
Practice/Excellence

**Triad of Leaders
Guiding Nursing Enterprise**

Sights Around the System

In recognition of [National Gun Violence Awareness Day](#) on Friday, June 7, we hosted a resource fair at The Glick Center that asked the question: What's your plan? The event marked the launch of a campaign to educate the community about gun violence and firearm injury prevention. The event highlighted the many ways MetroHealth and its partners are addressing the firearms crisis and its impact on the health of the community.

And on Saturday, June 8, 650+ trauma and burn survivors, MetroHealth caregivers and community heroes joined us for the 2024 [Resiliency Run](#) at the Cleveland Metroparks Zoo for this uplifting and inspiring event. Funds raised benefit trauma and burn survivors who come to MetroHealth – the region's most experienced Level 1 Adult Trauma Center – for critical care and other healthcare needs.



- The MetroHealth Foundation Board of Directors presented its distinguished Chairman's Leadership Award to outgoing board member **Robert Soroka, Senior Vice President at Fifth Third Bank**, who served nine years on the Foundation board and has been an outspoken and active advocate for the mission of MetroHealth through that time. In his honor, the Foundation established the Robert E. Soroka Board Alumni Fund to invest in engagement opportunities with past board members.
- The MetroHealth Foundation is welcoming two new directors to the board this month: **Alex Schauer, Associate Vice President at The Schauer Group**, and **Paul Sidhu, President and Chief Executive Officer of Sidhu Realty Capital**.
- Dr. Steed led her latest **Beyond Medicine** luncheon on May 13 to speak with donors, new and old Foundation board members and staff.
- The Foundation has applied on behalf of The MetroHealth System for the **Foster G. McGaw Prize**, created by the American Hospital Association and the Baxter Foundation in 1986 to recognize hospitals that have distinguished themselves in their efforts to improve the health and well-being of their communities. The top prize winner receives \$100,000. MetroHealth received the award in 1988; former winners are not precluded from winning again.

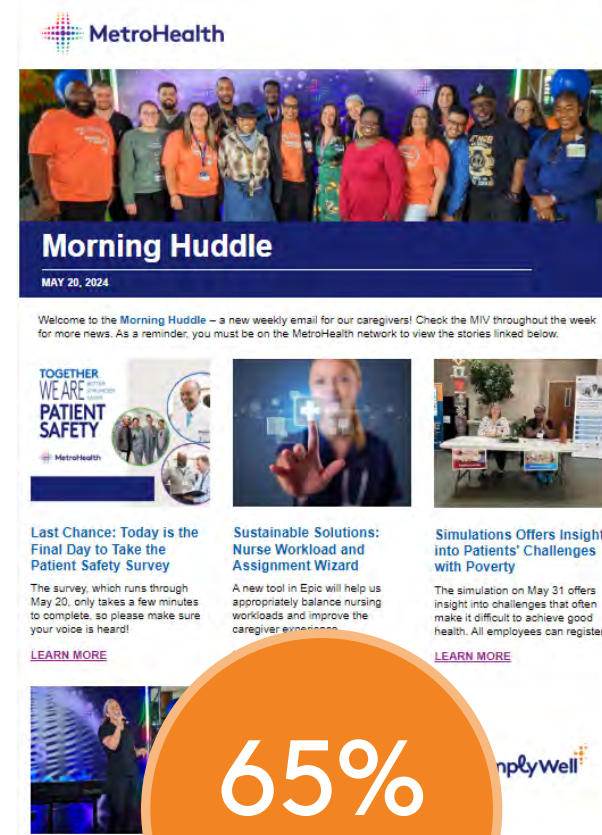


MetroHealth Foundation (cont'd)

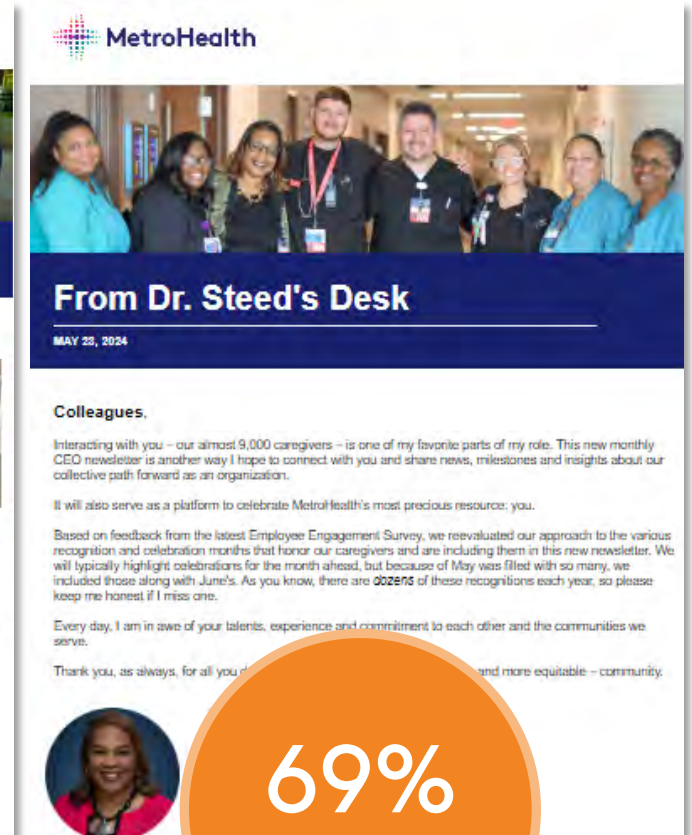
- Sunday, May 19, marked the 30th anniversary of the **American Cruisers Annual MetroHealth Burn Center Car Show**. An estimated 500 cars were on display at the parking lot of the General Motors Parma Plant – nearly double what they have seen in previous years. With this event, the total investment by American Cruisers and GM comes more than \$250,000 to date to benefit the MetroHealth Burn Center Adult Survivors Group of Cuyahoga County.
- The Foundation received an updated major gift pledge for the next five years on behalf of **Karen and Chip Chaikin**.
- **Louise H. and David S. Ingalls Foundation Inc.** awarded a \$50,000 grant to support the School Health Program.
- Beachwood High School's **Junior Achievement Program** donated *MediTeddys* for MetroHealth's pediatric hospital patients. The *MediTeddys* are plastic teddy bear sleeves that cover IV bags and are intended to help reduce the stress and anxiety many pediatric patients experience when in the hospital.
- **Lubrizol Corporation** made a major gift in support of Food as Medicine and School Health Program.
- **Turner Construction** has committed a lead gift of \$100,000 to The Walter B. Jones, Jr. Scholars Endowment. **Karpinski Engineering** also made an early gift to the fund.



- One of the Communications team's strategic priorities in 2024 was improving system-wide email communications to staff.
- Our strategy focused on consolidating the bulk of system-wide emails into two dynamic newsletters.
- In May, the Communications team launched the weekly **Morning Huddle** roundup and a monthly **CEO Newsletter** that includes updates from the Office of the President & CEO. Both have had strong initial open rates.
- Additional staff newsletters planned include a refresh of our monthly email to managers – Manager Minutes – as well as a new monthly publication focused on employee safety.
- In collaboration with the Employee Engagement team, Communications is looking to launch focus groups to better understand our caregivers' communications preferences – especially those employees who aren't tethered to computers all day.



65%
unique open
rate



69%
unique open
rate

Social Media: Recruitment

- For the last several months, the Communications team collaborated closely with the Talent Acquisition team to develop an organic social media campaign focused on recruitment.
- Content focuses on highlighting our employees in Nursing, Behavioral Health, Environmental Services, Radiology and other areas.
- Content includes blogs, Instagram reels, imagery and more.
- Engagement rates have been particularly strong – even compared with other high-performing content.
 - Engagement Rate for All Posts: 4.1% (Aug. '23 – June '24)
 - Engagement Rate for Recruitment Posts: **9.8%** (Aug. '23 – June '24)



Media Highlights

- MetroHealth President & CEO [Airica Steed, Ed.D, RN, MBA, FACHE](#), appeared on ideastream's [The Sound of Ideas](#) to discuss Cuyahoga County's newly formed Women's Health Commission.
- [MetroHealth and MUSC Health Launch Virtual-First Telehealth Company](#) – Healthcare IT News
- [MetroHealth Appoints Chief Ethics, Risk and Compliance Officer](#) – Compliance Week
- [MetroHealth Honors Trauma Survivors for Trauma Survivors Day](#) – 19 News

Video Storytelling: Men's Health Fair Highlights



Video Storytelling: Men's Health Fair Highlights



- The **MetroHealth Rehabilitation Institute** launched a [new website](#) to highlight the comprehensive inpatient and outpatient services that make it one of the best facilities in the nation for patients recovering from stroke, brain injury, spinal cord injury and other disabling conditions.
- This new website serves as the digital doorstep to the MetroHealth Rehabilitation Institute.
- It was intentionally designed and organized to support how patients and families go online today to look for care.
- A digital billboard campaign deployed throughout Cleveland with feature two messages “Keep Cleveland Moving” and “From Research to Real Life,” also highlighting the new MetroHealth Rehabilitation Institute website.



Keeping Cleveland Moving

rehabilitation.metrohealth.org



From research to real life

rehabilitation.metrohealth.org



Awards, Recognition & Other News

- MetroHealth Vice President and Chief Health Equity Officer **Charles S. Modlin Jr., MD, MBA**, was a nominee for the Ohio Hospital Association's 2024 Albert E. Dyckes Health Care Worker of the Year Award. Highly respected within and beyond the healthcare community for his knowledge, community outreach and advocacy efforts on behalf of minority and underserved communities, Dr. Modlin is MetroHealth's first appointed Chief Health Equity Officer.
- **Tamilia Kindwall-Keller, DO**, Medical Director of Stem Cell Transplantation, has been elected Chairperson and Primary Adult Reviewer for the Ohio Hematopoietic Stem Cell Transplant Consortium (OHSCTC).
- **Bernadette McQuigg, BSN, RN, MBA, OCN, CPHN**, Director of Cell Therapy, was re-appointed to the OHSCTC Board of Directors and will serve as Treasurer. Her reappointment is a confirmation of her continued dedication and deep experience in promoting cellular immunotherapy and its role in treatment across the state and at a national level.
- **William W. Tse, MD**, Division Director of Hematology & Oncology, was recently reaffirmed as co-director of the National Center for Regenerative Medicine, a leader in cellular manufacturing and regenerative medicine based at Case Western Reserve.
- **David Fiser**, Senior Vice President, Chief Information Officer, was recently recognized by Becker's Hospital Review as one of its "CIOs to Know" and also named a finalist for the prestigious 2024 Ohio ORBIE Awards' CIO of the Year honor in the large corporation category that covers all industries.



Charles Modlin, MD



Tamilia Kindwall-Keller, DO



Bernadette McQuigg, BSN, RN



William W. Tse, MD



David Fiser

Awards, Recognition & Other News

Ohio League for Nursing and **Cleveland Magazine** honored 15 outstanding MetroHealth nurses in Northeast Ohio during the 14th annual Faces of Care awards.

Faces of Care honors not only nurses working on the frontlines but also the next generation who will join their ranks and the educators who have mentored them along the way. MetroHealth honorees include:



Samantha Davis



Connie Eggleston



Sarah Gallagher



Robin Jessen



Crystal Kneale



Shannon Kossak



Elizabeth Sheasley



Rochelle Smith



Hannah Szerencsy



Danell DiLisio



Chad Divincenzo



Kirsten Hendon



Joseph Hon



Cynthia Ratajczak



Emily Turundzilovic

Awards, Recognition & Other News

- **Yennhi Luu, RN**, and **Rana Faraj, RN**, both of 6 West, are recent winners of the DAISY Award for Extraordinary Nurses. The loved one of a patient shared positive reviews about the MetroHealth duo and how they took the time to learn more about the couple, who have been impacted by a significant medical experience.
- MetroHealth President & CEO **Airica Steed, Ed.D, RN, MBA, FACHE**, has been recognized as one of the YWCA of Greater Cleveland's 2024 Women of Achievement and Crain's Cleveland Business' 2024 Women of Note.
- The **MetroHealth Cancer Center** has earned two renewal accreditations: The Commission on Cancer, a quality program of the American College of Surgeons; and The National Accreditation Program for Breast Centers, a quality program administered by the American College of Surgeons.
- MetroHealth's **Supply Chain** department has earned a Supply Chain of Distinction Award, which honors the top performing hospitals and health systems in North America that excelled in driving best-in-class supply chain operations in 2023. The award is from healthcare supply chain leader Global Healthcare Exchange (GHX).



Rana Faraj, RN



Yennhi Luu, RN



A **QUALITY PROGRAM**
of the AMERICAN COLLEGE
OF SURGEONS



A **QUALITY PROGRAM**
of the AMERICAN COLLEGE
OF SURGEONS