

**July 2024**

Report to the Board of Trustees

Trustees,

As you well know, MetroHealth is home to several world-class programs, and I am thrilled to share some exciting news about one of our best. *U.S. News & World Report* has once again ranked the MetroHealth Rehabilitation Institute as one of the best in the nation. Of the more than 1,000 hospitals evaluated by *U.S. News*, our rehabilitation program ranked 49th in the nation.

This accolade is not just a reflection of our state-of-the-art facilities and cutting-edge treatments but a tribute to the tireless dedication and skill of our entire team. Our physicians, therapists, nurses, support staff and other caregivers pour their hearts into their work each day, driven by a shared passion for transforming lives and fostering hope. Please join me in congratulating Richard Wilson, MD – Chair, Physical Medicine & Rehabilitation (PM&R) – and the entire team on this achievement.

The excellent news does not stop there. In June, MetroHealth started offering physical therapy services at our Broadway Health Center in response to the growing demand for the outstanding care provided by our Rehabilitation Institute. And starting later this summer, our Bedford Medical Offices will offer outpatient physical therapy for adults as well as outpatient pediatric physical therapy, occupational therapy and speech therapy.

These moves are rooted in our commitment to expanding access to care and bringing critical services closer to where people live. We are already seeing results. Not only are we getting a steady stream of patients at Broadway, but so far there are significantly fewer no-shows than at Main Campus. Thank you to Dr. Wilson; John Wilber, MD, Chair, Orthopaedics; Brian Rentschler, Senior Vice President, Hospital Operations; Scott Sinick, PT, DPT, MHA, Director of Rehab Services; and countless other caregivers who made this possible.

#### **Expanding Access: Midwifery Program**

Speaking of access, I am incredibly proud to share that MetroHealth launched a new midwifery program to serve patients seeking care during pregnancy as well as ongoing gynecologic care. This achievement reflects MetroHealth's commitment to health equity and eradicating disparities, including those that make Black women greater than three times more likely than white women to die in childbirth.

Research has shown that including midwives as collaborators in maternity care improves overall outcomes for mothers and their infants. In national surveys, Black women are among those who express the most interest in delivering their babies with the help of midwives, yet they are the least represented among midwifery patients. With this initiative, we are ensuring that every individual we serve is seen and heard.

This month, MetroHealth's team of Certified Nurse Midwives (CNM) – led by the program's director, Amy Lowell, APRN-CNM – will begin seeing patients for pre-natal checkups and women's wellness exams at Cleveland Heights Medical Center and Brooklyn Health Center. They will also provide inpatient care and attend births at MetroHealth's new state-of-the-art Birthing Center on Main Campus.

#### **Celebrating Successes: MetroHealth Pharmacy**

You may have seen the recent headlines about major pharmacy chains, including Rite-Aid, CVS and Walgreens, closing several retail locations in our area. Amid this changing market, I want to commend our pharmacy – under the direction of Ryan Mezinger, RPh, Senior Vice President, Chief Pharmacy Officer – for its top-notch service in our community. The team has been working in earnest with our patients and providers to ensure everyone understands the value of using our Pharmacy.



2500 MetroHealth Drive, Cleveland, OH 44109

The Pharmacy continues to build upon its impressive 2023 performance, and I am proud to share that MetroHealth is in the *99th percentile ranking* for internal pharmacy capture rate among Epic customers worldwide. That means MetroHealth's patients understand the value of using a pharmacy fully integrated with the entire health system.

The success of our pharmacy contributes, of course, to our organization's financial strength. However, the most important benefit is that more and more patients are receiving high-quality coordinated care because their pharmacists are part of their MetroHealth care teams. That leads to better outcomes and a healthier community.

### **Academic Excellence: Welcoming Trainees, Continued Accreditation**

This month, we had the pleasure of welcoming 180 new residents and fellows to MetroHealth. Their idealism and outside-of-the-box ideas – they are not only welcome here at MetroHealth, *they are essential*. Our trainees are a vital part of our success, and we are thrilled to have them with us.

I am also pleased to report that MetroHealth recently received its institutional accreditation letter from the Accreditation Council for Graduate Medical Education (ACGME), which accredits institutions for residency and fellowship training programs.

The granting of "Continued Accreditation" – the highest status indicating a program demonstrates substantial compliance – is the culmination of a long process that included the submission of more than 1,700 pages of documentation to ACGME and, in October 2023, the organization's 10-year accreditation site visit at MetroHealth.

MetroHealth did not receive any citations or areas for improvement. That feat is significant given that ACGME issued 1,102 citations to Sponsoring Institutions over the past year. Please join me in congratulating John Chae, MD, Executive Vice President, Chief Academic Officer; Abdulla Ghorri, MD, Associate Dean for Graduate Medical Education; and all our clinical and academic leaders for this achievement.

### **Leadership Updates**

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

On Monday, August 19, **James Wellons** will join MetroHealth as our new Executive Vice President (EVP) & Chief Legal Officer (CLO). In his new role, Wellons will oversee all legal, risk management and contracting functions for the public health system. He will also be a senior adviser to MetroHealth's leadership team as well as serving the Board of Trustees as Corporate Secretary and Governance Officer.

Most recently, James served as Chief Legal Officer and Corporate Secretary for Bancroft NeuroHealth in Cherry Hill, N.J. Prior to his role at Bancroft, he served in a senior leadership capacity at Temple University Health System in Philadelphia. Much like MetroHealth, Temple is an academic medical center as well as a super-safety net hospital system dedicated to serving many patients who are uninsured or underinsured.

Until James' arrival and to ensure a smooth transition and onboarding of our new EVP/CLO, **Marlon Primes** – a partner of Brenna, Manna and Diamond's Cleveland Office with 30 years of legal experience – will serve as MetroHealth's Interim CLO, effective immediately. Marlon is a former Assistant U.S. Attorney for the Northern District of Ohio and now serves as Co-Chair of BMD's Business and Tort Litigation Group. In addition, **Darlene White**, who has been with MetroHealth since 2018, will serve as Interim Deputy CLO in support of this new leadership.

We are also progressing in our searches for our next chief nursing and physician officers. The final on-site interviews for the **Chief Clinical Officer & Chief Physician Executive** role are taking place later this month and early August. I expect we will make our selection by mid-August.



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

President and CEO, The MetroHealth System

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

In addition, our selection committee continues to virtually interview candidates for the System Chief Nursing & Patient Care Services Officer position, and we anticipate three to five finalists will join us in late August for on-site interviews. We anticipate having a decision by early September.

Other updates include:

- **Phillip E. Brooks** joined us this month as our new Senior Vice President of Revenue Cycle Management. Phillip most recently served at Hennepin Healthcare, a Level 1 Adult Trauma Center and safety-net health system in Minneapolis. He will oversee all billing-related operations at MetroHealth, including insurance verification, claims submission, transaction processing, revenue recovery, denial management and other accounts receivable management functions.
- **Nichole Oocumma** will join MetroHealth August 5 as our new Vice President, Chief Learning & Culture Officer. Nichole joins us from CareSource where she now serves as Vice President, Talent Strategy. In her new role, Nichole will oversee all facets of learning, development, culture and Equity, Inclusion and Diversity. She will play a vital role in our advancing our People-First strategy.
- **Greg Sanders** has joined The MetroHealth Foundation as its new Vice President of Philanthropy. Greg previously served as Executive Director of Development here at MetroHealth. He joins us from The Lakeland Foundation at Lakeland Community College where he has served as Vice President of Institutional Advancement and Executive Director since 2019.

### **Continued Momentum**

You will see in the following pages that we continue to make progress toward our 2024 goals. However, like other healthcare organizations in Greater Cleveland and across the nation, MetroHealth continues to face significant financial pressures because of rising costs, talent shortages and demographic changes.

Despite positive year-over-year trends, we are not where we expected to be in terms of our financial performance. I am confident the steps we are taking to expand access and reduce costs will put us in the best financial position to continue to fulfill our mission. If we stay focused and work together, I am confident we can hit our targets and continue to grow the organization – just as we did last year when faced with a similar scenario.

Lastly, I want to reiterate a message that Dr. Walker and I shared with the MetroHealth community following the tragic events that unfolded earlier this month in Pennsylvania at former President Trump's rally.

Let us come together as a united nation to reaffirm our respect for one another – especially for those with whom we disagree. Let's work to better understand each other's perspectives and to give each other grace. Violence like what we saw simply has no place in our society or in our communities.

At MetroHealth, we deal every day with the terrible aftereffects of violence. We do so with love, compassion and empathy that never fails to inspire. Let's remember to bring those values into everything we do, so we can be a living example of the beloved community that America so desperately needs.

Thank you for your dedication and commitment and – always – for your service to our community.

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

July 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.



# JULY 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.

# JULY HIGHLIGHTS



## 2024 System Goal Domains

### Financial

- June discharges, outpatient visits and surgical cases are below budget resulting in \$11M in lower operating revenues for the month.
- 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 2.0% below budget and the associated Salary, Wages, and Benefits cost is 3.5% below budget.
- Retail Rx volumes continue to grow, increasing 15% over prior year while drug cost exceeds budget by 12% or \$15M.
- Volumes June YTD continue to be below budget in two areas: Behavioral Health (BH) and the Operating Room (OR).
- EBIDA margin of \$34M is trailing prior year by \$17M and below budget by \$29M.

### Strategy & Growth

- Due to a data integrity issue discovered in Epic during the calculation of June Share of Care, progress will be updated once the issue has been resolved and data validated.

### Quality, Service & Experience

- Patient harms showed an increase in June, however, we remain at max performance for the year. We are thoroughly investigating harms for continuous improvement.
- Patient experience scores continue to improve, and we are at max performance for the year.
- MetroHealth scored the max 100 points on the Leapfrog Computerized Provider Order Entry test. This test evaluates alerts for drug-drug interactions. This score will have a positive impact on our fall 2024 Leapfrog Grade.

### People-First Strategy

- Employee count: 8,921 (Non-bargaining 75.3%; Bargaining workforce 24.7%; Providers 17.9%)
- June 2024 YTD MetroHealth Hires (non-providers): 807 YTD, 188 MTD Hires: Female: 76.8%; Male: 21.7%; Withheld: 1.5%
- June 2024 YTD MetroHealth Management Hires: 32 (Female: 68.8%; Male: 31.2%)
- Vacancy Rate thru June 2024: 9.88%
- Turnover Rate YTD: 9.33%
- Offers Accepted through June 2024: 1517
- Nursing Contract Labor Spend – YTD through June 2024: \$4.8M decrease from YTD 2023
- Virgin Pulse (Wellness Program Partner) Enrollment: 72% of employees enrolled and 52% of spouses

### Clinical Transformation, Community & Health Equity

- Ambulatory quality goals continue to make great improvements. Five of the fourteen metrics have achieved max performance for the year

### Research & Teaching

- Grants Submission: 45; annualized 90
- ACGME 10-year accreditation
- Radiation Oncology has been elevated as a full academic department at Case Western Reserve University.

## Goal: Achieving 2024 Adjusted EBIDA Target

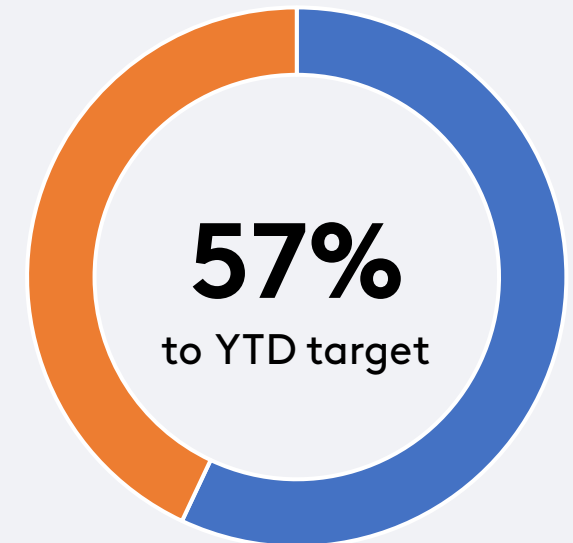
**The Measure:** EBIDA – Earnings Before Interest, Depreciation and Amortization – is a key performance indicator for an organization's financial health.

**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: \$35.8 million  
YTD Target: \$63.0 million  
**Variance: (\$27.2) million**  
Annual Goal Target: \$140 million

\*YTD as of June 30, 2024



## Goal: Achieving 2024 Adjusted EBIDA Target

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





- Surgical case volumes have grown 2.6% over the same period last year, and lags budget by 9% or 1,128 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 19 patients per day or 28%. 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 \$14M 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	\$63.0 million	\$35.8 million

#### Legend

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



## 2024 Year-to-Date Improvements over June 2023

-33%

Reduction in  
Overtime and  
Contract Labor



+6.7%

Improvement in  
Acute Average  
Length of Stay



+6.8%

Increase in  
Emergency  
Department Visits



+3.6%

Increase in Total  
Outpatient Visits



+14.6%

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:** *Due to a data integrity issue discovered in Epic during the calculation of June Share of Care, progress will be updated once the issue has been resolved and data validated.*

### 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.

- We continue to be at max performance through June. We are sitting 10% better than our end of the year performance in 2023 and 25% better than this same time last year.

To achieve this goal we are:

- Incorporating the voice of our front-line care givers from perioperative, procedural, inpatient and ambulatory, we are in the final stages of drafting a new enhanced Universal Protocol policy and procedure. Universal Protocol is used to prevent wrong side/wrong site procedures
- Origami Risk, our new incident reporting system that combines patient safety, legal/risk, grievances, and HR functions into a single system goes live August 20.

Goal Sponsor

Joseph Golob, MD

2023 Year-End Baseline	2024 Target Goal	YTD 2024 (June 2024)
1.25 per 1,000 inpatient days	1.19 per 1,000 inpatient days	1.12 per 1,000 inpatient days

Legend

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



## Goal: Improving the Patient Experience

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

- 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.

Highlights:

- MetroHealth's staff Stephanie Seng-Patton (Patient Experience), Nicole Bernardo (Patient Experience), Akeya Jones (Assist Nurse Manager 9W) and Terri Mosley (Patient and Family Advisor) presented how to enhance meetings to strength relationship with nurse leaders at the national NRC Health Connections Webinar Collaboration. Per NRC, this is the first webinar to ever include a patient and family advisor.
- Our ambulatory surgery and endoscopy patient experience scores continue to improve. 13 out of 19 metrics are currently higher than in 2023. This supports the great collaboration between patient experience and the perioperative area. These score will be publicly reported this year.

2023 Year-End Baseline	2024 Target Goal	YTD 2024 (Through May)
3.05	3.20	3.30

**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 maximum goal. According to our vendor, Perceptyx, survey participation rates in the healthcare industry are typically 70%.

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

### Recent employee engagement activities include:

- Milestone Anniversary Breakfast for employees – celebrated four employees with 45 years of service!
- Self-care carts with Yoga mats, exercise bands, and educational handouts provided to Ohio City Dentistry and Ohio City Health locations
- Change Management Team engaged in MetroWay Forward initiatives to promote a People-First approach to increase employee engagement and commitment
- Launched new Muslim Employee Business Resource Group (EBRG). We have 14 EBRGs in total!

**Goal Sponsor**  
Dalph Watson, JD

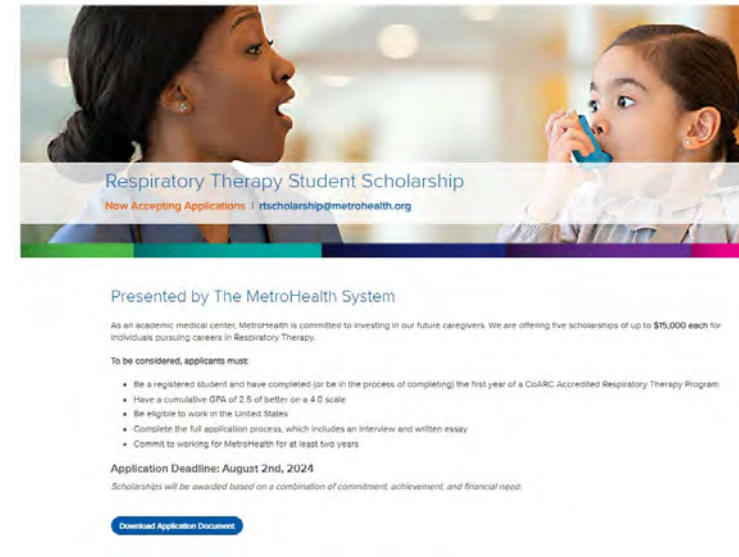


2023 Year-End Baseline	2024 Target Goal	YTD 2024
71%	77%	Survey Launches in Fall

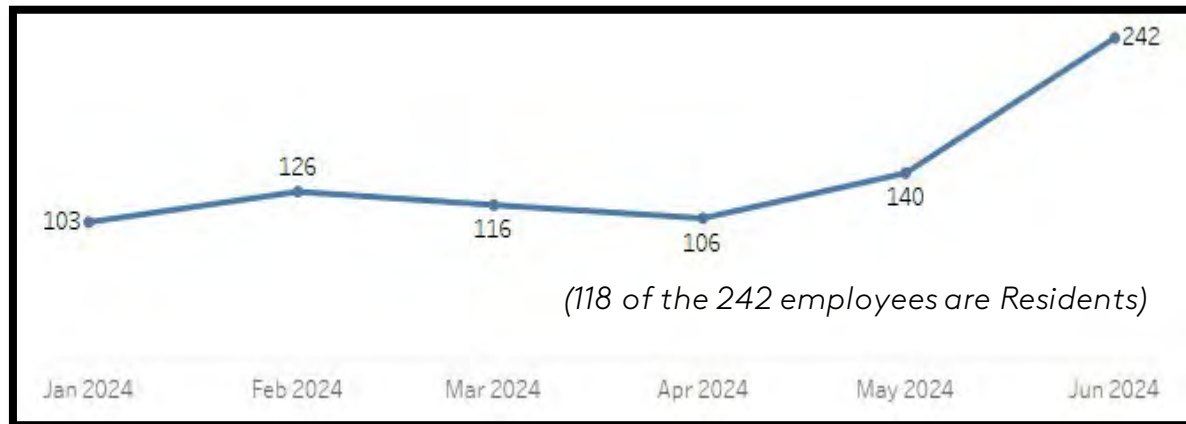
# People-First Strategy

## Talent Acquisition Updates

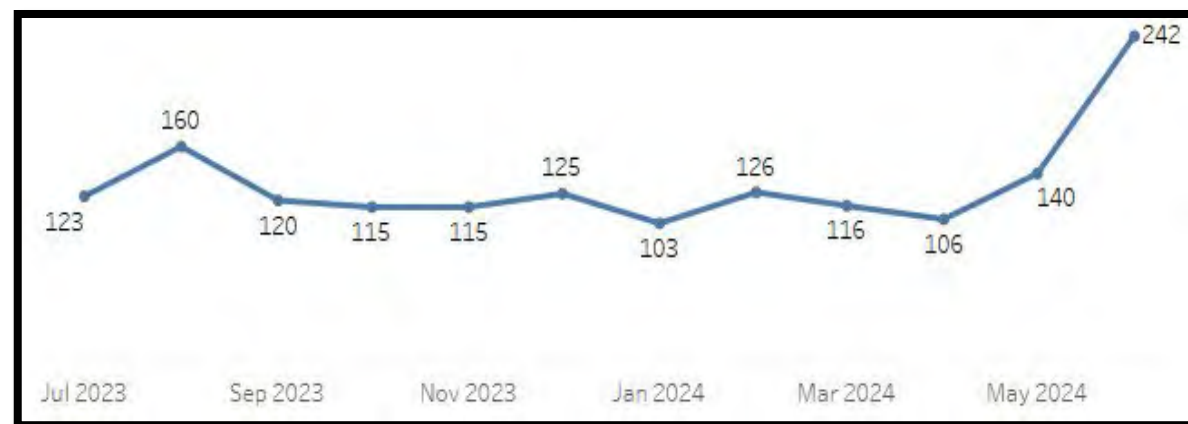
- **Patient Transport hiring event - June 27**
  - 7 offers extended (would fill all vacancies)
- **EVS Social Media Recruitment Campaign**
  - Partnered with Communications
- **X-Ray/CT Tech Recruitment**
  - Postcard campaign to American Registry of Radiologic Technologists (ARRT) mailing list
    - First out-of-state hire from Kentucky
- **Scholarship Opportunity**
  - Second-year Respiratory Therapy students
  - Amounts up to \$15K in exchange for work commitment post-graduation



Turnover through June 2024: **9.33%**



Rolling 12-month Turnover: **18.15%**





# People-First Strategy – Community Engagement



## Lincoln-West School of Science & Health

- Four students were awarded \$5,000 scholarships toward college and trade schools
- 88% student graduation rate

## Summer Interns

- 22 college and seven high school students participating

## Community Events

- MetroHealth Juneteenth Freedom Fest – June 15
  - Physicians held onsite Q&A sessions
  - Breast Cancer Screening
- Ninth Annual Transgender Job Fair – June 29
  - 17 local organizations provided job opportunities and social services to attendees
  - 34 MetroHealth Volunteers
  - DEI Panel Discussion



## 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%	0.012	80%
Postpartum Care Visit	79%	<0.0001	79%	0.002	82%
Well-child Visits in First 15 Months	56%	<0.0001	57%	0.001	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%	37%	✗	✗
Cervical Cancer Screening	58%	59%	60%	63%	✚	✚
Breast Cancer Screening	68%	69%	70%	72%	✚	✚
Colorectal Cancer Screening	52%	53%	54%	54%	✚	✚
Diabetic Eye Exam	39%	40%	41%	38%	✗	✗
Controlling Hypertension	69%	70%	71%	69%	✚	✗
Kidney Health Evaluation	15%	20%	25%	31%	✚	✚
Clinical Depression & Follow Up	56%	57%	58%	51%	✗	✗
IET Alcohol & Other Drug Dependence	7%	8%	9%	7%	✚	✗
ADHD Medication and Follow Up	38%	39%	40%	43%	✚	✚
Pediatric Immunizations	34%	35%	36%	20%	✗	✗
Pediatric Lead Screening	76%	77%	78%	76%	✚	✗
Completion of Medicare Wellness	12500	13000	13500	6496	✗	✗
Improving Assessment of Conditions	73%	74%	75%	64%	✗	✗
Minimum = 9 metrics at baseline. Target = 9 metrics at baseline and 7 metrics achieve target. Maximum = 9 metrics at target or better					8/9	5/9

**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	45





### Academic Spotlight:

- YTD grants submissions: 45; annualized 90 (on track to exceed reach goal of >80)
- ACGME awarded 10-year Institutional Accreditation to The MetroHealth System, the highest level of accreditation with no citations or areas of improvement.
- Radiation Oncology at MHS designated full academic department at CWRU
- Meera Kondapaneni, MD awarded Rakita, Rosenbaum and Moss Endowed Professorship in Cardiology

**Goal Sponsor**

John Chae, MD

**Legend**

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





A photograph of a healthcare professional, likely a nurse or doctor, wearing a white lab coat and a surgical mask. He is leaning over a patient who is seated in a wheelchair. The patient is an older woman with short blonde hair, wearing glasses and a blue and white neck brace. She is smiling and looking towards the healthcare professional. The background shows a hospital room with medical equipment, including a monitor and a bed. The entire image has a blue tint.

# System News and Accomplishments



**MetroHealth**

# Leadership Listening Rounds

At MetroHealth we are committed to creating the ultimate patient experience. One of the ways we do this is by listening and responding to patients, front-line caregivers and leaders through our **MetroWAY Forward Leader Listening Rounds**.

- The listening sessions ensure everyone's voice is heard. They create an open dialogue for caregivers to share their perspectives, raise their concerns, make their needs known and recognize their fellow team members.
- Rounding also provides patients with a direct avenue to leadership for sharing their thoughts, compliments or concerns regarding their care.
- During rounding, staff and patients can recognize individuals who go above and beyond to provide an excellent experience. Recognized staff receive ecards from Dr. Steed as well as points they can use to redeem merchandise and gift cards through the System's ALL IN recognition program. To date, more than 1,100 ecards have been distributed to caregivers systemwide.

The success of the MetroWAY Forward Leader Listening Rounds is also evidenced by its extended reach. In January 2024, leaders visited 26 inpatient, outpatient and ambulatory sites. This June, the site count stood at 56 and continues to grow.





# Sights Around the System: Therapy Expansions

Earlier this month, we were thrilled to celebrate the recent opening of a new Physical Rehabilitation Clinic at our **Broadway Health Center**. The clinic represents an important milestone in expanding access to Musculoskeletal Physical Therapy services to the Broadway community and beyond.

Later this summer, the **Bedford Medical Offices** will begin offering outpatient physical therapy for adults as well as outpatient pediatric physical therapy, occupational therapy and speech therapy.

The expansion is in response to the growing demand for the outstanding care provided by the Rehabilitation Institute team, which *U.S. News & World Report* rates as one of the best in the nation.

The expansion will make it possible for more patients to receive care closer to where they live instead of having to travel to Main Campus, it also will alleviate some of the strain on Main Campus outpatient therapy by shifting volume to these new locations, creating better access for those who live near Main Campus.



# Program Spotlight: Midwifery

- MetroHealth recently announced the launch of a new midwifery program to serve patients seeking care during pregnancy as well as ongoing gynecologic care through every stage of life.
- The move to integrate midwifery into women's healthcare reflects MetroHealth's commitment to health equity and eradicating disparities, including those that make Black women more than three times more likely than white women to die in childbirth.
- **Amy Lowell, CNM, MSN**, joined MetroHealth in June as Director of the new Midwifery Program. She has more than 29 years' experience as a practicing midwife in Florida, Hawaii, New York and Cleveland.
- In July, MetroHealth's team of Certified Nurse Midwives (CNM) began seeing patients in outpatient appointments for pre-natal checkups and women's wellness exams at Cleveland Heights Medical Center and Brooklyn Health Center.
- They will also provide inpatient care and attend births at MetroHealth's new state-of-the-art Birthing Center on its Main Campus in Cleveland.



Amy Lowell, CNM

- The MetroHealth Foundation welcomes its new Vice President of Philanthropy **Greg Sanders**. Sanders previously served as Executive Director of Development here at MetroHealth. He joins us from The Lakeland Foundation at Lakeland Community College where he has served as Vice President of Institutional Advancement and Executive Director since 2019.
- Congratulations to **Michelle Wood** on her promotion to Vice President, Philanthropy Finance and Operations. Michelle has been with MetroHealth since December 2002.
- Congratulations to Foundation Board Chair **Alfred Connors Jr., MD**, for his 50 years of service to MetroHealth. He joined MetroHealth in 1974 and retired in 2018 after building an extraordinary legacy as a clinician, researcher, educator, mentor, and colleague and served as Chair of the Department of Medicine and Chief Medical Officer.



Greg Sanders



Michelle Wood



Alfred F. Connors Jr., MD



- MHS Board Member **John Moss** made a gift from the Moss Family Fund to the Walter B. Jones, Jr. Scholars Endowment.
- MHF Board Member **Larry Mack** made a gift split between the Walter B. Jones, Jr. Scholars Endowment, and the Anita Chaikin Band Aid Fund.
- MHF Board Member **Collin Knisely** made a gift to the Functional Electrical Stimulation (FES) Lennon Challenge.
- The **Soroka Family Gift Fund** contributed to the Robert E. Soroka Board Alumni Fund.
- The Estate of **Cynthia Reece** contributed \$180,000 for Reach Out and Read.
- The MetroHealth Foundation received \$75,000 from **the Cleveland Foundation for the Neighborhood Safety Fund** which will expand the number of hospital responders in our Emergency Departments.
- **The Woodruff Foundation** granted \$25,000 toward a virtual reality safety training program for the Cleveland Heights Behavioral Health Hospital staff.
- The SAFE Project recently received a total of \$25,000 in support from the **Reinburger Foundation** and the **Connor Foundation**. This is the first gift from the Connor Foundation in support of MetroHealth.
- The **2024 Resiliency Run** raised \$17,620 to support trauma and burn survivors.
- **The Irving and Gloria Fine Foundation** made a \$10,000 gift to support the Institute for H.O.P.E. <sup>2TM</sup>
- **The Frank Hadley and Cornelia Root Ginn Foundation** awarded a \$10,000 grant to the School Health Program.



John Moss



Larry Mack



Collin K. Knisely



## Social Media Spotlight: Summer Safety

As part of our ongoing efforts to promote MetroHealth's Level 1 Adult Trauma Center and Comprehensive Burn Care Center, the Communications developed a social media campaign about fireworks safety.

Between June 25 and July 5, the campaign generated **85,247 impressions** on Facebook, Instagram and Twitter.



### Most Popular Content: [PSA on Sparkler Safety](#)

Total plays: 55,694

Total "ThruPlays": 27,053  
(watched 15+ seconds)

Total Engagements: 38,532

Total Impressions: 65,065

Total Reach: 54,815

Shares: 340

## Media Highlights

MetroHealth's Transgender Job Fair featured on News Channel 5 – event preview [here](#) and event coverage [here](#).

[MetroHealth Rehabilitation Institute Expands Outpatient Services](#) – Spectrum News 1

[MetroHealth Appoints Chief Strategy Officer](#) – Becker's Hospital Review

MetroHealth's **Olusegun "Dr. Ish" Ishmael, MD**, is featured in the Becker's Hospital Review story, ["From AI to telehealth: 82 healthcare leaders discuss emerging trends"](#)

MetroHealth mentioned in CNN story, ["Popular weight-loss and diabetes medications linked to lower risk of some cancers, study finds"](#)

MetroHealth's **Nabil Chehade, MD**, is featured in the Becker's Hospital Review story, ["EHRs in 10 years: What will be possible?"](#)

MetroHealth's **Alexandra Berra, MD**, featured in Authority Magazine story, ["Five Things Everyone Should Know About Postpartum Depression"](#)

MetroHealth and Ovatient featured in Becker's Hospital Review story, ["Why two health systems created a virtual care startup"](#)

MetroHealth's **Laura Shefner, MD**, published her latest column – ["Keeping kids hydrated this summer"](#) – in the Cleveland Jewish News

Marketing launched a robust campaign to support MetroHealth's Rehabilitation Institute being named one of the best rehab hospitals in the nation by *U.S. News & World Report* as well as the addition of outpatient physical therapy services at Broadway Health Center.

Tactics include:

- **Direct mail:** Targeted lists of patients/non-patients who have a high propensity for physical therapy.
- **Email:** Targeted emails announcing the opening of each location will be sent to patients who live in the Broadway and Bedford primary service areas.
- Digital advertising
- Outdoor billboards
- Social Media
- Rack cards
- Signage





- **Tyffani Monford Dent, Psy.D**, will be honored by the Human Rights Campaign (HRC) Cleveland with its Community Award, which she'll receive at the upcoming HRC Cleveland Annual Dinner. She is being honored for her unwavering commitment to advocating for the rights of Black girls, Black women and Black nonbinary youth.
- **Michael Lewis, MD**, Vice President, Hospital Division, has been named a fellow of America's Essential Hospitals. The prestigious Fellows Program aims to provide training in strategic leadership and advocacy to rising leaders from America's Essential Hospitals' member hospitals. Dr. Lewis is among this year's class of 50 fellows from 27 essential hospitals throughout the United States.
- MetroHealth's **Weight Loss Surgery and Weight Management Center** has received a distinguished level of re-certification for three years from the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program (MBSAQIP) as a Comprehensive Center with Obesity Medicine Qualifications. The re-certification is the highest level granted by the American College of Surgeons, demonstrating MetroHealth's outstanding performance in the care and treatment of patients with obesity. MetroHealth was the first in Ohio to receive this high level of certification.



Tyffani Monford Dent, Psy.D



Michael Lewis, MD



- As an academic medical center, training the next generation of caregivers is at the heart of our mission. Congratulations to the winners of this year's GME Excellence Awards. They are:
  - GME Program Director Excellence Award: **Laith Al Mashni, DDS**, General Practice Dentistry
  - GME Program Coordinator Award: **Nigmeh Salti, MAEd**, Pathology
  - GME Fellow Excellence Award: **Naheel Tunio, MD**, Gastroenterology
  - GME Resident Excellence Award: **Shaika Al-Shokri, MD**, Internal Medicine
- The American Academy of Nursing announced that MetroHealth President & CEO **Airica Steed, Ed.D, RN, MBA, FACHE**, is among its 2024 Fellows. Induction into the Academy Fellowship recognizes nursing's most accomplished and respected leaders, nationally and internationally. Dr. Steed joins about 230 other highly distinguished nurses – from 37 states, the District of Columbia, Guam and 14 countries – inducted into the Academy's Fellowship in 2024.



Laith Al Mashni, DDS



Nigmeh Salti, MAEd



Naheel Tunio, MD



Shaika Al-Shokri, MD