



The MetroHealth System

Board of Trustees

Wednesday, July 31, 2024

3:30pm - 5:30pm

MetroHealth Brooklyn Heights Campus or via Zoom

Board of Trustees

Special Meeting

The MetroHealth System Board of Trustees

FULL BOARD MEETING

DATE: Wednesday, July 31, 2024
TIME: 3:30pm – 5:30 pm
PLACE: MetroHealth Brooklyn Hts Campus, 5410 Lancaster Dr., Building B,
Room B-102 or via Zoom
<https://us02web.zoom.us/j/82314371261>

AGENDA

- I. Approval of Minutes**
Minutes of July 26, 2024 meeting of the Board of Trustees
 - II. Mission Moment**
 - III. Committee Reports**
 - A. Audit & Compliance Committee – *M. Dee*
 - B. Executive Committee – *E. Walker*
 - C. Health Equity & Diversity Committee – *M. Dee*
 - IV. Consent Agenda**
 - A. Approval of the Engagement of an Outside Legal Counsel for the Board of Trustees
 - B. Approval to Authorize a Third Party for Forensic Review
 - V. President and CEO's Report – C. Alexander**
 - VI. Medical Staff Report – Dr. Joseph**
 - A. Approval of Medical Staff Providers Appointments, Actions and Reappointments for June 2024
 - B. Acceptance of Medical Executive Committee Minutes of June 2024
 - VIII. Executive Session**
- Return to Open Meeting

The MetroHealth System Board of Trustees

FULL BOARD SPECIAL MEETING

Friday, July 26, 2024

9:00am-11:00am

via Zoom

Meeting Minutes

- Trustees:** Inajo Davis Chappell, John Corlett, Maureen Dee, Sharon Dumas, Ronald Dziedzicki, Nancy Mendez, John Moss, Michael Summers, E. Harry Walker, M.D.
- Staff:** Christine Alexander, M.D., Joseph Frolik, Derrick Hollings, Allison Poulos, Tamiyka Rose
- Invited Guests:** John Gerak, William Hanna, Lisa Mack
- Other Guests:** Guests that were not invited on the Zoom were not listed because they were members of the audience and were not appropriately identified.

Dr. Walker called the meeting to order at 9:00am, in accordance with Section 339.02(K) of the Ohio Revised Code with a quorum present.

(The minutes are written in a format conforming to the printed meeting agenda for the convenience of correlation, recognizing that some of the items were discussed out of sequence.)

I. Approval of Minutes

Dr. Walker requested for a motion to approve the minutes of the June 26, 2024 regular Board Meeting as presented, which was given, seconded, and unanimously approved. RESOLUTION NO. 19633

IX. Executive Session

Dr. Walker asked for a motion to move into executive session to discuss hospital trade secrets as defined in ORC 1333.61 and to consider the appointment, employment, dismissal, discipline, promotion, demotion, or compensation of a public employee, and to conference with the public body's attorney to discuss a pending or imminent court action. Ms. Chappell made a motion and Mr. Summers seconded. The Board held a roll call vote with all Trustees in attendance voting to approve the motion to go into executive session for the purposes stated by Dr. Walker. Members of the public were excused. The Board went into executive session to discuss the identified matters at 9:04am.

The MetroHealth System Board of Trustees

Return to Open Meeting

Following the executive session, the meeting reconvened in open session at approximately 9:56 am and welcomed back the public via Zoom and those members of the public who remained in-person.

With Dr. Steed on leave, it is the Board's fiduciary duty to ensure that the System continues to operate effectively and efficiently. With that in mind, after a thorough discussion in executive session, Dr. Walker asked the Board if they are ready to activate Board Policy BOT-04 the CEO Emergency Succession Plan.

Dr. Walker asked Ms. Dumas to read the Resolution to appoint an Acting CEO. Ms. Dumas stated the following:

WHEREAS, the Board of Trustees of The MetroHealth System (the "Board") learned on July 22, 2024 that Dr. Airica Steed, MetroHealth's CEO & President, would be taking an unplanned absence effective immediately;

WHEREAS, the Board desires to ensure seamless operations of the health system during the unplanned absence;

NOW, THEREFORE, BE IT RESOLVED, the Board, including the Board's Executive Committee, shall appoint an Acting CEO from MetroHealth's Senior Leadership team consistent with the Board's CEO Emergency Succession Plan policy found in BOT-04 and the Board's entire management responsibilities under Ohio Revised Code 339.06(B).

BE IT FURTHER RESOLVED, the Acting CEO shall remain subject to the delegations of authority as are currently applicable to the President and CEO, as modified by BOT-04.

BE IT FURTHER RESOLVED, the Board shall establish the Oversight Committee contemplated by BOT-04 that the Acting CEO shall report to, and the Oversight Committee will work to ensure the Acting CEO has all the organizational information necessary to carry out the essential functions of the position.

Dr. Walker thanked Ms. Dumas for reading the Resolution. Dr. Walker asked for a motion to approve the Resolution. Mr. Summers made the motion and Ms. Chappell seconded and the resolution was approved unanimously by all members present. RESOLUTION NO. 19634

Dr. Walker stated that before the Board moves to appoint an Acting CEO, the Board extended best wishes to Dr. Steed. The Board also thanked Mr. Hollings for stepping in this week, while Dr. Steed was away. The Board values Mr. Hollings and understands that being

The MetroHealth System Board of Trustees

the CFO of a billion-dollar organization carries a lot of responsibility, particularly during these economic times. To lead the System during Dr. Steed's absence, Dr. Walker nominated Dr. Christine Alexander-Rager to be the Acting CEO.

Dr. Alexander has been a physician with the MetroHealth System since 1997 and was recently named the institution's Interim Chief Physician Executive. She served as Department Chair since 2010 after previously serving as Director of Maternal and Newborn Health, Residency Program Director, and Case Western Reserve University Family Medicine Clerkship Director. She was the founder of MetroHealth's School Health Program and served as its Medical Director from its inception until 2017.

Dr. Walker asked for a motion to appoint Dr. Christine Alexander-Rager as Acting CEO of The MetroHealth System while Dr. Steed is on medical leave. Mr. Dziedzicki made the motion, Mr. Summers seconded, and all members present unanimously approved the appointment.

Dr. Walker thanked Dr. Alexander-Rager for accepting the position and assured her that, as it is stated in BOT-04, the ad hoc Oversight Committee will support her during her time as Acting CEO.

Dr. Walker asked if there was no other business to come before the Board, this meeting is adjourned.

There being no further business to bring before the Board, the meeting was adjourned at 10:00 am.

NEXT MEETING: **Wednesday, July 31, 2024 – 3:30pm - 5:30 pm**
MetroHealth Brooklyn Heights Campus, Building B, Room B-102 or
via Zoom

THE METROHEALTH SYSTEM

E. Harry Walker, MD, Chairperson

Approval of the Engagement of Outside Legal Counsel for the Board of Trustees

RESOLUTION _____

WHEREAS, the Executive Committee of the Board of Trustees of The MetroHealth System (the "Board") has recommended that the Board engage outside legal counsel to represent The MetroHealth System and/or the Board, as necessary, in potential, pending continuing or future litigation matters; and

WHEREAS, the Board has reviewed this recommendation and now recommends its approval.

NOW, THEREFORE, BE IT RESOLVED, the Board hereby approves the Board's engagement of outside legal counsel to represent The MetroHealth System and/or the Board, as necessary, in potential, pending, continuing or future litigation matters.

BE IT FURTHER RESOLVED, Officers of the Board are hereby authorized to negotiate and execute agreements and sign other documents consistent with this resolution.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:

July 2024

RECOMMENDATION TO AUTHORIZE A THIRD PARTY FOR FORENSIC REVIEW

Recommendation

The President and Chief Executive Officer recommends that the Board of Trustees of The MetroHealth System authorize the engagement of a third party to perform a forensic review, under direction of external counsel, on behalf of the Board and the System.

Background

On April 1, 2024, Ernst & Young (EY) commenced services as the System's sole Internal Audit function. The engagement was established over a three-year period with renewal options. Consistent with the statement of work, EY assessed MetroHealth business risks with the hope of developing an internal audit plan. After reviewing the risk assessment results, EY provided communication to the Audit and Compliance Committee Chair and the MetroHealth Senior Vice President, Chief Ethics, Risk and Compliance Officer that it would be unable to perform any work that is considered an internal audit "3rd line" function.

Given this development, the MetroHealth Board of Trustees requested that EY present its position during the Board meeting on June 26, 2024. EY provided an update and reiterated that it would be unable to perform any work that could reasonably be assumed to provide internal audit-type "assurance". To resume internal audit services, EY recommended some preliminary next steps.

It is recommended that the Board of Trustees authorize the engagement of a third party to perform a forensic review, under the direction of external counsel.

RECOMMENDATION TO AUTHORIZE A THIRD PARTY FOR FORENSIC REVIEW

RESOLUTION XXXXXX

WHEREAS, the Board of Trustees of The MetroHealth System has been presented a recommendation to authorize the engagement of a third party to conduct a forensic review under external counsel; and

WHEREAS, the Board's Audit & Compliance Committee has reviewed this recommendation and now recommends its approval.

NOW, THEREFORE, BE IT RESOLVED, the Board of Trustees of The MetroHealth System hereby approves of the System's engagement of a third party to conduct a forensic review under external counsel.

BE IT FURTHER RESOLVED, the Board of Trustees and/or the President and Chief Executive Officer is hereby authorized to negotiate and execute agreements and other documents consistent with this resolution.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:

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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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

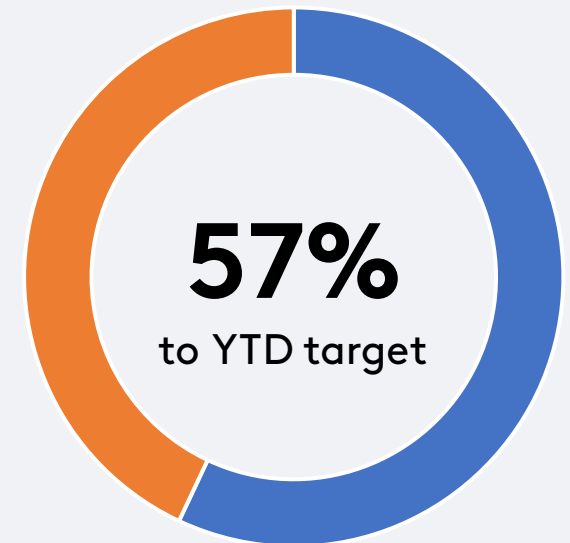
The Measure: EBIDA – Earnings Before Interest, Depreciation and Amortization – is a key performance indicator for an organization's financial health.

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



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



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!


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

Goal Sponsor
Dalph Watson, JD



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



Respiratory Therapy Student Scholarship
Now Accepting Applications | rt scholarship@metrohealth.org

Presented by The MetroHealth System

As an academic medical center, MetroHealth is committed to investing in our future caregivers. We are offering five scholarships of up to \$15,000 each for individuals pursuing careers in Respiratory Therapy.

To be considered, applicants must:

- Be a registered student and have completed (or be in the process of completing) the first year of a CoARC Accredited Respiratory Therapy Program.
- Have a cumulative GPA of 2.5 or better on a 4.0 scale.
- Be eligible to work in the United States.
- Complete the full application process, which includes an interview and written essay.
- Commit to working for MetroHealth for at least two years.

Application Deadline: August 2nd, 2024

Scholarships will be awarded based on a combination of commitment, achievement, and financial need.

[Download Application Document](#)



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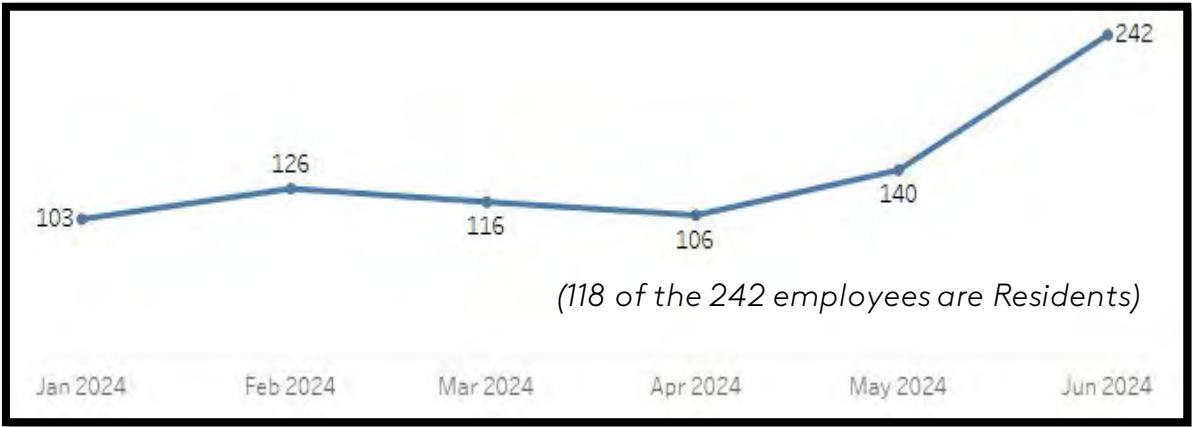
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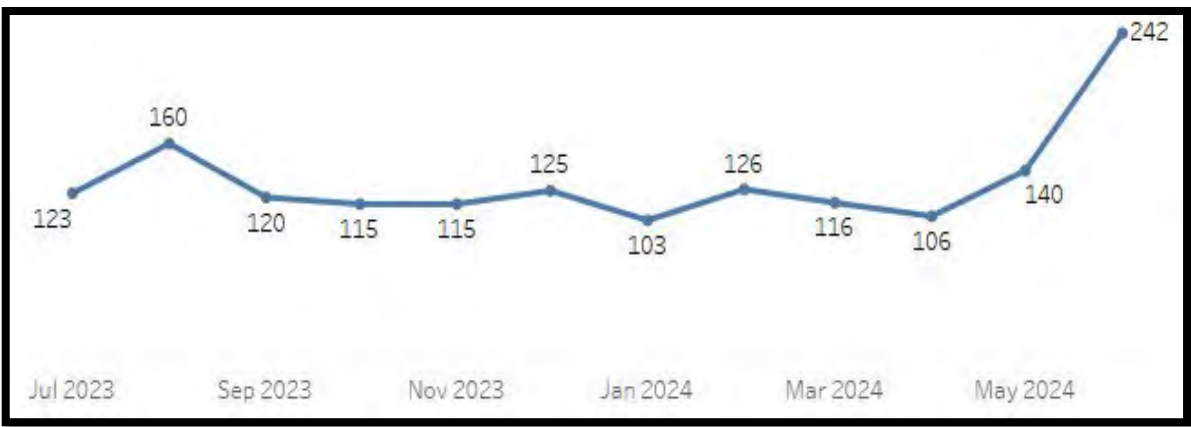
Questions? Contact rt scholarship@metrohealth.org



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



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, attending to a patient. The patient is an older woman with short blonde hair and glasses, wearing a patterned sweater and a white neck brace. She is seated in a wheelchair, smiling at the healthcare professional. The background shows a hospital room with medical equipment and a bed. The entire image has a blue tint.

System News and Accomplishments



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.



- 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. ^{2TM}
- **The Frank Hadley and Cornelia Root Ginn Foundation** awarded a \$10,000 grant to the School Health Program.



John Moss



Larry Mack

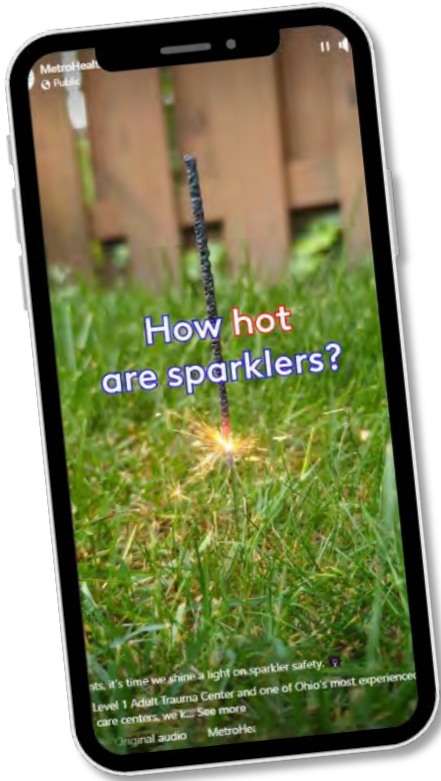


Collin K. Knisely

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 Ovation 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

The following Appointments to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on June 25, 2024. The appointments will then be reviewed and accepted by the Medical Executive Committee on July 12, 2024.

Active

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Bade, Alex, MD	Medicine	Hospital Medicine	7/1/2024
Beleny, David, MD	Medicine	Hospital Medicine	7/1/2024
Cimperman, Christopher, DO	Medicine	Hospital Medicine	7/1/2024
Conley, Mikaela, MD	Medicine	Hospital Medicine	7/1/2024
Park, Joshua, MD	Medicine	Hospital Medicine	7/1/2024
Skinner, Mitchell, MD	Emergency Medicine		7/1/2024

Bioscientific

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Shi, Xiaojun Roger, PhD	Medicine	Research	6/10/2024

Associate

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Bui, Thu Thao, APRN-CNP	Dermatology		6/26/2024
Doksa, Nicole, CAA	Anesthesiology		6/26/2024
Halloran, Megan, CAA	Anesthesiology		6/26/2024
Taweel, Adam, CAA	Anesthesiology		6/26/2024

Privileged Non-Member

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Abraham, Joseph, MD	Surgery	Ophthalmology	7/1/2024
Brown, Joelle, MD	Pediatrics		7/1/2024
Dronavalli, Sanjay, MD	Medicine	Weight Management	7/1/2024
Friedman, Norman, MD	Neurology		6/26/2024
Guyaux, Emily, MD	Medicine	Internal Medicine	7/1/2024
Jiang, Judy, MD	OB/GYN		7/1/2024
Perusek, Lindsey, DO	Psychiatry	Correctional Medicine	7/1/2024
Ruckstuhl, Kristen, DO	Medicine	Internal Medicine	7/1/2024
White-Costmire, Alexander, DO	Medicine	Internal Medicine	7/1/2024

Non-Reviewable Clean List Files

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Cain, Aaron, DO	Emergency Medicine	Life Flight	6/26/2024
Coughlin, Kieran, PA-C	Family Medicine		7/1/2024
Moore, April, LPCC-S	Psychiatry	Social Work	6/26/2024
O'Hora, James, MD	Emergency Medicine	Life Flight	6/26/2024

The following actions to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on June 25, 2024.
The Actions will then be reviewed by the Medical Executive Committee on July 12, 2024.

Resignations

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>End Date</i>
Brizendine, Donald, DO	Emergency Medicine		2/17/2024-R
Cancilla, Leland, DO	Medicine	Hospital Medicine	6/17/2024-R
Coyne-Hall, Colleen, APRN-CNP	Psychiatry		6/17/2024-R
McMellen, Ashley, MD	Emergency Medicine		6/20/2024-RL
Moise, Mireille, MD	Surgery	Vascular Surgery	6/25/2024-R
Nair, Kiron, MD	Medicine	Hospital Medicine	6/30/2024-CC
Zhao, Yujing, MD	Anesthesiology		6/14/2024-R

Department Change

<i>Name</i>	<i>Department/Division From</i>	<i>Department/Division To</i>	<i>End Date</i>
Ross, Carri, APRN-CNP	Internal Medicine	Pulmonary Medicine	6/17/2024

Category Change

<i>Name</i>	<i>Category From</i>	<i>Category To</i>	<i>End Date</i>
Cruz, Elaine, DO	Privileged Non-Member	Active	7/1/2024
Kelley, Kate, MD	Privileged Non-Member	Active	7/1/2024
Koch, Rachel, MD	Privileged Non-Member	Active	7/1/2024
Naso, Ryan, APRN-CNP	Associate	Privileged Non-Member	7/4/2024

Additional Clinical Privileges

<i>Name</i>	<i>Privileges Added</i>	<i>End Date</i>
Kelley, Kate, MD	Addiction Medicine Privileges	7/1/2024

CC=Contract Complete, Fellowship Complete

R=Resigned

RL-Relocated

RT-Retired

ET-Employment Terminated

CT-Contract Terminated

June 2024 Reappointments

Last Name	First Name	Degree	Department	Division
Abdul Aleem	Bushra	MD	Anesthesiology	
Bah	Tonjeh	MD	Medicine	Hematology/Oncology
Balakumaran Jr.	Kathir	MD	Medicine	Cardiology
Berra	Alexandra	MD	Obstetrics & Gynecology	
Binutu	Oluwabusola	MD	Radiology	
Bodner	Kimberly	Ph.D.	Psychiatry	
Bohorquez Rodriguez	Vanessa	DDS	Dental Medicine	
Bolden	Lauren	MD	Medicine	Hospital Medicine
Bowen	Theodore	MD	Neurology	
Caja	Kevin	MD	Emergency Medicine	
Caldwell	Stephanie	APRN-CNP	Medicine	Weight Management
Castro	Vanessa	APRN-CNP	Medicine	Cardiology
Cheongsiatmoy	Justin	MD	Neurology	
Doehne	Brittany	PA-C	Neurosurgery	
Hartman	Scott	APRN-CNP	Emergency Medicine	Life Flight
Hoyen III	Harry	MD	Orthopaedics	
Hunter	Kyle	MD	Radiology	
Kaucher	Amanda	CAA	Anesthesiology	
Khalid	Faiza	MD	Medicine	Pulmonary Medicine
Khan	Hasan	MD	Anesthesiology	
Krupa	Elizabeth	MD	Pediatrics	
Kusi	Lauren	APRN-CNP	Psychiatry	
Liang	Katherine	MD	Family Medicine	
Long	Ajasha	Ph.D.	Psychiatry	Correctional Medicine
LoPresti	Julia	PA-C	Orthopaedics	
Mace	Nathan	APRN.CNP	Psychiatry	
Manvar	Sohilkumar	MD	Medicine	Nephrology
McGee	Henry	MD	Pediatrics	
Mendoza	Myra	APRN-CNP	Anesthesiology	Pre-Surgical Testing
Milo	Sarah	DDS	Dental Medicine	Pediatric Dentistry
Moga	Crystal	APRN-CNP	Orthopaedics	
Nasser	Mohamed	MD	Medicine	Cardiology
O'Connor	Michelle	Psy.D.	Psychiatry	Psychology
Olson	Danielle	MD	Obstetrics & Gynecology	
Pagano	Brian	MD	Radiology	
Papadakis	Aphrodite	MD	Family Medicine	
Pham	Ramya	MD	Radiology	
Pippen	Jessica	MD	Obstetrics & Gynecology	Maternal/Fetal Medicine
Reinhardt	Heidi	APRN-CNP	Psychiatry	
Resendes	Justin	DO	Emergency Medicine	
Sackman	Andrea	APRN-CNP	Emergency Medicine	Life Flight
Saied	Nancy	MD	Anesthesiology	
Schiele	Jeremy	DO	Emergency Medicine	
Shah	Bhaves	MD	Medicine	Gastroenterology
Shannon	Katherine	APRN-CNP	Emergency Medicine	
Shiles	Megan	Ph.D.	Psychiatry	Psychology
Torok	Nicholas	CAA	Anesthesiology	
Torres Galvez	Jose	MD	Pediatrics	
Valentine	David	MD	Neurology	
Weber	Michael	MD	Otolaryngology	
Wilber	Roger	MD	Orthopaedics	
Wishah	Kholoud	MD	Pediatrics	Allergy/Immunology
Wudel	Leonard	MD	Surgery	Cardiothoracic
Xie	Peter	MD	Medicine	Hematology/Oncology
Youssef	Mariam	MD	Pathology	

THE METROHEALTH SYSTEM
MEC Meetings 2024
WEBEX
June 14, 2024

CHAIRPERSON: Natalie Joseph, MD

CALLED TO ORDER: 7:00 am
ADJOURNED: 8:30 am




RECORDER: Trish Gallagher, CPCS, CPMSM


Members remote: Dr. Loeffler, Dr. Ardelt, Dr. Roy, Dr. Curley, Dr. Emerman, Dr. Crowe, Dr. Stepnick, Dr. Wiper, Dr. Gelles, Dr. Perzy, Dr. Campbell, Dr. Wilber, Dr. Tollinche, Dr. Kelly, Dr. Joseph, Dr. Wilson, Dr. Krishnamurthy, Megan Flannery, Patricia Gallagher

Absent: Marie Crandall, MD

Guests:

Executive Officers: NA

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS	EVALUATION/ FOLLOW-UP
Call to Order	Dr. Joseph	Dr. Joseph opened the meeting with a welcome and overview of the agenda. Discussed Medical Staff announcements "Fireside Chat with Dr. Steed and 2024 Promotions for Faculty.	N/A
Minutes of the Previous Meetings	MEC minutes, Credentialing Committee minutes and Medical Record Committee Minutes were reviewed and approved	<div>  MEC Minutes 5.10.24.docx  CredComm Minutes June 10.docx </div>	Forward to June BOT
Medical Staff Appointments and Actions	All medical staff appointments and actions of the Medical Staff Credentials committee from March 27, 2024, were carefully reviewed by the Medical Executive Committee and approved.	<div>  Appointments Board Report May.d </div>	Motion carries to approve. Present to June BOT
Length of Stay Update	Michael Lewis, MD-Vice President, Hospital Division	Dr. Lewis presented the standing LOS statistics in hospital	For information Only

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS	EVALUATION/ FOLLOW-UP
		 June 2023 MEC Mike Lewis.pptx	
Health Record Policy	Policy presented by Dr. Ellen Gelles	MEC asked Dr. Gelles to research more with C. Janus and bring back.	Sent back with approval.
Protocols /Order Sets	MHRS Protocol DME Protocol Ambulatory and Triage Home Healthcare Verbal	Reviewed and Approved	Sent to EPIC team
Meeting adjourned	Dr. Joseph	None	Complete

Approval of Update in Nonprofit Joint Venture

RESOLUTION _____

WHEREAS, the Board of Trustees of The MetroHealth System previously approved The MetroHealth System's participation in an Ohio nonprofit business entity for the purpose of providing certain health services; and

WHEREAS, the President and Chief Executive Officer and Chief Clinical Transformation Officer now recommend a change to The MetroHealth System's participation in the Ohio nonprofit business entity as more fully described in Exhibit A.

NOW, THEREFORE, BE IT RESOLVED, the Board of Trustees of The MetroHealth System hereby authorizes and directs the President and Chief Executive Officer and such other executive officers as she may designate, to prepare and execute the documentation necessary to effectuate the change to The MetroHealth System's participation in the Ohio nonprofit business entity as more fully described in Exhibit A.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE: July 31, 2024

July 2024

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Exhibit A