



The MetroHealth System

Board of Trustees

Wednesday, August 28, 2024

5:00 pm - 7:00 pm

The MetroHealth System Board Room K-107 or via Zoom

Board of Trustees

Regular Meeting

The MetroHealth System Board of Trustees

FULL BOARD MEETING

DATE: Wednesday, August 28, 2024
TIME: 5:00 pm – 7:00 pm
PLACE: The MetroHealth System Board Room (K-107) or via Zoom:
<https://us02web.zoom.us/j/82876612358>

AGENDA

- I. Approval of Minutes**
Minutes of August 9, 2024 meeting of the Board of Trustees
- II. Mission Moment**
- III. Committee Reports**
 - A. Facilities & Planning Committee – *E. Walker*
 - B. Finance Committee – *J. Moss*
 - C. Oversight/Executive Committee – *E. Walker*
 - D. Quality, Safety & Experience Committee – *R. Dziedzicki*
- IV. Consent Agenda**
 - A. Approval of a Claim Settlement
 - B. Approval of the Renewal of a Lease
- V. President and CEO's Report – *C. Alexander-Rager***
- VI. Medical Staff Report – *Dr. Joseph***
 - A. Approval of Medical Staff Providers Appointments, Actions and Reappointments for July 2024
 - B. Acceptance of Medical Executive Committee Minutes of July 2024
- VII. Executive Session**

Return to Open Meeting
- VIII. Recommendation/Resolution Approvals**
 - A. Approval of a Member and Director of the Board of Directors of CCH Development

The MetroHealth System Board of Trustees

FULL BOARD SPECIAL MEETING

Friday, August 9, 2024

12:30pm-1:30pm

via Zoom

Meeting Minutes

Trustees: Inajo Davis Chappell, John Corlett, Maureen Dee (late), Sharon Dumas, Ronald Dziedzicki (late), Nancy Mendez, John Moss, Michael Summers, E. Harry Walker, M.D.

Staff: Christine Alexander, M.D., John Campanelli, Will Dube, Joseph Frolik, Derrick Hollings, Allison Poullos, Tamiyka Rose, Darlene White

Invited Guests: John Gerak, William Hanna, Lisa Mack, Secretary Marcia L. Fudge

Other Guests: Guests not personally invited to the meeting by the Board Chair are not listed as they are members of the public and some were not appropriately identified.

Dr. Walker called the meeting to order at 12:30pm, 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 July 31, 2024 special full Board Meeting as presented, which was given, seconded, and unanimously approved. RESOLUTION NO. 19639

II. 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. Mr. Moss made a motion and Ms. Mendez 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 12:32pm.

The MetroHealth System Board of Trustees

Return to Open Meeting

Following the executive session, the meeting reconvened in open session at approximately 1:16pm and welcomed back the public via Zoom.

Dr. Walker proceeded to read the following statement:

The Board has lost confidence in Dr. Airica Steed's ability to lead The MetroHealth System. This was not a hasty decision, nor one the Board took lightly. We have been working to address our concerns with Dr. Steed's performance since her initial evaluation. For that reason, the Board is now prepared to consider taking formal action concerning Dr. Steed's continuing employment as President and Chief Executive Officer of this institution. A resolution has been prepared for the Board's consideration to exercise its right under Dr. Steed's employment agreement, to terminate the employment relationship and the agreement immediately and without cause, as defined in the agreement. Based upon the Board's determination of doing so, it is in the best interest of the system.

Dr. Walker asked for the reading of the resolution which was read by Attorney Lisa Mack with Roetzel & Andress. Ms. Mack read the Resolution for the Approval of the Termination of the President and Chief Executive Officer:

WHEREAS, the Board of Trustees (the "Board") of The MetroHealth System (the "System") previously approved, and the System entered into, an Employment Agreement with Dr. Airica Steed as President and Chief Executive Officer, effective January 1, 2023 (the "Agreement");

WHEREAS, the terms of the Agreement recognize that the Board may terminate Dr. Steed's employment at will whenever the Board determines it to be in the best interest of the System with or without notice and with or without "Cause" as defined in the Agreement; and

WHEREAS, the Board has lost confidence in Dr. Steed's ability to lead the System and for that reason the Board determines that it is in the best interest of the System to terminate Dr. Steed's employment as President and Chief Executive Officer and to terminate the Agreement, effective immediately upon the adoption of this Resolution.

NOW, THEREFORE, BE IT RESOLVED, the Board of Trustees of The MetroHealth System hereby terminates Dr. Steed's employment and the Agreement, without Cause and effective immediately, pursuant to Section 11(C) of the Agreement, and further subject to Section 12(B) of the Agreement, which termination has been determined by the Board to be in the best interest of the System.

The MetroHealth System Board of Trustees

BE IT FURTHER RESOLVED, the Board Chair is hereby authorized to take other necessary actions consistent with this resolution.

Dr. Walker asked for a motion to approve the Resolution. Ms. Dumas made the motion, Mr. Moss seconded, and the resolution was approved unanimously by all members present.
RESOLUTION NO. 19640

There being no further business to bring before the Board, the meeting was adjourned at 1:20 pm.

NEXT MEETING: **Wednesday, August 28, 2024 – 5:00 pm - 7:00 pm**
 MetroHealth Alfred F. Connors, Jr., MD Learning Center,
 Rammelkamp, Room R170 or via Zoom

THE METROHEALTH SYSTEM

E. Harry Walker, MD, Chairperson

**RECOMMENDATION TO THE PRESIDENT AND CHIEF EXECUTIVE OFFICER
OF THE METROHEALTH SYSTEM
FOR APPROVAL OF A CLAIM SETTLEMENT**

Recommendation

The Executive Vice President & Chief Legal Officer recommends that The MetroHealth System approve the settlement of claim number 21-02-1120R in an amount not to exceed \$5,000,000 to be paid out of operations and to be submitted for reimbursement by Select Assurance Captive, LLC.

Background

The Board has reviewed this claim with the Chief Legal Officer. This authorization does not admit liability in this claim but expressly denies the same, and the settlement is authorized only in compromise of a disputed matter. The underlying facts and other considerations have been previously discussed with the Board of Trustees.

Approval of a Claim Settlement

RESOLUTION XXXXX

WHEREAS, the Board of Trustees Quality Committee of The MetroHealth System has been presented a recommendation for the settlement of Claim No. 21-02-1120R; and

WHEREAS, the Board of Trustees Quality Committee has reviewed this recommendation and now recommends its approval.

NOW, THEREFORE, BE IT RESOLVED, the Board of Trustees Quality Committee of The MetroHealth System hereby approves settlement of Claim No. 21-02-1120R in an amount not to exceed \$5,000,000 to be paid out of operations and to be submitted for reimbursement by Select Assurance Captive, LLC.

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

AYES:

NAYS:

ABSTAINED:

DATE:

**RECOMMENDATION TO THE BOARD OF TRUSTEES
OF THE METROHEALTH SYSTEM
FOR THE APPROVAL OF THE RENEWAL OF A LEASE**

Recommendation

The Acting President and Chief Executive Officer recommends that The MetroHealth System approve the renewal of the lease agreement at Aloft Beachwood Hotel for Sleep Clinic operations, as more fully described in Attachment A.

Background

Per the delegation of the Board of Trustees of The MetroHealth System in Section 7.2 of Board Policy BOT-07, the President and CEO of the System has the authority to lease space for a hospital facility as long as the cost of the lease is less than or equal to \$1 million per year and the total obligation under the lease is less than or equal to \$10 million per year.

Per Section 5.3.2 of Board Policy BOT-04, the Acting CEO has the same authority delegated to the CEO by Board Resolution, except that the Oversight Committee of the Board of Trustees of the System is required to approve the Acting CEO's recommendation for any proposed spend greater than \$1 million.

The System has been leasing hotel rooms at the Aloft Beachwood Hotel for its Sleep Clinic since October of 2019. The term of lease is expiring on September 30, 2024. The Acting President and Chief Executive Officer recommends renewal of the lease, which includes the addition of additional hotel rooms to accommodate demand for sleep study services.

Approval of the Renewal of a Lease

RESOLUTION XXXXX

WHEREAS, the Board of Trustees of The MetroHealth System has been presented a recommendation for the approval of the renewal of a lease; and

WHEREAS, the Oversight 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 the renewal of a lease as more fully described in Attachment A.

BE IT FURTHER RESOLVED, 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:

August 2024

CONFIDENTIAL: THIS DOCUMENT CONTAINS TRADE SECRETS AND INFORMATION THAT IS CONFIDENTIAL AND PROPRIETARY PROPERTY OF THE METROHEALTH SYSTEM AND MAY NOT BE COPIED, PUBLISHED OR DISCLOSED TO OTHERS WITHOUT THE EXPRESS WRITTEN AUTHORIZATION OF AN AUTHORIZED OFFICER OF METROHEALTH. THIS DOCUMENT MUST BE KEPT ONLY IN CONFIDENTIAL FILES WHEN NOT IN USE.

Attachment A

Trustees:

Living in Greater Cleveland, we know that storms happen.

Sometimes it's snow. Sometimes it's ice. Sometimes – like earlier this month – it's damaging wind and rain.

On Tuesday August 6, Greater Cleveland was battered with hurricane-force winds. At least five tornadoes touched down in our region. Nine MetroHealth locations suffered power outages and had to close.

Our caregivers – many without power in their own homes – stepped up and did what they always do: serve patients and serve our community. They worked around the clock – extra hours and through the weekend – to make sure patients got the care they needed.

This is what MetroHealth caregivers do. This is what they have done for Greater Cleveland since 1837, no matter the storm.

Even if the storm happens to be internal.

I want to share a bit of the email I sent to our 9,000 caregivers after the Board's decision earlier this month to terminate the CEO.

"I am reaching out this morning knowing full well that many of you are dealing with a mix of emotions. I understand, because I am, too, and because we have been through this before.

"Since I joined MetroHealth in 1997, we've had five full-time CEOs. Change, especially abrupt change, is hard. And it's scary.

"But also, during those 27 years, there is one thing that hasn't ever changed and that's our mission. That mission – improving the health of our community with excellent care, life-changing programs, groundbreaking research and inspiring learning – will never change and is the thing that helps us get through hard times.

"Our mission is bigger than any one person. It is the collective we that makes us MetroHealth.

...

"There may be some difficult days ahead, but I know you won't let them detract from how we care for our patients, our communities and one another. You never do.

"MetroHealth is in good hands because MetroHealth is in your hands."

Here are a few other updates:

- We honored and thanked our amazing caregivers during our annual **Employee Appreciation** celebration from August 6 through August 12. System employees were treated to food, giveaways, music and fun at our locations, including the county jail, where I had the pleasure of thanking our amazing staff in person.



2500 MetroHealth Drive, Cleveland, OH 44109

- More than 100 MetroHealth providers have been named to Cleveland Magazine's **Best Doctors in Cleveland** list. All doctors on the list were selected via an online peer-review survey of local physicians. Please join me in congratulating them on this tremendous honor.
- The Case Western Reserve University School of Medicine has formally approved Radiation Oncology as a new academic department. This elevation signals MetroHealth's deepening expertise in the field and puts our System in line with its peers at Cleveland Clinic and University Hospitals, which are also affiliated with Case Western Reserve. **Roger Ove, MD, PhD**, will serve as Academic Chair. He joined MetroHealth in early 2023 from University Hospitals, where he previously served as Medical Director, Radiation Oncology, at UH Seidman Cancer Center at Avon.
- Becker's Hospital Review has recognized **Charles Modlin, MD, MBA**, MetroHealth's Chief Health Equity Officer, among its "Chief Diversity, Equity and Inclusion Officers to Know" for 2024. Dr. Modlin's decades of service to our community and his unwavering commitment to health equity are unmatched. He is perhaps best known as the founder of the annual Men's Minority Health Fair. Congratulations to Dr. Modlin on another well-deserved recognition.
- MetroHealth has again received the NorthCoast 99 award, which honors the region's best places to work. This is the 20th time our institution has been recognized for the exceptional ways we attract, retain and promote our wonderful caregivers.

Thank you, Board members, for your service to MetroHealth, to our caregivers, our patients and our community.

Sincerely,

Christine Alexander-Rager, MD

Acting President and CEO
The MetroHealth System



2500 MetroHealth Drive, Cleveland, OH 44109



MetroHealth



Report to the Board of Trustees

Christine Alexander-Rager, MD

Acting President & CEO

August 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.

AUGUST 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.

AUGUST HIGHLIGHTS



2024 System Goal Domains

Financial

- July outpatient visits, emergency visits, surgical cases and retail pharmacy volumes exceeded budget resulting in total operating revenues exceeding budget by \$12.4M for the month.
- Premium Pay is also known as “overtime, shift incentives, and contract labor” are all within budget and have been reduced 33% compared to prior year.
- Full Time Equivalents are 2.9% below budget and the associated Salary, Wages, and Benefits cost is 3.2% below budget.
- Retail Rx volumes continue to grow, increasing 15.4% over prior year while drug cost exceeds budget by 15.7% or \$22.8M.
- Volumes July YTD continue to be below budget in two areas: Behavioral Health (BH) and the Operating Room (OR).
- EBIDA margin of \$50.6M is trailing prior year by \$11.9M and below budget by \$24.5M.

Strategy & Growth

- Share of Care has tracked similar path of 2023 and remains below minimum. Current performance is 50.1% (50.2% in July 2023)

Quality, Service & Experience

- Year to date, our Vizient Quality and Accountability scorecard ranking within the large complex care medical centers improved 25 percentile. This was driven by a 31 percentile improvement in the safety domain. This is a direct testament to our System's elimination of harm improvements.
- Origami Risk, our new safety event reporting system, goes live August 20.
- The 2024 MetroHealth Culture of Safety Survey had a 55% response rate, this is an increase from 25% in 2023. The survey demonstrated 83% of staff recommend MetroHealth as a safe place to get care. This was 20% higher than the national benchmark.

People-First Strategy

- Dental Days hosted at several MetroHealth campuses; more than 60 appointments were scheduled with more than half as new patients.
- Employee count: 8891 (Non-bargaining 75%; Bargaining workforce 25%; Providers 18%)
- Diversity Hiring Metrics - July 2024 YTD Hires (non-providers): 1206, Hires: Female: 74%, Male: 25%, Withhold 1%
- July 2024 YTD MetroHealth Management Hires: Female: 64%; Male: 36%
- Vacancy Rate thru July 2024: 9.72%
- Turnover Rate YTD: 10.92%
- July Offers Accepted: 280
- MetroHealthy Mini Fairs: Total of 5 mini fairs in June, new residents screening 267 employees
- YTD 945 employees screened
- Faster GIVA LEAP ticket response time by having team members check the portal daily

Clinical Transformation, Community & Health Equity

- Controlling HTN and Pediatric Lead Screening measures have reached target performance. Seven goals are now at Target performance.
- Completed a comprehensive analysis on the perinatal measures for equity. This analysis has identified new areas to target for elimination of disparity gaps.
- Pediatric Immunization measure performance has improved significantly with the inclusion of PCV 20.

Research & Teaching

- 7/31 YTD Grants submissions: 57; annualized: 98 (Exceeding goal)
- 7/25: The EPA announced that The MetroHealth System will receive a \$17 million grant to help disadvantaged communities tackle environmental and climate justice challenges.

Goal: Achieving 2024 Adjusted EBIDA Target

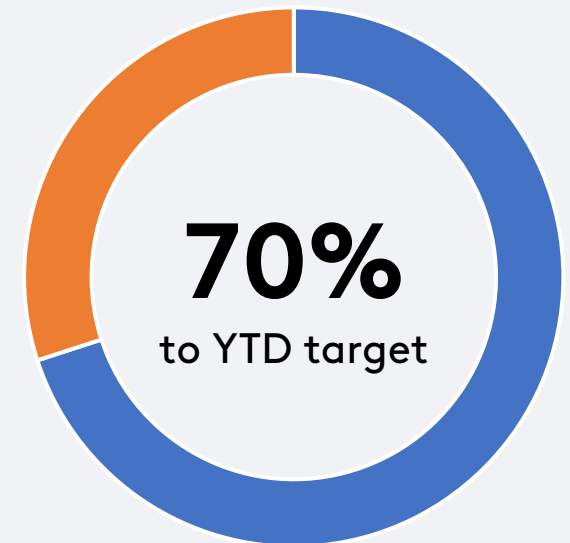
The Measure: EBIDA – Earnings Before Interest, Depreciation and Amortization – is a key performance indicator for an organization’s financial health.

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: \$52.4 million
YTD Target: \$75.1 million
Variance: (\$22.7) million

Annual Goal Target: \$140 million

*YTD as of July 31, 2024

Goal: Achieving 2024 Adjusted EBIDA Target

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

- Surgical case volumes have grown 4.2% over the same period last year, and lags budget by 7% or 1,016 cases. Increase the surgical case volumes and realigning operating EBIDA to budget
- Cleveland Heights Behavioral Health average daily census has grown 36% 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 prescriptions filled have increased 15.3% over the same period last year. However, pharmaceutical expense exceeds budget by \$23M or 16% without the same proportionate growth in offsetting revenues. Changes in 340B reimbursement & realized savings also put pressure on retail pharmacy margins. Steps are being taken through developing a variance management plan focused on slowing or mitigating margin erosion.

2024 Annual Goal	2024 YTD Goal	2024 YTD Actuals
\$140 million	\$75.1 million	\$52.4 million

Goal Sponsor
Derrick Hollings
Olusegun Ishmael, MD,
MBA



Legend

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

2024 Year-to-Date Improvements over July 2023

-33%

Reduction in
Overtime and
Contract Labor



+5.7%

Improvement in
Acute Average
Length of Stay



+7.0%

Increase in
Emergency
Department Visits



+5.4%

Increase in Total
Outpatient Visits



+15.4%

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

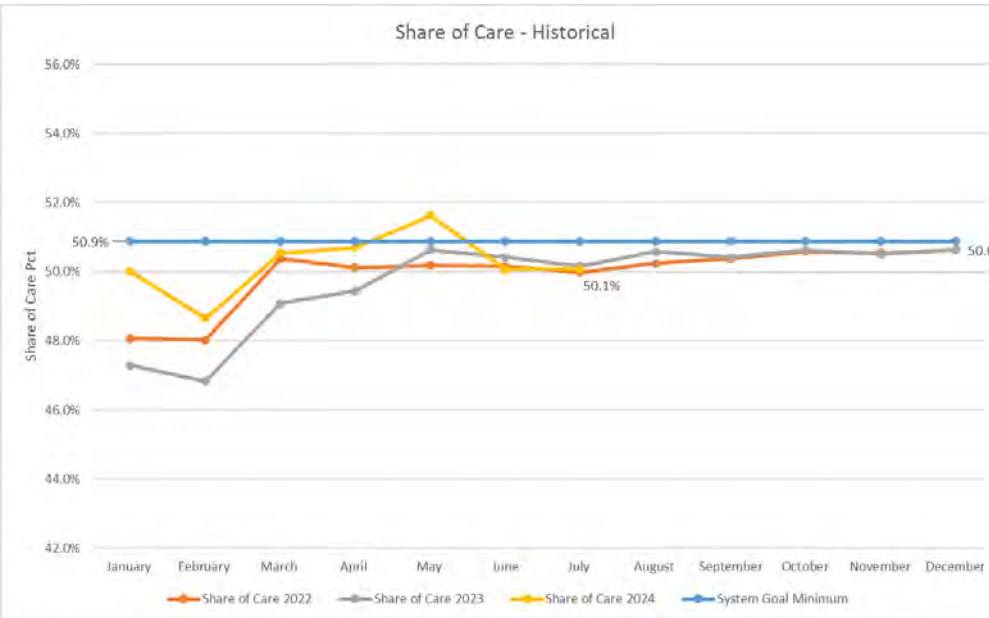


Goal: Improving Share of Care

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: Share of Care remains to track below minimum (50.1% vs. 50.9%). Year-over-year comparison also shows marginal regression (50.1% vs. 50.2%). While overall patient growth remains strong, Medicaid shows significant patient attrition. Recognized domestic revenue growth has not kept pace with market inflation (6.7% vs 6.9%).

2024 SOC									7/31/2024
July YTD									
Group	MetroHealth Pt Activity	Pt Adj	PY Pt Activity	Pct of Yr	Projected Annual Pt	Pro-rated Total Spend	Domestic Spend	YTD SOC	
Total Medicare	50,366	1.7%	47,340	84.1%	60,913	\$ 468,215,816	\$ 222,750,603	47.6%	
Medicaid	91,558	18.0%	94,358	75.8%	142,615	\$ 323,808,956	\$ 182,901,110	56.5%	
Commercial PPO	77,879	0.0%	67,937	72.1%	108,071	\$ 470,606,784	\$ 203,506,388	43.2%	
Commercial Narrow Network	18,246	12.0%	16,292	83.1%	24,599	\$ 75,867,739	\$ 61,073,562	80.5%	
TOTAL PATIENT POPULATION	238,049		225,927		336,197	\$ 1,338,499,296	\$ 670,231,663	50.1%	
All Geographies	5.4%						6.7%		
2023 SOC									7/31/2023
July YTD									
Group	MetroHealth Pt Activity	Pt Adj	PY Pt Activity	Pct of Yr	Projected Annual Pt	Pro-rated Total Spend	Domestic Spend	YTD SOC	
Total Medicare	47,340	1.7%	46,893	84.1%	57,253	\$ 440,085,310	\$ 200,134,609	45.5%	
Medicaid	94,358	18.0%	90,983	75.8%	146,976	\$ 333,711,587	\$ 196,764,021	59.0%	
Commercial PPO	67,937	0.0%	67,399	72.1%	94,275	\$ 410,529,322	\$ 176,731,628	43.0%	
Commercial Narrow Network	16,292	12.0%	17,679	83.1%	21,965	\$ 67,742,914	\$ 54,415,229	80.3%	
TOTAL PATIENT POPULATION	225,927		222,954		320,469	\$ 1,252,069,134	\$ 628,045,487	50.2%	



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 are at 1.16 harms per 1000 patient days performance through July. We are sitting 7% better than our end of the year performance in 2023.
- 5 of 6 Vizient Quality and Accountability domains have improved compared to 2023. Vizient is a real-time clinical quality improvement database that better represents current performance compared to benchmarks.

To achieve this goal we are:

- We are concentrating on quality improvement education strategies for our clinical quality improvement committee (CQIC) and essential services quality improvement committee (ESQIC).
- Origami Risk, our new incident reporting system that combines patient safety, legal/risk, grievances, and HR functions into a single system went live August 20.

2023 Year-End Baseline	2024 Target Goal	YTD 2024 (July 2024)
1.25 per 1,000 inpatient days	1.19 per 1,000 inpatient days	1.16 per 1,000 inpatient days

Goal Sponsor
Joseph Golob, MD



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:

- Patient Experience is collaborating with Environmental Services to improve the cleanliness scores in our ambulatory surgery centers.
- Patient Experience is conducting in-person audits to assess patient communication about anesthesia and the communication around the nursing/registration staff within the perioperative space.
- Patient and Family Advisor volunteers will be participating in a walk-through and audit of the registration process at Cleveland Heights and Parma Endoscopy.
- Patient Experience is collaborating with the Customer Care Center to gather patient experience data for the call center.

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

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:

- So far this year, more than 500 employees have completed Unconscious Bias training.
- A Food Truck Extravaganza was held during Employee Appreciation Week, August 6-12, with 18 trucks at The Glick Center and multiple trucks at 15 satellite offices
- Volunteer Services onboarded 103 new volunteers YTD (7/31) for total of 383 current volunteers. The top two reasons for volunteering: the joy of giving back (91%) and to help the underserved community (55%)

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



New Hire Orientation – July 1-August 5, 2024

- Four Orientations classes held during this timeframe and totaled 227 new hires

Digital Recruitment Billboards

- Digital Recruitment Billboard launched on July 26, with a total of nine billboards throughout Cleveland; featuring MetroHealth Radiology Department.

Reduction in Non-Provider Openings (May 2023 - 1,173 openings vs. May 2024 - 454 openings) due to implementation of the following:

- Enhanced recruitment strategies.
- Alignment of position control processes with productivity standards.

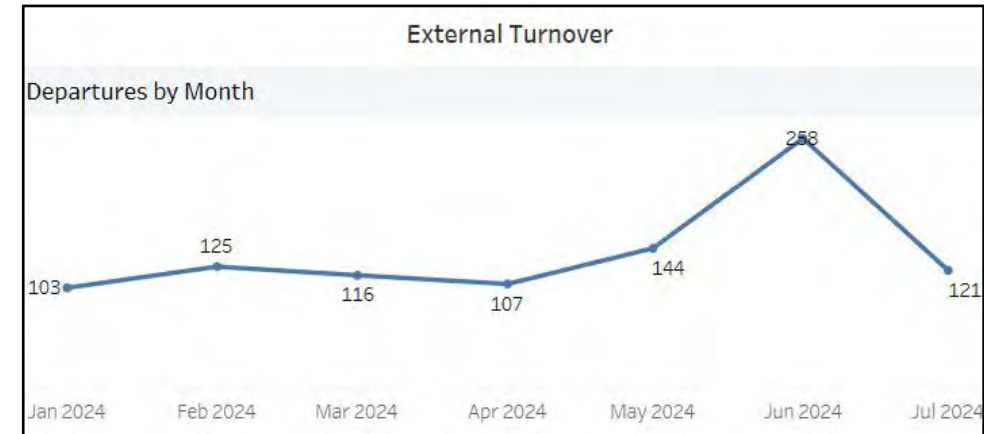
Non-Provider Contract Labor Spend:

- 2023 YTD: \$13.6M; Nursing made up \$8.7M of spend.
- 2024 YTD: \$7.9M (42% reduction in spend); Nursing made up \$3.2M of spend (63% reduction).

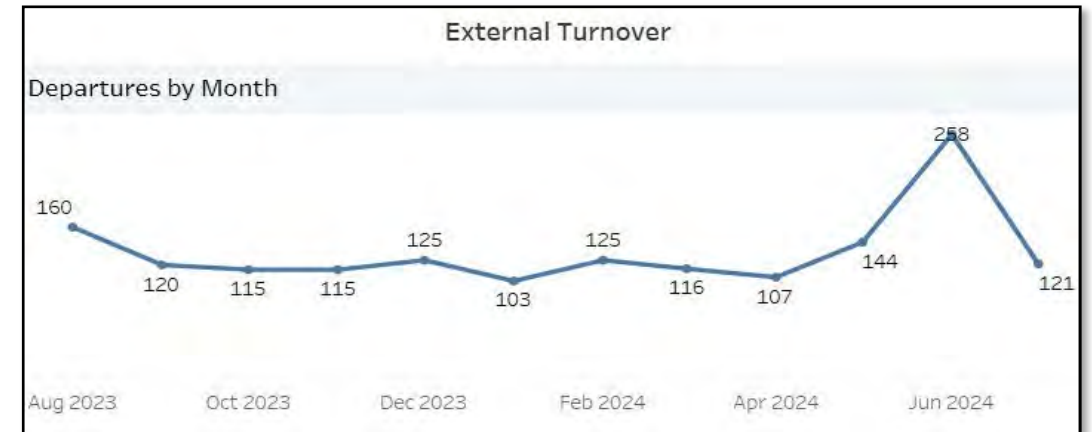
2024 Requisition Review/Recruitment Prioritization effort is underway to prioritize recruitment and labor spend on filling clinical, patient-facing roles with focus on opportunities for growth and expanded access.

- 10% of current open requisitions are trending toward being canceled in MyHR as a result of the requisition review process.
- 20% of requisitions will be further evaluated by executive leadership to determine whether to continue recruitment or cancel.

Turnover January through July 2024: 10.92%



Rolling 12-month Turnover August 2023–July 2024: 18.19%



People-First Strategy – Community Engagement



Lincoln-West School of Science & Health

- Lincoln West Back to School Orientation held for students and families to learn unique programming opportunities and available services
- Where Are We Now Campaign launched featuring MetroHealth employee Cheyenne Morningstar (PCNA), and Eli Tuyshimi (Commercial Airplane Pilot & JetBlue Supervisor)

Community Events

- MetroHealth Puerto Rican Expo – August 3 & 4, 2024
 - 22K community members attended and engaged in festivities
 - Hosted by the Hispanic and Cleveland Police Officer Association
 - **Margie Diaz** (Director, Inclusion, Diversity, and Equity) was awarded the position of Grand Marshal for the event
 - Attendees included Mayor Justin Bibb, Councilwoman Jasmin Santana, Congresswoman Shontel Brown, Council President Blaine Griffin, State Senator Nickie Antonio, Sean Brennan of Brennan Catering, and many others
- The Employee Business Resource Group (EBRG) Chairs attended the Greater Cleveland Partnership (GCP) Equity and Inclusion Conference, which had over 7,000 leaders in attendance



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%	<0.0001	83%
Well-child Visits in First 15 Months	56%	<0.0001	57%	0.002	57%
YTD Progress Composite					8

Goal Sponsor
Nabil Chehade, MD
Charles Modlin, MD



Legend

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

Goal: Improved Ambulatory Quality Value-Based Care Metrics

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

Measures	2023 Baseline	Target	Max	YTD 2024	Met Baseline	Target or Better
Diabetes: HbA1c	31%	30%	29%	33%	✖	✖
Cervical Cancer Screening	58%	59%	60%	64%	✚	✚
Breast Cancer Screening	68%	69%	70%	72%	✚	✚
Colorectal Cancer Screening	52%	53%	54%	56%	✚	✚
Diabetic Eye Exam	39%	40%	41%	38%	✖	✖
Controlling Hypertension	69%	70%	71%	70%	✚	✚
Kidney Health Evaluation	15%	20%	25%	35%	✚	✚
Clinical Depression & Follow Up	56%	57%	58%	53%	✖	✖
IET Alcohol & Other Drug Dependence	7%	8%	9%	7%	✚	✖
ADHD Medication and Follow Up	38%	39%	40%	42%	✚	✚
Pediatric Immunizations	34%	35%	36%	32%	✖	✖
Pediatric Lead Screening	76%	77%	78%	77%	✚	✚
Completion of Medicare Wellness	12500	13000	13500	7620	✖	✖
Improving Assessment of Conditions	73%	74%	75%	66%	✖	✖
Minimum = 9 metrics at baseline. Target = 9 metrics at baseline and 7 metrics achieve target. Maximum = 9 metrics at target or better					8/9	7

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	57

Academic Spotlight:

- Grants submission (YTD, July 31): 57; Annualized 98 (exceeding target)
- The EPA announced July 25 MetroHealth will receive a \$17 million grant that will identify 1,200 Cleveland-area households with at least one resident with asthma and work with them to reduce indoor air pollution. They will replace gas ranges with electric ranges, upgrade kitchen electrical systems as needed, and improve kitchen ventilation. **Ashwini Sehgal, MD**, Director of Research and Evaluation at the Institute of H.O.P.E. and member of the Population Health and Equity Research Institute, is the Principal Investigator.

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



All In

- Foundation Board member **Jon Presnell** and his children proudly carried the MetroHealth banner at this year's Puerto Rican parade. System Board trustee **Maureen Dee** rode on the parade float and addressed the crowd in English and Spanish. Sponsored by MetroHealth, the annual parade and expo celebrate Puerto Rican arts and culture.

Gifts

- A \$240,000 grant was received from the Ohio Department of Health and Ohio Department of Children and Youth for the expansion of our medical-legal partnership with Legal Aid Society of Cleveland to focus on pregnant women and newly parenting families.
- During the past month we received gifts totaling more than \$250,000 to support:
 - Peer-to-Peer Program
 - Behavioral Health and Addiction
 - Institute for H.O.P.E.™
 - Functional Electrical Stimulation (FES) research
- The local construction and design industry pledged additional support to the Walter B. Jones Jr. Scholars Endowment, which now totals \$93,800.



Stewardship

- Endowment Impact Reports will be mailed later this month to donors who support any of MetroHealth's 80+ endowments. The annual reports detail how departments use endowment funds to support a specific MetroHealth program or initiative.

Community Engagement

- Recruitment begins in mid-August for the second cohort of *Grief Recovery for Men* set to launch in September with a focus on men who have experienced infant and maternal loss. Contact Tony Minor, Manager Faith Communities Outreach, at tminor3@metrohealth.org.

Upcoming Events

- Institute for H.O.P.E.™ donor cultivation reception and introduction to SVP, President Institute for H.O.P.E.™ **Srinivas Merugu, MD**, and the Institute's team on Tuesday, September 24 from 4-6 p.m. at Via Sana.
- Celebrating 25 years with Epic on Tuesday, October 15.



Media Highlights

MetroHealth's [Kimberly Green, MSN, RN, C-EFM](#), is featured in the Authority Magazine story, [“Five Lifestyle Tweaks That Will Help Support People’s Journey Toward Better Wellbeing”](#)

MetroHealth's [Laura Shefner, MD](#), published her latest column – [“Back to school season can be exciting and stressful”](#) – in the Cleveland Jewish News

MetroHealth's [John Chae, MD](#), was quoted in the Becker's Hospital Review story, [“The most urgent needs in medical education”](#)

MetroHealth's [Tyffani Monford Dent, PsyD](#), was quoted in a story about social withdrawal, [“A Loved One Ignores Your Calls. Is It Ghosting—or Emotional Distress?”](#) – Sisters from AARP

[MetroHealth adds midwifery program](#) – Spectrum News 1

[MetroHealth debuts midwifery services](#) – Becker's

BECKER'S
HOSPITAL REVIEW

CLEVELAND
**Jewish
News**



Authority
Magazine

Sisters
FROM **AARP**

The MetroHealth Marketing and Communications teams collaborated on a comprehensive campaign to introduce MetroHealth's midwifery services to the community. Completed tactics include:

Web/Email

- Website: www.metrohealth.org/midwife
- Be SimplyWell blog: [Is a Midwife Right for You?](#)
- Social Media Promotion

Paid Media

- [RadioOne Interview](#)
- [WKYC Good Company](#)
- Crain's: [People on the Move \(Amy Lowell\)](#)
- Crain's: [More Options, Improved Outcomes](#)

Earned Media

- [Becker's](#)
- [Ideastream](#)
- [Spectrum News](#)

Internal Communications

- MIV story
- Morning Huddle/All-Staff Newsletter
- Primary Care Newsletter

Multimedia initiatives will continue throughout the year, including the launch of a digital campaign.



MetroHealth is Cleveland Metroparks' Official Healthcare Partner

Two iconic Cuyahoga County services coming together to provide access and celebrate our shared communities

- We had a relationship in 2015, focused primarily on seniors 55 and older
- After brief hiatus, reentered into a **five-year marketing agreement through September 2026**
- Shared **"TRY ANYTHING AND JUST SAY YES"** mentality between our teams to develop interesting and innovative programming that encourages our community to get outside as part of their wellness journey
 - Metroparks provides unprecedented access to free events and activities across their Reservations
 - Clinical Service interest in developing programs to elevate our partnership
 - Zoo Sensory Nights – supported by MAAC Clinic
 - Walk with a Doc
 - Sports Medicine clinics
 - Metroparks Accessibility web review and content with MetroHealth Rehabilitation Institute – Identifying Park District offerings for our shared ADA audiences



Program Details: Helping our community find health and wellness in nature, throughout the year



Community Engagement

- Mobile App
- Trail Challenge
- Ongoing Owned Channel promotion

Special Events

- Asian Lantern Festival
- Grandparents' Day, Sept 8
- Trick or Treat Fest
- Wild Winter Lights

"Always On" Branding

- Edgewater Park – Parking Lot Signage
- West 25th Street Banners
- Cleveland Metroparks Zoo Ginkgo Tree
- Digital Billboard – Promoting mobile app

Clinical Services Support

- Metroparks Accessibility website with Rehabilitation Institute
- Resiliency Run
- Free admission for Mom's House residents to Zoo
- Sunscreen dispensers at Golf Courses & Beaches CWRU Comprehensive Cancer Center
- Race Series Activation, Aug 25, Whiskey Island 5K
- Be SimplyWell Health Talk, Childhood Obesity with Holly Perzy, MD, Sept. 18, Breast Health with Natalie Joseph, MD, Oct. 2 Mammogram on-site
- Wild Winter Lights Sensory Night, Nov 13
- Walk with a Doc

People-First Support

- Discount tickets to Wild Winter Lights
- MetroHealthy Trail Challenge
- Reservable locations at Zoo & Nature Centers

- The latest winners of the DAISY Award for Extraordinary Nurses are [Justin Clark, RN](#), and [Vincent Lupico, RN](#). Both were recognized for their communication, empathy and compassion.
- Becker's Hospital Review recognized [Charles Modlin, MD, MBA](#), MetroHealth's Chief Health Equity Officer, among its "Chief Diversity, Equity and Inclusion Officers to Know" for 2024. Dr. Modlin is perhaps best known as the founder of the annual Minority Men's Health Fair.
- The Case Western Reserve University School of Medicine has formally approved Radiation Oncology as a new academic department. This elevation signals MetroHealth's deepening expertise in the field and puts our System in line with its peers at Cleveland Clinic and University Hospitals, which are also affiliated with Case Western Reserve. [Roger Ove, MD, PhD](#), will serve as Academic Chair.
- Community Health Worker (CHW) [Micheala Roby](#) received the 2024 Ohio G.R.I.T. Champion Award at the National School-Based Health Care Conference in July in Washington, D.C. The national alliance and the Ohio School-Based Health Alliance partner to present the annual G.R.I.T. (Genuine, Resilient, Innovative and Tenacious) Award to "spotlight those making a difference and positively impacting school-based healthcare in our communities."



Justin Clark, RN



Vincent Lupico, RN



Charles Modlin, MD



Roger Ove, MD, PhD



Micheala Roby

Awards, Recognition & Other News

- For the 20th time, MetroHealth has received the **NorthCoast 99** award. The honor, given by the Employers Resource Council (ERC), is given to 99 Northeast Ohio workplaces with “exceptional” policies, practices and benefits that are shown to attract and retain top performers. To earn the NorthCoast 99 award, companies went through a rigorous application process and were evaluated based on the policies, practices, and benefits in place for attracting and retaining top performers, as well as ratings from employees who completed a survey about our workplace.
- The Cleveland Leadership Center selected three MetroHealth employees for the 2025 class of its Cleveland Bridge Builders program: **Romona Brazile, RN**, Executive Director, Community Health Engagement and Impact; **Tricia Kachmyers, LISW-S**, Social Work Supervisor, Population Health, Ambulatory Care; and **Shanell Harris, MSSA, LSW**, Manager, Trauma Recovery Center.
- MetroHealth neurologist and Associate Director for the MetroHealth Center for Sleep Medicine **John Carter, MD**, has received national recognition as an Inspire Physician of Excellence for his dedication to his patients and outstanding clinical outcomes. Inspire therapy is an FDA-approved implantable device that uses groundbreaking technology to provide relief for people with obstructive sleep apnea.



Romona Brazile, RN



Tricia Kachmyers, LISW-S



Shanell Harris, MSSA, LSW



John Carter, MD

The following Appointments to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on July 30, 2024. The appointments will then be reviewed and accepted by the Medical Executive Committee on August 9, 2024.

Active

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Attallah, Joseph, MD	Medicine	Hematology/Oncology	8/12/2024
Glavan, Ana, MD	Medicine	Hospital Medicine	7/31/2024
Hmiel, Laura, MD	Medicine	Infectious Disease	8/12/2024
Jones, Paula, DO	Family Medicine		7/31/2024
Lewis, Charron, MD	Pediatrics		8/12/2024
McFraizer, Maya, DMD	Dental Medicine		7/31/2024
Times, Melissa, MD	Surgery	General Surgery	8/12/2024
Zurney, Adam, DO	Anesthesiology		8/12/2024

Associate

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Jones, Shelia, APRN-CNP	Psychiatry		7/31/2024
Mabrouk, Megan, APRN-CNP	Psychiatry		8/12/2024

Privileged Non-Member

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Dwyer, Meggan APRN-CNP	Family Medicine	Express Care	7/31/2024
Hazra, Sandra, MD	Medicine	Hematology/Oncology	7/31/2024
Jammali, Eman, MD	Family Medicine		7/31/2024
Legrand, Jason, MD	Pathology		7/31/2024
Miller, Zachary, DO	Orthopaedics		7/31/2024

Non-Reviewable Clean List Files

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Kennedy, Troy, MD	Emergency Medicine	Life Flight	7/31/2024

The following actions to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on July 30, 2024.
The Actions will then be reviewed by the Medical Executive Committee on August 9, 2024.

Resignations

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>End Date</i>
Cater, Grace, MD	Medicine	Cardiology	7/26/2024-RT
Clevenger, Leanne, MD	Surgery	Ophthalmology	7/1/2024-CC
Combs, Larissa, MD	Anesthesiology		7/12/2024-R
Coppola, Eileen, APRN-CNP	Family Medicine	Correctional Medicine	4/4/2024-R
Cox, Jacob, MD	Surgery	Ophthalmology	7/1/2024-CC
Hardy, Leanne, LPCC	Psychiatry	Social Work	7/1/2024-R
Karim, Saima, DO	Medicine	Cardiology	7/25/2024-R
Merrill, Jessica, MD	Anesthesiology		7/15/2024-R
Mirkin, Joshua, MD	Emergency Medicine		7/8/2024-R
Natarajan, Sabareesh, MD	Neurosurgery		7/29/2024-R
Patel, Urvi, DO	Medicine	Hospital Medicine	7/11/2024-RL
Smith, Marceal, LISW-S	Psychiatry	Social Work	7/1/2024-R
Yildirim, Baris, MD	Orthopaedics		8/1/2024-CC

Department Change

<i>Name</i>	<i>Department/Division From</i>	<i>Department/Division To</i>	<i>End Date</i>
Gardner Sophia, APRN-CNP	Hospital Medicine	Correctional Medicine	8/12/2024

Category Change

<i>Name</i>	<i>Category From</i>	<i>Category To</i>	<i>End Date</i>
Pearlman, Brandon, DO	Privileged Non-Member	Active	7/29/2024

Additional Clinical Privileges

<i>Name</i>	<i>Privileges Added</i>	<i>End Date</i>
Glaser, Kathleen, APRN-CNP	PAT Privileges	7/24/2024
Klepser, Kristen, APRN-CNP	Suture Privileges	7/11/2024
Lee, Lydia, MD	Low Risk Prenatal Care Privileges	7/11/2024
Rabinowitz, Jeffrey, MD	Emergency Medicine Privileges	7/1/2024

CC=Contract Complete, Fellowship Complete

R=Resigned

RL-Relocated

RT-Retired

ET-Employment Terminated

CT-Contract Terminated

JULY REAPPOINTMENTS 2024

Last Name	First Name	Degree	Department	Division
Artuza Leon	Rossana	DDS	Dental Medicine	
Bender	Evin	MD	Neurology	
Caja	Stephanie	PA-C	Emergency Medicine	
Dye	Jordan	CAA	Anesthesiology	
Gabet	Joelle	MD	Physical Medicine & Rehabilitation	
Gehrke	Shawna	APRN-CNP	Geriatric Medicine	
Grabnar	Maria	MD	Physical Medicine & Rehabilitation	Pain Management
Kocinski	Rhonda	APRN-CNP	Geriatric Medicine	
Litam	Patrick	MD	Radiology	
Lukens	Nicholas	MD	Emergency Medicine	
O'Brien	Kelly	APRN-CNP	Surgery	Trauma/Burn/Critical Care
Owen	Robert	MD	Anesthesiology	
Sikora	Matthew	DO	Anesthesiology	
Syed	Raafay	MD	Physical Medicine & Rehabilitation	Pain Management
Tran	Andrew	MD	Emergency Medicine	Life Flight
Wiper III	Donald	MD	Obstetrics & Gynecology	Gynecologic Oncology
Zelezna	William	MD	Anesthesiology	

THE METROHEALTH SYSTEM
MEC Meetings 2024
WEBEX
July 12, 2024

CHAIRPERSON: Natalie Joseph, MD

CALLED TO ORDER: 7:05 am
ADJOURNED: 8:30 am



RECORDER: Brittany Valenzano, CPCS

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. Kelly, Dr. Wilson, Dr. Krishnamurthy, Megan Flannery

Absent: Marie Crandall, MD

Guests: Jessica Higginbotham, Danielle Garcia

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. Welcome to Joseph Tagliaferro, DO as President Elect.	N/A
Minutes of the Previous Meetings	MEC minutes, Credentialing Committee minutes and Medical Record Committee Minutes were reviewed and approved	 CredComm Minutes June 10.docx  MEC Minutes 06.14.2024.docx	Forward to August BOT
Medical Staff Appointments and Actions	All medical staff appointments and actions of the Medical Staff Credentials committee from June 25, 2024 and July 9, 2024, were carefully reviewed by the Medical Executive Committee and approved.	All appointments were reviewed. Attached List	Motion carries to approve. Present to August 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
Protocols /Order Sets	Alcohol Withdrawal Order Set	Reviewed and Approved	Sent to EPIC team
Therapy Plans	Inclisiran Sodium (Leqvio)	Reviewed and Approved	Complete
Universal Protocol Update	Jessica Higginbotham Principal - Transformation & Optimization Danielle Garcia - Transformation & Optimization Associate	Presented updated policy, invasive procedure guide list and invasive procedure safety checklist for inpatient bedside, emergency room, and ambulatory. Discussion on updates and asked to present at next meeting.	September MEC
Executive Session	Discussion of provider FPPE	FPPE completion presented. Provider moved to OPPE	Complete
Meeting adjourned	Dr. Joseph	None	Complete

**RECOMMENDATION TO THE BOARD OF TRUSTEES OF THE METROHEALTH SYSTEM
TO APPOINT A MEMBER OF AND A DIRECTOR
TO THE BOARD OF DIRECTORS OF CCH DEVELOPMENT CORPORATION**

Recommendation

The Acting President and Chief Executive Officer and the Chief Legal Officer and Corporate Secretary recommend that the Board of Trustees of The MetroHealth System ("System") appoint a member of and a director to the Board of Directors of CCH Development Corporation.

Background

The MetroHealth System Board of Trustees approved the formation of CCH Development Corporation, a nonprofit corporation (the "Company"), in July of 2017 via Resolution 19115. The Company was formed to further the mission of the System by acquiring, developing, owning and managing real estate and related facilities as well as pursue community development, housing and activities related to or for the System and the community it serves.

The Company has three members – the President and Chief Executive Officer of the System, the Chairperson of the System Board of Trustees and a member of the Board of Trustees as approved by the System Board of Trustees (the "MetroHealth Approved Member"). Under the Company's Code of Regulations, the MetroHealth Approved Member also serves as one of the Board of Directors of the Company.

The previous MetroHealth Approved Member is no longer a member of the System's Board of Trustees. Under the Company's Code of Regulations, the Board of the System has the right to designate and appoint a successor MetroHealth Approved Member.

Appointment of a Member of and Director
to the Board of Directors of CCH Development Corporation

RESOLUTION XXXXX

WHEREAS, the Board of Trustees (the "Board") of The MetroHealth System (the "System") has been presented a recommendation to appoint a member of and a director to the Board of Directors of CCH Development Corporation (the "Company").

NOW, THEREFORE, BE IT RESOLVED, the Board hereby designates Michael Summers, a Member of the System's Board of Trustees, to serve as the System's representative in acting as a member of the Company and as a director of the Company and to serve in such capacity in accordance with his official position with the System (the "MetroHealth Approved Member").

BE IT FURTHER RESOLVED, the Board hereby authorizes, instructs and directs the MetroHealth Approved Member to represent the interest of the System at all times in service as a member or director of the Company.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:

August 2024