



The MetroHealth System

Board of Trustees

Wednesday, October 23, 2024

3:30pm - 5:30pm

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, October 23, 2024
TIME: 3:30pm – 5:30pm
PLACE: MetroHealth Board Room (K107) or via Zoom:
<https://us02web.zoom.us/j/81646905851>

AGENDA

- I. Approval of Minutes**
Minutes of October 8, 2024 meeting of the Board of Trustees
- II. Mission Moment**
- III. Committee Reports**
 - A. Quality, Safety & Experience Committee – *R. Dziedzicki*
 - B. Finance Committee – *J. Moss*
- IV. Consent Agenda**
 - A. Approval of Renewal of Line of Credit
 - B. Approval of Additional Capital Expenditures for Capital Improvements to the System's Apex Project and Main Campus Outpatient Pavilion
- 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 August and September 2024
 - B. Acceptance of Medical Executive Committee Minutes of August and September 2024
- VII. Information Items**
 - A. Midwifery Program Launch – *K. Green, D. Wiper*

The MetroHealth System Board of Trustees

VIII. Executive Session

Return to Open Meeting

IX: Recommendation/Resolution Approvals

- A. Authorization and Approval to Enter into an Employment Agreement with a President and Chief Executive Officer
- B. Authorization of the System to Transfer Certain Real Estate

The MetroHealth System Board of Trustees

SPECIAL BOARD OF TRUSTEES MEETING

Tuesday, October 8, 2024

1:00pm - 2:00pm

via Zoom

Meeting Minutes

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

Staff: Kate Brown, John Campanelli, Will Dube, Joe Frolik, Tim McGaw, Allison Poullos, Tamiyka Rose, James Wellons

Invited Guests: Adrian Thompson, Lisa Mack

Other Guests: Guests that were not invited by the Board of Trustees are not listed as they are considered members of the audience, and some were not appropriately identified.

Dr. Walker called the meeting to order at 1:00pm, 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 September 25, 2024, regular Board meeting as presented, which was given, seconded, and approved. Ms. Chappell abstained from voting as she did not attend the previous meeting. RESOLUTION NO. 19651

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, 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 disputes involving the public body that are the subject of pending or imminent court action. Ms. Dumas made a motion and Mr. Dziedzicki 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.

The MetroHealth System Board of Trustees

Members of the public were excused. The Board went into executive session to discuss the identified matters at 1:02 pm.

Return to Open Meeting

Following the executive session the meeting reconvened in open session at approximately 3:02 pm and welcomed back the public via Zoom. Dr. Walker expressed gratitude to the Board for their insightful discussions during the special meeting on identifying a permanent CEO for stability and operational necessity. Dr. Walker also thanked Dr. Christine Alexander Rager for stepping in the role as Acting CEO of The MetroHealth System and holding the system together during this difficult period.

The Board discussed appointing someone to fill the last 15 months of Dr. Steed's original tenure as the acting role is limited and was never intended for a prolonged period. Dr. Walker asked for a motion to appoint a CEO of The MetroHealth System effective immediately until the end of December 2025 which Mr. Dziedzicki made a motion and Mr. Moss seconded. The motion was revised by Mr. Dziedzicki, as the candidate vote was being held separately. The amended motion was given and seconded. The Board held a roll call vote with all Trustees in attendance voting to approve the motion to appoint a CEO of The MetroHealth System.

Mr. Dziedzicki made a motion to nominate Dr. Nabil Chehade to fill the remaining 15-month term and Mr. Moss seconded the motion. The Board held a roll call vote for the candidate:

AYES: Ms. Dee, Mr. Dziedzicki, Ms. Mendez, Mr. Moss

NAYS: Ms. Chappell, Mr. Corlett, Ms. Dumas, Mr. Summers, Dr. Walker

Mr. Corlett made a motion to nominate Dr. Christine Alexander to be the CEO of The MetroHealth System for the remaining term of Dr. Steed and Ms. Dumas seconded the motion. The Board held a roll call vote for the candidate:

AYES: Ms. Chappell, Mr. Corlett, Ms. Dee, Ms. Dumas Mr. Dziedzicki, Ms. Mendez, Mr. Moss, Mr. Summers, Dr. Walker

The MetroHealth System Board of Trustees

There being no further business to bring before the Board, the meeting was adjourned at 3:12 pm.

Respectfully submitted,

THE METROHEALTH SYSTEM

E. Harry Walker, MD, Chairperson

Next Regular Meeting: Wednesday, October 23, 2024

3:30pm – 5:30pm

The MetroHealth System Board Room K107 or via Zoom

**RECOMMENDATION TO PRESIDENT AND CHIEF EXECUTIVE OFFICER
OF THE METROHEALTH SYSTEM FOR THE APPROVAL OF
RENEWAL OF LINE OF CREDIT**

Recommendation

The Executive Vice President, Chief Financial & System Services Officer of The MetroHealth System ("MetroHealth") recommends that the Board of Trustees ("Board") of MetroHealth approve the renewal of the line of credit having the terms set forth in **Attachment A**.

Background

The Board previously approved a line of credit under Resolution #19506. The Executive Vice President, Chief Financial & System Services Officer believes that it is in the best interest of the System to renew that line of credit having the terms set forth in **Attachment A**.

Approval of Renewal of Line of Credit

RESOLUTION XXXXX

WHEREAS, the Board of Trustees ("Board") of The MetroHealth System ("MetroHealth") has been presented a recommendation to approve the renewal of the line of credit provided by KeyBank having the terms set forth in **Attachment A** (the "Line of Credit");

WHEREAS, the renewal of the Line of Credit will further the mission of MetroHealth and better provide for the health, safety, and welfare of the community MetroHealth serves; and

WHEREAS, the Finance Committee of the Board has reviewed the recommendation to renew the Line of Credit and now recommends its approval.

NOW, THEREFORE, BE IT RESOLVED, the Board hereby approves the renewal of the Line of Credit, and any subsequent renewals thereof after the expiration of the then-current term, as more fully described in **Attachment A**, to be paid out of available funds and/or a future issuance of tax-exempt debt.

BE IT FURTHER RESOLVED, the President and Chief Executive Officer and the Executive Vice President, Chief Financial & System Services Officer, each individually and without the need for the other's signature, are hereby authorized to negotiate and execute agreements and other documents consistent with this resolution.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:

October 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.

**RECOMMENDATION TO THE PRESIDENT AND CHIEF EXECUTIVE OFFICER
OF THE METROHEALTH SYSTEM FOR ADDITIONAL CAPITAL EXPENDITURES
FOR CAPITAL IMPROVEMENTS TO THE
SYSTEM'S APEX PROJECT AND MAIN CAMPUS OUTPATIENT PAVILION**

Recommendation

The Executive Vice President, Chief Financial & System Services Officer and the Senior Vice President, Facilities, Construction and Campus Transformation recommend that the Board of Trustees ("Board") of The MetroHealth System ("MetroHealth") approve additional capital expenditures as more fully described in **Attachment A** hereto for capital improvements to the MetroHealth Apex Project and Outpatient Pavilion.

Background

The Board previously approved capital expenditures for the Apex Project in Resolutions 19477 and 19526.

Approval of Additional Capital Expenditures for
Capital Improvements to the
System's Apex Project and Main Campus Outpatient Pavilion

RESOLUTION XXXXX

WHEREAS, the Board of Trustees ("Board") of The MetroHealth System ("MetroHealth") has been presented a recommendation for additional capital expenditures as more fully described in **Attachment A** for capital improvements to the MetroHealth Apex Project, costs for which were previously approved by the Board in Resolutions 19477 and 19526, and for capital improvements to the buildings on MetroHealth's main campus that currently comprise its Outpatient Pavilion ("Outpatient Pavilion").

WHEREAS, the additional capital expenditures as more fully described in **Attachment A** for capital improvements to the MetroHealth Apex Project and Outpatient Pavilion will further the mission of MetroHealth and better provide for the health, safety, and welfare of the community MetroHealth serves; and

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

NOW, THEREFORE, BE IT RESOLVED, the Board hereby approves the additional capital expenditures for the MetroHealth Apex Project and Outpatient Pavilion to be paid out of available cash, cash reserves, operating cash flow, and/or draws under MetroHealth's line of credit, in each case for which MetroHealth may be reimbursed by a future issuance of tax-exempt debt.

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

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:

October 2024

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ONLY IN CONFIDENTIAL FILES WHEN NOT IN USE.**

Trustees:

As you know, hospitals across the country are reeling from a significant shortage of intravenous fluids caused by hurricane damage to a major manufacturing plant in North Carolina. That facility – Baxter International’s Marion, N.C., plant – made 60% of the nation’s supply of IV fluids, about 1.5 million bags a day.

As soon as MetroHealth was made aware of the facility’s closure and IV fluid shortage, our caregivers jumped into action. On October 3, we activated a Code Yellow, allowing us to mobilize resources and set up an Incident Command structure to urgently address the potential crisis with a centralized response.

The Incident Command team is made up of an array of leaders and representatives from across our system, from Pharmacy and Supply Chain to Radiology and the Emergency Department – and everywhere in between.

Because of their work, we have been able to quickly implement new procedures and workflows to conserve supplies and cut back usage without compromising patient care and safety. The team launched a centralized interface to track IV fluid inventory and orders, and we are working with industry and governmental partners to find any way we can to mitigate this shortage.

I want to express my deep appreciation to the Incident Command team for their collaboration and selfless action. They are the embodiment of MetroHealth’s culture and values. I am often in their daily meetings and am inspired to report that they are doing their absolute best for our patients and community.

Here are a few other updates:

- Earlier this month, MetroHealth’s opened our new Psychiatric Emergency Department at the Cleveland Heights Medical Center. This vital resource provides around-the-clock, on-site psychiatric emergency services to meet our community’s critical need for crisis behavioral healthcare. The Psychiatric Emergency Department is staffed by MetroHealth psychiatrists and behavioral-health trained nurses, nursing assistants and social workers. Its location in the Behavioral Health Hospital allows for the smooth transfer of patients who require inpatient behavioral healthcare.
- On October 15, representatives from Epic Systems visited MetroHealth to celebrate the 25th anniversary of our system’s launch of the Epic Electronic Health Record. We were one of the first safety-net hospitals in the nation to implement Epic, and during our quarter-century using and improving the software, we have remained trailblazers in our ongoing optimization of this revolutionary and lifesaving tool.
- NIH recently awarded two significant grants to MetroHealth researchers: a five-year, \$3.5 million grant to support the sleep apnea research of **J. Daryl Thornton, MD, MPH**, a critical care specialist and pulmonologist and Director of the Division of Pulmonary, Critical Care, and Sleep Medicine; and \$2.2 million in grants to **Kevin Kilgore, PhD**, Staff Scientist in the



2500 MetroHealth Drive, Cleveland, OH 44109

Department of Physical Medicine and Rehabilitation (PM&R) at MetroHealth, which will allow Dr. Kilgore and his team to significantly expand the work they began two years ago with a three-year, \$12.5 million grant from the NIH.

- **Michelle Dietz, MD**, has been appointed Chair of Geriatric Medicine, taking over for **James Campbell, MD**, who announced his retirement earlier this year. Dr. Dietz is a 21-year veteran of our health system.
- Last month, MetroHealth System's Pulmonary, Critical Care, and Sleep Division; our Division of Maternal Fetal Medicine; and the Department of Obstetrics & Gynecology collaborated to establish a joint clinic for pregnant patients who have asthma and other respiratory conditions. The new Obstetric Pulmonary Clinic will be open one-half day each month in the offices of Pulmonary Medicine at MetroHealth's Main Campus.
- MetroHealth is partnering with the brand-new Health Assurance Foundation to help develop and expand best-practice standards for Community Health Workers. A \$434,400 grant from Health Assurance Foundation will support the CHW program at our Institute for H.O.P.E.™ as it works to:
 - Integrate CHWs within the primary care team to enhance health equity
 - Identify payment models for long-term CHW sustainability
 - Collaborate across the state on policy and advocacy to support CHW workforce growth and development.

Finally, I want to thank you for entrusting me with the role of President and Chief Executive Officer. It is the honor of my professional career to lead the 9,000 caregivers who put on MetroHealth badges every day.

And thank you for your service to MetroHealth, to our caregivers, our patients and our community.

Sincerely,

Christine Alexander-Rager, MD

President and CEO

The MetroHealth System

Associate Professor, Academic Department of Family Medicine

Case Western Reserve University



2500 MetroHealth Drive, Cleveland, OH 44109



MetroHealth



Report to the Board of Trustees

Christine Alexander-Rager, MD

President and CEO

October 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.

OCTOBER SCORECARD



2024 System Goal Domains



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.

OCTOBER HIGHLIGHTS



2024 System Goal Domains

Financial

- September discharges, outpatient clinic visits, emergency visits, and retail pharmacy volumes exceeded budget. Overall total operating revenue was \$12.1M Favorable to budget.
- YTD Premium Pay is also known as “overtime, shift incentives, and contract labor” are all within budget and have been reduced 29% compared to prior year.
- YTD Full Time Equivalents are 2.6% below budget and the associated Salary, Wages, and Benefits cost is 2.8% below budget.
- YTD Retail Rx volumes continue to grow, increasing 14.4% over prior year while drug cost exceeds budget by 16.5% or \$30.8M.
- Volumes September YTD continue to be below budget in two areas: Behavioral Health (BH) and the Operating Room (OR).
- EBIDA margin of \$83.5M is trailing prior year by \$5.7M and below budget by \$20.8M.

Strategy & Growth

- Share of Care has shown improved performance in recent months. YTD the metric is performing at 53.2% with no inflation or economic adjustments applied. Preliminary adjustments reduce the value to 51.7%, which is slightly above target.
- Final adjustments are determined through a previously agreed upon process using published inflationary and economic figures.

Quality, Service & Experience

- Our Elimination of Harm Goal continues to remain at stretch performance through September.
- Our Patient Experience Goal remains at target performance through August.
- The System's 2024 Vizient Quality and Accountability Scorecard demonstrated a 28-percentile improvement of our rank within the large complex care medical center cohort.

People-First Strategy

- Employee Benefit Statements mailed to all MetroHealth employees on October 3 with digital copies of the employee Benefit Statements available in the MyHR portal on October 7.
- Open Enrollment guides mailed to all MetroHealth employees on October 7.
- September offers Accepted: 214, YTD offers Accepted: 2189
- Time to Fill Rate MTD: 48.04, YTD: 51.30
- Vacancy Rate thru September 2024: 11.43%
- Turnover Rate YTD: 14.15%, Rolling twelve months: 18.18%

Clinical Transformation, Community & Health Equity

- Diabetic AI machines Go Live in primary care was Oct 1st. 8 sites will be having this service to diabetic patients.

Research & Teaching

- Grants submissions: Submissions: 78; Annualized: 104
- Q3 grants: \$32 million

Goal: Achieving 2024 Adjusted EBIDA Target

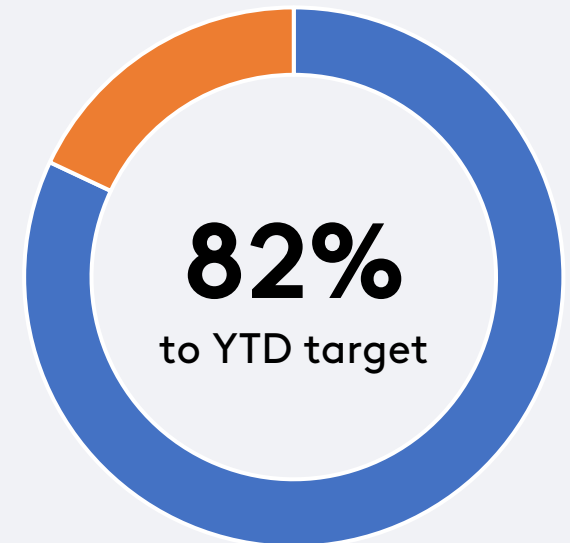
The Measure: EBIDA – Earnings Before Interest, Depreciation and Amortization – is a key performance indicator for an organization’s financial health.

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: \$85.3 million
YTD Target: \$104.3 million
Variance: (\$19.0) million

Annual Goal Target: \$140 million

*YTD as of September 30, 2024

Goal: Achieving 2024 Adjusted EBIDA Target

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

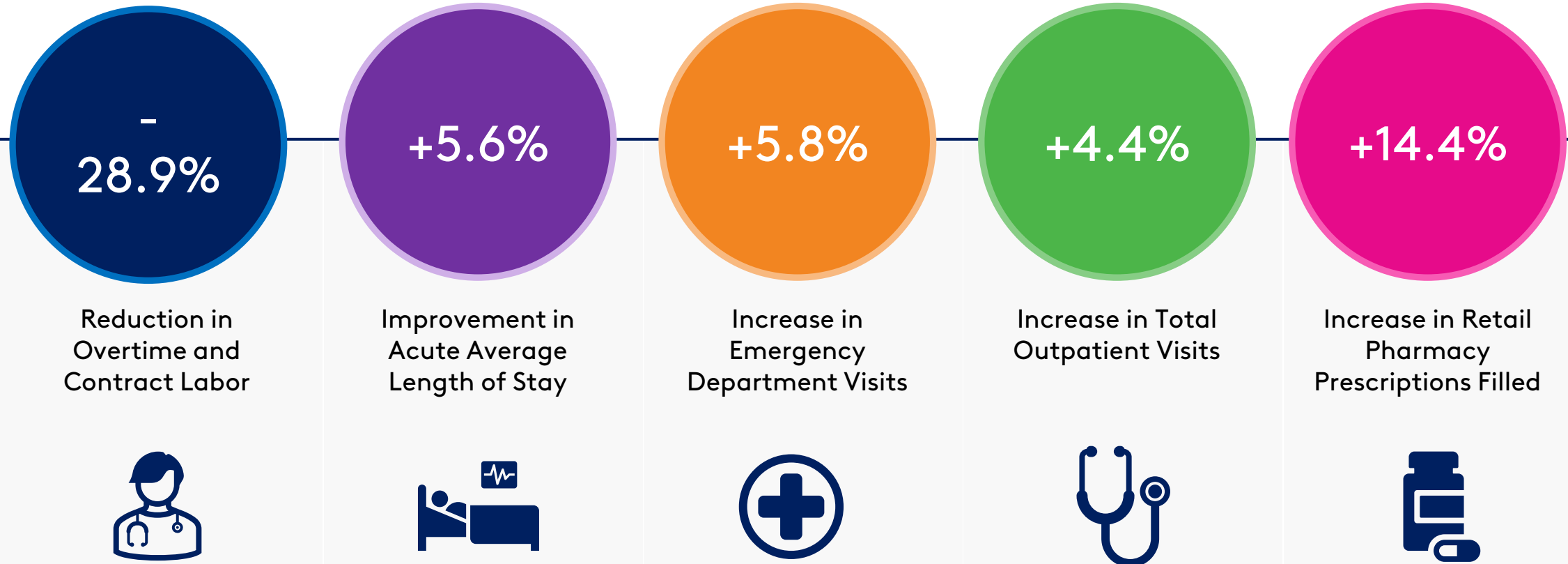
- Surgical case volumes have grown 4.0% over the same period last year, and lags budget by 7.4% or 1,362 cases. Actions are being taken to increase the surgical case volumes and realign operating EBIDA to budget.
- Cleveland Heights Behavioral Health average daily census has grown 29% over the same period last year and lags budget on average by 23 patients per day or 32%. 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 14.4% over the same period last year. However, pharmaceutical expense exceeds budget by \$31M or 17% without the same proportionate growth in offsetting revenues. Changes in reimbursement have 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	\$104.3 million	\$85.3 million

Goal Sponsor
Derrick Hollings
Olusegun Ishmael, MD,
MBA



2024 Year-to-Date Improvements over September 2023



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:

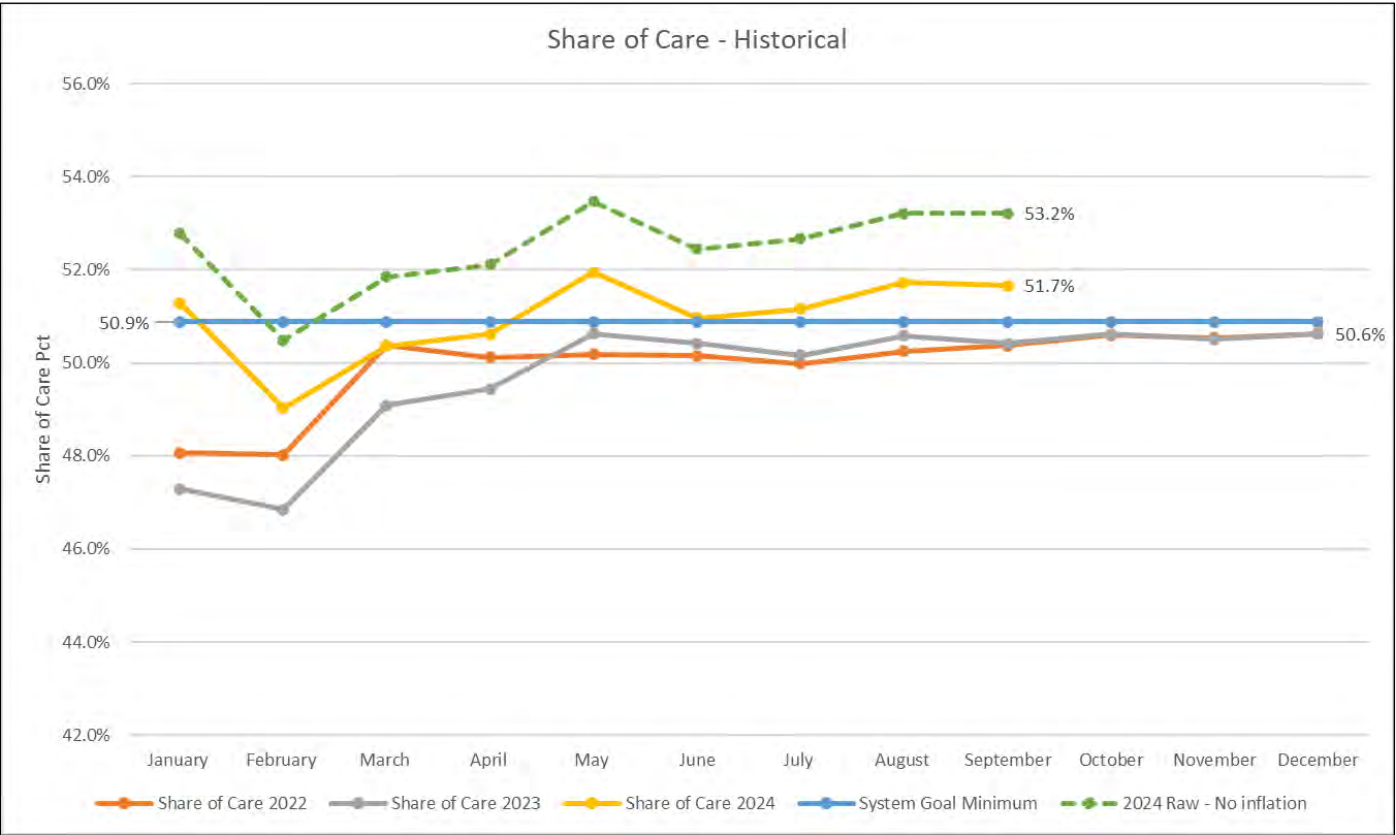
Current month:

Baseline Performance – 50.6%

YTD Raw Performance – 53.2%

YTD Adjusted Performance – 51.7% (+1.1%)*

**adjusted based on preliminary inflation and economic trends. Final adjustments will be applied based on prior agreed upon processes using published inflation and economic data.*



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 surpass stretch performance in the month of September. The system had 13 harms in September which places the Patient Safety Score at 1.11 harms per 1,000 patient days.
- MetroHealth ranked 116 out of 177 like hospitals on the Vizient Quality and Accountability Scorecard (compared to 144 out 154 hospitals in 2023), which is a 28-percentile rank improvement
- MetroHealth saw a 5 percent improvement in our Leapfrog Letter Grade score compared to our Spring Grade. Our official Letter Grade will be released at the end of October/beginning of November.
- The July refresh of the CMS star ratings shows that MetroHealth improved to 3 stars.

Goal Sponsor

Joseph Golob, MD

2023 Year-End Baseline	2024 Target Goal	YTD 2024 (September 2024)
1.25 per 1,000 inpatient days	1.19 per 1,000 inpatient days	1.11 per 1,000 inpatient days



Goal: Improving the Patient Experience

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

- 5 of 10 HCAHPS dimensions have reached 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:

- Emergency Department, in collaboration with Patient Experience, launched service recovery training sessions focused on using the Communicate with C.A.R.E. model: Connect, Apologize, Resolve, Express Gratitude
- In collaboration with the Customer CARE Center, service excellence sessions including verbal de-escalation launched for ambassadors to build skills to better serve our patients.
- Patient Experience and Community Health Services teams collaborated to capture voice of the patient feedback for Mobile Clinic services:
 - 95.2% of respondents rated the service as 9 or 10 on a ten-point scale

2023 Year-End Baseline	2024 Target Goal	YTD 2024 (Through August)
3.05	3.20	3.25

Goal Sponsor
Joseph Golob, MD



Legend

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

Goal: Improving Employee Engagement

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

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

Employee engagement activities:

- The 2024 Employee Engagement Survey is scheduled to launch on October 22.
- NorthCoast 99 Celebration Event held on September 25 where MetroHealth was recognized as the top workplace for the 20th time - Platinum Award.
- Change Management Team, conducted workshop exercises across four workshops to improve employee engagement
- Employee Engagement Leader Lunch & Learn held with 95 attendees. Best practice engagement strategies and tactics were shared by four MH leaders, Scott Sinick (Rehab Therapy), Shaquana Jeffries (EVS), Allyson Rizk (Nursing), and Joe Karban (Radiology).

Goal Sponsor
Dalph Watson, JD



2023 Year-End Baseline	2024 Target Goal	YTD 2024
71%	77%	Launches October 22, 2024

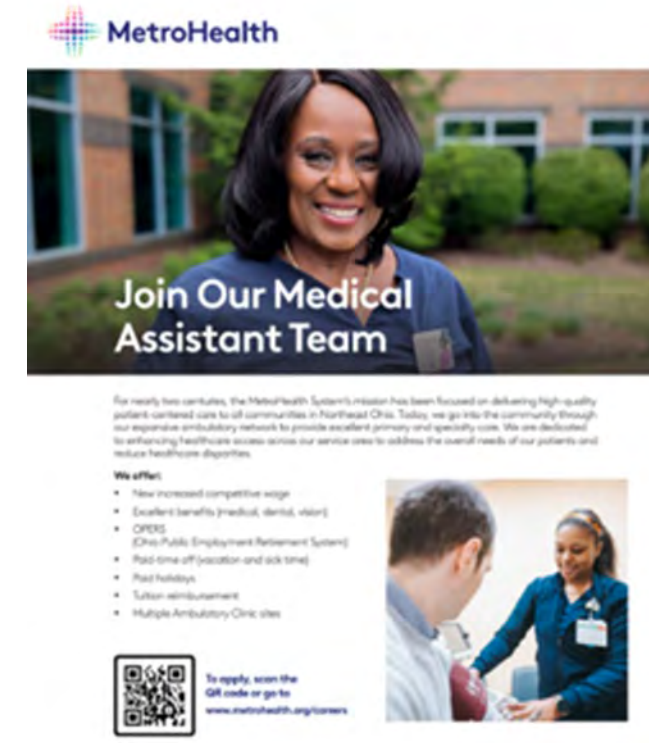
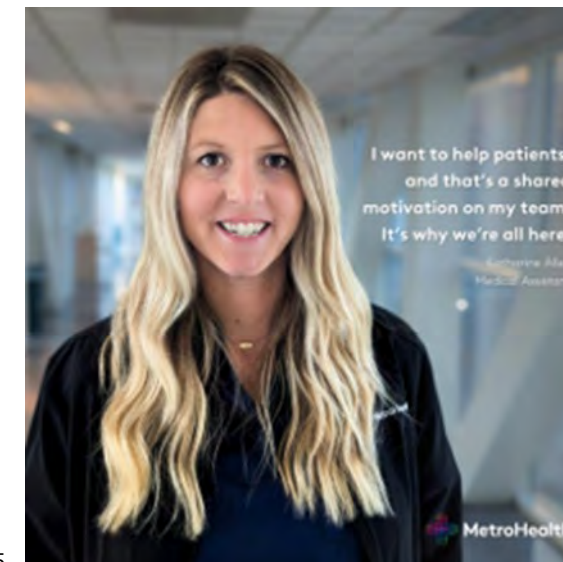
People-First Strategy – Talent Acquisition

Talent Acquisition – Recruitment

- Talent Acquisition hosted a Medical Assistant Hiring Event on September 17. Seven candidates attended, and an estimated 13 hires are anticipated from this event
- The TA team hosted a Dining Services Hiring Event on September 18 and anticipates nine hires from this event
- Dining Services hiring event held on September 18 with eight offers accepted and one pending.
- "Day in the Life" Recruitment videos were completed to support recruitment efforts for both Medical Assistant and Respiratory Therapy opportunities. The videos below will be used as part of our social media recruitment strategies in coordination with Communications.

[Medical Assistant:](https://f.io/n4bx8ldr)
<https://f.io/n4bx8ldr>

[Respiratory Therapy:](https://f.io/gVNj_lcM)
https://f.io/gVNj_lcM

The advertisement features the MetroHealth logo at the top. Below it is a photo of a smiling woman in a blue scrub top. The text "Join Our Medical Assistant Team" is overlaid on the photo. Below the photo is a paragraph of text: "For nearly two centuries, the MetroHealth System's mission has been focused on delivering high-quality patient-centered care to all communities in Northeast Ohio. Today, we go into the community through our extensive ambulatory network to provide excellent primary and specialty care. We are dedicated to enhancing healthcare access across our service area to address the overall needs of our patients and reduce healthcare disparities." Below this is a list of benefits: "We offer: • New increased competitive wage • Excellent benefits (medical, dental, vision) • OPERS (Ohio Public Employees Retirement System) • Paid time off (vacation and sick time) • Paid holidays • Tuition reimbursement • Multiple Ambulatory Clinic sites". To the right of the list is a small photo of a medical professional interacting with a patient. At the bottom left is a QR code, and to its right is the text: "To apply, scan the QR code or go to www.metrohealth.org/careers".

Lincoln West School of Science & Health

- In conjunction with MetroHealth, graduating seniors celebrated their White Coat Ceremony on October 2 to commemorate their journey working in healthcare.
- Planning efforts are underway with Nursing Leadership and HR for PCNA student roles for graduating seniors

Workforce Development

- In partnership with Legal Works and Cuyahoga County, the MetroHealth Expungement Clinic on October 5 assisted employees and community members in resolving background issues that may impact their employment.
- MetroHealth and the Tri-C Access Center Fall course classes will start on October 21. Courses include Introduction to Pharmacology, Introduction to Nursing, and Microsoft Office Suite

Community Events

- Margie Diaz, Director, Inclusion, Diversity & Equity, presented Develop a Strategic DEI Plan at the 2nd Annual DEI Conference held on September 12.
- The MetroHealth Foundation collaborated on the City of Cleveland's Celebration of Hispanic Heritage Month celebration on September 13.



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%	0.0011	81%
Postpartum Care Visit	79%	<0.0001	79%	0.0003	84%
Well-child Visits in First 15 Months	56%	<0.0001	57%	<0.0001	58%
YTD Progress Composite					9

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%	28%	+	+
Cervical Cancer Screening	58%	59%	60%	65%	+	+
Breast Cancer Screening	68%	69%	70%	73%	+	+
Colorectal Cancer Screening	52%	53%	54%	57%	+	+
Diabetic Eye Exam	39%	40%	41%	39%	+	✗
Controlling Hypertension	69%	70%	71%	71%	+	+
Kidney Health Evaluation	15%	20%	25%	40%	+	+
Clinical Depression & Follow Up	56%	57%	58%	57%	+	+
IET Alcohol & Other Drug Dependence	7%	8%	9%	7%	+	✗
ADHD Medication and Follow Up	38%	39%	40%	40%	+	+
Pediatric Immunizations	34%	35%	36%	32%	✗	✗
Pediatric Lead Screening	76%	77%	78%	77%	+	+
Completion of Medicare Wellness	12500	13000	13500	10137	✗	✗
Improving Assessment of Conditions	73%	74%	75%	69%	✗	✗
Minimum = 9 metrics at baseline. Target = 9 metrics at baseline and 7 metrics achieve target. Maximum = 9 metrics at target or better					11/9	9/9

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	78; Annualized 104

Academic Spotlight: New grants awarded

- Received \$32 million in new grants in Q3



Goal Sponsor

John Chae, MD

Legend

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

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

System News and Accomplishments



MetroHealth

Epic and MetroHealth: 25 Years of Partnership

MetroHealth was **the first** safety-net healthcare system in the nation to start installing Epic's electronic health record platform. Since our first go-live in outpatient pediatrics in 1999, the two organizations have continued to collaborate and innovate.

To celebrate 25 years of partnership, MetroHealth and Epic came together on Tuesday, October 15, for a special reception in the Rammelkamp atrium.

Since 1999, among many other efforts, Epic has supported MetroHealth with:

- 400,000 patients enrolled in MyChart
- 2.3 million patients
- 38 million appointments
- 19,000 births
- 100 million patient record exchanges
- 72,000 people enrolled in research



Major Gifts

- **Health Assurance Foundation** awarded \$434,400 to support continued implementation of Community Health Workers (CHWs) across various departments at MetroHealth.
- Gifts were received from **Tim King**, the **Anschuetz & Higham Fund**, and the **Dimarco Foundation** that allowed for full funding of **The Fred A. Lennon Charitable Trust** year-one challenge grant. This challenge grant, totaling \$600,000 over three years, supports **Functional Electrical Stimulation** (FES) research activities.
- The **Robert R. and Gay C. Cull Family Foundation** will be awarding the Chester Scholars \$20,000 this year.
- **The James Campbell, MD Endowment in Geriatric Medicine** has received commitments totaling over \$120,000 thus far, with many other requests being considered.
- Philanthropic support to the **Randall Cebul, MD Endowed Lectureship** now totals over \$100,000, meaning that the endowed lectureship is fully funded.

Fundraising

- The Fall Annual Appeal was mailed mid-month.
- Employee campaign “We Give Metro” kicks off October 21 with the goal to raise \$1,000,000 – with a focus on employees giving to areas most meaningful to them.



Community Engagement

- **Dr. Lisa Ramirez** and **Margie Diaz** presented remarks at the opening and closing ceremonies of the City of Cleveland Hispanic Heritage Month Celebration.
- **Romona Brazille** and **Kimberly Green** attended Ohio Infant Vitality Day in partnership with First Year Cleveland and a delegation of approximately 40 community partners at the statehouse.
- MetroHealth had a presence at **Hispanic Convencion**. The event takes place every four years with an estimated attendance of 3,000 people.
- A **Maternal Health Community Conversation** will take place on November 7 at MetroHealth's Cleveland Heights facility and will focus on Centering and Midwifery.

Events

- The **Institute for H.O.P.E.™** will hold a community open house at Via Sana on Tuesday, October 29.
- **MetroHealth** and **Epic** celebrated 25 years of partnership and innovation on October 15 at MetroHealth's Atrium at Main Campus.
- Our **Turkey Giveaway** is scheduled for November 22 at MetroHealth's Buckeye and Main Campus locations in partnership with Institute of H.O.P.E.™ and the **Greater Cleveland Food Bank**. We will give away approximately 1,750 turkeys.

Communications

In the [newest issue of GIVING](#), our cover story introduces you to [Mike Cantu](#), who has been working with the MetroHealth Rehabilitation Institute for 13 years, since he broke his neck at age 15. Thanks to the latest developments in Functional Electrical Stimulation (FES), Mike had surgery to implant neuroprostheses that have helped him regain significant hand and arm movement in the last nine months.



Media Highlights

[MetroHealth to 'create playbook' for community health workers with national nonprofit](#) – Crain's Cleveland Business (behind paywall)

MetroHealth's [Candace Mori, PhD, RN, APRN, ACNS-BC, NEA-BC, ONC](#), quoted in Becker's Hospital Review story, ["A 'transformational era' of nursing is on the horizon"](#)

MetroHealth Appoints [Christine Alexander-Rager, MD](#), as President and CEO: [WKYC](#), [ideastream](#), [Fox 8](#), [Crain's](#), [Cleveland.com](#), [19 News](#), [Cleveland Business Journal](#), [Spectrum News](#)

Press Release

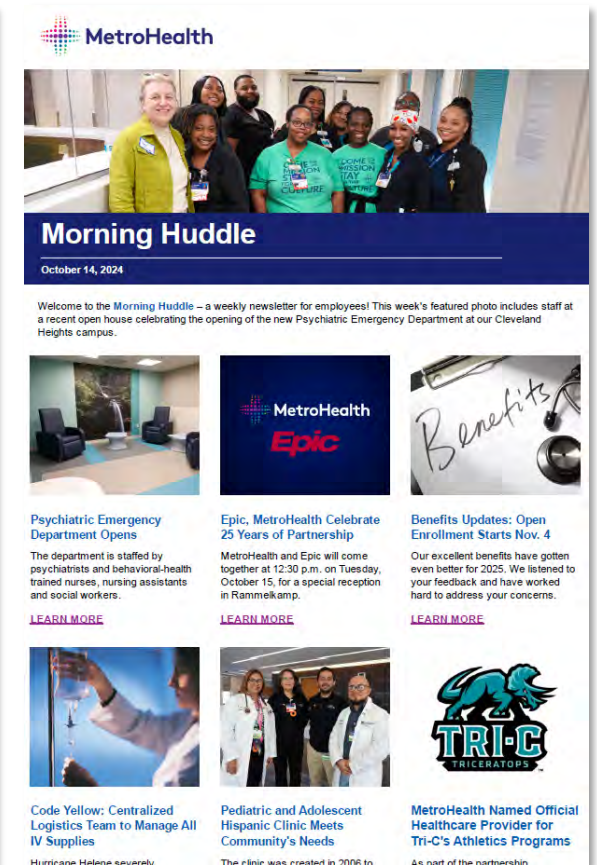
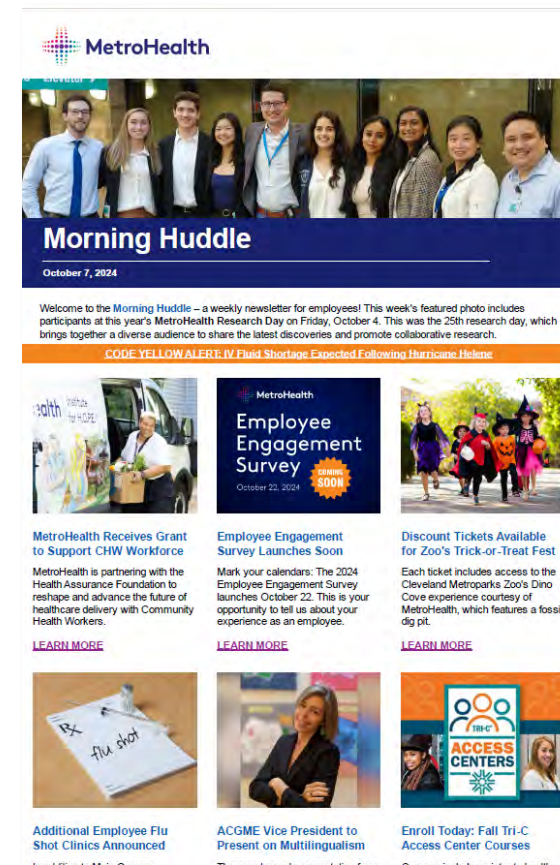
MetroHealth opens Psychiatric Emergency Department in Cleveland Heights

[MetroHealth named official healthcare provider of Tri-C Athletics](#)

[MetroHealth partners with Health Assurance Foundation](#)

Internal Communications

In May, Communications launched “Morning Huddle” – new weekly newsletter for employees. Over 24 editions, the newsletter has averaged a **70.9% open rate**.



Breast Cancer Awareness Month

Marketing and Communications has launched a comprehensive awareness campaign around Breast Cancer Awareness Month in October. The main call to action for the messaging is around the importance of scheduling a yearly mammogram and will incorporate #BreastFriends where appropriate to tie various pieces together for a cohesive campaign. We will leverage owned, earned and paid media outlets both internally and externally.



La Mega Nota ad



Social media



Metrohealth.org homepage banner



Digital outdoor billboard



Be SimplyWell health talk/screenings



- *Medina Gazette* readers have once again voted **John Surso, MD**, Physician of the Year in the Medina County "Best of the Best" contest. He received the same honor in 2020.
- MetroHealth's **Vanessa Maier, MD, MPH**, will be inducted into the Distinguished Alumni Hall of Fame at Cleveland Heights-University Heights High School. Dr. Maier, a 1991 graduate, is strongly connected to her alma mater. In addition to seeing patients in her primary care clinic at MetroHealth Beachwood Health Center, she serves as the Medical Director of the MetroHealth School Health Program and provides care at the [Heights Wellness Center](#) in Cleveland Heights-University Heights High School.
- *Becker's Hospital Review*, in partnership with the Joan and Irwin Jacobs Centers for Health Innovation at UC San Diego, recognized MetroHealth as one of 11 U.S. health systems leading the way in artificial intelligence. In the piece, Becker's highlighted three MetroHealth leaders for their efforts in AI: **Nabil Chehade, MD**, Executive Vice President, Chief Clinical Transformation Officer; **David Kaelber, MD, PhD, MPH**, Vice President, Chief Health Informatics Officer; and **Yasir Tarabichi, MD**, Director, Clinical Research Informatics, and Chief Medical Informatics Officer and Medical Director for Ovatient (a MetroHealth venture).



John Surso, MD



Vanessa Maier, MD, MPH



Nabil Chehade, MD



David Kaelber, MD, PhD, MPH



Yasir Tarabichi, MD

Awards, Recognition & Other News

- The American College of Surgeons has recognized The MetroHealth System for its deep commitment to maintaining the highest standards in perioperative care and quality improvement. Last month, representatives from ACS presented MetroHealth with a plaque at the ACS Quality Conference in Denver. The honor was accepted by two MetroHealth research fellows – [Faria Nisar, MD](#), and Nicolas Mas D'Alessandro, MD, from the Department of Anesthesiology and Pain Management.
- Whether it's providing direct patient care, developing the next generation of skilled and compassionate nurses, or leading peers to care for our most vulnerable neighbors, [Evangela Rice, MSN-Ed, RN, CNOR, CST](#), and [Raymond Jontony, RN](#), are shining examples of the care that is possible when we put people first. They are both honorees for The Plain Dealer and cleveland.com's 2024 Top Nurses Awards, which recognize and celebrate the incredible impact nurses have in addressing challenges and ensuring the well-being of our society.
- For the fourth time in five years, *Newsweek* has placed MetroHealth on its list of Best Physical Rehabilitation Centers, a designation presented with Statistica Inc., the world-leading statistics portal and industry ranking provider. The [MetroHealth Rehabilitation Institute](#) had two programs receive special mention: the Center for Brain Injury Rehabilitation (led by Victoria Whitehair, MD) and the Center for Stroke Rehabilitation (led by James Begley, MD).



Awards, Recognition & Other News

- **Deepak Kumar, MD**, will receive the Franklin Delano Roosevelt Leadership Award at the March of Dimes' Signature Chef Gala on Thursday, October 24. The award acknowledges Dr. Kumar's superior contributions in the areas of neonatal-perinatal pediatrics and his commitment to advancing the organization's mission of improving the health of mothers and babies.
- MetroHealth Community Health Worker **Alvernese Ford** will be honored as the recipient of the 2024 Leader Award at the Ohio Statewide CHW Conference in Columbus October 24. Alvernese works with MetroHealth's School Health Program (SHP) in the Cleveland Heights-University Heights School District, helping to set students up for success in and outside of school.
- **Ginger Marshall**, PRIDE Network Administrative Coordinator, is being recognized for her advocacy on behalf of the health and well-being of members of the LGBTQ+ community. Ginger will receive the 2024 LGBT Community Center of Greater Cleveland's annual LGBTQ+ Health and Wellness Heritage Award at a ceremony and reception Tuesday, October 15. The event is part of the organization's LGBTQ+ Heritage Day Celebration.
- Members of the Division of Trauma recently teamed up with the U.S. Attorney's Office for the Northern District of Ohio and other community partners for public events highlighting the importance of securing firearms and storing them safely. Injury Prevention and Outreach Coordinator **Anthony Zalewski, RN**, led the effort.



Deepak Kumar, MD



Alvernese Ford



Ginger Marshall

The following Appointments to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on August 13, 2024. The appointments will then be reviewed and accepted by the Medical Executive Committee on September 6, 2024.

Active

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Armstrong, Nathan, MD	Emergency Medicine		8/14/2024
Kodali, Baby Vasanthi, MD	Medicine	Endocrinology	8/14/2024

Associate

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
McCarthy, Julie, APRN-CNM	OB/GYN		8/14/2024
Williams, April, RRA	Radiology		8/14/2024

Privileged Non-Member

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Cooper, Joshua, MD	Pediatrics	Pediatric Infectious Disease	8/14/2024
Rezek, Issa, MD	Surgery	Cardiothoracic	8/14/2024
Smith II, John, MD	Medicine	Cardiology	8/14/2024

The following Appointments to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on August 27, 2024. The appointments will then be reviewed and accepted by the Medical Executive Committee on September 6, 2024.

Active

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
McClinton, Aneesah, MD	Surgery	General Surgery	8/28/2024
Mier Y Teran, Eduardo, MD	Family Medicine		8/28/2024
Okoli, Chimuanya, MD	Medicine	Pulmonary Medicine	8/28/2024
Szynkowski, Joshua, MD	Surgery	Trauma/Burn/Critical Care	8/28/2024
Ticku, Hemani, MD	Neurology		8/28/2024
Wee, Corrine, MD	Surgery	Plastic Surgery	8/28/2024
Winchester, Mae-Lan, MD	OB/GYN	MFM	8/28/2024

Associate

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Benedict, Elisa, APRN-CNP	Psychiatry		8/28/2024
Benjamin, Kristi, APRN-CNP	Medicine	Hospital Medicine	8/28/2024
Gray, Valarie, APRN-CNP	Family Medicine		8/28/2024
Staikoff, Jenna, CAA	Anesthesiology		8/28/2024

Privileged Non-Member

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Gold, Robert, MD	Surgery	Urology	8/28/2024
Khandan, Tulasi, MD	Radiology		8/28/2024
Upperman, Lucas, MD	Anesthesiology		8/28/2024

Non-Reviewable Clean List Files

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Hughes, Ashley, LPCC	Psychiatry	Social Work	8/28/2024
Leo, Timothy, PT	PM&R		8/28/2024
Ross, Hannah, AuD.CCC-A	Otolaryngology		8/28/2024

The following actions to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on August 27, 2024. The Actions will then be reviewed by the Medical Executive Committee on September 6, 2024.

Resignations

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>End Date</i>
Biswas, Tithi, MD	Radiation Oncology		8/7/2024-R
Borneman, Karen, MD	Family Medicine		8/23/2024-R
Liu, Boshen, MD	Orthopaedics		7/31/2024-CC
Syed, Raafay, MD	PM&R	Pain Management	8/2/2024-RL
Walsh, William, DO	Surgery	Trauma//Critical Care	8/2/2024-RL
Vettrano, Ivana, MD	OB/GYN	Maternal Fetal Medicine	8/2/2024-RL

Department Change

<i>Name</i>	<i>Department/Division From</i>	<i>Department/Division To</i>	<i>End Date</i>
Sanders, Cristina, APRN-CNP	Internal Medicine	Geriatric Medicine	8/12/2024

Category Change

<i>Name</i>	<i>Category From</i>	<i>Category To</i>	<i>End Date</i>
Stovicek, Elizabeth, MD	Privileged Non-Member	Active	9/6/2024

Additional Clinical Privileges

<i>Name</i>	<i>Privileges Added</i>	<i>End Date</i>
Jain, Gary, MD	Robotic Privileges	8/20/2024
Stovicek, Elizabeth, MD	Palliative Care Privileges	9/6/2024

CC=Contract Complete, Fellowship Complete

R=Resigned

RL-Relocated

RT-Retired

ET-Employment Terminated

CT-Contract Terminated

AUGUST 2024 REAPPOINTMENTS

Last Name	First Name	Degree	Department1	Division
Allamby	Carl	MD	Emergency Medicine	Life Flight
Barr	Jayne	MD	Medicine/Pediatrics	
Beck	Brenda	DO	Anesthesiology	Pain Management
Bellin Warren	Sophia	MD	Medicine	Palliative Care
Chapman	Katharine	APRN-CNP	Family Medicine	
Crawshaw	Benjamin	MD	Surgery	General Surgery
Curry	Sarah	DMD	Dental Medicine	
Cyphers	Stephanie	PA-C	Family Medicine	
Dvorak	Justin	MD	Surgery	Trauma/Burn/Critical Care
Finke	Dain	MD	Medicine	Internal Medicine
Hassett	Christopher	DO	Neurology	
Huang	Yuan	MD	Dermatology	
Iacullo	Julie	MD	Dermatology	
Kritikos	Niki	MPH	Family Medicine	Express Care
Lemonovich	Tracy	MD	Medicine	Infectious Disease
Maluso	Patrick	MD	Surgery	Trauma/Burn/Critical Care
Matson	Christopher	MD	Orthopaedics	
Mishra	Kirtishri	MD	Surgery	Urology
Mohar	Denise	APRN-CNP	Geriatric Medicine	
Olding	Kayla	OD	Surgery	Optometry
Rezaee	Rod	MD	Otolaryngology	
Ritter	Kaitlin	MD	Surgery	Trauma/Burn/Critical Care
Seneviratne	Chandula	MD	Medicine	Pulmonary Medicine
Singla	Sandeep	MD	Medicine	Cardiology
Starcovic	Cara	APRN-CNP	Neurosurgery	
Villace Benson	Ana	PT	Physical Medicine & Rehabilitation	
Villarosa	Ruth	MD	Pediatrics	Pediatric Comprehensive Care
Waz	Natalia	PA-C	Surgery	General Surgery
Zakel	Juliet	MD	Physical Medicine & Rehabilitation	

THE METROHEALTH SYSTEM
MEC Meetings 2024
WEBEX
August 9, 2024

CHAIRPERSON: Natalie Joseph, MD

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




RECORDER: Trish Gallagher

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: Robert Jones, Jessica Higginbotham, Michael Lewis

Executive Officers: NA

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS	EVALUATION/FOLLOW-UP
Call to Order	Dr. Joseph	Dr. Alexander briefly spoke with updates to the MEC. Dr. Joseph asked the MEC for their opinion and vote on the Medical Staff Holiday Party and Dr. Joseph updated the MEC on the Emerging Leaders updated and soon to be selection.	MEC voted to approve a holiday party. FYI on other information.
Minutes of the Previous Meetings	MEC minutes, Credentialing Committee minutes and Medical Record Committee Minutes were reviewed and approved	 MEC Minutes 7-12-2024.docx  CredComm Minutes July 30.docx	Forward to August BOT
Medical Staff Appointments and Actions	All medical staff appointments and actions of the Medical Staff Credentials committee from July 12 th and 30 th , were carefully reviewed by the Medical Executive Committee and approved.	All appointments were reviewed. Attached List  Actions Board Report July 30.docx	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	Delerium Order Sets Universal Protocol	Reviewed and Approved	Reviewed and Approved sent to IS for approval
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
Policy	Informed Consent Agreement discussion	Corryn Firas discussed the potential edits to Informed consent as it pertains to having patients consent if they are having medical students learn if it is not what they are scheduled to have completed.	Complete
Pocus	Dr. Robert Jones	Dr. Jones is looking to have MEC support for approval process.	Complete

The following Appointments to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on September 10, 2024. The appointments will then be reviewed and accepted by the Medical Executive Committee on October 11, 2024.

Active

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Adams, Alicia, MD	Surgery	General Surgery	9/11/2024
Benedick, Alexander, MD	Orthopaedics		9/11/2024
Ben-Israel, David, MD	Neurosurgery		9/11/2024
Fernandes, Neil, MD	Pediatrics	Pediatric Critical Care	9/11/2024
Gandhi, Priyal, MD	Medicine	Internal Medicine	9/11/2024
Malik, Fatima, MD	Pediatrics		9/11/2024
Mungoma, Delight, MD	Medicine	Hospital Medicine	9/11/2024
Servetas, Dimitra, DO	Family Medicine		9/11/2024
Swetlik, Carol, MD	Neurology		9/11/2024
Trovato, Vincenzo, MD	Medicine	Cardiology	9/11/2024

Associate

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Adams, Ashley, APRN-CNP	Family Medicine	Express Care	9/11/2024
Hickman, Jatonne, APRN-CNP	Medicine	Hospital Medicine	9/11/2024

Non-Reviewable Clean List Files

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Doherty, Liam, PT	PM&R		9/11/2024

The following Appointments to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on September 24, 2024. The appointments will then be reviewed and accepted by the Medical Executive Committee on October 11, 2024.

Active

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Bowen, Andrew, MD	Otolaryngology		9/25/2024
Kakish, Daniel, DO	Surgery	Trauma/Burn/Critical Care	9/25/2024
Loo, Alisa, MD	Family Medicine		9/25/2024
Okocha, Nnennaya, DDS	Dental Medicine		9/25/2024

Associate

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Adkins, Danielle, APRN-CNP	Surgery	Trauma/Burn/Critical Care	9/25/2024
Atkins, Connor, PA-C	Orthopaedics	Podiatry	9/25/2024
Bixel, Daniel, PA-C	Orthopaedics	Podiatry	9/25/2024
Cromer, Kimberly, APRN-CNP	Psychiatry		9/25/2024
Geissinger, Aaron, APRN-CNP	Psychiatry		9/25/2024
Mirolli, Margaret, APRN-CNP	Family Medicine	Express Care	9/25/2024
Shotwell, Elizabeth, APRN-CNP	Neurology		9/25/2024

Privileged Non-Member

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Abadi, Alireza, MD	Radiology		9/25/2024
Albuquerque, Pedro, MD	Radiology		9/25/2024
Heilala, Mark, MD	Radiology		9/25/2024
Stein, Sharon, MD	Surgery	General Surgery	9/25/2024

Non-Reviewable Clean List Files

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Lukowski, Amy, Psy.D.	Psychiatry	Psychology	9/25/2024

The following actions to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on September 24, 2024. The Actions will then be reviewed by the Medical Executive Committee on October 11, 2024.

Resignations

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>End Date</i>
Bark, Charles, MD	Medicine	Infectious Disease	9/27/2024-R
Carroll, Elizabeth, APRN-CNP	Psychiatry		8/30/2024-R
Durdella, Deborah, APRN-CNP	Pediatrics	Cardiology	9/13/2024-R
Gonzalez Feldman, Edgard, MD	Medicine	Endocrinology	8/15/2024-R
Kumar, Vikramjeet, MD	Medicine	Endocrinology	8/15/2024-R
Jenks, Brendan, MD	Psychiatry	Correctional Medicine	9/13/2024-R
Marx, Matthew, MD	Pediatrics	Critical Care	9/1/2024-R
Nazzal, Yara, MD	Neurology		9/3/2024-R
Olivieri, Petra, MD	Dental Medicine	Oral & Maxillofacial	9/6/2024-RL
Patel, Nishita, MD	Anesthesiology		8/30/2024-R
Perez, Nicole, PA-C	Surgery	Cardiothoracic	9/7/2023-R
Robenstine, Jacinta, MD	Surgery	Trauma/Critical Care	9/4/2024-RL
Sadlon, Stephanie, MD	Medicine/Pediatrics	Express Care	8/31/2024-RT
Schuett, Amy, MD	Psychiatry		9/13/2024-R
Shahla, Leena, MD	Medicine	Endocrinology	8/15/2024-R
Tseng, Lee, MD	Radiology		9/1/2024-RT
Velayuthan, Sujithra, MD	Pediatrics	Gastroenterology	7/1/2024-R

Category Change

<i>Name</i>	<i>Category From</i>	<i>Category To</i>	<i>End Date</i>
Siddiqi, Ahmad, MD	Privileged Non-Member	Active	9/9/2024

CC=Contract Complete, Fellowship Complete

R=Resigned

RL-Relocated

RT-Retired

ET-Employment Terminated

CT-Contract Terminated

SEPTEMBER 2024 REAPPOINTMENTS

Last Name	First Name	Degree	Department1	Division
Altemara	Dante	PA-C	Surgery	Cardiothoracic
Armstrong-Brine	Melissa	Ph.D	Psychiatry	Child/Adolescent Psychiatry
Bhandiwad	Abhishek	MD	Medicine	Hospital Medicine
Blum	Adam	MD	Radiology	
Boakye	Emmanuel	MD	Medicine/Pediatrics	
Bolen	Shari	MD	Medicine	Internal Medicine
Boutton	Christopher	APRN-CRNA	Anesthesiology	
Bukulmez	Hulya	MD	Pediatrics	Pediatric Rheumatology
Cashier	Michelle	APRN-CNP	Medicine	Correctional Medicine
Chen	Guoyou	MD	Family Medicine	
Chepla	Alyson	CAA	Anesthesiology	
Cleary	Patrick	PA-C	Surgery	
Corbin	Arthur	PA-C	Emergency Medicine	
Coreno	Albert	PA-C	Medicine	Hospital Medicine
Couture	Christine	LISW-S	Psychiatry	
Cuebas Rolon	Ines	MD	Pediatrics	
Dang	Anna	DO	Family Medicine	Express Care
Davis	Angel	APRN-CNP	Psychiatry	
Davis	Ajuah	MD	Pediatrics	Pediatric Endocrinology
DeOreo	Elizabeth	MD	Psychiatry	
Dhillon	Jaspinder	MD	Geriatric Medicine	
Dhillon	Rughwansh	APRN-CNP	Medicine	Hospital Medicine
				Pediatric Comprehensive Care
Dietz	Irene	MD	Pediatrics	
Dowell	Jennifer	APRN-CNP	Family Medicine	
Duran Castillo	Marina	MD	Medicine	Pulmonary Medicine
Dvorak	Ella	DNP	Medicine	Gastroenterology
Fass	Ronnie	MD	Medicine	Gastroenterology
Ferguson	Catherine	DPM	Orthopaedics	Podiatry
Fisher	Ryan	Ph.D	Radiology	
Fletcher	Elevani	LPCC-S	Psychiatry	
				Pediatric Gastroenterology
Fortuna	Suzanne	DNP	Pediatrics	
Garber	Boris	DO	Emergency Medicine	
Garcia	Evangelina	APRN-CNP	Family Medicine	Express Care
Gelles	Ellen	MD	Medicine	Internal Medicine
Geraci	Michele	MD	Medicine	Internal Medicine
Goyzman	Yelena	CAA	Anesthesiology	
Grossman	Dennis	MD	Medicine	Internal Medicine
Hernandez	R. Aileen	MD	Psychiatry	
Hileman	Craig	MD	Family Medicine	
Jain	Vikas	MD	Radiology	
				Trauma/Burn/Critical Care
Jain	Gary	MD	Surgery	
				Trauma/Burn/Critical Care
Kantor	Claire	APRN-CNP	Surgery	
Kaufman	Kellye	CAA	Anesthesiology	
				Rehabilitation Psychology
Kenner	Frank	Ph.D	Physical Medicine & Rehabilitation	
Khawaja	Waseem	MD	Emergency Medicine	
Kirksey	Roshawn	APRN-CNP	Medicine	Hospital Medicine

Kurtz	Jessica	APRN-CNP	Otolaryngology	
Lavi	Richard	MD	Medicine/Pediatrics	
Laye	Peter	MD	Radiation Oncology	
Lingro	Carrie	APRN-CNP	Psychiatry	
Liviskie	Kristen	LISW-S	Psychiatry	Social Work
Loeffler	Agnes	MD	Pathology	
Loejos	Anastasia	APRN-CNP	Surgery	Urology
MacPhedran	Sally	MD	Obstetrics & Gynecology	
Mangan	Seamus	DO	Emergency Medicine	
Mangel	Jeffrey	MD	Obstetrics & Gynecology	
Maslowski	Marcelle	APRN-CNP	Psychiatry	
Messner	Caitlin	MD	Pediatrics	
Mitchell	Alix	MD	Emergency Medicine	
Nelson	April	DPM	Orthopaedics	Podiatry
Nikolenko	Zoya	APRN-CRNA	Anesthesiology	
Nnadozie	Grace	MD	Medicine	Hematology/Oncology
Noeller	Thomas	MD	Emergency Medicine	
Olteanu	Nicoleta	MD	Medicine	Pulmonary Medicine
Pajek	Julie	Ph.D	Psychiatry	
Peachman	Joseph	CAA	Anesthesiology	
Persky	James	MD	Surgery	Vascular Surgery
Polacek	Raisa	PA-C	Surgery	Cardiothoracic
				Trauma/Burn/Critical Care
Quallich	Sharon	APRN-CNP	Surgery	
Reddy	Deven	MD	Neurosurgery	
Resnick	Kimberly	MD	Obstetrics & Gynecology	Gynecologic Oncology
				Trauma/Burn/Critical Care
Richardson	Jennifer	PA-C	Surgery	
Rozman	Monika	APRN-CNP	Family Medicine	Express Care
Russell	Sarah	CAA	Anesthesiology	
Rybak	Alexa	AuD.CCC-A	Otolaryngology	Audiology
Samples	Matthew	PA-C	Surgery	Cardiothoracic
Santiago	Jacqueline	LPCC-S	Psychiatry	
Schroeder	Rebecca	MD	Family Medicine	
Seidman	Michael	MD	Family Medicine	Express Care
Shaman	Ziad	MD	Medicine	Pulmonary Medicine
Shanahan	John	MS	Radiology	
Sims	Jeffrey	APRN-CNP	Psychiatry	
Surso	John	MD	Family Medicine	
Sweeney	Sarah	MD	Family Medicine	
Swope, Jr.	David	MD	Radiology	
Tabbut	Matthew	MD	Emergency Medicine	
Totonchi	Ali	MD	Surgery	Plastic Surgery
Twitchell	Carie	CAA	Anesthesiology	
White	Mary	LISW-S	Psychiatry	
Williams	Angel	APRN-CNP	Family Medicine	
Willins	Colette	MD	Family Medicine	
Wilson	James	DO	Physical Medicine & Rehabilitation	
Wimpie	Nina	MD	Pediatrics	
Yankevich	Uliyana	MD	Radiology	
Yocum	Andrew	MD	Emergency Medicine	Life Flight

THE METROHEALTH SYSTEM
MEC Meetings 2024
WEBEX
September 6, 2024

CHAIRPERSON: David Stepnick, MD

CALLED TO ORDER: 7:05 am
ADJOURNED: 9:00 am





RECORDER: Trish Gallagher










Members remote: Dr. Loeffler, Dr. Ardelt, Dr. Curley, Dr. Emerman, Dr. Crowe, Dr. Wiper, Dr. Gelles, Dr. Perzy. Dr. Dietz, Dr. Wilber, Dr. Kelly, Dr. Wilson, Dr. Krishnamurthy, Megan Flannery

Excused Absent: Marie Crandall, MD, Natalie Joseph, MD, Dr. Roy

Guests: David Kaelber, MD, Joseph Piktel, MD, Michael Lewis, MD

Executive Officers: NA

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS	EVALUATION/FOLLOW-UP
Call to Order	Dr. Stepnick		
Minutes of the Previous Meetings	MEC minutes, Credentialing Committee minutes and Medical Record Committee Minutes were reviewed and approved	   Medical Record Committee - 2024.5.1 from 4-25-2024.pdf Meeting minutes CredComm Minutes April.docx	Forward to September BOT
Medical Staff Appointments and Actions	All medical staff appointments and actions of the Medical Staff Credentials committee from August 27, were carefully reviewed by the Medical Executive Committee and approved.	All appointments were reviewed. Attached List  BOT Report MEC september.docx	Motion carries to approve. Present to September 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
CPR Committee Update	Joseph Piktel, MD, Emergency Medicine  MEC_2023 Inpatient Code Blue Summary.	Dr. Piktel updated the committee and information leading to the operations of the CPRs in the hospital.	The MEC would like a six-8 month update
Proposed Changes to the Open Encounter Policy	Agnes Loeffler, MD, Chair of Pathology  MEC Policy Open and Unsigned En	Dr. Loeffler presented the proposed changes to the policy. The MEC reviewed the policy thoroughly and the consensus was to accept. Suggested changes were submitted and accepted.	Revised document to be submitted back to the MEC in October for final approval.
Opportunities of AI Management of Records	David Kaelber, MD, VP Chief Health Informatics Officer  MEC_Epic Inbasket Presentation_09.06.2	Dr. Kaelber presented to committee the opportunities to reduce and streamline in-basket messages to providers.	The MEC suggested presenting at the medical staff meeting. MEC members encouraged to share this information with staff.
Protocols /Order Sets	<p>Mass Casualty Executive Signoff L&D Antepartum High Risk Transfer ThP Order Sets</p> <ul style="list-style-type: none"> • ThP Efgartigimod Alfa • ThP Lenacapavir • ThP Mirkizumab • ThP Ravulizumab <div>  ThP EFGARTIGIMOD ALF (Sunlenca) - Screens  ThP Lenacapavir </div> <div>  ThP Mirkizumab (Omvoh) - Screens  ThP Ravulizumab-cwvz (L </div> <div>  L&D Antepartum High Risk Transfer [ Mass casualty.pdf </div>	Chairpersons have not reviewed submitted order sets	Will send to respective Chairs for review and ask committee to approve next meeting. Return to MEC in October.



MetroHealth
Devoted to Hope, Health, and Humanity

Women & Children Board Presentation

Donald Wiper MD, Chair, OB/GYN

Kimberly Green, RN, MSN, Vice President Women and Children

Lydia Bert, RN, MBA, FACHE, Center Director, OB/GYN

Amy Lowell, CNM, MSN, Director of Midwifery

MetroHealth has a long history of excellence in OBGYN care.



90+ Years of pregnancy care with over 160,000 births since 1974

Our Expertise



High Risk Pregnancy Care



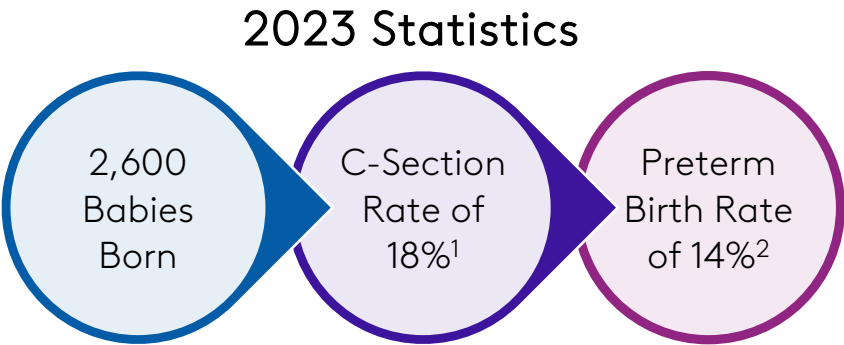
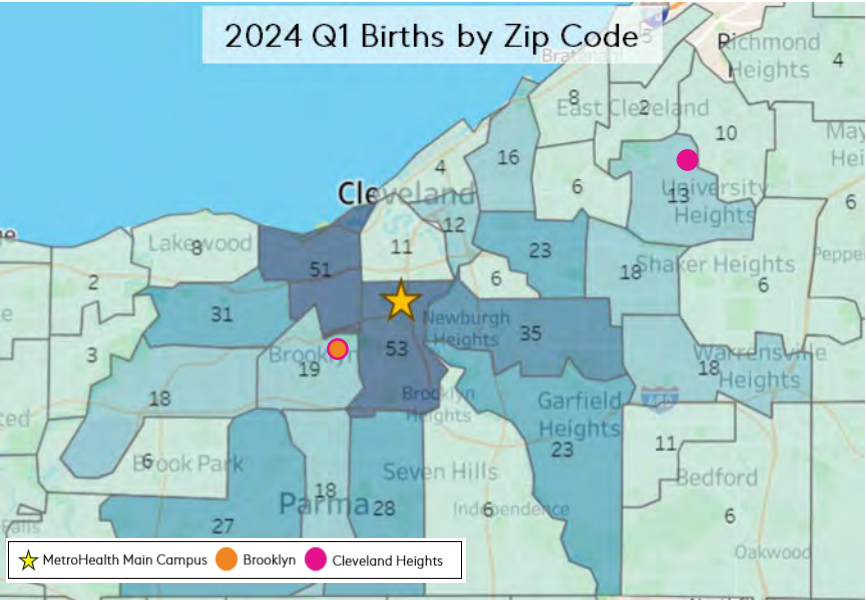
Low Risk Pregnancy Care



Commitment to culturally competent care and equity



State of the art NICU



¹The national average c-section rate for first time deliveries is 22.5%

² The prior year preterm birth rate was 16%

Bringing midwifery services back to MH will achieve:

- 1) Growth to the system
- 2) Improved health outcomes & closure of equity gaps
- 3) Shifting the total provider complement

Introduction to Certified Nurse Midwifery

CNMs offer a range Ob/Gyn care including:

- Prenatal care, birthing services and after birth care, lactation support and quality infant care
- Disease prevention, health maintenance counseling, such as preventative screenings and vaccinations
- Family planning and contraceptive counseling, routine gynecological exams, such as Pap smears
- Menopausal management
- Preconception care



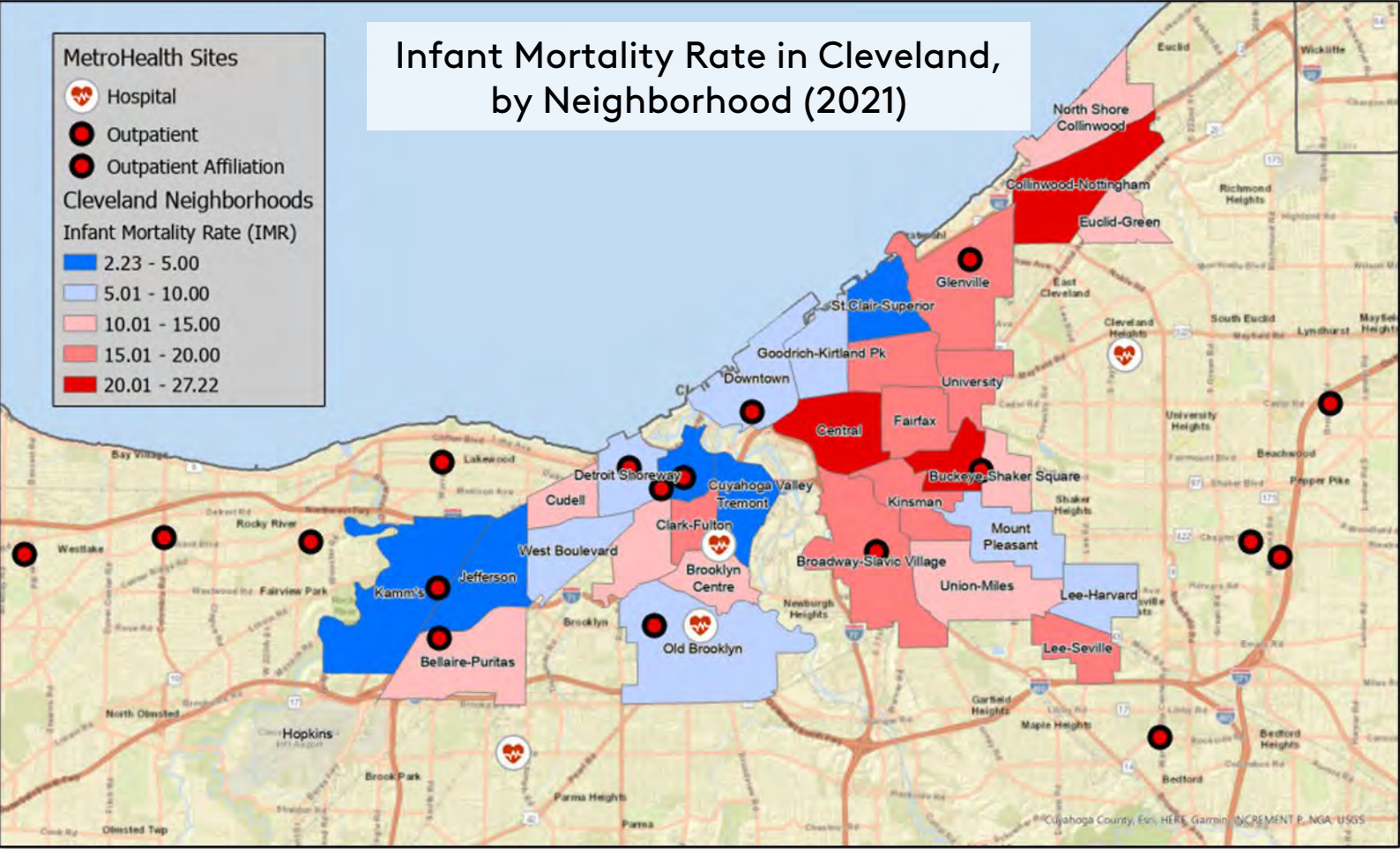
Focused on low-risk births. Patients are empowered with education during each visit and the CNM team makes every effort to honor preferences during labor and delivery.

Staffed by board certified nurse midwives (CNM) who independently practice, without physician involvement (unless escalation of care is needed). All CNM are experienced RNs with masters or doctorate degrees.

CNMs will be integrated into education of all residents—Ob/Gyn and FM providing unique training for low acuity care

The midwifery service will provide didactic and clinical training to up and coming maternity care providers.

Excellent healthcare alone is not resulting in excellent outcomes for families.



Median number of prenatal care visits for mothers of surviving infants	12
Median number of prenatal care visits for mothers of infants who died	5
Percentage of infant deaths attributed to prematurity	51.2
Increasing access to high quality care in areas with high infant mortality is once piece of combatting this crisis.	

MetroHealth is leading many robust programs to eradicate health disparities for women and infants, of which midwifery is one.



Initiatives Targeting Fathers

Fatherhood Initiative
– Daddy Bootcamp

Initiatives Targeting the Family

Expansion of Reproductive Endocrinology and Fertility Care

Population Health Collaboration- Hypertension & Mental Health

Multidisciplinary Education Plan

Nurse Family Partnership

Quality Initiatives

CICIP

Ohio Perinatal Quality Collaborative

Initiatives Targeting Mothers

Doula program

Baby Friendly Designation

OB Community Health Workers

Early Pregnancy Loss Support Group

Expansion of OBGYN Services in Community

Centering Pregnancy – High Risk & Normal

Midwifery

Mother and Child Recovery Program (e.g., Mom’s House)

Collaborative Care Clinics (Pulmonary, Cardiology, Behavioral Health, Dermatology, Endocrinology)

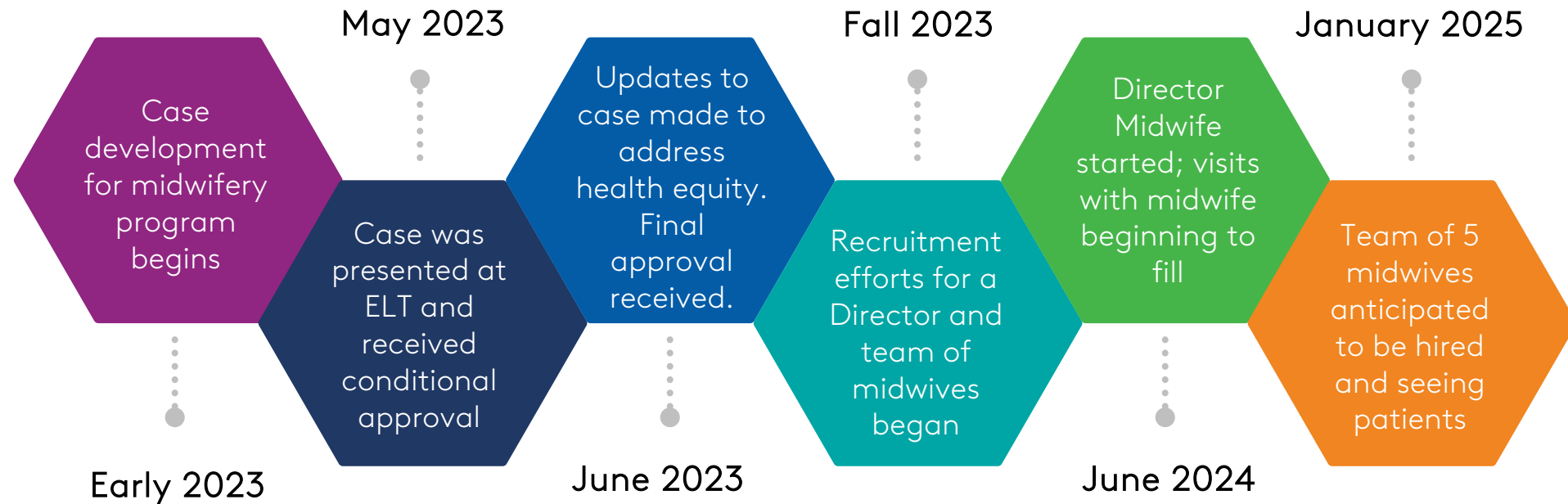
WIC

Breastfeeding Support

Denotes 2024 Priority

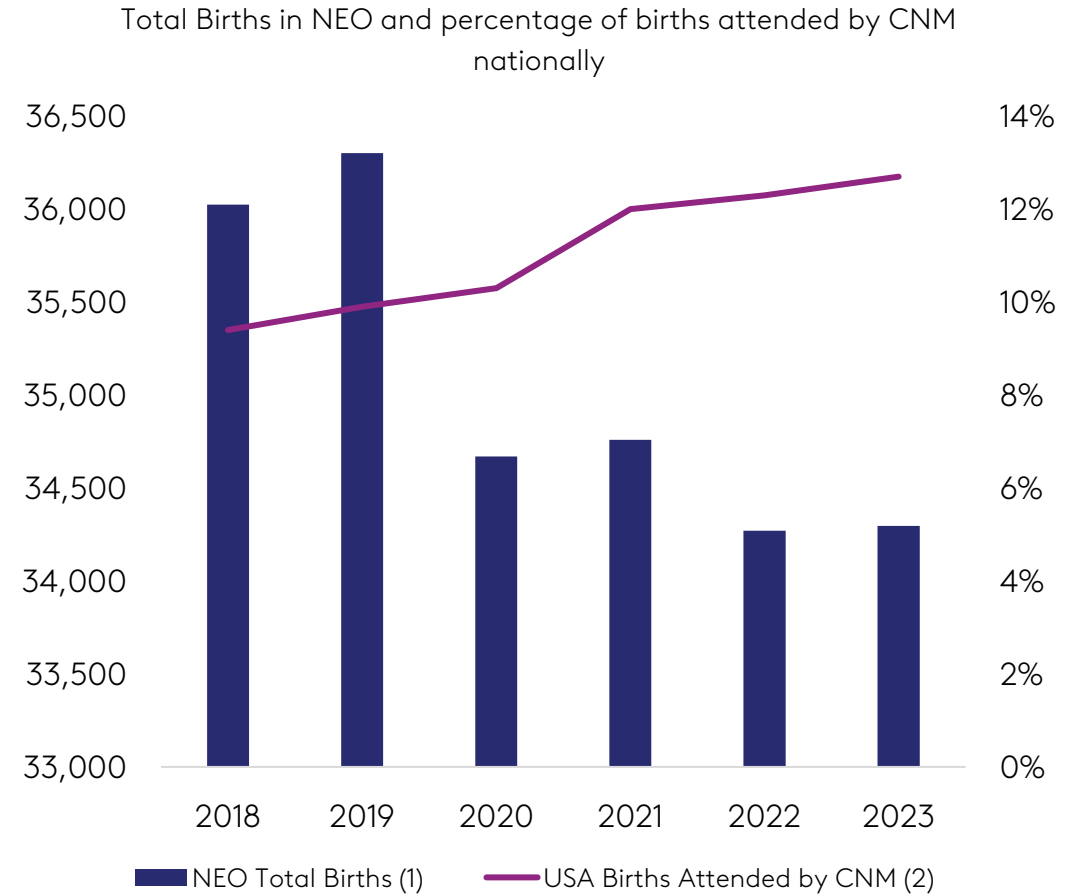
Denotes Established Program

Planning for the midwifery program began in early 2023; the program is expected to be fully staffed in the beginning of 2025.



To remain competitive in a competitive, changing market, MHS must change too.

As total births in NEO decrease, births attended by CNM are increasing.



Sources:

¹ OHA

² [American Journal of Obstetrics & Gynecology, EssentialFactsAboutMidwives_Final_2022.pdf \(midwife.org\)](#)

Concerns are rising that the Ob-Gyn workforce shortage could worsen the maternal health crisis

- In 2023, the US Department of Health and Human Services (HHS) predicted the number of Ob/Gyns nationwide is expected to decrease 7% between 2018 and 2030
- Annals of Surgery estimates a 27% shortage of Ob/Gyns by 2030
- Between 2022 and 2032 the U.S. Bureau of Labor Statistics predicts employment of APRNs, including nurse midwives, to grow faster than diagnosing and treating practitioners (38% vs. 9% growth)¹

TABLE 3. Estimated Shortage of Surgeons by 2030

Specialty	Surgeons Needed	Surgeons in Practice	Shortage	Percent Shortage
OB-GYN	50,135	36,499	13,636	27.0%
ENT	11,502	8986	2516	22.0%
Ortho	23,660	19,305	4355	18.0%
General	27,300	24,775	2525	9.0%
Urology	12,048	8164	3884	32.0%
Neuro	3858	3630	228	6.0%
Thoracic	5169	3175	1994	39.0%
Total		133,672	104,534	29,138

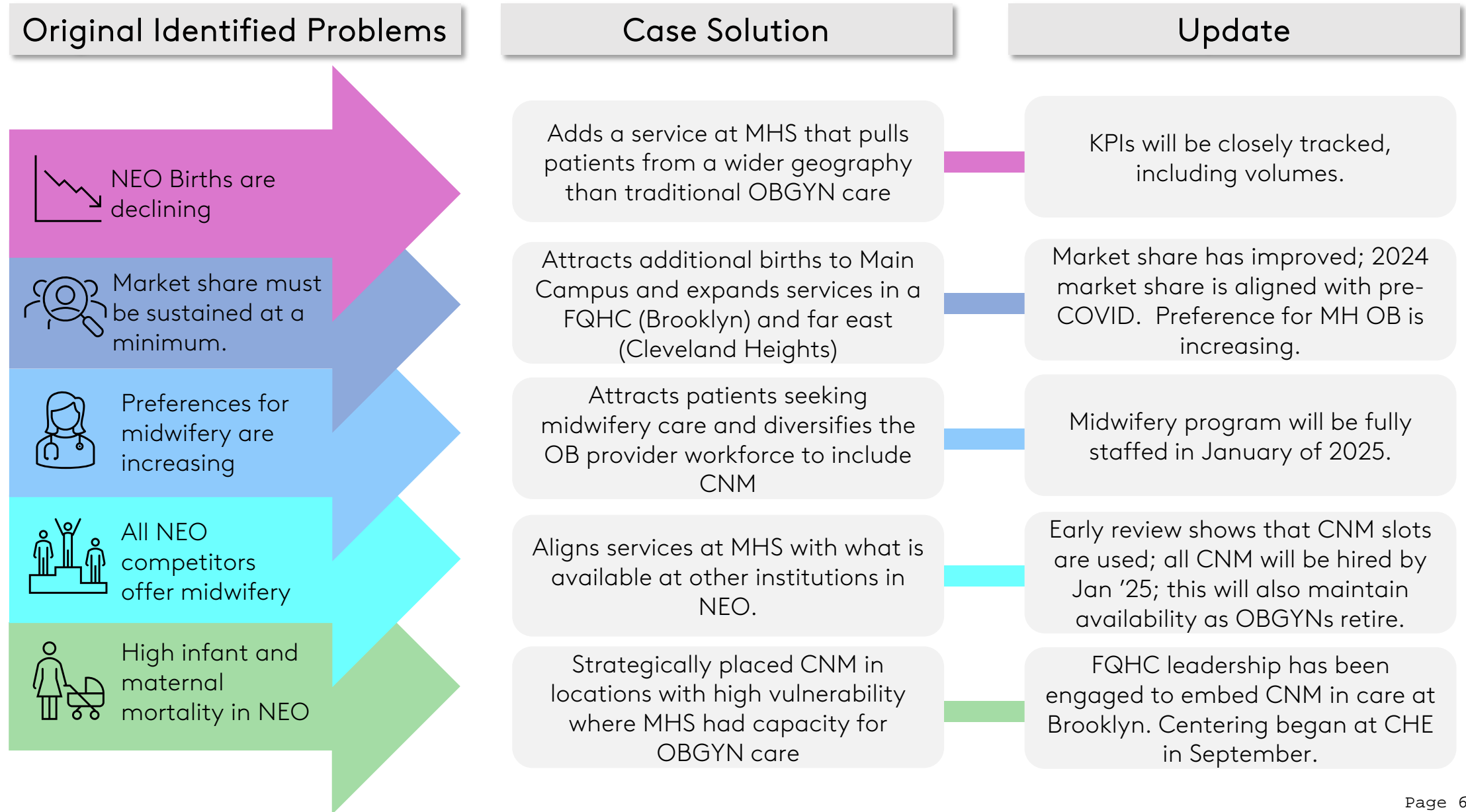
Source: The Impending Shortage and the Estimated Cost of Training the Future Surgical Workforce
Annals of Surgery 250(4):p 590-597, October 2009. | DOI:
10.1097/SLA.0b013e3181b6c90b



¹ [Nurse Anesthetists, Nurse Midwives, and Nurse Practitioners : Occupational Outlook Handbook: : U.S. Bureau of Labor Statistics \(bls.gov\)](https://www.bls.gov/occupational-outlook-handbook/)



What are we going to do about it



Marketing efforts began in July and will continue through the year.

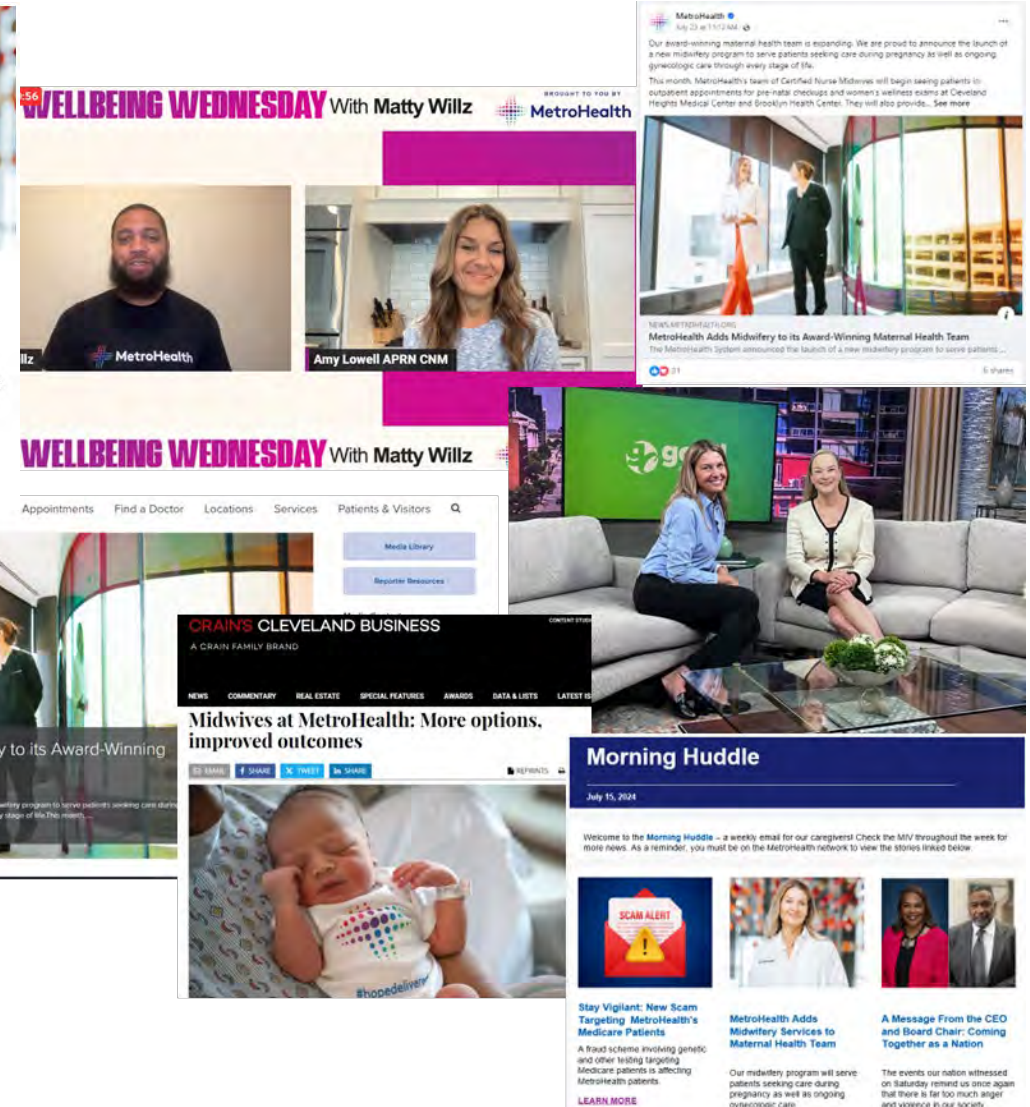
Marketing Category	Update
Web	Updates to website, blog content for SimplyWell
Media	Radio One Interview, Good Company
Clinical Excellence	Clinical Excellence video created July 2024; expected to launch Q3 2024
Digital Advertising	Q3 2024
Outdoor Billboard	Q3 2024
Crain's Sponsored Content	People on the Move, Midwifery Article
Email	Targeted email to patients introducing program, SimplyWell
Community Outreach	Education for local organizations
Internal Communication	Provider networking, MIV, Monday Mashup, Physician Newsletter, Digital Monitors, CHE Centering & Midwifery Kickoff



MetroHealth Adds Midwifery Services to Maternal Health Team

Our midwifery program will serve patients seeking care during pregnancy as well as ongoing gynecologic care.

[LEARN MORE](#)





ABOUT METROHEALTH

Founded in 1837, MetroHealth operates four hospitals, four emergency departments, and more than 20 health centers and 40 additional sites throughout Cuyahoga County. The system serves more than 300,000 patients, annually—two-thirds of whom are uninsured or covered by Medicare or Medicaid. As Cuyahoga County’s safety-net health system, MetroHealth plays an essential role in the region, caring for anyone and everyone, regardless of an ability to pay. The system’s more than 8,000 employees go to work each day with a mission of service—to their patients and to the community. At MetroHealth, we are leading the way to a healthier you and a healthier community through service, teaching, discovery, and teamwork.

For more information, visit metrohealth.org



**Authorization and Approval to Enter into an Employment Agreement
with a President and Chief Executive Officer**

RESOLUTION ____

WHEREAS, on July 26, 2024, the Board of Trustees (“Board”) of The MetroHealth System (“System”) consistent with policy BOT-04, CEO Emergency Succession Plan, appointed Christine Alexander Rager, MD (“Dr. Alexander”) as the Acting Chief Executive Officer (“Acting CEO”) for the System;

WHEREAS, the Board is grateful for Dr. Alexander’s service as Acting CEO for the past few months; and

WHEREAS, for purposes of stability and operational necessity, the Board desires to make a permanent appointment to the position of System President and Chief Executive Officer (hereinafter, the “CEO”), and for the person appointed to have all of the authority of the CEO as set forth in BOT-07, Delegation of Authority, and Section 339.07 of the Ohio Revised Code;

WHEREAS, the Board believes that it is important to appoint a new CEO in a timely manner;

WHEREAS, the System is fortunate enough to have excellent internal team members on the System’s senior leadership team, who the Board believes can successfully lead the System as CEO;

WHEREAS, BOT-06, Executive Compensation, permits the Board to appoint and fix the compensation of the CEO;

WHEREAS, each member of the Board had the opportunity to review the resumes of two internal senior leaders and to interview and evaluate these individuals for the CEO position; and

WHEREAS, on October 8, 2024, during a Special Meeting, the Board unanimously approved and appointed Dr. Alexander as CEO.

NOW, THEREFORE, BE IT RESOLVED, that the Board appointed Dr. Alexander as CEO and hereby authorizes the System’s Chief Legal Officer to prepare an employment agreement for Dr. Alexander (“Agreement”) between the System and Dr. Alexander providing for her to serve as the CEO for a mutually agreed upon period, upon the terms and conditions set forth in the Agreement, effective October 8, 2024, and authorizes the Board Chair to execute the Agreement on behalf of the System.

AYES:

NAYS:

ABSTAINED:

ABSENT:

DATE:

**RECOMMENDATION TO THE BOARD OF TRUSTEES
OF THE METROHEALTH SYSTEM FOR THE
AUTHORIZATION OF THE SYSTEM TO TRANSFER CERTAIN REAL ESTATE TO
CCH DEVELOPMENT CORPORATION**

Recommendation

The President and Chief Executive Officer and the Senior Vice President, Facilities, Construction and Campus Transformation, recommend that the Board of Trustees ("Board") of The MetroHealth System ("MetroHealth") authorize the transfer of title of certain real estate to CCH Development Corporation.

Background

The Board holds title to the real property located at 3372 West 25th Street, Cleveland, Ohio, being parcel number 015-10-018 (the "Property"). CCH Development Corporation owns several parcels of property on West 25th and West 30th Streets for development that surround and/or are adjacent to the Property.

Prior to MetroHealth's acquisition of the Property, the Property was operated as a gas station. The underground gas tanks at the Property were removed before MetroHealth acquired it, but the soil at the Property requires remediation before the Property can be developed.

CCH Development Corporation obtained a brownfield remediation grant from the State of Ohio, the proceeds of which it intends to use to remediate the soil at the Property.

Pursuant to Resolution 19115, the Board approved the formation of CCH Development Corporation for the purpose of providing options in connection with the acquisition, development, and use of real estate for the purpose of better providing for the health and welfare of the community.

MetroHealth has determined that the transfer of the Property to CCH Development Corporation will support and further the mission of MetroHealth and will promote the health, safety, and welfare of, and be in the best interests of, the community that MetroHealth serves. CCH Development Corporation intends to use the Property in furtherance of its corporate purposes, including real estate-oriented activities, which may include housing and/or other types of community development that support and further the mission of MetroHealth and better provide for the health, safety, and welfare of the community MetroHealth serves.

October 2024

Authorization of the System to Transfer Certain Real Estate

RESOLUTION XXXXX

WHEREAS, the Board of Trustees ("Board") of The MetroHealth System ("MetroHealth") has been presented a recommendation to authorize the transfer of title to real property located at 3372 West 25th Street, Cleveland, Ohio, being parcel number 015-10-018 (the "Property") to CCH Development Corporation; and

WHEREAS, such transfer will further the mission of MetroHealth and better provide for the health, safety, and welfare of the community MetroHealth serves.

NOW, THEREFORE, BE IT RESOLVED, the Board hereby authorizes the transfer of title of the Property to CCH Development Corporation.

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

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:

October 2024