



The MetroHealth System

Board of Trustees

Wednesday, January 29, 2025

1:00pm - 5:30pm

The MetroHealth System Board Room K-107 or via YouTube Stream

Board of Trustees

Regular Meeting

The MetroHealth System Board of Trustees

FULL BOARD MEETING

DATE: Wednesday, January 29, 2025
TIME: 1:00pm – 5:30pm
PLACE: MetroHealth Board Room (K107) or via YouTube stream:
<https://www.youtube.com/@metrohealthCLE/streams>

AGENDA

- I. Approval of Minutes**
Minutes of November 20, 2024 meeting of the Board of Trustees
- II. Executive Session**
- III. Mission Moment – 5 min**
- IV. Committee Reports - 15 min**
 - A. Audit and Compliance - *M. Dee*
 - B. Facilities & Planning Committee – *Dr. Walker*
 - C. Governance Committee – *M. Summers*
 - D. Health Equity and Diversity- *M. Dee*
- V. Consent Agenda - 2 min**
 - A. Recommendation for the Approval of Expenditures for Design, Fabrication, and Installation of Interior and Exterior Signage
- VI. Recommendation/Resolution Approvals – 5 min**
 - A. Reaffirmation of Support for a Level III Adult Trauma Center at MetroHealth Parma Medical Center
- VII. President and CEO’s Report – C. Alexander-Rager - 5 min**
- VIII. Medical Staff Report – Dr. Joseph - 5 min**
 - A. Approval of Medical Staff Providers Appointments, Actions and Reappointments for November 2024
 - B. Acceptance of Medical Executive Committee Minutes of November 8, 2024, and December 13, 2024

The MetroHealth System Board of Trustees

IX. Information Items

A. OnBoard Portal Demonstration – *R. Lindenbaugh* - 20 min

X. Executive Session

Return to Open Meeting

The MetroHealth System Board of Trustees

FULL BOARD MEETING

Wednesday, November 20, 2024

3:30pm-5:30pm

MetroHealth Board Room (K107) and via Zoom

Meeting Minutes

Trustees: Inajo Davis Chappell-I, John Corlett-I, Maureen Dee-I, Sharon Dumas-I, Ronald Dziedzicki-I, Nancy Mendez-I, John Moss-I, Michael Summers-I, E. Harry Walker, M.D.-I¹

Staff: Christine Alexander, M.D.-I, Robin Barre-I, Peter Benkowski-I, James Bicak-I, Chris Briddell-I, Kate Brown-I, Doug Bruce, M.D.-I, John Chae, M.D.-R, Nabil Chehade, M.D.-I, Alfred Connors, M.D.-R, William Dube-I, Joseph Frolik-I, Cindy Gallaspie-I, Joseph Golob, M.D.-I, Kimberly Green-I, Derrick Hollings-I, Ryan Johnson-I, Natalie Joseph, M.D.-I, William Lewis, M.D.-I, Allison Poullos-I, Amanda Roe-I, Tamiyka Rose-I, Deborah Southerington-I, David Stepnick, M.D.-I, James Wellons-I, Darlene White-I, Patrick Woods-I¹

Invited Guests: Ron Fountain, M.D.-R, Emily Huebener-R, Jon Stegner-R, Adrian Thompson-R

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 3:40pm, 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 November 5, 2024 special meeting as presented, which was given, seconded, and unanimously approved. RESOLUTION NO. 19661

¹ I-In-person, R-Remote

The MetroHealth System Board of Trustees

II. Mission Moment

Dr. Alexander-Rager introduced the Mission Moment video, depicting MetroHealth Glick Center's art collection of more than 1,000 works of art, including murals and photography, commissioned for the new hospital which 74% of the pieces are by local artists. MetroHealth was recognized by the National Association for Arts in Health for its positive and healing impact that the Glick Center has had on our patients, visitors, and employees. Dr. Alexander-Rager recognized and congratulated Linda Jackson, Director, Arts in Health, for assembling the remarkable art collection that is displayed in the Glick Center.

III. Committee Reports

A. Facilities & Planning Committee – *Dr. Walker*

Dr. Walker provided a summary of the Facilities & Planning Committee meeting held earlier today. The committee received updates on the Apex outpatient center status, Glick Center status, ED refresh project, ambulatory enabling project, legacy buildings, and campus open space. Facilities management updated the committee on staffing metrics and capital projects.

B. Audit & Compliance Committee – *M. Dee*

Ms. Dee provided a summary of the Audit & Compliance Committee meeting held earlier today. The committee reviewed the committee charter and acknowledged a few revisions to be made to include the role of the Executive Director of Internal Audit. The committee also received key updates on the Ethics & Compliance dashboard and work plan and reviewed the code of conduct. The committee also discussed the speak up campaign and the risk plan assessment. The committee also met team members of Plante Moran, the new external auditor, who was engaged to complete the audit with anticipated results to be received in March 2025.

IV. Consent Agenda

Audit & Compliance Committee -

- i. The Board unanimously approved the Approval of the Engagement of a PBVC Plan Results and Goals Assessment.
RESOLUTION NO. 19663

V. President and CEO's Report – *C. Alexander-Rager*

Dr. Alexander-Rager provided a summary of the written President and CEO's Report to the Board of Trustees for the month of November which was included in the meeting material. A multidisciplinary team was assembled to aid 160 hospitalized patients with submitting absentee ballots during Election Day.

The MetroHealth System Board of Trustees

The hospital remains under code yellow, due to IV fluids supply levels, affected by Hurricanes. Currently, the hospital has 14 days of normal saline and 7 days of lactated ringers, which are the two most common fluids. However, there are still issues with the size of bags, and the hospital is waiting for the Baxter facility to return to normal supply by mid-December.

Dr. Alexander-Rager provided staffing updates: Dr. Nabil Chehade was promoted to Senior Executive Vice President, Chief Clinical Transformation Innovation & Strategy Officer. Megan Flannery accepted the role of Vice President, Chief Advanced Practice Officer. Two physicians have accepted promotions: Dr. Doug Bruce accepted the role as Interim Chief Operating Officer who will work alongside Dr. David Stepnick, who accepted the role as Interim Chief Clinical Officer. Allison Poullos will step into the Chief of External Affairs position, handling government relations, communications, and community affairs. Tamiyka Rose will serve as the Chief of Internal Affairs and Board Liaison and work with the executive leadership team and Deborah Southerington will serve as the Chief Human Resources Officer.

VI. **Medical Staff Report – Dr. Joseph**

Dr. Joseph apprised the Board of the upcoming medical staff activities, including the upcoming holiday celebration to be held on December 21, 2024, at the Global Center. Dr. Joseph also discussed the Medical Staff's ongoing commitment to physician wellness and the launch of the peer review program with the peer review committee. Dr. Joseph directed the Board to refer to the MEC meeting minutes and the appointments, reappointments, and actions of the Credentialing Committee for October 2024 that were included in the meeting materials for review and asked for an approval. Dr. Walker requested a motion to approve the Medical Staff Providers Appointments, Actions, and Reappointments, along with the acceptance of the MEC minutes for October 2024, which was given, seconded and unanimously approved. RESOLUTION 19662.

VII. **Other Business**

A. **Approval of Calendar Year 2025 Schedule of MetroHealth Board of Trustees Meetings**

Dr. Walker introduced Tamiyka Rose to discuss the 2025 calendar year of Board of Trustees meetings. Per the Board of Trustees bylaws, the yearly schedule of meeting has to be approved by the Board for next year's schedule of meetings. Ms. Rose discussed slight changes to the order of meetings to allow an extended timeframe from 90 minutes to 2 hours for committee meetings and the Board of Trustees meetings will be extended to 2.5 hours. Most committee meetings will occur two weeks prior to the board meetings, except for the Quality and Finance committees who will meet on the 4th Wednesday quarterly. Dr. Walker requested a motion to

The MetroHealth System Board of Trustees

approve the calendar year 2025 Schedule of MetroHealth Board of Trustees meeting as presented, which was given, seconded and unanimously approved. RESOLUTION NO. 19664

B. Approval of Resolution of Appreciation for Inajo Davis Chappell

On October 21, 2024, Ms. Chappell informed Cuyahoga County Executive that she would be resigning from the MetroHealth System Board of Trustees effective December 1, 2024, and the November 20, 2024, would be her last board meeting. Dr. Walker expressed his gratitude and reflected on his experience serving on the board with Ms. Chappell and the Trustees in attendance also expressed their gratitude to Ms. Chappell.

Ms. Chappell's resignation reads as follows:

"This letter will serve as a follow-up to our recent conversation and as formal notice of my intent to resign from the MetroHealth Hospital System Board of Trustees (the "MH Board"), effective December 1, 2024. I expect to attend my last MH Board meeting on November 20, 2024.

As I shared with you when we spoke, 2024 has been a year of transition for me, winding up board service commitments and working towards full retirement. At the end of August, I completed my term as a board member and Board Chair of Say Yes Scholarship, Inc. My tenure as a member of the Cuyahoga County Board of Elections will also be coming to an end, when my appointment and term conclude in the new year.

As I will be relocating to Florida early in 2025, and my residency will change (outside an "area served by the hospital"), I will no longer be eligible to serve on the MH Board, pursuant to Ohio Revised Code Section 339.02. Because the critical work of our region's safety-net hospital and the health of the community it serves are so important, and given the appointment process for hospital trustees, I wanted to let you know of my 2025 relocation plans in a more formal way. Accordingly, I am hopeful you will appoint someone to fill my unexpired term, which ends March 9, 2027, as soon as practicable.

Since I joined the MH Board on March 21, 2021, my work as a board member has been both challenging and rewarding. My board colleagues have been and are thoughtful, dedicated, and singularly mission focused. Because of this focus, I have enjoyed collaborating with them to advance the best interests, needs, and priorities of the hospital system. I have truly appreciated the opportunity to serve, and sincerely hope

The MetroHealth System Board of Trustees

that my contributions have been meaningful, helping to advance "Hope, Health, and Humanity."

Please let me know if there is anything I can do or any information you need from me as you select my replacement on the MH Board. Thank you for your leadership, consideration, and continued support of the MH Board."

Best regards,

Inajo Davis Chappell

Dr. Walker proceeded to read the following Resolution of Appreciation for Inajo Davis Chappell which reads as follows:

WHEREAS, Inajo Davis Chappell, joined The MetroHealth System Board of Trustees on March 21, 2021 and helped guide Cuyahoga County's public healthcare system through several years of innovation and growth to its current status as a national model for how super safety-net hospitals can offer exemplary care and address the myriad non-medical issues that impact the health of the communities they serve, all while remaining financially healthy and sustainable;

WHEREAS, her rich experience as an attorney helped MetroHealth advance "Hope, Health, and Humanity" in Cuyahoga County;

WHEREAS, her inquisitive and analytical approach to Board leadership, as an active participant in committee work and as Chair of the Facilities and Governance Committees, helped MetroHealth navigate many challenges, including the COVID-19 pandemic with its continuing, disruptive impacts on public health and the healthcare industry;

NOW THEREFORE BE IT RESOLVED, that the Board of Trustees of The MetroHealth System thanks Inajo Davis Chappell for her service as a Trustee and for her commitment to MetroHealth's mission to bring health equity to everyone, regardless of their station in life, and wishes her well in all her future endeavors.

Dr. Walker requested a motion to approve the Resolution of Appreciation for Inajo Davis Chappell which was given, seconded, and unanimously approved.
RESOLUTION NO. 19665

The MetroHealth System Board of Trustees

VIII. 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 a pending or imminent court action. Ms. Dumas made a motion and Mr. Moss 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, and the Board went into executive session to discuss the identified matters at 4:16pm.

Return to Open Meeting

Following the executive session, the meeting reconvened in open session at approximately 6:36pm and welcomed back the public via Zoom and those members of the public who remained in-person.

IX. Recommendation/Resolution Approvals

A. Approval of Updates to a MetroHealth Affiliate

Dr. Walker noted the Board heard from management on the reason for this resolution and had an opportunity to discuss in executive session. As there were no additional questions or discussion, Dr. Walker asked for a motion on the resolution for the Approval of Updates to a MetroHealth Affiliate which was given, seconded and the resolution was approved. Ms. Dumas abstained from the vote. RESOLUTION 19666.

There being no further business to bring before the Board, the meeting was adjourned at 6:39 pm.

NEXT MEETING: **Wednesday, January 29, 2025 – 3:00 pm - 5:30 pm**
 MetroHealth Board Room (K107) or via Zoom

Respectfully Submitted,

E. Harry Walker, MD, Chairperson
Board of Trustees

**RECOMMENDATION FOR APPROVAL OF EXPENDITURES FOR
DESIGN, FABRICATION, AND INSTALLATION OF INTERIOR AND EXTERIOR SIGNAGE**

Recommendation

The Facilities & Planning Committee of the Board of Trustees ("Board") of The MetroHealth System ("System") recommends that the Board approve expenditures as more fully described in **Attachment A** hereto for the design, fabrication, and installation of interior and exterior signage at all System locations.

Background

The recommended expenditures are necessary to update and replace the interior and exterior signage at System locations with signage that is consistent with the System's current signage standards and that contains the System's current brand and logo and to add interior and exterior signage to address wayfinding at System locations.

**Approval of Expenditures for
Design, Fabrication, and Installation of Interior and Exterior Signage**

RESOLUTION XXXXX

WHEREAS, the Board of Trustees ("Board") of The MetroHealth System ("System") has been presented a recommendation for approval of expenditures as more fully described in Attachment A for the design, fabrication, and installation of interior and exterior signage at all System locations ("Signage Project").

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

NOW, THEREFORE, BE IT RESOLVED, the Board hereby approves the expenditures for the Signage Project to be paid out of operating cash flow or cash reserves.

BE IT FURTHER RESOLVED, the President and Chief Executive Officer, or her designees, are hereby authorized to take necessary actions consistent with this resolution including the selection of one or more vendors to design, fabricate, and install the Signage Project and to negotiate and execute agreements and other documents consistent with this resolution.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:

January 2025

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**Reaffirmation of Support for a Level III Adult Trauma Center at
MetroHealth Parma Medical Center**

RESOLUTION _____

WHEREAS, the Board of Trustees ("Board") of The MetroHealth System ("System") and administrative and medical staff have previously confirmed that they desire to establish a Level III Adult Trauma Center at the System's Parma Medical Center; and

WHEREAS, the Board has been presented a recommendation to reaffirm its commitment to establish a Level III Adult Trauma Center at the System's Parma Medical Center according to the published standards and guidelines of the American College of Surgeons.

NOW, THEREFORE, BE IT RESOLVED, the Board hereby reaffirms its commitment to fully support a Level III Adult Trauma Center at the System's Parma Medical Center.

BE IT FURTHER RESOLVED, the President and Chief Executive Officer, or her designee, is hereby authorized to take any necessary actions required consistent with this resolution.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:



Christine Alexander-Rager, MD
President and CEO
The MetroHealth System
2500 MetroHealth Drive
Cleveland, Ohio 44109

January 2025

Report to the Board of Trustees

Trustees:

Happy 2025. I hope you enjoyed a joyful and memorable holiday season with your loved ones.

So much has happened since we last met in November. Please see your full monthly report for complete details.

Here are a few highlights:

- In December, U.S News and World Report recognized what we have long known: MetroHealth's maternity care is outstanding. The publication designated MetroHealth as a High Performing Hospital for Maternity Care, the highest honor possible in its rankings.
- Starting this month, we have begun live-streaming and archiving all MetroHealth Board of Trustees meetings on MetroHealth's YouTube page. This gives members of our community the ability to watch full-board and committee meetings anytime, anywhere. Our system wants to improve access to information just as much as we want to improve access to care.
- Following a water main break in the surrounding neighborhood during this month's arctic blast, our incredible caregivers at Broadway Health Center pulled together to keep Express Care services open. The team also converted many of our patients' existing appointments to telehealth, ensuring their care was not interrupted.
- Earlier this month, I had the honor of participating in MetroHealth's MLK Day Community Prayer Breakfast. The event was organized by two MetroHealth Employee Business Resource Groups – the MetroHealth Christian Fellowship and the African American Alliance. It was an inspiring event that celebrated the life and the ever-growing legacy of the Reverend Dr. Martin Luther King Jr. In my MLK message to staff, I quoted the transcendent words of Dr. King's "Drum Major Instinct" speech and thanked our caregivers for carrying his legacy every day by being "drum majors for our patients, for our community's health, and for health equity."



Christine Alexander-Rager, MD

President and CEO

The MetroHealth System

2500 MetroHealth Drive

Cleveland, Ohio 44109

- If you want evidence of how engaged MetroHealth caregivers are and how much they want their voices to be heard, look no further than the 2024 Employee Engagement Survey, which saw a staggering 79% of employees sharing their feedback and ideas. Results of the survey are being shared organization-wide starting this month.
- Last month, the organization underwent a comprehensive five-day evaluation performed by 13 Joint Commission Surveyors. The surveyors were impressed with our organization. They did find several opportunities for improvement for which action plans are being created.
- Our final 2024 volume statistics show that despite a shrinking population in our county and despite our region's overall volumes not yet returning to pre-COVID levels, MetroHealth continues to see strong growth in demand for our care and services. In other words, our community trusts us for their healthcare more than ever before. Here are some of the increases we saw in 2024:
 - Pharmacy prescriptions filled: up 12.7%
 - Emergency Department visits: up 6.3%
 - Outpatient visits: up 4.9%
 - Newborns delivered: up 5.3%
 - Surgical case volumes: up 3.6%
 - Discharges/observations: up 2.9%
- The Code Yellow Incident Command Team that has done wonderful behind-the-scenes work during the nationwide shortage of IV fluids is developing a plan to de-escalate some of our conservation measures. Because of their collaboration, creativity and proactive approach, the system was able to cut its IV fluid use by about 40% without affecting patient care and safety and without postponing any procedures. Please join me in thanking our caregivers for their amazing work conserving and preserving our supplies while also putting patients first.
- Earlier this month, **Candace Mori**, PhD, RN, APRN, ACNS-BC NEA-BC, ONC, agreed to take on the role of Interim System Chief Nursing and Patient Care Services Officer. She is a deeply accomplished nursing leader who most recently served as our Associate Chief Nursing Officer of Nursing Excellence. In her new role, she will oversee all aspects of MetroHealth's nursing enterprise.



Christine Alexander-Rager, MD

President and CEO
The MetroHealth System
2500 MetroHealth Drive
Cleveland, Ohio 44109

- One of my priorities is to keep you – and the entire MetroHealth community – updated and informed about any events I attend or travel I make. Being stewards of our system’s resources means that MetroHealth leaders must be open about where they go, why they are going, and how the trip/event benefits our system, our patients and/or our mission. Here are two excursions I recently made:
 - o On January 11, I attended the Hispanic Police Officers Association’s annual Three Kings Day dinner and benefit in Tremont. More than a dozen MetroHealth employees attended, and I was able to address the more than 300 attendees about the importance of our partnerships with the Hispanic community in our neighborhood and our desire for continued collaboration. The event benefits a scholarship program that supports the education of Hispanic young people and older learners.
 - o I traveled to Washington, DC, January 13 and 14 to meet with members of our Ohio Congressional Delegation. As all of you know, there is a lot of change happening in Washington, and it is essential that these elected officials understand our priorities and what we need to fulfill our essential role in the community. I will continue to advocate on behalf of our institution, our caregivers and our patients to advance our priorities and to protect programs that are vital to our work and our community.

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



MetroHealth



Report to the Board of Trustees

Christine Alexander-Rager, MD

President and CEO

January 2025

JANUARY SCORECARD



2024 System Goal Domains

Financial Health 	Strategy & Growth n/a – reports still being finalized	Quality, Safety & Experience 	Clinical Transformation, Community & Health Equity 	People-First Strategy 	Research & Teaching 
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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.

DEC '24/JAN '25 HIGHLIGHTS



2024 System Goal Domains

Financial

- November emergency visits, retail pharmacy volumes, and main campus discharges exceeded budget. Overall total operating revenue was \$3M Favorable to budget.
- YTD Premium Pay is also known as "overtime, shift incentives, and contract labor" are all within budget and have been reduced 23% compared to prior year.
- YTD Full Time Equivalents are 2.4% below budget and the associated Salary, Wages, and Benefits cost is 1.5% below budget.
- YTD Retail Rx volumes continue to grow, increasing 12.8% over prior year while drug cost exceeds budget by 18.8% or \$42.9M.
- Volumes November YTD continue to be below budget in two areas: Behavioral Health (BH) and the Operating Room (OR).
- EBIDA margin of \$95.9M is trailing prior year by \$13.7M and below budget by \$30.6M.

Strategy & Growth

- n/a – reports still being finalized

Quality, Service & Experience

- Due to inherent metric delays the quality, safety, and experience goals will close on February 1. We currently sit at max performance for the elimination of harm goal and target performance for the patient experience goal.
- The organization underwent a detailed 5-day survey performed by 13 Joint Commission Surveyors. The surveyors were very impressed with our organization. They did find several opportunities for improvement for which action plans are being created

People-First Strategy

- Employee Engagement Survey Participation completed at 78.6%, exceeding the target goal of 77%. Results will be shared organization-wide and with leaders in January 2025.
- Offers Accepted December 2024: 197, 2024 Year-End: 2,637
- Hires December 2024: 104, 2024 Year-End: 1,840
- Time to Fill Rate December 2024: 56.23, Year-End: 49.81
- Vacancy Rate 2024 Year-End: 10.20%
- Turnover Rate 2024 Year-End: 18.60%

Clinical Transformation, Community & Health Equity

- The system achieved max performance on the ambulatory quality system goal with 11 of 14 metrics reaching at least target performance

Research & Teaching

- Total grants application submission: 106 (unaudited); exceed maximum (81).
- Ifeolorunbode Adbambo, MD of Family Medicine and Adam Perzynski, PhD of Medicine and PHERI published an edited book entitled, "Racism, Microaggression, and Allyship in Health Care: A Narrative Approach to Learning."
- Bingcheng Wang, PhD of Cancer Biology & Medicine received a \$3.3M NIH grant to study cell regulation in cancer.
- Joseph Pictel, MD of Emergency Medicine and Mary Joan Roach of PM&R and PHERI received a 1.72M NIH grant to evaluate the effectiveness of a wearable hydration device.

Goal: Achieving 2024 Adjusted EBIDA Target

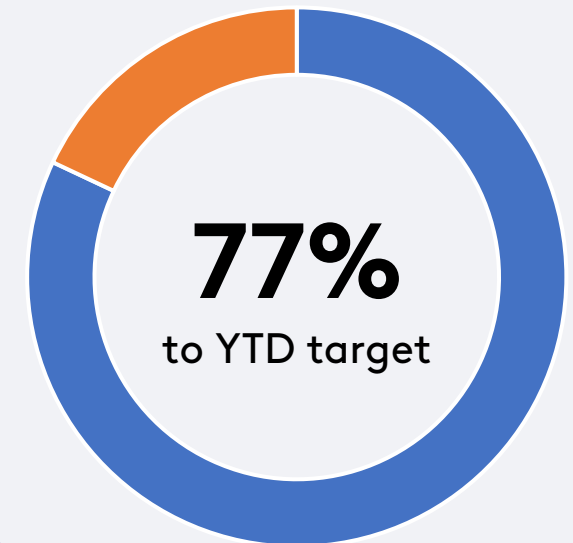
The Measure: EBIDA – Earnings Before Interest, Depreciation and Amortization – is a key performance indicator for an organization’s financial health.

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

YTD Actual: \$97.9 million
YTD Target: \$126.5 million
Variance: (\$28.6) million

Annual Goal Target: \$140 million

*YTD as of November 30, 2024

Goal: Achieving 2024 Adjusted EBIDA Target

- To achieve this goal, we are focusing on the following areas:
- Surgical case volumes have grown 3.9% over the same period last year, and lags budget by 7.3% or 1,667 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 24% over the same period last year and lags budget on average by 28 patients per day or 36%. The ramp up is slower than anticipated. New leadership has assumed operations management, service offerings are being changed and realigning operating EBIDA to budget
- Retail Pharmacy prescriptions filled have increased 12.8% over the same period last year. However, pharmaceutical expense exceeds budget by \$43M or 18.8% 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	\$126.5 million	\$97.9 million

Goal Sponsor
Derrick Hollings



Legend

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

Year-to-Date Improvements November 2024 vs November 2023

-23%

Reduction in
Overtime and
Contract Labor



+5.0%

Improvement in
Acute Average
Length of Stay



+6.1%

Increase in
Emergency
Department Visits



+4.6%

Increase in Total
Outpatient Visits



+12.8%

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: n/a – reports still being finalized

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.

- The organization continues its question to eliminate patient harm and currently sits at 187 patient harms per 1,000 patient days.
- This is a 9% improvement over 2023 performance and a combined improvement of 33% since January 1, 2023.
- 2024 significant improvements were seen in:
 - Catheter associated blood stream infections: 31% decrease
 - Hospital associated Clostridium difficile: 12% decrease
 - PSI-9 Post op bleeding and hematomas: 48% decrease
 - PSI-11 Post operative respiratory failure: 31% decrease

Goal Sponsor
Joseph Golob, MD



2023 Year-End Baseline	2024 Target Goal	YTD 2024 (December 2024)
1.25 per 1,000 inpatient days	1.19 per 1,000 inpatient days	1.14 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:

- In 2024, the Patient Experience team has analyzed 150,000 patient surveys across the organization
- Patient Relations responded to over 1,900 grievances and maintained a 100% 30-day response rate meeting CMS requirements
- Patient Experience performed hundreds of training sessions during 2024 focusing on service excellence and service recovery which resulted in improvements in several HCAHPS scores.
- Patient Experience led our patient and family advisor group which contributed 213 volunteer hours to share their experience

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

Legend

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

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.

Employee engagement activities:

- Holiday initiatives included the holiday gift cards program, milestone anniversary celebration boxes (265 employees were recognized for 20+ years of service), and the Holiday A.C.T.I.O.N. Grant program (33 grants) where the employees served community organizations.
- The annual Employee Holiday Luncheon was held at MetroHealth on December 4th at MetroEats. Employees at other MetroHealth locations received meals via food deliveries. The event was well-received, promoting joy and camaraderie among colleagues, with leaders expressing gratitude for the opportunity to serve and connect outside of work.

2023 Year-End Baseline	2024 Target Goal	Final 2024 Results
71%	77%	78.6%



People-First Strategy

Talent Acquisition

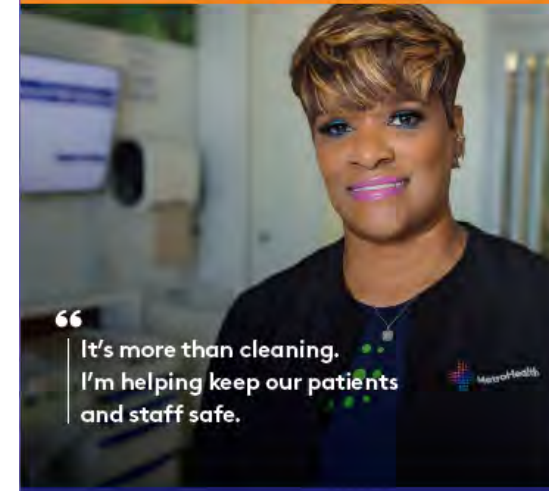
- EVS hiring events held in October and December resulted in 26 offers. Hiring event for EVS Supervisor openings held on January 8 with eight candidates advancing to second interview. An additional hiring event is scheduled for end of January 2025.
- 330+ applicants received for MA Intern program. Offers have been extended to candidates for all 25 openings for next MA Intern cohort starting in February. A waitlist is being developed due to strong interest and strength of candidates.

Total Rewards

- Lyra (24/7 365) Virtual Mental Health service went live 11/1. YTD, 100+ employees or family members have utilized.
- For the fifth year in a row, MetroHealth's Employee Wellness program was awarded Platinum status by The Healthy Business Council of Ohio for our commitment to employee wellness and comprehensive health promotion and program.

Unconscious Bias Training

- 2024 Year-End Unconscious Bias Training: 38 sessions; 913 participants

 Are You Made For Our Mission?	 Are You Made For Our Mission?
SEEKING ENVIRONMENTAL SERVICES PROFESSIONALS!	Joining MetroHealth is more than a job— IT'S A MISSION!
 “It's more than cleaning. I'm helping keep our patients and staff safe.”	
You can work in environmental services anywhere. But at MetroHealth, you can truly help people be well.	Every person on our team helps people be seen: for who they are, what they feel and what they need. No matter your role, your work is crucial to creating a healthier community. That's why we're devoted to putting our people first—with flexible work hours, a comprehensive benefit package and an atmosphere of respect.
Ready to help people be well?	Ready to help people be seen?
Scan the QR code for current openings.  The MetroHealth System is an Equal Opportunity Employer. Read more about our commitment to opportunities and reasonable accommodations at careers.metrohealth.org.	Scan the QR code for all current openings.  The MetroHealth System is an Equal Opportunity Employer. Read more about our commitment to opportunities and reasonable accommodations at careers.metrohealth.org.

People-First Strategy – Community Engagement

Lincoln-West School of Science & Health

- Lincoln-West was recognized in Newsweek for its biomedical curriculum, student access to internships, networking opportunities, and state-tested nurse aide (STNA) credentialing opportunities in MetroHealth.
- In collaboration with MetroHealth Government Relations, Congresswoman Shontel Brown introduced Legislation to expand work-based healthcare education opportunities for high school students.

Workforce Development

- Three Tri-C Access Center classes concluded on December 9th at Via Sana Opportunity Center. Many classes are free to employees, providing valuable education and job training for a brighter future. Spring Enrollment starts in mid-January.
- Fifteen colleges participated in an employee education fair in November at MetroHealth Glick Center to promote healthcare, allied healthcare, and administrative certifications. The event targeted MetroHealth employees interested in furthering education opportunities and tuition reimbursement benefits.

Institute For H.O.P.E.

- In collaboration with the Institute for H.O.P.E., Change Management updated Social Determinants of Health questions on all inpatient and Behavioral Health inpatient floors to comply with the Centers for Medicare and Medicaid Service requirements.



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%	0.0009	80.80%
Postpartum Care Visit	79%	<0.0001	79%	<0.0001	84.49%
Well-child Visits in First 15 Months	56%	<0.0001	57%	<0.0001	58.36%
YTD Progress Composite					9

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%	23%	+	+
Cervical Cancer Screening	58%	59%	60%	65%	+	+
Breast Cancer Screening	68%	69%	70%	74%	+	+
Colorectal Cancer Screening	52%	53%	54%	60%	+	+
Diabetic Eye Exam	39%	40%	41%	40%	+	+
Controlling Hypertension	69%	70%	71%	71%	+	+
Kidney Health Evaluation	15%	20%	25%	56%	+	+
Clinical Depression & Follow Up	56%	57%	58%	60%	+	+
IET Alcohol & Other Drug Dependence	7%	8%	9%	7%	+	✗
ADHD Medication and Follow Up	38%	39%	40%	42%	+	+
Pediatric Immunizations	34%	35%	36%	30%	✗	✗
Pediatric Lead Screening	76%	77%	78%	78%	+	+
Completion of Medicare Wellness	12500	13000	13500	14593	+	+
Improving Assessment of Conditions	73%	74%	75%	73%	+	✗
Minimum = 9 metrics at baseline. Target = 9 metrics at baseline and 7 metrics achieve target. Maximum = 9 metrics at target or better					13/9	11/9

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	106

Academic Spotlight

- **Bingcheng Wang, PhD**, Wooton Endowed Chair of Research and Professor of Medicine, Pharmacology, Physiology and Biophysics: NIH R01 Award, 5-year, \$3.3 million, “EphA1 homotypic and EphA1-EphA2 heterotypic interactions in cell regulation”
- **Joseph Piktel, MD**, Associate Professor, Emergency Medicine, and **Mary Joan Roach, PhD**, Associate Professor of PM&R: NIH STTR Award, 2-year, \$1.7 million, “Clinical effectiveness of a wearable hydration device”
- **Aleece Caron, PhD**, Professor of Medicine, was appointed to the Accreditation Council of CME



Goal Sponsor
John Chae, MD

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

Major Gifts

- The [Samuel H. Miller Foundation](#) awarded a \$3 million grant to redesign and renovate the [MetroHealth Emergency Department](#).
- The [School Health Program](#) received a \$172,000 gift from an anonymous donor.
- A planned gift of \$100,000 has been committed to [the Alfred F. Connors, Sr. Health Service & Population Health Research Endowment](#).
- The [MetroHealth Autism Assessment Clinic](#) (MAAC) received a \$50,000 gift from an anonymous donor.
- [Epic Corp.](#) has provided a \$30,000 grant in support of the [Institute for H.O.P.E.™](#).
- [Equity Trust](#) is supporting the [Health Equity CLE Fund](#) with a gift of \$25,000.
- An individual stock gift of \$20,000 was made in support of the [Kids Pride](#) clinic.
- [Norfolk Southern Corp.](#) has given \$15,000 in support of several [Institute for H.O.P.E.™](#) programs.
- [The Callahan Foundation](#) made a \$10,000 gift to support [Food as Medicine](#).
- [Jack Licate](#), a former Foundation Board member, made a \$10,000 gift to the [Lucila & Jack Licate Family Fund](#) which supports our work in HIV/AIDS.
- A \$10,000 gift was made to the [Benjamin Gerson Gap Fund](#).
- A \$10,000 gift was made to the [James W. Campbell, MD, MS Endowment in Geriatric Medicine](#).
- [Irving Kushner, MD](#), made a \$10,000 gift in support of the [Alfred Cyril Pinchak Research Endowment](#).
- [Lakeside Foundation](#) made a \$10,000 gift in support of behavioral health.
- A \$10,000 gift from [the Elizabeth Ring Mather and William Gwinn Mather Fund](#) was made in support of [Arts in Health](#) and the [SAFE Program](#).

Fundraising

- Employee giving saw a big increase this year. [We expect to see a 25% increase in overall employee contributions in 2024!](#)

Foundation Board

- **Jon Pressnell** was elected to serve as the board's Chair-elect. He will hold this title until the end of **Dr. Al Connors'** term in May 2025.
- The board also elected **Chris Hess**, Vice President of Public Affairs at Eaton Corp., as a Director.
- **Collin Knisely** was awarded the Chairman's Leadership Award for his service to the Board. As a Life Member of the board, he has been a trusted adviser and engaged fundraiser for 36 years.

Events

- How about a sneak peek at the new **MetroHealth Outpatient Health Center**? If you know someone who might be interested in a preview tour of the new facility, please call Tricia Tommer at (440) 592-1323.
- The **MetroHealth Foundation Board of Directors** spread some holiday cheer at year's end filling the shelves of the Resource Closet at the MetroHealth Buckeye Health Center. Thanks to board member Collin Knisely for leading the initiative and to all the Foundation board members who participated.
- The **MetroHealth Institute for H.O.P.E.™** and **Community Outreach** teams partnered again with the **Greater Cleveland Food Bank** to offer free turkeys to our patients and community members in need. Special thanks to those Foundation board members who helped pass out turkeys a few days before Thanksgiving: **Jon Pressnell, Jacke Wiedemer, Sherrie Dixon Williams, MD, and Aaron Witwer.**



Video Storytelling



Michael Seidman, MD, MPH – a long-time MetroHealth Family Medicine physician – starts each Monday in a downtown Cleveland parking lot with Jim Schlecht and Jack Breisch, two street outreach workers with the Northeast Ohio Coalition for the Homeless (NEOCH). Over the next several hours, the trio – often joined by Family Medicine and Psychiatry residents – travels the streets caring for our neighbors experiencing homelessness.

Over the last year, MetroHealth Video Storyteller **Stephanie Jarvis** followed Dr. Seidman and the NEOCH team to document their important work.

PERFORMANCE: The video garnered over **100,000 impressions** and nearly **74,000 views** on social media. It was one of the top performing posts of 2024.

Media Highlights

- [MetroHealth CEO Dr. Christine Alexander-Rager gives exclusive interview to 3News' Monica Robins on future of hospital](#) – 3 News
- [Christmas comes early for sick children at MetroHealth](#) – 3 News
- [MetroHealth in Cleveland receives national recognition for maternity care](#) – 3 News
- Lincoln-West School of Science & Health highlighted in Newsweek op-ed by AFT President Randi Weingarten titled, [“STEM Training Offers Hope for Communities Across the Country”](#)
- Dr. Alexander quoted in News Channel 5 story, [“NEO hospitals still facing IV shortage due to damages from Hurricane Helene”](#)

Press Releases

- [MetroHealth to Stream, Archive Board Meetings on YouTube](#)
- [New Book Demonstrates How to Recognize and Eliminate Microaggressions in Healthcare](#)
- [MetroHealth’s Partnership with Lincoln-West Serves as Model for New Federal Proposal](#)
- [U.S. News Recognizes MetroHealth as One of Nation’s Best Maternity Hospitals](#)

Introduced New Sub-Brand: Be SimplyWell

Be SimplyWell is a collection of resources – developed by MetroHealth providers – designed to help you be an informed partner in your healthcare journey.

Through blogs, videos, special events and a monthly newsletter, we're providing important healthcare information that helps people take simple steps toward better health.

Top 5 Be SimplyWell blogs in 2024

1. Stories of Hope: Dan Deagan, Burn Survivor
2. 8 Tips for Gut Health
3. Six Steps to Stay Ahead Brain Health
4. Is Weight Loss Medication Right For Me
5. The Surprising Truth About HPV Head & Neck Cancers

What to Expect in 2025

- More engaging content and health talks aligned with system initiatives, health trends and patient interests
- Expanded ways to interact with content from written blogs to video and podcast formats – read, listen, watch, engage
- Health talk calendar with a blend of virtual and in person health talks, continuing to leverage the Cleveland Metroparks and other community locations
- Visit [BeSimplyWell.org](https://besimplywell.org) to follow the latest news and events



2024 By the Numbers

- 105 NEW blog posts developed (326 total blogs)
- New opt-in email registration campaign generated nearly 500 new email subscribers since 11/1/24
- Top virtual health talk: Weight Loss Medication (Registered 1,084)
- Top in-person health talk: Back/Hip Pain (Registered 80)
- Newsletter average open rate: 38%

[CLICK HERE](https://besimplywell.org)
to receive Be SimplyWell today!



- **Ifeolorunbode (Bode) Adebambo, MD**, Interim Chair of MetroHealth's Department of Family Medicine; and **Adam Perzynski, PhD**, a sociologist at MetroHealth's Population Health Equity Research Institute and the Center for Health Care Research and Policy, are the editors of a new book, "Racism, Microaggressions, and Allyship in Health Care: A Narrative Approach to Learning."
- **Shari Bolen, MD, MPH**, was recognized as Better Health Partnership's 2024 Collaborative Champion for advancing regional health improvement for adults with chronic disease – specifically those with diabetes and hypertension. BHP honored Dr. Bolen for her role in securing multi-year funding to support multi-stakeholder collaboration, her innovative thinking, and unwavering partnership and support of BHP's vision and mission.
- **Aleece Caron, PhD**, has been elected to a two-year term on the Accreditation Council for Continuing Medical Education (ACCME)'s Accreditation Review Committee (ARC). ARC members are responsible for reviewing the information about Continuing Medical Education (CME) providers gathered during the accreditation process and making recommendations about accreditation decisions to the Decision Committee of the ACCME Board of Directors.



Bode Adebambo, MD



Adam Perzynski, PhD



Shari Bolen, MD, MPH



Aleece Caron, PhD

Awards, Recognition & Other News

- **Ronnie Fass, MD MACG**, has received an Appreciation Award from the Asian Society of Neurogastroenterology and Motility Association (ANMA) and the Korean Society of Neurogastroenterology and Motility (KSNM). The award is for leadership in the field of neurogastroenterology and motility and for specific contributions to the field in Asia. He also received the American College of Gastroenterology's Outstanding Research Award for the best scientific project in the Esophagus category.
- MetroHealth Paralegal **Jessica Kubiak** has been elected to The National Federation of Paralegal Associations' Board of Directors. Jessica, who joined MetroHealth as a paralegal in 2022, will serve as the Board's Region III Director.
- **Jena Samoylicz, RN**, is a recent recipient of the DAISY Award for Extraordinary Nurses. In her nomination, she was praised for seeing more than a person's medical needs – her holistic approach to care helps patients be seen and heard. In her role, she cares for patients with heart failure, abnormal heart rhythms, and those who've had minor cardiac procedures.
- MetroHealth has been named a 2025 High Performing Hospital for Maternity Care by **U.S. News & World Report**, the highest designation possible in the publication's annual Best Hospitals for Maternity Care ranking.



Ronnie Fass, MD, MACG



Jessica Kubiak



Jena Samoylicz, RN



Appointments

The following Appointments to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on November 26, 2024. The appointments will then be reviewed and accepted by the Medical Executive Committee on December 13, 2024.

Active

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Oehlsen, Maurice, MD	Radiology		11/27/2024
Pleasant, Chaucola, MD	Medicine	Correctional Medicine	11/27/2024
Powell, Douglas, DO	Radiology		11/27/2024
Syed, Masood, MD	Medicine	Hematology/Oncology	11/27/2024

Privileged Non-Member

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Akhter, Saeed, MD	Surgery	Urology	11/27/2024
Blubaugh, Ian, MD	Family Medicine	Express Care	11/27/2024
Ugas Charcape, Carlos, MD	Radiology		11/27/2024

Non-Reviewable Clean List Files

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Obral, Sarah, LPCC	Psychiatry	Social Work	11/27/2024
Pichler, Zachary, LPCC-S	Psychiatry	Social Work	11/27/2024
Rahman, Tia, MD	Emergency Medicine		11/27/2024
Smith, Jeremiah, LPCC	Psychiatry	Social Work	11/27/2024

The following actions to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on November 26, 2024. The Actions will then be reviewed by the Medical Executive Committee on December 13, 2024.

Resignations

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>End Date</i>
Brar, Lakhvir, APRN-CNP	Neurology		8/23/2024-R
Brell, Joanna, MD	Medicine	Hematology/Oncology	11/13/2024-RT
Crawshaw, Benjamin, MD	Surgery	General Surgery	9/27/2024-RL
Gardner, Sophia, APRN-CNP	Medicine	Correctional Medicine	10/24/2024-R
Heather, John, MD	Psychiatry		11/9/2024
Khouri, Jamil, MD	Family Medicine		11/15/2024-R
Lamphear, Diana, PA-C	OB/GYN		11/14/2024-R
Lanzara, Lisa, APRN-CNP	Medicine	Cardiology	11/26/2024-R
Montague, Gianna, APRN-CNP	Psychiatry		10/31/2024-R
Tamarkin, Stephen, MD	Radiology		10/31/2024-RT

Category Change

<i>Name</i>	<i>Category From</i>	<i>Category To</i>	<i>End Date</i>
Campbell, James, MD	Active	Emeritus	10/31/2024
Campbell, Patricia, MD	Active	Emeritus	10/31/2024

Additional Clinical Privileges

<i>Name</i>	<i>Privileges Added</i>	<i>Date</i>
Bolden, Lauren, MD	POCUS Privileges	11/19/2024
Glagola, Sandra, DO	POCUS Privileges	
Krupa, Elizabeth, MD	Nexplanon Privileges	
Loo, Alisa, MD	Nexplanon Privileges	
Taylor, Aisha, MD	Holmium and Thulium Laser Privileges	11/12/2024

CC=Contract Complete, Fellowship Complete
R=Resigned
RL-Relocated
RT-Retired
ET-Employment Terminated
CT-Contract Terminated

NOVEMBER 2024 REAPPOINTMENTS

Last Name	First Name	Degree	Department	Division
Bachrach	Eric	MD	Emergency Medicine	Life Flight
Bruce	Robert	MD	Medicine	Internal Medicine
Dean	Kathryn	APRN-CNP	Medicine	Hematology/Oncology
Jacobson	Jeffrey	MD	Radiology	
Jebran	Fares	DDS	Dental Medicine	
Lowe	Angela	PA-C	Neurology	
Montgomery	Brittni	LISW-S	Psychiatry	Social Work
Nekoloff	Elizabeth	LPCC-S	Psychiatry	Social Work
Peterson	Mary	PA-C	Orthopaedics	
Raina	Rajan	PA-C	Emergency Medicine	
Rivero	Rosanna	Psy.D.	Psychiatry	Psychology
Zickes	Caitlin	APRN-CNP	Medicine	Cardiology

THE METROHEALTH SYSTEM
MEC Meetings 2024
WEBEX and In Person
November 8, 2024

CHAIRPERSON: Natalie Joseph, MD

CALLED TO ORDER: 7:05 am

ADJOURNED: 9:00 am

RECORDER: Trish Gallagher

Members remote: Dr. Loeffler, Dr. Alexander, Dr. Wiper, Dr. Gelles, Dr. Crowe, Dr. Heintschel, Dr. Wilber, Dr. Milliner, Dr. Krishnamurthy, Dr. Stepnick, Dr. Adebambo, Dr. Perzy, Dr. Ove, Dr. Dietz, Dr. Emerman, Dr. Wiper, Dr. Curley, Dr. Crandall, Dr. Roy

Excused Absent: Dr. Ardelt

Guests: Dr. Walker, Candy Mori, RN, Victoria Bowden, Dr. Niu, Dr. Bruce, Corryn Firis, Esq

Executive Officers: NA

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS	EVALUATION/FOLLOW-UP
Call to Order	Dr. Joseph		
Minutes of the Previous Meetings	MEC minutes and Credentialing Committee minutes. Minutes were reviewed and approved	 MEC Minutes 10.11.2024.docx	Forward to October BOT
Medical Staff Appointments and Actions	All medical staff appointments and actions of the Medical Staff Credentials committee from October 11, were carefully reviewed by the Medical Executive Committee and approved.	All appointments were reviewed. List attached  October 2024 MEC BOT.docx	Motion carries to approve. Forward for October BOT

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS	EVALUATION/FOLLOW-UP
Policies	- Revised Universal Protocol Policy  Revised Universal Protocol Policy_Jessi - PC-16 – The Use of Restraint and Seclusion  PC-16 - The Use of Restraint and Seclus - APP Delegation of Medication Administration  MM-08 - APP Delegation of Medicat - Medication Administration by Medical Assistants  Medication Administration by M	Revised Universal Protocol policy was first reviewed at the October meeting. Requested clarification by MEC was provided by Legal. Policy was reviewed Policy was reviewed Candy Moir, RN and Doug Bruce, MD provided a review of policy	Policy approved Policy approved Policy approved Policy approved
Therapy Plans	- Efgartigimod alfa and Hyaluronidase (VYVGART HYTRULO) Once Weekly - Efgartigimod Alfa and Hyaluronidase (VYVGART HYTRULO) Once Weekly x 4 weeks  Therapy Plan Screenshots - Efgart	Policy reviewed	Policy approved

THE METROHEALTH SYSTEM
MEC Meetings 2024
WEBEX and In Person
December 13, 2024

CHAIRPERSON: Natalie Joseph, MD

CALLED TO ORDER: 7:05 am

ADJOURNED: 9:00 am

RECORDER: Trish Gallagher

Members remote: Dr. Adebambo, Dr. C. Crowe, Dr. Harry Walker, Dr. Perzy, Dr. Tollinche, Dr. Milliner, Dr. Dietz, Dr. Kelly, Dr. Wilson, Dr. Krishnamurthy, Dr. Wiper, Dr. Stepnick, Dr. Joseph, Dr. Gelles, Dr. Crandall, Dr. Tagliaferro, Dr. Curley, Dr. Ove, Dr. Loeffler, Dr. Roy, Dr. Alexander-Rager, Dr. D. Crowe

Excused Absent: Dr. Emerman

Guests: Dr. Golob, Dr. Bruce, Dr. Suguness, Kelly Connelly, Alaina Lasinski

Executive Officers: NA

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS	EVALUATION/FOLLOW-UP
Call to Order	Dr. Joseph		
Minutes of the Previous Meetings	MEC minutes and Credentialing Committee minutes. Minutes were reviewed and approved	 MEC Minutes 11.08.2024.docx  CredComm Minutes Minutes.docx	Forward to January BOT
Medical Staff Appointments and Actions	All medical staff appointments and actions of the Medical Staff Credentials committee from November 26, were carefully reviewed by the Medical Executive Committee and approved.	All appointments were reviewed. List attached  Appointments Board Report December.doc  Actions Board Report December.docx	Motion carries to approve. Forward for January BOT

Policies	- Dr. Loeffler presented EPIC In-Basket Management  MEC Policy Unaddressed In baske - Emergency General Surgery Admission  Emergency General Surgery (EGS) Admis	Policy was presented and reviewed Policy was reviewed	Policy approved Policy approved
Order Sets	Treatment of Hyperkalemia  Treatment of Hyperkalemia FINAL.t  IP Treatment of Hyperkalemia 5159 S	Policy reviewed	Policy approved
	- Suboxone-MAT Induction  Suboxone-MAT Induction 4952 11-2 - Delirium  Delirium 4972.pdf	Policy reviewed Policy was presented by Dr. Tagliaferro	Policy approved Policy approved

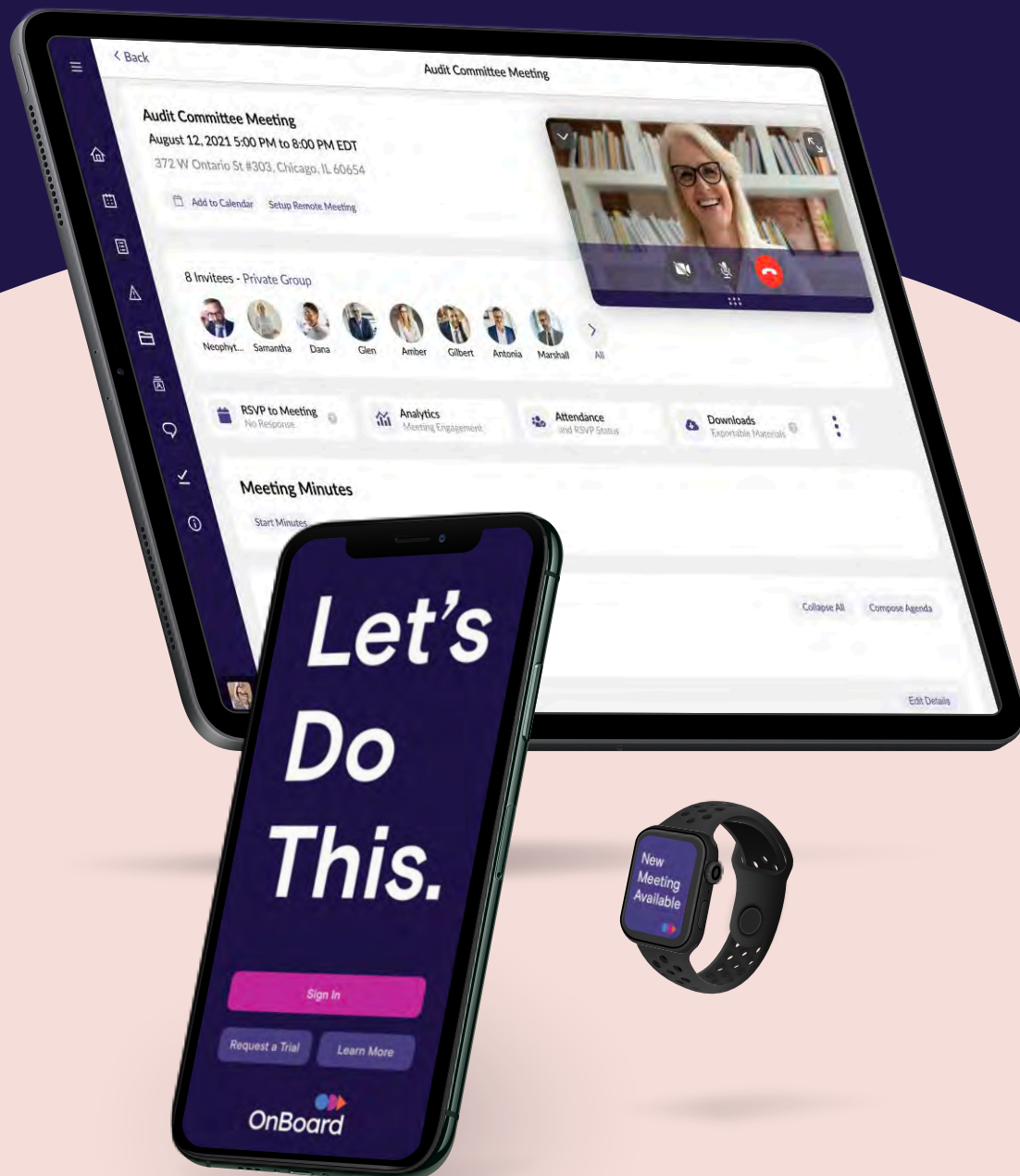
Presentation	Ellen Gelles, MD presented to MEC. Implement Ambient Documentation (AI Scribes)	Presentation to MEC	Informational
	 Ambient Documentation at Me Jon Glauser, MD; Sedation Committee Update		Informational
Dr. Glauser will present to MEC at the January meeting			

MEC Chairperson Approval: *Natalie Joseph*



OnBoard

BOARD INTELLIGENCE PLATFORM





Where Boards Thrive



What's OnBoard?

OnBoard's the first board intelligence platform, a deliberate evolution of what board management software can offer. Join us and drive visionary leadership with elegant technology that frees boards and leadership teams to make better decisions and pursue bold action.

Setting the Standard for Board Management

Our platform is designed to work the way you do, addressing real-world needs and reducing complexity so boards and leadership teams can work smarter, move faster, and achieve more for the organizations they govern.

We're Invested in Your Success.

Investment in Customer Success reflects our values and priorities. We're a company that believes in forging enduring customer partnerships, one that guarantees our customers experience the maximum return from their investment.

Unquestionably Essential

Seamless Collaboration

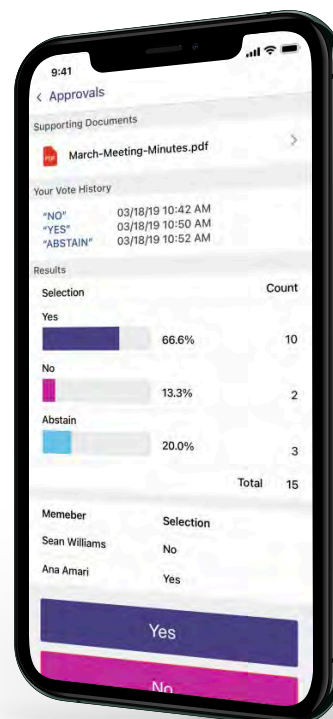
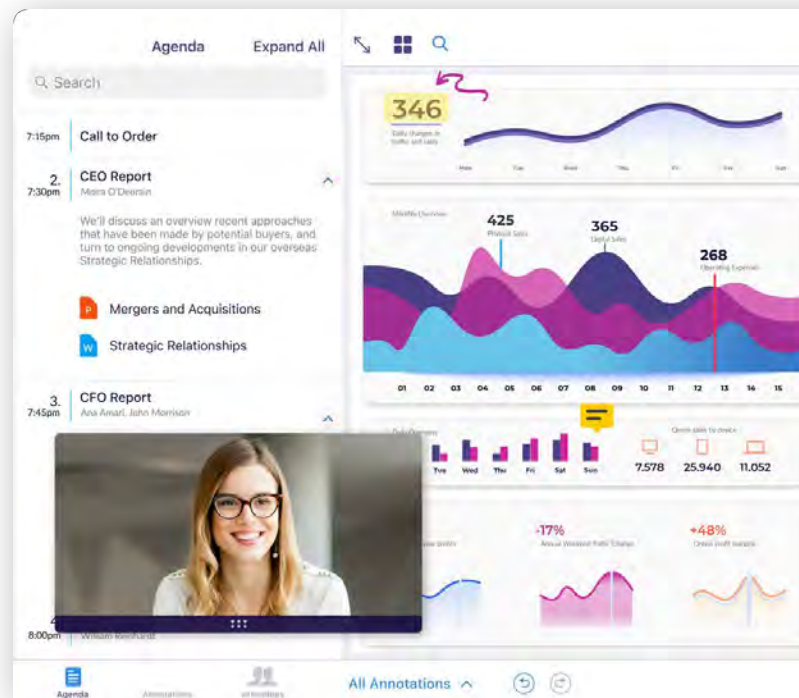
Make better, faster, more informed decisions and improve operational efficiencies based on intuitive data and analytics. OnBoard helps you surface actionable insights and coordinate board and leadership activities more easily, providing richer intelligence so you can act with confidence.

Simplify the Tough Stuff

Cut down on complex, burdensome tasks and promote clarity and efficiency. Our intuitive software is designed to empower everyone from administrators and leadership teams to board directors to accomplish more and get the most out of interaction.

Get Peace of Mind

Keep your information safe with the most secure board software ever created. Combining industry-leading security, compliance, privacy and data protection that's certified and accredited by top global security standards bodies, OnBoard ensures you have full control over who can access and utilize board information.



On all the boards I'm involved with that use OnBoard, the directors are much more engaged. It gets you information that's absolutely accurate and up to the second.



Gary Lehman

Trustee,
Purdue University

"A simple automated solution to prepare and archive corporate matters. OnBoard has reduced prep time and improved accuracy. Features like search, annotations, and archiving make it extremely easy to use. It has helped improve meeting preparation and helps everyone stay on the same page."

Justin Olson

Chief Information Officer,
Utah Community Credit Union



Leader of the Pack

Users consistently give OnBoard high marks for security, ease of use, and intuitive features, making it the leading board management solution on G2's Grid.



2x Stevie Winner of
Governance Solution



Capterra's Easiest to Use
Board Software



G2 Crowd's Leader in Board
Management Software



Most Recommended Board
Management Software



Top Rated
Board Management App



Winner People's Choice Award
Governance Solution

Key Features

OnBoard is built to help everyone involved do their best work by removing friction and fostering collaboration. From preparation, through planning and follow-up, we've designed our platform to address the unique needs of directors, executives, and administrators alike, because good governance is a team effort.



Voting & Approvals

A seamless platform that supports directors who need to make high impact decisions from any device. Equipping directors and leadership to organize, track, review, comment, and approve decisions – from anywhere.



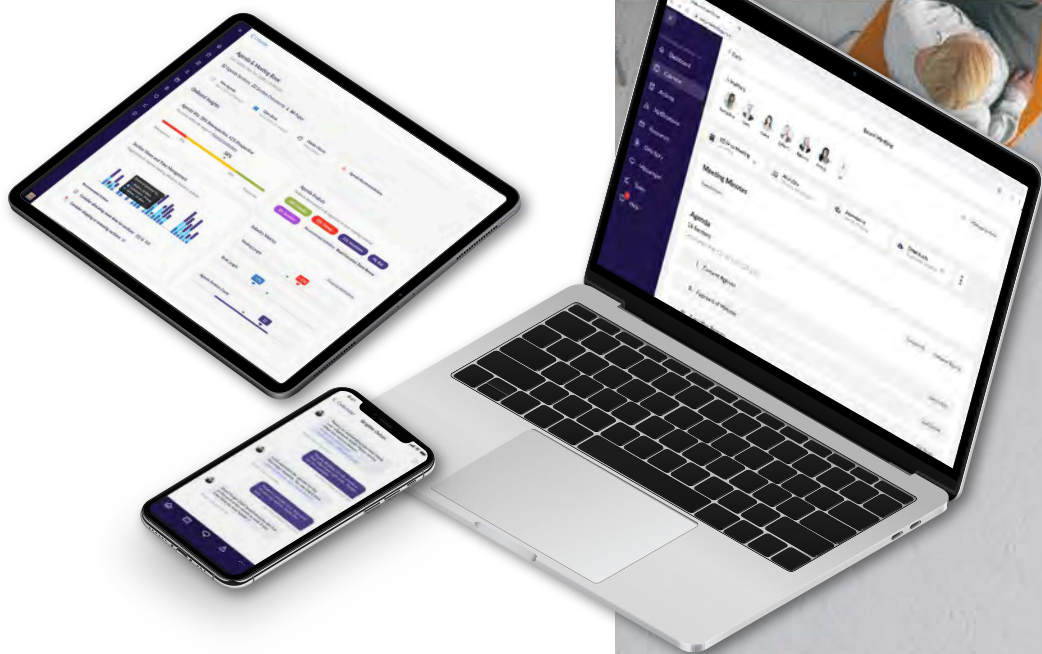
Engagement Analytics

Real-time insights into how your board works. Know when board books are read, where annotations are made, and what agenda sections are receiving the most attention from the board.



eSignatures

Send and sign agreements securely from any device. eSignatures keep your signed documents and legal agreements organized with all the rest of your board work.





Zoom Integration

With our Zoom integration, directors and CEOs can connect, face-to-face while using OnBoard – right on the same screen as their meetings and notes. Active remote participation is now a seamless and familiar experience for the entire board.



Agenda Builder

OnBoard's agenda builder is the fastest meeting creation tool ever made, period. But speed is only part of the equation. The agenda and meeting builder is a drag and drop, every file-type enabled, template powered, cloning capable, document organizing, decision tracking powerhouse.



Task Management

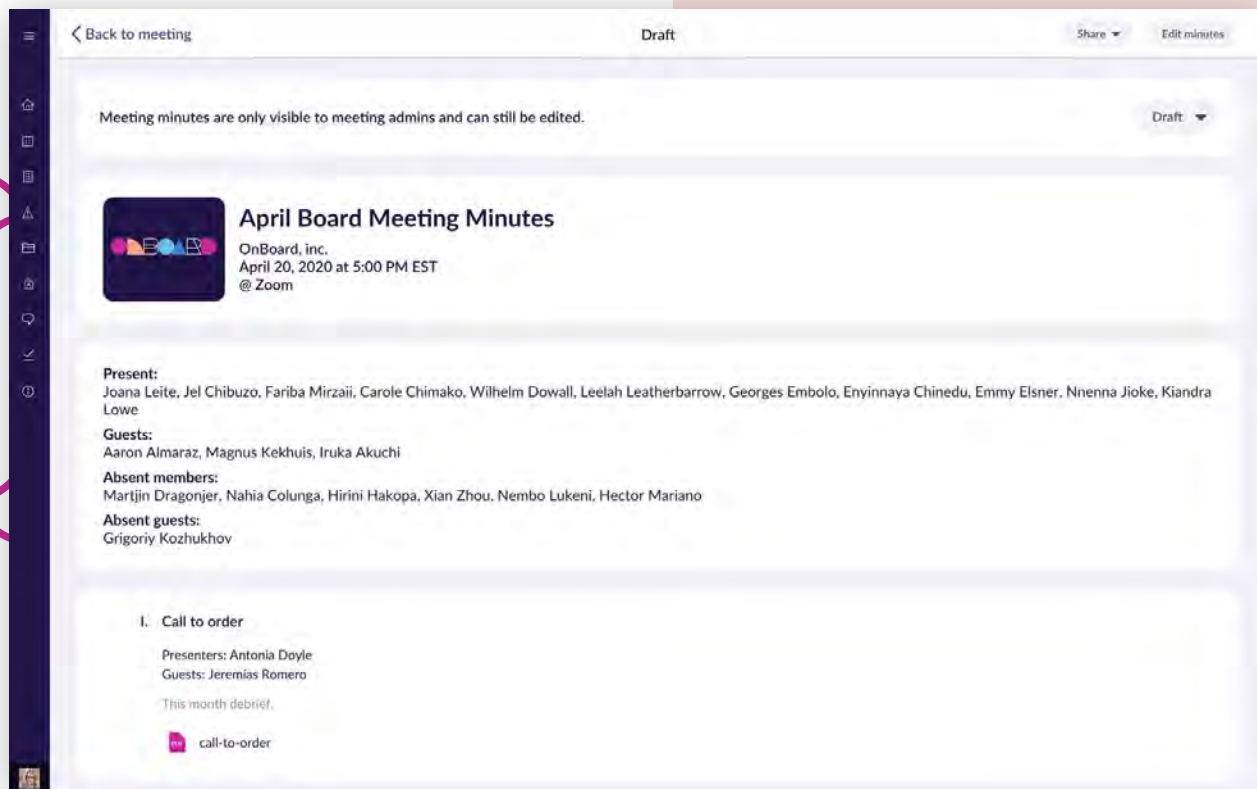
Manage, organize, and track your most important action-items— everything happening throughout your meeting cycle. It helps teams stay in sync, hit deadlines, and reach their goals.



Secure Messenger

OnBoard Messenger is a whole new way to collaborate around board work. Directors, administrators, and executives can simply start a direct conversation or bring in the entire board into the discussion.

Minutes Builder



Minutes Builder

The minutes builder unifies your workflow, enabling you to make minutes directly within OnBoard. Effortlessly make notes, create tasks, track attendance, and mark motions as the meeting progresses. That makes it easy to focus on the meeting itself, a must have for every meeting workflow.

Track Attendance, Record Motions, Assign Tasks

Going above and beyond note taking, the minutes builder streamlines the recording of motions, tasks, and attendance.

Invite Your Team To Make Edits and Suggestions

The builder is bundled with a powerful review tool, as intuitive as Word or Google Docs. Invite anyone on your team to offer edits, comments, and corrections.

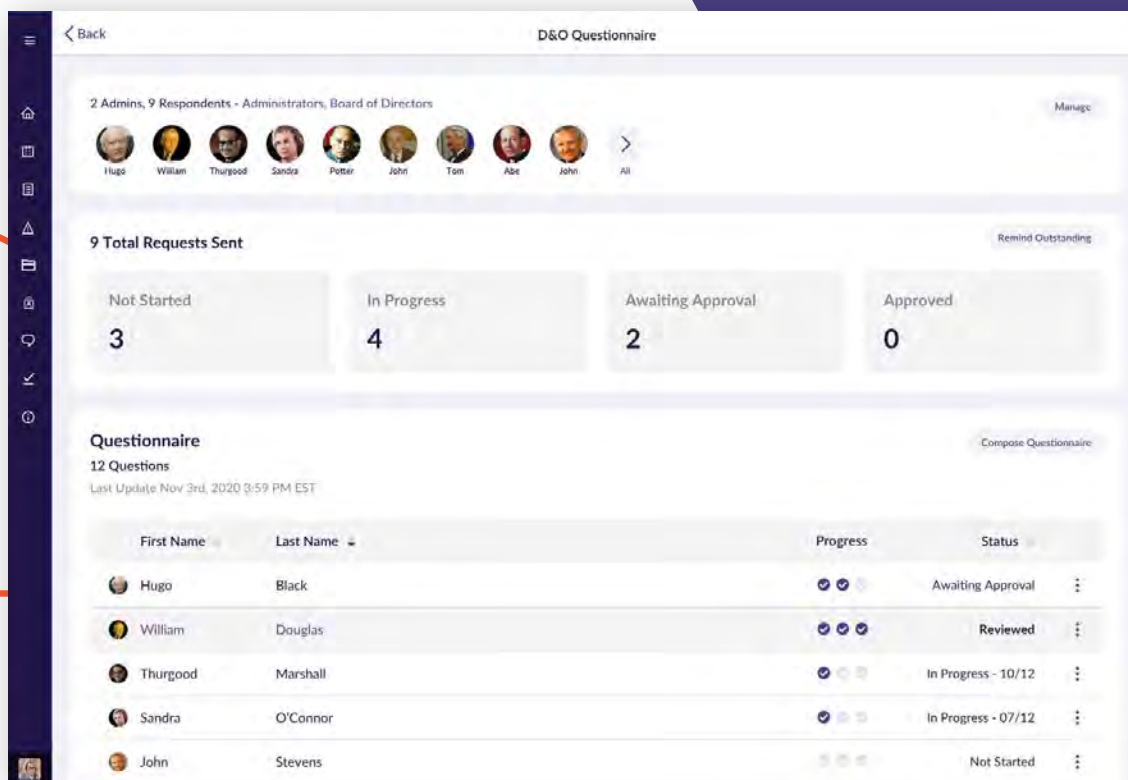
Effortlessly Export As a Word Doc or PDF

When you've finished reviewing your minutes, OnBoard enables speedy publishing directly within your resource center, as a PDF, or a Word Document.

Stop Juggling Between Different Apps & Files

The minutes builder eliminates the need to juggle between apps and file types while keeping all your board work where it belongs — inside OnBoard's secure platform.

D&O Questionnaires



Director & Officer Questionnaires

OnBoard sets the standard for end-to-end board governance with a robust and integrated D&O Questionnaire solution that supports your ongoing compliance. A critical and necessary component of your board's annual calendar, the integrated questionnaire offers ongoing reminders to your directors.

A Premium Questionnaire Solution

D&O Questionnaires offer a wide range of question types and export options. With capabilities uniquely tailored for directors and officers like pre-fills, eSignatures, and attachments.

Beyond D&O: Governance Surveys

The D&O solution is perfect for other sensitive governance surveys like conflicts of interest questionnaires, financial disclosures, CEO evaluations, director evaluations, and more.

Creating & Completing Your Questionnaire Is A Snap

Simply clone out last year's survey and add any new questions or attachments. Your directors' data from the previous year will automatically populate in the new survey, allowing them to answer questions or make adjustments.

Secure & Integrated Governance Platform

You can't trust consumer-grade survey tools and sites to host your directors' sensitive and private disclosures. OnBoard offers an end-to-end governance platform that keeps your D&O survey protected.

Security

Keep It Safe

Work confidently and ensure the right people see the right information. Unparalleled security and data protection features like permission management and compliance flexibility give you confidence and control over your organization's most sensitive data.



Azure Security

The most secure industry-leading security



Azure Data Compliance

GLBA, FERPA, FISMA, SOC 1, SOC 2 ISO 27001/27002, and more



SOC 2 Certified

Audited procedures, controls, & security practices



Global Data Center

Ensures your data's security and fidelity



Two-Factor Authentication

Enable dual identity confirmation



Biometric Security

Touch ID & Face ID Login Security



Granular Permissions

Secure every agenda and file by users and groups



Mobile Remote Wipe

Lost or stolen devices can be purged of all data



Secure Single-Sign-On (Add On Feature)

SSO integration with OneLogin and Okta



Empowering Leaders & Teams

Directors

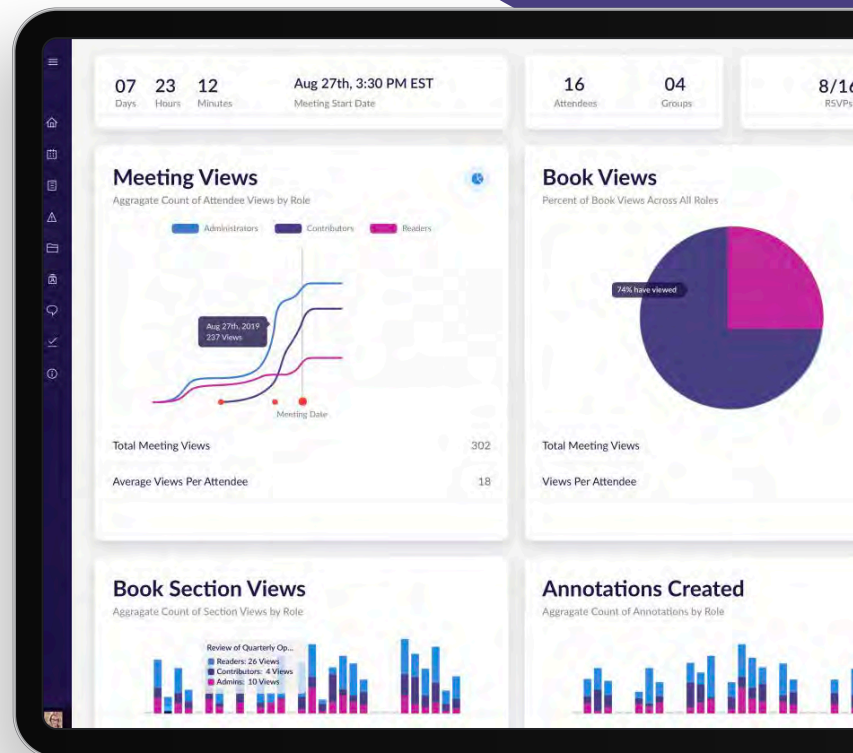
Focus on the big picture by seamlessly managing activities, meetings, decisions, and discussions across one or many boards.

Executives

Free your board to govern more effectively and be better prepared for what's ahead by harnessing the power and insight of your directors.

Administrators

Stay agile and adapt easily to changes as they occur by simplifying complex tasks and streamlining providing key information and insights.



"OnBoard is very user friendly and intuitive. Its features are simple to use. Training our board members was easy. OnBoard allows us to centralize all our board resources in one area and has streamlined communications. Overall, efficient, easy to use, great customer services & support."



Nicole Crites,

Executive Assistant to
the Interim CEO, Mercy Corps

"OnBoard would definitely be something that I think a board of any size, any caliber, any shape or form should think about incorporating."

Beth Bechdol,

CEO,
Agrinovus



"OnBoard was a welcome addition to our board meetings. After using a homegrown paperless option for many years, we sought a more stable alternative with the right functionality. OnBoard fit the bill. It provides our Board members with a user friendly environment to access materials and stay current on Board meetings."

Heather Fehn,

Chief of Staff,
The College of New Jersey



"OnBoard's literally changed our entire board meetings. I say that as the oldest member of the board, I'll be 81 in July, the least tech savvy of anybody on the board. And I am convinced, board meetings are more efficient, more fun, and we're all actively involved."



Dr. Edward Potter,

Board Director, DFCU

Customer Support & Success

OnBoard has put our customers at the center of our business since the beginning. Our world-class Customer Success team allows us to bring our customers' voices to every internal meeting and decision.

They've helped thousands of teams across every industry plan, launch, and find value in OnBoard — fast. We're talking before your next meeting fast. A combination of raw talent and years of experience means that from day one they'll be a resource you can always call upon. People who understand your industry, your board, and how your team uses OnBoard's unique capabilities.

Being a Customer Success Manager demands both grit and a big heart. Our team demonstrates an excess quantity of both.

3x

Consecutive Award
Winning Support &
Customer Success

24x7

Best-in-Class 24x7
Tech Support

74%

Customer Success
Team with World-
Class NPS score

99.5%

In-House
Tech Support,
Satisfaction

98.2%

Best-in-industry
98.2% Customer
Retention Rate

92%

92%+ Rate 5/5 For
Ease of Set-Up

flex

bridgehouse

BREITLING

HBO | LATIN AMERICA

GLOBAL
CITIZEN

nesta

CONCORDIA UNIVERSITY
EDMONTON

CTB

asae

U.S. SUGAR

PURDUE
UNIVERSITY

SAE

MERCY
HOSPITAL

Excellus



Packaging & Suites

OnBoard Core

OnBoard scales with your team and needs. The core package delivers everything you need to transform your meetings.

- ✓ Built for Board Engagement
- ✓ Agenda & Board Book Builder
- ✓ Notes & Annotations
- ✓ Integrations: Office, Google Docs
- ✓ Announcements & RSVP Tracking
- ✓ Unlimited File Resource Center
- ✓ User Member Directory
- ✓ User & Permissions Management
- ✓ All Devices: iOS, Android, Windows
- ✓ Unlimited User Groups
- ✓ Two-Factor Authentication
- ✓ In-App Tutorials
- ✓ Named Success Manager
- ✓ Remote & Idle Wipe
- ✓ 24/7 Support
- ✓ Zoom Integration

Add-On Suites

Governance

Accomplish more and drive better governance

- ✓ Voting & Approvals
- ✓ Surveys/Questionnaires
- ✓ eSignatures

Collaboration

Share and communicate between meetings

- ✓ Shared Annotations
- ✓ Homepage/Dashboard
- ✓ In-app Messenger

Productivity

Drive engagement and boost productivity

- ✓ Minutes Builder
- ✓ Engagement Analytics
- ✓ Task Management
- ✓ Linked Subsidiary Accounts

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