



The MetroHealth System

Board of Trustees

Wednesday, February 26, 2025

3:00pm - 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, February 26, 2025
TIME: 3:00pm – 5:30pm
PLACE: MetroHealth Board Room (K107) or YouTube Stream:
<https://www.youtube.com/@metrohealthCLE/streams>

AGENDA

- I. Approval of Minutes**
Minutes of January 29, 2025 meeting of the Board of Trustees
- II. Mission Moment**
- III. Committee Reports**
 - A. Executive Committee – *Dr. Walker*
 - B. Human Resources & Compensation Committee – *Mr. Corlett*
 - C. Finance Committee – *J. Moss*
 - D. Quality, Safety & Experience Committee – *R. Dziedzicki*
- IV. Consent Agenda**
 - A. Reaffirmation of Support for Certification of Stroke Care Programs
- 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 January 2025
 - B. Acceptance of Medical Executive Committee Minutes of January 10, 2025
- IX. Executive Session**

Return to Open Meeting
- X. Recommendation/Resolution Approvals**
 - A. Approval of the Engagement of an Internal Audit Partner

The MetroHealth System Board of Trustees

FULL BOARD MEETING

Wednesday, January 29, 2025

1:00pm - 5:30pm

MetroHealth Board Room (K107) and via Zoom

Meeting Minutes

Trustees: 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.-I, Nabil Chehade, M.D.-I, Alfred Connors, M.D.-I, William Dube-I, Cindy Gallaspie-I, Joseph Golob, M.D.-I, Derrick Hollings-I, Natalie Joseph, M.D.-I, William Lewis, M.D.-I, Candace Mori-I, Allison Poullos-I, Tamiyka Rose-I, Brendan Sorg-I, Deborah Southerington-I, James Wellons-I, Darlene White-R¹

Invited Guests: John Gerak-R, Mark Wallach-R, Rob Lingelbaugh-R, Tony Petruzzi-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 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 November 20, 2024 meeting as presented, which was given, seconded, and unanimously approved.
RESOLUTION NO. 19667

¹ I-In-person, R-Remote

The MetroHealth System Board of Trustees

II. Executive Session

Dr. Walker asked for a motion to move into executive session to discuss hospital trade secrets as defined by ORC 1333.61. 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 1:01pm.

Return to Open Meeting

Following the executive session, the meeting reconvened in open session at approximately 3:15pm and welcomed back the public via Zoom and members of the public who remained in-person.

III. Mission Moment

Dr. Alexander introduced the mission moment video regarding advancements of music therapy and its impact on patients receiving inpatient rehabilitation services. The video highlighted Dwyer Conklyn, a music therapist with the Center for Arts in Health, works with patients with traumatic brain injuries, spinal cord injuries, strokes, and other neurological illnesses to help patients regain functional needs through music therapy. Mr. Conklin focuses on vocal exercises to help strengthen abdominal muscles which reduces the risk of choking and aspiration in spinal cord injury patients which is one of his biggest concerns.

IV. Committee Reports

A. Audit & Compliance Committee – M. Dee

Ms. Dee provided a summary of the Audit & Compliance Committee meeting held on November 20, 2024. The committee reviewed the committee charter and received key updates on the Ethics & Compliance activities. The committee also met team members of the new external auditors, Plante Moran, who provided a pre-audit presentation. The committee approved a resolution to be presented for full board approval, to allow the Audit & Compliance team to engage with a vendor to review the Performance-Based Value Compensation (PBVC) goal results and target achievement levels for the upcoming year.

B. Facilities & Planning Committee – Dr. Walker

Dr. Walker provided a summary of the Facilities & Planning Committee meeting held on January 15, 2025. The committee received updates on several projects, including the Glick center, Apex, Ambulatory Enabling project, ED refresh project, legacy buildings plans and campus parking space. The committee received an update from Facilities management and approved a resolution to be presented

The MetroHealth System Board of Trustees

for full board approval, for expenditures for design, fabrication, and installation of interior and exterior signage.

C. Governance Committee – *M. Summers*

Mr. Summers provided a summary of the Governance Committee meeting held on January 15, 2025. The committee discussed the effectiveness of the Board, including Trustee appointments and reappointments, engagement, education, self-evaluation, and fiduciary conduct of the Board and committees.

The committee is updating the delegation of authority policy as it relates to the Board's fiduciary responsibilities for the organization. The committee will evaluate the policy and revisit for further discussion and action. The committee will also review larger third-party contracts and how governance responsibilities can be enhanced. Mr. Summers stated that new board members are in the final stages of being approved by the County Council and will meet in February for a nomination hearing.

D. Health Equity & Diversity Committee – *M. Dee*

Ms. Dee provided a summary of the Health Equity & Diversity Committee meeting held on December 18, 2024. The committee received a presentation from Dr. Merugu discussing the development of the Health Equity Enterprise. Dr. Modlin, along with Ms. Carson, provided an update of the African American Affinity group leader listening rounds, which is an initiative where leaders visit and communicate with patients that are hospitalized, to bridge gaps in healthcare communication. Dr. Modlin and Dr. Mishra provided an overview of the Multi-Cultural Health Center. The committee also received an update from Ms. Anderson regarding supplier diversity.

V. **Consent Agenda**

Facilities & Planning Committee -

- i. The Board unanimously approved the Recommendation for the Approval of Expenditures for Design, Fabrication, and Installation of Interior and Exterior Signage. RESOLUTION NO. 19669

VI. **Recommendation/Resolution Approvals**

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

Dr. Walker introduced Dr. Golob to discuss the resolution for reaffirmation of support for a level III adult trauma center at MetroHealth Parma Medical Center. Dr. Golob explained that the resolution is needed to confirm the ongoing board support to continue services at the Parma medical center as a level III trauma center, which is required by the American College of Surgeons as part of the

The MetroHealth System Board of Trustees

accreditation process. Dr. Walker asked for a motion on the resolution for Reaffirmation of Support for a Level III Adult Trauma Center at MetroHealth Parma Medical Center, which was given, seconded and the resolution was approved unanimously. RESOLUTION 19670

- B. Approval of the Engagement of a PBVC Plan Results and Goals Assessment
Mr. Wellons read the Approval of the Engagement of a PBVC Plan Results and Goals Assessment resolution. The resolution was previously approved unanimously by The Board on November 20, 2024. RESOLUTION NO. 19663

VII. 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 January 2025, which was included in the meeting material. In December, MetroHealth was recognized as a High Performing Hospital for Maternity Care by the U.S News and World Report. MetroHealth has started live-streaming and archiving Board of Trustees and committee meetings on its YouTube page to improve access to information.

MetroHealth Broadway Health Center's caregivers worked tirelessly to keep Express Care services open following a water main break in the surrounding neighborhood during this month's arctic blast, and the team converted numerous patients' existing appointments to telehealth to ensure their care was not interrupted.

A comprehensive five-day evaluation by 13 Joint Commission Surveyors found several opportunities for improvement, leading to action plans being created. The Code Yellow Incident Command Team has been working diligently to de-escalate some conservation measures during the nationwide IV fluid shortage.

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. On January 11, Dr. Alexander-Rager attended the Hispanic Police Officers Association's annual Three Kings Day dinner and benefit in Tremont, an event that benefits a scholarship program that supports the education of Hispanic young people and older learners, where she addressed over 300 attendees about the importance of MetroHealth's partnerships with the Hispanic community and the desire for continued collaboration. Dr. Alexander-Rager also traveled to Washington, DC on January 13 and 14, to meet with members of the Ohio Congressional Delegation to emphasize the need for elected officials to understand MetroHealth's priorities to fulfill its essential role in the community.

VIII. Medical Staff Report – Dr. Joseph

Dr. Joseph apprised the Board of the upcoming medical staff activities. Dr. Joseph reported the medical staff holiday party was held in December and was a success. Several awards were distributed, including clinical excellence awards for nominees,

The MetroHealth System Board of Trustees

who were nominated by the Chairperson from individual medical clinical departments, for demonstrated excellence in clinical care. Dr. Joseph directed the Board to refer to the Medical Staff Providers appointments, reappointments, and actions of the Credentialing Committee for November 2024 and the November 8, 2024, and December 13, 2024, meeting minutes of the Medical Executive Committee 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 for November 2024, along with the acceptance of the MEC minutes for November 8, 2024, and December 13, 2024, which was given, seconded and unanimously approved. RESOLUTION NO. 19668

IX. Information Items

A. OnBoard Portal Demonstration – *R. Lingelbaugh*

Dr. Walker introduced Mr. Rob Lingelbaugh with OnBoard, to provide a demonstration of the board management portal software. Mr. Lingelbaugh discussed specific features of the software, which can be useful to board members and users, to view agendas, board meeting books and other materials with ease. OnBoard provides a user-friendly environment to access materials and its intuitive features can help meetings run efficiently. Other features of the software include agenda & board book build, notes & annotations, announcements & RSVP tracking, unlimited file resource center, user member directory, user & permissions management, voting & approvals, surveys/questionnaires, eSignatures, shared annotations, homepage/dashboard, in-app messenger, minutes builder, engagement analytics, and task management. After the demonstration, the board members had an opportunity to ask further questions about the software. The next steps include the submission of a competitive bid to other interested vendors. A subcommittee of the Board will participate in the selection process.

X. Executive Session

Dr. Walker asked for a motion to move into executive session to discuss hospital trade secrets as defined in ORC 1333.61 and to consider the appointment, employment, dismissal, discipline, promotion, demotion, or compensation of a public employee, or the investigation of charges or complaints against a public official, 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 as defined by ORC 121.22(G). Mr. Moss made a motion and Ms. Dee 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 4:08pm.

The MetroHealth System Board of Trustees

Return to Open Meeting

Following the executive session, the meeting reconvened in open session at approximately 6:10 pm and welcomed back the public via Zoom and those members of the public who remained in-person.

Dr. Walker proceeded to read the following statement:

“During Executive Session we discussed an anonymous complaint alleging destruction and/or alteration of evidence related to the Dr. Akram Boutros civil litigation. On behalf of MetroHealth, a Special Committee of the Board engaged an outside law firm to conduct a privileged investigation of these claims. The investigation is concluded. The allegations were unfounded.”

There being no further business to bring before the Board, the meeting was adjourned at 6:12 pm.

NEXT MEETING: Wednesday, February 26, 2025 – 3:00 pm - 5:30 pm
MetroHealth Board Room (K107) or via Zoom

Respectfully Submitted,

E. Harry Walker, MD, Chairperson
Board of Trustees

REAFFIRMATION OF SUPPORT FOR CERTIFICATION OF STROKE CARE PROGRAMS

RESOLUTION XXXXX

WHEREAS, the Board of Trustees ("Board") of The MetroHealth System ("The System"), along with its executive leadership, administrative, and medical staff, has previously affirmed its commitment to delivering the highest standard of stroke care to residents of Northeast Ohio through its Comprehensive Stroke Center and Acute Stroke-Ready Community Emergency Departments; and

WHEREAS, the Board has received a recommendation to reaffirm its commitment to providing top-tier stroke care for the residents of Northeast Ohio by securing ACHC certification for its Comprehensive Stroke Center, in alignment with the certification of the Acute Stroke-Ready Community Emergency Departments; and

WHEREAS, the Quality, Safety & Patient Experience Committee has reviewed and now recommends approval of this proposal;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of The MetroHealth System hereby reaffirms its dedication to supporting the provision of the highest level of stroke care available to residents of Northeast Ohio through its Comprehensive Stroke Center by obtaining ACHC certification.

BE IT FURTHER RESOLVED, that the President and Chief Executive Officer, or their designee, is authorized to take any necessary actions to implement this resolution.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:

February 2025



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

February 2025
Report to the Board of Trustees

Trustees:

Happy February. Happy Black History Month. And happy less-than-30-days till spring!

I'd like to share a few highlights. As usual, a complete update can be found in your board books:

- Earlier this month, I had a pleasure of delivering the 2025 State of the System address to caregivers. It was a wonderful opportunity to thank them for all they did in 2024 and for all they do every day for our patients, for each other and for our community. If you haven't had the chance to watch the presentation, you can find it on MetroHealth's YouTube channel.
- During that presentation, and in messages to our caregivers, I addressed the worries and anxieties many of our people are experiencing in relation to the news out of Washington. Executive orders on immigration, research funding, diversity programming, gender-affirming care and other issues have caused deep concern among many of our caregivers. I assured them that we are closely monitoring the changes happening in Washington and Columbus and that we are well-prepared to advocate for the programs that provide life-saving access to our patients, including Medicaid, Medicare, the 340B prescription drug program or any other program that serves our patients and community. I also told them that while so much of this is out of our control, there are things we can control. These include how we care for our patients and each other. I urged our employees to keep doing what MetroHealth caregivers have done for almost 200 years: provide the best possible care to our neighbors who need us most.
- Sometimes the best news is what doesn't happen. Earlier this month, MetroHealth resumed normal operations with our IV fluid usage. This marked the end of a more-than-four-month Code Yellow to help our system overcome a nationwide shortage of IV fluids caused by damage from Hurricane Helene. Under the leadership of **Gigi Hubbard**, our incident command team came together to quickly mobilize, strategically and creatively reducing our fluid usage by 40%. No other health system was faster. What didn't happen during this crisis? Care was not compromised. Patient safety was not compromised. Procedures were not postponed. Other systems that weren't as skillful and collaborative were not as fortunate. Thank you to all of our caregivers who helped us through this emergency.
- In late January, The Joint Commission paid us a follow-up visit to ensure we had corrected issues that were identified during their five-day visit in December. I am pleased to announce that those issues were resolved. However, the surveyors discovered



Christine Alexander-Rager, MD

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

additional issues, which are being addressed. I told our employees in an email that these visits aren't simply to "check a box," they help us ensure that we are delivering the high-quality care to our patients – not adequate care or OK care, but the best possible care. That is what our patients expect and deserve.

- MetroHealth was honored by the American Society for Health Care Engineering (ASHE) for the collaborative work that went into the design, construction and activation of The Glick Center. Our system received the coveted 2025 Vista Award for New Construction from ASHE. The award recognizes professionals at the forefront of healthcare design and construction innovation. With The Glick Center, MetroHealth, Turner Construction Co. and architect HGA collaborated to develop a facility that could adapt over time as the healthcare industry evolves. ASHE also recognized other aspects of the project, including the hospital's design elements that reflect the local community as well as MetroHealth's support of the Latino Construction Program, which prepares residents for careers in the trades. Many of the program's graduates worked on the construction of the new hospital. As you know, **Walter Jones, FAIA**, who joined us in 2014 as Senior Vice President of Campus Transformation, oversaw the entirety of MetroHealth's Campus Transformation until his death in late 2023. The Glick Center stands as a lasting tribute to his vision, leadership and commitment to excellence. This award is another piece of his enduring legacy.
- I am proud to report that MetroHealth recently became the only hospital system in the region to offer new parents the opportunity to donate their placentas to be used for life-improving and lifesaving therapies. Together with our partner Phoenix Donor Services, more than 140 patients have donated since the program launched in September. The result has been more than 3,500 graphs that have helped other patients heal from burns, traumatic injuries, diabetic ulcers and other wounds. This program underscores our commitment to innovative, life-improving therapies that directly benefit 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

February 2025

FEBRUARY '25 SCORECARD



2024 System Goal Domains

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

- Off track; adjustments needed
- Generally on track with minor issues
- On track to meeting goals
- Exceeding goals; approaching stretch

FEBRUARY HIGHLIGHTS



System Goal Domains

Financial

- 2024 outpatient clinic visits, emergency visits and retail pharmacy volumes exceeded budget. Additionally, discharges and surgical cases, although unfavorable to budget increased compared to 2023. Overall total operating revenue was \$19.1M Favorable to budget and \$146.1M Favorable to 2023.
- Premium Pay is also known as “overtime, shift incentives, and contract labor” are all within budget and have been reduced 21% compared to prior year.
- 2024 Full Time Equivalents are 2.3% below budget as is the associated Salary, Wages and Benefits cost.
- Retail Rx volumes continue to grow, increasing 12.7% over prior year while drug cost exceeds budget by 20.1% or \$50M.
- Annual Volumes were below budget in two areas: Behavioral Health (BH) and the Operating Room (OR).
- EBIDA margin of \$103.6M is trailing prior year by \$33.2M and below budget by \$36.7M.

Strategy & Growth

- n/a – reports still being finalized

Quality, Service & Experience

- 2024 goals closed on February 1, 2025.
- Patient Experience goal finished meeting target level performance with a 6% improvement compared to 2023.
- Elimination of Harm goal finished at target performance with 1.19 harms per 1,000 inpatient days. This is a 5% improvement over 2023.

People-First Strategy

- Offers Accepted January 2025: 266, 2025 Year-to-Date: 266
- Hires January 2025: 154, 2025 Year-to-Date: 154
- Time-to-Fill Rate January 2025: 62.12 days, Year-to-Date: 62.12 days
- Vacancy Rate 2025 Year-to-Date: 11.51%
- Turnover Rate 2025 Year-to-Date: 1.13%; Rolling 12 months: 18.74%

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

- 2024 System Goal: 104 submissions (Exceed Maximum)
- 2024 Population Health and Equity Research Institute Highlights: Over \$54 million in grants; 168 publications; 41 national and regional invited presentations
- 2024 Center for Rehabilitation Research Highlights: Over \$90 million in grants; Over 68 publications; 80 invited national and regional presentations
- PM&R #1 in NIH funding (Anticipated, official rank will be published in late February)
- MetroHealth received “Continued Accreditation” status from the ACGME without any citations or areas for improvement, for 2025-26. This is the 17th consecutive year that we received the highest level of accreditation

Goal: 2024 Adjusted EBIDA Target

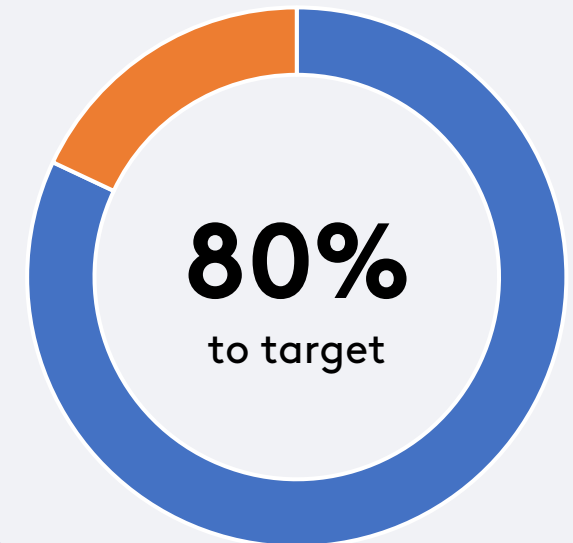
The Measure: EBIDA – Earnings Before Interest, Depreciation and Amortization – is a key performance indicator for an organization’s financial health.

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:

- 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

2024 Actual: \$111.7 million
2024 Goal Target: \$140 million
Variance: (\$28.3) million

Minimum Goal Target: \$110 million

*Preliminary & Unaudited Year-End Results

Annual Improvements for the Year-Ended 2024 vs 2023

-21%

Reduction in
Overtime and
Contract Labor



+5.1%

Improvement in
Acute Average
Length of Stay



+6.3%

Increase in
Emergency
Department Visits



+4.9%

Increase in Total
Outpatient Visits



+12.7%

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.

- 2024 finished with a 6% improvement in patient harms per 1,000 inpatient days compared to 2023
- The largest improvement was seen in PSI-9 Perioperative Bleeding and Hematomas requiring surgical evacuation - 43% improvement
- Catheter associated blood stream infections decreased 31%
- Nosocomial C.diff infection decreased 12%



Goal Sponsor

Joseph Golob, MD

2023 Year-End Baseline	2024 Target Goal	2024 Final Performance
1.25 per 1,000 inpatient days	1.19 per 1,000 inpatient days	1.19 per 1,000 inpatient days

Legend



Off track; adjustments needed



Generally on track; adjustments needed



On track



Exceeding goals, approaching stretch



Goal: Improving the Patient Experience

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

- 5 of 10 HCAHPS dimensions have reached 4-star performance in 2024

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:

- Our overall patient experience performance improved 6% in 2024 compared to 2023
- Rate Emergency Department achieved 4-star performance in 2024, a 3% improvement over 2023
- 30 Day Grievance Resolution performance achieved 100% compliance in 2024
- The ambulatory surgery "Would Recommend the Facility" metric increased 3.4% in 2024 compared to 2023

2023 Year-End Baseline	2024 Target Goal	2024 Final Performance
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 caregivers participated in the survey, surpassing both our initial target and maximum goal. According to our vendor, Perceptyx, the average participation rate in the healthcare industry is 70%. In 2024, participation increased to 78.6%, exceeding our goal of 77%.

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 Survey Highlights show the Engagement Index remained strong. The index measures intent to stay, sense of personal accomplishment, pride in working at MetroHealth and willingness to recommend the organization as a great place to work.

- Key strengths included:
 - Respect from managers
 - Strong commitment to our mission
 - Encouragement of teamwork
 - High awareness of ethical reporting
- The Executive Leadership Team will meet in the coming weeks to address opportunities and respond to employee feedback.

Employee Engagement Action Planning: Survey results were shared with leaders organization-wide to guide action planning. All leaders are expected to develop targeted action plans addressing identified opportunities to enhance employee engagement.

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

Legend

Off track; adjustments needed

Generally on track; adjustments needed

On track

Exceeding goals, approaching stretch



Talent Acquisition

- In support of the MetroWAY Forward Ambulatory Workstream, 127 FTEs have been filled in open Medical Assistant requisitions since August 1.
- Talent Acquisition recruited 25 Medical Assistant interns for the fourth MetroHealth training cohort, beginning February 24.
- The January Environmental Service (EVS) hiring event resulted in 20 accepted offers, which included two supervisors, three operating room (OR) custodial staff, and 15 EVS aides.
- Collaborated with Communications to launch social media recruitment campaigns for Public Safety and Central Sterile Processing.

Leadership and Well-being

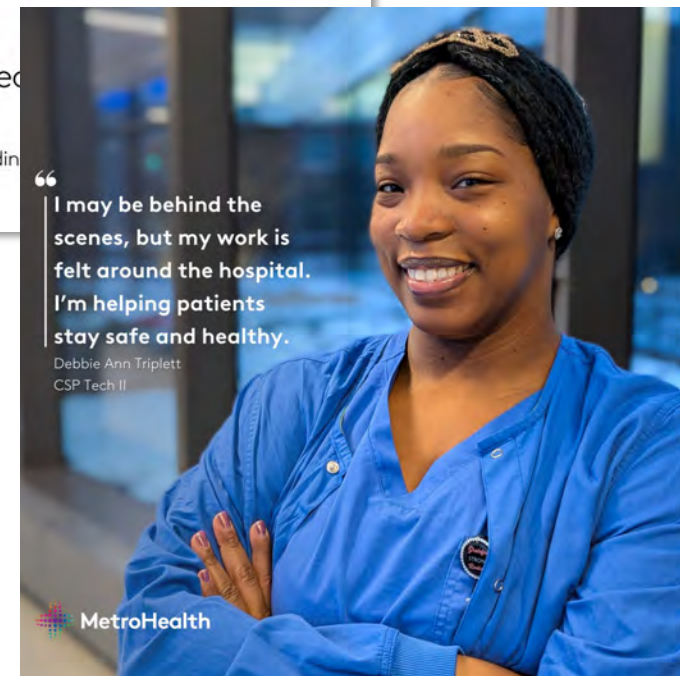
- The Ohio Department of Health recognized MetroHealth as one of the 23 organizations within the state of Ohio that scored highly on the Healthy Worksite Recognition Program's cancer screening questions.
- Change Management facilitated an emotional intelligence workshop for 30+ Ambulatory leaders, strengthening their change navigation and leadership skills.
- Financial Wellness Series expanded to a twice-monthly schedule, adding retirement readiness sessions—engaging 111 employees in January.

Inclusion, Diversity and Equity

- Based on feedback from employees and community groups, the Inclusion, Diversity and Equity team partnered with Spiritual Care to announce that MetroHealth will recognize nine new diverse traditions, cultures and religious observances in 2025. These additional observances were added to MetroHealth's calendar of celebrations.
- Recognitions include Lunar New Year (January 29), Ramadan (March 1-29), Eid Al-Fitr (March 30-31), Vaisakhi (April 13-14), Vesak (May 12), Diwali (October 21) Native American Heritage Month (November), Hanukkah (December 14-22), and Kwanzaa (December 26–January 1).



Now Hiring
Patrol Officer - Protec
Starting Pay: \$25.59
Top-rated workplace. Outstanding



People-First Strategy – Community Engagement



Workforce Development

- Spring semester enrollment for MetroHealth/Tri-C classes is now open, with courses starting February 10. Available classes include Introduction to Pharmacology, Microsoft Office and Core Skills Mastery.

Community Engagement

- Volunteer Services in 2024 had a total of 523 volunteers, including participants from Cleveland State University, Case Western Reserve University, Tri-C, The Ohio State University, Kent State and Ohio University.
- The total number of volunteer hours in 2024 was 10,752. Valued at \$33.49 per volunteer hour, this equates to a \$360,000+ value of time to our System. Volunteer placements at MetroHealth included:
 - **Emergency Department:** 70 volunteers, 2,118 hours
 - **Clinical Labs:** 14 volunteers, 460 hours
 - **NICU:** 83 volunteers, 3,640 hours
 - **Loving Paws Therapy Dog Program:** 15 therapy dogs, 525 hours

Inclusion, Equity & Diversity

Education and Training at MetroHealth included:

- **Race, Ethnicity and Language (REaL):** 3 classes, 53 participants trained
- **Unconscious Bias:** 4 sessions, 84 participants
- **Unconscious Bias Facilitators:** 12 existing facilitators, 1 new addition, total of 13 facilitators

Employee Business Resource Groups (EBRGs)

- **African American Alliance (AAA)** hosted the Martin Luther King Jr. Community Prayer Breakfast with 74 attendees in partnership with the **Christian Fellowship EBRG**. Presenters included Charles Modlin, MD, (Vice President and Chief Health Equity Officer) and Lashon Carson (Health Equity Programs Coordinator) discussed the MetroHealth Multicultural Health Equity Center; 90 participants.
- **Emerging Leaders** hosted Andrea Owsiak, Interim Director of Talent Acquisition, for a presentation on the topic interviewing with 182 participants.



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



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.

2024 Baseline	Year-End Target	2024 Final Performance
104	85	104

Academic Spotlight

- **2024 Population Health and Equity Research Institute Highlights:** Over \$54 million in grants;168 publications; 41 national and regional invited presentations.
- **2024 Center for Rehabilitation Research Highlights:** Over \$90 million in grants: Over 68 publications: 80 invited national and regional presentations: PM&R #1 in NIH funding [Anticipated, official rank will be published in late February].
- **2024 GME Highlight:** MetroHealth received “Continued Accreditation” status from the ACGME without any citations or areas for improvement, for 2025-26. This is the 17th consecutive year that we received the highest level of accreditation.



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



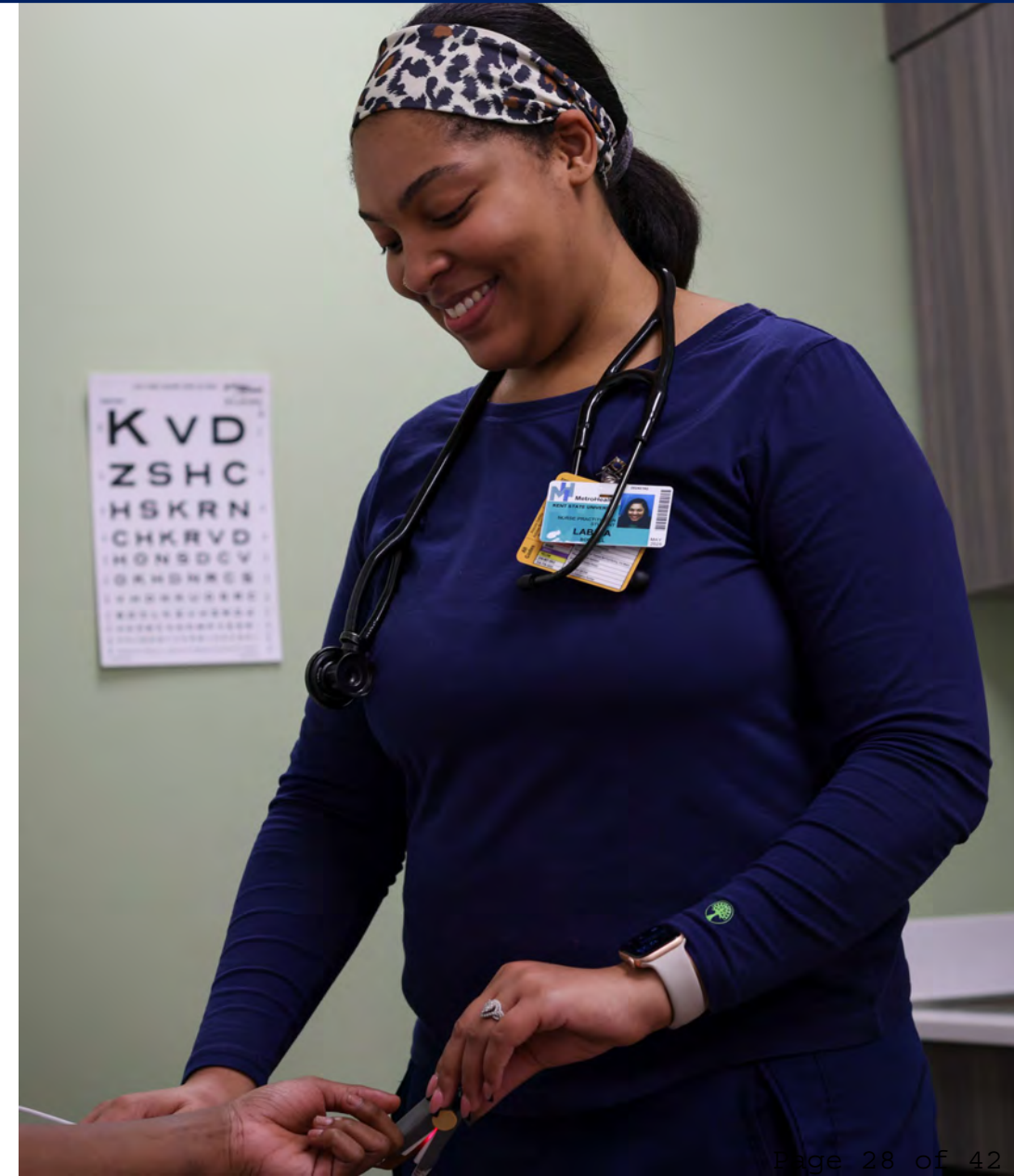
MetroHealth

Major Gifts

- 2025 is off to a great start with strong giving and engagement
- **Experian** committed to a \$200,000 gift in support of the School Health Program.
- **The Christopher & Dana Reeve Foundation** committed to give \$24,609 in support of Adaptive Intimacy Post-Spinal Cord Injury at The MetroHealth Rehabilitation Institute.
- **The John Patrick Carey Fund** made a gift of \$20,000 to support Pediatric Research.
- A \$20,000 individual gift was made to the **MetroHealth Kids Pride Clinic**.
- **The Harry K. Fox and Emma R. Fox Charitable Foundation** supported Food as Medicine with a \$10,000 gift.
- **Foundation Board Member Bill Clawson** made a generous gift in support of the Institute for H.O.P.E.™ through the Clawson Family Fund.

Proposals & Progress

- The Foundation submitted a proposal in response to **Melinda French Gate's Action for Women's Health Initiative**, a multi-year, \$250 million global open call to fund organizations promoting women's mental and physical health.
- A \$400,000 request was submitted to the **Robert Wood Johnson Foundation's JUSTICE SQUARED initiative**, proposing to address structural racism through the social drivers of health, specifically food insecurity/access to healthy foods, by focusing on inequities in chronic disease management programs.





Last month, [Matt "Ogre" Whaley](#) did what he has done every year for the past 35 years: deliver thousands of stuffed animals to MetroHealth where they will be stored and then delivered to pediatric patients throughout the year.

This year's haul included almost 2,400 stuffed animals. For the first time, Matt needed two vehicles to make the delivery. Thanks to our Foundation team for helping coordinate the delivery and opening the discussion for further giving with Matt.



We shared this [Video: 2025 Message to Donors](#) on behalf of [Christine Alexander-Rager, MD](#), to all of our donors and supporters – a list of more than 17,000 individuals. This message of gratitude is the first of many that will acknowledge and celebrate the close of the For All of Us campaign, which we will formally recognize later this year.

Would you like a sneak peek at the new MetroHealth **Outpatient Health Center** next to The Glick Center? If you or someone in your network would be interested in attending a preview tour, please reach out to Tricia Tommer at (440) 592-1323.

Departments that will have clinical space in the building include:

- Radiation Oncology
- WIC
- Breast Center
- Infusion and Medical Oncology
- Heart and Vascular
- Pulmonary and Sleep Medicine
- Oral Surgery
- ENT
- Fetal Diagnostic Center
- OB-GYN
- Surgical Specialties
- NMSK
- Internal Medicine
- Medical Specialties
- Occupational Therapy
- Pediatrics
- Pediatric Behavioral Health
- ... and more



Media Highlights

- [MetroHealth CEO gives State of System Address](#) – Crain's Cleveland Business
- [Pregnant woman battling addiction turns her life around with help from MetroHealth](#) – 19 News
- [How MetroHealth broke free of its imaging data data silos](#) – Healthcare IT News
- [Teaching kids about money + recognizing and overcoming health disparities](#) – Healthy Men Inc.
- [Dr. Christine Alexander wants to bring stability back to MetroHealth](#) – ideastream
- [Amy Lowell of MetroHealth On How to Improve the Birthing Experience](#) – Authority Magazine

Press Releases

- [MetroHealth Launches Placenta Donation Program](#)
- [MetroHealth to Stream and Archive Board of Trustees Meetings on YouTube](#)

Pregnant woman battling addiction turns her life around with help from MetroHealth

Updated: Feb. 4, 2025 at 7:00 PM EST



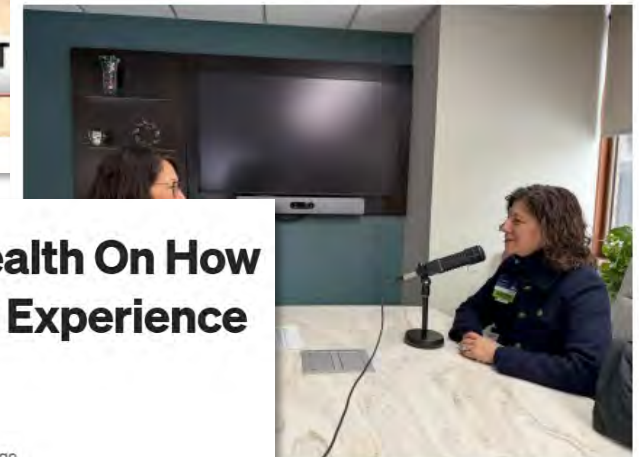
Dr. Christine Alexander-Rager wants to bring stability back to MetroHealth

Ideastream Public Media | By Taylor Wizner

Published January 27, 2025 at 6:00 AM EST



▶ LISTEN • 28:42



Drew Maziasz / Ideastream Public Media

Amy Lowell of MetroHealth On How to Improve the Birthing Experience

An Interview With Lucinda Koza



Lucinda Koza · Follow

Published in Authority Magazine · 9 min read · 6 days ago

American Heart Month Awareness Campaign

To raise awareness, we'll leverage multiple channels throughout the month, including:

- Social Media
- Be SimplyWell
- Outdoor Billboards
- Employee Campaign on the MIV
- Media Pitching

Be SimplyWell Highlights

Newsletter

- Cholesterol & Heart Health – Alisa Loo, MD (Bonus: Heart-Healthy Recipe)
- Your Guide to Blood Pressure Medications – Shelby Clapacs, Pharmacist

Virtual Health Talk

- [Cholesterol – Is it Good? Is it Bad? What You Need to Know](#)
- Wednesday, February 26 at Noon
- More than 300 people are registered and counting.

Additional Channels

- Cleveland Jewish News Banner Ads
- Crocker Park/Westlake Digital Board & Magazine
- Social Media and media pitching (ie. Becker's) about the fact that the number of female cardiologists at MetroHealth exceeds the national average. **Meera Kondapaneni, MD**, Division Director, Heart and Vascular Center, explains why diversity in caregivers not only helps women take better control of their heart health, but also furthers MetroHealth's mission of providing equitable care for all.



- The MetroHealth System is being honored by the [American Society for Health Care Engineering](#) (ASHE) for the collaborative work that resulted in the opening of The Glick Center. MetroHealth received the coveted 2025 Vista Award for New Construction from ASHE, a professional membership group of the American Hospital Association (AHA). The award recognizes professionals at the forefront of healthcare design and construction innovation.
- MetroHealth's food insecurity programming, led by the Institute for H.O.P.E., is [featured in the January 2025 edition of Health Affairs](#), a leading journal of health policy thought and research. The article focused on how communities and health organizations are testing innovative ways to fund costly initiatives to advance health equity.



Appointments

The following Appointments to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on December 16, 2024. The appointments will then be reviewed and accepted by the Medical Executive Committee on January 10, 2025.

Active

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Ding, Xueqin, MD	Anesthesiology		12/17/2024

Associate

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Schumacher, Brynn, APRN-CRNA	Anesthesiology		12/17/2024

Privileged Non-Member

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Golda, Sharon, APRN-CNP	Psychiatry		12/17/2024
Vu, Thuan, MD	Anesthesiology		12/17/2024

The following Appointments to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on January 7, 2025. The appointments will then be reviewed and accepted by the Medical Executive Committee on January 10, 2025.

Active

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Helman, Joseph, DMD	Dental Medicine		1/8/2025
Liu, Sheng, MD	Family Medicine		1/8/2025

Associate

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Edwards, Kathryn, APRN-CNP	Family Medicine		1/8/2025
Dreimiller, Angelina, PA-C	Surgery	General Surgery	1/8/2025
Konstantinovsky, Michelle, APRN-CNP	Medicine	Internal Medicine	1/8/2025
Monroe, Deebora, APRN-CNP	Psychiatry		1/8/2025
Myers, Abby, APRN-CNM	OB/GYN		1/8/2025

Privileged Non-Member

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Parsons, Garrett, DO	Emergency Medicine	Life Flight	1/8/2025

Non-Reviewable Clean List Files

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Engler, Graesyn, LISW-S	Psychiatry	Social Work	1/8/2025
Reynolds, Michelle, APRN-CNP	Family Medicine		1/8/2025
Shokuhfar, Taha, MD	Neurology		1/8/2025

The following actions to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on December 17, 2024. The Actions will then be reviewed by the Medical Executive Committee on January 10, 2025.

Resignations

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>End Date</i>
Ballou, Stanley, MD	Medicine	Rheumatology	12/4/2024-RT
Frantz, Eric, MD	Emergency Medicine	Life Flight	12/13/2024-
RKhan, Hasan, MD	Anesthesiology		12/2/2024-R
Margaria, Bryan, DO	Medicine	Hospital Medicine	11/22/2024-R
Milo, Sarah, DDS	Dental Medicine		11/27/2024-R
Ravitskiy, Larisa, MD	Dermatology		12/2/2024-R
Saied, Nancy, MD	Anesthesiology		12/2/2024-R
Sigmund, Eric, APRN-CNP	Emergency Medicine		12/2/2024-R
Weinert, Dayna, MD	Radiology		6/15/2024-R

Category Change

<i>Name</i>	<i>Category From</i>	<i>Category To</i>	<i>End Date</i>
Harris, Marlana, APRN-CRNA	Associate	Privileged Non-Member	12/3/2024
Shkraba, Pavlo, CAA	Associate	Privileged Non-Member	12/7/2024

Additional Clinical Privileges

<i>Name</i>	<i>Privileges Added</i>	<i>Date</i>
Fofie, Frank, MD	Excimer Laser Privileges	12/18/2024

DECEMBER 2024 REAPPOINTMENTS

Last Name	First Name	Degree	Department	Division
Abramovich	Caroline	MD	Pathology	
Ahmed	Shamima	MD	Radiology	
Antonelli	Maria	MD	Medicine	Rheumatology
Badea	Cassie	APRN-CNP	Psychiatry	
Baughman	William	MD	Radiology	
Benuska	Sarah	Ph.D.	Psychiatry	
Clemow	Christina	DO	Radiology	
Collins	Christin	DO	Surgery	Oncology
Cui	Lixin	MD, Ph.D.	Physical Medicine & Rehabilitation	
Cusack	Shannon	LISW-S	Psychiatry	Social Work
Daprano	Joseph	MD	Medicine/Pediatrics	
Dusky	April	APRN-CNP	Neurosurgery	
ElShebiny	Tarek	DDS	Dental Medicine	Oral Health
Fass	Shira	Ph.D.	Psychiatry	
Fernandez	Michelle	LISW-S	Psychiatry	Social Work
Fitzgerald	Tyler	PA-C	Medicine	Internal Medicine
Fraser	Felicia	Ph.D.	Physical Medicine & Rehabilitation	Rehabilitation Psychology
Gopal	Lauren	DO	Medicine/Pediatrics	

Harb	Alain	MD	Anesthesiology	
Harrington	Michael	MD	Medicine	Palliative Care
Henderson	Morgan	PA-C	Surgery	Trauma/Burn/Critical Care
Horwitz	Edward	MD	Medicine	Nephrology
Houser	Steven	MD	Otolaryngology	
Iravani	Mohammad	PA-C	Emergency Medicine	
Izydorczak	Cecilia	PA-C	Surgery	Trauma/Burn/Critical Care
Johnson	Jasmine	RN	Medicine	Weight Management
Kelbach	Susan	APRN-CNP	Surgery	Vascular Surgery
Kelly	Michael	MD	Neurosurgery	
Kennen	James	DO	Radiology	
Kestranek	Todd	PA-C	Orthopaedics	
Khowaja	Tabassum	MD	Radiology	
Kranz	Kristin	MD	Family Medicine	
Kyprianou	Annette	MD	Medicine	Gastroenterology
Lenehan	Mary Grace	PA-C	Orthopaedics	
Mamah	Catherine	MD	Neurology	
Martinez	Jane	LISW-S	Psychiatry	Social Work
Marwaha	Raman	MD	Psychiatry	
McNamara	Michael	MD	Radiology	
Merkord	Madeline	AuD.CCC-A	Otolaryngology	Audiology
Morton	Antwon	DO	Physical Medicine & Rehabilitation	
Moses	Nicole	CAA	Anesthesiology	
Newey	Christopher	DO	Neurology	
Nunnari	Gabrielle	CAA	Anesthesiology	
Onyeukwu	Margaret	APRN-CNP	Psychiatry	
Pashmini	Nazly	MD	Pediatrics	
Peterson	Sabrina	CAA	Anesthesiology	
Prescott	Jeffrey	MD, Ph.D.	Radiology	
Rajsheker	Srilakshmi	MD	Radiology	
Ratner	Sheerli	Ph.D.	Psychiatry	
Rayokovich	Brooke	PA-C	Surgery	Trauma/Burn/Critical Care
Reilly	Rachel	PT	Physical Medicine & Rehabilitation	
Robinson	Paul	PA-C	Emergency Medicine	
Rosenfield	Allan	MD	Geriatric Medicine	
Sabella	Renae	LD	Medicine	Weight Management
Saleh	Anas	MD	Orthopaedics	
Santho	Allison	PA-C	Emergency Medicine	
Smith	Kip	Ph.D.	Physical Medicine & Rehabilitation	Rehabilitation Psychology
Smucker	Jordan	MD	Emergency Medicine	
Starkey	Michael	AuD.CCC-A	Otolaryngology	Audiology
Torres	Lisa	MD	Medicine/Pediatrics	
Werner	Stephani	AuD.CCC-A	Otolaryngology	Audiology
Williams	James	MD	Radiology	

THE METROHEALTH SYSTEM
MEC Meetings 2025
WEBEX and In Person
January 10, 2025

CHAIRPERSON: Natalie Joseph, MD

CALLED TO ORDER: 7:05 am

ADJOURNED: 9:03 am

RECORDER: Brittany Valenzano

Members remote: Dr. Walker, Dr. Dietz, Dr. Roy, Dr. Tollinche, Dr. D. Crowe, Dr. Krishnamurthy, Dr. Adebambo, Dr. Milliner, Dr. Wilson, Dr. Ove, Dr. Joseph, Dr. Tagliaferro, Dr. Ardelt, Dr. Crandall, Megan Flannery, Dr. Stepnick, Dr. Curley, Dr. Perzy, Dr. Baker, Dr. Loeffler, Dr. Heintschel, Dr. Wiper

Excused Absent: Dr. Emerman, Trish Gallagher

Guests: Kelly Connelly, Jessica Robles, Kathy Glaser

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		Forward to February BOT
Medical Staff Appointments and Actions	All medical staff appointments and actions of the Medical Staff Credentials committee from January 7, 2025, were carefully reviewed by the Medical Executive Committee and approved.	All appointments were reviewed. List attached	Motion carries to approve. Forward for February BOT

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS	EVALUATION/FOLLOW-UP
Laboratory Utilization and Formulary Committee	Approval of 2024 minutes	Minutes reviewed	Minutes approved
Policies	Pediatric Sedation Policy	Policy reviewed and clarification was requested on the number of providers who can administer sedation.	Will be presented at a future MEC meeting
Order Sets	Hydration and Electrolyte Replacement	Policy reviewed	Policy approved
	Zoledronic Acid – Slow Infusion (5 hour duration)	Policy reviewed	Policy approved

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS	EVALUATION/FOLLOW-UP
Presentation	- Jon Glauser, MD,/Sedation Committee - Joint Commission Results Update/Kelly Connelly - Code Yellow Update/David Stepnick, MD	Presented update to MEC	Informational
		Kelly covered the results from the recent JCR hospital visit	Informational
		Updated MEC	Informational

MEC Chairperson Approval: 

RECOMMENDATION FOR THE APPROVAL OF THE ENGAGEMENT OF AN INTERNAL AUDIT PARTNER

Recommendation

The President and Chief Executive Officer of The MetroHealth System ("**System**") recommends that the Board of Trustees ("**Board**") authorize the engagement of an Internal Audit partner to perform internal audit services on behalf of the Board and the System as more fully described in **Attachment A**, for costs not to exceed the amounts shown.

Background

The Board and the System has engaged external partners to coordinate the System's Internal Audit function for several years. In September 2024, the Board approved the hire of an Executive Director, Internal Audit Services ("**Executive Director**") to assist the Board's Audit and Compliance Committee ("**Committee**") in their oversight responsibilities for internal audit activities at the System. The Executive Director is to work in collaboration with the System's external partner to promote sound risk management and internal control and governance activities that are consistent with industry best practices and applicable federal and state rules and regulation.

After discussion with the Committee, the System publicly issued a request for competitive sealed proposals (the "**CSP**") seeking to establish a new relationship(s) with an external firm to support the Internal Audit function in a co-sourced model with the Executive Director. The CSP was issued in December 2024 and was executed in accordance with the System's procurement processes. Respondents were asked to provide detail on their internal audit experience and expertise, along with technology tools to support their work.

Eleven firms responded to the CSP. This pool of firms was narrowed to four finalists, each of whom made presentations to a committee including representatives from the Committee, Internal Audit, Risk Management, Ethics & Compliance, Finance, Information Services, Operations, and Legal. All finalists have significant experience in internal audit services generally and healthcare specifically.

Approval of the Engagement of an Internal Audit Partner

RESOLUTION XXXXX

WHEREAS, the Board of Trustees ("**Board**") of The MetroHealth System ("**System**") has been presented a Recommendation for the engagement of an Internal Audit partner to perform internal audit services on behalf of the Board and the System as more fully described in **Attachment A**.

NOW, THEREFORE, BE IT RESOLVED, the Board hereby approves of the System's engagement of one of the finalist firms to support and perform internal audit services on behalf of the Board and the System as more fully described in **Attachment A**, for costs not to exceed the amounts shown, to be paid out of general operating funds.

BE IT FURTHER RESOLVED, the President and Chief Executive Officer, or her designee(s), is hereby authorized to take necessary actions, including the negotiation and execution of agreements and other documents consistent with this Resolution.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:

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