



The MetroHealth System

Board of Trustees

Wednesday, May 28, 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, May 28, 2025
TIME: 3:00pm – 5:30pm
PLACE: MetroHealth Board Room (K107) or via YouTube Stream:
<https://www.youtube.com/@metrohealthCLE/streams>

AGENDA

- I. Approval of Minutes**
Minutes of April 16, 2025 meeting of the Board of Trustees
 - II. Mission Moment**
 - III. Committee Reports**
 - A. Population and Community Health Committee – *N. Mendez*
 - B. Quality, Safety & Experience Committee – *R. Dziedzicki*
 - C. Finance Committee – *J. Moss*
 - IV. President and CEO's Report – *C. Alexander-Rager***
 - V. Medical Staff Report – *Dr. Joseph***
 - A. Approval of Medical Staff Providers Appointments, Actions and Reappointments for March and April 2025
 - B. Acceptance of Medical Executive Committee Minutes of March and April 2025
 - VI. Executive Session**
- Return to Open Meeting

The MetroHealth System Board of Trustees

FULL BOARD MEETING

Wednesday, April 16, 2025

4:00pm - 6:00pm

MetroHealth Board Room (K107) and via Zoom

Meeting Minutes

Trustees: Artis Arnold, III-I, John Corlett-I, Sharon Dumas-I, Ronald Dziedzicki-I, Dolores (Lola) Garcia-I, Adam Jacobs, Ph.D.-I, Nancy Mendez-I (late), Michael Summers-I (late), E. Harry Walker, M.D.-I¹

Staff: Christine Alexander, M.D.-I, Peter Benkowski-I, Robert (Doug) Bruce, M.D.-I, Nabil Chehade, M.D.-I, Cindy Gallaspie-I, Joseph Golob, M.D.-I, Derrick Hollings-R, Kinsey Jolliff-I, Brian Kovach-I, William Lewis, M.D.-I, Dr. Candy Mori-I, Kate Nagel-I, Allison Poullos-R, Tamiyka Rose-I, Deborah Southerington-I, David Stepnick, M.D.-I, James Wellons-I¹

Invited Guests: None

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 4:00pm, 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 a motion to approve the minutes of the March 26, 2025 meeting as presented, which was given, seconded, and approved by majority vote.
RESOLUTION NO. 19686

II. Committee Reports

A. Facilities and Planning Committee – Dr. Walker

Dr. Walker provided a summary of the Facilities and Planning Committee meeting held on April 9, 2025. The Committee received campus transformation

¹ I-In-person, R-Remote

The MetroHealth System Board of Trustees

updates including the closeout of the Glick center and the progress on the outpatient health center and the ambulatory enabling project. Additional discussions were held regarding parking open space and legacy building issues.

B. Governance Committee – *M. Summers*

Mr. Summers provided a summary of the Governance Committee meeting held on April 9, 2025. The Committee met to review and propose updates to the Board's Delegations of Authority BOT-07 policy. Key changes include clarifying that delegations are ongoing and adjustable, not one-time decisions. The CEO may now appoint representatives to external organizations on MetroHealth's behalf, following updated Ohio ethics guidelines, with quarterly reporting to the Board. Additionally, the CEO is authorized to approve sponsorships, with reporting as needed. These updates reflect policy maturity and aim to streamline governance processes.

III. Consent Agenda

Facilities & Planning Committee -

- i. The Board approved the Approval of the Renewal of Leases in Beachwood, Ohio by majority vote. RESOLUTION NO. 19687
- ii. The Board approved the Approval of Selection of Pre-Authorized Professionals by majority vote. RESOLUTION NO. 19688

Governance Committee -

- i. The Board approved the Approval of Amendments to Delegations of Authority Policy BOT-07 (Delegations of Authority) by majority vote. RESOLUTION NO. 19689

IV. 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 April 2025, which was included in the meeting material. The first pharmacy at our Brooklyn Health Center has officially opened, marking a strategic milestone and reflecting our commitment to addressing pharmacy deserts. The event was festive and well-attended, with thanks to the team for making it happen despite logistical challenges. A celebration was held for Dr. William Tse's investiture as an endowed professor, recognizing his contributions to cancer care. Lastly, Darlene White, MetroHealth Associate General Counsel, Operational Risk & Managing Attorney, led a fireside chat with Dr. Alexander-Rager focusing on leadership, strategy and vision for our system and how we can move forward together as an organization.

The MetroHealth System Board of Trustees

V. 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. Summers made a motion and Ms. Dumas 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 approximately 4:09pm.

Return to Open Meeting

Following the executive session, the meeting reconvened in open session at approximately 6:49pm and welcomed back the public via Zoom and those members of the public who remained in-person.

With no further business to bring before the Board, the meeting adjourned at approximately 6:50pm.

NEXT MEETING: **Wednesday, May 28, 2025 – 3:00 pm - 5:30 pm**
 MetroHealth Board Room (K107) or via Zoom

Respectfully Submitted,

E. Harry Walker, MD, Chairperson
Board of Trustees



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

May 2025

President's Report to the Board of Trustees

Good afternoon, Trustees:

I want to start off by expressing gratitude to County Executive Chris Ronayne and members of the Cuyahoga County Council for their thoughtful and careful work in not only filling every seat of MetroHealth's Board of Trustees but in furnishing this vital body with such talented and dedicated members of our community. This is the first time in years that all 10 MetroHealth Trustee seats are occupied.

Thank you, Trustees, for your service to our patients, our caregivers and our community.

Here are a few highlights since we last met:

- For many patients, MetroHealth's Emergency Department is the front door to our health system. Thanks to the terrific care and teamwork of our ED team, patient satisfaction scores have climbed significantly. More and more patients are reporting positive experiences, with nearly 70% rating their visit at least 9 out of 10 in early 2025. Almost 65% of patients felt ED staff communicated clearly and effectively. And how about MetroHealth's nurses? They saw double-digit improvements in how patients rated their communication. These improvements show what happens when we work together to put patients first.
- On May 1, I had the honor of welcoming almost 150 caregivers to the inaugural MetroHealth Mass Casualty Incident Expo and Simulation. While our caregivers are always preparing for crises and emergencies, this was the first time we held an event for systemwide preparedness for a potential mass casualty incident. Caregivers from throughout the system spent the day participating in hands-on learning modules on subjects ranging from moving patients/beds to radio training to pooling labor resources. After the learning sessions, the attendees participated in a mass casualty simulation on the fifth floor of the old towers. Thank you to Emergency Services, Nursing Education, the MetroHealth Office of Emergency Management and everyone else who helped organize the event. Director of Emergency Management **Gigi Hubbard, MSN, RN, CHEP**, put it best when she called the event "a true testament to our caregivers' compassion and dedication to MetroHealth and our patients and community."
- On April 30, I joined MetroHealth obstetrician-gynecologist **Linda-Dalal Shiber, MD**, and Cuyahoga County Councilwoman **Meredith Turner** at the Warrensville Heights branch of the county library for a community event focused on fibroids and women's health. More than 100 women showed up to support their sisters, share their stories and ask questions about this common, painful and sometimes debilitating condition



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experienced by up to 80% of women. Thank you to Councilwoman Turner for organizing this event and bringing us together to support Greater Cleveland's women. We are looking forward to convening more community events like this in the days to come.

- In late April, I had the pleasure of joining executives and board members from Hospice of the Western Reserve at their annual retreat in Cleveland. During my presentation, I highlighted our organizations' shared mission of service, and I shared with them MetroHealth's desire to nurture and strengthen our historic partnership, which benefits patients, families and students. I also reminded them of MetroHealth's important contribution to the hospice movement and improved end-of-life care through **Dr. Alfred Connors'** work as a lead researcher in the seminal SUPPORT study during the 1980s and '90s, which has been called "the most influential end-of-life research ever published."

- On May 14, we were fortunate to host members of the Northeast Ohio First Suburbs Consortium at The Glick Center for their quarterly meeting. We're proud of the partnerships we've forged in the suburbs – many of which are home to our health centers, clinics and other programs focused on improving the health and well-being of our community.

- I am so happy to announce that "interim" labels have been removed from the titles of three terrific members of MetroHealth's leadership team. They are:

- **R. Douglas Bruce, MD, MBA** – Executive Vice President, Chief Operating Officer

- **Candace Mori, PhD, RN, APRN, ACNS-BC, NEA-BC, ONC** – Senior Vice President, System Chief Nursing and Patient Care Services Officer

- **David W. Stepnick, MD, FACS** - Executive Vice President, Chief Physician Executive & Clinical Officer

- As I've said in the past, one of my priorities is to keep you – and the MetroHealth community – updated and informed about any events I attend or travel I take. As stewards of our system's resources, MetroHealth leaders must be transparent about where they go, why they are going, and how the trip/event benefits our system, our patients and/or our mission. In addition to the events listed above:

- On May 15, I participated with executives from the Cleveland Clinic and the VA in a panel discussion titled "From Care to Community: Leadership Perspectives on Hospital Impact" during the Center for Health Affairs' annual conference in Cleveland. The conversation focused on how hospitals go beyond medicine to improve the health and well-being of their communities.

- I traveled to Washington, DC., in early May and to Columbus in mid-May to meet with lawmakers and their staff members to advocate for our patients,



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caregivers and community. While I do not know what the final versions of state and federal budget bills will look like, I do know that our Government Relations team is doing everything it can to protect our patients, our people and our system.

Thank you again for all you do for MetroHealth.

With deep appreciation,

Christine Alexander-Rager, MD

President and CEO
The MetroHealth System



Report to the Board of Trustees

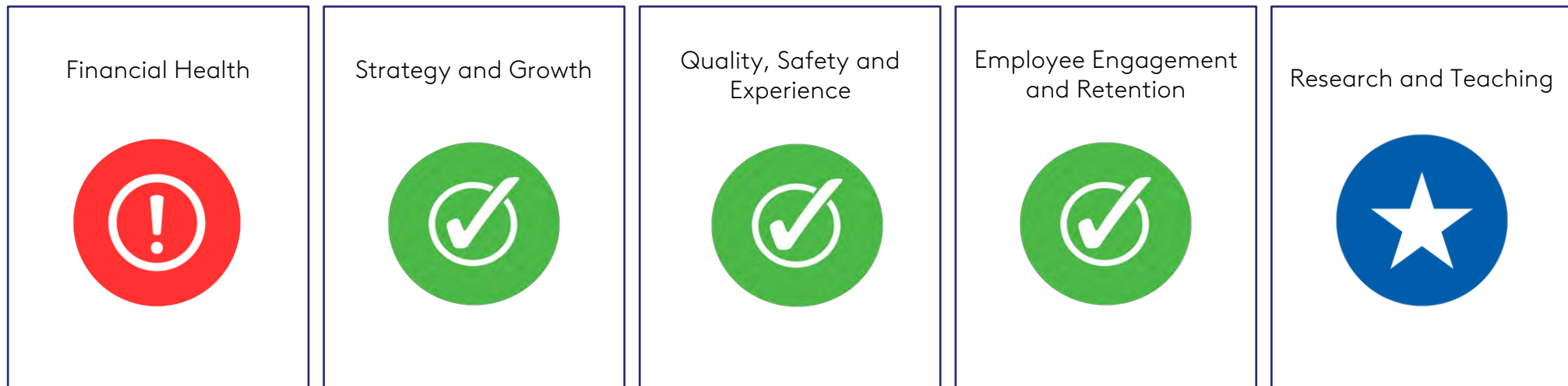
Christine Alexander-Rager, MD

President and CEO

May 2025

System Goal Performance

May Snapshot: 2025 System Goals



These goals align with and support our mission of service to our community. Achieving them allows us to continue lifting the health and improving the lives of our patients, especially those who are most at-risk. This is what we've done for Greater Cleveland since 1837.

Financial Health

Goal: Achieving 2024 Adjusted EBIDA Target

Status: OFF TRACK

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.

Recent highlights/initiatives:

- Strategic stabilization plan initiated to achieve 2025 budgeted goals with positive financial performance by Q2 2025.
- Retail pharmacy revenue continues to grow, driven by an increase in prescriptions filled and capture rates
- Outpatient visits increased 3.7% and emergency visits increased 6.6% from prior year.
- Salary and wages expense is 3% favorable to target due to labor mitigation strategy.

Goal Owner: Derrick Hollings



YTD Adjusted Earnings Before Interest, Depreciation and Amortization (EBIDA)*



YTD Actual: \$31.7 million
YTD Target: \$40 million
Variance: (\$8.3) million

2025 Target: \$147.2 million

*YTD as of April 30, 2025

Strategy and Growth



Goal #1: Increase Share of Wallet

Status: **ON TRACK**

The Measure: *Share of Wallet* is a revenue-based measurement designed to gauge patient 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.

2025 TARGET	2025 YTD RAW PERFORMANCE
2024 baseline + .75% Improvement	51.86%

*2024 baseline is **51.48%**

Recent highlights/initiatives:

- Overall patients in assessment is flat (+0.4%)
- Strong growth in domestic revenue while shift in patients from Medicaid into Commercial (Health Exchange)



Goal Owner: Nabil Chehade, MD

Strategy and Growth



Goal #1: Increase Share of Wallet (continued)

YTD Progress

Baseline Performance: 51.83%

YTD Raw Performance: 51.86%

- Meaningful trending of performance requires at least 90 days of information.
- Early in the year, Share of Wallet calculations are usually lower than year-end results because of the small sampling and timeframe for individuals seeking care at MetroHealth.



Goal Owner: Nabil Chegade, MD

Group	March YTD							
	MetroHealth Pt Activity	Pt Adj	PY Pt Activity	Pct of Yr	Projected Annual Pt	Pro-rated Total Spend	Domestic Spend	YTD SOC
Total Medicare	37,921	1.7%	36,313	61.4%	62,761	\$ 220,377,976	\$ 104,167,623	47.3%
Medicaid	53,471	18.0%	58,731	50.2%	125,636	\$ 121,456,221	\$ 78,360,355	64.5%
Commercial PPO	47,462	0.0%	44,474	45.0%	105,375	\$ 214,832,178	\$ 96,605,104	45.0%
Commercial Narrow Network	14,056	12.0%	12,725	60.3%	26,091	\$ 38,025,082	\$ 29,272,991	77.0%
TOTAL PATIENT POPULATION	152,910		152,243	0.4%	319,862	\$ 594,691,457	\$ 308,406,073	51.86%
	0.4%				-0.7%	4.1%	8.1%	51.9%

Strategy and Growth



Goal #2: New Patient Growth

Status: **ON TRACK**

The Measure: *New patients* are defined as individuals who have not had a billable encounter with MetroHealth, Spry, Spry Senior or Lumina within three years of their 2025 encounter.

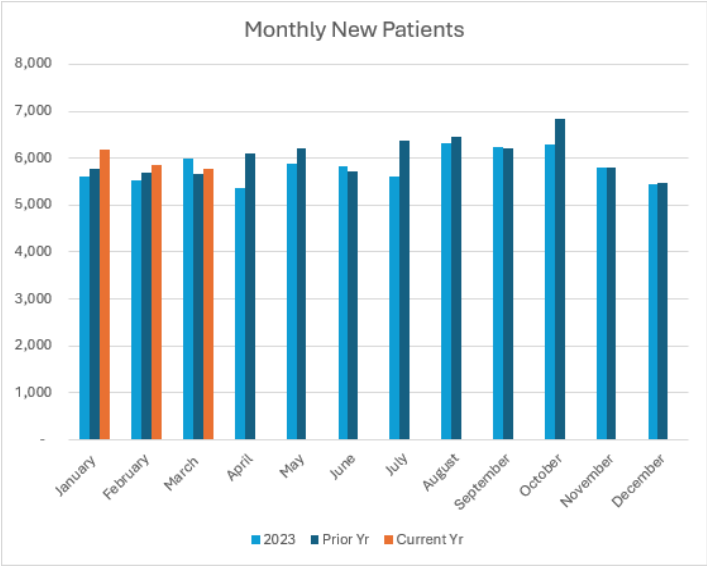
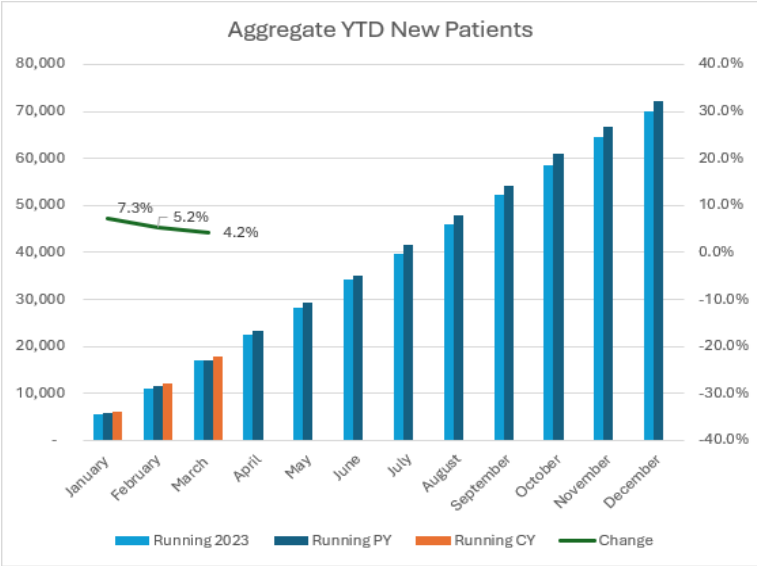
Why It Matters: New patient growth is essential to ensuring our stability and expanding our capacity to provide exceptional care and support to the community.

2025 TARGET	2025 YTD Performance
73,707*	17,817 (+4.2%)

*2024 baseline + 2% improvement

Recent highlights/initiatives:

- 17,814 March YTD; 17,105 March LYTD
- +4.2% over baseline



Goal Owner: Nabil Chehade, MD

Quality, Safety and Experience



Goal #1: Elimination of Harm Goal with Sepsis Risk Adjusted Mortality

Status: EXCEEDING GOALS

The Measure: Patient harm is defined as any preventable condition that occurs because of medical care in a healthcare setting. This composite score covers 16 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. In addition, this measure now includes sepsis-related mortality as part of the composite score.

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.

2025 COMPOSITE TARGET	YTD HARM SCORE	YTD SEPSIS MORTALITY	YTD COMPOSITE SCORE
0.86	0.73	0.87	0.71

Recent highlights/initiatives:

- The continuous performance improvement team is assisting the perioperative space with throughput initiatives aimed at improving the patient and staff experience.
- We have had no PSI-9 (takeback for bleeding/hematoma) harms in the first quarter 2025 thanks to the great work started by the perioperative quality committee.
- The Patient Safety, Quality Analytics, & Clinical Documentation Improvement teams have joined a Vizient Collaborative to evaluate best practices for documentation of Patient Safety Indicators.



Goal Owner: Joseph Golob, MD

Quality, Safety and Experience



Goal #2: Improving the Patient Experience

Status: **ON TRACK**

The Measure: Our Patient Experience score is a composite of all 9 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.

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.

2025 TARGET	YTD 2025 (March)
3.39	3.39

Recent highlights/initiatives:

- We are now administering the HCAHPS survey using regular mail, email and phone call which has increased our response rate from 13.5% to 22.2%
- Empathy training in the Emergency Department has contributed to a 5.8% increase in overall ED rating.
- Overall rating of facility for Ambulatory Surgery has increased 4.8% in 2025 over 2024.



Goal Owner: Joseph Golob, MD

Quality, Safety and Experience



Goal #3: Ambulatory Quality Metrics Improvement

Status: **ON TRACK**

The Measure: As part of our commitment to elevating the level of care we provide, we are tracking 16 key ambulatory metrics that cover a variety of services and quality measures.

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.

About Composite Scoring: Each quality measure has a minimum, target and maximum performance goal: 1 point for meeting minimum; 2 for target and 3 for max.

2025 SCORING	2025 YTD COMPOSITE
Threshold: 12 pts	11
Target: 20 pts	
Stretch: 28 pts	

Goal Owner: Nabil Chehade, MD

Measures	Baseline	2025 Target	YTD 2025	Points
Diabetes: Hemoglobin A1c poor (lower is better) (%)	23%	23%	45%	0
Diabetic Eye Exam (%)	40%	42%	38%	0
Cervical Cancer Screening (%)	65%	66%	65%	1
Breast Cancer Screening (%)	74%	74%	72%	0
Colorectal Cancer Screening (%)	60%	60%	58%	0
Kidney Health Evaluation (%)	56%	56%	23%	0
Screening for Clinical Depression & Follow Up (%)	60%	61%	50%	0
Controlling Blood Pressure (%)	71%	72%	69%	0
Initiation/Engagement of Alcohol/Other Drug Dependence Treatment (%)	7%	8%	7%	1
Timeliness of Prenatal Care (%)	81%	82%	82%	2
Postpartum Care (%)	84%	85%	82%	0
Well-Child Visits in First 15 Months (%)	58%	58%	60%	3
Childhood Immunization Status (%)	30%	31%	30%	1
Pediatric Lead Screening (%)	78%	78%	79%	3
Completion of Medicare Wellness Visits (N)	14,593	14,500	4633	0
Improving Annual Comprehensive Assessments of Care Conditions (%)	73%	74%	55%	0

Employee Engagement and Retention



Goal: Improvement of Employee Engagement Survey Participation Rate

Status: ON TRACK

The Measure: In 2024, 78.6% 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.

2024 Year-End Baseline	2025 Target Goal	YTD 2025
78.6%	80.0%	Survey launches in fall

Recent employee engagement activities include:

- HR introduced New Leader Onboarding which aims to standardize leadership knowledge and provide operational resources for success. Launched in March, 91% of new leaders have participated and provided positive feedback.
- Action planning has been completed by 53% of leaders based on 2024 Employee Engagement Survey results.
- Rain, a new benefit that allows employees to access up to 50% of their earned wages before payday for emergencies or unexpected expenses, launched April 28.



Goal Owner: Deborah Southerington

Employee Engagement and Retention



Goal: Reduction in Turnover Rate Within First Year of Employment

Status: ON TRACK

The Measure: This measure is defined by taking the number of employees departures within first year of employment and dividing it by the number of employee departures in 2025.

Why It Matters: An organization’s ability to retain new hires is an indicator of its total rewards offerings, organizational culture and management.

2024 Year-End Baseline	2025 Target Goal	YTD 2025
44.0%	42.0%	42.5%

Recent retention highlights include:

- First-year turnover rate is trending toward 2025 Target Goal month over month.
- A pulse survey will be deployed to new employees on May 19 gathering data on satisfaction and retention. The feedback received will serve to provide insight and further inform strategies related to the system performance goal.
- People Division departments are collaborating to address turnover rates among Medical Assistants and to develop strategies to improve employee retention.
- Targeted strategic work to reduce first-year turnover rates in the Environmental Services department is underway to assess retention factors and enhance support systems for new hires.



Goal Owner: Deborah Southerington

Research and Teaching



Goal: Increase Grant Applications

Status: EXCEEDING GOALS

The Measure: This measure tracks the number of grant applications (federal, state or Foundation-level) our faculty and staff submit to public and private sources for funding to support research, education and training programs. MetroHealth/Case Western Reserve University is the primary award recipient.

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 Year-End Baseline	2025 Target Goal	YTD 2025
105 applications	85 applications	38 (annualized: 114)

Recent academic highlights include:

- **Abdulla Ghori, MD**, appointed Executive Director, Education and Training
- **Shari Bolen, MD**, promoted Executive Director, Population Health Research Institute
- **Patricia Gallagher**, promoted Executive Director, Academic and Professional Affairs

Please Note: The feasibility of this goal remains uncertain due to the uncertainty at the federal level. Should the government (federal or state) prevent grant application submissions for a 60-day consecutive period during 2025, the goal will be removed.



Goal Owner: John Chae, MD

System News and Accomplishments

MetroHealth Foundation



Fundraising continues full steam ahead, tracking **83% ahead** of this time last year.

- **The Roots & Wings Foundation** will visit The MetroHealth System on June 5. Hospital Program Manager Yvette Gerrans will spend time with MetroHealth staff discussing maternity and pediatric initiatives. The Foundation, started by Epic founder Judy Faulkner, has given more than \$10 million in support to MetroHealth. MetroHealth was the first safety-net healthcare system to implement Epic's electronic health record platform in 1999.
- A team from the **Christopher & Dana Reeve Foundation** will visit the MetroHealth Rehabilitation Institute on June 12. The Foundation recently made a \$25,000 gift to MetroHealth toward our Adaptive Intimacy Post-Spinal Cord Injury project. They will meet with the project team and explore possible ways to collaborate in the future.
- The **Walter Born Foundation** visited the Main Campus Emergency Department on May 6 and encouraged the Foundation to submit a \$100,000 request to support the Emergency Department Renovation.
- **A Reminder:** MetroHealth Trustees are invited to join The MetroHealth Foundation on Thursday, May 29, at 5 p.m. at Truss Event Center as the Foundation welcomes incoming Board Chair Jon Pressnell.
- **Save the Date:** Celebrate the installation of Meera Kondapaneni, MD, as professor of the Louis Rakita, MD, David S. Rosenbaum, MD, and Maurice Moss, MD, Professorship in Cardiology and Marie Crandall, MD, as professor of the Richard B. Fratianne, MD, Professorship in Surgery on Tuesday, October 28, from 4:30 p.m. – 6:30 p.m. in the Rammelkamp Atrium.



Jon Pressnell



Marie Crandall, MD



Meera Kondapaneni, MD

MetroHealth Foundation



Notable Gifts:

- **The Irving and Gloria Fine Foundation** has committed \$50,000 over two years to support our Neonatal Intensive Care Unit (NICU) Operating Room.
- **The Char and Chuck Fowler Foundation** made a \$50,000 grant to support MetroHealth's new midwifery program.
- **The Steven J. Wake Charitable Fund** made a \$35,000 gift in support of the Emergency Department Renovation and the MetroHealth Fund.
- **Bank of America Charitable Foundation, Inc.** awarded a grant of \$20,000 to support the Institute for H.O.P.E.™
- **The Linda Bluso Charitable Fund** made a \$10,000 gift to support the Emergency Department renovation.
- **Collin Knisely** made a \$10,000 gift to the Lennon Challenge Grant – Re-Imaging Rehabilitation.
- To date, more than \$45,000 has been raised for the upcoming **MetroHealth Resiliency Run** on June 7 at the Cleveland Metroparks Zoo. Funds raised will benefit trauma and burn survivors who come to MetroHealth for their healthcare needs.



Nursing

MetroHealth recently celebrated the best of our nursing colleagues with our annual **Nursing Excellence Awards**. These awards recognize MetroHealth nurses and their collaborative partners for their tireless contributions, hard work and commitment to compassionate care.

Honorees are nominated by their colleagues.

Please join us in congratulating the following winners:

- **Outstanding Achievement in Nursing Research:** Cheryl Bradas, PhD, APRN-CNS, CHPN, CNRN
- **Outstanding Achievement in Nursing Quality:** Tani Martin, MSN, RN, CCRP, NEA-BC
- **Outstanding Achievement in Nursing Education and Professional Development:** Cristina Moran, MSN, RN, CCRN, TCRN
- **Outstanding Achievement in Interprofessional Collaboration:** MetroHealth Community Health Programs
- **Outstanding Achievement in Nursing Leadership:** Chelsea Stalter, BSN, RN, RNC-MNN
- **Outstanding Friend of Nursing:** Brandy Kostura, Certified Surgical Technologist (CST)
- **Outstanding Achievement in Career Excellence:** Deborah Weiss, RN



Cheryl Bradas, PhD



Tani Martin, MSN, RN



Cristina Moran, MSN, RN



MetroHealth Community Health Programs



Deborah Weiss, RN



Chelsea Stalter, BSN, RN



Brandy Kostura

Marketing



New broadcast & streaming commercials: In March, the marketing and communications teams filmed a series of television commercials across The MetroHealth System — our first commercial shoot in four years. These ads are set to air in Q2 across multiple stations and platforms throughout Northeast Ohio.

This campaign represents more than just a media buy; it's an opportunity to reinforce our brand identity and spotlight key organizational priorities: **primary care, women's health and rehabilitation.**

The commercials aim to differentiate MetroHealth by focusing on what truly sets us apart: the way we treat people. Our patients are seen and heard as individuals. We meet them where they are — physically, emotionally and medically.



Marketing – Be SimplyWell Update



Top 2025 Blogs:

- 1. [Obesity is a Disease](#)
- 2. [Your Guide to Blood Pressure Medications](#)
- 3. [Is It Your Thyroid?](#)
- 4. [Give Your Immunity a Boost](#)
- 5. [Solving Your Back Pain Mystery](#)

Health Talks with Registration Counts:

- 1. What You Need to Know About Weight Loss Surgery (Virtual: 162)
- 2. Cholesterol: Is it Good? Is it Bad? What You Need to Know (Virtual: 475)
- 3. Why Snoring is a Warning Sign (In person: 47)
- 4. Save That Hip! Why Waiting Hurts More Than You Think (Virtual: 317)
- 5. I Can't Do it All: Setting Boundaries for Mental Wellbeing (In person: 94)

To register for upcoming health talks, visit metrohealth.org/health-talks



Newsletter	Health Talks
1,126,712 e-newsletters sent	1,100 people registered and received follow-up
47.22% average open rate	198 attended live
1% average click-through rate	In-person, on-site appt. requests: 7

Government and Community Relations



CEO Government and Community Engagement:

- Dr. Alexander and the Government Relations met with elected state and federal officials in Columbus and D.C. to advocate for healthcare supports and the System.
- Mayors from cities with MetroHealth facilities met with Dr. Alexander and staff and toured locations in their respective cities in Beachwood, Middleburg Heights and Brecksville.
- Dr. Alexander met with maternal health leaders from First Year Cleveland, Birthing Beautiful Communities, Village of Healing, and Pregnant with Possibilities.
- Dr. Alexander also met with County Councilmen Matthew Castelli and Michael Houser and Cleveland Heights Mayor Khalil Seren.
- In partnership with Councilwoman Meredith Turner, we coordinated a Women's Health Fibroid Health Talk with Dr. Linda-Dalal Shiber and Dr. Alexander.

Community Engagement and Events:

- In April, the Community Engagement Team supported 17 events in the community, including YMCA Kids Day, BVU Homeless Standdown, Domestic Violence Latina Project, Naomi Women of Distinction and Victims of Violence Conference.



Communications

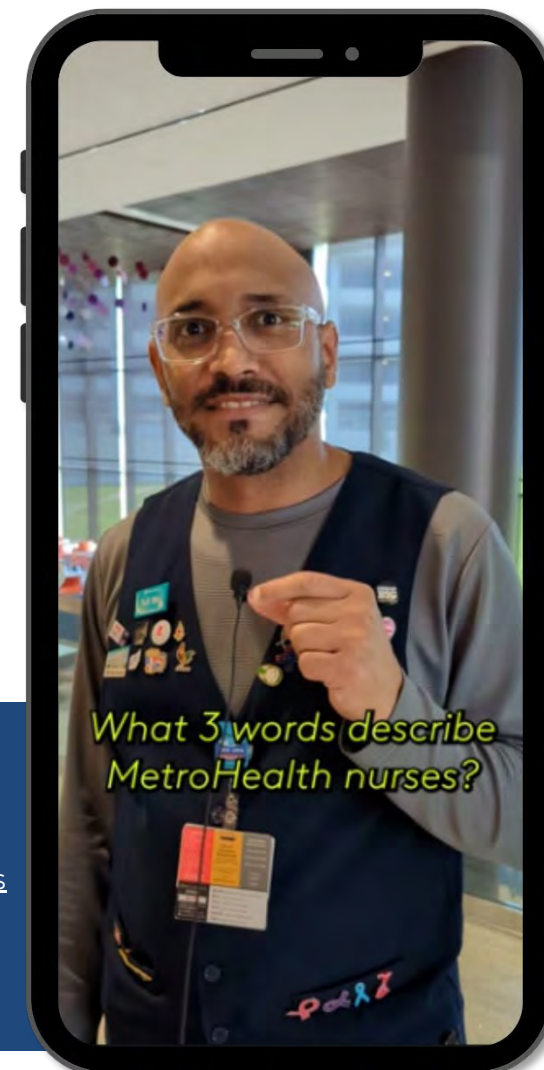
Notable Media Coverage:

- Sheerli Ratner, PhD, quoted in WebMD story, [“Sensory Overload: How This Condition Can Trigger Anxiety and More.”](#)
- [MetroHealth taps AI platform](#) – Becker’s Hospital Review
- Laura Shefner, MD, published her latest column – [“What parents should know about autism spectrum disorders”](#) – in the Cleveland Jewish News
- [MetroHealth’s social determinants of work strategy explained](#) – Becker’s Hospital Review
- [MUSC, MetroHealth’s ‘scrappy innovators’ to scale startup](#) – Becker’s Hospital Review
- Yasir Tarabichi, MD, quoted in Becker’s Hospital Review story, [“The danger of AI scope creep in healthcare.”](#)
- Christine Alexander-Rager, MD, and Candace Mori, PhD, RN, quoted in Becker’s Hospital Review story, [“2 strategies for advancing diverse nurse leadership.”](#)
- [MetroHealth pharmacy fills gap as retail giants leave Cleveland](#) – Cleveland Business Journal



SOCIAL MEDIA SPOTLIGHT: NURSES WEEK

It can be hard to put into words just how amazing our nurses are, but that didn't stop a few of our caregivers from trying. Check out [this video](#) to hear what some of our colleagues had to say. Also, consider sharing this video on [Facebook](#), [Instagram](#) and [LinkedIn](#).



Awards, Recognition and Other News



- Join us in congratulating recent winners of the DAISY Award for Extraordinary Nurses: [Kristen Starling, RN](#) (TICU); [Rachel Rothstein, RN](#), (Labor and Delivery); and [Karen Martinez, LPN](#) (4 East). This nationwide recognition program honors nurses for exceptional care provided to patients and their families.
- Congratulations to the recent recipients of the BEE Award (Being Exceptional Every day): [Doreen Cuccia](#), a Patient Care Nurse Assistant on 9 East, and [Ralph Sonner](#), a Logistics Supervisor. The BEE Award recognizes ancillary staff – dietary, EVS, Facilities and other individuals and teams – that make a difference.
- MetroHealth’s [Nurse Residency Transition to Practice Program](#) has again been awarded Accredited with Distinction – the highest recognition from the American Nurses Credentialing Center's Accreditation Program. MetroHealth made history in 2017 as the first nurse residency transition to practice program in Ohio to receive the prestigious designation and is currently one of eight in the state to hold the recognition.



Kristen Starling, RN



Karen Martinez, LPN



Ralph Sonner



Doreen Cuccia



Rachel Rothstein, RN



ABOUT METROHEALTH

Founded in 1837, MetroHealth is leading the way to a healthier you and a healthier community through service, teaching, discovery, and teamwork. Cuyahoga County's public, safety-net hospital system, MetroHealth meets people where they are, providing care through five hospitals, four emergency departments, and more than 20 health centers and 40 additional sites. Each day, our almost 9,000 employees focus on providing our community with equitable healthcare—through patient-focused research, access to care, and support services—that seeks to eradicate health disparities rooted in systematic barriers. **For more information, visit metrohealth.org**

connect [@metrohealthcle](https://twitter.com/metrohealthcle)



MEDICAL EXECUTIVE COMMITTEE

Friday, April 11, 2025

Appointments

The following Appointments to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on March 25, 2025. The appointments will then be reviewed and accepted by the Medical Executive Committee on April 11, 2025.

Active

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Chhabra, Nipun, MD	Otolaryngology		3/26/2025
Cicek, Wendy, MD	Family Medicine	Express Care	3/26/2025

Associate

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Koziol, Tanya, APRN-CNP	Surgery	Oncology	3/26/2025
Laisure, Tina, APRN-CNP	Medicine	Rheumatology	3/26/2025
Stybel, Monica, APRN-CNP	Family Medicine	Express Care	3/26/2025

Privileged Non-Member

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Al-Hinai, Alreem, MD	Pediatric	Pediatric Surgery	3/26/2025
Bockoven, John, MD	Pediatrics	Pediatric Cardiology	3/26/2025
Taub, Ira, MD	Pediatrics	Pediatric Cardiology	3/26/2025
Watson, Timotheus, MD	Pediatrics	Pediatric Cardiology	3/26/2025

MARCH REAPPOINTMENTS 2025

Last Name	First Name	Degree	Department	Division
Abdel-Jalil	Ala	MD	Medicine	Gastroenterology
Anthony	Donald	MD, Ph.D.	Medicine	Rheumatology
Babura	Holly	APRN-CNP	Medicine	Nephrology
Bates	Michael	DO	Radiology	
Berlin	Sheila	MD	Radiology	
Bernardo	Magalie	MD, IBCLC	Family Medicine	
Biehl	Emily	DNP, APRN-CNP	Obstetrics & Gynecology	Maternal/Fetal Medicine
Bugos	Eric	APRN-CNP	Medicine	Hospital Medicine
Champlin	Emma	PA-C	Emergency Medicine	
Conte	Susan	PA-C	Surgery	General Surgery
Davidson	Angela	APRN-CNP	Medicine/Pediatrics	
Dhanvanthari	Sonya	MD	Medicine/Pediatrics	
Gates Thompson	Sarah	APRN-CRNA	Anesthesiology	
Hughes	Ronae	APRN-CNP	Medicine	Hospital Medicine
Kellogg	Laura	APRN-CNP	Surgery	Vascular Surgery
Kellogg	James	PA-C	Surgery	General Surgery
Klonowski	Stephanie	APRN-CNP	Neurology	
Lea	Erin	Ph.D.	Psychiatry	Psychology
Liquete	Anh	APRN-CNP	Medicine	Nephrology
Long	Katherine	PT	Physical Medicine & Rehabilitation	

Lun	Lapman	MD	Medicine	Hematology/Oncology
Maumburudze	Jessie	APRN-CNP	Psychiatry	
Pivovar	Ryan	DPM	Orthopaedics	Podiatry
Ralston	Laurel	DO	Psychiatry	
Reyes de Noyes	Vanilda	LISW-S	Psychiatry	Social Work
Siraj	Aisha	MD	Medicine	Cardiology
Vasavada	Pauravi	MD	Radiology	
Vasil	Stephanie	APRN-CNP	Pediatrics	
Wang	Yonker	MD	Radiology	
Warszawski	Joseph	PT	Physical Medicine & Rehabilitation	
Wien	Michael	MD	Radiology	

The following actions to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on March 25, 2025. The Actions will then be reviewed by the Medical Executive Committee on April 11, 2025.

Resignations

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>End Date</i>
Faur, Adriana, PhD	Psychiatry		1/27/2025-R
Frye, Mary, DDS	Dental Medicine		1/28/2025-R
Hall, Blaine, APRN-CNP	Geriatric Medicine		3/24/2025-R
Lang, Katherine, DO	Emergency Medicine		3/8/2025-R
Layeequr Rahman, Rakhshanda, MD	Surgery	Oncology	3/7/2025-R
Lopes Bedney, Taidine, MD	OB/GYN		1/31/2025-RL
Murphy, Noelle, APRN-CNP	Neurology		3/5/2025-R
Perry, Samuel, MD	Emergency Medicine	Life Flight	3/12/2025-R
Pleasant, Chaucola, MD	Medicine	Correctional Medicine	3/7/2025-ET
Stern, Jason, DO	Medicine	Hematology/Oncology	3/5/2025-R
Turney, Eric, MD	Surgery	Vascular Surgery	1/29/2025-R

Category Change

<i>Name</i>	<i>Category From</i>	<i>Category To</i>	<i>End Date</i>
Rozman, Monika, APRN-CNP	Associate	Privileged Non-Member	2/22/2025
Waite, Kristen, PA-C	Associate	Privileged Non-Member	3/7/2025

CC=Contract Complete, Fellowship Complete

R=Resigned

RL-Relocated

RT-Retired

ET-Employment Terminated

CT-Contract Terminated

THE METROHEALTH SYSTEM
MEC Meetings 2025
WEBEX and In Person
March 14, 2025

CHAIRPERSON: Natalie Joseph, MD

CALLED TO ORDER: 7:03 am

ADJOURNED: 9:03 am

RECORDER: Patricia Gallagher

Members remote: Dr. Joseph, Dr. Ardelt, Dr. Roy, Dr. Wiper, Dr. Emerman, Dr. D. Crowe, Dr. Collins, Dr. Walker, Dr. J. Wilber, Dr. Tollinche, Dr. Milliner, Dr. Wilson, Dr. Krishnamurthy, Dr. Kelly, Dr. Stepnick, Dr. Heintschel, Dr. Ove, Dr. Gelles, Dr. Loeffler

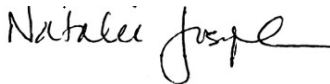
Excused Absent: Dr. Tagliaferro

Guests: Carol Martz, Michael Jones, Nichole Oocumma, Dr. Andrew Bowen

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 02.14.2025.docx	Forward to March BOT
Board of Trustees Subcommittees Report Out	Subcommittee report by Dr. Wiper for the Facilities & Planning and Quality, Safety & Experience		Informational

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS	EVALUATION/FOLLOW-UP
Medical Staff Appointments and Actions	All medical staff appointments and actions of the Medical Staff Credentials committee from February 25, 2025, were carefully reviewed by the Medical Executive Committee and approved.	All appointments were reviewed. List attached  BOT March.docx	Motion carries to approve. Forward for March BOT
Policies/ Procedures	Determination of Death by Neurologic Criteria Procedures – Andrew “Ted” Bowen, MD	Procedure was approved by Critical Care Committee prior  PC-22B - <u>Determination of Dea</u>	Informational
Therapy Plans	- Continuous Infusion Prostacyclin - Dofetilide (Tikosyn) New Start of Therapy	 Continuous Infusion Prostacyclin  Dofetilide (Tikosyn) New Start of Therap	Approved Approved
Order Sets	- Neurology Rounding - Neurology Rounding	 Neurology Admission - 5167.pd  Neurology Rounding - 5168.pd	Approved Approved
Presentations	- Bylaws Discussion, Holly Perzy, MD 2025 Supply Chain Strategy, Carol Martz, Interim VP 2025 Strategy for LEAP, Nichole Oocumma, VP, Chief Learning & Culture Officer	Dr. Perzy went through the proposed changes. Grammatical changes and added APP language. One month for review and will be presented again to MEC. Informational Informational	Will be voted on in May meeting Informational Informational

MEC Chairperson Approval: 

MEDICAL EXECUTIVE COMMITTEEFriday, May 9, 2025**Appointments**

The following Appointments to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on April 29, 2025. The appointments will then be reviewed and accepted by the Medical Executive Committee on May 9, 2025.

Active

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Cherian, Nevin, MD	Anesthesiology		4/30/2025
Hammond, Robert, Psy.D.	Psychiatry	Correctional Medicine	4/30/2025
Imam, Mona, MD	Pediatrics	Allergy/Immunology	4/30/2025
Lam, Tai, DO	Radiology		4/30/2025

Associate

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Bierbaum, Alexandra, APRN-CNP	Emergency Medicine		4/30/2025
Corkwell, Tina, APRN-CNP	Medicine	Gastroenterology	4/30/2025
Desai, Bijal, APRN-CNP	Family Medicine	Express Care	4/30/2025
Ilodi, Stephanie, APRN-CNP	Geriatric Medicine		4/30/2025

Privileged Non-Member

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Butt, Susan, APRN-CNP	Emergency Medicine		4/30/2025
Chou, Edwin, MD	Radiology		4/30/2025
Hernandez Carvajal, Julian, PA-C	Emergency Medicine		4/30/2025
Hott, Ellen, MD	Psychiatry	Correctional Medicine	4/30/2025
Rosenbaum, Michael, MD	Surgery	Vascular Surgery	4/30/2025
Thornberry, Gerald, PA-C	Emergency Medicine		4/30/2025

APRIL REAPPOINTMENTS 2025

Last Name	First Name	Degree	Department	Division
Fujimura	Ken	MD	Neurology	
Tulodziecki	Christopher	DPM	Orthopaedics	Podiatry
Antonescu	Elena	DO	Radiology	
Baker	Brian	CAA	Anesthesiology	
Bej	Katherine	OD	Surgery	Optometry
Blinkhorn Jr.	Richard	MD	Medicine	Infectious Disease
Butcher	Carl	MD	Radiology	
Cameron	Elton	APRN-CNP	Medicine	Hospital Medicine
Cannady	Philip	MD	Emergency Medicine	
Cooke	Emilee	DO	Emergency Medicine	
DeMarco	Jennifer	MD	Emergency Medicine	
Finkelstein	Evan	MD	Radiology	
Fisher	Andrea	OD	Surgery	Optometry

Gupta	Neera	MD	Psychiatry	
Haidary	Ahmad	MD	Radiology	
Hatgas	Joseph	APRN-CNP	Family Medicine	Express Care
Kaneria	Samir	MD	Medicine	Internal Medicine
Klosz	Kimberly	DO	Medicine	Hospital Medicine
Landsman	Marc	MD	Medicine	Gastroenterology
Lisowski	Patricia	APRN-CNP	Medicine	Hospital Medicine
Rastogi	Gurpreet	APRN-CNP	Medicine	Internal Medicine
Ray	Amy	MD	Medicine	Infectious Disease
Sapariya	Nirali	PA-C	Surgery	General Surgery
Schaub	Andrew	DO	Emergency Medicine	
Stewart	Kelly	APRN-CNP	Pediatrics	Foster Care
Waite	Kristen	PA-C	Surgery	Trauma/Burn/Critical Care

The following actions to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on April 29, 2025. The Actions will then be reviewed by the Medical Executive Committee on May 9, 2025.

Resignations

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>End Date</i>
Barksdale, Edward, MD	Pediatric	Pediatric Surgery	4/29/2025-R
Cusack, Shannon, LISW-S	Psychiatry	Social Work	12/10/2024-R
Dandrea, Drew, PA-C	Emergency Medicine		3/26/2025-R
DelZenaro-Mehlberg, Yvonne, PhD	Psychiatry	Psychology	3/27/2025-R
Devi Wold, Anne, MD	OB/GYN	Reproductive Endo	4/29/2025-R
Ekstein, Laurie, MD	Pediatrics		2/28/2025-RT
Jones, Melissa, APRN-CNP	Pediatrics	Pediatric Cardiology	4/14/2025-R
Karnik, Rajmohan, MD	Medicine	Cardiology	2/25/2025-R
Li, Jesse, MD	Neurology		11/22/2024-R
MacPhedran, Sally, MD	OB/GYN		3/28/2025-R
Makino, Kelly, MD	Family Medicine		4/25/2025-R
Mamah, Catherine, MD	Neurology		12/6/2024-R
Matia, Amy, PA-C	Surgery	General Surgery	3/28/2025-R
Rosenberg, Leon, MD	Neurology		11/1/2024-R
Servetas, Dimitra, DO	Geriatric Medicine		3/26/2025-RL
Smith, Kip, PhD	PM&R	Rehab Psychology	3/5/2025-RT
Snell, Michael, MD	Medicine	Hematology/Oncology	4/29/2025-R
Stredney, Carrie, APRN-CNP	Family Medicine	Express Care	4/15/2025-R

Category Change

<i>Name</i>	<i>Category From</i>	<i>Category To</i>	<i>Date</i>
Maynard, Jason, APRN-CNP	Associate	Privileged Non-Member	4/28/2025
Mishra, Kirtishri, MD	Privileged Non-Member	Active	4/30/2025
Wenz, Amanda, APRN-CNP	Associate	Privileged Non-Member	4/7/2025

Additional Clinical Privileges

<i>Name</i>	<i>Privileges Added</i>	<i>Date</i>
Patel, Nimitt, MD	Robotic Privileges	4/25/2025
Pollard, Robert, MD	Robotic Privileges	4/11/2025

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

THE METROHEALTH SYSTEM
MEC Meetings 2025
WEBEX and In Person
April 11, 2025

CHAIRPERSON: Natalie Joseph, MD

CALLED TO ORDER: 7:00 am

ADJOURNED: 9:03 am

RECORDER: Patricia Gallagher

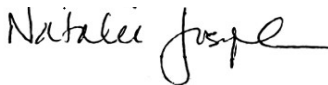
Members: Dr. Joseph, Dr. Perzy, Dr. Emerman, Dr. Stepnick, Dr. Wiper, Dr. C. Crowe, Dr. Heintschel, Dr. Ardelt, Dr. Milliner, Dr. Dietz, Dr. J. Wilber, Dr. Tollinche, Dr. Wilson, Dr. Collins, Dr. Kelly, Dr. Loeffler, Dr. D. Crowe, Dr. Ove, Dr. Krishnamurthy, Dr. Gelles, Dr. Baker, Dr. Crandall, Dr. Adebambo, Dr. E. Harry Walker, Dr. Curley, Dr. Tagliaferro

Guests: Dr. Danawala, Kelly Seabold

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	Minutes reviewed and approved  MEC Minutes 03.14.2025.docx	Forward to May BOT
Board of Trustees Subcommittees Report Out	Subcommittee reports	No report this meeting	Informational

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS	EVALUATION/FOLLOW-UP
Medical Staff Appointments and Actions	All medical staff appointments and actions of the Medical Staff Credentials committee from March 25, 2025, were carefully reviewed by the Medical Executive Committee and approved.	All appointments were reviewed. List attached  BOT.docx	Motion carries to approve. Forward for May BOT
Policies/ Procedures	Death Certificate renewal with no changes	 Death Certificate Policy.pdf	Approved
Order Sets	Comfort Care	 5099 Comfort Care Order Set FINAL.pdf	Approved
Presentations	- APP Update, BLS Recertification/Megan Flannery - Clinical Guidelines Update/Drs. Colin Crowe and Mehul Danawala - BCMA in Ambulatory/Kelly Seabold	Megan provided an update and discussed the BLS Recertification which has moved to RQI. Further discussion will take place regarding the change.	Informational Informational Informational

MEC Chairperson Approval: 

Get the latest news, views and announcements

A Message from Dr. Natalie Joseph, Medical Staff President

INSIDE

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Simulation Experience/MPED

Foundation

Employee Assistance &

Wellness

Brittingham Memorial Library

Doctor's Day Highlights

Medical Staff Office

New Providers and Retirees

Staff Recognition



Spring is here and summer is right around the corner. In the next few months, we will wish our Advanced Practice Provider students, medical students, medical residents and fellows a fond farewell and at the same time welcome new groups that are eager to learn and become future medical professionals and leaders.

We celebrated Doctors Day on April 10 with a great evening of food and camaraderie among the different specialties. If you won a prize don't forget to pick it up in the Medical Staff Office. A list of winners is enclosed in this newsletter.

The MEC at Large election is underway, please vote by May 30th, results will be shared at the June medical staff meeting. Continue to visit the Medical Staff SharePoint drive to keep up on recent events.

In addition, at last month's Medical Staff Meeting, we discussed the survey results for future meetings, which led us to the decisions. Those results can be found later in this newsletter. Thank you to all who provided your valuable input.

Based on recent changes within the federal government, we wanted to keep you updated with the most current news surrounding immigration and international visas. There is an FAQ located with the Medical Staff Update section at the end of the newsletter.

I understand the demands of our profession can take a toll on our well-being. May is dedicated as Mental Health Awareness month; please remember that your mental health and well-being are important, and I encourage you to seek support if you need it. Reach out to our Wellness Ambassadors or MSAP/EAP. I am committed to creating a supportive and understanding environments for all members of our medical staff.

Lastly, I want to express my heartfelt gratitude for your unwavering dedication and resilience in the face of challenges. Your commitment to patient care is truly inspiring, and I am incredibly proud to be a part of this team.

Lastly, please contact us at MedicalStaffOfficers@metrohealth.org with any questions or concerns.



APP UPDATE

It's that time of year again – Annual Performance Review season! We've worked diligently to update the process, and we hope you find the evaluation on

LEAP both simple and impactful. As part of the process, remember to select three peers for your 360 reviews. Also, be sure to schedule a meeting with your Lead APP to discuss your evaluation. We're aiming for an earlier rollout next year.

Earlier this year, we held 2025 Strategic Retreats for both the APP Council and Lead APP Council. These sessions were fantastic for team building and aligning our APP goals for the year. During the retreat, the APP Council revisited and refined our charter, emphasizing three key pillars: **Advanced Practice Provider Education, Visibility and Professional Development.** (APP Council photo attached.)

If you haven't checked out the April edition of the APP Newsletter, the APP Council Education Committee has shared it on our APP SharePoint. It's an excellent resource for updates on upcoming APP events, education opportunities and more.



CME and Conference Corner



- **SAVE THE DATE** - 11th Annual GI Symposium, Friday, **August 8** from 7:50a.m. to 1:20 p.m. in the Alfred F. Connors, Jr. MD Learning Center – R170. Online registration is coming soon.

Quality, Safety and TeamSTEPPS



Patient Safety Awareness Week 2025 Recap

The Patient Safety team would like to thank everyone for a successful Patient Safety Awareness Week. Here are some highlights from the week:

- Drs. Christine Alexander and Joseph Golob hosted a great discussion about our culture of safety.
- 18 projects were submitted for the poster contest, which was five more than last year!
- The Patient Safety team played trivia with staff at 11 ambulatory sites.
- More than 125 employees visited the Patient Safety Fair, and 19 departments demonstrated how they contribute to patient safety.
- The Patient Safety Awards ceremony celebrated numerous individuals and teams for their dedication to excellent patient care.
 - Poster Contest Winners
 - 1st-Implementing High Value Care with Daily Labs - Internal Medicine
 - 2nd- Reduce Left Without Being Seen - Emergency Department
 - 3rd- Use of Tubular Elastic Bandages - BICU
 - Innovation Award Winners
 - Dr. Pooja Kharia, Dr. Rachel Koch, Micaela McSpadden, Dr. Robert Owen, Nicole Patton, and Dr. Luis Tollinche
 - Patient Safety Star Winners
 - Dr. Hussain Abidi, Dr. Syed Alam, Shannon Barbernitz, Matt Brown, Dr. Minh Chung, Dr. Santhi Ganesan, Stephanie Hoeprich, Leslie Flowers, Ailin Jiang, Dr. Pooja Kharia, Diane Makela, Cristina Moran, Dr. Rob Owen, Nicole Patton, Erik Phillips, Dr. Emma Russell, Carly Shean, Diane Webber, Dr. Evan Wypasek, and Dr. Oleh Zavataskyy
 - PSI- 9 Reduction Team: Dr. Marie Crandall, Kathy Glaser, Dr. Stacy Kowalsky, Micaela McSpadden, Jami Newlove, Nilam Patel, Daniella Popa, Nicole Rabic, Jessica Robles, and Christina Wadsworth
 - Zero Harms (CAUTI, CLABSI, Falls, Pressure Injuries)
 - 20 departments were recognized for their efforts to prevent patient harm
 - Hand Hygiene
 - 17 Ambulatory clinics had 100% compliance for their hand hygiene audits
 - Great Catch of 2024
 - Kara Sullinger, RN (Emergency Department)

The great catch of 2024 was picked by MetroHealth employees during Patient Safety Week!

Great Catch of 2024 - A patient was ordered a dose of epinephrine during a trauma. The nurse was handed the medication and noted before administering that it was the wrong medication.

Medical Staff Newsletter

Patient Experience: The Patient Experience team would like to share some updates to the provider communication metrics and score report for the medical practice patient experience surveys.

Provider Communication Metrics

- Three questions are asked of patients' post-visit:
 - Listen: Did this provider listen carefully to you?
 - Explain: Did this provider explain things in a way that was easy to understand?
 - Respect: Did this provider treat you with courtesy and respect?
- Response options: *No *Yes, somewhat *Yes, mostly *Yes, definitely
- Score calculation:
 - Scores are calculated and reported as a percentage of respondents who answered "Yes, definitely" to each question
- A composite score of all three questions is also calculated

Data Transparency

- Data are displayed on your Provider Practice dashboard in Epic
- A Clinician Summary report is emailed to you monthly on the 15th of each month

Scale Change

- On January 1, 2025, the scale for the provider communication-related questions (Listen, Explain and Respect) was updated from a 3-point response scale to a 4-point response scale
- Rational for this change:
 - Feedback from provider executive leadership that the previous scale gave the (false) impression that patients' evaluation of our service measured by these questions was better than what benchmark data showed
 - Over a two-year period, there was little to no movement in overall scores
 - The new scale is our Patient Experience survey vendor, NRC Health's, best practice and will allow us to better show areas of opportunity and improvements in these metrics
 - The 4-point scale is also what we use for measuring our patients' experience in other areas within MetroHealth, including our inpatient and emergency patient experience surveys

Impact to Score Reporting

- Because patient experience data is measured and reported as a percentage of respondents who gave the best possible response to each question, and there are now 4 possible responses, there is an expectation that scores may be lower compared to scores that had been previously reported when there were only 3 response options
- Because of this, we will not be trending or comparing the new provider communication scores with previously reported provider communication scores on the Provider Practice dashboard in Epic or in the monthly Clinician Summary reports

Impact to Star Rating and Reputation

- Clinician Summary reports are sent out on the 15th of each month from the email address subscriptions@nationalresearch.com, and include year to date data. If you are receiving these emails, or if you have any other questions, please reach out to The Office of Patient Experience by emailing us at experience@metrohealth.org
- Clinician Summary emails will only contain scores from the new versions of the metrics
- The three new provider communication metrics (Listen, Explain and Respect) will continue to be used for the calculation of star ratings that are displayed on the provider profile on metrohealth.org. The "provider knew medical history" metric will be removed from the star rating calculation based on provider feedback.

Compliance News/Updates

The 2024 CMS | Open Payments program dispute period is open through May 15. If you have previously granted proxy access to MetroHealth (Sarah Partington or Trish Gallagher), Megan Habat will reach out to review next steps. If you have not granted proxy access, you are responsible for logging in to your own account at <https://portal.cms.gov/portal/> and reviewing your payments and affirming and/or disputing if necessary. If you would like to grant proxy access to MetroHealth instead, email Megan Habat at mhabat@metrohealth.org.

For those unfamiliar with the Open Payments program, it is a national disclosure program that promotes a more transparent and accountable health care system by making the financial relationships between applicable manufacturers and group purchasing organizations (GPOs) and health care providers (billing providers and teaching hospitals) available to the public. This information is collected and shared by CMS on June 30 of each year, for the prior year. Visit the CMS website for more information: <https://www.cms.gov/openpayments>.



Simulation Institute and MPED

The reach of the MetroHealth Professional Education team's (MPED) instructional design programming continued to expand in its second full year of existence, with exciting new offerings and large growth in the number of participants and departments reached last year. Sixty-four workshops on a range of topics were offered, reaching about 750 employees. Over 80% of survey respondents have indicated that they are already implementing new strategies as a result of attending the workshops.

Foundation News

Grateful Patients Give Back on Doctors Day

Recently, The MetroHealth Foundation organized a Doctors Day outreach campaign, encouraging our patients to recognize and celebrate the exceptional care they receive from their physicians. A cornerstone of healthcare philanthropy stems from grateful patients, with our exceptional, compassionate medical staff being the reason why they give.

A multitude of patients took the opportunity to show gratitude to their caregivers during Doctors Day. Gifts were made to the MetroHealth Fund, Pride Network, Family Medicine, Hematology/Oncology, Plastic Surgery, Internal Medicine, and Heart and Vascular. Those honored include Tamila Kindwall-Keller, DO; Kyle Chepla, MD; William Lewis, MD; Jeffrey Galvin, MD; and Ohad Ziv, MD.

Craig Hileman, MD, received a personal note along with a donation. It read, "Dr. H provides outstanding care and guidance to my entire family. Thank you, Dr. H."

MetroHealth Foundation

Support hope and healing for people of all backgrounds, ages, neighborhoods and income levels.



This year's Medical Hall of Honor nominations closed April 15. The committee will meet soon to begin reviewing and selecting inductees.

In late 2025, the Medical Staff will honor up to five individuals who meet the following requirements:

Service to MetroHealth: Served at MetroHealth for a substantial period and made important contributions to MetroHealth during that tenure. Currently retired or posthumous.

Innovation: in patient care, education, research and/or healthcare management during their career at MetroHealth.

Leadership: Achieved a significant level of leadership at MetroHealth and excelled in their leadership role.

Excellence: Sustained excellence in patient care, education, research and/or healthcare management throughout their career.

National Recognition: Achieved national recognition during their career at MetroHealth.

Employee Assistance and Wellness

Complete Your Health Assessment for MetroHealthy Today!

The 2025 MetroHealthy Rewards Program is open through September 15. Now is a good time to complete your annual Health Assessment and get an up-to-date snapshot of your biometrics and lifestyle. Completion of the Health Assessment is a **REQUIRED** Priority Action for the 2025 MetroHealthy Rewards Program. Once completed, you will be given a health score and provided with areas of strength and growth. From there, you can create goals to address those areas of growth and continue to build up those areas of strength. To complete your assessment, go to the Health icon within your Personify Health account from the app, or at join.personifyhealth.com/metrohealthy

Check out some of our monthly offerings centered around wellness on the MIV or at your Personify Health account. Be sure to forward electronically and print our resources to post in your break rooms.





Interlibrary Loan Service

The library continues to offer a free interlibrary loan service that allows materials not owned by the Brittingham Library to be obtained through other libraries. Full text PDF articles are emailed and print books can be picked up at the library's circulation desk.

Literature Search Service

Need help searching the literature? Particularly complex or unusual subjects may require a literature search performed by the librarian, which is a free service. Search results will be emailed to you in about a week. If there is a rush, please let us know and we are happy to help!

Interlibrary Loan and Literature Search Request forms are available on the Library's MIV page or requests can be submitted by email to library@metrohealth.org.

Library Ongoing Grant Program

The Brittingham Memorial Library ongoing grant program offers funding up to \$5,000 for programs, activities, or the acquisition of educational materials that will improve library support of patient care, research, teaching and administration. Grant applications are reviewed on the first day of the last month of each quarter (March 1, June 1, September 1 and December 1) with a one-year grant period. Any MetroHealth employee who is in good standing may apply for a grant.

Full details about the Library's grant program, including a program overview, selection criteria and application is available on the Library's MIV page under "Library Grant Program."

For additional information, please contact Chief Librarian, Laura Frater at lfrater@metrohealth.org.



We've included an FAQ on our peer review process. Please review and forward any questions to your Peer Review Team. Feel free to email us at peerreview@metrohealth.org.

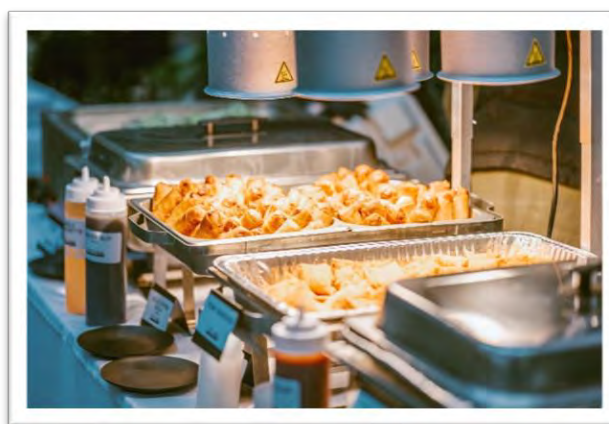
Doctors Day Highlights

Doctors Day is a nationally recognized day to honor and acknowledge the caregivers who give of themselves to care for our families, friends and communities every day. MetroHealth recognized our physician colleagues on April 10 with great food, friends and door prizes.

Doctors Day Prize Winners 2025

1. Lunch with Dr. Alexander - **Sapna Shah, MD**
2. Free parking for a year - **Christin Collins, DO**
3. Metrocize - **Neil Fernandes, MS**
4. Under desk treadmill - **Sergio Bardaro, MD**
5. Massage gun - **Craig Bates, MD**
6. Picnic basket (2) - **Hulya Bukulmez, MD and Georgina Ghobrial, DDS**
7. Golf practice net (2) - **Georges Saab, MD, and Dave Hehemann, DPM**
8. Beats ear buds (2) - **Corrine Wee, MD, and Nathaniel Ebersole, DO**
9. Amazon fire tablet (2) - **Anna Winfield, MD, and Richard Wong, MD**
10. Pots and pans (2) - **Deb Prinz-Gentile, MD, PhD, and Candis Platt-Houston, MD**
11. Charcuterie board (2) - **Adrian Lindsey, MD, and Morgan Morelli, MD**
12. Instant pot - **Linda-Dalal Shiber, MD**

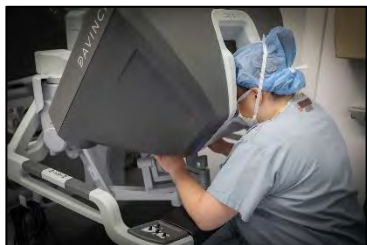
“Guess the Rabbits” goes to **Jessica Pippen, MD**, who guessed 200 and the amount was 203!



Doctors Day Highlights



With Investments in Robot-Assisted Surgeries, the Future is Now at MetroHealth



The MetroHealth System's significant expansion of its robotic-assisted surgery (RAS) offerings places it in rarefied company as one of fewer than 100 hospitals in the nation to offer single-port incision surgeries – and one of just a handful of hospital systems in Ohio to have this technology.

RAS gives surgeons more control and visibility; complex surgeries are performed through smaller incisions, resulting in less bleeding, less pain, less scarring, and a faster recovery time – 1 to 3 days versus 5 or more days. RAS also offers the ability to handle multiple instruments at once and reach into very tight spaces. Moreover, the robot has ergonomic benefits, reducing physical strain on the surgeon's neck, back and shoulders.

The Robotic Surgery Committee, led by Amelia Dorsey, MD and Carvell Nguyen, MD PhD, has overseen efforts to train staff in robotic surgery in seven departments: General and Minimally Invasive Surgery, Urology, Gynecology, Colorectal Surgery, Thoracic Surgery, Otolaryngology – Head & Neck Surgery (ENT), and Orthopaedics. In the past year, MetroHealth has expanded from one robot to five.

MetroHealth has created a robust RAS service line, requiring significant training and qualification for not only surgeons but also for operating room staff, each of whom go through orientation and training on robotics. The Robotic Surgical Committee, along with the MetroHealth Professional Affairs Office, ensure that each robotic surgeon goes through a rigorous training pathway which includes case observations, simulations, live training, and proctored cases.

"MetroHealth is leading the way in Cleveland and in Ohio," said Dr. Nguyen, who is a urologic oncologist who performs robotic removal of prostate, kidney, and bladder cancer. Dr. Dorsey performs bariatric and hernia surgeries. She expects 90 to 95% of her surgeries will be minimally invasive or RAS in 2025. MetroHealth performed 3,000 robot-assisted surgeries in 2024.

Robot-Assisted Surgeries Offered at MetroHealth

- Colorectal Surgery
- General and Minimally Invasive Surgery
 - Appendectomy
 - Bariatric revision
 - Cholecystectomy
 - Common bile duct exploration
 - Esophageal surgery
 - Foregut surgery
 - Gastric bypass
 - Gastric sleeves
 - Hepatectomy
 - Hernia repair (hiatal, incisional, inguinal, ventral)
 - MALS
 - Nissen fundoplication
 - Pancreatic surgery, including Whipple procedures
 - Toupet fundoplication
- Gynecology
 - Endometriosis surgery
 - Hysterectomy
 - Myomectomy
 - Salpingo-Oophorectomy
- Orthopaedics
 - Partial knee replacement
 - Total hip replacement
 - Total knee replacement
- Otolaryngology – Head & Neck Surgery
 - Radical tonsillectomy
 - Radical base of tongue resection
 - Supraglottic laryngectomy
 - Lingual tonsillectomy
- Thoracic Surgery
- Urology
 - Partial nephrectomy
 - Prostatectomy
 - Pyeloplasty
 - Radical cystectomy
 - Radical nephrectomy
 - Reconstructive and gender-affirming surgery
 - Ureteral reimplantation
 - Ureteroplasty

Medical Staff Voting Results

- How long would you prefer the meeting to be?
 - 60 minutes – 88%
 - 90 minutes – 11%
 - 120 minutes – 2%
- If made mandatory, how many meetings do you think we should require?
 - 4 meetings hybrid – 38%
 - 6 meetings hybrid – 43%
 - 8 meetings hybrid – 19%
- Would you prefer to have a private meeting without leadership to voice concerns?
 - Yes – 9%
 - No – 36%
 - Occasionally – 55%
- Would you like a meeting monthly, quarterly or yearly to be an “open” session without leadership?
 - Monthly – 4%
 - Quarterly – 59%
 - Yearly – 37%
- Do you read the newsletter mailed to your home?
 - Yes – 83%
 - No – Not reported
- Do you visit the MIV under Medical Staff for news?
 - Yes – 65%
 - No – Not reported



Medical Staff Updates



Did you get a new phone? Are you having trouble with Imprivata? Drop by S1-213, South Building of Main Campus, or call or email Jenny Prechtel or Sandra Kuluris in the Office of Professional Affairs

Natalie E. Joseph, MD, FACS
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Visit the Medical Staff MIV site for information and policies.

Medical Staff Meeting Information

All meetings are in person and virtual. Look for the calendar invitation and agenda before each meeting.

This year's meetings begin at 5:30 p.m.:

- **The May meeting is cancelled**
- Tuesday, June 24
- Tuesday, July 29



Do **NOT** pay for renewal of your DEA. If you work at MetroHealth only, you

can qualify for Fee Exempt when renewing your DEA. Call, email or refer to the MIV/Medical Staff the instructions for filing for Fee Exempt DEA.

As a reminder, in July 2025 you will need to obtain your own DEA! Apply now using the Fee Exempt option if you only work at MetroHealth.

Do you have something exciting you want the entire medical staff to know? Let Jenny know so we can put you on the medical staff meeting agenda.



Share your ideas! Tell us what you want to see at the Medical Staff meetings. Do you have a special presentation? Tell us, we will put you on the agenda!

Cedar Point tickets are available for \$30 each. Contact Jenny Prechtel for the link to order tickets.

Getting a Lot of Questions About Visa's?

At MetroHealth, we understand that employees, resident physicians, and fellows who are here on visas may feel anxious about recent federal announcements related to immigration and visa policy. We want to assure you that we are closely monitoring these developments and remain committed to supporting you during this period of uncertainty.

Current Status:

- The situation at the federal level is fluid and continues to evolve.
- As of today, no new policies affecting visa holders or immigration more broadly have been implemented.

If You Have Questions or Travel Concerns:

- MetroHealth's Office of Professional Affairs can provide support and offer guidance on how to address concerns you may have.
- Please reach out to Marcie Becker at mbecker@metrohealth.org.

MetroHealth's Commitment:

- We are actively reviewing all developments and will continue to share updates as new information becomes available.
- Our priority is to ensure that you feel informed, supported, and protected as part of our MetroHealth community.

Additional Support Available:

- If you are experiencing stress, anxiety, or uncertainty relating to these issues, please remember that MetroHealth's Employee Assistance Program (EAP) is available to provide confidential counseling and support at 216-778-5098.



Welcome New Providers

Tanya Koziol, APRN-CNP	Surgery/Oncology
Nipun Chhabra, MD	Otolaryngology
Monica Stybel, APRN-CNP	Family Medicine/ Express Care
Nevin Cherian, MD	Anesthesiology
Mona Imam, MD	Pediatrics/Allergy
Tina Corkwell, APRN-CNP	Gastroenterology



Staff Recognition

Congratulations to Sergio Bardaro, MD for receiving three recognitions from two organizations. All three recognitions are at the international and national levels.

- Two recognitions were received from IFSO (International Federation for the Surgery of Obesity and Metabolic Disorders)
- The third recognition was received through ASMBS (American Society of Metabolic and Bariatric Surgery and its TREO Foundation)

Dr. Bardaro will be honored at the Starlight Star Night Gala on June 18, 2025.

What's Happening at CWRU?



On Sunday, May 18, 2025, many of our esteemed MetroHealth Faculty participated in the CWRU School of Medicine Graduation.

- Dr. Waseem Khawaja, Department of Emergency Medicine: Hooded his son Zain Khawaja, MD
- Dr. Robert Jones, Department Emergency Medicine: Assistant Dean for Clerkship Education – Hooded Allison Gasnick, MD, Medical Student who rotated through MH
- Dr. John Chae, Senior Associate Dean for Medical Affairs & MetroHealth, EVP, Chief Academic Officer
- Dr. David Stepnick, EVP, Chief Clinical Officer for MetroHealth System
- Dr. Vanessa Ho, Department of Surgery, Hooded CWRU Medical Student
- Dr. Carvell Nguyen, Department of Surgery/Urology: Hooded Jonathan Lee, MD, CWRU Medical Student
- Dr. Steven Ricanati, Department of Medicine/Internal Medicine: Associate Dean, Office of Student Affairs, School of Medicine

Not Pictured

- Dr. Marcus Germany, Medicine/Pediatrics: Assistant Dean for Student Affairs, Society Dean for the Geiger Society
- Dr. Anastasia Rowland-Seymour, Medicine - Internal Medicine: Associate Dean of Program Innovation and Education Enhancement