Executive

- The MetroHealth System launched a new advertising campaign highlighting our focus on helping patients live their healthiest lives. The ads encourage community members to partner with MetroHealth as they work toward better health. The overall call to action will be for Northeast Ohio residents to either start or stay on the path to healthy living. This approach supports our strategy of moving toward population health that will keep people out of the hospital. The campaign, “Change is Healthy,” includes TV, radio, digital, outdoor (a large billboard outside The Q between Huron and Prospect), kiosks in the Playhouse Square area and banners on the main campus and West 25th Street.

- To ensure unified RNC training, MetroHealth leaders and other Cleveland health care organizations will attend training at the Center for Domestic Preparedness for Healthcare Leadership, Emergency Medical Operations and Hazmat Response. Michael Stern, chief of staff, filled the role of incident commander during the mock events.

- MetroHealth’s Emergency Department opened several new hybrid patient exam rooms in March. These new “quick triage” rooms are designed to get patients seen by a MetroHealth provider more rapidly. The goal for this new model of care is to decrease the Left Without Being Seen rate and improve the “door-to-doc” time. We believe this will lead to faster patient care and better patient satisfaction.

- Emmi, a multimedia patient educational tool, has been introduced and is "live" in several centers. Patient utilization continues to increase with survey responses and comments indicating that Emmi has answered questions patients would normally have called to discuss with their providers. Patients also indicated that they felt better prepared for the procedure(s). Additional area rollout will include: Emergency Department, Bone and Joint, Cancer Care and Cardiology. Epic integration efforts are also in process.

- MetroHealth held 11 DOTS sessions (Doctors on the Streets—evening medical clinics for the unsheltered homeless). This quarter, a total of 113 patients were treated.

Chief of Staff

- Online, personalized Total Rewards Statements, itemizing employee and employer related costs, were sent to all MetroHealth System employees. These statements assist employees in understanding their total compensation package, including the significant amount The MetroHealth System contributes toward their compensation and benefits.
• MetroHealthy - the Employee Wellness program held wellness fairs at the main campus as well as the Old Brooklyn site. More than 900 employees attended the Employee Wellness and Art Fair.

• The staffing initiative for Bedford, Cleveland Heights, Parma and Rocky River facilities resulted in 217 new hires and 63 internal transfers.

• RNC Preparedness: Continued planning and coordination efforts for MetroHealth response and support both internally and for the event itself. Several MetroHealth Police Officers attended Field Force Operations training at the Center for Domestic Preparedness, learning best practices on responding to potential civil unrest situations.

• MetroHealth Police have continued to prepare for the Republican National Convention. This has included establishing relationships and discussions with local law enforcement leadership, the Northeast Ohio Regional Fusion Center and area hospital police and security departments to share plans and intelligence. Public Safety leadership, supervisors and officers attended workshops focusing on terrorism and incident management focused on the RNC.

• In a continuing effort to attract and maintain talented staff we participated in several Community/Outreach Events.
  o Cleveland State University Spring Job Fair
  o Polaris Career Center Community Job Fair
  o Employee Collaborate Hiring
  o Future Connections Employment Event
  o Nurse Intern Job Fair; RN Interview Day
  o Public Safety Job Fair

• New art collections were installed in March at the Westlake Health Center at Crocker Park and the Brunswick Health Center.

• Arts in Medicine launched its 2016 pilot program in partnership with the Cleveland Print Room and School Health Program. Teaching artists from the Print Room are bringing visual arts workshops to two CMSD partner schools, Walton (4th grade) and Scranton (8th grade).

**System Dyad**

• We have engaged FTI to assist with the integration work required with the former HealthSpan sites. After two weeks of intense interviews, the FTI team presented its findings along with a going-forward plan of action. Although the execution of the plan will require some minor modifications suggested by us, the plan presented was consistent with our evaluation.

• The Healthspan Clinical Integration Steering Committee, consisting of the Dyad and the Chief Strategy Officer, is now active. The Dyad met with the Integration team to review the plans for onboarding of staff and providers.

• The Dyad kicked off and closed the Access Momentum Group (with volunteer experts from E-Y) and is currently working to implement the recommendations.

• The Dyad met with the Assistant Dean of Meharry Medical College and is exploring educational opportunities at MetroHealth for Meharry medical students.

• We are launching a non-teaching hospital medicine service that will include the addition of attending physician nocturnists to manage additional inpatient volume and enhance overnight attending coverage.

• Main campus ED morning huddles were launched to improve patient throughput in the ED.
MetroHealth Cancer Care opened a wig salon, providing free wigs to cancer patients undergoing treatment. The wigs are donated by the American Cancer Society. The Cancer Care Center also hosted a Health Fair on Cleveland’s West Side; over 300 individuals received services that included mammograms, skin checks and smoking cessation consultations. The Cancer Care Service Line exceeded budget for operating income in February 2016 by 47 percent.

In addition to beginning the wellness visit rollouts and revamping templates in adult medicine and dentistry, the Family Care Service Line opened primary care services in three new buildings -- Cleveland Heights, Parma and Bedford. They have exceeded budget goals and previous year outpatient volumes.

The Specialty Care Service Line worked in collaboration with the ACO leadership team and Clinical Informatics to analyze population health data for diabetes, chronic kidney disease and COPD. The group established 2016 goals and initiated action plans to achieve targets working in collaboration with the Family Care Service Line. The Specialty Care Service Line achieved outpatient visit volumes (10 percent favorable to budget).

The Surgery Service Line continued its deployment analysis and planning. The final Plastic Surgery candidate was selected and the bariatric registrar for the Center of Excellence was hired.

The Trauma, Critical Care, Burns Service Line is collaborating with Marketing and Communications on referring opportunities in the Akron and Toledo areas; Dr. Khandelwal and nurses are available to educate on burn care and locally available to educate on complex wound care. Trauma activations are 22 percent lower than last year, while Trauma transports by EMS for all of Cleveland is 27 percent lower than last year.

The Heart and Vascular Service Line and the department of Radiology jointly launched a unique service through the establishment of new medical diagnostic techniques to interpret a patient's risk of heart attack based on the level of calcium built up in his or her arteries. Using our CT scanner with cardiac scanning capabilities, patients are diagnosed and, if needed, sent directly to Cardiology for an appointment.

Ambulatory Operations participated in the Shower Clinic providing a safe, warm place for homeless individuals to shower, do laundry and access free medical care. The Shower Clinic operates every Friday morning out of the Malachi Center. Services offered include primary and behavioral health care, podiatry and Medicaid enrollment.

Community events also included the contest that Dr. Joseph Hanna sponsors each year to help teens raise their awareness of a neurologic condition or event that could affect the life of a teenager; this year’s topic was CPR Awareness. Teens were asked to create a 60-second video to educate their peers, which they presented here at MetroHealth where they were treated to a morning of food, education and tours. Prize money is presented for the best two videos.

Family Practice physician Dr. Dasarathy is participating in a voluntary mission to provide LARC (Nexplanon) to women in Nicaragua. Family Practice staff are providing financial support.

This quarter, MetroHealth provided care to 58 patients at Recovery Resources, where two medical students and four medical residents participated in this co-location project. Dr. Antenucci also continues to provide primary care to patients with severe and persistent mental illness issues at Recovery Resources. In March, Kristen Palcisco, APRN, also began to care for these patients.

MetroHealth Middleburg Heights/Brunswick was represented by Dr. Nina Wimpie on Brunswick Area ACCESS Television on a taping of “Buzz on Business.”
• Community Health Fairs continued at Discount Drug Marts, Brecksville and Saint Ambrose in Brunswick.

Nursing

In the first quarter 2016, nursing;

• Performed 1,377 health screenings at nine health fairs;
• Opened the former Healthspan medical office buildings and ambulatory surgery center; we continue to see a census greater than planned at the freestanding emergency departments; and

Three of our nurses have received outstanding recognition:

• Liz Booth, Coordinator for the SANE Program -- Crain’s Healthcare Hero Award;
• Kim Seiler, Pediatrics -- Society of Pediatric Nurses’ Excellence Award in Research for her study “Effects of Wellness Center Referrals and BMI on Pediatric Asthma Outcomes;” and
• Christine Winkelman, PhD, Critical Care PRN -- American Association of Critical-Care Nurses Circle of Excellence, focused on outcomes responsive to professional and environmental issues in acute and critical care nursing.

• Melissa Kline, CNO, participated in a task force of the American Organization for Nurse Executives to identify and develop population health competencies for Nurse Executives; these competencies were recently published on the AONE website and in its journal, Nurse Leader.

Campus Transformation

• The Transformation Executive Team continues to work on the development, refinement and cost-modeling for the most recent plan. There is a new focus on prioritizing the new hospital tower construction, the related energy plant and parking garage.

• CCP Vertical Expansion: Exterior masonry 95 percent and curtain wall 90 percent complete; interior wall framing 99 percent complete; gypsum board installation 70 percent complete; painting is 30 percent complete; HVAC ductwork and piping 90 percent complete; permanent HVAC is moving unconditioned air; lighting is 80 percent complete; elevator renovations 60 percent complete; prefabricated mechanical piping racks 100 percent complete; temporary scaffolding and the weather enclosure have been removed. The crane and material hoist have been removed from the site. Construction of the temporary loading dock to manage the FFE deliveries is in process. Activation planning meetings with the Departmental stakeholders continue. The project is on schedule for the construction substantial completion date of June 1st; average daily workforce 200 persons.

• Brecksville Health Center: exterior masonry 98 percent complete; interior concrete slabs complete, except for MRI and CT suites; interior metal stud wall framing 95 percent complete; gypsum board installation 80 percent complete; roofing 90 percent complete; painting and flooring continue throughout and in sequence; elevator work 75 percent complete; exterior metal panels and glazing 75 percent complete; access and perimeter roads are complete with first course of asphalt pavement. ODOT continues work on the I-77 interchange and Route 82 road-widening project. The project is on schedule for the construction substantial completion date of July 1st; average daily workforce 100 persons.

• Main Campus Refresh Initiative: Renovations to the ortho clinic in OPP 3 continue. Construction completion scheduled for mid-May 2016.

• Protective Services expansion and renovation: Base work completed, pending receipt of new control room consoles. Final construction will be completed in April.

• OPP Cancer Care Healing Garden – Second phase commenced.
Lyndhurst – Build-out of the new lease space at Brainard Place is currently suspended due to discovery of additional environmentally regulated materials, which the landlord is abating. Current revised completion date is tentatively early August.

Finance

- The Enrollment on Wheels RV was highlighted at the EPIC Expert Group Meeting (XGM) Conference on April 12-13, 2016, in Madison, Wisconsin. The conference featured the RV, based on its innovative approach as it relates to community outreach to provide financial education, enrollment into Medicare, Medicaid and other programs. The team discussed Population Health and how the RV has improved patient access through removing financial barriers to promote a healthier community.

- The MetroHealth System is now an integral part of Advanced Health Select (AHS), the largest Clinical Integrated Network in Ohio. With its AHS partners, Mercy Health Select and New Health Collaborative, MetroHealth’s managed care team is now reaching payers with broader opportunities to experience population-health-focused, cost-effective, coordinated care.

Department of Integration and Transformation (DoIT)

- The Department of Operational Research and Analytics (DORA) has launched a new work group for oversight and analytical measurement of the metrics tied to value-based payer incentives. The charge for this interdisciplinary work group is to maximize our performance.

- In light of the societal implications of opioid overuse, DORA members are building a reporting mechanism and distribution model in conjunction with the compliance department. It is hoped that this mechanism will illuminate patterns within opioid ordering practices across the MHS providers.

- The Center for Disruptive and Radical Experimentation (DARE) presented to the 2016 Congress on Healthcare Leadership in Chicago where health care executives learned to create positive disruption.

- DARE is collaborating with key stakeholders within the Slavic Village/Fleet Street area to promote wellness -- physical/medical, educational, social and spiritual -- through creating a neighborhood team comprised of business, The MetroHealth Broadway clinic and nonprofit organizations.

- Results Management Office (RMO) leveraged Lean Six Sigma tools to map processes at former HealthSpan sites to determine patient flow and experience.

Information Technology

- MetroHealth experienced a computer virus intrusion on March 30, 2016, which was limited to outpatient cancer care network files. Information Technology along with Operations, Legal and Compliance organized to deal with the incident, and the virus was contained quickly. Systems were restored promptly by Friday morning, April 1, 2016.

- On April 8, 2016, MetroHealth experienced a second malware intrusion and it was contained immediately. All affected computer hardware systems have been cleared of the virus and were restored promptly. Additional protective measures have been implemented to further reduce malware intrusions.

Legal

- Receipt of captive insurance license from the Ohio Department of Insurance with respect to the MetroHealth “Captive” insurance company and attention to follow-up organizational and operating documentation.

- Continued attention to assisting in obtaining County approval for the System’s new investment policy.
External Affairs

- Ohio issued a draft of a Medicaid Waiver which would introduce personal responsibility requirements (a monthly premium, fees and other measures) for Medicaid populations. The waiver would create barriers and significantly increase the number of Ohioans who would lose coverage. MetroHealth will participate in a public hearing scheduled on April 21.

- Emily Metz, MetroHealth’s Project Dawn coordinator, has been invited by Senator Rob Portman to testify at a hearing of the U.S. Senate Committee on Homeland Security and Government Affairs on “Examining the Impact of the Opioid Epidemic” in Cleveland.

- Communications and marketing plans were developed to retain former HealthSpan patients, welcome clinical and administrative employees to MetroHealth and educate MetroHealth employees about our new combined operations. To date, initiatives include launch of Welcome website, which included a wealth of information about the transition; Q-and-A guide; Fact Card with key messages; and contact information, primary care patient letters, physician on-boarding and networking and ED/Town Hall postcard mailing.

- We hosted two patient Town Hall meetings, which were standing room only, and have a third one scheduled. We produced 40 physician bio videos, collaborated with operations to ensure most up-to-date information is gathered and communicated and disseminated numerous internal communication messages. Continued initiatives will focus on personalized messages and face-to-face outreach and communication.

Foundation and System Philanthropy

- The Susan G. Komen for the Cure Northeast Ohio Affiliate recently made a grant of nearly $75,000 to MetroHealth’s BREAST program. Komen has supported this program since 2005, contributing over $1.4 million.

- The George Gund Foundation and the David and Inez Myers Foundation joined with The Mt. Sinai Health Care Foundation in supporting MetroHealth’s Nurse Family Partnership program. Both foundations made generous grants of $100,000.

- The countdown begins to GALA 2016 and GALA AFTERDARK. KeyBank is the presenting sponsor at $75,000 and we anticipate achieving our goal of $1.2 million.

- The Hy-5 annual 5K Run/1 Mile Walk to benefit MetroHealth will be Saturday, May 14, at the Hyland Software headquarters in Westlake. The event will kick off at 9 a.m. and a significant portion of the funds raised will benefit MetroHealth’s Neonatal Intensive Care Unit. For more information, please contact Jessica Cartagena at 216-778-7525 or jcartagena@metrohealth.org or sign up at the Hermes web site at http://www.hermescleveland.com/roadracing/events/hy5k.asp.