

**THE METROHEALTH SYSTEM  
REPORT OF THE PRESIDENT AND CEO TO THE  
BOARD OF TRUSTEES  
REGULAR MEETING OF SEPTEMBER 23, 2015**

**Executive**

- On September 16, we announced our agreements with HealthSpan that will lead to two new freestanding MetroHealth Emergency Departments, one in Cleveland Heights and one in Parma. The announcement included a new feature: a video featuring Dr. Boutros for employees that provided facts and a sense of excitement about our future
- MetroHealth bid a very special farewell to retiring pediatrician, Mark Feingold, retiring after 21 years of dedicated service to not only MetroHealth, but to his patients and their families. Dr. Feingold was instrumental in creating the Children in Foster Care Program at MetroHealth.
- The first steel beam was installed on the CCP pavilion after a beam-signing event on August 17; city and county leaders, including County Executive Armond Budish, attended the event. Employees were then invited to sign the beam before it was placed.
- The department of Pediatrics and the Cuyahoga County Library have partnered together and are providing newborn babies with Cuyahoga County library cards before leaving the hospital.
- MetroHealth welcomed SVP/Chief of Staff Michael Stern to its executive leadership team on September 1. In addition he oversees the departments of Human Resources, Patient Experience, Supply Chain and the Essential Clinical and Diagnostic Services Dyad .
- U.S. News & World Report ranked MetroHealth 16<sup>th</sup> in its 2015-2016 Best Hospitals report. MetroHealth also ranked as high-performing in Diabetes & Endocrinology and Pulmonology, and in its first-ever Hospital Ratings in Common Care Report, MetroHealth ranked as high-performing in chronic obstructive pulmonary disease and congestive heart failure.
- MetroHealth has also received the Mission: Lifeline Silver Receiving Quality Achievement Award for implementing improvement measures for the treatment of patients suffering severe heart attacks. And last but not least, congratulations to the dozens of physicians named to the Castle Connolly Top Doctors list featured in the August 2015 print issue of *Cleveland Magazine*.
- Senior administrative staff attended a half-day workshop given by Dr. Richard Boyatzsis at the Weatherhead School of Management on the benefits of emotional intelligence, stress reduction, and work/life balance on productivity and performance on a day-to-day basis.
- Dozens of staff across the System participated in “Northeast Ohio Heroes,” a Disaster Readiness Drill held in conjunction with more than 60 regional, state, and federal agencies. The 3-day exercise began with a notification of Code Yellow event (disaster) involving a bioterrorism event & tornado.
- I am honored to accompany Congresswoman Marcia Fudge to represent Northeast Ohio at the reception of Pope Francis at the White House on September 23.
- MetroHealth Pharmacy launched the Full Scale Home Delivery Service for patients wanting their medications sent directly to their homes. This free service allows patients to avoid driving to the pharmacy and waiting to pick up their medications.
- MetroHealth Beachwood and Westlake health centers have received the highest level of Patient-Centered Medical Home Recognition, meaning that all primary care sites within The System have no earned National Committee for Quality Assurance Level 3 designation.
- We hosted a birthday party recognizing the 50<sup>th</sup> Anniversary of Medicare and Medicaid. Joining us for the festivities were the Honorable Congresswoman Marcy Kaptur, Sr. Judith Karam, and several testimonies provided by patients and staff.

## DYAD

- Opened MetroHealth's first Discount Drug Mart retail clinic in Parma Heights with an additional two locations to open by the end of the year.
- The Dyad is evaluating a "Hospital-at-Home" model designed to reduce hospital admissions and readmissions. It offers a model consistent with a solid population health strategy. A follow-up meeting was held with our MEC, and further feasibility discussions are underway to determine appropriateness for MetroHealth.
- The re-opening of our Main Campus Pharmacy was celebrated in August. The renovation now supports an enhanced patient experience with operational efficiency improvements.
- The ED saw an increase in the number of visits and the number of patients admitted into the hospital in July and August, resulting in an unusually high census with backlogs in the Emergency Room. Senior staff, nursing supervisory staff, and the ED staff worked together to facilitate the process of getting patients admitted. Additionally, the physicians from Internal Medicine went to the ED to help with the management of the patients to assure prompt initiation of care in the ED.
- Dr. Michelle Treasure, Medical Oncologist, and Dr. Susan Sharpe, Surgical Oncologist, were added to our faculty to better meet the needs of the community.
- A new direct access phone number (77-TREAT) was implemented to expedite the scheduling of Cancer Services for referring physicians. This resulted in a 0.06% transfer rate and a 2.42% abandonment rate, which were historic lows.
- The Cancer Care Clinical Trials Program is currently being revamped with an emphasis on enhanced compliance, PI education, and increased patient accruals. Through the month of August, 55 patients have been enrolled in a clinical trial with a target of 70 accruals for fiscal 2015.
- Inpatient performance remains strong and outpatient volumes are mixed. Attrition within the PCPs accounts for a large percentage of the negative volume variance.
- A more comprehensive Chemical Dependency Service is now being provided to Psychiatry patients. The program is structured around group meetings with licensed and experienced Chemical Dependency Counselors.
- MetroHealth was one of only four hospitals in the country to be awarded the Heart Failure Gold Plus Award and to receive the Stroke-Gold Plus Award, making MetroHealth one of only nine hospitals in the state and two in Cuyahoga County to achieve this Elite Honor Roll Status.
- The Bone and Joint Center was established and will be led by Jack Wilber, Chair of Orthopedics. Their first project is the Total Joint Arthroplasty Program which integrates acute and post-acute surgical, medical, geriatric, and rehabilitative services into a single entity.
- The Neurological Center was established and will be led by Joe Hanna, Chair of Neurology. Their first project is the Neurophysiology Service which integrates all neurophysiology services (EMG, intraoperative monitoring, and EEG) in PM&R and Neurology into a single entity.
- The Pain and Spine Center was established and will be tentatively led by Drs. Sidhu and Chae, Chairs of Anesthesia and PM&R, respectively. The Center integrates services provided by anesthesiology, neurosciences, and PM&R into a single entity.
- Fifteen candidate applications were received for the Neurosciences Chair position, nine of whom participated in "airport" interviews. As a result, five were selected to advance to the next round. All five have accepted the invitation to advance; these 2-day interviews will take place in the second half of October and the first half of November.
- Through collaboration with Strategy and Market Planning, plans for a Digestive Health Center are beginning development. The Center will feature co-located specialists, protocols for enhanced outreach and follow-up, and strong referral relationships.

- Discussions with key stakeholders at State Road Family Practice were initiated to discuss opportunities for face-to-face and telehealth specialist coverage in Dermatology, Pulmonary Medicine, and Gastroenterology.
- Specialty Care's Planned Sleep Medicine project includes the expansion of services to address volume backlog and relocation of beds to Old Brooklyn Campus in order to improve staffing efficiencies and costs per procedure. The project is expected to improve the department's margin by nearly \$1M while improving patient experience and staff engagement.
- In the onboarding of new providers, the Surgery Service Line is increasing the emphasis on developing new referral bases as well as improving access, which will need support from Marketing.
- While August was on budget target for Trauma, July was one of the busiest trauma months on record.
- The Trauma, Critical Care, and Burns Service Line is working diligently to secure regional partnerships and widely educate all stakeholders on the performance of our Level I Trauma Center throughout the county. We are focused on a series of new programs to improve operational performance and continue the gains made through NOTS for the residents of the county and the region.
- Orthopedics OR cases exceeded budget by 6.8% and 2.9% over last year; plastic surgery OR cases exceeded budget by 8.9% and 20.4% above last year. Visit volume exceeded budget by 12.3% and 9.3% above last year; Vascular Surgery OR cases exceeded budget by 51.3% and 20.4% above last year. Locums are being used as well as the continued utilization of their RN reviewing patient charts to prioritize patients to be seen by the vascular team.
- The Ambulatory Network welcomed 48,080 patient visits; visit volumes were up 3.6% over prior year, and year to date is 0.5% favorable to budgeted visits.
- Primary Care Services welcomed 36,134 patient visits; visit volumes were up 1.0% prior year.
- Westlake Crocker Park visit volume was 19.0% (+507 visits) favorable to budget; Pediatrics was favorable to budget by 212 visits, and Dermatology was favorable by 50 visits.
- Middleburg Heights office visit volume was 7.6% (+507 visits) favorable to budget; Express Care was 546 visits favorable to budget, and Ophthalmology was 101 visits favorable to budget.
- First Drug Mart ExpressCare in Parma Heights opened and welcomed 97 visits. ExpressCare clinics combined were 2.6% (183 visits) favorable to budget and were up 11.5% over prior year volumes.

### **Campus Transformation**

- The Transformation Executive Team continues to work on the development, refinement, and cost-modeling for the West 25<sup>th</sup> Street plan.
- The North Coast Behavioral Health site restoration is substantially complete.
- The CCP Vertical Expansion: The CCP rotunda has been prepped for the rotunda scaffolding. The new cooling tower has been installed and is operational. The new structural steel columns are being erected. The structural steel and metal decking will be complete mid-October. The Construction Manager has mobilized its field offices to the site of the former North Coast Behavioral Health site.
- The ED Renovation project: Phase 2, including new security protocols and new registration desk will be completed end of October and the final phase to be completed in December.
- The Main Campus Refresh Initiative: The 9C dialysis suite renovation to be completed by end of September.
- Buckeye, Brooklyn, and West Park Renovations: All work at all sites is now completed.
- Protective Services expansion and renovation: All phases to be completed by end of October.
- Towers and Core roof repairs: The Core roof is completed and the Towers roofs are to be completed early November.

- Facilities Management continues to work with Construction Management to coordinate utilities tie-ins with MHMC projects, most noticeably, the CCP Addition. To date, a new Cooling Tower has been added to the roof of the CCP with minimal impact to the ED and OR.
- FM and others were challenged over the Labor Day weekend when a psych patient damaged a sprinkler head in his room at 12:07am, subsequently flooding both the Psych Unit and the Medical ICU below. Eight patient rooms were impacted for several days, but all were safely restored to operation by mid-week.

### **Patient Experience**

- Final Q2 2015 top box scores showed an increase in nearly all HCAHPS domains over Q1 of 2015. Largest improvements (2015 Q1 to 2015 Q2) include Nurse Communication (top box: 76% to 80%, percentile rank: 26<sup>th</sup> to 52<sup>nd</sup>); Discharge Information (top box: 82% to 85%, percentile rank: 13<sup>th</sup> to 27<sup>th</sup>); and Care Transitions (top box: 49% to 50%, percentile rank: 19<sup>th</sup> to 33<sup>rd</sup>)
- Additionally, in cooperation with Marketing Communication and Market Intelligence, Patient Experience created public-facing HCAHPS reports that are now displayed on the MetroHealth website.
- Patient Experience's joint proposal with Dr. Robert Smith to present the integration of the Patient and Family Advisor (PFA) program with the TeamSTEPPS program was accepted for the Beryl Annual National Conference in April 2016.
- Volunteer Services recruited 30 fall semester students for the new Pipeline Volunteer Program. Developed in collaboration with Cleveland State University, this program targets pre-med and other pre-professional students preparing for further study in medicine or other health care careers and consists of the following elements: Volunteer Experience; Enrichment Opportunities; Personal Development and Reflection; and Leadership Opportunities.
- Arts in Medicine presented over 45 hours of music for patients, families, and caregivers throughout the System and brought musicians to Lee-Harvard Health Center and Elizabeth Severance Prentiss Center. In addition to our weekly core musicians, other musicians included the Zach Resnick Trio (Jazz), harpist Susan Strasek and vocalist Mariama Whyte with guitarist Alvin Frazier.
- Two arts-based workshops (one visual and one performing) are conducted monthly by visiting artists at our Old Brooklyn Campus. Visual artist Peggy Wertheim and theater artist Ray Caspio worked with patients and their families; Peggy conducted silk painting workshops and Ray led workshops using techniques and physical exercises used by performers to improve communication and awareness of physicality and environment.
- MetroHealth has been selected to receive the 2015 Community Partner Award from Greater Cleveland Volunteers (GCV). The mission of GCV is to promote volunteerism and provide volunteers to help nonprofit organizations in Cuyahoga County deliver programs and services. MetroHealth has partnered with GCV for 43 years on a wide variety of volunteer engagement initiatives, and Becky Moldaver, director of Volunteer Services, has served on the GCV Board of Directors since 2000. The award will be presented at Viva Volunteers on October 23 at the Acacia Reservation Clubhouse.
- The Patient Experience Team kicked off a new program called Pathways to Caring, which is designed to give staff specific training in how to effectively interact with patients and families in a way that promotes healing, emphasizes caring and provide a better patient experience during a hospital stay or visit. This program will be made available to all MetroHealth employees through 2015 and 2016.

## **Finance**

- The 2016 Capital budget process has been finalized. We targeted a capital commitment of \$20 million. This amount is in-line with our overall goal of preserving capital dollars for our system transformation and strategic initiatives and initial operating budgets.
- Service-line format financials have been presented to DYAD leadership. Initial plans that called for financial reporting based on physicians being grouped by their primary focus into a single service line have been finalized. Initial operating budget presentations were done in service-line format.
- Our new labor analytics tool, Kronos Workforce Analytics, is in production. We continue to refine the billed units of service we are measuring. This enables departments with variable labor to review departmental productivity on a daily basis. Biweekly reports are being generated that identify labor variances, and the finance team is working on building a response process.
- ICD-10 medical claims testing continued with the payers with 100% successful results with Medicare, Medicaid, CareSource, Molina, and SummaCare. Results for MMO and CareSource Dental are expected in September.
- Provider ICD-10 Clinical documentation reviews are near completion for all medical specialties, with positive results in the use of ICD-10 specificity requirements through leveraging EPIC technology for diagnosis matching.
- Integrated readiness testing of ICD-10 was held on July 13, and confirmation is that all software systems are ready for ICD-10 implementation on 10/01/2015.
- The MetroHealth System joined HealthSpan's Medicare Advantage network (effective August 1, 2015) and Medical Mutual's new Medicare Advantage network (offering enters the market January 1, 2016).
- MetroHealth's CareSource collaboration is strengthening under its Value Based Reimbursement Total Cost of Care agreement.
- The kickoff/audit planning meeting was held with McGladrey to discuss the schedule for performing the preliminary (October 19 – November 13) and year-end (January 19 – February 26) financial reporting audit.

## **Department of Integration and Transformation (DoIT)**

- The Center for Disruptive and Radical Experimentation (DARE) focused on organizational change by the grant award of 15 new Lean Six-Sigma Green Belts, a result of a collaboration between Corporate College, the State of Ohio Department of Labor, and MetroHealth.
- DARE provided collaboration with Baldwin Wallace to create a Masters of Public Health program with a focus on population health.
- DARE is continuing the culture transformation with the leadership team by exploring ways to lead in different ways to get different outcomes. The Finance and DoIT team participated in a retreat to change the conversation using a model to focus on accountability and commitment (Six Conversations) and senior leaders, VPs and Service Line Dyad leaders attended a workshop at the Weatherhead School of Business at CASE Western Reserve on ways to lead through Emotional Intelligence.
- The Department of Operational Research and Analytics (DORA) is currently focused on rounding out its management structure and team composition in order to position itself to deliver robust analytic capabilities to the Institution.
- In light of the Advisory Board partnership, DORA team members are being trained as 'super-users' on many of the Advisory Board tools, effectively creating an internal center of excellence for data and information synthesis.

- DORA continues to work closely with the service-line Dyads in the development of a comprehensive reporting package to support the institution's operational transition to service-line management.
- The Results Management Office (RMO) has many core team members identified, but others might join as the organization is looking to align other resources. The RMO has created a department structure and is working on standardizing its internal processes, and is evaluating options and discussing with multiple departments about an enterprise-wide solution for process improvement and project management using Lean Six Sigma (LSS) and Project Management methodologies.
- RMO is building out standardized LSS templates to be used for process improvement, which will be housed in a knowledge repository.

### **Community Events**

- MetroHealth staff actively participated in several community outreach events including the National Nights Out at Steelyard Commons with Cleveland Police; Summer Party Prentice Center and Dynamic Creations Daycare; and a school supply drive at Lee Harvard.
- MetroHealth and Discount Drug Mart invited the community to a cookout in Parma Heights; free food, health screenings and a good time were enjoyed by everyone in attendance.
- Congresswoman Marcia L. Fudge hosted her annual Healthy Kids Challenge on Saturday, September 5 at the Cleveland Museum of Natural History. MetroHealth sponsored a health information and giveaway table at this event, with more than 400 individuals and families participating in the event.
- MetroHealth Prime sponsored Grandparents Day at MetroParks Zoo on September 13 and the city of Cleveland's Senior Walk on September 23.
- MetroHealth sponsored a health information booth and giveaways at Holy Family Church Open House in Parma and at LaPlacita, an open market at Clark/W25th, which also featured MetroHealth dancers.
- MetroHealth was a proud sponsor of this year's Susan G Komen Race for the Cure event, which included a tent and a team of 60 runners, and in addition to providing first aid (which was much in demand due to the soaring temperatures), sponsored the Labor Day Weekend 2015 Cleveland Air Show. Also sponsored jointly with Drug Mart, "ask a doc" and "ask a pharmacist."
- Community Health Advocate Eduardo Munoz presented at the Mayor's kick off for Hispanic Heritage Month on September 15.
- The Crocker Park Open House attracted about 250 guests.
- The Enrollment on Wheels RV participated in 18 events, servicing 199 community members in August, with 4 events on the east side and 14 on the west side. We continue to partner with Cuyahoga County to assist them with the Medicaid Redetermination Program.

### **Government Relations**

- Cleveland Mayor Frank Jackson and City Council President Kevin Kelley are partnering with health, social service, and philanthropic entities to respond to the city's high infant mortality rate. The infant mortality rate for the nation is 6.0. The state of Ohio's rate stands at 7.4. The infant mortality rate for Cuyahoga County is 8.9. Within the city of Cleveland, the infant mortality rate reaches over 13.0 for African American women. The MetroHealth System, Cleveland Clinic, Sisters of Charity and University Hospitals worked together to present solutions from a provider's perspective. The hospitals submitted a joint letter to the mayor and council president on August 28, 2015.
- The MetroHealth System hosted an inaugural national roundtable focused on "The Intersection of Health Equity, Integrated Care, and Quality Improvement." The Cleveland roundtable was the first in a series of four to address health equity issues and opportunities for defined populations.

- Tracy Carter and Loren Anthes successfully produced luncheons for their Ohio Congressional staff and state legislative delegation members. During the meeting, staff presented on MetroHealth's status as the state's only Ebola Treatment Center, its priorities relative to Graduate Medical Education, the Care Plus Program, and Campus Transformation. The luncheons concluded with a tour of the facility.
- Loren Anthes coordinated with the State of Ohio House staff to organize a hearing at MetroHealth for the Ohio House Healthcare Efficiencies Study Committee. The hearing will have testimony from key elected officials, other hospitals, and policy staff.
- Anne Hill in collaboration with Rita Andolsen positioned MetroHealth to host a series of monthly sessions for 9<sup>th</sup> graders from Lincoln-West and Rhodes high schools to explore all occupations that exist within a health care system. The first session was Sept. 15 with presentations by Drs. Boutros and Connors.
- The City Planning Commission approved the transit-oriented development study commissioned by Cleveland Neighborhood Progress at its September 11<sup>th</sup> meeting. This paves the way for two more engineering studies to be completed prior to implementation. In addition, the Mancini Group has purchased the very old Ohio Bell building on Scranton Ave. and is planning to rehab it into 16 one-bedroom apartment units
- Dr. Boutros provided the keynote address to local businesses and non-profit leaders who supported a fundraiser on behalf of the Stockyard, Clark Fulton, and Brooklyn Center Community Development Corporations.

### **Nursing**

- We had a successful and very rewarding 3-day Magnet designation survey! Results are expected in mid-late October. The following is a short summary of the visit:
  - Four appraisers spent August 19-21 meeting nurses, department heads, support staff, and interdisciplinary team members from across the system.
  - Every unit/clinic/area having four or more RNs working were visited.
  - The appraisers met with the EVP group and Mr. McDonald. A special thanks to the senior leadership team for their positive remarks and demonstrated support of the nursing enterprise. Other internal groups interviewed by the surveyors included physicians, CNO council, APRN council, integrated nurse manager council, nursing leadership at all levels, staff nursing from all shifts, and large staff nurse governance councils.
  - Inter-professional team presentations including TeamSTEPPS and the Emerging Disease (EBOLA) program were highlighted.
  - External feedback came from interviews with patients/family representatives, Deans/Directors of 11 regional nursing programs and included public comments.
  - The appraisers were extremely complimentary at all levels. They commented in many forums that our 1800-page document was very well written. They validated all of the Magnet standards on the very first day and proceeded to gather information/evidence to support exemplars.
  - The appraisers will complete their report for the Magnet Commission to review. The Commission will meet in mid-October and make a final decision. We should hear their decision by the end of October or beginning of November.
  - This will be our third designation and when achieved, will support our vision of becoming the most admired essential health system in the nation. Thank you for your encouragement and support in this endeavor!

### **Information Technology**

- IT will begin the Team Stepps process. Overview to all staff was completed in July; 17 trainers have volunteered with training being planned. Once trained, the trainers will provide training to 182 IT, Informatics and Clinical Engineering staff.
- The Center for Quality, Informatics and Information Services teams have been working on a project to implement Epic Core Measures Reporting. By implementing standard, best-practice workflows we can reduce manual chart abstraction between systems, provide real time reports and dashboards to clinical staff, and electronically submit data as needed.

### **Human Resources**

- Protective Services has been transitioned into the new department of Public Safety. Initially, the MetroHealth Police, Protective Services, Emergency Management, and Emergency Dispatch/Communications will all be included under this new umbrella.
- The Officer Engagement Program was implemented on the Labor and Delivery floors thereby increasing contacts with nursing and medical staff for immediate feedback, interaction, and data collection. They are working together to resolve patient/visitor issues and nursing safety concerns.
- Several initiatives and programs were launched including the Team Development Initiative for the Service Line Leadership (MBTI), the *Pay-it-Forward Program*: a program that enables a culture of informal recognition by giving employees the opportunity to recognize their peers who demonstrate the MetroHealth Values, and the MH Management Basics Program was reinstated.
- Mentoring Program Cohort 1 Graduation included 25 Mentor/Mentee pairs (50 employees).
- Human Resources and the Network Service Center/Call Center hosted an Open House for candidates looking for Referral Office Liaison and Triage Nurse positions.
- Presented seven Career Development Workshops attended by 12 participants.
- The MetroHealth System has for the 12<sup>th</sup> year won the NorthCoast 99 Award, an annual recognition program honoring the best workplaces for top talent in Northeast Ohio.

### **Foundation and System Philanthropy**

- Drs. John Chae and Hunter Peckham had the opportunity to meet with Toby Lewis, resulting in a \$250,000 contribution from The Toby D. Lewis Philanthropic Fund to support MetroHealth's Rehabilitation Institute, with particular focus on functional restoration, art therapy and capital renovation. Ms. Lewis has been a contributor to MetroHealth since 2004, generously contributing over \$1.3 million in support.
- The Reinberger Foundation recently contributed \$35,000 to the Mother and Child Dependency Program which, under the direction of Drs. Jennifer Bailit and Deepak Kumar, integrates, coordinates and optimizes healthcare management and outcomes for drug-dependent pregnant women and their babies.
- MetroHealth School Health program continues to be the recipient of important gifts and grants. Most recently, the Bruening Foundation contributed \$35,000 to support the initiative, bringing total philanthropic contributions to the program to nearly \$765,000.
- MetroHealth's Heart and Vascular Center recently received grants from Medtronic and Biosense Webster in support of the Center's electrophysiology fellows program.
- Plans for MetroHealth's GALA2016 and GALA AFTER DARK are underway. Chuck and Georgia Gile and their family have joined with Stefani Schaefer to chair the event, scheduled for Saturday, May 21, 2016 at the Cleveland Convention Center. Save the Date cards and sponsorship/ticket information will be available soon, but please mark your calendars.