

**THE METROHEALTH SYSTEM
REPORT OF THE PRESIDENT AND CEO TO THE
BOARD OF TRUSTEES
REGULAR MEETING OF OCTOBER 28, 2015**

Executive

- Congratulations to our MetroHealth nurses and nurse leaders for once again achieving **MAGNET designation for the third time**. We are very proud of our many talented and caring professionals who provide compassionate care to those who have entrusted their healthcare to us. In addition, we received 6 Exemplars recognitions.
- The MetroHealth System has been recognized as one of the most connected hospitals for 2015-16 by *U.S. News & World Report*. The *U.S. News [Most Connected Hospitals](#)* list recognizes hospitals whose excellence in patient safety, patient engagement and clinical connectedness improves patient care.
- MetroHealth has ranked among the top 100 hospitals in the nation in terms of value provided to the community, based on a *Community Value Index*[®] (CVI) score calculated by Cleverley + Associates. The CVI is based on financial viability and reinvestment, cost structure, charge structure and quality performance. The combined performance in each area is the *Community Value Index*[®] score. Those hospitals with scores in the top twenty percent are designated as “**Community Value Five-Star**” facilities. A subset of this group is the “**Community Value 100**” which contains the highest scoring facilities in the country. MetroHealth has achieved both designations.
- The Cleveland Metro Life Flight - Critical Care Ground Team is the recipient of the **2015 Critical Care Ground Award of Excellence**. Presented by the Association of Air Medical Services, team members received the award at this year’s Air Medical Transport Conference. The national honor recognizes an individual or team whose dedicated Critical Care Ground program has made an outstanding contribution to the medical transport community.
- Congratulations to Craig Richmond, Chief Financial Officer, who’s been named to ***the Crain’s Cleveland 2015 CFO of the Year*** Class.
- MetroHealth received its **12th NorthCoast 99 Award** at ERC’s annual awards dinner for Best Places to Work in Northeast Ohio.
- Dr. Boutros will present MetroHealth’s case for HHS levy support for two years to County Council on 10/29.
- MetroHealth announced a partnership with HealthSpan surrounding the management of its two emergency rooms: one in Cleveland Heights and one in Parma; MetroHealth will begin managing them in the first quarter of 2016. They will run as hospital-based emergency rooms available to anyone in the community 24 hours a day, 7 days a week. The newly announced emergency expansion programs provide new opportunities to enhance access to acute, traumatic, and emergent services and optimize critical transport for improved support and care for the residents of the County.
- MetroHealth responded to news that the FBI had executed search warrants on a former employee. Our executives and communications staff promptly issued a media statement and reached out to community members, elected officials, System Board and Foundation members and especially our employees. We reinforced our transparency while avoiding anything that might compromise or interfere with the criminal investigation and to reiterate our continued full cooperation with law enforcement, including that we had initially alerted law enforcement officials to this situation.
- The Chief Clinical Officer Search Committee interviewed 10 candidates and is bringing candidates back for second interviews. The committee was pleased with the number and quality of candidates and felt that the candidate pool is likely to produce an excellent Chief Clinical Officer.

Chief of Staff

• Patient Experience

- HCAHP scores show a slight decrease, most notably in the communication domains. This phenomena is not unusual in teaching hospitals with an influx of new residents in July.
- Phase 1 of the plan to implement Purposeful Hourly Rounding throughout inpatient units is 86% complete. Simulation lab classes, coaching and observation on the inpatient units and regular communication with front-line staff have been the focus of this phase.
- Fourteen Patient and Family Advisors attended the first campus design meeting. This first discussion focused on first impressions and arrival processes.
- In celebration of Hispanic Heritage Month, Arts in Medicine invited visual artist Hector Castellanos to create an Alfombra de Aserrin (Sawdust Carpet) in the Rammelkamp Atrium. A Guatemalan tradition, the colorful carpet was seen by over 1,500 patients, visitors and caregivers.
- Arts in Medicine conducted its first tour of the art collection at the Middleburg Heights November Family Health Center. The tour was led by Northeast Ohio artist Christy Gray, whose work is featured in the collection. Arts in Medicine also commenced a pilot program in the Trauma ICU, providing six hours of music therapy per week to patients and to residents with dementia at the Prentiss Center, rehabilitation, and psychiatry.

• Human Resources

- EAP staff conducted a psychological debriefing for the inpatient psychiatry staff following a serious assault on an employee by a patient. The employees directly involved also received individualized services.
- Human Resources hosted a half-day retreat for MH senior leadership to address the strategy for upcoming AFSCME negotiations.
- HR conducted an ED Staff recruiting event for the recently acquired Parma and Cleveland Heights Emergency Departments; an open house was held on October 5. There were 34 attendees (21 RN and 13 medic), with 70% scheduled for second interviews. Advertising/Marketing Campaign for Emergency Department RNs resulted in an additional 29 external applicants and 7 internal RNS to be interviewed; there are currently three management candidates.
- In preparation for the 2016 RNC coming to Cleveland, the Department of Public Safety is planning a *“Complex Coordinated Attack,”* culminating in a workshop and tabletop exercise.
- The Department of Public Safety completed the update of the Emergency Management MARCS radio system to the new 7X digital Platform, providing our Emergency Management operations the ability to have multi-agency radio communications.
- Working directly with nursing supervision, the department of Public Safety created a MetroHealth Action Response Continuum. This chart based on NAPPI behaviors, will provide the fastest police response to the nursing units in all identified patient or visitor problem behaviors.
- Emergency call response time for service has decreased; our current time to emergency calls is 1.57 minutes.

• Essential Services

- MetroHealth Pharmacy completed its “in-sourcing” of management functions in September with three new Pharmacist Leaders. Our new Pharmacy Leadership Team replaces Pharmacy Systems Inc. who had been providing pharmacy management services for 15 years.
- The oncology pharmacy implemented Active Bar Code Scanning to improve medication safety and patient care. This new bar code scanning capability allows us to scan bar codes on patient orders and chemotherapy products, further reducing the risk of medication errors.

Ebola/Emerging Diseases Update

- We await the site visit from the Ohio Department of Health to certify our Special Disease Care Unit, which is anticipated next month.

Business Development

- MetroHealth's Leadership led the successful acquisition and integration of the State Road primary care practice into The MetroHealth System. The use of digitalized X-Ray and Bone Density images greatly enhanced the services and allowed readings by MetroHealth physicians.
- Clinical Network Expansion included the execution of the lease for a new Parma location and the execution of the lease and a management services agreement with a Middleburg Heights Surgical Center.
- An additional two Discount Drug Mart retail clinics are on schedule to open by the middle of November.
- Agreements have been executed with Neighborhood Family Practice to develop a midwifery program, and with an established Parma-based primary care practice to integrate with MH.
- The Lyndhurst and Big Creek expansions are targeted to open by February 2016.

DYAD

- The 2016 budget was the primary focus for all Service Lines during the past month; significant progress was made on revenue growth and new program integration throughout the month. The expense side of the budget was a critical area of focus. Current headcount run-rate and future additions are being balanced with planned volumes in order to support growth and productivity requirements.
- As the budgets have been constructed, so too has the leadership organization supporting each Service Line and the Ambulatory Network Operations. Scope, span of control, avoidance of duplicative effort, role clarity, and affordable structures have all been factors in the build-out process. Our goal is to have a lean structure throughout that also supports quality and growth.
- We have made great strides in developing our ability to be a system that is easily accessible, as evidenced by the +30% growth in ambulatory visits over the past several years. Our Contact Center has been at the heart of much of this growth. The next steps are to align the Contact Center and Patient Access under a new strategy that will support Patient Experience and Service Line Development. A strategy review will commence later this month with the arrival of a new hire who has successfully developed and executed on a similar initiative in another health system.
- Dan Lewis, Al Connors, Craig Richmond and Mavis Bechtle attended a service line retreat hosted by the Advisory Board in Washington, D.C. Experts from the Advisory Board introduced the processes for setting up service lines, appropriate structures for service lines and centers, and guidelines for strategy planning for service lines. The day provided executable ideas that will help increase the likelihood of success and productivity over the next two to three years.
- Case Western Reserve University and Dean Pamela Davis announced that Terry Stancin, PhD., Director of Child Psychiatry and Psychology at MetroHealth, was named the Inaugural CWRU Faculty Mentor of the Year. This is a new award being offered by the university to promote faculty mentoring and to recognize people who do it extraordinarily well. We are delighted to have Terry Stancin honored in this way - she is most deserving of the honor.
- MetroHealth's Cancer Program was granted a three-year accreditation from the Commission on Cancer (CoC) of the American College of Surgeons (ACoS) for the third consecutive term.

- Joanna Bell, M.D., Associate Director of Clinical Research, Cancer Care Center, organized The American Society of Clinical Oncology (ASCO) Annual Meeting 2015 Review for all the physicians, nurses, pharmacists and clinical trial staff in the Cancer Center at an event held on October 1, 2015. Ten physicians prepared summaries of the latest results and discoveries in the treatment of cancer. This was the first ASCO Review with CME offered at MetroHealth.
- In order to meet growing patient demand, Specialty Care finalized arrangements to expand Sleep Medicine offerings at Old Brooklyn Campus by four beds. New operations are scheduled to begin in December. Additionally, Specialty Care facilitated discussions and planning with Pulmonary, Gastroenterology, and Anesthesia teams regarding improving operational flow related to interventional ultrasound procedures performed in the Endoscopy suite, which will result in quicker turnaround time for patients needing endobrochial biopsies.
- The Ambulatory Network welcomed 50,579 patient visits; visit volumes were favorable 1.25% over September 2014, and year to date is 0.06% favorable to budgeted visits; Primary Care Services welcomed 38,172 patient visits
- Hospital Operations continues to work on throughput. Work continues to reduce the vacancy rate in nursing to get to budget, to create a hiring pool to help with the ebb and flow of the department, and to create a stronger float pool. Operations is also looking to implement Pending Discharge Orders to expedite testing for our patients.

Service Line Updates

- Clinical leads have been identified and we are outlining the process for handling the administrative functions in the Family Care Service Line, which consists of five core centers: Children, Women, Adult, Behavioral Health, and Health Aging. Collaboration with academic departments, nursing, and the network has been key to managing the Service Line.
- The main elements of today's CCP work streams are clinical flow, flexible staffing, efficient technology, and improved patient experience and care. The Trauma, Critical Care and Burns Service Line is working diligently to secure regional partnerships, as well as to educate all stakeholders on the performance of our Level I Trauma throughout the county. They 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.
- The MetroHealth Neuro-Musculoskeletal Service Line furthered its development by establishing three Centers of Excellence: 1) Neurological Disorders, 2) Bone and Joint Care, and 3) Spine and Pain Care. All three Centers will be physician led and represent integrated care delivery models. Each will contain services from nearly every department supporting the Service Line.

Community Events

- A Health Fair/Amigas program will be held at MetroHealth's Broadway location. Year to date, over 120 women have already received free breast screenings.
- 103 MetroHealth employees and friends signed up to volunteer at the annual Employee Service Day on Saturday, October 3. The plan was to collaborate with area community development corporations to complete five neighborhood improvement projects. Unfortunately, the event was canceled due to bad weather.
- Enrollment on Wheels RV participated in 15 events, servicing 183 community members in September. Seven events were on the east side and eight events on the west side. We also continue to partner with Cuyahoga County to assist them with enrollment in the Medicaid Redetermination Program. From January-September 2015, 1745 services were rendered to our community from within the RV, seeing 980 members.

Nursing

- MetroHealth hosted four Magnet appraisers for a re-designation visit in August. We took a bold step toward transparency and received our results via a live call in Scott Auditorium on October 15. The auditorium was filled with MetroHealth nurses, physicians, administrators, community members, and a cross section of MetroHealth employees either present or who dialed-in from remote locations to listen to the call from Donna Havens, PhD, RN, FAAN, Chair of the Commission on Magnet Recognition Program®. She shared the good news that the commission unanimously voted to approve MetroHealth's Magnet designation for the third time. "Congratulations. You've worked so hard and you've earned this," Dr. Havens said. MetroHealth is one of only 28 Magnet hospitals in the state of Ohio. We are also one of the top 7% of registered hospitals, and are in the top 3% of registered public hospitals in the country to receive the Magnet designation, and the largest county hospital to be recognized by the Magnet commission. It is my pleasure to share the report with the Board of Trustees. Not only were we designated for the third time, but we also received an unprecedented **six exemplars** (best practices) for excellence in nursing. All four of the Magnet domains were identified as having at least one exemplar and all are listed in the following section.
 - Transformation Leadership: Mentoring, succession planning, and career planning
 - Structural Empowerment: Nursing involvement in, and organizational support for, community health outreach; nurses collaboration with interdisciplinary care teams.
 - Exemplary Practice: Nurse satisfaction and nurse engagement; care coordination.
 - New Knowledge and Innovation: Clinical nurses' research dissemination of findings through presentations and publications
- It has been my pleasure to work side-by-side with the nurse leaders and nurse senate since arriving at MetroHealth in 2011 to prepare nursing for this exceptional outcome. Therefore, this a very proud moment for me as the System CNO. Our Magnet designation supports the MH vision of becoming the most admired essential health system in the nation. Thank you for your encouragement and support!

Campus Transformation

- Significant meetings with Strategic Planning and the Advisory Board, Finance, and Kauffman Hall have occurred as part of the pre-design effort to establish key project mandates and ultimate decision strategy. The first work session with the Patient and Family SMART team was held to understand the core needs of flow and operation as part of the Experience Planning for the new campus.
- CCP Vertical Expansion: The structural steel is substantially complete. Metal decking installation continues and concrete slab placements begin next week. Elevator modernizations have begun. Prefabrication of headwalls and above-ceiling mechanical racks has begun. This work is closely coordinated with the Patient Experience teams and the clinicians. Mechanical piping work has begun.
- Structural steel and decking at the Brecksville Health Center are complete. Second floor concrete slab has been placed; underground utility work, elevator, and stair tower work continues. Retaining wall work along I-77 is in progress. ODOT awarded the I-77 interchange and Rt. 82 road-widening project. ODOT to start work in November 2015.
- Phase 2 of the ED renovation project is underway, including new security enhancements and registration desk to be completed by the end of November, with the final phase to be completed in February 2016.
- The 9C dialysis suite renovation is complete and reactivated for patient treatments. The Critical Care Pavilion OR Waiting Room renovation is to be completed by the end of November with the furniture replacement scheduled for December.
- Repairs on the "B" Towers roof are complete; the "C" Tower roof will be completed in early November.

Finance

- The 2016 Operating and Capital budget process has been concluded. We targeted a capital commitment of \$50 million, including \$30 million for Transformation and a \$25 million operating income, which is a 2.5% operating margin.
- Service line format financials have been presented to DYAD leadership and continue to be refined. In particular, recent efforts have focused on carving out the ambulatory network structure to enhance our site reporting.
- Our new labor analytics tool, Kronos Workforce Analytics, is in production. Currently we are refining our department targets to reflect the most efficient 6 pay period results achieved during the previous 12 months.
- At the July meeting of the Board of Trustees, the System was approved to move forward with establishing a \$50 million unsecured revolving line of credit facility with Fifth Third Bank. This facility is scheduled to be closed (activated) during the week of October 12 with terms equal to or better than those indicated in the July Board resolution.
- Interim fieldwork for the 2015 financial statement audit, conducted by our audit partner McGladrey, began October 14 and will continue through mid-November.
- ICD-10 is now the primary medical coding system throughout the United States for all health care claims with dates of service on and after October 1, 2015. ICD-9 will remain the primary code set for all patient encounters with dates of service prior to October 1, 2015.
- The MetroHealth System achieved a successful ICD-10 transition with clinical documentation, ICD-10 coding and system integration in place. Daily follow-up evaluations continue to ensure a smooth transition as the coding cycles through all internal and external processes and with our payers.

Department of Integration and Transformation (DoIT)

- Results Management Office (RMO) has finalized its structure and created standardized titles for roles including the Results Management Architect and Results Management Manager.
- RMO has been approached by multiple departments to adopt the standardized enterprise solution for project management and is working with them for a stepwise rollout.
- RMO is building an Enterprise Project Inventory which will include Process Improvement projects being done by MetroHealth Resident Physicians in the “Primary Care Training and Enhancement Program” Grant.
- The Center for Disruptive and Radical Experimentation (DARE) partnered with an outside organization called Books at Work to provide an 8-week workshop for the AFSCME (union) employees as both a team building event as well as a means of encouraging college-level reading and discussion.
- DARE co-designed and developed the first supply swap shop, where over 120 employees whose job is to order office supplies, were able to “shop” and get what they needed at no cost to the organization.
- The Department of Operational Research and Analytics (DORA) is focused on ‘super-user’ training for many of the Advisory Board software tools, effectively creating an internal center of excellence for data and information synthesis.
- In conjunction with IS representation, DORA has completed an engagement to set the long-term vision and strategy for the institution’s data warehousing and reporting approach for the future. DORA will transition to putting that plan into action.
- DORA team members are being recognized for exemplary effort on a research project that established a new standard for anesthesia research and reporting. This research project is a contender for presentation at the annual national meeting of anesthesia physicians for its demonstration of the mastery of data extraction and curation.

Information Technology

- The Unified Communication Project (Phone System) plan is in development. We are in the process of determining if the phone system and the call center can be live enterprise-wide by December 31, 2015.

Legal

- Continued to provide assistance in finalization of Investment Policy and presentation to the County for approval.
- Finalization of settlement with Foundation, MetroHealth and IRS regarding UBIT Refund Claim.
- Continued attention to real estate projects relating to and negotiation of lease arrangements for new care delivery locations.

External Affairs

- We participated in and/or hosted several conferences and events including:
 - Ohio House Healthcare Efficiencies Study Committee, which included testimony by Susan Mego;
 - Dr. Ewald Horvath joined a press conference with The Cleveland Clinic, GCP and University Hospitals to oppose Issue 3, the legalization of marijuana for both medicinal and recreational uses;
 - NO MORE, with Cleveland’s Public Safety Office and the Cleveland Browns, which launched an effort to collaborate to prevent and respond to domestic violence and sexual assault emergencies;
 - National 340B Health regional conference. 340B is a crucial program for our patients because it funds free and low-cost medications and is currently under review.
 - Drs. Jeff Claridge and Sherrie Dixon-Williams will testify on trauma and emergency care in our region to the Cleveland City Council Health Committee on 10/23. MetroHealth will, once again, urge UH to join NOTS because regional collaboration, not competition, saves lives. MetroHealth will also advocate publishing trauma outcomes data every quarter as a way to track the impact of a second Level 1 trauma center and assure that more lives – not fewer – are saved.
- MetroHealth has traditionally relied on print, television and brochures as our primary channels for marketing. We are steadily making the transition to digital, both for impact and cost reasons. So in the coming months, you will see greater activity on social media and on the web. Two news programs launched this month illustrate this move:
 - An integrated marketing plan for major health observance months: October is Breast Cancer Awareness month and we are piloting our first-ever Google Hangout with three of our leading physicians: Drs. Bruno, Joseph, and Minotti. These experts will be chatting live on 10/28. To join in, visit <http://www.metrohealth.org/live-chat>.
 - To drive awareness and use during the cold and flu season, we are launching a campaign for MetroExpressCare. Ads will appear on Google, Facebook, WedMD and the Time Warner Cable Network.
- We are launching an upgraded home page design to make metrohealth.org easier for patients and visitors to navigate. This new platform will support our work to create more proprietary content, especially in support of our new service lines during 2016.
- MetroHealth’s 2016 annual meeting will be on **Thursday, June 9 from 8-10 am at the Global Center for Health Innovation**. The annual report, which will be all digital for the first time, will be available in May. We are delaying the meeting to give ample time to prepare for the Foundation’s Gala on May 21.

Foundation and System Philanthropy

- The Kidney Foundation of Ohio, Inc. recently made a \$25,000 grant to The MetroHealth Foundation's Research Patient Care, Education and Research Fund. The Kidney Foundation has been a supporter of MetroHealth since 1998, contributing nearly \$150,000.
- In follow-up to the cultivation reception at the Shoreby Club, Margaret Wong has become more engaged in MetroHealth and recently made a generous gift to support the Language Access and Communications Center.
- The Alcoa Foundation made a grant of \$25,000 to MetroHealth's Breast Amigas program to support screening mammograms and community outreach.
- MetroHealth will celebrate the establishment of the Edward G. Mansour, MD Case Western Reserve University (CWRU) School of Medicine Professorship in Surgical Oncology on Wednesday, October 21st. The MetroHealth Foundation, in partnership with CWRU, raised \$1.5 million in support from MetroHealth faculty, physician alumni and grateful patients for the professorship. Dr. Benjamin Li, Director of MetroHealth's Cancer Center, will be the inaugural holder.
- Michael and Dr. Sara Lasky hosted the Foundation's final 2015 donor cultivation event at their home on October 8. The event attracted over 30 people, many of whom have a particular interest in MetroHealth's Arts in Medicine program. This year's four events attracted nearly 150 individuals and continued cultivation is underway. We are currently planning the 2016 calendar. If you are interested in hosting an event and introducing MetroHealth to your friends and colleagues, please contact Kate Brown.
- Fundraising for MetroHealth GALA2016 and GALA AFTERDARK is underway. Sponsorships range from \$75,000 to \$2,500 and packets will be available at the end of October. If you are interested in serving on one of the GALA2016 planning committees or supporting a table, please contact Kate Brown
- MetroHealth's Employee Campaign is underway, with generous contributions from faculty and staff of nearly \$800,000. To date, 105 employees from throughout the hospital system have become Pacesetter supporters, by contributing up to 3% of their annual salary for five years.