

**THE METROHEALTH SYSTEM
REPORT OF THE PRESIDENT AND CEO
TO THE BOARD OF TRUSTEES
REGULAR MEETING OF APRIL 26, 2017**

Executive

Standard & Poor's, Fitch and Moody's rating agencies assigned BBB-/Baa3 long-term ratings on \$915 million series 2017 fixed-rate bonds to be issued by The MetroHealth System. The rating agencies recognized our ongoing strong enterprise profile, which reflects MetroHealth's essentiality to the county, including its role as one of the region's largest Level 1 adult trauma centers and safety net providers. MetroHealth was recognized for providing a wide array of service options for the county's residents, including health services at local schools and for foster children. They noted the value of a fully integrated employed medical staff and a comprehensive teaching program through Case Western Reserve University School of Medicine along with the recent integration of mostly primary care community-based physicians from HealthSpan. In addition, they noted that with recent growth in ambulatory care as well as ongoing focus on partnerships and shared savings demonstration projects, MetroHealth continues to be well positioned for value-based reimbursement.

I am pleased with the county's approval to support our campus transformation, the rebuilding of the hospital and the renovation of our main campus. The vote to support a reserve fund to act as security for the project brings us one step closer to construction and could save MetroHealth millions of dollars on the total cost of the project. I am thankful to our board and the county leaders for their support and confidence.

While we're transforming our main campus, we want the surrounding neighborhoods to grow, too. MetroHealth is proud to participate in The Cleveland Chain Reaction, an economic development project that will match local investors with local entrepreneurs to open five new businesses in a Cleveland neighborhood.

We've made it even easier for our community to receive quality health care at several locations throughout Cuyahoga County by joining the Greater Cleveland Regional Transit Authority's newest Bus Rapid Transit (BRT) route, which will start rolling in October. With this move, all three major health systems in the county will be on board with public transit, making it easier for patients throughout Cuyahoga County to get to their appointments. Once it starts rolling, the line now known as the No. 51 line will be rebranded as the MetroHealth Line. The new BRT route runs from downtown along West 25th Street ultimately connecting the MetroHealth Main Campus to the system's Old Brooklyn Health Center, Middleburg Heights Family Health Center, Parma Health Center and Brecksville Health Center.

The news of the good things happening at MetroHealth has spread everywhere – even to South Korea! MetroHealth welcomed hospital administrators from South Korea who were interested in learning about MetroHealth's programs, facilities and how we serve our community. MetroHealth was one of only four hospitals chosen by the American Hospital Association to host the delegation.

I want to share with you the news that Bill Aamoth has resigned from The MetroHealth Foundation Board of Directors to join the team of The Gathering Place as a consultant. Bill has been with the Foundation Board since 2009, and he and his family have been tremendous supporters of MetroHealth through the years. With their generosity, the Aamoth Family Pediatric Wellness Center was established in 2010. Please join me in thanking Bill for his years of service and commitment to MetroHealth and pediatric patients.

Chief of Staff

- MetroHealth will host a roundtable breakfast with eight other Cleveland Metropolitan School District's Innovation Schools similar to the Lincoln-West footprint to discuss best practices.
- MetroHealth hosted a Civic Immersion Day for nine Cleveland Foundation Fellows
- MetroHealth was honored with the Integrated Benefits Institutes' 2017 Enterprise Health Management & Business Performance Award at the Annual IBI Forum.
- Participated on a grant-required statewide Ebola exercise to test current plans and transport logistics for both frontline and assessment hospitals. MetroHealth's experts from the Emerging Pathogens Committee served as subject matter experts for Ohio.
- Planned and participated in the first of a three-part Northeast Ohio disaster exercise with over 120 health care sectors. Participants focused on scenarios around a widespread and prolonged power outage and cyberattacks. This exercise stressed leadership, supply chain, facilities management and continuity of operations planning for Northeast Ohio health care sectors.
- May 17th is National Trauma Survivors Day and this year we are celebrating with our 3rd annual recognition reception. The keynote speaker is nationally renowned veteran and war hero, Noah Galloway, who is also known for almost winning Dancing with the Stars after losing his arm and leg in a landmine blast.
- Arts in Medicine presented the 3rd annual employee art show in conjunction with the MetroHealthy Art and Wellness Fairs on March 1st and at OBC on March 8th. This year, 15 artists displayed 39 pieces of art, 36 of which were raffled, raising almost \$700 for the Employee Hardship Fund.
- Arts Therapies Coordinator, Carol Shively Mizes, released her first book, *The Musician's Brain, Does It Recover from Trauma Better than Others?* The book explores the recovery stories of five musicians, all patients from MetroHealth's Rehabilitation Institute of Ohio, whose recoveries from traumatic brain injury were enhanced by the neurologic music therapy techniques Carol employed.
- Patient Experience switched survey providers from Press Ganey to NRC Picker. The switch has proved to be quite successful. To date we have received over 21,000 responses to our outpatient survey. This is close to the entire amount received in 2016.

Essential Services Service Line

Radiology

- Full resident match with the highest level rank of chosen residents ever.
- MetroHealth is the first recipient ever of the Case of the Year award by the American College Radiology; this award represents the most prestigious body in radiology worldwide.
- Mammography MQSA/FDA inspection yielded zero violations.

Pathology

- Successfully led the MHS point-of-care program resulting in an extremely favorable Joint Commission survey and the attainment of full accreditation status.
- Filled both residency match positions and successfully recruited two new fellows.

Pharmacy

- We were notified by the Ohio Society of Health-System Pharmacists that we are the 2017 recipient of the Best Practice Advancement Success Award which will be presented at the OSHP Annual Meeting on May 1, 2017.

System Dyad

- The Dyad initiated the Provider Compensation Redesign Process and engaged with Integrated Healthcare Strategies as a partner.
- Dan Lewis welcomed guests at the Zubizarreta House Grand Opening on March 23rd.
- Dan Lewis represented Dr. Boutros at the Tri-C Foundation Board Engagement Breakfast held on March 24th. This special conversation regarding Tri-C's impact on the local health care industry discussed key issues facing the industry and Tri-C's role in meeting the needs of local institutions.
- The Dyad participated in the Series 2017 Bonds Management Due Diligence discussions and in the Leadership Visit by Seongnam Medical Center in South Korea.
- The Dyad conducted 37 2016 performance evaluations for its leadership and worked with everyone to develop solid 2017 goals.
- The Dyad continued its participation in the search committee meetings for the Director of the Center for Healthcare Policy & Research.
- The Dyad continued to participate in the planning for the new MyMetro Program, which was launched on March 8th. The program will develop a new patient-centered access model that is integral to MetroHealth's care delivery process.

Service Line News

Adult Health and Wellness

- The Service Line achieved favorable performance results for both inpatient and outpatient volumes in the first quarter of 2017.
- WIN (Walk in Now) Clinics opened April 3rd at our Buckeye and Rocky River satellites.
- A wait list program (FAST PASS) was implemented in Geriatrics in March.
- The Pre-Surgical Clinic expanded to our Parma satellite in April.
- The Prentiss Center was recognized as second on the list of the top five nursing facilities in an article in The Cleveland Plain Dealer.

Ambulatory Operations

- Cancer Care's BREAST/Amigas program co-sponsored a free health fair on March 25th at Primera Iglesia Bautista Church. Additional outreach events are planned throughout the year.
- MetroHealth's Bedford and Lee Harvard satellites are teaming up to assist the 14 families who lost everything due to a fire in their apartment building.
- As an EYEJ (Empowering Youth, Exploring Justice) discussion leader, O'Shea Gamble led a discussion regarding health and wellness with a group of fifth grade boys at Anton Grdina School on March 21.
- Barbara Chrysanthus-Klun, lead sonographer in H&V, was recognized by the American Society of Echocardiography as a Fellow of the American Society of Echocardiography.
- Cardiology and Orthopedics are now sharing space at Parma. Due to the collaborative effort, the noninvasive lab and cardiology clinic were fully functioning within two days of the move.
- The addition of Dr. Ines Cuebas-Rolon to the Pediatric Hispanic Clinic at McCafferty ensures the availability of a Hispanic provider daily.
- Main Campus Outpatient Pediatrics has highlighted April as Child Abuse Awareness Month. Bulletin boards and posters are in all treatment rooms. The concept of the "No Hit Zone" was introduced.

Cancer Care

- Faculty members presented, served on expert panels and moderated the Case Comprehensive Cancer Center "Annual Cancer Symposium: Building Bridges to Address Cancer Disparities."
- The new cancer-dedicated inpatient floor has improved its patient satisfaction scores as compared to the previous inpatient ward.

Emergency Department

- Life Flight completed its Lecture Series, which was broadcast at Main Campus, Medina, Cleveland Heights, Parma, Brecksville, Madison and Aurora.
- The Service Line exhibited with Trauma at the Saint Elizabeth Trauma Conference.

Heart & Vascular

- The Heart & Vascular Service Line achieved a year-over-year outpatient visit growth of 13 percent in the first quarter. The Service Lines continues to restructure workflows to improve provider template utilization and scheduling practices.
- The Service Line showed a 55 percent reduction in congestive heart failure readmissions in the latest dataset from 2009-2016. This reduction is in part due to the proactive monitoring and patient management by the Heart Failure Team.
- ODH survey results for the Cath Lab were positive with zero citations/violations noted by the surveyors.

Neuro-Musculoskeletal

- The Neuro Critical Care Unit is scheduled to open its dedicated unit by July/August 2017.
- The Service Line is actively recruiting a neuro-critical care intensivist in collaboration with Dr. Ben Roitberg.
- The Service Line is exploring the framework for system-wide management of opioids and chronic pain. Its goal would be to coordinate multiple independent initiatives: PCP opioid prescription, addiction medicine, provider education and the NMSK Pain and Spine Center of Excellence.

Specialty Care

- Dr. David Crowe (Interim Chair, Dermatology), Dr. Stan Ballou (Rheumatology), and Fran Cernanec (APN, Gastroenterology) were recognized by the Office of Patient Experience for their top CAHPS scores in provider communication across the System.

Surgery

- The Operating Room had three successive record months (January through March) for OR case volumes.
- ODH conducted its pre-opening/preliminary site visit for Brecksville Ambulatory Surgery Center on April 12th. No deficiencies were noted.
- Ambulatory deployment plans are being facilitated across all its services.

Trauma, Critical Care, Burns

- The American College of Surgeons provided MetroHealth with the official notification of verification as a Level I Trauma Center and as a Level II Pediatric Trauma Center through January 23, 2020.
- To improve the throughput, efficiencies and quality of care for patients, the Service Line is planning for a three-bed surgical step down unit.

Women and Children's

- A new leader of Fetal Imaging was successfully recruited with an expected start date of August 2017.

Campus Transformation

- The Transformation Executive Team continues to work on the development, refinement and cost modeling for the most recent plan, prioritizing the new hospital tower construction and the related energy plant and parking garage. The team continues to support the System's discussions and negotiations with the Finance team's funding consultants.
- MetroHealth received 15 responses to its Request for Qualifications for the New Hospital Architect and Engineer of Record. The Selection Committee reviewed, scored and ranked the submissions to determine the top four most qualified teams and invited them to submit an enhanced response. The Selection Committee will review the submissions and after a series of team interviews, score and rank the candidates to determine the most qualified team to engage in contract negotiations.
- MetroHealth issued a Request for Qualifications for the Construction Manager at Risk for the New Parking Garage. The Selection Committee has reviewed, scored and ranked the submittals to determine the top three teams for further response and selection.
- MetroHealth issued a Request for Qualifications for the Construction Manager at Risk for the Hybrid Operating Room and Operating Room Renovations. The Selection Committee reviewed, scored and ranked the responses to determine the top three teams for further response and selection.
- Work continues on the new elevators for the CCP Expansion project; to be completed in April 2017.
- Work continues on the upgrade of the elevator equipment and controls in OBC's North tower elevator modernization.

Facilities Management

1. Work Volume

<u>Work Order Type</u>	<u># Issued</u>	<u># Completed</u>	<u>Completion Rate</u>
Service Requests	9,620	9,073	85%
Preventive Maint.	15,783	14,905	94%

Analysis:

- a. 13% increase in Service Requests over 2016
- b. 65% increase in Preventive Maintenance WO over 2016
- c. 32% overall increase in total Work Order Volume expected in 2017

2. Other significant accomplishments

- a. Facilities managed 60 utilities interruptions Y-T-D, with minimal impact to hospital operations. Included flooding & restoration, a major motor failure & power outages.
- b. Added alleyway lighting at OBC for safety.
- c. Support of CCP, former HS and other Construction Mgt. Dept. managed projects.
- d. Vacancy rate currently at 9.3%. Y-T-D two replacement staff hired.

3. Survey Activity

- a. 10 Surveys have occurred to date
- b. Two with Life Safety Code issues; one completed & passed resurvey; one near completion and awaiting resurvey

4. Staff Recognition

- a. Third-shift satellite staff member Bill Holland was driving between sites at 12:30 a.m. on March 28 when he saw a woman who appeared as if she were going to jump off a bridge. - He reported the situation to 911, and talked to the woman until police and EMS arrived. - They successfully talked the woman down.
- b. Also on Tuesday, March 28 at 13:30, a 725-lb, 60 horsepower motor that supplied fresh air to the Cath Labs failed. Plant Operations Manager, Mike Dragutinovic immediately sourced a replacement motor and a team of Maintenance Mechanics, Electricians and Building Enginemen completed replacement and restored operation by 6:30 a.m.

- c. Karen Dethloff was again selected to participate on the American Society of Healthcare Engineering (ASHE) Recognition Task Force, a team that reviews member accomplishments to standards for award of Senior and Fellow status, special awards for exemplary professional achievements and scholarships; and the ASHE Annual Planning Committee to review submissions for presentation.

Nursing

- Robynn Cox presented “Risk Factors for Falls Among Hospitalized Acute Post-Ischemic Stroke Patients” at the International Stroke Conference in February; Wendy Sarver presented “Integrating Succession Planning and Mentoring into an Exemplar Program of Nursing Research” at the American Nurses Association in March; Dr. Molly McNett made three presentations at the American Association of Neuroscience Nurses Annual Conference in March:
 - “Optimizing How Nurses Monitor and Record Cerebral Perfusion Pressure: Results from a National, Multi-Site Trial”
 - “Generating Research and Publications from your Clinical Observations: A Guide for Neuroscience Nurses”
 - “Clinical Practice Guidelines: Be A Part of the Process”
- Nurses Week is May 8-12. We would be honored if you could join us for our Nursing Excellence Awards on Wednesday, May 12 from 3 to 5 p.m. in R170. (A full schedule of events will be distributed at the meeting).

Finance

- Craig Richmond recently delivered a keynote presentation at the 2017 Healthcare Business Insights Revenue Cycle Academy Spring Membership Retreat. His presentation was focused on and titled “*Reimagining the Revenue Cycle: Our Quest for Excellence.*”
- Craig Richmond and Anthony Naoum will present “What Does ROI Look Like? Better Performance, Improved Care” at the HIMSS Big Data & Healthcare Analytics Forum next month.
- Enrollment on Wheels RV participated in 22 events, servicing 111 community members in March. There were 12 events on the West Side and 10 on the East Side. We also continue to partner with Cuyahoga County to assist it with enrollment in the Medicaid Redetermination Program. From January-March we rendered 555 services to our community, seeing 293 members within the RV.
- External audit partner RSM US LLP issued their report to the Audit Committee at the March 22 meeting. We are pleased to report no findings of any kind were noted by RSM.
- RSM is currently engaged to do an Agreed-Upon Procedures report for the first quarter 2017 financials as it relates to the upcoming 2017 bond offering.
- In the first quarter, internal audit completed the final six projects from the 2016 internal audit plan. The 2016 audit plan included 16 planned audits and five special requests made during the year. The 2017 internal audit plan was approved and work started in the first quarter.
- Internal audit has developed a survey to support our continuous improvement initiative. The survey will be distributed at the end of each project to obtain feedback from business process owners in five categories: professionalism, audit scope, execution, reporting and value of the audit.

Department of Integration and Transformation (DoIT)

- Results Management Office’s (RMO) Lean Six Sigma Institute is working with multiple departments, including Clinical Engineering, Quality, and Pharmacy, to map their current processes as a first step toward moving them to the ideal process.
- Department of Operational Research and Analytics (DORA) is collaborating with the Surgery, Peri-Operative and Emergency Department management teams to augment their existing practices for matching demand with staffing complement to make optimal use of labor resources.

- Department of Disruptive & Radical Experimentation (DARE) completed arrangements for launch of the second cohort of the Masters in Public Health program in collaboration with Baldwin Wallace University. The concentration of this program is Population Health.

Information Technology (IT)

- As part of Infor implementation, Global HR (GHR) branded as MyHR will be available to all employees on April 18. MyHR will be the single source for most HR functions. MyHR will replace many paper processes resulting in greater efficiency, improved transparency and better tracking. MyHR is also designed to provide managers with a wide array of tools needed for managing staff, updating shift/supervisor information, reviewing employees' talents/skills and opening requisitions.
- The Email System replacement project moving from GroupWise to Microsoft Office 365 is in the Proof of Concept phase. Proof of Concept users are validating system functionality and data integrity. We are on target for the phased production roll-out of Microsoft Office 365 in May.

Legal

- Continued assistance with management team, Board and Transformation Financing counsel in financing process including negotiations of arrangements with underwriters; meetings with financial adviser, underwriters and counsel concerning plan of finance and timeline. Assistance in preparation of Appendix A and related information for bond financing and draft Official Statement. Assistance in negotiations with County regarding support for Transformation plan of finance.
- Continued participation in management group working with cybersecurity consultant to evaluate risks and develop solutions and plans going forward.
- Continued participation in Medical Staff's review and revisions to the Medical Staff Bylaws.
- Continued work with IS and all Departments to update Record Retention Schedule to provide flexibility in accessing records and minimize data storage costs and secure County approval.

External Affairs

- MetroHealth continues to work with leaders in the Ohio House of Representatives to preserve funding for our patients and programs. A new version of the operating budget will be issued by the House in late April on the heels of pressure to close a \$400 million gap in the upcoming budget.
- The Spring Issue of "SimplyWell," MetroHealth's new consumer publication, was distributed in late March. This is the second of four planned issues this year.
- The theme of this year's annual meeting to be held June 9 from 8-10 am at the Global Center for Health Innovation is "From Promise to Progress: MetroHealth's Groundbreaking Commitment to the Community."
- On Twitter, Dr. Boutros has generated 50,000 impressions and earned 60 new followers. The system generated 57,000 impressions and earned 95 new followers. On Facebook, Dr. Boutros reached 17,142 people and earned 28 new followers. The system reached 38,144 people and earned 96 new followers.
- "Know the Risks" campaign, co-created by the County and MetroHealth, kicked off Wednesday, April 5 with a standing-room-only press conference hosted by the Medical Examiner and included remarks from Mayor Frank Jackson, County Executive Armond Budish and Dr. Boutros. This is a public service campaign designed to generate awareness about the risks of opioids and to stop abuse before it starts. Rita Andolsen from MetroHealth and Eliza Wing from the County have been invited to brief the Ohio Department of Health and have an invitation to present the campaign to an upcoming meeting of the Criminal Division of 93 US Attorneys from across the country.
- We hosted the *Parma Open House* on April 4 to celebrate the first year anniversary of the (former HealthSpan) facility. The event included the mayor of Parma, Tim DeGetter; his chief of staff; and members of the Parma school district and local community members and staff.

Foundation and System Philanthropy

- Susan G. Komen Northeast Ohio recently made a grant of \$74,865 to support MetroHealth's Breast Cancer Outreach programs. Komen has been a donor to MetroHealth since 2005, contributing over \$1.5 million to our breast cancer prevention, awareness and screening efforts.
- Jennifer and Grant Dinner made a generous contribution in support of MetroHealth's Transformation.
- AOTrauma North America has provided \$75,000 to support MetroHealth's Orthopaedic Trauma Fellowship. The organization made its first gift in 2004 and to date, has provided over \$840,000 in support.
- Get ready to lace of up those running shoes and join us for the 8th annual Hy-5 to benefit MetroHealth. The race will be held on Saturday, May 13 and begin at 9 a.m. at Hyland Software. A significant portion of the funds raised will support MetroHealth's Arts in Medicine program. This year's Hy-5 is also part of the "12 Months of November" a year of events honoring the work of the late Mort November and his lifetime of philanthropy. For more information, please contact Kate Brown at 216-778-7509 or kbrown@metrohealth.org.
- The Foundation and System Philanthropy Department welcomes Tracey Kastelic as the new Director of Donor Relations and Reporting. Tracey was the Director of Development Strategy and Special Initiatives at Cincinnati Children's Hospital Medical Center and, prior to that position, served as the Program Director for The Scott Hamilton CARES Initiative at the Cleveland Clinic and Executive Director for Susan G. Komen Northeast Ohio.
- The MetroHealth Foundation welcomes four new members to its Board of Directors:
 - Rachel Ciomcia, Vice President, Strategic Engagement and Director of Cleveland Bridge Builders, Cleveland Leadership Center
 - John Grech, Financial Advisor, Edward Jones
 - Marcy Levy Shankman, Ph.D, Leadership & Coach Strategist, Cleveland Metropolitan School District
 - Sally Stewart, Realtor, Howard Hanna Real Estate Service