

**BOARD OF TRUSTEES  
The MetroHealth System**

**Date:** October 25, 2017

**Time:** 4 p.m.

**Place:** The MetroHealth System Board Room

**Present:** Ms. Dee, Mr. McDonald, Mr. Monnolly, Mr. Moss, Mr. Spain, Ms. Whiting

**Staff:** Ms. Allen, Ms. Arundel, Dr. Boulanger, Ms. Brown, Dr. Chehade, Dr. Connors, Dr. Kasprzak, Ms. Kline, Mr. Lewis, Ms. Platten, Mr. Phillips, Mr. Richmond, Mr. Stern, Ms. Wahl

**MINUTES OF MEETING**

The meeting was called to order by Mr. McDonald at 4:00 p.m.

(The minutes are written in a format conforming to the printed meeting agenda for the convenience of correlation, recognizing that some of the items were discussed out of sequence.)

**1. Minutes**

The Board approved the Minutes of the Regular Meeting of September 27, 2017. RESOLUTION 19134.

**2. Consent Agenda**

**A. Audit Committee - None**

**B. Community Engagement Committee – None**

**C. Diversity and Inclusion Committee – None**

**D. Facilities and Space Committee - None**

**E. Finance Committee**

1. The Board unanimously approved certain capital improvements and purchases, for the items, purposes, and aggregate costs as detailed in Attachment A, to be paid out of available capital funds, and subsequently reimbursed through fund sources indicated in Attachment A. RESOLUTION 19135.
2. The Board unanimously approved certain annual purchasing policies and procedures, for participation in group/joint procurement arrangements. The System may pay group purchasing organizations (GPO) and joint purchasing programs (JPP) participation or membership fees and costs, if any, out of general operating funds. RESOLUTION 19136.
3. The Board unanimously approved the System's participation in the Unify Project, an Ohio nonprofit charitable corporation, formed for the purpose of the accumulation, evaluation and dissemination of data and technology related to

the causes of and the alleviation of poverty, and the President and Chief Executive Officer will report on the formation and activities of the new entity.

**F. Legal and Government Relations Committee - None**

**G. Patient Experience Committee – None**

**H. Executive Committee - None**

**I. Quality and Safety Committee – None**

**3. President and CEO’s Report**

Dr. Boutros was unable to be present at the meeting, and the President’s Report was included in the Board Book.

**4. Nursing/Magnet Report – Melissa Kline, Chief Nursing Officer**

Ms. Kline reported that 11 nurses from MetroHealth were nominated as Ohio March of Dimes Nurse of the Year finalists, noting that all levels of nursing were represented, as follows: one is an advanced practice nurse, one is an LPN, six are staff nurses, two are nurse managers, and a Director of Nursing. The ceremony will be held on Friday, November 3, 2017, in Columbus; and Ms. Kline stated that she didn’t think any of our nurses won the award but indicated it was great that so many were recognized as finalists. Molly McNett, Director of Nursing Research, received her second Presidential Citation from the Neurocritical Care Society at their annual meeting in Hawaii in early October. Nursing held their second annual minority recruitment event on August 29, 2017, and reported that of the 51 external candidates attending 48 were nurses. She indicated eight nurses were hired, one declined an offer, one is in the process of being hired, and four candidates are interviewing and shadowing. Nursing plans on holding the event annually if not twice a year.

**5. Medical Staff**

**A. Report of Medical Staff President – Dr. Timothy Kasprzak**

Dr. Kasprzak reported a few brief announcements: (1) Sarah Hendrickson, Manager of the Survivor Recovery Services, and Heather Vallier, one of MetroHealth’s orthopedic surgeons, were awarded a grant from the Ohio Attorney General’s office for \$529,000, noting the funds are an increase in funding to expand programs such as Victims of Crime and Trauma Recovery Services; (2) Sandra Wright-Esber, Director of our Advanced Practice Nursing, was recognized with an Honorable Mention as a guest to the 2017 National Compassion and Caregiver of the Year Award sponsored by the Sports Center; and (3) in the third quarter, and with diversity at the forefront, 42 practitioners were hired, 20 of the 42 were minority practitioners and 26 of the 42 were female practitioners. Lastly, Dr. Kasprzak recommended approval of the actions and appointments concerning the Medical Staff. Mr. McDonald then entertained a motion to approve the Medical Staff and Allied Health Provider appointments, actions and reappointments.

**B. Approval of Medical Staff/Advanced Practice Nurses/Allied Health Providers Appointments/Actions/Reappointments – October 2017**

1. The Board unanimously approved the Medical Staff Appointments/Actions/Reappointments for October 2017. RESOLUTION 19138.

2. The Board unanimously approved the Allied Health Appointments/Actions for October 2017. RESOLUTION 19139.

**C. Medical Staff Committee Minutes – September 15, 2017**

**D. Report of Case Western Reserve School of Medicine – Dr. Patricia Thomas**

Dr. Thomas was unable to attend the meeting but reported in writing that Case Western Reserve School of Medicine received the full 8-year accreditation from the Liaison Committee on Medical Education (LCME). Dean Pamela B. Davis will be giving her State of the School talk on Friday, October 27, 2017, at 10 a.m. in the Wolstein Research Building.

**6. Audit Committee – No Meeting**

**7. Community Engagement Committee – No Meeting**

**8. Diversity and Inclusion Committee**

**A. Report of Committee Chairperson**

Ms. Whiting stated that the meeting began with a review of the updated Strategic Plan, noting that the Plan aligned with the Diversity Charter Initiatives which include (1) providing excellent and accessible patient care, which includes culturally competent care, training and development, (2) creating an institution whose workforce is reflective of its patient population, focusing on recruitment, retention, leadership, and physician composition, (3) establishing an inclusive environment for all employees, patients, and the community, and (4) increasing participation and spending with minority and under-represented vendors, suppliers, and contractors, noting there was a discussion centered around the definition of under-represented as it changes with the circumstances in the populations being reviewed. There was discussion surrounding the strategic goals or metrics set by the Board, as well as reporting that the Department is working on a primer on religion to facilitate interaction between providers and patients. A successful 2017 Resident Fair was held last month with 50 residents participating, and approximately 10 new minority providers being hired. The 2017 Inclusive Candidate Metrics also were reviewed, and there is improvement in terms of the number of minorities interviewed and the number of minorities hired.

**B. Non-Consent Agenda**

1. Action Items – None
2. Information Items
  - a. 2017 Enterprise Inclusion and Diversity Goals
  - b. Human Resources Initiatives
  - c. Inclusion and Diversity Program Update
  - d. Community Business Enterprise
  - e. Supplier Diversity

**9. Facilities and Space Committee – Meeting Cancelled**

**10. Finance Committee**

**A. Report of Committee Chairperson**

Dr. Silvers attended the meeting via telephone conference and asked Mr. Richmond to report to the Board in his absence. Adjusted Operating Income for the third quarter was \$9.3 million, which is 15.1% ahead of Target and 3.7% over 2016; year-to-date Adjusted

Operating Income was \$24.7 million, which is 5.2% ahead of Target and 140% over 2016. Adjusted Earnings Before Interest, Depreciation and Amortization (EBIDA) or the measure of Operating Cash Flow for the third quarter was \$22.8 million, which is 4% in excess of Target and 2.9% in excess of 2016; year-to-date Operating Cash Flow was \$65.5 million, which is 1.4% in excess of Target and 33.5% in excess of 2016. Mr. Richmond indicated that the third quarter and year-to-date was solid, as demonstrated by not only beating Target in the current quarter and year-to-date but also quarter and year-to-date in the prior year as well. Unrestricted Cash Reserves were approximately \$37 million higher than the end of 2016 due to timing of payments and showing the move in the right direction. Mr. Richmond reported on the payor mix for both the third quarter and year-to-date, noting that more Medicare patients are being seen as well as a rise in the number of self-pay patients or uncompensated care which are those individuals who are employed but are above the qualified standards for Medicaid and are now eligible for the charity care program for those individuals who do not have any insurance. Lastly, he stated the Finance Committee had discussed the 2018 Annual Budget in Executive Session.

**B. Non-Consent Agenda**

1. Action Items
  - a. Approval of 2018 Annual Budget
2. Information Items
  - a. Third Quarter 2017 Operational and Financial Results

**11. Legal and Government Relations Committee – No Meeting**

**12. Patient Experience Committee – No Meeting**

**13. Executive Committee – No Report**

**14. Quality and Safety Committee**

**A. Report of Committee Chairperson**

Mr. Moss began his report with an update on the 2017 goals for performance as given by Matthew Kaufmann and set by the Quality and Safety Committee, noting several as follows: (1) Accountable Care Organization (ACO) metrics of 18 measures were meeting the threshold but likely to obtain Target; (2) Admission Time and Discharge Time are just short of threshold; (3) Patient Safety Incidents 90 (PSI) or seven incidents that are measured are going to achieve stretch; (4) Hospital Acquired Infections and Surgical Site Infections are both short of threshold; (5) 30-day Readmissions that we are compensated for are easily meeting stretch; (6) Sharp Injuries are at threshold; (7) Order Set Utilization is better than last year but below threshold; and (8) Team STEPPS is currently at 76% and has the possibility of reaching stretch by the end of the year. Geoffrey Petranek, Clinical Risk Manager, reviewed the change to the Critical Incident Review Process, noting the update in streamlining, standardizing, and a guarantee of a follow-up action plan on each critical incident. Lean Six Sigma Projects were then reviewed. Mr. Moss indicated this is the process whereby a certain area is studied by an individual, the information is then applied, and a subject is chosen. The two subjects chosen were DVT Reduction/Decreasing Blood Clots and Colorectal Surgical Site Infections. Lastly, a report on the Care Equitability was given, noting this is a measured study on determining the quality of care among different ethnic groups to ensure everyone gets excellent care.

**B. Non-Consent Agenda**

1. Action Items - None
2. Information Items
  - a. 2017 Goals Performance
  - b. Changes to the Critical Incident Review Process
  - c. Lean Six Sigma Project – DVT Reduction
  - d. Lean Six Sigma Project – Colorectal Surgical Site Infections
  - e. Care Equitability Monitoring

**15. External Affairs Report – Elizabeth Allen, Senior Vice President, External Affairs**

Ms. Allen began her report by indicating that the “Know the Risks” campaign between MetroHealth and Cuyahoga County is getting broad recognition. America’s Essential Hospitals, the trade association for public hospitals across the United States, requested MetroHealth to do a webinar on the “Know the Risks” campaign so they can provide the webinar to several hundred other public hospitals. The Ohio Department of Health has made a request to run our Safe Sleep ad in the Cincinnati, Cleveland, Columbus, Dayton, and Toledo areas between December 2017 and January 2018. Margie Colon led the effort of organizing the collection of personal items needed by the Puerto Rican community in Cleveland, with the assistance of Janet Montoya and others, that were stored in the IX Center for a month, and a total of eight semi-truckloads of food, water, and personal items were transported to Florida for free by a transport company out of Chicago known as Feeding America.

**16. Foundation and System Philanthropy Report – Kate Brown, Chief Development Officer and President, The MetroHealth Foundation**

Ms. Brown began her report by stating that seven briefings and tours have been held during September and October around our Campus Transformation, noting that over 100 community leaders have attended and our message concerning the Campus Transformation is being acknowledged. The next briefing and tour will be held on Wednesday, November 8, 2017, from 4:30 to 6 p.m. and a few that will be attending will be Arconic, Ulmer & Berne LLP, Tucker Ellis LLP, and Oswald Companies. Lastly, she stated the Hall of Honor event honoring the new inductees is scheduled for Friday, October 27, 2017, and is sold out.

**17. Other Board Items**

Dr. Boulanger reported to the Board that Dr. Brook Watts has been recruited and signed as the new Vice President, Chief Quality Officer and is excited to join the staff at MetroHealth in January. Dr. Watts currently is the Chief Quality Officer at the Louis Stokes Cleveland VA Medical Center and has been employed there since 2004. She received her medical degree from the University of Alabama and completed her Internal Medicine residency at the University of Michigan. Dr. Watts also has a Masters in Health Policy from Case and is also an Associate Professor of Medicine at Case. Dr. Boulanger thanked Mr. Moss for leading the Search Committee and Dr. Silvers for participating on the Search Committee.

Mr. Stern reported to the Board that Larry Chadwick has been recruited and signed as the new Vice President, Hospital Operations and will join the staff at MetroHealth in November. Mr. Chadwick recently served at Ascension, one of the largest health systems in the country, and was also employed at Akron General before it was known as Cleveland Clinic-Akron General and Cleveland Clinic prior to that time. He has approximately 20 years of hospital experience that he brings with him to MetroHealth. There are several areas that Mr. Chadwick will be overseeing: (1) inpatient operations at the Main Campus, OBC, and the two community hospitals in partnership with Melissa Kline, Vice President, Patient Care Services Chief; (2) support services such as consulting with EDS, Food Nutrition, and Textile Services; and (3) essential services such as the laboratory, radiology, and emergency medicine.

**18. Executive Session**

A motion was unanimously passed by roll call vote to go into Executive Session to discuss legal matters, trade secrets, and personnel matters.

Following the Executive Session, the meeting reconvened in open session at approximately 4:40 p.m.

The Board unanimously authorized and ratified settlement of Claim No. 15-19-0313 in the amount of \$250,000, to be paid from The MetroHealth System Self-Insurance Trust Fund. RESOLUTION 19140.

The Board unanimously approved a proposed budget for the 2018 fiscal year and authorized the submission of the same to the government of Cuyahoga County, Ohio. RESOLUTION 19141.

The meeting adjourned at approximately 4:50 p.m.

**NEXT MEETING: December 20, 2017 (WEDNESDAY) – 4 p.m.**

The MetroHealth System

Respectfully submitted,

Thomas McDonald, Chairperson

Akram Boutros, M.D., FACHE  
President and Chief Executive Officer