

**THE METROHEALTH SYSTEM
REPORT OF THE PRESIDENT AND CEO
TO THE BOARD OF TRUSTEES
REGULAR MEETING OF DECEMBER 20, 2017**

Executive

Welcome to the last board meeting of 2017. It's been an exciting year of transition for MetroHealth: we've opened new facilities and locations throughout Northeast Ohio, added new programs and made significant progress in becoming the country's most admired public health system ... all because of our deep desire to fulfill MetroHealth's mission of "Leading the way to a healthier community."

We've achieved what everyone may have thought was highly unlikely, if not impossible - we raised \$946 million of revenue bonds on our own credit to transform our campus and our neighborhood.

It's been a wonderful year. I'd like to thank the board of trustees for their leadership, extraordinary effort and commitment to MetroHealth. Most importantly, thank you for believing in our dream to reshape our health system, our neighborhood and our city. Without your support, none of this would have been possible. I would like to especially thank Mr. Charles Spain and Rev. Tony Minor for their leadership during their tenure on our Board. Mr. Spain has been committed to MetroHealth and this board for over 26 years, and today we recognize his relentless dedication to the underserved. And although not with us for very long, the impact Rev. Minor has had on me personally, this board and MetroHealth is palpable. Thank you both for your service and your commitment - MetroHealth is a better place as a result of your leadership.

As you know, both Dan Lewis and Al Connors have announced their retirements from their current roles at the end of 2017. MetroHealth is blessed to have Dan and Al serve with distinction through their combined 47 years. The MetroHealth family thanks you both for your kindness, compassion, dedication and devotion to our patients and staff members alike; thank you both for being a friend to MetroHealth and to me personally. Although this may be their last board meeting, Dan has agreed to serve as Executive-in-Residence on a part-time basis, leading several critical strategic initiatives, and Al has agreed to serve as Interim Chair of the Department of Medicine until a replacement is named.

Welcome to our newest board members, Arlene Anderson and Robert Hurwitz. We look forward to your contributions and appreciate your commitment to MetroHealth and the communities it serves.

Congratulations to Board Member J.B. Silvers and Chief Operating Officer Dan Lewis for being honored at this year's Crain's C-Suite Gala. Crain's honors Northeast Ohio's top C-Suite executives for their contributions, community commitment and outstanding professional performance throughout the year.

It was a distinct honor to receive one of the three Stokes Community Leadership Awards. The award recognizes community leadership, impact on the city of Cleveland, inspiring and empowering youth, and those who embody the goals and values of the Stokes brothers – former Cleveland Mayor Carl Stokes and Congressman Louis Stokes. I was humbled to join Mr. Albert Ratner and Mr. Arnold Pinkney as the inaugural recipients of the award.

Eight of our most renowned physicians were inducted into MetroHealth's Hall of Honor, a black-tie event paying tribute to MetroHealth leaders who have been instrumental in shaping MetroHealth into a premier medical institution through their life-long commitments to advancing medicine and improving patient care. Those eight physicians were Dr. Johan Lowman, who devoted his life to the treatment of tuberculosis;

Dr. John A. Toomey, one of the most influential researchers and physicians nationally in the areas of polio diagnosis and treatment; Dr. Alvin A. Freehafer, pioneer of tendon transfer surgery; Dr. Jerome I. Kleinerman, whose legacy includes research that helped set standards for diagnosing occupational lung diseases caused by asbestos, coal and other environmental hazards; Dr. Anthony S. Tavill, who became internationally renowned for his contributions to research and treatment of liver disease; Dr. Robert Bahler, MetroHealth's division director of Cardiology from 1986-1997; Dr. Mark A. Malangoni, national leader in trauma care and the treatment of surgical infections; and Dr. Alfred F. Connors, a scientist who always put the patient first. Dr. Connors led two seminal studies, one of which inspired the national movement toward hospice and palliative care and the other culled a standard, uncomfortable procedure from critical care practice because his research found it didn't help patients get better. And because we think so much of him, MetroHealth has renamed the large conference room in the Rammelkamp Education Center the Alfred F. Connors, Jr., MD, Learning Center, recognizing Dr. Connors' devotion and over 30-year dedication to MetroHealth and its mission.

Dr. Ewald Horwath was honored by the Margaret Clark Morgan Foundation and named the recipient of the Impact Award for Excellence in Mental Health. MetroHealth is the regional's largest urban-based network of community integrated health centers providing care to vulnerable populations.

It's definitely no secret that the opioid crisis has reached epidemic proportions throughout the country. Ohio Attorney General Mike DeWine hosted a news conference at MetroHealth to unveil a set of 12 new initiatives to help combat the crisis. MetroHealth is home to the Office of Opioid Safety, which aims to identify patients at risk of abusing the highly addictive drugs and doctors who may need education on prescribing. MetroHealth is also a co-founding partner of the "Know the Risks" campaign, an initiative that raises awareness about the opioid crisis in our area. The campaign received top honors from Modern Healthcare and Advertising Age. MetroHealth continues to be at the forefront of the opioid epidemic with the installation of a new drug drop box. The drop box provides a safe and environmentally friendly way for people to dispose of their unwanted and/or unused prescription drugs. The secured box is located outside the MH Police Department.

Finally, The Joint Commission conducted an announced Extension Survey for the remote hospitals on 12/11/17. The surveyors visited the MH Parma Hospital in the morning and MH Cleveland Heights Hospital in the afternoon. The survey was conducted by a clinical nurse and an engineer. The surveys were completed that day and during the exit interview the surveyors indicated that there were no findings identified at either site. The surveyors were very complimentary of the staff and the team for all their efforts and hard work, which were reflected in the outcome of the day's survey.

Chief of Staff

- All employees received a Giant Eagle gift card valued at \$25 as a gift of gratitude and thanks for the love they share with our patients, visitors and each other.

Human Resources

- Organized/presented/facilitated a debriefing to Inpatient Oncology Department, IS Staff and OR Staff; presented Resiliency Program at the Parma Medical Offices & Surgery Center: "Working, Playing and Getting Along with Others."
- Employee Benefits & Wellness conducted the 2018 Open Enrollment which included the rollout of enhanced fertility benefits for employees and their dependents.
- The MetroHealthy program manager presented to the 10th graders at Lincoln-West School of Science and Health a lecture on "The Importance of Exercise."

Essential Services

Radiology

- The MQSA/FDA inspection conducted at Park East yielded zero level violations.
- Parma, Cleveland Heights and Brecksville were 43 percent over budget for November.
- Overall Radiology volume year-to-date is 7.8 percent over budget and 4.6 percent over budget compared with last year.

Pathology

- November volumes are approximately 9 percent ahead of projection; YTD volumes are 8 percent above projections.

Pharmacy

- Retail Pharmacists have administered over 5,500 flu shot immunizations this season.
- Hospital Pharmacy responded to the national shortage of IV fluids in working with Supply Chain, Nursing, and the Medical Staff and implemented a syringe infusion program for adult patients.
- Updated IV pump drug library with infusion data for safe IV syringe pump administration of several antibiotics and electronically updated all IV programmable pumps.

Office of Patient Experience

- The Survivors Recovery Services (SRS) department was awarded \$540,000 for its continuing efforts supporting victims of crime. To date, SRS has screened 2,000 and provided services to 1,000 victims in nine months.
- Training for 'Welcome. Listen. Care – Caring People Caring for People' kicked off at the West Park and West 150th street sites.
- Over 100,000 patient surveys have been received in 2017.

Support Services

- The Food Service Department accepted a bid from the AVI company to begin installing Micro-Markets C on five MetroHealth campuses. Each Market C provides fresh sandwiches, wraps, fruits, vegetables and salads 24 hours a day so employees can conveniently grab their lunch and go. The first two locations at Brooklyn Heights and Parma are being readied for Market C to open in January 2018.
- The Textile Department has partnered with Paris Healthcare to provide linen of a higher quality and softness for patients. The microfiber sheets and pillowcases also have properties that will help to reduce the spread of infection. The new products have been implemented at the Cleveland Heights, Parma and Brecksville locations. The remaining campuses will begin receiving the new sheets and pillowcases in December.

System Dyad

- The Annual Research Symposium was held at MetroHealth on October 24th.
- The Dyad announced that Larry Chadwick, MBA, MHA, has joined MetroHealth as Vice President, Hospital Operations. Partnering with Melissa Kline, RN, DNP, Vice President and Chief Nursing Officer, Larry is responsible for operational oversight for MetroHealth's inpatient facilities, including main campus, Old Brooklyn Health Center and the Cleveland Heights and Parma hospitals (January 2018). In addition, Larry will oversee MetroHealth's Essential Services service line (departments of Pathology and Laboratory Medicine, Radiology and Emergency Services) and Support Services (Environmental Services, Food Services and Textile Care). He will report to the System Dyad.

- Dr. Boulanger was a noted speaker participating in the Stokes' Health Disparities Discussion between Cleveland's top health care leaders. The leaders were Dr. Toby Cosgrove (CCF), Tom Strauss (Sisters of Charity Health System), Tom Zenty (UH) and Dr. Bernie Boulanger (MH).
- The Dyad continued to work closely with Jen Esposito, Dr. Ray Hong and the Huron Consulting team to improve access and responsiveness through patient scheduling. Two pilots are currently underway in the specialties to bring the same type of scheduling performance achievements seen in the Network Service Center over the past year.
- Dr. Boulanger and Kim Svoboda hosted a Lunch and Learn on our new hospitals in Cleveland Heights and Parma for employees.
- Dan Lewis continues to lead an initiative to develop an administrative fellowship for MetroHealth. Additional details will be announced in January 2018.
- Dan Lewis continues to transition his responsibilities as chief operating officer to Michael Stern.

Strategy and Business Development

- The two new community hospitals in Parma and Cleveland Heights are on track for a January launch.
- The Strategy Team completed the telehealth strategic plan/playbook.
- The Strategy Team initiated a strategic planning process for the Research Department.

Legal

- Actively working with Joint Commission, Ohio Department of Health and CMS on finalizing the registration and accreditation of the Cleveland Heights and Parma hospitals.
- Filed a waiver for extraordinary circumstances with CMS for the McCafferty Health Clinic site.
- In collaboration with Facilities and Supply Chain departments, facilitated a reverse auction for the procurement of electricity covering MetroHealth's 35 Cleveland Electric Illuminating Company accounts. The energy contract is expected to save MetroHealth over \$2 million annually compared with predecessor rates.
- Conducting Requests for Proposals and interviews for Intellectual Property/Innovations and Immigration counsel.
- Hosting Lincoln-West high school students who shadow lawyers.

Ethics and Compliance

- Issued an RFP for four applications/services that will greatly enhance the Compliance program operations: Compliance Hotline and Case Management system; Conflicts of Interest Management software; Interactive Code of Conduct – drafting and designing a new Code; and Third Party Risk Manager application.
- Assessed department's participation in various standing meetings; reduced meeting time by more than 30 hours a month and redesigned Compliance Committee Structure.
- Established a comprehensive Compliance work plan for 2018.
- Collaborated with Internal Audit in the Risk Assessment and Fraud risk workshop.
- Working on a restructuring of the department, including the recruitment of a privacy officer.

Nursing

- The New Graduate Nurse Residency Program was accredited with distinction by the American Nurse Credentialing Center (same organization that grants Magnet designation). This is the first new graduate nurse residency accredited in the Midwest and one of only 16 in the country!
- Sheryl Feeney, Nursing Professional Development Specialist, was appointed to the Ohio Board of Nursing's Nursing Education Advisory Committee.

- Nurse Senate donated more than 250 one-gallon care packages to the St. Ignatius Labre Ministry and the Nehemiah Mission for distribution to the city's homeless men and women, many of whom live on the streets in our community. Several Nurse Senate members also participated in the actual distribution.

Finance

- Craig Richmond was interviewed for the Crain's November 13th issue featuring an article about MetroHealth's 10.8 percent growth in net patient revenue from 2015 to 2016. The growth was attributed to higher patient volumes from new sites and expanded access to medical services.
- The Enrollment on Wheels RV participated in 22 events, servicing 88 community members in November. There were 13 events on the West Side and nine on the East Side. We also continue to partner with Cuyahoga County to assist them with enrollment in the Medicaid Redetermination Program. MetroHealth has rendered 2,142 services to our community from within the RV, seeing 1,266 members From January-November 2017.
- RSM, MetroHealth's external audit firm, performed their interim procedures for our 2017 Financial Statement Audit. Those procedures included performing a risk assessment and updating their understanding of our internal controls, working in conjunction with our Internal Audit team, KPMG. No findings or issues were raised during the interim procedures.
- The 2018 Annual Operating Budget was presented to and approved by the Cuyahoga County Council.
- Blue & Company LLC has been assisting MetroHealth's Reimbursement Department with an emphasis on Medicaid disproportionate share enhancement opportunities.
- Internal audit completed approximately 12 risk assessment meetings and conducted a cross-functional risk workshop with participation across the organization. The results are being reviewed and incorporated into the development of the 2018 internal audit plan, which will be submitted to the audit committee for approval in December.

Department of Integration and Transformation (DoIT)

- DORA team members, in conjunction with the Office of Opioid Safety at MetroHealth, co-wrote a successful federal grant aimed at addressing the national Opioid crisis. The grant awarded \$2 million in federal funding to make Naloxone (NARCAN) available in larger quantities to first responders and to help connect patients at risk for overdose to treatment programs
- The Department of Disruptive & Radical Experimentation (DARE) partnered with Dr. Robert Smith to design and deliver an intensive four-day orientation and team-building program for the new Micro-hospital team of 16 nurses and customer care partners at Parma. The program featured Non-Abusive Psychological and Physical Intervention (NAPPI), TeamSTEPPS, Resilience and Inclusion & Diversity training. The effort produced a strong clinical support team with supportive relationships and a cohesive culture. Two days of simulations, including physicians, will occur in December to cement this group's strong team ethos.
- The Results Management Office (RMO) is working with several departments to complete a pilot program using artificial intelligence in outpatient scheduling. The purpose is to predict 'no-shows' and fill the slots with other patients to maximize time slot utilization. The pilot involves Internal Medicine and Family Practice at Broadway and Internal Medicine at main campus.

Information Technology (IT)

- Over the past two months, the Interim CIO has been focused on enhancing the strategy and standards for MetroHealth's infrastructure, applications, security and mobile technology platform. He is also focused on organizing the IT department to enable an agile and efficient operating environment.
- IT is formalizing a structured process and framework relating to project governance. This approach will provide a decision-making framework that is robust and repeatable to govern an organization's resources and capital investments.

- MetroHealth’s cybersecurity initiatives continue to transform the System’s security, privacy and continuity controls through a holistic view of people, process and technology. KPMG cyber professionals have been partnering with MetroHealth on the overall identification and initial management of the nine initiatives.

External Affairs

- Dr. Boutros discussed 340B, Medicaid payment and opioid policy matters with Ohio senators and representatives on December 7.
- The **Community Health Needs Assessment** and the accompanying review by a national firm, Conduent Healthy Communities Institute, was finalized this month. Five descriptions of the proposed priorities were also developed. The CHNA and the priorities will be submitted to the Community Engagement Committee for its acceptance on December 20.
- The **MetroHealth Line** officially launched Thursday, December 6. The 51 RTA bus line provides direct access to five MetroHealth locations, makes 200 daily trips and features 20 new clean-energy buses as well as refurbished bus shelters. MetroHealth branding elements can be found on buses, shelters and stops.
- New MetroHealth hospitals in Cleveland Heights and Parma campaigns have launched. The campaign is first focusing on a coming-soon message (eight different elements) and will transition to a Now Open message in January (26 different elements, including a new patient guide and referring physician guides). Open houses are scheduled for January 2 in Parma and January 3 in Cleveland Heights.
- The results of three important research efforts were completed this month and will be used to assess the public perception of MetroHealth, how it has changed over the last three and one-half years, and whether the current brand aligns with MetroHealth’s future.
- MetroHealth’s ad tracking study, which measures the effectiveness of the *Change is Healthy* ad campaign, realized statistically significant increases above baseline scores on six *key messages* being communicated through the campaign. Additionally, *preference* for both “serious care” and “routine care” and *consideration* for MH’s wellness/preventive care increased significantly among targeted consumers.
- The brand health study, which measures perceptions of MetroHealth by all community residents, was received and will be analyzed this week.
- An analysis of three “brand immersion” session results are scheduled to be received this week.

Foundation and System Philanthropy

- First Year Cleveland recently committed \$500,000 to MetroHealth’s Nurse Family Partnership program. In addition, the Nurse Family Partnership National Service Office announced a one-time opportunity (Incentive Fund) to fund up to 1/3 of the total budget for current programs to expand or start-up funds for prospective programs. The remaining 2/3 is a required match. MetroHealth has proposed expanding our program with the addition of another nurse supervisor and eight nurse home visitors over three years with a \$750,000 request to the Incentive Fund, \$300,000 to the Bruening Foundation and another \$500,000 to First Year Cleveland/Ohio Department of Medicaid for match funding. Both NFP and the Bruening Foundation will announce their decisions before year end and First Year Cleveland will announce early next year.
- The Brown and Kunze Foundation recently contributed \$10,000 to support the David S. Rosenbaum, MD; Louis Rakita, MD; and Maurice Moss, MD Professorship in Cardiology. Dr. William Lewis is the holder of the Professorship.
- James and Ellena Muraco made a generous gift to the Cancer Center to complete the improvements for families and patients to the inpatient Cancer Center waiting area. The Muracos are also instrumental in

executing the annual Outrun Ovarian Cancer run (OROC), which has raised nearly \$265,000 for MetroHealth since 2012.

- The Epic Charitable Fund has granted \$38,500 in support of MetroHealth's School Health program. Epic has provided nearly \$345,000 to MetroHealth to support our mission-based programs including school health, foster care and the LifeFlight mobile intensive care ground unit.
- The MetroHealth Foundation has received a second anonymous grant for MetroHealth's LARC (Long-acting Reversible Contraception) program under the direction of Dr. Meaghan Combs in Family Medicine. Over the last two years, this funder has provided over \$133,000 in support.
- Gilead Sciences, Inc. has provided a second grant of \$379,229 in support of the Focus on Cleveland program, which works to integrate routine HIV and Hepatitis-C testing within the inpatient, emergency department and outpatient settings of MetroHealth. The grant is under the direction of Dr. Ann Avery in the Department of Infectious Disease. In 2016, Gilead Sciences, Inc. made an initial gift of \$420,198 to initiate the program.