

**THE METROHEALTH SYSTEM  
REPORT OF THE PRESIDENT AND CEO  
TO THE BOARD OF TRUSTEES  
REGULAR MEETING OF MARCH 28, 2018**

**Executive**

- As we enter spring and consider the opportunity to renew, revitalize, and rejuvenate, MetroHealth is doing the same for our Clark-Fulton neighborhood, which we have been a part of since 1855. MetroHealth is as committed to this neighborhood as we are to ourselves. We are committed to revitalizing our neighborhood at the same time we transform our campus. Our plans to become a certified EcoDistrict organization reflects our commitment to the neighborhood. Please click on the link below to read more about our plans: [http://www.cleveland.com/cuyahoga-county/index.ssf/2018/03/metrohealth\\_committed\\_to\\_developing\\_its\\_neighborhood\\_as\\_well\\_as\\_its\\_campus.html](http://www.cleveland.com/cuyahoga-county/index.ssf/2018/03/metrohealth_committed_to_developing_its_neighborhood_as_well_as_its_campus.html)
- MetroHealth Rehabilitation Institute of Ohio has received a Three-Year Accreditation from The Commission on Accreditation of Rehabilitation Facilities accreditation based on our recent survey. This applies to the following program(s)/service(s):
  - Inpatient Rehabilitation Programs - Hospital (Adults)
  - Inpatient Rehabilitation Programs - Hospital (Children and Adolescents)
  - Comprehensive Vocational Evaluation Services

This accreditation will extend through March 31, 2021. This achievement is an indication of our organization's dedication and commitment to improving the quality of the lives of the persons served.

- MetroHealth is proud to announce that all 90+ residency and fellowship program openings were filled through the Match on the first round. It has been 5 years since we filled 100 percent on Match Day. Congratulations to students, faculty and administrators who are celebrating this accomplishment.
- MetroHealth hosted the kickoff announcement to the Health and Human Service Levy Campaign on 3/22/2018. In attendance were Mayor Frank Jackson, County Executive Armond Budish, County Council President Dan Brady and several of their colleagues.
- "For All of Us" is the name given the Foundation's new \$100 million philanthropic campaign to raise support over the next five years for patient health and wellness, community revitalization, education and research, and community transformation. We are proud of our Honorary Co-Chairs, Bridget and Bernie Moreno; Rev. Dr. Otis Moss, Jr.; Audrey and Albert Ratner; and Jerry Sue Thornton.
- The MetroHealth System was awarded a \$100,000 grant from Epic's Safety Net Grants program, a program established for member health care organizations that serve patients in financial need.
- MetroHealth is also proud to have been named RTA's Partner of the Year, due in large part to our commitment to the community. The annual awards and recognition banquet will take place in April.
- I am humbled and honored to have been chosen as one of the top 30 leaders in Northeast Ohio for Cleveland Magazine's Power 100 issue.
- MetroHealth co-hosted the United for Puerto Rico Health Fair at Lincoln-West High School. More than 100 families received information and support from Human Resources and clinical programs such as the BREAST Amigas Program.

## **Chief of Staff**

### **Patient Experience**

- Sara Laskey, MD, VP and Chief Experience Officer, and Jennifer Lastic, Supervisor, Patient Experience, presented The Immediate Voice: Using Real-Time Feedback to Make Real-Time Change at the Next Generation Patient Experience conference.
- The Rev. Tony Minor joined the Office of Patient Experience as Manager of Faith-Based Outreach. In this role he will oversee all community faith initiatives and integration and implement projects to address community trauma in eastside neighborhoods.
- The Victims of Crime program was invited by Ohio Attorney General Mike DeWine to join him and his team in California's State Capital to share our successes with the implementation of our Trauma Recovery Center and to learn from experts in the field to ensure continued success and growth.
- Arts in Medicine concluded Phase 1 of the ENDependence Project in partnership with Cleveland Public Theatre. This learning and development phase was led by a cohort of four artists/playwrights who interviewed MetroHealth physicians, social workers, police, first responders, patients in recovery, family members and more. Artists explored how we are addressing the opioid epidemic now and how we move forward.
- In partnership with Survivor Recovery Services and through the support of the Victims of Crime Act grant from the State of Ohio, Arts in Medicine launched art therapy programs in the community for victims and their families. Group sessions are underway at the YWCA of Greater Cleveland and the LGBT Center of Greater Cleveland.
- Employees from The Ritz Carlton Cleveland visited MetroHealth Medical Center to encourage employees, patients and visitors to fill out Hero Cards, which were attached to teddy bears and given to doctors, nurses, family members or anyone considered to be a hero.

### **Public Safety**

- The Department of Public Safety recently initiated a 12-hour shift model for the sworn law enforcement members.
- The Department of Public Safety has broadened its law enforcement network with direct connections to the United States Marshal's Service and the Human Trafficking Taskforce. Two members of Public Safety are now sworn deputy U.S. Marshals and one is a member of the Human Trafficking Taskforce.

### **Facilities & Emergency Preparedness**

- MetroHealth successfully managed a main campus power outage due to failed CEI hardware that had a negative impact on computer hardware and CT scanners; there was no reported harm to patients, visitors or staff. The electrical phasing issue was finally resolved in mid-December with a planned replacement of electrical sub-station components on the main campus.
- MetroHealth participated in a regional Ebola exercise with a focus on public information, messaging and coordination with local public health, ODH and other HCO partners.
- Marek Owca was elected to represent hospitals at the NEO MetaCoalition meeting whose purpose is to build new and deeper relationships with response and support entities during a regional disaster including law enforcement, FBI, emergency management agencies, healthcare, public health and the Red Cross.

## **System Dyad**

- The Dyad began four Chair Searches, partnering with our search firm, Korn Ferry. These nationwide searches are for chairs in Dermatology, Medicine, Oral Health and Dentistry, and Pathology.
- Dr. Boulanger was interviewed by Crain's Cleveland Magazine celebrating Dr. Papp receiving the Physician Innovator Award for her work with the Opioid Crisis.
- Dr. Boulanger was a speaker on Provider Compensation and Physician Leadership at the MSM-Healthcare program, CWRU Weatherhead School of Management.

## **Service Line News**

### **Adult Health and Wellness**

- Tina Szatala, Administrator at The Elizabeth Severance Prentiss Center, was awarded the Ohio Chapter of ACHCA Eli Pick Leadership Award. The Prentiss Center is one of 46 in Ohio that were selected as a top-performing SNF.
- The Prentiss Center was also granted the Gold Certificate for Quality Indicators by CMS in Long-Term Care.

### **Neuro-Musculoskeletal**

- Our Hand & Upper Extremity Center has been successfully incorporated into the MyMetro project. Since its inception in December 2017, the MyMetro team has managed over 5,000 appointment requests. Engaging with our surgeons and PM&R physicians, we have created a scheduling algorithm to assist in scheduling the right patient, with the right provider, the first time.
- The Spine Center was opened in November. This Center of Excellence allows our referring physicians the ability to send their patients to us regardless of the spine diagnosis. We have created an Epic order that allows the referring physician the ability to choose – surgical, medical or “don't know.” For the last category, our nurses triage patients and schedule them with the most appropriate provider for their conditions.
- The NMSK service line presented the Inpatient Rehabilitation Focus group results to several groups over the past few months. The intention was to share the impression our patients and families have through their inpatient rehabilitation journey. The groups presented to include PM&R residents, inpatient nurses and therapists. We plan to present to the Social Workers & Case Managers in March.

### **Specialty Care**

- US News & World Reports ranked Gastroenterology, Nephrology, Heart Failure and COPD management programs as high performing in its 2018 report.
- The Digestive Health Center welcomed a new physician and nurse practitioner and expanded operations at Parma to include new specialty Hepatology and IBD clinics.
- The Skin Health Center implemented a new melanoma database to track patients with skin cancer and ensure annual follow-up to manage their conditions.
- In the Chronic Disease Management Center, Palliative Care is expanding its outpatient presence in new clinics at Parma and the main campus.
- The Cardiovascular and Pulmonary Center celebrated 100 patients treated through a new 2018 referral management program. This new program provides customized patient testing and education ahead of scheduled specialist visits to expedite diagnosis and treatment.

### **Surgery**

- Achieved record volume in the OR for a 24-hour period in February.
- Welcomed a new laryngologist, Dr. Mark Weidenbecher.
- Significant progress was made in decreasing sharps injuries in the OR.

### **Trauma, Critical Care, Burns**

- With the addition of two new trauma surgeons in 2018, we have been able to provide more emergency general surgery coverage.
- Plans are made to operationalize a six-bed Neurocritical Care unit in the 2<sup>nd</sup> quarter of 2018.

### **Women and Children's**

- A fund has been established to help Alpha Clinic for abused children in honor of Dr. Marc Feingold who recently passed away.
- Scheduling in Pediatrics has become more efficient since going live with MyMetro last month.

### **Ambulatory Operations**

- We successfully integrated the network service center and primary care practices to a single-point-of-contact-model program, which resulted in a significant increase in access and utilization.
- Parma Snow has added an ENT provider; expanded GI service with the addition of two providers; added nutritional counseling services; a Diabetic Education and Bariatric Support Group; added late service hours for EMGs; expanded Saturday hours for Physical Therapy to include every Saturday; and added a Neurology provider, thus increasing access.
- The School Health Program is sharing its work with Paramount Schools from Indiana who heard a presentation from Dr. Boutros and are excited to learn more about what we are doing.
- Parma Snow gathered donations for the School-Based Health Clothes & Supply Drive and Harvest for Hunger Drive.
- To celebrate National School-Based Health Awareness Month, the School Health Program hosted Pediatric Grand Rounds "Partnering with School Health to Improve Pediatric Population Health Outcomes," a System-wide SHP Supply Drive. Thanks to staff participation, we now have a storage room stocked to the brim with clothing, shoes, books and toiletries to distribute to the students we serve.
- 4<sup>th</sup> Annual CMSD RN Professional Day – provided CEUs to 55 nurses we partner with.

### **Hospital Operations**

#### **Environmental Services**

- A project focused on restroom appearance was launched.
  - New Compass Restroom Cleaning System used to power wash 16 high-use restrooms.
  - Eight restrooms were remodeled and refinished by Facilities Management.
- New high-powered carpet extractor used to rejuvenate carpeting in 18 waiting rooms.

### **Textile Care, Logistics**

- To clear space for the new wheelchair program, obsolete assets were disposed of at Old Brooklyn Campus. The new program will eliminate the need to use couriers to transport wheelchairs to and from main campus. The cost savings should be about \$300 per week.
- CSPD instruments are now being rerouted to the satellites using Bonnie Speed courier service. When fully implemented, this could save \$5,000 a week.

### **Campus Transformation**

- A staff communication plan for the campus transformation commenced on Monday, March 19, with a series of four general sessions, open to all employees, describing the campus transformation. This will be followed by a listening session with front-line staff and engagement meetings with key leaders of the departments programmed into the new hospital during the schematic and design development phases.
- As of this writing, 43 utilities interruptions have occurred:
  - On March 1, The W. 150 Surgery Center was taken out of service for two days when a neighbor's tree downed multiple CEI utility poles, cutting power to the center and hundreds in the area. Patients were rescheduled elsewhere in the system while repairs were made before reopening on March 6. The Surgery Center also experienced a flood in January, due to a failure of an original solder joint in the heating system, impacting the OR corridor and adjacent spaces. FM, OR staff and Infection Prevention mitigated the situation with no disruption to operations
  - Two conditions of low voltage from CEI occurred to the east side of MHMC resulting in elevator entrapments and many pieces of equipment failing, e.g., boilers, package AC units, AHUs the Building Automation System.
  - The suppression system froze at the Zubizarreta House in January and ruptured. The building was impacted for a week while repairs were made.
- The Life Safety Audit conducted at all our facilities was completed and Facilities Management staff is working to address identified issues.

### **Legal**

- Participated in and provided support in negotiation of various collaborative arrangements.
- Coordination with Internal Audit regarding conduct of certain proposed audits and developed plans for these audits.
- Completed regulatory filings for opening of Cleveland Heights and Parma hospitals (Attestations).
- Evaluation of emerging risks, developed specific plans to focus on risk mitigation and for related education and training.

### **Nursing**

- MetroHealth celebrated Certified Nurses Day on March 19 - we now have 504 certified nurses! A T-shirt and thank-you letter were distributed to each nurse.
- Three abstracts were accepted for the annual Magnet Conference in October. MetroHealth's first ever podium presentation at Magnet, "*Power of Preceptors: Producing High Quality Clinical Experts,*" will be presented by staff nurse Kelly Gilhousen from the Neonatal Intensive Care Unit.

## **Finance**

- Craig Richmond recently presented at the 2018 HFMA Dixie Institute. His presentation was focused on and titled *“Thriving not Surviving: A Story of Resilient Organization.”*
- Witt/Kieffer, one of the largest and most experienced executive search firms, has been retained to lead the search for the position of Vice President, Chief Information Officer (CIO).
- Enrollment on Wheels RV participated in 20 events, servicing 83 community members in February. There were 10 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.
- RSM, MetroHealth’s external audit firm, concluded its field work for our 2017 Financial Statement Audit. RSM audited The MetroHealth System, The MetroHealth Foundation and the Select Assurance Captive LLC financials and will present its findings at the March 21 Audit Committee Meeting.
- Geoff Himes, Vice President of Finance, represented The MetroHealth System at the Ohio Hospital Association as a voting member of the Finance Committee. He recently was selected to participate on an OHA Task Force to redesign the Franchise Fee program.
- A new series of checks and balances have been put in place between Operations Finance and Medical Operations to ensure fiscal responsibility and accountability in purchasing. This will help set stronger guidelines and awareness over service contracts and one-time purchases.
- During the first quarter, internal audit completed testing of the year-end 2017 financial reporting controls and started five internal audits from the current year plan.

## **Enterprise Data Analytics**

- The Department of Operations Finance is now fully deployed across all medical operations. Each Service Line, Clinical Business Unit and Clinical Shared Service Department has full coverage.
- Department of Operations Research and Analytics (DORA) team members are in the final stages of validation for a Primary Care Continuity Dashboard for increased visibility into patient-to-PCP attribution.
- DORA team members designed and launched routine delivery of a balanced scorecard to monitor the financial and operational performance of the new community hospitals.

## **Enterprise Program Management Office**

- The Enterprise Program Management Office (EPMO) along with other teams from Finance and Information Services have begun the installation of a fully integrated solution to support the functions of budgeting, long-range forecasting and cost accounting.
- The EPMO is creating a Change Management practice to help prepare staff to adopt change and transition to new ways of working to increase the successful outcomes of a given initiative.
- EPMO continues to help coordinate the certification process of MetroHealth becoming a certified EcoDistrict. Certification requires satisfactory completion of multiple phases within the EcoDistricts Certified framework, an endeavor that can take up to three years. The EPMO is working with an organization to navigate and complete the first phase of certification, the Imperatives Commitment, with a target date of December 2018. This entails the MetroHealth Community District engaging the community and potential stakeholders and stating how it will commit to the three EcoDistricts’ imperatives of equity, resilience and climate protection.

### **Information Technology (IT)**

- MetroHealth was recognized by the Healthcare Information and Management Systems Society (HIMSS) as one of 16 organizations in the world to be recertified as a “Stage 7” organization. Stage 7 reflects advanced adoption of clinical and administrative software systems and programs to protect and enhance patient safety.
- 50% of MetroHealth patients are active on Epic MyChart, our electronic personal health record.

### **Supply Chain**

- Vizient, Inc. is assisting the Supply Chain Department with an assessment of the procure-to-pay cycle and inventory/distribution operations, with an emphasis on best practice.
- In collaboration with the Finance and IT Departments, the Supply Chain Department transitioned to a single system for requisitioning goods and services. Further enhancements to streamline the requisition review and approval process are underway.

### **External Affairs**

- State House Bill 453 passed out of the House on March 7. The bill would help charter county hospitals own any discoveries, inventions or patents made by employees.
- Modern Health Care recognized Tracy Carter as one of the Top 25 Minority Executives in the nation. She is being recognized for her advocacy track record in protecting health access and coverage interests for uninsured and underinsured populations. Tracy is the only executive to be recognized from the state of Ohio.
- On March 5, MetroHealth leaders presented a transformation update to Cuyahoga County Council Community Development committee members. On March 7, MetroHealth leaders provided a school-based health presentation to HHS committee members.
- City of Cleveland Councilwoman Jasmin Santana (Ward 14) hosted her first town hall meeting at Lincoln-West High School. MetroHealth leadership attended the meeting to provide a transformation update.
- A citizens committee launched Cuyahoga County’s HHS levy campaign on March 22 at MetroHealth. Its patient impact stories will be featured with the campaign.
- MetroHealth will host the Northeast Ohio Mayors and Managers Association at the main campus on March 29. The association is comprised of over 50 municipalities across the region. MetroHealth will provide a transformation update to the elected officials.
- MetroHealth hosted a luncheon for 10 pastors from the Buckeye-Lee Harvard area who were introduced to the system’s programs and learned about efforts underway to improve the health of neighborhood residents.
- “Know the Risks” campaign was awarded the “Judge’s Choice” award and two gold awards at the Addy’s, local advertising awards in Cleveland. It is also a finalist in PR News annual awards in the category of Non Profit: “On a shoe string.”
- External Affairs supported the efforts of Dr. Jim Misak to “Keep Our Kids Safe” by helping to promote participation in a march on March 24 in Public Square.
- “Cleveland Gun Violence is Also a Call to Action,” an opinion piece written by Rev. Tony Minor, was posted on Cleveland.com on March 18 and appeared in the print edition of The Plain Dealer the same day. This opinion piece introduces MetroHealth’s interest in addressing community trauma, which is one of the five priorities of the Community Engagement Committee.

- Clean Sweep, a system-wide program to declutter MetroHealth's 6 million square feet, was presented to the Operations Leadership Council in March. The first pilot was implemented in Beachwood, followed by Middleburg Heights, Westlake and Bedford by the end of March.
- Staff launched Manager Minutes, a monthly information tool to help managers provide current and accurate information to their staffs.
- "We're So Glad You're Here," is a 28-page illustrated book for children written by our own Diane Suchetka, and is being distributed free to children in foster care, in the inpatient and outpatient settings and at school health. The book is intended to help children and their caregivers pass the time and to help children get excited about all the different things that go on in a hospital. We're more like a city than just a medical clinic. A series may evolve out of the first book.

### **Foundation and System Philanthropy**

- Dr. Holly Perzy and John Dorner confirmed a \$250,000 estate commitment to MetroHealth in support of programming to meet the needs of older patients and their families at the Brecksville Health and Surgery Center. This generous commitment will also be used as a challenge to encourage other donors to contribute in support of this effort.
- The Joyce M. and Herbert W. Stielau Foundation contributed \$140,000 in support of MetroHealth's School Health program. Since 2014, the Foundation has contributed nearly \$300,000 to support MetroHealth. Prior to her passing, Joyce (Stielau) Russo was an active MetroHealth volunteer.
- MetroHealth received a very generous anonymous gift to support collaboration between MetroHealth and LAND studio in the development of the West 25<sup>th</sup> Street corridor and the connection between the corridor and the MetroHealth campus.
- The MetroHealth Foundation Board of Directors welcomes three new members including:
  - Alfred F. Connors Jr., MD
  - Jon W. Groza, Partner, Kohrman, Jackson & Krantz, PLL
  - Jay Lucarelli, President and CEO, Minutemen Staffing Services
- RSM completed an audit of the 2017 MHF consolidated financial statements and issued an unmodified (clean) opinion of the financial statements indicating, in all material respects, they are presented fairly.
- Plans for the spectacular GALA2018 on Saturday, October 6 at the Hilton Cleveland Downtown are well underway and sponsorships and tables are going fast! Please contact Scott Hamilton at [shamilton@metrohealth.org](mailto:shamilton@metrohealth.org) for more information and to reserve your seat.
- Lace up those tennis shoes and join us for the 10<sup>th</sup> Annual Hy-5 5k Run and 1-Mile Walk on Saturday, May 19<sup>th</sup> beginning at 9 a.m. at Hyland Software. To register, please click on the link below or call Laurie Wise-Maher at 216-778-1554. <http://www.hermescleveland.com/roadracing/events/hy5k.asp>