

**THE METROHEALTH SYSTEM
REPORT OF THE PRESIDENT AND CEO
TO THE BOARD OF TRUSTEES
REGULAR MEETING OF MAY 23, 2018**

Executive

- Drs. Alfred Connors, Jr. and Mimi Lam made the largest individual gift in MetroHealth’s history. Their gift marks the first lead contribution to the five-year \$100 million philanthropic campaign, “For All of Us.” Drs. Connors and Lam will establish three endowed research professorships and one endowed teaching fellowship as tributes to their parents.
- To more effectively manage patients with chronic pain and reduce opioid risk, we have formed The Pain & Healing Center – a multidisciplinary center that will offer integrative medicine options such as massage and acupuncture.
- The Elizabeth Severance Prentiss Center achieved a CMS Star Rating of 5.
- Becker’s Healthcare has recognized The MetroHealth System on its “150 Top Places to Work in Healthcare 2018” list, which highlights hospitals, health systems, and health care companies that promote diversity within the workforce, employee engagement, and professional growth.
- The Office of Patient Experience launched OneMetro Experience Program, “Welcome. Listen. Care.” at several ambulatory sites, to define staff behaviors that communicate to patients the desire of MetroHealth care teams to create a healing and open environment.
- Arts in Medicine in partnership with the School Health Program concluded a 10-week in-school residency, the SAFE Project (Students Are Free to Express) which used the arts as a primary prevention model to address the mental health and well-being high school students. 10th grade students at John Adams High School, and 9th grade students at Lincoln West School of Science and Health and Lincoln West Global Studies participated in 107 workshops led by professional teaching artists. On April 23rd and 27th the residency concluded with culminating performances by the students who were joined by professional spoken word artists and Inlet Dance Theatre.
- The MetroHealth System received the LGBTQ Healthcare Equality Leader designation from the Human Rights Campaign Foundation. MetroHealth received a perfect score of 100.
- Becker’s Healthcare has named our own Tracy Carter, Vice President of Government Relations to its list of 50 African American leaders in Healthcare to Know; Tina Arundel, MetroHealth’s Manager of Media Relations, was recognized with a YWCA Greater Cleveland’s Distinguished Young Woman Award; and Edwardo Munoz has been named the recipient of the Health Advocate Champion Award for the Clark-Fulton MyCom Coalition, acknowledging his commitment to the betterment of the neighborhood.
- MetroHealth is proud to be recognized by Bikur Cholim of Cleveland for its commitment to learning the cultural practices of the Jewish community as it affects care and patient experience. Bikur Cholim is a nonprofit organization that provides assistance to the Jewish community.
- MetroHealth welcomed U.S. Representative Marcy Kaptur (D-OH) on May 14 to discuss her pending pilot program to convert student debt to home equity and to receive an update on the Transformation.

Chief of Staff

- Sarah Hendrickson, Manager, Survivor Recovery Services and Patient and Family Advisors participated in CWRU School of Medicine patient engagement session, *Physical Disabilities* on April 17, 2018.
- America’s Essential Hospitals held a summit at MetroHealth in April to finalize their Roadmap for “Integrating Person Centered Care & Evidence-Based Research.” Dr. Sara Laskey and Patient and

Family Advisor, Michael Curry, were part of this year-long project participating on advisory groups. The Road Map should be published in the next six weeks.

- Pastoral Care offered 74 sessions of 'Blessing of the Hands' during nurses' week. In addition, Pastor Jim Kulma was named a "Friend of Nursing" – a great honor.
- The annual food drive collected \$35,546 through raffles, cookouts and cash donations. The system is also donating an additional \$10,000 bringing the total to \$46,000.
- On April 5th Arts in Medicine presented a performance of *In the Storm*, which depicts a look at gun violence through the eyes of MetroHealth's caregivers to graduate students of the Bioethics program at Case Western University.
- Survivor Recovery Services, along with School-Based Health and Faith-Based Outreach, represented MetroHealth at the City Council meetings of the Health and Human Services and Public Safety Committees speaking to Trauma in our Community and toxic stress.
- Survivor Recovery Services participated in the faith-based outreach roundtable with community clergy hosted and facilitated by Bishop Tony Minor.
- Thirty-three students from 22 different public and private high schools came to MetroHealth for senior projects during April and May. Students spent three days to four weeks shadowing professionals at work in careers that the students are interested in pursuing.
- MetroHealth Police are members of the Attorney General's Human Trafficking Task Force and uncovered two suspects who were trafficking persons and exposing them to the HIV virus. They are presently in jail under bonds. We are currently the only hospital to have an officer assigned to the Human Trafficking Task force.
- We are training MetroHealth nurses, physicians, police officers and social workers to recognize potential victims of human trafficking. Over 200 emergency staff at the main campus, Bedford, and Brooklyn Heights have been trained.
- Active shooter (Assailant) training has been ongoing for the officers throughout the System. The goal is to have all officers trained by the 3rd quarter of 2018.
- All MetroHealth officers are now trained and carrying NARCAN (Naloxone), the opioid reversal antidote. To date, officers have effectively used NARCAN three times to save lives.
- We are now a LEADS certified department. LEADS (Law Enforcement Data System) allows us immediate access to important information during investigative inquiries.
- The department plans to have up to nine certified bike officers on campus for more visibility and community orientated police work. The city of Cleveland will be giving us five new bikes they purchased for use during the RNC. This addition will give us nine bikes, allowing us to expand our bike policing to the Parma and Cleveland Heights campuses.

System Dyad

- We are pleased to announce the appointment of John Chae, MD, as Vice President of Research for The MetroHealth System, effective April 1. Dr. Chae has served in an interim capacity in this role since July and has already made significant strides in enhancing research operations. As Vice President of Research, Dr. Chae will provide strategic and operational oversight of the System's Research Enterprise.
- A Hybrid OR was opened to enhance our capabilities to provide advanced vascular care.
- Our NeuroCritical Care Unit was opened in the CCP with a dedicated neurointensivist service.

- During April's "Week of Appreciation," we took time to recognize and honor professionals fighting the opioid epidemic in communities throughout Ohio and are especially proud to feature the work of Dr. Joan Papp, Director of the Office of Opioid Safety and Rita Andolsen, Director of Community Communications and Engagement.
- In support of Isabelle Deschenes, Ph.D., MetroHealth's Research Faculty, Dr. Boulanger joined her at the ELAM Leaders Forum for her presentation and graduation. ELAM is a core program of the [Institute for Women's Health and Leadership](#) at Drexel University College of Medicine, Philadelphia, Pennsylvania.
- Dr. Boulanger participated in the 2018 Physician Compensation and Leadership Forum panel, *Organizational Governance and Leadership of Physician Compensation*.

Community Hospitals

- Parma reached a census of 12 and admitted its first surgical patients.
- Lobby renovations were completed at both the Parma and Cleveland Heights Community Hospitals.
- Progress continues on the Meds to Beds, the design plan for the Bikur Cholim room at Cleveland Heights, and the Get-Well Network for entertainment features.

Service Line News

Adult Health and Wellness

- Book publication: Rajesh R. Tampi, M.D. GeroPsychiatry and Resident Director - *Psychiatric Disorders Late in Life, A Comprehensive Review*. Dr. Lavakumar, Dr. Marwaha and Rosanne Radzewicz along with seven residents also contributed to this publication.
- The PCORI grant was awarded to Kathryn Teng, M.D., Terry Stancin, PhD., and David Kaelber, M.D., for Behavioral Health integration into Primary Care practices.

Cancer Care

- One hundred percent of Cancer Care's Outpatient Nurses are chemotherapy/biotherapy certified.
- Metro Health's BREAST/Amigas program received a \$55,000 grant from Susan G. Komen to support community outreach, screening, and education programs.

Neuro-Musculoskeletal

- Our therapy department formed an internal education committee and has started offering internal continuing education courses to improve our staff's clinical skills. The first course was held with overwhelming participation and positive feedback. Further courses will be offered throughout the year.
- Orthopedic Hand PA-C, Kathryn Wozniak was honored with the 3rd annual PA Excellence Award. Her caring attitude and exceptional clinical skills were highlighted.
- An additional day of speech pathology services was added at our Parma location.
- Outpatient therapy added occupational therapy hours on Saturday. This is a first for the department and has been extremely well-received by patients.

Specialty Care

- The Specialty Care Service Line is focusing on enhancing new patient access through multiple initiatives. A new provider template design was piloted in Cardiology and resulted in a 50 percent access improvement. This pilot is being expanded to all other specialties in the service line beginning in May.

- May is Skin Cancer Awareness Month and The Skin Health Center team is spearheading educational sessions and skin cancer screenings and launching a follow-up campaign for existing patients previously treated for skin cancer.
- The Cardiovascular & Pulmonary Center performed its first Impella procedure – a technology to expand Cath Lab PCI procedures to higher-risk patients.
- Digestive Health, Population Health, and Adult Health & Wellness continue collaboration to enhance colorectal cancer screening. 2018 performance through April is significantly improved compared to prior years as GI workflows are now fully implemented to coordinate follow-up care for patients with abnormal screenings.

Trauma, Critical Care, Burns

- We are planning for our 2nd Annual Resiliency Run/5K on June 23 at MetroHealth to benefit the Trauma, Burn, and Critical Care units.

Women and Children's

- MetroHealth Pediatrics had 12 poster presentations, 2 Podium Presentations, and moderated/chaired one session at the Pediatric Academic Societies Meeting in Toronto, Canada.
- Over 20 staff, family and friends joined MetroHealth's Women and Children's team as they took steps around University Circle for the March for Babies Walk.
- 1st Year of Cleveland grants were awarded to MetroHealth for Nurse Family Partnership and Centering totaling over \$900,000.

Ambulatory Operations

- The ambulatory network overall performed 3.3 percent above budgeted outpatient volumes for April and 8 percent above ancillary visits.
- Beachwood, Bedford, Broadway, Brecksville, Lyndhurst, Cleveland Heights, Parma, Rocky River, West 150, West Park, and Middleburg Heights all performed over budget for April.
- The system has reached 50 percent in MyChart activations, which means that one out of every two MetroHealth patients is on MyChart as of April 2018.
- OBC/Senior Health is engaged in a new PI project to improve A1C levels for patients at risk for diabetes through innovative work with a new ACO partner, which engages patients through a multiweek Behavioral Modification Program located in a multitude of community sites.
- Network sites are working with the Marketing Department to review all signage, wayfinding and informational items to create a consistent, clean look to all MetroHealth sites.
- The float pool participated in four community health fairs in the month of April, providing a total of 140 blood glucose screenings, 142 cholesterol screenings and 78 blood pressure screenings.

Essential Clinical & Diagnostic Services

- Meds-to-Beds Discharge prescription program is trending growth of 110 percent more patients and 92 percent more prescriptions in 2018 compared to 2017 (April YTD).
- Mail Order pharmacy continues to grow with a 161 percent increase.
- The main campus CT has become an American College of Radiology (ACR) Designated Lung Cancer Screening Center.
- West 150th Health and Surgery Center's Automated Breast Ultrasound Screening (ABUS) exam volume has demonstrated a nearly 300 percent increase in average weekly volume.

- The Pathology Laboratory successfully completed their biannual College of American Pathologists/American Association of Blood Banks (CAP/AABB) regulatory inspection.
- The Life Flight Symposium took place at MetroHealth’s main campus on April 26th and 27th with an estimated 175 in attendance.

Facilities

- The facilities experienced ten utilities interruptions since our last report. While most interruptions involved power outages, there were two issues with AC systems and one with a boiler; all recent events occurred at satellite locations. One extended power outage occurred at Middleburg Heights Health Center and disrupted operations until power could be restored by CEI.
- The Life Safety Audit conducted at all our facilities. Staff and outside contractors are working to resolve these findings as quickly as possible. To date, 38.8 percent have been closed.

Ethics and Compliance

- A revised Code of Conduct is under development.
- Selected compliance hotline vendor to offer online, telephonic or texting reporting of suspected wrongdoing along with comprehensive case management software.
- Launched online survey to solicit employee feedback on the effectiveness of Ethics and Compliance training.
- Completed annual breach report to the Office of Civil Rights for 2017.
- Revitalized Women@Metro Employee Resource Group.

Nursing

- From a pool of 200 nominations submitted by their peers and colleagues, five nurses, one inter-professional team and one friend of nursing were recognized for their outstanding achievements at the Nursing Excellence Award Ceremony on May 8:
 - Career Excellence-Barb Halliday, MSN, APRN-CNS, ACNS-BC
 - Nursing Quality-Christopher Seminatore, BSN, RN, CSN, EMT-P
 - Nursing Leadership-Barb Sperk, BSN, RN-BC
 - Nursing Education & Professional Practice-Kelly Gilhousen, BSN, RNC-NIC
 - in Nursing Research & Innovation-Michael Primiano, BSN, RN, CNOR
 - Interprofessional Collaboration-7BC Trauma Nursing Staff
 - Outstanding Friend of Nursing-Jim Kulma, Chaplain
- Nurse Senate provided two \$1000 scholarships to nurses and one \$500 scholarship to a non-nurse attending a nursing program. Don Yahner from the Neonatal ICU is working on his BSN; Emily Larkin from the Oncology Clinic is also earning her BSN; and Latasha Knowles, a Unit Secretary on 7A Orthopedics and former Customer Care Partner, is in nursing school.
- Kent State University College of Nursing honored more than 20 northeastern Ohio medical professionals – including MetroHealth’s Wendy Eisenloeffel, MSN, RN – at the Twelfth Annual Barbara Donaho Distinguished Leadership in Learning Awards.

Finance

- The Enrollment on Wheels RV participated in 18 events, servicing 81 community members in April. We also continue to partner with Cuyahoga County to assist them with enrollment in the Medicaid Redetermination Program. From January-April 2018, we rendered 711 services to our community and saw 483 members within the RV.

- Significant work is being done to build, understand, and utilize the new Enterprise Strategic Planning and Analytics tool, EPSi. The installation is on track to be complete in June 2018, allowing us to use the business intelligence from the system for 2019 financial planning.
- A new series of checks and balances have been put in place between Operations Finance and Medical Operations to ensure fiscal responsibility and accountability on purchasing. This will help set stronger guidelines and awareness over service contracts and one-time purchases.
- Internal audit automated the segregation of duties analysis process to evaluate user access for our financial applications. This analysis will help management identify potential conflicts and make timely corrective action.
- Internal audit collaborated with the department of Research and Analytics to evaluate data available to support a continuous auditing approach. During the first quarter internal audit developed analytics for five areas within the payroll process that will help our team assess risk and test transactions throughout the year.

Enterprise Data Analytics

- Implementation of the Allscripts EPSi system (EPSi), our integrated financial analytics software suite, is now estimated at 60 percent complete with all six modules in various stages of design, build and implementation.

Enterprise Program Management Office

- The Enterprise Project Management Office (EPMO) is navigating to complete the first phase of EcoDistricts certification, referred to as the Imperatives Commitment, with a target date of December 2018.
- The EPMO, in collaboration with Operations, is in the planning phase for the deployment of 27 kiosks to be used for self-service patient registration throughout the System, reducing wait time and costs associated with patient registration.

Information Technology (IT)

- Completed large-scale upgrade of our Epic system ahead of many larger health systems. Additional modules involving infection control and case management were added.
- MetroHealth is the first organization in the country to contribute to Epic's Cosmos Research Network application which allows us to contribute to research across the cohort of Epic clients globally.

Supply Chain

- Supply Chain's inventory management team improved the storeroom fill rate to 95.2 percent, currently trending at target-level performance; they've also partnered with the Physical Therapy & Occupational Therapy departments to standardize items and improve par content across all MetroHealth locations.
- Supply Chain's purchasing team added a new Supplier Diversity Specialist who has proposed a new, dedicated supplier diversity web page and a supplier diversity strategic plan; the team also partnered with MetroHealth Legal Services to finalize a process improvement initiative for contract review and approval and administration, including a contract checklist and standards for entering information in the contract repository.

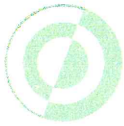
External Affairs

- State Representative Nikki Antonio and City of Cleveland Councilman Kerry McCormack provided opening remarks for MetroHealth's annual transgender job fair.
- Invited by HHS Chairman Blaine Griffin to provide expert testimony on trauma-informed care and the impact on youth development.
- Inaugural Cleveland Heights Health Fair, sponsored by County Council member Michael Houser, was well supported by MetroHealth clinical and administrative staff members.
- Edwardo Munoz will act as Program Coordinator for the Open Table project which entails recruiting 6-8 people per sponsored person (collectively known as a table) who meet weekly for a year. The project envisions 15 tables kicking off with a pilot this fall of 5 tables and the remaining 10 tables by second quarter 2018.
- For the first time, MetroHealth celebrated Minority Health Month with a series of health fairs and symposiums. MetroHealth played a role in 10 different health-related events at MetroHealth and throughout the community, providing health screenings and addressing topics such as equity, solutions to community violence, the opioid crisis and access to care. Over 800 people participated in these events. Regular social media posts throughout the month highlighted issues of importance to minority health and featured community role models for health.
- First Year Cleveland's Executive Committee approved the budget for the MetroHealth-led "Safe Sleep Heroes" program. The effort, led by Rita Andolsen, Tracy Carter and Sandi Hoch, kicks off in June. MH will lead the workforce campaign with city, county and private businesses to train 10,000 safe sleep heroes by the end of 2019.
- The Know the Risks Campaign has won two National ADDY (advertising) awards for:
 - **Public Service – Out-of-Home** – KnowTheRX done for Cuyahoga County Opioid Task Force for digital billboards and kiosks.
 - **Integrated Media Public Service Campaign** – KnowTheRX done for Cuyahoga County Opioid Task Force for print ads, digital adds, out of home billboards and kiosks, tv spot, stunt video and pill bottle guerilla marketing.
 - The National Awards Show is June 8th in Chicago.
 - **Know the Risks** will also be showcased at the Debussy Education Hall at the Cannes Film Festival in June.
- The Spring issue of SimplyWell has been published. To view the newsletter online, visit www.metrohealth.org/simplywell

Foundation and System Philanthropy

- MetroHealth's Nurse Family Partnership Program recently received a generous grant of \$300,000 from the Eva L. and Joseph M. Bruening Foundation to support NFP program expansion over three years from one to two teams of nurses. This grant compliments an \$837,000 commitment from Nurse Family Partnership National Service Office, also focused on this program expansion.
- The Cardinal Health Foundation contributed nearly \$30,000 to support an opiate education program under the direction of Dr. Kristen Conrad-Schnet. The program focuses on patients who have experienced trauma and provides information and counseling on pain management while the individual is hospitalized.
- The Bungie Foundation recently made an in-kind gift valued at over \$11,000 to provide iPads for each of our Pediatric Intensive Care Unit beds and portable iPads for use by families with a child in our NICU.

- Nancy Pottorff made her first gift to MetroHealth in 2011, and over the next seven years, consistently supported our annual fund, contributing over \$5,500, often in honor of Dr. Edward Mansour. Mrs. Pottorff passed away earlier this year and, through her estate, made a generous bequest of \$151,000 to support MetroHealth's Oncology Patient Care, Education and Research Fund.
- The Sleep Resource Foundation recently contributed \$100,000 to establish a lectureship in honor of Dr. Joseph A. Golish. Dr. Golish is a sleep medicine physician at MetroHealth.
- 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 for more information and to reserve your seat.



**COMMISSION
ON ECONOMIC INCLUSION**

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May 8, 2018

Akram Boutros, MD
President & CEO
The MetroHealth System
2500 MetroHealth Drive
Cleveland, Ohio 44109-1900

Dear Dr. Boutros,

Congratulations, The MetroHealth System is once again being recognized as *Best in Class* for Board Diversity in the Large Nonprofit/Government/Public Entity category. This also means that MetroHealth will be placed in the *Hall of Fame* for your three-time recognition in this category. An achievement such as this reflects your commitment to making inclusion a priority in all aspects of your organization. MetroHealth serves as an exemplary model for other businesses and institutions to follow.

As you know, the Commission on Economic Inclusion, a program of Greater Cleveland Partnership, works with Northeast Ohio employers to make diversity a source of economic strength. Our goal is to ensure that employees of color and entrepreneurs of color benefit in the prosperity of our region. Ultimately, the Commission's work is fueled by the belief that businesses, and the region, are stronger with greater equity and inclusion.

The *Best in Class* awards will be part of Greater Cleveland Partnership's Annual Meeting on Tuesday, May 15th at the Huntington Convention Center. We do hope you will be in attendance to accept this award. Please contact Gina Cheverine, Vice President, at (216) 592-2261 with any questions.

Again, congratulations, we greatly appreciate your commitment to the Commission and to our region.

Sincerely,

Paul Clark
President, Northern Ohio
PNC Bank
Commission Co-Chair

Lonnie Coleman
President
Coleman Spohn Corporation
Commission Co-Chair

cc: Lourdes Negron-McDaniel