

**THE METROHEALTH SYSTEM
REPORT OF THE PRESIDENT AND CEO
TO THE BOARD OF TRUSTEES
REGULAR MEETING OF MARCH 27, 2019**

Executive

- Cleveland Planning Commission approved our most detailed renderings to date of our new hospital as presented Friday morning, March 15, 2019 by Walter Jones, Senior VP Campus Transformation.
- New Hospital Groundbreaking Ceremony is planned for Monday, April 15, 2019 at 4:30pm. This history making event will take place outside in the visitor parking lot across from the location of the new hospital.
- MetroHealth has moved our minimum wage to \$15 per hour, retroactive February 3, 2019, when MetroHealth and AFSCME Local 3360 reached a new 3-year contract. The wage increase is part of our commitment to give all full-time employees the ability to earn a self-sustaining income.
- Karen Dethloff was recently promoted to Vice President of Facilities Management. She has been with MetroHealth for 14 years and leads a staff of 117 that keep the mechanical, electrical and structural functions running at all our facilities.
- David Fiser, Vice President and Chief Information Officer was named to Becker's Hospital Review's "100 hospital and health system CIOs to know 2019".
- Kim Anderson, PhD, a staff scientist in the department of Physical medicine and Rehabilitation, was awarded a \$630,000 grant by the Department of Defense to lead a clinical trial targeting restoration of reaching and grasping function in individual with spinal cord injuries.
- Beginning in fall, 2019, high school students in the Cleveland Heights-University Heights School district will have access to MetroHealth primary care while in school. The pilot program will offer students in-person access to MetroHealth medical professionals two days per month in a clinic located at the school. See ATTACHMENT "A" at the end of the President's report for the press release.
- Marissa Edmiston, MD, a Cardiology Fellow, has been selected to receive a 2019 Northeast Ohio Movers & Shakers Award. The award, presented by The Cleveland Professional 20/30 Club, celebrates 25 individuals under the age of 35 for excellence in their work, civic engagements, academia, and philanthropic efforts.
- Terry Stancin, PhD, received the Joseph D. Matarazzo Award for Distinguished Contribution to Psychology in Academic Health Centers. The award is presented by the Association of Psychologists in Academic Health Centers and recognizes outstanding psychologists whose work in medical school and health care settings has enhanced the roles of psychologists in education, research and clinical care.
- MetroHealth recognizes and appreciates all of our volunteers, but I'd like to celebrate two special volunteers. Sally Jameson celebrated her 100th birthday in January! Once a week she works the reception desk at Old Brooklyn Medical Center. And another special volunteer, Dennis Kapral, who is our longest serving volunteer - 39 years! He demonstrates love every time he visits the Elisabeth Severance Prentiss Center.
- MetroHealth is the first hospital in Ohio to have a Women, Infants and Children (WIC) formula vendor onsite at its pharmacy. Our pharmacy offers the convenience of these formula benefits at the same place they go for their clinic appointments and WIC appointments.
- MetroHealth sponsored MLK film project produced by the Shaker Arts Council called "Conversations in Courage: The Visit," Which premiered Sunday, March 24@2pm at Tri-C East Campus.
- Correctional recruiting is in full swing with all positions posted, candidates being scheduled, screened and interviewed.
 - 290+ candidates have been reviewed for all the correctional positions.
 - 180+ candidates have been considered qualified and are currently being scheduled for phone screens with the recruiters.
 - 40+ candidates have been sent to the hiring managers for review and consideration.

Chief of Staff

Department of Public Safety

- Combat Application Tourniquets(C-A-T) were purchased for each of the MetroHealth Police & Security Officers. Officers are trained on the proper indication and use of this device. Tourniquet holders were purchased from an ASPR (Assistant Secretary for Preparedness and Response) grant.
- Several officers attended SAFETAC – Seconds for Survival Training offered by Ohio Tactical Officers Association and Westlake police department. This training was presented by Travis Yates. Travis has over 18 years of experience and currently commands the Special Operations Division of the Tulsa Police Department.
- The Department of Public Safety furthered its commitment to assisting Project Dawn in combating the opioid epidemic by issuing 46 Narcan “kits” to members of our staff. We saved the lives of four (4) individuals in 2019.
- In 2019, 700-gun safety locks have been distributed to staff and community.
- Leadership of The Department of Public Safety conducted a physical security assessment of Main Campus. The assessment identified risk areas and recommendations to mitigate risk. In addition, this assessment contained a CAP Index score utilizing national, state and local crime data and trend information.
- This year, all officers will receive bias based and verbal de-escalation training. Select officers will attend classes on background investigations, evidence and the bicycle unit; some will attend field training officers’ school. New sergeants will attend first line supervision training and our new lieutenant, mid-level management training. Lieutenants will also receive instruction on investigating internal of use of force incidents.

External Affairs

Government Relations

- Government relations staff visited with federal and state delegation staff in February to discuss the health system’s 2019-2020 policy and funding priorities.
- Government relations staff participated with the Healthcare Anchor Network (HAN) federal “Housing for Health” advocacy day on February 28. Staff advocated for the preservation and expansion of the low-income housing tax credit and home investments partnership programs.
- House Bill 50 was reintroduced by State Rep Dave Greenspan to better protect the intellectual property of charter county hospitals.
- In collaboration with MetroHealth Trauma Institute staff, a partnership was established with South-Euclid & Lyndhurst (SEL) to provide Trauma Informed Care training for SEL school district and public safety employees.

Community Engagement

- Safe Sleep Heroes project has motivated other health systems, City and County to share the employee training module with their staffs. Private business is next targeted audience.
- Three MetroHealth community health advocates transitioned to Population Health.

Marketing & Shared Services

Website Development - Recent redesigns or new web/department sections include:

<ul style="list-style-type: none"> • Appointments landing page • Pharmacy landing page • Locations – improved listings and added Walk-In Care and Recovery Resources • Anticoagulation/Medication Management Clinic <p>New Sleep Disorders section created with updates to related sections: Sleep Surgery, Otolaryngology, Pulmonary, and Salivary Gland Disorders</p>	<ul style="list-style-type: none"> • Physical Medicine and Rehabilitation for both metrohealth.org and gme.metrohealth.org (<i>Graduate Medical Education</i>) sites • SANE and SIM Center • Volunteering • Project Dawn 	<ul style="list-style-type: none"> • Gastroenterology • OB/GYN • Pediatrics • Vascular Medicine • Weight Management
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- The first quarter 2019 issue of our patient and community newsletter SimplyWell was distributed through email and printed versions based on recipients' preference. New in this issue is a [healthy recipe video](#), aimed at engaging patients to eat healthier. Marketing will monitor video views to gauge interest and develop new recipe videos based on results. Newsletter content can be found on our website [here](#).

Major Events

- Annual Stakeholders Meeting: The 2019 meeting is scheduled for Friday, June 28, from 8-10am at the Huntington Convention Center of Cleveland. Plans are underway for this much anticipated event, which highlights MetroHealth's focused efforts on improving the health of our community and updates stakeholders on future plans.

Communications

- Storytelling team presented the results of its monthlong video/audio/print project.
- Working with CBS Evening News on a story on one of our young patients and our community trauma initiative and with Steve Litt of The Plain Dealer on the latest hospital designs.

Facilities Management

- Facilities Projects completed in 2019: 24; Facilities Projects in process: 42 Capital Projects
- Our FM management team has been reviewing the plans and specifications for the new hospital as well as participate in the value management process and vendor reviews.
- Tony Johnson, Manager of Facilities Compliance, passed his Certified Healthcare Facilities Manager test on the first try. This is a challenging and comprehensive test with a <35 percent pass rate on the first try.
- On March 18, a new Cleveland Heights Hospital Facilities Manager, Darren Dickson, started, and on March 29 a new Director of Facilities Construction, Tom Moenich, will start.

Trauma Recovery Services

- Attachment "B" (at the end of the President's Report), is the Annual Report for the MetroHealth Trauma Recovery Center. Our first quarter was quite busy, with annualized outreach projections surpassing last year.
- In early March, The MetroHealth System was the 1st ever hospital to host the 2-day intensive Trauma Survivors Network Coordinator Course in partnership with The American Trauma Society and National Trauma Survivors Network. Hospitals from around the nation sent potential coordinators to our system for expertise, program implementation, and developing opportunities to better engage their survivors. Some of the hospitals included INOVA, Shock Trauma, Brigham and Women's Boston, SUNY, Jacksonville and Ohio Health. The course showcased the incredible stories of survival from our innovative peer mentorship program.
- Story about MetroHealth's Trauma Survivor team hosting national Trauma Survivors Network training printed in Plain Dealer: <https://iqmediacorp.com/lnarticle?id=38736502158&u1=cliq40&u2=1>
- As director of the Community Trauma Institute at MetroHealth, Sarah Hendrickson is currently advising the National Trauma Survivors Network on creating an advanced Trauma Recovery curriculum.
- The Community Trauma Institute is in continued development and is currently solidifying a formal partnership with Cleveland's premier Crisis Response agency, Frontline Service.
- Sarah Hendrickson's workshop proposal was accepted at the 6th Annual Trauma-Informed Care Summit in Columbus, Ohio in May. In addition, she was invited to speak at the Health Educational Panel on Gun Violence at Case Western Reserve University in April and the Cleveland Leadership Center Bridge Builder's Program on Building Collaboratives later that same month.

Faith Community Outreach / Pastoral Care

- Plans are in place for a MetroHealth Open House in May 2019 with faith leaders called "Gathering of Shepherds/An update on Transformation and Health Equity at MetroHealth" to begin to planning of denominational and geographical health clusters.
- Project Thrive, a trauma informed framework for faith communities to support persons impacted by trauma, has two Healing Circles (near westside and southeast/Mt. Pleasant) up and running. Tony Minor and Dr. Brittany

Myers, PhD, trained an additional 21 leaders on trauma and trauma informed care on Monday, March 11, 2019 at MetroHealth preparing them to establish Trauma Support Teams and to work through the Healing Circles.

- Katie Davis, Dr. Lisa Ramirez, and Joyce Hood, working through the School Health Program and the Knowledge Youth Organization, have referred a total of 10 students and families to date for support through congregations affiliated with Project Thrive.
- The number of churches affiliated with the Westside Healing Circle has expanded to ten congregations in the training process. Steel Valley Credit Union has become the first corporate/business partner and will be conducting training on “financial trauma” along with offering services to improve credit and increase financial management competencies.
- The Office of Pastoral Care recently provided ashes on Ash Wednesday to four clinics, two medical sites (Parma Hospital and McCafferty Health Center) and all nursing units and provided three “Tea for the Soul” spiritual care activities for medical staff.

System Dyad

- Dr. Bernard Boulanger spoke at Cleveland State University to their chapter of the American Medical Student Association on ‘The State of Healthcare in Cleveland’ on January 24.
- Michael Stern helped open the new MetroHealth Medina Health Center at the ribbon cutting ceremony on January 25.
- Dr. Bernard Boulanger participated in a panel discussion following a film screening of ‘To Err is Human’ for MetroHealth’s Patient Safety Week on March 12.

Hospital Operations

- Completed a successful move of 6C Short Stay Medicine to 10B to facilitate improved patient experience.
- Planned expansion of inpatient dialysis services for implementation in April.
- Streamlined orders for telemetry usage to facilitate improved throughput.
- Developed a job description for the Medical Director of the Capacity Command Center and initiated interviews.

Emergency Preparedness

- MetroHealth’s Cold Weather Playbook was triggered twice in January due to the arctic polar vortex followed by a colder arctic blast that had not been experienced since 2014. For both events, recommended building protective measures were implemented with no significant impacts to hospital operations.
- The state-wide Special Pathogens workgroup (Ebola) continues to refine response and support teams for high consequence infections. MetroHealth participated in the Great Lakes Health Partnership virtual exercise to assess gaps and seams for interstate transport of Ebola patients from MetroHealth to the Minnesota National Ebola treatment center. CDC has initiated monitoring of returning healthcare workers who served in the Democratic Republic of the Congo which is experiencing the second worst Ebola outbreak.

Environmental Services, Logistics, and Textile Care

- The department launched the LYFT taxi service to improve patient experience. The estimated time of arrival on most LYFT rides is less than 10 minutes, and we have found most of the rides to be less than five minutes. This helps reduce wait time for discharged patients needing transportation. The service is also being utilized by several grant funded initiatives.
- The Environment Services Department has implemented the following ESQIC (Environmental Services Quality Institute Committee) initiatives.
 - The Green Mile has been cleared and hallway storage eliminated there.
 - Total discharge turnover times have been reduced.
 - Department supply inventory has been reduced which resulted in cost savings.
- To provide accountability and to improve patient safety initiatives, an individual audit tool was created for the OR custodial workers resulting in quality scores in the 90th percentile for the past eight report periods
- To reduce infections and decrease cost (paper and soap products), hands free automated dispensers were installed in the Towers and Critical Care Pavilion buildings.

- Job descriptions for Environmental Services leadership were rewritten to add the requirement of certification and licensure. The new job description will substantiate their role, “to provide a safe and clean environment for everyone we serve” and describe Environmental Services’ contribution in the healing process of all patients. Leaders’ licenses must be kept current for employment.

Pathology

- Pathology successfully completed the 2019 interim CAP (College of American Pathologists) accreditation.
- The Department held a Pathology Strategic Retreat for Professional Staff, Residents, and Administration on February 23, 2019. Departmental strategic direction for both short and long term was identified.
- A surgical pathologist was successfully recruited with onboarding scheduled for the second quarter.

Pharmacy

- MetroHealth Plaza Retail Pharmacy filled its two millionth prescription in February.
- In 2018, the office-based ambulatory pharmacists evaluated over 1,000 patients which resulted in an average blood sugar hemoglobin A1c reduction from 10 percent to 8.5 percent, which meets the quality metric goals for Medicare and Medicaid populations.

Patient Access

- Contact Center’s First Contact Resolution rate for Primary Care remains steady at 78 percent for period January 1, 2019 – March 14, 2019.
- Dentistry scheduling optimization was completed on March 6, 2019 as planned to enhance the Contact Center’s ability to schedule or reschedule dental treatments to make access easier for patients.
- MyChart patient support calls were internalized with Contact Center on February 1, 2019 with ending of Stericycle contract to result in reduced expense and improved service level.
- Training and on-site support provided to Recovery Resources and Cuyahoga County Corrections to meet the operational needs for scheduling.
- MyMetro 2019 implementation schedule finalized as follows: Hand Plastic Surgery (April); Spine, Pain & Healing and Gastroenterology (June); Geriatrics South Campus (August); OB/GYN (September); Nephrology, Endocrinology and Infectious Disease (December).

Service Lines

Adult Health and Wellness

- Crocker Park Walk-In Primary Care Services now available, in addition to previous WIN (walk in now) sites (Rocky River and Medina).
- Providers are partnering with DCFS and W&C to provide a warm handoff for patients aging out of Foster Care.
- Better Health Partnership Gold Star Awards for achievements in Quality Care Outcomes for 2017-2018:

Practice Full Name	Diabetes	High BP	CRC Screening
Beachwood Health Center	Diabetes Improvement		
Bedford Medical Offices	Diabetes Improvement	High BP Improvement	
Brunswick Health Center		High BP Improvement	
Cleveland Heights Medical Offices	Diabetes Improvement	High BP Improvement	
J. Glen Smith Health Center	Diabetes Improvement		CRC Screening Improvement
Lee-Harvard		High BP Improvement	
Main Campus - Family Practice	Diabetes Improvement		CRC Screening Improvement
Main Campus - Internal Medicine		High BP Improvement	
Middleburg Heights November Family Health Center	Diabetes Improvement		
Old Brooklyn Health Center	Diabetes Improvement		
Parma Health Center		High BP Improvement	
Parma Medical Offices and Surgery Center-Snow Road	Diabetes Improvement	High BP Improvement	CRC Screening Improvement
Rocky River Medical Offices	Diabetes Improvement	High BP Improvement	
State Road Family Practice		High BP Improvement	CRC Screening Improvement
Thomas F. McCafferty Health Center	Diabetes Improvement		
West Park Health Center	Diabetes Improvement		
Westlake Health Center	Diabetes Improvement		

- **GERIATRICS:**
 - Senior Health received the Gold Star Recognition Awards from Better Health: Diabetes Achievement, High BP Achievement, & CRC screening achievement.
 - New consulting (co-medical directorships) at St. Augustine, Broadview Multicare, McGregor Gardens and McGregor Pace.
- **BEHAVIORAL HEALTH:**
 - Julie Pajek, PhD, is serving as an invited member of an expert group tasked with developing and reviewing developmental milestones for a project called Promoting Developmental Surveillance in Pediatric Practice with "Learn the Signs. Act Early," put forth by the American Academy of Pediatrics and CDC.
 - Lisa Ramirez, PhD was featured on a WCPN IdeaStream show aired on February 28, 2019, "After Trauma Cleveland Girls Speak Their Truth."
 - Dr. Neera Gupta has accepted a position within the Department of Psychiatry. She's a certified experienced addiction specialist focused on the continued growth of MetroHealth's addiction treatment services.
 - Judy Mbure, APRN will be assisting with psychiatric medication management in the County Jail.

Cancer Care

- MetroHealth received notification from Susan G. Komen® Northeast Ohio that they have approved funds to support the BREAST / Amigas Program to provide Breast screenings for the community for 2019/2020.
- Cancer Care redesigned their capabilities brochure and renamed it "You're What Matters to Us".
- Sarah Perkarcsik, RN was nominated for the Daisy Award.

Emergency Medicine

- The service line recruited several key leaders including Prehospital Center Director and Main Campus ED Nurse Manager.
- Metro Life Flight ground program had exceeded volume targets in January and February based on the launch of the new ALS unit.

Neuro-Musculoskeletal

- In February 2019, the Blue Ridge Institute for Medical Research ranked the department of PM&R at The MetroHealth System and Case Western Reserve University number two in NIH awards (for fiscal year 2018) among departments of PM&R in US Medical Schools.
- In February 2019, Contralaterally Controlled Functional Electrical Stimulation, an innovative electrical stimulation system that facilitates recovery from paralysis following stroke, was licensed to Synapse Biomedical, a medical device company in Oberlin, OH. The system was developed by MetroHealth Rehabilitation Institute Researchers and Case Western Reserve University scientists, Jayme Knutson, PhD, John Chae, MD, and P. Hunter Peckham, PhD with funding from the NIH.
- Dr. Joseph Hanna, Chair of Neurology, met with Senator Dolan regarding House Bill 464, which recognizes stroke centers and establishes stroke protocols.
- 'Regionalization of Spine Trauma Care in an Urban Trauma System in the United States: Decreased Time to Surgery and Hospital Length of Stay' was published in Neurosurgery, The Register of the Neurosurgical MEME, by Drs Michael Kelly and Timothy Moore.

Specialty Care

- As of April 1, MetroHealth will be offering coronary calcium scoring at no cost.
- Ann Igoe, MD, has received the SAFMR/SSCI Trainee Award from the American Federation of Medical Research and the Southern Society for Clinical Investigation. The award recognizes trainees for demonstrating excellence in research and is the result of Dr. Igoe's abstract that investigated autoimmune disease testing at an academic center using clinical informatics methods. Dr. Igoe, a second-year Rheumatology fellow, will accept her award at the SSCI Southern Regional Meeting next month in New Orleans.

Trauma, Critical Care, Burns

- Vanessa Ho, MD was the recipient of the KL2 NIH Grant through Case Western Reserve University.

Women and Children's

- Dr. Birnkrant's machine to help children with Muscular Dystrophy breathe and cough came on the market.
- Dr. Needleman honored by Mayor Jackson for "reach out and read".
- NICU honored with gold level BEACON status, a highly coveted honor.

Ambulatory Operations

- Medical Specialties & Surgery Clinics
 - Nephrology has started to develop a Team-Based Care Pilot with Dr. Saab and Horowitz as physician champions. Team based care has the potential to offer a patient centered care environment and a team-based work environment.
 - Ortho Hand and Upper Extremity has expanded services to Middleburgh Heights and Brecksville.
- Parma Medical Center:
 - Conducted De-Escalation Workshop for employees, presented by Recovery Resources.
 - The Joint Commission visited Parma where we were able to present the Ambulatory Response Team process and success of Colorectal Cancer Screening PI project.
- Medina Primary Care
 - MetroHealth held a ribbon cutting ceremony January 25 with over 30 key stakeholders and community leaders present to celebrate the new office.
- Ambulatory Operations
 - 20 patient check-in kiosks are live across multiple locations. We are checking in 6 percent of all Ambulatory appointments through the new patient friendly technology.
 - Open Notes went live in February where patients can now view their clinical notes within MyChart. By MetroHealth joining this initiative, we are increasing transparency, safety, and care plan awareness.
- School Health Program (SHP):
 - School Health Program hosted 47 CMSD RNs for a Professional Development Day that involved a variety of MH Departments speaking and CMSD RNs receiving CEUs.
 - SHP hosted a system-wide supply drive for clothes, books, and hygiene items for our SHP students.
 - MetroHealth SHP hosted the NEO School Health Collaborative quarterly meeting in early January. Members that attended the meeting included representatives from: University Hospitals, Cleveland Clinic, International Community Health Center – ASIA Inc, Neighborhood Family Practice.
 - SHP and Arts In Medicine began their spring SAFE (Students Are Free to Express) Arts Residency Program at Harvey Rice in Grades Pre-K and K.

Human Resources/Inclusion & Diversity

- Successfully completed labor contract negotiations with full ratification on February 27, 2019 by AFSCME Local 3360 bargaining unit members.
 - Effective April 2, 2019 - Minimum \$15 hourly wage (impacting 928 union and non-union employees and paid retroactive back to February 3, 2019).
 - Effective January 1, 2020 - No co-pay, deductible or co-insurance for SkyCare (MetroHealth-Only) medical services (NOTE: Pharmacy services are not included).
- Completed annual calibration of performance and potential of all managers and above across the system (189).
- 5th Annual Transgender Job Fair scheduled for Saturday, April 6, 2019 from 8:00am-2:00pm at Main Campus.

Ethics and Compliance

- Created a poster titled “Be a Reporter” for the Patient Safety Week contest highlighting how to report different types of concerns.
- Established a multi-disciplinary task force to examine the onboarding and offboarding process of employees, contractors, volunteers, researchers, students and others.
- Revised Board Conflict of Interest policy to include affiliated governing bodies.
- Hired Privacy Officer.
- Established multi-disciplinary committee to review HIPAA violations.
- Women@Metro hosted a networking event with female employees and primary care providers.

Nursing

- The American Association of Critical-Care Nurses (AACN) has granted a gold-level Beacon Award for Excellence to the Neonatal Intensive Care Unit (NICU) at MetroHealth. The award — a significant milestone on the path to exceptional patient care and healthy work environments — recognizes unit caregivers who successfully improve patient outcomes and align practices with AACN's six Healthy Work Environment Standards. Units that achieve this three-year, three-level award with a gold, silver or bronze designation meet national criteria consistent with Magnet Recognition, the Malcolm Baldrige National Quality Award and the National Quality Healthcare Award.
- During Patient Safety Week, several units were recognized for their work in reducing patient falls during 2018. Melissa Kline, Senior Vice President-Patient Care Services and Chief Nursing Officer; Theresa Hannu, Associate CNO-Hospital Nursing; and Mark Pelletier, Chief Operating Officer, Accreditation and Certification Operations, and Chief Nursing Executive for The Joint Commission visited and presented certificates to each unit:

<p>2BC Postpartum: 31% reduction 6B Psychiatry: 35% reduction 7A Orthopedics: 35% reduction</p>	<p>7BC Trauma: 36% reduction and 256 days without seeing a fall! 8C: 31% 9B Medicine/Stroke: 52% reduction 10C Oncology: 31% reduction</p>	<p>11BC Medicine: 28% reduction Burn ICU: 87% reduction Trauma ICU: 58% reduction</p>
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Finance

- Craig Richmond was a panelist on the CFO Roundtable at the **Emerging Issues in Financial Reporting Conference** hosted by KPMG, The University of Akron and The J.M. Smucker Company on March 22, 2019.
- Sue McCarthy joined The MetroHealth System as Vice President of Financial Planning and Analysis and will be providing strategic leadership in innovating methods for financial planning and analysis activities.
- Enrollment on Wheels RV has participated in 46 events, servicing 243 community members in January and February. We rendered 340 services to our community, seeing 243 members.
- RSM US LLP, the System’s external audit partner, has completed the 2018 financial statement audits. No significant issues have arisen, and their full report will be given to the Audit Committee on March 20, 2019.
- MetroHealth’s Financial Reporting team has implemented GASB 75 – Accounting and Financial Reporting for Other Postemployment Benefits (OPEB) and the impact has been included in the year-end financial statements.
- The new modules of the Enterprise Financial Forecasting application are now live and being used to provide patient level results to operational leaders. This new functionality allows all service lines to evaluate profitability quickly and effectively.

Internal Audit

- Internal audit completed the 2018 Internal Audit plan which consisted of 40 audits across the six risk categories: Operational, Financial, People & Culture, IT & Technology, Quality & Safety, and Regulatory & Compliance.

- The 2019 Internal Audit plan was presented to the Audit and Compliance Committee of the Board of Trustees and approved. Internal Audit will begin communicating 2019 internal audits to process owners during March and April to coordinate timing of planned audits.

Enterprise Data Analytics

- The Department of Operations Research and Analytics (DORA) is in the final stages of testing a new analytical tool that aligns staffing to demand in the Emergency Department.
- Representative(s) from DORA hosted the Cleveland Area Tableau Users Group for a presentation on MetroHealth's journey implementing a best-in-class visualization software. The attendees learned about MetroHealth's successes and knowledge gained in our transformation to a data-driven organization.

Enterprise Program Management Office

- The Enterprise Program Management Office (EPMO) assisted Interventional Radiology (IR) with the implementation of the QSight Inventory Management System. QSight provides increased control over inventory and more accurate patient billing. The system enables the IR team to scan supplies and automatically sends the charges to Epic, resulting in the elimination of burdensome, manual tasks.
- Lynn Susi, Project Strategist in the Enterprise Program Management Office (EPMO) became a Master TeamSTEPPS trainer. She will now assist with training others on the value of TeamSTEPPS including training others to become Master trainers.

Information Technology (IT)

- Greg Journey joined MetroHealth as our Information Security Officer. Greg will oversee the leadership and enterprise strategy for the information security program for The MetroHealth System.
- Information Services and Clinical Informatics successfully implemented Epic EMR at four Recovery Resource locations on February 1, 2019. The use of our Epic EMR supports an integrated medical record, billing efficiencies, and clinical best practices.
- Ashish Masih, Director Business Applications, and Jennifer Davis, Director Patient Financial Services, jointly presented on "Technology Redefining Revenue Cycle" at Healthcare Information and Management Systems Society's (HIMSS) annual conference, HIMSS19. They provided insight on how technology is being utilized in gain efficiencies in Revenue Cycle.

Supply Chain

- MetroHealth's second reverse diverse vendor trade show was held on March 1, 2019. Representatives from 14 diverse vendors and suppliers received one-on-one time with MHS leaders. The purpose of these shows is to connect the diverse, local vendor community with MHS decision-makers to improve opportunity for partnerships with MHS.

Foundation and System Philanthropy

- MetroHealth's For All of Us \$100 million campaign is moving forward, with \$37.1 million of the \$44.1 million committed to program and endowment and \$6.9 million committed to capital. The Campaign Cabinet, in partnership with the boards and staff, anticipate achieving the \$50 million by the end of 2019.
- Executives from Molina Healthcare – including Ami Cole, Plan President; TaKeysha Sheppard Cheney, Director, Community and Member Engagement; and Amy Conn, VP, Network Mgmt. & Operations, Provider Network Strategy Services – recently visited MetroHealth to learn more about MetroHealth and our philanthropic priorities.
- Alex Derkson, Vice President of Global Philanthropy at JPMorgan Chase Bank, visited MetroHealth on March 1, 2019. MHF Board member Rob Durham helped secure the meeting, and Brian O'Neill participated in the conversation which focused on MetroHealth's Transformation, economic and community development and the Lincoln-West School of Science and Health.

- Representatives from Charles Bowlus Charities Inc. visited MetroHealth on March 18, 2019 to learn more about MetroHealth's Cancer Center and Pediatric Wellness Center. Cancer Center Director Dr. Benjamin Li and Lydia Bert, Center Director for Women and Children's, took part in the meeting.
- The Jack, Joseph and Morton Mandel Foundation recently made a \$50,000 unrestricted grant to MetroHealth.
- U.S. Communications and Electric have stepped up as the title sponsor for the John A. Gannon Memorial Golf Tournament on September 16, 2019 at Manakiki Golf Course. For more information or to reserve a foursome, please contact Steve Ostrolencki, Corporate Giving Officer, at 440-592-1402.
- Jennifer Hurd, Senior Vice President, Market Manager for the State of Ohio, Bank of America has joined The MetroHealth Foundation Board of Directors.

ATTACHMENT "A"



FOR IMMEDIATE RELEASE:

February 26, 2019

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Students in Cleveland Heights-University Heights School District to Have Better Access to Health Care through New Partnership with The MetroHealth System

(Cleveland) – High school students in the Cleveland Heights-University Heights City School District will soon have access to primary care while they are in school. In Fall 2019, a pilot program will launch at Heights High School, allowing students in-person access to MetroHealth medical professionals two days per month in a clinic located at the school.

With parent/guardian consent, students can receive routine checkups, immunizations, sports physicals and screenings. The clinic will provide referrals for additional services including behavioral health. The program was designed to help eliminate barriers to receiving health care.

The pilot also includes a needs assessment to understand the medical, mental health, wellness, and health literacy needs of the students. It will help determine the barriers to accessing care at community health centers or through other clinical resources and will help shape decisions around programming.

“This new partnership with MetroHealth is an exciting opportunity for our community and for the well-being of our students,” said CH-UH Superintendent Dr. Talisa Dixon. “We are continually searching for new ways to break down barriers to academic success. Convenient access to health care is a necessity for our students. I look forward to seeing what this partnership can bring to our district.”

MetroHealth’s School Health Program has proven successful in several Cleveland Metropolitan high schools including John Adams, Lincoln-West and Garrett Morgan. The program launched with a similar pilot program in 2013 and now serves students at 13 schools within the Cleveland Metropolitan School District.

Payments for individual services will be billed to the insurer and MetroHealth staff will assist those without insurance in applying for coverage.

“Our School Health Program is greatly impacting the lives of students and their families. We’ve seen improved attendance in school, higher rates of engagement by both students and parents and improved grade point averages,” said Christine Alexander-Rager, MD, chair of Family Medicine at MetroHealth and senior adviser of the School Health Program. “I applaud the Cleveland Heights-University Heights School District for focusing on the whole child and recognizing that access to health care is vitally important to a student’s academic success.”

“This partnership is a direct result of our Community in Schools Task Force and its exploration of coordinated wrap-around services in our schools,” said Dr. Dixon. “MetroHealth was an engaged partner on the Task Force and is a perfect fit for us with a newer facility in our community.”

MetroHealth has an established presence in the Cleveland Heights community. In 2016, the health system opened an emergency department and started managing the medical offices at the former HealthSpan facility at 10 Severance Circle. In 2018, MetroHealth expanded services for the community by opening a 12-bed hospital at the location.

About The MetroHealth System

The MetroHealth System, Cuyahoga County’s public health system, is honoring its commitment to create a healthier community by building a new hospital on its main campus in Cleveland. The building, and the 25 acres of green space around it, are catalyzing the revitalization of MetroHealth’s West Side neighborhood.

MetroHealth will break ground on the new hospital in 2019, using nearly \$1 billion it borrowed on its own credit after dramatically improving its finances. In the past five years, MetroHealth’s operating revenue has increased by 44.5 percent and its number of employees by 21 percent. Today, its staff of 7,800 provides care at MetroHealth’s four hospitals, four emergency departments and more than 20 health centers and 40 additional sites throughout Cuyahoga County. In the past year, MetroHealth has served 300,000 patients at more than 1.4 million visits in its hospitals and health centers, 75 percent of whom are uninsured or covered by Medicare or Medicaid.

The health system is home to Cuyahoga County’s most experienced Level I Adult Trauma Center, verified since 1992, and one of two adult and pediatric burn centers in the state of Ohio.

As an academic medical center, MetroHealth is committed to teaching and research. Each active staff physician holds a faculty appointment at Case Western Reserve University School of Medicine and its main campus hospital houses a Cleveland Metropolitan School District high school of science and health.

For more information, visit metrohealth.org

2018 Trauma Recovery Center Annual Report



Engaged with patients and families **2,241** times.



100
Care Packages Provided



532
Peer Volunteer Hours Logged



657
Peer Volunteer Patient Visits



1,020
Unduplicated Victims Served



We established **10** formal partnerships with MetroHealth programs and community partners to better serve our patients.



Of those, **105** were under the age of 18



Of those, **45** were over the age of 60



40% had reported a previous victimization



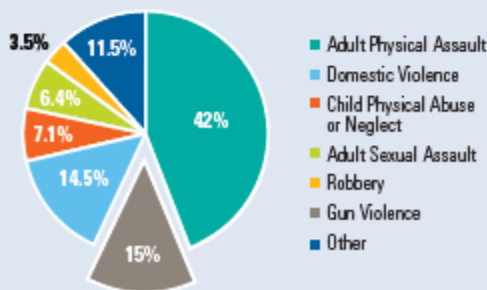
275 referrals to community partners



Our counseling center provided **100** counseling sessions

The Community Trauma Institute expanded when it filled 6 new positions which included Social Work Coordinators in The School Health Program, Alpha Clinic/Foster Care and SANE (Sexual Assault Nursing Exam Program).

Top Five Victimizations



Victim Profile

19% presented with multiple victimizations
52% are Black / African American, **35%** are White, **7%** Hispanic and **6%** Other
54.7% Male, **45.1%** Female, **.2%** Non-Binary
 More than **100** victims came from an underserved population
 (Homeless, Disability, LGBTQ, Veteran, Limited English Proficiency)

For more information, please contact The Community Trauma Institute at 216-778-3602.

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