

**THE METROHEALTH SYSTEM  
REPORT OF THE PRESIDENT AND CEO  
TO THE BOARD OF TRUSTEES  
REGULAR MEETING OF MARCH 25, 2020**

**Executive**

- Coronavirus & COVID-19 - The MetroHealth System has taken numerous steps to limit the spread of COVID-19, as well as preserving supplies and bed space. We have acted rapidly to revise policies as information changed. Among them:
  - Created dedicated hotline 440-59-COVID (440-592-6843) for patients and other members of the community. Through 3/20, the hotline has received nearly 2,400 calls, resulting in 1,200 telehealth visits with physicians. Roughly 90% of those patients were told to self-quarantine.
  - Obtained the fastest in-house testing ability in the state of Ohio on 3/16.
  - Employee drive-through testing established in Brecksville and Cleveland Heights.
  - Developed testing protocol that is now being recommended by Ohio Department of Health.
  - Postponed elective surgeries before state of Ohio mandated.
  - Closed dental and eye clinics except for emergencies.
  - Converted outpatient appointments into telehealth visits.
  - Offered delivery of medication from our pharmacies at no charge for delivery.
  - Greatly restricting hospital visitation with limited exceptions for births, end of life and other extreme situations.
  - Implemented protocols to reserve personal protective equipment.
  - Took steps to acquire additional ventilators.
  - Began contingencies to add critical care beds if needed.
  - Require all employees to have temperature scanned to enter Main Campus before state of Ohio encouraged this policy.
  - Obtained hardware and software to allow more than 500 employees to work from home.
  - Revised HR policies to address potential employee absenteeism and tardiness.
  - On February 27<sup>th</sup>, Governor DeWine and Dr. Amy Acton conducted the first press conference at MetroHealth regarding the Coronavirus. They toured the Special Disease Care Unit.
  - We are launching a podcast to help the community understand and cope with COVID-19.
- MetroHealth has partnered with Cuyahoga Community College to offer classes and workforce training at main campus. The first session, a workforce seminar started in late January.
- During the month of February, MetroHealth held our annual School Health Program Supply Drive.
- The System was named one of the 2020 World's Most Ethical Companies by Ethisphere. Cheryl Wahl will attend the Gala Dinner and accept the award on Metro's behalf.
- For the past twelve weeks MetroHealth and 11 organizations with more than 50 expert representatives from these organizations have worked diligently on a proposed Behavioral Health Framework for Cuyahoga County. The proposal outlines a comprehensive continuum of care, a holistic and wide-ranging solutions for a community struggling with a mental health and addiction epidemic.
- On March 3<sup>rd</sup> Rep. Bride Rose Sweeney visited MetroHealth Monday, where she spent time learning about the many ways our team provides outstanding rehabilitation care, research and support.
- MetroHealth was the first hospital in Northeast Ohio to have SANE nurses, who are specially certified to perform forensic exams. Last year, MetroHealth cared for more than 200 victims of sexual assault.
- Patient Safety Week: March 9-13<sup>th</sup>. week to recognize all the great work our employees do to keep our patients safe. Events included Nursing CEU's, Patient Safety Poster Competition, Patient Safety Team Rounding and the Patient Safety survey.

- P. Hunter Peckham, PhD, Co-Director of the MetroHealth Rehabilitation Institute and Research Faculty in the Departments of Orthopedics and Physical Medicine and Rehabilitation (PM&R), received the Lifetime Achievement Award for his significant and lasting contributions to the field of neuromodulation over the course of his career.
- Seona Goerndt, Director of Patient Experience was named to “25 Hospital and Health System CXOs to Know” List.
- Jeffrey Claridge, MD, Service Line Medical Administrator, Division Director, Trauma Medical Director, Division of Trauma, MetroHealth, was recently named President-elect of The Eastern Association for the Surgery of Trauma (EAST).
- Susan Fuehrer, President, Institute for H.O.P.E.™, attended the State of the Union Address delivered by President Donald Trump in Washington, DC.
- Samantha Willis, RN has been promoted to Administrator and Director of Nursing for the Prentiss Center.
- Eileen Seeholzer, MD, received a \$1.2 million 5-year subaward from the Oregon Health and Science University to evaluate a novel technique for improving smoking cessation among low-income adults.
- Vanessa Whiting, Chair of the MetroHealth Board of Trustees and Nabil Chegade, MD, Senior Vice President and Chief Population Health Officer were appointed to the United Way Board of Directors.
- David Fiser, Vice President and Chief Information Officer, has been named to Becker’s Hospital Review’s “100 hospital and health system CIOs to know” for the fourth consecutive year.
- Bernie Boulanger, MD, MBA, has been named to Becker’s Hospital Review’s “100 hospital and health system chief medical officers to know” 2020 list.
- Gregory P. Heintschel, DDS, MBA., has been appointed Senior Associate Dean for the MetroHealth Campus of the Case Western Reserve University School of Dental Medicine.
- MetroHealth cardiologist Meera Kondapaneni, MD, led a panel on “Equalizing Heart Health: An Inclusion and Diversity Lens. This session included a free blood pressure reading.
- The short film “Toxic: A Black Woman’s Store” was show in the Scott Auditorium. The film explores the relationship between racism, toxic stress and infant mortality.
- Rev. Courtney Clayton Jenkins headlined MetroHealth’s Keynote Black History Month Program with the talk “Black History: A Legacy of Strength, A Future of Hope, The Heart of Culture.” Rev. Clayton Jenkins, Senior Pastor and Teacher at South Euclid United Church of Christ, is the church’s youngest, first woman and first African American pastor

## **Chief of Staff**

### ***Government Relations***

- Hosted visits to main campus by U.S. Rep. Marcia Fudge and staffers from the office U.S. Rep. Anthony Gonzalez. Also welcomed State Sen. Nicki Antonio (to our Parma Medical Center) and State Reps. Jeff Crossman and Bride Sweeney (both to FES researchers at Old Brooklyn). Michelle Gilchrist, the governor’s Northeast Ohio representatives also visited OBC and the adjacent Zubizarreta House, a specially designed bed-and breakfast for patients being treated for spinal cord injuries.
- Vigorously sought support from state lawmakers and the governor to include money for a new FES lab in the state’s upcoming capital budget. This project was recommended for support by the Greater Cleveland Partnership, the regional chamber of commerce. Worked with FES researchers led by Dr. John Chae to showcase the project at a “gallery walk” for lawmakers sponsored by GCP.
- Visited on Capitol Hill in March with U.S. Reps. Dave Joyce, Bill Johnson, Marcy Kaptur and Bob Latta, and with staff members for U.S. Rep. Marcia Fudge, Bob Gibbs, Anthony Gonzalez, Tim Ryan and Brad Wenstrup. Focus was to urge support for Special Disease Care (Ebola) Unit funding and to highlight the vital role played by super-safety net hospitals such as MetroHealth – especially in light of the COVID-19 outbreak.

### ***Department of Public Safety***

- One of our officers who has been trained as a School Resource Officer has been assigned to the Urban Community School campus.
- The department recently passed a triennial compliance audit from the Bureau of Criminal Investigation which permits us to continue to utilize the Ohio Law Enforcement Gateway (OHLEG).

### ***Center for Health Resilience***

- Center staff met with Ohio Health at Grant Hospital in Columbus in early March to establish our first partnership with a health care system.
- The Center partnered with University Settlement and Slavic Village Development to pilot a first-of-its-kind community trauma response system. We are replicating this for Clark-Fulton and Buckeye neighborhoods.
- The Center published its 2019 Impact Report and Infographic which highlights programs that provide support for our patients and community.
- We are partnering with Judge Sheehan and the Cuyahoga County Court of Common Pleas Violence Intervention Program (VIP) to provide trauma-focused supports to non-violent offenders.
- The Center is partnering with the Baldwin Wallace School of Public Health to co-create a graduate level Collective Trauma and Resilience certificate that is planned to go live in Fall 2020.
- During the first quarter of 2020, the Trauma Recovery Center has served 450 trauma survivors and victims of crime.

### ***Community Relations:***

- Convened the first system-wide engagement/outreach meeting to catalog engagement and outreach activity across the system, reduce duplication, share resources, ensure consistent messaging and record the work MetroHealth is doing. The initial session attracted 50 managers and directors. Meetings will be held every other month to coordinate efforts and update excel spreadsheet that tracks activities, costs and outcomes.

### ***Marketing and Communications***

- Emmy Award-winning Ideastream producer Stephanie Jarvis joined the Communications team as MetroHealth's new video storyteller.
- Biannual manager lunches with the CEO continue.
- Season II of the MetroHealth podcast, Prescription for Hope, with reporter/host John Campanelli is being released.
- From the emergence of the novel coronavirus, the marketing and communications team has been linking MetroHealth experts with local and national media outlets – including the Washington Post and CNN – to help prevent the spread of the virus and calm fears.
- We also partnered with Advance Ohio (Cleveland.com and The Plain Dealer) on extensive COVID-19 coverage -- underwritten by MetroHealth -- that appeared in the Sunday March 15 newspaper and will continue to appear on Cleveland.com.

### **Finance**

- RSM US LLP, the System's external audit partner, has completed the 2019 financial statement audits. No significant issues have arisen, and their full report will be given to the Audit Committee March 18<sup>th</sup>, 2020.
- The Financial Reporting team implemented Governmental Accounting Standards Board (GASB) Statement 89, Accounting for Interest Cost Incurred before the end of a Construction Period. The System will now be required to record interest from the 2017 Bonds as a period expense and is no longer allowed to capitalize this cost.
- To effectively record leases for the System in accordance with GASB 87, the Financial Reporting team is implementing a new software product called LeaseQuery. The impact of GASB 87 needs to be reflected in the System's financial statements beginning this year.

- Enrollment on Wheels RV participated in 43 events, servicing 330 community members in January and February. Services provided are scheduling of medical clinic appointments, insurance education, and assistance with financial eligibility. There were twenty-three events on the East Side and twenty on the West Side.
- From January – February 2020, within the RV, 732 services were provided to our community, serving 330 members.
- Financial Eligibility Specialists completed 5,540 financial coordination appointments in January and February. The specialists determine patient eligibility for Medicaid, the MetroHealth Financial Assistance Program, HealthCare Exchange and any other external or internal financial assistance programs for which a patient may qualify.

#### ***Internal Audit***

- Internal Audit completed the 2019 Internal Audit plan on schedule. The plan is used to evaluate controls designed to mitigate risks associated with operations, people and culture, financial processes and information technology.
- Internal Audit established 2020 goals to enhance existing procedures. Goals include additional improvements to the data-driven audit and risk assessment processes, and the establishment of an Enterprise Risk Management program.

#### ***Financial Planning & Analysis (FPA) and Enterprise Data Analytics (DORA)***

- In support of MetroHealth’s transformation and growth, a robust analytic tool, leveraging both EPIC billing and EPSi financial information, was developed by the DORA team. The tool provides business insights into services and assists with identification of potential opportunities to improve services and performance. The tool was introduced to the Operations Leadership Committee on March 6.
- MetroHealth continues to further optimize the integrated planning and financial decision support system, EPSi. Optimization will include enhancements in management reporting and visualization of information and will create further efficiencies through increased automation and system processing improvements.

#### ***Information Systems (IS)***

- MetroHealth celebrated its 20th year of using Epic as its Electronic Health Record. Utilization of Epic has been a key factor in the System’s success with numerous initiatives including; Meaningful Use, the opioid program, medical homes, ACOs, and Medicaid expansion. Judy Faulkner, Epic CEO, with her team and retired MetroHealth employees were present to participate in the celebration.
- MetroHealth entered a partnership with Involta to provide co-location hosting services for the production data center currently located on the Old Brooklyn campus. Co-location enables MHS Information Systems to maintain full control of the System’s servers while lowering operational costs, decreasing vulnerability, and improving scalability.
- Information Services in conjunction with Human Resources and Finance began implementation of Position Budget Management (PBM) in our Enterprise Resource Planning solution, Infor.

#### ***Enterprise Program Management Office (EPMO)***

- EPMO implemented a new provider communication system in the Main Campus emergency department (ED). The system enables handsfree communication amongst team members and integrates with the new nurse call system. This project completes the technology standardization across all MHS emergency departments, which will enhance patient safety, quality of care, and clinician satisfaction.
- EPMO assisted with the implementation of a medical imaging solution, which enables providers to access medical images for any patient at any MetroHealth ENT (Ear Nose Throat) site. The optimized imaging system, which includes patient demographics and scheduling information, improves provider efficiency and is expected to improve continuity of care and decrease time to diagnosis.

### ***Supply Chain***

- Global Healthcare Exchange, LLC (GHX) has recognized MetroHealth as “Best 50” North America’s highest performing healthcare provider organizations. “Best 50” supply chains stand out amongst North America’s premier hospitals for their ability to demonstrate improved operational performance and drive down costs through supply chain automation. MetroHealth is “Best 50” of 4,100 hospitals in the U.S. and Canada scored against maximizing document automation, exchange utilization and trading partner connections during the 2019 calendar year.
- Starting in 2020 MetroHealth Supply Chain joined a partnership with Baylor Scott & White, Centura Healthcare, Houston Methodist Hospital, Mayo Clinic, Northwestern Medicine, Partners HealthCare, and Spectrum Health to develop and promote a strategy of best practices for supply chain preparedness and continuity for high risk manufacturers. This is part of the System’s strategy to further improve the ability to detect and respond to shortages of products essential for patient care.

### **COO & CCO Dyad**

- Michael Stern participated in the Great Lake Science Center Board of Directors meeting on Friday, February 14th.
- Dr. Boulanger traveled to Columbus, Ohio on Monday, February 24th to attend a CICIP Executive Committee meeting with other leaders from Ohio based healthcare institutions.
- Dr. Boulanger attended the Northern Ohio Trauma System Board meeting on Wednesday, March 4th.

### **Inpatient Operations**

- Inpatient discharges, Emergency Room visits, and outpatient visits significantly impacted by COVID-19 epidemic.
- February and 1<sup>st</sup> week of March exhibited strong volumes.

### **Capacity Command Center and Patient Flow**

- A Physician Advisory Committee was created to support the implementation of workflow changes as they evolve with the Capacity Command Center.
- The Capacity Command Center is partnering with IS and Informatics in order to support and improve patient flow and throughput through expanded usage of Epic throughput applications.

### **Emergency Services**

- Cleveland Heights Emergency Department has demonstrated readiness for our Acute Stroke Ready Hospital. Staff are well prepared with Be Fast.
- The ED forensic exam room was remodeled and completed, and two full time forensic nurses have been onboarded.

### **Emergency Preparedness**

- Recruitment and training continue for our HERT (Hospital Emergency Response Team) with a team strength of over 25 individuals who can respond to incidents requiring decontamination of patients when needed. Leadership from the Emergency Department attended awareness level training on the recognition and response of potentially contaminated victims. An exercise drill was conducted to gauge readiness and the response team performed as expected.
- MetroHealth participated in a functional exercise with the Region V Great Lakes Health Partnership (GLHP) testing the Region V Concept of Operations Plan when moving Ebola patients from Ohio’s designated Ebola Treatment Center (MetroHealth) to a national treatment center in Minnesota. In addition to MetroHealth leaders from Infection Prevention and Metro Life Flight, the Ohio Department of Health, Health and Human Services, and The Department of State also participated.

## Pharmacy

- MetroHealth Specialty Pharmacy acquired \$16.1 million in patient assistance funds in 2019 for its patients. Patients receive these funds through various foundations and grants to offset their medication costs.
- The SynMed robot is being installed at the MetroHealth Valley View Pharmacy to automate the filling of patients' multiple medications into daily or dose specific packaging, thereby expanding the compliance packaging program to all MetroHealth patients.
- MetroHealth Specialty Pharmacy was approved to be part of the CareSource and Paramount Managed Medicaid Specialty Network for 2020.
- Cynthia King PharmD, BCACP, Atem Fontem PharmD, and Benjamin King PharmD, BCACP recently published "Type 2 Diabetes prescribing habits amongst providers to an underserved population" in the Innovations of Pharmacy Practice Journal.

## Radiology

- Mentor Lumina achieved a successful healthcare facility inspection on January 27, 2020.
- Radiology Parma, Cleveland Heights, Bedford, and Middleburg Heights achieved successful ODH radiation generating equipment inspections.

## Ethics and Compliance

- Recognized by Ethisphere Institute as a 2020 World's Most Ethical Company.
- Hired new Director of Compliance to provide oversight of compliance auditing activities.
- Launched video, "What does safety mean to me?" to encourage speaking up about patient safety or compliance concerns.
- Began implementation of new conflict of interest management software.
- Created HIPAA guidance for the Office of Opioid Safety.
- Completed year-end breach reporting to Office for Civil Rights.

## Nursing

- **A New Private, Safe Space for Sexual Assault Patients**
  - A new private, secure room for some of our most vulnerable patients has opened in the Emergency Department. The patients are seen in this room by our Sexual Assault Nurse Examiners (SANE) nurses, are all ages and are victims of sexual abuse, domestic violence and human trafficking. Upon entering the space, there's no sign that this is an exam room.
  - Char Warner, Director of Nursing for Emergency Services, Jennifer Beigie, SANE Coordinator, and Jessica Feichtner, Nurse Manager-Brecksville ED work with the Construction team to bring this room to fruition.
- **Israeli Health Ministry and Chief Nursing Officers from Israel Visit MetroHealth**
  - Three CNOs and a representative from the Israeli Health Ministry visited MetroHealth on March 2 to learn how they can better utilize Nurse Practitioners in their healthcare system. Currently, there are only 100 Nurse Practitioners in Israel.
- **MetroHealth Recognized by Ohio First Steps for Healthy Babies**
  - The *Ohio First Steps for Healthy Babies* is a voluntary breastfeeding designation program through the Ohio Hospital Association and Ohio Department of Health that recognizes maternity centers in Ohio for taking steps to promote, protect, and support breastfeeding in their organization.

- **Nurses Declared Most Honest and Ethical Profession for 18<sup>th</sup> Year in a Row**
  - Nurses, once again, were in the #1 spot on the Gallup annual Most Honest and Ethical Professions Poll. According to the poll, 85% of Americans rated nurses' honesty and ethical standards as "every high" or "high". The second highest profession (engineers), were 18 points behind nurses.
- **Nurses Week at MetroHealth**
  - Nurses Week at MetroHealth will be celebrated with many events throughout the beginning of May. Our annual Nursing Excellence Awards Ceremony will be Tuesday, May 5 at 12 noon in Scott Auditorium.

### **Foundation and System Philanthropy**

- MetroHealth's For All of Us \$100 million campaign is moving forward, with \$42.6 million of the \$51.4 million committed to program and endowment and \$8.85 million committed to capital.
- RSM completed the 2019 audit of The MetroHealth Foundation and issued an unmodified opinion with no deficiencies or material weaknesses identified. The Foundation did not have any adjustments to the trial balance or passed adjustments.
- Giant Eagle Foundation has invited MetroHealth to submit a Building for the Future Fund gift proposal, which our Corporate Giving team is forecasting will be for \$250,000.
- The Foundation Giving team is submitting funding proposals to the following organizations:
  - The George Gund Foundation: \$5 million for Building for the Future.
  - Robert Wood Johnson Foundation Clinical Scholars Program: \$420,000 for the School Health Program.
  - The Sam J. Frankino Foundation: \$25,000 for support for the art collection at the new MetroHealth Ohio City Health Center at Urban Community School.
- The Mad for Metro fundraiser, hosted on March 7, 2019 by Delta Delta Cleveland Alumnae Chapter, raised \$13,000 for MetroHealth's Child Life Patient Care, Education and Research Fund and the Comprehensive Burn Care Center.