

THE METROHEALTH SYSTEM
REPORT OF THE PRESIDENT AND CEO
TO THE BOARD OF TRUSTEES
REGULAR MEETING OF MARCH 23, 2022

EXECUTIVE

- The MetroHealth System School Health Program received \$4,488,545 from the Ohio Department of Health to expand services in both the Cleveland Metropolitan and Cleveland Heights-University Heights school districts. Ours was the largest of 15 state-wide awards.
- For the third consecutive year, The MetroHealth System is being recognized by Ethisphere, a global leader in defining and advancing the standards of ethical business practices, as one of the World's Most Ethical Companies.
- The MetroHealth System is donating pallets of medical supplies, including personal protective equipment, first aid products and disinfectants, to Ukrainian relief efforts. The supplies will be sent through the Cleveland charity MedWish to the United Ukrainian Organizations of Ohio for transport to Poland and then Ukraine to help treat injured people.
- Spry Senior, a MetroHealth entity, opened its first location in Solon. Dedicated to providing a new innovative care model dedicated to patients over 60 years old. Additional sites throughout the county are planned to offer an alternative experience to patients. Spry Senior has all new branding and commercialization assets. Broader media and PR efforts are planned to ramp up to create additional excitement for the larger flagship locations opening in summer of 2022.
- In honor of Employee Appreciation Day, several executive leaders expressed their gratitude in a video at vimeo.com/680065329/ffcd37998f. In addition, the ALL IN Employee Appreciation Committee is celebrating Employee Appreciation Day with caramel corn and Playhouse Square movie tickets!
- The CICIP value-based payment arrangement for performance years five to seven was approved by The Ohio Department of Medicaid (ODM) and submitted to Centers for Medicare & Medicaid Services (CMS) on March 1 for review and approval.
- The Department of Physical Medicine and Rehabilitation (PM&R) ranks No. 2 in the nation in National Institutes of Health (NIH) funding among PM&R departments in U.S. medical schools, up one spot from last year.
- Detective Christopher Dietrich participated in "Operation Fouled Out" over the NBA All-Star weekend. Operation Fouled out arrested 8 men in a human trafficking crackdown.
- In 2004, under the direction of Drs. Clyde L. Nash, Jr. and Richard Fratianne, an oral history project was launched to document and preserve the hospital's evolution over the past century. The Brittingham Memorial Library's project introduces us to the movers and shakers of MetroHealth. We begin with Sally Stecher Hollington, daughter of Robert M. Stecher, MD, a rheumatologist at the hospital from 1925 until 1972. He was the founder of the Harrold H. Brittingham Memorial Library. The videos will be archived on the [Brittingham Library's](#) page.
- MetroHealth's "Refresh & Recharge" support sessions continue and are encouraging employee belongingness. Five of the ten planned sessions have been held to date. These are sponsored by the Women@Metro Employee Business Resource Group and Employee Assistance Program.
- We're making it easier than ever to fill prescriptions and save with our new Pharmacy Value Program that will roll out in the coming months. This free program offers patients help finding the best price and more.

ADMINISTRATIVE SERVICES DIVISION

Behavioral Health & Correctional Services

- COVID cases in the jail continue to decline to one case over the past few weeks.
- Construction continues at The Behavior Health Hospital comprising 79,000 square feet of new construction, 20,000 square feet of renovations to support an 8-bed psych-med unit, a 4-bed psych ICU, an admissions unit, partial hospital, intensive outpatient program and clinic.
- Construction of the BH Hospital remains on budget and on target for an October 8 opening.
- WELLE patient management/de-escalation training program continues.
- Recruitment continues with approximately 25-30 RN positions to fill.

Facilities & Space Management

- Construction has commenced on the new 285,000 square foot visitor garage on View Rd.; it is on schedule to open commensurate with the new Glick Center in mid-October this year.
- Foundations are also underway for the new outpatient, administrative and cancer building, also known as the Apex Project. This 315,000 square foot building is scheduled to open in Q4 2023.

Government & Community Relations

- Legislation related to county hospital boards of trustees, HB 405 was passed out of the House of Representatives on February 16th by a vote of 98-1. The bill will have hearings in the Senate Local Government & Elections Committee in the coming month.

Human Resources

- In partnership with KPMG, leadership is focused on HR Transformation. Phase 1 of this work will wrap up by the end of March. They have reviewed in detail our current process and will make leading practice recommendations on the following: HR organizational design and sizing, HR strategy and HR operating model.
- Glick Center Activation Efforts:
 - Through our change management process, we have identified three priority project workstreams to enhance communication and engagement.
 - Ambassador Program – select staff members will be able to provide accurate and up to date information on Glick activities. Additionally, they will engage employees to generate excitement and keep communication channels open.
 - Real-time access tool – electronic tool recommended to house pertinent Glick activation information.
 - Relaunching TeamSTEPPS – reinvest in TeamSTEPPS programming and tools to ensure optimal patient outcomes and teamwork.

Marketing

- Initial healthcare brand preference ratings within the Cleveland market have MetroHealth leading the brand preference pack with a brand favorability score of 17% - the highest net sentiment score of all NEO hospital brands.
- MetroHealth continues to receive high praise for our community-centric activities but ranks lower in clinical excellence preference. In response, we have launched a thoughtful social media campaign, #storiesofhope, that highlights exceptional patient experience and outcomes. The social campaign launched initially on Instagram is expanding to all digital platforms.

- Re-branded MetroHealth advertising placements have over 35 million impressions, including 2+ week commercial ad run during the '22 Olympics on local ABC affiliate.

AMBULATORY SERVICES DIVISION

Cancer Care Service Line

- Dr. William Tse's recent RO1 grant application studying drug resistance in leukemia stem cells is expected to be awarded in May.
- Dr. Tamila Kindwall-Keller has joined MetroHealth as Medical Director Cellular Immunotherapy and Bone Marrow Transplant.

Laboratory Services

- Successfully completed a 3-day 2022 CAP Survey of all six labs and expecting accreditation status for the full 2-year term.

NMSK Service Line

- Physical Therapist Blake Perkins is the recipient of the 2022 Craig H. Neilsen Foundation Allied Health Professional Research Award. Blake's project will focus on a novel plan to mitigate impacts of wheelchair repairs for people with Spinal Cord Injuries (SCI). It is a one-year project with a formal mentorship plan.

Pharmacy Services

- We have expanded our retail pharmacy hours in several locations to better serve our patients and clinics, including now operating 7 days a week at our Beachwood location

Radiology Services

- Successful completion of MQSA inspections with 100% compliance for mammography at Beachwood, Broadway, Middleburg, and West 150th.
- Ultrasound at Main Campus successfully achieved ACR reaccreditation.

Specialty Care Service Line

- Dr. Georges Saab was named Director of Nephrology effective February 15, 2022. Dr. Saab has been at MetroHealth since 2012.
- Infectious Disease was recently awarded a \$264,000 grant from the Ohio Department of Health to assist our HIV patients with Mental Health or Substance Abuse diagnosis with medication adherence.

INPATIENT SERVICES DIVISION

Emergency Medicine Service Line

- On February 2, 2022, MetroHealth formally commenced its relationship and partnership with ProMedica as it relates to Life Flight rotary and ground dispatching (only) program. The plan is to go-live with operations on August 1, 2022.
- Life Flight will be hosting "Our 39th Annual Critical Care Symposium (virtual)" which will be held on 3/18 and 3/19.
- Director of Nursing, Eric Rebraka starts March 21st, to support Emergency Services. Eric will have direct oversight over all 4 EDs and Life Flight. Additionally, a new Assistant Nurse Manager, Erin Delrio started on February 21, 2022, and will be assigned to the main campus, working under the direction of Laura Schmidt, Nurse Manger.

Hospital Services

- Kicked-off all HCAHPS Patient Experience concentrated initiatives as lead by OPX. Support services is focused on Team Cleanliness/Comfort, Team Responsiveness and Team ED/CDU.
- Managed the response to a two-day weather event across all support service departments. Implemented no-cook menus in conjunction with two electrical outages during this timeframe.

Perioperative & OB/GYN Service Line

- OR leadership is working closely with Infection Prevention, Facilities and Construction to complete the “breakthrough” from Glick Tower to our present Operating Room space.

Inpatient Nursing

- On Feb. 18, 2022 the Medical Intensive Care Unit at MetroHealth Medical Center successfully achieved a SILVER -level AACN Beacon Award for Excellence. This unit's accomplishment represents one of many significant milestones on the path to optimal outcomes and exceptional patient care. This brings us to 4 units with Beacon awards: Medical, Surgical ICU, Trauma ICU and the Neonatal ICU as well.
- On March 7, 23 Registered Nurses started (5 experienced, 18 nurse residency).

Trauma Service Line

- The Eastern Association for the Surgery of Trauma (EAST), which is the largest trauma organization in the world, held its 35th Annual Scientific Assembly recently. MetroHealth’s Dr. Jeff Claridge gave the presidential address at the meeting.

POPULATION & DIGITAL HEALTH DIVISION

Community & Public Health

- Mobile Clinic expansion continues with record volume of patients in February despite numerous weather-related disruptions of services.

Institute for H.O.P.E

- Tony Minor was selected to serve as National Community Engagement Co-Chair of the NIH funded Recover Project designed to study the impact of long COVID on the body and the required treatment. The MetroHealth System, along with University Hospitals and CWRU, is one of 17 funded sites.
- Linda Jackson, Director, Center for Arts in Health was named Co-Chair of the National Organization for Arts in Health’s annual national conference with date to be announced.

Population Health & Contracting

- MetroHealth’s Direct Contracting Entity (DCE) continues its second Performance Year through December 21, 2022 and is already planning for its transition to the new medicine value-based care opportunity that is to replace CMS’ current Global and Professional Direct Contracting (GPDC) Model.
- CMS announced on February 24 its latest advanced ACO design that begins January 1, 2023 is to be named “ACO REACH” (Accountable Care Organization Realizing Equity, Access, and Community Health model). MetroHealth is well-aligned with CMS’ intensified focus on Social Determinants of Health, Health Disparities and Health Equity.

Senior Care Continuum

- Started recruitment of patient members for our newly formed Senior Care Patient and Family Advisory Council (PFAC). First meeting expected in the second quarter of this year.

- Joseph Carter, M.D. Compassionate and Kindness Aware recipients are Drs. James Campbell and Barbara Haubrich.

Virtual Care Enterprise

- Virtual Care Enterprise is partnering with Oncology and Inpatient Rehabilitation to pilot a virtual reality program with content from the Cleveland Metroparks. The program goal is to understand how virtual reality might reduce anxiety, reduce pain and increase patient satisfaction during their patient stays and treatment.

TRANSFORMATION AND OPTIMIZATION DIVISION

- Pursuant to the system reorganization, the Office of Transformation & Optimization was formed to streamline decision-making, help the organization become more agile, and focus on delivering the highest quality of care and services. The T&O Office comprises three verticals, Clinical Transformation – Led by Kim Svoboda; Business Transformation – leader being recruited, and T&O Operations – Led by Michael Hsu. This team will oversee the system’s strategic initiatives.
- The T&O division has developed a strategic initiative governance framework. This methodology will be used to vet new strategic ideas for viability. Approved initiatives will be given the highest priority in the organization and will be managed by the T&O division.
- The T&O division is developing change management and communications strategies, which will be utilized for T&O operations. The strategies will supplement existing project management tools and help drive awareness, adoption, and sustainment of approved strategic initiatives.

CHIEF STRATEGY & INNOVATION OFFICER

- Work began on a state-of-the-art Cell Therapy Production Facility in conjunction with the Cleveland Innovation District. Led by Drs. William Tse and Jino Park, this facility will bring the capability of producing “vector” to the region, an emerging intervention in the battling cancer.
- Lumina Imaging & Diagnostics, a MetroHealth entity focused on bringing a new option to patients needing MRI and CT imaging, received full American College of Radiology (ACR) accreditation at its third site in Medina, joining two existing locations in Solon and Mentor.
- The ProMedica Skilled Nursing & Rehabilitation at MetroHealth opened to residents. This new 96 bed skilled nursing facility is located within the Old Brooklyn Medical Campus, patients/residents can stay with their MetroHealth physicians from inpatient to skilled care, and then transition to an outstanding Senior Health and Wellness Outpatient Program – all within the same campus!

CHIEF FINANCE & SYSTEM SERVICES OFFICER

Finance & Treasury

- RSM US LLP, the System’s external audit partner, finalized the audit of the basic financial statements and the results were reported out at the March 23rd Audit Committee Meeting. RSM issued an unmodified opinion and there were no audit adjustments or misstatements.
- Provider Relief Funds were received by MetroHealth in December 2021. These funds are grants and not expected to be recouped if certain terms and conditions are agreed to and met.

Financial Planning & Analysis (FPA) and Enterprise Data Analytics

- The Financial Planning and Analysis and Enterprise Data Analytics teams have been standardizing and enhancing divisional and departmental reporting to support the new organizational structure, optimize budget dashboards, and further leverage Tableau capabilities.

- The FPA and Enterprise Analytics team debuted a new operational benchmarking tool to support improved access, visibility, and utilization of operational benchmarking trends across the system.

Internal Audit

- The annual assessment of the financial and IT general control environment has been completed in coordination with external audit. These internal audits support the annual financial reporting governance program and test results were provided to the external auditor in advance of their financial statement audit procedures.
- The Enterprise Risk Management (ERM) committee is coordinating in-depth risk analysis assessments of MetroHealth's top risks to identify mitigating and supporting activities. Risk assessment results will be completed in the second quarter of 2022.

Information Services (IS)

- Information Services integrated Leica Whole Slide Imaging (WSI) with Sectra picture archiving and communication system (PACS) for Pathology to capture and store slide images. WSI is the process of digitizing pathology images to enable efficient retrieval, review, and sharing.
- Information Services is implementing a third Tier III (high redundancy) data center located in Idaho. The Involta Boise data center is scheduled for completion in Q2, 2022, and will provide a third backup of data, which cannot be altered by cyberattacks.

Supply Chain

- New inventory management systems went live at the Brecksville location the first week of March 2022. These systems bring transparency into product use, velocity and expiration, which streamline the inventory management process.

Intelligent Automation (IA)

- The Intelligent Automation Center of Excellence (IA CoE) has developed a multi-year strategy to develop industry-leading solutions that assist MetroHealth in achieving System goals, create capacity for caregivers, improve patient care, and drive a new cultural paradigm in which MetroHealth caregivers use a digital-first mindset to reimagine how processes performed.

Care Innovation and Community Improvement Program (CICIP) & Supplemental Programs

- The Mom-Baby Dyad kickoff meeting with Ohio Perinatal Quality Collaborative and participating Ohio delivery systems took place in late February to learn about program and project objectives, dyad deliverables and health system commitment and responsibilities.
- The coalition received calendar year 2021 third quarter performance data in early March. The coalition collective met four of six performance targets, which will result in a 75% payout of the quality improvement pool. This is an improvement from the previous quarter's performance of three of the six measurement targets.

PROVIDER ENTERPRISE AND ACADEMIC AFFAIRS

Department Chairs/Providers

- Dean Gerson hosted a recognition event for MetroHealth faculty of the School of Medicine with academic promotions, professorships and new faculty appointments. Drs. Boutros, Boulanger and Loeffler spoke at the event.

Provider Recruitment & Contracting

- Kicked off the Primary Care Referral bonus program on February 14th which procured over 40 referrals for APPs and Physicians.

Research and Sponsorship Programs

- Chengfeng Yang, MD, PhD, awarded \$2.1 million NIH grant to study the mechanism of lung cancer etiology.
- Jennifer Bailit, MD, MPH is co-author of a JAMA article entitled "Association of SARS-CoV-2 Infection with Serious Maternal Morbidity and Mortality from Obstetric Complications."
- David Kaelber, MD, PhD is co-author of a NEJM article entitled "Reliever-triggered Inhaled Glucocorticoid in Black and Latinx Adults in Asthma."
- Shari Bolen, MD, MPH was one of 14 non-governmental employees on The National Clinical Care Commission that contributed to the recently released final report to Congress on Improving Diabetes Prevention and Treatment.

Medical Staff Services

- Number of providers credentialed/onboarding in February: 15 Providers.
- Average application process time: 36 days
- Diversity of new hire candidates: 2 African American/6 Caucasian

Medical Education

- Graduate Medical Education celebrated Thank a Resident Day on February 25 for our 411 Residents in 45 training programs approved by the Accreditation Council for Graduate Medical Education (ACGME) and 11 training programs outside ACGME oversight.
- The Institution and programs received initial and continued accreditation from ACGME.
- We were notified that all of our categorical residency positions were filled. In total 104/105 positions were filled, the one unfilled being a preliminary surgery position.
- Work continues developing "Spoke" library locations on main campus and other MetroHealth satellite locations (Parma / Cleveland Heights.)

Simulation Center

- Participated in all 12 Day in the Life Scenario Designs with contractors.
- Completed Dry run then Conducted new CC Open Heart Simulations.
- Organized and completed Hospital in the Home Simulation #2.

Advanced Practice Providers

- Finalizing APP Strategy Phase 1 for APP Governance to place Lead APPs across all clinical areas to set the stage for our peer review and professional practice evaluation process updates.
- Restructured the APP Council (A shared governance model and will submit its minutes and actions to MEC).

SYSTEM CHIEF NURSE EXECUTIVE

Nursing Recruitment

- New hires include 29 RNs, 14 PCNAs, 7 Nurse Interns.
- Implemented Sponsored Ads on recruiting platforms to increase candidate pipeline.

Nursing Policies & Practice

- Nominations for Nurses Week awards went live this week. Nurses Week will be celebrated the week of May 9th and all clinical nurses will be invited to participate in our annual Nurse Satisfaction Survey, May 2nd – 9th.

Patient Experience

- The Office of Patient Experience launched multi-disciplinary teams focused on increasing the HCAHPS survey metric, Likelihood to Recommend Hospital (LTR).
- Reverend Debra Dove, Manager, Spiritual Care, was a featured panelist at The Office of Equity, Inclusion and Diversity monthly discussion, “Empowered to be an Overcomer,” as part of the Black History Month Celebration.

Emergency Preparedness

- MetroHealth had two (2) declared Code Yellow alerts as two winter storms hit over consecutive weeks.
- The Office of Emergency Management, coordinating with other departments, created over fifty “hotel” spaces for MetroHealth employees to rest between shifts during the alerts.

CHIEF ETHICS AND COMPLIANCE OFFICER

- Provided update to Board of Trustees on Employee Engagement Survey.
- Transitioned policy management to Compliance.
- Completed annual breach notification report to Office of Civil Rights.
- Accepted speaking engagements at the Canadian Corporate Ethics Management Council and the Ohio Hospital Association.
- Revising annual training to include new interactive features including gamification.

CHIEF EQUITY OFFICER

- Continuing planning efforts for Minority Men’s Health Fair scheduled for Thursday, April 28th from 5:00-8:30PM at three locations – Main Campus, Broadway and Cleveland Heights.
- Successfully executed 4 week mental/behavioral health and fitness awareness campaign (via virtual school sessions) for 300+ girls across Cleveland in partnership with Saving Our Daughters.
- Participated in MetroHealth URM Second Look event focused on attracting medical school students of color to consider matching to MHS for upcoming residency.
- Established partnership with CSU Pratt Scholars’ Destination Graduation Program focused on higher education and support for young people who have aged-out of foster care system.

CHIEF QUALITY & SAFETY OFFICER

- Dr. Watts was selected to be a keynote speaker for the annual The Joint Commission Physician Leader Forum in April. Her 50-min presentation on the future of quality & safety will kick-off the 2-day program. More than 600 physician leaders from around the world have already registered for this invite-only event.

PRESIDENT OF THE METROHEALTH FOUNDATION

- The Cleveland Foundation has provided an \$85,000 grant to support the School Health Program at three Say Yes schools, Mary Bethune, John Adams and John Marshall.
- The Saint Luke’s Foundation has granted \$15,000 to support the 2022 MetroHealth Minority Men’s Health Fair.

NEWS STORIES

MetroHealth's efforts to provide services beyond health care to everyone was featured in Cleveland.com. The story focused on how MetroHealth has successfully added "wrap-around services" such as job training, computer access, legal services, healthy food and more at Buckeye Health Center. The program is so successful that it's also going to be offered at Vía Sana, the \$15-million mixed-use project that will open later this year adjacent to our main campus. Dr. Akram Boutros and Susan Fuehrer are quoted: <https://www.cleveland.com/metro/2022/03/from-experiment-to-working-model-metrohealth-to-offer-wraparound-services-at-new-via-sana-apartments.html>

The pilot program between MetroHealth, Recovery Resources and Shaker Heights, in which social workers are embedded with Shaker Heights police and fire, was featured on WKYC Channel 3. Dr. Julia Bruner is quoted: <https://www.wkyc.com/article/news/health/shaker-heights-program-first-responders-mental-health-emergencies/95-7dda3a91-93d4-4e25-929d-0bc9ebfb6e20>

MetroHealth's Hospital in the Home program was featured in Crain's Cleveland Business, with quotes from Dr. Nabil Chehade and Michael Dalton (pdf attached because of paywall): <https://www.crainscleveland.com/health-care/metrohealth-program-launched-pandemic-puts-hospital-home>



0214-HospitalinHome-Crains.pdf

MetroHealth's Dr. Charles Modlin featured in Fox 8 story, "Representation matters: Local doctor's mission to save lives and give back to his community"
<https://fox8.com/news/black-history-month/representation-matters-local-doctors-mission-to-save-lives-and-give-back-to-his-community/>

Dr. Modlin was also quoted in Ideastream story, "Many Black men distrust doctors, and it shortens their lives: Two Cleveland doctors are fighting back"
<https://www.ideastream.org/news/many-black-men-distrust-doctors-it-shortens-their-lives-two-cleveland-doctors-are-fighting-back>