



# The MetroHealth System

## Board of Trustees

Wednesday, March 22, 2023

5:00 - 7:00 pm

The MetroHealth System K-107 or via Zoom

## Board of Trustees

## Regular Meeting

# The MetroHealth System Board of Trustees

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## FULL BOARD REGULAR MEETING

**DATE:** Wednesday, March 22, 2023  
**TIME:** 5:00 – 7:00 pm  
**PLACE:** MetroHealth K107 Board Room or Zoom <https://us02web.zoom.us/j/84311460400>

### AGENDA

**I. Approval of Minutes**

Minutes of February 22, 2023, regular meeting of the Board of Trustees

**II. Approval of Consent Agenda**

Compensation Committee

- A. Approval of Performance-Based Variable Compensation Program Achievements for 2022
- B. Approval of Performance-Based Variable Compensation Plan System Goals for 2023

Audit & Compliance Committee

- A. Acceptance of the 2022 Audit Report for the System's Annual Financial Statements

**III. Committee Reports**

- A. Audit & Compliance Committee – *M. Dee*
- B. Compensation Committee – *H. Walker, MD*

**IV. Recommendation/Resolutions Approvals**

- A. Election of Presiding Officers of The MetroHealth System

**V. President and CEO's Report – *Airica Steed, Ed.D, MBA, RN***

**VI. Medical Staff Report – *Christine Alexander Rager, MD***

- A. Approval of Medical Staff Providers Appointments, Actions and Reappointments for February 2023
- B. Acceptance of Medical Executive Committee Minutes of February 10, 2023

# The MetroHealth System Board of Trustees

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## VII. Information Items

- A. Population Health Research Institute Highlights – Dr. Shari Bolen
- B. Strategic Planning Alignment Process Update – Julie Jacono

## VIII. Executive Session

Next Regular Meeting: Wednesday, April 26, 2023, 5:00 – 7:00 pm  
MetroHealth K107 Board Room or Zoom  
<https://us02web.zoom.us/j/84311460400>

# The MetroHealth System Board of Trustees

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## FULL BOARD REGULAR MEETING

Wednesday, February 22, 2023

6:30-7:00 pm

The MetroHealth System Board Room K-107

### Meeting Minutes

- Present:** Ms. Inajo Chappell-I, Mr. John Corlett-I, Ms. Maureen Dee-I, Mr. John Hairston-R, Mr. John Moss-R, Dr. JB Silvers-R, Dr. E. Harry Walker-I, Ms. Vanessa Whiting-R<sup>1</sup>
- Staff:** Dr. Airica Steed-R, Dr. Jennifer Bailit-R, Ms. Kate Brown-R, Dr. Nabil Chehade-R, Mr. Will Dube-I, Mr. Joe Frolik-I, Dr. Olusegun Ishmael-R, Mr. Walter Jones-R, Dr. William Lewis-I, Dr. Brian Merce-I, Ms. Laura McBride-I, Mr. Alan Nevel-R, Dr. Christine Alexander Rager-R, Ms. Sonja Rajki-I, Ms. Regina Sawyer-R,
- Guest:** Ms. Jasmine Boutros-R, Ms. Shannon Boutros-I, Ms. Suzanne Boutros-R, Ms. Tess Boutros-R, Mr. John Kolb-R, Ms. Gail Long-I, Mr. John McCaffrey-R, Mr. Dalton Perry-R, Ms. Sabrina Roberts-R, Mr. Orlando Taylor-R, Ms. Julie Washington-I, Mr. Mark Wallach-R

Ms. Whiting called the meeting to order at 6:31 pm, in accordance with Section 339.02(K) of the Ohio Revised Code.

(The minutes are written in a format conforming to the printed meeting agenda for the convenience of correlation, recognizing that some of the items were discussed out of sequence.)

#### I. Approval of Minutes

The minutes of the January 25, 2023, regular Board Meeting and February 15, 2023, Special Board Meeting were unanimously approved as submitted. RESOLUTION NO. 19558

#### II. Approval of Consent Agenda

A. Compensation Committee – Ms. Whiting asked for approval of the committee of the resolution from the Compensation Committee seeking the Approval of the Engagement of an Executive Compensation Consult and asked for a motion to accept the resolution. RESOLUTION NO. 19559

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<sup>1</sup> I-In-person, R-Remote

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B. Facilities and Planning Committee – Ms. Whiting informed the committee of the resolution from the Facilities and Planning Committee seeking the Approval of Owner’s Representative/Project Management Services Providers and asked for a motion to accept the resolution. A motion was made by Ms. Dee and seconded by Ms. Chappell to approve the resolution of the Approval of Owner’s Representative/Project Management Service Providers. RESOLUTION NO. 19560

### III. Committee Reports

**Audit and Compliance Committee** – Ms. Dee gave an overview of the Audit and Compliance Committee. Her summary included that: David Luker (RSM) reviewed the construction invoices from the hospital transformation and presented his findings. KPMG staff provided information on the System’s internal audit. Ms. Despoth gave an update on the annual financial reporting controls. Ms. Dee further explained that the Committee learned about the process for the annual Enterprise Risk Management assessment; received an update on the Ethics and Compliance department activities; and the System’s work through the Information system’s team to meet the “gold standard” of NIST (National Institute of Standards and Technology).

**Compensation Committee** – Dr. Walker gave a brief overview of the Compensation Committee meeting including the process for obtaining a new compensation consultant. The Board discussed whether the Board itself would obtain a separate compensation consultant in addition to the System’s consultant and agreed that once a compensation consultant is in place the Board will consider whether it will obtain it’s own compensation consultant. Dr. Walker also advised that the Committee discussed the PBVC plan and procedures.

**Facilities and Planning Committee** – Ms. Chappell indicated there was a robust discussion and presentations given from the Campus Transformation team. An update was given on the status of all projects and Ms. Chappell and the committee welcomed back Mr. Walter Jones as the interim SVP in Facilities/Planning while the organization actively seeks a replacement.

Ms. Chappell said that the committee discussed a post-occupancy evaluation process for the new hospital building and added that there was a discussion of the new Birthing Center, along with great pictures on the opening of the new facility.

Ms. Chappell advised that the Committee approved sending a resolution to the full board There was one resolution that was voted to bring to the Board regarding the approval of pre-authorized owner’s representation/project management service providers.

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**Governance Committee** – Ms. Chappell informed the group of the discussions of the Governance Committee. These include: the trustee vacancies and officer appointments. The County Executive is working to fill the open position and is considering appointments and re-appointments for the terms ending. She added that the Committee discussed the skill sets the Board would like to see added based on the skills and expertise of the current members and the needs of the System. She also advised that the committee continues to work on updating Board policies. The Committee also had a presentation from The Governance Institute which provides resources relating to governance for health systems. MetroHealth is a member of The Governance Institute. There was the discussion of the possibility of additional support for the Board in the way of a Board Clerk/Liaison. A proposed job description will be circulated to the Board. Finally, Ms. Chappell reported that the committee went into executive session to discuss legal claims and reserves.

## IV. President and CEO's Report

Dr. Steed highlighted a few items in the President's report which was circulated in the Board books. Dr. Steed highlighted the promotion of William Lewis, M.D. to COO and President of the Ambulatory Division. This comes as Mr. Sukalac has transitioned to a new role of Senior Vice President of System Services. Dr. Steed also informed the group that the Blue Ridge Institute for Medical Research released the 2022 rankings based on data from NIH, and MetroHealth's Physical Medicine and Rehabilitation ranks #1 across the country.

## V. Medical Staff Report

Dr. Alexander informed the Board that the medical staff report was included in the Board Book and that there are appointments, reappointments and actions for review and approval. Dr. Alexander also referenced the minutes and the sharing of a plan for APP (Advanced Practice Providers) in training for their transition of practice.

Ms. Whiting asked for a motion to approve the Medical Staff Providers Appointments and Reappointments for January 2023 and the Medical Executive Committee Minutes of January 11, 2023. After a was motion made and seconded, the Board unanimously approved the resolution. RESOLUTION NO. 19561

## VI. Executive Session

Ms. Whiting stated that the matters to be considered next at this meeting involve discussions of hospital trade secrets as defined in ORC 1333.61; matters required to be kept confidential by federal or state law; and for discussion with an attorney for the public body concerning disputes involving the public body that are the subject of pending or

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imminent court action and to consider the appointment, employment, dismissal, discipline, promotion, demotion or compensation of a public employee.

Ms. Whiting ask for a motion to recess into executive session to discuss these matters. Ms. Chappell made a motion, and Dr. Walker seconded. The Board held a roll call vote with all Trustees voting to approve the motion to go into executive session for the purpose stated by Ms. Whiting.

Members of the public were excused. The Board went into executive session to discuss the identified matters at 7:09 pm.

## Return to Open Meeting

Following the executive session, the meeting reconvened in open session at approximately 8:07 pm and welcomed back the public via Zoom and those members of the public who remained in-person.

- VII. Recommendation/Resolutions Approval
  - A. Approval of Amendments to Executive Compensation Policy BOT- 06

Ms. McBride brought forth a potential amendment to the Resolution for Approval of Amendments to Executive Compensation Policy BOT-06, addressing interim executives. Ms. McBride shared some proposed language; Dr. Steed commented that interim executives are likely to be requesting compensation that is akin to compensation for a short-term executive staffing arrangement. After discussion and comments of the proposed updates, the proposed language amendments to the policy were further adjusted.

A motion was made and seconded, and the Board approved the resolution for the Approval of Amendments to Executive Compensation Policy BOT-06. RESOLUTION NO. 19562

There being no further business to bring before the Board, the meeting was adjourned at 8:38 pm.

**NEXT MEETING:**      **Wednesday, March 22, 2023 – 5:00-7:00 pm**  
                                 **The MetroHealth Board Room (K-107) B or via Zoom**

**THE METROHEALTH SYSTEM**

Vanessa Whiting, Chairperson



**RECOMMENDATION TO THE BOARD OF TRUSTEES OF  
THE METROHEALTH SYSTEM FOR APPROVAL OF  
PERFORMANCE-BASED VARIABLE COMPENSATION PROGRAM ACHIEVEMENTS FOR 2022**

**Recommendation**

The President and Chief Executive Officer recommends that the Board of Trustees accept and approve the 2022 results as compared to the 2022 Performance-Based Variable Compensation Plan Measures and Goals, which measures, and goals were previously adopted by the Board.

**Background**

In 2014, the Board of Trustees of The MetroHealth System approved a Performance Based Variable Compensation plan for certain members of senior leadership (the "Plan") with the assistance and advice of Sullivan Cotter, an independent national compensation consulting firm, and the recommendation of the President and Chief Executive Officer. The System has determined that such programs are customary and usual in the hospital field.

The Board-approved Plan requires the Board to approve System-wide metrics to incentivize performance over the coming year. In November 2021, the Board approved Plan measures and goals for 2022-2025.

The Plan subsequently requires the Board to approve the System's achievements against those metrics after the closing of the System's books and the finalizing of the System's annual audit. The Board is simultaneously being presented with a recommendation to accept the 2022 audit report prepared by RSM US, LLP.

The President and Chief Executive Officer has reviewed the System's performance for 2022 against the Plan measures and goals approved by the Board. The System's performance was also subject to a review and validation by KPMG, MetroHealth's internal audit provider. Attachment A provides the presentation of the measures and goals compared to the performance for 2022. In sum, the System's performance reflects 98.23% of the target performance.



## Approval of Performance-Based Variable Compensation Plan Achievements for 2022

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### RESOLUTION XXXXX

WHEREAS, the Board of Trustees of The MetroHealth System has previously approved the Performance Based Variable Compensation plan for certain members of leadership (the “Plan”);

WHEREAS, the Board of Trustees approved Plan measures and goals to incentivize performance through 2022;

WHEREAS, the System has submitted its results against the 2022 Plan measures and goals, and such results were subject to a review and validation by KPMG, MetroHealth’s internal audit provider;

WHEREAS, the Compensation Committee has reviewed the System’s performance, including the calculation of the total proposed awards and the proposed individual awards for Executives;

WHEREAS, the Board of Trustees of The MetroHealth System has been presented a recommendation to approve the System’s achievements under the Plan for 2022; and

WHEREAS, based on its review, the Compensation Committee has recommended that the Board of Trustees approve the System’s 2022 achievements under the Plan as further detailed on Attachment A.

NOW, THEREFORE, BE IT RESOLVED, the Board of Trustees of The MetroHealth System hereby approves the System’s achievements under the Performance-Based Variable Compensation Plan for 2022; and

BE IT FURTHER RESOLVED, the President and Chief Executive Officer, or her designee, are hereby authorized to take necessary actions consistent with this resolution.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:

CONFIDENTIAL: THIS DOCUMENT CONTAINS TRADE SECRETS AND INFORMATION THAT IS CONFIDENTIAL AND PROPRIETARY PROPERTY OF THE METROHEALTH SYSTEM AND MAY NOT BE COPIED, PUBLISHED OR DISCLOSED TO OTHERS WITHOUT THE EXPRESS WRITTEN AUTHORIZATION OF AN AUTHORIZED OFFICER OF METROHEALTH. THIS DOCUMENT MUST BE KEPT ONLY IN CONFIDENTIAL FILES WHEN NOT IN USE.

EXHIBIT A

RECOMMENDATION TO THE BOARD OF TRUSTEES  
OF THE METROHEALTH SYSTEM  
FOR APPROVAL OF PERFORMANCE-BASED VARIABLE COMPENSATION PLAN  
SYSTEM GOALS FOR 2023

**Recommendation**

The President and Chief Executive Officer is recommending that the System shift its approach to return to annual PBVC metrics, which can be more appropriately refined and focused on incentivizing performance against System opportunities and challenges – which opportunities and challenges will inherently change from year to year. These proposed goals are consistent with the guidelines established by Sullivan Cotter and continue to embody a balanced approach across the following domains: financial; strategy and growth; quality and service; clinical transformation and health equity; human capital and diversity; and innovation and research.

**Background**

The Board of Trustees of The MetroHealth System approved a Performance-Based Variable Compensation (“PBVC”) plan for the President and CEO and other members of leadership beginning in 2014, subject to modifications from time to time. The PBVC plan was developed with the assistance and advice of Sullivan Cotter, an independent national compensation consulting firm, and has been determined to be customary and usual in the nonprofit hospital field.

The PBVC plan is designed to put certain percentages of the President and CEO’s and members of leadership’s (Director and above) cash compensation at risk and to incentivize performance against certain goals. The PBVC plan System goals are approved by the Board annually.

At the end of 2021, the Board approved, via Resolution 19484, long-term and annual System goals for PBVC that spanned the years 2022-2025.

Approval of Performance-Based Variable Compensation Plan System Goals for 2023

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RESOLUTION XXXXX

WHEREAS, the Board of Trustees of The MetroHealth System has previously approved a Performance-Based Variable Compensation plan for the President and CEO and other members of leadership (the "PBVC Plan");

WHEREAS, the President and Chief Executive Officer has presented the Board of Trustees of The MetroHealth System a recommendation for the approval of goals and performance metrics for the PBVC Plan for 2023; and

WHEREAS, the Board's Compensation Committee has reviewed this recommendation and now recommends its approval.

NOW, THEREFORE, BE IT RESOLVED, the Board of Trustees of The MetroHealth System hereby approves the 2023 Plan Measures and Goals as described in the attachment hereto, to be utilized in connection with the overall compensation methodology. No awards will be paid unless the System achieves the Adjusted EBIDA trigger, which will be calculated net of the PBVC awards.

BE IT FURTHER RESOLVED, this Resolution and approval hereby supersedes the Board's previous approval of long-term goals and metrics via Resolution 19484.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:

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Exhibit A

**RECOMMENDATION TO THE BOARD OF TRUSTEES OF  
THE METROHEALTH SYSTEM TO ACCEPT THE  
2022 AUDIT REPORT FOR THE SYSTEM'S ANNUAL FINANCIAL STATEMENTS**

**Recommendation**

The Interim Chief Financial Officer recommends that the Board of Trustees of The MetroHealth System accept the audit report for the System's annual financial statements for the year ended December 31, 2022, as prepared and presented by RSM US, LLP.

**Background**

Pursuant to Chapter 339 of the Ohio Revised Code, the Board is required to provide for an annual audit of the System's financial statements. Pursuant to Chapter 117 of the Ohio Revised Code, the System and the Auditor of State have engaged RSM US, LLP to conduct such an audit. RSM's audit is conducted in accordance with Generally Accepted Auditing Standards (GAAS), Government Auditing Standards (GAS), the Uniform Guidance, and the U.S. Office of Management and Budget's (OMB) Compliance Supplement and guidance provided in the audit guide titled State and Local Governments issued by American Institute of Certified Public Accountants. The RSM audit team conducted an audit conference with members of the Board of Trustees including members of the Audit and Compliance Committee and discussed RSM's independence, the scope of services performed in connection with the audit, and any findings resulting from the audit.

## Acceptance of the 2022 Audit Report for the System's Annual Financial Statements

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### RESOLUTION XXXXX

WHEREAS, the System's independent auditors, RSM US, LLP, have prepared a report detailing the findings of their annual audit of the System's annual financial statements for the year ended December 31, 2022 (the "2022 Audit Report");

WHEREAS, RSM conducted an audit conference with the members of the Board of Trustees including members of the Audit and Compliance Committee regarding the 2022 Audit Report and discussed the conduct and scope of the audit, including the work with the System's management team; and

WHEREAS, the Audit and Compliance Committee recommends that the Board of Trustees accept the 2022 Audit Report for the System's annual financial statements as prepared and presented by RSM.

NOW, THEREFORE, BE IT RESOLVED, the Board of Trustees of The MetroHealth System hereby accepts RSM US LLP's 2022 Audit Report for the System's annual financial statements for the year ended December 31, 2022.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:



**Election of Presiding Officers of The MetroHealth System  
2023-2026**

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**RESOLUTION XXXXX**

WHEREAS, the Board of Trustees of The MetroHealth System is required to elect a chairperson and such other officers as specified in its Bylaws; and

WHEREAS, the Bylaws provides for elected officers to serve a term of three years; and

WHEREAS, The MetroHealth System Board has proposed that the following members of the Board of Trustees be elected officers of the Board for a three-year term:

E. Harry Walker	-	Chairperson
Vanessa Whiting	-	Vice-Chairperson
John Corlett	-	Secretary

NOW, THEREFORE, BE IT RESOLVED, the following members of the Board have been elected by the Board of Trustees to the offices set forth beside their names for a term of three years:

E. Harry Walker	-	Chairperson
Vanessa Whiting	-	Vice-Chairperson
John Corlett	-	Secretary

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:



## A Note From Dr. Steed

Colleagues,

As I enter my fourth month at MetroHealth, I am energized and excited by the tremendous efforts we are undertaking to support the essential health care needs of the communities we serve. I also remain in awe of the dedication, talent and drive our amazing staff exhibits every day to provide the best care possible to our patients.

To maintain our momentum, national searches are well underway for several key leadership roles, including Chief Clinical & Academic Affairs Officer, Chief People Officer, Chief Financial Officer and SVP/Facilities, Construction and Transformation.

**Brian Mercer, MD**, a 20-plus-year veteran of the System, has been serving as our EVP/Chief Clinical & Academic Officer on an interim basis since October and has been a valued adviser, collaborator and leader during this period of transition. His term was originally supposed to end in January, but he graciously agreed to extend his time until March. Please join me in thanking him for his dedicated service and commitment to our mission.

I am pleased to announce that **Richard J. Blinkhorn, Jr., MD**, Chair of the Department of Medicine, has agreed to take over as the interim EVP/Chief Clinical & Academic Affairs Officer, effective Monday, March 20. In leading one of our largest clinical departments, he has helped ensure a high quality of clinical and academic excellence and provide support to all patients regardless of their ability to pay. He cares



deeply about our mission, our history and the individuals we serve.

Dr. Blinkhorn, who has chosen not to be a candidate for the permanent position, will oversee the medical staff, advanced practice providers, department chairs, research programs, medical education, designated service lines, clinical institutes and more. He will be a key leader, in this interim period, in driving our ongoing efforts to transform our clinical and academic enterprise for the ultimate benefit of the communities we serve.

In addition, since my last report, I have continued to discuss key health care issues facing our region with leaders from around the country while also introducing myself and developing relationships with members of Cleveland's government, business and health care communities.

I have had the opportunity to share our priorities for expanding upon the tremendous impact MetroHealth provides while also advocating for the hundreds of thousands of people we serve.

These conversations have further validated MetroHealth is moving in the right direction. The leaders with whom we met agreed we should maintain our focus on health equity, behavioral health and addressing the epidemic of addiction. They also agree we should follow our plan to dive deeper into local issues such as Cuyahoga County's high maternal and infant morbidity and mortality rates.

First among my meetings was the America's Essential Hospitals Policy Conference in our nation's capital at the end of February, which included sessions with the association's SVP of Policy and Advocacy and the VP of Legislative Affairs, as well as health policy leaders from the Senate Finance Committee and the Senate Health, Education, Labor and Pensions Committee. I also met with five members of Ohio Congressional Delegation, the President of the National Black Nurses Association and the President of America's Essential Hospitals.

Our discussions focused on the need to preserve Medicaid funding, improve behavioral health and addiction care, maintain low medication costs for patients, save nonmedical programs that improve the social drivers of health and support safety-net hospitals like MetroHealth.

In early March, I headed to Columbus to meet with Gov. Mike DeWine's Health Advisor, the Director of the Ohio Department of Mental Health & Addiction Services, the CEO of the Business Roundtable, the CEO of the Ohio Hospital Association, key Ohio Department of Medicaid staff and Ohio House and Senate legislators, including members of our local delegation and leadership of the Ohio Legislative Black Caucus.

On March 15, I had the pleasure to meet one-on-one with Gov. DeWine to discuss my goals for MetroHealth and how our effort will continue to support and augment his broader health and wellness goals for the state of Ohio.

In all these meetings, I advocated for safety-net hospitals like MetroHealth and discussed opportunities to improve behavioral health and addiction services and care and support for birthing parents and babies.

I also met with Cleveland Mayor Justin Bibb and Cleveland Clinic leadership to discuss violence-prevention, smoking-cessation and other programs that address regional public health concerns. That was followed days later by a visit from officials from the City of Cleveland for a comprehensive tour of our trauma facilities and further discussion of ways to address the



epidemic of violence.

As we wrapped up Black History Month and kicked off Women's History Month, I was back in Northeast Ohio as a guest at the Alpha Kappa Alpha Regional Conference, served on a panel on the joys and challenges of motherhood for the Ohio Children's Cluster of Jack & Jill of America, Inc., and delivered a speech on "Advocating for Your Health Care" at a Women's History Month Tea and Luncheon in Richmond Heights.

I continue to meet with employees through our Healthy Conversation internal listening sessions, which included a productive recent meeting with our residents. In addition, I am involved in a Transformation Steering Committee and other committees that were established to address issues raised at these sessions.

Lastly, on March 14, I appeared before Cuyahoga County Council to share my vision for MetroHealth and reiterate our commitment to collaboration and transparency. The presentation was well received, and I look forward to partnering with Council to build a healthier and more equitable community.

Sincerely,

**Airica Steed, Ed.D, RN, MBA, FACHE**  
President & CEO, The MetroHealth System



## Five Pillars

Each month, I will provide an update on the five pillars of our vision for MetroHealth in the areas of Clinical and Academic Excellence; Health Equity; Community Engagement; Innovation and Accelerating Growth.

### Clinical & Academic Excellence

**CAR-T Therapy:** On March 30, we will inaugurate a state-of-the-art vector and cellular core facility that will enable quick, reliable production and processing of the latest cellular therapies, including chimeric antigen receptor T-cell (CAR-T) therapy. With this facility, MetroHealth is the first safety-net community hospital in the United States to offer in-house viral vector production. It will make CAR-T therapy and cellular immunotherapy research accessible to underserved communities in the greater Cleveland region and beyond. It will also support MetroHealth's broader cancer research activities being conducted through its membership in the NCI-designated Case Comprehensive Cancer Center.

**Promoting Safety and Ensuring Quality:** We expect to soon name a VP/Institute of Patient-Centered Excellence and a VP/Patient-Centered Continuous Improvement. These individuals be key leaders in our goal to deliver care that results in the best possible outcomes for everyone in the community. Our quality of care will be reflected in our grades and rankings from national ratings agencies.

**Patient Safety Week:** Patient Safety Week, which took place March 13-17, was a great success. The week was themed "Together we are better, stronger, safer." The Patient Safety Team collaborated with multiple areas, including the Simulation Center for several activities, including: a Room of Horrors where staff members identified multiple safety issues associated with simulated patients, a TeamSTEPPS simulation concentrating on teamwork and patient safety and a patient safety poster competition.

**Approach to Primary Care:** MetroHealth primary care teams and chairs are working together to establish a common framework to approach primary care. The three main headings are Clinical Care, Research and Education. The group is creating a document on "provider expectations," which is meant to clearly define consistent, cross-departmental standards. Primary Care is also working with Advanced Practice Provider leadership to create a residency program, as well as an opioid safety initiative to improve access for addiction treatment within primary care.

**Preventing Emergency Department Visits:** An examination is also underway to identify the root cause of unnecessary emergency department visits, and



the needed enhancements that can be made from a primary care perspective to support this effort. The data project will help create a new model that is responsive to the needs of the emergency department, primary care, and patients.

**Hospital Discharge Project:** Inpatient Hospital Medicine, the Network Service Center and Primary Care are working on a timely hospital discharge project. The goal is for the pharmacy to call within 48 hours for medication review followed by a visit with a physician within seven to 14 days. This will allow for Traditional Care Management (TCM) billing, which will be revenue-generating, and allows for timely follow-up so that inpatient teams are able to discharge patients faster with a handoff to the ambulatory setting.

**Giving Residents a Voice:** As an academic medical center, residents and fellows play a critical role in caring for our community. Dr. Steed recently hosted one of her Healthy Conversation listening and engagement sessions to hear directly from these caregivers. To date, several hundred MetroHealth employees have attended these Healthy Conversations, and additional sessions will take place over the coming weeks and months.

**Colorectal Cancer Screening:** Various MetroHealth teams are also working on ways to increase colorectal cancer screening, using FIT as the initial parameter. Through the effort, colonoscopies will be prioritized for FIT positives, allowing for those patients with a higher risk of colorectal cancer to be seen first. The program will monitor for quality, safety and health equity to ensure top-level care and to make sure it does not create disparities.

## Health Equity

MetroHealth is actively moving clinical, education and research work in primary care toward a health equity lens. Some of those efforts include:

### Addressing Disparities in Lung Cancer Diagnoses:

A research team that includes MetroHealth's Ismini Kourouni, MD; Arvind Suguness, MD; James Finley, MD; Katherine Dutton; and Yasir Tarabichi, MD; have published a paper on a Rapid Outpatient Diagnostic Program (RODP) in the journal *Clinical Lung Cancer*. The program's objective was to improve racial disparities in patients with lung cancer by expediting lung cancer evaluation, and thanks to the thoughtfully designed and implemented program, racial disparities in the timely evaluation of potential lung cancer were reduced.

**Multicultural Dermatology Center:** This new center specializes in treating skin and hair conditions that mainly affect people of color. Led by David R. Crowe, MD, Chair, Department of Dermatology at MetroHealth, the clinic provides a specialized approach to treatment and education for conditions such as alopecia, vitiligo, discoloration, hidradenitis suppurativa and nail unit melanoma. This is just one of several specialty centers that will open to address the various health disparities that disproportionately impact communities minority populations

**Diabetic Medications:** In addition, a clinical/ research study looking at the use of GLP-1 and STGL-2 medications among diabetics has been proposed to improve patient access to these evidenced-based treatments as appropriate. The study will seek to ascertain if there are disparities in prescribing and access to these medications.



Join us for a screening and discussion.

**Aftershock:  
The Ripple Effect in Cleveland**

March 20, 2023  
5:30pm-9:00pm  
Cleveland, OH

**CHC**  
CREATING HEALTHIER COMMUNITIES

**Aftershock**

**Understanding Community Needs:** The Primary Care team has also started discussions with various stakeholders in IT regarding the use of population health data to help plan primary care activities that address the Social Drivers of Health (SDOH) and disparities. The goal is to use data both inside and outside Epic (e.g., data from the health department) to identify needs in communities that primary care can proactively impact.

**Black Maternal Mortality Crisis:** On March 20, MetroHealth is sponsoring a free screening and discussion of "Aftershock", a Hulu Original Documentary that shines a much-needed light on the high rates of preventable maternal mortality among Black women in the U.S. The event will begin with a brief reception, followed by the film screening and a



panel discussion moderated by Courtney Gousman, Anchor, News Channel 5 featuring individuals from the film.

This screening is part of a broader community-based initiative to support infant and maternal health. Future activities include special Women and Children Health Clinics that are designed to provide additional support to families while also building on MetroHealth's significant expertise and resources in this area, including our recently opened NICU.

## Community Engagement

**Minority Men's Health Fair:** MetroHealth is once again hosting the Minority Men's Health Fair on April 27 at three locations: Main Campus, Cleveland Heights Medical Center and Ohio City Health Center. We will also host a Minority Women's Health Fair this autumn.

**The Power of Partnership:** MetroHealth is finalizing an agreement with Cleveland Clinic and University Hospitals for the Canopy Clinic, a pediatric facility that will provide specialized care to children who are the victims of sexual assault.

**Healthy Connections:** About 50 people recently visited Buckeye Health Center and were connected with AT&T and partners from device refurbisher RET3 Job Corp., Inc. and the Ashbury Senior Computer Community Center (ASC3) for an ACP Internet & Device Event. These types of outreach efforts are designed to close the digital divide.

**Listening Matters:** MetroHealth is working with providers directly in the clinics to ascertain what specific challenges the patients in those clinics experience. Ultimately, the goal is to create community advisory panels that would allow patients to provide feedback on inequities they are facing.

**N.E.W. KIDZ:** We're thrilled to announce the launch of N.E.W. KIDZ. In partnership with the Urban Community School and Lincoln-West School of Science and Health, the Nutrition, Education, and Wellness (NEW) program will help teach children and their families how to focus on health instead of weight.

## Innovation

**Positive Peers:** An app created by MetroHealth staff is gaining national attention from the U.S. Department of Health and Human Services for its positive impact on young people living with HIV. In 2016, Ann K. Avery, MD, and her team, including Project Director, Jennifer McMillen Smith, launched an app that would help patients aged 13 to 34 navigate through the complicated feelings and questions that come up. The



app, called Positive Peers, scaled up to the national level in March 2020, giving hope to the people who are looking for support in processing and dealing with this

disease. The app offers health management tools, health information and a social platform where patients can post on a community bulletin board or direct-message other users.

**Innovative Scheduling:** There is incredible potential to rethink primary care delivery systems and the way MetroHealth utilizes them. We are looking at ways to offer better scheduling so that a mother with two children can have both kids seen on the same day with appointments back-to-back. We are also investigating opportunities to better coordinate additional lines of business so that if a child is coming in for a well

checkup, they can have a dental visit right after. This initiative is being developed from the perspective of what is best for the patient (rather than what is easiest for the provider), which will be critical to innovating better systems and accelerating growth.

## Accelerating Growth

**CLE-Care:** The City of Cleveland has added CLE-Care as a health insurance option for its 6,400 employees, offering significant savings along with high quality care to its workers while enhancing patient growth opportunities for MetroHealth. CLE-Care combines the expertise of MetroHealth's doctors and health care providers with Medical Mutual's expertise in managing benefits.

**Growth Through an Equity Lens:** On February 2, MetroHealth completed the stem cell collection for the first patient accepted into the new Bone Marrow Transplant program. The transplant of stem cells for a second patient in the program is scheduled to take place in mid-April.

The Bone Marrow Transplant program was created for patients who need a transplant but who are unable to take part in other hospital programs. Patients who lack reliable transportation for the many required appointments, access to healthy foods and other resources are often turned away. The program has been developed by William W. Tse, MD, and Tamila L. Kindwall-Keller, DO.

## Internal Initiatives

**Addressing the Workforce Shortage:** The Talent Acquisition team has done a spectacular job with our recent hiring events. Last month's event at The Glick Center drew more than 170 candidates.

The recent event at Cleveland Heights Medical Center, which was focused on filling open roles at all our East Side locations, drew more than 100 interested individuals. Our team has already extended several offers.

### **Strengthening Safety and Communication:**

A key part of ensuring our employees feel safe is that they also feel informed. Representatives from Communications, Emergency Management, Public Safety and other departments are working on a new crisis communications plan, and a special committee is being formed to give caregivers a formal venue to share their ideas and concerns about safety.

**Multi-Campus Facility Plan:** Driven by employee feedback, we are putting together a new multi-campus master facilities plan. That plan will focus on optimizing space in The Glick Center, revisiting our approach



to APEX, enhancing our ambulatory footprint and reevaluating what to do with our existing buildings. This includes better planning for conference space and offices for providers and support staff.

## Marketing Focus

March is Colon Cancer Awareness Month, and we are running an awareness campaign to encourage our patients and community to get checked. Content will also be highlighted throughout the year as part of the #gotoknow campaign raising awareness about preventative screenings.

The 2023 Heart Health Month concluded February 28, with excellent engagement across platforms:

- Digital billboards ran in Northeast Ohio for three weeks. Week three's billboard had both English and Spanish versions.
- More than 200,000 people received our second installment of the BeSimplyWell e-Newsletter focused on heart health.
- The Virtual Health Talk, "What Women of Color Need to Know About Heart Health," took place on February 28 and was hosted by Dr. Meera Kondapaneni.

Continued efforts throughout the year will reinforce the momentum built from the campaign, with additional WKYC Good Company segments, an Afib campaign, and more.

## Money Matters

**Finances At-a-Glance:** MetroHealth remains financially stable, especially compared to other safety-

net hospitals around the country. However, we are not shielded from the impacts and challenges of the post-COVID world.

Like most safety-net hospitals, our margins are always going to be small, largely because of our payor mix: About two-thirds to three-quarters of our patients are on Medicare, Medicaid or uninsured. Additionally, like every health system in the country, we are facing additional stresses. Workforce shortages and inflation are pushing our costs up faster than our income.

**Cash On Hand/Debt Service:** The two covenants for the Series 2017 bonds are Days Cash on Hand (DCOH) and Debt Service Coverage Ratio (DSCR). As of February 28, 2023, DCOH was 165 days, and DCSR was 5.96x, both above their compliance requirements of 75 days and 1.00x, respectively.

**Market Trends:** While the stock market started on a positive note in 2023, a negative February diminished the market's overall year-to-date returns. In February, the System's unrestricted investments were down approximately 1.1% but were still positive 1.2% for the year compared to being down 5.7% in 2022.

**A Partner for Hope:** The MetroHealth Foundation has launched an effort to raise \$30,000 to support a second K9 Unit. The new dog will join Hope the Dog, who keeps our patients, visitors, and staff safe. More information on this effort can be found at Partner for Hope | The MetroHealth System.

**Additional Philanthropic Support:** The Institute for H.O.P.E. continues to receive strong support from the philanthropic community with The Harry K. and Emma R. Fox Charitable Foundation and the Martha Holden Jennings Foundation granting a total of \$25,000 in support to the Food as Medicine and SAFE programs, respectively. Also, former MetroHealth Foundation Board member, Tim King, and his wife, Carol, made a generous gift to support the MetroHealth Rehabilitation Institute and its equipment fund.

## Awards & Recognition

We are thrilled to announce our talented staff has received several recognitions and awards.

**Kevin Kilgore, PhD**, Staff Scientist in the Departments of Orthopedics and Physical Medicine and Rehabilitation and the MetroHealth Center for Rehabilitation Research, has been elected to the prestigious National Academy of Inventors.

MetroHealth's VP/CIO **David Fiser, MBA, FABC**, is a finalist in the Ohio ORBIE Awards, the prestigious technology recognition program that honors tech executives that demonstrate leadership excellence.



In February, the American Institute of Architects bestowed its highest honor on MetroHealth's **Walter Jones**, when it elevated him to its College of Fellows, a distinction only 3% of member-architects ever achieve.

MetroHealth was recognized with **2022 Magna Cum Laude Honor Roll** status from the Epic Corporation, placing us in the top 5% of all Epic customers nationally for the number of times we've been on the Honor Roll. This significant achievement acknowledges the work done by our Clinical Informatics and Information Services teams. But the real prize is how our patients and colleagues benefit from the best practices it took to achieve this milestone. Epic's Honor Roll Good Maintenance Grant Program is a recognition program based on strategies, lessons learned, and best practices distilled from Epic's experience serving well-respected health care organizations.



The Ohio Chapter of the American College of Cardiology Fellowship Team competed in a Jeopardy competition. This team was led by our own **Ahmad Jabri, MD**. The team took second place at the National ACC Jeopardy competition.

February's Daisy Award for Extraordinary Nurses was presented to a group of three dedicated nurses: **Kevin Boyd, RN; Julianna Galicz, RN, and Rachel Pierce, RN**. They were nominated a patient's sibling for their attention to detail and the compassionate care they provided.

MetroHealth's President & CEO **Airica Steed, Ed.D, RN, MBA, FACHE**, was named one of Modern Healthcare's [Top 20 Women Leaders for 2023](#) after previously being named one of the publication's Top Women to Watch in 2023. In addition, she received the Diversity, Equity and Inclusion Award from the Chicago Health Executives Forum, a chapter of the American College of Healthcare Executives.

**MetroHealth Medical Center** was recognized for maintaining 20 years of excellence through accreditation by IAC Echocardiography (formerly ICAEL). The accreditation is awarded to an elite group of facilities that demonstrates a continued commitment to offering quality patient care.

The **MetroHealthy** wellness initiative has been recognized with a Platinum Award for the third consecutive year from the Healthy Business Council of Ohio. The Healthy Worksite Award recognizes Ohio employers who demonstrate a commitment to employee wellness through comprehensive worksite health promotion and wellness programs. Applicants are scored on the extent their wellness programs facilitate and encourage employee health, enhance productivity and ensure a healthy work environment. Last year, 72% of our benefit-eligible employees and 53% of our benefit-eligible spouses participated in the program.

The MetroHealth System is [being held up](#) as national model for its ability to deliver quality care at a controlled cost. A recent article published in **Health Affairs Forefront** explores how value-based care payment models can drive innovation and improve quality. The authors – one of whom is Mark McClellan, former administrator of the Centers for Medicare and Medicaid Services – explain how MetroHealth has successfully embraced value-based arrangements to transform the way it cares for the community.

**The Institute for H.O.P.E.** has a prominent role in the latest edition of the monthly online journal Catalyst Innovations in Care Delivery, a publication of the **New England Journal of Medicine**. Institute for H.O.P.E.



President Sue Fuehrer and others authored the leading "Viewpoints" article, which details MetroHealth's unique programs, including Calls for HOPE, the Opportunity Center and the Trauma Recovery Center. [You can read the piece here.](#)

## Spotlight on MetroHealth

Each month, we will round up media coverage that features MetroHealth System and our employees.

MetroHealth was featured in ideastream story, "[New murals celebrate Latino heritage in Clark-Fulton](#)"

MetroHealth was featured in Axios story, "[Clark-Fulton is Cleveland's hot new destination for murals.](#)"

[MetroHealth Cleveland Heights Behavioral Health Hospital: Photo Tour](#) – Healthcare Design Magazine

MetroHealth's Laura Shefner, MD, published her latest column – "[Managing Toddler Meltdowns](#)" – in the Cleveland Jewish News

MetroHealth President & CEO Dr. Airica Steed was mentioned in HealthLeaders Media story, "[Celebrate Women Healthcare Leaders During International Women's Day 2023.](#)"

[MetroHealth app helps young people diagnosed with HIV](#) – 19 News

Dr. Steed is the featured guest on The Beryl Institute's "[To Care Is Human](#)" podcast series.

[MetroHealth will host free showing of documentary that explores infant mortality](#) – News 5 Cleveland

The following actions to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on February 28, 2023. The Actions will then be reviewed by the Medical Executive Committee on March 10, 2023.

**Resignations**

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>End Date</i>
Bradas, Cheryl, APRN-CNS	Geriatric Medicine		2/7/2023-R
Conklin, Danette, PhD	Psychiatry		1/27/2023-R
Green, Amy, APRN-CNP	Surgery	Vascular Surgery	1/27/2023-R
Keriazes, Mackenzie, Psy.D.	Psychiatry		2/10/2023-R
Patel, Riddhi, DMD	Dental Medicine		2/17/2023-R

**Department Change**

<i>Name</i>	<i>Department/Division From</i>	<i>Department/Division To</i>	<i>Date</i>
Caldwell, Stephanie, APRN-CNP	Endocrinology	Weight Management	2/6/2023

**Additional Clinical Privileges**

<i>Name</i>	<i>Privileges Added</i>	<i>Date</i>
Onimoe, Grace, MD	Adult Hematology/Oncology Privileges	3/1/2023
Weaver, John, MD	Laser Privileges	2/21/2023

CC=Contract Complete, Fellowship Complete

R=Resigned

RL-Relocated

RT-Retired

ET-Employment Terminated

CT-Contract Terminated

The following Appointments to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on February 28, 2023. The appointments will then be reviewed and accepted by the Medical Executive Committee on March 10, 2023

**Active**

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Brethauer, Pamela, MD	Radiology		3/1/2023
Erbayat, Ebru, MD	Neurology		3/1/2023
Monford Dent, Tyffani, Psy.D.	Psychiatry		3/1/2023
Nasky, Kevin, DO	Psychiatry		3/1/2023
Ove, Roger, MD	Medicine	Radiation Oncology	3/1/2023
Shah, Sapna, MD	Medicine	Endocrinology	3/1/2023

**Associate**

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Cooper, Lindsay-Dawn, APRN-CNP	Geriatric Medicine		3/1/2023
dela Cruz., Lisa, APRN-CNP	Psychiatry		3/1/2023
Fisher, Tonya, APRN-CNP	Psychiatry		3/1/2023
Katzenmeyer-White, Crystal, APRN-CNP	Neurology		3/1/2023
Nand, Natasha, PA-C	Medicine	Hematology/Oncology	3/1/2023
Song, Jung-Min, APRN-CNS	Medicine	Hematology/Oncology	3/1/2023
Vaisberg, Ilya, APRN-CNP	Emergency Medicine	Life Flight	3/1/2023

**Privileged Non-Member**

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Anderson, John, MD	Radiology		3/1/2023
Chao, Alexander, MD	Surgery	Vascular Surgery	3/1/2023
Hornack, Katherine, APRN-CNP	Neurology		3/1/2023
Karnik, Rajmohan, MD	Medicine	Cardiology	3/1/2023
Tatay, Lori, PA-C	Neurology		3/1/2023
Wang, Kevin, MD	Surgery	Ophthalmology	3/1/2023
Weinert, Dayna, MD	Radiology		3/1/2023

Non reviewable list-Clean files

**Privileged Non-Member**

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Rivera, Ralph, LISW-S	Psychiatry	Social Work	3/1/2023
Smith, Marceal, LISW-S	Psychiatry	Social Work	3/1/2023
Zgodinski, Maria, DO	Psychiatry		3/1/2023

**February Reappointments 2023**

<i>Name</i>	<i>Department</i>	<i>Division</i>
DiSano, Katherine, MD	Dermatology	

THE METROHEALTH SYSTEM  
MEDICAL EXECUTIVE COMMITTEE

February 10, 2023

Zoom

CHAIRPERSON: Christine Alexander-Rager, MD

CALLED TO ORDER: 7:00 AM





ADJOURNED: 9:00 AM

RECORDER: Carol Herbert

Members present: Doctors Christine Alexander, Chip Wiper, Thomas Collins, James Campbell, Julie Tsirambidis, Robert Pollard, Agnes Loeffler, Natalie Joseph, Holly Perzy, David Stepnick, David Crowe, Jonathan Chae, Richard Blinkhorn, Michael Kelly, Christopher Brandt, David Crowe, Luis Tollinchi, Venkat Krishnamurthy, Lynn Milliner. Ms. Patricia Gallagher, Ms. Brittany Valenzeno, Bode Adebambo, Anise Ardelt

Guests: Sara Partington, Megan Habit and Craig Richmond

Executive Officer: Dr. Brian Mercer

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS	EVALUATION/FOLLOW-UP												
Call to Order	Christine Alexander-Rager, MD		N/A												
Minutes of the Previous Meetings	MEC minutes, Credentialing Committee minutes and Medical Record Committee Minutes were reviewed and approved	Minutes from January 2023 were reviewed and approved  <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">               CredComm Minutes January.docx           </div> <div style="text-align: center;">               MEC Minutes, January 11, 2023.do           </div> </div> <div style="display: flex; justify-content: space-around; align-items: center; margin-top: 20px;"> <div style="text-align: center;">               Meeting minutes from 07-28-2022.pdf           </div> <div style="text-align: center;">               TCM Q3 and 4 2022.pdf               (Transfusion Committee)           </div> </div>	Present the MEC and Credentialing Committee minutes to BOT in March 2023												
Medical Staff Appointments and Actions	All medical staff appointments were carefully reviewed and presented by the Department Chairpersons. Each candidate is being presented after approval from the Credentials	<p style="text-align: center;"><b>The following Appointments to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on <span style="color: red;">January 24, 2023</span>. The appointments will then be reviewed and accepted by the Medical Executive Committee on February 10, 2023</b></p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; border-bottom: 1px solid black;"><u>Active</u> <i>Name</i></th> <th style="text-align: left; border-bottom: 1px solid black;"><i>Department/Division</i></th> <th style="text-align: left; border-bottom: 1px solid black;"><i>Effective</i></th> </tr> </thead> <tbody> <tr> <td>Ahmed, Shamina, MD</td> <td>Radiology</td> <td>1/25/2023</td> </tr> <tr> <td>Hottois, Michael, MD</td> <td>Psychiatry/Child/Adolescent</td> <td>1/25/2023</td> </tr> <tr> <td>Pashmini, NAzly, MD</td> <td>Pediatrics</td> <td>1/25/2023</td> </tr> </tbody> </table>	<u>Active</u> <i>Name</i>	<i>Department/Division</i>	<i>Effective</i>	Ahmed, Shamina, MD	Radiology	1/25/2023	Hottois, Michael, MD	Psychiatry/Child/Adolescent	1/25/2023	Pashmini, NAzly, MD	Pediatrics	1/25/2023	Present to BOT in March 2023
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	<p>Committee from the previous month. Each Candidate's file was reviewed for any actions or sanctions, clinical competency, work history. All gaps were accounted for and presentation of the practitioner's education and training was discussed. The committee reviewed the requested privileges and verified the provider will function within their scope of education and license. The NPDB reports, malpractice cases and any health issues were discussed, and a legal representative was present at the Credentials Committee.</p> <p>All additional privileges were discussed and verified ongoing monitoring of NPDB is being performed.</p>	<table border="0"> <tr> <td>Saleh, Anas, MD</td> <td>Orthopaedics</td> <td>1/25/2023</td> </tr> <tr> <td colspan="3"><b><u>Associate</u></b></td> </tr> <tr> <td><i>Name</i></td> <td><i>Department/Division</i></td> <td><i>Effective</i></td> </tr> <tr> <td>Albright, Consulea, APRN-CNP</td> <td>Family Medicine</td> <td>1/25/2023</td> </tr> <tr> <td>Badea, Cassie, APRN-CNP</td> <td>Psychiatry</td> <td>1/25/2023</td> </tr> <tr> <td>Fitzgerald, Tyler, PA-C</td> <td>Medicine/Internal Medicine</td> <td>1/25/2023</td> </tr> <tr> <td>Izydorczak, Cecilia, PA-C</td> <td>Surgery /Trauma/Burn/Critical Care</td> <td>1/25/2023</td> </tr> <tr> <td>Kestranek, Todd, PA-C</td> <td>Orthopaedics</td> <td>1/25/2023</td> </tr> <tr> <td>Nunnari, Gabrielle, CAA</td> <td>Anesthesiology</td> <td>1/25/2023</td> </tr> <tr> <td>Rayokovich, Brooke, PA-C</td> <td>Surgery/Trauma/Burn/Critical Care</td> <td>1/25/2023</td> </tr> <tr> <td colspan="3"><b><u>Privileged Non-Member</u></b></td> </tr> <tr> <td><i>Name</i></td> <td><i>Department/Division</i></td> <td><i>Effective</i></td> </tr> <tr> <td>Newey, Christopher, DO</td> <td>Neurology</td> <td>1/25/2023</td> </tr> <tr> <td>Ravitskiy, Larisa, MD</td> <td>Dermatology</td> <td>1/25/2023</td> </tr> <tr> <td colspan="3">Non reviewable list-Clean files</td> </tr> <tr> <td colspan="3"><b><u>Privileged Non-Member</u></b></td> </tr> <tr> <td><i>Name</i></td> <td><i>Department/Division</i></td> <td><i>Effective</i></td> </tr> <tr> <td>Hughes, Graham, MD</td> <td>Psychiatry</td> <td>1/25/2023</td> </tr> <tr> <td>Reilly, Rachel, PT</td> <td>PM&amp;R</td> <td>1/25/2023</td> </tr> </table> <p style="text-align: center;"><b>January 2023 Reappointments</b></p> <table border="1"> <thead> <tr> <th>Last Name</th> <th>First Name</th> <th>Degree</th> <th>Department</th> <th>Division</th> </tr> </thead> <tbody> <tr> <td>Ahmad</td> <td>Subhan</td> <td>MD</td> <td>Medicine</td> <td>Hospital Medicine</td> </tr> <tr> <td>Ahuja</td> <td>Payal</td> <td>MD</td> <td>Family Medicine</td> <td>Express Care</td> </tr> <tr> <td>Akhrass</td> <td>Rami</td> <td>MD</td> <td>Surgery</td> <td>Cardiothoracic</td> </tr> <tr> <td>Alexander</td> <td>Christine</td> <td>MD</td> <td>Family Medicine</td> <td></td> </tr> <tr> <td>Allen</td> <td>Carrie</td> <td>CAA</td> <td>Anesthesiology</td> <td></td> </tr> <tr> <td>Al-Mashni</td> <td>Laith</td> <td>DDS</td> <td>Dental Medicine</td> <td>Oral Health</td> </tr> <tr> <td>Ambani</td> <td>Ravi</td> <td>MD</td> <td>Surgery</td> <td>Vascular Surgery</td> </tr> <tr> <td>Aneja</td> <td>Ashish</td> <td>MD</td> <td>Medicine</td> <td>Cardiology</td> </tr> </tbody> </table>	Saleh, Anas, MD	Orthopaedics	1/25/2023	<b><u>Associate</u></b>			<i>Name</i>	<i>Department/Division</i>	<i>Effective</i>	Albright, Consulea, APRN-CNP	Family Medicine	1/25/2023	Badea, Cassie, APRN-CNP	Psychiatry	1/25/2023	Fitzgerald, Tyler, PA-C	Medicine/Internal Medicine	1/25/2023	Izydorczak, Cecilia, PA-C	Surgery /Trauma/Burn/Critical Care	1/25/2023	Kestranek, Todd, PA-C	Orthopaedics	1/25/2023	Nunnari, Gabrielle, CAA	Anesthesiology	1/25/2023	Rayokovich, Brooke, PA-C	Surgery/Trauma/Burn/Critical Care	1/25/2023	<b><u>Privileged Non-Member</u></b>			<i>Name</i>	<i>Department/Division</i>	<i>Effective</i>	Newey, Christopher, DO	Neurology	1/25/2023	Ravitskiy, Larisa, MD	Dermatology	1/25/2023	Non reviewable list-Clean files			<b><u>Privileged Non-Member</u></b>			<i>Name</i>	<i>Department/Division</i>	<i>Effective</i>	Hughes, Graham, MD	Psychiatry	1/25/2023	Reilly, Rachel, PT	PM&R	1/25/2023	Last Name	First Name	Degree	Department	Division	Ahmad	Subhan	MD	Medicine	Hospital Medicine	Ahuja	Payal	MD	Family Medicine	Express Care	Akhrass	Rami	MD	Surgery	Cardiothoracic	Alexander	Christine	MD	Family Medicine		Allen	Carrie	CAA	Anesthesiology		Al-Mashni	Laith	DDS	Dental Medicine	Oral Health	Ambani	Ravi	MD	Surgery	Vascular Surgery	Aneja	Ashish	MD	Medicine	Cardiology	
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		Bala	Elisa	MD, MSc, MBA	Surgery	Ophthalmology	
		Baltes	Matthew	DO	Family Medicine		
		Becker	Jeffery	MD	Medicine	Hospital Medicine	
		Belding	Jonathan	MD	Orthopaedics		
		Bement	Sarah	MD	Pediatrics		
		Burns	Sara	APRN-CNP	Family Medicine	Express Care	
		Caballero	Ludy	APRN-CNP	Family Medicine	Express Care	
		Carter	John	MD	Medicine	Pulmonary Medicine	
		Cater	Grace	MD	Medicine	Cardiology	
		Chagin	Daniel	MD	Family Medicine		
		Chotikanatis	Kobkul	MD	Pediatrics	Allergy/ Immunology	
		Chrisman- Khawam	Leanne	MD	Family Medicine		
		Claridge	Jeffrey	MD	Surgery	Trauma/Burn/ Critical Care	
		Clemow	Justin	DMD, MD	Dental Medicine	Oral & Maxillofacial Surgery	
		Combs	Meaghan	MD, MPH	Family Medicine		
		Copeland	Joi	DDS	Dental Medicine	Oral Health	
		Cotturo	Kerrie	CCP	Surgery	Cardiothoracic	
		Creamer	Johnbuck	MD	Medicine	Hospital Medicine	
		Crowe	David	MD	Dermatology		
		De Roia	Brooke	APRN-CNP	Family Medicine	Express Care	
		DeJoy	Samuel	DMD, MD	Anesthesiology		
		Dent	Arlene	MD	Pediatrics	Pediatric Comprehensive Care	
		Dietz	Michelle	MD	Geriatric Medicine		
		Dirajlal-Fargo	Sahera	DO	Pediatrics	Pediatric Infectious Disease	
		Dobbs	Katherine	MD	Pediatrics	Pediatric Infectious Disease	
		Dodge	Emily	MD	Emergency Medicine		
		Dong-Kondas	Julie	MD	Dermatology		
		Downes	Sean	MD	Family Medicine		



ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS					EVALUATION/ FOLLOW-UP
		Ekers	Brooke	PA-C	Neurosurgery		
		Elias	Michael	CAA	Anesthesiology		
		Finton	Paula	MD	Medicine	Internal Medicine	
		Forde	Wayne	MD	Family Medicine		
		Frommelt	Jonathan	MD	Emergency Medicine		
		Garcia	Jose	MD	Obstetrics & Gynecology		
		Gemechu	Fassil	MD	Geriatric Medicine		
		Ghuri	Abdulla	MD	Pediatrics		
		Gill	Inderjit	MD	Surgery	Cardiothoracic	
		Gordon	Deborah	APRN-CNP	Family Medicine	Correctional Medicine	
		Grady	Angela	DPM	Orthopaedics	Podiatry	
		Griggs	Jessica	DO	Family Medicine		
		Haddad	Maryanne	DO	Medicine	Internal Medicine	
		Harders	Maureen	MD	Anesthesiology		
		Hecker	Michelle	MD	Medicine	Infectious Disease	
		Hirschfeld	Adam	MD	Orthopaedics		
		Hodgson	John	MD	Medicine	Cardiology	
		Jaworsky	Christine	MD	Dermatology		
		Kapur	Rahi	MD	Emergency Medicine		
		Kauffman	Erick	MD	Family Medicine		
		Kaufman	Bram	MD	Surgery	Plastic Surgery	
		Krishnan	Vidya	MD	Medicine	Pulmonary Medicine	
		Kumar	Deepak	MD	Pediatrics	Neonatology	
		Kutoloski	Karen	DO	Medicine	Cardiology	
		Laurenty	David	PA-C	Surgery	General Surgery	
		Lebak	Kelly	MD	Anesthesiology		
		Lengu	Irma	MD	Surgery	Urology	
		Leonard	Ethan	MD	Pediatrics	Pediatric Infectious Disease	
		Lerner	Raisa	MD	Medicine	Internal Medicine	
		Levine	Ari	MD	Orthopaedics		
		Li	Benjamin	MD	Surgery	Oncology	
		Lowenthal	Rebecca	MD	Family Medicine		

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		Loy	Maria	MD	Anesthesiology		
		MacKay	Kara	CAA	Anesthesiology		
		Magoulias	Constance	MD	Geriatric Medicine		
		Maier	Vanessa	MD, MPH	Family Medicine		
		Majewski	Andrea	PA-C	Surgery	Trauma/Burn /Critical Care	
		Martinez	Alan	DDS	Dental Medicine	Oral & Maxillofacial Surgery	
		Masar	Sarah	APRN-CNP	Family Medicine	Express Care	
		McElroy	Sarah	APRN-CNP	Pediatrics		
		McLaughlin	Beth	MD	Medicine	Palliative Care	
		McLean	Shoghi	MD	Medicine	Hospital Medicine	
		Morrow-White	Cheryl	MD	Pediatrics		
		Murtz	Denise	APRN-CNP	Medicine	Hematology/ Oncology	
		Najarian	Sandra	MD, FACEP	Emergency Medicine		
		O'Shea	Jodi	APRN-CNP	Geriatric Medicine		
		Pahlajani	Geetu	MD	Family Medicine		
		Petrie	Timothy	MD	Emergency Medicine	Life Flight	
		Phelan	Michael	MD	Emergency Medicine		
		Piktel	Joseph	MD	Emergency Medicine		
		Pinault	Gilles	MD	Orthopaedics		
		Platt-Houston	Candis	MD	Pediatrics		
		Pollard	Robert	MD	Obstetrics & Gynecology		
		Raju	Nygi	MD	Family Medicine		
		Ramson	James	APRN-CNP	Medicine	Cardiology	
		Ranzini	Angela	MD	Obstetrics & GYN	Maternal/ Fetal Medicine	
		Rataul	Manjot	MD	Emergency Medicine		
		Reichsman	Ann	MD	Family Medicine		
		Ricanati	Steven	MD	Medicine	Internal Medicine	
		Riley	Nicholas	MD, Ph.D	Family Medicine		
		Roehrs	Matthew	DO	Emergency Medicine		



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		Romeo	Nicholas	DO	Orthopaedics		
		Rosenberg	Jeffrey	MD	Medicine	Internal Medicine	
		Rosenberg	Arlene	MD	Dermatology		
		Roy	Aparna	MD	Pediatrics	Pediatric Critical Care	
		Saadeh	Wasim	MD	Pediatrics		
		Saul	James	MD	Medicine	Internal Medicine	
		Schrock	Jon	MD, FACEP	Emergency Medicine		
		Sears	Jonathan	MD	Surgery	Ophthalmology	
		Seeholzer	Eileen	MD	Medicine	Internal Medicine	
		Shaughnessy	Allysen	PA-C	Surgery	Trauma/Burn/ Critical Care	
		Sherry	Nicholas	PA-C	Orthopaedics		
		Shiber	Linda-Dalal	MD	Obstetrics & Gynecology		
		Sigmund	Eric	APRN-CNP	Emergency Medicine	Correctional Medicine	
		Sika	Neil	OD	Surgery	Ophthalmology	
		Singh	Maninder	MD	Anesthesiology		
		Singh	Sareena	MD	Obstetrics & Gynecology	Gynecologic Oncology	
		Solymos	Kornelia	MD	Family Medicine		
		Somach	Stephen	MD	Dermatology		
		Srivastava	Sunil	MD	Surgery	Ophthalmology	
		Sroka	Ruth	APRN-CNP	Medicine	Hospital Medicine	
		Tallman	Thomas	DO	Emergency Medicine	Correctional Medicine	
		Tang	Xiaozhou	MD	Family Medicine	Express Care	
		Tarabichi	Yasir	MD	Medicine	Pulmonary Medicine	
		Times	Melissa	MD	Surgery	General Surgery	
		Traffis	Ashley	APRN-CNP	Pediatrics	Neonatology	
		Tseng	Esther	MD	Surgery	Trauma/Burn/ Critical Care	
		Venna	Ranga	MD	Anesthesiology		
		Wallis	Nicole	MD, FACEP	Emergency Medicine		
		Whited-Watson	Amber	DO	Family Medicine		
		Wilson	Lance	MD, FACEP	Emergency Medicine		

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		Winfield	Anna	MD, MPH	Pediatrics																						
		Wozniak	Kathryn	PA-C	Surgery	Plastic Surgery																					
		Yuan	Alex	MD	Surgery	Ophthalmology																					
		Zavracky	Lyndsey	PA-C	Emergency Medicine																						
		Zienkowski	Edward	APRN-CNP	Anesthesiology	Pre-Surgical Testing																					
		Green	Morgan	PA-C	Surgery																						
		<p style="text-align: center;"><b>The following actions to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on January 24, 2023 The Actions will then be reviewed by the Medical Executive Committee on February 10, 2023.</b></p> <p><b><u>Resignations</u></b></p> <table border="0" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><u>Name</u></th> <th style="text-align: left;"><u>Department</u></th> <th style="text-align: left;"><u>Division</u></th> <th style="text-align: left;"><u>End</u></th> </tr> </thead> <tbody> <tr> <td>Bell, Andrea, DO 1/23/2023-R</td> <td>Medicine</td> <td>Hospital Medicine</td> <td></td> </tr> <tr> <td>Buchanan, Grant, MD 7/29/2022-R</td> <td>Orthopaedics</td> <td></td> <td></td> </tr> <tr> <td>Hajinazarian, Melkon, MD 12/2/2022-CT</td> <td>Medicine</td> <td>Nephrology</td> <td></td> </tr> <tr> <td>Julio, Lisa, APRN-CNP 12/9/2022-R Stetzer, Bradley, DO Maternal Fetal Medicine 1/6/2023-R</td> <td>Surgery</td> <td>Pre-Surgical Testing Ob/Gyn</td> <td></td> </tr> </tbody> </table> <p>CC=Contract Complete, Fellowship Complete R=Resigned RL-Relocated RT-Retired ET-Employment Terminated CT-Contract Terminated</p>					<u>Name</u>	<u>Department</u>	<u>Division</u>	<u>End</u>	Bell, Andrea, DO 1/23/2023-R	Medicine	Hospital Medicine		Buchanan, Grant, MD 7/29/2022-R	Orthopaedics			Hajinazarian, Melkon, MD 12/2/2022-CT	Medicine	Nephrology		Julio, Lisa, APRN-CNP 12/9/2022-R Stetzer, Bradley, DO Maternal Fetal Medicine 1/6/2023-R	Surgery	Pre-Surgical Testing Ob/Gyn		
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APP Update	Julie Tsirambidis, APRN-DNP, Director of Advance Practice Providers	 2023 MH APP TTP Pilot Cohort Workin	 MetroHealth Transition to Practic	Further information regarding transition of care coming in future meetings.																							

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS	EVALUATION/FOLLOW-UP
<p><b>Death Certificate Policy Task Force Update</b></p>	<p>Agnes Loeffler, MD</p>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">               1.17.23 Death Certificate Policy for         </div> <div style="text-align: center;">               1.10.23 Death Certificate policy Att         </div> </div> <hr style="width: 50%; margin: 10px auto;"/> <p>Attached is the updated Death Certificate Policy for MEC approval. This is a brand new policy to help ensure death certificates are signed by the most appropriate physician in a timely manner.</p> <p>Important differences in this draft from the policy previously proposed include the following:</p> <ol style="list-style-type: none"> <li>(1) Clear guidance as to who the physician responsible for signing the death certificate for deaths that occur in-patient, out-patient, or in the ED, as well as deaths that occur outside the MHS when MH may be responsible for signing the certificate. See section 2.2</li> <li>(2) Mortality services makes the final decision on the appropriate physician to sign the certificate. This will help ensure the certificate is signed in a timely manner and not passed around to multiple physicians</li> <li>(3) (3) The section “Completing the Death Certificate” provides guidance when an autopsy is completed and for how to complete the “cause of death.”</li> <li>(4) (4) Attachment A – Reportable Deaths.</li> </ol>	<p>The MEC is forming a smaller group To help Finalize the policy</p>
<p><b>Compliance Update</b></p>	<p>Sarah Partington, JD, Compliance Officer / Director, Compliance Ops/Ethics and Compliance</p>	<p>Sarah Partington and Megan Habit reviewed the policy for Open Payments, reviewed the process for accessing and process for reports. The MH policy requires a consistent comparison to the reports in Open Payments. Using your time vs. Hospital time and reimbursements.</p>	<p>Information only and Sarah and Megan can attend department meetings.</p>
<p><b>Financial Update</b></p>	<p>Craig Richmond, EVP, Chief Financial Officer and Finance Officer</p>	<p>Craig distributed and reviewed the budget reports and the projections for 2023.</p>	<p>No follow up needed</p>

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS	EVALUATION/ FOLLOW-UP
	Meeting Adjourned	By Christine Alexander, MD	