

# The MetroHealth System Board of Trustees

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## FULL BOARD REGULAR MEETING

Wednesday, December 20, 2023

5:00 – 7:00 pm

The MetroHealth System Board Room (K-107) and Via Zoom

### Meeting Minutes

**Trustees:** Inajo Chappell-I, John Corlett-I, Maureen Dee-I, Robert Hurwitz-R, JB Silvers-I, E. Harry Walker, M.D.-R, Vanessa Whiting-I <sup>1</sup>

**Staff:** Airica Steed, Ed.D,-I Christine Alexander, M.D.-R, Laura Black-I, Richard Blinkhorn, M.D.-I, Kate Brown-I, Nabil Chehade, M.D.-I, Joseph Golob, M.D.-I, Joseph Frolik-I, Betty Halliburton-I, Derrick Hollings-R, Melissa Kline-I, William Lewis, M.D.-I, Charles Modlin, M.D.-I, Alison Poullos-I, Sonja Rajki-I, Deb Southerington-R, Maureen Sullivan-I, Dalph Watson-I, Adam Winston-I,

**Guests:** Jasmine Boutros-R, Suzanne Aral-Boutros-I, Tess Boutros-I, Sal DiFonzo-AJG-R, Jerrod Holloway-KPMG-R, Gail Long-I, Sabrina Roberts-I, Craig Strom-AJG-R, William Tarter-R, Julie Washington-I

Dr. Walker called the meeting to order at 5:14 pm, in accordance with Section 339.02(K) of the Ohio Revised Code with a quorum present.

(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 November 20, 2023, regular Board Meeting were unanimously approved as submitted. RESOLUTION NO. 19594

### **Public Comment**

Dr. Walker opened the floor for a comment by a member of the public, Ms. Sabrina Otis. Ms. Otis informed the group that there are a few things she would like the Board to consider as the new year begins, (1) there are not enough pediatric physicians; (2) she asked if there could be a clinic created to mimic the Geriatric Clinic on the eastside of Cleveland, and (3) Ms. Otis asked if the size, seats and headroom of the shuttle be reconsidered for the comfort of larger individuals.

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

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Dr. Walker thanked Ms. Otis for her time and extended his appreciation for her comments and wished her and her family a happy holiday season.

## **Proclamation for Walter Jones**

Dr. Walker acknowledged the recent passing of Walter Jones and read into the record a formal Proclamation and Mr. Jones' service to The MetroHealth System.

Dr. Walker asked for a motion to support the proclamation which was unanimously approved

Dr. Walker related that Dr. Steed is working to put together a more formal acknowledgement within Glick for Mr. Jones and Dr. Walker extended his deepest sympathies on behalf of The MetroHealth Systems Board of Trustees to Mr. Jones' wife and family.

## **II. Mission Moment**

Dr. Walker shared that today's Mission Moment is a video highlighting the first-year anniversary of Dr. Airica Steed as The MetroHealth System President and CEO. The video was viewed.

Dr. Steed commented that she's had an incredible year with an amazing team. Dr. Steed continued by indicating MetroHealth is truly a tremendous organization with a powerful mission and a formidable focus on community and stated that she would not have been able to accomplish these tasks without the assistance of the amazing leadership team here today; in addition to the other many leaders, caregivers, and all who are a part of our organization who are completely dedicated to mission. Dr. Steed extends thanks to the Board of Trustees, all the team members for giving her this opportunity and she expressed her appreciation stating how honored she is to serve in her role.

## **III. Committee Reports**

### **A. Equity, Inclusion and Diversity – V. Whiting**

Ms. Whiting summarized the committee meeting held earlier today. The Committee's Charter has been updated with a new direction and vision, including a name change from Equity, Inclusion and Diversity to the Health Equity and Diversity Committee. This name change is meant to align with the System's focus on equity and diversity work particularly in addressing health outcomes. The committee will oversee and champion the Systems activities related to health equity and diversity. Ms. Whiting believes that MetroHealth may be the first board to have a committee to focus on health equity and indicated the board is proud of this and it is the hope that other boards would follow. Ms. Whiting further informed the group of a report presented by Dr. Steed and Dr. Modlin, a report from Mr. Chagin, Mr. Kaufmann and Dr. Chehade on review of the Lown Institute Rankings.

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## IV. President and CEO's Report

Dr. Steed wished everyone a happy, safe and healthy holiday season and a joyful and prosperous New Year. Dr. Steed also took a moment to honor, remember and celebrate our dear colleague, Walter Jones. In the short period of time of her tenure, Walter had a monumental impact on her, and he will be forever remembered.

Dr. Steed noted her written President and CEO's report as distributed in the meeting books. Last week Dr. Steed held her first State of the System presentation here at MetroHealth. Dr. Steed, along with the members of the leadership team had the opportunity to share updates from this past year, to showcase the vision for 2024 and beyond. There were thousands of colleagues who were able to participate in the presentation either live or in-person at various MetroHealth locations. Dr. Steed informed the group that she has committed to hosting these types of sessions on a quarterly basis and they are working to having quarterly engagement sessions which could be hosted where members of the community would be encouraged to attend, ask questions and share in our accomplishments and but also contribute to our vision and our strategy as we continue to move forward.

Dr. Steed informed the group that MetroHealth has had many challenges, although at the same time, MetroHealth has been able to demonstrate who we are in the in the face of adversity and has remained strong and resilient. The financial situation at the beginning of the year was very daunting; although as we continue to move forward, it has dramatically improved as we approach year end and the closing of the books, we are on task to hit our targets. Because of the team's hard work, we are slated to go from a \$1.6B organization, when Dr. Steed arrived a year ago, to a \$2B organization when the books close by year end 2024. This would be a \$400M increase. This rate of improvement, in the wake of what all healthcare organizations are going through, is almost unprecedented and Dr. Steed applauded the team for their hard work and diligence in accomplishing this task for the System.

Dr. Steed reported that performance on the quality and clinical side are showing major improvements. We have been able to exemplify our strategic focus on Clinical and Academic excellence which is one of our Strategic Pillars, and this year, we have been able to achieve a 40% reduction in patient harms in comparison to 2022, a nine percent increase in Patient Experience scores, and a 50% reduction in patient grievances. These are just a few of the improvements that have us on the path of becoming a five-star, A-rated organization, which reflects the best level performance improvement in in a five-year history of MetroHealth.

Lastly, Dr. Steed reported on the completion and approval of the biennial budget process with the Cuyahoga County Council, with MetroHealth's HHS Levy allocation being approved

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to be raised from \$32.4M per year to \$35M per year, with this being our first increase since the 2016/2017 and this represents a strong sense of confidence in the work we are doing here at MetroHealth in serving the people of Cuyahoga County.

## **V. Medical Staff Report**

Dr. Alexander pointed the Board to the MEC meeting minutes and the appointments, reappointments, and actions of the Credentialing Committee that were included in the meeting materials. The medical staff were very excited to be able to have an in-person holiday celebration just this past weekend. Over half of the medical staff attended this function, a little more than 100 more people that typically attend the usual holiday celebration.

Dr. Alexander continued by informing the group that the medical staff Award Ceremony was moved into the holiday celebration. This involves presenting Medical Staff Excellence Awards, where each department nominates one physician and one advance practice provider for this recognition, which could be based on clinical excellence, leadership, or administrative duties. There were also two recipients chosen for the Joe Carter Care and Compassion Award, named for Dr. Cater who was a phenomenal physician in terms of his intelligence, compassion and died suddenly and these awards are in recognition of him. The names of the recipients are listed in packets.

The Board considered the Medical Staff Appointments, Reappointments and MEC Minutes from November 2023. The Board unanimously approved the same via RESOLUTION 19595.

## **VI. Information Items**

### **A. Notice of Impending Changes to the Bylaws**

Dr. Walker informed the group that the Board will be receiving notice of proposed changes to the Board of Trustees Bylaws. The Bylaws changes will also be reviewed at the Governance Committee, prior to be presented at the meeting in January 2024.

## **VII. Recommendations/Resolutions Approvals**

### **A. Approval of 2024 Board Schedule of Meeting**

Dr. Walker noted that the Trustees received the 2024 proposed Board Schedule of Meetings and opened the floor up for discussion of the schedule. With none, Dr. Walker asked for a motion to approve the resolution which was approved unanimously. RESOLUTION NO. 19596

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## VIII. Executive Session

Dr. Walker then asked for a motion to recess into executive session to discuss hospital trade secrets as defined by ORC 1333.61; to consider the appointment, employment, dismissal, discipline, promotion, demotion, or compensation of a public employee; and to conference with an attorney for the public body concerning disputes involving the public body that are subject to pending or imminent court action. Ms. Chappell made a motion and Dr. Slivers seconded. The Board held a roll call vote with all Trustees in attendance voting to approve the motion to go into executive session for the purposes stated by Dr. Walker.

Members of the public were excused. The Board went into executive session to discuss the identified matters at 5:52 pm.

Following the executive session, the meeting reconvened in open session at approximately 7:19 pm and welcomed back the public via Zoom and those members of the public who remained in-person.

There being no further business to bring before the Board, the meeting was adjourned at 7:19 pm.

THE METROHEALTH SYSTEM

E. Harry Walker, MD, Chairperson