

# 2021 Year-in-review – General Public

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# Supporting our Staff and Community

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# Supporting Those Who Support the Community

- Supported COVID-19 vaccine mandate:
  - Created policy and exemption procedures
  - Developed monitoring processes
  - Ensured compliance
  - To-date, 11 employees terminated due to non-compliance; 15 employees indicated mandate partially impacted their retirement or resignations
- Formalized commitment to long-term remote work strategy and launched:
  - Updated Remote Work Policy
  - Remote work portal to provide employees with tools and resources
  - Training on updated policy inclusive of attestation
  - Local taxation
- In preparation for the activation of the Glick Center, created a change management program to identify solutions to support MHS employees
- Successfully negotiated a 3-year successor agreement with AFSCME Local 3360
- Expanded employee referral bonus program to address nationwide workforce shortages

# Supporting Those Who Support the Community

- Continued delivery of monthly ALL IN Employee Appreciation Events. Employee usage of recognition tool in 2021 increased to 49%, up from 23% in 2020
- The Cuyahoga Summer Internship Program in Year 3 increased number of interns from 4 in 2020 to 15 in 2021
- Established a 5-year partnership with Perceptyx to deliver system-wide annual employee engagement survey (overall employee participation increased by 65% over 2020)
- Lincoln West Science and Health - Maintained a 93% graduation rate and 100% of students accepted into 2 and 4-year colleges and universities
- Launched the On-Ramp to Healthcare Program via the Healthcare Collaborative and Towards Employment partnership— 3 cohorts have been completed since August 2021
- Tri-C/MH Access Center delivered 3 healthcare career sessions throughout the summer. These sessions were open to employees and community members to increase their awareness of the Access Center, in demand healthcare careers/pathways, and education/job requirements
- Launched CSU co-op internship program targeting Behavioral Health.

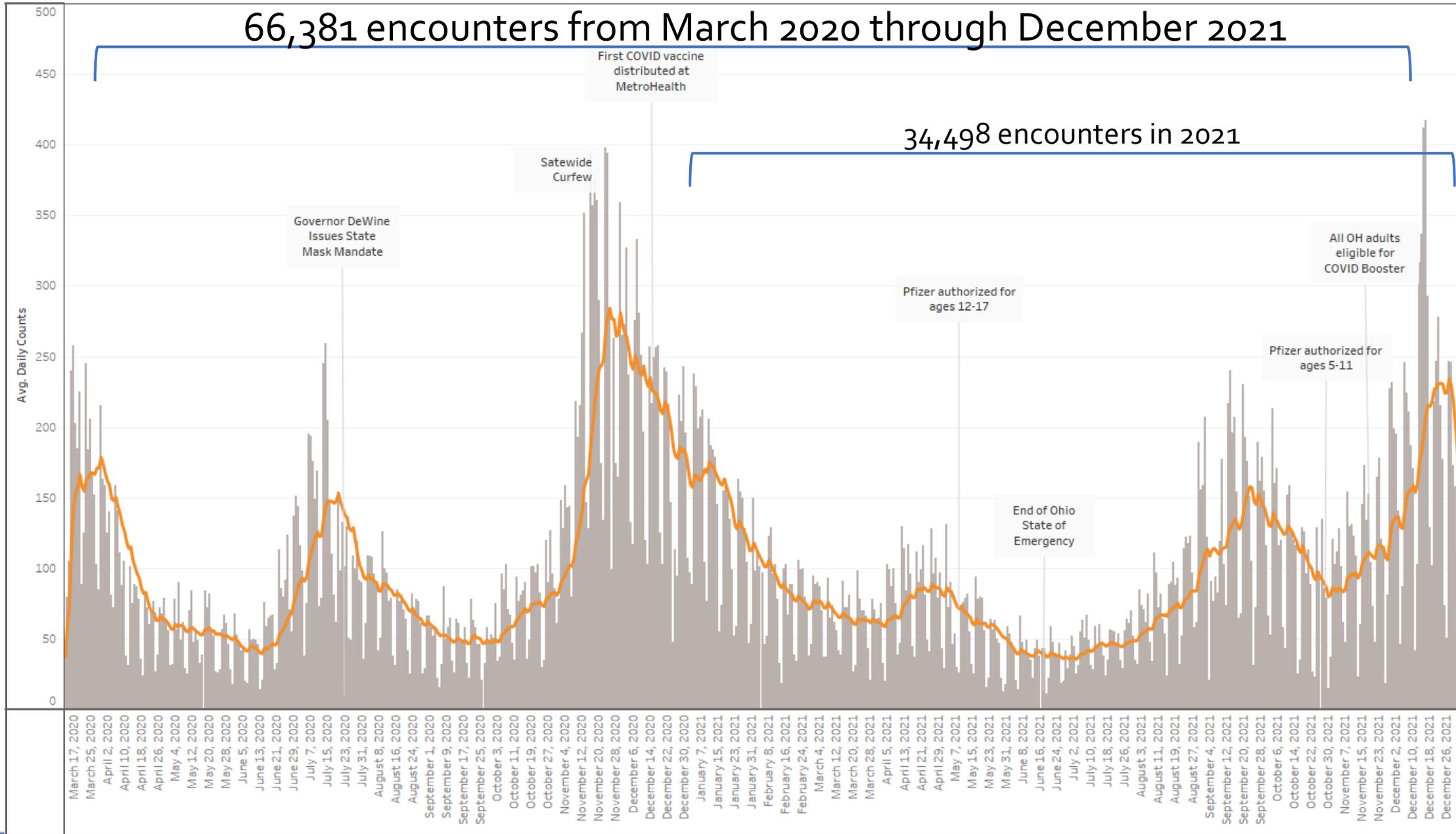
# Elevating Racial Equity and Inclusion

- Launched system-wide unconscious bias training in August 2021 with a 97% positive reception rate. To date, 15% of the workforce is trained and over 40% are registered
- Created new position, Medical Director, Inclusion, Diversity and Health Equity (Dr. Charles Modlin)
- Created new position, Senior Vice President and Chief Equity Officer (Alan K. Nevel)
- Developed enhanced Provider Recruitment Toolkit to enable more diverse and inclusive hiring
- Hired URM-focused Provider Recruiter (30% of new hires in 2021 are underrepresented minorities)
- Received 2021 Crain's Excellence in HR Award for DEI
- Received 2020 Human Rights Campaign LGBTQ Healthcare Equality Award

## COVID-19 Hotline and Virtual On-Demand Care – Annual Review 2021

- The telephonic COVID-19 hotline was designed to bridge the digital divide experienced by many in our community
- 90% of the calls have originated from Cuyahoga County (25% within 2 miles of our Main Campus) – have had calls from coast-to-coast (and Puerto Rico!)
- Over 5,000 patients have used the hotline that had no prior care delivered by MetroHealth
- Just under ½ of callers are covered by Medicaid or uninsured
- Almost ½ of the callers identify as people of color
- Average age of the callers has changed as the pandemic has evolved (multifactorial – vaccine availability, variant evolution, exposure risks (schools), etc)
- In July 2021, providers caring for patients calling the COVID-19 Hotline began to care for patients in the newly developed Virtual On-Demand Care service. Patients using this service have urgent care needs that are unrelated to COVID

# 66,381 encounters from March 2020 through December 2021



Measure Names  
■ Avg. Daily Counts  
■ Rolling 2 wk avg.

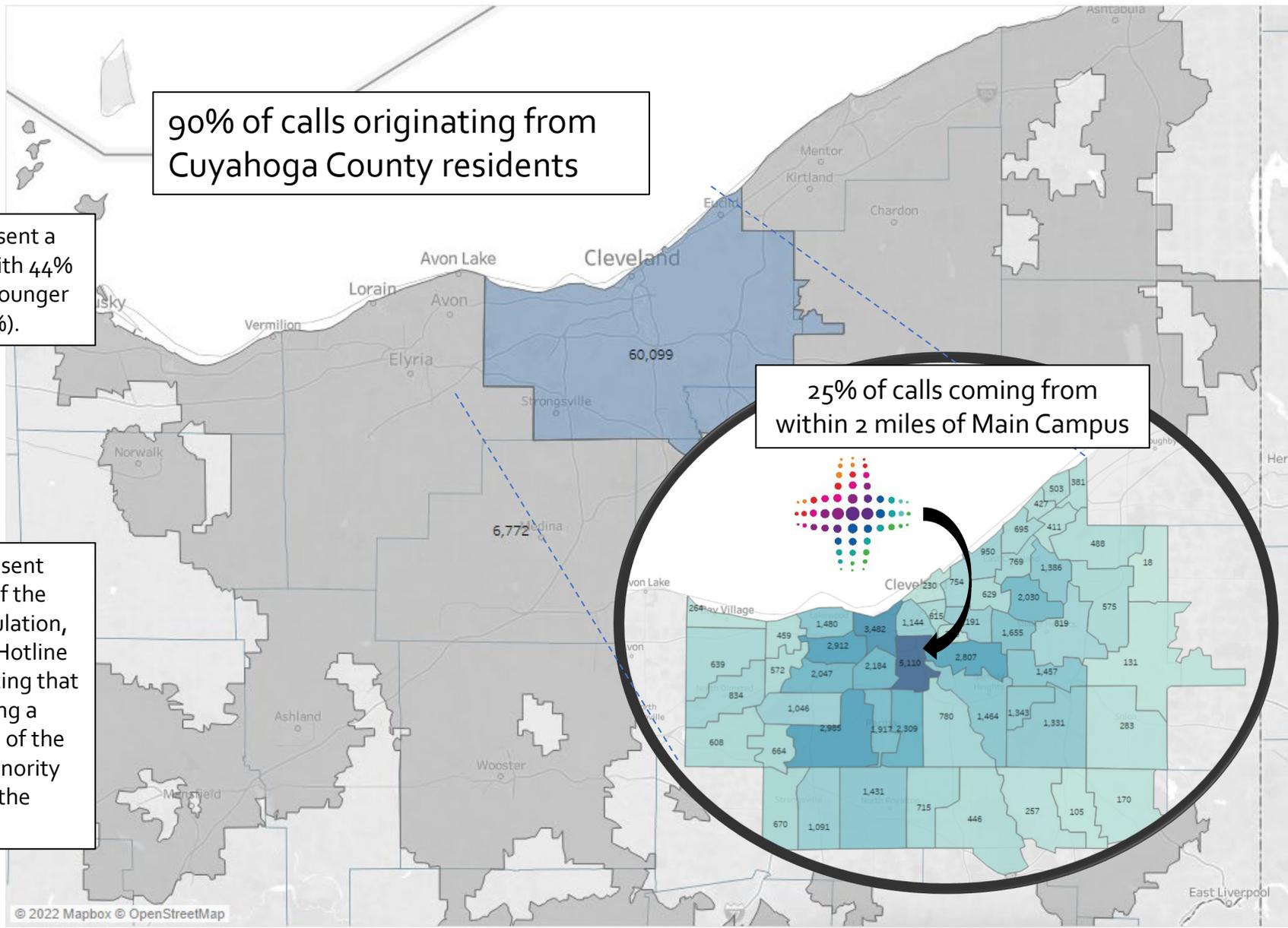
# Encounters by People of Color, Age Group



People of color represent a younger population, with 44% being 34 years old or younger (compared to 39%).

People of color represent approximately 37% of the Cuyahoga County population, but 48% of the COVID Hotline encounters, demonstrating that this service is meeting a disproportionate share of the health needs of the minority community during the pandemic.

# Residence of Patient Calling, by Zip Code



# Remembering the Forgotten – COVID-19 Testing

Maintained and expanded COVID PCR testing despite supply chain challenges

Offered consistent and timely drive-through and walk-up testing to patients and community members experiencing COVID symptoms

91,436 COVID tests performed in 2021(a 12% increase from 2020) with an average turnaround time of 9.2 hours.  
>97% of tests were completed within 24 hours

Expanded partnership with Cuyahoga County Board of Health to provide COVID-testing for high-risk congregate living environments (homeless shelters, group homes, residential substance abuse and addiction service providers)

# Accelerate Vaccination – COVID-19 & Influenza

## Community & Patient Vaccinations

Provided more than 1000 COVID and influenza vaccinations in homeless shelters, group homes, and other high –risk environments

Completed two pediatric mass vaccination clinics in the Maple Heights/Bedford community

Partnered with several schools and school districts to provide on-site pediatric vaccinations, including Shaw High School, Cleveland Heights-University Heights, and Urban Community School

Partnered with the Cuyahoga County Board of Health on the “REACH” program, designed to promote vaccination to communities of color

## Employee Vaccinations

The only hospital system in Cleveland to announce a vaccine requirement for employees prior to federal requirement

As of January 2022, more than 95% of employees are fully vaccinated, with the remainder in process or qualified for a deferment/exemption

# Touching Those Suffering from Pandemic Isolation

Implemented or continued key initiatives to support system-level experience during COVID-related disruptions in care, including:

- Compassionate Care Rounding program
- Assisting patients to exercise their right to vote
- COVID patient and visitor facing signage and wayfinding
- Engaging with PRIDE Network to provide Spiritual Care to the LGBTQ community
- Expanding mass and holy eucharist to OBC
- Re-introduced volunteers in spring
- Animal-assisted therapy for staff
- Partnered with HR for the “All In” program to provide quarterly employee appreciation

Implemented Discharge folders (English & Spanish) which include discharge information, medications, education materials, place for patients to take notes; Patients encouraged to bring to follow up appointments

# Expanding Our Institute for H.O.P.E.™

**Research and Publications:** Initiated 22 research studies; authored 8 publications in academic journals; submitted 9 research proposals (3 funded totaling \$456,585, 2 denied, 4 pending)

**Recognition:** Innovative work highlighted by Crain's Cleveland Business, Ideastream Public Media, mHealth Intelligence, Cleveland Plain Dealer, Spectrum and others

**SDOH screenings:** Completed 73,177 SDOH screenings for social needs (cumulative); 42,967 SDOH screenings completed in 2021

**Unite Us social referrals:** Sent 8,151 referrals to community-based organizations via the Unite Ohio network to connect patients with social services

**Data and Analytics:** Designed a system for comprehensive SDOH data analysis, visualization and reporting, currently under patent review. Published a novel framework for evaluating SDOH screenings and referrals in an academic journal.

**Digital Connectivity and Inclusion:** Selected for \$901,000 pilot from FCC to provide high-speed internet access to Cuyahoga Metropolitan Housing Authority residents

**Faith Community Outreach:** Engaged 65 faith leaders and 75 congregations in addressing the pandemic and supporting community residents

# Expanding Our Institute for H.O.P.E.™

**Center for Arts in Health:** Awarded \$85,000 research grant from the National Endowment for the Arts to evaluate the SAFE (Students Are Free to Express) Project, an arts-based prevention curriculum, reaching students in Cleveland public high schools

**Center for Health Outreach, Access & Prevention:** Completed 2,362 clinical visits, almost double the targeted volume of 1,207. Led 128 prevention programming sessions across partner sites, reaching 2,428 school personnel.

**Centers for Health Resilience and Trauma Recovery:** Launched 8 strategic partnerships nation-wide and presented at 54 events reaching over 1,000 participants. Served nearly 2,500 patients in 2021 through the Trauma Recovery Center, averaging 3 interactions per patient.

**Center for Healthy Families & Thriving Communities:** Expanded Food As Medicine program to a second location, serving 879 patients through 1,304 visits. Food distributions served 1,895 households and 5,322 people who received the equivalent of 48,074 meals, the vast majority of which was fresh produce.

**Center for Transformative Knowledge and Education:** Reopened Buckeye Community Resource Center, including 4 new community partners, addressing a variety of social domains and needs across client lifespans

# Community & Economic Transformation

- Received certification as the first-ever healthcare anchored EcoDistrict
- Completed Clark-Fulton Neighborhood Master Plan, including conceptual design of the future 12-acre MetroHealth Park – City of Cleveland Planning Commission adopted the plan
  - Engaged with 400 residents, community stakeholders, and elected officials throughout the master planning and EcoDistricts process
- Broke ground on Via Sana, the 72-unit affordable-housing project on the northern edge of Main Campus, completion is slated for June 2022
- Began predevelopment work for a MetroHealth clinic on the eastside and three senior housing development projects – projects to be completed in 2023 and 2024 respectively
- Completed a \$3.8 million, 15-chair MetroHealth Family Dentistry Clinic in Ohio City in July 2021
- Completed \$2.8 million facility improvement of the MetroHealth Outpatient Surgery Center at West 150th
- Property acquired for new MetroHealth Park

# Health Care Innovation & Transformation

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# Continuing Our Program Expansion



 **PROMEDICA**  
SKILLED NURSING  
AND REHABILITATION  
*At MetroHealth*



**Creating an Integrated Virtual-First,  
Mobile and In-Home  
Health Care Delivery**



# Embracing Virtual Care – The Future of MH

Continued the successful **Hospital in The Home** program, serving 608 COVID patients in 2021 (889 since inception) while successfully receiving a CMS waiver to provide acute care in the home.

Developed a **Virtual Chronic Disease Management** program with 4G-enabled remote patient monitoring devices to serve more than 300 Medical Mutual of Ohio members and MetroHealth employees living with diabetes, cardiac, and/or pulmonary diseases.

Partnered with the Emergency Medicine Department to launch The Emergency Triage, Treat and Transport (**ET3**) Program serving more than 900 patients at LifeCare Ambulance in Lorain County, North Central EMS in Huron County, and Brecksville EMS.

Working with **emocha**, developed a video directly observed therapy program to remotely provide suboxone to patients with a substance use disorder.

Implemented **Babyscripts**, a virtual maternity program with digital maternal education and remote patient monitoring, to serve the Obstetrics and Family Medicine departments.

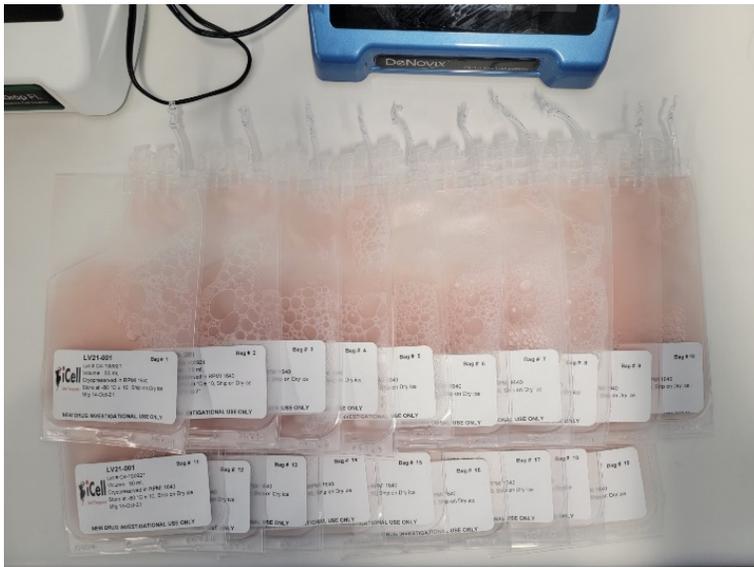
Partnered with Adult Health and Wellness to develop a Virtual On-Demand Care product

# Advancing Cancer Care

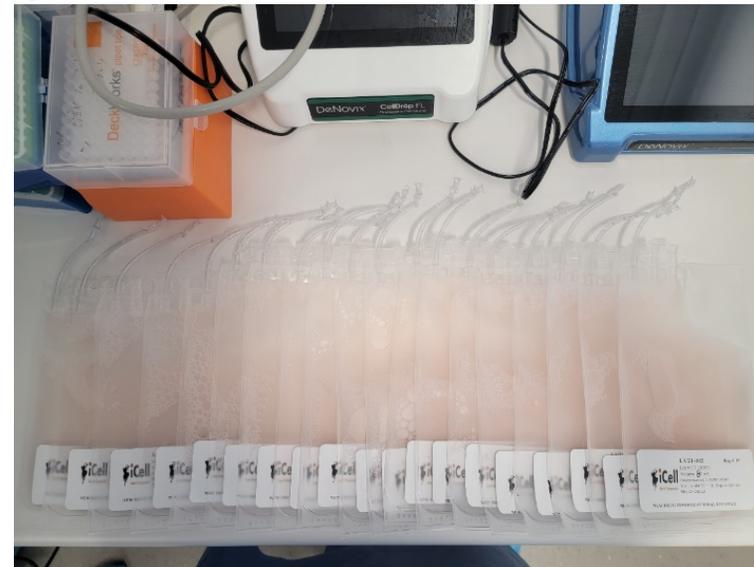
- Invited as member in National Center of Regenerative Medicine with Board seat
- Pursuing partner status in NCI Case Comprehensive Cancer Center
  - Added 8 Externally Funded Cancer-Related Projects and Research Worth over \$2.6M
  - Enrollment in Interventional Treatment Clinical Trials Grew by 31%, with a 57% URM enrollment (>4x National Avg)
  - Expanded Population Health Cancer-Focused Research and New Edward Mansour Endowed Researcher
- **Radiation Oncology: New Linear Accelerator and Treatment Planning System operational**
- **Construction planning underway for Vector/ CAR-T Cell Production GMP facility**
- **Glick Center space designed for Bone Marrow Transplant Unit**
- **7 New Hematology & Oncology Providers and Growing Supportive Clinics:**
  - Dr. Stacy Kowalsky (Surgical Oncology)
  - Dr. Roba Alhasan (Medical Oncology)
  - Dr. Gil Peleg (Medical Oncology)
  - Dr. Matthew Eisen (Thrombosis Medicine)
  - Dr. Andrea Bell (Benign Hematology)
  - Dr. Tamilla Kindwall-Keller (Medical Director for Stem Cell Transplant– February 2022)
  - Dr. Peter Xie (Medical & Neuro-Oncology – July 2022)
  - Expanded Nurse Practitioners, Clinical Pharmacists, Dieticians, Survivorship, and Palliative Care Providers in Cancer Center

# First Two CAR-T Vectors Targeting T-cell Malignancies

- A collaboration effort between the iCell Gene Therapeutics, Inc and the MetroHealth Teams
  - MetroHealth's Drs. Jino Park and William Tse produced the first human-grade:
    - CD4CAR with a vaccine component (minimizing the risk of disease recurrence)
    - CD7CAR with a vaccine component (Designed with orphan drug status by FDA)



GMP-grade  
CD4CAR Vector



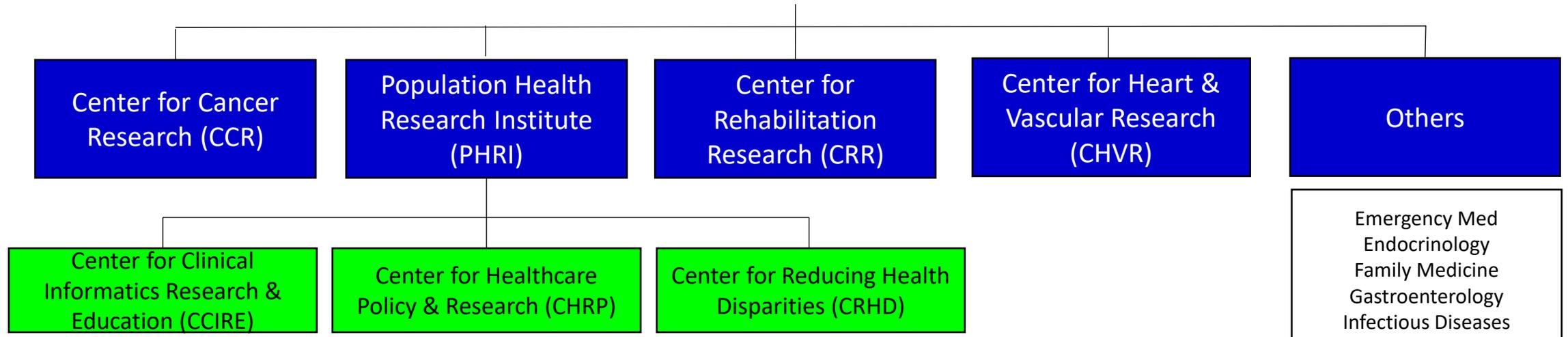
GMP-grade  
CD7CAR Vector

# Commitment to Training the Next Generation 2021

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- GME - MetroHealth hosted:
  - 31 ACGME programs sponsored by MHS with 371 residents and fellows.
  - 12 programs shared with University Hospitals and the Cleveland Clinic.
  - 8 General Practice Dental Residents approved by CODA.
  - 12 Psychology Residents in an approved program.
  - 386 visiting residents from other institutions.
- UME - MetroHealth hosted:
  - 722 Case Western Reserve University students.
  - 46 from Northeast Ohio College of Medicine, Pharmacy and Graduate Studies (NEOMED).
  - 17 from Ohio University College of Medicine (OUCOM).
- There were 86 PA students, 161 APRN, 13 SRNA, 47 Anesthesia Assistant, 5 Bioethics, 60 Non-funded research students, 23 Podiatry, and 4 Optometry students.

# MetroHealth Research Institute



## Key 2021 Achievements

- PHRI contributed to National Clinical Care Commission 2021 report to US Congress: recommendations to address gaps in federal policies and programs to improve the lives of people with diabetes
- CWRU affiliation agreement: Transfer of federal grants management to MHS
- Established CCR and successfully onboarded 3 new well-funded, nationally renowned cancer investigators, bringing with them over \$10 million in federal grants (total value)
- PM&R (CRR) ranked #3 in the country in NIH funding among PM&R departments
- Submitted 58 grants with full indirects (substantially above maximum goal of 47)
- Completed evaluation of clinical trials enterprise in order to streamline process and expand scope

- Emergency Med
- Endocrinology
- Family Medicine
- Gastroenterology
- Infectious Diseases
- Neurology
- Neurosurgery
- Nursing
- OB/GYN
- Orthopedics
- Pediatrics
- Pulmonary
- Psychiatry
- Rheumatology
- Trauma
- Urology

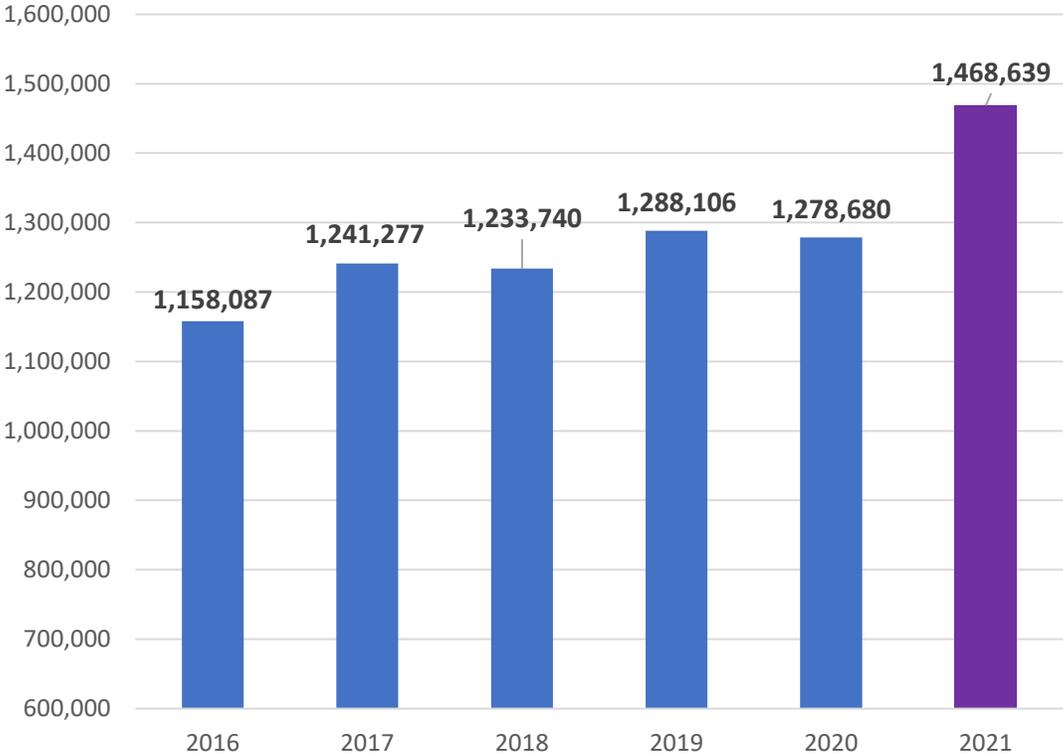
# Operations

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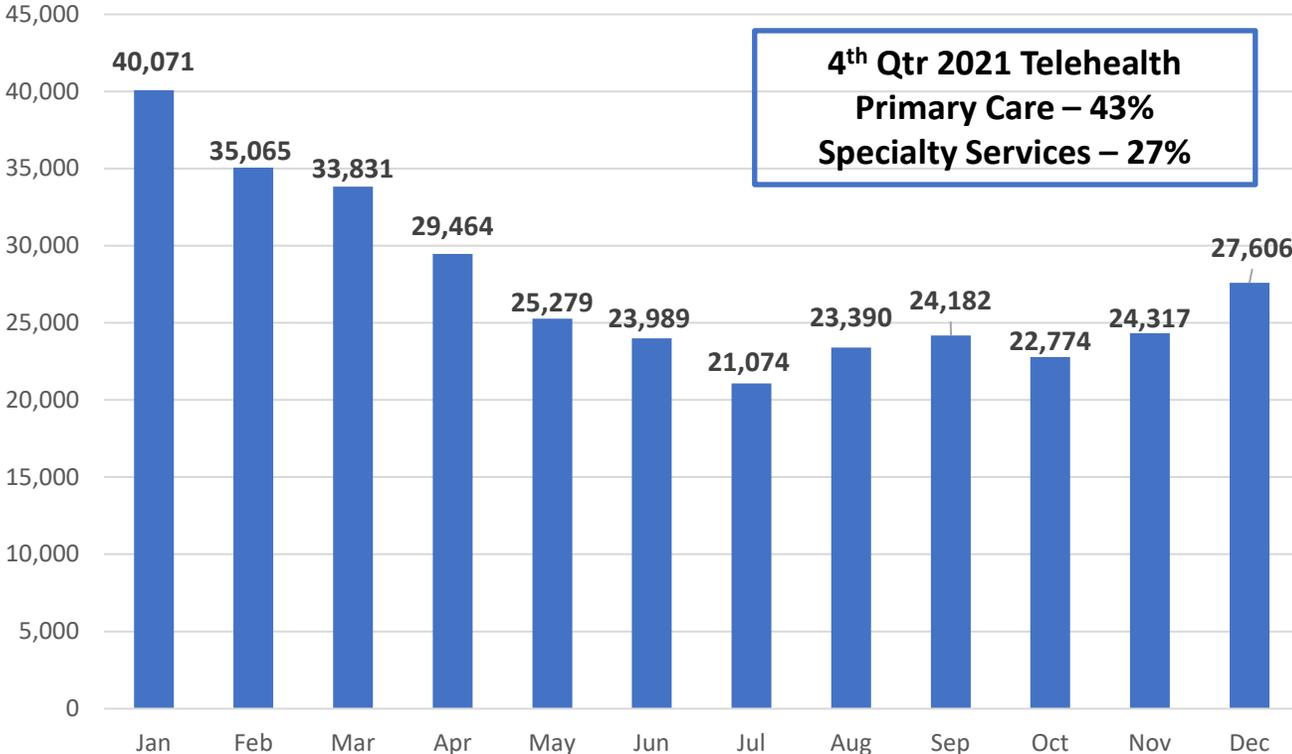


# Ambulatory & Telehealth

Visits



Telehealth Visits



# Behavioral Health & Addiction Medicine

## Building the Future – Access to Inpatient Care

- Cleveland Heights \$42 Million 112 bed hospital
- Broke Ground May 2021
- Opening day 10/8/22

## Co-Creating the Future – Community Partnership

- MetroHealth - Shaker Heights – Recovery Resources Partnership

## Developing the Future - Workforce Development Initiatives

- CSU Department of Psychology—Behavioral Health Specialists rotation
- 6 Fall Students, have hired 3

## Accessing the Future – Improved Access to Outpatient Care and Services

- Recovery Resources and MetroHealth On-line Appointment Scheduling
- Expanded access to Behavioral Health Services through Integrated Care in Old Brooklyn, Brooklyn, West Park, Main Campus, and Glenville
- Created a rapid access clinic for immediate access to a psychiatrist
- Created the Motivation and Engagement Clinic for individuals with opiate addiction to get them engaged in treatment

# Managing the Cuyahoga County Jail

For the third consecutive year, the Ohio Department of Rehabilitation and Corrections' annual inspection of medical care at the jail found zero deficiencies.

The Correctional Medicine Department pursued National Center for Corrections Healthcare Accreditation in 2021.

COVID management continued. Strategies around isolation, quarantine, testing and vaccination allowed the department to successfully manage the pandemic for the second year: 859 positive cases in 2021 (21,500 jail admissions) with an overall 4% transmission rate.

Since the start of the pandemic, 1,605 individuals testing positive, 7 hospitalizations and one death in relation to COVID.

# Support Services

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# MH Marketing 2021 Lookback

## 2021 Goals

### BRAND

Corporate, Enterprise,  
Hospital Systems

Enabling our strategic mindset: explore and recommend new exceptional brand identity where we will dominate within our marketplace

### Go-To-Market

Programming,  
Promotions, Campaigns

Re-establish the competitive equilibrium: identify and launch T1-T3 GTM programming; ensuring optimal balance between “clinical strength” and community-centricity

### Team

Competency &  
Confidence

Realizing our objectives: transition team to support high-performance demands and organizational needs; build skillset as exceptional marketing partners

## 2021 Summary

### Accomplishments

- Refined team organizational structure to shift marketing group into effective business partner; re-introduced marketing team to broader organization as a meaningful business partner
- Created and launched new enterprise brand identity and market position, leveraging equity, inclusion, diversity work as foundation to new disruptive brand promise
- Improved hospital service line programming to bolster new branding, highlighting strength of current patient care, leading providers, and recognized programming: rehabilitation, pharmacy, neuro-muscular skeletal, behavioral health, etc.
- Executed new commercialization/go-to-market processes and launch plans for leading innovation projects: Lumina Imaging, Spry Senior, Virtual Health, etc.
- Commenced recurring annual marketing plans (media, advertising, social, etc.) with highly engaging creative and messaging to ensure alignment to enterprise-wide key revenue growth drivers

# Information Services: Digitizing and Securing our System



Involta Data Center Boise Idaho



Epic Rover Mobile Bedside App



Mobile Technology, Vaccine Clinics

- Implemented Epic Electronic Medical Record upgrades and enhancements for improving clinical care and operations
  - Willow Ambulatory Pharmacy, Radiant Radiology, Rehabilitation, Leave of Absence, and Rover mobile bedside application.
- Enhanced IT Infrastructure and Business Continuity capabilities with addition of a third Data Center. Installed Immutable Backup/Recovery solution and upgraded Old Brooklyn Campus network infrastructure.
- Enhanced Cyber Security posture with advanced onboarding/offboarding employee system access, dual factor authentication for infrastructure management, and Internet of Things (IoT)/medical device monitoring.
- Expanded virtual care program with CareSimple and BabyScripts remote patient monitoring, Emergency Triage/Treatment/ Transport (ET3), Digital Remote Medication Adherence (EMOCHA), and Epic Hospital in the Home, enabling over 50,000 virtual visits.
- Implemented mobile technology solutions for 20 Covid-19 vaccine clinics, supporting 120,000 immunizations.
- Installation of Glick Center network and telecommunications infrastructure.



BabyScripts Remote Patient Monitoring



Epic Radiant Radiology/Sectra PACS



Epic Willow Ambulatory/Emporos Pharmacy

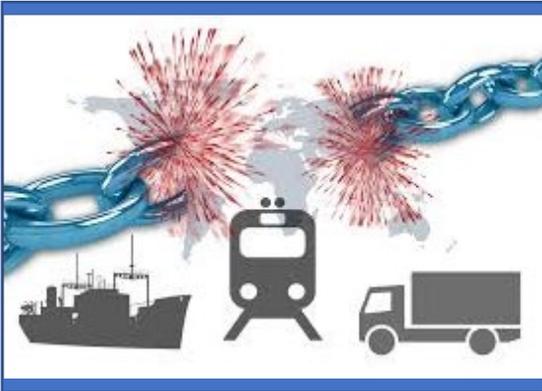
# Enterprise Program Management Office

- Expanded the EPMO by 60% to support strategic requests and meet growing demand from the organization
- Introduced processes into project initiatives to minimize waste, maximize resources, and encourage continuous improvement
- Optimized MetroHealth’s project management software and supporting processes
  - Introduced Resource Management to Information Services
  - Created standard operating procedure (SOP), training guide, and tip sheets for end users
  - Streamlined training and support
- Provided project management services to MetroHealth’s largest strategic initiatives including:
  - Glick Center Technology initiatives
  - Cleveland Heights Behavioral Health and Addiction Center
  - Virtual Care and Hospital in the Home
  - Pharmacy upgrades and optimizations



Program Management Office		
Project Management	Change Management	Knowledge Management
<ul style="list-style-type: none"> <li>Governance Management</li> <li>Planning &amp; Tracking</li> <li>Scheduling</li> <li>Budgeting &amp; Financials</li> <li>Vendor Management</li> <li>Dependency Management</li> <li>Integration Management</li> </ul>	<ul style="list-style-type: none"> <li>Organizational Change Management</li> <li>Issue Management</li> <li>Risk Management</li> <li>Change Control</li> <li>Requirements Management</li> <li>Collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Document Management</li> <li>Deliverable Reuse</li> <li>Management Reporting</li> <li>Knowledge Transfer</li> <li>Integration Testing</li> </ul>
Quality Management		

# Adaptive Supply Chain Operation



## Managed a Globally Disrupted Supply Chain

- Over 55,000 ordered items were not available
- **Cross-functional team** reviewed and created action plans for backordered items daily
- Auto-substitution process implemented with logistics partner, Owens & Minor
  - 196 substitute items reviewed and approved by clinical teams and Sourcing
- Process provides **continuity of care** by minimizing stock outages
- Robust safety stock has **minimized disruption** to operations

## Process Automation and Improvements

- Added 58 suppliers to electronic invoicing process, **eliminating manual data entry** and **improving processing speed**
- Streamlined the product returns utilizing software to collect information and automate communications between the requestor, Accounts Payable, and Supply Chain
- Implemented mobile receiving process to facilitate **faster internal deliveries**
- Created Supply Chain customer service portal to **better serve and support** our business partners, centralizing all MHS Supply Chain tools, processes, and materials in one location

## 2021 Supply Chain Awards

- **Top 50 Healthcare Supply Chain** by Global Healthcare Exchange
- Premier **Supplier Diversity** recognizing our efforts to develop and nurture a diversity program to advance equity and inclusion



SUPPLIER DIVERSITY AWARD

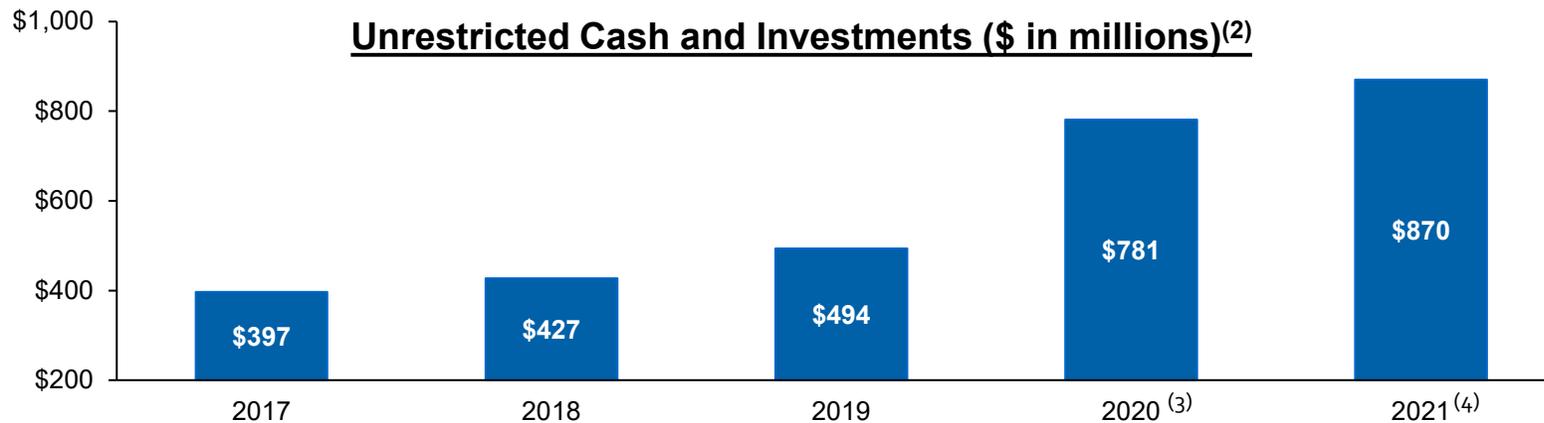
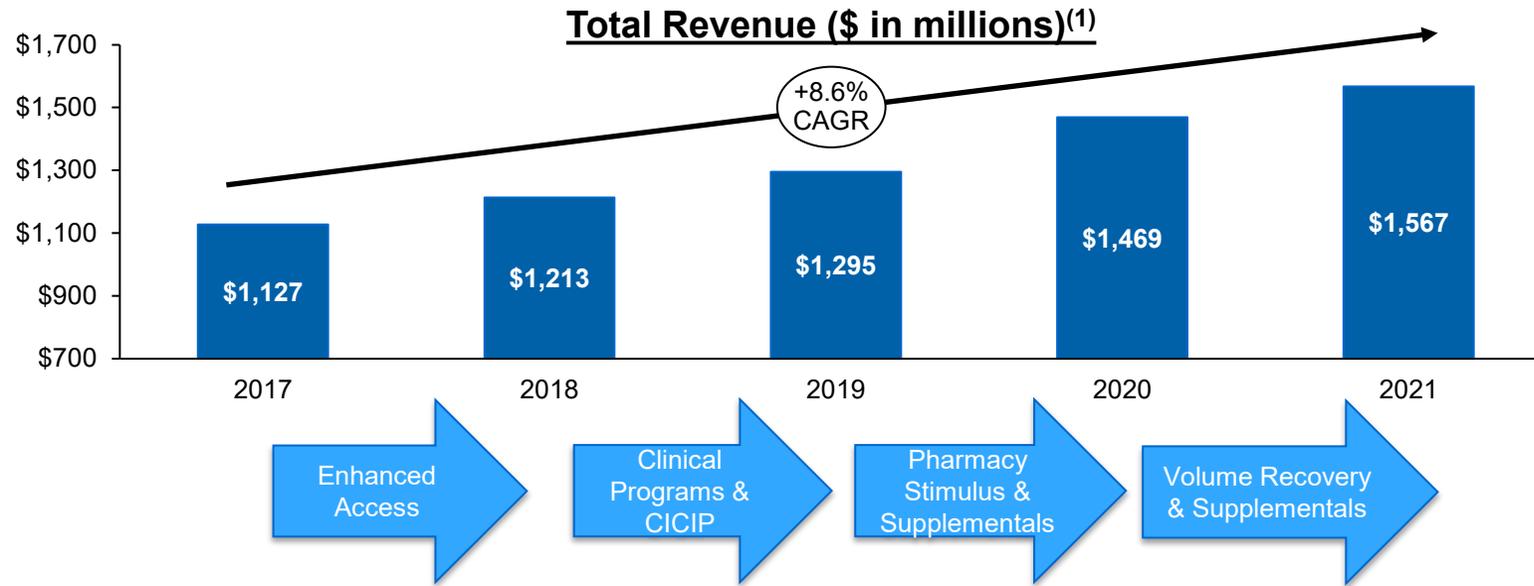


# Financial Highlights

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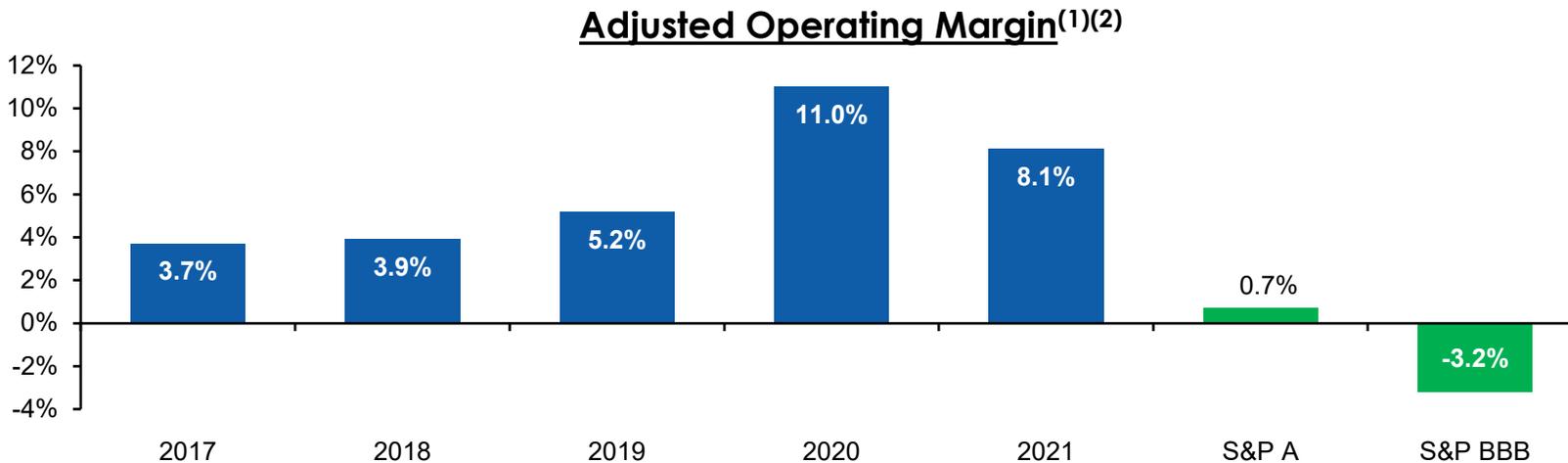
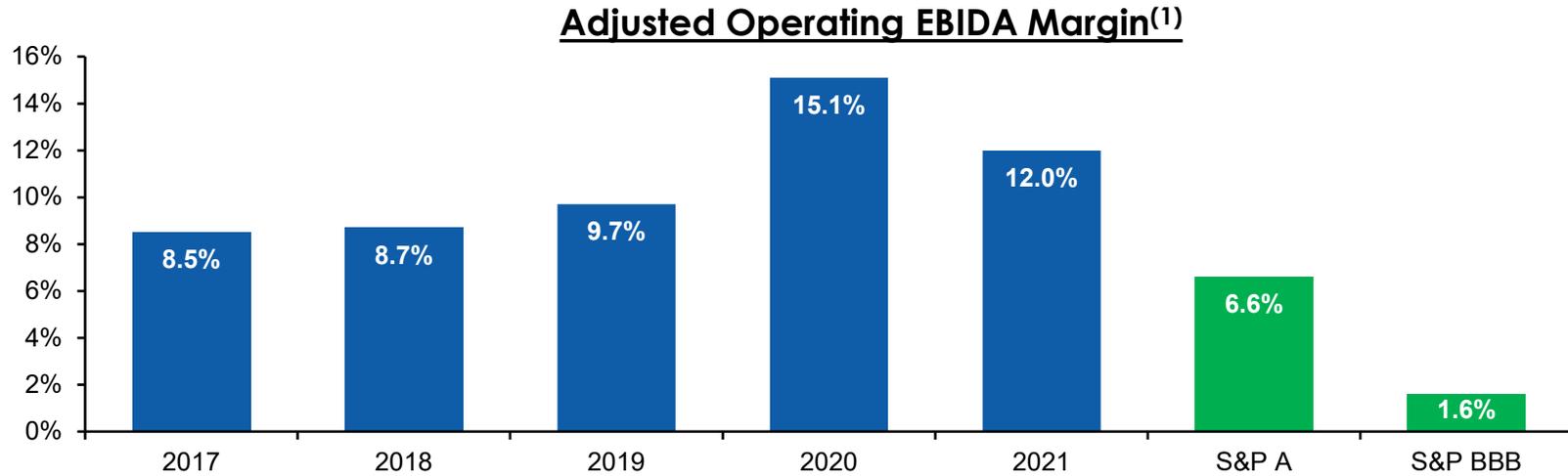
# Revenue Growth Due to Effective Strategy



(1) Annual County Appropriations FY16 – FY 21 were \$32.4MM, respectively  
 (2) Excludes Series 2017 Cap I and Project Funds  
 (3) Includes \$89M in advance payments to be paid back  
 (4) Includes \$52M in advance payments to be paid back

Note: Preliminary and Unaudited Results

# EBIDA and Operating Margin Exceed Rating Medians



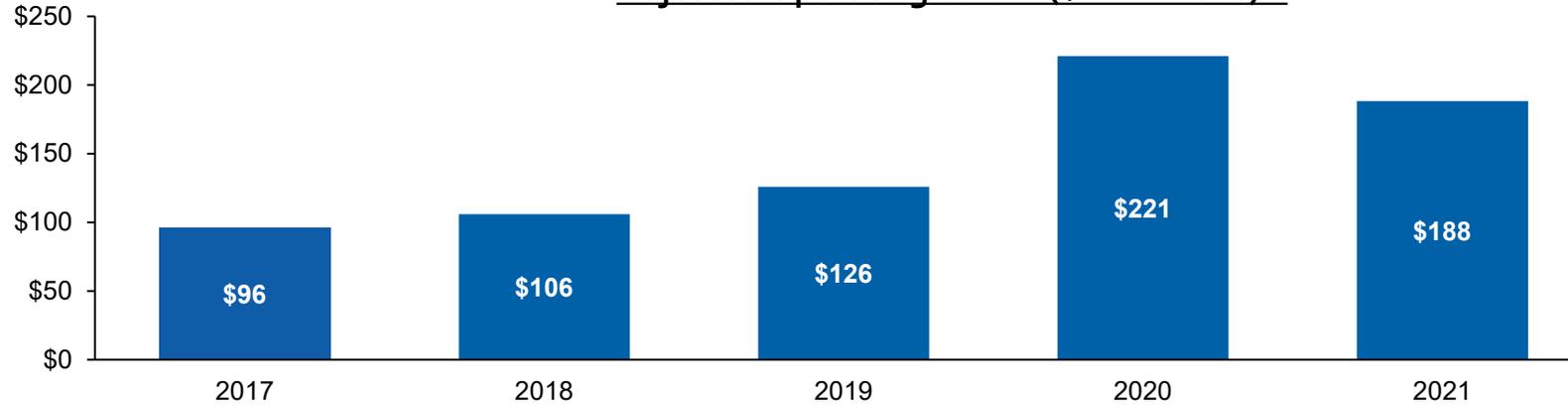
(1) The presentation of operating EBIDA and operating margin (excludes non-recurring items and GASB 68 and GASB 75 Pension as we measure it for management purposes enhances the understanding of our results of operations by highlighting the results from ongoing operations and the underlying profitability factors of our business.

(2) Excludes interest costs incurred before the end of a period of construction required to be recognized as expense by GASB Statement No. 89.

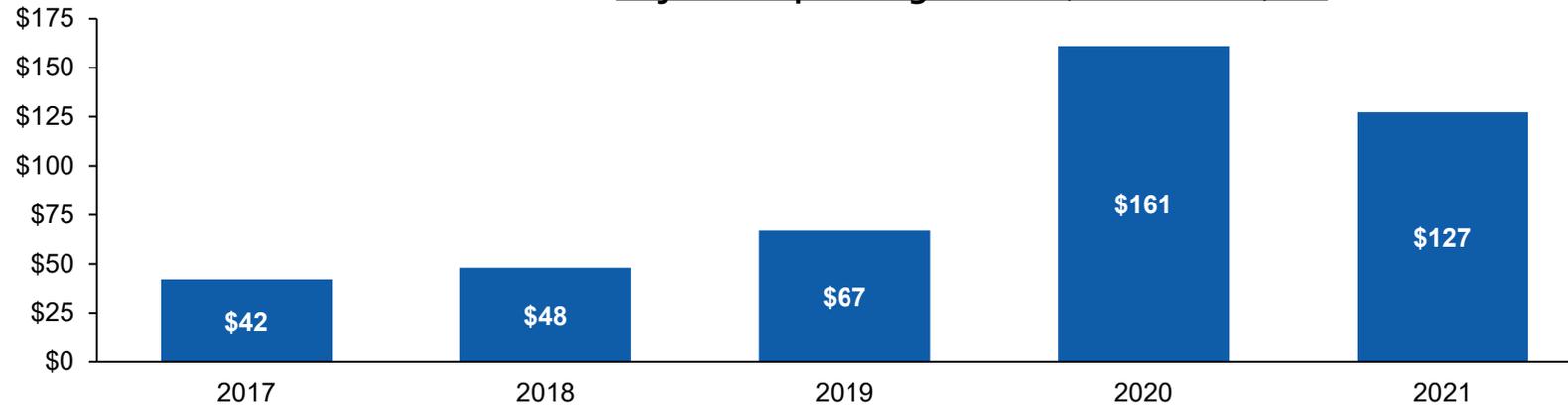
Note: Preliminary and Unaudited Results

## EBIDA and Operating Margins Exceed Rating Medians

Adjusted Operating EBIDA (\$ in millions)<sup>(1)</sup>



Adjusted Operating Income (\$ in millions)<sup>(1)(2)</sup>

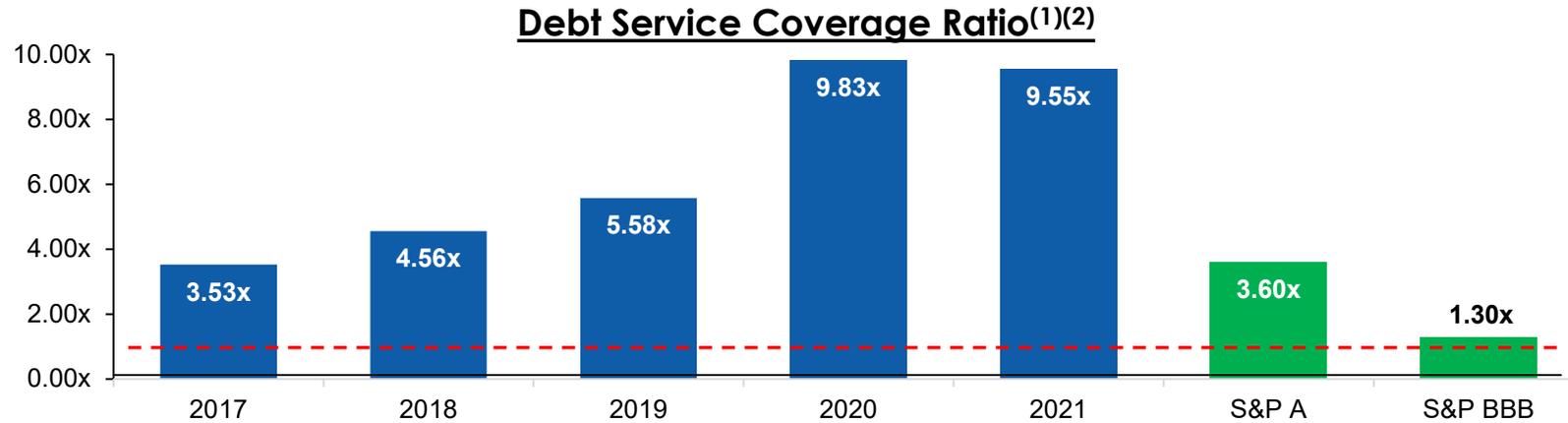


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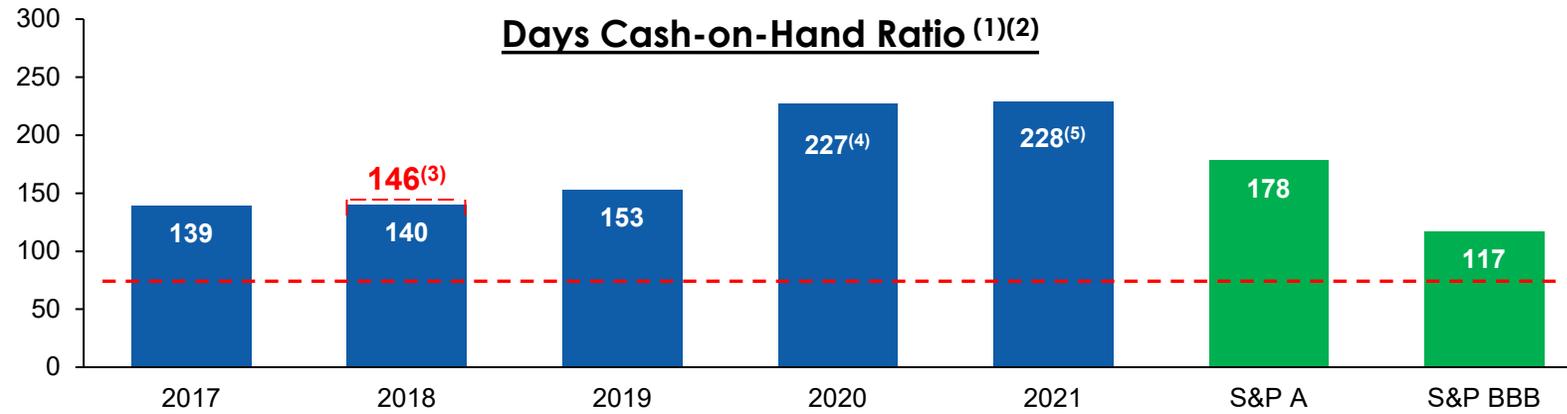
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Note: Preliminary and Unaudited Results

# MetroHealth's Covenant Ratios Remain Strong



- (1) Excludes the GASB 68 and GASB 75 adjustment recorded on an annual basis using the results from the OPERS actuary reports. In Ohio, employer contributions to the State's cost-sharing multi-employer retirement systems are established by statute. These contributions, are payable to the retirement systems one month in arrears and constitute the full legal claim on the System for pension funding. Although the liabilities recognized under GASB 68 and GASB 75 meet the GASB's definition of "liability" in its conceptual framework for accounting standards, they do not represent legal claims on the System's resources, and there are no cash flows associated with the recognition of net pension liabilities, deferrals and expense)
- (2) Excludes interest costs incurred before the end of a period of construction required to be recognized as expense by GASB Statement No. 89.
- (3) Includes UPL expected, HCAP (net)
- (4) Includes \$89M in advanced payments to be paid back
- (5) Includes \$52M in advanced payments to be paid back



Note: Preliminary and Unaudited Results

# Rating Agencies Recognize MHS Performance and On-Going COVID-19 Response

## In June 2021, Moody's and S&P both revised their outlooks to Positive from Stable and affirmed the Baa3/BBB- rating

The agencies have identified the following factors in consideration for a future upgrade:

- Completing the existing Transformation project on time and on budget while meeting financial projections forecasts
- Deleveraging of balance sheet
- Sustained improvement in operating EBIDA margin
- Continued growth in liquidity (DCOH and Cash-to-Debt)



### Cuyahoga County, Ohio The MetroHealth System; Hospital

**Credit Profile**

Cuyahoga Cnty, Ohio MetroHealth Sys, Ohio Cuyahoga Cnty (MetroHealth System)	BBB-/Positive	Outlook Revised
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**Rating Action**

S&P Global Ratings revised the outlook to positive from stable and affirmed its 'BBB-' long-term rating on Cuyahoga County, Ohio's series 2009B taxable hospital revenue bonds and series 2017 fixed-rate revenue bonds, issued for The MetroHealth System (MetroHealth).

The series 2009B bonds were issued through and receive an interest rate subsidy from the U.S. Treasury under the Build America Bonds program.

The outlook revision reflects our view of MetroHealth's improving financial profile, demonstrated by healthy margins and cash flow with maximum annual debt service (MADS) coverage of more than 2x, when adjusting out noncash pension and OPEB expenses, along with corresponding healthier unrestricted reserves. We understand that various supplemental funding programs have enhanced recent years' margins in part (as did the CARES Act in 2020), and we expect this to continue, albeit not at 2020 levels given some one-time positive variances. We believe that MetroHealth's executive team could maintain MetroHealth's strong cash flow and coverage of more than 2x while improving balance-sheet-related ratios over the outlook period, depending on its management of the opening of the new hospital in fall 2022.

**Credit overview**

The 'BBB-' rating reflects our view of MetroHealth's essentiality as a safety net provider, its role as one of Northeast Ohio's two Level 1 adult trauma centers, and its wide array of service options, including ongoing investments in the care delivery network even through the pandemic. We continue to view favorably its fully integrated employed medical staff and the comprehensive teaching program through Case Western Reserve University School of Medicine. As a safety net provider for the county, its financial profile continues to rely on supplemental revenue sources reflecting MetroHealth's payer mix, which is heavily skewed toward less profitable government payers. However, Cuyahoga County has also historically demonstrated significant support with voter-supported levies generating supplemental revenue.

The rating also incorporates our view of high debt levels and weak debt-related ratios that are tied to debt issued for the new campus transformation project. We expect MetroHealth to maintain its enhanced reserve position and to begin to incrementally improve debt-related ratios as principal begins to amortize on the series 2017 bonds in 2023.

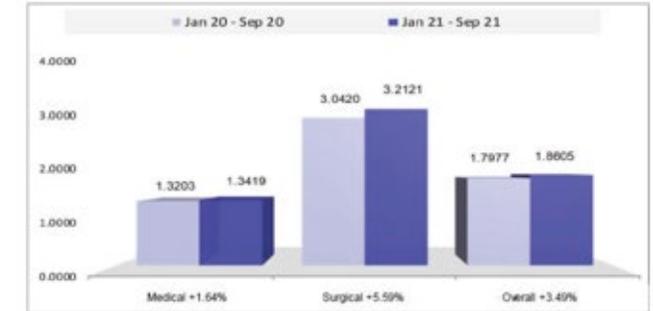
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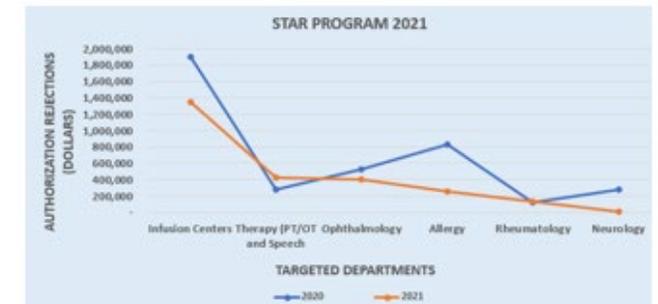
# Revenue Cycle Management – Intelligent Automation

## Innovation, Efficiency and Patient Centric Solutions

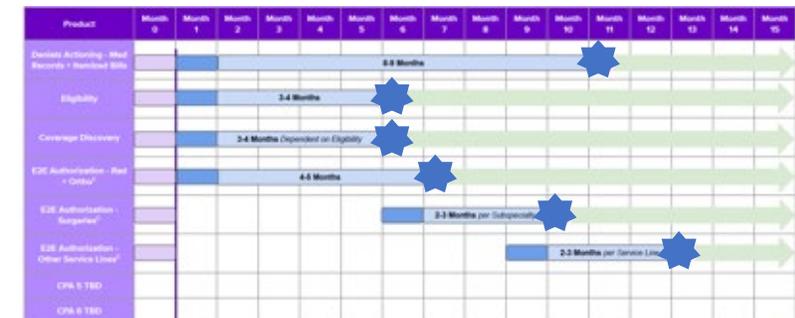
- Clinical Documentation Improvement, inclusive of continuous education, and predictive analytics automation on specific Diagnostic Related Groups (DRGs), **increased overall Case Mix Index by 3.49% that yielded an estimated net revenue improvement of \$3.1M**
- Expanded artificial intelligence bots for eligibility, reducing manual account correction and allowing \$16M (3%) to auto bill
- Pre-Service implemented **STAR Program in the high dollar risk areas realizing \$2.9 M (28%) decrease in rejections**
- Medical Record Release of Information (ROI) platforms expanded automation to all medical record types:
  - MMO and Humana are 95% automated
  - Anthem started June 2020, with 50% automated
- Developed strategy and roadmap for **end-to-end digitized revenue cycle management and began development, estimating an \$8M annual return**
  - Strategy supports Consumerism, Virtual Care and Reimbursement Optimization



Case Mix Index Improvement 3.49%



STAR Program decreased rejections



Digital Revenue Cycle Road Map

# Financial Planning & Enterprise Data Analytics

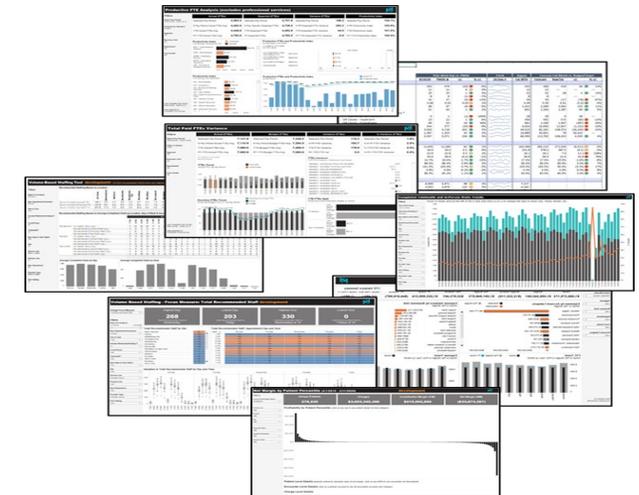
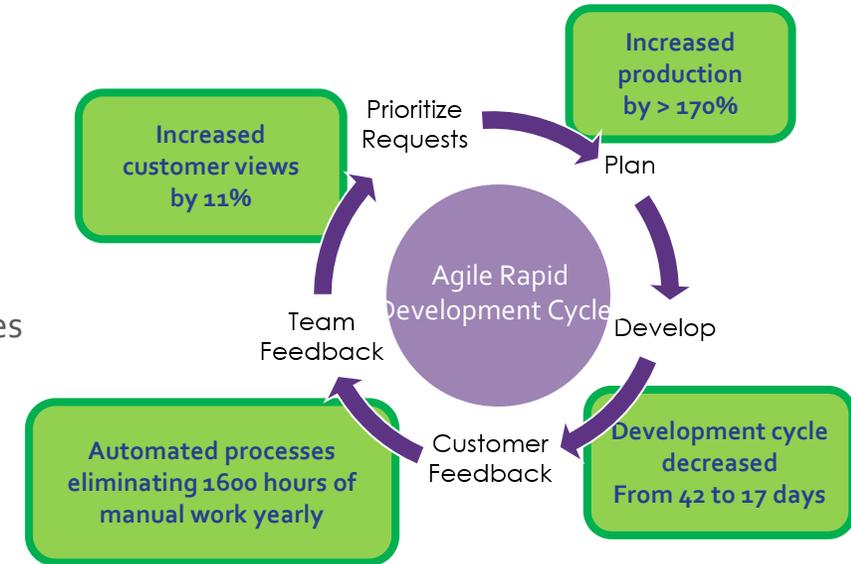
## Transformation of Services

- Streamlined Tableau environment, enhanced development standards, established a Tableau Community of Practice, and increased use of analytics across MetroHealth
- Initiated quarterly operational benchmarking report and review process with leaders to support operational performance monitoring and management
- Enhanced budgeting, financial planning, productivity & costing processes to gain further efficiencies and enhance information provided to leaders
- Implemented Agile methodology to drive continuous improvements in analytic development processes with marked results in one year as below

## Developed Tools to Support MetroHealth Transformation

- Service line profitability analytics to enable leaders to easily monitor service line, site or specific service profitability trends and support strategic growth and profitability improvement initiatives
- Outpatient analytics including a Team-Based Care Management Dashboard to support performance monitoring related to ambulatory services
- Pharmacy analytics to support growth and optimization of the system's network of retail pharmacies
- Suite of tools for Capacity Command Center operations and other leaders to support patient management, improve patient flow and optimize capacity

## Agile development fuels improvements



# Campus Transformation

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# Campus Transformation

The Campus Transformation project proceeded on time and on budget.

The new hospital was named The Glick Center as a result of a generous donation from Bob and JoAnn Glick.

Substantial completion dates for construction remained as April 29th and August 5th of 2022.

The move-in and operation date for The Glick Center was set for October 15, 2022.

In response to new service needs, a 4-bed stem cell transplant unit was designed into the project with no adverse impact to the project budget or schedule.

The transition and activation phase began with activities to organize and manage departmental teams to prepare the processes, procedures, and training for operating in the new hospital.

# Facilities Management & Planning, Design & Construction

- 121,428 Total Work Orders
  - 88,147 Preventative Maintenance (PM)
    - Completion rate 99.4%
  - 30,566 Service Requests
    - Completion rate 99.2%
- Managed 98 capital projects totaling \$41.5M

## Behavioral Health & Addiction Building Status

**\$42 million, 110-bed behavioral health unit**

- Construction is 30% complete
- Roofing complete and the building is dried in
- Mechanical, Electrical and Plumbing work ongoing on all three floors
- Brick veneer has started on the south elevation and will continue counter-clockwise around the building
- Renovation of the existing Medical Office Building has commenced
- On time & on budget for an October 2022 opening



# Apex Project – Garage and Outpatient, Administrative and Cancer Buildings



# Apex Project – Garage and Outpatient, Administrative and Cancer Buildings

The Prentiss Center was demolished

Garage design is complete, foundations are underway, and is scheduled to open in September

OAC Building foundations started 1/24

OAC Building Design will be 80% complete by 2 scheduled to open in early 2024



Level 04



Level 03

# Recognitions

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# Awards & Recognition



Diversity, Equity & Inclusion  
(Large/Non-Profit Category)



3rd Consecutive Year



7BC-Trauma



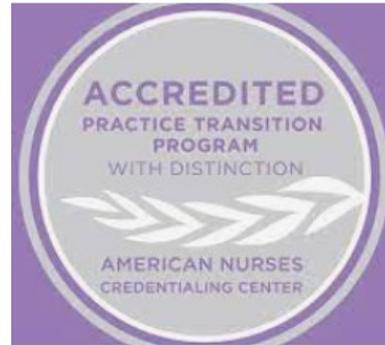
2nd Consecutive Year



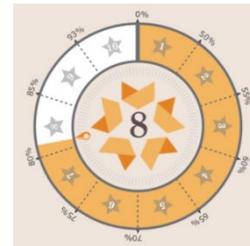
18th Consecutive Year



Gold-Neonatal ICU,  
Surgical ICU  
Silver-Trauma ICU



Nurse Residency  
Program



Epic Gold Star Level 8



Certified Level 8  
Ambulatory 2021



Certified Level 8  
Acute 2021



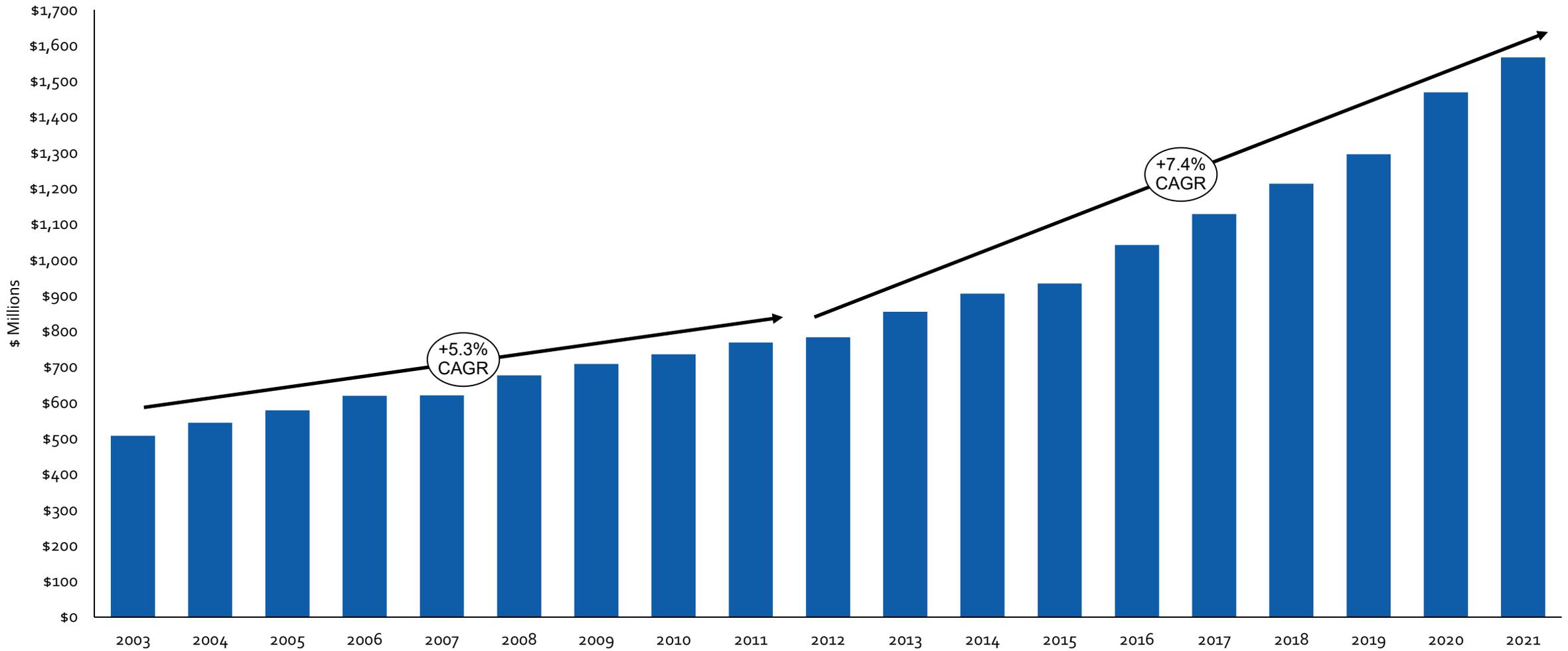
Certified Level 8  
Long Term Care 2021

# Summary of Results

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# Operating Revenues 2003-2021



Note: Preliminary and Unaudited Results

Thank you for your support

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