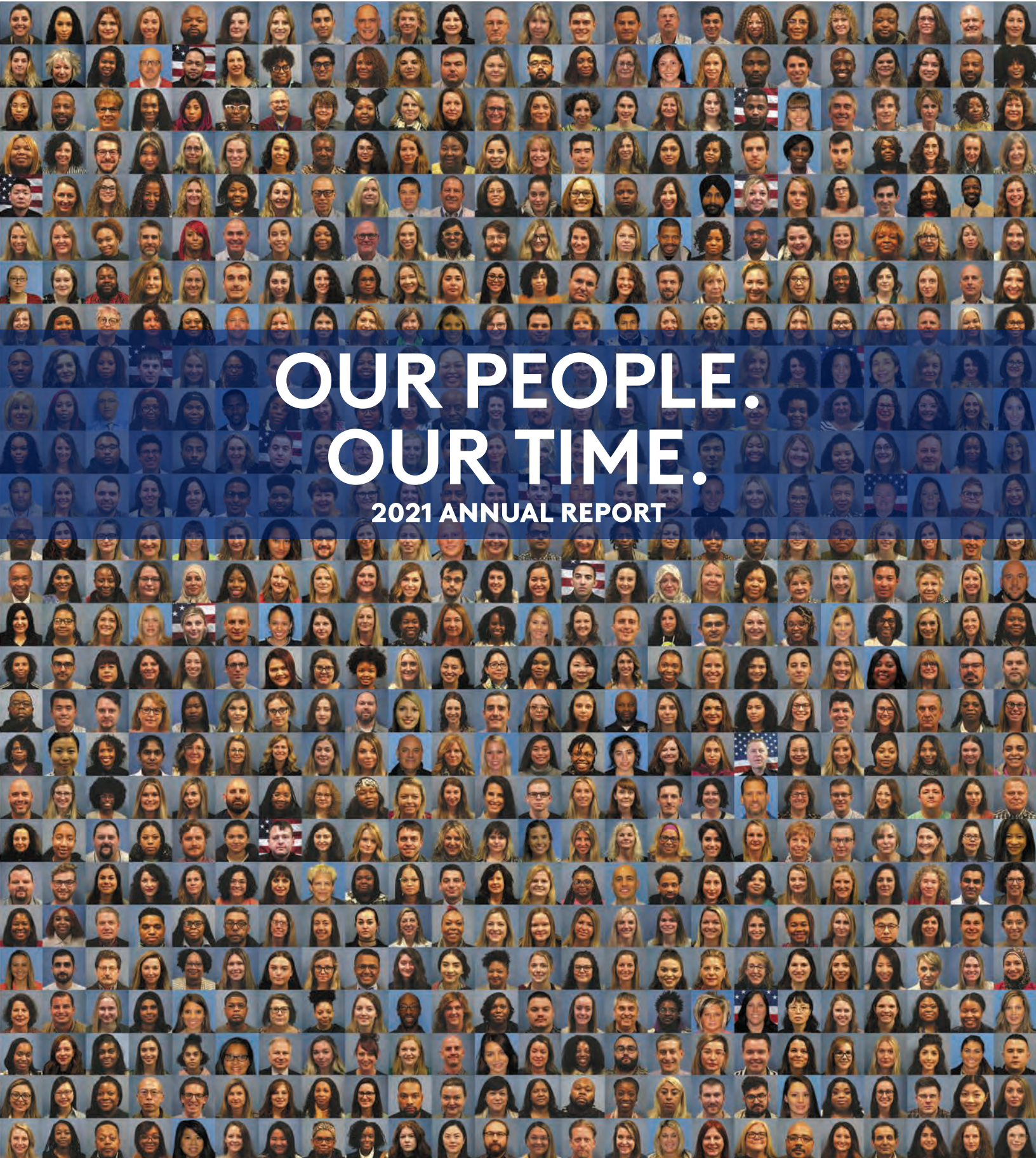




MetroHealth
Devoted to Hope, Health, and Humanity



**OUR PEOPLE.
OUR TIME.**
2021 ANNUAL REPORT





LETTER FROM LEADERSHIP

Dear Friends,

After dozens of exciting announcements these past few years – from the complete transformation of our West 25th Street campus to the creation of our Institute for H.O.P.E™ and our ongoing work to help thousands in our community overcome addiction – you would think the 7,800 people who make up our extraordinary health system would take a break.

Instead, we spent 2021 caring for our community like never before.

From our heroic COVID-19 response to our nationally recognized Rehabilitation Institute to world-class cancer care for everyone, we continue to keep people at the center of everything we do.

It's not just our innovative medical care that makes a difference. Every day, MetroHealth connects people throughout Greater Cleveland to nutritious food, safe housing, internet service, legal advice and other necessities that keep them healthy. And we pair that, always, with our continuing commitment to Equity, Inclusion and Diversity.

We dedicate ourselves to these ideals because this is who we are. And now, more than ever, this is our time, our time to instill Hope, Health, and Humanity and to build the brightest futures imaginable – for everyone in our community.

We are more than medicine.

We are MetroHealth.

Warm regards,

Akram Boutros, MD, FACHE
President and CEO
The MetroHealth System

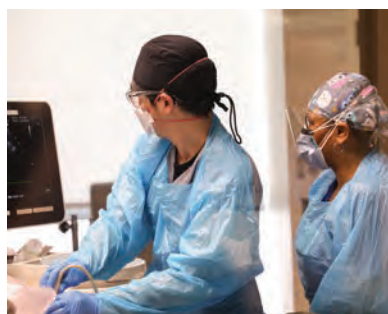
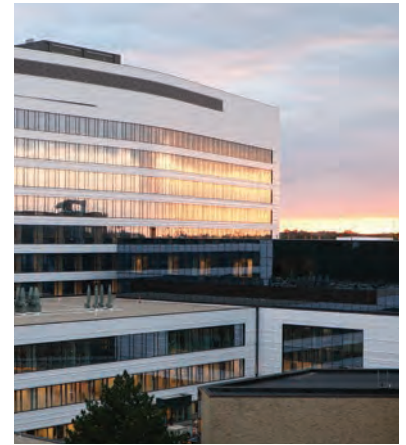
Vanessa L. Whiting
Chair, Board of Trustees, The MetroHealth System
President, A.E.S. Management Corp.

TRANSFORMING A COMMUNITY

The Glick Center Construction of our new, 11-floor hospital in the heart of Cleveland’s Clark-Fulton neighborhood remained on-time and on-budget, and we will welcome our first patients in Fall 2022. The billion-dollar project is the cornerstone of a wider neighborhood revitalization effort led by MetroHealth and our partners – a Campus Transformation that aims to spread hope and opportunity.

A Vibrant Clark-Fulton: Last fall, a diverse group of stakeholders in Cleveland’s Clark-Fulton neighborhood, including MetroHealth, unveiled an ambitious master plan that will guide equitable development in our community for years to come. The plan includes the 12-acre MetroHealth Park, which will add much-needed greenspace to enhance the community’s health and well-being.

Healthy Way: MetroHealth and the NRP Group broke ground in February on an innovative mixed-use project – called *Vía Sana*, or “Healthy Way” – that will feature 72 one-, two- and three-bedroom affordable apartments. It will also feature the MetroHealth Economic Opportunity Center, which will offer job training, financial and digital literacy training and access to classes from Cuyahoga Community College. *Vía Sana*’s first residents are expected in Summer 2022.



CLINICAL EXCELLENCE AND INNOVATION

Caring for the Community: As the COVID-19 pandemic raged on, MetroHealth expanded access to testing and vaccines, especially to the underserved in our community. That included performing almost 100,000 COVID-19 tests in 2021 – with 97% of results delivered within 24 hours. With our partners from the Cuyahoga County Board of Health, we also offered vaccinations and testing at schools, community centers, homeless shelters, group homes and area businesses.



Leaders in Rehabilitation: U.S. News and World Report ranked the MetroHealth Rehabilitation Institute No. 1 in Ohio and No. 24 in the nation in 2021 for the care of patients recovering from complex conditions such as stroke, brain injury and spinal cord injury. Also, the Department of Physical Medicine and Rehabilitation was ranked No. 2 in the nation in National Institutes of Health funding.



CLINICAL EXCELLENCE AND INNOVATION

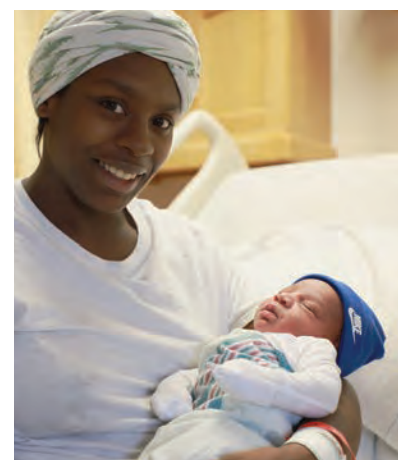
World-class Cancer Center for All: Last year, the MetroHealth Cancer Center invested in cutting-edge technology and brought on world-renowned researchers to ensure people of all backgrounds have access to the best cancer treatments available. In 2021, we joined the National Center for Regenerative Medicine and laid the groundwork for a CAR-T vector production lab, which will make MetroHealth only the second public hospital in the nation to offer this innovative treatment.

Embracing Virtual Care: The future of health care extends well beyond the clinic walls, and MetroHealth pushed the boundaries of virtual care in 2021 with pioneering programs like Hospital In The Home, which, using innovative technology, allowed caregivers to care for patients while they recovered at home. Last year, the program served more than 600 people with COVID-19 and secured a waiver from Centers for Medicare & Medicaid Services to care for acutely ill patients in their homes.



MEANINGFUL CONNECTIONS

Connecting a Community: MetroHealth partnered with Unite Us, an innovative technology company, to build Unite Ohio – a coordinated care network of health and social care providers that links individuals with the resources they need to live healthier lives. In 2021 alone, MetroHealth and its 160 partners in the network sent more than 8,000 referrals to address the health-related social needs of people across the community. Most important, the electronic records allow the MetroHealth Institute for H.O.P.E.™ to track the outcomes of these referrals and ensure people are getting the resources they need.



EQUITY IN ALL WE DO

Understanding Biases: Following George Floyd’s murder, MetroHealth promised to fight for equity in our community, and that work started by looking inward. In August 2021, we launched an immersive employee education effort designed to explore how, without even realizing it, the human brain naturally holds stereotypes and biases. We are committed to ensuring questions and concerns rooted in historical disparities are met by our caregivers with compassion, patience and flexibility so we can meet the needs of each person. Required of all staff, “Unconscious Bias: We All Do It” training has earned a 97% positive reception rate to date.



Leadership in the Community: Underscoring our commitment to equity, inclusion and diversity, MetroHealth named two senior leaders in 2021 to direct and expand those efforts. Alan Nevel, the system’s Chief Diversity and Human Resources Officer since 2018, became MetroHealth’s first Chief Equity Officer. Charles Modlin, MD – a nationally known authority on minority health – joined MetroHealth as its first Medical Director, Equity, Inclusion and Diversity after three decades with Cleveland Clinic. Dr. Modlin has spent decades tackling health disparities that disproportionately impact and burden minorities and the underserved, not only in his specialty fields of kidney transplant surgery and urology but in the broader medical world.



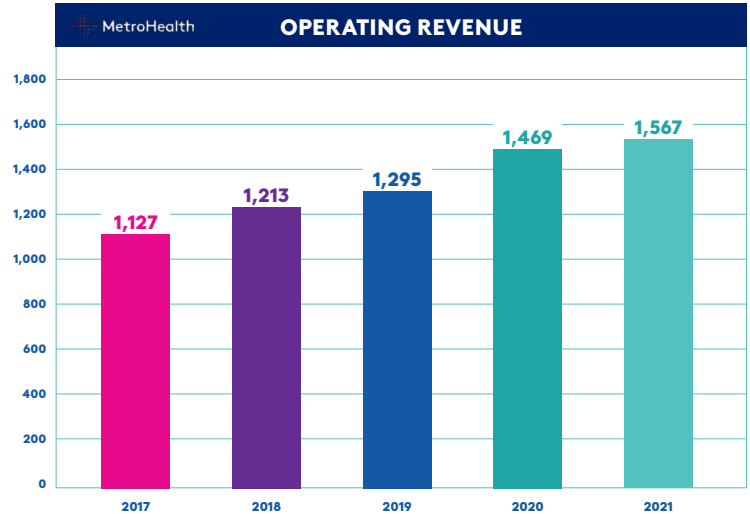
Diversifying the Workforce: Always striving to reflect the communities we serve, MetroHealth deepened its efforts to foster an inclusive and diverse workforce. By embedding a focus on equity at every stage of the hiring process, about 45% of all new hires – and about 30% of new care providers – in 2021 were underrepresented minorities. That commitment to equity and diversity extends throughout the organization, including our new surgery residency program. Although the surgical field is typically dominated by men, 50% of residents in this pool are women and 75% are people of color.



FINANCIAL PERFORMANCE

MetroHealth continued its strong financial performance in 2021, bringing in **\$1.57 billion** in revenue. Through careful management and a commitment to innovation, MetroHealth grew its operating revenue almost **40%** over the last five years.

In 2021, Cuyahoga County provided **\$32.4 million** – about **2.1%** of the system’s total revenue – to support care of county residents without health insurance.



COMMUNITY BENEFIT DELIVERING ON OUR PROMISE

We’re investing in Cuyahoga County by addressing social determinants of health, increasing access to health care and improving overall community health, equity and sustainability.

BY THE NUMBERS (in millions)

- Uncompensated Care: \$89.0
- Medicaid Shortfall: \$88.2 (difference between what Medicaid pays for health care services and the cost of care)
- Medical Education: \$50.1
- Research: \$5.1
- Outreach Programs: \$6.2

**Total Community Benefit*:
\$238.6**

* Care Innovation and Community Improvement Program Funding = \$69.1 ; MHS Funding = \$169.5





OUR STAFF

- Total Employees: **7,762**
- Physicians: **666**
- Nurses: **2,063**
 - Registered Nurses: **1,825**
 - Advanced Practice Nurses: **238**
- Residents & Fellows: **426**
- All Other Employees: **4,607**
- Inclusion & Diversity: **43.87%**

STATISTICAL HIGHLIGHTS

- Babies Delivered: **2,728**
- Trauma Cases: **6,193**
- Metro Life Flight Transports: **3,968**
 - Helicopter: **897**
 - Ground: **3,071**
- Patient Visits: **1,492,158**
- Inpatient: **25,009**
- Outpatient: **1,328,482**
- Emergency Department: **138,667**



MetroHealth

Devoted to Hope, Health, and Humanity

2500 MetroHealth Dr.
Cleveland, OH 44109
(216) 778-7800

ABOUT METROHEALTH

Founded in 1837, MetroHealth operates four hospitals, four emergency departments, and more than 20 health centers and 40 additional sites throughout Cuyahoga County. The system serves more than 300,000 patients, annually—two-thirds of whom are uninsured or covered by Medicare or Medicaid. As Cuyahoga County's safety-net health system, MetroHealth plays an essential role in the region, caring for anyone and everyone, regardless of an ability to pay. The system's more than 8,000 employees go to work each day with a mission of service—to their patients and to the community. At MetroHealth, we are leading the way to a healthier you and a healthier community through service, teaching, discovery, and teamwork. **For more information, visit metrohealth.org**

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