



FOR
ALL 
OF US.

OUR TRANSFORMATION CAMPAIGN



The Glick Center



Four Priorities, One Vision: Improving Health For All of Us

Transforming the health of our community isn't optional or aspirational; it's essential. Our neighbors – our children – aren't thriving as they could. As they should.

The root causes? Being poor. Being unemployed. Living with unrelenting stress, as a result of food insecurity, housing insecurity, and other ongoing, interrelated challenges that are difficult to overcome. The word "stress" doesn't begin to do justice to the problem. Chronic stress is strongly linked to a host of health problems: chronic inflammation, higher susceptibility to infections, slower wound healing, even poorer responses to vaccines.

Through the For All of Us initiative, MetroHealth is building strong foundations for sustainable health. By discovering innovative approaches to improving food security, housing, job training and opportunities – we believe good health and bright opportunities should belong to everyone in our community.

To fund that vision, we launched a bold, four-pronged fundraising campaign to raise a minimum of \$100 million – by far the most ambitious goal in our history.

We deliberately put equity and inclusiveness front and center in the campaign's very name: For All of Us. In December 2020, we met and surpassed that initial goal, thanks to the generosity of our donors.

Because the needs of our community continue to grow, we have reset our campaign goal to \$150 million. The support of our donors, through discretionary gifts to the Transformation Fund, will ensure the availability of resources essential to transform health in Cuyahoga County and Northeast Ohio.

We have demonstrated our regional leadership and innovation in health, healthy communities and health equity. As we strengthen our position as a national leader in transforming health, we will leverage that influence to do even more for Cuyahoga County and Northeast Ohio.

We will do all of this with you. *For All of Us.*





Our four crucial and interconnected priorities in which we
are investing substantial philanthropic resources:

FOR OUR HEALTH

*Shifting the paradigm from providing medical care to supporting
health – physical, mental and behavioral health.*

FOR OUR NEIGHBORHOOD

*Creating a welcoming, walkable campus, inviting green spaces, and
neighborhoods that inspire and encourage healthy physical activity.*

FOR OUR ECONOMY

*Sparking additional jobs, educational opportunities,
and improvements to housing to benefit people in
our community.*

FOR OUR FUTURE

*Leveraging our training programs, residencies, research
endowments, and high-school partnership.*



HEALTH HAPPENS IN COMMUNITIES

America's medical care – for people who have good access and insurance – is the world's best.

But America's health – as measured by diminishing lifespan, rising infant mortality, and increasing rates of obesity, diabetes, and heart disease – is worrisome and it's worsening.

Poor health devastates the lives of many underserved groups and people in our community: People of color. People whose incomes are low. People who struggle to get a good job. People who lack healthy food, safe drinking water, reliable transportation, quality education and job skills, a decent place to live.

The conditions in the places where people live, learn, work, and play are crucial - so crucial to well-being that public health experts have a name for them: the social determinants of health. Social determinants account for most of a person's health, or lack of health. And when these determinants combine in unhealthy ways, they can take years, even decades, off people's productive lives.



Our own community mirrors the grim national picture. Even though Cleveland is home to some of the world's best medical care – expert clinicians, renowned researchers, state-of-the-art facilities – our neighbors and our children face serious health challenges:

4

HOSPITALS

- In 2018, Cuyahoga County ranked 60th out of Ohio's 88 counties in health outcomes: in the bottom one-third, based on health outcomes and health factors, including health behaviors, clinical care, physical environment, and social and economic factors.

20+

HEALTH CENTERS

- Nearly 50% of children in Cleveland live in poverty, and in the densely populated Clark-Fulton neighborhood, 72% of people live in poverty or near-poverty – a major challenge to their health.

40+

CLINIC & OUTREACH SITES

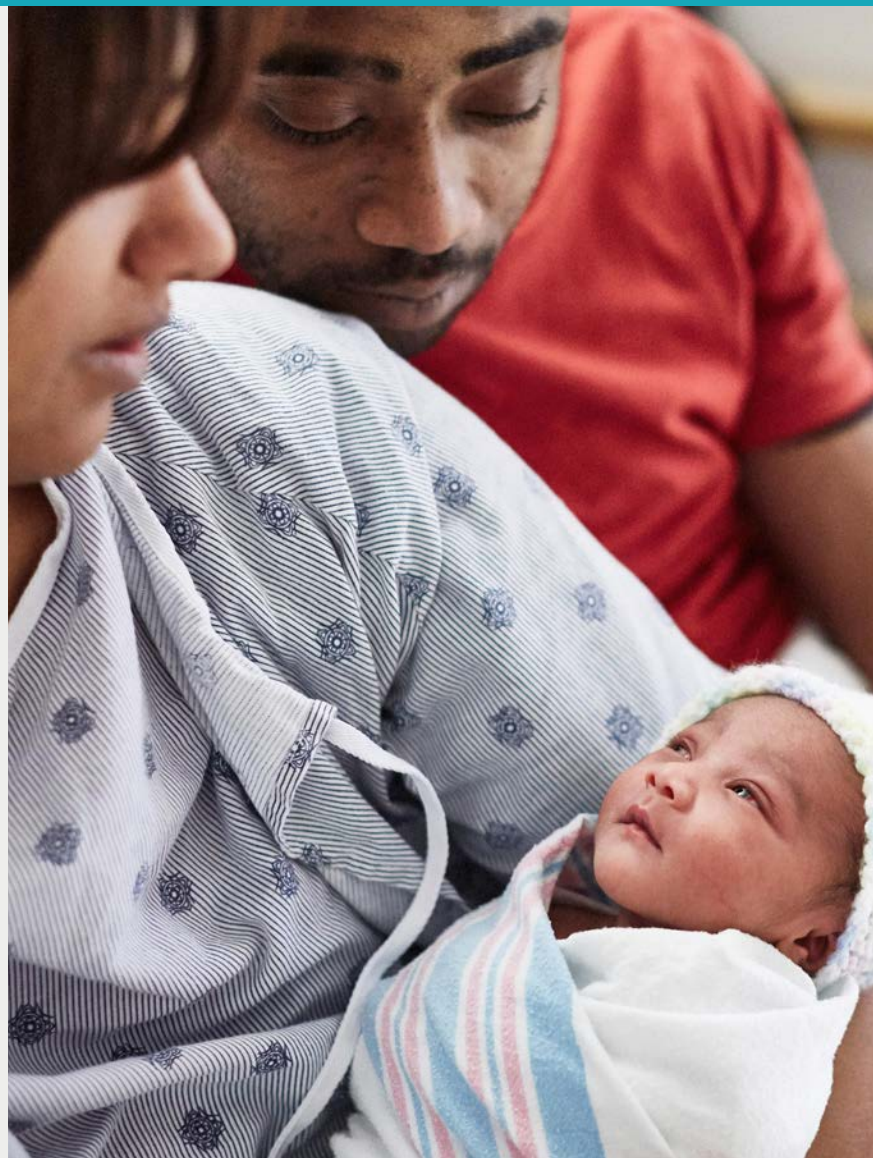
- People born in Clark-Fulton are likely to die 12 years earlier than those born just 10 miles away.

It doesn't have to be this way – and at MetroHealth, we're committed to changing it.

With four hospitals, four emergency departments and more than 20 health centers – plus 40 additional clinic and outreach sites throughout Northeast Ohio – we have the capacity to reach millions and the power to catalyze transformation across our region.

People here look to us for care; they trust us with their health. We can – we do – deliver medical excellence. But we also do the day-in, day-out work of providing reliable care – high-quality, exceptional care – for everyone who needs us. In 2020, MetroHealth served nearly 300,000 patients, in more than 1.4 million visits to our hospitals and health centers. And people here know we will not turn them away, regardless of their ability to pay: 74% of patients are either uninsured or are covered by Medicare or Medicaid.

We care for them. And we care about them.



A SOLID INVESTMENT

FOR THE HEALTH AND HOPE OF THE COMMUNITY

As Cuyahoga County's public health system with a public mission, we're ideally positioned—and clearly called—to lead the way in reducing health disparities and addressing the social determinants of health.

As Cleveland's oldest health system – one of the nation's first public hospitals – we have nearly two centuries of experience and expertise to guide our vision for the future.

Because we're a public health system, many people in our community believe we're strongly supported by public funds – tax dollars. In reality, that's far from the case: less than 3% of our annual operating costs are underwritten by Cuyahoga County.*

What's more, because we're the safety-net hospital, we care for more low-income, uninsured patients than other health systems in our area.

Yet MetroHealth is rigorously managed, consistently operating in the black. In the past five years, our revenue has increased by 44.5%. And because we're a public health system, all surpluses are reinvested in improving our care, capabilities and community.

In addition, because we're committing to visionary investments in health – innovative programs that create health, rather than simply treating disease – we're launching programs that are ahead of their time ... and outside the traditional fee for service.

We know that these innovative programs and investments will make a dramatic difference in people's lives, opportunities and productivity. We know, too, that they'll yield remarkable returns. Decades of research show that nationally, every \$1 invested in improving public health saves \$4 in costs for health care, lost productivity, and other public services.

*At MetroHealth, our ROI – return on investment – is even higher, at a remarkable 7:1: for every tax dollar we receive, we provide \$7 worth of care.**

This phenomenal performance means that your support of MetroHealth yields the greatest benefit of any philanthropic contribution you can make within our community.

So we're confident in this ambitious campaign and our ambitious vision for how we can – how we will – make changes that fundamentally improve health. Not just for hospital patients, not just for people with good insurance and good incomes, but for everyone in Cuyahoga County and Northeast Ohio.

*2020 Statistics



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PRIORITY 1: FOR OUR HEALTH

We're committed to redefining what it means to be healthy, by helping people in our community improve their physical, emotional, mental and even financial well-being.

That commitment requires serious change: giving equal opportunity for everyone to have what they need to live healthy lives. How? By making access to care easier; by helping to remove barriers such as poverty, discrimination and other economic and social disparities.

By offering visionary new kinds of care and opportunities for health that take health care to people, instead of taking people to the hospital:

- *We are creating ways to offer healthy food as a remedy to combat chronic illnesses.*
- *We are expanding the MetroHealth Cleveland Heights Medical Center to include behavioral health and addiction services, equally prioritizing a patient's mental health and sobriety recovery under the same roof.*
- *We are enhancing local school clinics to help kids who otherwise might not have easy access to health services – and, in the process, creating opportunities to engage with siblings, their parents and their grandparents.*



And that's just the beginning. Campaign resources, raised through discretionary gifts, also allow us to complement and leverage the innovative work of the Institute for H.O.P.E.™ (Health, Opportunity, Partnership and Empowerment). It's more than just an optimistic name; it's a powerful new platform that can truly catalyze good health.

The Institute for H.O.P.E.™ is identifying underlying problems – for example, food or housing insecurity – and making recommendations and referrals for helpful, health-supporting services, such as food banks and housing programs. It offers thousands of people access to fresh food, job training classes, and other opportunities to build a better future.

As all these initiatives take root and grow – making measurable, scalable improvements to health and well-being – lives will change. The community will flourish. The nation will see, and will follow, our lead.





PRIORITY 2: FOR OUR NEIGHBORHOOD

We're committed to being a good neighbor, by building a stronger, healthier neighborhood around our main campus, which is located in Clark-Fulton, one of Cleveland's poorest neighborhoods. We're committed to transforming our neighborhood into a health-supporting community, one whose residents can make choices – within the clinic and beyond – that allow them to live their best lives, regardless of their income, education or ethnic background.



Using the power of major discretionary gifts to the Transformation Fund, MetroHealth will enrich lives and elevate health:

- We'll create **25 acres of open green space** that serve as a dynamic and welcoming new gateway to our campus and neighborhood. Made possible by the construction of our new hospital, along with demolition of old, outdated buildings, these remarkable new spaces – which put our health-centric focus into beautiful practice – will offer walking paths, courtyards, gardens, and healing spaces for patients, families and employees.
- We'll offer **expanded access to performing and visual arts programming** for our patients, our caregivers and our neighbors, to improve not just their health but their quality of life. The visual art program will extend the existing transformative experience for everyone who engages with the health care system, introducing new works that will ensure community, culture and human connection is felt throughout the new MetroHealth Glick Center hospital building.



3,237 JOBS IN CLEVELAND



5,618 JOBS IN CUYAHOGA COUNTY

\$218.6 MILLION IN CLEVELAND



\$360.4 MILLION IN CUYAHOGA COUNTY

PRIORITY 3: FOR OUR ECONOMY

At MetroHealth, we're committed to creating a community where people can thrive. And that means creating innovative ways to combat poverty, because poverty – along with illiteracy and unemployment – has direct, dire impacts on people's physical and mental health:

- **PEOPLE LIVING IN POVERTY** have higher rates of diabetes, asthma and other chronic conditions than those who are not poor.
- **UNEMPLOYED ADULTS** are five times as likely to experience serious psychological distress as adults with jobs.
- **AMONG PRIVATE-SECTOR EMPLOYEES** in the lowest wage brackets, only 27% have paid sick time. As a result, low-wage workers often are forced to choose: go to work sick – a particularly risky choice during times of a pandemic – or lose their wages, and possibly their jobs.

The healthcare and economic impacts of these social determinants are staggering. People with low literacy skills are far more likely to use emergency services; they have higher hospitalization rates, and they use preventative care less. All that adds an estimated \$232 billion a year in health care costs nationwide.

MetroHealth is working to counter those trends. The economic impact of our campus transformation through 2023 is supporting the creation of **3,237 jobs** in Cleveland, and a total of **5,618 jobs** in Cuyahoga County. This campus transformation is also projected to increase household earnings by \$218.6 million in the city and by \$360.4 million in the county.

But that's only the beginning. Philanthropic support will help us establish the world's first hospital-led EcoDistrict: a rigorous urban development framework for achieving people-centered, economically vibrant communities. Grounded in a commitment to address disparities, resilience and climate protection, the EcoDistrict creates a new, sustainable model for community wellness, one that will deliver equity, health and well-being to all in the community.

And, partnering with local community development corporations, we've created the MetroHealth Housing Program, to help our employees buy and renovate houses near our main campus. In addition to being good for our employees, this program sparks economic reinvestment and revitalization, adding still more vibrancy and health to the neighborhood around us.

PRIORITY 4: FOR OUR FUTURE

MetroHealth is already investing nearly \$1 billion to rebuild our hospital, revitalize our main campus, and reinvent our neighborhood. This physical transformation is one of the largest projects of its kind by a public hospital in the United States – ever.

But physical transformations are only the beginning; what's even more exciting is what will happen within our hospital, our campus, our community:

- We will support more caregivers with additional **educational and research endowments** – endowments that support recruitment of researchers and physician-scientists. These researchers, holding joint appointments at MetroHealth and Case Western Reserve University, help guide our innovations and evaluate our results to ensure that we're making the greatest possible difference.
- We will continue and strengthen our commitment to a diverse healthcare workforce.

New education and job-training opportunities are just the beginning of MetroHealth's commitment to investing in the future.

Resources raised by *For All of Us* will also allow us to evaluate, share and **leverage** what we've learned with other health systems across the nation, helping them understand and harness the power of investing in innovative programs, the next generation of caregivers, and the health of all within a community.





"ALL OF US" CAN'T HAPPEN WITHOUT YOU

OUR PLAN STARTS WITH A 184-YEAR TRADITION OF
COMMUNITY-FOCUSED HEALTH CARE.

It's leveraged by our commitment to innovate, and by our influence as an anchor institution that can create powerful partnerships to revitalize neighborhoods, support education, create jobs, and build the region's economy.

But we can't do this alone.

We need partners – people of vision and generosity – to provide discretionary support that will help us achieve our vision:

- To create transformative opportunities.
- To expand the **Institute for H.O.P.E.™** ... and spark a resurgence of hope across our community.
- To sharpen our focus on excellence and exceptional medical care as we support good physical, mental and behavioral health.
- To provide a welcoming environment with expanded green space and visual arts programming for our patients, our caregivers and our neighbors.
- And to build a future that truly values and supports all these things, by creating and sustaining the conditions and opportunities that make it possible.

FOR ALL OF US.

To learn more about how you can make a meaningful contribution to the MetroHealth Transformation, please contact Kate Brown, President of The MetroHealth Foundation, at 216-778-5665.

FOR
ALL
OF US.



MISSION

The MetroHealth Foundation develops philanthropic resources and relationships to advance The MetroHealth System's goals of health, healthy communities and health equity for all.

VISION

We are an engaged and influential philanthropic organization that supports and drives The MetroHealth System's national leadership and innovation in health, healthy communities and health equity.

VALUES

- Service to Others
- Teamwork
- Accountability
- Respect
- Inclusion, Diversity and Racial Equity
- Quest for Excellence

