

# The MetroHealth System Board of Trustees

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## HUMAN RESOURCES & COMPENSATION COMMITTEE MEETING

Date: Wednesday, December 18, 2024

Time: 3:30pm - 5:30 pm

Zoom: <https://us02web.zoom.us/j/84696771215>

**Committee Members:** John Corlett, John Moss, E. Harry Walker, M.D.

**Other Trustees:** Maureen Dee, Michael Summers

**Staff:** Christine Alexander-Rager, M.D., Kelly Andolek, Robin Barre, Chris Briddell, Nabil Chehade, M.D., Corey Clay, Will Dube, Derrick Hollings, Allison Poullos, Tamiyka Rose, Patty Seneff, Deborah Southerington, Nic Sukalac, James Wellons

**Guests:** Guests not invited by the Human Resources & Compensation Committee are not listed as they are considered members of the audience, and some were not appropriately identified.

### Meeting Minutes

Mr. Corlett called the meeting to order at 3:30pm, 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 September 25, 2024, Human Resources & Compensation Committee meeting was unanimously approved as submitted.

#### **II. Information Items**

##### **A. 2024 Employee Engagement Survey Results and Next Steps – D. Southerington**

Mr. Corlett introduced Deborah Southerington, SVP, Human Resources to discuss the 2024 employee engagement survey results and next steps. The Human Resources team partnered with vendor Perceptyx to launch the employee engagement survey, conducted between October 22, 2024, and November 15, 2024. The survey consisted of forty-seven core questions, two open-ended questions and questions dedicated to medical staff and nursing. Additionally, elements of the survey consisted of questions in the following categories:

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- Engagement Index
- Senior Management
- Employee Empowerment
- The Wellness Index
- Growth and Development
- Diversity & Inclusion
- Manager Relationship
- Performance Management
- Recognition and Reward
- Teamwork and Collaboration
- Trust & Respect
- Resources and Support
- Ethics and Integrity
- Clarity of Direction
- Company Culture

Ms. Southerington reported that 6,746 participants responded to the survey, 78.6% of the workforce, with a participation increase of 2% from the 2023 employee engagement survey. The next steps include review of the data analytics and sharing the results with senior leadership and in early January, the results will be shared with managers to create action plans to address specific issues, take priority action, and connect actions to survey results to close the loop.

## **B. Recruitment and Workforce Development Updates – D. Southerington**

Ms. Southerington updated the committee on recruitment and workforce development updates. A recruitment strategy for Medical Assistants was implemented, consisting of hiring events and outreach to past employees and applicants. The medical assistant hiring event in September yielded eighteen hires and the next hiring event will occur in January 2025. Additionally, a new initiative, the Medical Assistant (MA) intern program, was launched in 2023 by Ambulatory leadership. The initiative is a 10-month paid-to-learn program that seeks to remove barriers to higher education and create a pipeline of well-trained Medical Assistants, which most students are offered Medical Assistant positions upon graduation. The MA intern program hosted four cohorts to date; three cohorts yielded a total of thirty graduated students with 90% of graduates receiving offers for Medical Assistant roles with MetroHealth. The fourth cohort started in September 2024 with twenty-one students and the next cohort begins in February 2025 with twenty-five students. The program was awarded CAAHEP accreditation in October 2024. The talent acquisition team has been instrumental in supporting MetroHealth's ambulatory skill and mix optimization

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strategy, aiming to increase caregivers' licenses and improve healthcare access and delivery to patients by allowing them to work at the top of their licenses.

### III. Executive Session

Mr. Corlett asked for a motion to move into executive session to discuss hospital trade secrets as defined in ORC 1333.61, to consider the appointment, employment, dismissal, discipline, promotion, demotion, or compensation of a public employee, and to conference with the public body's attorney to discuss disputes involving the public body that are the subject of pending or imminent court action. Dr. Walker made a motion and Mr. Moss seconded. Upon unanimous roll call vote, the Committee went into executive session to discuss such matters at 3:48pm.

Following executive session, the meeting reconvened in open session at approximately 4:45pm.

There being no further business to bring before the Committee, the meeting was adjourned at approximately 4:46pm.

**THE METROHEALTH SYSTEM**

Deborah Southerington, SVP, Human Resources