



The MetroHealth System

Board of Trustees

Wednesday, December 18, 2024

3:30pm - 5:00pm

Virtual only via Zoom

Human Resources & Compensation Committee

Regular Meeting

The MetroHealth System Board of Trustees

HUMAN RESOURCES & COMPENSATION COMMITTEE

DATE: Wednesday, December 18, 2024
TIME: 3:30-5:30pm
PLACE: Virtual only via Zoom
<https://us02web.zoom.us/j/84696771215>

AGENDA

I. Approval of Minutes

A. Committee Meeting Minutes of September 25, 2024

II. Information Items

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

B. Recruitment and Workforce Development Updates - *D. Southerington*

III. Executive Session

Return to Open Meeting

IV. Recommendation/Resolution Approvals

None

The MetroHealth System Board of Trustees

HUMAN RESOURCES & COMPENSATION COMMITTEE MEETING

Date: Wednesday, September 25th, 2024

Time: 2:30-4:00pm

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

Meeting Minutes

Committee John Corlett-I, John Moss-I

Members:

Other Trustees: Maureen Dee-I, Sharon Dumas-I, Ronald Dziedzicki-I, Nancy Mendez-I, Michael Summers-I

Staff: Christine Alexander-I, Kelly Andolek-I, Chris Briddell-I, John Chae-R, Nabil Chehade-I, Corey Clay-I, William Dube-I, Joseph Golob-I, Derrick Hollings-I, Brian Johnson-I, William Lewis-I, Charles Modlin-I, Tamiyka Rose-I, Deborah Southerington-I, Nic Sukalac-R, Dalph Watson-I

Guests: John Gerak-R, Craig Strom-R

Mr. Corlett called the meeting to order at 2:33 pm, 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 June 21, 2024, Human Resources & Compensation Committee meeting were unanimously approved as submitted.

A. 2024 System Goal Updates – D. Watson and Executive Domain Owners

- Ms. Watson reported on the 2024 system goals, highlighting the Metro Way Forward initiatives. This year aims for a \$35 million target, potentially improving projections to 1.40.
- Current projections are approximately 1.05, below the minimum. Successful initiatives may elevate metrics above this threshold.

B. 2024 System Goals Audit Process – D. Watson

- KPMG auditors reviewed the goals, each weighted with financial health being the most significant at 30%.
- Goal calculations use audited financial statements per GASB, with adjustments for:
 - Non-cash items needing stakeholder explanations (Moody's and S&P).
 - Board-approved non-recurring charges; specific items will be discussed with Mr. Moss.

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- Historical data shows unadjusted performance at 53.2%, exceeding the target, but inflation and economic adjustments may bring it back in line.
- The need for an internal auditor for 2025 goal planning was emphasized; Deloitte could assist without a competitive bid due to prior RFP responses.
- Potential delays may occur if EY reassesses goals and past KPMG evaluations.
- An alternative audit partner for 2024 and 2025 should be selected to ensure timely audits.
- The committee discussed the pros and cons of options, stressing the importance of a reliable audit partner familiar with the organization's goals.

C. 2025 System Goals Timeline – D. Watson

- The committee reviewed the timeline for setting 2025 goals, using last year's performance metrics as benchmarks with incremental improvements.
- Adjustments for inflation and economic trends are essential.
- Ms. Watson noted that while Metro's revenue accounts for inflation, total care costs will adjust for market conditions using diverse data sources. She also discussed unchanged quality, safety, and experience goals.
- Goals include eliminating preventable inpatient harms, with a current 10% improvement over last year.
- Patients experience scores, based on HCAPS and additional emergency and ambulatory measures, currently stand at 3.3, reflecting a 7.5% improvement.
- The People 1st Strategy target was 71%, but actual performance reached 77%. A survey will run from October 22 to November 15, with results in December.
- A quality metrics report indicated 9 out of 14 metrics are meeting or exceeding the baseline, aiming for at least 7 at target or maximum levels, with potential for 8 or 9.
- Metrics include diabetes A1C performance and breast cancer screening, calculated using Epic clinical data.
- Discussion included CSIP quality goals, noting strong performance across all metrics, particularly distinguishing between system-wide measures and those focused on Medicaid populations.

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.

Upon unanimous roll call vote, the Committee went into executive session to discuss such matters at 3:06 pm.

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Following executive session, the meeting reconvened in open session at approximately 4:12 p.m.

II. Recommendation/Resolution Approvals

A. Resolution for Approval of Compensation Adjustment for Acting CEO

Mr. Corlett requested a motion to approve the resolution for Approval of Compensation Adjustment for the Acting CEO. The motion, which was given and seconded, was unanimously approved, and will be presented to the full Board for approval.

With there being no other business to come before this committee; this meeting is adjourned at approximately 4:15 pm.



MetroHealth

Human Resources & Compensation Committee Meeting

Deborah Southerington
Chief Human Resources Officer
December 18, 2024

Meeting Agenda

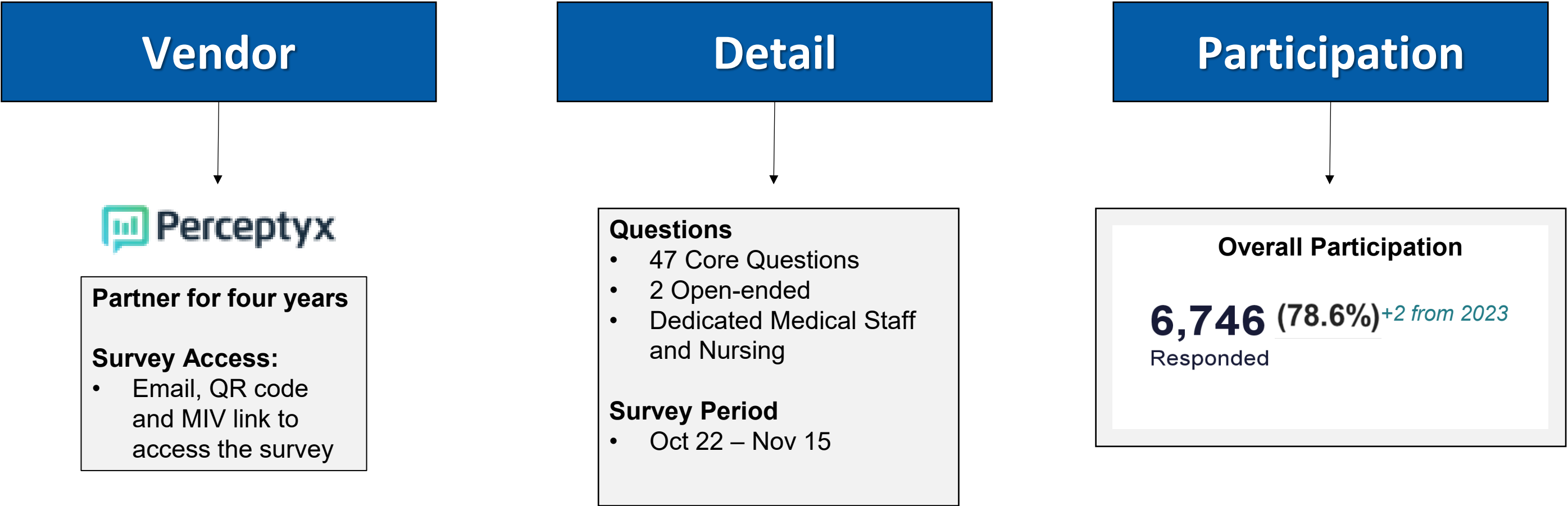
- 2024 Employee Engagement Survey
- Recruitment & Workforce Development
- Executive Session

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2024 Employee Engagement Survey

Survey methodology and background

2024 Employee Engagement Survey



CATEGORIES

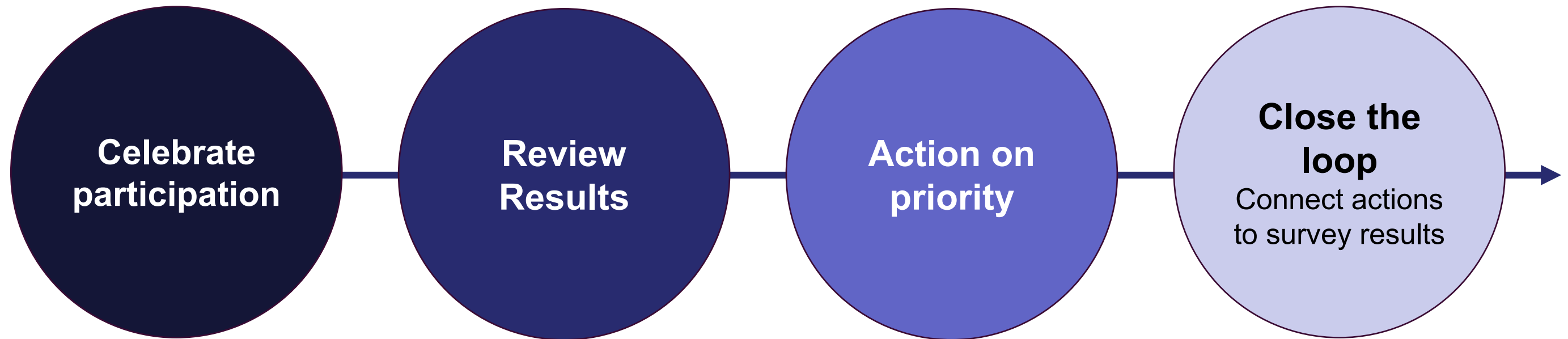
- Engagement Index
- Senior Management
- Employee Empowerment
- The Wellness Index
- Growth and Development
- Diversity & Inclusion
- Manager Relationship
- Performance Management
- Recognition and Reward
- Teamwork and Collaboration
- Trust & Respect
- Resources and Support
- Ethics and Integrity
-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

AGREEMENT RESPONSE OPTIONS



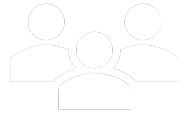
What's next?

System and individual leaders' expectations to review and respond to survey results



Timeline of Employee Engagement Survey Key Activities

Tactic	Dec 2024	Week of 12/16	Week of 1/13	Week of 1/20	Week of 1/27	Mar 14, 2025	June 2025	Fall 2025
Participation rates and gratitude shared with organization								
Executive Leadership Team system result presentation and platform access								
System result summary communication								
Senior Leadership Team result presentation/platform access								
System result presentation, leader expectations, and platform access to all leaders								
Leader open forum training on expectations, listening, platform, and action planning								
Presentation to Partners in Excellence								
Leader Action Plan submissions due								
Pulse Survey of System priorities								
2025 Annual Employee Engagement Survey								
Provide resources and support to support action planning								
Celebrate and share best practices across leadership								



Questions?

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Recruitment & Workforce Development

MWF Ambulatory Skill Mix Optimization Strategy

- **Optimize scope of practice for Clinical Support Staff**
 - Allow caregivers to work to top of license/certification
 - Improve health care access and delivery to patients
- **Created single “Medical Assistant” position**
 - Updated job description and pay grade
 - Converted all current MTAs/MPAs to new MA position
- **Hired new Medical Assistant Instructors**
 - Train MAs to work to top of certification
- **Implemented MA Recruitment Strategy**
 - Net new 81.7+ MA FTEs to be added
 - Majority allocated to Ambulatory cost centers



Recruitment Strategy

- **Pipeline development**

- MA Hiring events
 - September yielded 18 hires
 - Next event in January 2025
- Indeed Sponsored Job
- Outreach to past employees and applicants
- Strong relationships with MA programs in region

- **Increase recruitment presence in market:**

- MA-specific recruitment digital billboards
- \$3K Employee Referral Bonus for MA referrals
- Marketing flyer
- Social Media postings spotlighting current MAs
- “Day in the Life” video ([LINK](#))



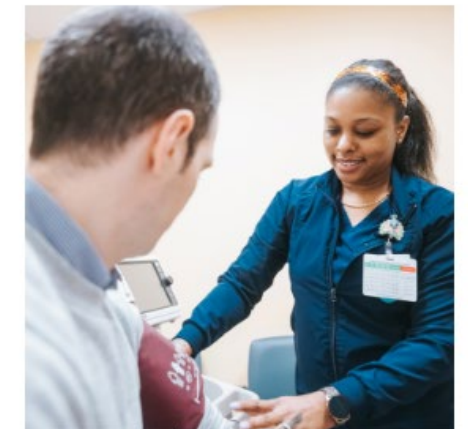
For nearly two centuries, the MetroHealth System's mission has been focused on delivering high-quality patient-centered care to all communities in Northeast Ohio. Today, we go into the community through our expansive ambulatory network to provide excellent primary and specialty care. We are dedicated to enhancing healthcare access across our service area to address the overall needs of our patients and reduce healthcare disparities.

We offer:

- New increased competitive wage
- Excellent benefits (medical, dental, vision)
- OPERS (Ohio Public Employment Retirement System)
- Paid-time off (vacation and sick time)
- Paid holidays
- Tuition reimbursement
- Multiple Ambulatory Clinic sites



To apply, scan the QR code or go to www.metrohealth.org/careers



Workforce Development: MA Intern Program

- Launched in 2023 by Ambulatory Leadership
- 10-month paid-to-learn program
 - Removes barriers to higher education
 - Creates pipeline of well-trained Medical Assistants
 - Majority of students offered MA positions upon graduation
- Awarded CAAHEP accreditation in October 2024
- Four cohorts to date:
 - Three completed cohorts 30 students graduated total
 - 90% of graduates offered MA roles with MetroHealth
 - Fourth cohort (21 students) started in September 2024
- Next cohort (25 students) starts in February 2025



MWF MA Recruitment Updates

- Since August 1, 2024, 139 job requisitions posted (129.3 FTEs)
 - Reqs Filled: 90 (82.7 FTEs)
 - Open Reqs: 49 (46.6 FTEs)



Thank you!
