Christine Alexander-Rager, MD President and CEO



President and CEO The MetroHealth System 2500 MetroHealth Drive Cleveland, Ohio 44109

February 2025 Report to the Board of Trustees

Trustees:

Happy February. Happy Black History Month. And happy less-than-30-days till spring! I'd like to share a few highlights. As usual, a complete update can be found in your board books:

- Earlier this month, I had a pleasure of delivering the 2025 State of the System address to caregivers. It was a wonderful opportunity to thank them for all they did in 2024 and for all they do every day for our patients, for each other and for our community. If you haven't had the chance to watch the presentation, you can find it on MetroHealth's YouTube channel.
- During that presentation, and in messages to our caregivers, I addressed the worries and anxieties many of our people are experiencing in relation to the news out of Washington. Executive orders on immigration, research funding, diversity programming, genderaffirming care and other issues have caused deep concern among many of our caregivers. I assured them that we are closely monitoring the changes happening in Washington and Columbus and that we are well-prepared to advocate for the programs that provide life-saving access to our patients, including Medicaid, Medicare, the 340B prescription drug program or any other program that serves our patients and community. I also told them that while so much of this is out of our control, there are things we <u>can</u> control. These include how we care for our patients and each other. I urged our employees to keep doing what MetroHealth caregivers have done for almost 200 years: provide the best possible care to our neighbors who need us most.
- Sometimes the best news is what <u>doesn't</u> happen. Earlier this month, MetroHealth resumed normal operations with our IV fluid usage. This marked the end of a more-than-four-month Code Yellow to help our system overcome a nationwide shortage of IV fluids caused by damage from Hurricane Helene. Under the leadership of **Gigi Hubbard**, our incident command team came together to quickly mobilize, strategically and creatively reducing our fluid usage by 40%. No other health system was faster. What didn't happen during this crisis? Care was not compromised. Patient safety was not compromised. Procedures were not postponed. Other systems that weren't as skillful and collaborative were not as fortunate. Thank you to all of our caregivers who helped us through this emergency.
- In late January, The Joint Commission paid us a follow-up visit to ensure we had corrected issues that were identified during their five-day visit in December. I am pleased to announce that those issues were resolved. However, the surveyors discovered

Christine Alexander-Rager, MD



President and CEO
The MetroHealth System
2500 MetroHealth Drive
Cleveland, Ohio 44109

additional issues, which are being addressed. I told our employees in an email that these visits aren't simply to "check a box," they help us ensure that we are delivering the high-quality care to our patients – not adequate care or OK care, but the best possible care. That is what our patients expect and deserve.

- MetroHealth was honored by the American Society for Health Care Engineering (ASHE) for the collaborative work that went into the design, construction and activation of The Glick Center. Our system received the coveted 2025 Vista Award for New Construction from ASHE. The award recognizes professionals at the forefront of healthcare design and construction innovation. With The Glick Center, MetroHealth, Turner Construction Co. and architect HGA collaborated to develop a facility that could adapt over time as the healthcare industry evolves. ASHE also recognized other aspects of the project, including the hospital's design elements that reflect the local community as well as MetroHealth's support of the Latino Construction Program, which prepares residents for careers in the trades. Many of the program's graduates worked on the construction of the new hospital. As you know, Walter Jones, FAIA, who joined us in 2014 as Senior Vice President of Campus Transformation, oversaw the entirety of MetroHealth's Campus Transformation until his death in late 2023. The Glick Center stands as a lasting tribute to his vision, leadership and commitment to excellence. This award is another piece of his enduring legacy.
- I am proud to report that MetroHealth recently became the only hospital system in the region to offer new parents the opportunity to donate their placentas to be used for life-improving and lifesaving therapies. Together with our partner Phoenix Donor Services, more than 140 patients have donated since the program launched in September. The result has been more than 3,500 graphs that have helped other patients heal from burns, traumatic injuries, diabetic ulcers and other wounds. This program underscores our commitment to innovative, life-improving therapies that directly benefit our community.

Thank you for your service to MetroHealth, to our caregivers, our patients and our community.

Sincerely,

Christine Alexander-Rager, MD

President and CEO The MetroHealth System



FEBRUARY '25 SCORECARD



2024 System Goal Domains

Financial Health



Strategy & Growth

n/a – reports still being finalized Quality, Safety & Experience





Clinical Transformation,

Community &

People-First Strategy



Research & Teaching





Off track; adjustments needed



Generally on track with minor issues



On track to meeting goals



Exceeding goals; approaching stretch

FEBRUARY HIGHLIGHTS



System Goal Domains

Financial

- 2024 outpatient clinic
 visits, emergency visits and retail
 pharmacy volumes exceeded
 budget. Additionally, discharges
 and surgical cases, although
 unfavorable to budget
 increased compared to 2023.
 Overall total operating revenue
 was \$19.1M Favorable to budget
 and \$146.1M Favorable to 2023.
- Premium Pay is also known as "overtime, shift incentives, and contract labor" are all within budget and have been reduced 21% compared to prior year.
- 2024 Full Time Equivalents are 2.3% below budget as is the associated Salary, Wages and Benefits cost.
- Retail Rx volumes continue to grow, increasing 12.7% over prior year while drug cost exceeds budget by 20.1% or \$50M.
- Annual Volumes were below budget in two areas: Behavioral Health (BH) and the Operating Room (OR).
- EBIDA margin of \$103.6M is trailing prior year by \$33.2M and below budget by \$36.7M.

Strategy & Growth

 n/a – reports still being finalized

Quality, Service & Experience

- 2024 goals closed on February 1, 2025.
- Patient Experience goal finished meeting target level performance with a 6% improvement compared to 2023.
- Elimination of Harm goal finished at target performance with 1.19 harms per 1,000 inpatient days. This is a 5% improvement over 2023.

People-First Strategy

- Offers Accepted January 2025: 266, 2025 Year-to-Date: 266
- Hires January 2025: 154, 2025 Year-to-Date: 154
- Time-to-Fill Rate January 2025: 62.12 days, Year-to-Date: 62.12 days
- Vacancy Rate 2025 Year-to-Date: 11.51%
- Turnover Rate 2025 Year-to-Date: 1.13%; Rolling 12 months: 18.74%

Clinical Transformation, Community & Health Equity

 The System achieved max performance on the ambulatory quality system goal with 11 of 14 metrics reaching at least target performance.

Research & Teaching

- 2024 System Goal: 104 submissions (Exceed Maximum)
- 2024 Population Health and Equity Research Institute Highlights: Over \$54 million in grants; 168 publications; 41 national and regional invited presentations
- 2024 Center for Rehabilitation Research Highlights: Over \$90 million in grants; Over 68 publications; 80 invited national and regional presentations
- PM&R #1 in NIH funding (Anticipated, official rank will be published in late February)
- MetroHealth received
 "Continued Accreditation"
 status from the ACGME
 without any citations or areas
 for improvement, for 2025-26.
 This is the 17th consecutive year
 that we received the highest
 level of accreditation

Financial Health



Goal: 2024 Adjusted EBIDA Target

The Measure: EBIDA – Earnings Before Interest, Depreciation and Amortization – is a key performance indicator for an organization's financial health.

Why It Matters: As an institution, we are committed to ensuring our caregivers have the resources they need to provide the highest level of care and capabilities necessary for eliminating health disparities in our community.

To do so, we are focused on:

- The MetroWAY Forward Financial and Operational Transformation to drive more than \$150 million in margin improvements, including the continuation of our 10-point financial plan.
- Targeted approaches to hiring.
- Contract/premium labor focused mitigation.
- Strategic program expansion and growth.
- Drive operating efficiencies and improvements in length of stay, clinical documentation and pharmacy capture rate.

YTD Adjusted Earnings Before Interest, Depreciation and Amortization (EBIDA)*



Goal Sponsor

Derrick Hollings

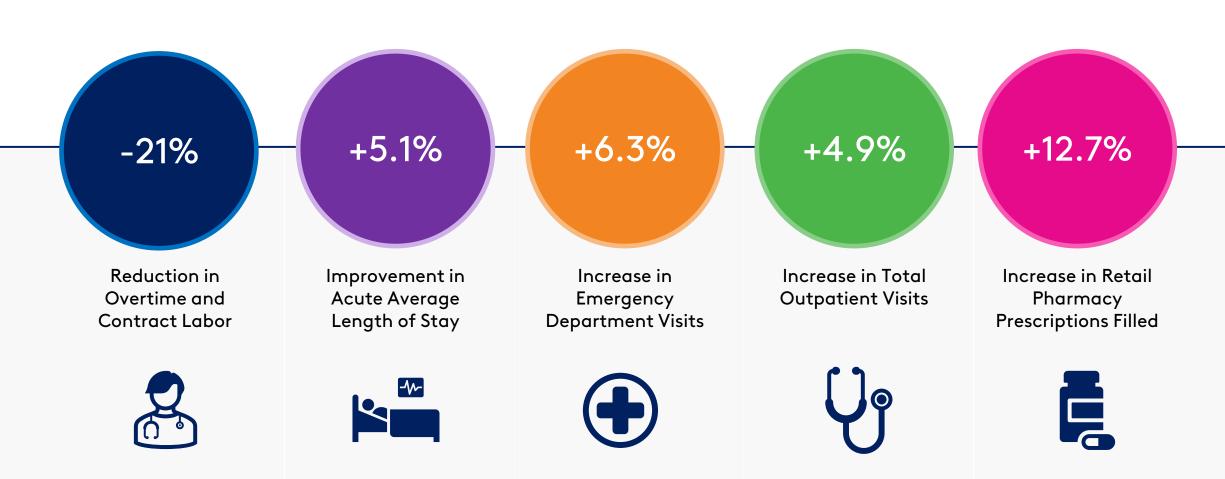
2024 Actual: \$111.7 million 2024 Goal Target: \$140 million Variance: (\$28.3) million

Minimum Goal Target: \$110 million

Financial Health



Annual Improvements for the Year-Ended 2024 vs 2023



Strategy & Growth



Goal: Improving Share of Care

The Measure: Share of Care is a revenue-based measurement designed to gauge customer loyalty. It is a calculation that reflects the total spend of a patient on their healthcare services at a particular institution.

Why It Matters: Our goal is to ensure our patients receive as much of their care as possible at MetroHealth. Ensuring this continuity of care will lead to better health outcomes for the individuals we serve.

To do so, we are:

Leveraging the MetroWay Forward Initiatives (KPMG)

Access and Referral Management

				· · · · · · · · · · · · · · · · · · ·
	Share of Care #	Incremental Change	Domestic Revenue *	Revenue Change
Baseline	50.6%	0.0%	\$1.080B	\$0
Minimum	50.9%	+0.25%	\$1.085B	+\$5.3M
Target	51.4%	+0.75%	\$1.095B	+\$16.0M
Maximum	51.9%	+1.25%	\$1.106B	+\$26.7M

Previous reported baseline calculations have been adjusted to reflect updated reimbursement models by MH Finance
*Domestic revenue does not reflect adjustments for 2024 inflation



Strategy & Growth



Goal: Improving Share of Care

The Measure: Share of Care looks to evaluate and anticipate annual costs for patients. As such, meaningful trending of performance requires at least 90 days of information. Early in the year, Share of Care calculations are usually lower than year-end results because of the small sampling and timeframe for individuals seeking care at MetroHealth. Below is shown the Share of Care trends over the last 2 years.

YTD Progress: n/a – reports still being finalized

Quality, Safety & Experience



Goal: Elimination of Patient Harm

The Measure: Patient harm is defined as any preventable condition that occurs because of medical care in a healthcare setting. This composite score covers 18 publicly reported preventable harms, including pressure ulcers, post-operative sepsis, in-hospital falls with hip injury and hospital-acquired infections like MRSA and C-diff.

Why It Matters: In addition to simply being the right thing to do, our performance in this area is reflected in our CMS Care Compare Star Ratings, Leapfrog grades and CMS performance-based penalty and incentive programs.

- 2024 finished with a 6% improvement in patient harms per 1,000 inpatient days compared to 2023
- The largest improvement was seen in PSI-9 Perioperative Bleeding and Hematomas requiring surgical evacuation - 43% improvement
- Catheter associated blood stream infections decreased 31%
- Nosocomial C.diff infection decreased 12%

2023 Year-End Baseline	2024 Target Goal	2024 Final Performance
1.25 per 1,000 inpatient days	1.19 per 1,000 inpatient days	1.19 per 1,000 inpatient days



Quality, Safety & Experience



Goal: Improving the Patient Experience

The Measure: Our Patient Experience score is a composite of all 10 domains of the HCAHPS patient survey as well as two questions from both the Emergency Department and Ambulatory real-time survey. This composite reflects our patients' perception of communication with providers, staff responsiveness, cleanliness and other factors.

• 5 of 10 HCAHPS dimensions have reached 4-star performance in 2024

Why It Matters: Every person at MetroHealth contributes to the patient experience, and this measure reflects our commitment to ensuring everyone receives high-quality and compassionate care.

Highlights:

- Our overall patient experience performance improved 6% in 2024 compared to 2023
- Rate Emergency Department achieved 4-star performance in 2024, a 3% improvement over 2023
- 30 Day Grievance Resolution performance achieved 100% compliance in 2024
- The ambulatory surgery "Would Recommend the Facility" metric increased 3.4% in 2024 compared to 2023

2023 Year-End Baseline	2024 Target Goal	2024 Final Performance
3.05	3.20	3.25



People-First Strategy



Goal: Improving Employee Engagement

The Measure: In 2023, 77% of caregivers participated in the survey, surpassing both our initial target and maximum goal. According to our vendor, Perceptyx, the average participation rate in the healthcare industry is 70%. In 2024, participation increased to 78.6%, exceeding our goal of 77%.

Why It Matters: This survey is one of the many ways our caregivers can tell us about their experience working at MetroHealth, the progress we have made, and, most importantly, how we can do better.

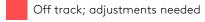
Employee Engagement Survey Highlights show the Engagement Index remained strong. The index measures intent to stay, sense of personal accomplishment, pride in working at MetroHealth and willingness to recommend the organization as a great place to work.

- Key strengths included:
 - Respect from managers
 - o Strong commitment to our mission
 - Encouragement of teamwork
 - o High awareness of ethical reporting
- The Executive Leadership Team will meet in the coming weeks to address opportunities and respond to employee feedback.

Employee Engagement Action Planning: Survey results were shared with leaders organization-wide to guide action planning. All leaders are expected to develop targeted action plans addressing identified opportunities to enhance employee engagement.

2023 Year-End Baseline	2024 Target Goal	Final 2024 Results
71%	77%	78.6%





Generally on track; adjustments needed



Exceeding goals, approaching stretch



People-First Strategy



Talent Acquisition

- In support of the MetroWAY Forward Ambulatory Workstream, 127 FTEs have been filled in open Medical Assistant requisitions since August 1.
- Talent Acquisition recruited 25 Medical Assistant interns for the fourth MetroHealth training cohort, beginning February 24.
- The January Environmental Service (EVS) hiring event resulted in 20 accepted offers, which included two supervisors, three operating room (OR) custodial staff, and 15 EVS aides.
- Collaborated with Communications to launch social media recruitment campaigns for Public Safety and Central Sterile Processing.

Leadership and Well-being

- The Ohio Department of Health recognized MetroHealth as one of the 23 organizations within the state of Ohio that scored highly on the Healthy Worksite Recognition Program's cancer screening questions.
- Change Management facilitated an emotional intelligence workshop for 30+ Ambulatory leaders, strengthening their change navigation and leadership skills.
- Financial Wellness Series expanded to a twice-monthly schedule, adding retirement readiness sessions—engaging 111 employees in January.

Inclusion, Diversity and Equity

- Based on feedback from employees and community groups, the Inclusion, Diversity and Equity team partnered with Spiritual Care to announce that MetroHealth will recognize nine new diverse traditions, cultures and religious observances in 2025. These additional observances were added to MetroHealth's calendar of celebrations.
- Recognitions include Lunar New Year (January 29), Ramadan (March 1-29), Eid Al-Fitr (March 30-31), Vaisakhi (April 13-14), Vesak (May 12), Diwali (October 21) Native American Heritage Month (November), Hanukkah (December 14-22), and Kwanzaa (December 26-January 1).



Now Hiring

Patrol Officer - Protect

Starting Pay: \$25.59

Top-rated workplace. Outstandin



People-First Strategy – Community Engagement



Workforce Development

• Spring semester enrollment for MetroHealth/Tri-C classes is now open, with courses starting February 10. Available classes include Introduction to Pharmacology, Microsoft Office and Core Skills Mastery.

Community Engagement

- Volunteer Services in 2024 had a total of 523 volunteers, including participants from Cleveland State University, Case Western Reserve University, Tri-C, The Ohio State University, Kent State and Ohio University.
- The total number of volunteer hours in 2024 was 10,752. Valued at \$33.49 per volunteer hour, this equates to a \$360,000+ value of time to our System. Volunteer placements at MetroHealth included:
 - Emergency Department: 70 volunteers, 2,118 hours
 - o Clinical Labs: 14 volunteers, 460 hours
 - o NICU: 83 volunteers, 3,640 hours
 - o Loving Paws Therapy Dog Program: 15 therapy dogs, 525 hours

Inclusion, Equity & Diversity

Education and Training at MetroHealth included:

- Race, Ethnicity and Language (REaL): 3 classes, 53 participants trained
- Unconscious Bias: 4 sessions, 84 participants
- Unconscious Bias Facilitators: 12 existing facilitators, 1 new addition, total of 13 facilitators

Employee Business Resource Groups (EBRGs)

- African American Alliance (AAA) hosted the Martin Luther King Jr. Community Prayer Breakfast with 74 attendees in partnership with the Christian Fellowship EBRG. Presenters included Charles Modlin, MD, (Vice President and Chief Health Equity Officer) and Lashon Carson (Health Equity Programs Coordinator) discussed the MetroHealth Multicultural Health Equity Center; 90 participants.
- Emerging Leaders hosted Andrea Owsiak, Interim Director of Talent Acquisition, for a presentation on the topic interviewing with 182 participants.





Clinical Transformation, Community & Health Equity



Goal: Addressing Infant and Maternal Health

The Measure: We measure our progress in this area by tracking three key metrics – timeliness of prenatal care, postpartum care visit rates and the percentage of children attending a well-child visit in their first 15 months.

In reporting our overall progress, we take into consideration our efforts to close the **care** and equity gap and weight our results appropriately.

Why It Matters: As part of our efforts to build healthier – and more equitable communities – one of our primary focuses is on infant and maternal health. Cuyahoga County has one of the highest rates of maternal and infant mortality in the country, especially for Black women and babies. One way we are trying to eliminate these disparities is by making it easier for patients to access care.

Measures	2023 Baseline	2023 Disparity (P Value)	Year-End Target	2024 Disparity (P Value)	YTD 2024
Timeliness of Prenatal Care	81%	0.03	79%	0.0009	80.80%
Postpartum Care Visit	79%	<0.0001	79%	<0.0001	84.49%
Well-child Visits in First 15 Months	56%	<0.0001	57%	<0.0001	58.36%
YTD Progress Composite					9



Clinical Transformation, Community & Health Equity



Goal: Improved Ambulatory Quality Value-Based Care Metrics

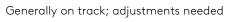
The Measure: As part of our commitment to elevating the level of care we provide, we are tracking 14 key ambulatory metrics that cover a variety of services and quality measures.

Measures	2023 Baseline	Target	Max	YTD 2024	Met Baseline	Target or Better
Diabetes: HbA1c	31%	30%	29%	23%	4	4
Cervical Cancer Screening	58%	59%	60%	65%	4	4
Breast Cancer Screening	68%	69%	70%	74%	+	4
Colorectal Cancer Screening	52%	53%	54%	60%	4	-
Diabetic Eye Exam	39%	40%	41%	40%	.	4
Controlling Hypertension	69%	70%	71%	71%	4	4
Kidney Health Evaluation	15%	20%	25%	56%	-	4
Clinical Depression & Follow Up	56%	57%	58%	60%	-	4
IET Alcohol & Other Drug Dependence	7%	8%	9%	7%		×
ADHD Medication and Follow Up	38%	39%	40%	42%	.	4
Pediatric Immunizations	34%	35%	36%	30%	×	×
Pediatric Lead Screening	76%	77%	78%	78%	c	4
Completion of Medicare Wellness	12500	13000	13500	14593	4	4
Improving Assessment of Conditions	73%	74%	75%	73%	-	×
Minimum = 9 metrics at baseline. Target = 9 metrics at baseline and 7 metrics achieve target. Maximum = 9 metrics at target or better					13/9	11/9

Why It Matters: Our performance on these metrics are important for the health and well-being of our patients but also our value-based arrangements with key payers. They are also reflected in our quality scores and rankings.









Exceeding goals, approaching stretch



Research & Teaching



Goal: Increasing Grant Application Submissions

The Measure: This measure tracks the number of applications our faculty and staff submit to public and private sources for funding to support research, education and training programs.

Why It Matters: As an academic medical center, research and education are at the heart of what we do. One of our strategic priorities as a System is to build upon our role as an academic institution, and securing funding from outside sources is an important component of that work.

2024 Baseline	Year-End Target	2024 Final Performance
104	85	104

Academic Spotlight

- 2024 Population Health and Equity Research Institute Highlights: Over \$54 million in grants;168 publications; 41 national and regional invited presentations.
- 2024 Center for Rehabilitation Research Highlights: Over \$90 million in grants: Over 68 publications: 80 invited national and regional presentations: PM&R #1 in NIH funding [Anticipated, official rank will be published in late February].
- 2024 GME Highlight: MetroHealth received "Continued Accreditation" status from the ACGME without any citations or areas for improvement, for 2025-26. This is the 17th consecutive year that we received the highest level of accreditation.

YTD 2025 Grant Submissions:





MetroHealth Foundation

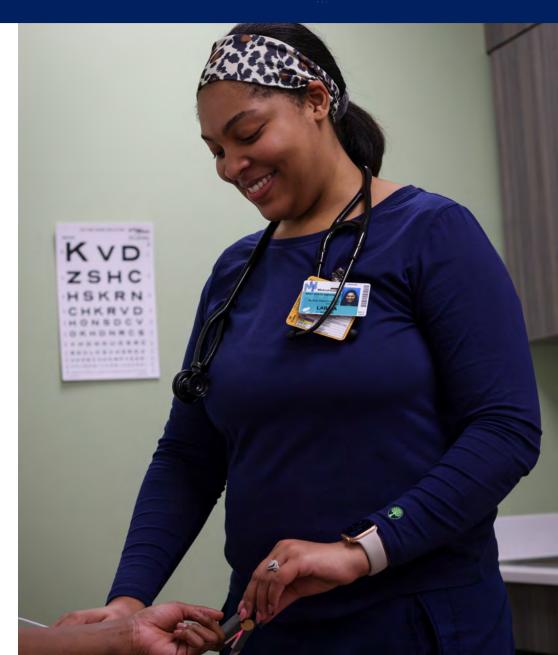


Major Gifts

- 2025 is off to a great start with strong giving and engagement
- Experian committed to a \$200,000 gift in support of the School Health Program.
- The Christopher & Dana Reeve Foundation committed to give \$24,609 in support of Adaptive Intimacy Post-Spinal Cord Injury at The MetroHealth Rehabilitation Institute.
- The John Patrick Carey Fund made a gift of \$20,000 to support Pediatric Research.
- A \$20,000 individual gift was made to the MetroHealth Kids Pride Clinic.
- The Harry K. Fox and Emma R. Fox Charitable Foundation supported Food as Medicine with a \$10,000 gift.
- Foundation Board Member Bill Clawson made a generous gift in support of the Institute for H.O.P.E.TM through the Clawson Family Fund.

Proposals & Progress

- The Foundation submitted a proposal in response to Melinda French Gate's Action for Women's Health Initiative, a multi-year, \$250 million global open call to fund organizations promoting women's mental and physical health.
- A \$400,000 request was submitted to the Robert Wood Johnson
 Foundation's JUSTICE SQUARED initiative, proposing to address structural
 racism through the social drivers of health, specifically food insecurity/access
 to healthy foods, by focusing on inequities in chronic disease management
 programs.



MetroHealth Foundation





Last month, Matt "Ogre" Whaley did what he has done every year for the past 35 years: deliver thousands of stuffed animals to MetroHealth where they will be stored and then delivered to pediatric patients throughout the year.

This year's haul included almost 2,400 stuffed animals. For the first time, Matt needed two vehicles to make the delivery. Thanks to our Foundation team for helping coordinate the delivery and opening the discussion for further giving with Matt.



We shared this <u>Video: 2025 Message to Donors</u> on behalf of <u>Christine Alexander-Rager</u>, <u>MD</u>, to all of our donors and supporters – a list of more than 17,000 individuals. This message of gratitude is the first of many that will acknowledge and celebrate the close of the For All of Us campaign, which we will formally recognize later this year.

MetroHealth Foundation



Would you like a sneak peek at the new MetroHealth Outpatient Health Center next to The Glick Center? If you or someone in your network would be interested in attending a preview tour, please reach out to Tricia Tommer at (440) 592-1323.

Departments that will have clinical space in the building include:

- Radiation Oncology
- WIC
- Breast Center
- Infusion and Medical Oncology
- Heart and Vascular
- Pulmonary and Sleep Medicine
- Oral Surgery
- ENT
- Fetal Diagnostic Center

- OB-GYN
- Surgical Specialties
- NMSK
- Internal Medicine
- Medical Specialties
- Occupational Therapy
- Pediatrics
- Pediatric Behavioral Health
- ... and more



Communications



Media Highlights

- MetroHealth CEO gives State of System Address Crain's Cleveland Business
- Pregnant woman battling addiction turns her life around with help from MetroHealth_- 19 News
- How MetroHealth broke free of its imaging data data silos - Healthcare IT News
- <u>Teaching kids about money + recognizing and overcoming</u> health disparities - Healthy Men Inc.
- Dr. Christine Alexander wants to bring stability back to MetroHealth - ideastream
- Amy Lowell of MetroHealth On How to Improve the <u>Birthing Experience</u> - Authority Magazine

Press Releases

- MetroHealth Launches Placenta Donation Program
- MetroHealth to Stream and Archive Board of Trustees Meetings on YouTube

Pregnant woman battling addiction turns her life around with help from MetroHealth

Updated: Feb. 4, 2025 at 7:00 PM EST





Dr. Christine Alexander-Rager wants to bring stability back to MetroHealth

Ideastream Public Media | By Taylor Wizner

Published January 27, 2025 at 6:00 AM EST











An Interview With Lucinda Koza





Marketing



American Heart Month Awareness Campaign

To raise awareness, we'll leverage multiple channels throughout the month, including:

- Social Media
- Be SimplyWell
- Outdoor Billboards
- Employee Campaign on the MIV
- Media Pitching

Be SimplyWell Highlights

Newsletter

- o Cholesterol & Heart Health Alisa Loo, MD (Bonus: Heart-Healthy Recipe)
- o Your Guide to Blood Pressure Medications Shelby Clapacs, Pharmacist

Virtual Health Talk

- o Cholesterol Is it Good? Is it Bad? What You Need to Know
- Wednesday, February 26 at Noon
- o More than 300 people are registered and counting.

Additional Channels

- Cleveland Jewish News Banner Ads
- Crocker Park/Westlake Digital Board & Magazine
- Social Media and media pitching (ie. Becker's) about the fact that the number of female cardiologists at MetroHealth exceeds the national average. Meera Kondapaneni, MD, Division Director, Heart and Vascular Center, explains why diversity in caregivers not only helps women take better control of their heart health, but also furthers MetroHealth's mission of providing equitable care for all.





Awards, Recognition & Other News



- The MetroHealth System is being honored by the American Society for Health Care Engineering (ASHE) for the collaborative work that resulted in the opening of The Glick Center. MetroHealth received the coveted 2025 Vista Award for New Construction from ASHE, a professional membership group of the American Hospital Association (AHA). The award recognizes professionals at the forefront of healthcare design and construction innovation.
- MetroHealth's food insecurity programming, led by the Institute for H.O.P.E., is <u>featured in the January 2025</u> <u>edition of Health Affairs</u>, a leading journal of health policy thought and research. The article focused on how communities and health organizations are testing innovative ways to fund costly initiatives to advance health equity.

