

The MetroHealth System Board of Trustees

FULL BOARD MEETING

Wednesday, May 28, 2025
3:00pm - 5:30pm
MetroHealth Board Room (K107) and Virtual

Meeting Minutes

Trustees: Artis Arnold, III-R (late), John Corlett-I, Sharon Dumas-I, Ronald Dziedzicki-I, Dolores (Lola) Garcia-R (late), Adam Jacobs, Ph.D.-I, Nancy Mendez-I, John Moss-I, Michael Summers-I, E. Harry Walker, M.D.-I¹

Staff: Christine Alexander, M.D.-I, Robin Barre-R, Peter Benkowski-I, James Bicak-I, Kate Brown-I, Robert (Doug) Bruce, M.D.-I, John Chae, M.D.-I, Nabil Chehade, M.D.-I, Alfred Connors, M.D.-R, William Dube-R, Cindy Gallaspie-I, Joseph Golob, M.D.-I, Geoff Himes-I, Derrick Hollings-R, Ryan Johnson-R, Natalie Joseph, M.D.-I, William Lewis, M.D.-I, Dr. Candy Mori-I, Kate Nagel-I, Allison Poullos-I, Tamiyka Rose-I, Aparna Roy, M.D.-I, Deborah Southerington-I, David Stepnick, M.D.-I, James Wellons-I, Darlene White-I¹

Invited Guests: None

Other Guests: Guests not personally invited to the meeting by the Board Chair are not listed as they are members of the public and some were not appropriately identified.

Dr. Walker called the meeting to order at 3:01pm, in accordance with Section 339.02(K) of the Ohio Revised Code with a quorum present.

(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

Dr. Walker requested a motion to approve the minutes of the April 16, 2025 meeting as presented, which was given, seconded, and approved by majority vote.
RESOLUTION NO. 19690

¹ I-In-person, R-Remote

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II. Mission Moment

Dr. Walker introduced Dr. Alexander-Rager who provided opening remarks prior to the presentation of the mission moment video. The video depicted a mental health awareness art show at Richmond Heights high school, part of the peer-to-peer (P2P) program. This initiative, in collaboration with the school health program and a family who lost a child to a mental health disorder, aims to make mental health problems less stigmatized among teens. The program gives students the tools they need to lead mental health campaigns by allowing them to use art, music, and stories to talk about their experiences and foster open dialogue. The event was deeply moving, with students sharing personal stories behind their artwork, emphasizing the importance of peer support and emotional expression.

III. Committee Reports

A. Population and Community Health Committee – *N. Mendez*

Prior to the committee report, Ms. Mendez shared a heartfelt story from a local nonprofit executive director whose nonverbal adult son received exceptional care at the MetroHealth emergency room. The story highlighted the compassion and professionalism of the ER staff, who not only treated the patient with dignity but also communicated effectively with the family. Ms. Mendez emphasized the importance of recognizing positive experiences alongside challenges. Ms. Mendez provided a summary of the Population and Community Health Committee meeting held on April 30, 2025. The meeting focused on reintroductions of committee members and discussions, including a committee name change to better reflect its mission. The committee aims to establish measurable goals and outcomes to enhance community health impact. Currently, the revision of the committee charter is underway, with updates expected in future meetings.

B. Quality, Safety & Experience Committee – *R. Dziedzicki*

Mr. Dziedzicki provided a summary of the Quality, Safety & Experience Committee meeting held earlier today. The meeting began with a patient story about a 72-year-old man who suffered burns in a house fire. The patient received comprehensive care in the burn unit and expressed deep gratitude for his recovery. The committee reviewed patient experience scores and discussed strategies to improve HCAHPS scores across the system. Dr. Mori presented the nursing annual quality review, highlighting evidence-based approaches to enhance care quality, reduce harm, and improve patient outcomes. The Committee also held an executive session for legal updates.

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C. Finance Committee

Mr. Moss provided a summary of the Finance Committee meeting held earlier today. The Committee received an investment update from Clearstead. The System's investments include \$210 million in non-reserves (stocks and bonds), \$318 million in reserves (mostly cash), and \$110 million in captive insurance. Market performance showed a modest 1.5% increase. Derrick Hollings presented financials for April 2025 and year-to-date. EBITDA stood at \$28.4 million, which was \$11 million below budget but \$7.4 million above the previous year.

Pharmacy revenue increased by \$24 million, with corresponding expenses up by \$16 million. Overall volumes were up across most areas, except for behavioral health at the Cleveland Heights Center. The balance sheet showed \$2.8 billion in assets. The payer mix shifted slightly, with commercial insurance rising to 28.5%, Medicare steady at 36%, Medicaid dropped to 29%, and self-pay increased to 5.7%. Cash on hand was 117 days, down from 125 days the previous year and 154 days in 2019. The system held \$635 million in cash, down from \$665 million at the end of 2024. The committee also discussed uncompensated care in both public and executive sessions.

IV. President and CEO's Report – C. Alexander-Rager

Dr. Alexander-Rager provided a summary of the written President and CEO's Report to the Board of Trustees for the month of May 2025, which was included in the meeting material. Dr. Alexander-Rager expressed gratitude that all 10 slots of the Board of Trustees are now filled and acknowledged the recent reappointment of Dr. Walker. Dr. Alexander-Rager highlighted improvements in emergency room patient satisfaction scores and commended the team for a successful mass casualty training event led by Gigi Hubbard. The training emphasized preparedness and collaboration with community stakeholders, using the old Towers building for patient movement simulations. Recently, a community event hosted by Councilwoman Meredith Turner and Congresswoman Brown, focused on educating women about fibroids, which featured personal stories and extended well beyond its scheduled time due to high engagement. Dr. Alexander-Rager met with the Pastoral Council, a group of local church leaders, which she described as emotionally powerful and spiritually uplifting. She received a special blessing from one of the pastors and follow-up messages of support from attendees.

Dr. Alexander-Rager also spoke at a hospice conference where Dr. Connors was honored for his groundbreaking research that transformed end-of-life care and led to the expansion of hospice and palliative care services. Dr. Alexander-Rager acknowledged the permanent appointments of interim leaders Dr. Doug Bruce, Dr. David Stepnick, and Candy Mori, thanking them for their hard work. Lastly, Dr. Alexander-Rager concluded her report with updates on advocacy efforts in

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Washington, D.C., and Columbus, aimed at educating legislators about the real-world impacts of Medicaid cuts.

V. **Medical Staff Report – Dr. Joseph**

Dr. Walker introduced Dr. Joseph to present the report on behalf of the Medical Staff to the Board. Dr. Joseph highlighted the Doctor's Day celebration in April, which focused on resilience and adaptation during times of change. The event featured speakers including Dr. Bob Smith and was well received by attendees. The Medical Executive Committee (MEC) at-large elections are underway, with nominations closing on May 30. A new at-large member would be appointed in early June. The Medical Staff bylaws are under review, with plans to distribute proposed changes in early June and vote on them by the end of summer. The Board will receive the final version for approval. Dr. Joseph also reported that nominations for the Medical Hall of Honor closed on April 15, with 13 nominees, including two legacy candidates. The selection process will conclude by July, with a ceremony planned for November. Additionally, several faculty members were recognized by the Case Western Faculty Senate for their participation in the recent medical school graduation, including Dr. Stepnick and Dr. Chae who were recognized for their accomplishments. Dr. Joseph directed the Board to the MEC meeting minutes and the appointments, reappointments, and actions of the Credentialing Committee that were included in the meeting materials for review and asked for an approval of the MEC meeting minutes for March 14, 2025, and April 11, 2025, and the approval of the Medical Staff appointments, reappointments, and actions for the months of March and April 2025. Dr. Walker requested a motion to approve the Medical Staff Providers Appointments, Actions and Reappointments for March and April 2025, along with the acceptance of the MEC minutes for March 14, 2025, and April 11, 2025, which was given, seconded and approved by majority vote.

RESOLUTION NO. 1961

VI. **Executive Session**

Dr. Walker asked for a motion to move into executive session to discuss hospital trade secrets as defined in ORC 1333.61; and to consider the appointment, employment, dismissal, discipline, promotion, demotion, or compensation of a public employee, or the investigation of charges or complaints against a public official, 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 as defined by ORC 121.22(G).

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Mr. Moss made a motion and Ms. Mendez seconded. The Board held a roll call vote with all Trustees in attendance voting to approve the motion to go into executive session for the purposes stated by Dr. Walker. Members of the public were excused, and the Board went into executive session to discuss the identified matters at approximately 3:23pm.

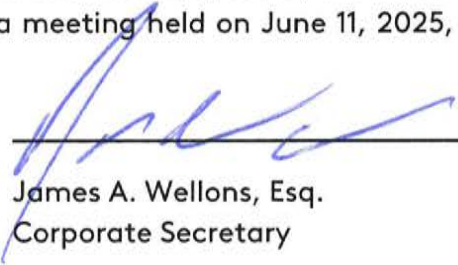
Return to Open Meeting

Following the executive session, the meeting reconvened in open session at approximately 4:22pm and welcomed back the public virtually and those members of the public who remained in-person.

With no further business to bring before the Board, the meeting adjourned at approximately 4:23pm.

NEXT MEETING: Wednesday, June 11, 2025 – 4:30 pm - 6:30 pm
MetroHealth Board Room (K107) or via Zoom

I, the undersigned Corporate Secretary of The MetroHealth System, hereby certify that the foregoing is the text of the minutes adopted by the Board of Trustees of The MetroHealth System at a meeting held on June 11, 2025, at which a quorum was present.



James A. Wellons, Esq.
Corporate Secretary