

The MetroHealth System Board of Trustees

HUMAN RESOURCES & COMPENSATION COMMITTEE MEETING

Date: Wednesday, June 11, 2025

Time: 2:30pm - 4:30pm

MetroHealth System Board Room (K107) / Virtual

Committee Members:	John Corlett-I, John Moss-I, E. Harry Walker, M.D.-I ¹
Other Trustees:	Sharon Dumas-I, Ronald Dziedzicki-I, Nancy Mendez-I (late), Michael Summers-I
Staff:	Christine Alexander-Rager, M.D.-I, Kelly Andolek-I, Chris Briddell-I, Robert (Doug) Bruce, M.D.-I, Nabil Chehade, M.D.-I, Corey Clay-I, Will Dube-I, Jennifer Esposito-I, Candy Mori, RN-I, Nichole Oocumma-I, Holly Perzy, M.D.-I, Allison Poullos-I, Tamiyka Rose-I, Patricia Seneff-R, Deborah Southerington-I, David Stepnick, M.D.-I, James Wellons-I
Invited Guests:	None
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 2:30 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 March 26, 2025, Human Resources & Compensation Committee meeting were approved by majority vote as submitted.

II. Information Items

A. First Review of Proposed Amendments to Committee Charter – J. Corlett, D. Southerington, J. Wellons

Mr. Corlett introduced Deborah Southerington, SVP, Human Resources, to discuss proposed amendments to the Human Resources & Compensation committee charter. Ms. Southerington explained that the updates align with Board of Trustees policies, and the review was a collaborative effort with the

¹ I-In-person, R-Remote

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Human Resources team, Legal and Gallagher, with final approval of the revised charter to be made by Dr. Alexander-Rager. Under the responsibilities section of the charter, there were no significant changes and primarily cleanup. One notable revision as suggested by Mr. Dziedzicki, was on page two of the charter under the workforce responsibilities section, where the term “benefit, spend” should be updated to “benefit, plan, design” because the latter impacts spending. This update was noted and accepted without issue. Under the composition section of the charter, a key component was added for matters related to executive leadership compensation. The Committee would be staffed exclusively by the CEO and the Chief Human Resources Officer, as this provision ensures that during the annual review of executive compensation, all other management personnel would exit the room, leaving only the Committee, Dr. Alexander, and the Chief Human Resources Officer present. This change was a recommended best practice from Gallagher to enhance transparency and independence in executive compensation deliberations.

B. Recruitment, Retention, and Workforce Development Strategies – D. Southerington, J. Esposito, N. Oocumma

Mr. Corlett introduced Jennifer Esposito, VP Human Resources and Nichole Oocumma, VP Chief Learning & Culture Officer, to discuss recruitment, retention, and workforce development strategies. Ms. Esposito began by providing an overview of current recruitment initiatives, particularly in areas with high turnover, staffing shortages, or reliance on temporary staff. These areas included med-surg nursing, respiratory therapy, and radiology. Ms. Esposito highlighted the collaborative efforts with the communications and marketing teams to enhance recruitment strategies. These included the production of recruitment videos which were embedded in outreach materials and social media campaigns. Eight challenging positions were targeted through these videos. Additionally, a respiratory therapy scholarship campaign was promoted via social media, and a search engine marketing campaign was launched to increase visibility of job postings. This campaign ensured that individuals searching for relevant positions would see MetroHealth ads across various platforms. Recruitment billboards were also deployed across nine locations in the Cleveland metropolitan area, with messaging such as “Now Seeking Medical Assistants.” Scholarships of up to \$15,000 were offered to students in their final year of respiratory therapy and radiology programs. Ms. Esposito also mentioned the development of a radiology-specific careers landing page to attract prospective candidates. A significant milestone was the signing of a memorandum of understanding with the University of Akron to

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establish a satellite partnership for respiratory therapy students, allowing them to complete clinicals and coursework at MetroHealth. Ms. Esposito reported notable successes, including the fulfillment of numerous medical assistant requisitions since August, the hiring of seventeen customer care ambassadors (enabling the termination of an outsourced contract), and the awarding of nine scholarships. When asked about the frequency of scholarship renewals, Ms. Esposito clarified that up to five scholarships per program are awarded annually.

Next, Ms. Oocumma discussed workforce development and internal pipeline building, explaining that MetroHealth realigned efforts to focus on internal growth and building pipelines to supplement recruiting efforts, given the competitive healthcare landscape in Northeast Ohio. An implemented initiative involves leveraging the tuition reimbursement program more strategically. Employees receiving tuition support are contacted to discuss their academic progress, career goals, and potential future roles within the organization. This proactive approach aims to retain talent and ensure that MetroHealth's investment in education yields long-term benefits. Focus is also placed on retention strategies for radiology and respiratory therapy, which are highly competitive areas facing national shortages. Options are being explored to identify employees interested in transitioning into these fields and aligning them with scholarship opportunities. Partnerships with local high schools and colleges, such as Lincoln West High School and Tri-C were being strengthened to create intentional career pathways. The medical assistant role was highlighted as a key entry point into healthcare, and efforts were underway to develop career ladders for medical assistant and patient care nursing assistant roles. The Committee discussed the importance of aligning inpatient and outpatient roles and creating defined career paths to encourage retention. Ms. Oocumma noted that internal training programs, such as the Medical Assistant intern program, were effective in preparing employees for long-term success. The Human Resources team recently launched a series of professional development classes in response to employee feedback. These classes, covering topics such as time management and certification preparation, were fully booked shortly after being posted, indicating strong demand. Ms. Oocumma concluded by highlighting the organizational efforts to build a robust career pipeline. Scholarships and internships are being offered to college and high school graduates, with the goal of integrating them into the organization upon graduation. The college intern program, which had recently launched, included twenty-eight students from fifteen colleges working across fifteen

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departments. This program aims to provide students with meaningful experiences and encourage them to pursue careers at MetroHealth. Last, Ms. Southerington introduced a targeted survey initiative aimed at understanding the experiences of new employees within their first year. The survey was sent to 864 employees who did not participate in the previous engagement survey. Preliminary data indicated that 43.1% of total turnover occurred within the first year of employment. This statistic underscored the need for intentional support strategies for new hires.

III. Executive Session

Mr. Corlett asked for a motion to move into executive session to discuss hospital trade secrets as defined by 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). Dr. Walker made a motion and Mr. Summers seconded. Upon unanimous roll call vote, the Committee went into executive session to discuss such matters at 2:30 pm.

Following executive session, the meeting reconvened in open session at approximately 3:50 pm.

There being no further business to bring before the Committee, the meeting was adjourned at approximately 3:51 pm.

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Deborah Southerington, SVP, Human Resources