



The MetroHealth System

Board of Trustees

Wednesday, June 11, 2025

2:30pm - 4:30pm

The MetroHealth System Board Room K-107 or via YouTube Stream

Human Resources & Compensation Committee

Regular Meeting

The MetroHealth System Board of Trustees

HUMAN RESOURCES & COMPENSATION COMMITTEE

DATE: Wednesday, June 11, 2025
TIME: 2:00pm – 4:00pm
PLACE: MetroHealth Main Campus, Building K, Board Room (K107) or Virtual via YouTube Stream <https://www.youtube.com/@metrohealthCLE/streams>

AGENDA

I. Approval of Minutes

A. Approval of Committee Meeting Minutes from March 26, 2025

II. Information Items

- A. First Review of Proposed Amendments to Committee Charter – J. Corlett, D. Southerington, J. Wellons
- B. Recruitment, Retention, and Workforce Development Strategies – D. Southerington, J. Esposito, N Oocumma

III. Executive Session

Return to Open Meeting

IV. Recommendation/Resolution Approvals

A. n/a

The MetroHealth System Board of Trustees

HUMAN RESOURCES & COMPENSATION COMMITTEE MEETING

Date: Wednesday, March 26, 2025

Time: 1:00pm - 3:00pm

MetroHealth System Board Room (K107) / Virtual via YouTube Stream

Committee Members:	John Corlett-I, John Moss-R, E. Harry Walker, M.D.-I ¹
Other Trustees:	Sharon Dumas-I, Ronald Dziedzicki-I, Dolores (Lola) Garcia, Michael Summers-I
Staff:	Christine Alexander-Rager, M.D.-I, Kelly Andolek-I, Robin Barre-I, Robert (Doug) Bruce, M.D.-I, Chris Briddell-I, John Chae, M.D.-I, Corey Clay-I, Will Dube-I, Jennifer Esposito-R, Derrick Hollings-I, Allison Poullos-R, Tamiyka Rose-I, Patricia Seneff-R, Deborah Southerington-I, James Wellons-I
Invited Guests:	John Furlong-R, Taryn Tudhope -R
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 1:11pm, 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 12, 2025, Human Resources & Compensation Committee meeting was unanimously approved as submitted.

II. Executive Session

Mr. Corlett 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). Dr. Walker made a motion and Mr. Dziedzicki seconded.

¹ I-In-person, R-Remote

The MetroHealth System Board of Trustees

Upon unanimous roll call vote, the Committee went into executive session to discuss such matters at 1:15pm.

Following executive session, the meeting reconvened in open session at approximately 2:42pm.

III. Recommendation/Resolution Approvals

A. Resolution for Approval of 2024 System Performance Goals Achievement Results

Prior to the resolution vote, Mr. Corlett asked legal counsel to provide a brief synopsis of the proposed recommendation regarding the approval of PBVC achievements for 2024. Counsel explained that five resolutions were up for approval, all related to the performance-based goals and compensation for the 2024–2025 period. The first resolution involved the approval of the 2024 system performance goals and the corresponding achievement results. These goals were established by the Board early in the previous year, and the system's performance was evaluated against them. The final achievement score, as calculated by management and verified by internal audit, was 109.14% of the target. With no further questions or remarks, Mr. Corlett called for a motion for the approval of 2024 System Performance Goals Achievement Results, which was given, seconded, and the resolution was passed to be presented to the Board of Trustees for approval.

B. Resolution for Approval of 2024 Award of Performance-Based Variable Compensation for the President and Chief Executive Officer

Based on the 109.14% 2024 system performance goals achievement rate, the CEO was entitled to a compensation award totaling \$107,840.42. This amount was calculated by Human Resources and audited for accuracy. With no further questions or remarks, Mr. Corlett called for a motion for the approval of 2024 Award of Performance-Based Variable Compensation for the President and Chief Executive Officer, which was given, seconded, and the resolution was passed to be presented to the Board of Trustees for approval.

The MetroHealth System Board of Trustees

C. Resolution for Approval of Amendments to Executive Compensation Policy BOT-06 and Ratification of 2025 Performance-Based Variable Compensation Plan

Prior to the resolution vote, Deborah Southerington, SVP Human Resources, provided a summary of the changes to the BOT-06 Executive Compensation Policy and the ratification of the 2025 Performance-Based Variable Compensation Plan which were reviewed in detail during the March 12, 2025, committee meeting. Ms. Southerington explained that the Executive Compensation Policy and the Performance-Based Variable Compensation (PBVC) Plan are reviewed annually, as required by policy and recommended by the organization's executive compensation consultant, Gallagher. The proposed amendments were relatively minor and had been presented with tracked changes for transparency. With no further questions or remarks, Mr. Corlett called for a motion for Approval of Amendments to Executive Compensation Policy BOT-06 and Ratification of 2025 Performance-Based Variable Compensation Plan, which was given, seconded, and the resolution was passed to be presented to the Board of Trustees for approval.

D. Resolution for Approval of 2025 System Performance Goals

Prior to the resolution vote, Ms. Southerington provided a summary of the 2025 system proposed performance goals, emphasizing that they were metric-driven and designed to balance short-term and long-term organizational success. These goals were aligned with the PBVC Plan and the Executive Compensation Policy. A specific discussion point involved the research goal, which had been affected by ongoing developments at the National Institutes of Health (NIH). Due to these uncertainties, the committee agreed to adopt a modified research goal, (Option 1) that would be implemented if the situation at NIH persisted, which this option sets the achievement threshold at 90%. With no further questions or remarks, Mr. Corlett called for a motion for the Approval of 2025 System Performance Goals, which was given, seconded, and the resolution was passed to be presented to the Board of Trustees for approval.

The MetroHealth System Board of Trustees

E. Resolution for Approval of 2025 Performance-Based Variable Compensation Financial Trigger

Prior to the resolution vote, Ms. Southerington explained that the 2025 PBVC plan required the Board to set a minimum financial achievement threshold—referred to as the financial trigger—that must be met for any incentive compensation to be paid. For the 2025 plan year, the financial achievement trigger was set at \$100 million. With no further questions or remarks, Mr. Corlett called for a motion for the Approval of 2025 Performance-Based Variable Compensation Financial Trigger, which was given, seconded, and the resolution was passed to be presented to the Board of Trustees for approval.

There being no further business to bring before the Committee, the meeting was adjourned at approximately 2:49 pm.

THE METROHEALTH SYSTEM

Deborah Southerington, SVP, Human Resources



The Charter of the Human Resources and Compensation Committee of The MetroHealth System Board of Trustees

Purpose

The Human Resources and Compensation Committee ("Committee") is responsible for assisting The MetroHealth System ("MetroHealth") in attracting and retaining qualified and committed employees who will work to achieve MetroHealth's goals of providing high quality care in accordance with its mission. The Committee also oversees the total compensation program for the President and Chief Executive Officer ("CEO") and other members of seniorexecutive leadership as determined by policies of the MetroHealth Board policy of Trustees ("Board").

Responsibilities

In fulfilling its charge, the ~~Human Resources and Compensation~~ Committee is responsible for the following activities and functions:

I. Personnel and Workforce Responsibilities

- Oversee workforce optimization matters and receive reports at least annually from the Chief ~~People~~Human Resources Officer on ~~such matters, including~~ employee engagement, recruitment and retention strategies, ~~retention,~~ benefit spend, ~~and~~ workforce development initiatives, and other matters.
- Review and recommend a policy and succession plan for the CEO, and ~~senior~~make available upon request executive succession ~~and assist in succession planning plans.~~
- ~~Periodically~~Annually review and evaluate the CEO's ~~and senior executives'~~ performance and adherence to the System's MetroHealth's Code of Conduct.

II. CEO and Executive Compensation (including At-Risk Compensation Plan)

- Review and propose revisions, as needed, to the Board's policies on executive compensation.
- Review annually and revise, as needed, MetroHealth's executive compensation philosophy and ~~plan~~at-risk Performance-Based Variable Compensation Plan ("PBVC Plan") to ensure the total compensation program is administered ~~consistent with that philosophy~~accordingly.
- Review and make recommendations regarding the CEO's and other members of ~~seniorexecutive~~ leadership's total compensation as set forth in Board policy.
- Recommend the compensation, benefits, and ~~perquisites, and all other components of~~ total compensation for the CEO in advance of payment, as well as the terms of any employment agreement for the CEO: as set forth in Board policy.
- ~~Review~~In accordance with Board policy, review the compensation, benefits, and ~~perquisites, and the terms~~all other components of ~~any employment~~total compensation for ~~other~~ members of ~~seniorexecutive~~ leadership to ensure they are consistent with the organization's executive total compensation philosophy, PBVC Plan, and any awards payable under the PBVC Plan.
- ~~Review~~In accordance with Board policy, review and make recommendations regarding all other executive incentive compensation plans, including approval of goals for the CEO and any awards payable under such plans.
- Ensure the Committee's independent and direct access to qualified consultants and to independently published compensation survey data.

- Review provider compensation strategies and philosophies used by MetroHealth to properly balance the needs of MetroHealth, the Medical Staff, patients, and the community, in alignment with MetroHealth’s mission and overall strategy.

Composition

~~The Human Resources and Compensation~~The Committee shall be led by a board member with an interest and background in personnel matters and consist of additional board members, as identified by the Board Chairperson. All Committee members shall be free from any material conflicts of interest that preclude them from making decisions pertaining to executive compensation. For issues or actions pertaining to the CEO’s compensation, ~~†~~The Committee shall be staffed by the following members of management: the CEO, the Chief ~~People~~ Human Resources Officer, the Chief Financial Officer, the Chief Physician Executive and Clinical Officer, and other relevant leaders of the executive team as needed. For issues or actions pertaining to executive leadership compensation, the Committee shall be staffed by the CEO and the Chief Human Resources Officer only, with any executive excused at any point the Committee discusses or approves of any issues or actions that may apply to such executive directly.

Meeting Schedule

The ~~Human Resources and Compensation~~Committee shall meet at least two times per year, or more frequently as needed. The Committee shall end each meeting in executive session without any MetroHealth executives or management present to discuss and approve any issues or actions that directly impact executives. At least annually, the Committee shall meet separately in ~~an~~ executive session ~~without MetroHealth management, unless requested by the Committee Chair,~~ with each of the following: (a) the Chief ~~People~~ Human Resources Officer; (b) the Chief Physician Executive and Clinical Officer; and (c) Chief Legal Officer; and (d) the Chief Financial Officer.



MetroHealth

Human Resources & Compensation Committee Meeting

Deborah Southerington

SVP, Chief Human Resources Officer

June 11, 2025

A decorative graphic in the top right corner consisting of numerous circles of varying sizes and colors, including shades of orange, red, pink, purple, blue, and teal, arranged in a pattern that suggests movement or a cluster.

Recruitment, Retention & Workforce Development Strategies

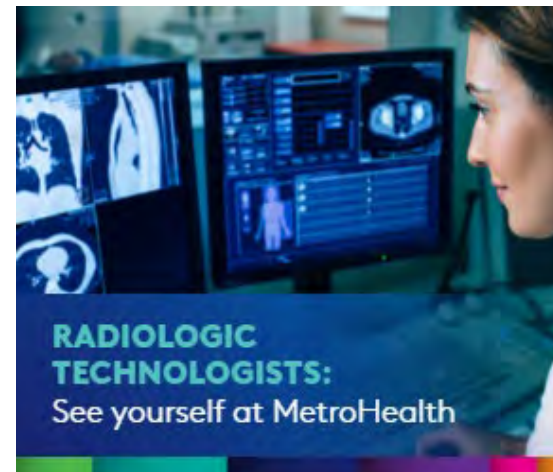
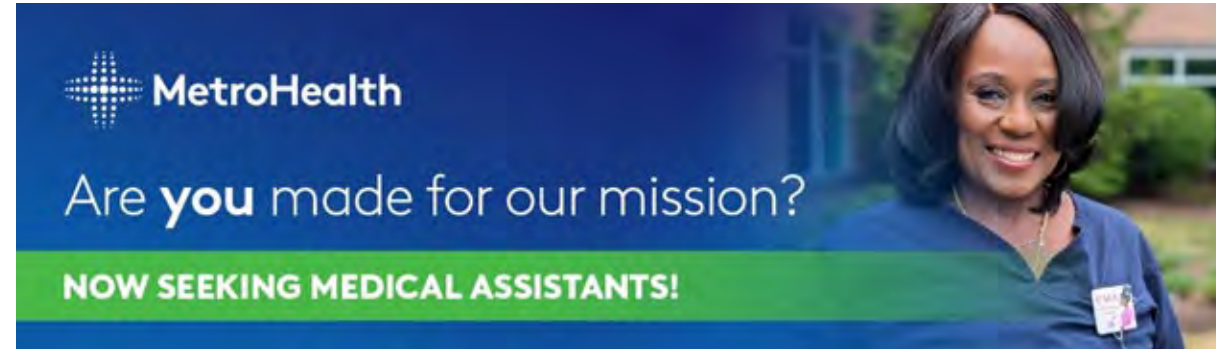
Recruitment Updates


Recruitment Strategies:

- Recruitment Videos (8 positions highlighted)
- Social recruitment campaigns
- Search Engine Marketing campaigns (Radiology)
- Recruitment billboards
- Respiratory and Radiology scholarships (up to \$15k)
- Radiology-specific careers landing page

Recruitment Successes:

- MOU signed with The University of Akron to launch RT satellite partnership
- Filled 154.6 FTEs in open Medical Assistant requisitions since August 1, 2024
- Filled 17 Customer Care Ambassador positions in support of cancelling outsourcing contract
- Five Respiratory Therapy and four Radiology scholarship winners



 The MetroHealth System (Cleveland, OH)
45,477 followers
5mo

As an academic medical center, we are committed to investing in our future caregivers. That's why we're offering five scholarships of up to \$15,000 each for individuals pursuing careers in Respiratory Therapy.

Applications are due January 31, 2025. Learn more: <https://lnkd.in/g7r4KxMe>

#respiratorytherapy #healthcare #scholarship #nowhiring #CLE



Respiratory Therapy Student Scholarship

We are offering five scholarships of up to \$15,000 each for individuals pursuing careers in Respiratory Therapy.

Application Deadline: January 31, 2025

Contact RTscholarship@metrohealth.org for more information.



Workforce Planning/Development

Workforce Planning: intended to reduce turnover and increase retention by curating future workforce pipelines and intentional development opportunities targeting readiness for new/expanded roles.

- Shifting **Tuition Reimbursement** approach
 - Facilitate relevant job shadowing/on-the-job training for employees utilizing tuition reimbursement benefits.
 - Utilize tuition reimbursement data to identify employees who may fit skill gaps or required certifications/degrees in current or planned vacancies.
- Role-based **Retention Strategies**
 - Collaborations with clinical leaders and HR teams on creative solutioning for high turnover roles (e.g., radiology, respiratory, medical assistant, and PCNA).
 - Solutions have included:
 1. Expanded MHS training programs
 2. New/expanded partnerships with colleges, universities, and job training organizations for training site opportunities.
 3. Directing current employees and Lincoln West HS graduates towards these fields.
- **Implement pilot workforce stabilization program** in high turnover areas. Pilot includes:
 - Modification of current recruiting strategies, including candidates sourcing and hiring methods.
 - Implementation of a standardized onboarding process that includes essential skills training.
 - Intentional acknowledgement of employees' contributions through incentives, awards, and appreciation programs.

Workforce Planning/Development

- **Professional development classes** for all employees and career mapping/coaching for employees demonstrating career growth capability.
 - Classes cover topics such as time management, DiSC, effective communication, customer service, emotional intelligence, and more!
- **Expanded workforce development partnerships** to broaden recruitment channels, increase community engagement, and optimize resource allocation.
 - Invested in Health Sector Partnership (HSP), Health Anchor Network (HAN), and Regional Workforce Development collaboratives to partner with local and national healthcare organizations for knowledge sharing, innovation, and collaborative opportunities.
 - Shifted workforce engagement to focus on local businesses and non-profits that create job opportunities for the community and stimulate economic growth.
- **Deepen healthcare career pipeline** through targeted hiring initiatives and scholarship opportunities for high school graduates.
- **Implementing College Intern Program** with 28 students from 15 different colleges and universities working in 15 departments.



Summer on the Cuyahoga 2024 cohort

Terminations YTD

2025 System Performance Goal: Reduction in Turnover Rate Within the First Year of Employment

2024 Baseline	2025 MIN	2025 TARGET	2025 MAX
44.0%	43%	42%	41%

First Year Experience & Engagement Survey recently launched.

- Survey targeted 864 employees hired after August 1, 2024, who did not take the 2024 Annual Employee Engagement Survey.
- Results will inform strategies to enhance efforts tied to hiring, onboarding, and new employee experience.



Questions?