The MetroHealth System Board of Trustees

HUMAN RESOURCES & COMPENSATION COMMITTEE MEETING
Date: Wednesday, October 8, 2025
Time: 2:00pm - 4:00pm
MetroHealth System Board Room (K107) / Virtual

Committee Members:	John Corlett-I, John Moss-I, E. Harry Walker, M.D.-R[1]
Other Trustees:	Michael Summers-R
Staff:	Christine Alexander-Rager, M.D.-I, Sarah Alpert-R, Kelly Andolek-I, Rita Andolsen-I, Robin Barre-I, Robert (Doug) Bruce, M.D.-I, Nabil Chehade, M.D.-I, Corey Clay-I, Jennifer Esposito-I, Candy Mori, RN-I, Jeff Rooney-I, Tamiyka Rose-I, Patricia Seneff-R, Deborah Southerington-I, David Stepnick, M.D.-I, James Wellons-I, Patrick Woods-I
Invited Guests:	Sal DiFonzo-R, Craig Strom-I
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.

<u>Meeting Minutes</u>

Mr. Corlett called the meeting to order at 2:01 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 11, 2025, Human Resources & Compensation Committee meeting were approved by majority vote as submitted.

II. Information Items

A. Review of Proposed Amendments to Committee Charter – *D. Southerington*

Mr. Corlett introduced Deborah Southerington, SVP, Human Resources, to discuss proposed amendments to the committee charter. Since the last committee meeting in June, Ms. Southerington highlighted additional edits made to the draft charter.

[1] I-In-person, R-Remote

Key edits highlighted:

- Benefits Reporting Expansion: language was added requiring management to report not only annual spend for employee benefits but also plan design details. This addition, suggested by Trustee Dziedzicki, intended to provide the Committee with a more comprehensive understanding of benefits strategy and cost implications.
- Voting Clarification: language was added specifying that all Trustees are invited to attend committee meetings, but only members of the Committee may vote on matters before the Committee. This provision aims to prevent governance inconsistencies and ensure that recommendations reflect the judgment of designated Committee members.

The draft charter will advance to the Governance Committee for finalization and approval by the Board.

B. Workforce Updates – *D. Southerington, J. Esposito*

Mr. Corlett introduced Ms. Southerington and Jennifer Esposito, VP Human Resources, who presented detailed workforce updates, focusing on labor expense management, staffing trends and talent initiatives.

FTE Trends and Budget Context:

MetroHealth has experienced significant workforce growth over the past two years, adding approximately 1,000 Full-Time Equivalents (FTEs). The 2025 budget projected 8,871 FTEs; however, actual staffing has remained well below that figure due to aggressive cost control measures. As of the pay period ending September 13, 2025, 8,136.7 FTEs were reported, down from a peak of 8,426.3 on June 21, 2025, a reduction of nearly 290 FTEs. Year-to-date net growth was limited to 51.2 FTEs, signaling stabilization. Management aims to maintain staffing near 8,100 FTEs through year-end, despite higher budget allowances.

Cost-Control Initiatives:

- In July 2025, 122 administrative positions were eliminated and permanently removed from the 2026 base budget.
- Hiring managers can no longer automatically request to fill a position through MyHR. All requisitions must be reviewed by the Position Justification Committee, ensuring alignment with operational priorities. This process will continue through at least the 2026 budget cycle.
- Management is closely monitoring overtime and reducing reliance on contract labor. Notably, Ms. Southerington acknowledged Dr. Mori’s efforts contributing to a reduction in contract staffing spending by 30% between June and September 2025.

Retention and Engagement:
First-year turnover was identified as a 2025 system goal, with the intention of reducing turnover within the first year of employment. The baseline goal for 2024 was 44%, with a target goal of 42% for 2025. Through September 30, 2025, turnover stood at 35.5%, reflecting significant improvement. Contributing factors include enhanced onboarding and leadership development initiatives. The annual employee engagement survey will launch October 14, 2025 – November 7, 2025, via the Perceptyx platform, with a participation target goal of 80%. The 2025 survey results will be reported to the Committee in the first quarter of 2026, along with action plans for improvement.

Recruitment Strategies:
Ms. Esposito provided an update on recruitment strategies aimed at addressing hard-to-fill positions in radiologic technology, respiratory therapy, and public safety. To strengthen talent pipelines, a scholarship program was created to cover tuition costs in exchange for a two-year employment commitment. Additionally, a search engine marketing campaign was launched to target individuals within a two-mile radius of colleges offering radiology programs. This geo-targeted approach ensures that candidates searching for related positions receive tailored outreach. Further expanding recruitment efforts, MetroHealth engaged with the University of Akron's Bachelor of Science Respiratory Therapy program. Through this collaboration, MetroHealth will serve as a lab site, providing students with firsthand clinical experience in a healthcare setting for the first time. This initiative not only enriches student learning but also positions MetroHealth as a preferred employer for graduates entering the field.

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). Mr. Moss made a motion and Dr. Walker seconded. Upon unanimous roll call vote, the Committee went into executive session to discuss such matters at 2:29 pm.

Following executive session, the meeting was reconvened in open session at approximately 3:59 pm.

IV. **Recommendation/Resolution Approvals**

A. Resolution for Suspension of Performance-Based Variable Compensation Program for 2025 Plan Year

Mr. Corlett asked for a motion to approve the Recommendation for Suspension of Performance-Based Variable Compensation Program for 2025 Plan Year, which was given, seconded and approved unanimously. The recommendation will advance to the full Board for approval.

There being no further business to bring before the Committee, the meeting adjourned at approximately 4:01 pm.

THE METROHEALTH SYSTEM

John Corlett, Chairperson