



Human Resources & Compensation Committee Meeting

The MetroHealth System

MetroHealth Board Room K107 - 2500 MetroHealth Dr., Cleveland, OH 44109

2025-10-08 14:00 - 16:00 EDT

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The MetroHealth System Board of Trustees

HUMAN RESOURCES & COMPENSATION COMMITTEE

DATE: Wednesday, October 8, 2025
TIME: 2:00pm – 4:00pm
PLACE: K107 and Virtual via YouTube Stream
(<https://www.youtube.com/@metrohealthCLE/streams>)

AGENDA

- I. Approval of Minutes**
 - A. Approval of Committee Meeting Minutes from June 11, 2025
- II. Information Items**
 - B. Review of Proposed Amendments to Committee Charter – J. Corlett, D. Southerington, C. Clay (5 min)
 - C. Workforce Updates – D. Southerington, J. Esposito (15 min)
- III. Executive Session**
- IV. Return to Open Meeting**
- V. Recommendation/Resolution Approvals**
 - A. Resolution for Suspension of Performance-Based Variable Compensation Program for 2025 Plan Year

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

The MetroHealth System Board of Trustees

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

The MetroHealth System Board of Trustees

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.

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 executive leadership as determined by policies of the MetroHealth Board of Trustees ("Board").

Responsibilities

In fulfilling its charge, the Committee is responsible for the following activities and functions:

I. Workforce Responsibilities

- Oversee workforce optimization matters and receive reports at least annually from the Chief Human Resources Officer on employee engagement, recruitment and retention strategies, benefit plan design and annual spend, workforce development initiatives, and other matters.
- Review and recommend a policy and succession plan for the CEO, and make available upon request executive succession plans.
- Annually review and evaluate the CEO's performance and adherence to the 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 at-risk Performance-Based Variable Compensation Plan ("PBVC Plan") to ensure the total compensation program is administered accordingly.
- Review and make recommendations regarding the CEO's and other members of executive leadership's total compensation as set forth in Board policy.
- Recommend the compensation, benefits, 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.
- In accordance with Board policy, review the compensation, benefits, and all other components of total compensation for members of executive leadership to ensure they are consistent with the organization's executive total compensation philosophy, PBVC Plan, and any awards payable under the PBVC Plan.
- 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 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. The Committee shall be staffed by the following members of management: the CEO, the Chief 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. All Trustees are invited to attend the Committee meetings, but only members of the Committee may vote on matters before the Committee.

Meeting Schedule

The 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 executive session with each of the following: (a) the Chief Human Resources Officer; (b) the Chief Physician Executive and Clinical Officer; and (c) Chief Legal Officer; and (d) the Chief Financial Officer.

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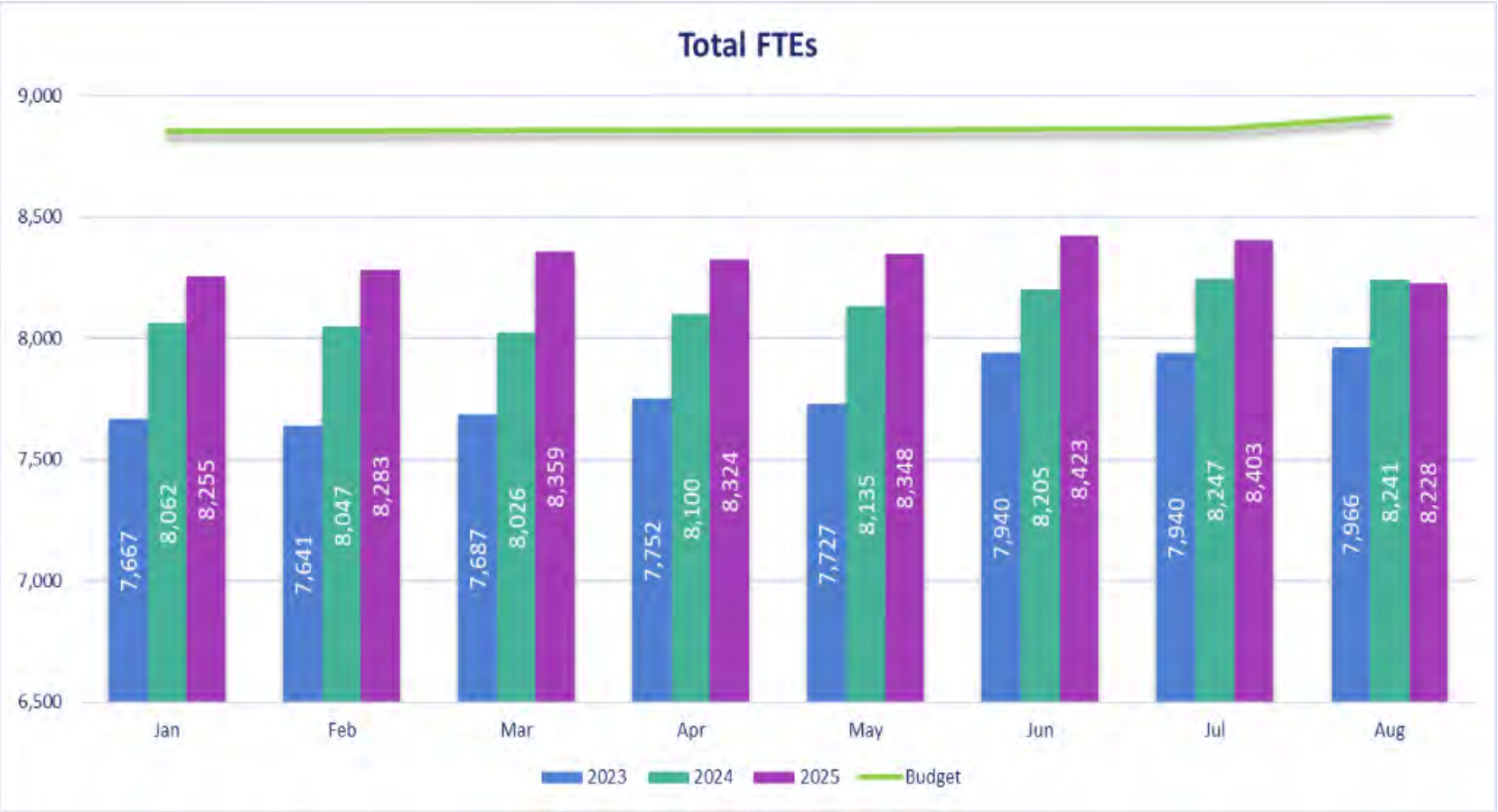


Human Resources & Compensation Committee Meeting

Deborah Southerington
SVP, Chief Human Resources Officer
October 8, 2025

Workforce Updates

Workforce Updates: Total FTE Snapshot



Total FTEs	FTEs
2023	7,790
2024	8,133
2025	8,328
2025 Budget	8,871

Workforce Initiatives

Efforts underway to control labor expenses:

July 2025 - Eliminated 122 administrative positions through a reduction in force.

- Eliminated positions have been removed from the 2026 base FTE budget.

Position Requisition entry in MyHR (HRIS) disabled April 22, 2025.

- All position requests must be presented to the Position Justification Committee for review and must be approved before proceeding with recruitment.
- Position requisition functionality remains closed to new entry through 2026 Budget process.

Monitoring Overtime Expenses.

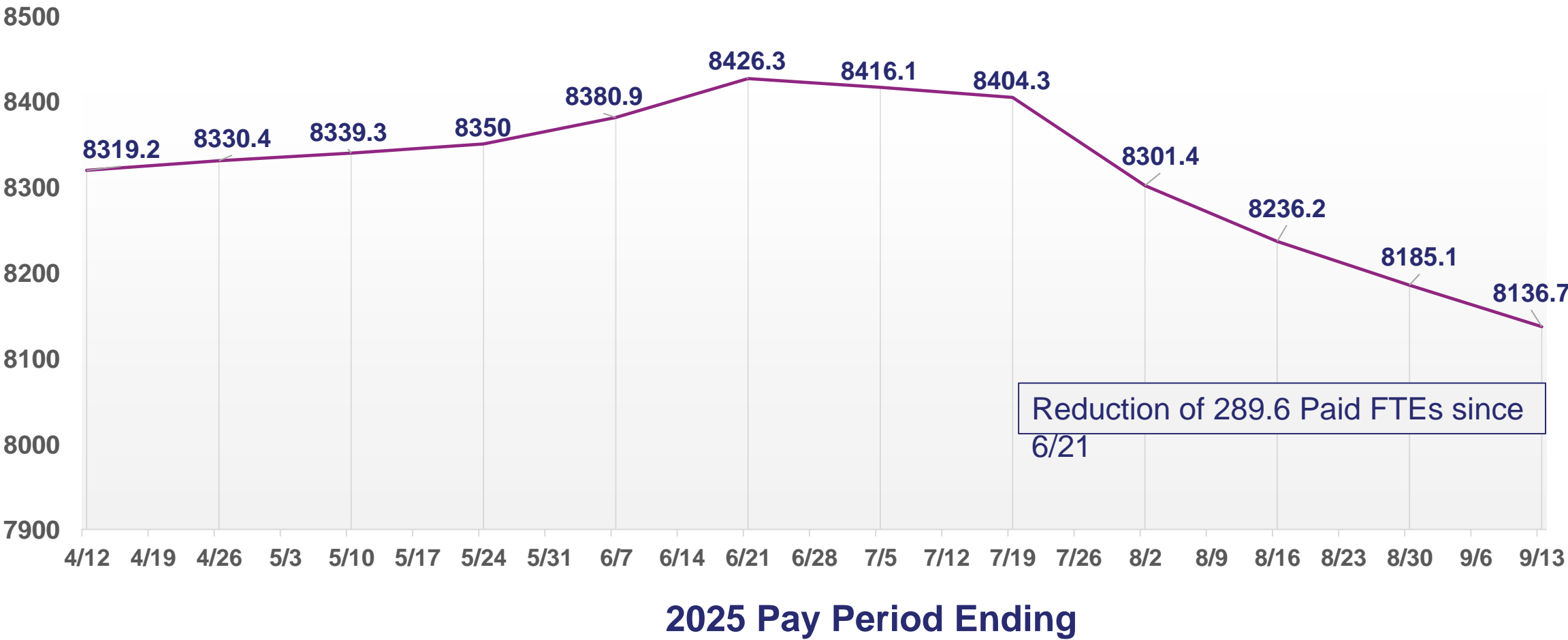
- When a role is approved to be filled, leaders are advised to reduce overtime spend on that unit, as appropriate.

Ongoing efforts to reduce contract labor spend.

- Chief Nursing Officer is actively implementing strategies to reduce.
 - Saw \$159K (30%) reduction in CareRev spend from June to September.

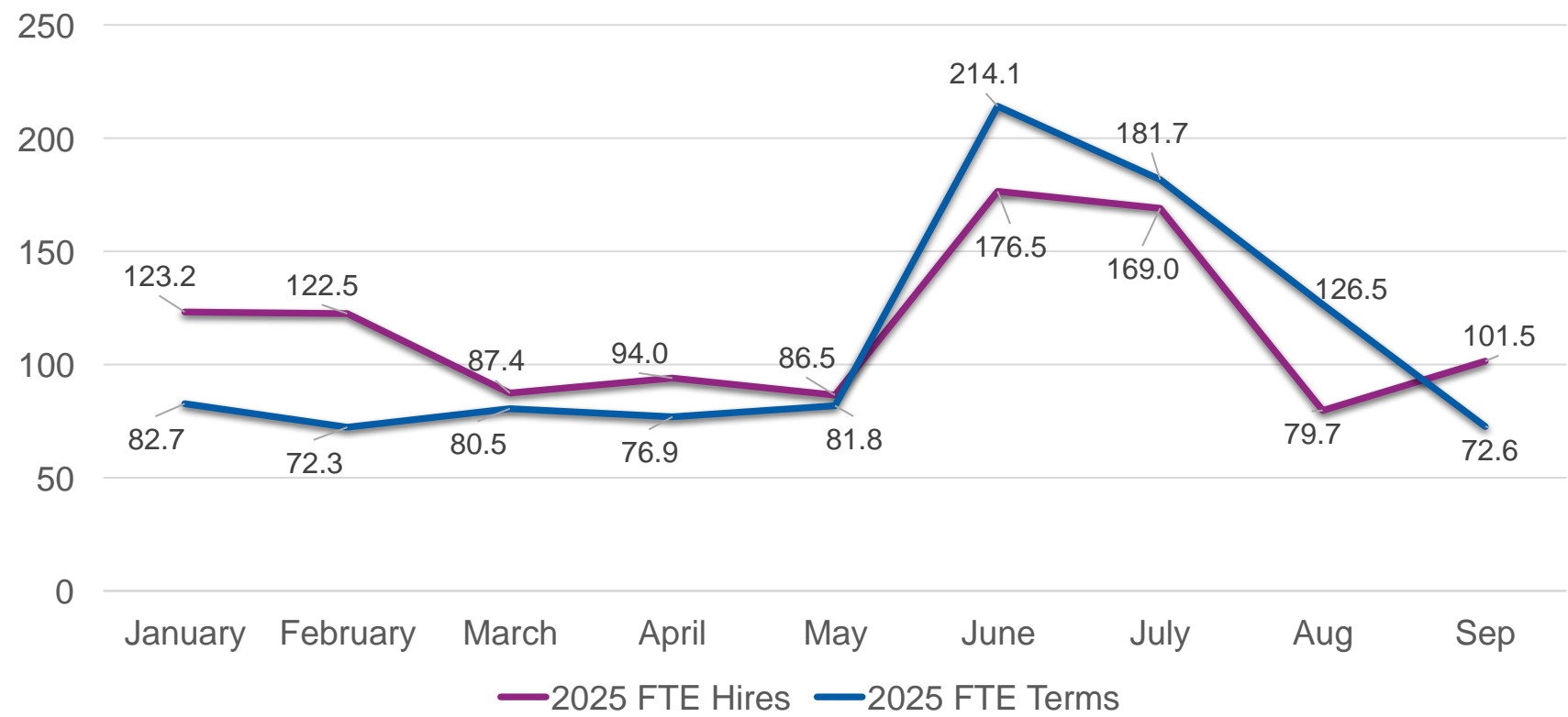
Reduction in Paid FTEs

FTEs



Hires vs. Terms YTD

2025 FTE Hires and Terms YTD



2025 YTD:
1040.3 FTEs Hired
- 989.1 FTEs Termed
-
51.2 FTE Net Increase

First Year Turnover 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 Results

- Survey Response Rate: 33.6% (291 respondents out of 864 participants)
- Responses were overwhelmingly positive indicating strong sense of pride, belonging, trust, sense of purpose, and intent to stay.
- Opportunities identified and HR team working with leaders to develop action plans when appropriate



2025 Employee Engagement Survey

- **October 14 – November 7:** Survey Open
 - *Multiple survey questions are the same as previous years' surveys to allow us to track trends over the years.*
- **December:** Survey results presented to CEO and Executive Leaders
- **Q1 2026:** Department Leaders develop Action Plans based on 2025 Survey data.
 - *In 2025, 54% of leaders completed Action Plans based on 2024 results.*

2025 System Goal: Improvement of Employee Engagement Survey Participation Rate

2024 Baseline	2025 Min	2025 Target	2025 Max
78.6%	78%	80%	81%



Recruitment Updates



The MetroHealth System (Cleveland, OH)

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Attention future radiology technologists: We can help make your professional aspirations a reality. We are proud to be offering multiple scholarships of up to \$10,000 to individuals pursuing careers in radiology.

Interested in applying? Consider these tips from Sydney, a past scholarship recipient who now works as Radiologic Technologist II at our main campus.

Do not miss this opportunity. Apply today: <https://lnkd.in/gVs9rJiA>

#radiology #scholarship #education #nowhiring #CLE

1

Show Your Willingness to Learn

HOW TO WIN A RADIOLOGY SCHOLARSHIP

How to Win a Radiology Scholarship

"MetroHealth is a teaching hospital. Showing that you're open-minded to learning new skills will definitely leave a good impression."

SYDNEY - 4 RADIOLOGIC TECHNOLOGIST II SCHOLARSHIP RECIPIENT

2

Schedule a Tour and Meet the Team

HOW TO WIN A RADIOLOGY SCHOLARSHIP

"I think taking the time to visit helped. It gave me a chance to introduce myself and show my interest. The team was more than happy to set up a tour."

SYDNEY - 4 RADIOLOGIC TECHNOLOGIST II SCHOLARSHIP RECIPIENT

The MetroHealth System (Cleveland, OH)

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Application Process

Degree Advancement Program

Advisory Committee

Bachelor's in Allied Health Administration

Allied Health Faculty and Staff

How to Apply



Bachelor of Science in Respiratory Therapy

Respiratory Therapy is a great career choice, USNews recently ranked it #16 in overall best jobs and #6 in Best Health Care jobs. [Read more >](#)

Recruitment Updates



Questions?

Recommendation to the Board of Trustees of The MetroHealth System for Suspension of Performance Based Variable Compensation Program for 2025 Plan Year

Recommendation

The President and CEO recommends that the Board of Trustees ("Board") of The MetroHealth System ("System") suspend the at-risk Performance Based Variable Compensation program ("PBVC Program") for the 2025 plan year.

Background

On March 26, 2025, the Board approved of amendments to its Executive Compensation Policy, BOT-06, and ratified the plan document for the PBVC Program for the 2025 plan year ("2025 PBVC Plan Document") (see Resolution 19680). On that same date, the Board approved of the System's performance goals for the 2025 calendar year (see Resolution 19683).

In both BOT-06 and the 2025 PBVC Plan Document, the Board expressly reserved the right to amend, suspend, or terminate the PBVC Program. Specifically, Section 5.7 of BOT-06 states that "[t]he Board reserves the right to review, amend, suspend, and/or terminate PBVC with respect to any or all employees at any time and at its sole discretion," and this reservation is reaffirmed in Section 4.2 of the 2025 PBVC Plan Document.

On July 24, 2025, the System's President and CEO informed all participants in the PBVC Program that she was recommending that the Board suspend the PBVC Program for 2025 because of the System's challenging financial situation. The Board's suspension of the PBVC Program for the 2025 plan year would result in no participant receiving an award regardless of the System's ultimate achievement against the 2025 performance goals. Should the Board suspend the PBVC Program for the 2025 plan year, it will review the PBVC Program for continued feasibility for the 2026 calendar year in the first quarter of 2026.

Suspension of Performance Based Variable Compensation Program for 2025 Plan Year

RESOLUTION XXX

WHEREAS, on March 26, 2025, the Board of Trustees ("Board") of The MetroHealth System ("System") approved of amendments to its Executive Compensation Policy, BOT-06, and ratified the Performance-Based Variable Compensation Plan document ("2025 PBVC Plan Document") for the 2025 plan year (see Resolution 19680);

WHEREAS, BOT-06 expressly reserves the right of the Board to "review, amend, suspend, and/or terminate PBVC with respect to any or all employees at any time and at its sole discretion," and this right is reaffirmed in the 2025 PBVC Plan Document;

WHEREAS, the Board has received a recommendation from the President and CEO that all potential awards under the Plan for the 2025 plan year – including her own – should be suspended given the significant financial challenges facing the System; and

WHEREAS, the HR and Compensation Committee of the Board agrees with the President and CEO's recommendation.

NOW, THEREFORE, BE IT RESOLVED, the Board hereby suspends the 2025 PBVC Program such that no awards will be issued to any participant for the 2025 plan year, including the President and CEO.

BE IT FURTHER RESOLVED that the Board will evaluate the feasibility of the PBVC Program for the 2026 plan year in the first quarter of 2026.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE: October 8, 2025