



Christine Alexander-Rager, MD
President and CEO
The MetroHealth System
2500 MetroHealth Drive
Cleveland, Ohio 44109

November 2025 - President's Report to the Board of Trustees

Good afternoon, Trustees:

Thank you for your service to our system, our patients, our caregivers and our community.

So much has happened since our last regularly scheduled meeting. Please consult your Board books for more details and updates. Here are a few highlights:

- On November 3, we invited the media to Main Campus for a press conference to address the tragic death of Tasha Grant, who passed away May 5 at MetroHealth.

We wanted the opportunity to express our deep condolences to all those who loved and cared for Tasha. Her passing has been especially difficult for many of our caregivers who knew her personally. She was a familiar face and often asked to be on a specific floor so she could be cared for by the people who knew her best – people she trusted and connected with.

It also gave us the opportunity to remind our patients, caregivers and community about the vital role we play in the region, caring for every person who comes through our door. We are who we are because of *how* we care for our patients – with compassion, respect, integrity and dignity.

- Last week I presented MetroHealth's 2026 budget to the Cuyahoga County Council. It went well, and several council members asked important questions about our performance in 2025 and our projections for 2026. I requested that our Health and Human Services levy support not be reduced, but I also expressed my understanding about the county's own financial challenges. Regardless of the eventual outcome, I am grateful for their partnership.

- This past Saturday, we hosted the first of three Total Care Connection health/enrollment fairs, this one at our Broadway Health Center. I want to thank those of you who attended – and to extend my gratitude to our caregivers who planned and executed this event and those who volunteered to make it happen. Together, we are all working to get more of our community covered by health insurance.

The next Total Care Connection health/enrollment fair is Saturday, December 13, from 11 a.m. to 3 p.m. at our Main Campus. Please mark your calendars to join us.

- Here is some wonderful news: MetroHealth has been recognized by the College of Healthcare Information Management Executives (CHIME) **as one of the most digitally advanced health systems in the nation, having achieved Level 10 status in the 2025 Digital Health Most Wired survey – the highest possible designation.**

To put this honor into perspective, MetroHealth is the only health system in Northeast Ohio and one of only two in Ohio to achieve Level 10 honors. Only 18 organizations worldwide earned Level 10 honors across all care settings. Congratulations to **Nabil Chehade, MD**, MetroHealth Senior Executive Vice President, Chief Clinical Transformation, Innovation and Strategy Officer; **David Fiser**, MetroHealth Senior Vice President, Chief Information Officer; **David Kaelber, MD, PhD**,



Christine Alexander-Rager, MD
President and CEO
The MetroHealth System
2500 MetroHealth Drive
Cleveland, Ohio 44109

MPH, Chief Health Informatics Officer; and all the caregivers and professionals across our Information Services and Informatics teams.

- On November 10, we took another step toward improving the MetroHealth experience for our most at-need patients. We transitioned patient transportation away from our vans and toward Lyft. This change enhances the patient experience by reducing wait times and providing private rides to patients (in our vans, they often had to share rides with others, some of whom were ill). The move will also generate significant cost savings for our system. It is truly a win-win for our patients and for MetroHealth.

- I am pleased to introduce **Eric Dobson, MD**, as the Department of Psychiatry's new Interim Chairperson. Since joining MetroHealth in August 2023, Dr. Dobson has demonstrated outstanding leadership in both administration and clinical practice. Eric's appointment will provide us with stability as we conduct a search for a permanent leader. In addition, I would like to introduce **Britt Nielsen, Psy.D**, in her new role as Vice Chair of Psychiatry and Division Chief of Psychology. Since joining MetroHealth in 2002, Dr. Nielsen has been and continues to be a strong leader in our Psychiatry department. They will work collaboratively together to move the Department forward. I also want to thank **Charles Emerman, MD**, for his leadership over the past few years as the Department's Interim Chairperson. His dedication has been invaluable.

- We recently launched a few new updates and upgrades to the tools we use every day. These updates will allow us to improve operational efficiency and quality. These include **Emburse**, a new platform for expense reimbursement; **UKG Pro**, a new scheduling and timekeeping system; and **Propio**, a new vendor for phone/video language interpreter services that complements our wonderful Language Access Services team.

- Earlier this month, I made the short drive back to my hometown of Youngstown, where the Youngstown/Warren Regional Chamber honored me with its 2025 Valley Champion Award. I was honored to receive this award, and it was a joy to see many old friends and meet many new ones. There was a short Q&A during the program where I shared some of the lessons I learned growing up in the Mahoning Valley, including the importance of community, respect for our neighbors, and service to everyone around us. It's no surprise that I ended up at MetroHealth, because those lessons are embedded in our system's culture. I also enjoyed sharing with the attendees how MetroHealth is bringing care to our patients where they are, not waiting for them to come to us – and how we are lifting, educating and training the caregivers of tomorrow.

Thank you again, Trustees, for all you do for MetroHealth.

With deep appreciation,

Christine Alexander-Rager, MD
President and CEO
The MetroHealth System



Report to the Board of Trustees

Christine Alexander-Rager, MD

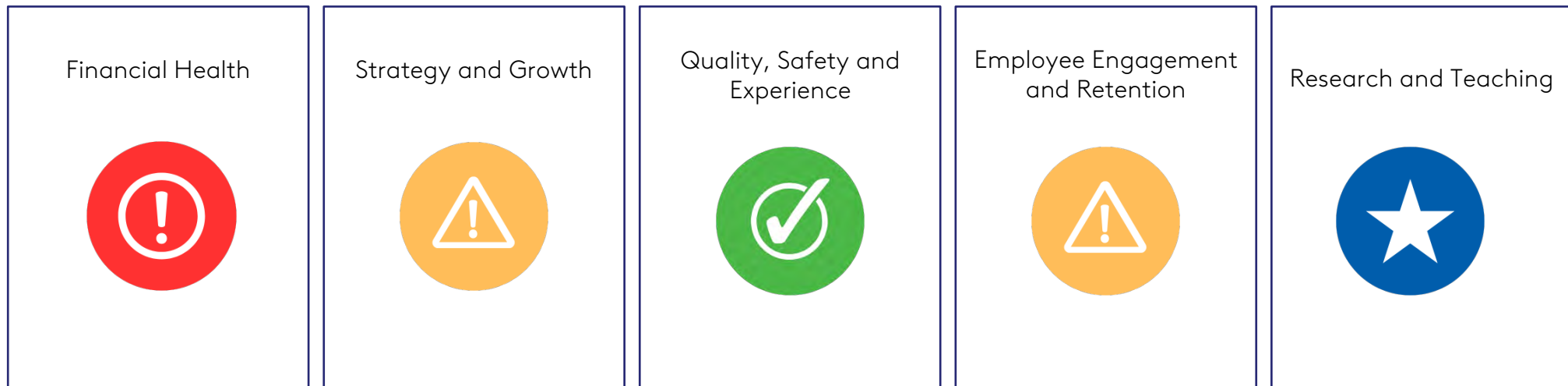
President and CEO

November 2025

System Goal Performance



November Snapshot: 2025 System Goals



These goals align with and support our mission of service to our community. Achieving them allows us to continue lifting the health and improving the lives of our patients, especially those who are most at-risk. This is what we've done for Greater Cleveland since 1837.

Financial Health

Goal: Achieving 2025 Adjusted EBIDA Target

Status: **OFF TRACK**

The Measure: EBIDA – Earnings Before Interest, Depreciation and Amortization – is a key performance indicator for an organization's financial health.

Why It Matters: As an institution, we are committed to ensuring our caregivers have the resources they need to provide the highest level of care.

Recent highlights/initiatives:

- Strategic stabilization plan continues to be implemented to improve operational efficiency.
- Retail Pharmacy revenue has increased \$66M or 18% from last year.
- Outpatient and Emergency visits have increased 4.8% and 4.2% respectively, from prior year.

Goal Owner: Jeff Rooney



YTD Adjusted Earnings Before Interest, Depreciation and Amortization (EBIDA)*



YTD Actual: \$110.6 million
YTD Target: \$122.7 million
Variance: (\$12.1) million
2025 Target: \$147.2 million

*YTD as of October 31, 2025

Strategy and Growth



Goal #1: Increase Share of Wallet

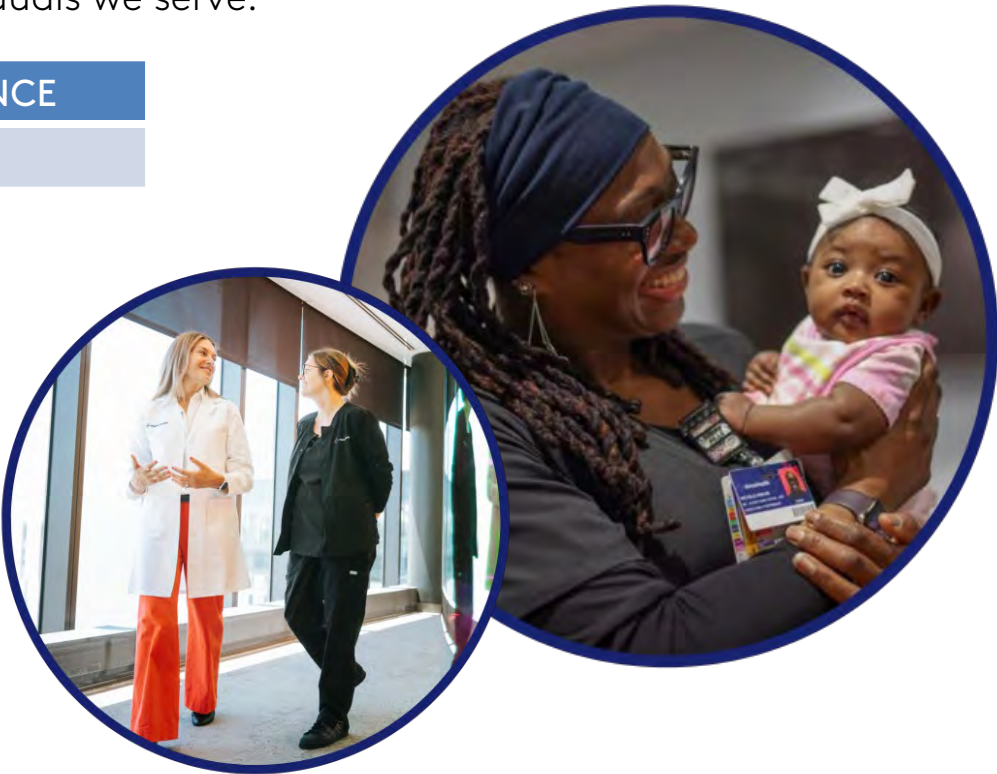
Status: **ON TRACK**

The Measure: *Share of Wallet* is a revenue-based measurement designed to gauge patient loyalty. It is a calculation that reflects the total spend of a patient on their healthcare services at a particular institution.

Why It Matters: Our goal is to ensure our patients receive as much of their care as possible at MetroHealth. Ensuring this continuity of care will lead to better health outcomes for the individuals we serve.

2025 TARGET	2025 YTD RAW PERFORMANCE
2024 baseline + .75% Improvement	53.85%

*2024 baseline is **51.58%**



Strategy and Growth

Goal #1: Increase Share of Wallet (continued)

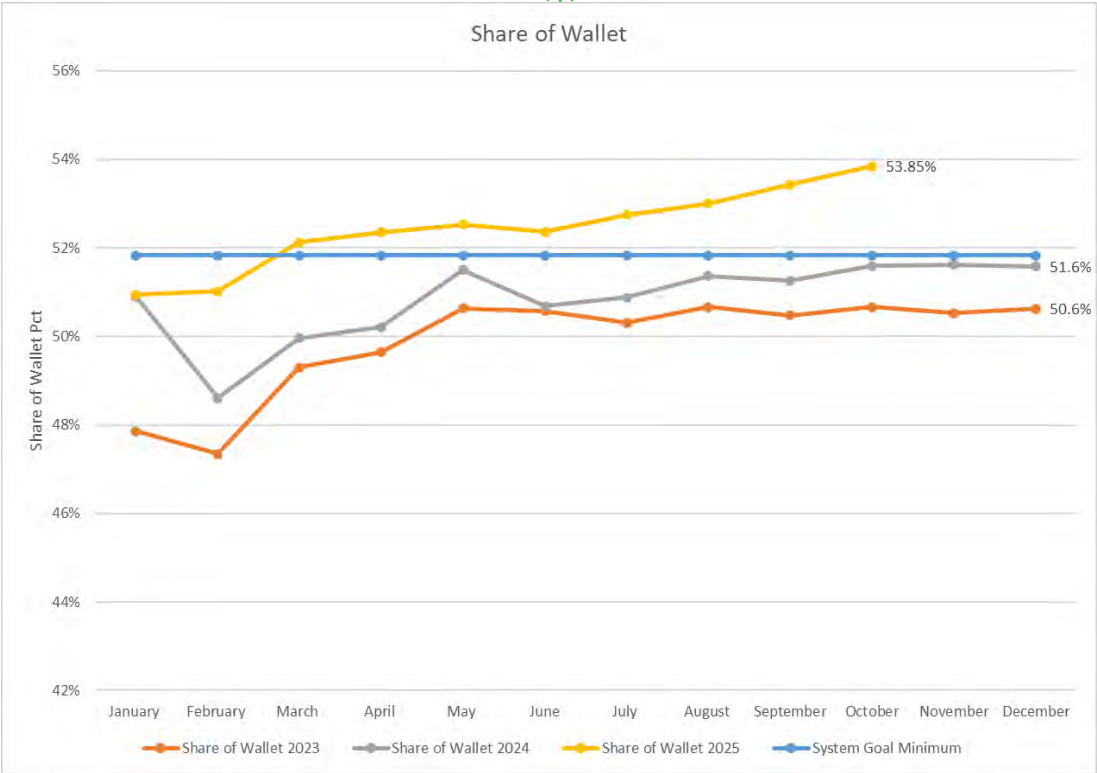


YTD Progress

Baseline Performance: 51.58%

YTD Raw Performance: 53.85%

- Meaningful trending of performance requires at least 90 days of information.
- Share of Wallet is on track to exceed Max (+2.27%).
- Patient distribution across the various segments continues to change with decreasing Medicaid patients and a shift into Health Exchange coverages (represented in both Commercial PPO and Narrow Network segments).



2025 SOW									10/31/2025
		October YTD							
Group	MetroHealth Pt Activity	Pt Adj	PY Pt Activity	Pct of Yr	Projected Annual Pt	Pro-rated Total Spend	Domestic Spend	YTD SOC	
Total Medicare	57,319	1.7%	54,770	94.4%	61,761	\$ 722,886,066	\$ 348,149,801	48.2%	
Medicaid	98,388	18.0%	105,232	92.0%	126,195	\$ 406,657,274	\$ 264,356,149	65.0%	
Commerical PPO	93,235	0.0%	88,816	89.7%	103,887	\$ 705,995,146	\$ 341,658,758	48.4%	
Commercial Narrow Network	21,583	12.0%	19,371	95.0%	25,454	\$ 123,654,632	\$ 100,817,215	81.5%	
TOTAL PATIENT POPULATION	270,525		268,189		317,296	\$ 1,959,193,118	\$ 1,054,981,924	53.8%	

Goal Owner: Nabil Chehade, MD

Strategy and Growth



Goal #2: New Patient Growth

Status: **OFF TRACK**

The Measure: *New patients* are defined as individuals who have not had a billable encounter with MetroHealth, Spry, Spry Senior or Lumina within three years of their 2025 encounter.

Why It Matters: New patient growth is essential to ensuring our stability and expanding our capacity to provide exceptional care and support to the community.

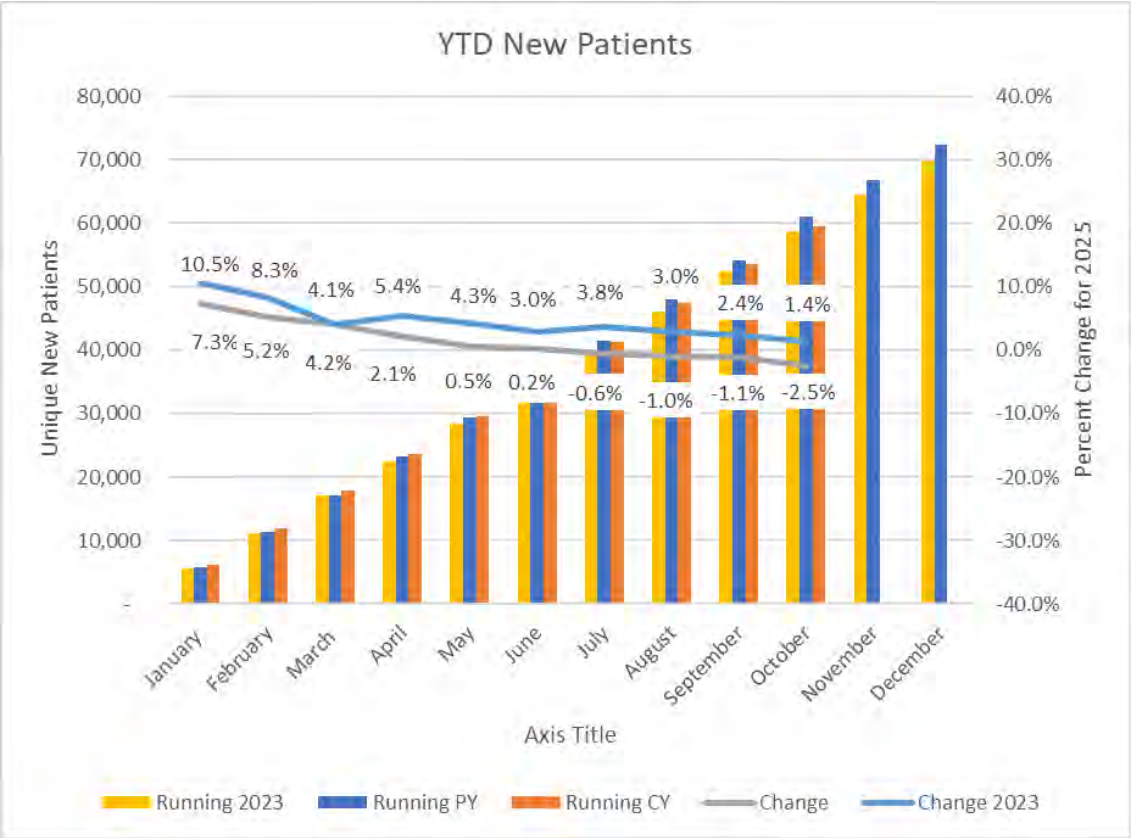
2025 TARGET	2025 YTD Performance
73,707*	59,486

*2024 baseline + 2% improvement

Recent highlights/initiatives:

- After a strong start to the year, performance in this new goal has continued to regress below the 2024 baseline.
- Performance is -2.5% below 2024 but 1.4% above 2023 levels.
- There are 784 fewer new patients in self-pay compared to last year.

Goal Owner: Nabil Chehade, MD



Quality, Safety and Experience



Goal #1: Elimination of Harm Goal with Sepsis Risk Adjusted Mortality

Status: **GENERALLY ON TRACK**

The Measure: Patient harm is defined as any preventable condition that occurs because of medical care in a healthcare setting. This composite score covers 16 publicly reported preventable harms, including pressure ulcers, post-operative sepsis, in-hospital falls with hip injury and hospital-acquired infections like MRSA and C-diff. In addition, this measure now includes sepsis-related mortality as part of the composite score.

Why It Matters: In addition to simply being the right thing to do, our performance in this area is reflected in our CMS Care Compare Star Ratings, Leapfrog grades and CMS performance-based penalty and incentive programs.

2025 COMPOSITE TARGET	YTD HARM SCORE	YTD SEPSIS MORTALITY	YTD COMPOSITE SCORE
0.86	0.90 harms per 1,000 inpatient days	1.03 observed to expected mortality rate	0.87

Recent highlights/initiatives:

- The Fall 2025 Leapfrog Safety Grade has been released. MetroHealth remains a grade "C"
- The Vizient 2025 Quality and Accountability Scorecard demonstrated a 1.4% improvement in our overall score and a 4.6% improvement in our overall rank compared to our 2024 performance
- The Perioperative Management of Antithrombotic guidelines were approved and distributed to assist with management and reduction of Patient Safety Indicators



Goal Owner: Joseph Golob, MD

Quality, Safety and Experience



Goal #2: Improving the Patient Experience

Status: **GENERALLY ON TRACK**

The Measure: Our Patient Experience score is a composite of all 9 domains of the HCAHPS patient survey as well as two questions from both the Emergency Department and Ambulatory real-time survey. This composite reflects our patients’ perception of communication with providers, staff responsiveness, cleanliness and other factors.

Why It Matters: Every person at MetroHealth contributes to the patient experience, and this measure reflects our commitment to ensuring everyone receives high-quality and compassionate care.

2025 TARGET	YTD 2025 (Sept)
3.39	3.33

Recent highlights/initiatives:

- September HCAHPS achieved two 5-star ratings (Recommend Hospital and Discharge Information)
- Scorecard reflects highest overall monthly rating YTD (3.67)
- Emergency Department continues to perform at 5-star rating YTD
- Ambulatory Care Enterprise focusing on access and overall communication improvements



Quality, Safety and Experience



Goal #3: Ambulatory Quality Metrics Improvement

Status: **EXCEEDING GOALS**

The Measure: As part of our commitment to elevating the level of care we provide, we are tracking 16 key ambulatory metrics that cover a variety of services and quality measures.

Why It Matters: Our performance on these metrics are important for the health and well-being of our patients but also our value-based arrangements with key payers. They are also reflected in our quality scores and rankings.

About Composite Scoring: Each quality measure has a minimum, target and maximum performance goal: 1 point for meeting minimum; 2 for target and 3 for max.

2025 SCORING	2025 YTD COMPOSITE
Threshold: 12 pts	25pts
Target: 20 pts	
Stretch: 28 pts	

Goal Owner: Nabil Chehade, MD

Measures	Baseline	2025 Target	YTD 2025	Points
Diabetes: Hemoglobin A1c poor (lower is better) (%)	23%	23%	24%	1
Diabetic Eye Exam (%)	40%	42%	40%	1
Cervical Cancer Screening (%)	65%	66%	65%	1
Breast Cancer Screening (%)	74%	74%	75%	3
Colorectal Cancer Screening (%)	60%	60%	62%	3
Kidney Health Evaluation (%)	56%	56%	53%	1
Screening for Clinical Depression & Follow Up (%)	60%	61%	60%	1
Controlling Blood Pressure (%)	71%	72%	73%	3
Initiation/Engagement of Alcohol/Other Drug Dependence Treatment (%)	7%	8%	8%	2
Timeliness of Prenatal Care (%)	81%	82%	82%	2
Postpartum Care (%)	84%	85%	83%	0
Well-Child Visits in First 15 Months (%)	58%	58%	61%	3
Childhood Immunization Status (%)	30%	31%	30%	1
Pediatric Lead Screening (%)	78%	78%	80%	3
Completion of Medicare Wellness Visits (N)	14,593	14,500	12239	0
Improving Annual Comprehensive Assessments of Care Conditions (%)	73%	74%	67%	0

Employee Engagement and Retention



Goal: Improvement of Employee Engagement Survey Participation Rate

Status: **GENERALLY ON TRACK**

The Measure: In 2024, 78.6% of our caregivers responded to our Employee Engagement Survey – far above our initial target and exceeding our maximum goal. According to our vendor, Perceptyx, survey participation rates in the healthcare industry are typically 70%.

Why It Matters: This survey is one of the many ways our caregivers can tell us about their experience working at MetroHealth, the progress we have made, and, most importantly, how we can do better.

2024 Year-End Baseline	2025 Target Goal	YTD 2025 (as of 11/7/25)
78.6%	80.0%	67%**

**Not reflective of final participation rate. Data clean-up underway to remove employees recently terminated and/or on an active Leave of Absence during the survey period.



Recent employee engagement activities include:

- To boost survey participation, the HR Business Partner Team rounded throughout the hospital and all ambulatory locations, sharing snacks and flyers to encourage everyone have their voices heard. Additionally, departments that exceed the 81% response rate stretch goal will receive a special treat from Dr. Alexander as a thank-you.
- As of today, 325 employees donated their annual gift card to the Employee Hardship Fund, resulting in \$8,125 raised to support our colleagues.

Employee Engagement and Retention



Goal: Reduction in Turnover Rate Within First Year of Employment

Status: ON TRACK

The Measure: This measure is defined by taking the number of employees departures within first year of employment and dividing it by the number of employee departures in 2025.

Why It Matters: An organization’s ability to retain new hires is an indicator of its total rewards offerings, organizational culture and management.

2024 Year-End Baseline	2025 Target Goal	YTD 2025 (as of 11-7-25)
44.0%	42.0%	35%

Recent retention highlights include:

- Launched Respiratory Therapy partnership with University of Akron. This engagement allows students to participate in an off-site learning lab at MetroHealth in addition to traditional curriculum.
- MetroHealth hosted a career event organized by Opportunities for Ohioans with Disabilities on October 9. More than 100 participants and 27 employers conducted on-site interviews for employment opportunities.
- Talent Acquisition is scheduled to visit Polaris Career Center's Police Academy on November 17 to speak with students about Public Safety career at MetroHealth.
- Youth Programming team conducted 10 career exposure programs for high school students throughout the months of September and October.



Research and Teaching



Goal: Increase Grant Applications

Status: **EXCEEDING GOALS**

The Measure: This measure tracks the number of grant applications (federal, state or Foundation-level) our faculty and staff submit to public and private sources for funding to support research, education and training programs. MetroHealth/Case Western Reserve University is the primary award recipient.

Why It Matters: As an academic medical center, research and education are at the heart of what we do. One of our strategic priorities as a System is to build upon our role as an academic institution, and securing funding from outside sources is an important component of that work.

2024 Year-End Baseline	2025 Target Goal	YTD 2025
105 applications	85 applications	96 (October)

Recent academic highlights include:

- 96 grants submissions to date; annualized, this translates to 115 applications, which exceeds stretch.
- Amber Whited-Watson, DO, Assistant Professor of Family Medicine awarded the Prestigious ACGME Parker J. Palmer Courage to Teach for Program Directors.
- Cynthia Kubu, PhD, Professor of PM&R, joined the MetroHealth System as our new Director of Faculty Development.
- CWRU approved new Appointments and Promotion Guidelines that substantially revised the non-tenure track appointment to be more aligned with the academic activities of clinicians whose primary academic activity is teaching and clinical excellence.



Goal Owner: John Chae, MD

Please Note: The feasibility of this goal remains uncertain due to the uncertainty at the federal level. Should the government (federal or state) prevent grant application submissions for a 60-day consecutive period during 2025, the goal will be removed.

System News and Accomplishments

The MetroHealth Foundation



Fundraising Update

- Raised \$17.5 million in philanthropic support as of October 31, compared to \$5.9 million during the same period last year.
- Through October, the Foundation has contributed nearly \$5.8 million toward capital projects, programs and mission-critical initiatives - representing strong progress toward our \$7 million annual budget. We remain on track to achieve our year-end goal.

2025 Employee Giving Campaign Blitz

- 322 employee participants as of November 10, compared to 166 total during the entire four-week campaign in 2024.
- Top 3 funds: Employee Hardship Fund, MetroHealth Fund and Institute for H.O.P.E.™
- Year-to-date: Over 660 participants in 2025 vs. 564 in 2024 - a 17%+ increase.

Year-End Fundraising

- Spotighting Food as Medicine Clinic and Rafael's story as part of Giving Tuesday (December 2).
- Direct mail and email featuring [Dee Cottrell's inspiring story of recovery](#).
- Gifts matched up to \$10,000 through December 31.

Notable Gifts (\$25K+)

- \$177,900 - First Year Cleveland (Nurse-Family Partnership)
- \$100,000 - William J. and Dorothy K. O'Neill Foundation, Inc. (Nurse-Family Partnership)
- \$49,751 - The AIDS Funding Collaborative (PrEP Navigation)
- \$25,000 - Equity Trust (Emergency Services)



The MetroHealth Foundation



National Philanthropy Day

- Association of Fundraising Professionals – Greater Cleveland Chapter honored [JoAnn and Bob Glick](#) (Philanthropists of the Year).
- Bank of America (Corporate Leadership Award).

Champion of Philanthropy

- [Liz Dreben, PhD](#) – 30+ years guiding patients with compassion; generous sustaining supporter.

Community Support

- Charlie's Challenge supported families facing perinatal loss.
- Pink Mamas raised \$1,200 for BREAST/Amigas.
- 100+ Women Who Care of the Western Reserve and the Richard M. Schulze Foundation helped moms in recovery with job readiness, transportation and enrichment at The Moms House.



Nursing

In May 2012, MetroHealth introduced the DAISY Award for Extraordinary Nurses, a nationwide recognition program honoring nurses for exceptional care provided to patients and their families.

The DAISY Foundation was formed by the family of J. Patrick Barnes who died at age 33. His family created the Foundation and the award to recognize nurses for the unparalleled care they provide to patients during the most vulnerable times of their lives.

Congratulations to our most recent DAISY honorees.

- **Jennifer Connell, RN** (Cleveland Heights, Inpatient Unit)
- **Brenda Fleck, RN** (Main Campus, NICU)
- **Cosette Harris, RN** (Main Campus, 3 East)
- **Brianna Turner, LPN** (Main Campus, 4 East)



Jennifer Connell



Brenda Fleck



Cosette Harris



Brianna Turner

Community Engagement

Community

- Hispanic Roundtable CEO Speed Networking
- State of the Schools
- HPIO-Ohio Healthy Policy Summit Sponsorship
- Walk to End Alzheimer's- Donation
- Breakthrough T1D Walk- Sponsorship
- Making Strides Against Breast Cancer Walk- Sponsorship
- Environmental Health Watch Lead Walk
- City Club of Cleveland Featuring Kate Nagel
- Bikur Cholim Women's Health Expo

Uncompensated Care Outreach

- Community Stakeholder Meeting
- Patient Family Advisor Meeting
- WellLink Community Assister Meeting
- Open enrollment promotion and health and enrollment fair planning



MetroHealth Total Care Connection

Health and Enrollment Fairs



November 15, 2025
11 a.m. - 3 p.m.

**MetroHealth Broadway
Health Center**
6835 Broadway Ave
Cleveland, Ohio 44105



December 13, 2025
11 a.m. - 3 p.m.

MetroHealth Rammelkamp
2500 MetroHealth Dr.
Cleveland, Ohio 44109



January 10, 2026
11 a.m. - 3 p.m.

Pokrova Church
6812 Broadview Rd.
Parma, OH 44134

Government Relations



State Government Relations

- Food Bank Community Resource Center Partner meeting with Representative Mike Dovilla
- Parma Medical Center Tour with Representative Sean Brennan
- Outpatient Health Center Tour with Senator Nickie Antonio



Local Government

- Cleveland Heights City Council Meeting
- Community Latino Leader Meeting with Councilwoman Jasmin Santana
- Meeting with County Executive Chris Ronayne
- State of the County



Communications



Proactive Media Relations

- News Release: [MetroHealth named one of nation's most digitally advanced health systems](#)
- News Release: [MetroHealth launches community-wide initiative to expand access to health coverage](#)
- Expert Placement: [Northeast Ohio's children severely burned – even killed – attempting TikTok fire challenges \(19 News\)](#)
- Continued to build on connections resulting from editorial outreach visits to local media outlets to build relationships and generate awareness of MetroHealth.

Other Communications Initiatives

- **Social Media:** In collaboration with Marketing and Community Engagement, the Communications team launched a social media campaign for our upcoming Total Care Connection health and enrollment fairs as well as our open enrollment support initiative.
- **Internal Communications:** Managed employee communications around open enrollment, UKG/timekeeping system implementation, Employee Engagement Survey and more.



Marketing: Hand & Upper Extremity Center



To accelerate growth in neuromusculoskeletal care, we launched a targeted campaign elevating our Hand & Upper Extremity Center as the region's leader in advanced treatment for hand, wrist, elbow, and shoulder conditions. By combining clinical expertise with precision marketing, the initiative drives awareness, engagement and appointment leads among high-propensity audiences.

Paid Media

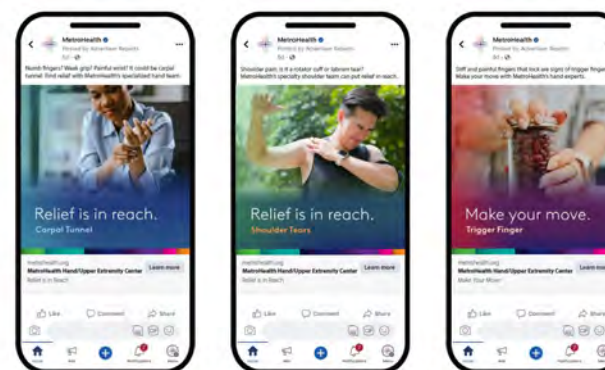
- Search, Social, Display, List Match
- Fox 8 MetroHealth Minute paid social videos
- Direct Mail to 18K high-propensity consumers

Owned Media

- 4-part Targeted Email Series (64K reach)
 - Sept: Carpal Tunnel; Oct: Shoulder Tears; Nov: Trigger Finger; Dec: Arthritis
- [Be SimplyWell Blog & Newsletter](#) (300K reach)
- [Be SimplyWell Virtual Health Talk](#) with Dr. Hoyen (159 registrations)

Earned/Internal

- Social media posts, Best Doctors, holiday hand safety tips
- Media pitching: seasonal safety



Performance Update: Lead volume in 2025 has surpassed all of 2024 and continues to grow.

Sights Around the System



On Halloween, caregivers from more than 25 departments delivered a playful mix of Halloween goodies such as coloring books, toys, games and treats to patients on the Pediatrics floor at The Glick Center.

A MetroHealth tradition that dates back as early as 1955, the annual trick-or-treat event is more than just a little fun. For our youngest patients, a stay in the hospital can feel scary. Taking the time to dress up, have fun and visit with MetroHealth caregivers can help cheer them up. To ensure no one felt left out, a "reverse trick-or-treat" format was used so that patients held in isolation could enjoy the fun safely.

A day prior, MetroHealth caregivers hosted a trunk or treat event at Buckeye Health Center. Although the festivities were moved indoors due to rain, the weather didn't dampen the mood for children and their families. As the festivities wrapped up, 124 people, including 37 families, stopped by the annual Trunk or Treat.



Awards and Recognition



The MetroHealth System has been recognized by the College of Healthcare Information Management Executives (CHIME) as one of the most digitally advanced health systems in the nation, having achieved Level 10 status in the **2025 Digital Health Most Wired** (DHMW) survey – the highest possible designation.

MetroHealth is the **only health system in Northeast Ohio** and one of two in Ohio to achieve Level 10 honors.

MetroHealth joins an elite group of organizations setting the benchmark for digital health excellence. In 2025, **only 18 organizations worldwide** earned Level 10 honors across all care settings. MetroHealth is one of just 14 hospitals in the acute care category and one of 18 in the ambulatory category to reach this milestone.

The CHIME Digital Health Most Wired program is an internationally recognized assessment that measures how effectively health systems leverage technology to improve patient outcomes, enhance efficiency and elevate the care experience.

