



Human Resources & Compensation Committee Meeting

The MetroHealth System

Virtual via YouTube Stream

2025-12-17 14:00 - 16:00 EST

Table of Contents

I. Agenda.....	2
II. Approval of Minutes.....	3
III. Information Items	
A. HR Team Spotlight: Volunteer Services.....	7
B. Workforce Updates.....	11
C. 2025 Employee Engagement Survey Results.....	15

The MetroHealth System Board of Trustees

HUMAN RESOURCES & COMPENSATION COMMITTEE

DATE: Wednesday, December 17, 2025
TIME: 2:00pm – 4:00pm
PLACE: Virtual via YouTube Stream:
<https://www.youtube.com/@metrohealthCLE/streams>

AGENDA

- I. Approval of Minutes**
 - A. Approval of Committee Meeting Minutes from October 8, 2025
- II. Information Items**
 - A. HR Team Spotlight: Volunteer Services – D. Southerington, J. Esposito
 - B. Workforce Updates – D. Southerington, J. Esposito
 - C. 2025 Employee Engagement Survey Results – D. Southerington, J. Esposito
- III. Executive Session**
- IV. Return to Open Meeting**
- V. Recommendation/Resolution Approvals**

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.-R¹

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.

Meeting Minutes

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

The MetroHealth System Board of Trustees

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.

The MetroHealth System Board of Trustees

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.

The MetroHealth System Board of Trustees

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



MetroHealth

Human Resources & Compensation Committee Meeting

Deborah Southerington

SVP, Chief Human Resources Officer

December 17, 2025

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

Human Resources Team Spotlight

Volunteer Services

Joined Human Resources May 2024

- **410 volunteers for 10,000 hours**
- **20 volunteer opportunities**
 - Patient Safety Rounders
 - Child life, NICU Infant Comforters
 - Literacy program with County Library
 - All Emergency Departments and PM&R locations
 - Virtual and Community Volunteers for Special Projects
 - Simulation volunteers to act as patients
 - Patient and Family Advisors, Doulas, and Trauma Peers
- **Loving Paws**
 - 35 Loving Paws pups in 4 years
 - 1000 hours
 - Engage with 50 people on average per visit
 - Distributed over 7,500 Loving Paws trading cards



Top two reasons for volunteering:

The joy of giving back (91%)

To help the underserved community (55%)



[Volunteer Stories](#)

[Volunteer Opportunities | The MetroHealth System](#)

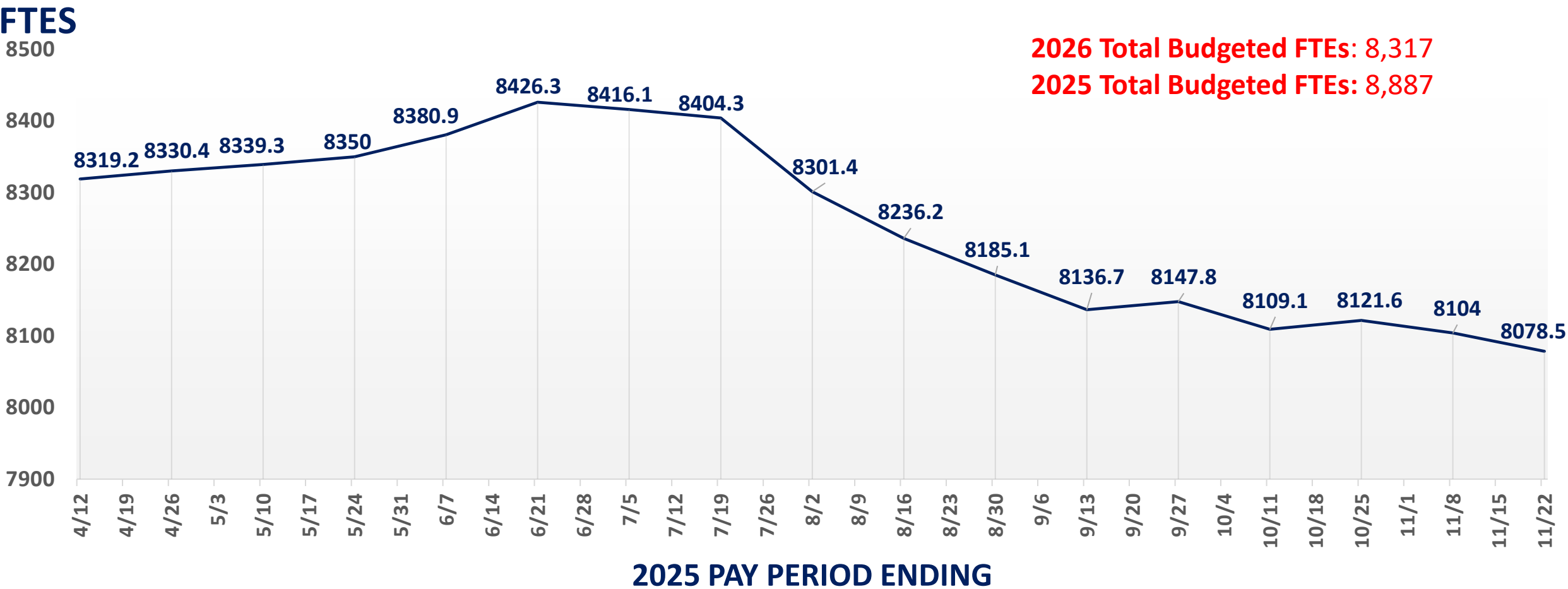
[Loving Paws Therapy Dog Program - Volunteer | The MetroHealth System](#)



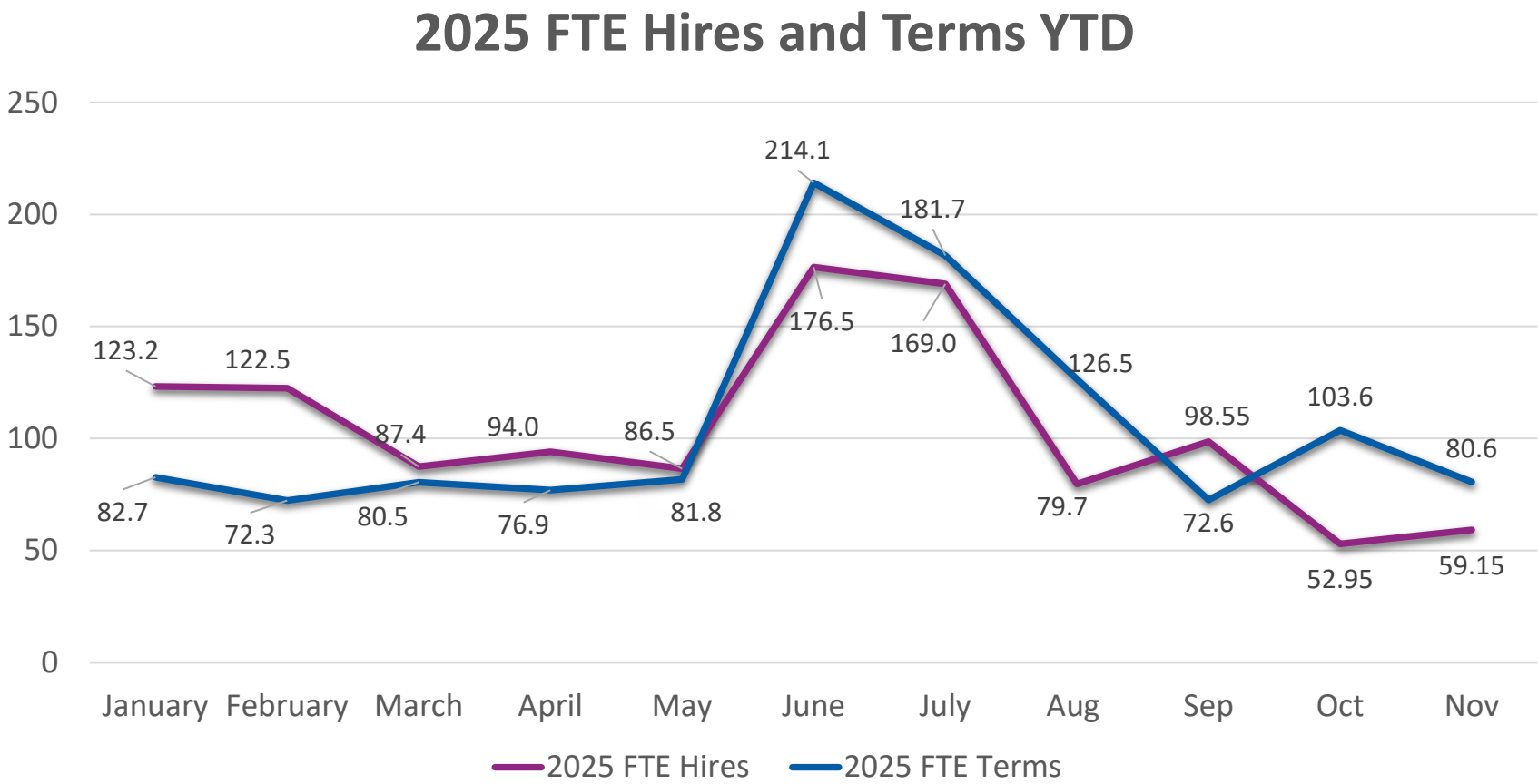


Workforce Updates

Reduction in Paid FTEs



Hires vs. Terms YTD



2025 YTD:
1149.5 FTEs Hired
-1173.3 FTEs Termed
-23.9 FTE Net Decrease

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%



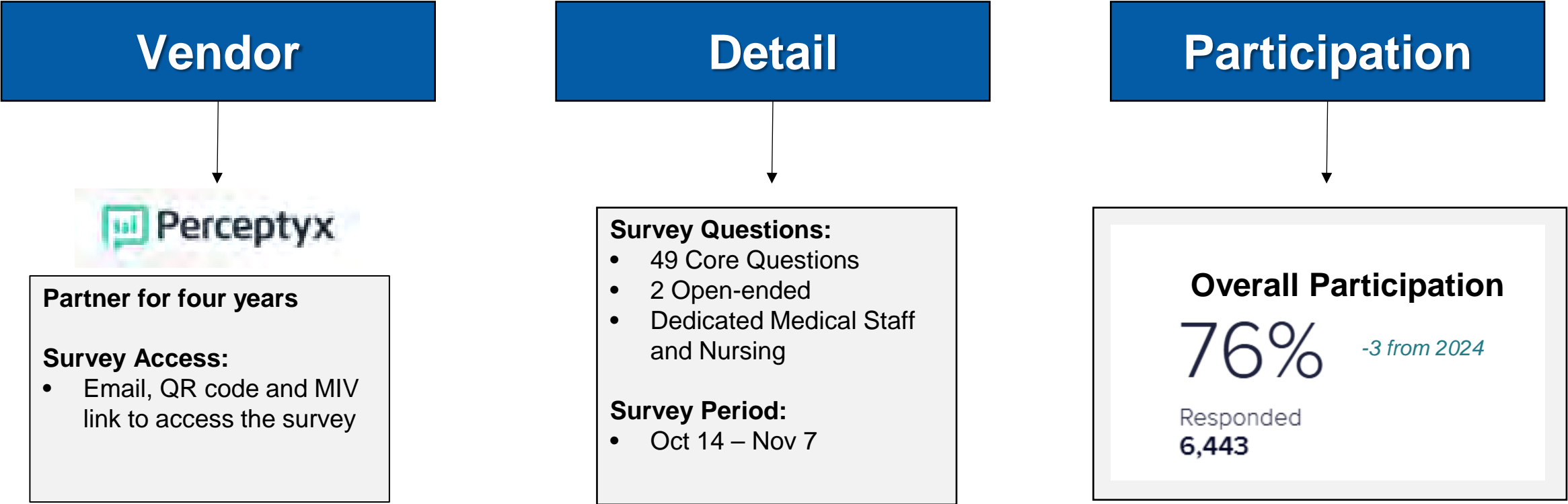
A decorative graphic in the top right corner consisting of numerous circles of varying sizes and colors, including orange, red, pink, purple, blue, teal, and green, arranged in a cluster that tapers towards the top right.

2025 Employee Engagement Survey

Survey methodology and background

2025 Employee Engagement Survey

2024 Baseline	2025 MIN	2025 TARGET	2025 MAX
78.6%	78%	80%	81%



Survey Elements

CATEGORIES

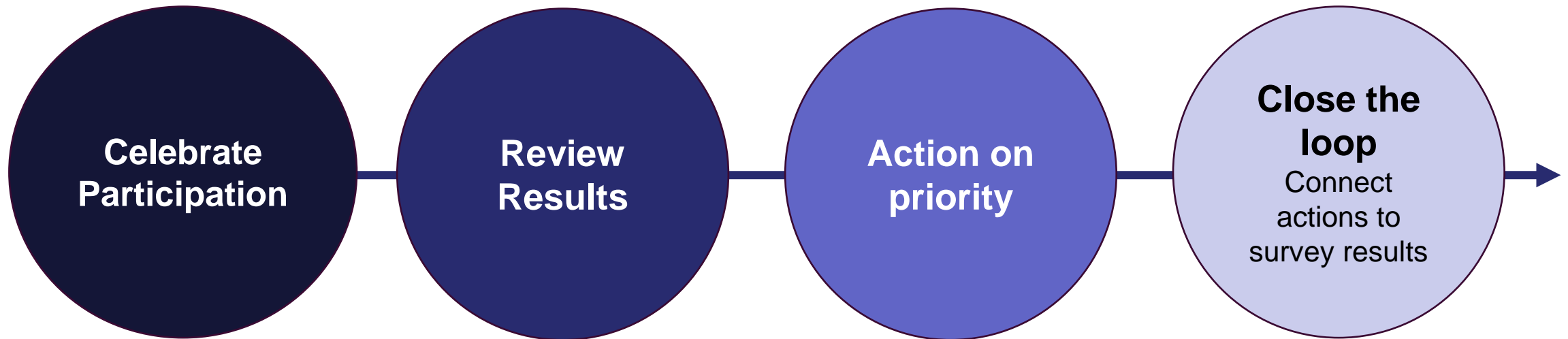
- Engagement Index
- Senior Management
- Employee Empowerment
- The Wellness Index
- Growth and Development
- Diversity & Inclusion
- Manager Relationship
- Performance Management
- Recognition and Reward
- Teamwork and Collaboration
- Trust & Respect
- Resources and Support
- Ethics and Integrity
- Clarity of Direction
- Company Culture

AGREEMENT RESPONSE OPTIONS

5 Strongly Agree The employee almost always agrees	4 Agree The employee agrees with the question, but there is room for improvement	3 Neither Agree Nor Disagree The employee agrees/ disagrees nearly as often with the question; neutral response	2 Disagree The employee's expectation of the question is not met the majority of the time	1 Strongly Disagree The employee's expectation of the question is almost never met
Favorable		Neutral	Unfavorable	

What's next?

System and individual leaders' expectations to review and respond to survey results



Timeline of Key Activities

Tactic	Nov 2025	Dec 2025	Dec 16, 2025	Week of 1/12	Week of 1/19	Week of 1/26	Mar 13, 2026	Fall 2026
Participation rates shared with organization in Monthly Rounds publication								
Participation rates and special treat incentive recipients shared with leadership								
CEO system results presentation								
Executive Leadership Team system result presentation and platform access								
System result presentation, leader expectations, action planning, and platform access to all leaders								
System result summary and next steps communication								
Leader Action Plan submissions due								
2026 Annual Employee Engagement Survey								
Provide resources and support to support action planning								
Celebrate and share best practices across leadership								

Questions?