



Strategic Planning Committee Meeting

The MetroHealth System

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

2026-02-11 13:00 - 15:00 EST

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The MetroHealth System Board of Trustees

STRATEGY COMMITTEE

DATE: Wednesday, February 11, 2026
TIME: 1:00pm – 3:00 pm
PLACE: MetroHealth Board Room (K107) / Via YouTube Stream:
<https://www.youtube.com/@metrohealthCLE/streams>

AGENDA

- I. Welcoming & Opening Comments
- II. Objectives of the Committee
- III. Review of the Strategy Committee Charter
- IV. Executive Session
- V. Return to Open Meeting
- VI. Meeting Cadence for 2026 and Next Meeting
- VII. Closing Comments



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The Strategy Committee of the MetroHealth Board of Trustees

Charter

Purpose

The Strategy Committee (“Committee”) partners with The MetroHealth System’s Board of Trustees (“Board”) to support the strategic vision, deployment of the enterprise strategic plan and provide guidance on key strategic initiatives impacting MetroHealth. The Committee will support the enterprise strategic plan’s execution by monitoring progress toward strategic goals, reviewing and recommending adjustments to strategic priorities as needed, and encouraging organizational agility in response to evolving market conditions, care delivery methods, regulatory environments, and community needs. ~~The Committee will engage with the Board to ensure that all strategic imperatives enable MetroHealth to be strategically viable, financially sustainable and are aligned with our mission and the needs of the community we serve.~~

The Committee will have four ~~critically important~~core strategic functions present on the Committee:

- Strategy
- Marketing
- Communications
- Government Relations

Each of these four strategic functions will have ~~equal~~ representation on the Committee as they play an important role in the strategic success for MetroHealth. ~~Additionally, they work closely to ensure the mission and vision are achieved.~~The Committee may add representation from additional functional areas as needed to meet its purpose.

Responsibilities

In fulfilling its charge, the Committee is responsible for supporting the following activities ~~and functions~~ across the four core strategic functions:

I. Strategy

- Provide input and recommendations to the ~~full BOT~~Board for the annual review ~~and revisions~~ of the enterprise ~~S~~strategic ~~P~~plan.



MetroHealth

- Review industry trends, market needs, ~~consider~~ regulatory changes and competitive landscapes to aActively participate in the assessment of of program and/or market expansion, real estate investment and new market/programmatic opportunities.
- ReviewEvaluate and provide feedback/insights into any proposed partnerships, joint ventures, acquisitions or system--level divestitures. in clinical programs and/or sites of service.
- Review and recommend approval to other Board Committees regarding strategic priorities for the institution, such as real estate investments both on main campus and in key markets.
- Participate in the strategic assessment and selection of for the procurement and review of outside vendors and consulting firms, service providers, and advisors being considered to ensure alignment to the mission and to support the design or execution of the enterprise Sstrategic Pplan. strategic objectives of MetroHealth.

II. Marketing

- Provide relevant and timely feedback on all strategic marketing campaigns impacting the enterprise strategic plan. for MetroHealth including clinical programs and services.
- ~~Participate in the strategic assessment and review of outside vendors and consulting firms, service providers, and advisors to ensure alignment to the mission and strategic objectives of MetroHealth.~~
- Champion MetroHealth's brand outside in the community and with key external stakeholders.
- Actively participate inSupport the refinement and updating process for of MetroHealth's website, social media campaigns, and marketing initiatives as content pertains to the enterprise strategic plan.

III. Communications

- Establish a strong awareness of the key messages and campaignspriority messaging on strategy for the year being undertaken by MetroHealth including, but not limited to, key internal messaging to employees and external messaging to communications mediums, including print, online, television, social media, etc. stakeholders, local, state, and federal political leaders.
- Review and provide feedback on joint marketing and communication initiatives to ensure they are campaigns to ensure key metrics and performance measures are being met and are aligned to MetroHealth's mission.
- ~~Participate in the strategic assessment and review of outside vendors and consulting firms, service providers, and advisors to ensure alignment to the mission and strategic objectives of MetroHealth.~~

IV. Government Relations



- ~~Gain timely~~Obtain insights into the key policy positions and pending legislation or ~~standings~~ relevant to MetroHealth.
- ~~When recommended by~~ In partnership with MetroHealth's Government Relations' team, advocate at the local, state and federal level on key issues and positions s impacting MetroHealth.
- ~~Assess the management of each advocacy campaign, including judgment on campaign work plans, approaches, deliverables, phasing of activities, internal team resourcing, progress in implementation, fulfillment of committed deliverables and the exercise of leadership within the organization.~~
- ~~Participate in the strategic assessment and review of outside vendors and consulting firms, service providers, and advisors to ensure alignment to the mission and strategic objectives of MetroHealth.~~

Composition

The Strategy Committee shall be led by a board member with an interest and background in strategy, marketing, communications and /or government affairs and will consist of additional board members, as identified by the Board Chairperson.

The Committee shall be staffed by the Chief Strategy Officer, Chief Marketing Officer, Vice President of Communications, Vice President, Strategy and the Senior Vice President of External Affairs and other relevant members of the executive team.

All Trustees are invited to attend Strategy Committee meetings, but only members of the Strategy Committee may vote on matters before the Committee.

Meeting Schedule

The Committee shall meet at least quarterly ~~starting in February 2026~~.



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The Committee will have four core strategic functions present on the Committee:

- Strategy
- Marketing
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- Government Relations

Each of these four strategic functions will have representation on the Committee as they play an important role in the strategic success for MetroHealth. The Committee may add representation from additional functional areas as needed to meet its purpose.

Responsibilities

In fulfilling its charge, the Committee is responsible for supporting the following activities across the four core strategic functions:

- I. Strategy
 - Provide input and recommendations to the Board for the annual review of the enterprise strategic plan.
 - Review industry trends, market needs, regulatory changes and competitive landscapes to actively participate in the assessment of real estate investment and new market/ programmatic opportunities.
 - Evaluate and provide feedback/insights into any proposed partnerships, joint ventures, acquisitions or system-level divestitures.



- Review and recommend approval to other Board Committees regarding strategic priorities for the institution, such as real estate investments both on main campus and in key markets.
- Participate in the strategic assessment and selection of outside vendors and consulting firms, service providers, and advisors being considered to support the design or execution of the enterprise strategic plan.

II. Marketing

- Provide relevant and timely feedback on strategic marketing campaigns impacting the enterprise strategic plan.
- Champion MetroHealth's brand outside in the community and with key external stakeholders.
- Support the refinement and updating of MetroHealth's website, social media campaigns, and marketing initiatives as content pertains to the enterprise strategic plan.

III. Communications

- Establish a strong awareness of the priority messaging on strategy for the year being undertaken by MetroHealth including, but not limited to, internal messaging to employees and external messaging to communications mediums, including print, online, television, social media, etc.
- Review and provide feedback on joint marketing and communication initiatives to ensure they are aligned to MetroHealth's mission.

IV. Government Relations

- Obtain insights into the key policy positions and pending legislation relevant to MetroHealth.
- When recommended by MetroHealth's Government Relations' team, advocate at the local, state and federal level on key issues and positions impacting MetroHealth.

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