



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

April 2026

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. Here are a few highlights to share since we last met:

● **Caregiver safety:** As I've said many times, nothing is more important than the safety of MetroHealth caregivers. Violence against healthcare workers is a growing and disturbing trend. While healthcare workers make up 10% of the U.S. workforce, they experience 48% of all workplace-violence injuries. This is unacceptable. Every nurse, physician, support staff member and first responder deserves to feel safe in the environments where they care for our community.

Earlier this month, we submitted a statement to the Cleveland City Council's Safety Committee, which is considering legislation that would increase penalties for violence against healthcare workers. In that statement, we shared our grave concerns about this issue and offered our support for efforts to address it.

The statement also provided important context for the committee: Our vital role as the community's safety-net hospital system means that we operate in complex care environments, including trauma centers, shelters and jails. As a result, we owe it to our caregivers to approach this issue in the most effective and comprehensive way possible – an approach rooted in prevention, early intervention and coordination. MetroHealth invests heavily in de-escalation training, trauma-informed care and behavioral-health integration to reduce the likelihood of violent incidents before they occur. Our teams use evidence-based screening tools to identify patients at risk of agitation or crisis, and we deploy specialized behavioral-health professionals to support both patients and staff in real time. We also use environmental design strategies such as secure care zones, controlled access points, and panic-alert technology to create safer clinical environments. These efforts are paired with robust incident reporting, data analysis and continuous-improvement processes that help us identify trends and implement targeted interventions.

Protecting our caregivers is paramount. We can do that while also maintaining a compassionate approach to care that directs patients in mental-health or substance-use crises toward treatment rather than unnecessary criminalization. In other words, efforts to prevent violence must align with our mission and go far beyond purely punitive measures.

● **Visits from council members:** In March, members of Cuyahoga County Council and Cleveland City Council's Health, Human Services & the Arts Committee visited MetroHealth and toured our Main Campus Emergency Department, Level I Trauma Center and Metro Life Flight. These visits gave council members a chance to get an up-close look at how our work as our



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region's premier trauma center is vital to Cleveland and beyond. I am grateful for their interest, their time and their service to our city and county.

● **Outpatient Health Center update:** We are just over a month away from the opening of our Outpatient Health Center. On April 17, caregivers participated in a "day in the life" simulation inside the building. This allowed them to get comfortable in the new space and to begin making the OPHC their new professional home. I hope all of you can join us on Saturday, May 16, for the Outpatient Health Center Opening Celebration, which will feature a breakfast, ribbon-cutting and public open house. You should have received an invitation in your in-box.

● **10th Annual Resiliency Run:** While you are marking your calendars, make sure to include the 10th Annual MetroHealth Resiliency Run on Saturday, June 6, at the Cleveland Metroparks Zoo. This is one of my favorite events. It honors the courage, strength and resiliency of trauma and burn survivors, their families and friends, and our dedicated caregivers who helped guide their recovery. Proceeds from the event support trauma and burn survivors treated at MetroHealth. Events include a 5K run/walk, a 1-mile walk, a kids dash and virtual options. I will be there, and I hope you can join us.

● **System goals:** Last week, I sent a message to our caregivers about our 2026 System Goals. As you know, these goals include targets in five key areas: Financial Health; Strategy and Growth; Quality, Safety and Experience; Employee Engagement and Retention; and Academics. Setting clear goals is so important to how we operate as a system. Goals help us stay accountable, strengthen our financial foundation and support our long-term strategy. They also keep us focused on what matters most – delivering excellent care. Thank you for your guidance in helping us set these goals. Every caregiver, no matter their role, contributes to our success. I encouraged all of our employees to align their individual goals with our 2026 System Goals. I told them by challenging ourselves and focusing on these essential areas, we will make certain that our work benefits the people who matter most: our patients, our community members and our colleagues.

● **City Club:** Last Friday, I had the honor of appearing at the City Club of Cleveland. The forum, a conversation with Emily Campbell from The Center for Community Solutions, allowed me to share with the wider community an update on what's happening at MetroHealth, to highlight all the things we do – often quietly, without fanfare – to outline some of the challenges we face and to share some of our vision for the future of MetroHealth. Thank you so much to the City Club for hosting me and to those of you who attended the event.

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

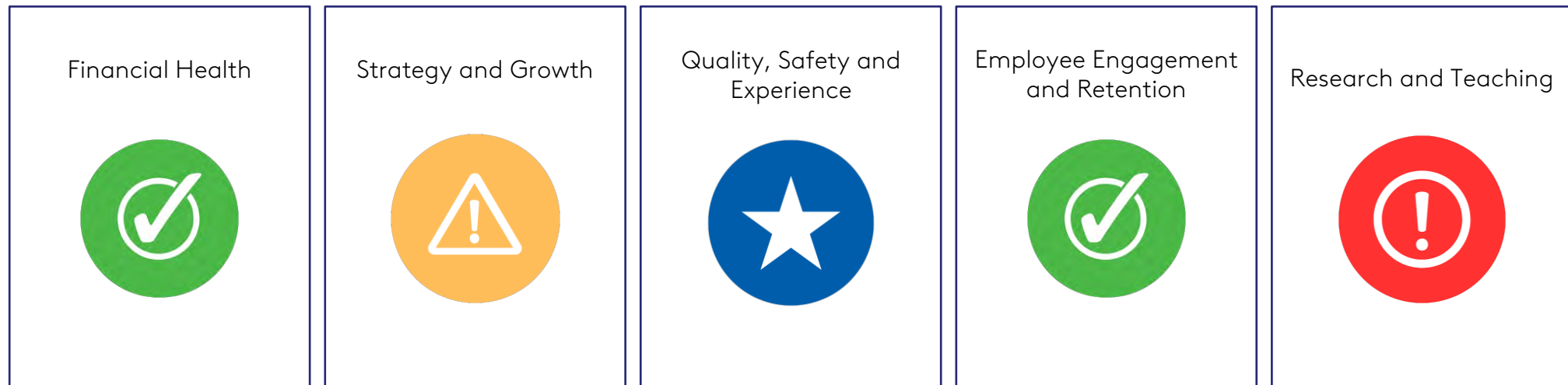
President and CEO

April 2026

System Goal Performance



April Snapshot: 2026 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 2026 Adjusted Operating Income (Loss)Target

Status: **ON TRACK**

The Measure: Operating Income (Loss) 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.

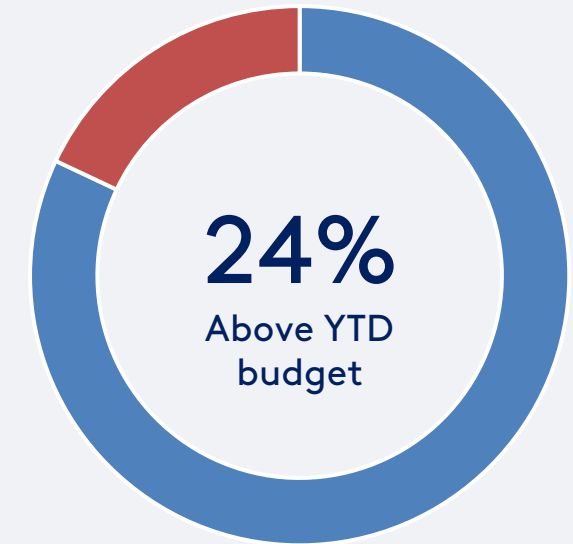
Recent highlights/initiatives:

- Cash position has stabilized and at highest level since 2022.
- Retail Pharmacy revenue has increased \$8.4M or 7.2% from last year. Capture rates have increased from 56.3% in prior year to 59.5% this year.
- Operating Expenses were \$13M below budget in the 1st quarter due to improved cost management.

Goal Owner: Jeff Rooney



YTD Adjusted Operating Income (Loss)



YTD Actual: (\$13.7) million
YTD Budget: (\$18.1) million
Variance: \$4.4 million
2026 Target: \$0 (Break-Even)

*YTD as of March 31, 2026

Strategy and Growth



Composite: Access and Strategic Growth Performance

Status: **OFF TRACK**

The Measure: Composite score of components that represent proxies for Access, Share of Wallet, Market Share, and sustainable growth.

2026 COMPOSITE TARGET	Component Weight	Min	Target	Max	YTD Performance	Tracking
Share of Wallet	50%	BL + 0.25%	BL + 0.75%	BL + 1.25%	N/A	N/A *
Ambulatory Clinic Visits	40%	1,441,519	1,461,261	1,481,273	0.6% below Target	
New Patient Growth	10%	66,977	70,502	74,027	10.3% below Target	

* 2025 Baseline performance will be recast when all components are available and validated with the StrataJazz financial software migration and completed no later than May 31, 2026. Recast is in the final stages of validation.

Goal Owner: Nabil Chehade, MD

Strategy and Growth



Component 1: Increase Share of Wallet Over Prior Year

2026 COMPOSITE TARGET	Component Weight	Min	Target	Max	YTD Performance	Tracking
Share of Wallet	50%	BL + 0.25%	BL + 0.75%	BL + 1.25%	N/A	N/A *

Status: N/A

The Measure: Improvement on the amount of medical revenue received by MetroHealth compared to the total patient medical expenditures. Share of Wallet metric is Domestic Spend/Total Spend.

Why It Matters: Share of Wallet reflects the organization's ability to serve the medical and care needs of existing patients. This provides continuity of care and a proxy measure of patient experience and access.

Recent highlights/initiatives: * 2025 Baseline performance will be recast when all components are available and validated with the StrataJazz financial software migration and completed no later than May 31, 2026.

Progress will be reported once the new baseline has been validated and approved.

Goal Owner: Nabil Chehade, MD

Strategy and Growth



Component 2: Improvement of Ambulatory Clinic Visit Volumes

2026 COMPOSITE TARGET	Component Weight	Min	Target	Max	YTD Performance	Tracking
Ambulatory Clinic Visits	40%	1,441,519	1,461,261	1,481,273	0.6% Below Target	

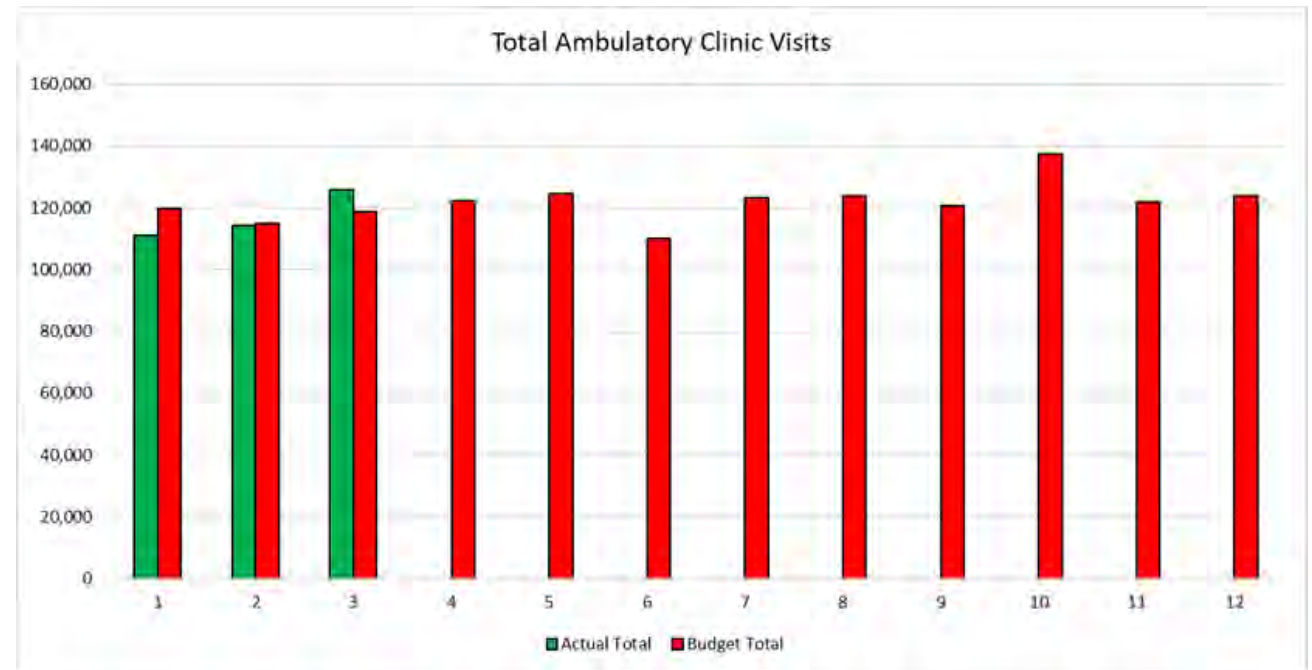
Status: Generally on Track

The Measure: Reported Ambulatory Clinic Visits completed between January 1, 2026 and December 31, 2026.

Recent highlights/initiatives:

January and February performances were under budget, while March volumes were able to exceed budget.

In-person clinic visits YTD through March are nearly 2% below Target.



Goal Owner: Nabil Chehade, MD

Strategy and Growth



Component 3: New Patient Growth Over New Baseline

2026 COMPOSITE TARGET	Component Weight	Min	Target	Max	YTD Performance	Tracking
New Patient Growth	10%	66,977	70,502	74,027	10.3% below Target	⚠️

Status: **OFF TRACK**

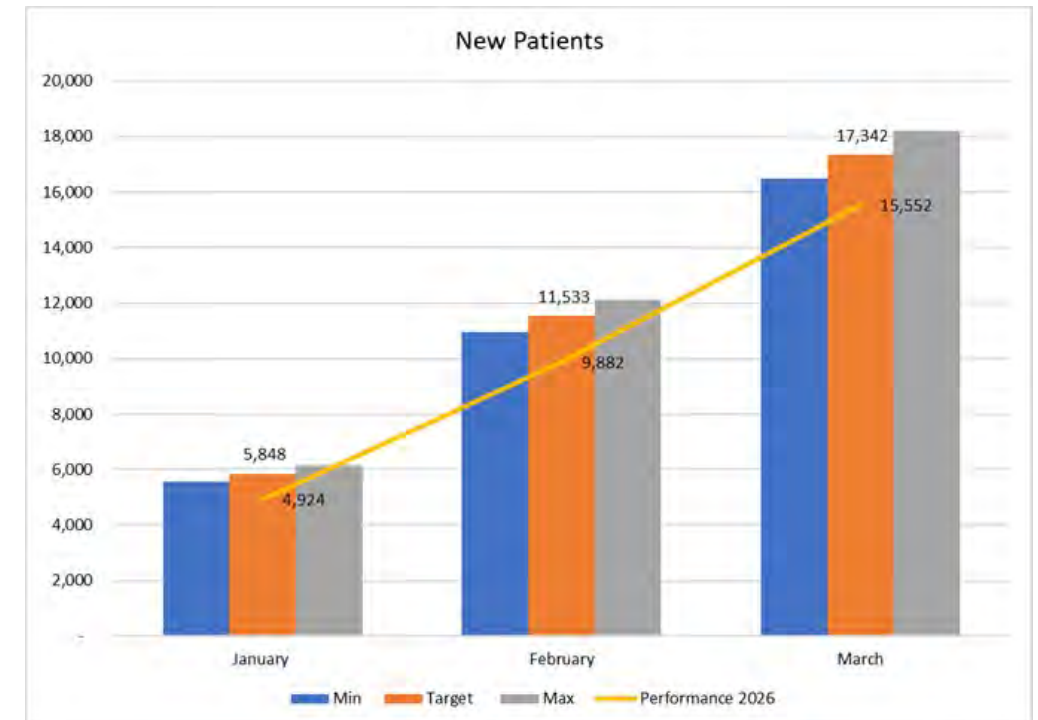
The Measure: Improvement to the number of new patients seen in 2026 from Baseline (prior 3-yr historical average). New Patients are individuals that have not had a financial transaction with The MetroHealth System in the prior 3 years.

Why It Matters: New patients are required for sustainability and growth of our patient population as natural churn occurs.

Recent highlights/initiatives:

Health Exchange has trended ~300 fewer new patients each month compared to last year.

Self-Pay has trended ~100 fewer new patients each month compared to last year (but continues to rise in overall unique patients – meaning not new).



Goal Owner: Nabil Chehade, MD

Quality, Safety and Experience



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

Status: **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.

2026 COMPOSITE TARGET	YTD HARM SCORE	YTD SEPSIS MORTALITY	YTD COMPOSITE SCORE
0.98	0.78	1.32	0.79

Recent highlights/initiatives:

- The Anthem Quality-Hospital Incentive Program (Q-HIP) Survey was successfully submitted at the end of March. The survey is designed to incentivize hospitals to follow quality guidelines set by national organizations and ultimately enhance the quality of care provided to patients. The metrics are aligned with CMS Star Ratings and the Hospital Readmission Reduction Program (HRRP), ensuring consistency across quality frameworks.
- The Leapfrog Computerized Physician Order Entry (CPOE) test achieved an all-time high score of 87%! This score places MetroHealth at full credit on this section of the Leapfrog Hospital Survey. The CPOE test assesses the effectiveness of our order entry and ensures that EPIC is alerting prescribers of potential errors based on evidence-based clinical decisions.
- The CMS Age Friendly Structural measure was also submitted to CMS and will appear on the CMS Care Compare website, in the coming months. MetroHealth achieved the full 5 points available for this measure, demonstrating the organization's strong commitment to delivering high quality care for patients 65 and older.

Goal Owner: Joseph Golob, MD

Quality, Safety and Experience



Goal #2: Improving the Patient Experience

Status: **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.

2026 TARGET	YTD 2026 (February)
3.0	3.67

Recent highlights/initiatives:

- In collaboration with Office of Professional Affairs and Nursing Professional Development, patient experience continues to offer the following service sessions to improve communication: Empathy in Action, Service Recovery and Compassionate Communication in Care.
- Patient Experience Week 2026-Commpassion Connect Us: The Office of Patient Experience is hosting a keynote speaker and a series of events in collaboration with Arts in Health and MetroHealthy to celebrate the high-quality, compassionate care that our caregivers provide to our patients, families, and each other.
- Thirty-day grievance resolution performance is at 100% for YTD 2026 (February).

Goal Owner: Joseph Golob, MD

Quality, Safety and Experience



Goal #3: Ambulatory Quality Metrics Improvement

Status: **ON TRACK**

The Measure: As part of our commitment to elevating the level of care we provide, we are tracking 13 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.

2026 SCORING	2026 YTD COMPOSITE
Threshold: 14 pts	3 pts
Target: 18 pts	
Stretch: 22 pts	

Measures	Baseline	2026 Target	YTD 2026	Points
Cervical Cancer Screening (%)	66%	67%	64%	0
Breast Cancer Screening (%)	75%	76%	73%	0
Colorectal Cancer Screening (%)	63%	64%	60%	0
Kidney Health Evaluation (%)	61%	62%	19%	0
Diabetes: Glycemic Status Assessment Greater Than 9% (Lower is Better) (%)	22%	21%	54%	0
Controlling Blood Pressure (%)	72%	73%	68%	0
7 Day Follow Up for SUD ED Patients (%)	9%	11%	10%	1
Timeliness of Prenatal Care (%)	82%	83%	83%	2
Well-Child Visits in First 15 Months (%)	61%	62%	57%	0
TFU for Inpatient Discharges (7 day) (%)	56%	57%	51%	0
Pharmacy Capture Rate (%)	57%	61%	59%	0
Completion of Medicare Wellness Visits (N)	16796	17500	3412	0
Improving Annual Comprehensive Assessments of Care Conditions (%)	69%	72%	51%	0

Goal Owner: Nabil Chehade, MD

Employee Engagement and Retention



Goal: Improvement of Employee Engagement Survey Engagement Index Score

Status: ON TRACK

The Measure: The Engagement Index is a composite measure that reflects employees’ motivation, commitment and connection to the organization. Perceptyx builds the index from a small set of core engagement items that assess intent to stay, pride, advocacy and willingness to give extra effort.

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.

2026 Target Goal	2026 Performance
81.4%	n/a - Survey has not yet launched

Recent employee engagement activities include:

- Q1 2026 Milestone Anniversary breakfast was held March 25 to celebrate 320 employees for their years of service.
- Employee Appreciation Day celebration was held March 6. Employees were gifted MetroHealth-branded keychains.
- HRBP/Engagement team continues to support leaders in developing department-specific Action Plans based on the results of the 2025 Employee Engagement Survey.



Goal Owner: Deborah Southerington

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 employee departures within first year of employment and dividing it by the number of employee departures in 2026.

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

2025 Year-End Baseline	2026 Target Goal	Q1 2026
35.6%	33.8%	32.6%

Recent retention highlights include:

- Ongoing retention strategies for EVS and PCNA are demonstrating improved outcomes, with higher retention achieved in these high-turnover, hard-to-fill roles.
- To strengthen early-career recruitment into MetroHealth, Talent Acquisition began engaging clinical nursing students through weekly on-unit visits during rotations, sharing information on current and post-graduation opportunities and connecting them with hiring managers.
- Created and launched a new incentive structure for Respiratory Therapists to earn up to \$1,000 annually for obtaining and maintaining specialty certifications. This directly supports professional growth, increases clinical expertise, and strengthens long-term retention.
- HR partnered with Respiratory Therapy (RT) to gather staff testimonials and professional photos for our RT Careers page, showcasing authentic employee experiences and strengthening recruitment.
- HR and Patient Experience teams implemented asynchronous rounding with RT employees to efficiently identify needs and improvement opportunities. Feedback from these discussions contributed to the accelerated approval of the capital request for new ventilators, reinforcing leadership responsiveness and a supportive work environment.

Goal Owner: Deborah Southerington

Research and Teaching



Goal: Increase Grant Applications

Status: **OFF TRACK**

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.

2025 Year-End Baseline	2026 Target Goal	YTD 2026
116 applications	90 applications	17 (Annualized 68)

Recent academic highlights include:

- 3 JIIs received from NIH (K Sossey-Alaoui, Shi, Xiaojun, G Song)
- MetroHealth Match: 98% match (n=113)
 - Asian: 40.7%
 - African American: 8.8%
 - Hispanic: 7%
 - White: 25.6%
 - Middle Eastern: 14.1%
 - NA: 3.5%
 - Female: 50.5%; Male: 49.5%

Local medical school match with MetroHealth

- CWRU: 8
- NEOMED: 8
- OU: 8

Goal Owner: John Chae, MD

System News and Accomplishments

The MetroHealth Foundation



Notable Gifts (\$25K+)

- \$325,000 grant from the **John P. Murphy Foundation** in support of the Main Campus Emergency Department transformation.
- \$50,000 grant from the **Abington Foundation** in support of Healthcare for Those Experiencing Homelessness.
- \$35,000 gift in support of Food as Medicine and The Leadership Fund
- \$30,000 gift in support of the **Neuro Rehabilitation Fund**.
- \$25,000 gift from **Equity Trust** in support of the Institute for H.O.P.E.™.
- \$25,000 grant from the **Reuter Foundation** in support of Food as Medicine.

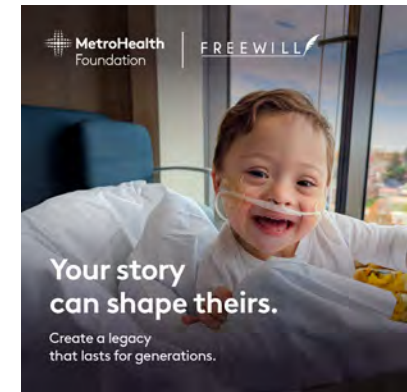
Healthcare Appreciation Month

In April, we celebrated the caregivers whose compassion, skill and commitment strengthen our community every day – like **Dr. Michael Seidman**. He helps bring dignity and healing to individuals experiencing homelessness – providing medical care, behavioral health support and compassion in shelters, encampments and on the street. [Read his story.](#)

April is also Financial Literacy Month – a perfect time to think about long-term planning. The Foundation partners with **FreeWill**, a free and secure estate planning tool that helps you create a legal will in about 20 minutes. You can also choose to include the Foundation in your legacy plans. [Create your free will today.](#)

Partners in Good Health

- **Giant Eagle, Inc.** donated 6,900 reusable grocery bags to MetroHealth's Mobile Pantry Program. These bags help patients and neighbors bring home fresh, nutritious foods with dignity.
- **The Delta Delta Delta (Tri Delta) Cleveland Alumnae Chapter** hosted the Mad for Metro Spring Fashion Show and Brunch – a beautiful event with an even more meaningful purpose. Proceeds will benefit our Child Life and Education Program and Burn and Trauma Center.
- **Dr. J. Daryl J. Thornton** was honored as MetroHealth's inaugural **Mary Elizabeth Connors Professor in Critical Care Research**, made possible through the extraordinary generosity of **Dr. Alfred Connors** and **Dr. Mimi Lam**. Since 2005, Dr. Thornton's leadership and dedication to critical care research and health equity continue to advance care for our patients and community.



The MetroHealth Foundation

Mark Your Calendars

Outpatient Health Center Opening Celebration:
Saturday, May 16, at Main Campus. Refer to your email invitation for more details.

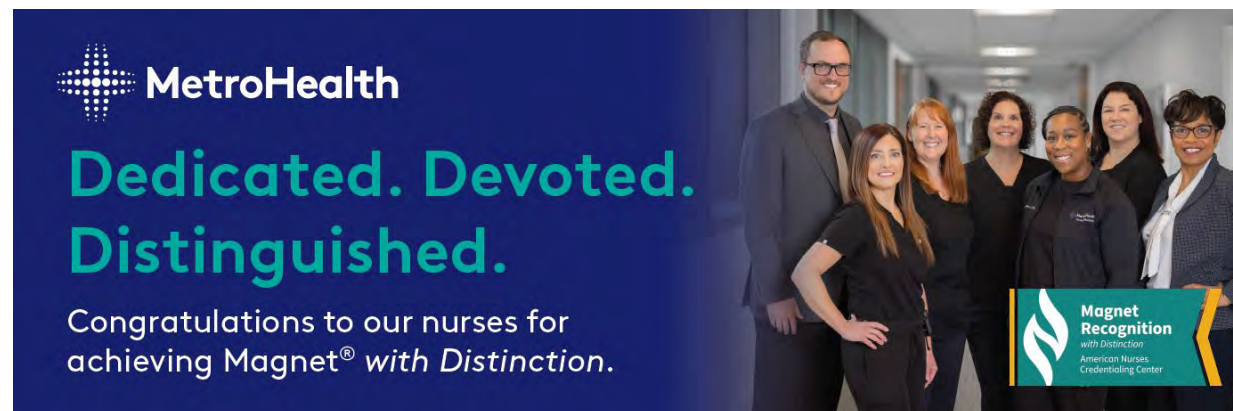
10th Annual Resiliency Run: Saturday, June 6, at the Cleveland MetroParks Zoo. Register today, or to sponsor, contact Abbie Sender at 440-592-1390 or asender@metrohealth.org.

**Clyde L. and Katherine S. Nash Professorship
Installation of Harry Hoyen, MD:** Tuesday, July 14, 4:30-6:30 p.m., at The Glick Center, Main Campus.



Nursing

- As shared earlier, MetroHealth earned its fifth **Magnet designation** – this time with distinction, making us the only hospital in Ohio to receive the program's highest honor. To celebrate, we are installing this banner on a Main Campus parking garage.
- **Nina DiCapua, RN**, is the latest winner of the Critical Care Nurse of the Quarter Award. The award, presented by the Critical Care Practice Council, honors nurses for outstanding commitment and dedication to patients and teamwork, along with STAR-IQ values.
- Nursing leadership recently presented the **AACN Beacon Award for Excellence** to the Neurocritical Care Nursing Team on 6W, recognizing the unit's strong teamwork, evidence-based practice, and exceptional care for patients and families.
- **Kristina "Krissy" Cox, RN**, is the latest recipient of the DAISY Award for Extraordinary Nurses. Krissy has been with MetroHealth for three years and works in the Perinatal float pool.



Kristina "Krissy" Cox, RN



Nina DiCapua, RN



Community Engagement



We were proud to participate in the 35th annual **Homeless Stand Down** at Cleveland Public Auditorium earlier this month. Caregivers from our Pharmacy and Ear, Nose & Throat teams provided ear cleanings and vaccinations to Cleveland's unsheltered community.

Our visitors also received personal care items – soap, combs, first aid kits, pill boxes, sunglasses and handwarmers – along with information about our women's health, pediatric behavioral health, stress management and pharmacy services.



Local Government Relations



Members of Cuyahoga County Council and Cleveland City Council's Health, Human Services & the Arts Committee recently visited MetroHealth and toured our Main Campus Emergency Department, Level I Trauma Center and Metro Life Flight.

These visits gave council members a chance to get an up-close look at how our work as our region's premier trauma center is vital to Cleveland and beyond.

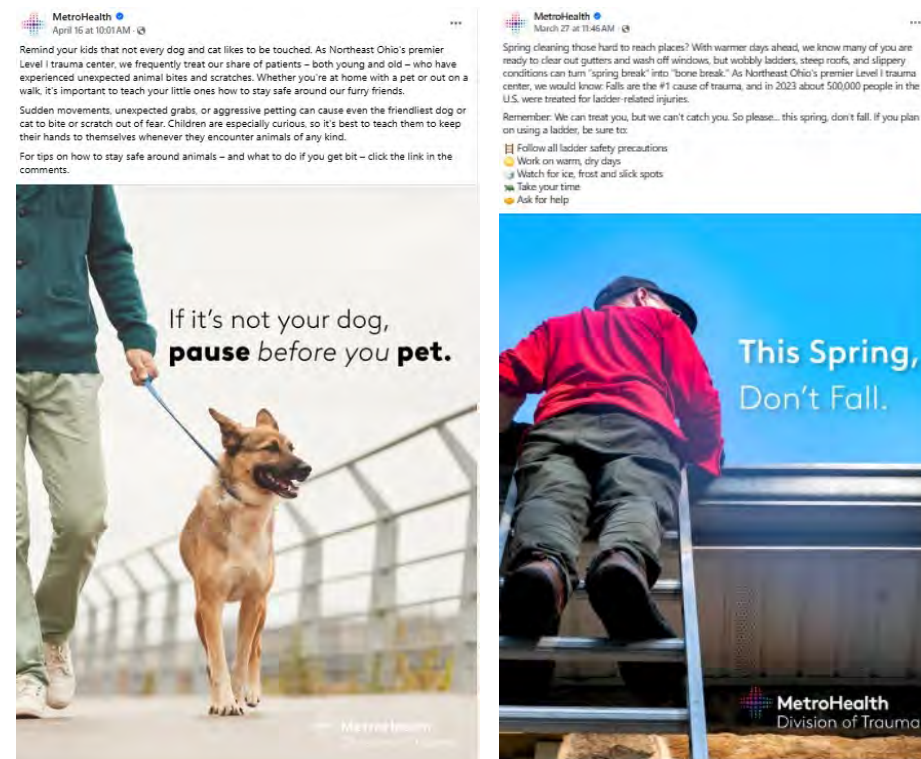


Communications

Media Highlights

- MetroHealth President and CEO Christine Alexander-Rager, MD, quoted in Becker's story, ["How systems are extending care access beyond 9-5."](#)
- [CWRU, MetroHealth develop targeted therapy for relapsed leukemia](#) – Cleveland.com/Plain Dealer
- MetroHealth's Dr. Brittany Myers quoted in ideastream story, ["For Northeast Ohio youth, spring break brings increased risk of suicide."](#)
- [Q&A: Inside the debate over Cleveland Clinic's planned Level 1 trauma center](#) – ideastream.
- [It's not gunshots or car crashes. Why falls are the leading cause of trauma in Northeast Ohio](#) – Signal Cleveland
- Three MetroHealth caregivers were included in Crain's Cleveland Business' [Notable Leaders in Healthcare feature](#): Spry Healthcare's Drs. [Lauren O'Byrne Gopal](#) and [Raisa Lerner](#) as well as [Dr. Justin Mistovich](#), Chief of Pediatric Orthopedic Surgery.
- Dr. Laura Shefner published her latest column – ["Simple steps for tick safety"](#) – in the Cleveland Jewish News
- [MetroHealth briefs city council about risk of a third Level 1 trauma](#) – Spectrum News
- MetroHealth featured in Signal Cleveland story, ["Has a new program allowing Cleveland EMS to give blood transfusions saved lives? Early numbers are promising"](#)

Social Media: Trauma Awareness



>> Trauma-prevention tips are a core element of MetroHealth's social media strategy, helping proactively educate the community and reduce preventable injuries. This consistent expert guidance reinforces MetroHealth's leadership as the region's premier Level I trauma center.

Marketing

2026 Cleveland Metroparks Trail Challenge

MetroHealth partnered with Cleveland Metroparks for the 2026 Trail Challenge to encourage current, former and prospective patients to stay active by prescribing nature as a tool for movement, recovery and overall physical and mental well-being. Join us! Sign up for the Trail Challenge with Dr. Alexander. [Click here to get started.](#)

Current Promotional Tactics:

- Collaborative press release with Cleveland Metroparks
- Video interview with Dr. Alexander/Brian Zimmerman
- Posts on MetroHealth/Metroparks Facebook and X
- Be SimplyWell email newsletter
- Be SimplyWell blog
- Internal Communications

Ongoing Awareness Tactics:

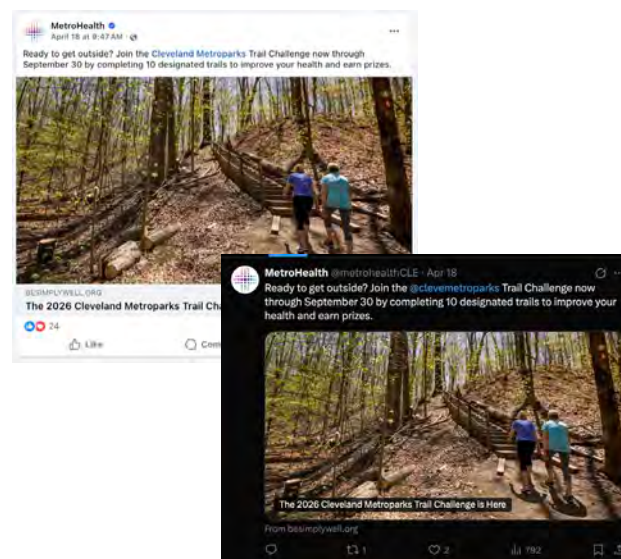
- Recurring section in Be SimplyWell newsletter
- Continue to promote in media outreach and on all social media platforms

Ctrl+Click the images below to view

Dr. Alexander Interview/Video



Social Posts



Be SimplyWell Blog



Be SimplyWell Newsletter

