



The MetroHealth System Board of Trustees Human Resources & Compensation Committee Meeting

The MetroHealth System

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

2026-06-24 13:00 - 15:00 EDT

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The MetroHealth System Board of Trustees

HUMAN RESOURCES & COMPENSATION COMMITTEE

DATE: Wednesday, June 24, 2026
TIME: 1:00pm – 3:00pm
PLACE: MetroHealth System Board Room (K107) and Virtual via YouTube Stream (<https://www.youtube.com/@metrohealthCLE/streams>)

AGENDA

- I. **Approval of Minutes**
 - A. Approval of Committee Meeting Minutes from March 25, 2026

- II. **Information Items**
 - A. PCNA Day in a Life Video
 - B. Workforce Development Initiatives – T. Short, J. Esposito
 - C. Update on First Year Turnover – D. Southerington, J. Esposito

- III. **Executive Session**

Return to Open Meeting

- IV. **Recommendation/Resolution Approvals**
 - A. n/a

The MetroHealth System Board of Trustees

HUMAN RESOURCES & COMPENSATION COMMITTEE MEETING

Date: Wednesday, March 25, 2026

Time: 1:00pm - 3:00pm

MetroHealth System Board Room (K107) / Virtual

- Committee Members:** John Corlett-I¹, John Moss-R, E. Harry Walker, M.D.-I
- Other Trustees:** Michael Suemmers-I, Ronald Dziejdzicki-I, Dolores (Lola) Garcia-R, Nancy Mendez-I,
- Staff:** Christine Alexander-Rager, M.D.-I, Kelly Andolek-I, Robin Barre-I, Peter Benkowski-I, Robert (Doug) Bruce, M.D.-R, John Chae, M.D.-I Nabil Chehade, M.D.-R, Corey Clay-I, Jennifer Esposito-I, Joseph Golob, M.D.-I, Ryan Johnson-I, Matthew Kaufmann-I, Christina Morales-I, Candy Mori, RN-I, Allison Poullos-I, Jeff Rooney-I, Tamiyka Rose-I, Brendan Sorg-R, Deborah Southerington-I, David Stepnick, M.D.-I, James Wellons-I
- Invited Guests:**
- 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 1:09 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 December 17, 2025, Human Resources & Compensation Committee meeting were approved by majority vote as submitted.

II. **Information Items**

A. BOT-06 Executive Compensation Board Policy Amendments Mr. Corlett introduced Deborah Southerington, SVP, Human Resources, and Mr. Corey Clay to discuss proposed amendments to the Board of Trustees BOT-06 Executive Compensation Board Policy, as well as a review of at-risk compensation plan documents and proposed amendments.

¹ I-In-person, R-Remote

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Key edits highlighted:

- The primary change described was renaming the Performance-Based Variable Compensation (PBVC) plan to the At-Risk Compensation Plan.
- A documented change in section "1.1" was highlighted as requested by Internal Audit: provide an annual report to the committee summarizing audited results of CEO and executive total pay (cash compensation).
- End note updates were described, including expansion of the "executive" definition to include certain contractors performing work at VP level or above, and expansion/clarification of "total cash compensation" to include examples of other incentives subject to internal audit.

B. Amendments to HR & Compensation Committee Charter

Deborah Southerington noted that changes presented were not a full charter review; the purpose was to update references from PBVC to the At-Risk Compensation Plan. A full charter review was anticipated mid-year. The draft charter will advance to the Governance Committee for finalization and approval by the Board.

C. Review of At-Risk Compensation (ARC) Plan Document and Proposed Amendments

Deborah Southerington discussed the annual review/approval of the At-Risk Compensation Plan document used to administer the program; required to be updated and brought to the board for approval each year per BOT06.

Key edits highlighted:

- Update terminology by replacing references to "PBVC" with "At-Risk Compensation Plan."
- Add clarity in Section 1.1 distinguishing the CEO's at-risk plan as defined in the CEO contract versus this plan document.
- Minor grammar/clarity edits consistent with prior policy edits.

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. Moss, seconded.

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Upon unanimous roll call vote, the Committee went into executive session to discuss such matters at 1:15 pm.

Following executive session, the meeting reconvened in open session at approximately 2:32 pm.

IV. Recommendation/Resolution Approvals

A. Resolution of Appreciation of the System's Accomplishments in 2025

Mr. Corlett asked for a motion to approve the Resolution of Appreciation of the System's Accomplishments in 2025, which was given, seconded and approved unanimously. The recommendation will advance to the full Board for approval.

B. Resolution for Approval of Amendments to Executive Compensation Policy BOT-06 and Ratification of 2026 At-Risk Compensation Plan

Mr. Corlett asked for a motion to approve the Resolution of Amendments to Executive Compensation Policy BOT-06 and Ratification of 2026 At-Risk Compensation Plan, which was given, seconded and approved unanimously. The recommendation will advance to the full Board for approval.

C. Resolution for Approval of 2026 System Performance Goals

Mr. Corlett asked for a motion to approve the Resolution for Approval of 2026 System Performance Goals, which was given, seconded and approved unanimously. The recommendation will advance to the full Board for approval.

D. Resolution for Approval of 2026 ARC Financial Threshold

Mr. Corlett asked for a motion to approve the Resolution for Approval of 2026 ARC Financial Threshold, 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 was adjourned at approximately 2:34 pm.

THE METROHEALTH SYSTEM

John Corlett, Chairperson



MetroHealth

Human Resources & Compensation Committee Meeting

Deborah Southerington

SVP, Chief Human Resources Officer

June 24, 2026

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Workforce Development Updates

Patient Care Nurse Assistant



Workforce Development Overview



Our Mission

Our mission is to meet the evolving and future needs of the MetroHealth System workforce by creating robust pipelines and opportunities for employment, career advancement, and continuous upskilling. We design forward-thinking programs and partner with internal and external stakeholders to enhance employee and leadership skills, foster youth engagement in healthcare, and promote a culture of continuous learning and development.

Our Priorities



**Innovative approaches
to address turnover**



**Support career
movement**



**Develop robust pathways
into MetroHealth**



**Promote youth
engagement**

Youth Engagement Update

Lincoln West Science and Health Highlights:



97%

Graduation rate for
c/o 2026 is 97%



10 students

10 students successfully
completed Certified
Nursing Assistant
Training



\$20,000

Awarded four (4) students
MetroHealth Scholarships;
totaling \$20,000



Note: CMSD's Building Brighter Future Initiative has directly impacted Lincoln West Science and Health



Students will still attend school (half days) at MetroHealth



3 pathways are being offered to students – Allied Health/Respiratory Care | Health Information Technology | Business Administration

Youth Engagement Update



Summer Internship Highlights



Program started **June 1st** and will end on **July 31st**.



20

Undergraduate college students



4

High School students



CWRU MBA Student Project – Patient Transport



Project will assess Patient Transport workflows to enhance efficiency and workforce experience.

Process-related challenges were noted during focus groups as drivers impacting performance and satisfaction.

Final recommendations will be presented to MHS leaders.



CWRU MBA Residency



Hosting students onsite **July 28th and July 29th** to demonstrate innovation in healthcare.

Professional Development & Career Pathways



GOAL

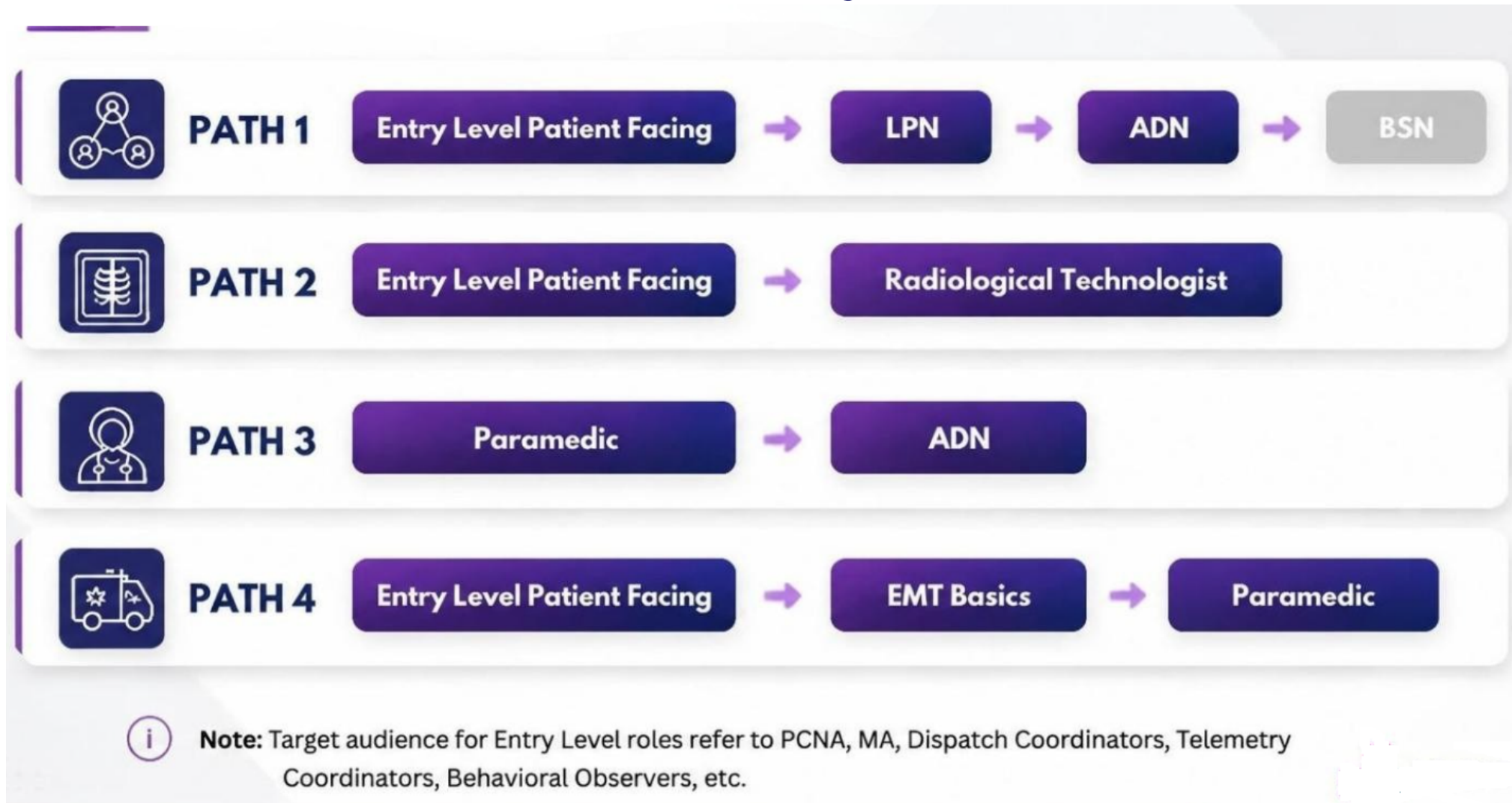
- ✓ Create one-year “Earn and Learn” program to develop high performers in entry-level and front-line roles into critical, hard-to-fill positions
- ✓ Establish internal talent pipeline to mitigate labor market shortages for critical roles and strengthen workforce mobility
- ✓ Promote individuals who uphold MetroHealth’s commitment to patient safety and care



IMPACT

- ✓ Strengthens retention and enhances recruitment for entry-level and front-line roles by creating visible pathways to critical, in-demand positions
- ✓ Aligns MetroHealth with national best practices for grow-your-own nursing and allied health pathways
- ✓ Improves quality of patient care through retained knowledge of internal workflows and care practices

“Earn and Learn” Pathways



Additional Workforce Initiatives

Career Pathway Workshops

- Launched in January 2026
- Over 40 employees have participated
- Increase in career coaching opportunities
- Implementing on-site training at Ambulatory sites starting in July

MHS / Tri-C Access Center

- Expanded course offerings to include credit bearing courses
- Over 250 participants have completed training to date
- Preparing for Fall semester with day and evening courses, including High School Diploma/GED courses

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2026 System Goal Update – Reduction in First Year Turnover

2026 System Goal Update

Reduction in Turnover Rate Within the First Year of Employment

2025 Baseline	2026 MIN	2026 TARGET	2026 MAX
35.6%	34.3%	33.8%	33%

Turnover Calculation:

of 2026 employee departures within 1st year of employment (0 days to 364 days)

Total # of employee departures that occurred within 2026

Turnover With Reason

Year of Termination

2026

558

2026: Terminations



32.6%

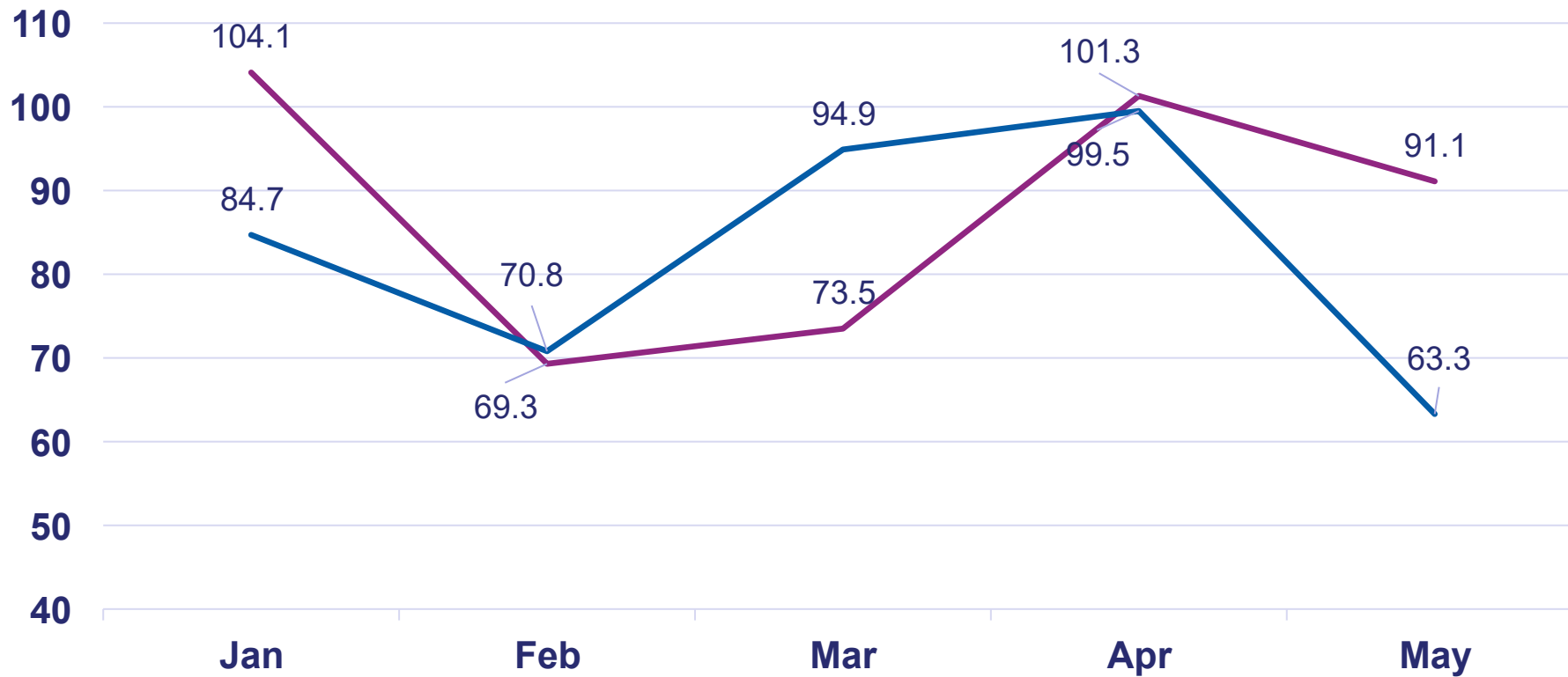
2026: Terminations with < 1 Year of Service 182

	Month Ended May 31, 2026				
	Actual	Budget	Variance	Prior Yr.	Variance
Full Time Equivalentents (FTEs)					
Regular FTEs	7,775.2	8,083.3	308.1	8,014.8	239.6
Overtime FTEs	182.2	174.4	(7.8)	188.0	5.8
Contract Labor (Medefis) FTEs	63.7	49.4	(14.3)	46.1	N/A
Total System FTEs	8,021	8,307	286	8,348	326.7

2026 System Goal Update

Reduction in Turnover Rate Within the First Year of Employment

2026 Hires vs. Terms



2026 YTD:

439.3 FTEs Hired

- 413.2 FTEs Termed

+26.1 FTEs Net Increase

— 2026 FTE Hires

— 2026 FTE Terms

Questions?