



The MetroHealth System Board of Trustees Special Meeting

The MetroHealth System

Cleveland Metroparks Zoo - 3900 Wildlife Way, Cleveland, OH 44109

2026-09-30 16:30 - 17:00 EDT

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The MetroHealth System Board of Trustees

Special Board Retreat Meeting

September 30, 2026

4:30pm-5:00pm

Cleveland Metroparks Zoo

3900 Wildlife Way, Cleveland, OH 44109

Mission

Leading the way to a healthier you and a healthier community through service, teaching, discovery and teamwork.

Vision

MetroHealth will be the most admired public health system in the nation, renowned for our innovation, outcomes, service and financial strength.

Agenda

I. Approval of Minutes

Minutes of August 26, 2026, meeting of the Board of Trustees

II. Committee Reports

A. Population & Community Health – N. Mendez

B. Audit & Compliance – J. Moss

C. Executive Committee – E. Harry Walker, MD

III. Board Assessment Results

IV. Executive Session

The MetroHealth System Board of Trustees

FULL BOARD MEETING

Wednesday, August 26, 2026

3:00pm - 5:30pm

MetroHealth Board Room (K107) / Virtual

Meeting Minutes

Trustees: Artis Arnold, III-I, James Campbell, M.D.-I, John Corlett-I, Ronald Dziedzicki-I, Dolores (Lola) Garcia-R, Gail Long-I, Nancy Mendez-I, John Moss-I, Michael Summers-I, E. Harry Walker, M.D.-R¹

Staff: Christine Alexander-Rager, M.D.-I, Rita Anderson-I, Peter Benkowski-I, James Bicak-I, John Chae, M.D.-I, Moriah Cheatham Williams-I, Nabil Chehade, M.D.-R, Joseph Golob, M.D.-R, Christina Morales-I, Dr. Candy Mori-R, Dr. Kate Nagel-I, Sarah Partington-I, Allison Poullos-I, Lisa Ramirez, M.D.-I, Jeff Rooney-I, Tamiyka Rose-I, Greg Sanders-R, Deborah Southerington-I, David Stepnick, M.D.-I, Joseph Tagliaferro, M.D.-I, Yuri Venters-I, James Wellons-I¹

Invited Guests: None

Other Guests: Guests not personally invited to the meeting by the Board Chair are not listed as they are members of the public and some were not appropriately identified.

Dr. Walker called the meeting to order at 3:05pm, in accordance with Section 339.02(K) of the Ohio Revised Code with a quorum present.

(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

Dr. Walker requested a motion to approve the minutes of the June 24, 2026, meeting as presented, which was given, seconded, and approved by unanimous vote.
RESOLUTION NO. 19756

Prior to the Mission Moment, Dr. Walker recognized the passing of Bill Gaskill, a former member of the Board of Trustees. Dr. Walker stated that Mr. Gaskill served MetroHealth for more than 30 years, including the majority of those years as Board Chair, and noted his longstanding leadership, service, and commitment to the mission of the organization. Dr. Walker indicated that the organization will formally honor Mr. Gaskill later in the year and invited those present to observe a moment of silence in recognition of Mr. Gaskill's life, legacy, and service to MetroHealth.

¹ I-In-person, R-Remote

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II. Mission Moment

Christine Alexander-Rager, MD, President and Chief Executive Officer, presented the Mission Moment video honoring Walter B. Jones, former Senior Vice President of Campus Transformation, whose contributions were recognized in connection with the opening of the new Outpatient Health Center and related campus transformation efforts. The presentation highlighted Mr. Jones' professional accomplishments and contributions to healthcare facility development, including his role in helping shape MetroHealth's transformation initiatives. The Board viewed a tribute recognizing Mr. Jones' impact on MetroHealth's campus and the lasting influence of his work. The tribute also referenced scholarship opportunities established in his honor and included remarks describing how those scholarships were supporting students pursuing higher education. Following the presentation, Dr. Alexander-Rager remarked that Mr. Jones' commitment to community and education continues to be reflected through those scholarship opportunities and through the physical infrastructure developed during his tenure. Dr. Walker also offered comments, recalling Mr. Jones' involvement in the planning and redevelopment of the MetroHealth campus and acknowledging his contributions to the organization.

III. Committee Reports

A. Facilities & Planning Committee – E. Walker, MD

Facilities & Planning Committee Chair, Dr. Walker, reported on the August 12, 2026, committee meeting. The committee met and received updates regarding the Outpatient Health Center, campus transformation and construction activities, emergency department refresh projects, legacy buildings planning, and facilities management operations. Dr. Walker further reported that the committee discussed matters related to remedial work involving the exterior window system and reviewed progress toward resolution of those matters. The committee additionally considered future campus water service infrastructure needs, project closeout activities associated with the outpatient project, and claims resolution matters. Dr. Walker stated that the committee also reviewed a proposal concerning expenditures for space planning, programming, and design services that would subsequently be presented to the Board for consideration.

B. Strategy Committee – A. Arnold

Strategy Committee Chair, Mr. Arnold, reported on the August 12, 2026, committee meeting. Mr. Arnold stated that the committee approved prior meeting minutes and conducted a discussion concerning 2026 system goals. The committee also received updates regarding local and federal government relations activities. Additional discussion focused on strategic operational initiatives, geographic expansion opportunities, and network expansion planning.

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Mr. Arnold noted that several topics would be revisited during future committee meetings for continued review and discussion. The Strategy Committee subsequently concluded its meeting and adjourned.

C. Quality, Safety & Experience Committee – R. Dziedzicki

Quality, Safety & Experience Committee Chair, Mr. Dziedzicki, reported on the committee meeting held earlier in the day. Mr. Dziedzicki reported that the committee began the meeting with a review of a patient safety catch, which involved a change to programming within the electronic medical record intended to reduce patient harm. The committee also received an update regarding continuous performance improvement training activities. The committee reviewed a resolution concerning reaffirmation of MetroHealth's commitment to maintaining a Level I Adult Trauma Center. Committee members received workplace safety updates related to initiatives designed to improve safety for employees, patients, and visitors. The committee also reviewed Everyday Excellence activities, ambulatory HCC metrics, and performance updates related to Quality, Safety and Experience goals.

D. Finance Committee – J. Moss

Finance Committee Chair, Mr. Moss, reported on the committee meeting held earlier in the day. The committee received a second quarter 2026 investment report from Clearstead. Total cash and investments were reported at approximately \$709 million, compared to \$714 million in the prior quarter. The non-reserve investment portfolio totaled approximately \$216 million, up 10.7% during the quarter. The captive insurance portfolio totaled approximately \$130 million, reflecting an 8.2% increase from the prior quarter. Reserve funds totaled approximately \$245 million and remained stable. Financial results were presented by management. Year-to-date EBIDA exceeded the prior year, and second quarter operating performance was reported as \$54 million favorable to budget. Revenue was reported at 4.7% above budget, while expenses were 3% above budget. Operational volumes, including discharges and emergency department visits, reflected mixed results but showed overall improvement compared to prior periods. Total assets remained approximately \$2.9 billion. The committee also reviewed payer mix trends, including an increase in self-pay accounts from 6.6% to 7.2%, and noted ongoing monitoring of the potential financial impact. Cash on hand was reported at 123 days. Capital spending was reported to be on track, with approximately 50% of the annual capital budget expended through the second quarter. No resolutions were presented for Board action.

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IV. Consent Agenda

A. Quality, Safety & Experience Committee -

The Board unanimously approved the Reaffirmation of Commitment to Maintain a Level I Adult Trauma Center at The MetroHealth System. RESOLUTION NO. 19758

B. Facilities & Planning Committee -

The Board unanimously approved the Approval of Additional Expenditures for Space Planning, Programming, and Design Services. RESOLUTION NO. 19759

V. President and CEO's Report – C. Alexander-Rager, MD

Dr. Alexander-Rager provided highlights from the written CEO report. An update was presented on the July opening of the new Outpatient Health Center, which has received positive feedback from patients and staff. Dr. Alexander-Rager also recognized the 50th anniversary of the Kenneth Clement Center and its role in establishing MetroHealth's community-based outpatient health center network.

Dr. Alexander-Rager reported on the annual employee appreciation event, acknowledged recent organizational awards and recognitions, and provided leadership updates, including the appointments of Dr. Natalie Joseph as Chair of Surgery and Dr. Aaron Baker as Chair of ENT.

Dr. Alexander-Rager also recognized the contributions of Mr. Gaskill, Walter Jones, and Dr. Bob Smith, noting their lasting impact on the organization. Dr. Alexander-Rager advised that a celebration of Dr. Smith's life is planned for later in the fall.

VI. Medical Staff Report

Dr. Walker introduced Dr. Joseph Tagliaferro, Medical Staff President, to present the Medical Staff report. Dr. Tagliaferro reported that the medical staff was preparing a memorial event in honor of Dr. Bob Smith, to be held later in the fall with additional details to be communicated when finalized. An update was provided on the Wellness Center, with positive feedback reported regarding convenience and utilization following the opening of the Outpatient Health Center. Support services available within the Wellness Center include Medical Staff Office resources, library services, employee assistance resources, and clinical documentation improvement support. Dr. Tagliaferro also reported that weekly gatherings for the medical staff have created opportunities for providers to discuss cases, referrals, and collaboration. Academic promotions and recognitions were scheduled to be celebrated in September. Additionally, the Medical Staff Office and the OPA Office are collaborating with the Foundation to promote endowment and employee giving initiatives, including development of an alumni committee to engage emeritus medical staff members. Dr. Walker requested a motion to approve the Medical Staff

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Providers Appointments, Actions and Reappointments for July 2026, which was given, seconded and unanimously approved. RESOLUTION NO. 19757

VII. Executive Session

Dr. Walker 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 as defined by ORC 121.22(G). Ms. Mendez made a motion and Mr. Moss seconded. The Board held a roll call vote with all Trustees in attendance voting to approve the motion to go into executive session for the purposes stated by Dr. Walker. Members of the public were excused, and the Board went into executive session to discuss the identified matters at approximately 3:28pm.

VIII. Return to Open Meeting

Following the executive session, the meeting reconvened in open session at approximately 5:05 pm and welcomed back the public virtually and those members of the public who remained in-person.

IX. Recommendation / Resolution Approvals

A. Approval of Naming of a Facility in Recognition of Contributions Made for the Benefit of The MetroHealth System

Dr. Walker asked for a motion on the resolution for the Approval of Naming of a Facility in Recognition of Contributions Made for the Benefit of The MetroHealth System, which was given, seconded and the resolution was approved unanimously. RESOLUTION 19760

With no further business to bring before the Board, the meeting adjourned at approximately 5:06pm.

NEXT MEETING: Wednesday, October 28, 2026 – 3:00 pm - 5:30 pm
MetroHealth Board Room (K107) and Virtual

Respectfully Submitted,

E. Harry Walker, MD, Chairperson
Board of Trustees