

EXECUTIVE/PERSONNEL COMMITTEE MEETING  
BOARD OF TRUSTEES  
THE METROHEALTH SYSTEM  
February 10, 2016

Committee Members Present: Dr. Silvers, Ms. Whiting

Additional Trustees Present: Ms. Dee, Rev. Minor, Mr. Moss, Mr. Schneider, Mr. Spain

Staff Present: Dr. Boutros, Ms. Allen, Ms. Bechtle, Mr. Botros, Dr. Connors,  
Mr. Jones, Mr. Lewis, Mr. Phillips, Mr. Richmond, Mr. Stern

Dr. Silvers called the meeting to order at approximately 8:00 a.m.

The minutes for the meeting of January 13, 2016, were approved as submitted.

January Financials

Mr. Richmond indicated that January results were not yet available pending the final closing of our books. He indicated that it was likely that the results would result in a loss greater than the \$5.7 million projected loss provided for in the Budget. Mr. Richmond then indicated that he thought it would be a good opportunity to review the proposed 2016 Budget Spread for the Board and to discuss various factors impacting revenues (both gross and net) as well as expenses. He provided the Board with an overview of the calculation of gross revenues and the items which reduce those revenues yielding the Net Revenue results. The Board discussed various questions relating to financial results including rates, discounts, the HCAP, UPL and Medicaid interplay, patient mix and other factors.

2016 Capital Process

Mr. Richmond then reviewed a proposed new process for the internal approval of capital projects and expenditures in 2016. He reviewed the 2016 Capital Budget approved by the Board in October 2015 and then outlined the process for the Capital Working Group, which will evaluate proposals for readiness, available resources, business rationale and the impact of other proposed projects. The EVP/SVP team will meet quarterly to review projects approved by the Capital Working Group. In addition, minor or contingency capital requests will have a more streamlined preview. Dr. Boutros concluded by indicating there would be further discussions with the Board as this process was developed.

Overview of January Operations and Performance

Mr. Lewis reviewed the start to January operations with volumes being down and below budget. He then outlined the steps taken by the various Service Lines, focusing on developing rapid responses to the reduced volumes and activity prior to month end. Mr. Lewis indicated that he believed this had been a positive exercise for the new Service Line dyad leader teams and that they had responded quickly and developed specific action plans. Dr. Connors then reviewed budget and actual volumes and cases, noting particularly that trauma volumes were down and that surgeries and inpatient volumes also were down but that he and Mr. Lewis believed that steps had been and were continuing to be taken to address these issues.

### Review of Provider Hiring

Dr. Boutros then indicated that he had asked Dr. Connors to make a presentation to the Board concerning provider hiring developments. Dr. Connors distributed a handout to the Committee and reviewed departure and hiring data for physicians, advanced practice nurses and Allied Health professionals for 2009 through 2015. He noted the number of providers hired since 2013 had increased steadily. Dr. Boutros observed that this increase in providers has a direct impact on the generation of revenues.

### Executive Session

Upon unanimous roll call vote, the Committee went into Executive Session to discuss various matters constituting or involving Trade Secrets and pending litigation.

At the end of Executive Session, the Committee reconvened the meeting in open session.

The meeting was adjourned at approximately 10:25 a.m.

Respectfully submitted,

Dr. J. B. Silvers  
Vice-Chair