



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

October 2025

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.

A lot has happened since we last met. Please consult your Board books for more details and updates. Here are a few highlights:

- I want to start by mentioning our efforts to deliver more transparency and information to our caregivers. They deserve it. Next week, I will host another lunchtime Fireside Chat with employees – my third in the past three months. We have additional events scheduled in November and December. These informal discussions give me the opportunity to share updates and information – and to answer questions. I've also begun sending a monthly e-newsletter to all caregivers, called "Chrissy's Monthly Rounds," which provides news, answers to submitted questions and profiles of the members of our leadership team. I believe it is important for our caregivers to receive timely and accurate information in an open and honest way.
- Earlier this month, we completed the closing of the five sites we announced in August. I want to again thank caregivers and patients affected and inconvenienced by this move. I also want to express my gratitude to our employees who helped us successfully redeploy our assets. Because of the resources made available by this move, we have been able to expand evening hours at five of our locations: Brunswick, West Park, Brecksville, Brooklyn and Parma. Each of those sites now offers appointments until 8 p.m. on at least two weeknights. And we are not done! We will be expanding hours at other locations in the weeks and months to come.
- On October 1, Recovery Resources transitioned its clinical services to MetroHealth. This integration will allow Recovery Resources' clients to receive in-person care at our network of community-based clinics. Teams from both organizations are working closely with clients to ensure a seamless transition. As you know, MetroHealth has been a close partner with Recovery Resources since 2018, and our two organizations worked together on this decision, with the goal of preserving access and providing uninterrupted care and services to individuals and families.
- In late September, the System and our approximately 450 Advanced Practice Providers celebrated National APP Week, which honors and recognizes these vital medical professionals and the ways they enrich the MetroHealth community. As part of the festivities, the 2025 APP Award winners were announced. Please join me in congratulating these amazing caregivers: APP Rising Star: **William Brown, APRN-CNP**; Provider of the Year: **Nathan Workman, APRN-CNP**; Preceptor of the Year: **Holly Fasone, APRN-CNP**; APP Wellness Warrior: **Leah Belcastro, APRN-CNP**; Community Service Champion: **Jung-Min Song, APRN-CNS**; Physician APP



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Champion: **Agnieszka Ardelt, MD**. Lifetime Achievement Awards went to **Barbara Haubrich, APRN-CNP**, and **Donna Luebke, APRN-CNP**.

- More good news: MetroHealth has been awarded \$336,000 from the Ohio Department of Behavioral Health to expand our Mother and Child Dependency Program to reach more families in need. The funding will be used to launch a new mobile health clinic that will take care directly into the community. Each week, a dedicated team will meet women struggling with substance use disorders to support them during and after pregnancy — along with their babies — bringing vital maternal care and support services to them where they are.
- I'd like to shout out and celebrate the 20th anniversary of the MetroHealth Cancer Center's BREAST/ (BRinging Education, Advocacy and Support Together) Amigas Program. Since 2005, the program has broken down barriers to care by offering free, culturally responsive services, bilingual education, patient navigation, and on-site community health screening events for uninsured and underserved populations. Created by surgical oncologist **Jean Stevenson, MD**, then the Director of Breast Services at MetroHealth (now retired), the volunteer program trained dozens of Latina women (the "Amigas") on how to educate other women in their communities about breast cancer. This program has built trust and saved lives.
- For a remarkable 21st time, MetroHealth has been named to the NorthCoast 99 list of best places to work in Greater Cleveland. This honor confirms what we all know: MetroHealth is an extraordinary place, the caregivers who wear MetroHealth badges are extraordinary people, and our system is an extraordinary place to work.

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

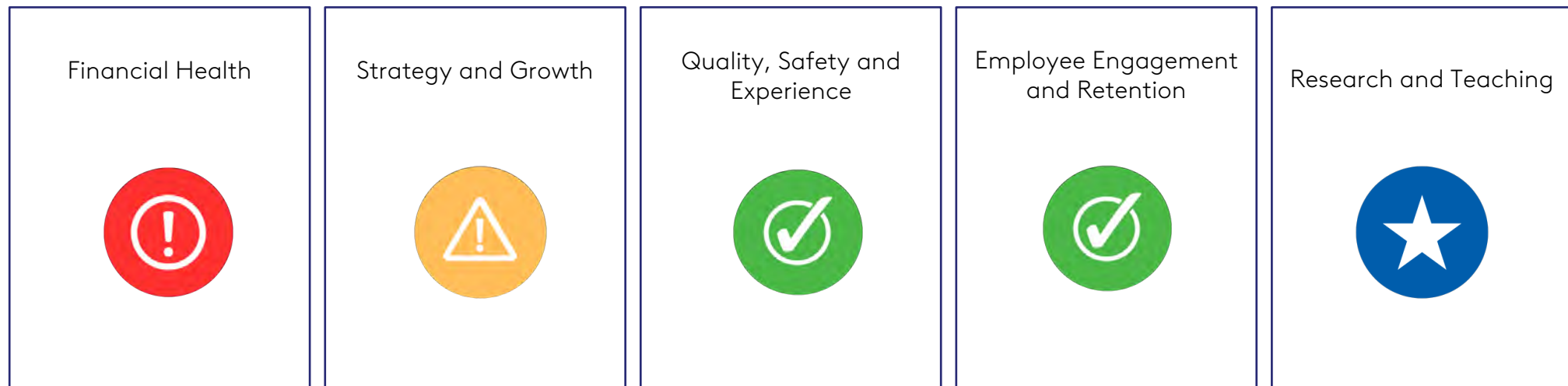
President and CEO

October 2025

System Goal Performance



October Snapshot: 2025 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 2025 Adjusted EBIDA Target

Status: OFF TRACK

The Measure: EBIDA – Earnings Before Interest, Depreciation and Amortization – 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.

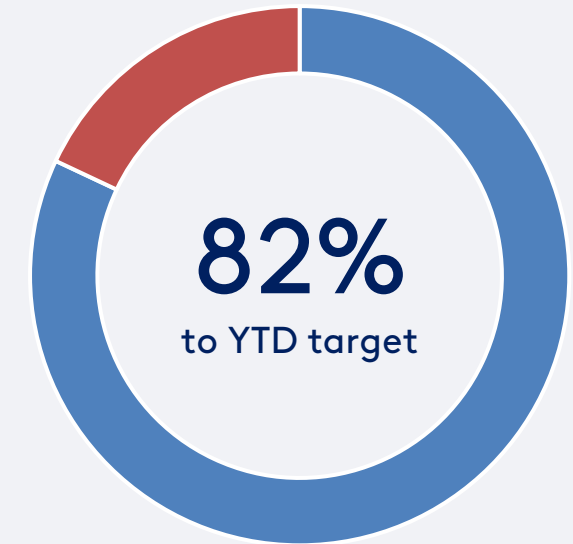
Recent highlights/initiatives:

- Strategic stabilization plan continues to be implemented to improve operational efficiency.
- Retail Pharmacy revenue has increased \$59M or 19% from last year.
- Outpatient and Emergency visits have increased 5.3% and 5% respectively, from prior year.

Goal Owner: Geoff Himes



YTD Adjusted Earnings Before Interest, Depreciation and Amortization (EBIDA)*



YTD Actual: \$90.1 million
YTD Target: \$110.4 million
Variance: (\$20.3) million
2025 Target: \$147.2 million

*YTD as of September 30, 2025

Strategy and Growth



Goal #1: Increase Share of Wallet

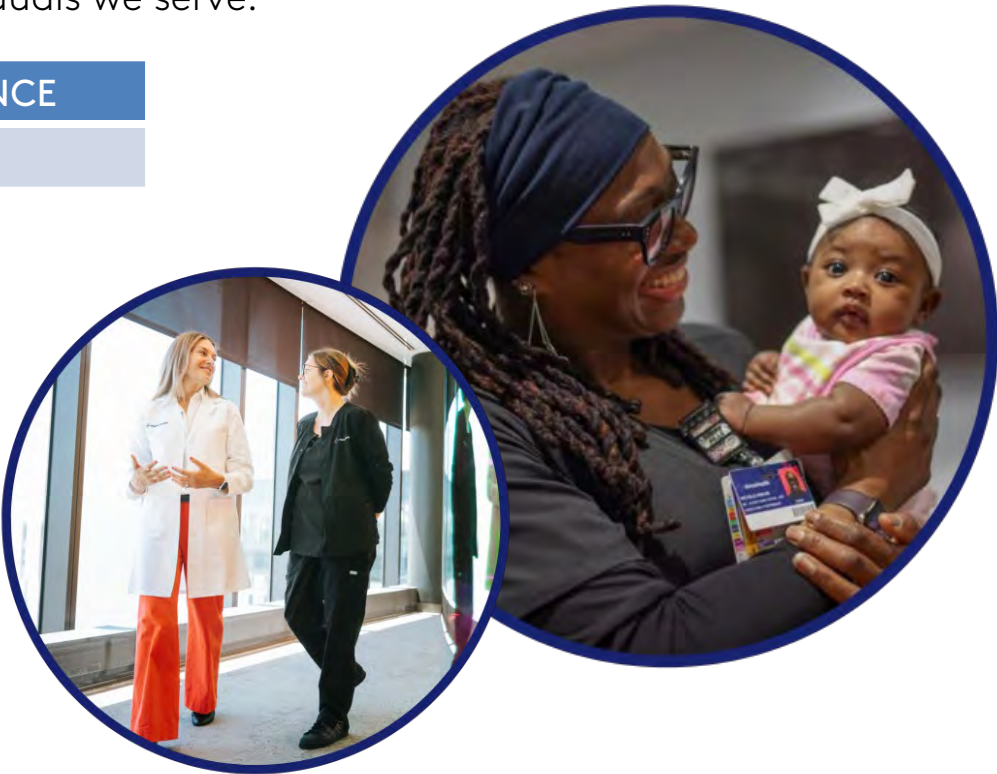
Status: **ON TRACK**

The Measure: *Share of Wallet* is a revenue-based measurement designed to gauge patient loyalty. It is a calculation that reflects the total spend of a patient on their healthcare services at a particular institution.

Why It Matters: Our goal is to ensure our patients receive as much of their care as possible at MetroHealth. Ensuring this continuity of care will lead to better health outcomes for the individuals we serve.

2025 TARGET	2025 YTD RAW PERFORMANCE
2024 baseline + .75% Improvement	53.27%

*2024 baseline is **51.58%**



Goal Owner: Nabil Chehade, MD

Strategy and Growth

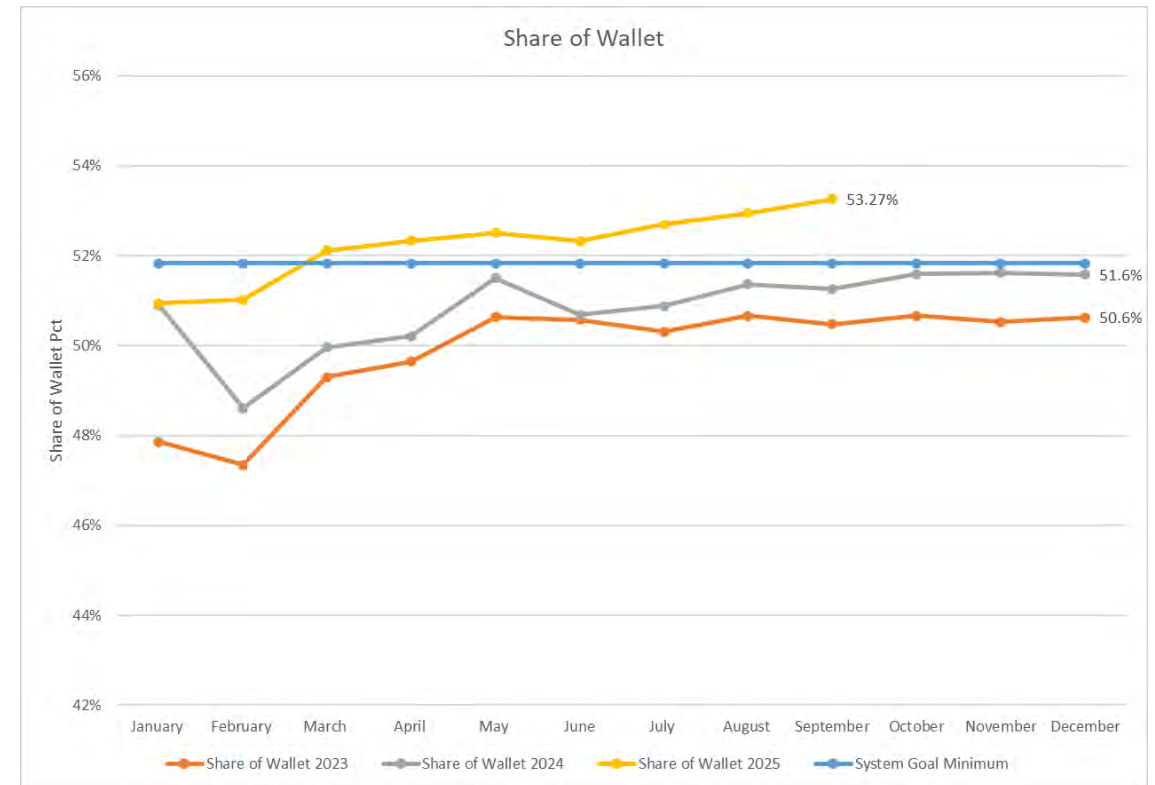
Goal #1: Increase Share of Wallet (continued)

YTD Progress

Baseline Performance: 51.58%

YTD Raw Performance: 53.27%

- Meaningful trending of performance requires at least 90 days of information.
- Share of Wallet is on track between Target and Max (-1.06%).
- Patient distribution across the various segments continues to change with decreasing Medicaid patients and a shift into Health Exchange coverages (represented in both Commercial PPO and Narrow Network segments).



2025 SOW									9/30/2025
Group	September YTD								YTD SOC
	MetroHealth Pt Activity	Pt Adj	PY Pt Activity	Pct of Yr	Projected Annual Pt	Pro-rated Total Spend	Domestic Spend		
Total Medicare	55,429	1.7%	52,793	91.1%	61,874	\$ 651,786,648	\$ 311,864,275		47.8%
Medicaid	93,139	18.0%	99,949	87.1%	126,138	\$ 365,826,589	\$ 235,701,387		64.4%
Commercial PPO	88,063	0.0%	83,179	84.1%	104,743	\$ 640,629,389	\$ 305,215,801		47.6%
Commercial Narrow Network	20,956	12.0%	18,804	91.7%	25,609	\$ 111,967,166	\$ 90,121,361		80.5%
TOTAL PATIENT POPULATION	257,587		254,725		318,363	\$ 1,770,209,792	\$ 942,902,824		53.3%

Goal Owner: Nabil Chehade, MD

Strategy and Growth



Goal #2: New Patient Growth

Status: **OFF TRACK**

The Measure: *New patients* are defined as individuals who have not had a billable encounter with MetroHealth, Spry, Spry Senior or Lumina within three years of their 2025 encounter.

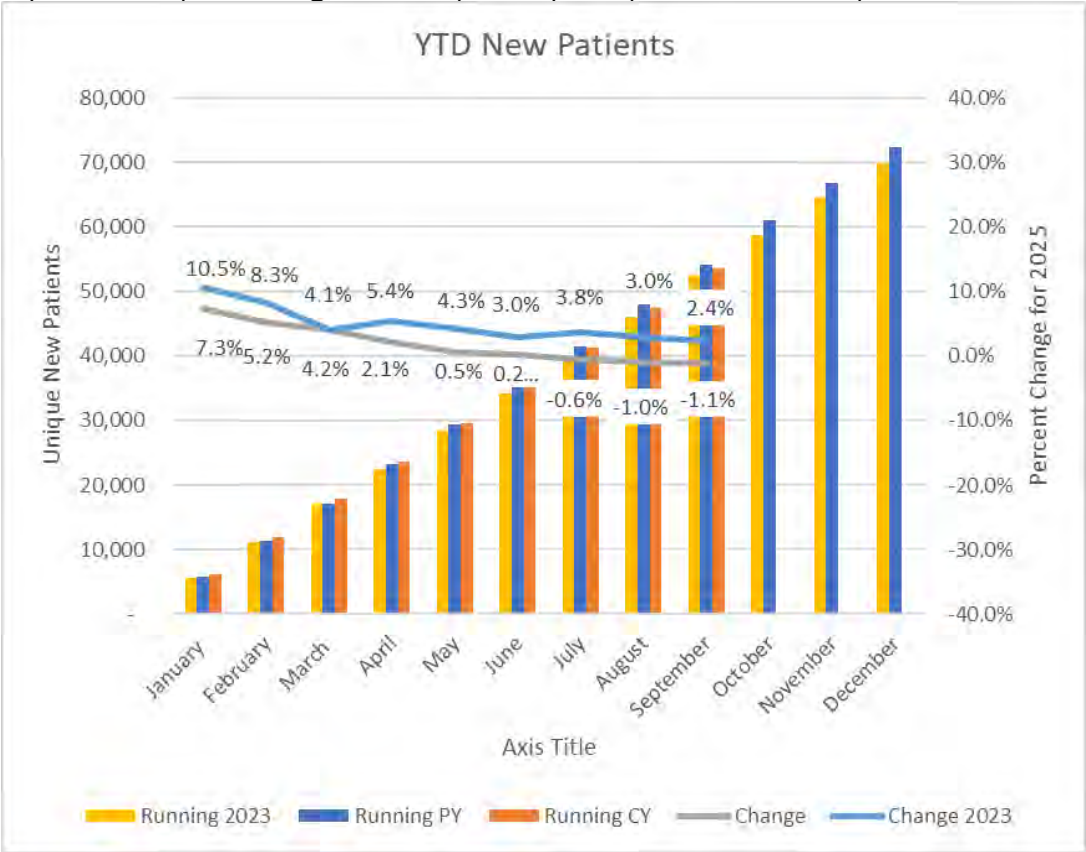
Why It Matters: New patient growth is essential to ensuring our stability and expanding our capacity to provide exceptional care and support to the community.

2025 TARGET	2025 YTD Performance
73,707*	53,592

*2024 baseline + 2% improvement

Recent highlights/initiatives:

- After a strong January, performance has regressed to be slightly below baseline 2024
- Performance is 2.4% above 2023 figures YTD
- 638 fewer new patients that are Self-Pay compared to 2024



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.

2025 COMPOSITE TARGET	YTD HARM SCORE	YTD SEPSIS MORTALITY	YTD COMPOSITE SCORE
0.86	0.88 harms per 1,000 inpatient days	1.04 observed to expected mortality rate	0.87

Recent highlights/initiatives:

- MetroHealth ranked 117 out of 192 hospitals amongst "like hospitals" on the 2025 Vizient Quality & Accountability Scorecard, which was a 3% improvement compared to 2024
- CMS Sepsis Bundle Compliance is at an all-time high with 85.71% in August and 58.82% YTD
- Continued collaboration between Patient Safety, Quality Analytics, Surgery, Anesthesia, Coding and Clinical Documentation teams to enhance documentation by providers and decrease Patient Safety Indicators



Goal Owner: Joseph Golob, MD

Quality, Safety and Experience



Goal #2: Improving the Patient Experience

Status: **GENERALLY 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.

2025 TARGET	YTD 2025 (August)
3.39	3.33

Recent highlights/initiatives:

- Emergency Department (ED) continues to exceed target achieving 5-stars for Rate ED and Good Communication Among Staff
- HCAHPS initiatives focused on Provider Communication and Cleanliness of the Environment to address downward trends
- Ambulatory improvements include communication (with patients and among staff) as well as appointment access
- Empathy training continues across the System



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 16 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.

2025 SCORING	2025 YTD COMPOSITE
Threshold: 12 pts	20
Target: 20 pts	
Stretch: 28 pts	

Goal Owner: Nabil Chehade, MD

Measures	Baseline	2025 Target	YTD 2025	Points
Diabetes: Hemoglobin A1c poor (lower is better) (%)	23%	23%	26%	0
Diabetic Eye Exam (%)	40%	42%	40%	1
Cervical Cancer Screening (%)	65%	66%	65%	1
Breast Cancer Screening (%)	74%	74%	74%	2
Colorectal Cancer Screening (%)	60%	60%	61%	3
Kidney Health Evaluation (%)	56%	56%	47%	0
Screening for Clinical Depression & Follow Up (%)	60%	61%	59%	0
Controlling Blood Pressure (%)	71%	72%	73%	3
Initiation/Engagement of Alcohol/Other Drug Dependence Treatment (%)	7%	8%	7%	1
Timeliness of Prenatal Care (%)	81%	82%	82%	2
Postpartum Care (%)	84%	85%	83%	0
Well-Child Visits in First 15 Months (%)	58%	58%	61%	3
Childhood Immunization Status (%)	30%	31%	30%	1
Pediatric Lead Screening (%)	78%	78%	80%	3
Completion of Medicare Wellness Visits (N)	14,593	14,500	12239	0
Improving Annual Comprehensive Assessments of Care Conditions (%)	73%	74%	66%	0

Employee Engagement and Retention



Goal: Improvement of Employee Engagement Survey Participation Rate

Status: ON TRACK

The Measure: In 2024, 78.6% of our caregivers responded to our Employee Engagement Survey – far above our initial target and exceeding our maximum goal. According to our vendor, Perceptyx, survey participation rates in the healthcare industry are typically 70%.

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.

2024 Year-End Baseline	2025 Target Goal	YTD 2025
78.6%	80.0%	Survey launches October 14 th

Recent employee engagement activities include:

- MIV Announcement posted regarding the 2025 Annual Employee Engagement Survey that includes an overview of the survey’s purpose and instructions on how to complete it.
- Fall-themed sugar cookies were distributed to on-site staff across all facilities.
- The Workforce Development team engaged 35 employees who recently earned degrees or certifications in one-on-one job coaching to support job shadowing arrangements, networking opportunities, and assistance with resumes and applications. This initiative is part of a broader effort to address feedback from the annual employee engagement survey highlighting the need for stronger career growth opportunities.



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 employees departures within first year of employment and dividing it by the number of employee departures in 2025.

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

2024 Year-End Baseline	2025 Target Goal	YTD 2025 (as of 10/10/25)
44.0%	42.0%	35.6%

Recent retention highlights include:

- Finalized Lincoln-West 12th grade internships – Over 30 departments are hosting interns from October 2025 through May 2026.
- The Learning and Performance team held six professional development sessions reaching 200 employees in September covering topics such as Adaptability in the Workplace, Teamwork and Building Better Relationships, and Professionalism.
- MetroHealth was invited to join the Respiratory Therapy Healthcare Sector Partnership, a collaborative initiative with University Hospitals, Cleveland Clinic and Southwest General, aimed at building respiratory talent pipelines to address workforce shortages and reduce employee burnout, a major driver of turnover.



Research and Teaching



Goal: Increase Grant Applications

Status: **EXCEEDING GOALS**

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.

2024 Year-End Baseline	2025 Target Goal	YTD 2025
105 applications	85 applications	83 [111 annualized]

Recent academic highlights include:

- **Robert Jones, MD**, Professor of Emergency Medicine, was awarded the National Emergency Medicine Faculty Teaching Award by the American College of Emergency Physicians (September 7, 2025)
- Emergency Department Ultrasound YouTube Channel recorded its one millionth view on September 7, 2025. The channel was created by **Matthew Tabbot, MD**, Associate Professor of Emergency Medicine.
- GI fellow, **Venkata Sunkesula, MD**, awarded several honors:
 - ASGE Artificial Intelligence Scholars Program, a prestigious program that develops future AI leaders in GI
 - AGE Best of FORWARD program, a highly competitive training program that covers manuscript and grant writing, leadership development and networking.
- GI Fellows **Sarah Williams, MD**, and **Kristen Ruckstuhl, MD**, won the Tavill Academic Liver Debate at a regional meeting on September 24 against Cleveland Clinic.



Goal Owner: John Chae, MD

Please Note: The feasibility of this goal remains uncertain due to the uncertainty at the federal level. Should the government (federal or state) prevent grant application submissions for a 60-day consecutive period during 2025, the goal will be removed.

System News and Accomplishments

The MetroHealth Foundation



Fundraising Update

Fundraising is currently tracking 228% ahead of this time last year, reflecting strong momentum across our philanthropic efforts.

Donor Cases for Support

We are actively advancing key philanthropic priorities:

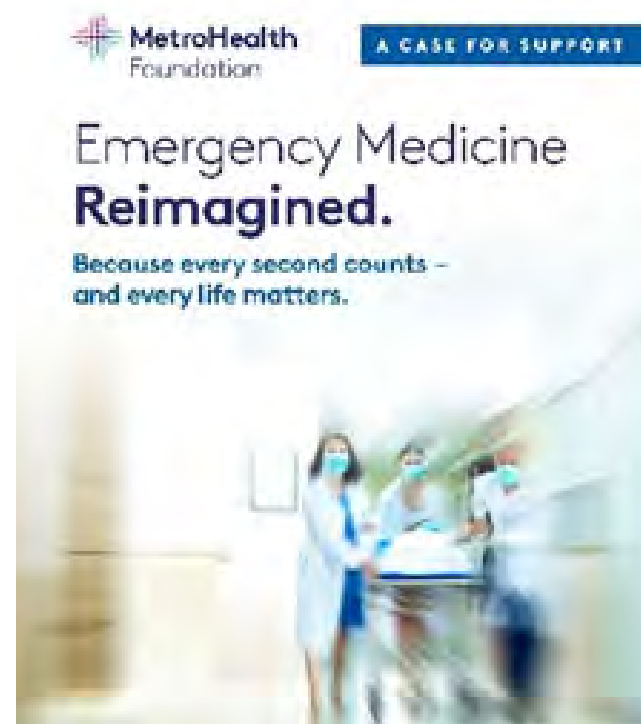
- The transformation of our main campus Emergency Department, which hasn't seen major updates since opening in 2004. [View the case for support here.](#)
- The new Outpatient Health Center, opening in April 2026, will deliver accessible, innovative care for every person.

Foundation Board Roundtables

On August 28, the Foundation Board launched its new Roundtable series at Ohio City Health Center. Led by Board Chair Jon Pressnell, these small-group sessions are designed to deepen conversation, strengthen connections and elevate the impact of philanthropy at MetroHealth. Additional Roundtables were held at the Broadway Health Center and Middleburg Heights November Family Health Center and will continue through November.

Generations Society Luncheon

On September 4, the Foundation celebrated Generations Society members – supporters who've included MetroHealth in their estate plans, including donors with life income gifts. Dr. John Chae shared how research is advancing care, and Dr. Christine Alexander-Rager presented an update on the System.



The MetroHealth Foundation



Cultivation Events

- August 21 gathering at the home of Foundation Board member Larry Mack to inspire support for Emergency Department renovations. Dr. Charles Emerman presented.
- September 6 event hosted by Foundation Board member Dr. Luis Tollinche, Chair and Professor, Department of Anesthesiology, spotlighting our academic mission and research. The Alfred Cyril Pinchak Research Endowment is nearing a milestone: the creation of a professorship at Case Western Reserve University School of Medicine.

Champion of Philanthropy

Monthly spotlight recognizing staff who champion MetroHealth's mission: Bill Tomcko has spent more than a decade at MetroHealth, starting in laundry operations and now serving as Manager of Logistics. His leadership has quietly driven key initiatives, from coordinating the large-scale delivery of donations to building connections with corporate partners.

Recent Gifts

- \$250,000 – Epic Systems (Institute for H.O.P.E.™ and Functional Electrical Stimulation - FES at the MetroHealth Center for Rehabilitation Research)
- \$250,000 – Ohio Department of Children & Youth (Nurse-Family Partnership Program)
- \$25,000 – Estate of Nancy Schubert (Daniel S. Schubert, MD, PhD Endowed Lectureship)
- \$15,000 – The Reminger Foundation Company (The MetroHealth Fund)
- \$10,000 – Cromwell Mechanical, LLC (Gift-In-Kind)
- \$10,000 – Fifth Third Bank (MetroHealth Economic Opportunity Center at Buckeye)
- \$10,000 – PNC Charitable Trusts (Emergency Department)
- \$10,000 – Treu-Mart Fund, a supporting organization of the Cleveland Foundation and the Jewish Federation of Cleveland (SAFE Project)



Nursing

- First Year Cleveland hosted Infant Vitality Advocacy Day in Columbus on September 30 to illuminate the way for more “first birthdays” for Ohio babies. **Kimberly Green**, Executive Director for Women and Children Nursing; **Romona Brazile**, Executive Director, Government and Community Relations; and **Robert Hakes**, Director, Legislative and Regulatory Affairs, met with state leaders to emphasize the importance of supporting and expanding evidence-based initiatives that increase access to care for families. Those programs include MetroHealth’s Nurse-Family Partnership home visiting program, Midwifery services and Centering Pregnancy program.
- Two patients involved in a recent apartment explosion have been with our nationally recognized **Burn Unit** for more than 50 days. The patients recently received the Bravery Award sponsored by the MetroHealth Police Department and Child Life teams.
- In November 2005, MetroHealth received its first **Magnet** Designation. December 9-12, we will be seeking our 5th designation. Only 10% of US hospitals are designated as Magnet. We are the second public hospital in Ohio, and only 120 have achieved four designation and only 76 have achieved five designations.

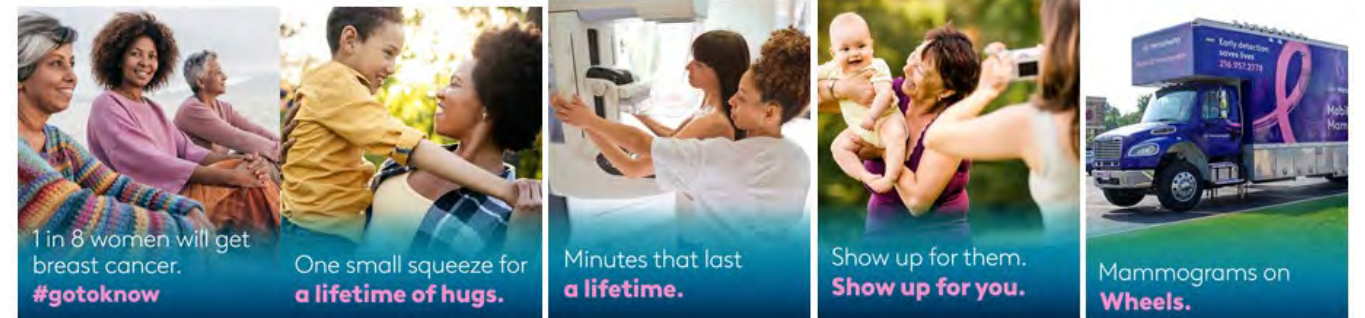
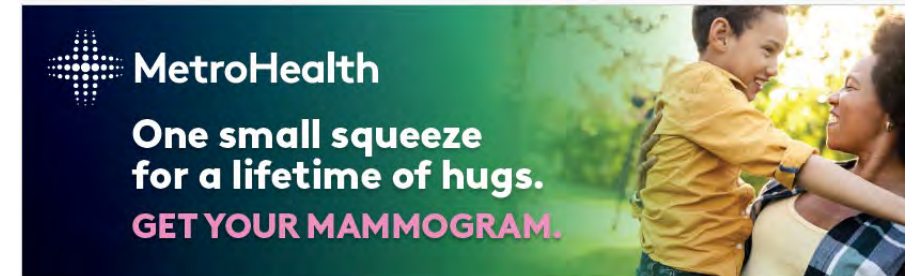


Marketing

Breast Cancer Awareness Month

The following Marketing tactics are being executed to raise awareness around Breast Cancer:

- Paid search engine marketing (ongoing)
- Monthly patient email outreach (ongoing)
 - One email promoting the mobile mammography unit at Discount Drug Mart
 - One email raising awareness around mammograms starting at 40
- Outdoor digital billboards (September and October)
- Paid and organic social media (October and November)
- [Fox 8 MetroHealth Minute](#)



Community Engagement

As part of our celebration of Hispanic Heritage Month, we were thrilled to welcome our partners, community members and colleagues to the corners of Scranton Road and Southpoint Drive for the unveiling of a striking new public artwork, [La Distancia / The Distance](#) – a sculptural outdoor bus shelter that also serves as a functioning RTA transit stop.

Created by artist [Edra Soto](#), this impactful work stands as a tribute to the Clark-Fulton neighborhood, home to Cleveland's largest Puerto Rican and Latinx communities.

The project is a collaboration among The Sculpture Center, MetroHealth's Center for Arts in Health and the Community Transformation and Real Estate teams, as well as LAND studio and Metro West Community Development Organization, with support from the Greater Cleveland RTA. To fund the collaboration and projects with Edra Soto, the Sculpture Center received the Joyce Foundation's 2024 Joyce Award and a grant from the National Endowment for the Arts.



Communications



Team Activities

- In September, the Communications team partnered with Dr. Alexander to launch *Chrissy's Monthly Rounds*, a monthly newsletter to MetroHealth employees. The newsletter is designed to answer questions and share updates about the System. **The open rate for the first two editions exceeded 80%.**
- In August, we launched a series of **monthly fireside chats** with Dr. Alexander. These chats, which take place monthly through the end of the year, give Dr. Alexander the opportunity to address staff concerns and answer questions.
- The media relations team – **Rita Andolsen, Vice President, Communications and Media Relations, and Timothy Magaw, Director, System Communications** – have been visiting media outlets in the area to introduce themselves and discuss ways we can collaborate to tell MetroHealth's story.



Media Highlights

- MetroHealth and Ryan Mezinger featured in Crain's Cleveland story, ["Northeast Ohio health systems moving to counter growth of 'pharmacy deserts'"](#)
- [Letter to Editor: Cleveland's MetroHealth earns praise from retired medical professional](#) – Cleveland.com/Plain Dealer
- MetroHealth's Laura Shefner, MD, published two recent columns in the Cleveland Jewish News: ["Sniffle season is almost here"](#) and ["Brushing up on pediatric dental health"](#)
- [Northeast Ohio health care CEOs confront cost, burnout and broken systems](#) – Crain's Cleveland Business
- [Carol Martz knows how to build the case for supply chain at MetroHealth](#) – American Healthcare Leader
- [Health clinics are expanding in Cleveland schools. Here's how they work and if they're working](#) – Signal Cleveland
- [Cleveland schools open 3 new health clinics with \\$3.7 million in ARPA funding](#) – Cleveland.com/Plain Dealer
- Dennis Auckley, MD, quoted in New York Post story, ["Keep waking up at 3 a.m.? Tips to fall back asleep faster – and how to know if you've got SMI."](#)
- Michael Kelly, MD, quoted in Cleveland.com/Plain Dealer story, ["The simple rules many e-bike riders ignore, leading to complaints and injuries."](#)

Awards, Recognition and Other News



- **Robert Jones, DO**, has been selected as this year's recipient of the American College of Emergency Physicians' National Emergency Medicine Faculty Teaching Award. To be considered for this award, educators are nominated by students, residents and peers who believe that they are exceptional as emergency room doctors and as teachers.
- **Tyffani Monford, PsyD**, was honored with the 2025 Gail Burns-Smith Award from the National Sexual Violence Resource Center (NSVRC-a division of Respect Together) and the Association for the Treatment and Prevention of Sexual Abuse (ATSA).
- **Andres Pinto, DMD, MPH, MSCE, MBA**, Professor of Oral and Maxillofacial Medicine, was nominated to be a Commission on Dental Accreditation commissioner, a group comprised of about 25 individuals that evaluate accreditation for dental education and allied health programs (specialty and general) in the United States.
- **Patricia Tousel**, Patient Navigator, has been named to the 2025 list of AmMore's 100+ Latinos Cleveland Must Know. Patricia is a Bilingual Community Outreach Liaison for the BREAST (Bringing Education, Advocacy and Support Together) Program at the MetroHealth Cancer Center.



Robert Jones, DO



Tyffani Monford, PsyD



Andres Pinto, DMD



Patricia Tousel