



MetroHealth



Budget presentation to Cuyahoga County Council

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Our Six Strategic Pillars



People-First Culture

We must put our **people at the center of all we do**. Without our people, there is no mission – there is no MetroHealth. We must celebrate, support and empower the talented caregivers who choose to work here.

Clinical & Academic Excellence

We will deliver care that results in the **best possible outcomes for everyone** in the community. Our quality of care will be reflected in our grades and rankings from national ratings agencies. We will embrace and build upon our role as an academic research and teaching institution.

Health Equity

We will ensure **everyone has equal access to good health care**. No one's life should be cut short because of the color of their skin, their ZIP code, their gender, sexual orientation, the language they speak, or any other demographic used to make people feel "less than."

Community Engagement & Impact

We will engage with those we serve through listening tours, the development of a Community Advisory Council and other means. We will ensure **all segments of our community have a voice** and are partners in our work.

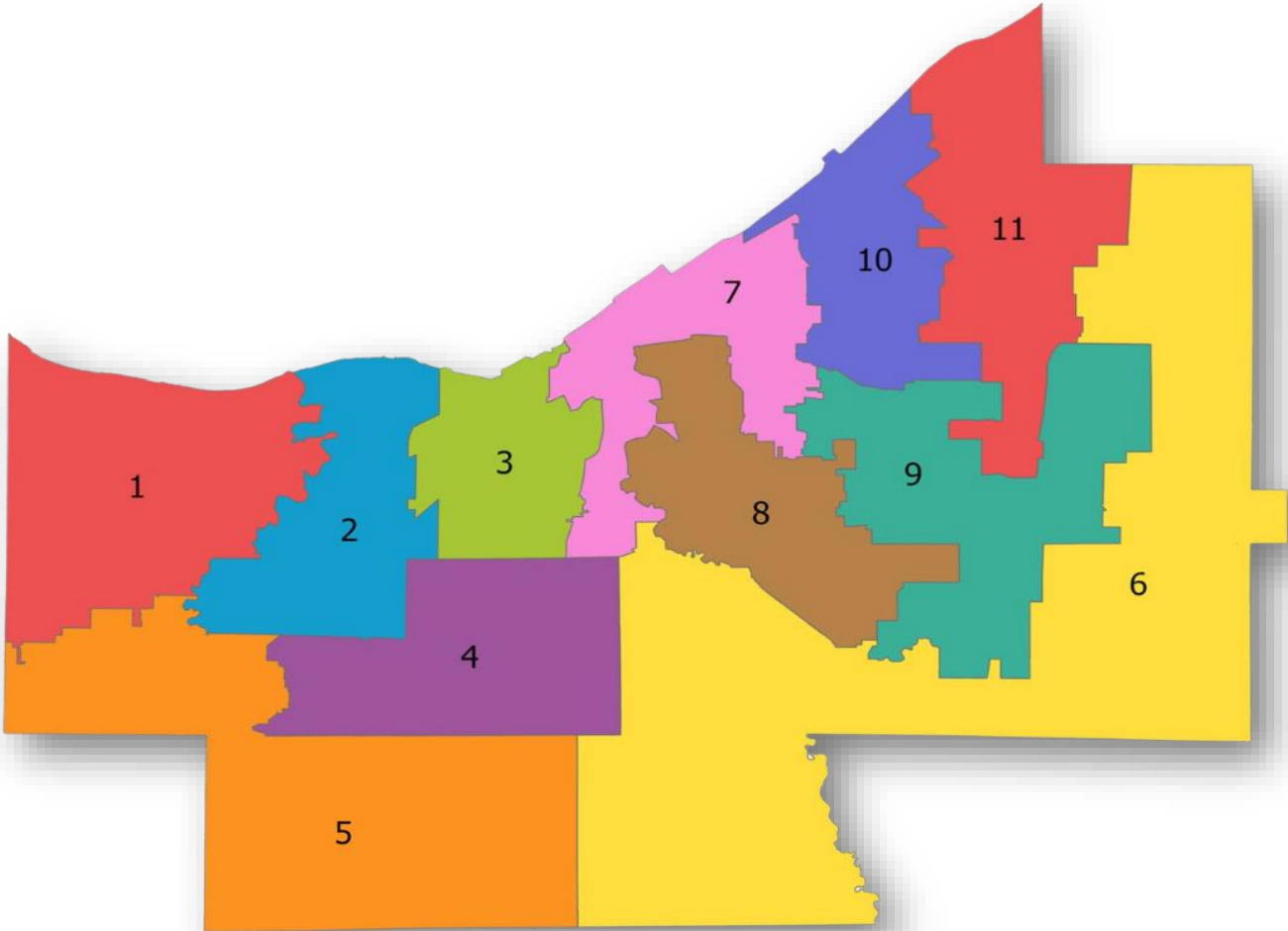
Innovation

We will invest in the future of health care by designing and testing **new models of care** and service delivery.

Accelerating Growth

We will continue to test, **shape and expand our services** as we collaborate strategically with others in the community. We are collaborators and partnering with others is the fastest way to success.

In 2022, MetroHealth provided Cuyahoga County residents with **\$166M** of uncompensated care and over \$200M in Community Benefit



District	Cost of Care
1	\$3,788,985
2	16,694,953
3	36,769,592
4	15,640,272
5	6,628,189
6	6,970,447
7	26,214,435
8	24,623,355
9	8,929,374
10	12,633,201
11	7,658,139
Patient Cost	166,550,942
Community Benefit	\$200,916,942

MetroHealth is forging collaborations throughout **Cuyahoga County** to reach more communities in need

Cuyahoga County's Essential Partner

- ❑ Expanding access and awareness through our Multicultural Health Expos
- ❑ Expanding our ambulatory **neighborhood footprint**
- ❑ Collaborating with Cleveland State University and Cuyahoga Community College on **workforce development and career-readiness programming**
- ❑ Partnering with the Cleveland Metropolitan School District on the Lincoln-West School of Science & Health – the only high school in a hospital in the nation
- ❑ Launching our Greater Cleveland Food Bank Community Resource Center Clinic in Collinwood
- ❑ Developing a Crisis Stabilization Center at St. Vincent Charity campus in Cleveland's Central neighborhood

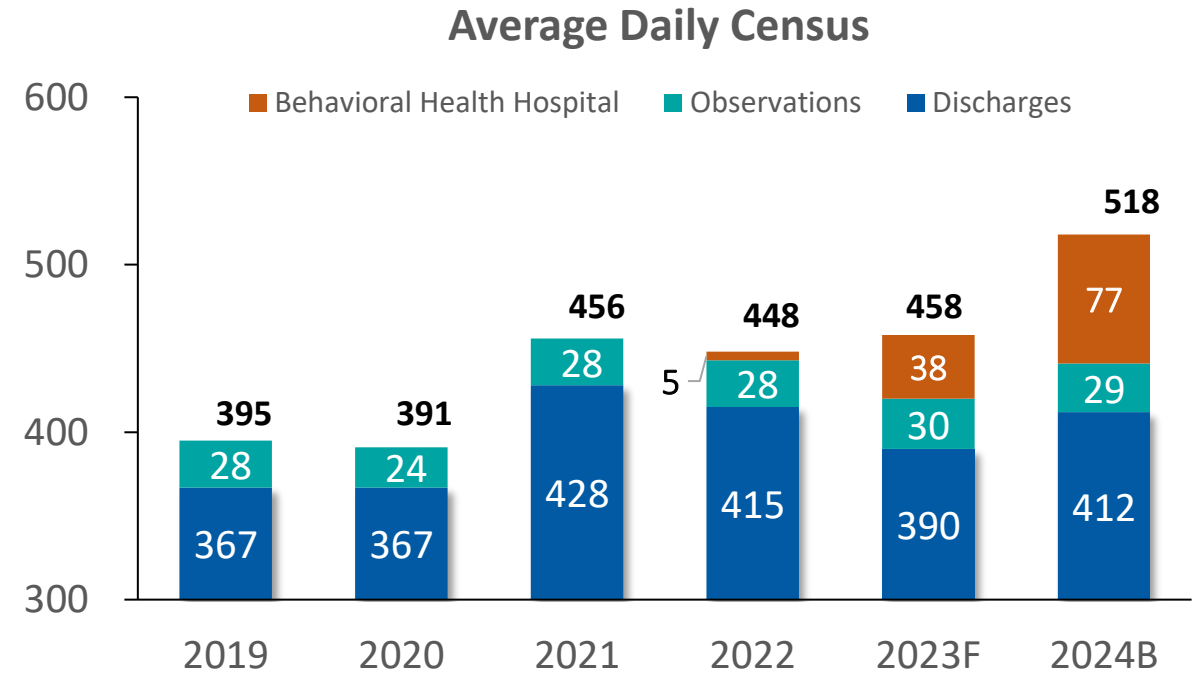
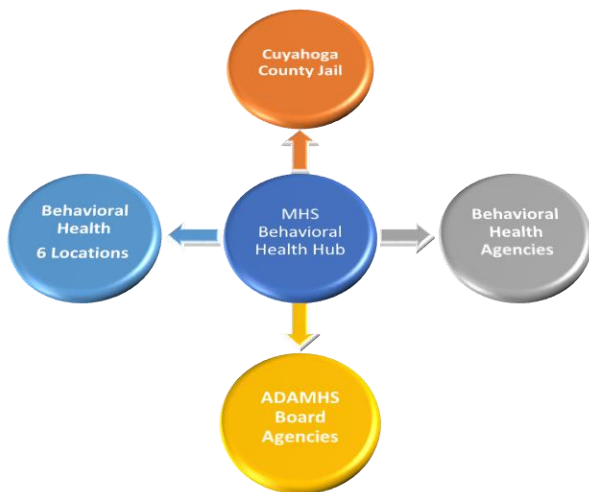


With the support of many partners, MetroHealth is leading the way in addressing the **mental health crisis** in Cuyahoga County

Cleveland Heights Medical Center is the centerpiece of the behavioral health hub and spoke strategy.

2024 Activities:

- ❑ Open Psychiatric Emergency Department
- ❑ Open Crisis Stabilization Center
- ❑ Expand capacity by 52 beds – including for children, elders and dual diagnosis



MetroHealth Expanding Services in Cuyahoga County

Operating Margins Will Remain Below Historical Levels

- Pre-pandemic models of operation are no longer effective
- Labor inflation is the single most important challenge
- Physicians and nurses are leaving health care
- Below average financial performance will continue through 2024
- Liquidity is declining given market losses and changing revenue models
- Significant rise in non-traditional players entering health care

Despite these headwinds, MetroHealth has embarked upon a multifaceted financial and operational improvement plan

For The Years Ending 2022, 2023 and 2024

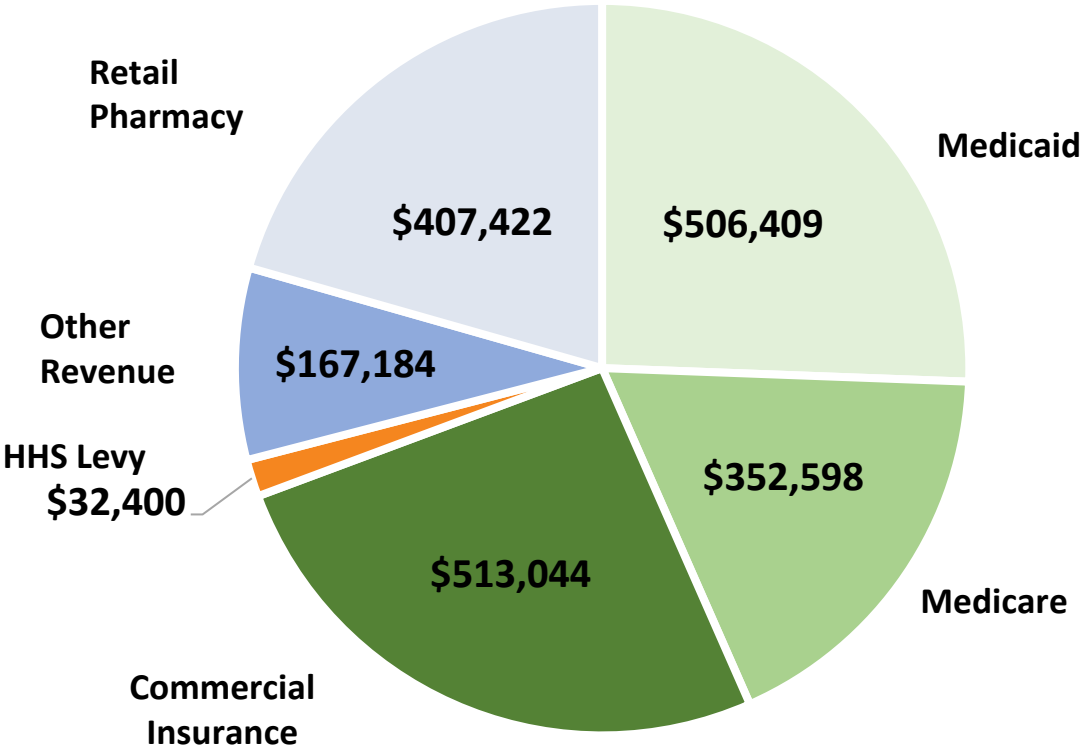
\$ in Thousands

	2022	2023P	2024B
Total Operating Revenue	\$1,613,858	\$1,787,353	\$1,946,657
Operating Expenses:			
Salaries, Wages, & Benefits	\$948,719	\$1,077,900	\$1,163,106
Department Expenses	\$527,596	\$601,290	\$643,229
Depreciation, Amortization, & Interest	\$119,450	\$158,876	\$162,940
Total Operating Expenses	\$1,595,765	1,838,066	\$1,969,275
Operating Income (Loss)	\$18,093	\$(50,713)	\$(22,618)
EBIDA	\$137,543	\$108,163	\$140,322

\$ in Thousands

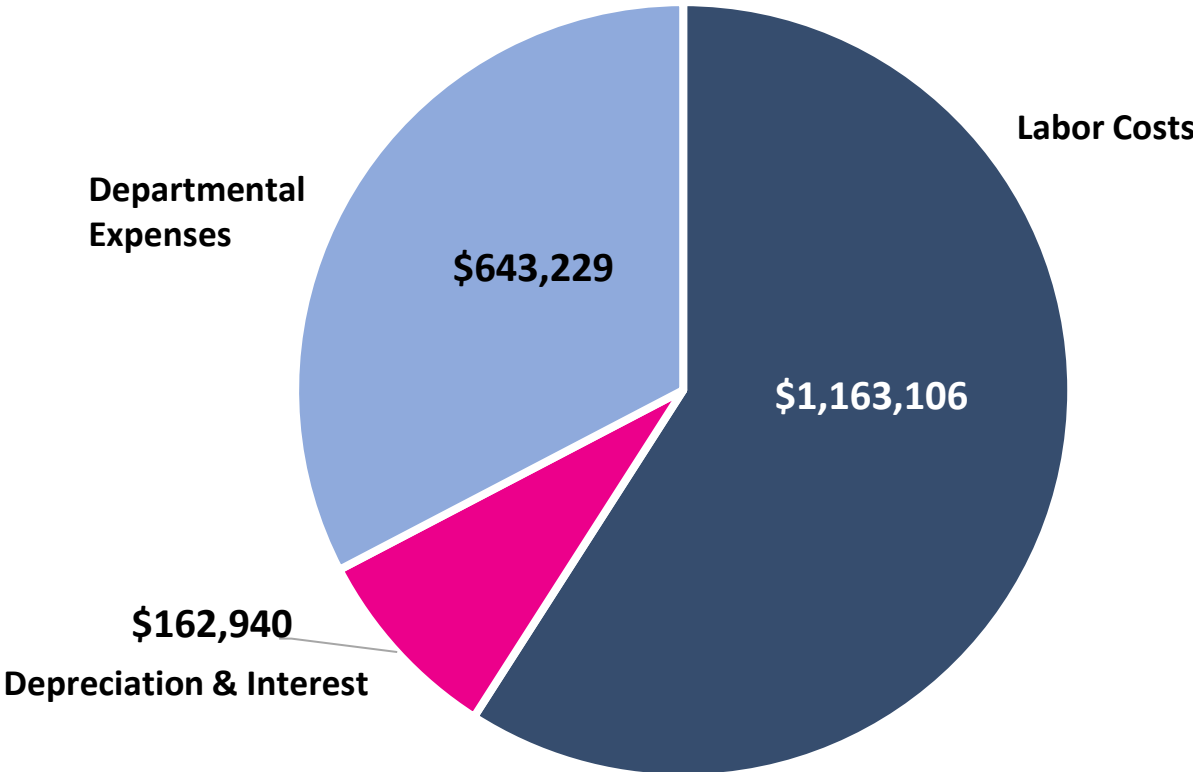
Total Operating Revenues \$ 1,946,657

Where Revenue Comes From

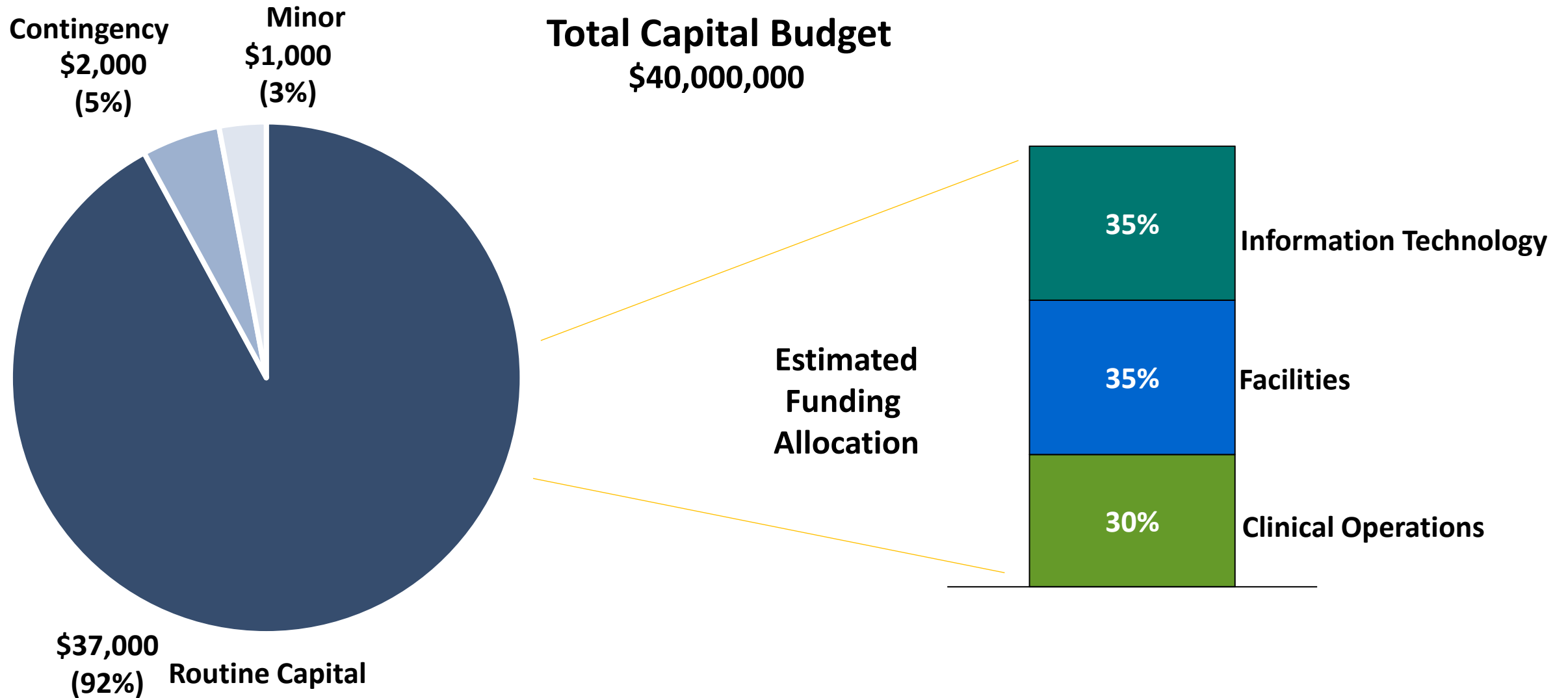


Total Operating Expenses \$ 1,969,275

Where It Goes



2024 Routine Capital Budget



- ***Investing in health equity for all of Cuyahoga County***

- In 2015, MetroHealth volunteered to have its HHS levy funding temporarily cut from \$40 million to \$32.4 million. It has remained there ever since, despite inflation and investments based on need.
- Last year, MetroHealth provided more than \$166 million in uncompensated care for Cuyahoga County residents – and over \$200 million in total Community Benefit. This guarantees our constituents exceptional care, regardless of their ability to pay.
- Levy support for our fundamental, safety-net mission means MetroHealth can continue to make major investments in behavioral health, school health and neighborhood clinics. ***The strategy: Remove the barriers that make it hard for people to get care.***
- We can continue to support collaborations to lift the health and the wealth of under resourced neighborhoods throughout the county.
- Going beyond traditional health care, we can continue to work with CMSD, Tri-C, CSU, the ADAMHS Board and other partners to inspire and train the next generation of health care workers -- filling a vital need for Greater Cleveland's largest employment sector.

- ***We are asking for a restoration of HHS levy funding to \$40 million.***

- As we have for years, all HHS levy dollars will be used only to care for uninsured and under-insured Cuyahoga County residents. This is foundational to the partnership between the County and MetroHealth.