



**MetroHealth**



# Budget presentation to Cuyahoga County Council

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# Macro trends impacting healthcare

**Rising costs creating budget pressures**



**National healthcare workforce shortages**



**Demand shift to outpatient care settings**



**Growth of value-based care reimbursement models**



**Health system consolidation via mergers, acquisitions and partnerships**



**Fortune 500 and tech-enabled market entrants**



**Innovative technology adoption**



**Focus on addressing Social Determinants of Health (SDoH) and disparate health outcomes**



# Anticipated impacts from strategic investments



MetroHealth Family Dentistry  
in Middleburg Heights



School Health Program  
in-school clinics



Brooklyn Health Center  
Pharmacy Launch



Therapy service expansions to  
Broadway and Bedford Health Centers



Vector Lab



Cleveland Heights  
Psychiatric  
Emergency Department

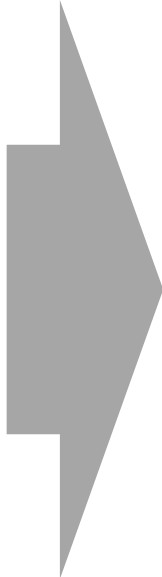
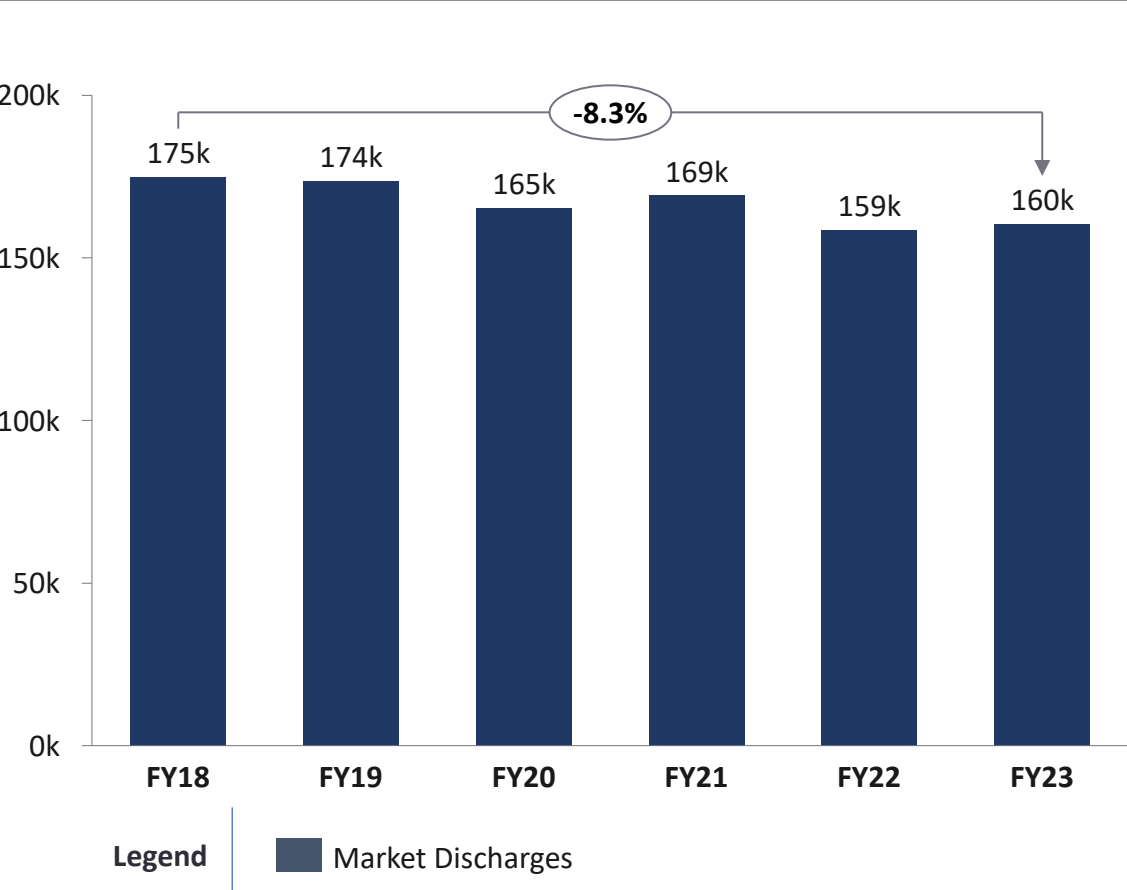


Midwifery Program  
launch

# Cuyahoga County inpatient volumes remain down



Cuyahoga market discharges, 2018-2023



- Cuyahoga County market **has not returned** to pre-pandemic levels
- MetroHealth has **experienced continued demand** for our services
- Seeking opportunities to **continue serving our communities** with key clinical programs & healthcare services

Source: OHA

# We are seeing healthy growth

- Pharmacy prescriptions filled: **up 14.4%**
- Emergency Department visits: **up 5.8%**
- Outpatient visits: **up 4.4%**
- Surgical case volumes: **up 4.0%**
- Discharges/observations: **up 2.3%**
- Overtime/contract labor costs: **down 28.9%**
- Average length of stay: **5.6% improvement**

- 2024 vs. 2023, YTD through 9/30



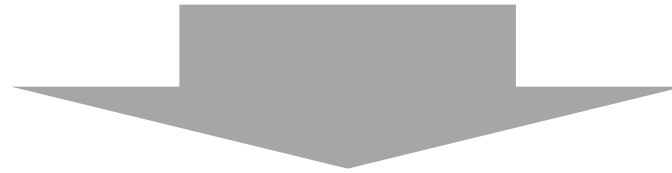


## *A “game-changer” for ambulatory services, campus redevelopment and system growth*

- Finalizing the Outpatient Health Center (Apex Project) allows us to continue the process for our **broader, long-term campus redevelopment.**
- Key clinical programs and services will move into a **state-of-the-art outpatient facility.**
- Achieves **incremental growth** through program enhancements, integration and operational efficiencies.
- Further enhances our ambulatory network and the **hub (Apex) and spoke (community clinics) strategy and enables backfill to occur beginning with the existing Outpatient Pavilion.**

**6,000+**

*stakeholders engaged*



**3 Surveys: 2,050** MetroHealth Employees, **3,200** Patients, **615** Non-Patient Residents

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**18 Listening Sessions: 420+** Community Stakeholders

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**2 Focus Groups: 36** Patient-facing Staff

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**80+ Interviews: 50+** MetroHealth Employees,  
**31** Community Stakeholders

# Consolidated Operating Statement



\$ in Thousands

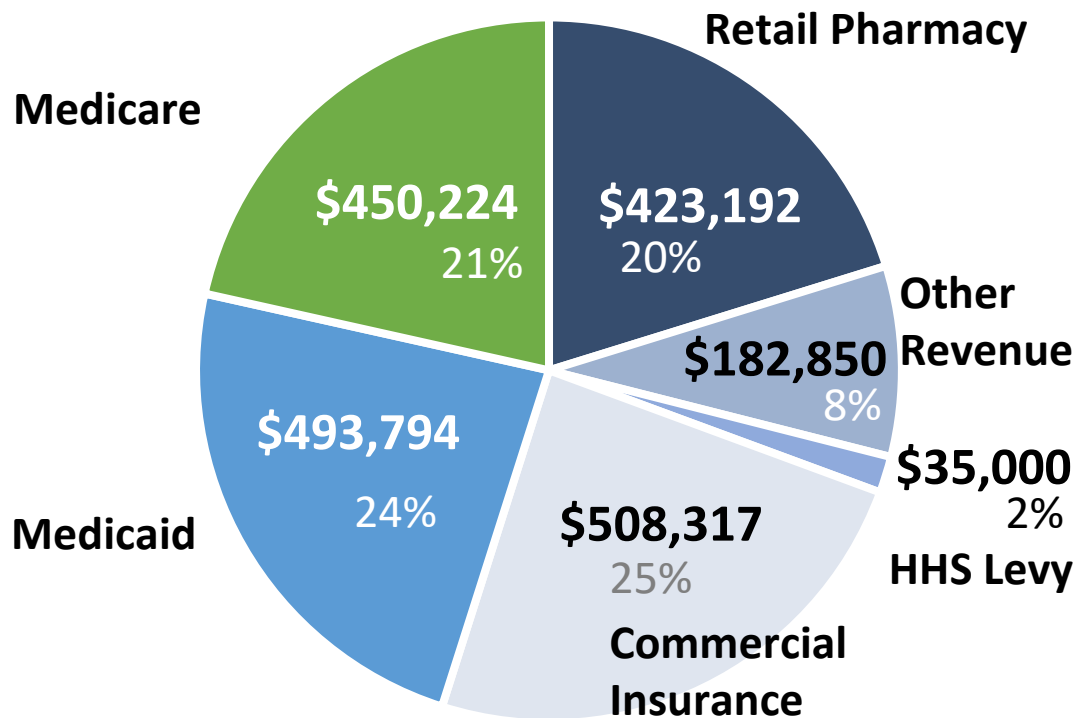
Description	2023A	2024P	2025B
<b>Total Operating Revenue</b>	<b>1,819,570</b>	<b>1,943,876</b>	<b>2,093,377</b>
<b>Operating Expenses:</b>			
Salaries, Wages, & Benefits	1,071,080	1,126,570	1,209,235
Department Expenses	611,747	693,173	736,938
Depreciation, Amortization, and Interest	158,490	160,910	164,343
<b>Total Operating Expenses</b>	<b>1,841,317</b>	<b>1,980,653</b>	<b>2,110,517</b>
<b>Operating Income (Loss)</b>	<b>\$(21,747)</b>	<b>\$(36,777)</b>	<b>\$(17,140)</b>
<b>EBIDA</b>	<b>\$136,743</b>	<b>\$124,133</b>	<b>\$147,203</b>
<b>EBIDA %</b>	<b>7.5%</b>	<b>6.4%</b>	<b>7.0%</b>



*\$ in Thousands*

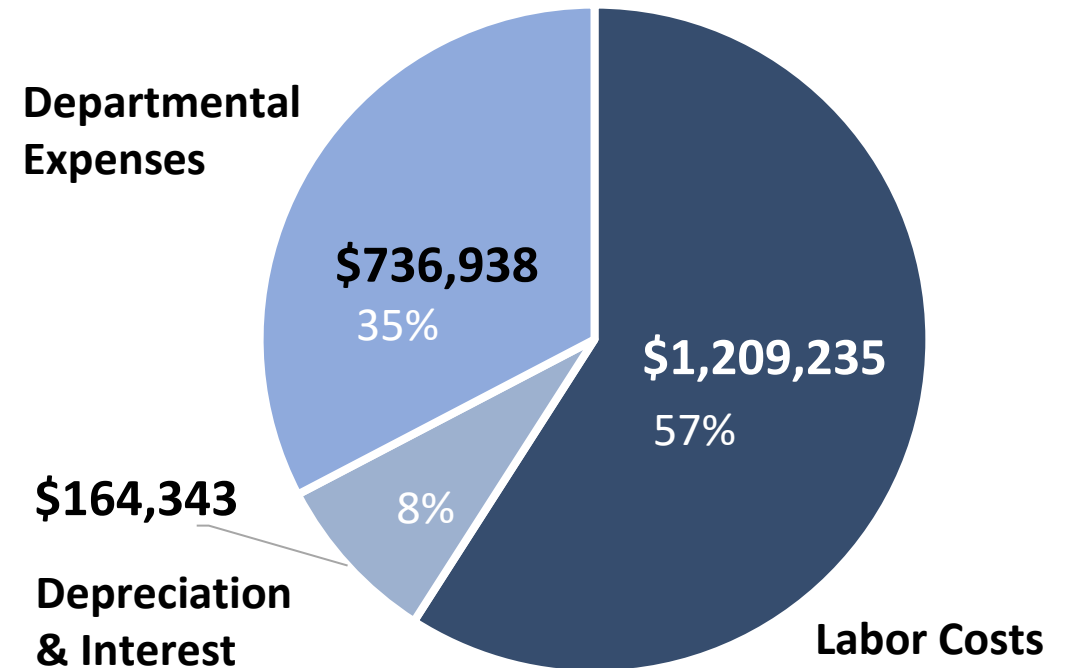
## Total Operating Revenues \$2,093,377

Where Revenues Comes From



## Total Operating Expenses \$2,110,517

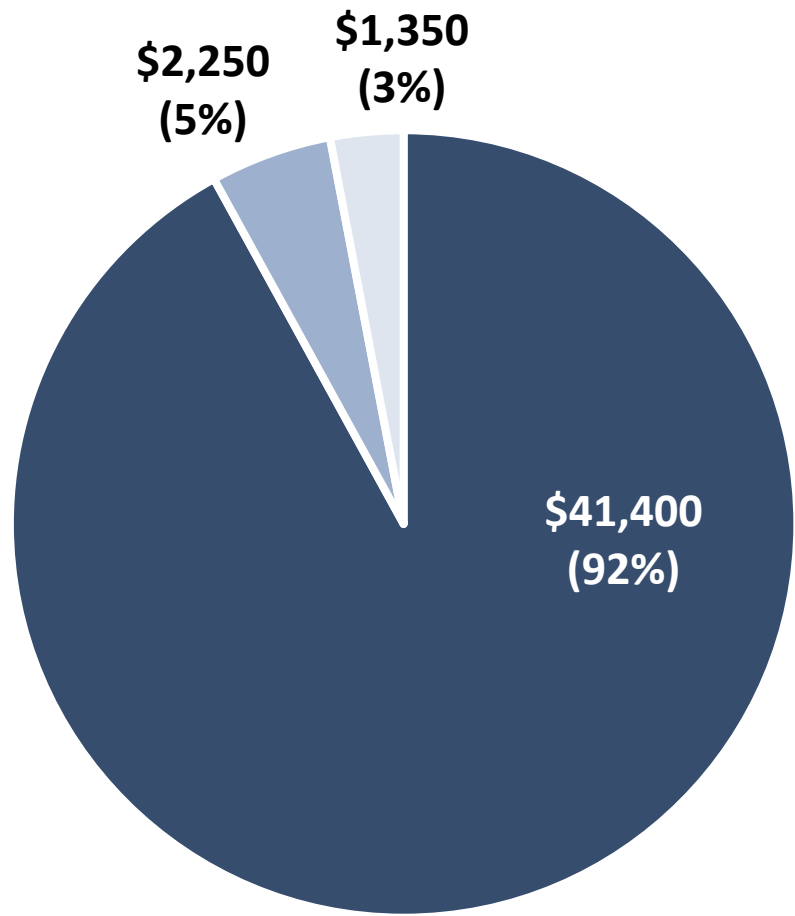
Where It Goes



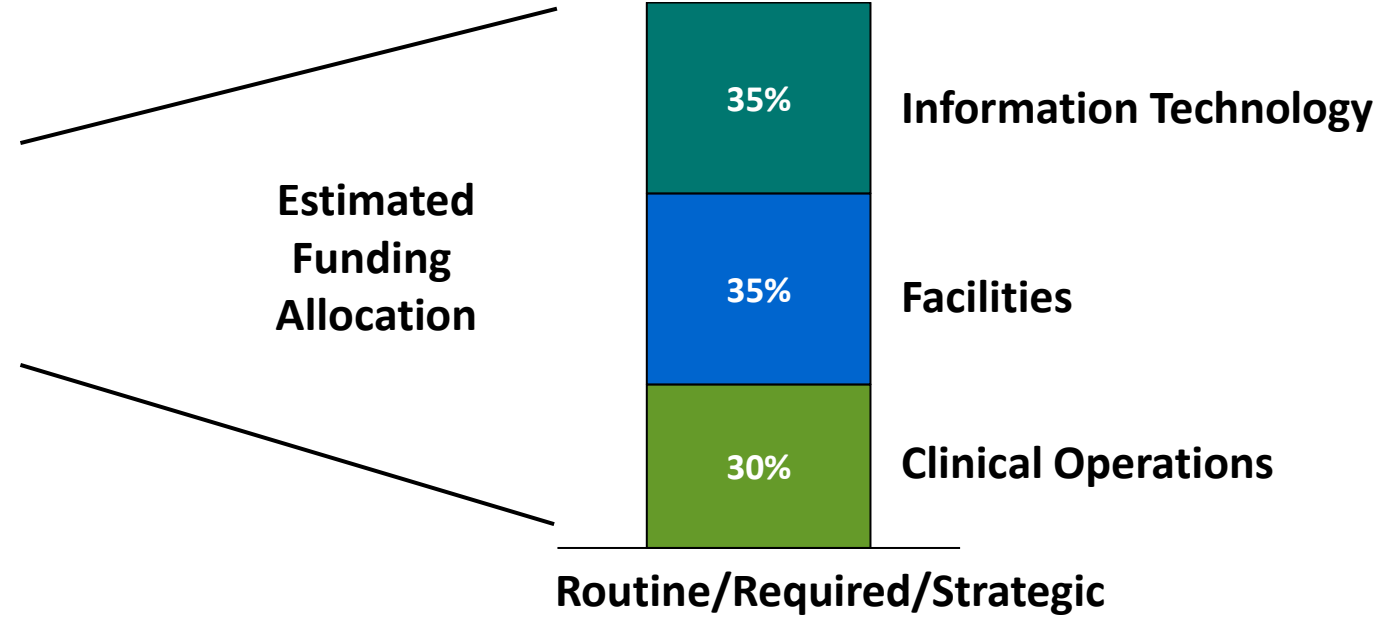
# 2025 Capital Budget



*\$ in Thousands*



■ Routine/Required/Strategic	\$ 41,400
■ Contingency	\$ 2,250
■ Minor	\$ 1,350
<b>Total</b>	<b>\$ 45,000</b>

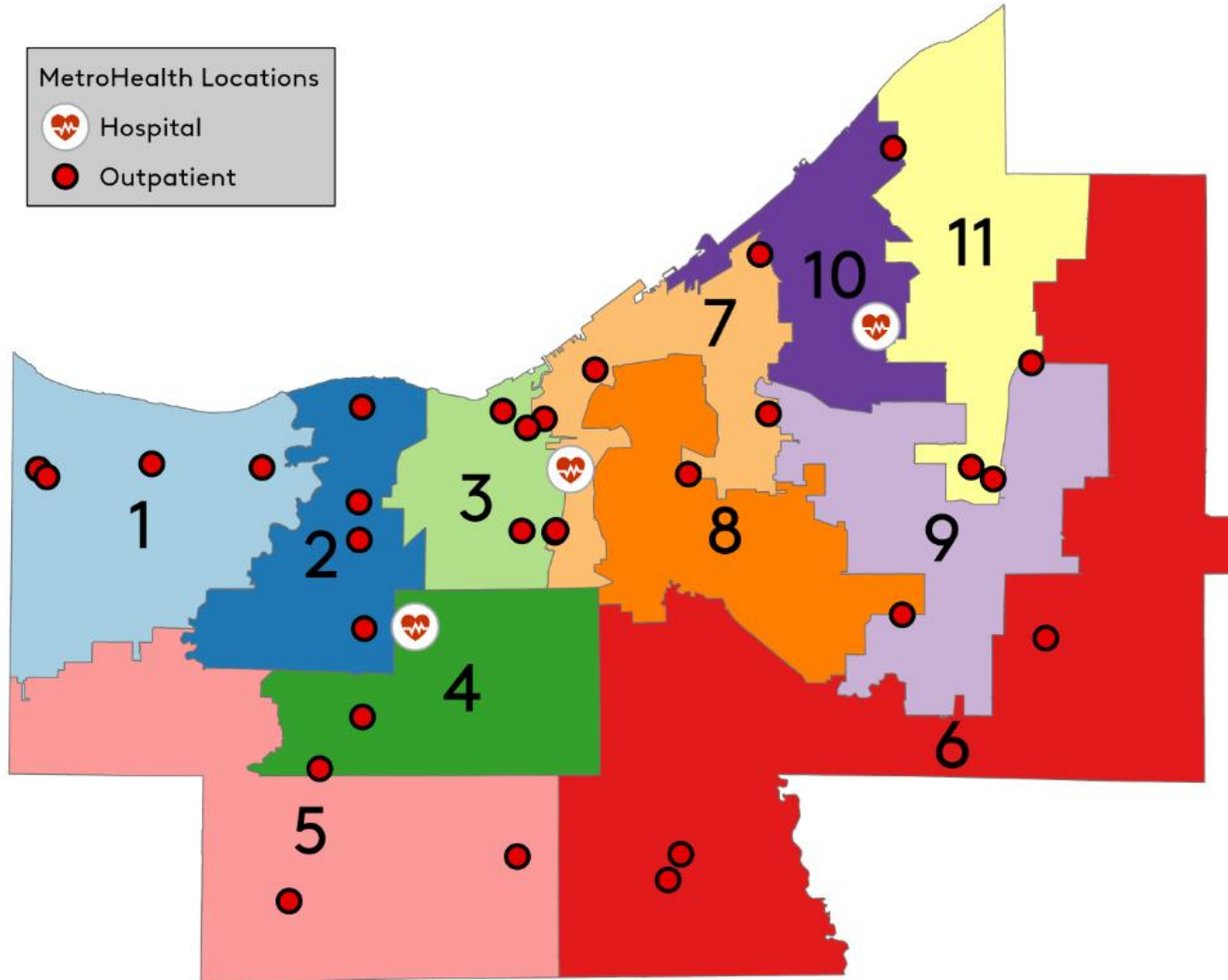


Note: 2024 Capital is funded from operating cash flow and/or cash reserves for the ongoing operations of MetroHealth. The allocation amounts among Routine/Required/Strategic, Contingency, and Minor categories presented above are estimates and may vary.

# We embrace our role providing charity care



## June 2024 YTD Patient Origin



Council District	Patients Served*	Charity Care
1	2,316	\$ 1,527,797
2	7,915	\$ 6,587,869
3	21,802	\$ 24,474,216
4	9,198	\$ 8,830,127
5	4,144	\$ 3,105,663
6	2,696	\$ 2,316,370
7	16,244	\$ 18,047,725
8	14,957	\$ 13,063,776
9	7,062	\$ 5,491,421
10	8,051	\$ 7,654,031
11	4,178	\$ 3,158,376
<b>Total</b>	<b>96,719</b>	<b>\$ 94,257,371</b>

\*Note: Total Patients Served represents the total unique patient count. Some patients may have moved throughout the timeframe that services were provided and therefore are represented in multiple council districts



- Patient safety scores are **up more than 11%** since 2023.
- Fall 2024 Leapfrog Hospital Safety Grade **improved to a B.**
- HCAHPS patient experience scores are **up 7%** since 2023.
- In 2024, MetroHealth improved from a 2-star hospital to a **3-star hospital** in CMS ratings.