



To: Airica Steed, Ed.D, MBA, RN, CSSMBB, FACHE, IASSC

From: The MetroHealth System Board of Trustees

Date: March 1, 2024

Re: 360 CEO Evaluation Summary

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A 360 CEO evaluation based upon the first year of service is understood to represent a baseline for the Board to measure the future success of the candidate they have selected to lead an organization. The MetroHealth System Board of Trustees (the Board) understands that any first year is typically very challenging. However, the circumstances that occurred before your start date presented several unique challenges and we would like to take this opportunity to applaud you in establishing professional and personal credibility among, community leaders and government leaders at the national, state, and local level during this time.

Your 360 CEO Evaluation was divided into seven areas and this Evaluation Summary reflects the same.

In four of the seven areas you met or exceeded expectations:

- Mission Strategy Goals
- Quality Safety and Experience
- Financial Management
- Community and External Relationships

In one area, even though expectations were partially met, there is room for improvement:

- Physician relationships/collaboration

Two areas were identified as below expectations and needs improvement:

- Effective leadership of management team
- Relationship with Board and Chair

Based upon results from initial 360 CEO evaluation and Board discussions, the Board has identified the following items as priority areas for improvement and recommends the following:

1. Management team organization and focus

- Produce a clear updated organizational chart with well-defined roles,
- Enhance transparency in decision-making,
- Increase visibility on campus, and
- Stabilize leadership team during the second year.

2. Improve relations with Board and Chair

- Enhance understanding of the role of a publicly appointed Board and the role of communications with the Board.

3. Clearly Define System Goals with Metrics

- It is a laudable goal to eradicate health disparities. The Board would like to see a plan with quantifiable metrics describing how The MetroHealth System plans to achieve the goal of eradicating health disparities. Including initial steps to be taken and plans on how progress will be measured.

The MetroHealth System Board of Trustees recommends that you work with one of the Governance institute's consultants, Kim Russel. We believe that Ms. Russell would be an asset to you as you strive to attain the goal of improving relations with the Board. She can also provide additional insights on governance/management issues, as they arise.

Finally, many Presidents/Chief Executive Officers in other organizations, and previously at MetroHealth, have benefited from outside coaching. The Board strongly recommends that you consider working with an Executive Level Coach.

In closing, we feel that you have done commendable job in your first year leading this organization during a challenging time. We look forward to working with you to eradicate healthcare disparities while continuing to provide high quality healthcare to all in Cuyahoga County and surrounding communities.