EXHIBIT 30

SullivanCotter

MetroHealth

Executive Total Compensation Review

September 28, 2021

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Introduction

- SullivanCotter was retained by MetroHealth (MH) management to review the competitiveness of the total compensation levels provided to 34 executive positions, including the President and Chief Executive Officer (CEO).
  - Our assessment reflects the impact of MH's increase in revenue from $1.4 billion to $1.6 billion.
  - An assessment of MH's benefits program was completed in December 2020. It is our understanding no benefits have changed since the December 2020 assessment.
- Our analysis covers all elements of MH's total compensation (TC defined as base salaries plus variable compensation and the employer costs of standard and supplemental benefits and perquisites).
  - Information provided by MH serves as the basis for our assessment. Our assessment is based on the accuracy of the data provided to us, which SullivanCotter has not independently validated. Any additional compensation provided to the covered executives and not included or accurately described in this report, is not covered by our assessment.
- This report provides a prospective review of projected calendar year 2021 total compensation levels based on market analysis of three custom peer groups that reflect organizations similar to MH in complexity and size.
  - We note the peer group organizations are consistent with last year's assessment with exception of two organizations (Evergreen Health and The Guthrie Clinic) that were removed as they fell below the low end of the 2020 peer group revenue range.

Not-for-profit health systems	• Not-for-profit health systems with net revenues ranging from $744M to $3.1B, with a median net revenue of $1.6B. Comprised of 104 organizations.
Public health systems	• Public health systems with net revenues ranging from $942M to $2.7B, with a median net revenue of $1.3B. Comprised of 24 organizations.
Combined	• Not-for-profit and public health systems with net revenues ranging from $744M to $3.1B, with a median net revenue of $1.5B (128 organizations). This data set combines the two peer groups referenced above. • A listing of the peer group organizations can be found in **Appendix A**.

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Market Trends

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Market Trends

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Findings

While MH has improved its competitive position current base salaries still lag the market. However, total compensation is competitive assuming target performance and approximates the 62nd percentile for exceptional performance.

Component of Compensation		Aggregate Market Position			Observations
		Not-For-Profit	Public Health	Combined	
Current Base Salary		P35	P49	P39	• MH's aggregate base salary positioning falls below the median of the market but has improved from the last assessment (35th percentile). • Competitiveness varies by position. Current base salaries for 21 executives fall below the 50th percentile.
Projected Total Cash Compensation (TCC = salary + incentives)	*Target*	P48	P76	P53	• Annual incentive opportunities are competitive for the CEO and most EVP and SVP level executives and slightly less than competitive for the COO, CFO, VP and Director levels. • Six executives have target TCC that exceeds the 90th percentile in the public health peer group (Rajki, McBride, Wahl, Brown, Gallo and Lewis). No executive exceeds the 90th percentile of the combined peer group TCC. • Three executives have exceptional TCC that exceeds the 90th percentile of the combined peer group (Wahl, Dethloff and Tobin). • If base salaries for executives whose current salary is below the market median were brought to median, aggregate target TCC would approximate the 64th percentile of the combined peer group (cost at target $1.2 million).
	Exceptional	P60	>90 (4%)	P64	
Projected Total Compensation (TC = TCC + benefits costs)	*Target*	P47	P76	P53	• TC compensation is positioned in the mid-range of the market partially due to a shortfall in base salaries. • One executive (Wahl) has target TC that slightly exceeds the 90th percentile of the combined peer group. • If base salaries for executives whose current salary is below the market median were brought to median, aggregate target TC would approximate the 62nd percentile and the 72nd percentile TC at maximum (exceptional performance) of the combined peer group.
	Exceptional	P57	>90 (1%)	P62	

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Conclusions

As compensation decisions are determined, MH should consider the following:

- While base salary growth is budgeted to be 3% for the executive population in general, we expect to see wide variation on a position-by-position basis reflective of market demand for certain positions, differences in individual performance, retention considerations and efforts to correct inequitable pay.
- Maintain the current annual incentive compensation levels, but also consider implementing a long-term incentive plan (LTIP) to strengthen the alignment between MH's business strategy and executive compensation. In addition, an LTIP will enhance the overall level of pay competitiveness and promote retention.
- Consider conducting a pay equity review to determine the degree to which the compensation philosophy is being consistently applied to all and to assure that differences in pay are based on bona fide factors.

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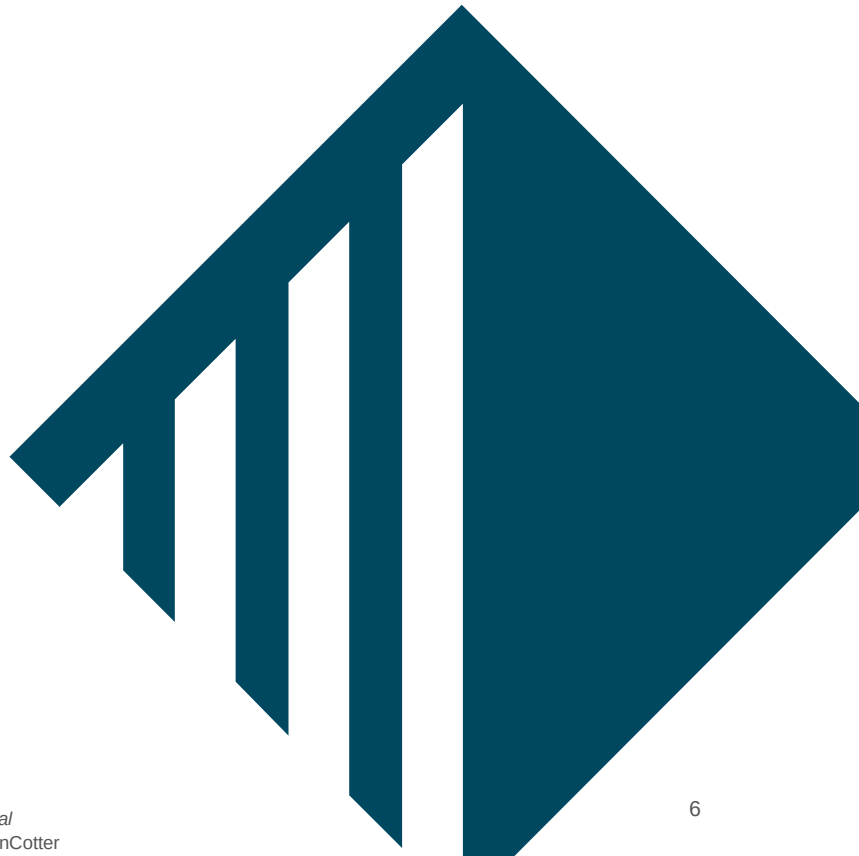
Market Comparisons



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Market Comparisons - Base Salary

- The following findings are based on the methodology described in **Appendix B**.
- **Base salary** positioning by peer group for each executive is presented in the following table:

Title (Incumbent)	Base Salary Market Position by Peer Group		
	Not-For-Profit	Public Health	Combined NFP and PH
President CEO (Boutros, M.D.)	27	68	33
EVP Chief Financial Officer & System Services Officer (Richmond)	30	46	34
EVP Chief Operating Officer (Stern)	<25 (-1%)	44	25
EVP Chief Clinical Officer (Boulanger, M.D.)	31	27	28
EVP Chief Clinical Transformation Officer (Chehade, M.D.)	<25 (-4%)	---	27
EVP Administration & Chief Of Staff (Platten)	<25 (-3%)	---	33
SVP – Quality and Medical Director of Employee and Community Health (Watts, M.D.)	<25 (-6%)	<25 (-3%)	<25 (-5%)
SVP Chief Equity Officer (Nevel) (1)	---	---	56
SVP Chief Strategy & Innovation Officer (Jacono)	28	---	28
SVP Patient Care Services & Chief Nursing Officer (Kline)	34	38	35
SVP Co-General Counsel (.9 FTE) (Rajki)	45	70	49
SVP Co-General Counsel (.9 FTE) (McBride)	45	70	49
SVP Chief Compliance & Ethics Officer (Wahl)	67	90	75
SVP, Behavioral Health Operations (Bruner, M.D.) (1)	---	---	72
SVP Hospital Operation (Sukalac)	41	47	47
SVP Campus Transformation (Jones)	60	---	62
SVP Chief Development Officer & President MH Foundation (Brown)	40	53	40

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Market Comparisons - Base Salary (Continued)

Title (Incumbent)	Base Salary Market Position by Peer Group		
	Not-For-Profit	Public Health	Combined NFP and PH
SVP Communications (Frolik) (1)	---	---	50
VP Chief Medical Informatics Officer (Kaelber, M.D.)	<25 (-1%)	---	25
VP Chief Information Officer (Fiser)	<25 (-2%)	42	26
VP Supply Chain (Gallo)	60	81	63
VP Finance (Himes)	52	63	53
VP Marketing (Lewis)	42	78	46
VP Financial Planning & Analysis (McCarthy) (1)	---	---	55
VP Human Resources (Southerington)	50	---	45
VP Virtual Care Enterprise (Dalton) (1)	---	---	<25 (-3%)
VP Facilities & Construction (Dethloff)	74	---	74
VP Communications, Government/Community Relations (Tobin)	66	75	66
Associate CNO – Ambulatory Care (Sawyer)	58	27	57
Associate CNO – Inpatient Care (Hannu)	53	<25 (-4%)	53
Executive Director, Revenue Cycle Management (Graham)	<25 (-8%)	<25 (-9%)	<25 (-8%)
Director Patient Financial Services (Davis)	46	51	46
Director Regional Perioperative Nursing Services (Sparks)	<25 (-16%)	---	<25 (-16%)
Director & Chief Public Safety Officer (Bova)	55	69	56
Aggregate Market Position:	35	49	39

(1) Reflects national data as custom peer group data were not available.

Detailed base salary market comparisons by executive are provided in **Appendix C**.

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Market Comparisons - Target TCC

- **Target TCC** positioning by peer group for each executive is presented in the following table:

Title (Incumbent)	TCC Target Market Position by Peer Group		
	Not-For-Profit	Public Health	Combined NFP and PH
President CEO (Boutros, M.D.)	43	84	52
EVP Chief Financial Officer & System Services Officer (Richmond)	42	67	48
EVP Chief Operating Officer (Stern)	33	64	38
EVP Chief Clinical Officer (Boulanger, M.D.)	44	66	49
EVP Chief Clinical Transformation Officer (Chehade, M.D.)	43	---	50
EVP Administration & Chief Of Staff (Platten)	37	---	44
SVP – Quality and Medical Director of Employee and Community Health (Watts, M.D.)	48	58	51
SVP Chief Equity Officer (Nevel) (1)	---	---	50
SVP Chief Strategy & Innovation Officer (Jacono)	34	---	35
SVP Patient Care Services & Chief Nursing Officer (Kline)	50	81	55
SVP Co-General Counsel (.9 FTE) (Rajki)	56	>90 (+3%)	61
SVP Co-General Counsel (.9 FTE) (McBride)	56	>90 (+3%)	61
SVP Chief Compliance & Ethics Officer (Wahl)	83	>90 (+20%)	88
SVP, Behavioral Health Operations (Bruner, M.D.) (1)	---	---	76
SVP Hospital Operation (Sukalac)	61	81	68
SVP Campus Transformation (Jones)	62	---	68
SVP Chief Development Officer & President MH Foundation (Brown)	47	>90 (+3%)	55

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Market Comparisons - Target TCC (Continued)

Title (Incumbent)	TCC Target Market Position by Peer Group		
	Not-For-Profit	Public Health	Combined NFP and PH
SVP Communications (Frolik) (1)	---	---	73
VP Chief Medical Informatics Officer (Kaelber, M.D.)	41	---	41
VP Chief Information Officer (Fiser)	29	58	34
VP Supply Chain (Gallo)	63	>90 (+10%)	69
VP Finance (Himes)	58	90	62
VP Marketing (Lewis)	42	>90 (+11%)	48
VP Financial Planning & Analysis (McCarthy) (1)	---	---	50
VP Human Resources (Southerington)	76	---	76
VP Virtual Care Enterprise (Dalton) (1)	---	---	<25 (-7%)
VP Facilities & Construction (Dethloff)	88	---	86
VP Communications, Government/Community Relations (Tobin)	77	87	81
Associate CNO – Ambulatory Care (Sawyer)	63	43	60
Associate CNO – Inpatient Care (Hannu)	58	36	55
Executive Director, Revenue Cycle Management (Graham)	<25 (-1%)	31	25
Director Patient Financial Services (Davis)	53	54	53
Director Regional Perioperative Nursing Services (Sparks)	<25 (-9%)	---	<25 (-9%)
Director & Chief Public Safety Officer (Bova)	57	76	59
Aggregate Market Position:	48	76	53

(1) Reflects national data as custom peer group data were not available.

Detailed TCC market comparisons by peer group for each executive are provided in **Appendix C**.

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Market Comparisons - Target TC

- **Target Total Compensation** positioning by peer group for each executive is presented in the following table:

Title (Incumbent)	TC Target Market Position by Peer Group		
	Not-For-Profit	Public Health	Combined NFP and PH
President CEO (Boutros, M.D.)	44	87	58
EVP Chief Financial Officer & System Services Officer (Richmond)	47	76	52
EVP Chief Operating Officer (Stern)	38	68	43
EVP Chief Clinical Officer (Boulanger, M.D.)	48	73	53
EVP Chief Clinical Transformation Officer (Chehade, M.D.)	53	---	56
EVP Administration & Chief Of Staff (Platten)	42	---	47
SVP – Quality and Medical Director of Employee and Community Health (Watts, M.D.)	25	51	29
SVP Chief Equity Officer (Nevel) (1)	---	---	56
SVP Chief Strategy & Innovation Officer (Jacono)	36	---	39
SVP Patient Care Services & Chief Nursing Officer (Kline)	56	87	62
SVP Co-General Counsel (.9 FTE) (Rajki)	47	78	51
SVP Co-General Counsel (.9 FTE) (McBride)	47	78	51
SVP Chief Compliance & Ethics Officer (Wahl)	87	>90 (+22%)	>90 (+1%)
SVP, Behavioral Health Operations (Bruner, M.D.) (1)	---	---	69
SVP Hospital Operation (Sukalac)	54	52	57
SVP Campus Transformation (Jones)	69	---	77
SVP Chief Development Officer & President MH Foundation (Brown)	53	>90 (+6%)	60

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Market Comparisons - Target TC (Continued)

Title (Incumbent)	TC Target Market Position by Peer Group		
	Not-For-Profit	Public Health	Combined NFP and PH
SVP Communications (Frolik) (1)	---	---	79
VP Chief Medical Informatics Officer (Kaelber, M.D.)	31	---	31
VP Chief Information Officer (Fiser)	<25 (-4%)	48	25
VP Supply Chain (Gallo)	60	>90 (+6%)	65
VP Finance (Himes)	54	74	56
VP Marketing (Lewis)	35	57	39
VP Financial Planning & Analysis (McCarthy) (1)	---	---	51
VP Human Resources (Southerington)	78	---	77
VP Virtual Care Enterprise (Dalton) (1)	---	---	<25 (-10%)
VP Facilities & Construction (Dethloff)	>90 (+1%)	---	89
VP Communications, Government/Community Relations (Tobin)	82	89	85
Associate CNO – Ambulatory Care (Sawyer)	66	46	64
Associate CNO – Inpatient Care (Hannu)	61	39	58
Executive Director, Revenue Cycle Management (Graham)	<25 (-3%)	28	<25 (-2%)
Director Patient Financial Services (Davis)	58	58	58
Director Regional Perioperative Nursing Services (Sparks)	<25 (-13%)	---	<25 (-13%)
Director & Chief Public Safety Officer (Bova)	54	73	56
Aggregate Market Position:	47	76	53

(1) Reflects national data as custom peer group data were not available.

Detailed TC market comparisons by peer group for each executive are provided in **Appendix C**.

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Market Comparisons

Summary of Executive Benefits

Standard benefits provided by MH to employees:

- Medical, dental, vision and prescription drugs with cost-share.
- Retiree medical through Ohio Public Employees Retirement System (OPERS).
- Basic life insurance of $50,000 for executives.
- Employee-paid short-term disability coverage.
- Qualified retirement through OPERS with choice of plans.

Executive benefits that are provided in addition to or in place of standard benefits:

- Executive life insurance of $450,000 provided through GVUL policies.
- Executive long-term disability coverage of 75% of base salary up to $32,500 per month.
- Six weeks vacation for the CEO and five weeks vacation for EVPs and SVPs.
- Supplemental retirement (SERP):
  - Provides 25% of total cash compensation to the CEO.
  - Provides 15% of total cash compensation for SVPs
  - Three-year “block” vesting cycles with immediate vesting on death, disability, termination without cause or termination for good reason.
- Severance benefits:
  - SVPs and higher: 18 months of base salary.
  - VPs: 12 months of base salary.
  - Benefit is mitigated after first three months with earnings from subsequent employment.

Findings

This analysis reflects the information contained in our 2018 executive review. We understand that executive benefits have not materially changed, other than enhancements to the SERP contribution rates and new employer-provided long-term disability coverage.

Overall, MH executive benefits are reasonable.

Considerations

1 Disability Protection

The new long-term disability benefit provided to executives is at the upper end of market practice. However, full salary continuation is often provided to executives through the long-term disability elimination period.

2 Supplemental Retirement

MH provides strong benefits relative to the market. The use of block vesting is not common, with retention value building over the period but declining on the vesting date. MH might consider other vesting structures that always maintain a level of retention value.

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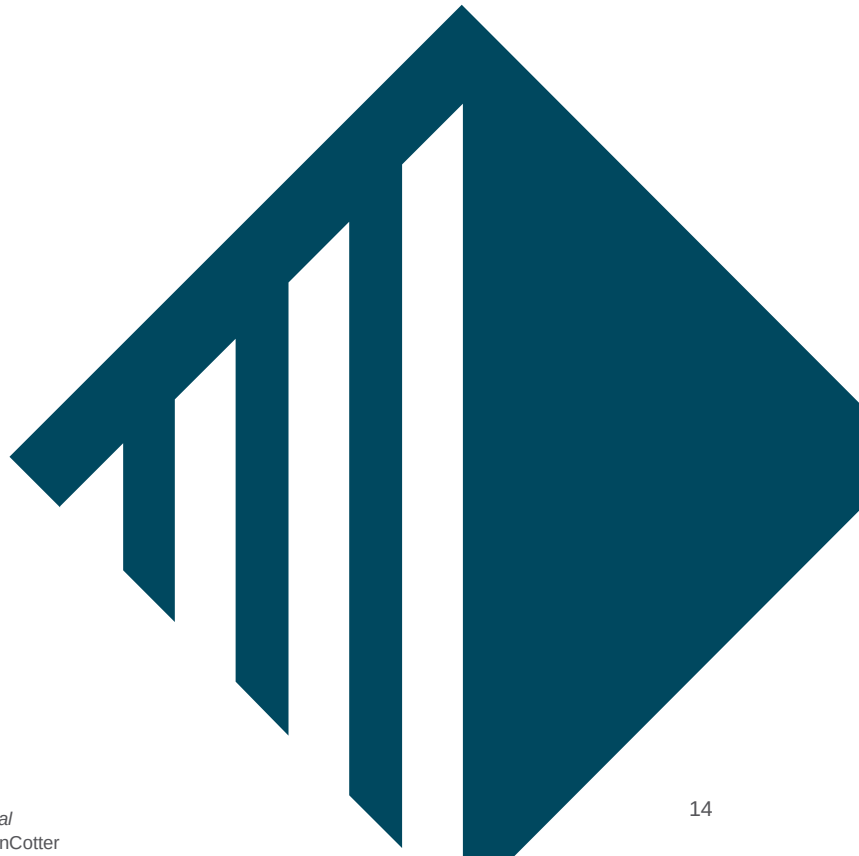
Appendix A

Custom Peer Groups



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A. Custom Peer Groups - NFP Health Systems

- The 2021 peer groups for MH executives are shown below.

Org #	In 2020 Peer Group:	2020 Organization	City	State	Net Revenue ($M)
[redacted]					

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A. Custom Peer Groups - NFP Health Systems

Org #	In 2020 Peer Group:	2020 Organization	City	State	Net Revenue ($M)
[redacted]					

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A. Custom Peer Groups - NFP Health Systems

Org #	In 2020 Peer Group:	2020 Organization	City	State	Net Revenue ($M)
[redacted]					

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A. Custom Peer Groups - NFP Health Systems

Org #	In 2020 Peer Group:	2020 Organization	City	State	Net Revenue ($M)
[redacted]					

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A. Custom Peer Group - Public Health Systems

Org #	In 2020 Peer Group:	2020 Organization	City	State	Net Revenue ($M)
[redacted]					

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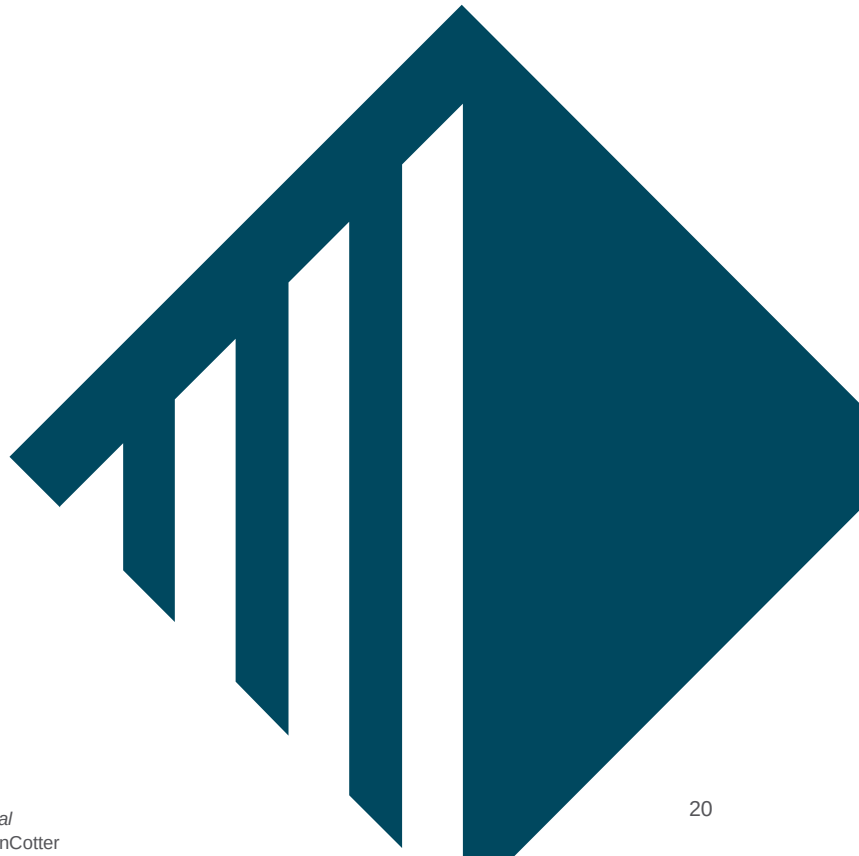
Appendix B

Study Methodology



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B. Study Methodology

- SullivanCotter used a market pricing approach to assess the competitiveness and reasonableness of MH's executive total compensation levels. Specifically, we:
  - Collected background information regarding MH's operations, structure, size, and scope.
  - Collected information on the covered executives' current compensation.
  - Collected design information relative to the administration of the cash compensation programs.
  - Affirmed our understanding of each position's functional responsibilities and role within the organization and confirmed with MH management.
  - Selected the appropriate benchmark position match for each position. In some instances, a market adjustment is applied (i.e., premium or discount) to the market data to better reflect MH's position relative to the available benchmark match.
- Created three custom executive compensation peer groups (reflective of MH's executive talent market) from SullivanCotter's - *2021 Survey of Manager and Executive Compensation in Hospitals and Health Systems* database, as follows:
  - Not-for-profit health systems with revenues ranging from $744M to $3.1B. Excludes pediatric hospitals.
  - Public health systems with revenues ranging from $942M to $1.34B.
  - Not-for-profit and public health systems with revenues ranging from $744M to $3.1B.
    - Compared MH's cash compensation levels to the custom peer group data.
  - Reported at the 25th, 50th, 75th and 90th percentiles.
  - Updated to July 1, 2021 at an annualized rate of 3.0%. This approach is consistent with current health care executive salary increase projections.
- Developed market total compensation data by combining market data with typical market benefit costs using SullivanCotter's proprietary Comp Plus 360 methodology, which reflects SullivanCotter's client experience and survey data for executive benefit practices within not-for-profit health care.
- Compared MH total compensation to the market to determine overall competitive positioning.

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B. Study Methodology

- The table below provides definitions of the compensation terms used in this report:

Custom Peer Groups	Custom executive compensation peer groups from SullivanCotter's *2021 Management and Executive Compensation in Hospitals and Health Systems* database: – Not-for-profit, independent or affiliated health systems that generate net revenue ranging from between $744M - $3.1B, including public health systems. MH's net revenue is $1.6B.
Base Salary	Fixed amount of compensation paid to an individual for a specified position. Data in this report reflects current base salary.
Annual Incentive Opportunities (as a percent of base salary)	Threshold/target/exceptional annual incentive award opportunities (as a percent of base salary) based on the level of achievement of defined organizational and vary by level. Threshold and exceptional opportunity levels reflect 50% of target and 150% of target. – CEO: Threshold 17.5%; Target 35.0%; Exceptional 52.5%. – EVPs/SVPs: Threshold 12.5%; Target 25.0%; Exceptional 37.5%. – VPs: Threshold 7.5%; Target 15.0%; Exceptional 22.5%. – Directors: Threshold 4.0%; Target 8.0%; Exceptional 12.0%.
Total Cash Compensation (TCC)	Threshold/target/exceptional TCC includes base salary plus corresponding annual incentive award.
Total Compensation (TC)	Threshold/target/exceptional TC includes corresponding TCC plus annual cost of employer-provided benefits.

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B. Study Methodology

- The following table summarizes the benchmark approach utilized for each covered position:

Position Title	Incumbent	Survey Job Title	Survey Position Match	Adjustments
President CEO	Akram Boutros, M.D.	President and Chief Executive Officer	Responsible for establishing and achieving short- and long-term objectives and the overall viability of the organization and its entities. Develops policies and procedures and provides guidance with their implementation. Typically reports to the board or senior leadership if owned, leased or contract managed by another corporate organization. This is the most senior executive at a corporate organization or system-owned or -operated hospital facility in which all operations and shared services (e.g., finance, human resources, legal and information services) are managed by this position.	---
EVP Chief Financial Officer & System Services Officer	Craig Richmond	Chief Financial Officer	Responsible for planning, organizing and directing all functions related to the financial management, budgeting, accounting and reimbursement of the organization and its entities. Establishes and implements policies and procedures related to accounting practices. May have responsibility for information systems. Typically reports to he president and chief executive officer.	+10% premium for oversight of IT and Supply Chain.
EVP Chief Operating Officer	Michael Stern	Chief Operating Officer	Responsible for overseeing overall operations of the organization in accordance with plans and budgets. Leads the operations to ensure the organization's short- and long-term goals and objectives are achieved. Reports to the president and chief executive officer. This is the second-highest senior executive.	---
EVP Chief Clinical Officer	Bernard Boulanger, M.D.	Chief Medical Officer	Responsible for planning, coordinating and overseeing the strategic medical affairs of the organiza ion. Establishes and implements standards and policies to align medical staff goals with those of the organization. Ensures medical staff complies with all legal and regulatory requirements. May be responsible for clinical integration, accountable care organization (ACO), medical group, quality and/or pa ient safety. May also have oversight for population health and value-based care ini iatives. Typically reports to the president and chief executive officer or top physician executive/chief physician executive. This position requires an MD.	+10% premium for Chief Academic Officer responsibilities.
EVP Chief Clinical Transformation Officer	Nabil Chehade, M.D.	Top Population Health Executive	Responsible for developing, leading and overseeing the organization's strategic direc ion and coordination of population health and care management. Collaborates with leadership, physicians, departments and business units to implement and promote the population health program. Typically reports to the president and chief executive officer or top physician executive/chief physician executive.	+20% premium for managed care, contracting, telehealth, and SDOH Programs responsibilities.
EVP Administration & Chief Of Staff	Jane Platten	Chief Administrative Officer	Responsible for overseeing three or more of the organization's major nonclinical administrative functions (e.g., human resources, planning, legal services, public relations and marketing). Plans, develops and establishes policies involving administrative functions in accordance with the objectives of the organization. Typically reports to the president/chief executive officer or chief operating officer.	---

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B. Study Methodology

Position Title	Incumbent	Survey Job Title	Survey Position Match	Adjustments
SVP – Quality and Medical Director of Employee and Community Health	Brook Watts, M.D.	Top Quality Executive (MD)	Responsible for planning, implementing and overseeing he guidelines for clinical quality, patient safety and value initiatives. This position requires an MD to provide physician leadership to quality staff. May oversee quality data collection and reporting. Typically reports to the chief medical officer or president and chief executive officer. This is not a total quality management (TQM) or continuous quality improvement (CQI) job.	+ 10% premium for community and public health responsibilities.
SVP Chief Equity Officer	Alan Nevel	Top Health Equity Executive	Responsible for developing, leading and overseeing the organization's strategic direction and coordination of health care equity to reduce or eliminate health disparities. Identifies policies and practices adversely affecting groups of people wi h social or economic obstacles to heal h. Collaborates with leadership, physicians, departments and business units to promote the highest standard of health for all people. Typically reports to the top population health executive, chief nursing officer/top patient care executive or top physician executive/chief physician execu ive.	---
SVP Chief Strategy & Innovation Officer	Julie Jacono	Chief Strategy Officer	Responsible for developing and implemen ing strategies for short- and long-term growth of the organization. Develops and leads organization-wide strategic planning efforts. Identifies and pursues new business opportunities, investigates diversification into new businesses or service lines and identifies and executes strategic alliances, joint ventures and partnerships. May lead mergers, acquisitions and divestitures. This position is typically responsible for hree or more strategic func ions and reports to the president and chief executive officer.	+10% premium for commercialization and innovation responsibilities.
SVP Patient Care Services & Chief Nursing Officer	Melissa Kline	Chief Nursing Officer/Top Patient Care Executive	Responsible for organizing, planning, directing and evaluating all nursing services functions. May have responsibility over other patient care areas (e.g., social services, emergency medicine, pharmacy, rehabilitation and respiratory care services). Recommends and implements policies and procedures to improve efficiency and delivery of quality nursing services. Typically reports to the president and chief executive officer or chief operating officer. This position requires an RN.	+10% premium for shared oversight of inpatient hospital operations.
SVP Co-General Counsel (.9 FTE)	Sonja Rajki	Top Legal Services Executive (General Counsel) (0.9 FTE)	Responsible for planning and leading all legal ac ivities of the organization. Oversees in-house legal counsel and coordinates ac ivities of outside counsel. Ensures organizational activi ies and strategic matters meet legal and regulatory requirements. Typically reports to the President and Chief Executive Officer or Chief Administrative Officer.	-20% discount for real-estate and strategic growth focus only.
SVP Co-General Counsel (.9 FTE)	Laura McBride	Top Legal Services Executive (General Counsel) (0.9 FTE)	Responsible for planning and leading all legal ac ivities of the organization. Oversees in-house legal counsel and coordinates ac ivities of outside counsel. Ensures organizational activi ies and strategic matters meet legal and regulatory requirements. Typically reports to the President and Chief Executive Officer or Chief Administrative Officer.	-20% discount for li iga ion and employee side focus only.
SVP Chief Compliance & Ethics Officer	Cheryl Forino Wahl	Top Compliance Executive	Responsible for developing, implementing and overseeing policies, programs and practices to ensure he organization is in compliance with federal, state or local regula ions and accreditation standards. Typically reports to the board or top legal services executive. This position may have a JD. This is a senior-level executive.	+10% premium for broader responsibilities than the survey match.

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B. Study Methodology

Position Title	Incumbent	Survey Job Title	Survey Position Match	Adjustments
SVP, Behavioral Health Operations	Julia Bruner, M.D.	Top Behavioral Health Services Executive	Responsible for planning, directing and managing the overall operations and growth of the organization's behavioral health services. Monitors the financial performance and the quality of services provided. Typically reports to the Chief Operating Officer.	+10% premium for Medical Director of Correctional Health Care role.
SVP Hospital Operation	Nicholas Sukalac	Top Support Services Executive	Responsible for planning, directing and overseeing three or more of he organization's support functions (e.g., housekeeping, maintenance, facilities management, biomedical engineering, nutrition services and security). Typically reports to the chief opera ing officer or top operations executive.	+10% premium for shared oversight of inpatient hospital operations.
SVP Campus Transformation	Walter Jones	Top Facilities Planning/Construction Executive	Responsible for facility planning, new construction and renovation projects. May also be responsible for facilities operations and maintenance. Typically reports to the chief operating officer or chief financial officer.	---
SVP Chief Development Officer & President MH Foundation	Kate Brown	Top Foundation/Fund Development Executive	Responsible for planning and developing programs and events designed to enhance charitable giving. May serve as president of a separate charitable organization formed for the purpose of supporting the organization. Typically reports to the president and chief executive officer.	---
SVP Communications	Joseph Frolik	Top Communications Executive	Responsible for planning, developing and implementing all internal and external communication activi ies. Monitors quality and content of communication materials to ensure consistency and establishes policies and practices to develop and maintain the organization's philosophy and desired image. Typically reports to the Chief Administrative Officer, Chief Strategy Officer or Top Marketing Execu ive.	---
VP Chief Medical Informatics Officer	David Kaelber, M.D.	Top Medical Informatics Executive	Responsible for developing, implementing and managing the organization's systems that underlie the tools and management of medical information. Acts as liaison between physicians, information services and senior leadership. Typically reports to the chief medical officer or chief information officer.	+25% premium for significant additional responsibilities.
VP Chief Information Officer	David Fiser	Chief Information Officer	Responsible for the direction and planning of all information systems and services. Establishes and implements policies, procedures and standards for all information systems activities. May also oversee digital strategy and/or telecommunications. Typically reports to the president and chief executive officer or chief operating officer.	---
VP Supply Chain	Justin Gallo	Top Supply Chain Management Executive	Responsible for planning, developing and implementing systems and processes that manage and control total purchasing costs of products and services. Areas of responsibility include procurement, inventory management, transportation, distribution and warehousing. Typically reports to the chief financial officer, chief operating officer or president and chief executive officer.	---

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B. Study Methodology

Position Title	Incumbent	Survey Job Title	Survey Position Match	Adjustments
VP Finance	Geoff Himes	Second-Level Finance Executive	Assists the Chief Financial Officer in directing and overseeing the financial functions of the organiza ion. Reviews policies and procedures related to the organization's accounting practices. This is the second-highest finance executive position in an organization. Typically reports to the Chief Financial Officer or Chief Administrative Officer.	---
VP Marketing	Carrie Lewis	Top Marketing Execu ive	Responsible for planning, developing and executing a comprehensive marketing strategy to support the brand and objectives of the organization. This includes marketing new and existing programs and services, market research and advertising via various media. May have responsibility for communications and public affairs. Typically reports to the chief administrative officer or chief strategy officer.	---
VP Financial Planning & Analysis	Susan McCarthy	Top Decision Support Executive	Responsible for policy related to the development, implementation and maintenance of systems and applications dealing with integrated clinical, financial and operational data. Typically reports to the chief technology officer or chief information officer.	---
VP Human Resources	Deborah Southerington	Second-Level Human Resources Executive	Assists the Chief Human Resources Officer in directing and overseeing all phases of the human resources department of the organization. This is the second-highest human resources executive position in an organization and may oversee one or more of the following: compensation, benefits, employee and labor relations, employment, training and development and organization development. Typically reports to he Chief Human Resources Officer.	---
VP Virtual Care Enterprise	Michael Dalton	Top Telehealth/Virtual Care Executive	Responsible for developing, implementing and accessing the telemedicine systems for the organiza ion. Provides recommendations for telemedicine solutions to improve and expedite health care services. Typically reports to the chief operating officer, chief medical officer or chief information officer.	-20% discount for narrower responsibilities than the survey match. Candidate has limited VC/IT experience.
VP Facilities & Construction	Karen Dethloff	Head of Facilities	Responsible for managing and directing the plant operations, construction, environmental services/housekeeping, security and biomedical engineering departments. Typically supervises lower-level managers and supervisors. Ensures departments operate within budget and in accordance with performance standards.	+10% premium for construction responsibilities.
VP Communica ions, Government/Comm unity Relations	Michael Tobin	Head of Communications	Responsible for managing and directing the internal and external communication activities. Ensures consistency and assists in establishing policies and practices to develop and maintain the organiza ion's philosophy and desired image.	+10% premium for government and community relations responsibilities.

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B. Study Methodology

Position Title	Incumbent	Survey Job Title	Survey Position Match	Adjustments
Associate CNO – Ambulatory Care	Regina Sawyer	Second-Level Nursing Services Executive	Assists the top nursing services executive in direc ing and overseeing all phases of the nursing services of the organization. This is the second-highest nursing services execu ive position in an organiza ion. Typically reports to the chief nursing officer/top patient care executive.	10% discount for limited responsibility compared to benchmark match.
Associate CNO – Inpatient Care	Theresa Hannu	Second-Level Nursing Services Executive	Assists the top nursing services executive in direc ing and overseeing all phases of the nursing services of the organization. This is the second-highest nursing services execu ive position in an organiza ion. Typically reports to the chief nursing officer/top patient care executive.	10% discount for limited responsibility compared to benchmark match.
Executive Director, Revenue Cycle Management	Donna Graham	Top Revenue Cycle Executive	Responsible for planning, directing and evaluating the organization's revenue cycle process. Provides leadership for developing and overseeing the processes and systems to improve admission, financial performance and generate cash flow. Typically reports to the chief financial officer.	---
Director Patient Financial Services	Jennifer Davis	Head of Revenue Cycle	Responsible for maintaining and enhancing he revenue cycle process, including patient accounting, billing, collections, registra ion, medical records, vendor management, etc. Reviews and develops processes and systems to improve admissions and financial performance and generate cash flow. May supervise lower-level managers or supervisors over specific functions.	---
Director Regional Perioperative Nursing Services	Debra Sparks	Head of Perioperative Services	Responsible for managing and directing all perioperative services, including, but not limited to, main operating rooms, outpatient surgical suites, preadmission testing, preoperative and post anesthesia care units. This includes organizing, planning and evaluating services provided. Ensures department operates within budget and in accordance with performance standards.	---
Director & Chief Public Safety Officer	Francis Bova	Head of Security and Safety	Responsible for managing the security and safety functions of he overall organization. Supervises lower-level security supervisors. May also be responsible for compliance with various state and federal laws related to occupational safety and hazardous waste disposal.	---

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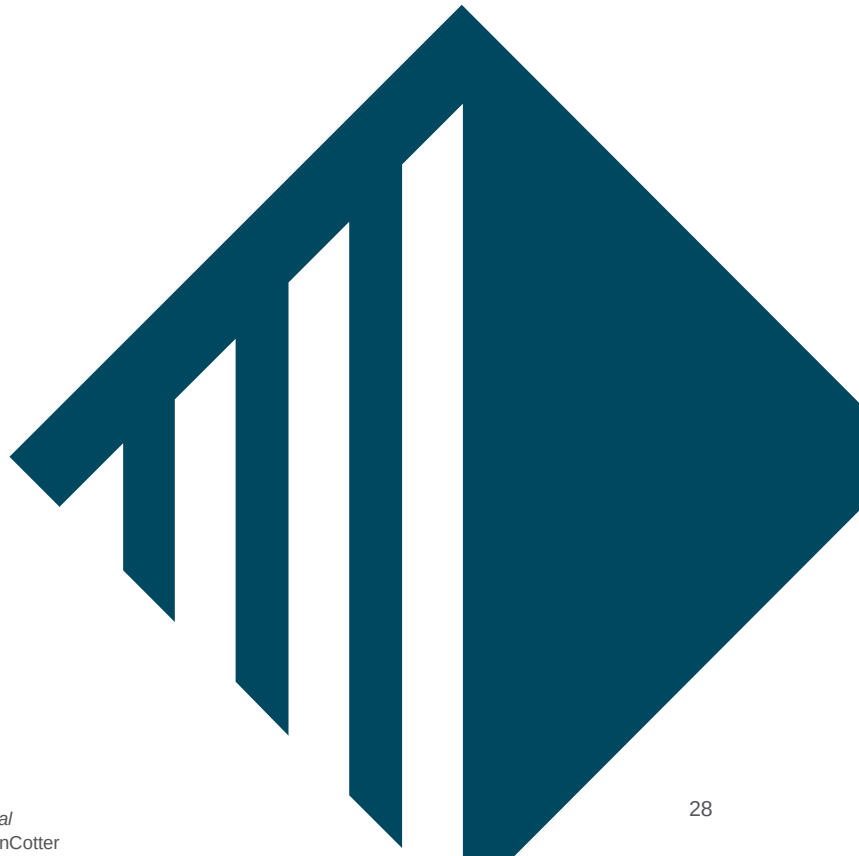
Appendix C

Custom Peer Group Comparison Tables



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C. Base Salary Tables

$ in thousands

Title (Incumbent)	Current Base Salary	Peer Group	Base Salary Data Effective July 1, 2021				Approximate Market Position	Market Ratio			
			P25	P50	P75	P90		P25	P50	P75	P90
President CEO (Boutros, M.D.)	$1,000.0	NFP	[redacted]				27	[redacted]			
		PH					68				
		NFP & PH					33				
EVP Chief Financial Officer & System Services Officer (Richmond)	$575.0	NFP					30				
		PH					46				
		NFP & PH					34				
EVP Chief Operating Officer (Stern)	$550.0	NFP					<25 (-1%)				
		PH					44				
		NFP & PH					25				
EVP Chief Clinical Officer (Boulanger, M.D.)	$550.0	NFP					31				
		PH					27				
		NFP & PH					28				
EVP Chief Clinical Transformation Officer (Chehade, M.D.)	$470.0	NFP					<25 (-4%)				
		PH					---				
		NFP & PH					27				
EVP Administration & Chief Of Staff (Platten)	$398.1	NFP					<25 (-3%)				
		PH					---				
		NFP & PH					33				

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C. Base Salary Tables

$ in thousands

Title (Incumbent)	Current Base Salary	Peer Group	Base Salary Data Effective July 1, 2021				Approximate Market Position	Market Ratio			
			P25	P50	P75	P90		P25	P50	P75	P90
SVP – Quality and Medical Director of Employee and Community Health (Watts, M.D.)	$420.0	NFP	[redacted]				<25 (-6%)	[redacted]			
		PH					<25 (-3%)				
		NFP & PH					<25 (-5%)				
SVP Chief Equity Officer (Nevel)	$385.0	National					56				
		NFP					---				
		PH					---				
		NFP & PH					---				
SVP Chief Strategy & Innovation Officer (Jacono)	$385.0	NFP					28				
		PH					---				
		NFP & PH					28				
SVP Patient Care Services & Chief Nursing Officer (Kline)	$370.0	NFP					34				
		PH					38				
		NFP & PH					35				
SVP Co-General Counsel (.9 FTE) (Rajki)	$325.0	NFP					45				
		PH					70				
		NFP & PH					49				
SVP Co-General Counsel (.9 FTE) (McBride)	$325.0	NFP					45				
		PH					70				
		NFP & PH					49				
SVP Chief Compliance & Ethics Officer (Wahl)	$320.0	NFP					67				
		PH					90				
		NFP & PH					75				

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C. Base Salary Tables

$ in thousands

Title (Incumbent)	Current Base Salary	Peer Group	Base Salary Data Effective July 1, 2021				Approximate Market Position	Market Ratio			
			P25	P50	P75	P90		P25	P50	P75	P90
SVP, Behavioral Health Operations (Bruner, M.D.)	$310.0	National	[redacted]				72	[redacted]			
		NFP					---				
		PH					---				
		NFP & PH					---				
SVP Hospital Operation (Sukalac)	$300.0	NFP					41				
		PH					47				
		NFP & PH					47				
SVP Campus Transformation (Jones)	$280.0	NFP					60				
		PH					---				
		NFP & PH					62				
SVP Chief Development Officer & President MH Foundation (Brown)	$275.0	NFP					40				
		PH					53				
		NFP & PH					40				
SVP Communications (Frolik)	$250.0	National					50				
		NFP					---				
		PH					---				
		NFP & PH					---				
VP Chief Medical Informatics Officer (Kaelber, M.D.)	$420.0	NFP					<25 (-1%)				
		PH					---				
		NFP & PH					25				
VP Chief Information Officer (Fiser)	$370.0	NFP					<25 (-2%)				
		PH					42				
		NFP & PH					26				

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C. Base Salary Tables

$ in thousands

Title (Incumbent)	Current Base Salary	Peer Group	Base Salary Data Effective July 1, 2021				Approximate Market Position	Market Ratio			
			P25	P50	P75	P90		P25	P50	P75	P90
VP Supply Chain (Gallo)	$300.0	NFP	[redacted]				60	[redacted]			
		PH					81				
		NFP & PH					63				
VP Finance (Himes)	$300.0	NFP					52				
		PH					63				
		NFP & PH					53				
VP Marketing (Lewis)	$285.0	NFP					42				
		PH					78				
		NFP & PH					46				
VP Financial Planning & Analysis (McCarthy)	$250.0	National					55				
		NFP					---				
		PH					---				
		NFP & PH					---				
VP Human Resources (Southerington)	$240.0	NFP					50				
		PH					---				
		NFP & PH					45				
VP Virtual Care Enterprise (Dalton)	$200.0	National					<25 (-3%)				
		NFP					---				
		PH					---				
		NFP & PH					---				
VP Facilities & Construction (Dethloff)	$190.0	NFP					74				
		PH					---				
		NFP & PH					74				

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C. Base Salary Tables

$ in thousands

Title (Incumbent)	Current Base Salary	Peer Group	Base Salary Data Effective July 1, 2021				Approximate Market Position	Market Ratio			
			P25	P50	P75	P90		P25	P50	P75	P90
VP Communications, Government/Community Relations (Tobin)	$190.0	NFP					66				
		PH					75				
		NFP & PH					66				
Associate CNO – Ambulatory Care (Sawyer)	$190.0	NFP					58				
		PH					27				
		NFP & PH					57				
Associate CNO – Inpatient Care (Hannu)	$180.0	NFP					53				
		PH					<25 (-4%)				
		NFP & PH					53				
Executive Director, Revenue Cycle Management (Graham)	$240.0	NFP					<25 (-8%)				
		PH					<25 (-9%)				
		NFP & PH					<25 (-8%)				
Director Patient Financial Services (Davis)	$150.0	NFP					46				
		PH					51				
		NFP & PH					46				
Director Regional Perioperative Nursing Services (Sparks)	$150.0	NFP					<25 (-16%)				
		PH					---				
		NFP & PH					<25 (-16%)				
Director & Chief Public Safety Officer (Bova)	$137.0	NFP					55				
		PH					69				
		NFP & PH					56				
							Aggregate (Weighted Average) - NFP:	35			
							Aggregate (Weighted Average) - PH:	49			
							Aggregate (Weighted Average) - NFP & PH:	39			

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C. Total Cash Compensation – Incentives

Annual Incentives

[redacted]

Position/Level	MH		Health Systems[1]	
	Target	Exceptional	Target	Maximum
Chief Executive Officer	35.0%	52.5%	[redacted]	
Chief Financial Officer	25.0%	37.5%		
Chief Medical Officer	25.0%	37.5%		
Chief Operating Officer	25.0%	37.5%		
Senior Vice Presidents	25.0%	37.5%		
Vice Presidents	15.0%	22.5%		
Directors	8.0%	12.0%		

[redacted]

Long-Term Incentives

[redacted]

- MH does not have a long-term plan for its executives.

SullivanCotter's *2020 and 2021 Management and Executive Compensation in Hospitals and Health Systems.*

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C. Total Cash Compensation Tables

$ in thousands

Title (Incumbent)	Total Cash Compensation				Peer Group	Total Cash Compensation Data Effective July 1, 2021				Approximate Market Position			
	No Incentive	Threshold	Target	Exceptional		P25	P50	P75	P90	No Incentive	Threshold	Target	Exceptional
President CEO (Boutros, M D.)	$1,000 0	$1,175 0	$1,350.0	$1,525 0	NFP					<25 (-10%)	30	43	57
					PH					56	77	84	>90 (+2%)
					NFP & PH					<25 (-1%)	38	52	63
EVP Chief Financial Officer & System Services Officer (Richmond)	$575 0	$646.9	$718.7	$790 6	NFP					<25 (-9%)	28	42	56
					PH					38	46	67	86
					NFP & PH					<25 (-8%)	31	48	61
EVP Chief Operating Officer (Stern)	$550 0	$618.7	$687.5	$756 2	NFP					<25 (-15%)	<25 (-4%)	33	45
					PH					39	48	64	76
					NFP & PH					<25 (-9%)	27	38	49
EVP Chief Clinical Officer (Boulanger, M D.)	$550 0	$618.7	$687.5	$756 2	NFP					<25 (-8%)	29	44	58
					PH					<25 (-8%)	34	66	86
					NFP & PH					<25 (-8%)	31	49	64
EVP Chief Clinical Transformation Officer (Chehade, M.D.)	$470 0	$528.7	$587.5	$646 2	NFP					<25 (-14%)	<25 (-3%)	43	60
					PH					---	---	---	---
					NFP & PH					<25 (-12%)	<25 (-1%)	50	63
EVP Administration & Chief Of Staff (Platten)	$398.1	$447.9	$497.6	$547.4	NFP					<25 (-11%)	25	37	50
					PH					---	---	---	---
					NFP & PH					29	37	44	52

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C. Total Cash Compensation Tables

$ in thousands

Title (Incumbent)	Total Cash Compensation				Peer Group	Total Cash Compensation Data Effective July 1, 2021				Approximate Market Position			
	No Incentive	Threshold	Target	Exceptional		P25	P50	P75	P90	No Incentive	Threshold	Target	Exceptional
SVP – Quality and Medical Director of Employee and Community Health (Watts, M.D.)	$420.0	$472.5	$525.0	$577.5	NFP					<25 (-9%)	28	48	67
					PH					<25 (-3%)	52	58	65
					NFP & PH					<25 (-6%)	33	51	68
SVP Chief Equity Officer (Nevel)	$385.0	$433.1	$481.3	$529.4	National					29	39	50	59
					NFP					---	---	---	---
					PH					---	---	---	---
					NFP & PH					---	---	---	---
SVP Chief Strategy & Innovation Officer (Jacono)	$385.0	$433.1	$481.3	$529.4	NFP					<25 (-13%)	<25 (-2%)	34	45
					PH					---	---	---	---
					NFP & PH					<25 (-13%)	<25 (-2%)	35	48
SVP Patient Care Services & Chief Nursing Officer (Kline)	$370.0	$416.2	$462.5	$508.7	NFP					<25 (-4%)	36	50	64
					PH					30	45	81	>90 (+3%)
					NFP & PH					<25 (-1%)	40	55	69
SVP Co-General Counsel (.9 FTE) (Rajki)	$325.0	$365.6	$406.2	$446.9	NFP					30	43	56	70
					PH					53	75	>90 (+3%)	>90 (+14%)
					NFP & PH					34	48	61	75
SVP Co-General Counsel (.9 FTE) (McBride)	$325.0	$365.6	$406.2	$446.9	NFP					30	43	56	70
					PH					53	75	>90 (+3%)	>90 (+14%)
					NFP & PH					34	48	61	75
SVP Chief Compliance & Ethics Officer (Wahl)	$320.0	$360.0	$400.0	$440.0	NFP					48	67	83	>90 (+5%)
					PH					83	>90 (+8%)	>90 (+20%)	>90 (+32%)
					NFP & PH					59	74	88	>90 (+8%)

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C. Total Cash Compensation Tables

$ in thousands

Title (Incumbent)	Total Cash Compensation				Peer Group	Total Cash Compensation Data Effective July 1, 2021				Approximate Market Position			
	No Incentive	Threshold	Target	Exceptional		P25	P50	P75	P90	No Incentive	Threshold	Target	Exceptional
SVP, Behavioral Health Operations (Bruner, M D.)	$310.0	$348.8	$387.5	$426.3	National					55	65	76	84
					NFP					---	---	---	---
					PH					---	---	---	---
					NFP & PH					---	---	---	---
SVP Hospital Operation (Sukalac)	$300.0	$337.5	$375.0	$412.5	NFP					34	53	61	69
					PH					37	48	81	>90 (+7%)
					NFP & PH					40	53	68	78
SVP Campus Transformation (Jones)	$280.0	$315.0	$350.0	$385.0	NFP					34	50	62	73
					PH					---	---	---	---
					NFP & PH					42	57	68	79
SVP Chief Development Officer & President MH Foundation (Brown)	$275.0	$309.4	$343.7	$378.1	NFP					26	37	47	58
					PH					30	49	>90 (+3%)	>90 (+13%)
					NFP & PH					29	44	55	64
SVP Communications (Frolik)	$250.0	$281.2	$312.5	$343.7	National					39	56	73	84
					NFP					---	---	---	---
					PH					---	---	---	---
					NFP & PH					---	---	---	---
VP Chief Medical Informatics Officer (Kaelber, M D.)	$420.0	$451.5	$483.0	$514.5	NFP					<25 (-6%)	27	41	53
					PH					---	---	---	---
					NFP & PH					<25 (-6%)	27	41	53
VP Chief Information Officer (Fiser)	$370.0	$397.7	$425.5	$453.2	NFP					<25 (-11%)	<25 (-5%)	29	40
					PH					41	50	58	67
					NFP & PH					<25 (-7%)	25	34	44

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C. Total Cash Compensation Tables

$ in thousands

Title (Incumbent)	Total Cash Compensation				Peer Group	Total Cash Compensation Data Effective July 1, 2021				Approximate Market Position			
	No Incentive	Threshold	Target	Exceptional		P25	P50	P75	P90	No Incentive	Threshold	Target	Exceptional
VP Supply Chain (Gallo)	$300.0	$322.5	$345.0	$367.5	NFP					39	52	63	73
					PH					81	>90 (+3%)	>90 (+10%)	>90 (+17%)
					NFP & PH					42	55	69	80
VP Finance (Himes)	$300.0	$322.5	$345.0	$367.5	NFP					41	49	58	67
					PH					52	66	90	>90 (+7%)
					NFP & PH					42	50	62	74
VP Marketing (Lewis)	$285.0	$306.4	$327.8	$349.1	NFP					29	35	42	48
					PH					38	56	>90 (+11%)	>90 (+18%)
					NFP & PH					31	39	48	56
VP Financial Planning & Analysis (McCarthy)	$250.0	$268.8	$287.5	$306.3	National					27	39	50	69
					NFP					---	---	---	---
					PH					---	---	---	---
					NFP & PH					---	---	---	---
VP Human Resources (Southerington)	$240.0	$258.0	$276.0	$294.0	NFP					32	54	76	80
					PH					---	---	---	---
					NFP & PH					25	53	76	80
VP Virtual Care Enterprise (Dalton)	$200.0	$215.0	$230.0	$245.0	National					<25 (-19%)	<25 (-13%)	<25 (-7%)	<25 (-1%)
					NFP					---	---	---	---
					PH					---	---	---	---
					NFP & PH					---	---	---	---
VP Facilities & Construction (Dethloff)	$190.0	$204.3	$218.5	$232.8	NFP					66	78	88	>90 (+5%)
					PH					---	---	---	---
					NFP & PH					66	76	86	>90 (+3%)

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C. Total Cash Compensation Tables

$ in thousands

Title (Incumbent)	Total Cash Compensation				Peer Group	[redacted]	Approximate Market Position			
	No Incentive	Threshold	Target	Exceptional			No Incentive	Threshold	Target	Exceptional
VP Communications, Government/Community Relations (Tobin)	$190.0	$204.3	$218.5	$232.8	NFP		54	65	77	90
					PH		75	81	87	>90 (+4%)
					NFP & PH		57	70	81	>90 (+1%)
Associate CNO – Ambulatory Care (Sawyer)	$190.0	$204.3	$218.5	$232.8	NFP		52	57	63	69
					PH		27	35	43	51
					NFP & PH		45	53	60	67
Associate CNO – Inpatient Care (Hannu)	$180.0	$193.5	$207.0	$220.5	NFP		43	53	58	64
					PH		<25 (-4%)	29	36	44
					NFP & PH		37	47	55	61
Executive Director, Revenue Cycle Management (Graham)	$240.0	$258.0	$276.0	$294.0	NFP		<25 (-14%)	<25 (-8%)	<25 (-1%)	32
					PH		<25 (-9%)	<25 (-2%)	31	40
					NFP & PH		<25 (-13%)	<25 (-7%)	25	34
Director Patient Financial Services (Davis)	$150.0	$156.0	$162.0	$168.0	NFP		43	49	53	57
					PH		42	50	54	57
					NFP & PH		43	49	53	57
Director Regional Perioperative Nursing Services (Sparks)	$150.0	$156.0	$162.0	$168.0	NFP		<25 (-16%)	<25 (-12%)	<25 (-9%)	<25 (-5%)
					PH		---	---	---	---
					NFP & PH		<25 (-16%)	<25 (-12%)	<25 (-9%)	<25 (-5%)
Director & Chief Public Safety Officer (Bova)	$137.0	$142.5	$148.0	$153.5	NFP		50	53	57	60
					PH		68	72	76	79
					NFP & PH		50	55	59	63
						Aggregate (Weighted Average) - NFP:	<25 (-3%)	35	48	60
						Aggregate (Weighted Average) - PH:	41	57	76	>90 (+4%)
						Aggregate (Weighted Average) - NFP & PH:	26	40	53	64

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C. Total Compensation Tables

$ in thousands

Title (Incumbent)	Total Compensation				Peer Group	Total Compensation Data Effective July 1, 2021				Approximate Market Position			
	No Incentive	Threshold	Target	Exceptional		P25	P50	P75	P90	No Incentive	Threshold	Target	Exceptional
President CEO (Boutros, M D.)	$1,436.4	$1,611.4	$1,786.4	$1,961.4	NFP					27	35	44	56
					PH					75	81	87	>90 (+5%)
					NFP & PH					36	48	58	67
EVP Chief Financial Officer & System Services Officer (Richmond)	$756.7	$828.6	$900 5	$972.4	NFP					<25 (-1%)	35	47	58
					PH					43	51	76	86
					NFP & PH					26	39	52	62
EVP Chief Operating Officer (Stern)	$726 3	$795.1	$863 8	$932 6	NFP					<25 (-7%)	27	38	49
					PH					45	54	68	77
					NFP & PH					<25 (-2%)	33	43	52
EVP Chief Clinical Officer (Boulanger, M D.)	$724 0	$792.7	$861 5	$930 2	NFP					<25 (-1%)	36	48	59
					PH					<25 (-1%)	49	73	80
					NFP & PH					<25 (-1%)	40	53	63
EVP Chief Clinical Transformation Officer (Chehade, M.D.)	$630.4	$689.1	$747 9	$806 6	NFP					<25 (-6%)	33	53	66
					PH					---	---	---	---
					NFP & PH					<25 (-3%)	39	56	69
EVP Administration & Chief Of Staff (Platten)	$541 8	$591.6	$641 3	$691.1	NFP					<25 (-2%)	32	42	51
					PH					---	---	---	---
					NFP & PH					35	41	47	54

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C. Total Compensation Tables

$ in thousands

Title (Incumbent)	Total Compensation				Peer Group	Total Compensation Data Effective July 1, 2021				Approximate Market Position			
	No Incentive	Threshold	Target	Exceptional		P25	P50	P75	P90	No Incentive	Threshold	Target	Exceptional
SVP – Quality and Medical Director of Employee and Community Health (Watts, M.D.)	$470.6	$523.1	$575.6	$628.1	NFP					<25 (-18%)	<25 (-9%)	25	41
					PH					<25 (-13%)	<25 (-4%)	51	56
					NFP & PH					<25 (-16%)	<25 (-7%)	29	45
SVP Chief Equity Officer (Nevel)	$523.2	$571.4	$619.5	$667.6	National					38	48	56	63
					NFP					---	---	---	---
					PH					---	---	---	---
					NFP & PH					---	---	---	---
SVP Chief Strategy & Innovation Officer (Jacono)	$507.8	$555.9	$604.0	$652.2	NFP					<25 (-6%)	28	36	45
					PH					---	---	---	---
					NFP & PH					<25 (-6%)	28	39	49
SVP Patient Care Services & Chief Nursing Officer (Kline)	$502.9	$549.1	$595.4	$641.6	NFP					32	44	56	69
					PH					41	68	87	>90 (+6%)
					NFP & PH					36	50	62	74
SVP Co-General Counsel (.9 FTE) (Rajki)	$387.6	$428.2	$468.8	$509.4	NFP					25	36	47	57
					PH					45	61	78	88
					NFP & PH					28	40	51	62
SVP Co-General Counsel (.9 FTE) (McBride)	$387.4	$428.0	$468.7	$509.3	NFP					25	36	47	57
					PH					45	61	78	88
					NFP & PH					28	40	51	62
SVP Chief Compliance & Ethics Officer (Wahl)	$434.5	$474.5	$514.5	$554.5	NFP					62	77	87	>90 (+5%)
					PH					>90 (+3%)	>90 (+12%)	>90 (+22%)	>90 (+31%)
					NFP & PH					70	81	>90 (+1%)	>90 (+9%)

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C. Total Compensation Tables

$ in thousands

Title (Incumbent)	Total Compensation				Peer Group	Total Compensation Data Effective July 1, 2021				Approximate Market Position			
	No Incentive	Threshold	Target	Exceptional		P25	P50	P75	P90	No Incentive	Threshold	Target	Exceptional
SVP, Behavioral Health Operations (Bruner, M D.)	$370.9	$409.6	$448.4	$487.1	National					51	60	69	77
					NFP					---	---	---	---
					PH					---	---	---	---
					NFP & PH					---	---	---	---
SVP Hospital Operation (Sukalac)	$358.0	$395.5	$433.0	$470.5	NFP					<25 (-1%)	42	54	62
					PH					31	41	52	84
					NFP & PH					32	44	57	70
SVP Campus Transformation (Jones)	$394.7	$429.7	$464.7	$499.7	NFP					43	54	69	81
					PH					---	---	---	---
					NFP & PH					58	67	77	85
SVP Chief Development Officer & President MH Foundation (Brown)	$379.8	$414.2	$448 5	$482.9	NFP					35	44	53	61
					PH					45	82	>90 (+6%)	>90 (+14%)
					NFP & PH					40	52	60	67
SVP Communications (Frolik)	$352.1	$383.4	$414.6	$445.9	National					54	67	79	87
					NFP					---	---	---	---
					PH					---	---	---	---
					NFP & PH					---	---	---	---
VP Chief Medical Informatics Officer (Kaelber, M D.)	$486.9	$518.4	$549 9	$581.4	NFP					<25 (-9%)	<25 (-3%)	31	43
					PH					---	---	---	---
					NFP & PH					<25 (-9%)	<25 (-3%)	31	43
VP Chief Information Officer (Fiser)	$422.5	$450.2	$478.0	$505.7	NFP					<25 (-15%)	<25 (-10%)	<25 (-4%)	27
					PH					34	41	48	56
					NFP & PH					<25 (-12%)	<25 (-6%)	25	33

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C. Total Compensation Tables

$ in thousands

Title (Incumbent)	Total Compensation				Peer Group	Total Compensation Data Effective July 1, 2021				Approximate Market Position			
	No Incentive	Threshold	Target	Exceptional		P25	P50	P75	P90	No Incentive	Threshold	Target	Exceptional
VP Supply Chain (Gallo)	$364.5	$387.0	$409.5	$432.0	NFP					39	51	60	69
					PH					79	90	>90 (+6%)	>90 (+12%)
					NFP & PH					42	53	65	76
VP Finance (Himes)	$362.0	$384.5	$407.0	$429.5	NFP					40	47	54	62
					PH					49	61	74	>90 (+2%)
					NFP & PH					40	47	56	67
VP Marketing (Lewis)	$329.7	$351.0	$372.4	$393.8	NFP					<25 (-1%)	29	35	40
					PH					<25 (-1%)	39	57	>90 (+8%)
					NFP & PH					25	32	39	47
VP Financial Planning & Analysis (McCarthy)	$302.6	$321.3	$340.1	$358.8	National					30	40	51	68
					NFP					---	---	---	---
					PH					---	---	---	---
					NFP & PH					---	---	---	---
VP Human Resources (Southerington)	$300.8	$318.8	$336.8	$354.8	NFP					45	66	78	82
					PH					---	---	---	---
					NFP & PH					42	64	77	82
VP Virtual Care Enterprise (Dalton)	$235.5	$250.6	$265.6	$280.6	National					<25 (-20%)	<25 (-15%)	<25 (-10%)	<25 (-5%)
					NFP					---	---	---	---
					PH					---	---	---	---
					NFP & PH					---	---	---	---
VP Facilities & Construction (Dethloff)	$241.9	$256.1	$270.4	$284.6	NFP					72	82	>90 (+1%)	>90 (+7%)
					PH					---	---	---	---
					NFP & PH					72	80	89	>90 (+5%)

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C. Total Compensation Tables

$ in thousands

Title (Incumbent)	Total Compensation				Peer Group	[redacted]	Approximate Market Position			
	No Incentive	Threshold	Target	Exceptional			No Incentive	Threshold	Target	Exceptional
VP Communications, Government/Community Relations (Tobin)	$242.8	$257.1	$271.3	$285.6	NFP		61	71	82	>90 (+1%)
					PH		78	84	89	>90 (+5%)
					NFP & PH		64	76	85	>90 (+2%)
Associate CNO – Ambulatory Care (Sawyer)	$236.4	$250.7	$264.9	$279.2	NFP		55	61	66	72
					PH		31	39	46	55
					NFP & PH		52	58	64	70
Associate CNO – Inpatient Care (Hannu)	$224.6	$238.1	$251.6	$265.1	NFP		51	56	61	66
					PH		25	32	39	46
					NFP & PH		44	52	58	64
Executive Director, Revenue Cycle Management (Graham)	$287.4	$305.4	$323.4	$341.4	NFP		<25 (-14%)	<25 (-8%)	<25 (-3%)	29
					PH		<25 (-9%)	<25 (-3%)	28	36
					NFP & PH		<25 (-13%)	<25 (-7%)	<25 (-2%)	31
Director Patient Financial Services (Davis)	$192.4	$198.4	$204.4	$210.4	NFP		50	54	58	62
					PH		52	55	58	61
					NFP & PH		51	54	58	62
Director Regional Perioperative Nursing Services (Sparks)	$175.0	$181.0	$187.0	$193.0	NFP		<25 (-11%)	<25 (-8%)	<25 (-5%)	<25 (-2%)
					PH		<25 (-18%)	<25 (-15%)	<25 (-13%)	<25 (-10%)
					NFP & PH		---	---	---	---
							<25 (-18%)	<25 (-15%)	<25 (-13%)	<25 (-10%)
Director & Chief Public Safety Officer (Bova)	$165.9	$171.4	$176.9	$182.4	NFP		46	51	54	57
					PH		65	69	73	76
					NFP & PH		47	52	56	60
Aggregate (Weighted Average) - NFP:							26	37	47	57
Aggregate (Weighted Average) - PH:							45	60	76	>90 (+1%)
Aggregate (Weighted Average) - NFP & PH:							31	43	53	62

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