

## Serving Our Present, Caring for our Future

Progress in Community and Global Citizenship, 2014

# About the 2014 Report

Cleveland Clinic compiles this report for our patients, caregivers, communities and global stakeholders.

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## Reporting



As a leader in the healthcare industry, we are accountable for our social, environmental and economic impacts. We develop this report to share our performance metrics and stories, to highlight our accomplishments and to communicate our challenges as we strive to reach our goals.

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## Patients



“Patients First” is our guiding principle. Our goal is to provide safe, timely, effective, efficient, equitable and patient-centered care for all patients. Cleveland Clinic prioritizes patient safety, quality care and patient satisfaction.

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## Caregivers



With over 43,639 caregivers, our employees are Cleveland Clinic’s most important resource and we are committed to maintaining a healthy, safe and engaged workforce.

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## Community



Cleveland Clinic is committed to serving our communities by providing health and wellness leadership, medical research, education and resources.

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## Environment



Cleveland Clinic recognizes the link between environmental and human health. We strive to responsibly address our environmental impacts.

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## Governance



Cleveland Clinic is committed to conducting business the right way, by emphasizing corporate compliance, transparency, social responsibility, environmental stewardship and ethical decision-making.

# Reporting

Cleveland Clinic compiles this report for our patients, caregivers, communities and global stakeholders. As a leader in the healthcare industry, we hold ourselves accountable for our social, environmental and economic impacts. We develop this report to share our performance metrics and stories with you. We use this opportunity to highlight both our accomplishments and communicate our challenges as we strive to reach our goals.



*Cleveland Clinic welcomes visitors from the Cleveland area and around the world. Our 'Red Coats' can be found across our hospital campuses to help visitors and patients with directions and any other information they may need.*

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## A Letter from Dr. Cosgrove, CEO and President

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## About This Report

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## Organizational Profile

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## A Letter from Dr. Cosgrove, CEO and President

### Dear Patients, Caregivers and Community Members,

We are pleased to present our fifth Communication on Progress as part of the United Nations Global Compact. Cleveland Clinic shares the UN Global Compact's Principles of human rights, environmental responsibility and corporate integrity. This report uses guidelines developed by the Global Reporting Initiative to measure our performance in these areas.

Cleveland Clinic continues to address the needs of a changing healthcare environment. Innovation and new knowledge have made it possible for us to do more for more patients than ever before. At the same time, we face challenges of chronic disease, demographics and access. North America must cope with an epidemic of obesity and consequent rise in cases of heart disease, diabetes, stroke and joint disease. As the population ages, we are already seeing a dramatic rise in neurological conditions related to aging. Governments and payers strain to meet the costs of treating these diseases.

Cleveland Clinic sees these challenges as opportunities. The collaborative approach to medicine pioneered by Cleveland Clinic in 1921 continues to be an efficient and effective model for care. All of our doctors, nurses and support caregivers are on the same team, with the same incentives to control costs, improve quality, and provide courteous, attentive and empathetic care. We are collaborating with our partners and communities to lower costs, support innovation, and most importantly, promote healthy behaviors that prevent disease and lower the need for expensive treatments.

Sustainability is an essential part of our strategy. We are committed to responsible purchasing and resource use, intentional and beneficial enterprise growth and community preventive health programs. We have joined with local governments and community groups to promote weight-loss and smoking cessation. Our Minority Men's Health Center provides free screenings and education. We urge leaders at all levels of society to promote nutrition, exercise and greater personal responsibility for health.

In 2013, Cleveland Clinic provided medical services to more patients from more places than ever before. We have been recognized among the World's Most Ethical Companies by Ethisphere Institute, and honored as a top five hospital by DiversityInc.

We are proud to share the information in this year's Communication on Progress. Thank you for your interest.

Sincerely,



Delos M. Cosgrove, MD  
Cleveland Clinic CEO and President



# About This Report

As a signatory of the United Nations Global Compact, a voluntary social responsibility body, Cleveland Clinic has pledged to promote sustainability policies and practices to advance our organization in ways that benefit the economies and societies we serve.

In this report we summarize Cleveland Clinic's progress in the areas of human rights, labor, environment and anti-corruption.

This report marks our fifth consecutive Communication on Progress and reflects our work in the 2013 calendar year. In addition to addressing the 10 Principles of the UN Global Compact, this report applies the Global Reporting Initiative G3.1 guidelines, the world's most common standard for sustainability reporting.

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## Oversight

An Executive Steering Committee comprised of leadership across the organization oversees the reporting process. This oversight includes materiality and data availability assessments, and informs the theme and direction of our report.

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## Scope

The scope of this report is limited to our North American operations that are wholly owned and operated. Environmental metrics include only our owned and operated facilities. Labor and human rights metrics include all Cleveland Clinic employees unless otherwise noted. The scope for all other data is defined within the content of this report.

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## Stakeholders

Our stakeholders are directly affected by Cleveland Clinic's operational decisions, including individuals and groups with an interest in our social, economic and environmental performance. As an industry leader, a community anchor and an economic engine, our operational decisions have far reaching impacts. Our stakeholders include the entire healthcare provider industry, trade associations, federal and state agencies, regional and national philanthropic foundations, media outlets, community groups, citizens and others. We have prioritized the following stakeholder groups for reporting engagement:

- Patients
- Caregivers
- Communities
- National Sustainability Leaders

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## Materiality

Report content is determined by materiality and data availability assessments. Following our 2013 report, we conducted patient and caregiver interviews to shape the content and emphasis of this report. In December 2013 and January 2014, we interviewed seven local and national community stakeholders to inform our 2014 report content. All stakeholder groups showed the most interest in areas of the report with which they had a direct connection:

- Patients are most interested in patient safety and quality of care indicators
- Caregivers are most interested in caregiver demographics and caregiver stories
- Local community stakeholder groups are most interested in our contributions and impacts on our local communities
- National environmental groups are most interested in our environmental performance and commitment to reporting our progress

These results have informed both the content and structure of our 2014 report.

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## The Reporting Process

This report was compiled with the participation of the following internal organizations that support application of the UN Global Compact principles through Cleveland Clinic:

- Center for Medical Arts & Photography\*
- Arts & Medicine
- Buildings and Properties
- Clinical Affairs
- Corporate Communications
- Corporate Compliance Office
- Environmental Health and Safety
- Executive Administration
- Finance
- Human Resources
- Law Department
- Nursing Institute
- Office for a Healthy Environment
- Office of Diversity and Inclusion
- Office of Government and Community Relations
- Office of Patient Experience
- Protective Services
- Supply Chain Management
- Quality & Patient Safety Institute
- Transportation and Fleet Services
- Wellness Institute

\*Photographs from the Center for Medical Arts & Photography were contributed by the following photographers: Ken Baehr, Don Gerda, Matt Kohlmann, Willie McAllister, Tom Merce, Reen Nemeth and Stephen Travarca.

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## About the United Nations Global Compact

The United Nations Global Compact is the world's largest voluntary corporate citizenship initiative with more than 10,000 corporate participants from more than 130 countries. In 2008, Cleveland Clinic became the first healthcare provider in the United States, and the second in the world, to commit to the UN Global Compact.

The UN Global Compact seeks to mainstream 10 principles in business activities around the world to ensure that markets, commerce, technology and finance advance in ways that benefit economies and societies everywhere.

Cleveland Clinic has committed to aligning our operations and strategies with the 10 UN Global Compact principles and to publish an annual Communication on Progress.

[Click here to find out more about the UNGC.](#)

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## About the Global Reporting Initiative

The Global Reporting Initiative (GRI) is a non-profit organization that promotes economic, environmental and social sustainability by providing the most universally used framework for sustainability reporting world-wide.

In 2012, Cleveland Clinic became only the second U.S. healthcare provider to adopt this international gold-standard reporting process. By following the GRI framework, we enhance the rigor and quality of our Communication on Progress and facilitate continuous improvement through an incremental approach to reporting.

[Click here to find out more about the GRI.](#)

# Organizational Profile

Located in Cleveland, Ohio, Cleveland Clinic is a nonprofit, multispecialty academic medical center that integrates clinical and hospital care with research and education.

Four renowned physicians founded Cleveland Clinic in 1921 with a mission to provide better care of the sick, investigation into their problems and further education of those who serve.

Today, we continue to live and operate by this mission, which is supported by six fundamental values: quality, innovation, teamwork, service, integrity and compassion.

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## Where We Operate

Cleveland Clinic is a physician-led, nonprofit organization with an independent board. We operate:

- eight community hospitals throughout Northern Ohio
- Cleveland Clinic main campus hospital with more than 1,440 staffed beds in Cleveland, Ohio
- 75 Northern Ohio outpatient locations, including 16 family health centers (eight with ambulatory surgery centers) located in a seven-county area
- a hospital, family health center and medical office in Weston, Florida
- a health and wellness center in West Palm Beach, Florida
- a health and wellness center in Toronto, Canada
- a specialized neurological and urological clinical center in Las Vegas, Nevada
- two cancer centers in Mansfield and Sandusky, Ohio
- provide management services for Ashtabula County Medical Center in Ashtabula, Ohio

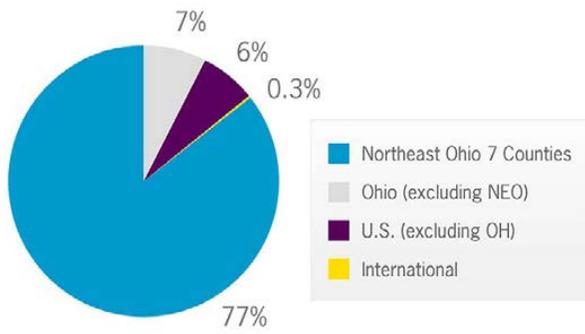
In spring 2015, Cleveland Clinic will open a new state-of-the-art, 364-bed hospital in Abu Dhabi in partnership with Mubadala, whose sole shareholder is the government of Abu Dhabi, United Arab Emirates.

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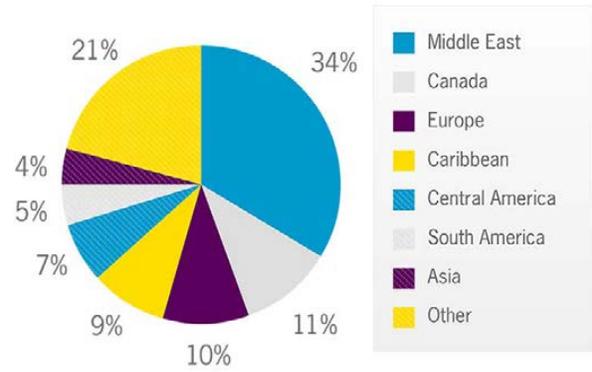
## Who Are Our Patients?

As a world-class health organization with 14 top 10 adult specializations, Cleveland Clinic attracts patients from around the world. While most of our patients live in Northeast Ohio, we see patients from across the United States, Mexico, Europe, the Middle East, Asia and South America.

## Patient Distribution



## International Patient Distribution



# Patients

“Patients First” has been our guiding principle and our goal is to provide safe, timely, effective, efficient, equitable and patient-centered care for all patients. In order to best serve our patients, Cleveland Clinic prioritizes patient safety, quality of care and patient satisfaction.



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Patient Safety

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Quality of Care

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Patient Satisfaction

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Patient Data

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Arts & Medicine

# Patient Safety

Lowering risk to patients and improving outcomes are goals shared by all healthcare providers.

Cleveland Clinic has standardized our patient safety approaches and embedded safety and quality principles into the culture of our organization. The Quality & Patient Safety Institute (QPSI) was established in 2006 to fulfill this mission and continues to work with operations and clinical professionals to meet our goals.

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## A Culture of Safety

- Cleveland Clinic’s culture of safety continues to evolve. We encourage caregivers to report, through our Safety Event Reporting System, any event that caused, or had the potential to cause a medical error or injury. Reporting on “near misses” allows us the opportunity to improve our practices and prevent future errors.
- We enforce the national safety requirements designed for hospitals to provide safety from fire, smoke and panic.
- National safety requirements reduce patient and caregiver exposure to harmful cleaning chemicals and potential allergens such as latex.
- Cleveland Clinic’s Department of Infection Protection establishes and educates caregivers on policies such as equipment cleaning guidelines, influenza vaccination policies and hand washing protocols. The Department of Infection Protection applies epidemiologic strategies and conducts research to reduce incidences of hospital acquired infections.

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## Patient Safety Goals

We measure success by meeting the National Patient Safety Goals as defined by the Joint Commission, a national healthcare accreditation organization. Patient safety measures include patient safety indicators, hospital-acquired conditions, infections and nursing quality indicators. Our president and CEO reports our progress on these goals quarterly.

### Patient Safety

MEASURE	2014 TARGET	2013 PROGRESS
Patient Safety Indicators	<83	125

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## Safe Patient Handling

The traditional method for manually moving patients from their bed has risks to both caregivers and patients. In 2013, a cross-functional team from our Heart and Vascular Institute, Nursing Institute, Environmental Health and Safety Department, Operations, Physical and Occupational Therapy and other interested departments piloted a successful Safe Patient Handling and Mobility (SPHM) study using a mechanical lift for patient handling in two units on Cleveland Clinic main campus.

A detailed process review determined that safe patient handling traditionally requires patient strength, balance and cognition. A Patient Mobility Screen Tool was developed to further ensure safe patient handling and mobility. After implementing the screening tool and mechanical lift equipment, 100% of patients surveyed responded positively about use of the mechanical lifts.

### What does this program mean for our patients?

- Studies have shown that early and progressive patient mobilization reduces the length of patient stays and decreases the risk of complications. This pilot creates earlier access to safe mobility options for patients.

### What does this program mean for our caregivers?

- Moving patients manually can create back injury risks to caregivers. The new mechanical lift equipment found approval from 78% of caregivers who regularly lift patients, as opposed to the 54% of caregivers that felt the manual method presented little risk to them.



*Traditional Method*



*Mechanical Lift Equipment*

# Quality of Care

Cleveland Clinic's Department of Quality within the Quality Patient Safety Institute oversees a comprehensive program to monitor, assess and improve the quality of patient care. QPSI partners with our frontline caregivers to improve clinical practices and enhance quality outcomes.

In addition, Cleveland Clinic supports transparent public reporting of healthcare quality data and participates in the following public reporting initiatives:

- Joint Commission Performance Measurement Initiative
- Centers for Medicare and Medicaid (CMS) Hospital Compare
- Ohio Department of Health Service Reporting
- National specialty society databases

Cleveland Clinic publishes our Quality Performance Reports annually. [Click here](#) to read our Quality Performance Reports for each hospital.

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## Standardizing Best Practices

Each clinical institute is required to measure and improve their quality of care. To do this, departments and institutes establish benchmarks and publish annual outcomes available on our website. [Click here](#) to find out more.

This data helps identify opportunities to standardize best practices. It also holds us accountable to our performance and provides the information external referring physicians require when choosing to send their patients to Cleveland Clinic for specialized care.

In 2013, Cleveland Clinic implemented One PACC, a consolidated pre-anesthesia consulting center. This is our first center to unite pre-procedural testing centers for two local hospitals, Lakewood Hospital and Fairview Hospital, at Fairview Ambulatory and Surgery Center. One PACC provides consistent and standardized practices to eliminate variation in screening procedures, ensuring the best patient outcomes. Cleveland Clinic will continue to monitor this program through 2014 to determine its success.



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## Liver Transplant Story

### **Our Challenge:**

The question of how to reduce pain in liver transplant patients has plagued caregivers. Using narcotics can have negative side effects, yet liver transplant patients are often uncomfortable, anxious and in pain. Strong medication can be difficult for a new delicate liver to filter and process, but has been the only effective method

for helping the patient cope with pain to date.

### Our Solution:

In 2013, Cleveland Clinic's Yoga Program manager, began exciting and groundbreaking work with the Liver Transplantation Department. In collaboration with the lead surgeon, head doctor and nursing staff, a pilot study in September tested whether very gentle yoga, which included minimal gentle stretching, breath work and guided relaxation, reduced the amount of pain and anxiety experienced by post- liver transplant patients.

To reduce stress in the transplant units, nurses were also offered 10 or 15 minute yoga classes prior to bringing in the patients for their 30 minute sessions. This also facilitated conversations and encouragement between nurses and their patients. Family members were also encouraged to participate in yoga classes with the patients to reduce stress.



### Our Success:

Classes were offered to the patients, their families and nurses five times each week. Patient data was collected before and after the classes.

- Out of 66 participating patients that initially reported pain, 61 of them experienced a marked decrease after the gentle yoga.
- Out of the 32 patients initially reporting anxiety, 29 of them felt that their anxiety had decreased significantly.

After seeing the positive impact of gentle yoga therapy, the Liver Department has developed a program called Relaxation Therapy. Schedulers, surgeons, nurses and interested patients will be taking part in this program.

Further studies on the potential impacts for heart and lung transplant patients and the effects of yoga on multiple sclerosis patients are being discussed. By putting patients first, Cleveland Clinic is discovering innovative ways to transform our model of care.

To see an instructional example of some chair yoga, [click here](#).

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## Quality of Care Goals

### Quality of Care

MEASURE	2013 TARGET	2013 PROGRESS
Heart Failure Re-Admission Rate	20%	20.03%

# Patient Satisfaction

Our patients come to us with the expectation that they will meet with world class professionals and receive individualized care for the best possible outcomes. To provide this level of care, Cleveland Clinic identified mechanism to measure patient satisfaction and gather patient feedback on opportunities for our improvement. This data informs our policies, procedures, communications and program development.

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## Listening to Our Patients

### HCAHPS

- For acute care hospitals nationwide, the Centers for Medicare and Medicaid Services (CMS) designed and require administration of the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) survey. This survey is administered to patients after their hospital discharge and measures patients' perspectives of hospital care. Survey results are used in quarterly performance reviews to guide each clinical institute toward opportunities to improve patients' perception of care. Results are publicly reported at [medicare.gov/hospitalcompare](http://medicare.gov/hospitalcompare).
- Beginning in 2013, based on requirements set by the 2010 Affordable Care Act, a portion of all Medicare reimbursement for acute care is determined by HCAHPS survey scores compared to national benchmarks.
- In 2013, based on results from the HCAHPS survey, Cleveland Clinic ranked 3rd in the University Healthsystem Consortium (UHC) Patient Centeredness category. The UHC is a consortium representing 120 of America's leading academic medical centers.
- In 2013, Cleveland Clinic received Press Ganey's Guardian of Excellence Award based on HCAHPS satisfaction ratings within the top 5% of Press Ganey's large hospital clients.

### Outpatient Satisfaction Surveys

- Cleveland Clinic also surveys outpatients with questions related to appointment scheduling, waiting time, communications, courtesy, care, overall assessments and recommendations.
- We use this information to guide our organizational strategies and departmental goals. Survey results are used in quarterly performance reviews to guide each clinical institute toward opportunities to improve patients' perception of their care.

### Ombudsman Office

- Patients and families provide direct feedback through our Ombudsman Office, which helps to investigate and resolve patient concerns.
- The Ombudsman Office tracks and shares this information with our top administrators and uses it in annual physician and department reviews.

## Patient Panel

- Cleveland Clinic began its Patient Panel in 2008 as an anonymous mechanism to gain insight into our patients' experiences and opinions. We currently have 5,521 active panelists, including patients from all 50 states and the District of Columbia.
- In 2013, Cleveland Clinic's Patient Panel was recognized for its innovation by receiving the Global Insight Community of the Year Award, the first time this award has ever been presented to a healthcare or nonprofit entity.



## Monthly Leadership Rounding

- Cleveland Clinic leadership pursues patient and caregiver feedback through a formal monthly rounding program on inpatient units and outpatient clinics throughout the enterprise. All insights are categorized and shared with appropriate caregivers, managers and leaders to increase awareness and resolve any concerns.

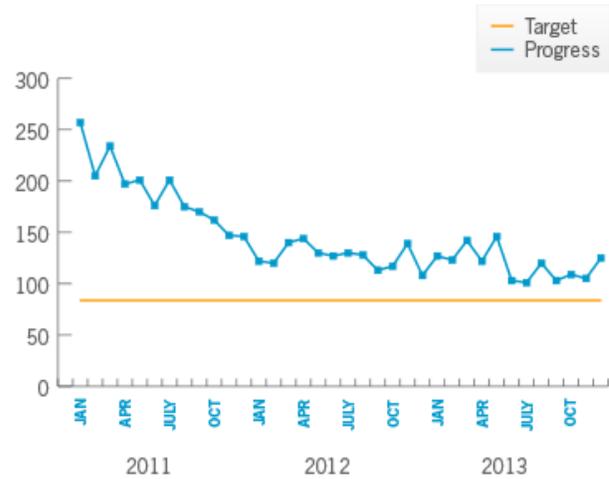
# Patient Data

Understanding and improving our patients' experience is core to our service and mission. To better do this, we track measures of patient safety, quality of care and patient satisfaction. Where we meet our goals, we celebrate these accomplishments and where we find challenges, we develop solutions to improve.

## Patient Safety Indicators

Patient Safety Indicators are used to track specific hospital complications. Cleveland Clinic's goal is to reduce these to the lowest values in the country. While we did not meet our 2013 goal of fewer than 83 instances per 1,000 patients in 2013, we continue to make progress.

## Patient Safety Indicators



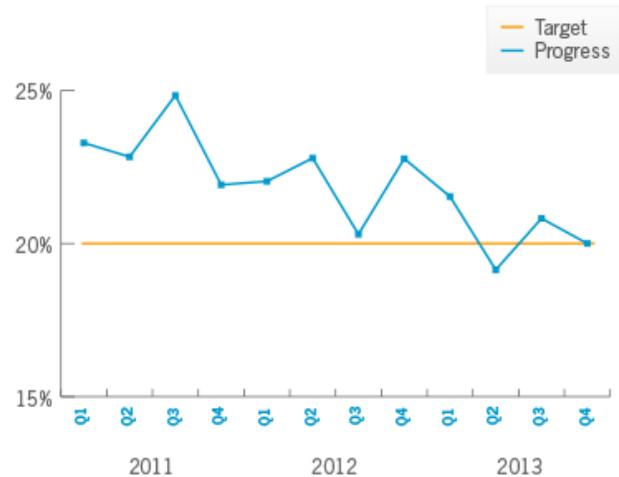
## Heart Failure Readmission Rates

As a measure of patient safety and quality of care, we track not only the length of our patient stays and the immediate outcome of their visits, but also how healthy our patients remain when they leave our care.

Patients admitted for heart failure are at a high risk of readmission.

A reduction in heart failure readmission rates means that our clinical teams are helping patients sustain their health.

## Heart Failure Re-Admission Rate



## Patient Satisfaction: HCAHPS

The percentage of patients who rate Cleveland Clinic hospitals in the top-performance category and who would be likely to recommend our healthcare system has continued to rise, but we have not yet met our goal of reaching the 90th percentile.

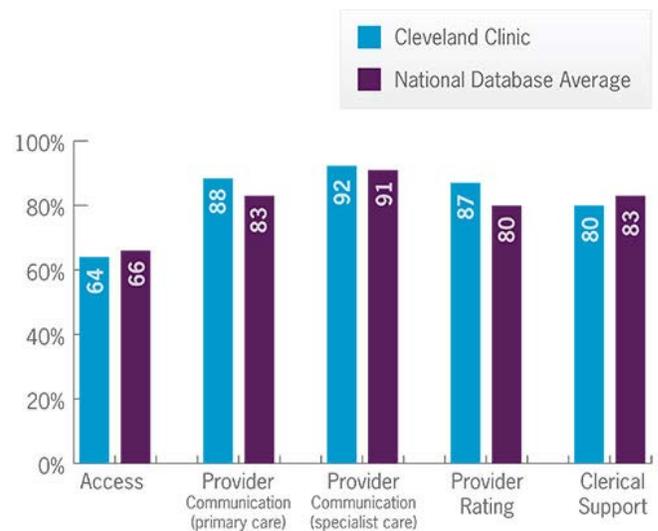
## Patient Satisfaction



## Outpatient Satisfaction Scores

Cleveland Clinic measures our outpatient satisfaction and in most areas, we rank higher than the national database averages. In Clerical Support and Access we rate just below average and we are working to implement process changes to improve patient satisfaction.

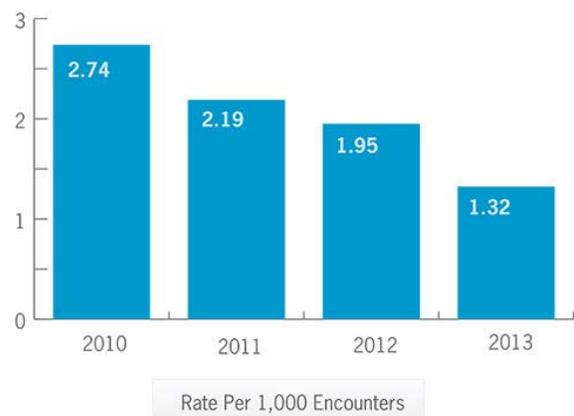
## Outpatient Satisfaction Scores



## Complaints and Grievances

The rate of complaints and grievances for every 1,000 encounters has continued to decline at Cleveland Clinic main campus and family health centers in Northeast Ohio. As patient satisfaction scores continue to improve, the rate of complaints has continued to decrease.

## Complaints and Grievances



# Arts & Medicine

Cleveland Clinic uses art to create both a culture of health and caring, and as a mechanism to care for our patients and enhance their recovery. In 2008, Cleveland Clinic established the Arts & Medicine Institute to enhance the Cleveland Clinic experience through the arts, to practice and investigate the use of arts in healing and to build community around the arts, health and medicine.

Researchers across various scientific fields have begun investigating a potential link between art and human health. Experiences such as music therapy, art therapy, visual art and performance art have been linked to improvements in self-identified perceptions of pain, stress and fatigue (Stuckey and Nobel, 2010).

In 2012, Cleveland Clinic conducted a survey with former patients about the visual art collection at Cleveland Clinic main campus. Preliminary results indicate a positive relationship between the presence of art and patients' perceived comfort level, stress level and/or mood.



*In March 2013, The Office of Diversity and Inclusion in collaboration with Women In Search of Excellence Employee Resource Group, Women's Professional Staff Association and the Arts & Medicine Institute celebrated Women's History Month with musical performances by our female caregivers.*

# Caregivers

Cleveland Clinic's mission is to provide better care of the sick, investigation into their problems and further education of those who serve. Healthcare is moving into a new era of value-based care and creating value is the responsibility of all caregivers. Together, Cleveland Clinic's caregivers work hard to put patients first and maintain Cleveland Clinic's high standards of care.

Cleveland Clinic works equally as hard to care for its broad caregiver base. Our more than 43,639 caregivers are our most important resource. As our industry experiences transformative change, Cleveland Clinic is committed to supporting a healthy, safe and engaged workforce.



*Vince Amicarelli has been a Cleveland Clinic caregiver since 2010. Vince left a teaching position to pursue a career in nursing. He works full-time in Materials Handling while attending nursing school part-time for the past three years. Vince graduates from nursing school this spring. He hopes to join the Cleveland Clinic nursing staff.*

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Workplace Wellness

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Talent Development

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Caregiver Safety

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Caregiver Engagement

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Diversity and Demographics

# Workplace Wellness

Over the past eight years, we have created a comprehensive culture of wellness, enabling caregivers to take an active role in support of their own health. Our policies and programs are designed to make healthy choices easier for our caregivers, as well as offer recovery resources for those whose well-being is compromised.

Employee wellness is not only focused on individual employees, but on programs designed to impact the health of both our caregivers and our patients. New safe patient handling guidelines will minimize the risk of back injury to caregivers and help improve patient healing. Gentle Yoga and a Relaxation Therapy are offered to nursing and medical staff in Liver Transplant Units to reduce stress.

In support of our caregivers, Cleveland Clinic offers:

## Fitness

- Free use of on-site fitness centers, free memberships at Curves and discounts at area fitness clubs.
- Free and discounted group exercise classes, including yoga and ballroom dancing, are held throughout the health system.



## Shape Up & Go!™

- A free online, team-oriented program to engage caregivers and assist in tracking healthy behaviors.



## Nutrition

- Employees have access to free nutrition counseling and Weight Watchers memberships.
- Go! Foods is a program designed to inform our caregivers and patients about the healthiest options available in our cafeterias. The Go! logo on a product indicates nutritious foods that follow Cleveland Clinic's healthy-eating guidelines.
- To encourage a healthy diet, foods with trans-fats and sugared drinks are no longer offered by Cleveland Clinic cafeterias or vending machines. In addition, calories are listed for all prepared food items in our cafeterias and, to the extent possible, by our retail vendors.

## Caring for Caregivers Program

- The Cleveland Clinic Caring for Caregivers Program offers Professional Staff Assistance, Licensed Professionals Health, Employee Assistance, Well-being Resource and Referral Service, and a variety of additional resources. These programs and services provide expert, confidential and free support to our caregivers.

## Healthy U

- Access to online programs with healthy food guidelines, sleep hygiene and stress management, designed by Michael Roizen, MD, Chief Wellness Officer and Wellness Institute Chairmen.

### **Tobacco Cessation Program**

- Cleveland Clinic was one of the first healthcare organizations to ban smoking on its campuses, as well as implement a policy to refrain from hiring individuals who use tobacco products.
- Free tobacco cessation programs are made available to current caregivers who smoke and desire to quit and improve their health.

### **Educational Programs**

- Cleveland Clinic employees have access to programs such as Wellness Grand Rounds, a bi-monthly, one-hour presentation given by an expert in the field of wellness.
- Patients and employees are encouraged to attend the Wellness Connection, a monthly half hour presentation by various wellness professionals.
- FitTalk is a monthly fitness-related presentation given by a Cleveland Clinic Fitness Specialist.

### **Center for Integrative Medicine**

- Tanya I. Edwards, MD, Center for Integrative Medicine offers employee discounts on their services and treatment options to improve overall health and well-being.

### **Art Therapy**

- Arts & Medicine offers free art therapy activities to caregivers, patients and their families. Art therapy can help decrease pain and anxiety, improve coping skills and attention span, assist with rehabilitation and enhance self-esteem and relaxation.

# Talent Development

The success of Cleveland Clinic as a world class organization relies on our caregivers' engagement, performance, and willingness to embrace their roles as caregivers. New employees join our caregivers at every level of the organization throughout their career. Each individual has the opportunity to work in different departments and hold a variety of positions. Our goal is to create an environment where caregivers develop new skills and hone their expertise as they continue down the career path of their choice. Many of our caregivers have worked with us for decades, and we are committed to valuing their contributions and helping to develop their careers.



*Marymount Hospital received a 2013 Pathway to Excellence® Nursing award.*

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## Development Opportunities

To help achieve our shared goals, we offer opportunities caregivers may self-select to take:

- Development course tracks for each level of leadership through the Center for Leadership and Learning
- Cleveland Clinic Academy curriculum for executive and medical management training
- A robust career planning website for caregivers
- Blended learning opportunities using classroom, online and on-the-job formats
- Mentoring programs
- School at Work® to support the career development of entry-level caregivers
- Accelerated development programs for high potential caregivers
- An Emerging Leader program for aspiring leaders
- Technical training in all clinical and technical fields
- Tuition reimbursement for undergraduate and graduate degrees with varying benefits for part time, full time employment status and major. In 2013, Cleveland Clinic narrowed the courses being covered by tuition reimbursement.

Additionally, we have caregivers in accelerated development programs. These participants are identified through Cleveland Clinic's Succession Planning and Individual Development Planning processes and represent our future leadership.

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## Managing Performance

Cleveland Clinic would like all of our caregivers to receive annual or biennial performance and development reviews from management. This allows caregivers and management the opportunity to address existing concerns and set performance and development goals for the future.

## Employees Receiving Regular Performance Reviews

	2013 PROGRESS
Overall	94.34%
Female	95.55%
Male	91.38%

# Caregiver Safety

Cleveland Clinic is committed to the safety and well-being of our caregivers, patients and visitors. We maintain an environmental health and safety program that conforms with and/or exceeds all applicable local, state and federal environmental, health and safety standards and regulations. We provide on-going education and training to our caregivers that will assist them to appropriately respond to potential acts of violence that may occur at any of our hospitals, family health centers and satellite facilities.

## Environmental Health and Safety

Within Cleveland Clinic's Quality & Patient Safety Institute we have a formal Environmental Health and Safety (EHS) team charged with the implementation and monitoring of EHS management activities at Cleveland Clinic main campus and our family health centers. In addition, each community hospital maintains written management plans that address the "Environment of Care" based on management structure and individual needs.

Enterprise safety leadership regularly reviews and assesses the need for changes to general safety policies, equipment, procedures, training and other activities. Ultimately, the responsibility for environmental health and safety at Cleveland Clinic extends through the entire supervisory force to every caregiver. Only through a cooperative effort by supervisors and caregivers can an effective accident prevention program be established and preserved.

Cleveland Clinic also protects its caregivers and patients through risk control efforts related to serious diseases. For example, the Center for Corporate Health promotes the health and safety of our caregivers through new hire pre-placement assessments, urine drug screenings, annual compliance, TB testing, audiograms, as well as required immunization and flu vaccinations. In addition, we established a work restriction policy for caregivers with communicable diseases, a safety event reporting system and post-exposure guidelines and support for those exposed to blood-borne pathogens.

## EHS Data

Cleveland Clinic's recording and reporting of accident statistics is in accordance with the requirements of the Occupational Safety and Health Administration (OSHA) and the Bureau of Labor Statistics (BLS). An injury or illness is considered to be work-related if an event or exposure in the work environment either caused or contributed to the resulting condition or significantly aggravated a pre-existing condition. Our injury data presented below represents the majority of caregivers, reflecting our Northeast Ohio enterprise. Injury rates are listed as the number of injuries per 100 full-time employees.

In 2013, Cleveland Clinic experienced an OSHA-recordable injury rate of 3.54 and a lost-time injury rate of 0.61, well below the U.S. hospital average in 2012. The Bureau of Labor Statistics indicated the average hospital had an OSHA-recordable injury rate of 6.6 and a lost-time injury rate of 1.5.

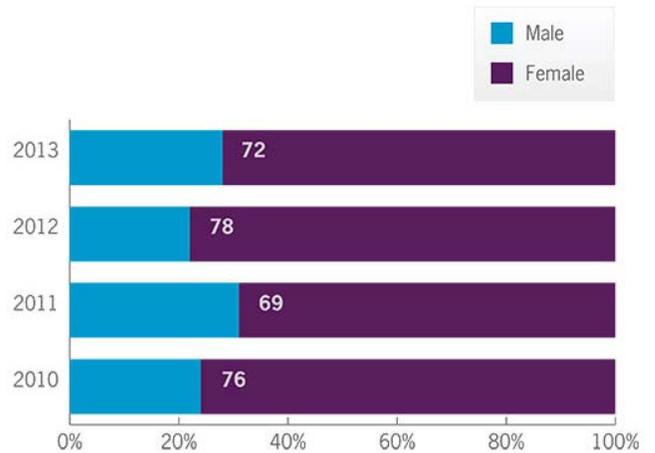


## OSHA Employee Injury Rates



There were no work-related fatalities in 2013 (LA 7). Injuries by gender relate closely to our overall male/female employment ratios, although males represent a slightly higher percentage of OSHA-recordable injuries.

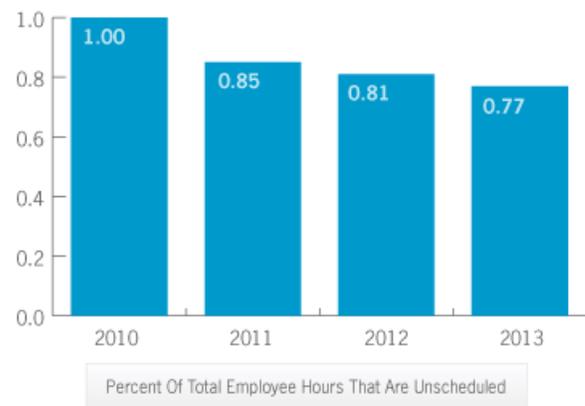
### Employee Injuries By Gender



Cleveland Clinic absenteeism, as measured by unscheduled paid time off (UPTO), dropped from 0.81 percent in 2012 to 0.77 percent in 2013. Absenteeism can be used to indicate employee health and wellness, employee engagement, job satisfaction and work-place effectiveness.

### Absenteeism

(as measured by unscheduled paid time off)



## A.L.I.C.E. Active Shooter Response Mode

With the sudden rise in active shooter incidents in the United States, providing our caregivers with training to survive such an incident is a top priority at Cleveland Clinic. The Protective Services Department adopted the A.L.I.C.E. Active Shooter Response model that was developed by the A.L.I.C.E. Training Institute. Thirty-five caregivers from various disciplines across the Cleveland Clinic Health System received A.L.I.C.E. Instructor training.



The Emergency Management Department, in conjunction with the Cleveland Clinic Police Department, developed a healthcare oriented A.L.I.C.E. training module that is used by all of our certified Instructors to provide consistency in the delivery of the material. The training is delivered through various media- as a module that is embedded in the annual mandatory online Emergency Management training; as “lunch-and-learn” live training sessions; during monthly department meetings; and as whole-house in-service training.

The A.L.I.C.E. Active-Shooter Response training has been a huge success with Cleveland Clinic caregivers. In 2013, participation rates hit an all-time high, with over 45,000 of our caregivers and contracted vendors completing the online training and live training.

# Caregiver Engagement

As we transition to a new model of healthcare, engaging our caregivers is imperative to our success. When caregivers are engaged in their work, they are involved in, enthusiastic about and committed to creating a culture where quality care drives innovation and job satisfaction. When our caregivers are engaged, our patients' experiences improve.

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## How We Engage

Engagement at Cleveland Clinic extends beyond a single program to become a culture that guides our interactions with one another, our patients and our communities. Caregiver feedback is sought through various channels including surveys, weekly polls and team huddles. Actions and improvements based on that feedback are applied to engagement activities across the organization. Some of the ways we create and sustain an engaged organization include:

### Engagement with Dr. Cosgrove

Delos Cosgrove, MD, Cleveland Clinic CEO and President, engages caregivers through quarterly Connection addresses, where he reviews the work of our clinical staff, operations, education and research teams to highlight our biggest successes and opportunities as a healthcare system.

### My2Cents

Caregivers contribute to My2Cents, an online forum to provide feedback and make suggestions for improvements. For example, Christie Schnecker, senior analyst in Contract Management, noticed that unnecessary printing and the associated costs could be cut down with a simple idea: Default Duplexing. Cleveland Clinic's Office for a Healthy Environment and Cost Repositioning Team implemented Christie's idea across the enterprise and set all printers to a default status of black and white, two-sided printing. Christie's My2Cents idea resulted in a \$250,000 annual savings from reduced paper waste.

### Engagement Coaches

Our engagement program includes leveraging enterprisewide engagement coaches who partner with managers to support a collaborative team environment. They work together to develop clear communication methods and set well-defined role expectations and team priorities.



*Our Child Life Specialists work in the Department of Child Life to provide a positive environment for children receiving medical care and their families. They provide critical support, guidance and information to our patients and families, and help explain medical procedures using language and equipment designed for children.*

## Leadership Rounding

Leadership from around the organization partake in a monthly leadership rounding program to improve patient care, support engagement and recognize caregivers. All leaders gather together at the start of each rounding session before breaking into assigned teams on designated areas for approximately 75 minutes. Following the break out, leaders reconvene to share patient and caregiver stories.

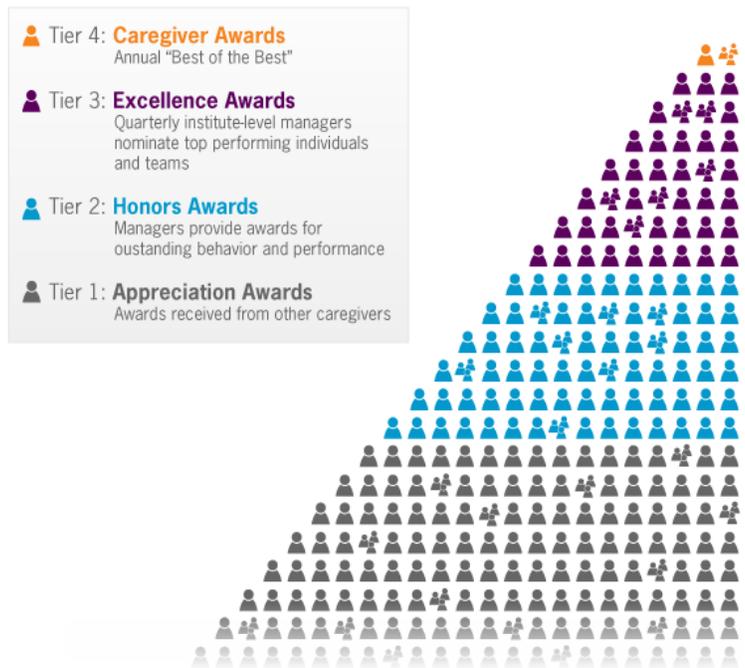
## Caregiver Celebrations

Recognition is another key component of engagement and there are many ways that managers, caregivers and patients can recognize caregivers for exceptional work.

Cleveland Clinic developed Caregiver Celebrations as an innovative, fully automated rewards and recognition system to award caregivers for outstanding behaviors supporting our values: quality, innovation, teamwork, service, integrity and compassion.

Caregiver Celebration awards feature four ascending recognition tiers. The awards range from simple, on-the-spot, non-monetary e-certificates of Appreciation, to Honors for individuals and teams for outstanding behaviors and top performance, to quarterly Excellence recognitions presented at the institute level, to the top tier Caregiver Award given to the top 50 nominated individuals and teams, who receive \$2,000. Of these 50, one individual and one team are selected to receive the CEO award of \$10,000.

## 4 Tiers of Caregiver Celebrations



## Recipient Highlight

In 2013, Patricia Williams, RN, from Hillcrest Hospital, received the prestigious CEO individual award for the value of compassion. She was also nominated for the Albert E. Dykes Health Care Worker of the Year in 2013. As a nurse coordinator in the Cancer Center, Patricia developed a deep bond with her patients and co-workers. And as a cancer survivor, she delivers the kind of compassionate care she would want to receive.

"Patricia's judgment, problem solving abilities and dedication are second to none," says Vinit Makkar, MD, Regional Oncology at Hillcrest, who nominated her for the award.

“I’ve always been a cancer nurse,” Patricia says. “However, when I got cancer, it gave me a whole new perspective to how I look at these patients. I’m one of them. We’re sort of on a team. I know what they go through, I know the struggles they have and I can tell what kind of wonderful people our patients are and what kind of fighters they are because I’ve been there.”

“I really do feel pride and honor,” Patricia says of receiving the CEO Award. “I’ve been an oncology nurse for more than 20 years and I feel like everything I’ve done has finally come full circle. Receiving this award was one of the greatest moments of my life.”

### Program Facts

Program Inception: 2010

Caregiver Celebrations Received since 2010: 592,047

Addition of Patient Recognition Awards: 2012

Patient Recognition Awards Received since 2012: 20,904

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## Green Teams

Cleveland Clinic began embedding sustainability across our healthcare system in 2007 through facility-level Green Teams. We now have Green Teams at all of our hospitals and 12 of our family health centers. Our Green Teams convene regularly and include local hospital and health center caregivers and their leadership. The Office for a Healthy Environment (OHE) supports our Green Teams with educational materials, agenda ideas, feedback and direct involvement.

### Marymount Hospital’s Green Team: A Best Practice

**What makes Marymount Hospital’s Green Team a best practice?**

- **Representation from a Cross-section of the Hospital**

Marymount’s Green Team began in 2009 and includes more than 20 caregivers with their most active members representing Administration, Medical Records, Environmental Services, Surgery, Ambulatory Surgery, Technology, Security, Nursing, Nutritional Services, Radiology and Rehabilitation.

- **Executive Support**

The Executive Team of Marymount Hospital is committed to creating sustainable practices for the hospital. The vice president of clinical and support services serves as the executive sponsor of the Green Team.



*Marymount Hospital Green Team Leadership: Elaine Moeller, Transcription Technician, Michael O’Connell, Vice President of Clinical and Support Services at Marymount Hospital, Nash Birce, Manager of Environmental Services, Diana Lynn, Executive Secretary. The Marymount Hospital Green Team has more than 20 active members representing 11 departments and offices.*

Executive leadership participates in events and fully supports the Green Team in their efforts.

- **Participation in System Wide Programs**

- Marymount’s Green Teams helped with the implementation and tracking of Cleveland Clinic’s new Pharmaceutical Waste System in 2013.
- The Green Teams brought in the Clinical Plastics Recycling program to Marymount Hospital as one of the first community hospitals to undertake the program.

- **Specialized Local Programs**

- Marymount’s Helping Hands Committee and their Green Team partnered with the Garfield Heights School District through Elmwood Elementary School. Marymount caregivers collected 700 book donations and read from these books to three first grade classes several times each month.
- In 2013, the Green Team collected over 150 flags from our caregivers and community for donation to the American Legion and Boy Scouts of America.
- Marymount Hospital held a 2013 Earth Day at the hospital with over 200 participants and eight booths.
- The Green Team supported a booth at Marymount Hospital’s Safety Fair in 2013. Over 500 participants visited the fair and the Green Cleaning Products booth sponsored by Environmental Services.
- Throughout the year the Green Team educates caregivers through an innovative program called “Product of the Month”. Each month the Green Team highlights a recyclable item that is regularly thrown in the landfill waste bins.

# Diversity and Demographics

As a global healthcare provider and the largest employer in Northeast Ohio, Cleveland Clinic's commitment to diversity is key in our interactions with patients, caregivers and the community. Ranked #3 in 2013, Cleveland Clinic is recognized as one of the top ten healthcare systems for diversity by DiversityInc.

The Office of Diversity and Inclusion provides strategic leadership in diversity matters. Programming supports the development of a culturally competent and diverse caregiver population, the economic vitality of our communities through partnering with Operation's supplier diversity initiatives and participation and sponsorship of community and professional programs.

The annual Martin Luther King Jr. Holiday Celebration and the annual "Tu Familia, Su Salud," health fair have support from Cleveland Clinic's highest leadership levels. The Office of Diversity and Inclusion is a major sponsor of the Celebrate Sisterhood women's health event and is a major sponsor of the Diversity Center of Northeast Ohio's annual Diversity Walk and Run. This event celebrates and promotes the diversity of NE Ohio through education and advocacy.

To find out more about our Office of Diversity and Inclusion, [click here](#).



*The Office of Diversity and Inclusion sponsored a 2013 Asian Lunar New Year Celebration at Cleveland Clinic main campus for our caregivers.*

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## Employee Resources

### Employee Resource Groups

Cleveland Clinic Employee Resource Groups provide a network for our diverse caregiver populations to advance the inclusion, retention and professional development of all caregivers. These groups engaged over 5,000 caregivers in over 60 programs in 2013.

SALUD, the Hispanic/Latino Employee Resource group works with the Lutheran Hospital Diversity Council to produce the annual "Tu Familia, Su Salud," health fair in recognition of Hispanic Heritage month. All community-based events provide opportunities for health screenings focused on the health needs of each particular community. Additional Employee Resource Group initiatives and programs include:

- Leadership education on effective management of returning veterans
- Professional development programs
- Community activities such as Asian New-Year, Gay Pride, Puerto Rican Day Parade

- Global Ambassadors program assists new international hires
- Minority Physician Employee Resource Group supports minority physicians

### Language Enrichment Programs

Through our Language Enrichment Programs, we seek to improve and enhance patient relationships and provide professional development opportunities for caregivers. Courses include Spanish for Healthcare Professionals, Vocational English as a Second Language and the Accent Modification program.

### Cultural Competence Training

A culturally competent workforce will provide the best care and experience for our patients. Cultural competence encompasses all aspects of Cleveland Clinic’s mission and is a necessary component of our effort to provide world-class care.



*Spanish Language Class*

Cultural Competence training is an integral component of that effort. All Cleveland Clinic caregivers take an on-line Diversity module at the time of hire and annually. Additionally, the Office of Diversity and Inclusion conducted nearly 80 Cultural Competence training sessions in 2013, for all levels of caregivers.

## Caregiver Demographics Data

In 2013, Cleveland Clinic employed 43,639 caregivers, almost 94.8% in Northeast Ohio. From across the U.S., 73.4% of all caregivers are women and 26.6% of all caregivers are men, 81.5% of all U.S. caregivers are full time and 18.5% of U.S. caregivers are part time employees. Approximately .043% of our caregivers are part of a union.

Cleveland Clinic recruits and hires extensively from our local talent. Our talent acquisition department attends career and job fairs at local high schools, universities, colleges and community organizations. We advertise online and in local newspapers and journals.

## 2013 Employee Counts and Turnover by Gender and Region

### 2013 Employee Counts by Region

	REGION		
	FLORIDA	NEVADA	OHIO
All Employees	2,198	93	41,348
Female	1,622	74	30,344
Male	576	19	11,004
New Hires	409	28	6,147
Turnover	387	6	5,703

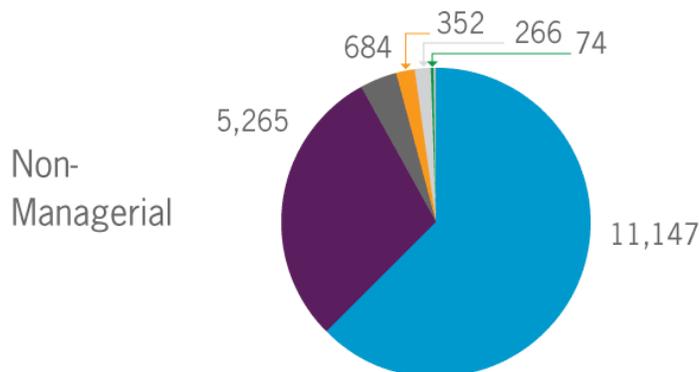
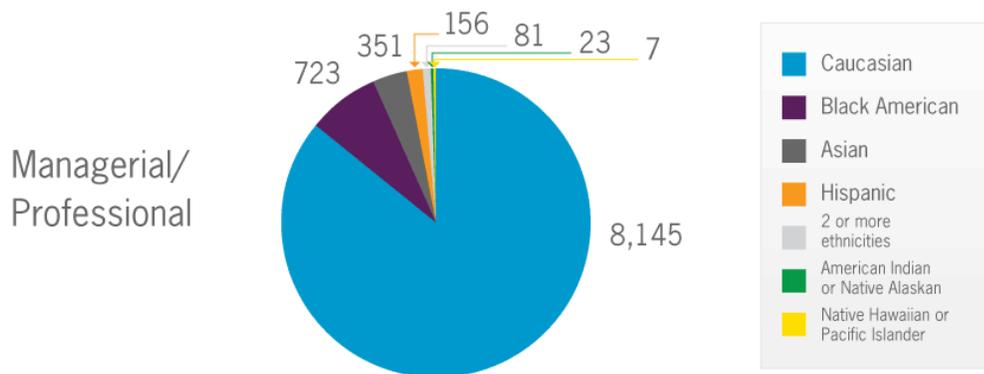
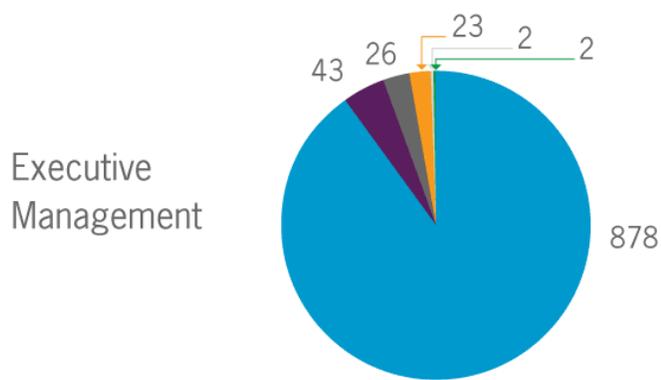
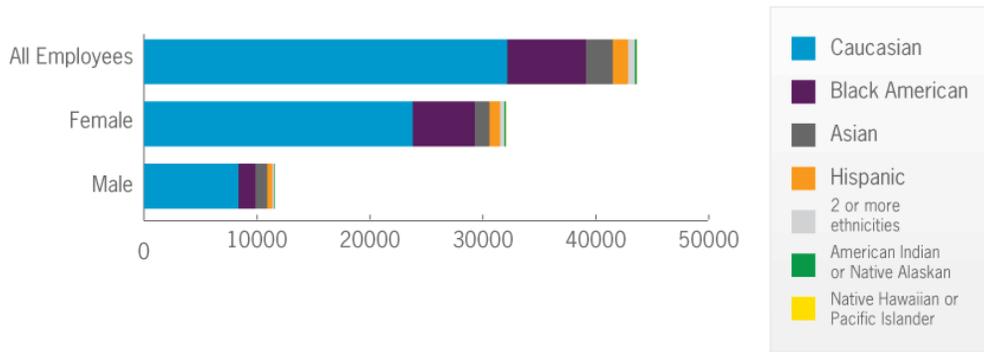
## 2013 Employee Counts and Turnover by Age Group and Gender

### 2013 Employee Counts by Age Group

	AGE GROUP		
	<30	30 – 50	>50
All Employees	7,999	21,946	13,697
Female	5,808	15,669	10,509
Male	1,904	6,043	3,461
New Hires	3,216	2,721	647
Turnover	1,784	2,478	1,834
Female Turnover	1,245	1,581	1,433
Male Turnover	539	897	401

## 2013 Employee Counts by Ethnicity

### 2013 Employee Counts by Ethnicity



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## Human Rights and Labor Standards

Cleveland Clinic understands the importance of human capital and is committed to diversity and inclusion. We provide equal opportunity across all employment practices, including recruitment, selection, training, promotion, transfer and compensation, without regard to age, gender, race, national origin, religion, creed, color, citizenship status, physical or mental disability, pregnancy, sexual orientation, gender identity or expression, marital status, genetic information, ethnicity, ancestry, veteran status, or any other characteristic protected by federal, state or local law (“protected categories”). In addition, Cleveland Clinic administers all personnel actions without regard to disability and provides reasonable accommodations for otherwise qualified disabled individuals.



Cleveland Clinic strives to foster a culturally sensitive workforce and provides cultural competency online training to new hires and to all caregivers annually, as well as instructor-led trainings and individual coaching to provide ongoing cultural competency development across the enterprise.

Under Cleveland Clinic policy, employees are entitled to file complaints relating to possible discriminatory treatment or other violations of policy with their managers, Human Resources and/or our confidential Compliance Reporting line. Investigations take place after each report is made and corrective action is taken as necessary. Employees are also entitled, by law, to submit complaints regarding alleged discriminatory actions with various state and federal agencies. During the calendar year 2013, no findings of probable cause were issued by any administrative agency.

Cleveland Clinic’s compensation system is designed to provide wages that are externally competitive and internally equitable; it includes a review process for any market-driven salary offer that has the potential to disrupt internal equity. Cleveland Clinic offers an integrated, competitive and comprehensive benefits package that applies to substantially all part-time and full-time caregivers who are scheduled to work at least 40 hours per two-week pay period, with the exception of short-term disability and long-term disability benefits that are only available to full-time caregivers. All caregivers with the exception of students, residents/fellows and research associates participate in a noncontributory, defined contribution plan to assist with long-term financial planning and retirement. Cleveland Clinic’s contribution for the plan is based upon a percentage of caregiver compensation and years of service. Cleveland Clinic also sponsors a contributory, defined contribution plan, an employee-guided investment fund, which is available to full-time, part-time or PRN caregivers that has a participation rate of 80%. This plan matches caregiver investments in the fund at a rate of 50 percent, up to 6 percent of employee contribution. As plans change over time, employee contributions and benefits in defunct plans are frozen and future withholdings utilize active plans.

Our policies prohibit off-the-clock work for non-exempt caregivers, as well as supervisory behavior that permits, encourages or requires off-the-clock work. Our timekeeping systems and policies are designed to comply with applicable federal and state regulations regarding pay, including accurate calculation of overtime compensation. Human Resources policies address appropriate use of independent contractors, student interns and hospital volunteers. We adhere to state regulations regarding working hours, duties and breaks for caregivers who are minors. Prior to commencing employment, every minor under the age of 18 must possess a valid Age and

Schooling Certificate (work permit) unless otherwise exempted as stated in Chapter 4109 of the Ohio Revised Code. Ohio law restricts the hours of work of minors and prohibits their employment in occupations that are considered hazardous to their health.

# Environment

Cleveland Clinic supports healthy environments for healthy communities.

We understand that environmental health and human health are linked and that we have a responsibility to take a precautionary approach to environmental stewardship through our operations and a leadership position throughout our communities.

“Speaking as CFO, if done right, [sustainability efforts] could have good financial results for an organization... We make sure that we are mindful of the environment and utilizing resources that could reduce waste, our footprint and costs. Sometimes it requires investments. For example, we changed out our lighting systems and HVAC systems, but those have also allowed us to continue to reduce our energy consumption. If you have a good sustainability program, you can translate that into good, sustainable financial results.”

— Steve Glass, CFO



*Matthew Davis, MD is one of Cleveland Clinic's Sustainability Champions and a General Surgery and Digestive Disease Institute resident. Among other projects, Dr. Davis and his peers spearheaded waterless surgical scrub research in Cleveland Clinic's ORs in 2013. "As a Great Lakes community," he notes, "we are charged with protecting the majority of the world's fresh water and should act appropriately."*

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## Reducing Waste

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## Climate Change

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## Conserving Energy

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Green Building

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Driving Change

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Best Practice: Clinical Plastics Recycling

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Environmental Performance

# Reducing Waste

Cleveland Clinic is committed to reducing waste across our healthcare system. By reducing the waste we send to our landfills we are protecting our environment, reducing our costs and improving our land, air and water quality.

## Waste Reduction Strategies

Each of our more than 30 waste streams requires its own process, compliance assurance measures and education programs to ensure compliance, landfill diversion, cost management and discipline.

Waste reduction and recycling progress is achieved by setting large system goals, then finding innovative ways to reach them. We partner with our waste vendors to identify new ways to dispose of waste.

Cleveland Clinic's waste reduction and recycling initiatives includes several key strategies:

### Active program measurement and management

We monitor and measure all of our waste streams in a comprehensive manner. This practice is the fundamental reason we have the visibility and management capability to track key indicators and implement strategies.

### Optimizing waste container use

Waste and recycling costs include haul charges to pick up containers. We can reduce our costs by managing our hauling schedules and correct waste container placement to ensure our containers are full every time they are collected.

### Waste segregation

We separate our waste streams to better track our use and disposal rates, and to maximize our cost efficiency. Regulated medical waste and hazardous waste are two of the most expensive waste streams from a healthcare facility. When items that can be either recycled or thrown into our solid waste containers are misplaced into our regulated medical waste containers, Cleveland Clinic incurs unnecessary costs. To prevent this, we have developed color-coded recycling and waste bags for easy use from operating rooms (ORs) and offices, to docks and pick-up.



*The Wound, Ostomy, Continence Nursing Department is made of committed and compassionate caregivers. The WOC team engaged Cleveland Clinic's Office for a Healthy Environment around methods to right size their recycling containers and adjust service frequencies to better fit their needs. The team's sustainability motto: "Going green by using blue", referring to their commitment to recycling efficiently.*

## Recycling cost avoidance

We conceptualize our waste minimization efforts as more than just recycling. We track our landfill diversion, which includes recycling, reuse and donation activities, and our recycling rate, which includes only those items that are recycled. The cost of municipal solid waste disposal includes a per-ton disposal fee for occupying space in a landfill. Therefore, for every ton of material diverted through another channel there is an avoidance of that disposal charge. We factor this cost avoidance into our financial evaluations of incremental diversion activities.

## Source reduction

The disposal fate of a product can be determined at the point of purchase. We recognize the value of considering product attributes, such as end of life disposal, reusability and reprocessability and we are integrating this into our supply chain purchasing decisions.

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## Waste Reduction Activities

In 2013, Cleveland Clinic implemented several new programs and made significant progress in a number of existing recycling, reuse and waste reduction programs.

### Single-Use Device Reprocessing

- **Our Challenge:** When clinical instruments were unused but removed from their packaging pre-surgery, these items were incinerated or treated as regulated medical waste.
- **Our Solution:** In 2011, Cleveland Clinic adopted single-use device reprocessing, a program where these devices are recycled and remade through an in depth and strictly regulated process. The reprocessed items are sold at a lower cost to healthcare providers. The reprocessed equipment is subject to greater regulations than when it was originally created, ensuring the safety of our caregivers and patients.
- **Our Success:** In 2013, we accelerated the program by engaging physician leaders who educated their peers on the benefits of the program. In this way, Cleveland Clinic reduces our waste and is able to take advantage of high quality, lower cost equipment.

### Clutter Wars

- **Our Challenge:** All hospitals are crowded and old equipment is often not removed because it is expensive to replace if it ever becomes needed again.
- **Our Solution:** In 2013, a collaborative program was run through the Division of Operations, Clinical Services and the Nursing Institute called: The Search for Space. This clutter-removal campaign challenged clinical areas at main campus, family health centers and ambulatory practice sites, with the goal to make our areas safer and more efficient for patients, visitors and each other by organizing, discarding and recycling.
- **Our Success:** Participants competed to earn rewards and prizes and yielded these results from the 266 items collected:
  - 185 items had no value for Cleveland Clinic and have been moved for auction
  - 41 information technology items were processed appropriately
  - 21 items went into our furniture re-use vendor program within Cleveland Clinic
  - 19 medical equipment items were re-deployed within the Cleveland Clinic

## Clinical Plastics Recycling

- **Our Challenge:** Across the healthcare system, Operating Rooms (ORs) create a great deal of recyclable waste before patients ever enter the room.
- **Our Solution:** Cleveland Clinic began a system-wide expansion of our clinical plastics recycling program developed by Cleveland Clinic in partnership with Buckeye Industries and Rumpke Waste and Recycling.
- **Our Success:** See Best Practice: Clinical Plastics Recycling

## Default Duplex

- **Our Challenge:** One of our caregivers noticed how much paper waste was created each day by our offices.
- **Our Solution:** Cleveland Clinic has reduced paper use by setting all multi-functional devices to “default duplex”, or print on both sides of the paper.
- **Our Success:** To date, we have an estimated paper savings of 20%, and in 2014 we expect to save 6,000 trees through our paper use reduction.

## Pharmaceutical Waste

- **Our Challenge:** While all of our facilities met the standards for regulated pharmaceutical waste, Cleveland Clinic practices varied across the organization.
- **Our Solution:** In 2013, the hospitals of the Cleveland Clinic Health System expanded existing waste programs to include the disposal of all pharmaceutical waste.
- **Our Success:** By expanding our waste program to include both regulated and non-regulated pharmaceutical waste, best management practices employed proper disposal to reduce our impact on the environment.



## A Near Miss

- **Our Challenge:** At one of our family health centers, a minor hydraulic leak was discovered on the compactor. After repairing the leak, the team discovered a near miss on a hazardous situation. The sump pump on the dock pumps out into our pond used for irrigation. If hydraulic fluid had leaked into the pond, it would have been a disaster.
- **Our Solution:** After some research, the team found an environmentally friendly biodegradable alternative for the hydraulic fluid.
- **Our Success:** The family health center switched to the new biodegradable alternative hydraulic fluid, and leaks are now less of a concern.

# Climate Change

Climate change has been linked to a host of impacts on public health. Climate change threatens the health of the world's population in a direct way through changes in rainfall distribution, disruptions of ecosystems and the spread of diseases. At home in Cleveland, we have faced changes in weather patterns and have felt the impact of super storms, flooding and extreme cold events.

Cleveland Clinic is committed to improving our energy efficiency and this progress improves outdoor air quality, benefiting human health by lowering particulate and toxic chemical emissions produced by fossil fuel combustion and electric power generation. Our transportation, green building, toxin free cleaning product purchasing and local purchasing efforts are institution-wide initiatives to mitigate climate change.



*Cleveland Clinic main campus is located in Cleveland, Ohio. It includes 46 buildings and covers more than 160 acres.*

# Conserving Energy

Cleveland Clinic's energy program is designed to enhance patient outcomes and the patient experience while reducing operating expenses. As our model of healthcare evolves, we are firmly committed to reducing our environmental, economic and human impact by reducing our energy intensity.

Cleveland Clinic consumes a significant amount of coal-generated energy in the delivery of patient care. Areas of Northeast Ohio are designated by the U.S. EPA as nonattainment areas for ozone and fine particles, airborne pollutants linked to long-term health effects including chronic respiratory disease, heart disease and other adverse conditions. Our energy is also a significant source of carbon emissions, another widely recognized public health threat. As a healthcare system, we are committed to improving the health of our community by proactively reducing the intensity with which we use energy. As a leader in healthcare, we consider it our responsibility to find innovative solutions to keep our communities healthy while providing the best preventative and acute patient care.

In 2013, we have continued to make progress in our commitments, to invest capital in improved energy efficiency and to engage our caregivers around our energy use.

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## Capital Improvements

Cleveland Clinic's energy efficiency plan is resourced and supported by our executive leadership. This support includes initial capital spending as well as incentives realized from energy savings. In 2013, the following projects were undertaken.

### **Integrated Building Management System (IBMS)**

In 2012, Cleveland Clinic main campus installed an automated system to provide a single graphic interface for HVAC, power management, elevators and pneumatic tube system. Once the system has been fully optimized, it will represent the largest U.S. healthcare initiative of its kind and will allow for benchmarking and targeted energy reduction programs by identifying systems with the highest energy usage or maintenance costs.

### **HVAC Deep Dive**

In partnership with Trane, Cleveland Clinic has initiated assessment of all heating, ventilation and air cooling (HVAC) equipment to find opportunities for efficiency improvements.

### **Chiller Optimization**

In 2013, Cleveland Clinic optimized central utility plant chillers to reduce energy waste. We commenced chiller optimization upgrades on four areas of chilled water production, affecting over 11,000 tons of cooling for an estimated savings of 4,727,268 kWh of electricity and \$250,000.

### **Lighting Retrofit**

Cleveland Clinic main campus replaced the lighting in three of our parking garages with LED lighting in 2013. This program will save an estimated 93,307 kWh of electricity and \$5,318.

## PC Power Management

In 2013, Cleveland Clinic completed a two-year implementation of Verdiem, an enterprise-wide PC Power Management software. This system monitors sleep-awake cycles for individual devices and adjusts power-saving settings based on user patterns. To date, this program has realized an estimated energy savings of more than 9,000,000 kWh/year, or 1.8% of total electricity usage. The system has been activated on more than 96% of 40,000 licensed computers across our healthcare system.

In 2013, over \$18,000,000 were spent in capital improvements throughout the healthcare system. Most of these improvements were on HVAC and the building envelope to help long term energy efficiency.

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## Internal Energy Data Audit

- **Program Description:** In June 2013, the Operations Division worked with our internal audit group to conduct a formal review of the 2010-2012 Energy Performance data.
- **Our Commitment:** Cleveland Clinic implemented all nine audit recommendations to enhance the transparency, accuracy and comprehensiveness of our energy metrics. These audits have resulted in changes to our square footage and EUI, which now better reflect Cleveland Clinic energy use and management strategies.
- **Our Progress:** In 2013, Cleveland Clinic redefined our scope and boundaries as our wholly owned and operated portfolio, specifically excluding all leased facilities. This includes 57 facilities that are in-scope and reportable, some of which are multi-building facilities. An additional 7 facilities are within our scope but are not currently reportable; we began gathering current and historical data for these facilities in 2013.



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## CARES Symposium

- **Program Description:** The CARES model (Customer Experience, Available Parking, Responsible Finance, Engaged Employees and Sustainable Business), was enhanced by the Balanced Scorecard designed by Cleveland Clinic Caregivers. The Balanced Scorecard is a performance management tool using a series of business reviews to create a continuous improvement cycle.

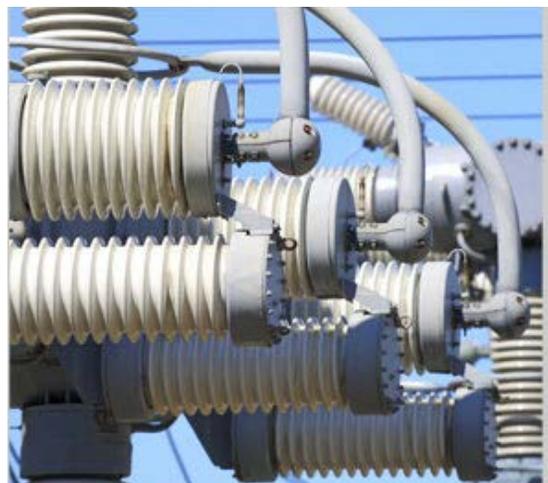
*Our AVI technology is used by nearly 56% of our 15,000+ employees on Cleveland Clinic main campus, and is used in most parking facilities throughout the health system. This technology reduces idle time by an average of 5 seconds per vehicle, and reduces GHG emissions by approximately 90,000 pounds annually.*



- **Our Commitment:** Cleveland Clinic is committed to using the Balanced Scorecard for continuous improvements in all aspects of patient care. Parking Services has adopted the use of this scorecard to identify best practices.
- **Our Progress:** Parking Services hosted the first annual Parking CARES symposium in August 2013. Healthcare leaders from across the country came to learn about Cleveland Clinic Parking Services' Balanced Scorecard and programs.

## Ring Bus

- **Program Description:** Cleveland Clinic main campus runs on two electrical substations—both running near capacity with dated assets. Cleveland Clinic has developed a program to provide a reliable and efficient electric-utility source throughout our facilities to better serve our patients, visitors and caregivers.
- **Our Commitment:** Cleveland Clinic, in conjunction with FirstEnergy, is building a new power-distribution system called the Ring Bus.
- **Our Progress:** FirstEnergy's conduit and conductors will support four Cleveland Clinic-owned substations. Cleveland Clinic is building the four substations, each housing our transformers and electrical distribution equipment. Over a period of time, Cleveland Clinic is transitioning all existing buildings to the new Ring Bus substations. The Ring Bus project ultimately delivers a more reliable electric supply, with a greater capacity to support Cleveland Clinic's needs into the future.



## Better Buildings Challenge



- **Program Description:** The U.S. Department of Energy (DOE) has issued a challenge to commercial, industrial, non-profit, government and other organizations around the nation to reduce their energy use by 20% by 2020.
- **Our Commitment:** Cleveland Clinic has committed to President Obama's Better Building Challenge to reduce our energy usage by 20% in 2020 from our 2010 baseline. We report biennially on our progress toward this challenge, which is available to the public on the DOE website.
- **Our Progress:** In 2013, Cleveland Clinic reduced our energy use\* by 4.11% over our 2010 baseline.

\*Weather normalized source EUI based on our 16M square foot commitment to DOE Better Building Challenge.



## National Building Competition

- **Program Description:** The Environmental Protection Agency (EPA) created the National Building Competition to encourage commercial buildings to save energy and fight climate change.
- **Our Commitment:** Cleveland Clinic has entered all nine of our hospitals in the National Building Competition where they will compete with other buildings across the U.S., including offices, hotels, schools and more.
- **Our Progress:** In 2013, Cleveland Clinic's hospitals came in 4th, 11th, 14th, 18th, 27th, 31st, 33rd, 46th and 53rd out of the 53 hospitals who have submitted their final data, an additional 25 facilities did not "weigh in" at year end.



*Cleveland Clinic is making energy efficiency improvements throughout our health system.*

## Cleveland Clinic Battle of the Buildings

- **Program Description:** Cleveland Clinic developed an internal battle of the buildings. Our family health centers and medical offices, administrative offices and hospitals will compete against like-buildings to reduce their 2013 energy use over 2012.
- **Our Commitment:** Quarterly we publish the competition results on our internal intranet site, share the results with our Green Team Leaders and with our Facility Managers. A \$500 prize, to be used for energy improvements, will be won by the facility in each category that shows the largest percentage of energy use reduction over 2012\*. An additional \$500 winner will be selected by the Battle of the Buildings committee for most creative and innovative program to reduce energy waste.
- **Our Progress:** In 2013, the following facilities saw the greatest reduction in energy use over 2012.
  - Administrative Offices: Solon Contact Center reduced their 2013 energy use by 11%
  - Family Health Centers: Strongsville Family Health Center reduced their 2013 energy use by 11%



*Engaging our caregivers around energy efficiency behaviors plays an important role in our strategy to reduce energy waste.*



- Hospitals: Lutheran Hospital reduced their 2013 energy use by 5%

\*Using calculations based on weather normalized source EUI

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## ENERGY STAR Partner

- **Program Description:** ENERGY STAR is the Environmental Protection Agency's (EPA's) voluntary program to help businesses, organizations and individuals save money and protect the climate through better energy efficiency.
- **Our Commitment:** Cleveland Clinic has committed to partnering with ENERGY STAR. We track and benchmark utility use across our portfolio using ENERGY STAR's Portfolio Manager, a free software program available to businesses, organizations and individuals to track energy spending and usage.
- **Our Progress:**
  - Four Cleveland Clinic facilities renewed their ENERGY STAR Certification in 2013, indicating that they are more efficient than 70% of similar buildings in the U.S.
  - In 2014, Cleveland Clinic was not recognized with the ENERGY STAR Partner of the Year award for the first time since 2011. We have continued to reduce our energy use index and make progress towards our goal of 20% energy reduction between 2010 and 2020. A detailed voluntary audit of our building characteristics and energy data revealed inconsistencies and errors. We have improved our data collection process and recommitted to becoming an ENERGY STAR Partner of the Year again soon.
  - When possible, Cleveland Clinic purchases ENERGY STAR certified products, those that are more energy efficient than the competition. In 2013, we purchased ENERGY STAR certified computers, vending machines and lighting products.



*Cleveland Clinic's Lyndhurst Office Building was ENERGY STAR certified for the fourth consecutive year in 2013.*

# Green Building

Cleveland Clinic was founded by four physicians in 1921. Since then, the healthcare system has expanded to include more than 43,639 caregivers and 20 million square feet. As we expand, the fundamental values of our founders can be seen by the quality, innovation, teamwork, service, integrity and compassion with which we grow.

Cleveland Clinic's mission is to be the world's leader in patient experience, clinical outcomes, research and education. Our buildings support this mission by addressing the intrinsic link between a person's health and their environment. In this sense, their environment including the air they breathe and the water they drink, their behaviors including exercise and nutrition, and their values including their choice of healthcare system. Our buildings must support the health of our caregivers, patients and communities. In 2013, we continued to grow and set new standards for our buildings and development.

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## LEED

Cleveland Clinic is committed to designing to a minimum of LEED silver on all new construction projects.

LEED, or Leadership in Energy and Environmental Design, is a green building certification program that recognizes best-in-class building strategies and practices. We now have 13 projects with LEED certification and are working on a number of new construction projects throughout our system including three that will be designed to LEED for Healthcare standards.

### LEED Gold

Twinsburg Family Health and Surgery Center  
Robert J. Tomsich Pathology & Laboratory Medicine Institute  
Global Cardiovascular Innovation Center  
Marymount Hospital Surgery Expansion

### LEED Silver

Hillcrest Hospital Jane and Lee Seidman Tower  
Cleveland Clinic Data Center  
Cleveland Clinic Stephanie Tubbs Jones Health Center  
Cleveland Clinic Richard E. Jacobs Health Center  
JJ North Building on Cleveland Clinic main campus (CI)  
East 89 Street Garage and Service Center on Cleveland Clinic main campus

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## Healing in Nature

Some research suggests that patients exposed to natural environments experience less pain, reduced stress and greater cognitive function than those in a traditional hospital setting (Beil and Hanes, 2013; Berman et al., 2008; Lechtzin et al., 2010). In response to these and similar research studies, Cleveland Clinic has taken the natural environment into consideration during the building and planning phases for new facilities.

At Twinsburg and Brunswick Family Health Centers, Cleveland Clinic has maximized green infrastructure and landscaping within its built environments. These large medical campuses have integrated the natural environment by incorporating wildlife and wetland area preserves. Natural areas, adjacent to the medical facilities, can be viewed by caregivers and outpatients. New nature walking trails are in development and will allow inpatients, outpatients, families, visitors and staff to enjoy the natural environment. The “Walk With A Doc” program will use these paths to create opportunities for more casual and personal interaction between physicians and their patients. Find out more.

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## A New Basis of Design

In 2013, Cleveland Clinic and Case Western Reserve University created a sustainability basis of design for several new buildings that are currently in design. The basis of design aligns our built environment with our mission to promote human health and wellness. The design focuses on energy efficiency guidance, LEED and LEED-Healthcare standards and wellness policies around nutrition and anti-smoking.

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## New Construction vs. Retrofitting

New construction projects are designed for long-term use and created to promote health and wellness.

We make an effort to blend the natural environment with the built environment where possible.

When Cleveland Clinic develops new facilities, we often make a decision to either retrofit an old building and bring it up to our standards or start a new construction project. With either alternative, Cleveland Clinic is able to utilize energy and waste reduction methods, local labor and diverse supplier purchasing to leverage positive social, environmental and economic impacts and seek LEED certification. Cleveland Clinic’s strategy team weighs the financial, environmental and community costs and benefits before making decisions about when, where and how we build.

### **New Construction Example:**

Twinsburg Family Health and Surgery Center was built on a natural area that included two endangered species: the Indiana Bat and Northern Monkshood flowering plant. To protect these species and the natural wetlands, Cleveland Clinic worked with Ohio EPA, U.S. Army Corps of Engineers, U.S. Fish and Wildlife and the City of Twinsburg to establish fifty acres of wetland preservation on the campus. Cleveland Clinic is now developing walking trails through the wetland preserve for patients, visitors and caregivers.



*Twinsburg Family Health and Surgery Center*



*Twinsburg Family Health and Surgery Center and Natural Environmental area on schematic map.*

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## Building and Facility Compliance

Cleveland Clinic is standardizing compliance policies across the enterprise. This effort is led by the Regulatory Compliance Team and Director of Compliance under Buildings and Properties. This includes centralized collection points for the Joint Commission and Centers for Medicare and Medicaid Services (CMS), a centralized reporting system, standardized generator testing and enterprise wide Society of Compliance (SOC) contracts.

The Regulatory Compliance Team is also responsible for managing Cleveland Clinic's compliance with the Environmental Protection Agency (EPA), Occupational Safety and Health Administration (OSHA), Energy Power Supply Systems (EPSS), Fire Life and Safety (FLS) and Environment of Care (EOC).

# Driving Change

Fleet vehicle transportation and caregiver commuting are significant sources of Cleveland Clinic fuel use and emissions footprint. Each of these areas presents opportunities for Cleveland Clinic to promote healthy transportation alternatives, contribute to local public transportation infrastructure in our communities and reduce our environmental impacts.

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## Fleet Vehicle Transportation

Cleveland Clinic has a fleet of 295 vehicles that are used by 85 departments across the system. In late 2013, the Cleveland Clinic fleet added five electric vehicles, four to the Police Department on Cleveland Clinic main campus and one to Euclid Protective Services Department. An additional eleven hybrid cars were purchased for the Robert J. Tomsich Pathology & Laboratory Medicine Institute to replace larger, older and less fuel efficient vehicles. As a healthy and environmentally friendly alternative to traditional motor vehicles, Protective Services on our main campus employs the use of eight bicycles and one Segway® during warm weather seasons.

Parking Services use global electric motor or GEM cars for parking garage maintenance to reduce fuel use and greenhouse gas (GHG) emissions.

Across the healthcare system, Cleveland Clinic has a no idling policy for parked cars that also reduces our GHG emissions.



*Officer Larry Haslem of Cleveland Clinic Protective Services with his bicycle in front of a new Protective Services electric vehicle.*

## Commuter Transportation

Cleveland Clinic employs 43,639 caregivers, most of whom commute to work every day. This creates a significant source of fuel consumption and greenhouse gas emissions. Parking Services, the Office for a Healthy Environment and local authorities have developed the following programs for our caregivers nationally, in Northeast Ohio and commuting to Cleveland Clinic main campus as indicated.

- Employee Carpool Program: a carpooling program for caregivers facilitated through online connections.
- RTA Advantage Program: pre-tax price for public bus and rapid transit system passes and reduced single day parking fees
- Bicycling: indoor bike racks and showers on main campus
- Low Emitting and Fuel Efficient Vehicle Parking Discount Program: anyone driving a vehicle with a LEED score

above 40 qualifies for a 20% discount on parking

- Vehicle Rebate: for qualifying vehicles, all caregivers nationally are eligible for a \$1,000 or \$500 rebate on the purchase of hybrid or fuel-efficient vehicles
- New Home Subsidy: new homes purchased within walking distance to our main campus may qualify for a subsidy



*With facilities world-wide and across Northeast Ohio, Cleveland Clinic's Virtual Meeting campaign has continued to gain support across the system.*

# Best Practice: Clinical Plastics Recycling

Our clinical plastics recycling program is a triple bottom line success. We have put people to work, minimized our waste footprint and cut costs.

Operating Rooms (OR) generate intense volumes of clean, sterile plastics at discrete intervals, making them an ideal candidate for safe plastics recycling. Cleveland Clinic pioneered a clinical plastics recycling program in 12 of our cardiovascular surgery rooms. Clean, sterile and unused plastics are collected before the patient enters the room, tied off in a 'purple bag' and recycled.

Cleveland Clinic partners with Buckeye Industries, a vocational services program for individuals with disabilities from New Avenues to Independence, Inc., and Rumpke Waste and Recycling Services, our waste and recycling vendor, to recycle our clinical plastics.

Since our pilot in 2011, the program has expanded to all 86 of our Cleveland Clinic main campus operating rooms. In 2013, we began rolling out the program to our community hospitals and will continue the program's growth through our ambulatory and surgery centers in 2014.



*Arthur, a Buckeye employee since January 2013, has benefitted from New Avenues to Independence's services since 1976.*



*In 2013, Buckeye Industries created 32 new jobs in 2013 and now employs 134 employees and 23 staff.*

## Equity

In 2012, we identified a cost effective method to process clinical plastics while also creating jobs in the local community. New Avenues to Independence, Inc. contracted Buckeye Industries, its vocational services program for individuals with disabilities, to partner with Rumpke Waste and Recycling Services, our waste hauler. Together we developed a system to recycle pre-surgical waste plastic.

Buckeye represents the heart of New Avenues' mission to help individuals with disabilities live as independently as possible. Currently, the Buckeye program provides structured vocational training and employment to 134 people. It also employs 23 staff to assist with job coaching, individual support and program management. In 2014, it is projected that an additional 16 men and women with disabilities

will find employment at Buckeye.

Zach told us: “When your purple bags leave your facility, they come to Buckeye Industries for processing. The variety of roles and tasks that this program provides is a perfect match for our clients’ skills and capabilities. This program allows them to be wanted, needed and valued members of society who earn wages. They’re really proud of their work and their independence. It’s rewarding.”

Alisha would like us to know: “Tell them I’m working really hard. Thank you for allowing us to work here.”

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## Environment

The clinical plastics recycling program, or “purple bag” program, focuses on a simple, space- and labor- efficient system.

By using a “single stream” design, a single point of easily identified mixed plastics collection is provided in the OR. We employed color-coding to make quick visual identification of recycling and waste streams easier in the OR and at the dock. The clinical plastics program uses purple liners, while our traditional comingled recycling uses blue liners, trash uses clear liners and surgery rooms use red bags for bio-hazardous or regulated medical waste.

Buckeye’s clients sort the plastics they receive by type and color. Because collection of material in an OR poses inherent health and safety risks, we have ensured strict safety measures to protect our partners at Buckeye. To mitigate risk, we limit the collection period to include only the pre-incision period of a surgical case.

After the materials are sorted by color, they are baled and then sold to Rumpke Waste and Recycling. Rumpke consolidates and markets the plastics to end-users and processors who further re-grind and/or pelletize these materials for the manufacture of new products. For example, blue sterilization wrap is made into blue recycling containers, and clear plastic is transformed into blended cotton and polyester clothing.

Cleveland Clinic currently collects approximately three tons of clinical plastics from Cleveland Clinic main campus each month, diverting it from the landfill.



*Buckeye Industries recycles 98% of the content they receive.*

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## Economic

Our clinical plastics program creates two areas of economic benefit.

1. **Cleveland Clinic Saves:** Prior to the establishment of this program, most clinical plastics were thrown into the landfill waste containers or more often in the regulated medical waste containers. Regulated medical waste disposal is one of our most expensive waste streams, and by diverting clean and sterile clinical plastics into

our 'purple bag' recycling, the clinical plastics recycling program saves Cleveland Clinic waste disposal costs.

2. **Local Market Growth:** Since the opening of its first facility in 2008, Buckeye Industries has grown to four facilities located in Cleveland West, Cleveland East, Eastlake and Madison. Each facility has one primary service and offers additional "value-added" services. The facilities also serve as a triage point enabling material transport to the appropriate facility for recycling. Buckeye is now providing recycling solutions to other health systems and businesses across the region and provides an economic solution to an environmental challenge. Our clinical plastics program is supporting the growth of local markets in our community and the employment of our local community members.



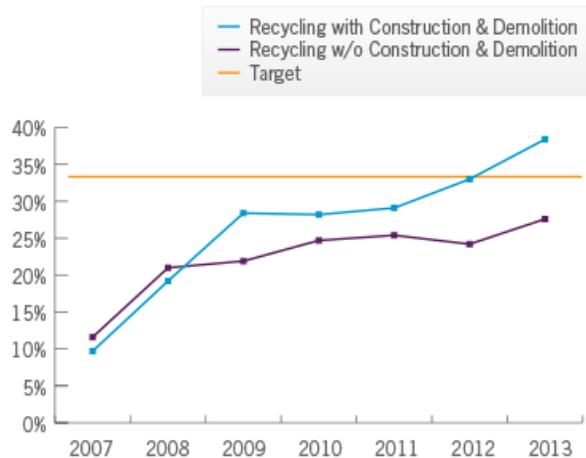
*"Purple Bag" recycling in the operating room.*

# Environmental Performance

Cleveland Clinic’s building portfolio is 16.3M ft<sup>2</sup> excluding parking lots and garages, and 20.7M ft<sup>2</sup> including them. We currently focus on tracking and improving our waste and energy metrics. In 2014, we will begin tracking our water use with greater accuracy. After we have established a water use baseline, we will be able to set goals and strategies around our water consumption.

## Waste

### Main Campus Recycling Rate

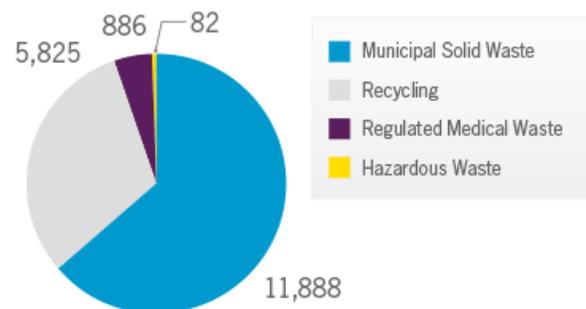


Recycling rate refers to the percentage of waste that is recycled rather than sent to landfill. It excludes items that are reused such as donations to MedWish.

Cleveland Clinic has continued our recycling efforts system-wide and most of our facilities have continued to improve.

On Cleveland Clinic main campus, recycling rates continue to increase and we have reached our 35% recycling rate goal when we include construction and demolition (+C&D) and approach 35% when construction and demolition is excluded (-C&D).

### 2013 Waste by Type (tons) Northeast Ohio Hospitals

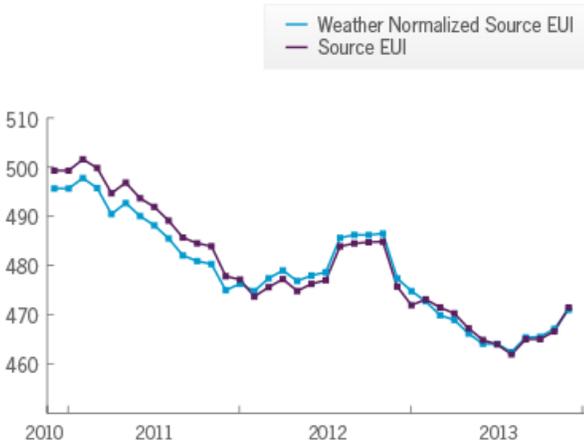


As Cleveland Clinic improves our recycling programs, not only will recycling rates change but the percentage of waste by types will also begin to change.

All Cleveland Clinic facilities are encouraged to reduce their use of products like paper through programs such as Default Duplexing, where all computers are set to print on both sides of a page. Recycling tonnage from paper-waste continues to decrease due to these efforts, which is another indicator of our success. Other programs, such as our clinical recycling program and education around proper waste container usage should result in a lower RMW amount and higher MSW and recycling weights.

## Energy and Emissions

### Source Energy Use Intensity



Energy Use Intensity, or EUI, measures the energy consumed by a building relative to its size. Cleveland Clinic uses source EUI or the total amount of raw fuel used. This includes transmission, delivery and production losses of that fuel as it is used as energy.

Cleveland Clinic's goal is to reduce our EUI to 393 by 2020. As of December 2013, we have reduced our EUI by 4.1% since our 2010 baseline.

### Regulated Air Emissions

(Main Campus, 2013)

	Tons
Carbon Dioxide (CO <sub>2</sub> ) <sup>1</sup>	62,969
Carbon Monoxides (CO) <sup>2</sup>	13.1
Nitrogen Oxides (NO <sub>x</sub> ) <sup>2</sup>	3.3
Organic Compounds (OC) <sup>2</sup>	1.4
Total Particulates (PM total) <sup>2</sup>	1.2
Sulfur Dioxide (SO <sub>2</sub> ) <sup>2</sup>	0.1

<sup>1</sup> Inventory conducted as required by 40 CFR 98, reported to EPA

<sup>2</sup> Title V annual Emissions Inventory Summary per OAC rule 3745-15-03 submitted to Ohio EPA

### Direct and Indirect Emissions

2013 Emissions	
Direct Emissions GHG <sup>1</sup>	106,459
Indirect Emissions GHG <sup>2</sup>	338,896
Total Direct & Indirect Emissions GHG <sup>3</sup>	445,355

<sup>1</sup> The presumed result of natural gas consumption

<sup>2</sup> The presumed result of electricity consumption

<sup>3</sup> The sum of natural gas and electricity emissions

## Water

In Northeast Ohio, the regional water utility has struggled with accurate billing, monitoring and volume data. In 2014, we will begin tracking our water use with greater accuracy. After we have established a water use baseline, we will be able to set goals and strategies around our water consumption.

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## Transportation

In 2013, Cleveland Clinic's fleet vehicles improved by a 4% mpg over 2012, avoiding the use of 12,000 gallons of fuel and resulting in a CO2 emissions avoidance of 110 metric tons. Since 2009, the fleet vehicles have had a 23% improvement in mpg, avoiding the use of 197,000 gallons of fuel and resulting in 1,800 metric tons of CO2 emissions avoidance.



*New e-vehicle for Euclid Hospital Protective Services.*

# Community

Cleveland Clinic is committed to serving our communities by providing health and wellness leadership, medical research, education and resources.

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Community Impacts

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Community Engagement

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Government Relations



*Sunview Elementary School students get a lesson in nutrition as part of the EXPLORERS program through Cleveland Clinic.*

# Community Impacts

Cleveland Clinic employs more than 43,639 caregivers, and in 2013 generated more than \$6.45 million in operating revenue. Every three years Cleveland Clinic conducts an economic impact study. The 2013 study is not yet complete; however a 2010 study indicated the following impacts of Cleveland Clinic on our local economy.

- \$10.5 billion: estimated economic impact of Cleveland Clinic on our state and regional economies
- 81,000: The number of jobs Cleveland Clinic directly or indirectly supported
- \$4.0 billion: The amount of wages generated by the 81,350 direct and indirect jobs
- \$663 million: The state and local taxes generated by these jobs
- 58,000: Ohio households supported by Cleveland Clinic jobs
- \$2.3 billion: Cleveland Clinic-supported household-level spending on Ohio goods and services



*A Cleveland Clinic spinoff company, Shield Biotech, will develop a preventive breast cancer vaccine for testing based on the research Vincent K. Tuohy, PhD, Department of Immunology. [Read more here.](#)*

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## Community Health Needs Assessments

Cleveland Clinic is dedicated to the communities we serve. We strive to provide compassionate, high-quality healthcare and to support efforts that improve the health of our communities. In 2013, Cleveland Clinic completed comprehensive community health needs assessments to understand and plan for the current and future health needs of the communities each of the Cleveland Clinic hospitals serves. In accordance with Internal Revenue Code Section 501(r), each hospital conducted its own community health needs assessment and developed its own implementation strategy report.

Each year, these implementation strategies will be reviewed to determine whether changes should be made to better address the health needs of the Cleveland Clinic communities.

[Click here to find out more about our Community Health Needs Assessments.](#)

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## Community Benefit

As a non-profit, tax-exempt, charitable organization, Cleveland Clinic incorporates community benefit into our mission and core values. We serve our communities by providing clinical services, health education, research, financial assistance, Medicaid shortfall, subsidized services and outreach programs focusing on community health and wellness, disease prevention and chronic disease management.

Cleveland Clinic tracks our community benefit contribution in spend and employee hours. Our 2013 Community Benefit Report is not currently available however, our 2012 community benefit information and report can be viewed [here](#).

### Caregiver Giving

Cleveland Clinic supports United Way and its nearly 130 agencies through an annual campaign. Led by an administrator and a physician, the campaign's leadership team includes more than 40 volunteer caregivers from across the enterprise who work together to increase awareness and raise funds. In 2013, more than 9,400 caregivers donated to the United Way campaign, contributing more than 85% of Cleveland Clinic's \$1.89 million contribution to United Way.

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## Local and Diverse Spend

### Local and Diverse Spend

Cleveland Clinic is committed to serving our local communities by supporting and partnering with local and minority owned business enterprises. Our Office of Diversity and Inclusion and supplier diversity program foster and strengthen these relationships through mentoring programs and quarterly dialogues. Cleveland Clinic works with minority owned and local suppliers to ensure that we partner with our neighbors and with diverse organizations.

Local purchasing has been defined as the Northeast Ohio spend from 16 counties identified as Northeast Ohio (Ashland, Ashtabula, Carroll, Columbiana, Cuyahoga, Geauga, Lake, Lorain, Mahoning, Medina, Portage, Richland, Stark, Summit, Trumbull and Wayne).

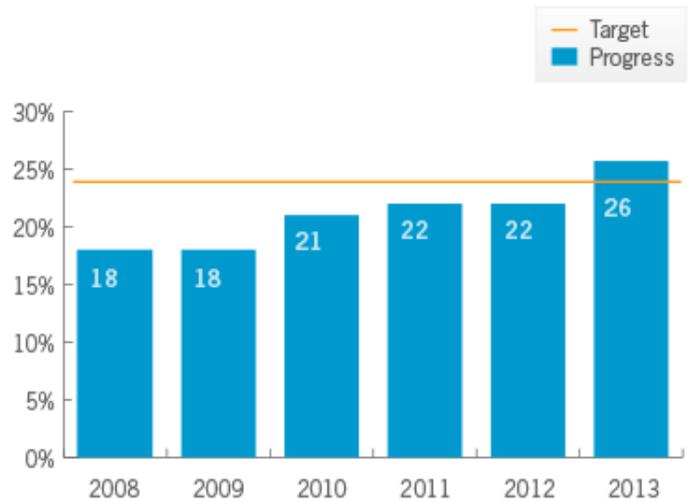
### Local and Diverse Spend

	SPEND	TOTAL SPEND
Supply Chain	\$329 M	19.35%
Buildings & Properties	\$133 M	7.87%

### Enterprise Construction Spend

Our supplier diversity goal is 28%, and in 2013 we surpassed this goal. Excluding a one-time spend of a \$23 million dollar software purchase, we exceeded our goal and achieved 35% supplier diversity spending in 2013.

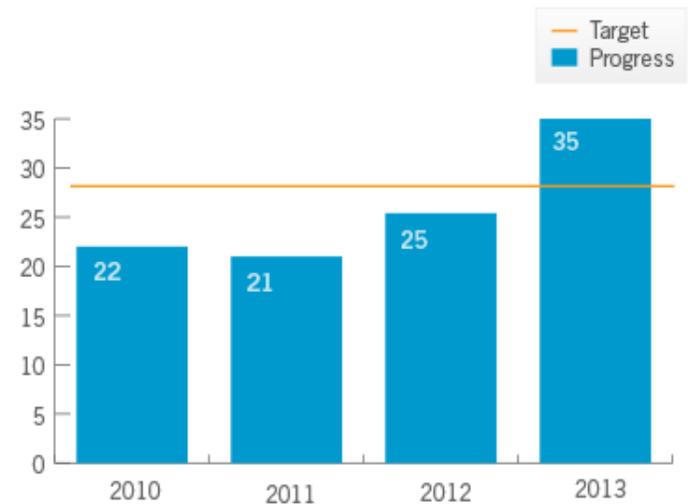
### Enterprises Construction Spend Minority & Women Owned Business



### Supply Chain Spend

Our supplier diversity goal for construction and facility development is 24% and in 2013 we also met this goal.

### Supply Chain Spend Minority & Women Owned Business



# Community Engagement

In Northeast Ohio, where the majority of our hospitals and health centers are located, the region is built on a system of neighborhoods. Each local neighborhood can develop an ongoing healthcare and community services relationship with Cleveland Clinic through our Office of Community and Government Relations.

Cleveland Clinic's Office of Government and Community Relations includes four focus areas: Community Outreach, Regional Coordination, Policy and Government Relations. These offices serve our local, national and global communities to promote education, community growth and wellness based on specific community needs. By providing quality health screenings, education programs and project-driven human resources, Cleveland Clinic helps individuals and neighborhoods to make positive choices impacting short- and long-term health and wellness.



*In November 2013, Live Long Lyndhurst, an HCI project, launched two events: one for Cleveland Clinic caregivers and one for Lyndhurst community members, which yielded over 300 community participants. In 2014, we are slated to launch six additional HCIs across Northeast Ohio. Lyndhurst Mayor, Joseph M. Cicero, Jr., has his blood drawn at the event. For more information [click here](#).*

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## Healthy Communities Initiative

The Community Health Needs Assessments indicated a high prevalence of obesity, diabetes and other chronic conditions in Cleveland Clinic's Northeast Ohio communities. In 2013, Cleveland Clinic developed the Healthy Community Initiative (HCI) to promote wellness in our communities.

### HCI Background

Cleveland Clinic collaborated with local mayors and many community partners to use the resources and amenities available within each community. The goal of HCI is to positively impact obesity and chronic diseases, and combat the rising healthcare costs associated with these illnesses.

### HCI Results: Fit In Fairview

- With support from Mayor Eileen Patton of Fairview Park, HCI kicked off in January 2013 with a localized program: Fit In Fairview.
- This community partnership between Cleveland Clinic and the city of Fairview Park is an effort to improve the health and wellness of the community and has additional support from local businesses.
- A total of 258 participants completed the Fit In Fairview program. Individuals were initially screened and provided with their cholesterol, blood sugar, BMI and blood pressure. Participants attended weekly informational sessions held by a series of wellness experts. After the educational session, participants were encouraged to walk on a track, incrementally increasing the distance walked each week.

- At the challenge completion, 19% of participants improved their cholesterol levels, 5% saw a positive change in their BMI and nearly 60% realized their goal of walking continuously for 2.2 miles.
- Prizes were awarded for the top three participants who made the most significant health and wellness changes.
- The program was well received, and the overall impact of the program showed a positive change for participants. Cleveland Clinic and our community partners will be offering this program again in 2014, and it will serve as a model for future programming.

## East Cleveland Teen Collaborative

Funded by a grant from the Kresge Foundation, the East Cleveland Teen Collaborative (ECTC) is an initiative led by the Department of Public Health and Research in partnership with community-based agencies to address issues impacting the health of adolescents in East Cleveland.

In 2013, the ECTC selected 22 Teen Ambassadors and launched its second annual summer leadership academy, connecting students to local health and wellness resources as well as community organizations that provide financial and employment resources and opportunities for youth. The Teen Ambassadors created public service announcements geared towards violence prevention, bullying and the importance of community involvement. They also expanded their work with the City of East Cleveland by participating in community service projects such as gardening, a community harvest festival and hosting an Artistic Expression event highlighting original poetry and art works produced by East Cleveland High School students.



*East Cleveland Teen Collaborative Teen Ambassadors*

For more information click [here](#).

## 5 to Go!™

Cleveland Clinic is a proud leader in the movement to ensure all young people have access to essential information and the resources needed to grow up healthy. To accomplish this goal we collaborate with other childhood health champions in schools and community organizations to implement our 5 to Go!™ campaign. 5 to Go!™ incorporates a number of other new and existing programs under a single



*Meet the Food Is Knowledge® characters: Vinnie Veggie, Timmy Toast, and Tutti Fruiti.*

campaign to comprehensively engage students of all ages.

## 5 to Go!™ Background

5 to Go!™ is led by Cleveland Clinic's Department of Public Health and Research and offers age-appropriate health and wellness curricula, a collection of body mass index data and assistance in implementing high-level policy changes that positively impact all children.

## 5 to Go!™ Methods

- Cleveland Clinic knows that in order for children to grow up healthy, they must be fed healthy foods and learn about them in school. Food is Knowledge® is our pre-K through first grade curriculum that incorporates MyPlate, a government nutrition education program, and unique cartoon characters to teach children about the food groups, the importance of nutrients for our bodies, how the food we eat is grown and raised and table manners.
- Our curriculum for older students, Healthy Futures, includes units on nutrition, physical activity, mindfulness, and tobacco avoidance.
- Food is Knowledge® and Healthy Futures are reinforced when school food service directors adopt our Eat Right at School Menu. Created in conjunction with dietitians from Cleveland Clinic's Center for Human Nutrition, the Eat Right at School criteria start with the new USDA guidelines for school nutrition and further enhance those criteria for sodium, sugars and whole grains.



## 5 to Go!™ Implementation

- During the 2013-2014 school year, more than 4,500 children experienced Food is Knowledge® and of this group, one-third are early learners. Cleveland Clinic partners with community organizations such as the Council for Economic Opportunities in Greater Cleveland (CEOGC) to offer Food is Knowledge® to their Head Start programs.
- Cleveland Clinic partnered with the Cleveland Metropolitan School District (CMSD), as part of the Inspire program, to provide Healthy Futures to all fourth grade classrooms including demonstrations, tobacco cessation counseling and health education.
- Currently 10 school districts have signed on to Eat Right at School, accounting for 41,626 students in Northeast Ohio.

## 5 to Go!™ Results

Through all of the associated programs, Cleveland Clinic's 5 to Go!™ initiative touched 95,566 students in 2012-2013. With these impacts, Cleveland Clinic is helping to educate children on life-long healthy choices and ensuring the long-term health of our communities.



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## Langston Hughes Community Health and Education Center

Cleveland Clinic provides support and programs for the Langston Hughes Community Health and Education Center, in the Fairfax neighborhood of northeast Ohio. This neighborhood has a 34% poverty rate and Cleveland Clinic's health programs are widely used by the community. In 2013, more than 2,500 individuals benefited from free physicals, flu shots, exercise classes, health talks, cooking demonstrations, tobacco cessation counseling and health education.



*In collaboration with the Cleveland Police Department, Cleveland Clinic Protective Services and Community Outreach, the Langston Hughes Community Health and Education Center offered a self-defense education and learning event for community members.*

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## United Way Day of Caring

Cleveland Clinic supports the United Way through our United Way Campaign and annual United Way Day of Caring, where caregivers are able to spend a work day on community service. In October 2013, Cleveland Clinic provided a day of service at the Kathryn R. Tyler Neighborhood Center in Cleveland, Ohio. Despite the unpredicted snow storm, 67 caregivers arrived bright and early at the Center ready to work, including our Senior Director of Operations in Government and Community Relations. This year's task was to disassemble an old playground unit, trim and remove the overgrown bushes and apply mulch. Despite worsening weather, our caregivers persevered, reviving the playground in this Cleveland community.



*Cleveland Clinic caregivers work at the Kathryn R. Tyler Neighborhood Center for 2013 United Way Day of Caring.*

## Community Farmers Markets

The Office for a Healthy Environment, the Office of Government and Community Relations, and the Wellness Institute support Cleveland Clinic's Community Farmers Market Program, which serves our communities with fresh and local produce.

### What is the Community Farmers Market Program?

Affordable, healthy foods are important to the health of our communities. Farmers markets offer community access to healthy, fresh produce while supporting the local economy. Cleveland Clinic Community Farmers Markets offer WIC (Women, Infants, and Children) and SNAP (Supplemental Nutrition Assistance Program) incentive benefits, increasing the market audience and adding value to the community.

In 2013, we hosted markets and farm stands from June to October at Cleveland Clinic main campus, Beachwood, Independence and Strongsville family health centers and year round at Cleveland Clinic Florida. All food at our markets originates from within 115 miles of the market and is sold directly by the farmer. These policies strengthen our local economy and curtail the emissions used in transporting conventionally grown food that, on average, has traveled 1,500 miles to reach your plate.

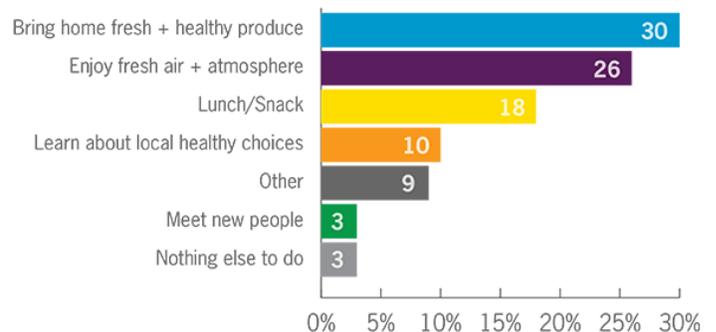
### Farmers Market Research

Research to better understand the impact of Cleveland Clinic's Community Farmers Market was conducted between July 24th and August 28th, 2013. Community Outreach and the Office for a Healthy Environment investigated foot traffic at the main campus market, demographics of market visitors and motivations for visiting the market. The main campus farmers market hosts 25 vendors from June-October in all weather.

Results indicate an average of 2,713 people visit the Farmers Market weekly, with peak occupancy around noon. This corresponds with visitors' motivations for visiting the market, of which bringing home fresh and healthy produce ranked



### Motivations for Visiting Community Farmers Market



first (30%), enjoying the fresh air and market atmosphere ranked second (26%), and grabbing a healthy lunch or snack ranked third (18%).

\*Note that because individuals were able to select more than one reason for visiting the Market, the counts represent the frequency that each purpose was selected, rather than the percentage of people that came to the Market for each purpose.

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## Ambassadors for Learning™

Cleveland Clinic is committed to promoting education throughout the Northeast Ohio region. In partnership with area schools, the business community, and nonprofit organizations, the Office of Civic Education Initiatives creates innovative programs designed to enhance 21st Century learning in the areas of STEMM+™, science, technology, engineering, math, medicine, health and wellness, arts, innovation and financial literacy.

Ambassadors for Learning™ is a mentorship program that connects Cleveland Clinic caregivers, their relatives, physicians, retirees, or proactive members of the community with volunteer opportunities at more than 700 public and private schools throughout the region. Through the program, volunteers can tailor their roles to their professional and personal skills, providing valuable real-world learning to students throughout grades K-12, facilitating their transition into post-secondary education. In 2013, 258 Ambassadors worked with students through the following programs.

To find out more about the Office of Civic Education Initiatives click [here](#).

### Ambassadors for Learning™ Programs

#### Summer Internship Program

- The Summer Internship Program was designed to increase students' interest and proficiency in science and math by expanding their learning experiences beyond the classroom. The internships are designed to promote learning in STEMM+™. The program's goal is to inspire students to not only embrace the STEMM+™ disciplines as keys to success, but to also foster life-long learning.
- 2013 Participation: 129 student interns

#### eXpressions™

- eXpressions™ is an award-winning educational initiative that utilizes creative expression to engage high school students in the exploration of science and medicine. Through project-based, peer-to-peer learning, students translate research studies conducted by Cleveland Clinic Summer Internship Program high school interns,



*The ABC's of Washing by EXPLORERS 5th grade students from Chardon Hills Elementary School in Euclid, Ohio.*

producing artistic, literary and mathematical interpretations of the science.

- Award-winning Interpretations on display at the Cleveland Museum of Art.
- 2013 Participation: 1,196 student submissions

## EXPLORERS

- EXPLORERS is an innovative program that employs creativity to engage young people in the study of health and wellness. Through this interdisciplinary initiative, medical professionals speak to classes in grades K-8 on important health issues. Students then bring their newfound knowledge to life through creative interpretations.
- 2013 Participation: 2,104 students, 348 submissions from 646 students

## Spotlight on Learning™

- An interdisciplinary initiative that uses the performing arts to engage second-grade students in the study of health and potential career paths in healthcare. Through interactive classroom presentations, students learn about designated healthcare professions and important health topics from medical professionals. The students then work with local theatre professionals to transform this knowledge into original, health-related plays, which the students perform in a “world premiere” event at the end of the school year.
- 2013 Participation: 253 students

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## Student Diversity Programs

The Office of Diversity and Inclusion conducts pipeline programs that engage minority high school and college students interested in healthcare and business careers. These programs include:

- Charles R. Drew Academy, Aspiring Physicians and Research Scientists Conferences, Cleveland Clinic Young Business Leaders and Clinic Solutions
- Over 440 students have participated in these programs over seven years



*Aspiring Physicians and Research Scientists Conference, 2013*

# Government Relations

By virtue of its scope and operations, Cleveland Clinic engages with many stakeholder groups including our patients, employees and communities. As a major employer within the State of Ohio, and having significant operations in Florida, Nevada, Canada and the United Arab Emirates, Cleveland Clinic also interacts regularly with the citizens, governments and businesses of the communities served, including those cities and municipalities that are home to Cleveland Clinic facilities.

Local and state governments in Ohio, Florida and Nevada are directly impacted by, and benefit from, Cleveland Clinic's role as a driver of economic growth. We interact with these stakeholders to ensure that we address the needs of our local communities, employees and patient base.

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## Government Engagement

Cleveland Clinic's political and legislative activities are primarily focused around healthcare reform. Specifically, we are interested in issues related to provider reimbursements, quality of care, wellness, health information technology adoption, physician education and patient outcomes. These activities can take many forms including support of legislation, participating in ad hoc committees and offering testimony in state and federal legislative committee hearings. In addition to the Affordable Care Act, we have supported other healthcare issues such as House Bill 143 on youth concussions. When deemed appropriate, Cleveland Clinic will participate in coalitions with peer institutions to maximize the impact of our efforts.

Cleveland Clinic has been formally and informally asked to provide leadership in the implementation of healthcare reform through the Affordable Care Act on the federal and state levels. This may take many forms, including the support of changes to the government payor programs on the federal and state levels. Cleveland Clinic will also lead or support legislative and regulatory initiatives when it is in the best interest of our institution and its stakeholders.

Cleveland Clinic, as an institution, does not provide donations or other support to individual legislators or political parties. We ensure that ethical practices are maintained by completing detailed reports of contact with elected officials and government agencies, and by filing federal lobbying reports for the money and time spent by individuals from the Office of Government Relations and Cleveland Clinic for advocacy efforts. Cleveland Clinic caregivers may donate to organizations or legislators as private citizens and do not represent Cleveland Clinic by their actions.

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## Youth Concussions

House Bill 143, signed into law by Ohio Governor Kasich on December 20, 2012, provides critical protections for the health of youth athletes in the State of Ohio. Due to the particularly delicate nature of the developing brain, teens and adolescents are at increased risk for concussions and traumatic brain injuries (TBIs), often experiencing increased severity and prolonged recovery. The brain of a young athlete is very different from that of an adult, which is why much more caution is needed when making "return to play" decisions for youth athletes, post-concussion.

Through the Government Relationships Department, Cleveland Clinic took a leadership role in the drafting of this

law for legislation and arranged expert testimony by our physicians in support of the bill before committees in the Ohio Legislature. Just as critical, Cleveland Clinic helped protect the integrity of the legislation in 2013 through our objection to a legislative amendment in response to attempts to water down the law.

Read more about Cleveland Clinic researchers from our Concussion Center developed a concussion application (app) for the iPad.



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## Adoption Medical Records

At the request of our stakeholders, Cleveland Clinic provided focused support for the passage of Senate Bill 23. This new law gives 400,000 adult adoptees, who were adopted between 1964 and 1996, access to their original birth certificates. By gaining access to their birth certificates, people will be able to obtain relevant family health history.

Family health history is an important tool used in routine clinical practice to assess health risks, inform personalized screening and early treatment options and serves as a guide for diagnostic tests.

Cleveland Clinic helped push for the successful passage of this bill by directly engaging and educating key legislators on the importance of this bill and the significance of familial history in personalized patient care. Cleveland Clinic's Dr. Charis Eng, a leader in the field of genomic medicine, provided testimony before the Ohio Senate Medicaid, Health and Human Services Committee. Additionally, Cleveland Clinic staff provided letters of support in favor of the bill passage to ensure that all Ohioans have access to the benefits of family history-driven healthcare.

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## Sustainable Cleveland 2019: Climate Action Plan

As part of Sustainable Cleveland 2019, Cleveland Mayor Frank Jackson, the Mayor's Office of Sustainability and Cleveland's Climate Action Advisory Committee developed the Cleveland Climate Action Plan (CAP) in 2013.

Cleveland's Climate Action Advisory Committee included representatives from Cleveland's leading organizations, including Cleveland Clinic. Cleveland Clinic's Office for a Healthy Environment helped shape the City of Cleveland's goal to reduce greenhouse gas (GHG) emissions by 80% from 2010 to 2050 and helped to develop the 33 actions outlined in the CAP to achieve this goal.

To find out more about Sustainable Cleveland 2019 and the Climate Action Plan [click here](#).



# Governance

Cleveland Clinic is striving to be the world leader in patient experience, clinical outcomes, research and education. To achieve our vision, Cleveland Clinic leadership upholds our mission and values by putting patients first, operating responsibly and reporting transparently.

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By the Numbers (2013)

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Awards

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Membership

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Governance

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Transparency



*Man Helping Man, William McVey, 1974. Cleveland Clinic's Board of Trustees commissioned William McVey to produce a sculpture symbolizing Cleveland Clinic's mission, while honoring veteran Trustee James Hughes. The bronze sculpture produced from the mold seen here was placed near the entrance to Cleveland Clinic main campus and dedicated on May 18, 1974.*

# By the Numbers (2013)



Number of Physicians and Scientists: 3,221

Number of Nurses: 11,201

Residents and Fellows in Training: 1,793

Cleveland Clinic National Locations: 30

Cleveland Clinic International Locations: 3

Number of Hospitals: 9

Number of Family Health Centers: 16

Number of Institutes: 27

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Number of Beds on Cleveland Clinic main campus: more than 1,440

Number of Beds System-wide: 4,450

Number of Patient Visits: 5.5 million

Number of Admissions: 157,097

Number of Surgical Cases: 202,186

Number of Subspecialties: 120

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Operating Revenue: \$6.45 billion

Total Grant and Contract Revenue: \$163 million

Total Federal Revenue: \$106 million

Accredited Training Programs: 70

# Awards

## U.S. News & World Report, 2013 National Rankings

- #1 Cardiology and Heart Surgery
  - #2 Diabetes and Endocrinology
  - #2 Urology
  - #2 Nephrology
  - #2 Gastroenterology and GI Surgery
  - #2 Rheumatology
  - #3 Pulmonology
  - #3 Orthopedics
  - #3 Gynecology
  - #6 Ear, Nose and Throat
  - #6 Neurology and Neurosurgery
  - #7 Geriatrics
  - #7 Ophthalmology
  - #8 Pediatrics: Neurology and Neurosurgery
  - #9 Cancer
  - #10 Pediatrics: Gastroenterology and GI Surgery
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## 2014 DiversityInc Top 10 Hospital Systems

In 2014, Cleveland Clinic ranked #5 in the Top 10 Hospital Systems for our 2013 performance.

DiversityInc data is based on EEO-1 employee information.

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## Global Insight Community of the Year Award

Cleveland Clinic's Patient Panel was recognized for its innovation by receiving the Global Insight Community of the Year Award, the first time this award has ever been presented to a healthcare or nonprofit entity.

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## Magnet Hospital Recognition Program®

Established by the American Nursing Association (ANA) to recognize hospitals that exhibit excellence in nursing services, attraction and retention.

Cleveland Clinic main campus Hospital and Fairview Hospital have been awarded with this distinction.



## Pathway to Excellence® Nursing

Established by the American Nurses Credentialing Center, a subsidiary of the American Nurses Association and the largest and most prominent nursing credentialing organization in the United States, the Pathway to Excellence designation is awarded to hospitals or medical centers that are committed to a work environment where nurses excel in the practice of safe, quality patient care.

The following Cleveland Clinic Community Hospitals are Pathway to Excellence award winners: Euclid Hospital, Lakewood Hospital, Marymount Hospital and South Pointe Hospital.



## Practice Greenhealth Environmental Excellence Awards

In 2014, Cleveland Clinic received a System for Change award recognizing our progress in environmental stewardship.

Additional individual Cleveland Clinic hospitals, ambulatory surgery centers and family health centers were awarded the following honors:

### **Emerald Partner for Change Awards**

- Cleveland Clinic Richard E. Jacobs Health Center
- Cleveland Clinic Stephanie Tubbs Jones Health Center
- Euclid Hospital

### **Circle of Excellence Awards**

- Cleveland Clinic main campus –Circle of Excellence Award in Green Building
- Cleveland Clinic main campus –Circle of Excellence Award in Greening the OR
- Lakewood Hospital – Circle of Excellence Award in Water

### **Greenhealth Partner for Change Awards**

- Beachwood Family Health and Surgery Center
- Brunswick Family Health Center
- Chagrin Falls Family Health Center
- Independence Family Health Center
- Fairview Hospital
- Hillcrest Hospital
- Lakewood Hospital
- Lutheran Hospital
- Marymount Hospital
- Medina Hospital

- Solon Family Health Center
- South Pointe Hospital
- Strongsville Family Health and Surgery Center
- Twinsburg Family Health and Surgery Center
- Cleveland Clinic Florida, Weston Hospital
- Willoughby Hills Family Health Center
- Ashtabula County Medical Center

#### **Partner Recognition Award**

- Wooster Family Health Center



#### **Press Ganey's 2013 National Client Conference Awards**

Press Ganey represents one of the largest patient experience survey vendors across the country for hospital and health systems and works with more than 10,000 healthcare organizations worldwide. It has been recognized as a leader in performance improvement for more than 25 years.

##### Success Story Award

- Presented to Adrienne Boissy, MD, Medical Director, Center for Excellence in Healthcare Communication, for Cleveland Clinic's achievements in improving physician communication skills.



##### Guardian of Excellence Award (HCAHPS)

- Cleveland Clinic main campus received this achievement based on inpatient HCAHPS survey scores within the top 5 percent of Press Ganey's large hospital client database.

##### Guardian of Excellence Award (Emergency Department)

- Both the Twinsburg and Sagamore Hills Emergency departments won a Guardian of Excellence Award for sustained ED patient survey scores within the top 5 percent of the Press Ganey performance database.

##### Commitment to Excellence Award

- Lutheran Hospital was presented this award for having the most improved scoring trend among its peers on the Press Ganey inpatient and HCAHPS survey.



#### **Security 500 #1 Ranking Hospital/Medical Center**

In 2013, Cleveland Clinic Protective Services again earned Security Magazine's #1 ranking for security efficiency in healthcare.



## University Healthsystem Consortium

Cleveland Clinic ranks 3rd in Patient Centeredness by the University Healthsystem Consortium.

- The No. 3 placement is a jump from our No. 13 ranking in 2012. In 2010, we ranked No. 51 in the same category.
- The Patient Centeredness category measures results from 10 HCAHPS questions on nurse communication, doctor communication, pain management, communication about medications, cleanliness and quietness, responsiveness of staff, discharge information and overall hospital rating.

Cleveland Clinic ranks 14th in UHC's Annual Quality and Accountability Ranking of top U.S. academic medical centers.

- UHC considers safety, mortality, clinical effectiveness, patient centeredness and equity of care in the rankings. Our 2013 score is an improvement from 2012 when Cleveland Clinic ranked 20th.



## 2014 World's Most Ethical Companies

For the fourth time in six years, Cleveland Clinic has been named one of the World's Most Ethical Companies by the Ethisphere Institute.

Cleveland Clinic has established itself as an industry leader through a variety of innovative initiatives to manage potential conflicts of interest, provide transparency on the industry relationships of physicians and researchers, publicly report clinical outcomes, offer free health and wellness programs to employees and their dependents and promote environmentally friendly building and sustainability programs.

# Memberships

Cleveland Clinic is a dues-paying member of the following organizations:

- American Hospital Association
- American Medical Group Association
- Association for Community Health Improvement
- Association of American Medical Colleges
- Center for Health Affairs
- DiversityInc.
- Greater Cleveland Partnership
- Healthcare Leadership Council
- International Society for Health
- Leadership Cleveland
- Northern Ohio Minority Supplier Development
- Ohio Hospital Association
- Practice Greenhealth
- Society of Black Academic Surgeons (SBAS)
- Society for Human Resource Management (SHRM)
- Sustainable Cleveland, 2019
- US Green Building Council

In addition to serving on many of the boards and committees of these organizations, we provide guidance to these organizations on their healthcare policy positions. By extension, Cleveland Clinic and all other members benefit from their lobbying activities.

Our individual physicians and researchers participate as individual members of organizations related to their specific areas of practice or interest, such as the American College of Radiology.

# Governance

Each of the various corporate entities that comprise Cleveland Clinic Healthcare System (CCHS) has its own board of directors or trustees and officers. Cleveland Clinic governs CCHS through direct representation on such boards, reserved powers and other governance controls. Cleveland Clinic is governed by its Members, a Board of Directors and a Board of Governors/MEC.

The Cleveland Clinic Board of Directors is the primary governing body for CCHS and is charged with the fiduciary duty to act on behalf of Cleveland Clinic. Directors are selected on the basis of their expertise and experience in a variety of areas beneficial to Cleveland Clinic and CCHS and are not compensated for their services. A majority of the Directors are required to be independent. Directors are elected for four-year terms. The Governance Committee of the Board of Directors makes nominations to the Members of candidates for election by the voting Members as Directors. Upon the expiration of a Director's term, the Governance Committee will evaluate the Director to determine whether that person should be re-nominated. Any Director may voluntarily resign from active service and request appointment as an Emeritus Trustee.

The Cleveland Clinic Board of Trustees serves as an advisor to the Board of Directors. Trustees are non-voting and are selected on the basis of their expertise and experience in a variety of areas beneficial to CCHS, including service to the community, and are not compensated for their services. Trustees also serve on the committees of the Board of Directors.

The Members of the Cleveland Clinic are elected by existing voting Members. Members must possess specific qualifications as delineated in Cleveland Clinic's Code of Regulations. Only Members serving as Directors of the Cleveland Clinic have voting rights. The voting Members meet at least annually to elect new Directors to the Board of Directors, to consider and adopt amendments to the governing documents and to act upon such other matters as may be appropriate.

The committees of the Board of Directors are: Audit, Board Policy, Compensation, Conflict of Interest and Managing Innovations, Finance, Governance, Government and Community Relations, Medical Staff Appointment, Research and Education, Safety, Quality and Patient Experience and Philanthropy. There is also a Special Committee on Community Health Needs.

The Governance Committee nominates individuals annually to serve as Directors and Trustees of the Cleveland Clinic. This Committee also designates certain Trustees as Emeritus. When considering Director and Trustee candidates for nomination, the Governance Committee considers business and professional expertise, independence and other factors such as judgment, skill, diversity and civic involvement.

To improve effectiveness and maintain consistency throughout CCHS, the Community Hospitals' Board Task Force was formed to review each hospital entity's board governance structure and develop a mechanism to achieve the goal of maintaining one standard for quality, safety and patient experience throughout CCHS. The Task Force was chaired by the Chair of the Cleveland Clinic Board of Directors and included representation by Cleveland Clinic Board members, Cleveland Clinic Community Hospitals' Board members and Cleveland Clinic executives. In May 2013, Cleveland Clinic and the Community Hospital Boards agreed to a new structure whereby each hospital entity would be governed by a fiduciary Board of Directors, consisting of representatives from the previous hospital entity governing Boards and members of the Cleveland Clinic Board of Directors. Each hospital Board of Directors would also delegate certain responsibilities and duties to a newly structured Board of Trustees. Each Community Hospital Board of Trustees would oversee certain matters relating to quality, safety, patient experience, credentialing, community engagement and hospital leadership evaluation, subject to final approval by its respective Community Hospital Board of Directors.

For more information about Cleveland Clinic's Governance and Leadership click [here](#).

# Transparency

## Anti-Corruption

Cleveland Clinic is committed to ethical business practices. To support this, the organization has an appointed Chief Integrity Officer with a direct line to the Board of Directors. The Chief Integrity Officer oversees the audit office and is responsible for auditing yearly expenses and invoicing, reviewing Protective Services' procedures for conducting background checks, ensuring the completion of the Foreign Corrupt Practices Act training and performing audits to detect fraud. The Chief Integrity Officer also oversees the Corporate Compliance Department that ensures compliance with federal, state and local laws and regulations, and operates an anonymous whistleblowing hotline.

The entire Cleveland Clinic healthcare system is included in our anti-corruption risk analysis. All caregivers are able to read the Code of Conduct policies and procedures, however training is only required for management and foreign travelers. Caregivers found to be involved in fraud are terminated and prosecuted.

## Conflict of Interest

Cleveland Clinic is a prominent medical, research and academic healthcare system. We lead the way in healthcare with our model of care, innovations and patient care standards. Within all of our institutes and work places, including research, medical practices, purchasing and labor decisions, we maintain high ethical standards. These standards are established and preserved at the highest level.

Cleveland Clinic's Board of Directors is responsible for creating a culture of transparency and ethical behavior throughout our healthcare system. The Conflict of Interest Committee from Cleveland Clinic's Board of Trustees oversees conflict of interest matters. The value we place on ethical and transparent behavior is maintained throughout all levels of the organization and support from our Board of Directors guarantees that the practices and intentions of all caregivers reflect our standards.

The Conflict of Interest Office and the chief governance officer, through the Law Department, coordinate all conflict of interest programs and committees, including the Professional Staff Conflict of Interest Committee.

To ensure our integrity across all aspects of our organization, Cleveland Clinic maintains a comprehensive conflict of interest program for staff physicians, other caregivers and board members. Cleveland Clinic's conflict of interest program includes policies that require regular reporting and updating of interests that may present a conflict. Cleveland Clinic's website also includes a current directory of all its physicians, listing their educational and professional backgrounds, their medical specializations and any relationships with industry. Any potential conflicts of interest are formally reviewed by one or more authorities within Cleveland Clinic, such as the Conflict of Interest committees of the Professional Staff and/or the Board of Directors.

## Regulatory Compliance

Cleveland Clinic developed a formal corporate compliance program in 1996, and established the Office of Corporate Compliance, under the appointment of the Chief Integrity Officer to oversee this program in 1998. The corporate compliance program ensures that caregivers, contractors and vendors conduct activities in full compliance with applicable federal, state and local laws, regulations, policies and ethical standards.

In 2003, the Privacy Office was established in response to the Health Insurance Portability and Accountability Act of 1996 (HIPAA). Under the Office of Corporate Compliance, the Privacy Office has been responsible for guaranteeing the healthcare system follows HIPAA regulations and ensuring these policies are integrated into the organization's culture and procedures. Today, the Office of Corporate Compliance works in partnership with the

Information Technology Security Department to protect patient health and financial information. This includes the 2012 implementation of a new Electronic Data Stewardship program focused on data loss prevention, advanced malware protection and fraud identification.

In 2012, Cleveland Clinic established the Office of Clinical Compliance to ensure clinical processes are aligned with the development of a value-based care model. In 2013, the Office of Clinical Compliance continued to collaborate with institutes, regional medical executive committees and independent practitioners to audit and monitor inpatient and outpatient clinical activities.

## **A Culture of Principles**

Cleveland Clinic established a Code of Conduct for all caregivers, and set regulations for ethical and safe workplace policies. To maintain a culture of principles, Cleveland Clinic manages anonymous hotlines and email accounts for employees to voice concerns about employment practice breaches to issues of privacy and business ethics. In addition, the Office of Corporate Compliance directly receives and responds to compliance-related inquiries from concerned patients and employees.

In 2013, the Office of Corporate Compliance Responded to:

- 121 calls to anonymous hotlines
- 29 anonymous emails
- 1,030 compliance-related questions/inquiries

Transparency is a key part of the Cleveland Clinic model of care. We disclose detailed information about our physicians and their affiliations on our websites. We share information about our environmental, social and economic impacts with our stakeholders. And we believe that by operating transparently, we can create the best value for our patients, caregivers and communities.

Cleveland Clinic became a signatory of the UN Global Compact and wrote our first communication on progress in 2010. Each year since that time we have compiled an increasingly complex and detailed report to benchmark our goals and performance against these goals. We include our management strategies and intentions in these reports as an extension of Cleveland Clinic culture. This report both reflects and reinforces our commitment to ethical and transparent organizational behavior.