



Serving Our Present, Caring for Our Future

Sustainability and Global Citizenship Report, 2017

Report Highlights

Reporting



As a leader in the healthcare industry, we are accountable for our social, environmental and economic impacts. We develop this report annually for our patients, caregivers, communities and global stakeholders to share our sustainability performance metrics and stories. We are the only top-ranked US News & World Report healthcare system that measures our progress with the UN Global Compact's Ten Principles and the Global Reporting Initiative's standards. We are proud to share this information and appreciate your interest.

Patients



"Patients First" is our guiding principle. We believe our patient-centered culture focused on compassion ensures our sustainable, long-term and viable future. Our goal is to provide the right care, at the right time, in the right place for all of our patients. To achieve the optimal patient experience, we are creating readily available access, driving superior quality and making healthcare affordable through efficient, evidence-based medicine.

Caregivers



Our more than 51,000 caregivers are our most important resource. Every day they put patients first, and Cleveland Clinic is equally committed to caring for our caregivers by maintaining a healthy, safe, diverse and engaged workforce. We attract some of the best qualified medical, scientific and support staff and empower them to develop new procedures, build new tools and make decisions that result in better outcomes for patients. Many of our caregivers are EcoCaregivers™ and committed to helping the enterprise achieve our sustainability goals. Our caregivers understand the positive impact they can make on our community and ecosystem. Together, both clinical and non-clinical caregivers are collaborating to maintain our high standards of care in a socially responsible environment.

Community



We are committed to serving our communities by providing high-quality healthcare and wellness services, medical research and education. As the largest employer in Northeast Ohio, we understand the economic impacts of our operations and work with local leadership to invest in the communities we serve by building, hiring and expanding our services.

As an anchor institution, we also support our communities by partnering with local and minority-owned business enterprises. Our supplier diversity strategy strengthens these relationships through mentoring and quarterly dialogues and ensures we partner with our diverse neighbors.

Environment



We support healthy environments for healthy communities and understand that human health and environmental health are inherently linked. We strive to responsibly address and mitigate our environmental impacts by applying the precautionary approach to environmental stewardship. As a national leader in healthcare, we are in the position to lead by example in the adoption of environmental best practices as we deliver exceptional patient care.

Governance



We are striving to be the world leader in patient experience, clinical outcomes, research and education. To achieve our vision, we are committed to conducting business the right way, by emphasizing corporate compliance, transparency, social responsibility, environmental stewardship and ethical decision-making. Our policies are modeled on good governance principles for nonprofit corporations, are consistent with legal requirements and help ensure we fulfill our mission to serve our communities.

Reporting

A Letter from Dr. Cosgrove, CEO and President

Dear Patients, Caregivers and Community Members,

We are pleased to present our eighth 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 the Global Reporting Initiative's standard disclosures to measure our performance in these areas and is in accordance with G4 core guidelines.

Today's healthcare providers face an array of unique challenges. They include declining reimbursement, the move to value-based payment, integration of the electronic medical record, and the need to improve quality, safety and access. Cleveland Clinic is addressing these challenges through its ongoing Clinical Transformation initiative. The initiative is developing a system of integrated, coordinated, value-based treatment that includes care paths, seamless electronic medical records, interdisciplinary care teams, and discharge planning to reduce readmissions. We are educating all staff physicians in patient communication, and proactively addressing caregiver burnout through a variety of programs.

We continue to improve sustainability through strategic purchasing, construction and recycling. We have joined with local governments and community groups to promote weight loss and smoking cessation. Cleveland Clinic Stephanie Tubbs Jones Health Center's Mobile Food Pantry provides free, nutritional meal options, promotes healthy eating and improves health outcomes for community families. We urge leaders at all levels of society to promote nutrition, exercise and greater personal responsibility for health.

In 2016, 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, honored as a top five hospital by DiversityInc and ranked as a Top 25 hospital by Practice Greenhealth.

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 (UN) 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, social, environment, labor and anti-corruption as they relate to the UN sustainable development goals. This report marks our eighth consecutive Communication on Progress and reflects our work in the 2016 calendar year.

In addition to addressing the Ten Principles of the UN Global Compact, this report is in accordance with the Global Reporting Initiative's (GRI) G4 core guidelines. GRI is considered to be the world's most widely used standard for sustainability reporting and this is the fourth year we have utilized its framework to guide our reporting process.

More information on how our report links to the UNGC and GRI can be found in the index of our report.

The Reporting Process & Oversight

An Executive Steering Committee comprised of leadership across the organization oversees the reporting process. This oversight includes guidance, data availability assessments, content review and the identification of theme of our report. An interdepartmental working group manages the production of the report, conducts stakeholder materiality interviews and ensures compliance with guidelines. This report was compiled with the participation of the following internal departments that support application of the UN Global Compact principles through Cleveland Clinic:

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

*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.

Stakeholder Engagement

By virtue of our scope and operations, Cleveland Clinic engages many stakeholder groups. Our stakeholders include our patients, the entire healthcare provider industry, trade associations, federal and state agencies, regional and national philanthropic foundations, media outlets, community groups, citizens and others.

Our stakeholders are directly affected by our operational decisions, including individuals and groups with an interest in our social, economic and environmental performance. As a community anchor and an economic engine, our operational decisions have far reaching impacts, and we interact with these stakeholders to ensure that we address the needs of our local communities, employees and patient base.

We engage our patients and caregivers through internal surveys, we conduct ongoing in-person interviews with our executive team, board members and representatives from key external stakeholder groups, and we invite many of our stakeholders to attend facility openings, addresses by Cleveland Clinic executives and other Clinic-hosted events open to the public and other officials. We also periodically travel to the seats of federal, state and local governments to provide briefings on issues of importance to healthcare providers. The primary purpose of these discussions in 2016 was to prioritize the importance of each of our sustainability topics and find collaboration points for mutual benefit. Some of the external groups we engaged for this report include:

- American Heart Association
- American Lung Association
- Our top suppliers
- City of Cleveland
- Cleveland Foundation
- Department of Energy
- Environmental Protection Agency
- Evergreen Cooperatives
- Health and Human Services
- National Institute of Health
- North Union Farmers Market
- Ohio Hospitals Association
- Practice Greenhealth
- The White House

Materiality

While all sustainability topics discussed in this report are important to our leadership, our stakeholder engagement process has helped us determine what sustainability topics matter most, or how “material” they are to our operations, and where they matter most within our organization and externally beyond our walls. This materiality process has enabled us to prioritize the topics that require the most focus for our long-term success.

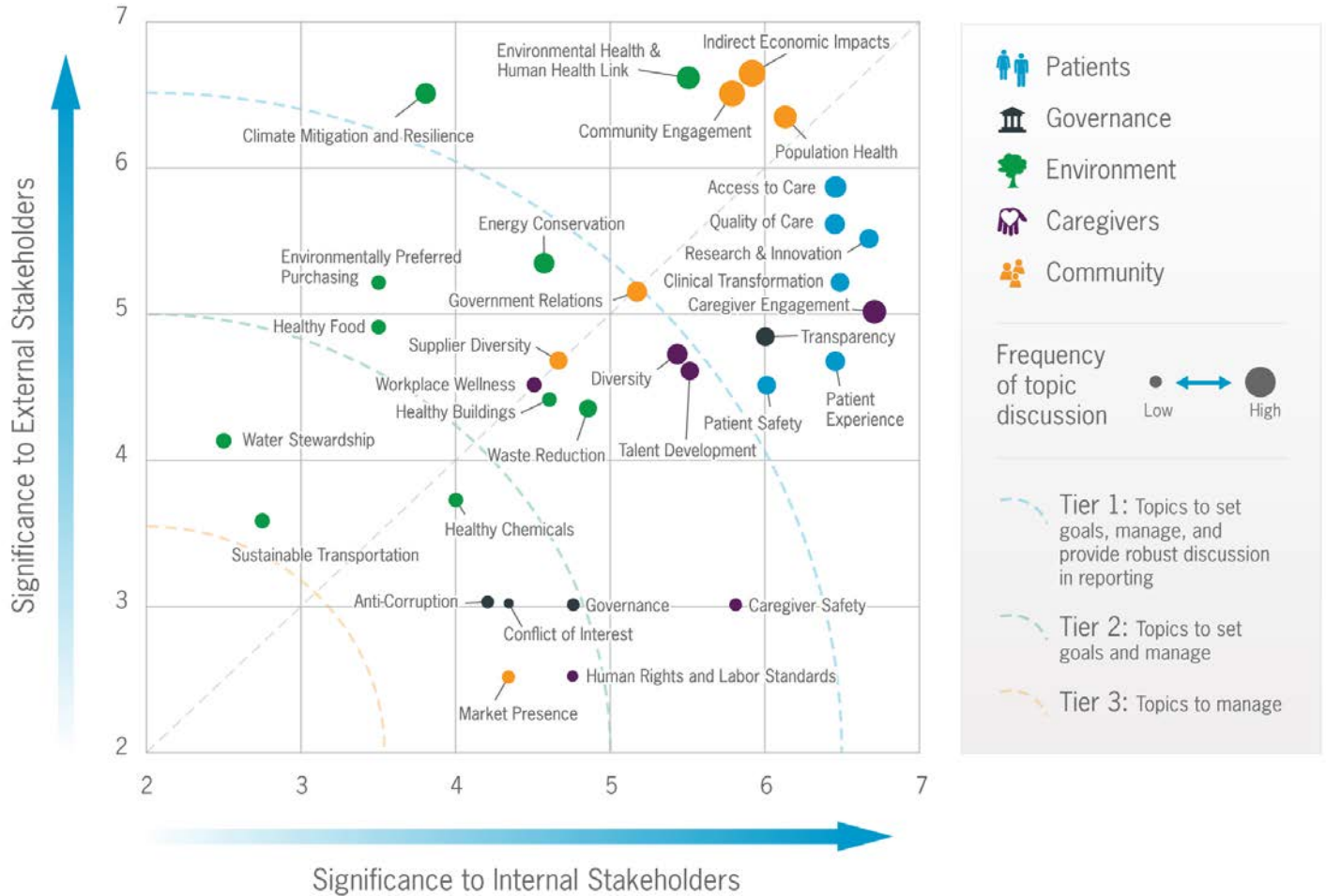
All interviewed stakeholders were given a list of sustainability topics based on the Global Reporting Initiative’s aspects list and engaged in open dialogue on all topics. The internal interview team ranked each topic discussed on a low to high scale of 1 to 7, and then the mean of all stakeholder answers was utilized to generate vertical and horizontal points on the graph. The opinions of our patients and caregivers were weighted with additional consideration.

The vertical-axis of the chart corresponds to the ranking or importance of a topic to our external stakeholders and the horizontal-axis corresponds to the importance to our internal stakeholders.

The chart is divided into three distinct groups: topics to manage, topics to set goals and manage, and topics to set

goals, manage and provide robust discussion in our reporting.

Cleveland Clinic Materiality Assessment



Several topics emerged that were ranked highly by both our internal and external stakeholders. They are the indirect economic impacts of our operations, our engagement with the communities we serve, population health, research and innovation, access to care, quality of care, and the inherent link between human health and the health of the environment. Other highly ranked topics internally were caregiver engagement, clinical transformation, patient and caregiver safety, and transparency. One important topic that was discussed extensively by our external stakeholders was the health impact climate change poses to our patients and communities and Cleveland Clinic's mitigation and resilience efforts.

Generally, the most important topics discussed internally concerned our patients and caregivers, and our external stakeholders cared most about our community and environmental impacts. Where available, we have included robust discussion and reporting on the topics our stakeholders consider to be the most material to our operations in this year's report. Because 2016 was the first year we completed a materiality assessment, no significant changes to our material topics have occurred since the last reporting period. We will continue to use this materiality process to guide our reporting and data collection in the future.

Boundary

The disclosure aspects included in this report are material to our North American operations that are wholly owned and operated unless noted otherwise. We have designed this report specifically with stakeholder boundaries in mind so that the topics, metrics and stories that matter most to our stakeholder groups are prioritized within their respective sections. Each group 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 engagement 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 transparently reporting our progress.

Organizational Profile

Located in Cleveland, Ohio, Cleveland Clinic is a nonprofit, multispecialty academic medical center that integrates clinical and hospital healthcare services 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. Drawing from military medicine, they believed in diverse specialists working and thinking as a unit. This kind of cooperation, efficiency and shared vision has fostered excellence in patient care, research and education.

Today, we continue to live and operate by the mission established by these visionary leaders, which is supported by six fundamental values: quality, innovation, teamwork, service, integrity and compassion. As of 2017, we operate:

- 13 hospitals located in Northeastern Ohio
- 21 Northeast Ohio outpatient family health centers, including 11 ambulatory surgery centers
- two specialized cancer centers in Mansfield and Sandusky, Ohio
- a hospital and a clinic in Weston, Florida
- a health and wellness center in West Palm Beach, Florida
- a specialized neurological and urological clinical center in Las Vegas, Nevada
- a health and wellness center in Toronto, Canada
- a 364-bed hospital in Abu Dhabi, owned by the Mubadala Development Company
- 760 staffed beds and provide management services in cooperation with Abu Dhabi Health Services Company to the Sheikh Khalifa Medical City, a network of healthcare facilities in Abu Dhabi, United Arab Emirates



Cleveland Clinic National & International Locations

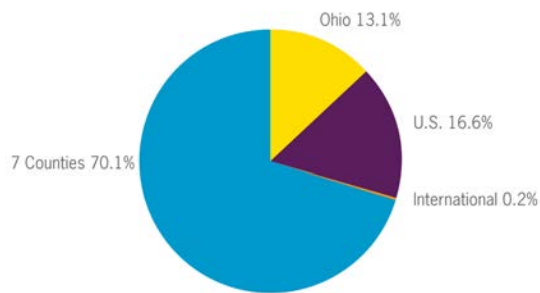


Who Are Our Patients?

As a world-class health organization nationally ranked in 14 adult specializations and 10 pediatric specialties, 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

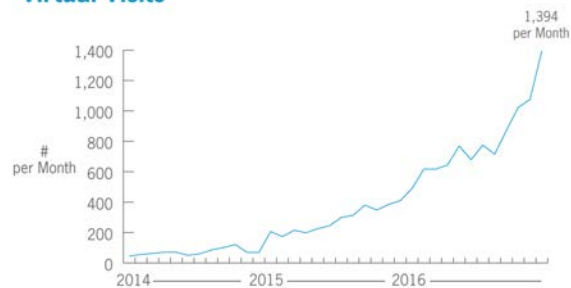
CLEVELAND CLINIC HEALTH SYSTEM

Patient Distribution



In 2016, 70% of patients came from Cleveland and the adjacent seven counties. Patients from the rest of the United States increased in 2016.

Virtual Visits



There were 9,700 virtual visits completed in 2015-2016, peaking at almost 1,400 per month. These include Express Care Online and postop visits, Telestroke acute stroke response, neurological inpatient consults, dermatology tele-triage, patient-requested second opinions and nutrition consults.

Patients

"Patients First" is Cleveland Clinic's guiding principle in ensuring exceptional outcomes, improving population health, and reducing the cost of care. These efforts create value for patients, payors and the community. Caregivers coordinate across the continuum to deliver safe, timely, effective, efficient, equitable and relationship-centered care.

To achieve the optimal patient experience and outcomes, Cleveland Clinic has developed an integrated care delivery model that is accessible, affordable and evidence-based. Cleveland Clinic's relationship-centered culture leverages empathy and innovation to ensure a sustainable and viable future.

Patient Experience

We recognize the patient and the caregiver have a reciprocal influence on one another, and we believe this relationship is morally valuable. We strive to provide outstanding and compassionate care and service, every step along the way. Cleveland Clinic was the first major academic medical center to make patient experience a strategic goal and one of the first to establish an Office of Patient Experience. Our team of professionals provides resources and data analytics; identifies, supports, and publishes sustainable best practices; and collaborates with a variety of departments to ensure the consistent delivery of relationship-centered care.

Patient Data

Cleveland Clinic tracks patient data such as inpatient HCAHPS ratings, patient safety indicators and outpatient experience to better understand and improve our patients' care

A Culture of Safety

Along with leadership commitment and robust process improvement, advancing a culture of safety is at the core of Cleveland Clinic's efforts to promote High Reliability across the health systems in both clinical and non-clinical environments. Cleveland Clinic strives to achieve consistent excellence every day. Every caregiver finds what could go wrong, speaks up, and works to improve it. They listen, learn, and then lead to create effective, enduring solutions.

Cleveland Clinic assesses safety culture via a validated survey instrument that provides benchmarks and department-level results. In addition to caregiver engagement, the caregiver experience survey assesses safety cultures with a focus on these key themes:

- Error prevention and reporting
- Organizational learning and continuous improvement
- Communication openness

- Teamwork
- Handoffs and transitions
- Management support for safety
- Staffing
- Workplace safety

Cleveland Clinic embeds quality, safety and improvement principles into its culture through standardization, best practice sharing and multidisciplinary collaboration. Leadership supports caregivers to speak up and report any event, process or condition that causes harm or has the potential to cause harm or injury. Safety Event and “near miss” reporting provides the opportunity to improve practices and prevent future errors.

Patient Safety Goals

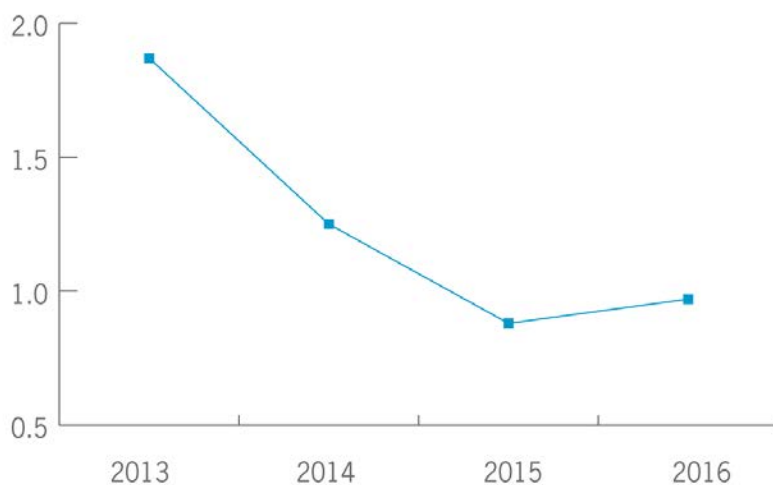
In addition to meeting the National Patient Safety Goals as defined by the Joint Commission, a national healthcare accreditation organization, Cleveland Clinic’s Patient Safety strategy includes a focus on preventing complications, hospital-acquired conditions and infections, falls, and skin breakdown.

Cleveland Clinic’s focus on reducing complications including post-operative blood clots has yielded strong and sustained results. A 48% improvement since 2013 is attributed to improved screening, prevention and treatment strategies. Increased local awareness, accountability to best practices and ongoing measurement and feedback are keys to sustainment.

Blood clot reduction efforts have included updated radiology ultrasound orders to reduce unwarranted lower leg scans, improved usage of leg compression devices that prevent clots, enhanced medication management, and new screening practices for hospital transfer patients.

Patient Safety Goals

Post Operative Blood Clots Observed to Expected Ratio (<1.0 is better than expected)



Environment Health and Safety

Cleveland Clinic is committed to creating, promoting and maintaining a safe, healthy environment for all caregivers, patients and visitors. The health system enforces all national safety requirements designed for health care organizations to provide safety from fire and to reduce patient and caregiver unhealthy exposures that may cause workplace injuries or illness, including those associated with harmful cleaning chemicals and potential allergens such as latex.

Quality of Care

Patients expect and deserve world class individualized, appropriate and effective care to achieve the best possible outcomes. Cleveland Clinic has a comprehensive program to monitor, assess and improve the quality of patient care. In partnership with frontline caregivers, quality professionals improve clinical practices to affect outcomes that matter most to our patients. Content experts bring knowledge of regulatory, safety, investigation and prevention strategies, as well as performance improvement tools to frontline caregivers.

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

- The Joint Commission Performance Measurement Initiative
- Centers for Medicare and Medicaid Services (CMS) Hospital Compare
- Ohio Department of Health Service Line Reporting
- National Specialty Society Databases and Registries

Additionally, Cleveland Clinic promotes transparency through publication of annual [Outcomes Books](#) and sharing physician-level patient experience ratings and comments on its [public website](#).

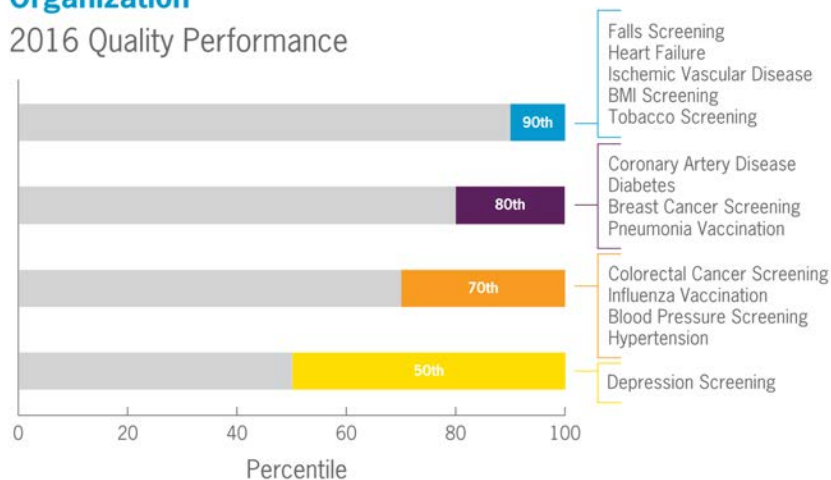
Creating new models of care is a priority to ensure we continue to fulfill our “Patients First” commitment through delivering the best care at an affordable cost. As care delivery shifts from fee-for-service to value-based and bundled payment delivery system, Cleveland Clinic is focused on concurrently improving patient safety, outcomes, and experience in all healthcare settings. Examples of this include evidence-based care paths for many procedures and chronic diseases, integrating comprehensive care coordination for high-risk patients, creating virtual access points to optimize patient access, and ensuring that input from Patient and Family Advisory Councils is integrated into decisions about how our care model evolves.

Measuring and managing performance around quality and safety is an essential component of this work.

As part of Cleveland Clinic’s commitment to population health and in support of its Medicare Accountable Care Organization (ACO), these primary care ACO measures have been prioritized for monitoring and improvement. Cleveland Clinic is improving performance in these measures by enhancing care coordination, optimizing technology and information systems, and engaging primary care physicians and specialists directly in the improvement work. These pursuits are part of Cleveland Clinic’s overall strategy to transform care in order to improve health and make care more affordable.

Cleveland Clinic Accountable Care Organization

2016 Quality Performance



Clinical Transformation

Cleveland Clinic is creating a model for the future of healthcare by focusing on access, quality and affordability. We are on a journey from volume to value-based care. Along the way, every caregiver at every level of the organization will be involved in transforming our care, our organization and our business to put patients first.

Patient Experience

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 uses mechanisms to measure our patients' experience and gather their feedback to identify opportunities for improvement. This data informs our policies, procedures, communications and program development.

Patient Experience Goals

MEASURE	2016 TARGETS	2016 PROGRESS
HCAHPS	90 th Percentile	78 th Percentile
HCAHPS Recommend Hospital	90 th Percentile	82 th Percentile

*Progress and target percentiles are for the entire Cleveland Clinic enterprise.

HCAHPS

For acute care hospitals nationwide, the Centers for Medicare and Medicaid Services (CMS) has designed and required administration of the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) survey. This survey measures patients' perspectives of their hospital care. Results are publicly reported at medicare.gov/hospitalcompare.

In April 2016, Healthgrades awarded two Cleveland Clinic system hospitals, main campus and Fairview Hospital, with its Outstanding Patient Experience Award. This award recognizes the top 15 percent of hospitals nationwide based upon achievement of clinical quality standards and highest ratings offered by their patients from the HCAHPS survey.

Outpatient Experience Surveys

In addition to fielding mandatory survey instruments, Cleveland Clinic also surveys outpatients with questions related to appointment scheduling and access, waiting time, physician communications, courtesy, overall assessment, and recommendation of care.

We use this information to guide our organizational improvement strategies and departmental goals. Survey ratings are incorporated within quarterly institute reviews to monitor patient experience for specific clinical populations and to identify emerging areas for targeted improvement.

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 in order to help identify and drive performance improvement opportunities. Furthermore, the ombudsmen serve as the liaison between the hospital and the patient in resolving problems that may arise during the course of treatment. They also support and facilitate caregiver needs in responding to challenging situations with individual patients.

The Center for Ethics, Humanities & Spiritual Care

This Center brings together services that support patients, educate caregivers, and assure ethical practices. These programs include Bioethics, Healing Services (including Code Lavender), Medical Humanities, NeuroEthics and Spiritual Care departments. At any time, caregivers, patients and families may call upon these specially trained caregivers for support and guidance.

Volunteer Program

Cleveland Clinic Volunteers devote their time to assisting patients and visitors at enterprise-wide information desks; visiting hospitalized adult and pediatric patients on nursing units; delivering patient mail; and by providing a supportive presence to those individuals and their loved ones who come to Cleveland Clinic. Their participation helps to reduce patient suffering and anxiety through creative programs such as High Tea for cancer patients and the Caring Canines program, featuring patient visits by specially trained and nationally certified dogs and their owners.



Our Voice: Healthcare Partners

Healthcare Partners are defined as patients, the community that cares for them and the Cleveland Clinic caregivers who work to transform healthcare, support the Cleveland Clinic's vision of Patients First and provide relationship-centered care. Healthcare partners' perspective is sought for all aspects of healthcare from design through delivery and incorporating the development of hospital policy, protocol and governance in the process.

Opportunities to execute this involvement include: being a member of regularly convening council, working on short term special projects with defined goals, co-design of construction and space planning such as exam rooms and waiting areas, participating on committees focused on improving quality, patient safety, population health and ethics, speaking about their experiences in public, participating on research projects and responding to surveys or electronic feedback.

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. Offered in collaboration with nursing, quality, safety and continuous improvement the goals of leadership rounding are to support and improve patient care, identify opportunities for improving the patient and caregiver experience as well as increase caregiver engagement and recognition.

“Empathic design of the future will require a deeper understanding of what matters most to those we serve... a personalized experience that exceeds all expectations.”

—Adrienne Boissy, MD, MA, Chief Experience Officer

Cultural Shift

Cleveland Clinic recognizes the importance of the relationship between the patient and the caregiver. To nurture this connection and improve the experience of our patients, families, and caregivers, Cleveland Clinic began relationship centered initiatives through the [Office of Patient Experience \(OPE\)](#).

Over the last several years, OPE has helped to support an effort to build and sustain a culture of service excellence across the entire enterprise. Programs such as Communicate with H.E.A.R.T. ® empower every caregiver to apply standard service behaviors to all interactions, and to consistently respond with compassion and empathy in our conversations with patients, families and fellow caregivers.

Transparency

We publicly share patient experience ratings with the general population and with all physicians and nursing units. Visitors to our website can see how other patients have rated our individual physicians and at any time our caregivers can track their area’s patient satisfaction ratings and feedback on our internal patient experience dashboard.

Standardization

We are working towards standardizing not only clinical care, but also compassionate and empathetic care across the enterprise to nurture the experience patients have under our care. This is accomplished by engaging with our caregivers around our established expected service behaviors, sharing of best practices across the system and the work of our patient experience managers, who are staffed across our regional hospitals. These patient experience managers work hard to engage caregivers to help solve the unique patient experience-related opportunities at each hospital and with every patient interaction.

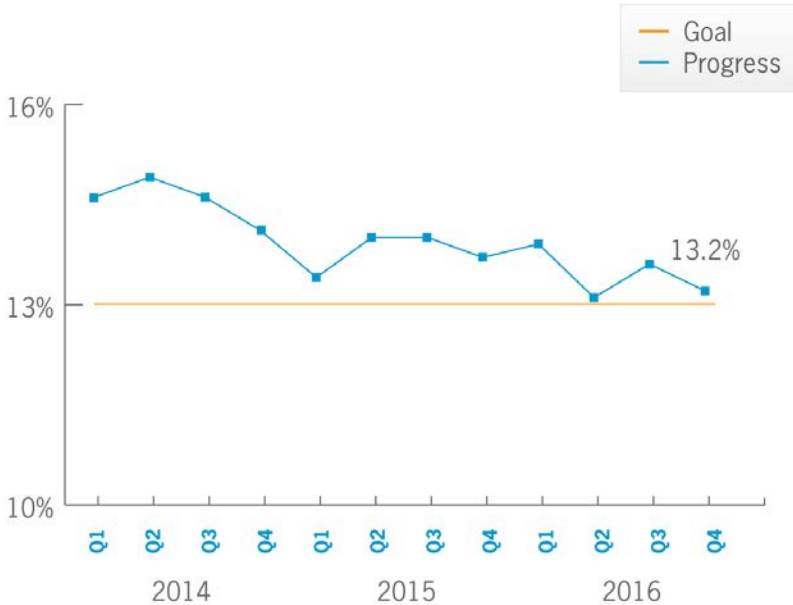
Meanwhile, physicians and advanced care providers are offered communications skills training through the R.E.D.E. to CommunicateSM program. This relationship-centered model, managed by the Center for Excellence in Healthcare Communication, aims to increase the value of the provider-patient interaction and to improve patient engagement and active participation into their care.

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.

All Cause Readmissions

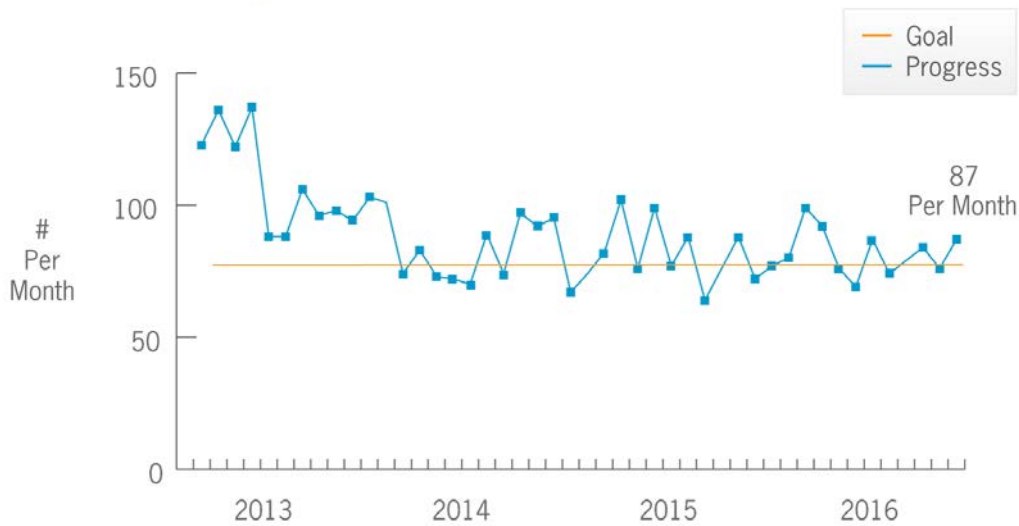
All-Cause Readmissions



In 2016, our readmissions work continued to move us towards our enterprise goal of 13 percent. Efforts are underway to ensure discharge readiness for all patients.

Patient Safety Indicators

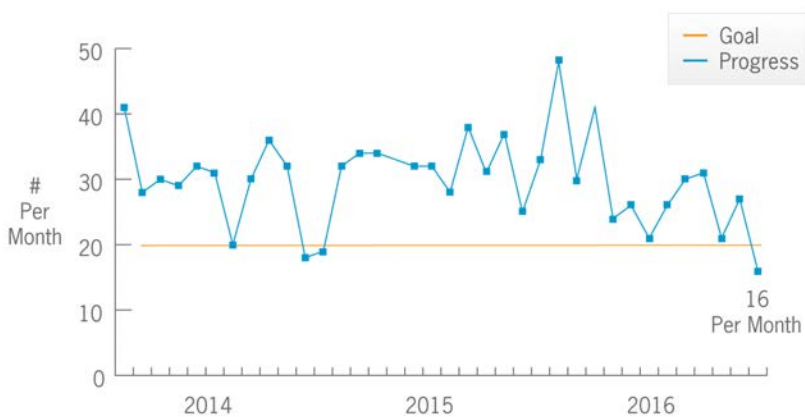
Patient Safety Indicators



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.

Hospital Acquired Infections

Hospital-Acquired Infections

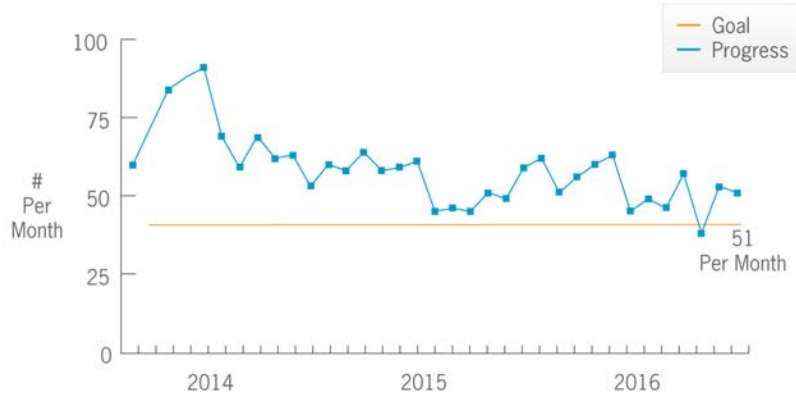


Hospital-acquired infections continue to decrease steadily toward our enterprise goal of 20 or fewer infections per month.

Hospital Acquired Infections (C. difficile)

Hospital-Acquired Infections

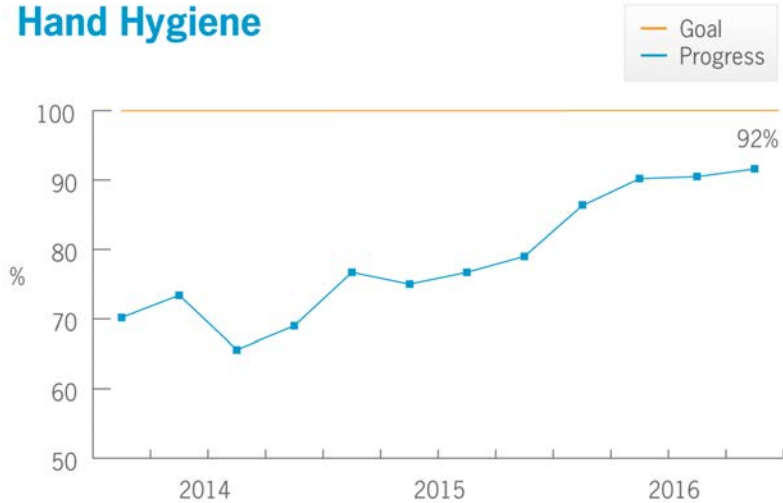
C. difficile



Improvements continue to be made toward our goal of 40 or fewer C. difficile infections per month.

Hand Hygiene

Hand Hygiene



Hand hygiene is the most effective intervention to stop the spread of infections. Hand hygiene compliance continues to increase, reaching 92% in 2016.

ACO Composite

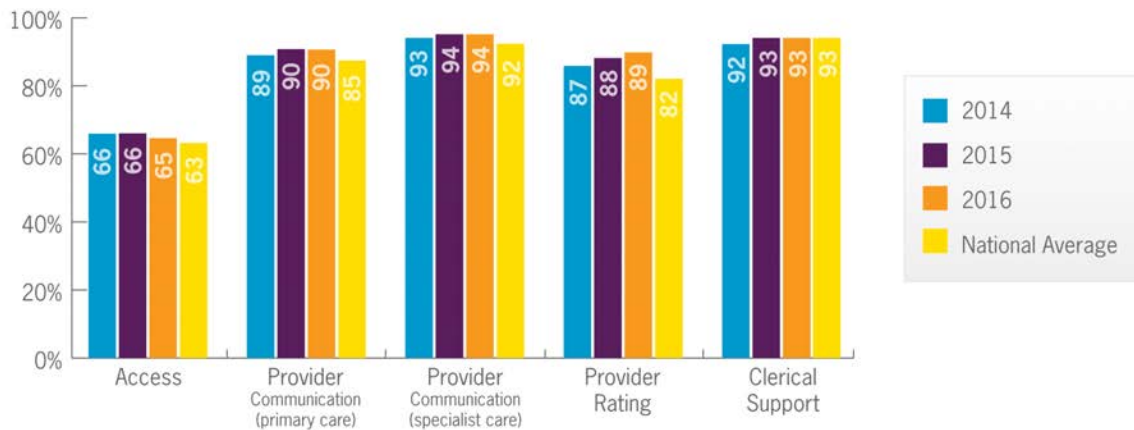
ACO Composite



The Accountable Care Organizations (ACO) composite measures how Cleveland Clinic compares in selected screenings, vaccinations, disease management and process measures. As of 2016, Cleveland Clinic ranks at the 71st percentile compared to other ACO health systems.

Outpatient Satisfaction Scores

Outpatient Satisfaction Scores



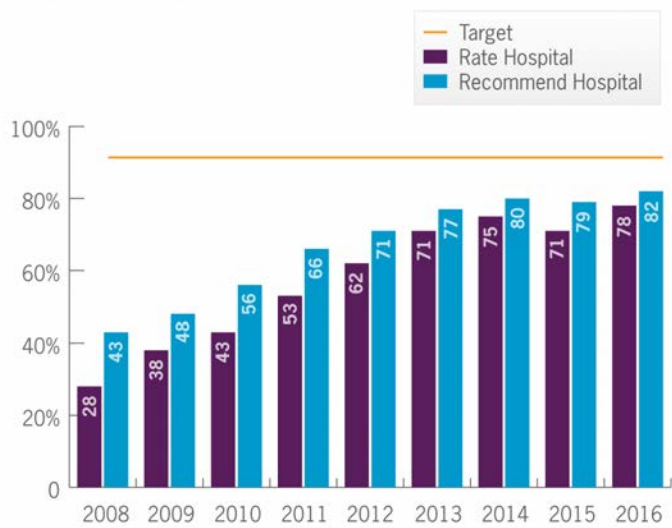
Cleveland Clinic measures our outpatient satisfaction, and in many areas, we rank higher than the national database averages. In clerical support and access, we perform at the national average and continue to work on implementing process changes to increase the patient experience.

The National average benchmark is based on results voluntarily submitted from medical practices to the Agency for Healthcare Research and Quality Consumer Assessment of Healthcare Providers and Systems (CAHPS) database.

Cleveland Clinic's percentile rank in overall rating and likelihood to recommend the hospital continues to rise towards our goal of exceeding the 90th percentile. This chart shows percentile rank performance of our entire enterprise hospitals compared to national survey

Patient Experience: HCAHPS

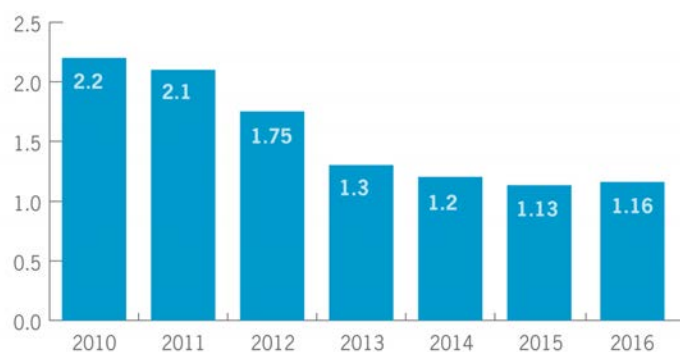
Patient Experience: HCAHPS



Results by discharge year for all U.S. hospitals. Results are published quarterly by the Center for Medicare and Medicaid Services.

Complaints and Grievances

Complaints and Grievances



Rate Per 1,000 Encounters

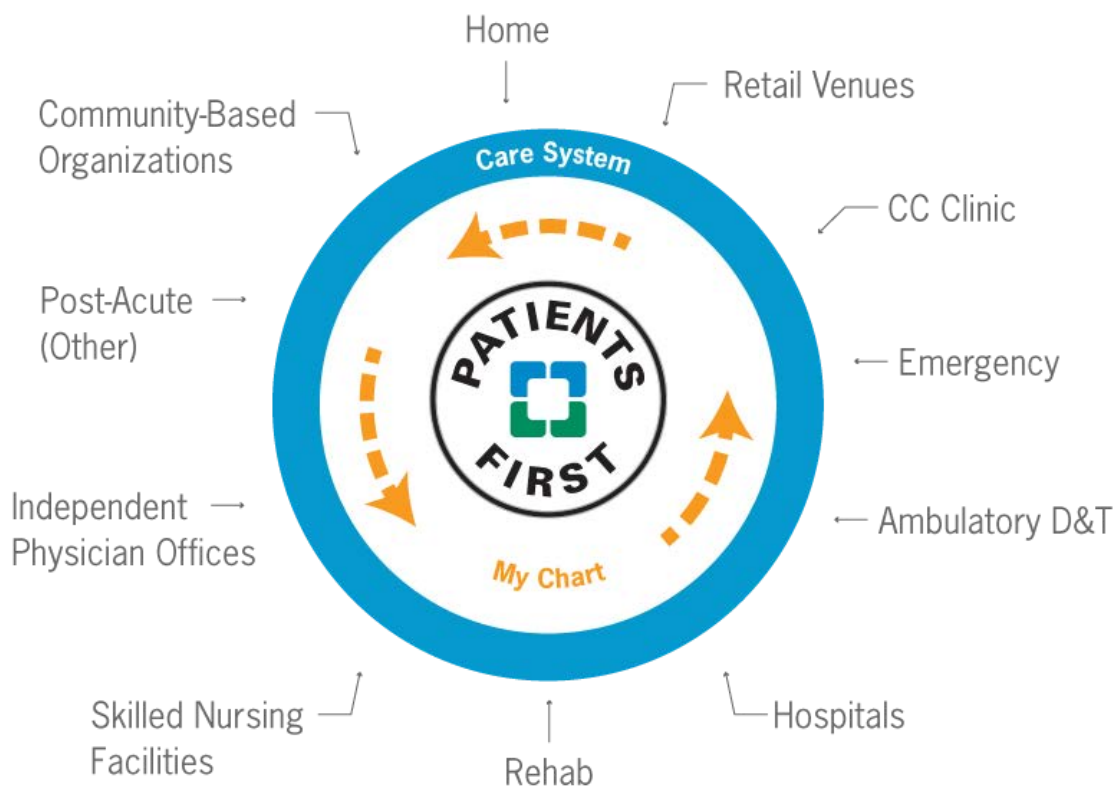
The rate of complaints and grievances, documented by our Ombudsman Office, for every 1,000 encounters has continued to decline enterprise wide. As patient experience scores continue to improve, the rate of complaints has continued to decrease.

Clinical Transformation

The U.S. healthcare system is in the midst of an unprecedented transformation. We continue to draw upon our deep capabilities and spirit of innovation to lead the field in creating a model of healthcare for the future. Clinical transformation is more than a concept – it's about driving change. Leaders across our health system are asking patients and front-line caregivers how best to deliver healthcare that is convenient, accessible, coordinated and meets patients' desired outcomes. While we work to improve the patient and provider experience and make care more affordable, we are relentlessly focused on quality and safety.

Integrated Care Model

Integrated Care Model



The Cleveland Clinic Integrated Care Model is a value-based model of care, which means it is designed to optimize outcomes while reducing costs. The patient remains at the heart of the Cleveland Clinic Integrated Care Model. The blue band represents the care system, which is a seamless pathway that patients move along as they receive care in the different settings listed. The care system represents integration of care across the continuum. Focus areas of the new model include elimination of unnecessary practice variation through the development of care paths and seamless care coordination across the continuum.

Population Health



Population health describes when a healthcare provider is responsible for delivering care to a predefined group of people – either with the same disease or condition, or within the same geography. Population health is affected by many factors including socio-economic status, environmental health, access to quality healthcare, and health behaviors. Population health management has the potential to reduce waste in healthcare delivery and help patients remain healthier and out of the hospital.

In 2016, Cleveland Clinic announced a five-year agreement with IBM to expand our health information technology to better capture the value of data and establish a model for health system transition to population health. The new technology implementation is designed to enable efficient analysis of data from electronic health records (EHR), information from administrative claims, and social determinants of health, allowing for both personalized clinical care and broader population-focused management. For example, data analysis could help predict if diabetes patients are resistant to certain treatments and whether similarities exist within a group of diabetes patients that could help medical providers better tailor patient engagement to address specific needs, such as notifying of recommended treatments or actions to take.

Research & Innovation



Cleveland Clinic researchers focus on an array of conditions, including breast and liver cancer, coronary artery disease, heart failure, epilepsy, Parkinson's disease, chronic obstructive pulmonary disease, asthma, high blood pressure, diabetes, depression and eating disorders. The Lerner Research Institute is one of the largest private research facilities in the United States, with hundreds of principal investigators, project scientists, research associates and postdoctoral fellows, with total annual research expenditures exceeding \$150 million from federal agencies, non-federal societies and associations and endowment funds.

For the past 14 years, Cleveland Clinic has held a Medical Innovation Summit each fall as a way to bring together all stakeholders in healthcare to build the relationships and ignite the technologies that will advance patient care. The Summit is part of Cleveland Clinic's commitment to drive healthcare innovation and quality. The Summit offers a slate of premier speakers, the hottest topics, and an unmatched network of professionals that help health systems prepare for the ever-changing healthcare market.



Data at Cleveland Clinic has been a gold mine for Michael Kattan, PhD, winner of 2016's Sones Innovation Award. Out of millions of available patient records, he and his team are finding patterns and algorithms that they are using to develop predictive models. To date, they have developed predictive analytics for 32 diseases, free for physician use. Dr. Kattan's group has published more than 550 articles in peer-reviewed journals, including a 2016 article in *CA: A Cancer Journal for Clinicians* that has triggered efforts to replace cancer staging with statistical

prediction models.

Carepaths



A key component of value-based care, care paths are multidisciplinary plans of care that limit variation in care and optimize outcomes. By following a care path, providers base treatment on documented evidence or shared experience to deliver consistent value for a patient or population of patients. Cleveland Clinic caregivers across the enterprise are creating care paths for delivering care during particular clinical procedures, such as total hip replacement or treatment of cancer.

The care path initiative focuses on three main objectives:

- Standardizing physician clinical management with a focus on value-based, patient-centered care
- Integrating work flows and algorithms into the electronic medical record when appropriate
- Tracking patient-reported outcomes to improve care quality

As of 2016, 131 care paths have been developed, with 35 piloted and 17 fully embedded in the electronic health record. Our Complete Care Program is a team approach that includes the patient, the surgeon and a Specialty Care Coordinator. This bundled treatment plan along with a bundled payment plan provides efficient care for the patient.

Distance Health



Technology is transforming where and how we practice medicine. Through distance health, Cleveland Clinic is improving quality and bringing our care to more patients in more locations. Leveraging technology in innovative ways, we are expanding the reach of our world class service and reducing costs. Patient entered data, apps, partnerships and data interrogation tools are revolutionizing the practice of medicine, and Cleveland Clinic is at the forefront in bringing these capabilities to life. In 2016, we increased our telemedicine presence and opened more urgent care walk-in clinics throughout our community.

Among the examples of successful use of health enabling technologies are our Mobile Stroke Unit and telestroke services, eHospital inpatient critical care monitoring, concussion app, MyChart, MyCare online virtual visits, Express Care online, remote image upload, and remote monitoring for chronic disease management.

Patient-Centered Medical Home



A patient-centered medical home might sound like a place or somewhere you would go, but it is not. It is a long-term, team-based approach for your primary healthcare. Patients are engaged with their care team across the continuum and have a direct relationship with their provider who coordinates a team of caregivers and arranges appropriate treatment as needed.

In 2013, the Joint Commission's surveyors evaluated us on how effectively primary care clinicians and interdisciplinary teams work in partnership with patients to provide comprehensive, coordinated and patient-centered care. The Primary Care Medical Home certification was launched for hospitals in February 2013 to help improve outcomes, reduce healthcare costs and ensure patients receive timely and appropriate treatment. As an outcome of The Joint Commission's survey, 39 Medicine Institute practices at 29 sites — involving 230 primary care physicians and advanced practice nurses — received Primary Care Medical Home certification at Cleveland Clinic.

Shared Medical Appointments



Shared medical appointments (SMAs) offer an innovative, interactive approach to healthcare that brings patients with common needs together with one or more healthcare providers. While an individual appointment typically lasts 15 to 30 minutes, a shared appointment is 90 minutes long, allowing participants to spend more time with the healthcare team.

We piloted SMAs more than 10 years ago and now offer them at several Cleveland Clinic hospitals and family health centers. They are quickly evolving as a key component of transforming healthcare. Patients enjoy the opportunity to relate to other patients who are dealing with similar health issues. They share stories, learn from one another, and create a kindred bond, especially for those dealing with chronic conditions like asthma, diabetes and hypertension.

Caregivers

Cleveland Clinic's caregivers work hard to put patients first and maintain our high standards of care every day. Our more than 51,000 caregivers are our most important resource, and Cleveland Clinic works equally hard to care for our caregivers. The ongoing transformation in our industry has placed additional pressure on our caregivers, both nonclinical and those working with patients. Cleveland Clinic is committed to maintaining a healthy, sustainable, safe and engaged workforce.

The Power of EVERYONE

Cleveland Clinic caregivers all share the same core mission. We care for patients, and we care for each other. We are a collective team devoted to patients. Our goal is zero preventable harm. We believe every patient deserves the same safe world-class care at every encounter. We speak up and stop the line when something is not right. The same is true when we or fellow caregivers have the potential to be harmed.

In 2016, we hosted a leadership summit for more than 3,000 Cleveland Clinic leaders. The summit's theme was all caregivers have the power to help, heal and change lives — beginning with their own. That is the power of the Cleveland Clinic team, and The Power of Every One. We believe people do their best in a workplace where they are valued, nurtured and encouraged to achieve. We take care of our caregivers and encourage them toward new heights of personal and professional satisfaction. In return, our caregivers make our enterprise stronger.



Caregiver Engagement

When our caregivers are engaged, our patients' experiences improve. 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.

Caregiver Safety

We are 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 enables them to appropriately respond to potential acts of violence that may occur at any of our hospitals, family health centers and satellite facilities.

Diversity and Demographics

Our diversity is our strength. We value a culture where caregivers integrate diversity and inclusion throughout the enterprise. We respect and appreciate our similarities and differences; they enable us to better serve our patients, one another and our global communities. In 2016, for the sixth year in a row we were honored to be ranked as one of DiversityInc's top 10 hospitals and health systems.

Workplace Wellness

Over the past nine 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. For example, Gentle Yoga and Relaxation Therapy are offered to nursing and medical staff in Liver Transplant Units to reduce stress. We encourage all of our caregivers to take advantage of these programs.

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 developing their careers.

Caregiver Engagement

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. In 2016, nearly 36,000 caregivers attended town hall meetings for open dialogue with department managers. Actions and improvements based on the feedback received are applied to engagement activities across the organization.

Caregiver Celebrations

4 Tiers of Caregiver Celebrations



Caregiver Celebration awards feature four ascending recognition tiers. The awards range from simple, on-the-spot, non-monetary e-certificates of Appreciation, to Honors monetary awards given by managers to recognize the outstanding behaviors of their teams, to quarterly Excellence recognitions presented at the institute/division/hospital level, to the top tier Caregiver Award given to the top 50 nominated individuals and teams, who receive \$1,000. Of these 50, one individual and one team are selected to receive the CEO award of \$10,000.

Recipient Highlights

The sixth annual Caregiver Award banquet took place in June, 2016 at the InterContinental Hotel and Conference Center with over 370 in attendance. The event was hosted to recognize caregivers who achieved the Caregiver Award, the highest honor in the Caregiver Celebrations program. Recipients were honored for outstanding contributions and modeling of our core values of quality, innovation, teamwork, service, integrity and compassion.

CEO Team Award for Quality: Facilities Compliance

The Facilities Compliance Team developed a focused program with the goal of reducing the risk of direct impact findings by the Joint Commission at 11 hospitals, and 14 ambulatory surgery centers in 3 states and 3 countries. Through mock surveys, the team identified the top 5 findings in 2014 that accounted for 87% of direct impacts. They then developed training programs, policies and procedures that addressed the root cause of deficiencies. In 2015, the team saw a 41% reduction in the top 5 direct impact standards, which is a huge reduction in regulatory risk. In 2015, four Joint Commission Surveys (Euclid, Fairview, Lutheran and South Pointe) had zero direct impact findings, which was incredible. The team also successfully replaced the life and safety environment of consultants for facilities which saved Cleveland Clinic \$1.5 M.



CEO Individual Award for Compassion: Pamela Sutter, RN, Clinical Transformation

Pam was caring for a couple whose husband shared that his wife recently had a massive stroke. The husband was extremely depressed since his wife was the main caretaker in the home and was now in a nursing rehabilitation facility. Pam collaborated with the social worker, the admissions office in the nursing home, and the physicians to get the husband and wife both approved for Medicaid so they could be together in the same nursing home.

Pam contacted the husband the following day to inform him of the good news and to check his status. He admitted he was suicidal and had a gun in the home. Pam compassionately persuaded him to allow the police and ambulance to bring him to the hospital to get the care he desperately needed. Pam informed the police and physician team of the plan. The patient was safely transported to the emergency room and was admitted. Without Pam's intervention, the outcome could have been very different. Her professionalism and nursing excellence contributed to saving the husband's life.



EcoCaregiver™

The EcoCaregiver™ employee engagement program was designed to build a culture of sustainability within Cleveland Clinic to reduce cost, waste and emissions while providing the highest quality medical care. In 2014, we launched an enterprise wide EcoCaregiver™ Training: Energy Savings & You. This mandatory training on energy demand management is required for all caregivers and continued throughout 2016. Nine months post-launch, more than 50,000 caregivers across the enterprise have completed the training. This 15-minute module will be updated and reassigned annually for all caregivers, including staff. It reinforces an organizational expectation for an environment of energy conversation and emphasizes the importance of individual caregiver contribution to our energy demand reduction goals. In addition to the training, we have developed a robust communications campaign to prompt desired workplace behaviors.

The logo for EcoCaregiver™ features the word "Eco" in a bold, lime green font, followed by "Caregiver" in a dark brown, serif font. A small "TM" trademark symbol is positioned at the top right of the word "Caregiver".

Caregiver Safety

Environmental Health and Safety

Within Cleveland Clinic's Enterprise Quality, 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 members regularly review regulations and assess 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.

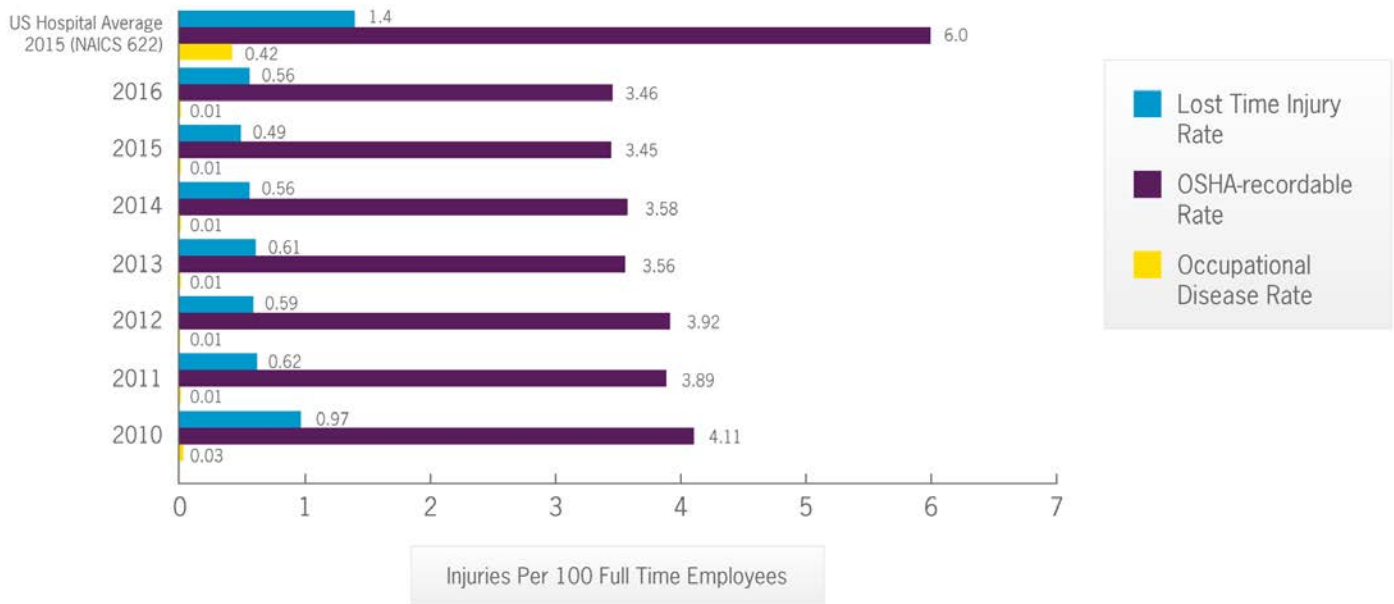
Cleveland Clinic also protects our caregivers and patients through risk control efforts related to serious diseases. For example, Occupational Health promotes the health and safety of our caregivers through new hire pre-placement assessments, urine drug screenings, annual compliance, Tuberculosis testing, 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. Employees are encouraged to report all exposures and near-misses, and aggressive post-exposure follow-up procedures are followed.

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 Ohio facilities. Injury rates are listed as the number of injuries per 100 full-time employees. 2016 includes caregiver data for the newly-acquired Akron General Health System (AGHS).

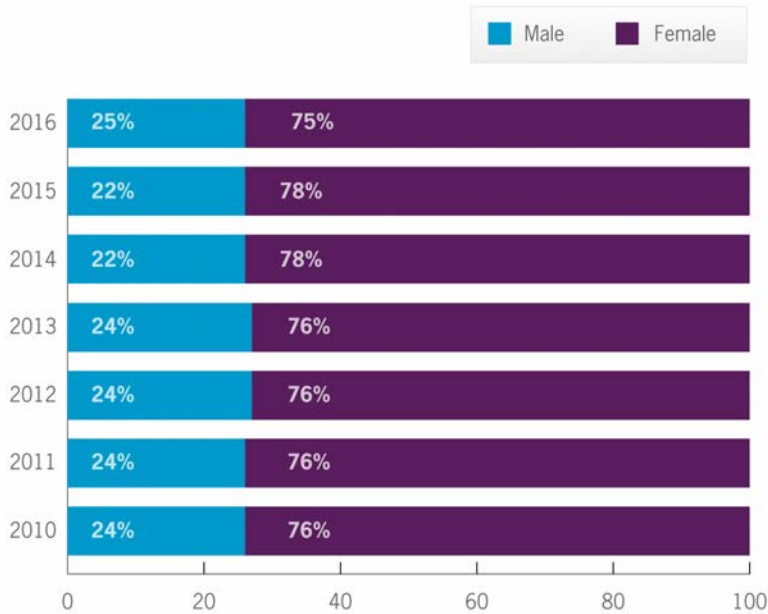
Caregiver Injury Rates, Cleveland Clinic Ohio Facilities

(Includes AGHS in 2016)



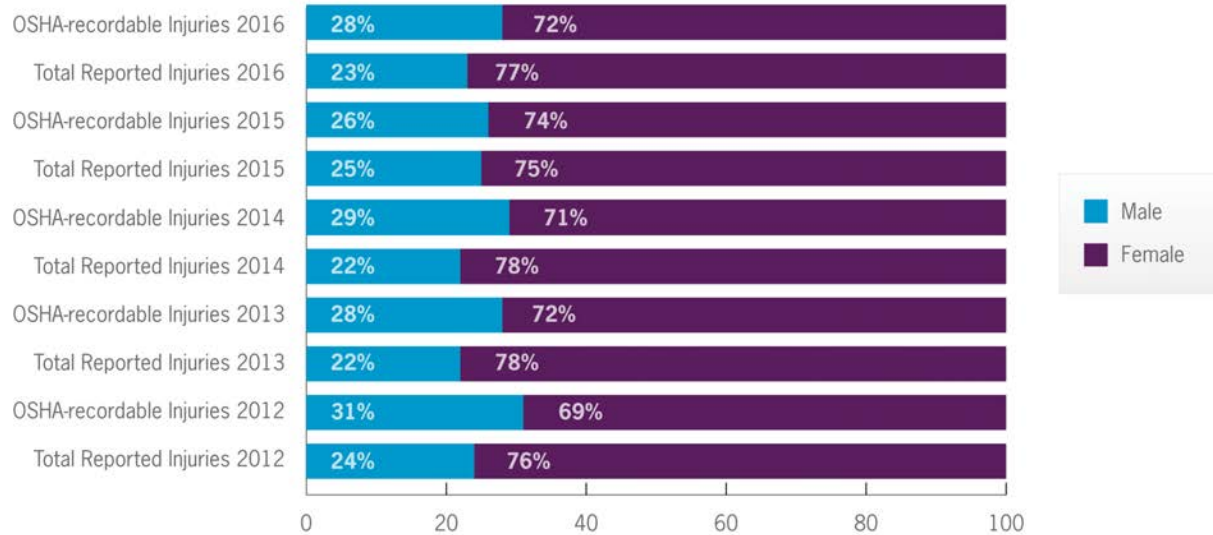
In 2016, Cleveland Clinic experienced a year similar to 2015. Our OSHA-recordable injury rate of 3.46 and a lost-time injury rate of 0.56, are well below the U.S. hospital average for 2015. The Bureau of Labor Statistics* indicated the average hospital had an OSHA-recordable injury rate of 6.0 and a lost-time injury rate of 1.40.

Employee Injuries By Gender



Caregiver Injuries By Gender

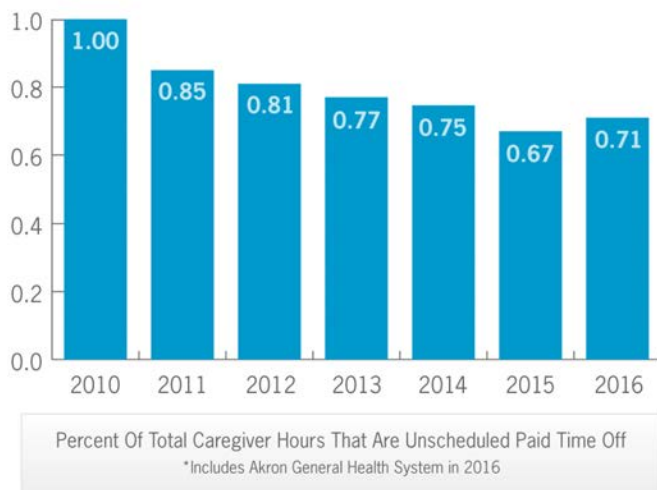
Cleveland Clinic Ohio Facilities, include AGHS in 2016



There were no work-related fatalities in 2016. Injuries by gender relate closely to our overall male/female employment ratios.

Absenteeism

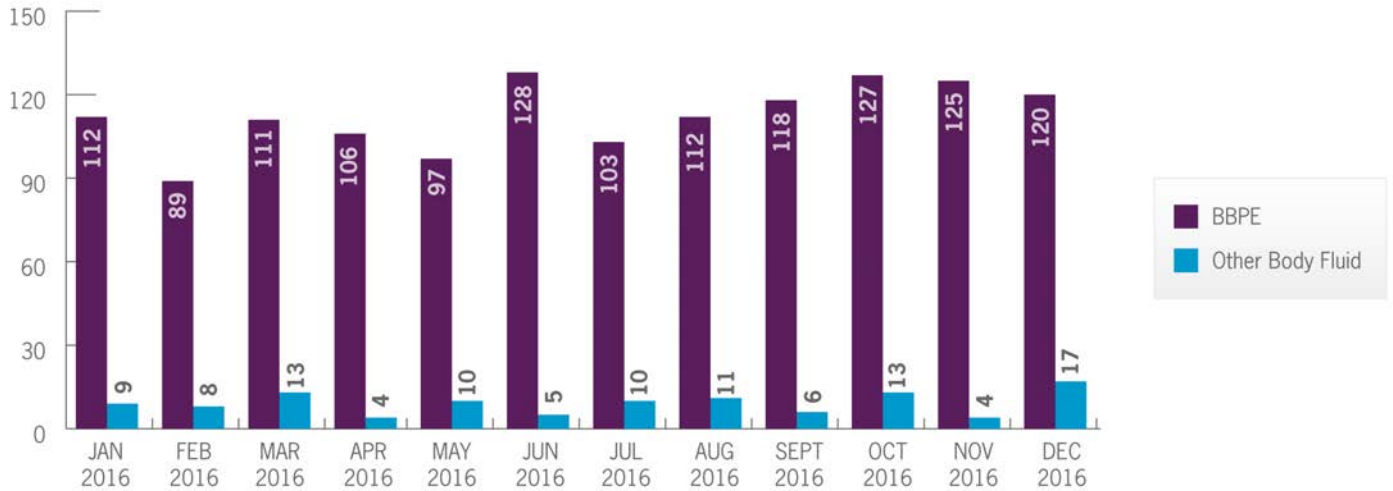
Cleveland Clinic Ohio Facilities



Cleveland Clinic absenteeism, as measured by unscheduled paid time off (UPTO), dropped from 1.0 percent in 2010 to 0.67 percent in 2015, but then increased slightly in 2016 when AGHS data was included. Absenteeism can be used to indicate caregiver health and wellness, engagement, job satisfaction and work-place effectiveness.

Bloodborne Pathogens

2016 Enterprise Bloodborne Pathogen Exposures (BBPE)



Bloodborne Pathogen Exposures are the most frequent injury type our caregivers experience.

In 2015, Cleveland Clinic adopted a strategic initiative to minimize or eliminate occupational exposures to human blood, blood products, and other potentially infectious materials. The initiative continued in 2016. Reduction activities include creating 30 hospital and institute Bloodborne Pathogen Exposure teams; developing an implementation guide; producing an exposure prevention video; evaluating new products; distributing personal protective equipment, especially eye protection; sharing best practices; formalizing incident investigations; developing a data dashboard; and chartering a Bloodborne Pathogens Steering Committee.

With emphasis on reporting, bloodborne pathogen exposure event reports have increased approximately 36% since 2015 to approximately 1500 per year (Ohio locations). We expect event reports to plateau and begin to decline. In 2017, work will focus on central reporting of bloodborne pathogens exposure events; robust use of data; incident investigations; best practice sharing; and policies and procedures.

OSHA Recordable Injuries

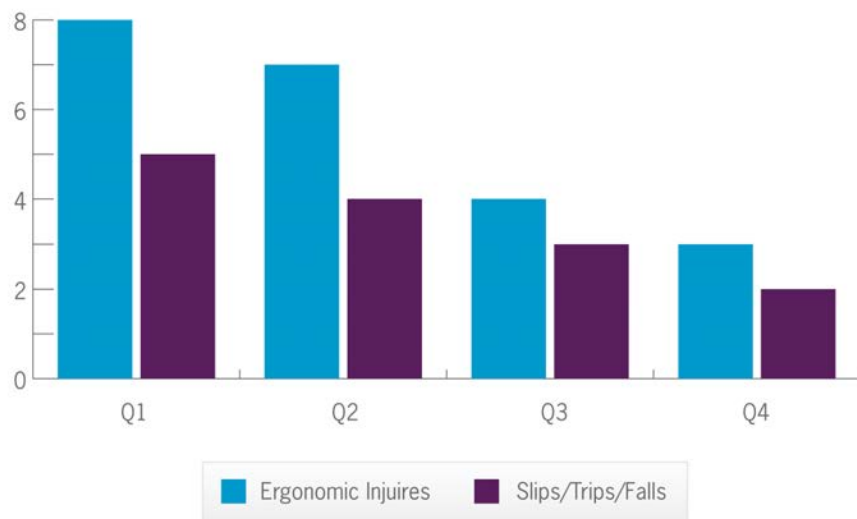
Cleveland Clinic also works to reduce the two most expensive injury types that caregivers experience on the job: Ergonomic injuries, and Slip, Trip, and Fall injuries. Ergonomic injuries in healthcare are most likely associated with patient handling and movement. In addition to these, we monitor and evaluate injuries associated with moving objects, and those associated with person/machine interfaces, such as keyboard activities.

In 2016, Cleveland Clinic published its Mobility with Safe Patient Handling (MSPH) Care Path. This care path is intended to provide evidence-based patient care to reduce or eliminate the adverse effects of immobility, while providing caregivers with the tools and techniques to provide care safely. All of our medical/surgical RNs take a MSPH class as part of their ongoing education.

This process, and the results it can achieve are highlighted in this video

2016 OSHA-Recordable RN Injuries

Main Campus and Regional Operations

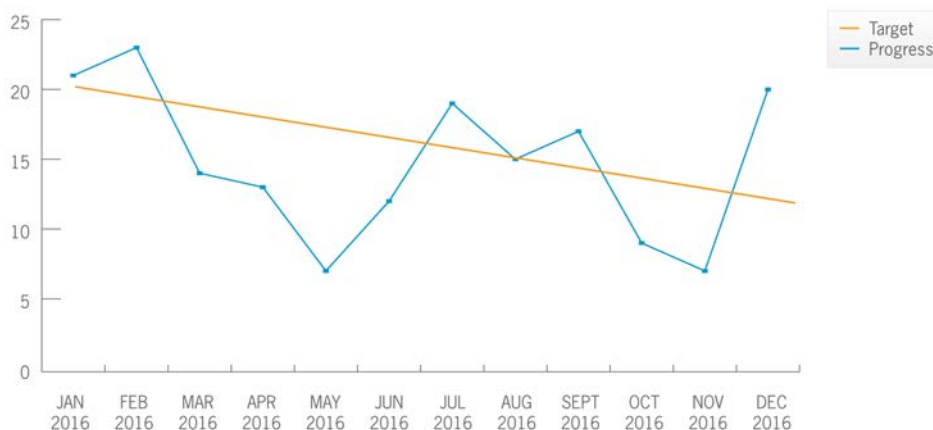


As you can see from the above graph, OSHA-recordable ergonomic injuries dropped significantly throughout the year. The program was also highlighted in our June 2016 Connection.

Starting in 2015, and continuing through 2016 and beyond, walking and working surfaces are being evaluated to reduce the potential for caregiver, patient, and visitor falls. Northeast Ohio can be treacherous in the winter months, and fall data is somewhat seasonal. We see an increase in outdoor falls between November and March each year. However, our trend for the year was a nice downward line as indicated in the graph below.

2016 Slip/Trip/Fall OSHA-Recordable Injuries

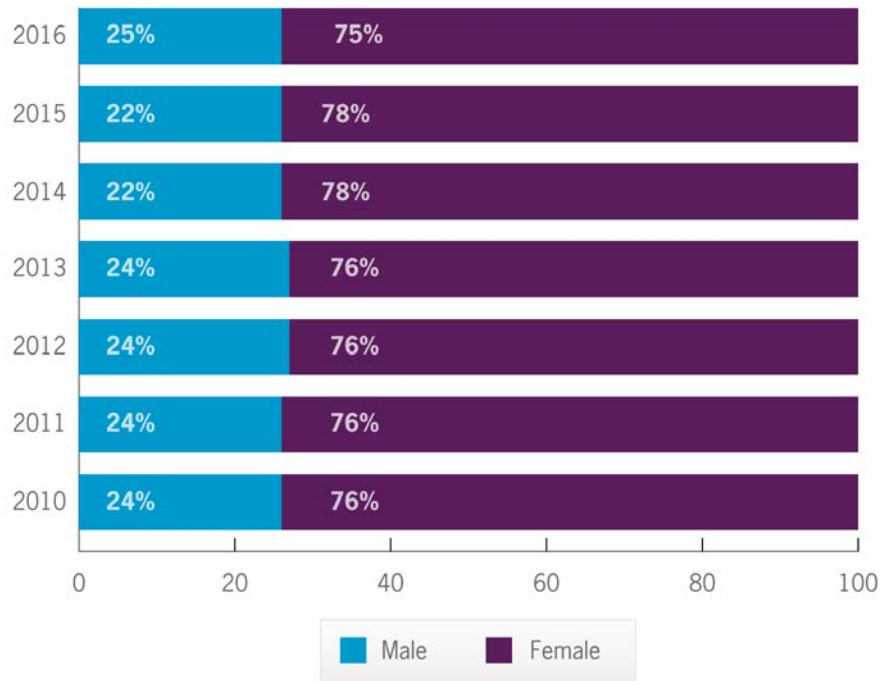
(All Ohio Locations)



Our Main Campus, which includes our regional operations facilities such as our Family Health Centers and Ambulatory Surgery Centers, is a Magnet Hospital, indicating it has achieved excellence in nursing practice. As part of our sustained commitment to our RNs, continuous improvement efforts work to improve caregiver and patient safety.

When we look at just RN data for ergonomic and slip/trip/fall injuries, we see reductions in each of the four quarters of 2016, as the graph below indicates. Fewer injuries means less harm to our caregivers, and less interruption of care to our patients.

2016 OSHA-Recordable RN Injuries



A.L.I.C.E.

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 to help facilitate enterprise wide 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. Every new caregiver and contracted vendor participates in training, and over 51,000 caregivers receive an annual refresher course.



Alert
Lockdown
Inform
Counter
Evacuate

Victim Advocate Program

In 2014, Cleveland Clinic's Police Department secured Victims of Crime Act grant funding for our Victim Assistance Program. This program is dedicated to providing Cleveland Clinic patients, visitors and employees with support, education, and resources to cope in the aftermath of a criminal offense. The Victim Assistance Program continued to offer these services in 2016 to victims or survivors of any crime, such as domestic violence, sexual assault, workplace violence, harassment, assault or human trafficking. The services are available free of charge at Cleveland Clinic main campus, regional hospitals and family health centers.



Diversity and Demographics

“Diversity is a core value at Cleveland Clinic. We are here for all people. We honor, recognize and welcome every dimension of humanity.”

—Dr. Delos M. Cosgrove, CEO and President

Cleveland Clinic values a culture where caregivers integrate diversity and inclusion throughout the enterprise. We respect and appreciate our similarities and differences; they enable us to better serve our patients, one another, and our global communities.

Cleveland Clinic is committed to creating a diverse and inclusive organization that provides the best care and outcomes for our patients and promotes engagement through the best work experience for our caregivers. Achieving this as a global healthcare provider requires creating and sustaining a culturally competent workforce and ensuring that we provide all the tools and resources necessary for our caregivers to be successful.

2017 Top 5 Health Systems

Cleveland Clinic is among the Top 5 hospitals and health systems for diversity programming ranked by DiversityInc. This is the eighth consecutive year we ranked among the Top 5 organizations. Organizations on this list perform well in talent pipeline, talent management, leadership commitment and supplier diversity.”



Healthcare Equality Index Leader



Cleveland Clinic has also been recognized as a Leader in LGBT (Lesbian, Gay, Bisexual and Transgender) Healthcare Equality for three years in a row (Main Campus since 2014; Regional Hospitals and Weston Florida since 2015). We received the 2017 Leader in LGBTQ Healthcare Equality” recognition. This recognition is based on the Healthcare Equality Index, which is a benchmarking tool that evaluates healthcare facilities for equity and inclusion of lesbian, gay, bisexual and transgender patients, visitors and employees. This is the third consecutive year that the System has

received this recognition.

Equity of Care

In 2016, Cleveland Clinic was honored by the American Hospital Association (AHA) with its Equity of Care Award. The award was created to recognize outstanding efforts among hospitals and healthcare systems to advance equity of care to all patients and to spread lessons learned and progress toward achieving health equity. The award acknowledges hospitals for their efforts to reduce health care disparities and advance diversity within the organization’s leadership, board, and workforce. The AHA commended Cleveland Clinic for supporting AHA’s #123forEquity Pledge Campaign which launched in 2015. Cleveland Clinic demonstrated sustained commitment to the National Call to Action to ensure equitable care for all persons in every community.

The Office of Diversity and Inclusion provides strategic leadership for creating an inclusive organizational culture for patients, caregivers, business partners, and the communities Cleveland Clinic serves.

Our three core focus areas are:

- Enterprise Demographics
- Cultural Competency Education and Training
- Health Equity and Community Engagement

We leverage and align these focus areas to complement and enhance yearly enterprise goals to ensure that diversity is integrated in Cleveland Clinic’s daily operations. Programming from the Office of Diversity and Inclusion promotes our charge of building and sustaining a culturally competent and diverse caregiver population.



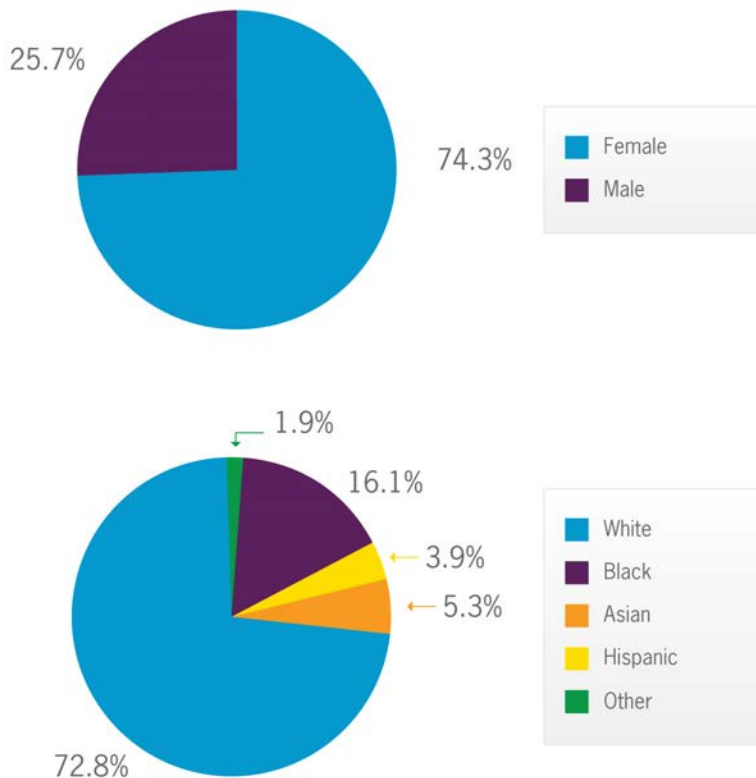
Enterprise Demographics

“Our mission is to take care of the sick and improve people’s lives. We can’t do that unless we are culturally competent...we have a diverse workforce...and are able to care for people where they live.”

—Brian Donley, MD, Chief of Staff

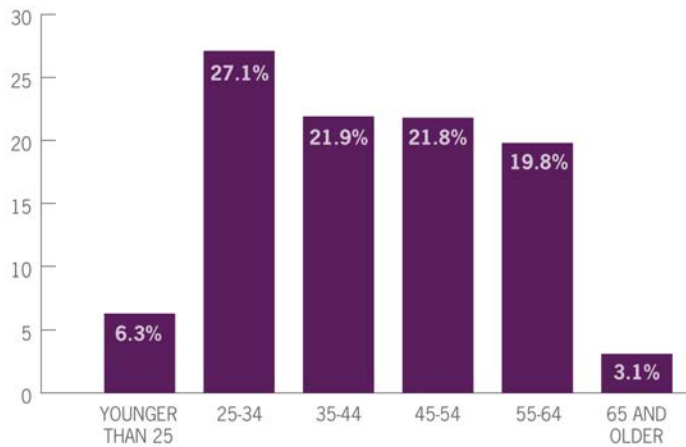
Cleveland Clinic recognizes that having a workforce that reflects the patient population it serves includes a diverse leadership team and pipeline. The integration of diversity and inclusion initiatives across the enterprise addresses the strategic need to expand the number of diverse candidates available to hire into healthcare with succession into management and executive roles.

Cleveland Clinic Workforce Demographics, 2016*



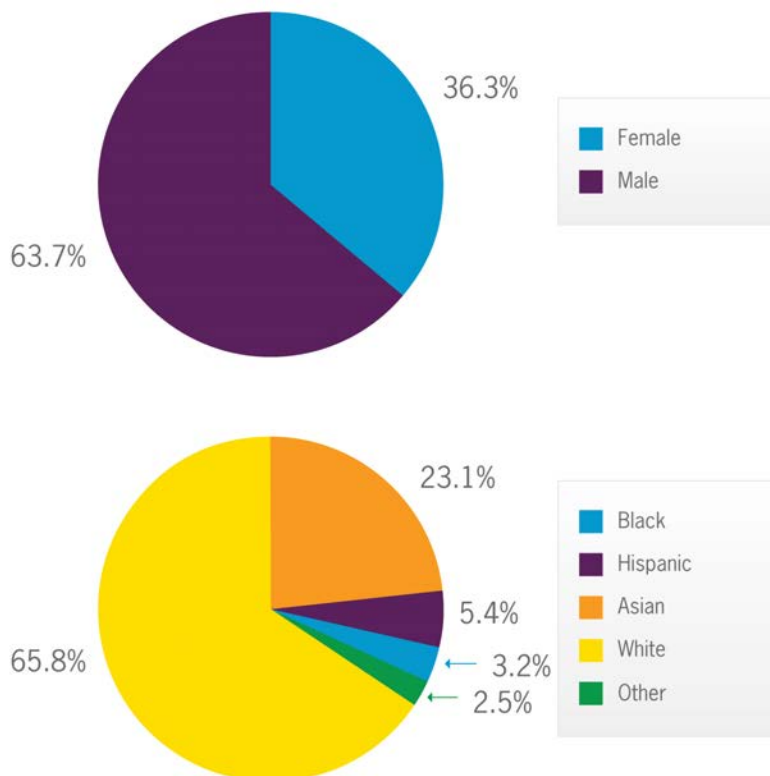
* Enterprise-wide employee analysis as of 12/31/2016 (N=45,516). Workforce = full time, part time and PRN (temporary and contract employees were removed). Does not include Akron General.

Cleveland Clinic Workforce by Age Group, 2016*



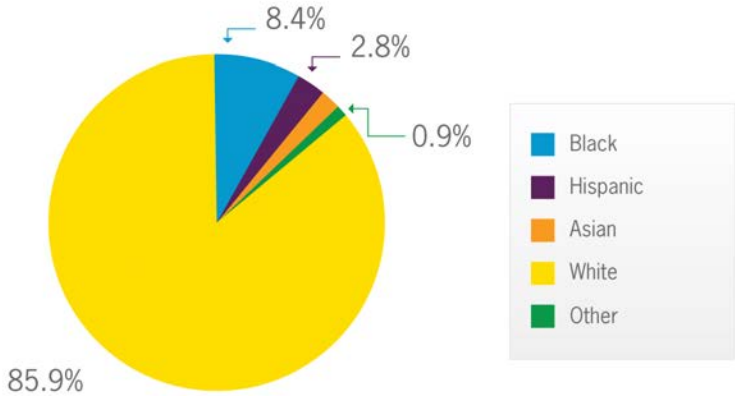
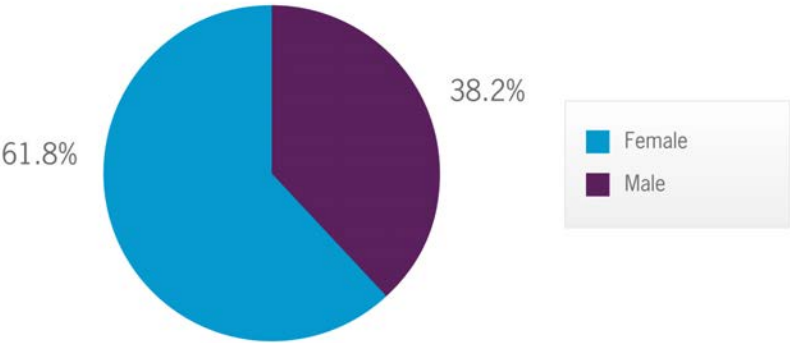
* Enterprise-wide employee analysis as of 12/31/2016 (N=45,516). Workforce = full time, part time and PRN (temporary and contract employees were removed). Does not include Akron General.

Cleveland Clinic Physician Demographics, 2016*



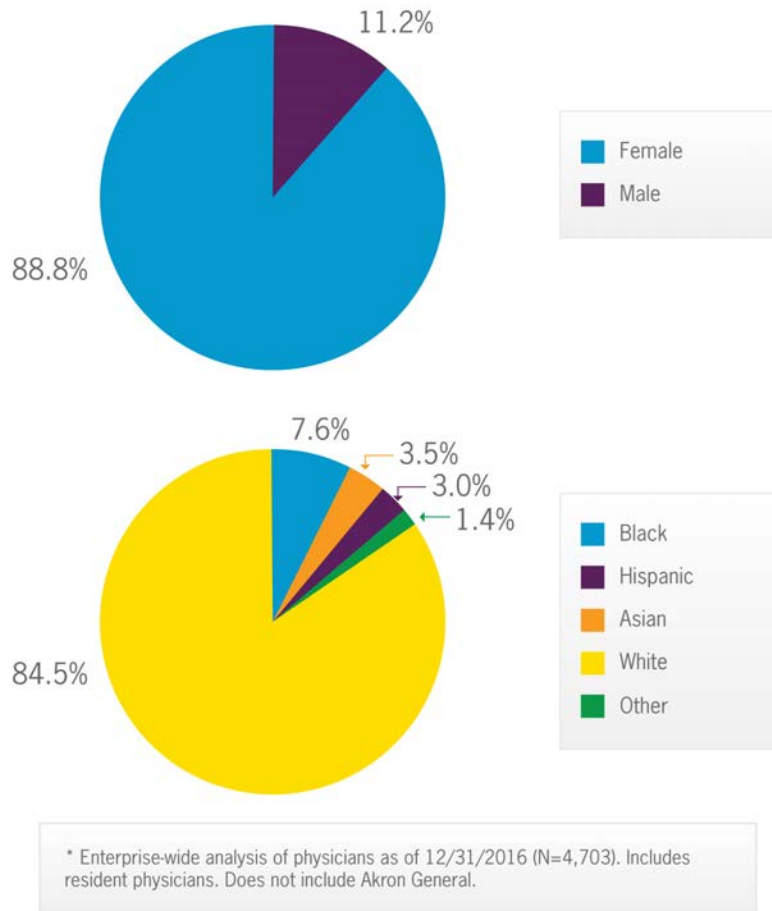
* Enterprise-wide analysis of physicians as of 12/31/2016 (N=4,703). Includes resident physicians. Does not include Akron General.

Cleveland Clinic Management, Levels 1-4, 2016*



* Enterprise-wide analysis of management as of 12/31/2016 (N=2,817). Management defined as all employees with direct reports; Employees in EEO-1 Categories Exec/Sr Level Off and Mgrs; Mid-level Officer and Manager; Employees with the title of Manager or Director and titles such as Program/Project Manager. Does not include Akron General.

Cleveland Clinic Nurse Demographics, 2016*



Pipeline Talent Development

Increasing the enrollment of underrepresented minority (URM) students in health professions is becoming a more important and urgent issue. Cleveland Clinic takes an innovative approach to foster the continuing education and development of URM talent into healthcare. We offer various programs for high school and college students to provide them with career information, coaching/mentoring, team-based experiential learning, problem-solving expertise, and enhance professionalism. In 2016, 74 students participated in our pipeline programs, with 100% being URM.

Mentorship

Cleveland Clinic is committed to increasing diverse talent in management and executive roles. In 2016, we expanded mentorship programs that serve this purpose; several initiatives are highlighted below:

- African American Employee Resource Group (AAERG) Frontline Development Program – AAERG addressed a system-wide education gap through a group-led professional development workshop series for front-line caregivers. AAERG’s workshops increase visibility and access to senior leaders and create a pipeline of talent from within the organization for future leadership roles. In 2016, AAERG collaborated with SALUD (Hispanic ERG) to expand the reach of the series, resulting in an increased participation of 225%. To date, 161 caregivers have participated in the workshops, with 40% being promoted and 6% making lateral moves.

- Mentoring Circles – A collaborative effort of the Global Leadership and Learning Institute and the Office of Diversity and Inclusion, brings together a diverse group of employees, identified by their managers as capable future leaders, for informal talks with senior leaders to support participants' growth. In 2016, 20 caregivers participated in the re-launch of this program, with 60% of participants being minorities.
-

Cultural Competency Education and Training

Enterprise-wide cultural competency skill development is fundamental in achieving the best patient and caregiver experience to an increasingly diverse population. We build skills, increase awareness and knowledge by providing online trainings, seminars, coaching and consultation services to caregivers and departments to further enhance cultural competency and the patient/caregiver experience.

Online Training

A Diversity and Inclusion module created for caregivers provides an overview of diversity, inclusion, and cultural competence across the Cleveland Clinic enterprise including Ohio, Florida, and Nevada locations. All new hires and existing caregivers are required to complete it annually. An organizational barrier was removed by integrating the module into annual compliance course offerings completed by our entire workforce. In 2016, the module was completed by 87% of caregivers and included topics such as Unconscious Bias and Health Equity.

Instructor-led Trainings

Available throughout the year with both scheduled and customized offerings available. Trainings may be customized for a department by need or request to increase cultural competence for patient care and/or improve caregiver interaction and management skills. Some of the trainings include: New Leader Orientation, Foundation for Diversity & Inclusion, Bringing Your Whole Self to Work, Cultural Differences at End of Life, Healthcare Equality Index LGBT on line trainings, and Disability Etiquette. In 2016, we provided 40 trainings to 670 participants and surpassed our knowledge gain goal of 10%, with a 19% increase.

Language Enrichment Programs

Offered in-person and online, they enhance communication skills of caregivers to improve patient experience. Courses include: Spanish for Healthcare Professionals, Basic Arabic, Accent Modification, and English as a Second Language. In 2016, participants showed a 34% increase in knowledge/language skills.

Health Equity and Community Engagement

We partner with key internal and community stakeholders to make advancements in research, patient access, and patient education in order to contribute to the reduction in health disparities. This is achieved through improved or enhanced access, patient outcomes, patient satisfaction, community health outreach, education and research.

Employee Resource Groups and Diversity Councils

Cleveland Clinic has 11 affinity-based Employee Resource Groups (ERGs) that span the enterprise and 19 location-specific Diversity Councils (DCs). Through our ERGs and DCs, we offer strategic programming to address the healthcare and wellness needs of our diverse patient population and provide caregivers with the opportunity to

increase their cultural competence. The work particularly raises awareness of health disparities and inequitable care that may exist in the organization and across the communities we serve.

In 2016, the Association of ERGs and Councils recognized the African American Employee Resource (AAERG) Group, ClinicPride, our Lesbian, Gay, Bisexual, Transgender, Allies – LGBTA ERG, and SALUD, our Hispanic/Latino ERG, for their contributions and achievements in leading organizational diversity processes and demonstrating results in the workforce, workplace, and marketplace. They are ranked among the top 25 ERGs in the nation at #1, #12 and #22, respectively.



ERGs and DCs serve as ambassadors of diversity and inclusion strategies to support recruitment efforts, provide personal and professional development, increase engagement, and promote health equity throughout our system. Some highlights for 2016 include:

- SALUD developed the 1st fully bilingual health and wellness youth outreach program in Northeast Ohio, ACTiVOS, which means “being active” in Spanish. ACTiVOS incentivizes youth to become physically active and engage them to adopt healthy eating behaviors by incorporating fun, educational dialogues, and fitness activities. The program focuses on reducing the risks of asthma, diabetes, obesity, and malnutrition in the growing Hispanic youth population in our area. In 2016, participants improved their perception of personal health by 80%, healthy eating knowledge gained was 108%, and increased physical activity by 202%.
- The Greater University Circle Employee Resource Group (GUC-ERG) is comprised of Cleveland Clinic caregivers who reside in one of the eight Greater University Circle neighborhoods. GUC-ERG members serve as ambassadors to other GUC caregivers, potential caregivers, and all members of these communities. Through peer-to-peer activities and initiatives, GUC-ERG emphasizes the overall goals of Cleveland Clinic’s strategic plan while helping to build strategies for recruitment, retention, and caregiver engagement. The group also connects to the overarching goals of the Greater University Circle Initiative to Live Local, Buy Local, Hire Local & Connect. The GUC-ERG will leverage The Power of Every One to impact one person, one family, one neighborhood at a time.

By embracing and understanding the diversity EVERY ONE brings, Cleveland Clinic has created an inclusive culture that promotes innovation, growth, and new ideas. The [EVERY ONE video](#) showcases our progress in building a diverse and inclusive environment. It features captivating stories of our caregivers – who they are, where they come from, and why they are at Cleveland Clinic.

Workplace Wellness

As one of the world's most respected academic medical centers, we see firsthand the consequences of certain preventable conditions and their effects on the healthcare system. Cleveland Clinic's Wellness Institute is dedicated to helping our patients, our community members, and our employees achieve optimal well-being and a high quality of life. We do this by combining world-class medical care and quality wellness programs to change unhealthy behaviors and to make healthy life choices.

In support of our caregivers, we offer:

Healthy Choice

The Healthy Choice program is a way for Cleveland Clinic caregivers who are members of our Health Plan to take charge of their well-being. Caregivers and their spouses who participate can improve their health and get up to 30% off their premiums by meeting personalized annual medical, nutrition or fitness goals. Each year, more members are getting healthier and achieving larger discounts. In 2016, program participation increased to 55%.

Fitness

Free use of on-site fitness centers, free memberships at Curves and discounts at area fitness clubs. Free group exercise classes offer a wide variety of classes for all levels ranging from high-intensity to low-impact, yoga or aquatics. Get energized, stay motivated and achieve your fitness goals with our Group Exercise Program.

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.

Gentle Yoga

Cleveland Clinic Yoga is unique because it is a stress management tool that can be used as a part of your overall wellness program, it is "user-friendly" and offered in an environment that emphasizes comfort, safety and respect for all who attend, the traditional postures of yoga have been broken down to their simplest form so they can be done by anyone. We offer 25 yoga classes throughout the Cleveland Clinic Health System.

Wellness Champions

The Wellness Champion Program acts as an extension of our Employee Wellness team and is a collaborative effort of caregivers across the Cleveland Clinic network who lead by example through their enthusiastic commitment to wellness. Wellness Champions help to support the efforts of Employee Wellness by providing resources, information and healthy opportunities to their fellow caregivers.

Wellness Champions help to carry out wellness initiatives by overseeing and developing programs within their work sites. They serve as a contact person for their area facilitating events with the assistance of other Wellness Champions and Employee Wellness. Wellness Champions also act as a driver for building a culture of health and encouraging participation in wellness programs.

Assistance Counselors

We offer our caregivers free and confidential access to short-term assistance counselors, confidential assistance programs like CONCERN, and referrals for longer-term treatment.

Healthy U

Healthy U was designed by Dr. Roizen, Chief Wellness Officer at Cleveland Clinic, and provides access to online programs with healthy food guidelines, sleep hygiene and stress management.

Tobacco Cessation Program

Cleveland Clinic was one of the first healthcare organizations to ban smoking on our 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 caregivers 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 caregivers are encouraged to attend the Wellness Connection, a monthly half hour presentation by various wellness professionals. We also offer FitTalk which is a monthly fitness-related presentation given by a Cleveland Clinic Fitness specialist.

Center for Integrative Medicine

Cleveland Clinic's Center for Integrative Medicine offers caregiver 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

In support of our caregivers, we offer:

Development Opportunities

To help achieve our shared goals, we offer many development opportunities for caregivers to self-select to further their careers, including:

- Development course tracks for each level of leadership through the Global Leadership and Learning Institute
- Global Leadership and Learning Institute 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
- Accelerated development programs for high potential caregivers
- An Emerging Leader program for aspiring leaders
- Technical training in all clinical and technical fields

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.

Tuition Reimbursement

We offer tuition to all caregivers who have been employed for a year or more toward the completion of graduate and undergraduate degrees. Tuition is reimbursed at the end of the semester after each student satisfactorily completes the approved coursework. Investing in our caregivers futures enables us to continue to provide the best care for our patients.

In 2016, over 4,243 caregivers participated and over \$10.4 million was reimbursed

Total Rewards

As Cleveland Clinic has grown, two central values have anchored us: our commitment to delivering world class care and treating our caregivers the same way. This means attending to physical, emotional, spiritual, vocational and financial needs. Our benefits include multiple health and dental plan choices, vision and prescription drug coverage, life and disability insurance, flex spending, partner benefits and more. In addition, we provide savings, investment and pension plans, wellness programs, paid time off, career development, and performance reviews. The total additional value of Cleveland Clinic benefits typically adds up to almost 30% of an employee's base pay.

Performance Management

We strive to provide all of our caregivers with annual or biannual 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.

[“We are striving to exceed the expectations of our hiring leaders and create the most positive candidate experience possible through innovative applications of technology.”](#)

—Chris Reardon, Executive Director, Talent Acquisition

cTEKI

Our center for Technology-Enhanced Knowledge and Instruction provides all employees with access to classes on a variety of topics, from compliance and patient safety to specific topic for physicians, nurses and other professional groups.

Project SEARCH

We partner with Project SEARCH to provide on-site internship experiences to young adults with disabilities. This program helps them acquire skills that can lead to competitive employment.

Community

Cleveland Clinic is committed to helping our communities thrive. As a nonprofit multi-specialty academic medical center with a proud history of serving our neighborhoods, we continue to prioritize the health and well-being of our residents through a comprehensive set of benefits. Cleveland Clinic provides Community Benefit through clinical services, medical research and education.

Community Impact

Patient care comes first at Cleveland Clinic, but care doesn't stop at our doors. Cleveland Clinic hospitals are active members of their communities. They offer outreach programs and special initiatives that complement our medical services and impact local residents' lives.

Government & Community Relations

In Government & Community Relations we believe the health of our community is not determined solely on physical well-being, but on all the factors that go into the experience of living, working, and thriving in Northeast Ohio. Our work centers around the Let's Move It[®] initiative – our strategy for improving the overall well-being of the residents in the communities we serve by positively “moving the dial” in four areas:

- Advocacy & Policy
 - Healthy Lifestyles
 - Education
 - Economic Vitality
-

Our Stories

Through Let's Move It[®] Government & Community Relations is connecting residents with the resources, programs and organizations that will empower them to transform their lives and communities through academic achievement, career preparedness, partnership opportunities, collaboration, advocacy, wellness and preventive healthcare.

Learn more about the ways Government & Community Relations' programs and initiatives are impacting lives in Northeast Ohio.

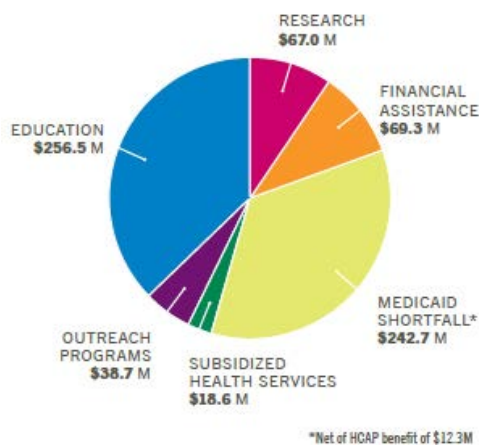
Community Impact

Cleveland Clinic is a nonprofit, multispecialty academic medical center with a proud history of serving the needs of the residents of our communities. Cleveland Clinic serves the community by engaging in a broad range of medical research, education, training programs, and supporting community health initiatives.

Community Benefit

2015 **COMMUNITY BENEFIT**
\$692.8 Million

In 2015, our community benefit contribution totaled \$692.8 million. At the time of publication, 2016's benefit contribution was unavailable.



Community Health Needs Assessments

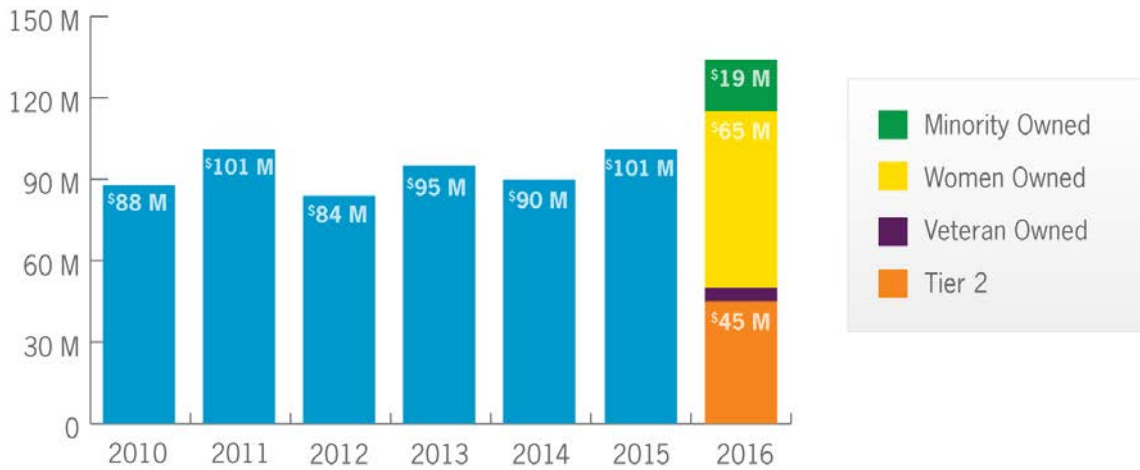
Cleveland Clinic strives to provide compassionate, high-quality healthcare and support efforts to improve the health of our communities. We have conducted comprehensive community health needs assessments to understand and plan for the current and future health needs of the communities each of the Cleveland 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.

Economic Impact

Cleveland Clinic is an economic driving force in Northeast Ohio, contributing substantially to growth in the region's innovation and employee base in our community. We are proud to be a part of the region's prominence as a national center of biomedical technology, research and quality patient care. Cleveland Clinic is the largest employer in Northeast Ohio and the second largest employer in the state. We continue to invest in our communities by building, hiring and expanding our services.

Local and Diverse Spend

Diverse Vendor Spend



* Tier 2 is spend by which a contracted majority supplier subcontracts to a qualified diverse business for goods or services that directly or indirectly support the fulfillment of a Cleveland Clinic contract.

Cleveland Clinic has a long-standing commitment to serving local needs by attracting, supporting and partnering with diverse business enterprises. Our Supplier Diversity strategy supports our commitment to care for the communities we serve. It allows us to leverage our purchasing to drive economic inclusion for qualified diverse suppliers. We strive to increase participation in Cleveland Clinic's procurement opportunities for businesses that are 51% owned and operated by minorities, women, veterans, service-disabled veterans, LGBTQ, or are HUB-Zone certified.

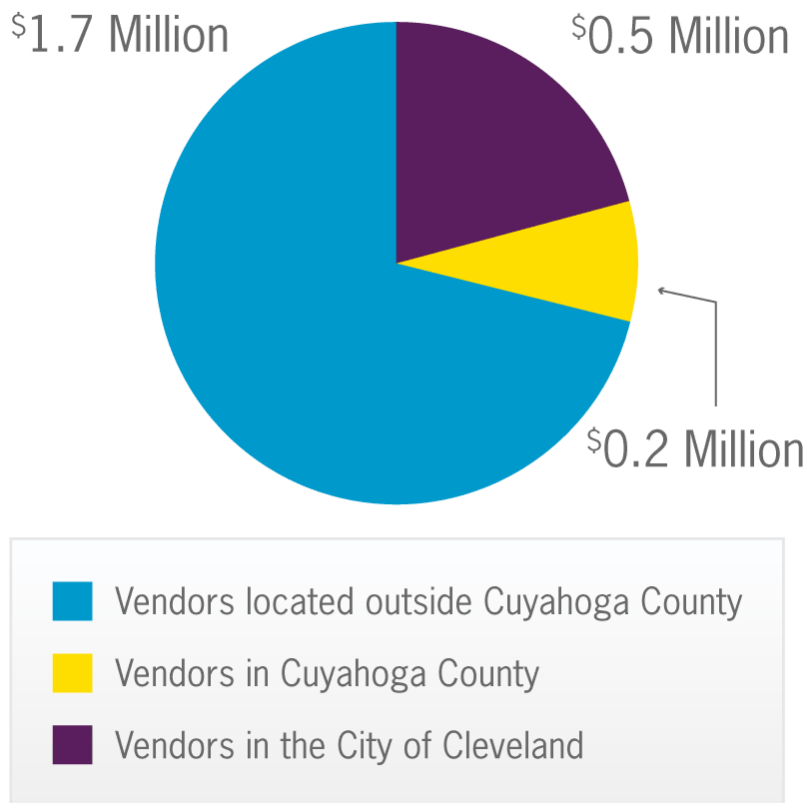
Cleveland Clinic's desire to attract more diverse suppliers follows a three-pronged approach:

- Increase the vendor pool to connect qualified woman-owned, minority-owned, and veteran-owned companies to current bidding opportunities. External matchmaker events, ongoing collaboration with community partners, and targeted meet-and-greet events hosted by Cleveland Clinic all support this effort.
- Promote the growth of business opportunity to current diverse Cleveland Clinic vendors.
- Promote inclusive sub-contracting on Cleveland Clinic construction projects through the use of Community Benefits Agreements and our construction Mentor/Protégé Programs.

In 2013, we endorsed key sections of the historic Community Benefits Agreement (CBA) Memorandum of Understanding (MOU) promoting inclusion and driving investment in Cleveland. In 2016, we completed 5 CBAs that created direct benefits for local residents and businesses. We continue efforts to build a strong diverse supplier pipeline in construction through set-aside bidding and Job Order Contracting.

Since 2010, we've spent over \$668 million with certified diverse suppliers, \$131 million in 2016 alone.

Local Procurement



Mobile Food Pantry

Stephanie Tubbs Jones Health Center (STJHC) sponsors a Mobile Food Pantry in East Cleveland on the 4th Saturday of each month in collaboration with the Greater Cleveland Food Bank. The Mobile Food Pantry operates like a Farmers Market, but the food is given away to community members for free.

The East Cleveland community is a “food desert,” lacking easily accessible grocery stores that provide fresh produce. This disparity impacts the community through high rates of obesity, diabetes and hypertension. The Mobile Food Pantry provides healthy meal options for families, promotes healthy eating and improves health outcomes. In 2016, we maintained the Mobile Food Pantry year round, moving the pantry inside during the cold months when there is even less availability of fresh produce in the community. We have also teamed up with Coit Road Farmers Market to provide free cooking and exercise classes during each Mobile Food Pantry. The cooking class utilizes produce from the Pantry to teach families how to cook it in healthy ways and the exercise class incorporates normal household items into a routine that can be done at home without any special equipment.

“Research has shown that adding just two servings of fruits and vegetables a day to your diet can help to combat most chronic illnesses, which makes access to food is not just a social concern, but also a medical one,” said Alicia Richardson, former STJHC Patient Navigator dedicated to the Mobile Pantry and its purpose. “Most importantly,



when someone is hungry, accessing food becomes their primary concern, and their healthcare is put on the back burner.”

Each month, the Greater Cleveland Food Bank provides STJHC with 10,000 to 12,000 pounds of fresh produce to feed 100-150 families. In 2016, STJHC’s Mobile Food Pantry served 1,375 families and 3,310 individuals. The pantry is staffed by over 300 volunteers from across the Cleveland Clinic enterprise and surrounding community. The Mobile Food Pantry hopes to expand the model to other Cleveland Clinic Family Health Centers.

Advocacy & Policy

Government & Community Relations advocacy activities at the local, state and federal levels are primarily focused in the areas of healthcare delivery system reforms. Specifically, we are interested in issues related to access to healthcare, patient outcomes, quality of care, wellness, health information technology adoption, physician education and provider reimbursements. These activities can take many forms including support of legislation, providing comment on proposed regulations, participating in ad hoc committees, and offering testimony in state and federal legislative committee hearings. Cleveland Clinic participates in coalitions with peer institutions to maximize the impact of our efforts.

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 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.

Cleveland Clinic receives support from the federal and state government in the form of competitive research grants, education assistance, loans and contracts. This financial assistance goes towards furthering our three-pronged effort to care for the sick, educate caregivers, and perform leading edge research on diseases and conditions. In 2016, Cleveland Clinic received \$132,165,700 from federal and state grants, awards, and sub-awards.

Local

Government Relations works with mayors, councils, law enforcement, and other local officials to respond to important issues that affect the lives of the people in the communities where Cleveland Clinic patients live and work.

State

Government Relations interacts with the Ohio General Assembly, the Ohio Department of Medicaid, the Ohio Department of Health, the Governor's Office of Health Transformation, the Ohio Attorney General's Office, and State Licensing Boards to help shape key policies and legislation that impact hospitals, patients, and community members across the state.

Federal

Our team interacts with federal legislators, including members of the Ohio Congressional Delegation, the Department of Health and Human Services (HHS), particularly the Centers for Medicare and Medicaid Services (CMS), the Agency for Healthcare Research and Quality (AHRQ) and the National Institutes of Health.

We also work with the [Department of Defense](#), the [National Quality Forum](#) (NQF), and the [Department of Veteran Affairs](#) to help shape federal policies and laws to positively influence the health of our nation's heroes and all Americans.

Advocacy and Policy Stories

In June, 2016, our team welcomed former Vice President Joe Biden to the Langston Hughes Community Health & Education Center for an invitation-only event to meet and speak with members of the Fairfax neighborhood about the Cancer Moonshot initiative.

We also invited former Surgeon General, Vivek Murthy, MD, MPH, to Cleveland Clinic main campus to present Grand Rounds and convene a round table discussion on the opioid crisis as part of the Turn the Tide Rx campaign.

Healthy Lifestyles

Government & Community Relations offers many programs for the communities in which we live, work and impact that give residents the opportunity to create healthier versions of themselves. They include:

Block Watch for Wellness

This six-week, community-based program is designed to help people manage their own chronic medical conditions, such as hypertension (high blood pressure.) Block Watch groups meet once a week for two hours. Groups are led by Cleveland Clinic trained Community Coaches, who, with support from Cleveland Clinic staff, use educational videos and materials to help their group members learn techniques and gain knowledge that will keep them well.

Coffee with the Cops

This initiative brings police officers and the residents they serve together over coffee to discuss issues, share concerns and craft solutions in a casual setting. Community Policing is, in its simplest terms, police departments and neighborhoods establishing a partnership through open lines of communication and cooperation. This partnership serves to support dialog, identify opportunities and develop strategies which will enhance the health and quality of life for residents.

Come Cook with Us!

An interactive cooking program that encourages healthy eating. Participants can sample featured recipes and ask questions about how to prepare nutritious food.

Come Learn with Us!

A wide variety of topics are available for health talks in the community.

Diabetes 101

This program focuses on the prevention, management and treatment of diabetes for yourself or for a loved one. Signs and symptoms are reviewed and emphasis is placed on eating healthy and remaining active to assist in the daily management of the chronic disease.

Fitness Classes

Our interactive fitness classes get people active and moving. No matter where you are on your fitness journey, we have classes to help you reach your goals so you can live a happier, healthier life. Classes are open to people of all ages and abilities.

Healthy Communities Initiative

This initiative fosters collaboration between Cleveland Clinic and community partners to promote optimal health and wellness. Based on the community health needs assessment and utilizing combined resources within our local communities, Healthy Communities Initiative programs will be customized around three core areas: education, nutrition and physical activity.

Healthy Strides... Come Walk with Us!

This program combines casual, 1-3 mile walks with brief, informative talks led by Cleveland Clinic caregivers and community partners. Topics change based on the leader's area of expertise and suggestions from participants. All members of the community are welcome.

Healthy Strides for Kids

This program combines a casual 1-3 mile walk, preceded by a brief, informative talk by Cleveland Clinic physicians and caregivers. Some of the topics addressed will include better nutrition, increased exercise and respecting your body. Open to all children ages 9-14 and their parents.

Healthy You, Healthy Families

The Healthy You, Healthy Families program connects new and expectant moms and dads to community resources, support and knowledge that will help their babies thrive during their first year and beyond. Created in response to the high rate of infant mortality in Ohio, the program is made up of support groups, hospital tours and community baby showers that educate family members and other caregivers about the basics of safe baby care.

Heart & Vascular Institute Educational Series

Cleveland Clinic's [Heart & Vascular Institute](#) hosts a free monthly educational program at the Langston Hughes Community Health & Education Center that addresses heart disease risk factors, prevention strategies, and more! Come learn how you can maintain a healthy heart. Cleveland Clinic's Heart & Vascular Institute hosts a free monthly educational program at the Langston Hughes Community Health & Education Center that addresses heart disease risk factors, prevention strategies, and more! Come learn how you can maintain a healthy heart.

Heroin, Fentanyl and Carfentanyl: The Triple Threat on Our Doorstep

“Heroin, Fentanyl and Carfentanyl: The Triple Threat on Our Doorstep” is a series of panel discussions that bring residents, community partners and local experts together to engage in open conversation about the opioid epidemic. These events empower community members by connecting them to the resources and information they need to combat the opioid crisis.

Hypertension 101

This program focuses on the prevention, management and treatment of hypertension for yourself or a loved one. Signs and symptoms are reviewed with more emphasis being placed on eating healthy and remaining active to assist in the daily management of the chronic disease.

Let's Talk About Stroke

The Let's Talk About Stroke program is a collaborative effort provided by Cleveland Clinic's Langston Hughes Community Health & Education Center and the [Cerebrovascular Center](#). These interactive sessions focus on raising awareness, recognizing symptoms, and risk reduction and prevention through healthy lifestyle changes.

Mammography Clinic at the Langston Hughes Community Health & Education Center

The Mammography Clinic provides breast exams, women's health education and more. Breast exams and mammogram screenings are usually covered under most insurance plans. Cleveland Clinic offers financial aid for the uninsured and underinsured. Financial responsibility is determined by completing the financial assistance application.

The Mammography Clinic is offered through a collaborative partnership between Cleveland Clinic's Langston Hughes Health and Education Center and [Taussig Cancer Institute](#).

Self-Defense

This program teaches men and women of all ages the fundamentals of Street-wise Self-Defense and Rape Aggression Defense (RAD) techniques. Participants will learn basic strikes, kicks, blocks and what to do if an attacker grabs, chokes or holds them.

Stroke 101

This program teaches participants how to manage their risk factors, recognize the signs and symptoms of a stroke, and achieve better outcomes by acting quickly if they or someone they know is having a stroke.

Tobacco Cessation

These free classes will provide you with the tools you'll need to cope with the social, mental, emotional and physical challenges you may face on the journey to becoming a nonsmoker.

Women's Health Clinic at the Langston Hughes Community Health & Education Center

A warm, welcoming environment for all. Free, comprehensive, confidential care, including: routine women's health exams, preventative screenings, contraception and more!

You Change You

This free, interactive, six-week program is about taking control of your entire life! This includes your mind, your body and your spirit. Cleveland Clinic's goal is to provide you with the tools, information and courage to achieve what is important to you.

Each week will center around a core topic such as personal behavior, stress or nutrition. Participants will be introduced to various exercises and relaxation techniques, and are asked to set weekly personal goals.

Education

Government & Community Relations offers resources and programs that support success in the classroom and beyond; empowering our youth to become Northeast Ohio's next generation of leaders.

Adventures in Health Science and MedicineSM (AHSMSM)

Adventures in Health Science and MedicineSM is a series of courses delivered through videoconference technology designed to promote career exploration in health science and the study of medicine for students in middle school . Offered through hour-long, real-time presentations, each course includes a lecture, case-study investigation, hands-on activities, and collaborative discussion facilitated by a Cleveland Clinic caregiver.

During the 2016 – 2017 school year, over 200 middle school students from across Ohio experienced Adventures in Health Science and MedicineSM. Classroom participation increased 10% from last year, with 4 new schools embracing this Connected Learning program that brings Cleveland Clinic caregivers and resources into their classrooms.

Find out which local middle school won the AHSMSM Innovation Challenge.

Cleveland Clinic Lerner College of Medicine

Established as a partnership between Cleveland Clinic and Case Western Reserve University, Cleveland Clinic Lerner College of Medicine is a unique medical school program that sets standards for the training of physician investigators through innovative approaches to the integration of basic science, research and clinical medicine.

Dangerous Decibels[®]

A free, school-based program designed to teach 4th through 5th graders the concepts of noise-induced hearing loss prevention. Through a fun, interactive, 50-minute presentation, students explore the science of sound, the way it travels, and how they can protect their hearing for years to come!

The program is delivered by Cleveland Clinic audiologists and audiology doctoral students who have completed Dangerous Decibels[®]-educator training.

Diabetes 101

A middle and high school program that focuses on the signs and symptoms of diabetes. This program addresses prevention, management and treatment of diabetes as well as awareness and compassion for those around you dealing with diabetes.

eXpressions™

Since 2005, eXpressions™ has engaged more than 10,000 high school students — from across Ohio and around the world — in the creative exploration of science and medicine. Through project-based, peer-to-peer learning, participants interpret research studies conducted by Cleveland Clinic summer interns.

An esteemed panel of content experts evaluated this year's 1,500 submissions. Exceptional entries were awarded one of five levels of recognition: Best in Show, Blue Ribbon, Red Ribbon, White Ribbon, or Honorable Mention.

eXpressions™ is more than a competition, however. Tied to state and national academic standards, this innovative line of programs gives participants a deeper, real-world understanding of science, art, language, and math while promoting creativity, innovation, communication, and teamwork.

From Jump Ropes to Microscopes

Designed by 2009 Creative Learning Intern Elizabeth O'Neill and based on the children's book of the same name written by 2008/2009 Creative Learning Intern Leah Backo, From Jump Ropes to Microscopes gives elementary school students in the opportunity to learn about healthcare careers they may never have even known existed.

HealthCARE™ (Cultivating Acceptance and Respect through Education)

HealthCARE™ is designed to promote inclusion and self-esteem among children ages 5 through 10 . Developed by the Civic Education Department and the Cleveland Clinic Theatre Company, the program provides free educational resources, including award-winning videos and accompanying curricula that meet state and national academic standards in a variety of subjects. Also, HealthCARE™ offers disease-specific lessons so teachers can address inclusion and self-esteem as they relate to specific medical conditions.

Hypertension 101

A middle and high school program that focuses on the signs and symptoms of high blood pressure. This program addresses prevention, management and treatment of high blood pressure while focusing on eating healthy and exercising.

Power Washers™

Created by 2008 Creative Learning intern Gabriel Firestone, Power Washers™ teaches elementary school students the importance, technique, and science of proper hand washing through music, humor, and games. Join hygiene superheroes Water Woman, Super Soap, and Touchy Towel as they take on a band of evil germs in their Webby Award-winning music video debut, or become a Power Washer™ yourself by beating the bad guys in the Power Washers™ Hand Washing game.

This year Power Washers™ helped teachers at Andrew J. Rickoff School in Cleveland teach their students about proper hand hygiene.

Stroke 101

Stroke 101 is a school based program for middle school students. This program educates and empowers middle-schoolers to recognize the signs of a stroke and encourage the rapid care of the individual to achieve better outcomes. This program is taught in the school setting and utilizes a pre- and post-knowledge tests.

The Stroke 101 program proved to be a lifesaver for a Medina Hospital patient.

Teen Cancer Program

This **high school** education program focused on cancer prevention and the importance of self-exams. Students in the program study breast, testicular, skin, and lung cancers.

Worldwide Classroom®

The Worldwide Classroom® program includes free, interactive, real-time courses delivered through videoconference or live stream technology that address a wide range of important health topics and healthcare.

careers for regional and national middle and high school-aged students . Educators can register their students to participate in one or all of the courses offered through the program's two unique learning series – Hot Topics and Meet the Caregivers.

- Hot Topics courses explore an array of important health topics, with one health topic being spotlighted each month.
- Meet the Caregivers courses showcase the work of Cleveland Clinic caregivers whose careers relate to the health topics being spotlighted each month in the Hot Topics courses.

During the 2016 – 2017 school year, more than 3,300 students from Ohio and beyond participated in Worldwide Classroom®. Eighteen Cleveland Clinic caregivers from across the enterprise volunteered their and expertise to educate students on important health topics and careers covered through the program.

Through the Worldwide Classroom® program, Cleveland Clinic caregiver and Rio Olympics competitor, Houry Gebeshian, taught 250 students from 11 schools what it's like to be a physician assistant.

Economic Vitality

A look at how Government & Community Relations is impacting the local economy through education, collaboration and job preparation.

Building the Pipeline

Cleveland Clinic, in conjunction with local partners, is active in promoting development and exposure to careers in facilities management to local young adults. We host students from the Cleveland Municipal School District (CMSD) annually and provide them with the opportunity to engage with our caregivers to understand how skilled trades support healthcare facilities. Our grant-sponsored general maintenance technician internship program exposes students to curriculum and work experience that helps prepare them for post-secondary schooling and future employment in the healthcare sector.



At the contractor partner level, our Mentor Protégé program has been in place for nearly three years. This program pairs diverse construction management and architectural firms with respective leaders in the industry. At Cleveland Clinic, the mentors include mentees in every phase of the process and use key performance indicators to gauge success and opportunities. There is a high level of engagement, learning and successful award of work that takes place.

In 2017, Cleveland Clinic entered into a partnership with the Northern Ohio Society for Healthcare Engineering (NOSHE) for the facilities engineering internship program. An innovative partnership between CC and NOSHE, providing qualified candidates enrolled in an Engineering program an opportunity to participate in a paid work force development training. The participants are assigned to a Cleveland Clinic Mentor. During their experience they will gain hands-on experience into facility management, project planning, design and construction management, regulatory compliance, safety management, energy management, and process improvement.

Clinic-Based Programs (Internships)

The Clinic-Based Programs give Northeast Ohio middle and high school students the opportunity to learn and work alongside world-renowned caregivers at Cleveland Clinic's Main Campus, Regional Hospitals, and Family Health Centers.

Through their experiences in the Clinic-Based Programs, students gain exposure to healthcare fields and careers, cultivate their 21st century skill set through hands-on learning opportunities, and find practical, real-world applications for their academic knowledge.

These programs promote learning in health and wellness, the arts, innovation, financial literacy, and more. Each program is formulated to inspire students to embrace a variety of disciplines as keys to success, and to foster skills that will help them become life-long learners.

- [Healthcare+ Pathways® Internship Program](#) (8th grade students)
 - [NEOREMA™ Internship Program](#) (9th grade students)
 - [Louis Stokes Workforce Readiness Internship Program](#) (9th grade students)
 - [Health Horizons Internship Program](#) (10th and 11th grade students)
 - Science Internship Program: [Applied Medicine](#), [Creative Learning](#), [Laboratory Medicine](#), [Nursing Care](#), [Pharmacy](#), [Public Health](#), [Radiology](#), [Respiratory Care](#) and [Translational Medicine](#). (10th and 11th grade students)
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Community Partnerships

Cleveland Clinic's community partnerships are administered by the Community Relations department and number well over 200. Community Relations' mission is to connect with our communities and residents through a variety of neighborhood-based partners and social organizations, schools, houses of worship and other sites, engage in discussions about health needs, and create action plans to connect young and old alike with the medical, social and economic resources which will empower them to transform their own health and wellbeing as well as that of their communities.

Community Service Opportunities

We offer community service opportunities to all Cleveland Clinic caregivers that give us the chance to give back to the communities we serve.

- [Cleveland Clinic's Harvest for Hunger Campaign](#)
 - [Habitat for Humanity Volunteer Event and Rebuilding Together Volunteer Days](#)
 - [Greater Cleveland Food Bank Day of Service](#)
 - [Little Free Libraries](#)
-

Farmers Market

The [Office for a Healthy Environment](#), [Government & Community Relations](#), and the [Wellness Institute](#) support Cleveland Clinic's Community Farmers Market Program, which serves our communities with local produce. Farmers markets address the need for healthy and fresh produce in underserved communities with limited access or transportation to these local resources. Cleveland Clinic Farmers Markets offer incentive benefits to WIC (Women, Infants, and Children) moms, SNAP (Supplemental Nutrition Assistance Program) recipients and seniors along public transportation routes. Each year the market audience grows and

increases the value it brings to our local communities.

Our 2016 Farmers Market season ran from June to October on Cleveland Clinic's main campus and at our Beachwood, Independence and Strongsville Family Health Centers. 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 our community members' plates.



At the market, our health education team discusses the importance of including fresh food as part of a healthy diet with young visitors and senior citizens alike. During the summer of 2016, McGregor Home at Langston Hughes brought 36 seniors to the market. Additionally, the Boys and Girls Club brought 94 students to the farmers market. The students are often provided with five dollars to purchase food items that are then prepared at their community resource centers. In addition to the market tour, shopping and education session, Cleveland Clinic police officers provided summer safety tips and a positive, friendly experience with law enforcement.

Greater University Circle Initiative (GUCI)

This collaboration addresses the specific challenges of some of Cleveland's most disinvested neighborhoods – Hough, Glenville, Fairfax, Central, Buckeye-Shaker, Little Italy and East Cleveland. In 2005, the Cleveland Foundation convened the leaders of key anchor institutions – Cleveland Clinic, University Hospitals, and Case Western Reserve University – as well as the City of Cleveland and other partners to undertake the difficult task of creating “jobs, income and ownership opportunities” for all Greater University Circle residents. The leaders set four goals:

- Buy Local – increase the capacity and use of local businesses.
- Hire Local – link residents to jobs and income opportunities.
- Live Local – attract new residents and support existing residents in quality housing.
- Connect – connect people, neighborhoods and institutions in a vital network.

In many cities like Cleveland, anchor institutions have surpassed traditional manufacturing corporations to become their region's leading employers. Cleveland Clinic is currently Northeast Ohio's largest employer and Ohio's second largest employer and recognizes the important role it plays as an anchor institution in the local economy.

There have been some remarkable early successes, including:

- a leadership table that is the forum for collaboration for GUCI;
- an evolving local procurement program to funnel purchasing power to local businesses;
- the creation of the Evergreen Cooperatives (three employee-owned businesses that aim to create wealth in GUCI neighborhoods);
- workforce training programs;

- a Greater Circle Living employer-assisted housing program;
- a comprehensive community engagement strategy emphasizing the power of networks; and
- hundreds of millions of dollars in new real estate development that have boosted the area's commercial and residential base.

To learn more, please visit the [Economic Inclusion Program web page](#), or view the [Greater University Circle Case Study](#).

Junior Ambassador Program for Teens

The [Junior Ambassador Program for Teens](#) offers two opportunities to high school students who qualify: the Junior Ambassador Summer Program and the Junior Ambassador After School Program. Both take place at our main campus in Cleveland, Ohio.

Volunteer Services

Find out more information about [volunteering](#) at our Cleveland, Ohio campus and local Family Health Centers.

Our Stories

Learn more about the ways Government & Community Relations' programs and initiatives are impacting lives in Northeast Ohio.

Adventures in Health Science and MedicineSM (AHSMSM)

Cleveland Clinic's Civic Education Department wrapped up this year's Adventures in Health Science and MedicineSM (AHSMSM) connected learning program with the online Innovation Challenge. Putting their creativity to the test, the students participating in this year's AHSMSM program battled it out as two middle schools triumphed with the best innovation.

The Innovation Challenge encourages students to develop an innovative product in response to a real-life health issue affecting millions of adolescents each year. The students then present their innovations to their peers in an online webinar.

This year, AHSMSM Innovator teams from Warrensville Heights Middle School, General Johnnie Wilson Middle School, LaMuth Middle School, Strongsville Middle School and St. Mary School Chardon participated as both presenters and judges, using a rubric to score their peers' presentations on originality, innovative thinking, and feasibility.

The students voted for their favorite innovations using an online poll, and two winners emerged with the highest scores. Warrensville Heights Middle School and General Johnnie Wilson Middle School edged out the competition to win this year's AHSMSM Innovation Challenge.

The Adventures in Health Science and MedicineSM program is a series of Connected Learning experiences designed to promote learning about health science and medical professions for middle school students. The program will be offered again in spring, 2018.

The program will be offered again in spring, 2018.

Akron General Caregivers Bring "Little Free Libraries" to Six Local Schools

Cleveland Clinic Akron General caregivers recently installed "Little Free Libraries" at six Akron Public Elementary Schools: Crouse Elementary, Robinson Elementary, Forest Hill Elementary, Findley Elementary, Glover Elementary and Portage Path Elementary. These Little Free Libraries will give children access to books they can borrow, read and return.



Akron General caregivers built and painted all of the libraries and donated all of the books. Caregivers are also donating books to Family Promise of Summit County and the Battered Women's Shelter of Summit and Medina Counties.



Community Service at Greater Cleveland Food Bank

More than 50 Cleveland Clinic caregivers gathered at the Greater Cleveland Food Bank for the annual December Enterprise Service Day under the direction of the Community Relations Department. Food insecurity is a significant problem throughout Northeast Ohio and the Greater Cleveland Food Bank, with the help of caregivers from Cleveland Clinic, is working constantly to address this challenge.



Highlights included filling hundreds of backpacks with nutritious food items for children who receive meals at local schools but don't have that lifeline during the weekends, as well as cooking hot meals for distribution at area food pantries as well as to seniors and shut-ins throughout Cuyahoga and surrounding counties.

Cleveland Clinic's Harvest for Hunger Campaign

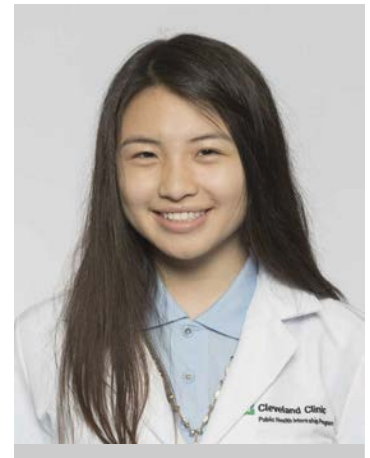
Through the generosity of caregivers throughout the Enterprise, Cleveland Clinic's 2016 Harvest for Hunger campaign raised \$29,536 and 3,033 pounds of food, providing nutritious meals for our neighbors in need throughout Northeast Ohio.

Clinic-Based Programs (Internships)

Cleveland Clinic's summer intern Isabel Wang was recently accepted into Stanford University's class of 2021. Isabel's research project, "Galvanizing 'Grieveland': Combating Cleveland's Violence Epidemic with Safety Awareness Education from a Public Health Perspective," focused on the impact that Cleveland Clinic's "Safe and Healthy Communities" programs have on youth in the underprivileged communities surrounding the hospital's main campus.

These outreach programs engage the public in a discussion about the way violence impacts the mental, physical and social/emotional health of all community members, and teach youth to view violence as a contagion which must be prevented before it occurs instead of subsequently correcting it.

According to Isabel, the Summer Internship Program, "...is a transformative experience. I loved every second of it, and I feel that it was the perfect summer experience for someone like me, on the verge of choosing a college and major. I went into it knowing that I loved working with people and helping others, but I came out of it with the knowledge of how to pursue my interests and continue to better the world. I now love the idea of working on public health outreach, and I know that I will use the skills that my mentors taught me of entrepreneurship, management and healthcare in my future career."



"I worked with a team that introduced me to amazing opportunities that I could not receive elsewhere. I met with Cleveland Clinic executives, sat in on City Council meetings, and worked on a public health outreach research project. I was able to take this passion for helping the community - influenced strongly by my mentors - and develop programs within my own school for tackling the achievement gap and generating discussions on societal issues."

For more information on the Clinic-Based Programs, please visit www.ccf.org/ClinicBasedPrograms.

Coffee with the Cops

Established by Cleveland Clinic's Protective Services Department and Government & Community Relations, and supported by various community partners, Coffee with the Cops brings police officers and the residents they serve together over coffee to discuss issues, share concerns and craft solutions in a casual setting. The program creates a partnership through open lines of communication and cooperation, which serves to support dialog, identify opportunities and develop strategies to enhance the health and quality of life for residents. The Safety Team is thrilled to report on the success of the Coffee with the Cops initiative.



Eighteen Coffee with the Cops events were held in 2016, reaching new cities and building new relationships with 15 community partners, including Cleveland Clinic's American Heart Association Authorized Training Center. The program was supported by 11 council members from the City of Cleveland, 8 local government agencies, and 4 of Cleveland Clinic's Regional Hospitals.

Over the course of the year, 901 community members participated in Coffee with the Cops. For 276 of those participants the program was their first introduction to Government & Community Relations' Community Outreach programming (specifically programming offered through the Langston Hughes Community Health & Education Center). Sixty-one officers (41 of which were new to the program,) participated from 15 different local police departments.

[Click here](#) for more information on the Coffee with the Cops program.

Former Surgeon General Vivek Murthy, MD, MPH, Visited Cleveland Clinic

On July 12, 2016, Vivek Murthy, MD, MPH, the 19th Surgeon General of the United States, visited Cleveland Clinic as part of the [Turn the Tide Rx campaign](#). While at the Clinic, Dr. Murthy presented Grand Rounds and convened a round table discussion on the opioid crisis. The stop in Cleveland was his 9th stop in a nationwide tour to address the crisis of prescription opioid addiction.



Government & Community Relations was honored to host the surgeon general and pleased that an issue of critical importance to Northeast Ohio received such attention. Opioid abuse continues to be a focus for the department, and our efforts align with the campaign Dr. Murthy discussed.

Turn the Tide Rx is a national campaign based on the concept of "prescribers talking to prescribers." It aims to educate prescribers about the opioid epidemic, and mobilize them to change the cultural perceptions of addiction, so that it is not seen as a moral failing, but as a chronic illness that must be treated with skill, urgency and compassion. While in Cleveland, Dr. Murthy discussed appropriate opioid prescribing practices, as well as use of naloxone as a rescue medication.

The Grand Rounds attracted more than 200 participants from not only Cleveland Clinic, but providers and agencies throughout Greater Cleveland. Dr. Adrienne Boissy, Cleveland Clinic Chief Patient Experience Officer, joined panelists from the Ohio State Medical Board and a Cleveland Clinic patient in recovery to discuss how providers can help to disrupt the crisis of prescription and street opioid addiction in Ohio and across the country.

Former Vice President Biden Visited Cleveland Clinic's Langston Hughes Community Health & Education Center

Former Vice President Joe Biden visited Cleveland Clinic Langston Hughes Community Health & Education Center on June 28, 2016 for an invitation-only event to meet and speak with members of the Fairfax neighborhood.



Working together with [Case Comprehensive Cancer Center \(CCCC\)](#) partners, Case Western Reserve University (CWRU) and University Hospitals (UH), the Clinic's months-long efforts to encourage the Obama administration to include prevention and community outreach as part of its [Cancer Moonshot](#) initiative culminated in two significant engagements with Vice President Joe Biden. First, in late June, Dr. Cosgrove participated in the national cancer moonshot summit hosted by Vice President Biden in Washington, DC, joining other clinical leaders and stakeholders committed to working towards a cure for cancer. And second, the next day Brian Bolwell, MD, Chairman of the [Taussig Cancer Institute](#), and the CCCC partners welcomed the vice president to the Cleveland Clinic Langston Hughes Community Health and Education Center where he gave his first speech of the moonshot initiative highlighting the importance of community outreach relative to cancer screening and prevention. Most importantly, the Cleveland event with Vice President Biden was a

recognition of the collaboration between the Clinic, CWRU, and UH in the name of cancer research and prevention.

The former vice president's visit was a particular honor for Cleveland Clinic and the Langston Hughes facility, as it recognizes the importance of prevention as well as early detection and intervention in successful cancer outcomes as championed by Cleveland Clinic. Langston Hughes provides wellness programming, as well as health screenings (including mammography) for residents in the Fairfax neighborhood. Being embedded within a traditionally underserved community helps break down access issues, and addresses the health needs of a population unduly burdened with health inequities.

Habitat for Humanity Volunteer Day

In July, 2016, Habitat for Humanity volunteers and more than 45 Cleveland Clinic caregivers painted, planted, cut, cleaned and mulched flowerbeds for residents on East 87th Street in Cleveland. Thanks to the great work of our caregivers and the Habitat staff, 15 homes received attention and were significantly improved.



Power Washers™

The influenza virus was striking schools across the country during flu season last year, forcing several to close their doors. Here in Northeast Ohio, teachers called on a band of hygiene superheroes to help keep their students healthy.

“Power Washers™ helped my students understand the importance of hand washing,” says Anita Giusto, a third grade teacher at Andrew J. Rickoff School in Cleveland “and they made the learning fun.”

Water Woman, Super Soap, and Touchy Towel – the hygiene superheroes known collectively as Power Washers™ – were developed for Cleveland Clinic’s Civic Education Department by 2008 Creative Learning Intern and Beachwood High School student Gabriel Firestone. The characters star in a series of online educational resources, including a Webby Award-winning music video in which the heroes battle the likes of Evil E. Coli, Mr. Mycosis, and Sally Salmonella, and a video game in which they help players virtually wash their hands.



“The children loved playing the Power Washers™ game,” says Giusto. “They especially loved moving the magnifying glass over the hands to see the germs and to hear the characters say, ‘EEEEWWWWWW!!!!’”

Giusto’s third graders applied what they learned from both the game and video and put their creativity to the test, developing acrostic poems about the Power Washers™ team. For Water Women, students came up with creative phrases such as We like to be clean; Eat hot dogs, but before you eat, wash your hands; and No more germs! The students produced some great poems, and according to Giusto, “They loved describing a character through the letters of his or her name.”

Karen Straub, art teacher at Gesu Catholic School in University Heights, also enlisted the help of the Power Washers™, calling on the germ-fighting trio to assist in teaching her students in pre-K, kindergarten, and first grade about the importance of hand washing.

“The Power Washers™ program engages students right from the start of the video,” Straub says, adding, “The bios and the game help enforce the concept of hand cleanliness.”

In the art room, Straub’s students brought the hygiene superheroes to life by creating their very own Power Washers™ puppets. “Students based their puppets on one character,” Straub says, “and were then able to use their puppets to say the lines as the video played.”

Water Woman, Super Soap, and Touchy Towel may have their own theme song and video game, but they aren’t the only heroes when it comes to promoting hand hygiene this flu season. Teachers like Giusto and Straub are finding fun, creative ways to help keep their students healthy and their classrooms open. And that is nothing short of super.

Stroke 101

Matilda Wentz is a lucky woman. Her grandson is a lifesaver. Her lifesaver. While Matilda was making breakfast for her grandson Sean, 14, he noticed that something was off with his grandmother. She was calling things the wrong names and getting stuck on words.

Sean remembered the Stroke 101 program at [Claggett Middle School](#) in Medina, presented by Cleveland Clinic Community Relations. This program educates middle school students to recognize the signs of a stroke and encourages rapid care to achieve the best outcome. Matilda had no telltale signs, but her grandson noticed what clinicians call “expressive aphasia.”



Although Matilda said she was fine, as did another adult in the house, Sean insisted that something was wrong. Matilda was taken to the Medina Hospital Emergency Department where clinicians determined she was having a stroke. The ED physicians said that the symptoms were so slight, it was amazing that an untrained person could identify them. Following treatment and rehab, Matilda is doing very well, thanks in part to her grandson’s attentiveness and persistence.

[Click here](#) for more information on the Stroke 101 program.

Worldwide Classroom®

The Worldwide Classroom® connected learning program kicked off in September, 2016, and Houry Gebeshian, a physician assistant from Fairview Hospital, was one of our featured caregivers. Houry was a gymnast in this past summer's Rio Olympics. Civic Education was thrilled that her energetic presentation aligned to the program's new, research-based emphasis on engaging middle and high school students through stories they will find relevant, humorous, gross, inspiring, shocking, or even a little weird.

Houry engaged more than 250 students from 11 schools during her hour-long session, sharing her Rio experience and how her desire to be an Olympian shaped her journey in becoming a physician assistant. She also led the students through an activity on how to tie a surgical knot using her tennis shoe, and showed a clip showing how she uses the surgical knot to stitch up after a C-section. The most fascinating aspect of the connected learning session came during her Q & A with the students. Every single question the students asked was focused on her responsibilities as a physician assistant – not a single question was about the Olympics.

Houry's presentation also leveraged the program's new online polling system. At the beginning and end of each Worldwide Classroom® session, students answer three quick questions on their smartphones, providing a snapshot of their pre- and post-session understanding of the featured topic or career. In the case of Houry's presentation, 76% of students answered the post-session questions about the physician assistant profession correctly, compared to only 34% of the students answering correctly beforehand.



Environment

We understand that environmental health and human health are inherently linked and that we have a responsibility to take a precautionary approach to environmental stewardship. With a built environment portfolio of more than 20 million square feet, and more than 51,000 caregivers, the impact we make on our community and ecosystem, both positive and negative, is substantial. As a result of our scale, we have the opportunity and responsibility to set an example for other hospitals and businesses. Even small changes applied broadly can provide significant opportunities.

Energy Conservation

Cleveland Clinic was named 2016 ENERGYSTAR Partner of the Year by the Environmental Protection Agency. Our energy conservation program is designed to enhance patient outcomes and the patient experience while reducing operating expenses. We have committed to reducing our energy intensity by 20 percent by 2020 from our 2010 baseline, and at the end of 2016 we were over halfway there at 13%. As our model of healthcare evolves, we are firmly committed to reducing our environmental, economic and human impact by reducing our energy intensity.



Climate Resilience

Climate change has been recognized by the World Health Organization as one of the greatest threats and opportunities facing public health this century. Cleveland Clinic is committed to improving our institution-wide initiatives to prepare for climate change. In 2016, we increased our Scope 1 & 2 emissions 0.5% from 2015, which is a 7% reduction from our 2012 baseline.

Waste Reduction

We are committed to reducing waste across our healthcare system. By engaging our caregivers to minimize the waste we send to our landfills, we are protecting the environment, reducing costs, and improving land, air and water quality in our communities. Our goal is to reach 50% landfill diversion or more by 2018.

Healthy Buildings

We recognize that people living in a healthy environment will be healthier people. Our buildings support the health of our caregivers, patients and communities. We continue to grow and set new standards for our buildings and development. We have 4 LEED Gold and 8 LEED silver projects, and many new construction projects seek to be LEED silver or higher.

Responsible Procurement

We purchase thousands of different products each year that are utilized throughout the care of our patients. We are working to reduce unnecessary packaging and evaluate our purchasing decisions based on their environmental impacts so that we can eliminate items that may be toxic to our patients and caregivers.

Innovative Leadership

Our involvement at multiple levels, from global to local, has made us a veritable leader in sustainable healthcare. We work in collaboration with governments, non-governmental organizations (NGOs) and communities to support strategies for mitigation and adaptation. We engage with these groups and provide leadership in both thought and practice.

Water Stewardship

Freshwater resources such as Lake Erie and the Cuyahoga River represent an invaluable local asset that has shaped Cleveland's identity, both in the way that the city has perceived itself and how it has been recognized outside the region. As stewards of our community's health, we see preservation of our community's natural resources as a vital part of our health mission. Cleveland Clinic is actively protecting our water supply through conservation measures such as condensate recovery and storm water management.

Energy Conservation

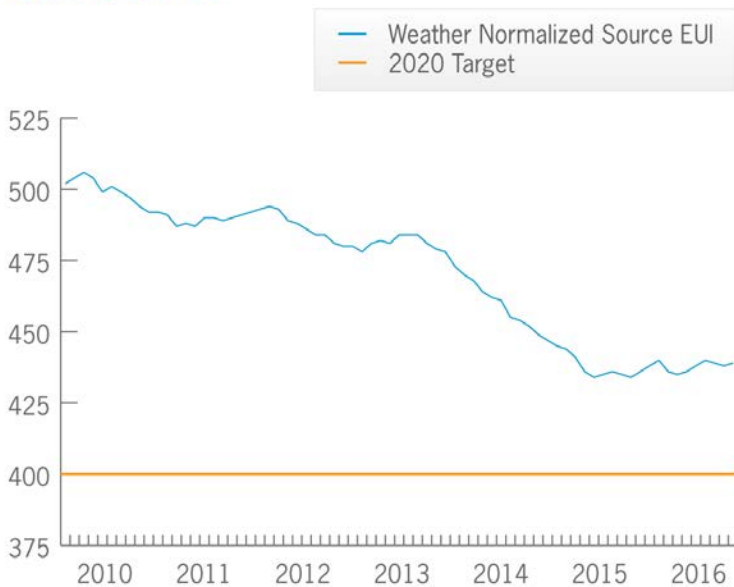
Cleveland Clinic's energy management work is an outgrowth of our sustainability commitment to our patients, community and caregivers. As population health payment models proliferate, the link between energy, pollution and human health intensifies. Energy efficiency is more aligned to our core mission than ever before.

In 2016, Cleveland Clinic continued implementing a \$12M enterprise energy demand reduction strategy to improve our energy efficiency and become less resource-intensive. By decreasing energy intensity, Cleveland Clinic is providing value for our patients and leading the industry in responsible healthcare operations.

Reduction Progress

Energy Use Intensity, or EUI, measures the energy consumed by a building relative to its size. Cleveland Clinic uses weather normalized 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. Our goal is to reduce our EUI to 400 by 2020. As of December 2016, we have reduced our EUI by 13% from our 2010 baseline. Our reduction curve remained flat due to a hotter than average year, and our energy reduction measures offset an expected 2.3% increase.

Enterprise Weather Normalized Source EUI



Green Fund

As a leader in healthcare, we are continually looking for ways to improve the health of the communities we serve and reduce our operating costs in order to make care more affordable for our patients. In May 2016, Cleveland Clinic announced the establishment of a \$7.5 million Green Revolving Fund (GRF), which is the largest established fund of its kind in the healthcare industry. Green revolving funds invest in energy efficiency projects to reduce energy consumption while reinvesting the money saved into future projects. As projects pull money from the fund, it is replenished by reinvesting tracked savings from reduced energy consumption, in addition to any rebates received.

Several projects funded by the GRF were key to Cleveland Clinic's early improving the energy efficiency of its existing buildings. They included optimizing building automation systems; making targeted reinvestments; utilizing ENERGY STAR-rated lighting appliances and equipment; implementing an industry-leading LED lighting retrofit strategy, and numerous other energy reduction projects and programs listed below.

For more information, visit the Sustainable Endowments Institute's [Billion Dollar Green Challenge](#).

Progress Highlight

Cleveland Clinic's Twinsburg Family Health & Surgery Center implemented a variety of energy reduction strategies that contributed to its overall EUI reduction. In 2016, Twinsburg FHC reduced its energy intensity more than 23% from year-end 2015, and has reduced its EUI nearly 36% from its 2012 baseline. The Department of Energy recently showcased the project on the Better Buildings Challenge website



Light Emitting Diodes (LED) Retrofit

Just keeping our lights on accounts for 16 percent of our total energy use. The cost of LEDs has reached the point where the payback makes sense, even in Ohio where electricity prices are low relative to other regions. In 2016, Cleveland Clinic continued standardizing 100% LED for new construction and replacing approximately 400,000 fluorescent tubes. Some of the benefits from this initiative include:

- Cutting our electric consumption by 28,600,000 kilowatts each year – roughly the same as removing approximately 2,600 houses off the electrical grid – for a total annual savings of \$2 million.
- Reducing our carbon footprint by nearly 19,400 tons of CO₂ annually – equivalent to taking 3,600 cars off the road.
- Decreasing our waste, because LED lights last nearly 2.5 times longer than fluorescent lights – and they are mercury-free, which translates into safer disposal.
- Creating nearly 20 new jobs in our community (between 5-10 in manufacturing and 10 in installation).

Operating Room (OR) Setbacks

Heating, ventilation and air conditioning (HVAC) is the single most energy-intensive component in our energy profile (51%). There are 215 operating rooms (ORs) across our health system (86 on our main campus) running multiple cases per day. Because of the ORs' requirements for air changes per hour, strict temperature and humidity parameters, pressure relationships and energy-intensive (and often heat-generating) surgical lighting systems, OR HVAC systems came into sharp focus as our largest strategic priority for energy demand reduction.

In 2016, in collaboration with the Surgical Operations Executive Committee, the Facilities Department continued implementing our OR Setback plan to reduce energy while maintaining State and Federal regulations for air exchange.

Lighting Setbacks & Behavior

Building setbacks and caregiver education offer significant energy reduction opportunities. We have programmed our lighting systems to reduce usage during unoccupied periods for administrative areas and are creating a culture of conservation through an enterprise wide Ecocaregiver training initiative.

Chiller Optimization & Replacement

In partnership with Gardiner Trane, we implemented several chiller optimizations on main campus and several other hospitals. Chillers are machines used for cooling our facilities and contribute a significant portion of our HVAC costs. We anticipate savings of \$650,000/year based on internal studies and an external study performed by a third party.

Filter Optimization

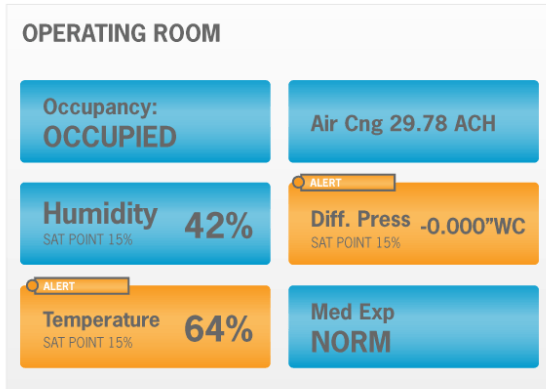
We initiated a filter optimization program to replace high-efficiency particulate arrestance (HEPA) filters with 14 high efficiency filters for non-surgical spaces and utilize a more energy efficient filter package across the system. The conversion is projected to save approximately 23% in fan power for all affected air handling units with variable speed drives and deliver almost \$1 million in savings.

Retro-Commissioning

We optimized equipment condition, controls and programmed operating conditions to achieve a 40% savings at our Strongsville Family Health and Surgery Center. Additional facility retro-commissioning is planned in future.

Integrated Building Management System (IBMS)

Custom Interactive OR Suite Dashboard



We integrated meter installations and developed energy dashboards to provide detailed building by building energy metering and monitoring. This resulted in caregivers competing to control their respective buildings at the lowest energy use per square foot.

Climate Resilience

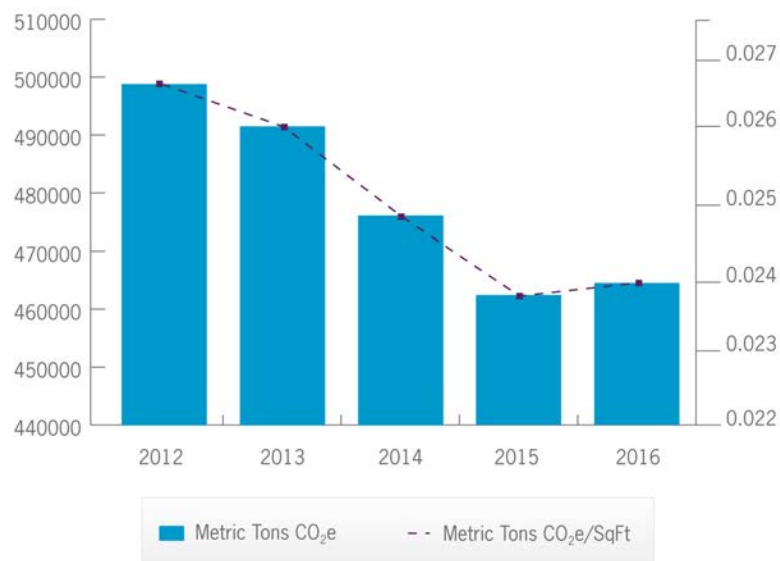
Cleveland Clinic recognizes that the healthcare sector will be directly and indirectly affected by the impacts of climate change. Children, the elderly and the disadvantaged will be most at risk, and we are likely to see increases in heat-related disorders, respiratory disorders, infectious diseases, food insecurity, and mental health issues.

As a leader in healthcare, we understand we have an important role to play, and our response to these challenges will guide the evolution of our organization in the coming decades. We will continue to lead our sector and explore creative solutions to environmental challenges that benefit our community and support economic health. Our efforts are strategically aligned with those of our community, providing opportunities to collaborate, innovate and form meaningful shared goals.

Carbon Mitigation

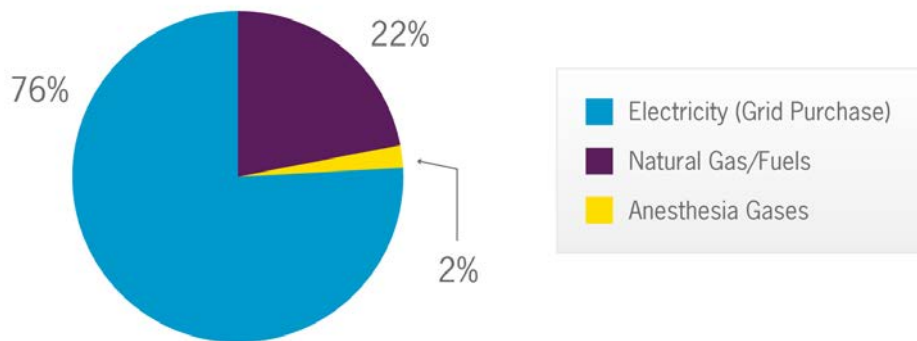
Cleveland Clinic Scope 1 & 2 Carbon Footprint

Improvement from 2012 Baseline



Cleveland Clinic's 2016 scope 1 & 2 carbon footprint totaled 464,556 metric tons of CO₂e. This is a 0.5% increase from 2015 and a 7% reduction from 2012. 76% of our footprint is from purchased electricity, 22% is from direct usage of fuels in assets owned by Cleveland Clinic and 2% is from anesthesia gases. More than 96% of our carbon footprint is located in Northeast Ohio in our Hospitals, Family Health Centers, Medical Office Buildings and Administrative Facilities.

Cleveland Clinic Carbon Footprint



Cleveland Clinic calculated its scope 1 & 2 carbon footprint using the GHG protocol for electricity, natural gas, fuels used by generators and vehicles and anesthesia gases. ENERGY STAR's Portfolio Manager was used to calculate the electricity carbon footprint since it utilizes site specific eGRID factors for each location. For locations not tracked in portfolio manager a system average factor was applied to the electricity usage. Natural gas footprint was calculated using fuel usage for our owned fleet of patient transport vehicles, vans and cars was drawn from our central fleet management group. Anesthesia gas emissions were calculated based on purchased cylinder volumes and intensity factors from "Carbon Footprint from Anesthetic gas use" study published by UK's Sustainable Development Unit in 2012.

Energy Efficiency

In 2016, Cleveland Clinic continued implementing a \$12M enterprise energy demand reduction strategy to improve our energy efficiency and become less resource-intensive. By decreasing energy intensity, Cleveland Clinic is reducing our carbon footprint, providing value for our patients and leading the industry in responsible healthcare operations. As of December 2016, we have reduced our EUI by 13% from our 2010 baseline.

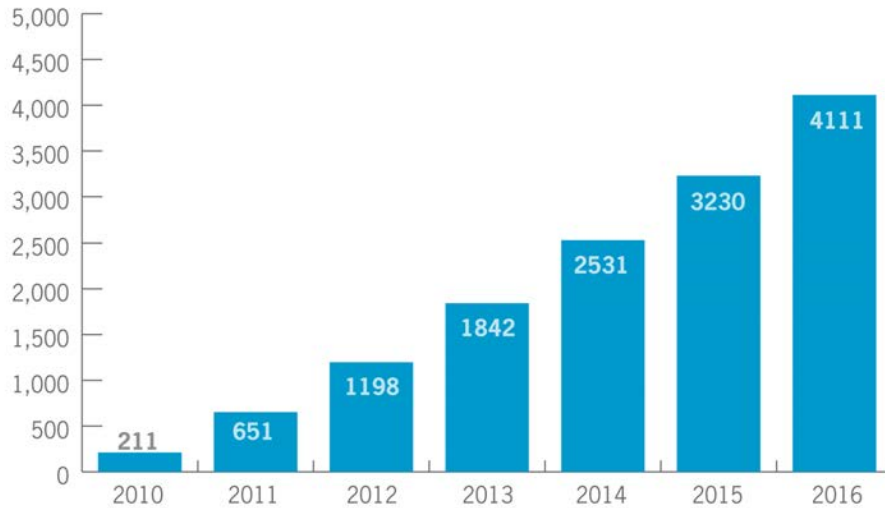
Sustainable Transportation

Cleveland Clinic is a member of the University Circle's Sustainable Transportation Action Committee (STAC). This committee's mission is to support University Circle's economic viability, visitor experience, environmental health and quality of life by increasing the utilization of sustainable transportation options among all travelers in the University Circle area.

In 2016, we conducted a transportation survey among caregivers who commute to work at our main campus located in University Circle. We discovered that our drive alone rate was 82% and that there is significant opportunity to increase our caregivers' use of other sustainable modes of transportation. This survey serves as a baseline and will help influence our organizational strategy to achieve its goals.

In order to incentivize our caregivers to shift away from single-occupancy motor vehicle commutes, we offer RTA commuter advantage discounts, green vehicle rebates, and carpool preferred parking and discounts.

Metric Tons CO₂e Avoided



In 2010, our transportation department implemented an enterprise fleet vehicle savings program. In 2016, we saved over 4,111 metric tons of CO₂e as a result of this program – a 27% increase over 2015.

Climate Action Fund

Cleveland Clinic was a founding member of the Cleveland Climate Action Fund alongside the City of Cleveland, Cleveland Foundation, George Gund Foundation, and the GreenCityBlueLake Institute at the Cleveland Clinic Museum of Natural History. The fund was founded as the first community-based, open-access carbon reduction fund in the United States with the goal of improving residents' lives while mitigating carbon emissions.

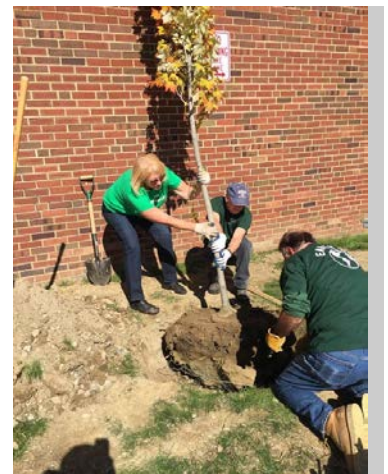
Since inception in 2008, the Fund has invested thousands of dollars towards climate resiliency projects in Cleveland neighborhoods such as Kinsman, Detroit Shoreway, and Glenville. Cleveland Clinic is proud to support this initiative and work with the City of Cleveland on climate resiliency and adaptation for our communities.

Tree Planting



In the late 1800s, the City of Cleveland was nicknamed The Forest City. However, according to the [Cleveland Tree Plan](#), Cleveland has lost nearly 50% of its street trees from 1940 to today, and has retained only 19% of possible canopy coverage. Each year more than 97 acres of tree canopy is lost and coverage is expected to decline to 14% by 2040.

In 2016, the Office for a Healthy Environment and Hillcrest Hospital's Green Team partnered with the Western Reserve Land Conservatory to plant 10 trees at two local Mayfield City Schools. This initiative was spearheaded by Cleveland Clinic Akron General Hospital's President Dr. Brian Harte and COO Kris Bennett. The



event was used to promote the many health and environmental benefits of planting trees within our communities.

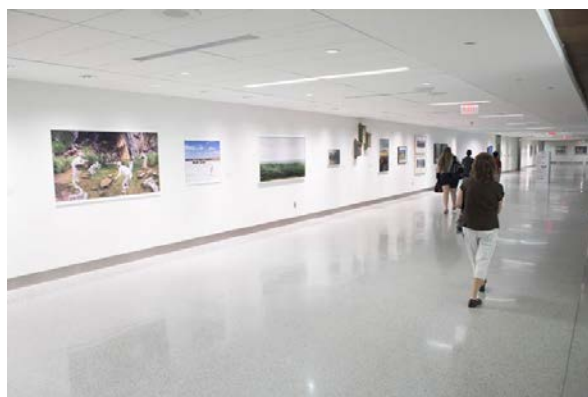
Additionally, we have started tracking the number of trees planted throughout our enterprise. Over 2,500 trees were planted during the completion of our Avon Hospital, and in 2016, nearly 460 trees were planted at our main campus.

Art + Environment: A Delicate Balance

In May 2016, the Office for a Healthy Environment and the Arts and Medicine Institute hosted a panel discussion and reception to celebrate the curated exhibition Art + Environment: A Delicate Balance. The panel consisted of the following local artists and leaders in sustainability focusing on environmental issues:

- David Beach, Director of GreenCityBlueLake, Cleveland Museum of Natural History
- Sumita Khatri, MD MS, Co-Director, Asthma Center, Cleveland Clinic
- Rian Brown-Orso, Associate Professor, Oberlin College
- Geoff Pingree, Professor of Cinema Studies & English, Oberlin College
- Dana Depew, Visual Artist and CPAC Creative Workforce Fellow

The exhibition was a combination of work on loan from local Northeast Ohio artists and artwork from the permanent collection of Cleveland Clinic. The Cleveland Clinic Art Program organizes several exhibitions each year, which are seen in this dedicated exhibition area. The mission of the Art Program is to enrich, inspire and enliven our patients, visitors, employees and community and to embody the core values of the institution.



Healthcare Climate Council

Cleveland Clinic is a member of Health Care Without Harm's Climate Council. The council is open to hospitals and health systems that recognize climate change is one of the single largest threats to public health and committed to addressing its health impacts. The council's mission is to amplify public and private responses to climate change by:

- Accelerating investment in renewable energy and efficiency;
- Scaling the healthcare sector's adoption of climate change mitigation and resilience programs; and



- Advocating for local, state and national policies that ensure a sustainable and healthy future

As a leader in healthcare and an anchor institution in our communities, Cleveland Clinic recognizes that and our response to these challenges will guide the evolution of our organization in the coming decades. In 2016, the Office for a Healthy Environment continued collaborating with other council health systems on the policy implications affecting climate change and population health.

Regulated Air Emissions

EPA Air Title V Emission for Cleveland Clinic's main campus

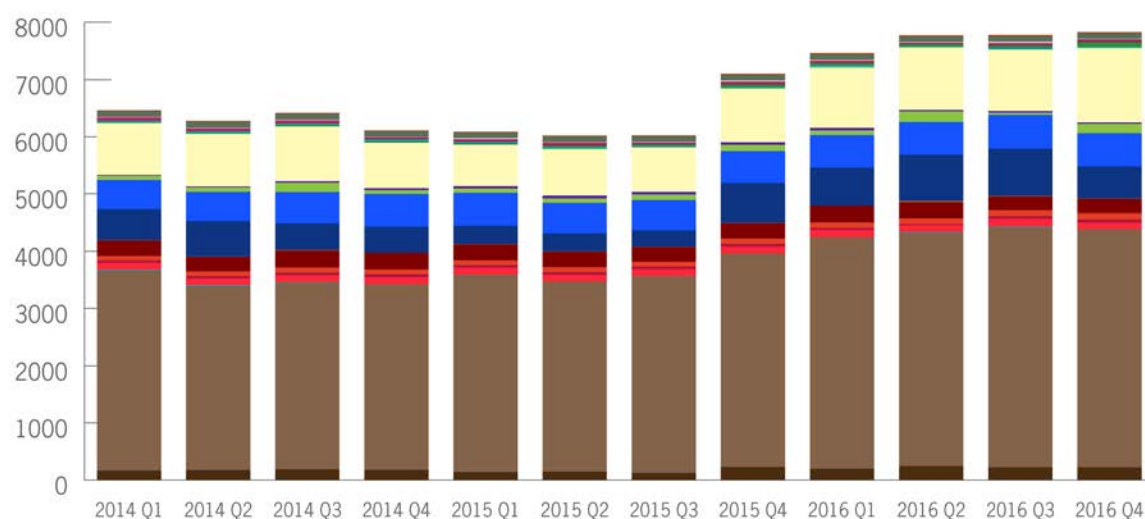
AIR POLLUTANT	2014 EMISSIONS TOTAL (TONS)	2015 EMISSIONS TOTAL (TONS)	2016 EMISSIONS TOTAL (TONS)
Nitrogen Oxides	31.0	31.6	15.8
Sulfur Dioxide	0.4	0.5	0.3
Organic Compounds	3.6	4.9	4.2
Primary Particulate Matter	4.4	4.1	2.1
Volatile Organic Compounds	2.4	2.7	2.2
Carbon Monoxide	33.8	33.8	32.1
Total of Chargeable Pollutants	35.8	37.8	21.0

Waste Reduction

Cleveland Clinic is committed to reducing waste across our healthcare system. By engaging our caregivers to minimize the waste we send to our landfills, we are protecting the environment, reducing costs and improving land, air and water quality in our communities. We have made significant progress in a number of areas that advanced our system in responsible waste management.

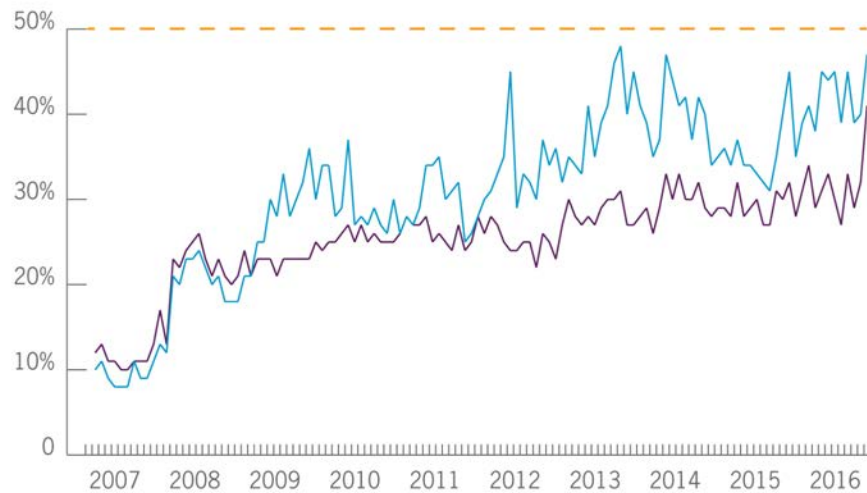
Landfill Diversion

Enterprise Landfill Diversion by Quarter (Tons)



In 2016, we continued to track over 30 different waste streams. In the fourth quarter of 2015 we began to see an increase in enterprise volume after the acquisition of Akron General Health System. We expect our enterprise waste and recycling to remain between 7500 and 8000 tons per month.

Main Campus Landfill Diversion Improvement



In 2016, our enterprise landfill diversion rate including construction and debris (C&D) was 51%, excluding C&D it was 31%. The 20% difference was largely due to significant volume from the demolition of one large parking garage. Main campus led the enterprise by maintaining over a 45% landfill diversion rate for half of 2016. The facility has made significant improvements since the Office for a Healthy Environment was established in 2007.

Zero Waste Committee

The Office for a Healthy Environment formed an inter-departmental zero waste committee with the goal of reaching a 50% landfill diversion rate or more by the end of 2017. Our enterprise recycling rate fluctuates between 30 to 40%, and to combat stagnation in improvement we conducted waste audits at several of our hospitals to identify potential opportunities. Even in the frigid air of Ohio in January, passionate caregivers audited the trash of Hillcrest Hospital and were able to identify nearly 800 pounds that could be diverted from the landfill.



Purple Bag Expansion

Diverted Clinical Plastics (Tons)



In 2015, we completed a system-wide expansion of our clinical plastics recycling program that was created by Cleveland Clinic in partnership with Buckeye Industries and our waste vendor. In 2016, we diverted 124 tons of materials via this innovative partnership, as well as created more than 50 jobs for community members with developmental disabilities. Participating facilities competed on a monthly basis to see which team of caregivers could divert the most clinical plastics from the landfill. Due to new State guidelines and material economics, Buckeye Industries is closing down three facilities in 2017 and no longer able to accept our materials. We are working diligently with our waste and supply chain vendors to create a new solution for this recycling stream.

See our 2014 UNGC Report for a detailed program summary.

Single Stream Paper Shredding & Recycling

We offer a single stream paper shredding/recycling program to our facilities to further protect the personal information of our patients and to simplify the collection process for our employees. All paper, regardless of the sensitivity of the document is collected in our secured shredding containers. When this program became operational in 2010 we observed an increase on the order of 44% in the amount of paper captured in our secure shredding bins. Not only does this program improve our HIPAA compliance as we shred all paper, simplify the collection process for our employees, but it also reduces cost as we have leveraged the value of our paper waste commodity to negotiate lower service rates. This program is now among our lowest cost methods of recycling or disposal.

In 2016, we recycled over 4,500 tons of paper, which has preserved nearly 77,000 trees.



Single Use Device Reprocessing

In the past, when clinical instruments were unused but removed from their packaging pre-surgery in our ORs, these items were incinerated or treated as regulated medical waste. In 2011, we adopted a single-use device program where these devices are recycled and remade through an in-depth and strictly regulated process. The reprocessed items are then 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 patients and caregivers.

In November 2014, Cleveland Clinic began the conversion process between vendors for our Suture and EndoMechanical staplers. At our main campus we historically purchase around 875 powered staplers annually, but the transition provides the sustainability opportunity to reuse the handle up to 50 times. This will cut down our waste of these large handles from 876 units to almost 18 units, a reduction of nearly 98%.

Managing Hazardous and Regulated Wastes

Hazardous materials such as sterilization and water treatment chemicals, pharmaceuticals, cleaning products, electronic wastes, laboratory chemicals, and radiological films and wastes are an important part of the healthcare delivery model. Proper management of these materials is critical to protecting the health of our caregivers and the community at large.

Measuring the amount of regulated medical waste that is processed through our two main campus Rotoclaves was challenging until 2016. We had relied on an estimate of average cart weights and the number of loads processed through the system by our EVS team, but we still weren't confident these numbers were accurate. As part of our enterprise zero-waste and greening the OR goals, we wanted to be able to quantify the precise amount of RMW being processed through these machines and trace the waste back to its source in order to identify reduction opportunities.

To accomplish these goals, we purchased a large floor-scale, and with the help of EVS developed a cart-tagging process to track where each cart was coming from. Carts are now marked with a sign indicating whether they are from our ORs, Patient Floors, or Labs. After the full cart is transported by a robot through our underground tunnel system to the dock, an EVS employee then weighs each cart, and enters the weight and tag location into a form on an iPad. This form automatically populates a monthly spreadsheet which we then utilize in our enterprise recycling data. We experience a 99% cart weight accuracy and are now able to understand where our RMW is coming from. This has helped establish accurate metrics to track RMW reductions from the efforts our physician champion, Matt Davis, is implementing in our ORs.

Going Green by Using Blue



Our green team recycling sustainability motto is “Go green by using blue.” In 2016, our enterprise comingled “blue-bag” recycling program diverted 2,805 tons of cans, bottles, glass, cardboard, and poster board from the landfill. The Office for a Healthy Environment works with green teams and the Environmental Health & Safety department across the enterprise to right size our recycling containers and adjust service frequencies to meet our needs.

Healthy Buildings

Our buildings support our mission by addressing the intrinsic link between a person's health and their environment. In this sense, our patients' environment includes 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. To date, we have achieved 15 LEED (Leadership in Energy and Environmental Design) certified buildings – 8 silver and 4 gold. In 2016, we continued to grow and set new standards for our buildings and development that support the health of our patients, caregivers, and communities.

Taussig Cancer Institute

In late 2016, Cleveland Clinic completed construction on our new \$276 million multidisciplinary Taussig Cancer Center that united all treatment care teams on our main campus in one central facility and accelerated one of the most robust cancer research enterprises in the country. The new seven-story facility is part of Cleveland Clinic's Master Plan, which aims to build a more open and welcoming campus for patients and visitors, as well as stronger collaboration among staff.

The 377,000-square-foot facility has been designed to optimize patient experience and physician collaboration with clinical space focused on multidisciplinary care and conveniently accessible expanded support services. The project will be pursuing LEED certification, continuing Cleveland Clinic's green building tradition.



The new space will accommodate projected growth with an emphasis on features specifically for patients, including:

- Maximum use of natural light and outdoor courtyard views to comfort and calm patients receiving treatment;
- An additional 19 exam rooms for a total of 126;
- An additional 17 private and semi-private chemo infusion rooms for a total of 98;
- Expanded patient services in a central location including healing and support services, genetic counseling, social workers, wig boutique, art therapy and complimentary massages, pedicures/manicures, prosthetics services and make-up application;
- Spiritual support center; and
- Leading-edge technology and equipment to fight and treat cancer including Gamma Knife, six Linear Accelerators for radiation treatment with the latest imaging services including an MRI.

Functional Medicine & WELL Building

In September, 2016, Cleveland Clinic opened a 17,000 square-foot space on our main campus for the Center for Functional Medicine. The new space is seeking WELL Building certification in 2017, which works hand-in-hand with LEED certification, and is based on monitoring the features of buildings that impact human health and wellbeing.

WELL evaluates a building's performance based on seven core concepts: indoor air pollution, water quality, nourishment from healthy foods, lighting systems designed to enhance occupant experience, integration of exercise into everyday life, comfortable and productive workspaces, cognitive and emotional health, and innovation for new ideas that impact the interaction between buildings and human health.

“When you talk about thinking about the holistic approach and really looking at the entire body and looking at optimal health, you have to think about all of these features that affect that, so that's what we did in this space,”

— Tawny Jones, Administrator for Functional Medicine

The new Center for Functional Medicine expects to see over 3,000 patients in 2017, nearly a 50% increase from 2016. This new center continues to our support our mission by providing healing environments for our patients to receive care that recognize the inherent link between human health and environmental health.



Avon Hospital

On November 15, 2016, Cleveland Clinic Avon Hospital began welcoming its first patients for care. The five-story, 212,000 square foot facility, was built onto the north side of our LEED-silver certified Richard E. Jacobs Health Center.

“This is the first regional hospital we’ve designed and built from the ground up. This is a new kind of hospital for a new era. It incorporates everything we’ve learned about delivering 21st century healthcare.”

— Toby Cosgrove, M.D., president and CEO.



As one of the most technologically advanced hospitals in Northeast Ohio, Cleveland Clinic Avon Hospital was built as a patient-friendly “hospital of the future.” All doctors, nurses and clinical staff within the hospital can talk to each other instantly, from anywhere within the hospital, using wireless communication devices. Each private room features an interactive TV that allows patients to directly access their electronic medical record, view educational videos specific to their medical care, and control their room temperature, among other features. With the addition of eHospital, caregivers can monitor the most critically ill ICU patients through a remote monitoring system that allows doctors and nurses to respond to patient needs even more quickly. These new technologies enhance the patient experience, shorten hospital stays, improve patient outcomes and reduce the cost of hospitalization.

Cleveland Clinic London

In 2017, Cleveland Clinic received permission from the Westminster City Council to convert 33 Grosvenor Place into an advanced healthcare facility. The building will be our first in London, UK, adding another international location to our portfolio with 205 beds and eight operating rooms spanning six stories and 198,000 square feet.

The state-of-the-art facility will be seeking BREEAM (Building Research Establishment Environmental Assessment Method) certification, which is the world’s first sustainability assessment method for buildings. It evaluates the built environment across nine scientifically-backed categories, and is applied in 70 countries worldwide. The building’s roof is expected to have a 12kw solar system.



Cleveland Clinic remains committed to continuing to listen closely to the views of local residents, planning officers and members of the local authority to ensure that the development and its plans are appropriate to the local area and local community. We are looking forward to the opportunity to provide our unique model of care to patients in London, one of the world's great cities.

Healthy Chemicals

Taking a precautionary approach, we are reducing patient and employee exposure to toxins by maintaining our green cleaning and integrated pest management standard operating procedures. In 2016, in order to meet the requirements of the WELL Building Standard, the Office for a Healthy Environment reviewed and updated these enterprise procedures.

Green cleaning seeks to utilize products that contain ingredients that pose the least harm to human health and the environment, and similarly integrated pest management is a broad approach to pest control that seeks to use all alternative processes available prior to the application of insecticides or rodenticides. In June 2016, we conducted an audit of several high-pest-risk buildings on our main campus with Beyond Pesticides to evaluate our opportunities for improvement. Collaborating with Dr. Elaine Thallner, the findings, recommendations, and updated policies were presented to our Environment of Care committee for approval.

Education is often the most important factor in the successful implementation of a new updated policy or procedure. Working with food services, environmental services, and our integrated pest management vendor, we secured management support to implement our updated communication and training plan.

Responsible Procurement

Our Supply Chain Management department is responsible for taking into consideration our environmentally preferred purchasing policy when contracting items for the enterprise. Initiatives include minimizing waste and packaging, increasing fuel economy, reducing hazardous waste and bioaccumulative toxins (PBTs), and increasing energy efficiency and air quality.

Market Transformation

In 2016, the Office for a Healthy Environment joined Practice Greenhealth's market transformation working group. The group's goal is to leverage the aggregate buying power of participating health systems in order to accelerate the transformation of the health care supply chain towards more sustainable products, technologies, and services.

We participate in both the healthier foods and healthier chemicals working groups. We are working with our supply chain and food service vendors to increase our local food purchasing, achieve a 20% reduction in meat spend and decrease our meat purchases raised with antibiotics. Additionally, we are evaluating several product categories for PVC and DEHP toxicity, and are already 100% PVC/DEHP free on products such as umbilical vessel catheters.

Strategic Sourcing

We convene a strategic sourcing table on a monthly basis to review the environmental attributes of procurement contracts coming through for consideration. Successes in 2016 include the purchasing of high-efficiency, ultra-low temperature freezers, packing and shipping reductions for multiple vendors and increasing energy efficiency on Med Gas contracts, ENERGYSTAR and Electronic Product Environmental Assessment Tool (EPEAT) IT contracts, and kitchen recapture projects.

Sustainability Requirements

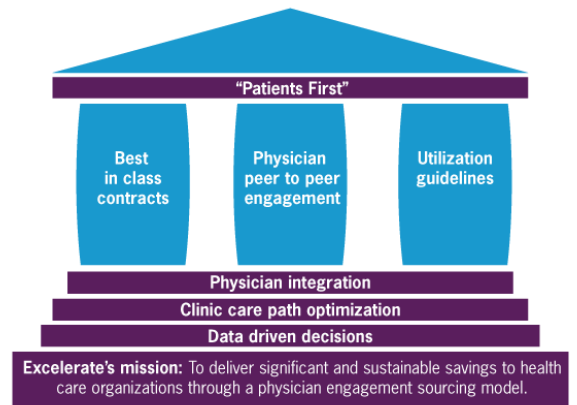
We are committed to leading the healthcare sector in redesigning a more sustainable future. Sustainability language is embedded into our requested proposals, and we ask our supply chain partners to disclose their sustainability initiatives and progress. We are committed to reducing our energy intensity, increasing our recycling, selecting non-hazardous alternatives to conventional products, promoting efficient transport and green cleaning. We strive to educate our patients, caregivers and communities. Our suppliers are required to provide sustainability data if requested to help us continue to reach our goals.

Excelerate™ Group Purchasing

Excelerate is a provider-led, physician engaged joint venture between Cleveland Clinic health system and Vizient that delivers significant and sustainable savings to healthcare organizations. It enables members to achieve rapid and significant cost improvements through physician and clinical integration within high-cost service lines.

Excelerate uses data-driven decisions targeting quality and clinically relevant outcome-based sourcing while providing peer-to-peer collaboration that drives clinical alignment, leading evidence based products and utilization practices.

Excelerate's mission is to deliver significant and sustainable savings to healthcare organizations through a physician-engagement sourcing model.



Innovative Leadership

As healthcare continues to transform, the impact of environmental health on population health is becoming more important as we integrate sustainability into our healthcare delivery model. As a leader in healthcare, our engagement on environmental health issues with our stakeholders from the global to the local level sets an example for others to follow. We are proud to work with the many organizations that provide resources and support for our programs.

Global Leadership

This report, *Serving Our Present, Caring for Our Future*, is a unique hybrid report that describes how our health system addresses labor, human rights and environmental issues in rich detail. It includes key successes and challenges and transparently reports our progress in a manner that forms a key pillar of our best practice sharing. This endeavor requires a significant investment of time and resources. We are pleased to see others begin to adopt this comprehensive model of reporting.

Sector Leadership

Cleveland Clinic is a member of Practice Greenhealth (PGH), the nation's leading healthcare community that empowers its members to increase their efficiencies and environmental stewardship while improving patient safety and care through tools, best practices and knowledge. In 2016, Cleveland Clinic's main campus continued to be ranked in the Top-25 for environmental excellence among hospitals in the nation by PGH.



Cleveland Clinic has also received the top Greening the OR Leadership award for our sustainability efforts in our operating rooms. This competitive award recognizes the top facility applicant or health system for their progress in reducing the environmental impact of the surgical environment. Additionally, we have been ranked in the Top-10 in the nation for the following categories: Leadership, Chemicals, Environmentally Preferred Purchasing, Climate, and Green Building.

Our PGH membership represents a pillar of information-sharing. Through this annual awards process we share information, best practices and innovations. We are active contributors, thought partners and users of this system. As a benefit of our membership, all Cleveland Clinic employees are entitled to PGH's tools and resources, including a robust webinar series that are available live or via online archive.

Federal Engagement

ENERGY STAR is the Environmental Protection Agency's voluntary program to help businesses, organizations and individuals save money and protect the climate through better energy efficiency. In April 2016, Cleveland Clinic was honored as ENERGY STAR's Partner of the Year.



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 for tracking energy usage and cost. All facility managers have access to ENERGY STAR Portfolio Manager where they are encouraged to review the building characteristics and details, along with monthly energy use. They have access to a specialized Cleveland Clinic EUI Template in the reporting feature that allows them to easily track their performance since 2010.

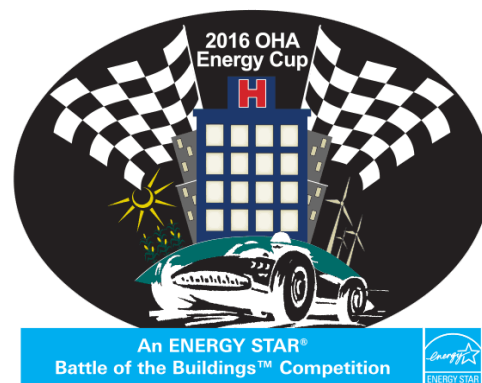
Cleveland Clinic also participates in the DOE's Better Buildings Challenge as a Corporate Partner. Results are shared publically every six months and Cleveland Clinic hospitals and entire healthcare system are benchmarked against other like-facilities. Leading up to each six month benchmark, data is tracked and reviewed internally by our Office for a Healthy Environment and Buildings and Properties Departments, along with our facility managers and CBRE, our real estate management company. Our Better Building Challenge commitment ensures that we make transparent progress towards our 20% reduction goal and allows us to learn what other healthcare systems and other industries are doing within this construct.



State Leadership

We present our programs and share our experiences at the Ohio Hospital Association's biannual Energy Cup meetings. Cleveland Clinic also works with Ohio Hospital Association to benchmark hospitals and medical buildings and offices, as well as to participate in the OHA Energy Cup challenge to reduce annual energy usage.

The OHA Energy Cup is a competition in which over 100 Ohio hospitals and healthcare buildings race to reduce energy use and limit greenhouse gas emissions. Competitors use their own initiatives to reduce energy consumption. These reductions help save costs and promote a clean environment by reducing emissions. A cleaner environment means healthier lives for those in the local community and across Ohio.



In 2016, our Twinsburg Family Health & Surgery Center was recognized for the largest non-hospital Energy Use Index (EUI) reduction in Ohio for their 24% improvement over 2015.

Local Leadership

Sustainable Cleveland 2019 is a 10-year initiative started by the City of Cleveland to develop a thriving and resilient community. In 2019, the Northeast Ohio region will recognize the 50th anniversary of Cleveland's burning river, in recognition of the incredible progress that we have and will have made in such a short timeframe. Cleveland Clinic is proud to participate in many of the SC2019 summits that generate solutions to some of our city's environmental challenges. Our internal goals will also be shaped by the desire to accelerate progress as we approach this landmark date. As a result, our program will increasingly be engaged in civic dialogue and innovation.

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 Community Action Plan to achieve this goal.

Enterprise Leadership

The Office for a Healthy Environment is the keeper of best practices and driver of sustainability strategy for the enterprise. We are leaders in thought, word and action as we create a sustainable future for our industry. We use a variety of leadership platforms to broadcast our message to more than 51,000 caregivers. We benchmark energy, waste, water, engagement, transportation and transparency metrics across the top hospital and healthcare system performers in the U.S. We use this benchmarking tool as a means to guide our own efforts.

Our green teams drive execution at a local level across the health system. Leadership is distributed to each facility where green teams convene monthly to track execution of key programs. New initiatives are introduced and driven during our monthly system-green team webcast meetings. Our sustainability scorecard distills key programs and metrics that are pushed out to regional hospitals and family health center CEO/COOs through a regional integration process. Tracking facility performance against peers in the in the health system has been a key motivator.

Lastly, our facilities managers drive implementation at a local level across the health system. Facilities Management drives the adoption of energy intensity reduction through a competition rewarding the hospitals, family health centers and administrative facilities that achieve the highest reduction in EUI.

EcoCaregiver™

The EcoCaregiver™ employee engagement program was designed to build a culture of sustainability within Cleveland Clinic to reduce cost, waste and emissions while providing the highest quality medical care. In 2014, we launched an enterprise wide EcoCaregiver™ Training: Energy Savings & You. This mandatory training on energy demand management is required for all caregivers and continued throughout 2015. Nine months post-launch, more than 51,000 caregivers across the enterprise have completed the training. This 15-minute module will be updated and reassigned annually for all caregivers, including staff. It reinforces an organizational expectation for an environment of energy conversation and emphasizes the importance of individual caregiver contribution to our energy demand reduction goals. In addition to the training, we have developed a robust communications campaign to prompt desired workplace behaviors.

The logo for EcoCaregiver™ features the word "Eco" in a bold, lime green font, followed by "Caregiver" in a dark brown, serif font. A small "TM" trademark symbol is positioned at the top right of the word "Caregiver".

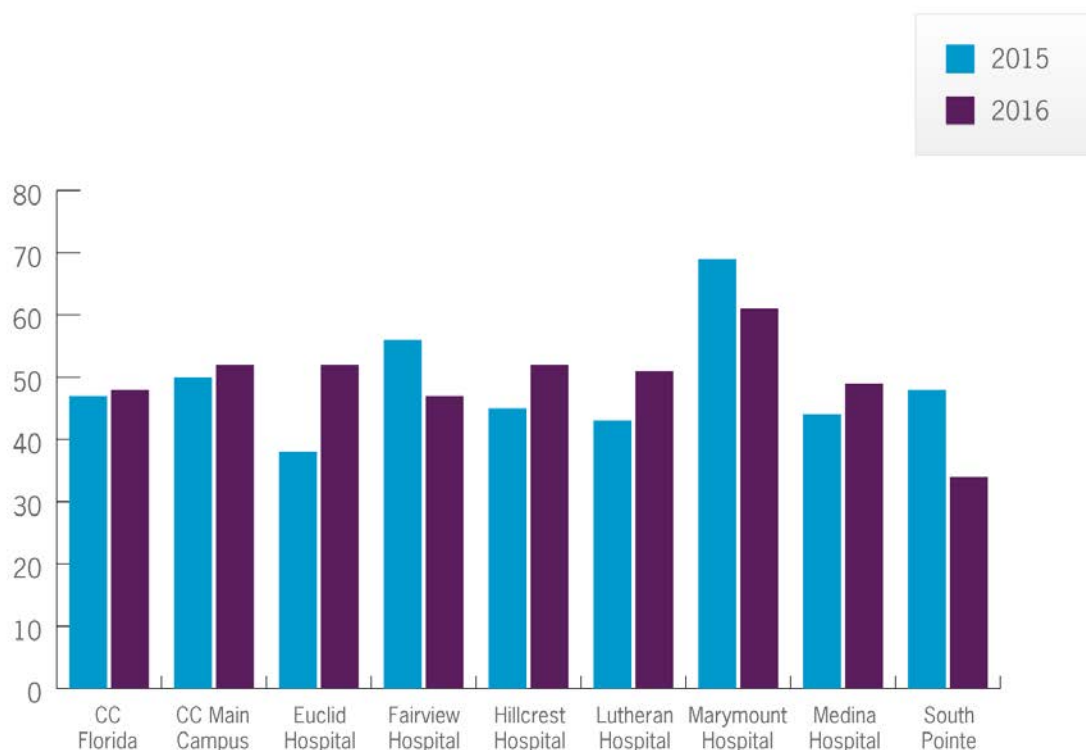
Water Stewardship

While Cleveland's location on Lake Erie – the 12th largest body of fresh water in the world – provides Cleveland with a distinct comparative advantage, the city's reputation has also been blemished by the historic Cuyahoga River fire in 1969 that resulted from excessive levels of pollution caused by heavy manufacturing and industrial contamination.

Freshwater resources represent an invaluable local asset that has shaped Cleveland's identity, both in the way that the city has perceived itself and how it has been recognized outside the region. Cleveland Clinic actively protects our water supply through conservation measures and stormwater measurement. As stewards of our community's health, we see preservation of our community's natural resources as a vital part of our health mission.

Water Optimization

Water Use Intensity (Gallons/Sqft)



In 2016, Buildings and Properties, Facilities Engineering, and the Office for a Healthy Environment formed a water reduction team with the goal to reduce enterprise water consumption by 10%. Our team meets monthly to discuss project status updates and progress from our 2015 baseline. We measure progress based on water use intensity, or the demand for water relative to the building's size.

We have 28 different controllers on main campus that run our irrigation system. All are equipped with rain sensors so they do not operate when it rains, but twenty-three must be manually adjusted, and five can be remotely accessed by a computer. The controllers are designed to receive weather information such as expected rainfall, wind speed and temperature so that presets can be determined to meet each area's need for water. Proper management of these controls helps reduce unnecessary potable water use for our landscaping.

Avon Bed Tower

The expansion of Cleveland Clinic's Richard E. Jacobs Family Health Center was planned with great attention and care to the natural environment. The Avon, Ohio site contains extensive areas of wetlands, forests and large amounts of streams. Throughout the project planning process, we coordinated directly with natural resource and regulatory agencies, including U.S. Army Corps of Engineers, Ohio Environmental Protection Agency, U.S. Fish and Wildlife Service, and Ohio Department of Natural Resources, to ensure that the hospital expansion was in compliance with all state and Federal laws in place to protect these important resources.

The permits received from the state and Federal governments authorized impacts to 3.97 acres of wetlands and 671 feet of stream. However, these important resources were not lost forever. As a condition of receiving the permits, Cleveland Clinic was required to provide replacement wetlands and streams to compensate for the impacts resulting from the project. To mitigate the loss of wetlands on the site in accordance with state and federal rules, we purchased a total of over 9 acres of wetlands from The Nature Conservancy and Ohio Wetlands Foundation, two organizations that work to restore wetlands within Ohio.

Cleveland Clinic also committed to the extensive use of permeable pavers across the new parking on the property. Permeable pavers are an important green infrastructure technology that helps to protect the water quality of our streams. When rain hits permeable pavers, it is retained for an extended period of time within the deep gravel sub-base, which also serves to filter out contaminants from the storm water before it is released. Permeable pavers provide great benefits when compared to traditional asphalt or concrete pavement. The use of permeable pavers at the Avon site is the largest of its kind within the greater Cleveland area.

Waterless Hand Scrub

Led by physician champion Matthew Davis, MD, our Greening OR committee promoted water conservation through use of dry scrub (taps off while lathering) in our ORs. With Facilities' assistance to install (hidden) water sub-meters on surgical sinks, Dr. Davis conducted a water audit to establish a baseline practice. He then educated the House Staff Association on the effectiveness of a dry scrub technique, citing the American Journal of Infection Control's publication on the effect of surgical site infections with waterless and traditional hand scrubbing protocols on bacterial growth.

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.

Awards

Cleveland Clinic received many awards in 2016, maintaining its reputation as one of the largest and most respected hospitals in the country.

By the Numbers (2016)



Number of Physicians and Scientists: 3,584
Number of Nurses: 11,862
Residents and Fellows in Training: 1,958
Cleveland Clinic Ohio Outpatient Locations: 150
Cleveland Clinic International Locations: 3
Number of Hospitals: 14
Number of Family Health Centers: 21
Number of Institutes: 27



Number of Beds on Cleveland Clinic main campus: more than 1,400
Number of Beds System-wide: 4,435
Number of Patient Visits: 7.14 million
Number of Admissions: 220,059
Number of Surgical Cases: 207,610
Number of Subspecialties: 140



Operating Revenue: \$7.2 billion
Total Grant and Contract Revenue: \$179 million
Total Federal Revenue: \$110 million
Accredited Training Programs: 107

Membership

Cleveland Clinic is a member of the following organizations:

- American Association of Medical Colleges
- American Clinical Laboratories Association
- American College of Physicians
- American Hospital Association
- American Medical Group Association
- Association of Health System Pharmacies
- Greater Cleveland Health Association
- Health Management Academy
- Healthcare Leadership Council
- National Quality Forum
- Ohio Hospital Association
- Research!America.
- Association for Community Health Improvement
- Association of American Medical Colleges
- Center for Health Affairs
- DiversityInc.
- Greater Cleveland Partnership
- Leadership Cleveland
- Ohio Minority Supplier Development Council
- 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, and by extension benefit from their lobbying activities (as do their other member organizations).

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

The Cleveland Clinic Foundation is an Ohio nonprofit corporation. As such, it is not owned by any individuals or corporate entities. The Cleveland Clinic Foundation serves as a direct or indirect parent or as the “sole member” or “sole regular member” of each affiliate within the Cleveland Clinic Health System (CCHS).

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

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 the Cleveland Clinic. Directors are selected on the basis of their expertise and experience in a variety of areas beneficial to the 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 the 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, Investment, Medical Staff Appointment, Philanthropy, Quality, Safety and Patient Experience and Research and Education.

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

Each regional hospital is governed by a Board of Directors that also delegates certain responsibilities and duties to an Executive Committee. Each Regional Hospital also has a Board of Trustees that assists in overseeing certain matters relating to quality, safety, patient experience, credentialing, community engagement and hospital leadership evaluation, subject to final approval by its respective Regional Hospital Board of Directors.

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 whistle-blowing 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.

The Cleveland Clinic Board of Directors Conflict of Interest and Managing Innovations Committee is responsible for (a) determining the existence of, assessing, resolving and managing, any conflicts of interest arising from an individual interest of a Director, Trustee or Officer of CCHS or from an interest held directly or indirectly by Cleveland Clinic, in accordance with the current Board of Directors Conflict of Interest Policy and (b) supervising the Cleveland Clinic Professional Staff Conflict of Interest Committee in the performance of its responsibilities for professional staff conflicts of interest matters. The Committee conducts its duties in accordance with all applicable rules and regulations, including those applicable to nonprofit and tax exempt charitable organizations.

On an annual basis, the Cleveland Clinic distributes a questionnaire to CCHS directors, trustees, officers and key employees to determine independence, as defined by the United States Internal Revenue Service and Cleveland Clinic Conflict of Interest Policy. This questionnaire is also designed to ascertain information relating to business affiliations and transactions that might give rise to potential conflicts of interest.

Directors and Trustees who are not independent are entitled to participate fully in their duties as a Board member, subject to the Cleveland Clinic's Conflict of Interest policies and the requirements applicable to Board members to recuse themselves from any actions that involve a personal interest. A Director or Trustee who is deemed not to be independent is nevertheless assumed to be always acting in the best interests of the Cleveland Clinic.

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 (MD Customer Privacy).

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 2015, 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. (MD Compliance)

A Culture of Principles

The Cleveland Clinic Board of Directors, as the governing body of the Cleveland Clinic, regularly evaluates its membership with a view to increasing its diversity and including qualified representatives from the communities it serves. The Governance Committee of the Board of Directors regularly reviews the composition of the Board, based on various factors, so as to ensure a balanced membership that includes ethnic and gender diversity, as well as business and community expertise. The Governance Committee also seeks recommendations from Board members of candidates that will add value to the Board of Directors and Board of Trustees.

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.

Since inception of this report, the Office of Corporate Compliance Responded to:

	CALLS TO ANONYMOUS HOTLINES	ANONYMOUS EMAILS	COMPLIANCE-RELATED INQUIRIES
2013	121	29	1030
2014	119	24	1173
2015	145	26	1074
2016	175	28	1177

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. 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 2008. 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.

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 2016 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 defined contribution plan, an employee-guided investment fund (403b), which is available to full-time, part-time or PRN caregivers and 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.

Enterprise Awards



#2 Hospital in the Nation
#1 in Cardiology/Heart Surgery for 22 years in a row

Nationally Ranked in 14 Adult Specialties

Cardiology/Heart Surgery: 1st

Gastroenterology & GI Surgery: 2nd

Urology: 2nd

Nephrology: 2nd

Rheumatology: 3rd

Pulmonology: 3rd

Diabetes/Endocrinology: 3rd

Orthopedics: 3rd

Gynecology: 3rd

Cancer: 8th

Neurology & Neurosurgery: 6th

Ophthalmology: 8th

Geriatrics: 8th

Ear, Nose & Throat: 12th



Nationally Ranked in 9 Children's Specialties

Cancer

Heart

Diabetes & Endocrinology

Gastroenterology & GI Surgery

Nephrology

Neurology and Neurosurgery

Orthopedics

Pulmonology

Urology



Best Regional Hospitals

#3 in Cleveland & #4 in Ohio - Fairview Hospital

#5 in Cleveland – Hillcrest Hospital

#9 in Ohio – Akron General



#1 in Miami – Cleveland Clinic Florida



Top 50 Corporate Leaders
Delos M. Cosgrove, MD, Cleveland Clinic CEO and President

Clinical Awards



Outstanding Patient Experience Awards
Main Campus
Fairview Hospital



Guardian of Excellence Award
Akron General
Brunswick Family Health Center
Brunswick Emergency Department

Success Story Award
Communicate with H.E.A.R.T.® service excellence training program



Highest Rankings
Cleveland Clinic Children's
Euclid Hospital
Hillcrest Hospital
Lutheran Hospital
Main Campus
Medina Hospital



Acclaim Award Honoree



Vizient Excellence Award
Lutheran Hospital
Medina Hospital



Best Performing First-Year ACO & #6 Overall



Five Star Rated
Fairview Hospital



Clinical Care Innovation Award



3-Star Rating in Cardiac Surgery and STS Adult Thoracic Surgeons



ACTION Registry–Get With The Guidelines
American College of Cardiology Foundation
Platinum Performance Award



Akron General
Gold Performance Award
Fairview Hospital



Silver Performance Award
Hillcrest Hospital



Meritorious Outcomes Performance Designation



Blue Distinction Center
Akron General
Euclid Hospital
Hillcrest Hospital
Lutheran Hospital
Marymount Hospital



Four-Star Top Performer for Physician Engagement in
Laboratory Services and Nursing Care
Akron General



Pathways Re-Designation
Euclid Hospital
Marymount Hospital



Beacon Award for Excellence
Main Campus ICU and CCU - Gold
Hillcrest CCU - Silver



Lantern Award
Akron General



Baby Friendly Hospital
Hillcrest Hospital
Fairview Hospital
Medina Hospital



Mission: Lifeline Awards
Fairview Hospital - Bronze
Hillcrest Hospital – Silver Plus



Get with the Guidelines, Gold Award - Resuscitation



Get with the Guidelines, Silver Award – Pediatric
Resuscitation



Gold Fit-Friendly Workplace Award
Hillcrest Hospital

CLUB INDUSTRY

Top 100 Clubs & Chains in the Nation - #1 Hospital Owned
Center in the Nation
Akron General LifeStyles

Human Resources Awards



Great Places to Work



Top Workplaces Award



Northcoast 99 Winner



Top 10 Hospitals and Health Systems



“BOLD” healthcare organization



Top 10 Employer for Veterans



Equity of Care Award



Leaders in LGBT Healthcare Equality



Top 25 Employee Resource Groups Honors
No. 1: [African American ERG](#)
No. 12: [ClinicPride](#)
No. 22: [SALUD](#)
Association of ERGs & Councils



Top 50 Workplaces for Native STEM Professionals



Office of the Secretary of Defense Award

Community Awards



kindness. caring. respect. civility. success.
project love purple america

The Malden Mills Corporate Kindness Award



The Marc A. Stefanski Community Impact Award



Medwish International Community Impact Award

Sustainability Awards



Energy Star Partner of the Year Award – Energy
Management Award
U.S. Environmental Protection Agency



Top 25 Environmental Excellence Award
Main Campus
Marymount Hospital



Circle of Excellence Award
Leadership
Chemicals
Greening the OR
Climate
Green Building
Environmentally Preferred Purchasing



Emerald Partner for Change
Euclid Hospital
Strongsville Family Health & Surgery Center



Greening the OR Leadership Award
Main Campus

Environmental Health and Safety Information Management
Award
Verdantix



50 of the Greenest Hospitals in America
Main Campus
Marymount Hospital