

Serving Our Present, Caring for our Future

Progress in Community and Global Citizenship, 2021

About the 2021 Report

Cleveland Clinic is proud to present its 12th consecutive annual sustainability and global citizenship report — *Serving Our Present, Caring for Our Future*. This report covers our activities and progress on our most significant environmental, social and governance issues in calendar year 2020. As a leading healthcare organization committed to sustainability and transparency, we measure our progress in accordance with the UN Global Compact's Ten Principles, UN Sustainable Development Goals and the Global Reporting Initiative standards.

Reporting

Cleveland Clinic developed our Sustainability and Global Citizenship report to transparently share progress on our most significant economic, social and environmental impacts each year. Through this publicly available report, we are committed to sharing our successes—and challenges we have yet to overcome—with our patients, caregivers, communities and global stakeholders.

Patients



Our vision is to be the best place for care anywhere. Our multidisciplinary teams are providing exceptional care to more patients in more places with the goal of doubling the number of lives we touch by 2024.

Caregivers



To attract, engage and develop outstanding caregivers, we created a Caregiver Office that is dedicated to promoting engagement and preventing burnout.

Community



Through our Community Health Strategy, we are committed to educating, investing, hiring and healing in the communities in which we operate.

Environment



We engage our caregivers in natural resource stewardship and promote healthy environments for healthier communities.

Governance



We uphold ethical principles at the highest level and foster a culture in which caregivers are empowered to speak up with concerns.

Reporting

A Letter from Dr. Mihaljevic, Chief Executive Officer and President

Dear Patients, Caregivers and Community Members,

Cleveland Clinic's mission — *Caring for life, researching for health and educating those who serve* — is an increasingly global one as our organization expands its reach to touch the lives of ever more people around the world.

This means our long-standing participation in the United Nations Global Compact matters more than ever. The compact is an agreement among businesses and organizations across the globe to improve society by championing principles of human rights, environmental stewardship and corporate integrity. We are proud to share this 12th annual Communication on Progress, which uses the Global Reporting Initiative's standards to measure our performance in 2020.

The COVID-19 pandemic that dominated 2020 underscores the interconnectedness of global health like nothing in living memory. It made clear that every corner of the planet is at risk when an infectious threat arises in anywhere on the planet.

Cleveland Clinic responded to pandemic-related needs at all levels in 2020. In our local communities, we offered widespread community testing for the virus and shared personal protective equipment and other supplies with vulnerable populations.

At the national level, our experts advised the governors of Ohio and Florida as well as federal policymakers on pandemic response. We also helped lead coordinated public education efforts among U.S. medical centers on the importance of masking and other public health measures.

At the global level, our most important effort may prove to be the 2020 launch of our Global Center for Pathogen Research & Human Health, which brings together top scientists to better understand emerging pathogens and accelerate discovery of therapies for future pandemics.

COVID-19's disproportionate toll on racial and ethnic minorities sharpened society's focus on racial inequities in healthcare and beyond. In 2020 Cleveland Clinic continued our efforts to end these inequities. We held nearly 100 forums where caregivers discussed the impacts of racism, and we formed an executive council to recommend diversity and inclusion priorities for our organization. We also joined the national OneTen coalition to ensure the hiring and promotion of more Black Americans, and we collaborated with our communities to expand broadband internet access to digitally underserved neighborhoods.

The pandemic also revealed additional threats from the world's ecological challenges, reminding us how habitat loss can increase the odds of cross-species viral transmission and how poor air quality can worsen outcomes of patients with COVID-19. We continue to improve environmental sustainability through strategic purchasing, construction and recycling.

These efforts were recognized by third-party groups in 2020. Practice Greenhealth again ranked Cleveland Clinic among its top 25 honorees for environmental excellence among hospitals. We were likewise recognized by Ethisphere as one of the world's most ethical companies and by DiversityInc as one of the nation's top health systems for diversity, equity and inclusion.

I invite you to learn more from this Communication on Progress. Thank you for your interest.



Sincerely,

A handwritten signature in black ink that reads "Tomislav Mihaljevic". The signature is written in a cursive, flowing style.

Tomislav Mihaljevic, MD
Chief Executive Officer and President

About This Report



We are proud to present our 12th consecutive annual sustainability and global citizenship report detailing our work in the 2020 calendar year. Cleveland Clinic is committed to advancing practices that promote a just, thriving and green global economy. As such, we are a signatory of the United Nations (UN) Global Compact, a voluntary call to companies to align strategies and operations with universal principles on human and labor rights, environmental stewardship and anti-corruption, and take actions that advance societal goals. In this Communication on Progress, we include metrics, highlight stories and our approach for managing the various environmental, social and governance topics that are most important to our organization and valued stakeholders.

- [Learn more about the United Nation's Global Compact](#)
- [Learn more about the United Nation's Sustainable Development Goals](#)

In addition to addressing the Ten Principles of the UN Global Compact, we prepared this report in accordance with the Global Reporting Initiative's (GRI) standards. The first and most widely adopted global sustainability reporting standards, the GRI standards provide guidance on identifying, prioritizing and measuring progress on the management of an organization's most significant environmental, social and governance impacts, risks and opportunities.

- [Learn more about the Global Reporting Initiative](#)

More information on how our report links to the UNGC and GRI standards can be found in the [index of our report](#).

Reporting Process & Oversight

An Executive Steering Committee comprised of leadership across the organization oversees the reporting process, which includes the provision of data and report content, guidance on changes to material topics and/or our management approach of these topics and content review. A cross-functional team produces the report, engages with stakeholders by conducting materiality interviews and ensures alignment with the GRI reporting framework.

The following internal departments collaborated to develop and produce content for this report:

- Art Program
- Buildings + Design
- Center for Medical Arts & Photography*
- Cleveland Clinic Community Care (4C)
- Clinical Affairs
- Corporate Communications
- Corporate Compliance Office
- Employee Wellness
- Enterprise Quality
- Environmental Health and Safety
- Executive Administration
- Finance
- Government Relations
- Human Resources
- Law Department
- Nursing Institute
- Office of Caregiver Experience
- Office of Diversity and Inclusion
- Office of Patient Experience
- Protective Services
- Supply Chain + Support Services
- Transportation and Fleet Services

* Photographs from the Center for Medical Arts & Photography were contributed by the following photographers: Mike Candiotti, Marty Carrick, Don Gerda, Matt Kohlmann, Yu Kwan Lee, Willie McAllister, Reen Nemeth and Stephen Travarca.

Stakeholder Engagement

Cleveland Clinic engages with many stakeholder groups, including our patients, caregivers, surrounding communities, suppliers, the healthcare industry at large, trade associations, federal and state agencies, regional and national philanthropic foundations, media outlets and others.

As a community anchor and the largest employer in the state of Ohio, our decisions have the potential to impact many different stakeholders. By engaging with our stakeholders on a regular basis, we can work together more proactively to address challenges, create opportunities and deliver value. We engage with stakeholders in many ways, including but not limited to surveys, interviews, meetings, calls and working groups. We invite many of our stakeholders to attend facility openings, addresses by Cleveland Clinic executives and other Clinic-hosted events, and we also periodically provide briefings to representatives of federal, state and local governments on issues important to healthcare providers.

Some of the external groups we engaged for this report include:

- City of Cleveland
- Clean Production Action
- Cleveland Foundation
- Department of Energy
- Environmental Protection Agency
- Evergreen Cooperatives
- Florida Hospital Association
- Health and Human Services
- Local, state and federal government stakeholders
- National Institute of Health
- North Union Farmers Market
- Ohio Hospital Association
- Our top suppliers
- Practice Greenhealth

Materiality & Boundary

Materiality

Due to disruptions from the COVID-19 pandemic, we postponed the materiality assessment update that we planned to conduct in 2020 to 2021. As part of this process, we are interviewing 40-50 key internal and external stakeholders for their input on which topics are most significant to Cleveland Clinic and where they matter most—both geographically and within our value chain.

We engaged our reporting Executive Steering Committee on updating our material topics and definitions to reflect current impacts, risks and opportunities, especially in light of the unprecedented events of 2020. Our material topics include:

Cleveland Clinic Materiality Assessment

Social

Access to care	Education	Patient safety and quality of care
Caregiver engagement	Government relations	Research and innovation
Caregiver safety	Pandemics	Talent development
Community health strategy	Patient experience	Workplace wellness
Diversity, equity and inclusion		

Environmental

Climate mitigation and resilience	Sustainable cities and communities	Water stewardship
Healthy buildings	Sustainable value chain	

Governance

Data privacy and security	Ethics and integrity	Transparency
---------------------------	----------------------	--------------

We will use stakeholder input from our materiality process in aggregate, as well as current trends and data to prioritize topics, which we group into three distinct tiers. Tier 1 topics have the greatest influence on our stakeholders and/or the greatest impact on the economy, environment and society.

- Tier 1: topics to set goals for, manage and provide robust discussion for in our reporting
- Tier 2: topics to set goals for and manage
- Tier 3: topics to manage and monitor

Organizational Profile

Located in Cleveland, Ohio, Cleveland Clinic is a nonprofit, multispecialty academic medical center that was founded in 1921 by four physicians who brought a novel group practice approach to patient care, research and caregiver training.

In 2020, we updated our historic mission statement — *To provide better care of the sick, investigation into their problems and further education of those who serve* — to reflect our growing emphasis on caring for people over the full course of their lives. Our new mission statement is: *Caring for life, researching for health and educating those who serve.*

We deliver on our four care priorities—patients, caregivers, community and organization—by operating in alignment with our six core values: quality & safety, empathy, teamwork, integrity, inclusion and innovation.

As of December 31, 2020, the Cleveland Clinic operates a 5,996-bed healthcare system with a main campus in Cleveland, 18 hospitals and over 220 outpatient locations. This health system includes five hospitals in Southeast Florida with more than 1,000 beds, a medical center for brain health in Las Vegas, a sports and executive health center in Toronto and a 394-bed hospital in Abu Dhabi. Cleveland Clinic London opened its outpatient facility in 2021 and will open its 184-bed hospital in 2022.



[View All Cleveland Clinic Locations](#)

Who Are Our Patients?

Cleveland Clinic is a world-class health organization nationally ranked in 13 adult specializations and 10 pediatric specialties. We cared for 2.45 million unique patients in 2020, with 8.7 million outpatient visits in locations around the globe. While most of our patients live in Northeast Ohio, we are privileged to see patients from every state and 185 countries.



By the Numbers

- [Learn more about Cleveland Clinic's Facts & Figures](#)
-



Number of Caregivers: 68,700
Number of Physicians and Scientists: 4,640
Number of Nurses: 14,381
Residents and Fellows in Training: 1,952
Cleveland Clinic Outpatient Locations: 220+
Cleveland Clinic International Locations: 3
Number of Hospitals: 18



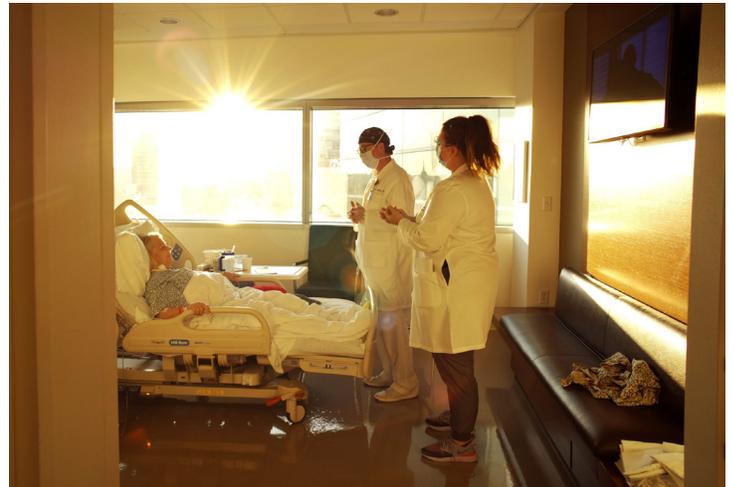
Number of Beds on Cleveland Clinic main campus: 1,400+
Number of Beds System-wide: 5,996
Number of Outpatient Patient Visits: 8.7 million
Number of Admissions: 273,000
Number of Surgical Cases: 217,000
Number of Subspecialties: 140



Operating Revenue: \$10.6 billion
Number of Active Research Projects: 2,781
Number of Research Publications: 5,949
Total Research Funding: \$312 million
Total Federal Revenue: \$109 million
Accredited Training Programs: 107

Patients

Our vision is to be the best place for healthcare, anywhere. By standardizing our approach to care and fostering a culture of safety, our caregivers drive continuous improvement for exceptional patient outcomes. In 2020, we provided care for 2.45 million patients, with 8.7 million outpatient visits in locations around the globe. Our caregivers worked together to keep our patients and each other safe while fulfilling our mission during the COVID-19 pandemic.



Patient Experience

Through empathy and kindness, our caregivers make Cleveland Clinic a global leader in patient experience.

[Learn More](#)

Patient Safety & Quality of Care Data

We foster a culture in which every caregiver is capable, empowered and expected to speak up and make improvements every day.

COVID-19 Care for Patients

In 2020, we served our patients and communities through the COVID-19 pandemic by providing frequent communications, resources, testing, a safe environment for compassionate care and vaccinations.

Accessible & Integrated Care

Cleveland Clinic will double the number of lives we touch by 2024, and our caregivers will work as a unit to be our patients' lifelong partners in health.

Patient Safety & Quality of Care Data

Overview

Our goal is to achieve the highest level of safety and effectiveness for all who come to us for care. In 2020, Cleveland Clinic was named the number 2 hospital in the world by Newsweek as part of its World's Best Hospitals 2020 analysis and by the 2022-23 U.S. News & World Report "Best Hospitals" rankings. We support continuous improvement by transparently reporting performance metrics, benchmarking with industry peers and fostering a culture in which caregivers feel empowered to speak up regarding safety concerns. Our strong culture of safety was paramount during the 2020 COVID-19 pandemic, enabling us to rapidly adapt to changing conditions so that we could continue providing safe, quality care to our patients.

Culture of Safety

Quality & Safety is one of our core values and is embedded in our daily operations. To this end, we provide caregivers extensive safety training, use a Safety Event Reporting System (SERS) and have adopted comprehensive safety policies and standard operating procedures. Cleveland Clinic's online SERS allows any employee to report a near miss, process problem or a patient event. Our Quality and Safety Institute is committed to best practices in quality, treatment outcomes and quality performance. The Institute is made up of the following departments:

- Accreditation
- Clinical Risk Management
- Environmental Safety
- Infection Control
- Quality
- Quality Data Registries
- Quality Improvement
- Radiation Safety

Our caregivers have developed a Patient Safety Program with the goal of providing the safest possible environment for those in our care. One way we measure performance is through Leapfrog Group's semi-annual safety grades. The grades represent up to 28 national performance measures from the Centers for Medicare & Medicaid Service (CMS), the Leapfrog Hospital Survey and information from other supplemental data sources.

In December 2020, nine of our hospitals, in addition to Ashtabula County Medical Center, received an "A" grade:

- Akron General
- Euclid Hospital
- Fairview Hospital
- Hillcrest Hospital
- Main campus
- Marymount Hospital
- South Pointe Hospital
- Union Hospital
- Weston Hospital

[Learn more about Cleveland Clinic's Patient Safety Program](#)

Encouraging Caregivers to Speak Up

To foster a culture in which caregivers feel empowered to speak up about safety events and concerns, we have created multiple safety recognition programs. In 2020, we launched our “Good Catch” initiative to acknowledge caregivers that identified and reported a near miss—or circumstances or events that have the capacity to cause an error, but did not reach the patient or person. We made the program basketball themed because like healthcare, basketball is a team sport where every player supports the other. Prior to the onset of the COVID-19 pandemic in 2020, CEO and President Tomislav Mihaljevic, MD, visited Good Catch recipients and presented them with tickets to basketball games to thank them for speaking up and reporting safety events.

Additionally, we ask caregivers to recognize Safety Champions across the health system year round with a Patient Safety honor by submitting a nomination through our online Caregiver Celebrations platform. Safety Champions are caregivers that have identified or anticipated potential risks, voiced their concerns to prevent harm, collaborated to develop and share solutions, eliminated variability and created best practices. In 2020, we hosted a celebratory event for our Safety Champions, to acknowledge the individual and team efforts of approximately 200 caregivers.

Universal Protocol/Safety Checklist

Cleveland Clinic developed a Universal Protocol to prevent serious safety events during every procedure we perform—in the operating room, procedural area, at the bedside and in the medical office setting. This is a required process for caregivers to ensure that a patient’s identity, scheduled procedure and procedural site are correct.

To support the Universal Protocol, we require caregivers to use a standardized Safety Checklist. It guides teams with step-by-step scripting for sign-in, time-out and sign-out, ensuring that all teams have the same discussion for procedures.

Active team participation is essential for the Universal Protocol to be effective in every procedure from start to finish. We foster an environment where caregivers can speak up and be heard when there are safety concerns, and teams only proceed when there is collective agreement to do so.

Tiered Daily Huddles



Our caregivers participate in daily patient safety huddles across our system. These brief, focused conversations start with bedside caregivers communicating any patient safety concerns they identify to their managers. Teams that cannot immediately address these concerns can escalate this information to senior teams—tier by tier—within hours to executive leadership. Through these huddles, caregivers make Cleveland Clinic a safer place to receive care by creating open lines of communication where caregivers can share lessons learned, accomplishments and ideas. They also enable leaders to follow up with caregivers on actions taken. As part of our virtual rounding and tiered daily huddles in 2020, we introduced Hero Huddles to recognize caregivers and teams for their outstanding efforts during the COVID-19 pandemic. [Learn more about how we recognized and cared for our caregivers in 2020.](#)

Data Privacy and Security

Protecting information is an important part of Cleveland Clinic’s commitment to providing the highest level care. In the digital age, a patient’s information is an extension of themselves, and we view it as our responsibility to treat that information with the same respect we give every patient. In 2020, a number of U.S. hospitals had their operations shut down in ransomware attacks. The heightened threat prompted the federal government to issue an unprecedented cyberattack warning to healthcare organizations.

At Cleveland Clinic, we have a comprehensive Cybersecurity program designed to ensure a safe and trusted environment for the care we provide and the business we conduct. For years, Cleveland Clinic has invested in cybersecurity tools to secure information, keep our systems resilient and withstand evolving cyberattacks. Cleveland Clinic's Cybersecurity team is continuously improving the security of our systems, especially during times of global crisis, such as the COVID-19 pandemic. The team also actively engages caregivers by providing ongoing updates and training, including an intranet site with resources and alerts, annual compliance training and an ongoing phishing email campaign to train our caregivers to identify and report suspicious emails. In response to increased numbers of caregivers working remotely during the pandemic in 2020, our Cybersecurity team enhanced policies and standard operating procedures to address the evolving threats, empowering caregivers to protect our digital assets when working remotely.

Quality of Care

At Cleveland Clinic, we strive to not only provide the best quality care, but to define it by being at the vanguard of innovation in healthcare. In 2020, we continued to enhance our quality of care through high reliability and just culture initiatives.

High Reliability: A high reliability organization empowers caregivers to consistently achieve excellence for our patients and caregivers alike. We use evidence based behaviors to drive this culture. We continually strive to create a culture and processes that radically reduce system failures. When failures do occur, we dig deep to understand the etiology and learn how we can improve.



Just Culture: When medical errors occur, a just culture supports our high reliability work by addressing process or system failures, as well as individual failures. A just culture ensures caregivers are accountable for their own work, while leaders are responsible for ensuring we have well developed systems and processes in place to set our caregivers up for success.

Plan-of-Care Visits

A Plan of Care Visit brings together the provider, nurse and patient at the bedside to communicate the patient's daily plan of care with patients as part of the team. This discussion standardizes how patients and caregivers collaboratively develop treatment plans that provide the highest quality of care. Patients benefit from Plan of Care Visits because they can ask questions and be involved in decision making related to their daily plan of care, and caregivers benefit through increased engagement, communication and collaboration. Plan of Care Visits have resulted in improvements in patient safety, satisfaction and health outcomes, and have reduced patients' length of stay and readmissions.

Leadership Rounding

Every month, organizational leaders round on our units to hear directly from front-line workers and patients about what is working well and where there are opportunities for improvement. Leadership rounding is a best practice that includes participants from members of the Executive Team and their Direct Reports, Nursing Leaders, Institute Administrators, Physicians, Non-Physician Leaders, Cleveland Clinic Board Members and Healthcare Partners. This process encourages open communication by providing direct access to leadership and drives improvements in patient and employee experiences, as well as environmental conditions.

Continuous Improvement

We are building a culture in which every caregiver is empowered and expected to make improvements every day. Those improvements come in all sizes and take place in every corner of our organization. Our caregivers are active participants in driving continuous improvement by:

- Seeking improvement every day
- Making problems visible
- Getting to the root cause
- Testing and implementing countermeasures
- Standardizing and sharing solutions

Our Cleveland Clinic Improvement Model (CCIM) promotes the values that catalyze change, such as collaboration, candor and accountability.

ORGANIZATIONAL ALIGNMENT Identify and communicate what matters most.	VISUAL MANAGEMENT Manage what matters most.	PROBLEM SOLVING Improve what matters most.	STANDARDIZATION Sustain what matters most.
<p>SENIOR LEADERS</p> <ul style="list-style-type: none"> › Set strategy, aligned with our enterprise goals. › Share a common, clear and consistent vision of your area's purpose and future. › Build alignment. Discuss what matters most with patients and caregivers. <p>MANAGERS</p> <ul style="list-style-type: none"> › Translate leadership's vision. Establish metrics and objectives for team's success. › Align daily work to enterprise goals. › Ensure alignment. Ask patients, senior leaders and team members what matters most. <p>ALL CAREGIVERS</p> <ul style="list-style-type: none"> › Connect your work to local and enterprise goals. › Understand how your work impacts patients and others you work with. › Identify your process measures that support Cleveland Clinic's goals. 	<p>SENIOR LEADERS</p> <ul style="list-style-type: none"> › Visit with patients and caregivers to see, hear and confirm what matters most. › Reinforce what matters most and the desired behaviors that support our culture. › Recognize positive outcomes and remove obstacles. <p>MANAGERS</p> <ul style="list-style-type: none"> › Post and review drive and watch metrics with your team. › Foster team participation in the process. › Ensure the process drives improvement. <p>ALL CAREGIVERS</p> <ul style="list-style-type: none"> › Huddle often. › Track progress and post for all to see. Learn from the metrics and improve your work. › Communicate as a team. 	<p>SENIOR LEADERS</p> <ul style="list-style-type: none"> › Help build team problem-solving skills. Provide time to improve work. › Provide focus on the problems that matter most. › Create a safe environment for caregivers to share information in support of high reliability processes. <p>MANAGERS</p> <ul style="list-style-type: none"> › Promote teamwork. › Discuss problems and errors openly with empathy to enable learning. Share improvements.. › Ask questions that help the team discover root causes. Encourage experiments. <p>ALL CAREGIVERS</p> <ul style="list-style-type: none"> › Identify and discuss activities that don't add value or could go wrong. › Use team problem-solving process to eliminate waste and drive improvement. › Innovate through small and large changes. 	<p>SENIOR LEADERS</p> <ul style="list-style-type: none"> › Embed standard principles and desired behaviors in your area. › Understand current standards prior to creating new standards. › Make improvement part of the everyday work for everyone. <p>MANAGERS</p> <ul style="list-style-type: none"> › Confirm standard processes are maintained. › Make standards visible. Recognize and address deviations right away. › Learn from and adjust to deviations from standards when appropriate. <p>ALL CAREGIVERS</p> <ul style="list-style-type: none"> › Identify and document the current, one best way to do a job. › Share, follow and improve standards through the PDCA process. › Discover a new way? Adopt a new standard.
<p>TOOLS</p> <ul style="list-style-type: none"> › Leverage our enterprise mission and goals to guide your work. › Use the Strategic Agenda Management (SAM) and performance management tools at the ONE HR Portal. › Identify drive metrics. 	<p>TOOLS</p> <ul style="list-style-type: none"> › A step-by-step video tutorial is available at Visual Management Tutorial. › Create and maintain a world-class environment free of waste. › Use the tiered huddles to identify, improve and share issues. 	<p>TOOLS</p> <ul style="list-style-type: none"> › Follow the Plan-Do-Check-Adjust (PDCA) process. › Use Kaizen cards and boards to share and prioritize problems. › Solve problems using Just Do It (JDI), Root Cause, or Complex (A3) approaches. 	<p>TOOLS</p> <ul style="list-style-type: none"> › Establish standard work. Follow regulations, standards and policies that apply. › Use the online 5S tutorials. › Use the 5 Improvement Questions to improve caregiver and patient experience.

18-000-5775 | ©Cleveland Clinic Foundation 2018

Identifying, measuring, improving and sustaining our most impactful behaviors, skills, processes and outcomes is an essential component of the CCIM. The model also promotes the creation of new resources and best practices for standardization across the enterprise. To transparently share our progress on patient safety and quality measures, Cleveland Clinic provides healthcare quality data in our annual [State of the Clinic report](#). We also participate in the following reporting initiatives to enable stakeholders to benchmark our progress alongside industry peers:

- 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

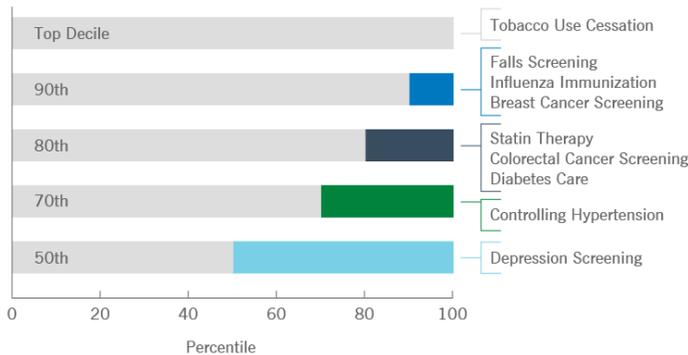
Additionally, through our Find a Doctor site, patients can leave reviews for our physicians and see experience ratings and comments from other patients to inform their decision making.

Accountable Care Organization

An Accountable Care Organization (ACO) is a group of doctors, hospitals and other health care providers who voluntarily work together to provide high quality care to the Medicare patients they serve. Coordinated care helps ensure that patients, especially those with chronic conditions, receive appropriate and timely care while avoiding duplicate services and medical errors. Through our ACO, we successfully connect patients in Ohio and Florida to medical homes and care teams, proactively manage their care across the continuum (including at skilled nursing facilities) and establish other value-based efforts so that patients rely less on emergency care. To support the health needs of our communities, [Cleveland Clinic Community Care](#) focuses on prevention and wellness, the diagnosis and treatment of both common and complex diseases and management of chronic conditions.

In August 2020, Cleveland Clinic announced a new multi-faceted collaboration with Aetna to form an Accountable Care Organization (ACO) model, and offer new plans and programs featuring Cleveland Clinic providers. The collaboration includes the launch of a co-branded insurance plan, which could reduce health care costs for participating employers. Additional benefits include an expanded relationship nationwide to provide members enrolled in Aetna commercial plans access to second opinions by Cleveland Clinic for certain conditions, and the deployment of Cleveland Clinic's Cardiac Center of Excellence (COE) program to Aetna plan sponsors. Both organizations are committed to continuing work on new initiatives to bring innovative, transformative and cost-effective care to local communities.

2020 Quality Performance

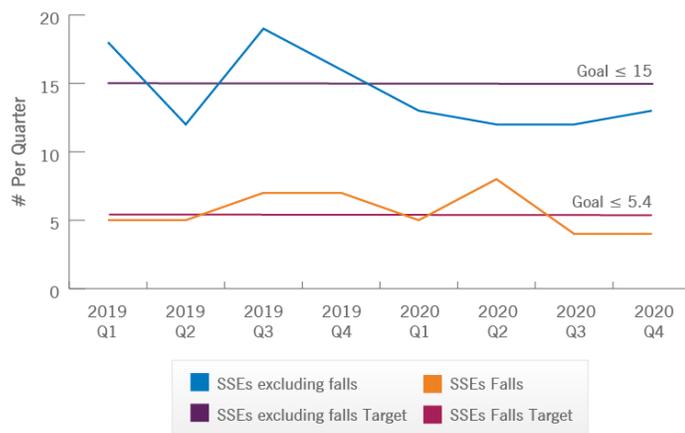


For more information about our ACO and most recent quality performance results, please visit our [Cleveland Clinic Medicare ACO](#) webpage.

Patient Data

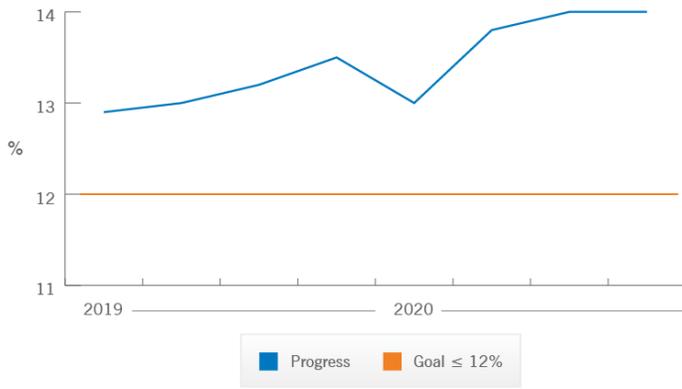
We track and transparently report measures of patient safety, quality of care and satisfaction and set targets to continuously improve the patient experience across the enterprise.

Serious Safety Events (SSEs)



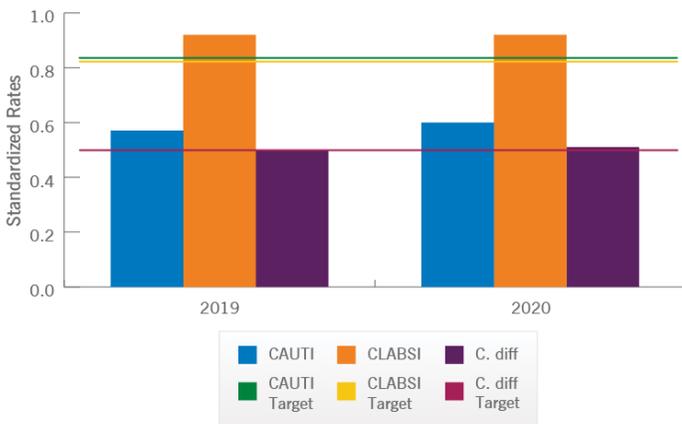
The serious safety event rate measures how many potentially harmful events occur in relation to the number of patients we serve. This rate allows us to monitor progress toward our goal of being the safest place to receive care. We perform a root cause analysis on all serious safety events, and share improvements and lessons throughout the enterprise to decrease the potential for the same event happening in other locations. By empowering and expecting caregivers to speak up when safety is at risk, we made progress on reducing harm in 2020.

All-Cause 30-Day Readmissions



Despite a sicker patient population in 2020, our readmission rate remained consistent with prior years. Even so, the number of patients who return to our hospitals soon after discharge continues to be a challenge. We are working to reduce preventable readmissions by enhancing care coordination and adopting new approaches in home care and virtual follow-up appointments. Our Enterprise Readmissions Team is focusing its efforts on care transitions, and identifying patients most at risk for readmission and connecting with these patients within days after discharge to assure a durable discharge.

Hospital-Acquired Infections



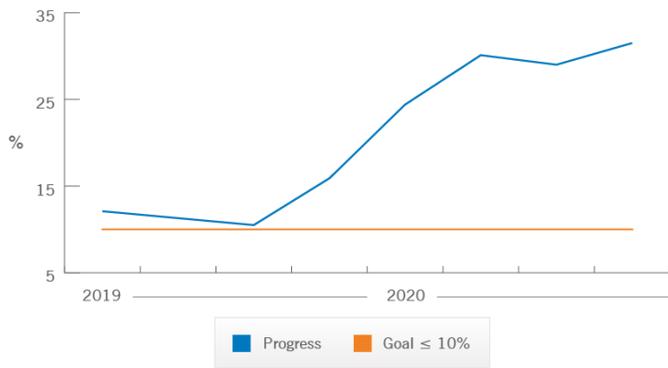
Hospital-acquired infections can result in sepsis, a potentially fatal immune response. Reducing hospital-acquired infections is a major priority for Cleveland Clinic. We conduct a root cause analysis review for each major infection, which has led to improvements in our infection rates over time.

Hand Hygiene

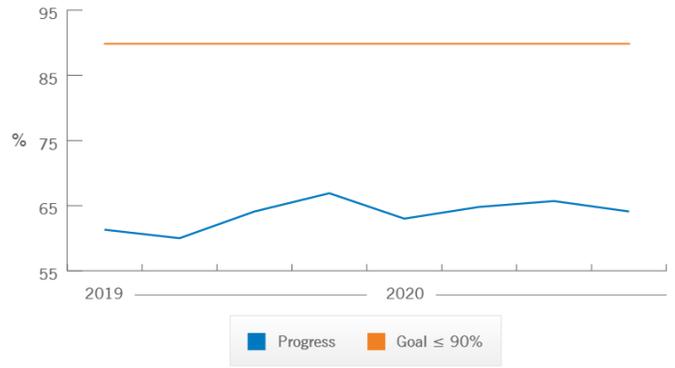


Cleveland Clinic uses external observers to track hand hygiene and decrease self-reported compliance. These individuals make more than 6,000 observations monthly across the enterprise.

Uncontrolled Diabetes

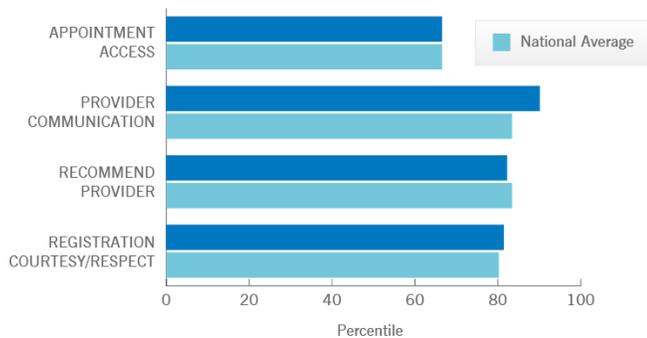


Hypertension Controlled



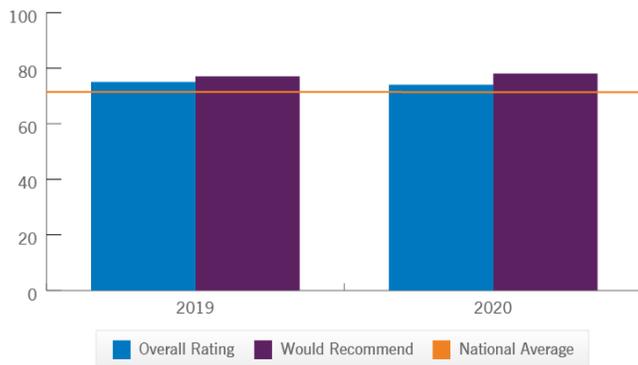
Uncontrolled diabetes and controlled hypertension are two important population health measures. Our Quality Team is actively working on improvement measures related to these conditions for our ACO.

Outpatient Satisfaction Scores



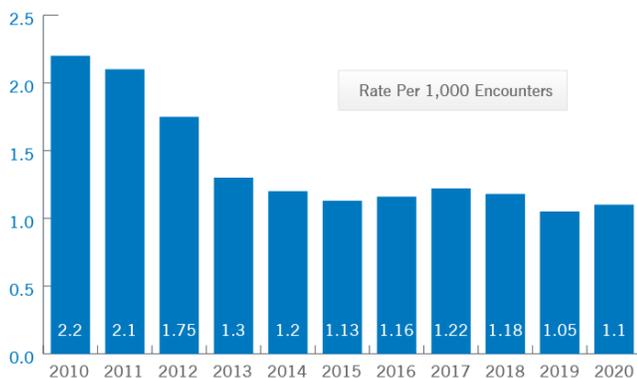
Cleveland Clinic recognizes that patient experience goes well beyond patient satisfaction surveys. Nonetheless, sharing the survey results with caregivers and the public affords opportunities to improve how Cleveland Clinic delivers exceptional care. Ultimately, caregivers have the power to impact every touch point of a patient's journey, including their clinical, physical, and emotional experience.

Patient Experience: HCAHPS Percentile Rank



The Center for Medicare and Medicaid Services along with the Agency for Healthcare Research and Quality developed the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) Survey to provide a standardized method for measuring patients' perspectives on care they received.

Complaints and Grievances



For some metrics, a negative percentage change in 2020 was due to the impact of the COVID-19 pandemic. We continue to focus on improving patients' satisfaction and experience.

COVID-19 Care for Patients

Overview

In 2020, we served 13,104 patients for COVID-19, and provided resources, information and testing to countless members of our communities. Our caregivers across all locations worked as a team of teams to care for our patients while meeting the demands posed by COVID-19.

In 2020, we first cared for COVID-19 patients at Cleveland Clinic Abu Dhabi (CCAD). Our CCAD caregivers shared valuable learnings and best practices with the rest of our system on safe caregiving, and we continued to work as one Cleveland Clinic throughout 2020 in the fight against COVID-19.



A Safe Environment for Care

In 2020, we implemented new safety measures to continue to provide a safe environment for exceptional care during the COVID-19 pandemic. We proactively communicated with our patients to address safety concerns, which was important during a period when many individuals had deferred care due to lockdown measures and reservations about receiving in-person care.

We also expanded our distance health offerings to care for patients from the comfort of their own homes.

[Learn more about the latest COVID-19 news and updates from Cleveland Clinic](#)

Surge Preparedness

In March 2020, Cleveland Clinic made the decision to convert its Health Education Campus (HEC) into a temporary hospital to meet the potential needs of our patients and community in the event of a surge of patients with COVID-19. We prepared the facility, dubbed Hope Hospital, based on predictive modeling of anticipated cases, and chose the HEC primarily for its proximity and ease of access to our main campus.

Completed in less than one month, Hope Hospital could accommodate up to 1,000 hospital beds for low-acuity patients with COVID-19 to preserve ICU beds for patients that would require ventilators or large amounts of oxygen.

A multi-disciplinary team including nursing, supply chain, operations and medical leadership worked together to ensure the facility could safely house patients and stabilize their care before they returned home. Fortunately, due to aggressive public health measures, our health system did not exceed capacity and we did not need to activate Hope Hospital. In late June 2020, we began to convert Hope Hospital back to HEC.



Home Monitoring Program



In anticipation of a surge of COVID-19 patients, we developed a home monitoring program in 2020 to care for COVID-19 patients whose condition did not require hospitalization. We designed a new tool, made available via our MyChart app, to enable patients to get health information, report symptoms and contact caregivers when needed. Using the app, patients enrolled in a 14-day interactive care plan through MyChart, where they entered their symptoms, temperature and oxygen once a day. If a patient's symptoms worsened, the app automatically delivered a message to a group of providers for intervention.

This program enabled us to manage care quickly and effectively while keeping patients safe in their homes, preserving hospital capacity. We monitored 36,000 COVID-19 patients at their homes through this program in 2020.

Covid-19 Testing

At the onset of the pandemic, fast, reliable tests were critical in curbing the spread of COVID-19. Just eight days after the Centers for Disease Control and Prevention authorized private laboratories to do their own COVID-19 testing, our Tomsich Pathology & Laboratory Medicine Institute (PLMI) successfully launched testing. Our caregivers worked 24/7 to process tests, scaling capacity from 200 tests per day in March to over 5,000 tests per day by November. For their innovation, development and processing related to COVID-19 testing, we awarded the PLMI COVID-19 Testing Team the [2020 CEO COVID-19 Hero Award](#).



On March 14, 2020, Cleveland Clinic and University Hospitals (UH) partnered to provide drive-through COVID-19 testing for patients at the jointly-owned W. O. Walker Building in University Circle. To increase access, patients did not have to pay a copay for testing. Samples collected from this location were sent to UH and Cleveland Clinic laboratories, ensuring faster results for patients. On March 17, Cleveland Clinic and UH jointly opened a second drive-through COVID-19 testing site due to high demand. Throughout the pandemic, Cleveland Clinic collaborated with local Northeast Ohio hospitals to stem the spread of COVID-19 and provide care for our communities. In 2020, Cleveland Clinic tested more than 570,000 patients for COVID-19.

Online Screening Tool

To help individuals determine their risk of being COVID-19 positive, Cleveland Clinic launched a free COVID-19 online screening tool in 2020. The tool prompts individuals to answer a series of questions based on the Centers for Disease Control and Prevention guidelines, which include symptoms they are currently experiencing, as well as recent travel. At the end of the questionnaire, the tool provides recommendations for the most appropriate care.

A Safe Environment for Care

Connecting Patients with Loved Ones

Events in 2020 created much disruption and change in healthcare, and this greatly impacted the patient experience. To prevent the spread of COVID-19, we had to limit onsite visitors to patients. When we began limited visitation, we distributed iPads to units to facilitate virtual visits between patients and their loved ones.

We also created guides to help families and patients utilize the technology easily. While there is no substitute for in-person support, this effort helped patients make important connections with their loved ones and alleviate concerns. We continue to keep iPads on all units, and have implemented a simplified process to facilitate the virtual visits for patients.

[Learn more about our distance health initiatives](#)

Voting Assistance

In addition to the pandemic, 2020 was also a significant year for politics. These two issues converged in our hospital in November. Hospitalized patients maintained a civil right to vote, but the pandemic precautions in place caused concerns for Boards of Elections workers. Typically, Board of Elections will send representatives to a patient's bedside upon request to assist in exercising these constitutional rights. But in 2020, the ombudsman department in the Office of Patient Experience positioned itself to step-in and help patients vote instead.

In order to do so, our caregivers completed special training in both Ohio and Florida, and worked with legal and government relations. As a result, more than 50 patients across our hospital system in multiple states received assistance from this team and were able to cast ballots. One patient's family expressed gratitude and shared that the act of voting provided peace to the patient, who was suffering from COVID-19, in their final days.

Accessible & Integrated Care

Overview

Cleveland Clinic is caring for more patients by building a sustainable model for growth that embraces digital care, expands our service and location offerings and reduces healthcare costs. From prenatal to geriatric care, our multidisciplinary caregiver teams are positioned to provide exceptional care throughout our patients' lifetime health journeys.

Community Health

Cleveland Clinic Community Care is our platform for delivering exceptional care that is personalized, equitable and accessible for patients and communities. Community Care physicians are part of teams that include advanced practice providers, nurses, medical assistants, behavioral health social workers, pharmacists, care coordinators and navigators. Using data to target improvement and patient engagement, these care teams focus on optimizing patient outcomes, quality and cost through proactive management of a patient's health, wellness and chronic diseases.

Community Care's Clinical Operations include departments that provide coordinated care across the practices of adult and pediatric primary care, consultative internal medicine, geriatrics, hospital medicine, medical care at home, clinical genomics, functional medicine, and wellness and preventative medicine. These teams serve patients during their lifetime and reach across multiple venues to provide continuity throughout the continuum of care.

The Community Health and Partnerships team works to bridge clinical efforts with community needs by using internal capabilities and engaging community partners to assist with removing barriers to care. These barriers often include social needs, or nonmedical aspects of individual and family lives that can affect health and well-being, such as housing (stability and quality); food (stability and security); legal needs related to immigration status, eligibility for public health insurance, employment, family, and/or housing access; and government benefits access for income maximization.

[Learn more about our Community Health Strategy](#)

Research & Innovation

Researching for health is an essential part of our mission. Cleveland Clinic's research model brings together basic science researchers, clinical investigators and caregiver teams to address patients' unmet needs. Despite the pandemic, our research activity remained robust in 2020: Cleveland Clinic received \$312 million in research funding and supported 2,781 active research projects.

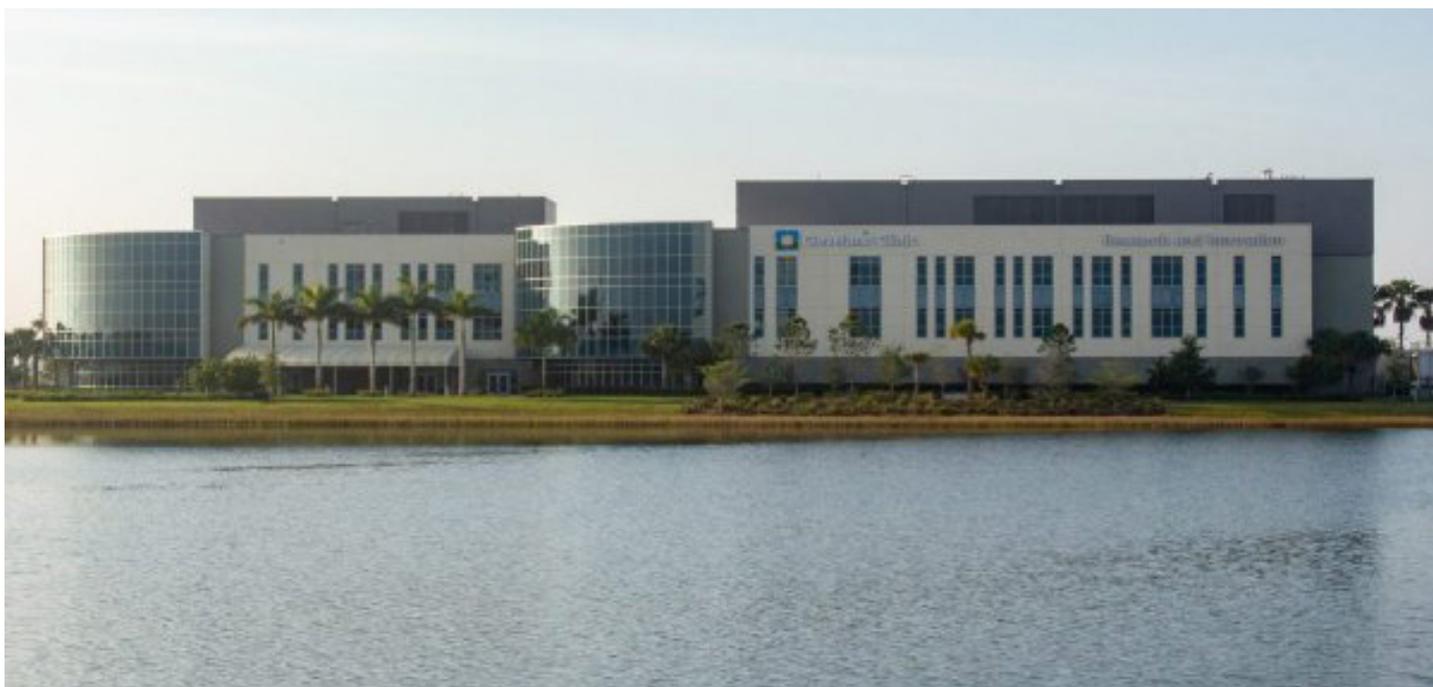
Upon the onset of the COVID-19 pandemic, we focused our efforts on understanding, treating and preventing the spread of the virus. Cleveland Clinic was one of the first organizations to create a registry and biobank specific to COVID-19. Our researchers developed COVID-19 risk prediction models and used artificial intelligence to identify existing drugs that might effectively treat the virus. We also joined national studies of proposed COVID-19 therapies, initiated several studies of our own and contributed more than 570 academic publications on COVID-19.



Planned before the COVID-19 pandemic, we established a new Global Center for Pathogen Research and Human Health in April 2020. Headquartered in Cleveland and spanning our international footprint in Florida, London and Abu Dhabi, the Global Center for Pathogen Research & Human Health is organized around six critical programs:

- Virus & Immune Discovery
- Personalized Medicine
- People & Population Studies
- Diagnostic Tests
- Technology Development, Treatments & Vaccines
- Clinical Application & Healthcare Deliverables

Our team of virology, immunology, genomics and population health experts leading the center are focused on advancing research toward diseases such as COVID-19, highly pathogenic influenza, Dengue fever, AIDS and Zika virus-related conditions, and expediting critically needed treatments and vaccines.



In July 2020, we opened the Cleveland Clinic Florida Research and Innovation Center in Port St. Lucie. With a focus on immuno-oncology and infectious diseases, including COVID-19, the center will complement and expand research underway at our Florida hospitals and Lerner Research Institute on main campus. Our caregiver teams at both of these new centers will closely collaborate to develop new treatments for patients around the globe.

Medical Innovation Summit

In 2020, Cleveland Clinic continued to promote idea-sharing through its 18th annual Medical Innovation Summit. Organized by Cleveland Clinic Innovations, the development and commercialization arm of Cleveland Clinic, the Medical Innovation Summit brings together healthcare thought leaders to discuss and celebrate new ideas happening locally and around the globe. Cleveland Clinic's 2020 Medical Innovation Summit (MIS2020) focused on the adoption of virtual care and other digital health initiatives, which were especially salient due to the COVID-19 pandemic. Traditionally held as an in-person event, Cleveland Clinic delivered the MIS2020 virtually and offered complimentary access for the first time in its history. Topics included healthcare investment, data privacy, digital health integration, rapid pharmaceutical development and more. The one-day summit brought together diverse speakers and leaders across the healthcare spectrum to discuss continuous innovation for superior care.

Distance Health

The mission of Cleveland Clinic's Virtual Health Program is to connect anyone to care, from anywhere. We seek to harness technology to reimagine and transform care, expand access and deliver the best patient-centered experience. Cleveland Clinic's program offers a range of synchronous virtual offerings, including paramedicine, on-demand urgent care, telestroke, primary care, behavioral health, medical and surgical subspecialty visits, eCoaching, shared medical appointments and remote patient monitoring. Asynchronous options include adult and pediatric express care eVisits, eDermatology, ePharmacy and written second opinions.

COVID-19 and Virtual Care

The COVID-19 pandemic radically changed healthcare care delivery over a short period of time. Cleveland Clinic rapidly expanded virtual health programs to ensure uninterrupted access, minimize healthcare worker exposure and contribute to the overall effort of reducing the spread of COVID-19 by keeping patients home. In the span of six weeks (from March 7 to April 11, 2020), total Cleveland Clinic outpatient visits increased from 2% remote (virtual or phone) to 75% remote. Our [digital health playbook](#) was recognized by the Health and Human Services and the White House, and shared with health systems across the country. As we expanded in-person care following spring 2020 COVID-19 restrictions, we remained committed to meeting the ongoing demand for virtual health services. During 2020, we completed 1.2 million virtual visits.

Creating a Safe Workplace

Cleveland Clinic also developed a [COVID-19 Employer Solutions website](#) with free offerings and COVID-19 updates to help industries navigate the pandemic. The site includes guides for staying safe during COVID-19 at work and at home, as well as industry-specific guides that provide blueprints for creating safe work environments and support systems for employees returning to workspaces.

MyClevelandClinic and MyChart

Additionally, Cleveland Clinic's Virtual Team and Information Technology Department have worked to redefine our digital front door to provide ease of access to care through the [MyClevelandClinic patient mobile application](#). MyClevelandClinic improves the patient experience by consolidating our mobile apps into a single app where patients can access MyChart (our online portal that connects Cleveland Clinic patients to portions of their electronic medical record), virtual visits, visitor information and more. The platform is available 24/7, secure and free to download, with 158,310 unique downloads as of September 2021. Some key features in the app allow users to:

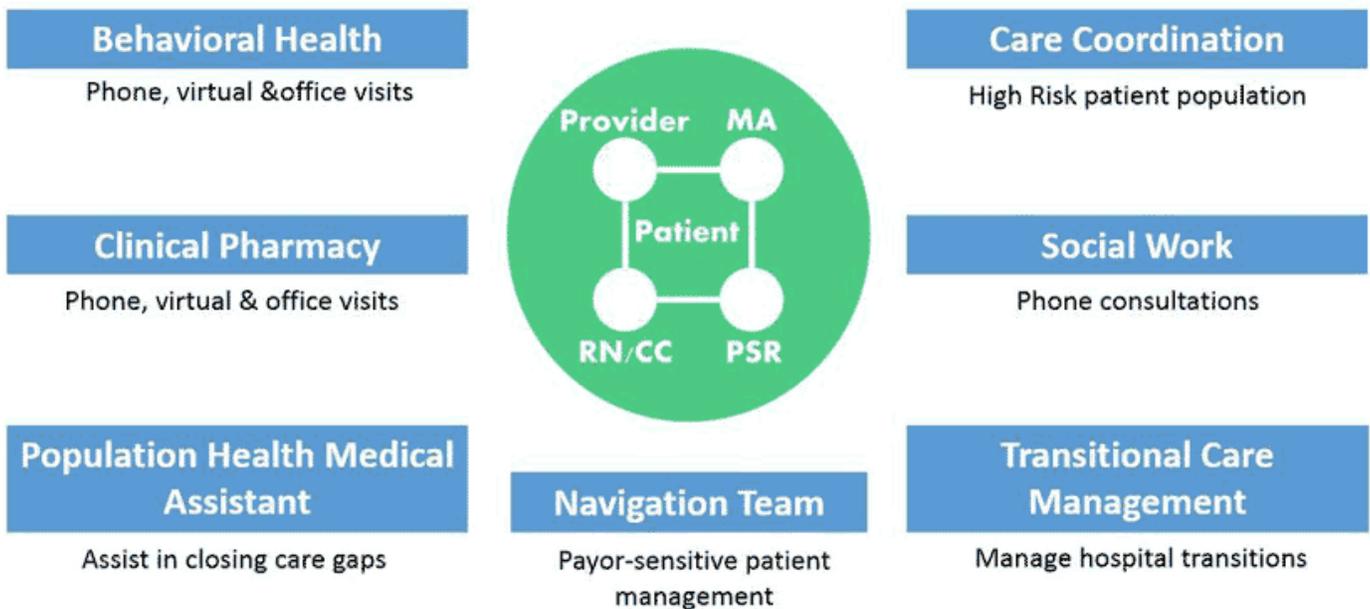
- See a healthcare provider live 24/7 for non-emergency concerns
- See Cleveland Clinic providers for scheduled appointments
- View health records
- View test results
- Schedule appointments
- Message a doctor's office
- Pay bills

In 2020, MyChart users increased 24% over 2019 to 1.6 million users. To improve access to MyChart, we began offering patients the option to view MyChart headers, titles and navigation instructions in Spanish. To view MyChart in Spanish, patients can click the Ver en Español link in the upper right-hand corner of the log-in page. The mobile app will automatically update if the patient's phone language setting is set to Spanish.

Patient-Centered Medical Home

A patient-centered medical home (PCMH) is team-based model for patient primary care designed to improve accessibility, reduce costs and increase efficiency, resulting in a healthier patient population. In the PCMH model, a team of caregivers work together to coordinate appropriate care for individual patients, including prevention and wellness services.

Team Based Care Model



Cleveland Clinic participates in the Comprehensive Primary Care Plus (CPC+) program, a public-private collaboration designed to improve the following primary care functions:

- Access and Continuity
- Care Management
- Comprehensiveness and Coordination
- Patient and Caregiver Engagement
- Planned Care and Population Health

The goal of the CPC+ program is to achieve better primary care health outcomes at lower costs in the program's 18 participating regions across the United States through multi-payer fee and care delivery reform.

Shared Medical Appointments

A Shared Medical Appointment (SMA) brings patients with common needs together with one or more healthcare providers. 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 those dealing with chronic conditions such as asthma, diabetes and hypertension. SMAs help deliver prompt access to quality care, access to additional learning resources for patients and excellent clinical outcomes.

Virtual Shared Medical Appointments

Unfortunately, as the pandemic hit in 2020, we were unable to offer a shared space for care for multiple patients due to COVID-19 safety measures. As we focused on social distancing and pandemic precautions, we needed to find other ways to deliver this care model safely.

By identifying the hallmarks of successful SMAs (e.g. enhancing learning through repetition and sharing of common experiences, solving for privacy and conducting individual appointments in a sequence), we were able to continue this important care opportunity through a virtual offering. Patients still received the benefit of peer support, collaborative learning and access, and providers were able to see more patients safely during a time of great isolation. By July 2020, we created Virtual Shared Medical Appointments with almost 2,000 patients served that month. Through on-going education, commitment to innovation and our desire to keep providing important access to patients, by the end of 2020, we had offered almost 17,000 virtual shared medical appointments.

Caregivers

We refer to all of our employees as caregivers, because each of our 70,000 caregivers is an integral part of providing the Cleveland Clinic experience to our patients. Our Caregiver Office aligns all aspects of workforce engagement and touches all Cleveland Clinic caregivers around the world. The Caregiver Office draws on the organization's unique team-based culture to position Cleveland Clinic as the best place to work in healthcare.

In 2020, Cleveland Clinic announced the appointment of K. Kelly Hancock, DNP, RN, NE-BC, FAAN, to the health system's first-of-its-kind position of Chief Caregiver Officer (CCO). Dr. Hancock serves as the executive leader for both the Nursing Institute and Human Resources, with a focus on providing an exceptional caregiver experience and promoting team-based delivery of superior patient care.



Cleveland Clinic's caregiver-centric programs, benefits and services range from safety at work to the physical and emotional well-being of our teams at home. We are committed to supporting an environment and culture that inspires the very best in all our caregivers.

Caregiver for Caregivers

We are proud of the heroic efforts our caregivers made in response to the COVID-19 pandemic, and launched new programs throughout 2020 to provide support and recognition for their service.

Caregiver Engagement

The mission of the Caregiver Office is to achieve and maintain a high level of caregiver engagement, and to ensure that caregivers know that Cleveland Clinic values them and their contributions.

Caregiver Safety

All of our caregivers play an active role in fostering a safe work environment by speaking up for safety and identifying opportunities for continuous improvement.

Diversity and Demographics

As a health system, we are committed to fostering an inclusive environment and ending long-standing systemic racism that results in health disparities.

Workplace Wellness

Through our wellness programs and resources, we help caregivers build healthy practices in the four dimensions of well-being: emotional, physical, spiritual and social.

Talent Development

We provide caregivers with tools and resources that empower them to take ownership over their development and grow in their careers at Cleveland Clinic.

Caring for Caregivers

Overview

Even though they are experienced, steadfast and professional members of the healthcare profession, our caregivers were not immune to the far-reaching impacts of COVID-19. From the start of the pandemic, we recognized the importance of keeping caregivers safe, informed and motivated during a time of immense stress and rapid change, and implemented numerous processes and programs to ensure they felt supported and recognized.



Communications

In 2020, we transformed our internal communications approach to ensure transparent, frequent and empathetic communication to our 70,000 caregivers across the United States and four countries.

We created a COVID-19 toolkit in January 2020 to be the main source of information for the latest COVID-19 processes, guidelines, resources and news. The toolkit is easily accessible from our intranet and available on an external site for those caregivers not on the company network. In March 2020, we revamped our caregiver intranet—a key source of caregiver information—to a dedicated COVID-19 news site and launched a daily all-caregiver COVID-19 newsletter.

[Tomislav Mihaljevic, MD](#), Cleveland Clinic CEO and President, delivered timely communication on a near-daily basis. This included 34 videos in which he took caregivers behind the scenes of our surge hospital construction and into the ICU to see critical care of patients, and interviewed top leaders to review every detail of our coronavirus response—from research efforts to business recovery.

Our internal communications team produced 17% more intranet content from March-December 2020 than in 2019. All intranet content is open for caregiver comments, and our team developed personalized responses to all relevant questions and concerns. According to caregivers, Cleveland Clinic succeeded in providing transparent and frequent communication. The most significant improvement in our June 2020 caregiver engagement survey was the number of caregivers indicating that “executive leadership provides open and honest communications.”

A key part of our internal communications strategy is flexibility, which enabled us to address the evolving pandemic and support our caregiver family. By keeping caregivers informed, we fostered safer environments for our caregivers, patients and visitors.

Support Programs



Caregivers at Cleveland Clinic Fairview Hospital enjoyed meals from Chef Michael Symon



Transporting drinks and snacks from Aldi to a caregiver comfort station

When COVID-19 rose to pandemic levels, it became even more critical for us to support our caregivers and their families. Numerous departments across the enterprise used their individual and collective expertise to develop and staff support services for our caregivers, especially our Office of Caregiver Experience (OCE). Some initiatives to support the health and well-being of our caregivers included:

- 24/7 phone line staffed by our behavioral health clinicians for confidential emotional support
- Housing program for eligible caregivers in Ohio and Florida who provided direct patient care and wished to shelter away from high-risk members of their families
- Scrub laundering service for northeast Ohio caregivers who were providing continuous care to patients that had tested positive for COVID-19 or were suspected positive
- Pop-up market on main campus that sold household essentials, such as fresh produce, dairy and paper products
- Caregiver hardship fund that generated \$3.8 million for 3,000 caregivers impacted by the pandemic with unexpected, serious financial issues
- Connecting Caregivers online community with resources, information and discounts on childcare, elder care, pet care, virtual learning, tutoring, food delivery, healthcare, well-being and other services
- Formation of our Caregiver Support Team (CST), which delivered 75,000 meals in 2020 through:
 - Our “Grab and Go” program, which provided caregivers continuing to care for patients on-site (all shifts at ten regional hospitals and main campus) a four-pack of dinners to take home to their families
 - Home meal delivery for COVID-19 positive caregivers and those living in their households
 - 32 comfort stations for caregivers in areas that had recent spikes in inpatient volumes, which CST stocked with various energy-boosting snacks and drinks

Additionally, many local businesses showed gratitude for our caregivers by donating meals, refreshments, care packages, supplies and other items.

Caregiver Support Team (CST)

To support COVID-19 positive caregivers, the Office of Caregiver Experience conceived, developed and deployed the Caregiver Support Team to address our caregivers’ very real and human needs during home-quarantine. Upon diagnosis, the CST ensured COVID-19 positive caregivers had a single, dedicated individual with whom they could speak about their experiences and needs throughout their journey until they were authorized to return to work. Services provided by the CST included daily calls, working with local catering companies to schedule meal deliveries for caregivers and those in their households, sending needed household supplies and assisting with appointment scheduling. Further, to enable COVID-positive caregivers to focus on their recovery, Cleveland Clinic provided each caregiver up to four weeks away from work, fully paid, without needing to access their vacation or sick-time benefits.

Flexible Workforce

At the onset of the pandemic, [Tomislav Mihaljevic, MD](#), President and CEO announced that Cleveland Clinic would not layoff or furlough any caregivers, nor change employee benefits, including healthcare and retirement. When safety restrictions curtailed non-critical patient services, we pivoted to provide caregivers ongoing work, which included assuming new temporary roles for many. Throughout 2020, our caregivers were members of a powerful, flexible workforce community who used their expertise to address the organization's and community's rapidly changing needs, which included staffing COVID-19 testing sites, temperature screening stations and more.



Remote Work

To reduce the spread of COVID-19, Cleveland Clinic directed caregivers whose responsibilities did not require them to be onsite to work from home. We provided support to remote caregivers to help them maintain their productivity, accountability, engagement and connection with the larger enterprise through a centralized site with online training programs and resources. Our Information Technology team responded swiftly to support the transition to work from home by distributing 3,500 laptops, 1,200 phones and 850 headsets, and increasing capacity for remote access (VPN) from 5K to 25K caregivers. Due to the high number of caregivers working remotely during the spring 2020 lockdown, we eliminated caregiver parking fees in April and May. We also offered one-on-one virtual coaching for Cleveland Clinic leaders to help them address challenges and maintain healthy teams.

Caregivers Travel to Assist In COVID-19 Efforts

Cleveland Clinic caregivers worked to contain COVID-19 not only at our locations and surrounding communities, but also volunteered to support other healthcare organizations with staffing shortages during the pandemic. In 2020, 68 caregivers traveled to New York (New York-Presbyterian Hospital System) and Detroit (Henry Ford Health System) to assist with COVID-19 care. Caregivers included critical care nurses, nurse practitioners, board-certified critical care and emergency medicine physicians, physician assistants and CT and X-ray technicians. During their service, caregivers continued to receive pay and benefits from Cleveland Clinic with no interruption, and our Office of Caregiver Experience provided meals for caregivers' families while they were away. Our caregivers also traveled abroad to provide support to other members of our Cleveland Clinic family in Abu Dhabi in 2020.



Recognition

Our caregivers and teams consistently go above and beyond, and we were exceptionally proud of the ways our caregivers rallied around our patients, fellow caregivers and communities in need during the 2020 COVID-19 pandemic. Our caregivers demonstrated courage, leadership, empathy, creativity and teamwork, and we were filled with gratitude for their hard work and dedication to our mission. Our caregivers are our heroes and we made new efforts to recognize their many contributions in 2020.

Caregivers Heroes



To recognize caregivers for their teamwork and service, we introduced Hero Huddles. Part of virtual rounding and our tiered daily huddles, we used Hero Huddles to identify individual caregivers and teams for their exceptional efforts and inspiring stories. Our executive leaders personally recognized these caregivers who were identified as going “above and beyond” in caring for our patients and each other. We recognized over 226 caregivers enterprise-wide through our Hero Huddles and even distributed “healthcare heroes” cookies to our caregivers. We shared Hero Highlights of the week on our caregiver intranet and on our Kudoboard.

In light of the COVID pandemic, we replaced our 2020 Annual Caregiver Awards ceremony with the COVID-19 Heroes Award to recognize outstanding contributions of caregivers and teams during the COVID-19 pandemic.

[Learn more about our COVID-19 Heroes Award recipients.](#)

Kudoboard and Signage



On March 27, 2020 we opened a digital “kudoboard,” to collect and share heartfelt words of encouragement for our caregivers. Throughout 2020, caregivers received thousands of inspiring notes, images, works of art, stories and video messages from individuals around the world, including fellow caregivers, patients, visitors, community members, local sports players and Cleveland Clinic leadership.

To help show our appreciation for our caregivers, we placed signage at more than 80 locations thanking them for their selfless contributions to patient care. We also produced ‘Caregiver Hero’ yard signs that our caregivers could pick up for free at several locations to help them express their support and gratitude for one another.

Caregiver Engagement

Overview

Our vision is to be the best place to work in healthcare. To this end, we strive to create an exceptional work experience for our caregivers where they feel safe, valued, supported and empowered to voice ideas and concerns. Our caregiver engagement initiatives are an important aspect of our workplace culture and support our efforts to attract and retain top talent. In 2020, we conducted comprehensive research to better understand our caregivers' strengths and motivators, which we used to design core messaging for prospective employees on what it is like to work at Cleveland Clinic. We also recorded our lowest regrettable turnover at 8.2% in 2020 compared to the national hospital average turnover rate of 19.5%, of which 94% were voluntary resignations.¹



Cleveland Clinic engages caregivers through a variety of initiatives and platforms. Our intranet, surveys, Caregiver Celebrations, town hall meetings and team huddles provide caregivers opportunities to share feedback, process improvements and ideas, and to recognize their peers. Caregivers can elect to join one or more of a diverse array of communities that are meaningful and rewarding to them, such as our [Wellness Champions, green teams, career development pathways, employee resource groups](#) and more.

[Learn more about how we supported caregivers during the COVID-19 pandemic in 2020.](#)

¹ NSI Nursing Solutions, Inc., "2021 NSI National Health Care Retention & RN Staffing Report," March 2021, accessed 25 August 2021, nsinursingsolutions.com/Documents/Library/NSI_National_Health_Care_Retention_Report.pdf

Caregiver Experience Survey

Surveys are an important way for our caregivers to share feedback on engagement, workplace culture, communications and our organization's alignment with objectives and key results for safety and patient care. Our Caregiver Experience Survey is open to all caregivers across the enterprise and Cleveland Clinic leadership actively encourages all caregivers to participate. While we ensure the anonymity of individuals who take the survey, supervisors and teams review aggregated results to develop tailored strategies for improvement. Through our survey vendor, we can also see how our results compare to industry peers to help us understand and address broader engagement trends in healthcare.

In 2020, we recorded our highest engagement survey percentile, increasing from the 70th percentile in 2019 to the 81st percentile. During our June 2020 Pulse Survey, 72% of our caregivers shared their voice and 85% would recommend Cleveland Clinic as a great place to work and grow.

Caregiver Celebrations



Our comprehensive Caregiver Celebrations rewards and recognition platform serves to acknowledge and thank our caregivers for their dedication and accomplishments. Caregiver Celebrations empowers caregivers to share appreciation for fellow caregivers for outstanding behaviors and performance that support Cleveland Clinic's mission, vision and values.

Since its inception in 2010, over 1.8 million awards have been sent to caregivers. The program features several types of recognition:

- **Appreciation Award:** Simple, non-monetary recognition for accomplishments supporting Cleveland Clinic's values and patient experience. (Awardees receive an e-certificate.)
 - Awards sent since inception: 1,430,717
 - Awards sent in 2020: 145,269
- **eCard:** Peer-to-peer electronic graphic cards to acknowledge anniversaries and birthdays.
 - Awards sent since inception: 9,544
 - Awards sent in 2020: 3,420
- **Teaching Recognition Award:** Simple, non-monetary recognition that recognizes individuals for their skill in, and enthusiasm for, teaching Cleveland Clinic colleagues (e.g., all caregivers, multidisciplinary groups and students) in support of Cleveland Clinic's mission, part of which is to "educate those who serve." (Awardees receive an e-certificate.)
 - Awards sent since inception (new as of January 2020): 2,489
 - Awards sent in 2020: 2,489
- **Excellence Award:** Quarterly institute-level nomination recognition for excellent performance exhibited by individuals or teams (All award winners receive e-certificates. Individual winners receive a desktop award. Team winners each receive a framed certificate and a desktop award to share.)
 - Awards sent since inception: 5,809
 - Awards sent in 2020: 320
- **Milestone Award:** Recognition celebrating those caregivers who achieve a milestone service anniversary (5-, 10-, 15-years, etc.,) for their continued service with Cleveland Clinic. (Awardees receive an e-certificate and other milestone-specific gifts.)
- **Caregiver Award:** Annual nomination recognition celebrating the best of the best individual and team award recipients (All award winners receive an e-certificate. Individual winners receive a monetary award and desktop award. Team winners receive a monetary award, a framed certificate and a desktop award to share.)
 - Awards sent since Inception: 447
 - Awards sent in 2020: The COVID-19 Heroes Awards replaced Caregiver Awards in 2020
- **CEO Award:** Annual recognition celebrating the top one individual and top one team of Caregiver Award recipients (All award winners receive an e-certificate. Individual winners receive a \$10,000 monetary award and a desktop award. Team winners receive \$10,000 to share equally, a framed certificate and a desktop award to share.)
 - Awards sent since Inception: 18
 - Awards sent in 2020: The COVID-19 Heroes Awards replaced Caregiver Awards in 2020

2020 COVID-19 Hero Awards

For the 2020 annual Caregiver Celebration awards, we chose to recognize the caregivers and teams who performed above and beyond in response to the COVID-19 pandemic with a special 2020 COVID-19 Heroes Award. The exceptional caregivers who received this award modeled our values by rallying around our patients, fellow caregivers and communities with courage, empathy, creativity and teamwork. They demonstrated extraordinary dedication, performed heroic acts and made outstanding contributions throughout the pandemic.

We received more than 650 nominations for caregivers and teams across the enterprise, and our executive leadership selected 10 winners, including five individuals and five teams. Of these winners, one individual, Robert Wyllie, MD, Chief of Medical Operations, and one team, the COVID-19 Testing Team in Pathology & Laboratory Medicine Institute (PLMI), received the highest award: the CEO COVID-19 Hero Award.



2020 COVID-19 Heroes Award Recipients: CEO Awards

- **Robert Wyllie, MD**, received the individual CEO Award for his leadership during the COVID-19 pandemic, including his role as Incident Commander in the early weeks of the pandemic, and later as a representative at the local, regional and state level. Fellow caregivers recognized him for being committed, innovative and collaborative, and for his contributions to COVID-19 preparedness.
- **The COVID-19 Testing Team in Pathology & Laboratory Medicine Institute (PLMI)** received the team CEO Award for innovation, development and processing related to COVID-19 testing. PLMI successfully launched testing just eight days after the CDC authorized private laboratories to do their own COVID-19 testing. They scaled capacity from 200 tests per day in March to over 5,000 tests per day by November to serve Cleveland Clinic patients, caregivers and community members. The team also designed testing product and process improvements to improve safety, conserve resources and improve the comfort and efficacy of tests.

2020 COVID-19 Heroes Award Recipients: Individuals

- **Steven Gordon, MD, Chairman, Department of Infectious Disease**: For leading front-line infectious disease doctors with consistent competence and compassion, and for his role in Cleveland Clinic's pandemic preparedness
- **Claire Strauser, Nurse Manager, Medical Intensive Care Unit (MICU)**: For fostering an environment of safety, inclusion, transparency and support for her team so they could provide the best day to day care for patients in a rapidly evolving environment
- **Alice Kim, MD, Staff, Medical Operations**: For developing PPE guides and COVID-19 protocols alongside others in Cleveland Clinic Health System Incident Command, supporting clinical and operational plans for hospitals across Ohio's Zone 1 and leading the strategic response for the largest hospital systems to support skilled nursing facility testing, preparation and outbreak management across Ohio's Region 2
- **Jeffrey Woolf, Assistant Nurse Manager, ASC, NE, Surgical Operations**: For serving as a lead at Cleveland Clinic's COVID-19 Walker Testing Site, leading the team of nurses and staff members with a caring and kind demeanor and being attentive and comforting to patients

2020 COVID-19 Heroes Award Recipients: Teams



- **Infection Preventionists (44 team members):** For working above and beyond in their efforts to keep our patients and caregivers safe, including:
 - Testing: Before testing was available in-house, Infection Prevention (IP) reviewed all tests and had to obtain permission from the local health department.
 - Personal Protective Equipment (PPE): The team worked with stakeholders to evaluate and select PPE and responded to caregiver questions about PPE.
 - Media Relations: The team reviewed and helped respond to media requests about PPE.
 - Reporting to Health Departments: IP reported all positive tests, as well as “person under investigation” forms to the health department with the manual process that was required for several months.
 - On-call volume: At the peak in March, the IP on-call pager log was 600 per day.



- **Personal Protective Equipment (PPE) Team (69 team members from The Supply Chain (SC), Philanthropy, Innovations and Surgical Operations):** For creating a supply response team composed of Buy, Make, Donate, Disinfect and Manage Use workstreams to meet the demand of PPE needed, including:
 - Buy: The SC team saw a 300% to 1,000% increase in product demand with only a 50% production increase nationally. SC caregivers manually picked and processed approximately 300 PPE orders daily while managing donated supplies numbering in the six figures.
 - Make: The Innovations team used specifications from the SC team for standard products and began designing and making our own products — from face shields and cotton masks to isolation gowns and intubation bags — in partnership with local manufacturers.
 - Donate: The Philanthropy team coordinated the Make a Mask program, engaging surrounding communities to make cloth masks. The team also coordinated PPE donations from large companies.
 - Disinfect: The SC, Surgical Operations and Buildings & Properties teams built an offsite reprocessing center to disinfect PPE in nine days. The strategy included Evergreen Co-Op, the managers of our laundry facility.



- **Hope Hospital Core Team (62 team members):** For activating Hope Hospital, a 1,000-bed surge facility inside the Health Education Campus, to support a potential COVID-19 surge.
 - The Buildings & Property and Construction teams, which included caregivers with 65 different skilled trades, worked around the clock (including weekends) to erect Hope Hospital in April 2020.
 - The Information Technology (IT) Division installed 200 network drops, 200 workstations, 65 phones and 37 printers. They also programmed 500 Vocera Badges, configured 58 workstations on wheels, and built 1,000 beds and 25 nursing units in Epic to help maintain medical records.
 - The Supply Chain & Support Services team built over 1,600 feet of supply racks, 27 par locations in WaveMark and more than 50 carts for PPE stations. They also created over 40 glove stands, 50 whiteboards and more than 150 hampers. In total, they ordered more than 310,000 supply items for Hope Hospital.
 - Patient Support Services prepared 50 wheelchairs, two stretchers, one lift and one morgue cart while stocking the first floor with linen and reusable isolation gowns.
 - Clinical Engineering deployed 150 infusion pumps, 40 vital sign monitors, 14 code carts and 10 defibrillators among other medical equipment.
 - The Protective Services Police staffed Hope Hospital 24/7 to provide security for the area and protect the facility's assets.



- **Content & Creative Services (65 team members):** For ensuring patients, caregivers and the public received timely, high-quality and trusted information about the virus by:
 - Working directly with Google to find unanswered COVID-19 questions from users and provide accurate answers from Cleveland Clinic experts.
 - Producing hundreds of articles for Cleveland Clinic platforms, as well as playbooks to help industry and community organizations implement infection prevention protocols, including a 117-page Digital Health Playbook for the White House.
 - Developing and launching a caregiver recognition campaign, including an online kudos board, banners and yard signs, plus social videos and graphics.

Caregiver Safety

Overview

Cleveland Clinic has an extensive safety program to inform and protect our caregivers. Our safety teams are responsible for providing training and resources to prevent safety events, responding when events occur and reviewing safety performance for continuous improvement. Our Environmental Health and Safety (EHS) team monitors and implements safety practices at our main campus and family health centers. Each Cleveland Clinic hospital maintains safety plans specific to their unique environment of care.

The enterprise safety leadership team revises safety policies, equipment, procedures and training as appropriate based on regulatory changes and ongoing reviews of our performance. Occupational Health promotes the health and safety of our caregivers through new hire pre-placement assessments, urine drug screenings, annual compliance, Tuberculosis testing, audiograms and mandatory immunizations and flu vaccinations.

In order to safeguard the health of our caregivers in 2020, we provided personal protective equipment, implemented safety policies and adopted universal pandemic precautions. Our Occupational Health team created a system that included a 24/7 Caregiver COVID-19 Hotline, exposure education, safe return to work practices and vaccine education and access. We also expanded our annual flu vaccination program to caregiver household members. Learn more about how we [cared for our caregivers](#) in 2020.

Our Protective Services Department is responsible for the safety and protection of patients, visitors, caregivers and property throughout the Cleveland Clinic Health System. The department is comprised of teams focused on personal safety, confidentiality, security, transportation and parking services and emergency readiness. This includes our Cleveland Clinic Police Department, which is comprised of more than 150 sworn police, security, communications and traffic control officers, and is nationally accredited by Commission on Accreditation for Law Enforcement Agencies (CALEA). One of the many services they provide is the Safety Escort program, which is a free service available to all caregivers, patients and visitors who need safe transportation to locations on main campus.

Safety is one of our core values, and as such, all caregivers contribute to maintaining a safe work environment for patients, visitors and one another. For example, we encourage every caregiver to report all events, exposures and near-misses through our safety reporting system. Following a caregiver safety report, we conduct thorough follow-up procedures to address the needs of our caregivers and identify opportunities for improvement to prevent subsequent events.

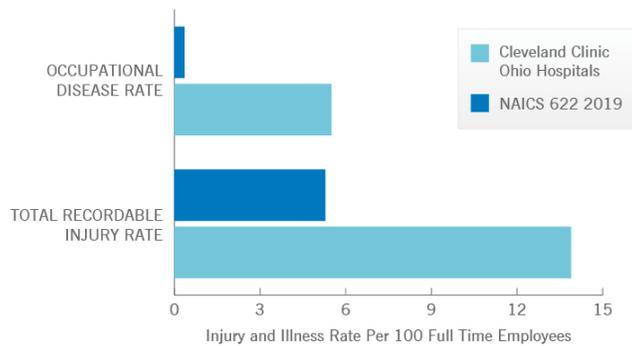
Environmental Health and Safety (EHS) Data

Cleveland Clinic records and reports accident statistics in accordance with Occupational Safety and Health Administration (OSHA) and Bureau of Labor Statistics (BLS) requirements. An injury or illness is 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.

In 2020, all of our Ohio hospitals (with the exception of Union Hospital in Dover, Ohio) had total recordable injury rates greater than the 2019 hospital industry average of 5.5 injuries per 100 full time equivalent (FTE) employees. This is due to the COVID-19 pandemic affecting our caregivers. While in 2019 our overall occupational disease rate was 0.00, in 2020 it was 5.29. There were no work-related fatalities in 2020.

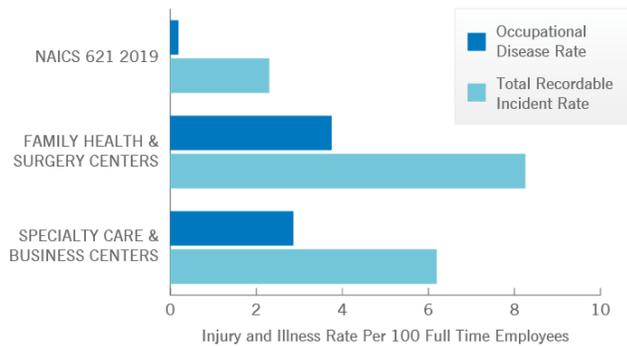
In 2020, caregivers in our ambulatory health and surgery centers, specialty centers, and business locations also experienced a higher total recordable injury rates than the 2019 ambulatory healthcare industry average, again, due to the COVID pandemic.

2020 OSHA-recordable Rates for Ohio Hospitals



*Note: 2019 is the most current year for comparison data provided by BLS and the pandemic was in its infancy

2020 OSHA-recordable Rates for Ohio Ambulatory and Business Centers (NAICS 621)



*Note: For the majority of calendar year 2020, Cleveland Clinic recorded all COVID+ caregivers on the OSHA log without regard for where the virus was contracted (at the workplace or in the community). This was done to ensure all work-related cases were properly recorded when it could be difficult to determine with certainty that a case was work-related. We know this resulted in over-reporting and higher injury/illness rates. The organization is performing a data review in 2021 to determine if any cases should be reclassified or removed.

Bloodborne Pathogens

Cleveland Clinic has a comprehensive Bloodborne Pathogen Exposure (BBPE) program and a BBPE Operations Committee, which is comprised of multiple BBPE Committees representing hospitals across the Enterprise. The committee meets regularly to share metrics, best practices and ideas for improving our program and performance. To reduce BBPE in the workplace, Cleveland Clinic:

- requires all new hires to complete BBPE training during onboarding
- maintains a 24/7 BBPE hotline for caregivers to report events
- has dedicated Occupational Health caregivers to document exposures, schedule lab work and follow up with exposed caregivers following a report provides all caregivers access to BBPE procedures and our BBPE Toolkit via our intranet, which includes training materials, educational graphics and videos, best practices and other assets to help prevent and reduce BBPE

In 2020, Cleveland Clinic held monthly BBP Exposure Prevention Champion Training sessions for caregivers. BBP Exposure Prevention Champions ensure all caregivers in their area have completed BBP training at least once per year, identify potential BBP risks in their area, provide instruction on exposure prevention, assist with investigations and interventions and support caregivers post exposure.

OSHA Recordable Injuries, Other Emphasis Programs

Healthcare can be a hazardous place to work. OSHA has a special emphasis program that focuses on the top injury types in a healthcare setting: Bloodborne Pathogen Exposures, Workplace Violence, Patient Handling (ergonomics), and Slips, Trips and Falls. Information on Bloodborne Pathogen and Workplace Violence prevention activities can be found in accompanying sections of this report.

Ergonomic principles support our caregivers in working as safely, comfortably, efficiently and effectively as possible. Ergonomic injuries in healthcare most commonly occur when caregivers are interacting with patients (ambulation, repositioning, wound care, bathing, etc.). Our Mobility with Safe Patient Handling (MSPH) Committee works with our in-patient and out-patient locations to evaluate risks and implement measures to reduce the potential for injury to both the caregiver and the patient. These include overhead and portable lifts, friction-reducing devices, mobility assist devices and most importantly, thorough patient screening and assessment.

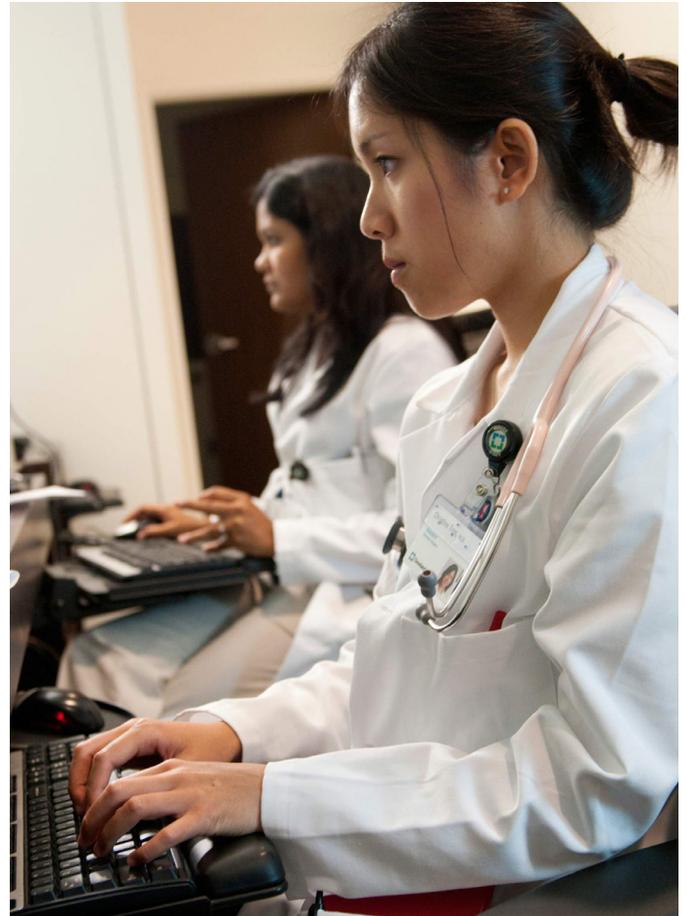
Strains and sprains and overuse injuries also occur when individuals move objects and use equipment. Through our intranet, we provide caregivers with guidance and recommended products to help them correctly set up workstations, perform daily tasks and request help to accommodate a disability. Resources include:

- A list of ergonomically approved office products and workstations compiled by Environmental Health & Safety
- Step-by-step instructions for adjusting chairs, computers and workstations
- Laboratory set-ups and practices
- Disability accommodation examples and request forms
- Guidance documents on safely moving patients and lifting, pushing and pulling items
- Work area design recommendations
- Best practices documents on clinical ergonomics, office workstations and work at home computer set ups

To ensure the safety of our patients, visitors and caregivers, our Environmental Health & Safety team provides resources to help reduce slips, trips and falls. Materials available to caregivers on our intranet include:

- Safety and Environmental Health & Safety hotlines to report slip, trip and fall hazards
- Severe weather alerts
- Guides for identifying and preventing common slip, trip and fall hazards
- Winter walking tips

Additionally, we continue to evaluate walking and working surfaces to proactively eliminate slip, trip and fall risks. We experience a greater number of recordable injuries in the winter months of Northeast Ohio from slips, trip and falls compared to other months of the year due to snow and ice accumulation.



Workplace Violence Prevention



According to the U.S. Bureau of Labor Statistics, healthcare workers' risk of injury due to workplace violence is five times greater than that of workers in other industries, with 73% of all nonfatal workplace violence occurring in healthcare settings in 2018.¹ To promote workplace safety, Cleveland Clinic has an enterprise-wide Workplace Violence Committee, policy and procedure.

Our efforts to prevent workplace violence include:

- Requiring Welle training for all emergency department caregivers, which provides them with techniques to foster healthy behaviors, recognize signs of agitation and de-escalate threatening situations
- Expanding police officer presence and visibility, including a commitment to 24/7 coverage at our emergency departments
- Using metal detectors/magnetometers to prevent weapons from entering our facilities
- An internal website and downloadable toolkit dedicated to workplace violence prevention
- An online system through which caregivers can report incidents
- Support resources for caregivers affected by workplace violence

Cleveland Clinic is committed to providing a safe environment for our patients, visitors and caregivers. Our organizational leaders are actively engaged in communicating with our caregivers about workplace violence prevention. We have pledged to speak out against workplace violence and foster a culture that supports caregivers who report workplace violence incidents.

According to the U.S. Bureau of Labor Statistics, healthcare workers' risk of injury due to workplace violence is five times greater than that of workers in other industries, with 73% of all nonfatal workplace violence occurring in healthcare settings in 2018.¹ To promote workplace safety, Cleveland Clinic has an enterprise-wide Workplace Violence Committee, policy and procedure.

Our efforts to prevent workplace violence include:

- Requiring Welle training for all emergency department caregivers, which provides them with techniques to foster healthy behaviors, recognize signs of agitation and de-escalate threatening situations
- Expanding police officer presence and visibility, including a commitment to 24/7 coverage at our emergency departments
- Using metal detectors/magnetometers to prevent weapons from entering our facilities
- An internal website and downloadable toolkit dedicated to workplace violence prevention
- An online system through which caregivers can report incidents
- Support resources for caregivers affected by workplace violence
- Cleveland Clinic is committed to providing a safe environment for our patients, visitors and caregivers. Our organizational leaders are actively engaged in communicating with our caregivers about workplace violence prevention. We have pledged to speak out against workplace violence and foster a culture that supports caregivers who report workplace violence incidents.

In 2020, we focused our efforts on:

- Determining correlations between COVID-19 and workplace violence
- Creating a new workplace violence form in our Safety Event Reporting System (SERS), making it easier for caregivers to input workplace violence events, as well as for leadership to quickly respond to events and provide support
- Increasing workplace violence awareness through caregiver communications and by standardizing workplace violence signage placement
- Engaging with and building upon local violence prevention workgroups to share and implement best practices

¹ U.S. Bureau of Labor Statistics, "Workplace Violence in Healthcare, 2018", 8 April 2020, accessed 8 July 2021, <https://www.bls.gov/iif/oshwc/cfoi/workplace-violence-healthcare-2018.htm>

A.L.I.C.E.

Cleveland Clinic provides ALICE Program training to inform and prepare caregivers on ways to protect themselves, other caregivers, patients and visitors in an active shooter situation. ALICE stands for: Alert. Lockdown. Inform. Counter. Evacuate. Due to the unique vulnerabilities of healthcare settings, the Emergency Management Department and Cleveland Clinic Police Department developed a healthcare-oriented ALICE training module for use by all of our certified instructors.

Caregivers learn each step of the program so they can deploy it dynamically based on each unique situation and environment. Caregivers receive training through a module within our annual mandatory online Emergency Management training, live "lunch-and-learn" training sessions and department meetings. Additionally, caregivers can request an ALICE training for their team or location at any time, which includes a walkthrough component with a certified instructor so caregivers know how to best respond in their specific workspace. All new caregivers and contracted vendors complete ALICE training, and all caregivers receive refresher courses annually.

Victim Advocate Program

The Cleveland Clinic Police Department offers a Victim Assistance Program to all patients, visitors and caregivers. Through the program, we provide victims affiliated with Cleveland Clinic individualized, efficient and effective support, and resources to cope with the aftermath of a criminal offense, such as domestic violence, sexual assault, workplace violence, harassment, homicide survivors, assault, child or elder abuse, human trafficking and/or robbery. Advocates offer victims information about the different options available to them and support their decision-making related to medical, legal or emotional interventions. Services advocates offer include:

- Providing information regarding victimization and the criminal and/or civil justice system
- Informing individuals of their rights as a victim of crime according to the Ohio Revised Code
- Providing local resources and referrals, such as counseling, shelter, transportation, etc.
- Assisting with safety planning and protection orders
- Helping apply for Ohio Crime Victim's Compensation and/or registering for victim notification programs
- Accompanying individuals to file a police report, meet with detectives and/or prosecutors and participate in court proceedings

Advocacy services are free of charge and are available at Cleveland Clinic main campus, regional hospitals, family health centers and administrative offices.

Diversity and Demographics

Overview

Cleveland Clinic's [Office of Diversity and Inclusion](#) (CC ODI) provides strategic leadership for creating an inclusive organizational culture for patients, caregivers, business partners and the communities Cleveland Clinic serves.

Three core focus areas for CC ODI are:

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



Creating a diverse and inclusive environment complements our yearly enterprise goals by enabling us to better serve our stakeholders. Programming from the Office of Diversity and Inclusion promotes our charge of building and sustaining a culturally competent and diverse caregiver population that reflects communities we serve.

Diversity & Inclusion Statement

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. Our core values fortify this commitment.

They are:

- Quality & Safety
- Teamwork
- Empathy
- Inclusion
- Integrity
- Innovation

In 2019, we added the **Value of Inclusion** to our core values. Intentionally practicing inclusion across our system creates the best care and outcomes for our patients, and promotes engagement through the best work experience for our caregivers. To carry out this commitment, we promote key behaviors of inclusion.

Our Inclusion Value states:

“We intentionally create an environment of compassionate belonging where all are valued and respected.”

The corresponding inclusion behaviors are:

- I seek to learn, understand and respect difference with a curious heart and an open mind.
- I achieve better outcomes through a diversity of perspectives and experience.
- I hold myself and others accountable for demonstrating the values of inclusion and respect.
- I support an inclusion-driven culture through my compassionate interactions with all others.

To foster a more inclusive environment at Cleveland Clinic, we launched Inclusion Cafés in 2019. Through this initiative, we asked caregivers to share a complementary beverage with a fellow caregiver that they wanted to get to know better. We hosted Inclusion Cafés system-wide at various Cleveland Clinic locations, reaching over 5,600 participants during fall and winter to build our inclusion capacity and facilitate understanding, respect and a sense of community among caregivers. This initiative was intentionally designed to build upon our commitment to the American Hospital Association Equity Pledge, CEO Action for Diversity and Inclusion, our value of Inclusion and mitigating unconscious bias.

In 2020, CC ODI created Inclusion Cafe 2.0 R.E.E.L (Race, Ethnicity, Equity, Language) Talk to meet an increasing demand from caregivers wanting to understand how to build their inclusion capacity around having conversations on race and difference. Inclusion Café 2.0 allows caregivers to learn more about individual differences, perspectives and values as they relate to race, ethnicity, equity and language. We encouraged caregivers to have dialogue around these topics and listen to others. Thus, the purpose of this course is to support caregivers in building their inclusion capacity and their ability to connect with each other through inclusive listening and sharing.

Racism as a Public Health Crises

On June 3, 2020, Cleveland Clinic supported the City of Cleveland’s resolution declaring racism a public health crisis. As a health system, we are committed to ending long-standing systemic racism and bias that result in health disparities, and are taking an active role to further develop strategies to guide our pursuit of true equality, justice and care for our patients and community. We have also signed on to resolutions from Lorain City Council and national statements from the [Healthcare Anchor Network](#) and the [OneTen initiative](#).



On Friday, June 12, at 12:30 p.m., as part of White Coats for Black Lives, Cleveland Clinic caregivers from around the globe stood or knelt together at their locations for 8 minutes and 46 seconds of silent reflection. Caregivers in Ohio, Florida, Nevada, Canada, London and China — in person and in spirit — came together to support our community, patients and fellow caregivers, and in remembrance of George Floyd. They expressed our organization’s commitment to ending racism and bias resulting in health disparities.

In response to the stress and disparate impact of the pandemic, and social unrest following violent acts against people of color, Cleveland Clinic’s Office of Diversity & Inclusion launched a series of caregiver forums to offer support, hear what is on the minds of our caregivers and inform system-wide change.

CC ODI designed Lift Every Voice listening sessions as an inclusive approach to facilitate dialogue, empathy, awareness and inclusion on the topics of race, racism and bias. Lift Every Voice sessions provided a safe space for caregivers to address their thoughts and feelings around the personal impact of race, racism and bias in their lives. From June – October 2020, CC ODI held 95 virtual sessions reaching over 3,000 caregivers, and presented key themes to leadership to inform strategic next steps on diversity, equity and inclusion.

One of the key themes was the need for more education and training. Caregivers expressed a strong desire to help and support, but did not feel they had the language or skillset to do so. To this end, CC ODI developed the **Becoming an Anti-racist Ally: Our Journey to End Racism** series for caregivers seeking to learn and grow in anti-racist allyship. This virtual training experience challenges caregivers to learn how to develop self-awareness of their beliefs, biases and perceptions; identify strategies to engage in difficult conversations; and reflect on their own identity and experience in an ally role, integrating anti-racism work into their daily lives. Since August 2020, CC ODI has held more than 32 sessions with over 1,000 caregivers participating.

While our Cleveland Clinic leaders model inclusion and respect in every interaction as part of our core values, we realize that unconscious biases are a reality in all of our lives. Therefore, we began providing Unconscious Bias training in 2017, reaching 1,200 leaders to date. In 2020, we leveraged online learning platforms to make unconscious bias training and racial equity resources more readily available to all caregivers.

2021 DiversityInc Top Health Systems



For the 12th year in a row, [DiversityInc](#) named Cleveland Clinic a top hospital and health system. In 2020, we were named fifth on the list.

The rankings are data driven and assess performance based on:

- Talent pipeline.
- Talent development.
- Leadership accountability.
- Supplier diversity.



Since 2014, the [Human Rights Campaign](#) has recognized Cleveland Clinic's dedication, commitment and action in LGBTQ+ inclusion as a healthcare system. In 2020, we were recognized as a Top Performer in the Healthcare Equality Index.

Hospital systems are ranked on how many LGBTQ-centered policies and practices they have in place in four different criteria:

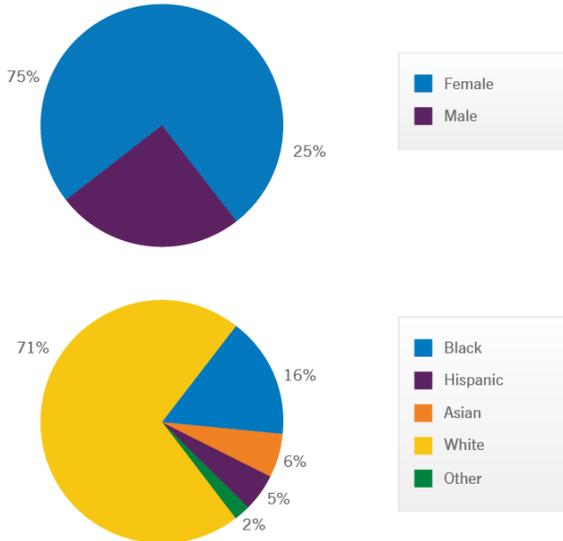
- Foundations of LGBTQ-centered patient care.
- Patient services and support.
- Employee benefits and policies.
- Patient and community engagement.

Eleven Cleveland Clinic facilities were noted for their active participation in embracing and adopting LGBTQ-inclusive practices. As a system, we completed 750 hours of LGBTQ Cultural Competency training, 170% higher than the required 275 hours to receive the designation. Honorees included Cleveland Clinic Main Campus, Akron General Medical Center, Avon, Euclid, Fairview, Hillcrest, Lutheran, Marymount, Medina and South Pointe Hospitals, and Cleveland Clinic Florida.

Enterprise Demographics

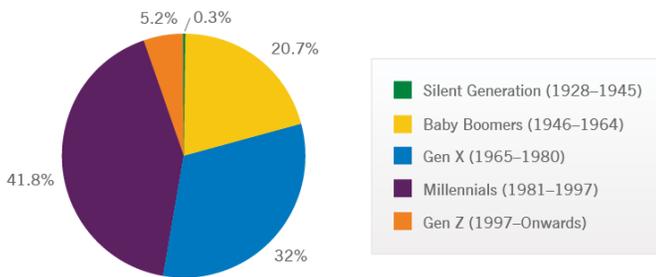
Cleveland Clinic recognizes that having a workforce that reflects the patient population it serves includes a diverse leadership team and pipeline. The integration of diversity and inclusion initiatives across the enterprise addresses the strategic need to expand the number of diverse candidates available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

Cleveland Clinic Workforce Demographics, 2020*



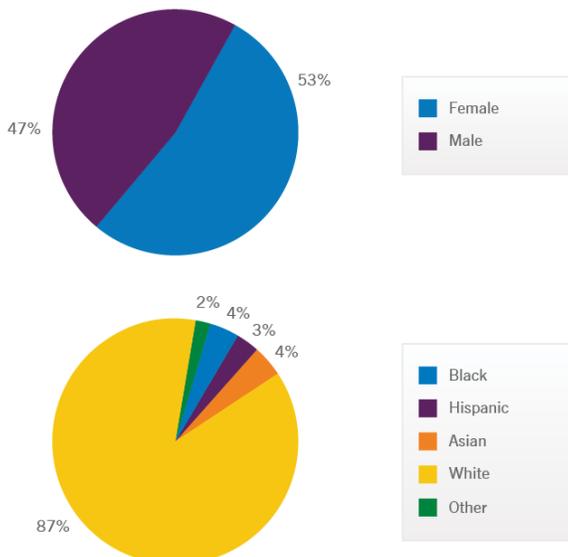
*Enterprise-wide employee analysis as of 12/31/2020 (N=55,266). Workforce = full-time, part-time and PRN (temporary and contract employees were removed).

Cleveland Clinic Workforce by Generations, 2020*



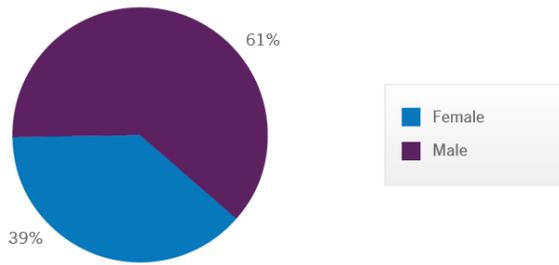
*Enterprise-wide employee analysis as of 12/31/2020 (N=69,011). Workforce = full-time, part-time and PRN (temporary and contract employees were removed). Includes all domestic and international caregivers as reported on the 2020 State of Cleveland Clinic.

Cleveland Clinic Management, Demographics, 2020*

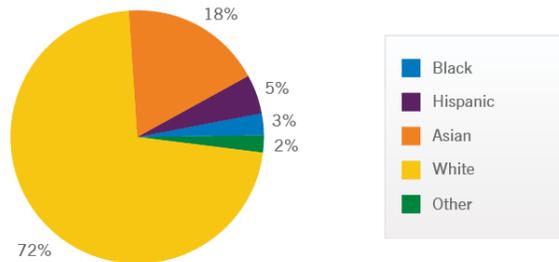


*Enterprise-wide analysis of management as of 12/31/2020 (N=1,543). Management is defined as all caregivers with direct reports; caregivers in EEO-1 Categories Executive/Senior Level and with the title of Manager or Director.

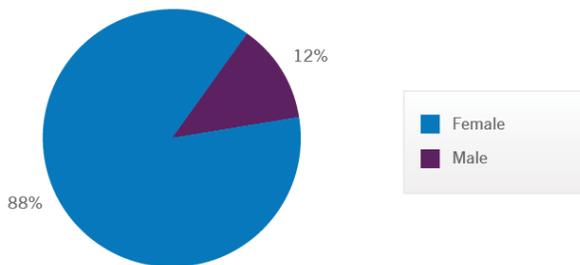
Cleveland Clinic Physician Demographics, 2020*



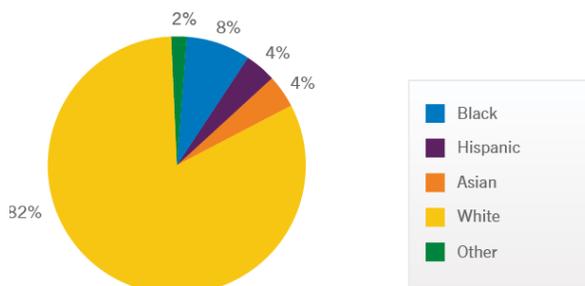
*Enterprise-wide analysis of physicians as of 12/31/2020 (N=4,198). Does not include residents and fellows.



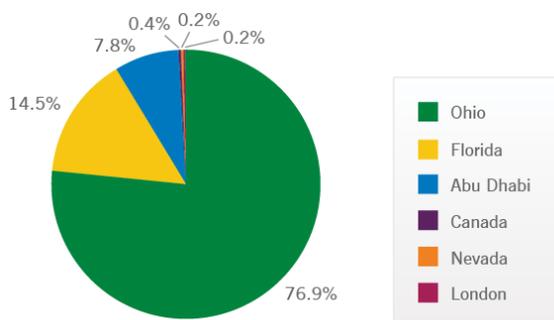
Cleveland Clinic Nurse Demographics, 2020*



*Enterprise-wide analysis of nurses as of 12/31/2020 (N=11,332). Includes full-time, part-time and PRN (temporary and contract employees were removed).



Percentage of Caregivers by Region, 2020*



*Enterprise-wide employee analysis as of 12/31/2020 (N=69,011). Number of caregivers worldwide: 69,011. Workforce = full-time, part-time and PRN (temporary and contract employees were removed). Includes all domestic and international caregivers as reported on the 2020 State of Cleveland Clinic.

Pipeline Talent Development – Increasing the enrollment of underrepresented minority (URM) students in health professions is an increasingly 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 enhance professionalism by providing them with career information, coaching, mentoring, team-based experiential learning and problem-solving expertise.

Mentorship – Cleveland Clinic is committed to increasing diverse talent in management and executive roles:

African American Employee Resource Group (AAERG) and Hispanic/Latinx Employee Resource Group (SALUD) Caregiver Development Program

We addressed a system-wide education gap through the AAERG / SALUD Caregiver Development Series, a group-led professional development workshop series. The goal of the series is to increase participants' visibility and access to senior leaders, and to create a pipeline of talent from within the organization for future leadership roles. In 2020, 73 caregivers participated (60% female and 72% minority) as the program transitioned to a virtual format. A total of 463 caregivers have participated over the past 8 years.

AAERG C.O.M.M.I.T. (Community of Mentors Mobilizing and Inspiring Talent) Program

In 2019, the African American Employee Resource group launched C.O.M.M.I.T. - a pilot mentoring program to build mentors for workforce development and facilitate the professional development of qualified participants in group settings through sharing of experiences, skills and proficiencies over a period of 6 months. The participant cohort was 100% African American and 82% female. In 2020, the C.O.M.M.I.T. program continued virtually with a second cohort of 54 caregivers.

We addressed a system-wide education gap through the AAERG / SALUD Caregiver Development Series, a group-led professional development workshop series. The goal of the series is to increase participants' visibility and access to senior leaders, and to create a pipeline of talent from within the organization for future leadership roles. In 2020, 73 caregivers participated (60% female and 72% minority) as the program transitioned to a virtual format. A total of 463 caregivers have participated over the past 8 years.

AAERG C.O.M.M.I.T. (Community of Mentors Mobilizing and Inspiring Talent) Program

In 2019, the African American Employee Resource group launched C.O.M.M.I.T. - a pilot mentoring program to build mentors for workforce development and facilitate the professional development of qualified participants in group settings through sharing of experiences, skills and proficiencies over a period of 6 months. The participant cohort was 100% African American and 82% female. In 2020, the C.O.M.M.I.T. program continued virtually with a second cohort of 54 caregivers.

Of the 247 total caregivers that have participated in the Caregiver Development and C.O.M.M.I.T. programs over the last 2 years:

- 64 caregivers (26% of participants) have been promoted
- 84% of caregivers have been retained by Cleveland Clinic

Mentoring Circles (Professional Staff and Caregiver)

Professional Staff and Caregiver Mentoring Circles are both collaborative efforts of the Global Leadership and Learning Institute (GLLI), the Office of Professional Staff Affairs and the Office of Diversity & Inclusion. These 2 programs bring together a diverse group of employees—identified by their managers as capable future leaders—for informal talks with senior leaders to support their growth. In 2020, a total of 46 caregivers participated in both Professional Staff and Caregiver Mentoring Circles. The 2020 cohorts were 61% female and 54% minority.

Cultural Competency Education and Training

Enterprise-wide cultural competency skill development is fundamental to achieving the best patient and caregiver experiences in an increasingly diverse population. We build skills, increase awareness and knowledge and enhance the patient/caregiver experience by providing online trainings, seminars, events, coaching and consultation services to caregivers and departments. After transitioning to a virtual format in 2020, we increased participation in D&I courses by 40% — training 1,400 caregivers and increasing knowledge by an average of 23% following course completion.

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 caregivers complete this training annually.

LGBTQ Diversity & Inclusion Training – To date, 855 caregivers have completed LGBTQ-specific training based on the Safe Zone model. The course covers: 1) providing culturally competent care for LGBTQ patients and their families, and 2) creating a culture of safety, quality and intentional inclusion for LGBTQ caregivers and patients. Knowledge among participants increased by an average of 25% after completing the course.

Unconscious Bias Training – To date, over 1,200 of our leaders have completed Unconscious Bias training. The Office of Diversity and Inclusion launched this training in collaboration with Global Leadership and Learning in 2017. Its objective is to raise awareness about biases and increase our caregivers' cultural competence with a particular emphasis on the Talent Review process. Its impact is creating a more diverse and inclusive workforce. Participants' knowledge increased by an average of 20% after completing the course.

Health Equity and Community Engagement

“Cleveland Clinic is committed to addressing structural racism and bias, both of which have a sizeable impact on the health of our communities. We need to be unified in advancing health for every person in need. By being intentional about who we hire, where we purchase our goods and services, and where we invest, we can make a meaningful, measurable and lasting systemic impact on the lives of our neighbors.”

– [Tomislav Mihaljevic, MD](#)
Cleveland Clinic CEO and President

We partner with key internal and community stakeholders to make advancements in research, patient access and patient education to reduce health disparities. Our focus areas include enhancing patient access, outcomes and satisfaction, and improving community health outreach, education and research.

- [Learn more about our community programs](#)
- [Learn more about our commitment to purchasing from diverse and local suppliers](#)

Employing diverse caregivers that represent our patients and members of our communities is key to our success in these endeavors. Caregivers in our [Employee Resource Groups \(ERGs\)](#) and Diversity Councils (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.

Employee Resource Groups and Diversity Councils

Cleveland Clinic has 10 affinity-based Employee Resource Groups (ERGs) that span the enterprise and 13 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. Services provided by our ERGs and DCs raise awareness of health disparities and inequitable care that may exist in the organization and across the communities we serve. All ERGs and DCs remained active virtually during the COVID-19 pandemic, and developed programs and activities to support all caregivers during this trying period. Some highlights include:

- Conducting periodic wellness check-ins and programs, including yoga and meditation.
- Hosting virtual lectures on topics such as domestic violence / victim advocacy awareness, health literacy, COVID-19 health disparities and how to better engage with minority patient populations. [Download](#) our translated COVID-19 screening questions.
- Holding Book Clubs to discuss themes on addressing racism and bias.
- Leveraging social media ACTiVHOS® brand recognition by producing Spanish language videos and materials, and helping address COVID-19 disparities in the Hispanic/Latinx community.
- Continuing to offer caregiver development programs and using the transition to virtual formats to expand program reach.

Additional accomplishments in 2020 for Cleveland Clinic's Office of Diversity & Inclusion include:

- Reaching 65,000 caregivers and community stakeholders through in-person and virtual D&I programming, and website and social media presence.
- Growing CC ODIs presence on its internal website for caregivers — getting 21,000 views and increasing active followers by 557% to 3,000 caregivers.
- Successfully modifying and advancing CC ODIs talent pipeline development programs to position under-represented caregivers and college students for leadership roles and healthcare careers, with 176 caregivers (75% minority; 74% female) participating.

Workplace Wellness

Overview



Part of our employer value proposition is to foster a culture where caregivers are treated like family. We provide our caregivers with access to resources so they can actively take steps to thrive. The well-being dimensions we focus on include Physical, Emotional, Social, Financial and Intellectual. Our commitment to caregiver well-being was exceptionally important in 2020. We created and adapted several programs to support our caregivers throughout the year in response to the evolving impacts of the COVID-19 pandemic.

Employee Health Plan and Healthy Choice Program

The Cleveland Clinic Employee Health Plan (EHP) offers employees a comprehensive benefits program that includes access to the entire Cleveland Clinic Quality Alliance network of providers. We provide healthcare coverage to over 105,000 individuals through our EHP. In 2020, EHP ensured that members had appropriate access to medical and pharmaceutical care during the pandemic, and was proud to care for our caregivers during this time. In 2020, EHP expanded coverage to include all respiratory, influenza and COVID-19 related diagnoses and procedures at 100% coverage. We removed prior authorizations on COVID-19 treatments and expanded virtual visit and telehealth coverage. EHP also removed any early refill edits on prescriptions so members could refill their medications early if needed.

Our Healthy Choice program enables Health Plan members to take charge of their well-being, and 53% of EHP members participated in 2020. Caregivers and their spouses who participate can improve their health and earn up to 30% off their premiums by meeting personalized annual medical, nutrition or fitness goals. In 2020, over 52,000 eligible members participated in Healthy Choice programs and worked toward better health outcomes and premium discounts. To support caregivers and their spouses during the unprecedented events of 2020, EHP offered members the option of carrying over their 2020 premium discount levels through the 2021 benefit year. Participants who met their 2020 health goals could increase their discount, but no participants experienced a reduction in their discount.

Individuals progress toward their goals by tracking steps or activity minutes, or by participating in one of the available chronic disease management programs. All Healthy Choice Program participants have access to a personal wellness portal where they can view their health goals, track progress from their step-counting devices and receive important program communications. To date, Cleveland Clinic has recorded more than 40,000 portal users. We also launched a Healthy Choice mobile app as an added convenience for EHP members in 2020.

The Healthy Choice program encourages EHP members to improve their health and wellbeing, and has resulted in lower annual increases in healthcare premiums compared to national averages since 2009. Cleveland Clinic Employee Health Plan's premium increase for 2021 was well below the national average increase experienced by large employers in 2021. This is a health plan goal and we have achieved it for 6 consecutive years. Additionally, the Healthy Choice Program has contributed to the avoidance of over \$900 million in healthcare costs since its inception. Members benefit from our health and wellness programs by receiving support to proactively manage chronic health conditions, such as diabetes, hypertension and asthma, leading to decreased inpatient and emergency department utilization.

Healthy Living

Physically Fit

Due to the COVID-19 pandemic, Cleveland Clinic had to close our 14 on-site fitness centers for the majority of the year. To continue supporting the fitness goals of our caregivers, we added a number of virtual offerings through our Employee Wellness Facebook page. The membership of the page grew by 400% to include over 3,100 members. Each day our Fitness Center staff would do live classes including strength training, stretching and low impact options. In addition, the staff built an online library of all the classes that employees can access at any time.

Healthy Living

Good nutrition is a key component of a healthy lifestyle. According to the National Center for Chronic Disease Prevention and Health Promotion, people with healthy eating habits live longer, have a lower risk of developing chronic diseases and can prevent complications from existing chronic health conditions.¹ To support the wellbeing of our patients, visitors and caregivers, Cleveland Clinic offers healthy food and beverage options at our locations. We also provide nutrition information to help individuals make informed and healthy choices.

In addition, this year we added more virtual content on the Employee Wellness Facebook page with a weekly “In the Kitchen...” video where Michael Roizen, MD and the Wellness Institute’s Executive Chef, Jim Perko, host cooking classes that highlight healthy recipes and ingredients.

Educational Programs

Some of the ongoing education opportunities we provide include our Wellness Insider (a bi-monthly, one-hour presentation given by an expert in the field of wellness) and Wellness Connections (a monthly half hour presentation by a wellness professional). These talks continued throughout the pandemic – but they were virtual. Caregivers who miss these presentations can visit the Employee Wellness website and view past presentations in our Wellness Connection Video Library.

We also continued to offer wellness toolkits, seminars and the following free online courses for caregivers:

- Go! to Sleep: A six week web-based program that employs “Cognitive Behavioral Therapy for Insomnia,” a therapeutic strategy that helps patients to identify and then re-frame specific thoughts and behaviors that are interfering with their ability to sleep deeply.
- Stress Free Now: A six week program with relaxation tools, educational resources and daily strategies to decrease stress, build resilience and increase energy.

In addition, we used the Employee Wellness Facebook page to push out healthy living tips, articles and videos on a daily basis in 2020. Furthermore, Employee Wellness partnered with the Cleveland Clinic Art Program to highlight many of the amazing pieces of artwork curated by Cleveland Clinic. Since April 2020, members of the Art Program have shared a Daily Art Break to close out the day. The emails and posts in the Employee Wellness Facebook group include a curated artwork from the collection with a caption calibrated to the season, weather, a holiday or the mood of the day. Intended to offer a transition from workday pressures, the Art Breaks offer moments of beauty, levity, unity or simply an opportunity to pause while raising awareness of the breadth of the art collection.

Cleveland Clinic caregivers can join the e-list by emailing ccartprogram@ccf.org.

Wellness Champions

Wellness Champions work in collaboration with the Employee Wellness team to promote a culture of wellness within their teams and at their facilities. These enthusiastic individuals encourage participation in Cleveland Clinic Wellness programs by sharing information about wellness events and programs, leading by example and serving as a point of contact to facilitate events at their locations. Champions meet for a monthly conference call where they receive updates about programs, resources and incentives that are available to caregivers to help them meet their wellness goals. In 2020, we had over 220 Wellness Champions across the enterprise.

¹ Division of Nutrition, Physical Activity, and Obesity, National Center for Chronic Disease Prevention and Health Promotion, "About Nutrition: Why It Matters," 25 January 2021, accessed 1 September 2021, [cdc.gov/nutrition/about-nutrition/why-it-matters.html](https://www.cdc.gov/nutrition/about-nutrition/why-it-matters.html)

Healthy Environments

Green Transit

In addition to greenhouse gases, combustion engines also produce other harmful pollutants that can trigger asthma, emphysema, chronic bronchitis and other health issues. To support cleaner air and healthier communities, we offer caregivers a 20% parking discount for driving high-efficiency vehicles, as well as rebates on the purchase of a fuel efficient, hybrid or electric vehicle (up to \$1,000 on a new vehicle or \$500 on a used vehicle).

Additionally, through a collaboration with the Northeast Ohio Areawide Coordinating Agency (NOACA), caregivers can use Gohio Commute to track and reduce their transportation footprint. This online platform helps pair up caregivers for carpooling based on their location and shifts, houses information on local sustainable and alternative transit options and can track the carbon footprint of caregivers' daily commutes. To promote biking to work, we provide access to shower facilities and bike racks, and have been increasing the number of bike racks available at our facilities, especially in new construction.

Flexible Work Arrangements

To reduce the spread of COVID-19, caregivers whose responsibilities did not require them to be onsite worked from home for most of 2020. During this time, caregivers maintained high productivity and many expressed the desire to continue having remote work as an option. To this end, Cleveland Clinic has been working to integrate remote, hybrid and onsite models for caregiver teams.

Caregivers can also work directly with their supervisors and teams to arrange telecommuting to offsite meetings, working from home, condensing their work weeks and flexing work hours. To promote caregiver health and well-being, our Employee Health Plan enables many caregivers to make appointments at their work locations and at times most convenient for their schedules.

Discount Programs for Employees

Cleveland Clinic has networked with regional and national vendors to provide our caregivers a wide selection of discounts on activities, products and services. The goal of our discount programs is to promote work-life balance by providing affordable opportunities for caregivers to relax and enjoy time with family and friends. Due to the COVID-19 pandemic, many events, services and attractions were put on hold or postponed in 2020. We review offerings on an ongoing basis to provide added value for our caregivers and list new discounts on our intranet throughout the year.

Dependent Care Support

Our Wellness team contracted with a partner to offer all caregivers access to high-quality family supports and backup care in 2020, some of which offer caregiver discounts. Caregivers can search a portal and our “Connecting Caregivers” website for childcare, eldercare, pet care and other resources, knowing they can find safe and reliable providers. Cleveland Clinic also expanded its backup dependent care offering to all caregivers in need, including 15 days of partial- to fully-subsidized backup dependent care. This resource provides caregivers with either in-home or center-based care for children and elders.

A Calming Environment

Cleveland Clinic’s Art Program and Arts & Medicine help create serene, restorative environments for our patients, caregivers and visitors.



Artworks commissioned for Taussig Cancer Center at main campus, left to right: Nancy Lorenz, Sea and Sky, 2016; Germaine Kruij, Counter Movement (Golden Orange), 2015; Carolina Sardi, Aubergine (detail), 2016; Art courtesy of the artists and The approach, London, Morgan Lehman Gallery, Pan American Art Projects; Photo © Robert Benson

Art Program

Cleveland Clinic’s Art Program crafts engaging, meaningful interactions with contemporary art within a healthcare setting. Integral to the healing environment, the fine art collection of more than 7,000 works is shown in public spaces, hallways and patient rooms to activate and anchor spaces throughout Cleveland Clinic Enterprise. The art collection is designed to present a broad range of perspectives, promoting empathy and inclusion by making visible the diversity of patients, visitors and caregivers.

2020 Art Auction

The Art Program launched its first online art sale with over 250 items in May 2020. The art auction brought in more than \$22,000 to benefit VeloSano and the COVID-19 Emergency Relief Fund. The easily accessible and socially distant format encouraged more than 250 people to sign up to view the assorted offerings, including paintings, drawings and photographs.

Arts & Medicine

Arts & Medicine was created for the purpose of integrating the visual arts, music, performing arts and research to promote healing. The team includes art and music therapists to aid in the well-being patients during treatment of an illness. In 2020, Arts & Medicine continued to offer these important services virtually for patients. Following COVID-19 safety protocols, the team also scheduled more than 300 onsite visits from performing artists across several Cleveland Clinic locations in 2020, including volunteer performances from the Cleveland Orchestra. Performances such as these provide therapeutic benefits that enhance the lives of our patients, visitors and caregivers.



Arts & Medicine caregivers also provided specific programming to support our caregivers in 2020. The team created and implemented Art as a Unit, a collaborative art piece, engaging a variety of caregivers in making 100+ individual squares to express their feelings about COVID-19 through art. They also provided uplifting video content to thank caregivers for their service during the pandemic and boost morale.

Center for Spiritual Care

During their time at our facilities, caregivers, visitors and patients of all faiths may also request services from our Center for Spiritual Care, which provides holistic and compassionate care through our clinically trained chaplains, holistic nurses and Family Liaisons.

Talent Development

Overview

Cleveland Clinic is a place of life-long learning. We want to help our caregivers grow and achieve their full potential. By investing in the professional development of our caregivers, we find better ways to care for patients and fellow caregivers. We offer learning and development resources through our Mandel Global Leadership and Learning Institute (GLLI), which is staffed by experts dedicated to crafting, delivering and supporting the continuous development of our caregivers. Offerings provided by GLLI include:

- New caregiver experience and onboarding
- New leader and executive onboarding
- Talent and performance management
- Assessments
- Coaching
- Facilitation and retreats
- Leadership and team consulting
- Social collaboration communities and resources



Feedback is an important component of our caregivers' development. To this end, caregivers complete mid-year and annual reviews with their managers, and many caregivers have regular check-in conversations with their supervisors throughout the year. In 2020, 78% of caregivers completed a check-in conversation with their manager.

Virtual Learning

In response to the COVID-19 pandemic, our caregivers pivoted to provide and lead virtual development programs and virtual express coaching. We designed virtual learning experiences to help caregivers better operate in a virtual world, including remote work and healthy teams series focused on best practices in leading virtual teams, cultivating trust and collaboration within teams and staying productive while working remotely. Other virtual learning resources we continued to offer to caregivers in 2020 included 285 eLearning courses and 85 seminars via our caregiver learning portal, and access to LinkedIn Learning.

Through Connect Today, our cloud-based social learning and collaboration platform, our caregivers have created more than 282 active online communities spanning multiple departments since we launched the site in 2018. These communities enable caregivers to organize and share information, collaborate on projects, solicit ideas and feedback and create educational resources. Using the Connect Today platform, we launched our Career Journeys professional development program in July 2020. This program offers a self-assessment to help caregivers identify the best development path for them (enrichment, exploratory, lateral or vertical) and provides guided or self-guided learning activities to promote networking, self-reflection, skill-building, goal-setting and more. The Career Journeys group also provides a community for caregivers to stay connected and learn from one another by sharing reflections and progress from completed activities.

Total Rewards



To become the best place to work in healthcare, providing an exceptional caregiver experience is one of our top priorities. We offer a competitive benefits package to attract and retain top talent, which provides added value equivalent to approximately 30% of a caregiver's base pay on average. In 2020, we maintained pay and benefits for our caregivers, including caregivers with approved time away when contracting or exposed to COVID-19 illness. Our benefits include multiple health and dental plan choices, vision and prescription drug coverage, life and disability insurance, flex spending, partner benefits, 403(b) investment and pension plans, wellness programs, tuition reimbursement, career development and more. In 2020, we covered 7,917 individuals under our Retiree Health Plan. Additionally, in 2020, Cleveland Clinic implemented a new minimum wage at the following locations not covered by preexisting contracts:

- \$15 per hour at Cleveland Clinic, Cleveland Clinic Akron General, and Cleveland Clinic Weston Hospital
- \$14 per hour at Cleveland Clinic Union Hospital
- \$13 per hour at Cleveland Clinic Indian River and Martin Health

Cleveland Clinic launched its Maternity and Parental Leave benefit in April 2020, which provides eight weeks of maternity leave following childbirth plus four weeks of parental leave, and four weeks of parental leave for non-birthing and adopting parents.

Tuition Reimbursement

Encouraging our caregivers' educational pursuits enables us to attract and retain top talent, and provide the best care for our patients. We support the professional development and career growth of our caregivers through our tuition reimbursement program, which provides caregivers financial aid toward the completion of undergraduate and graduate degrees. To be eligible, caregivers must have at least one year of tenure at Cleveland Clinic. Through the program, caregivers receive reimbursement at the end of each semester contingent upon completing their approved coursework.

In 2020, over 3,000 caregivers participated in the program and received \$11.4 million in reimbursements.

Annual Maximum Cap Allowance

Type of Degree	Nursing Major	Non-nursing Major	Physician Assistant Major
Graduate, Doctorate & PhD	Full Time: \$7,500	Full Time: \$4,500	Full Time: \$7,500
	Part Time: \$3,750	Part Time: \$2,250	Part Time: \$3,750
Bachelor	Full Time: \$5,000	Full Time: \$3,000	Full Time: NA
	Part Time: \$2,500	Part Time: \$1,150	Part Time: NA
Associate	Full Time: \$2,500	Full Time: \$1,500	Full Time: NA
	Part Time: \$1,250	Part Time: \$750	Part Time: NA

Cleveland Clinic collaborates with EdAssist™ to schedule and facilitate onsite and online college fairs and to process tuition reimbursement requests.

Community

Cleveland Clinic is committed to helping our communities thrive. We provide Community Benefit through investments in clinical services, medical research and education, and address social determinants of health through our Community Health Strategy (CHS). In 2020, we focused our efforts on informing communities to mitigate the spread of COVID-19 and creating programs in response to social and health needs resulting from the pandemic.

Community Health Strategy

Our CHS is based upon 3 main principles as we partner with our community-based organizations to provide optimal opportunities for the communities in which we work, live and play to thrive.

- Responsive to local needs
- Creating a measurable improvement to well-being
- Providing lifelong engagement through educating, hiring and healing

The programs provided are all in alignment with the Community Health Needs Assessment (CHNA), evidence-based and use the social determinants of health to deliver measurable impact. There are two overlapping and intertwined arms to the CHS which drive our programs in our four identified regions that represent all of our Hospitals and Family Health Centers in Northeast Ohio- east, west, central and south.

Anchor Institution Initiatives

We generate positive community impact and address health outcomes resulting from underlying social determinants through local hiring, purchasing and investing. We adapted our 2020 programs in response to the COVID-19 pandemic to continue providing meaningful youth education experiences and community support while adhering to safety guidelines.

Public Health Programs

As a healthcare institution, it is our mission to address and improve the overall health and wellbeing of our community. Our goal with the CHS is to measurably improve key health indicators that are prevalent based upon our CHNA priorities, as well as address identified emergent needs such as COVID-19, substance abuse and infant mortality.

Our Stories

Learn more about how we supported our neighboring communities in 2020 through our public health programs and anchor institution initiatives.

Advocacy & Policy

We advocate for policies that improve access to quality care and support healthy communities. Our efforts in 2020 included providing guidance to the State of Ohio on managing the COVID-19 pandemic.

Anchor Institution Initiatives

Youth Education

Community Health and Partnerships offers resources and programs that support health and wellness and empower our youth to become the next generation of healthcare workers in Northeast Ohio.

Overview

Education and workforce development are vital to the success of students on an individual level, while also promoting collective growth and sustainability within communities. These levers are essential for reducing barriers, combating structural racism (which has been identified as a public health concern), and addressing the worker shortages we are facing in the field of healthcare. Our programs provide a wide range of authentic learning experiences at Cleveland Clinic facilities, in schools, and through technology-mediated activities. Although the COVID-19 pandemic restricted the opportunities for on-site activities, we successfully continued to provide engaging programming through virtual experiences. Centered on real-world applications, these programs utilize organizational resources and community partnerships to support student achievement both inside and beyond the classroom, enhance students' quality of life by providing education and awareness and establish pipelines to career opportunities for in-demand jobs within our healthcare system.

Youth Education Programs

Create awareness and pipelines to workforce development

Since 2005, Cleveland Clinic Civic Education has worked to improve health and wellness, academic achievement and career readiness for students in grades K through 12. Our current initiatives continue to support these goals and align with our mission of partnering in our communities to attain the highest levels of health, wellbeing and health equity utilizing an Anchor approach.

Caregivers engaged 3,654 students through our Youth Programs

In 2020, Cleveland Clinic Community Health and Partnerships engaged 3,654 students from 261 schools in its Youth Programs, producing measurable improvements in the areas of health literacy, academic achievement and career readiness. The reach and impact of these connected learning experiences, which our caregivers facilitated online through webinar technology during the height of the COVID-19 pandemic, exemplify Cleveland Clinic's commitment to youth education and the well-being of the communities we serve.



Worldwide Classroom®

Worldwide Classroom offers free, interactive, real-time and on-demand connected learning experiences focused on health, wellness and career-preparedness. The program offers a variety of grade-level specific offerings, including Worldwide Classroom for grades 6–12, Explorers for grades 3–5, and Health *Unleashed!* for grades K–2.

In response to the COVID-19 pandemic, we conducted several additional connected learning experiences to update different student audiences with timely information about COVID-19.

Program	Grade Level	Students	Schools
Worldwide Classroom	6-12	2944	69
Explorers	3-5	24	7
Health <i>Unleashed!</i>	K-2	81	17
COVID-19 Safe at Home PSA	1-12	166	40
COVID-19 Update (April)	K-5	52	26
COVID-19 Update (April)	6-12	263	57
COVID-19 Update (May)	6-12	124	45
Totals		3654	261

Classroom teachers who wish to participate in future Worldwide Classroom connected learning experiences can find more information at clevelandclinic.org/wwclassroom

Student Pathways

In 2020, Cleveland Clinic Community Health piloted a unique program for local high school seniors interested in healthcare careers. With a specific focus on partnering with neighboring communities and school districts surrounding Cleveland Clinic South Pointe Hospital, the Student Pathways Program provided an initial cohort of thirteen students the opportunity to take the first step in their career — before graduation.

Each participant in the Student Pathways Program had the opportunity to meet key hospital personnel and access learnings to help prepare them for a strong future in healthcare. Virtual learning offerings included maintaining a healthy lifestyle, managing school and work/life balance, career exploration and the employment application process. In addition, each student completed a virtual shadowing opportunity prior to being paired with a Cleveland Clinic caregiver who served as a mentor throughout the program.

Internships

Cleveland Clinic Community Health and Partnerships offers annual paid summer internship programs to support our chief aim of Youth Education Leading to Workforce Development. These internship programs give Northeast Ohio 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. Post high school and/or college graduation, participants in our programs have advanced to the world of work, higher education, and/or have been hired as caregivers in clinical and non-clinical, business-related roles at Cleveland Clinic. Several have been accepted to and have graduated from Cleveland Clinic's Lerner College of Medicine. Many have published and presented research along with their Cleveland Clinic mentors. These programs have proven to be rewarding for students, mentors, families, schools and the organization. 2020 marked 16 years of opportunity, advancement, experience, confidence, transformation and growth through our internship programs.

Due to the COVID-19 pandemic, we decided to shift to a virtual platform in 2020 to remain socially connected with our students. The 2020 Virtual Summer Experience Program allowed us to continue providing relevant programming and beneficial educational opportunities to our student participants. The virtual program incorporated elements of both our Louis Stokes and Science internships, with the goal of maintaining and strengthening connections in the midst of the COVID-19 pandemic.

Through this redesigned virtual summer experience program, students were still able to gain exposure to healthcare fields and careers, manage learning opportunities and responsibilities, establish or continue mentoring relationships and future networking capabilities with Cleveland Clinic caregivers and find practical, real-world applications for their academic knowledge and pursuit of selected career goals. The 2020 Virtual Summer Experience Program provided students the opportunity to refine various skills, such as project management skills, academic writing and presentation skills and professional communication skills. The program also enabled students to cultivate their 21st-century skill set through virtual learning opportunities and real-world applications for their academic knowledge. These programs promote learning in health and wellness, the arts, innovation, financial literacy and more. The program remains true to its structure, which we designed 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.

We selected students for this program from applicants who had successfully completed the 2019 Louis Stokes or Science Internship Programs. Caregivers, both clinical and non-clinical, served as mentors/co-mentors by interacting with students on virtual platforms. Mentors/co-mentors created opportunities for their students to learn by doing through guided experiences and by promoting interactive learning and teamwork, in which students were asked to practice, observe, problem solve and apply what they had learned. They also established rapport with their students, encouraged professional behavior and offered opportunities for professional growth. For example, mentors/co-mentors included participants on team assignments and tasks, and on occasion allowed students to “take the lead” during team discussions.

Despite the constraints the COVID-19 pandemic placed on program logistics, students and mentors/co-mentors discovered that virtual learning can be equally meaningful and insightful as traditional learning for facilitating mentor-student relationships and empowering students to complete successful projects. Both students and mentors/co-mentors believed the program and new virtual platform were a success, marking a new level of achievement for the internship programs.

Mentors/co-mentors were very impressed by the experience and the work students completed, which was meaningful and valuable to their departments. All of the mentors/co-mentors indicated their students' work will serve as a foundation for continuing departmental efforts. Students reported an increase in knowledge and improvement in many of their skills due to their participation in the program, and 100% of the students who started the program completed it. The average grade from the mentors/co-mentors for their students' participation was an "A+". A total of 26 mentors/co-mentors virtually hosted our 21 students in 19 departments at 10 Cleveland Clinic facilities.

Voices of Key Stakeholders

Voice of the Students

Students provided the following feedback on the Virtual Summer Experience Program: At first, the cancellation of the in-person program due to COVID-19 was hard to accept. However, the 2020 summer program became something that we were able to look forward to participating in. Due to COVID-19, this was a very new and different experience, yet we were still able to continue with what we started last year and gain exposure to different branches of the medical field. We thank the mentors/co-mentors for their dedication to guiding and instructing us, especially when the program required the use of a new virtual platform.

Through the workshops, we were able to learn real-life skills like establishing credit, building resumes and being able to brand ourselves. These are skills that are not often taught in schools, but they are crucial once we graduate and start to pursue post-high school education, professional education and our careers. The program taught us you don't have to be in-person to learn, work and have a valuable and fun internship. We learned being organized is critical, arranging time to fit in our mentor, co-mentor and weekly workshops. We forged deeper relationships with our mentors/co-mentors and learned how to work professionally in a virtual setting as a team and on our own. Thank you to our mentors, co-mentors, the Community Health and Partnerships Team and Cleveland Clinic. We are truly grateful!

Voice of the Mentors/Co-Mentors/Cleveland Clinic Leadership

Students came into this process with an open mind and an eagerness to learn, and were engaged throughout the program. The conversations we had were insightful and helpful, particularly during this time of a global pandemic. Students were well organized, motivated and detailed oriented with excellent follow-through. They worked well collaboratively as team members. They had strong career goals with determination to achieve. We appreciated their well-mannered and respectful behavior, and strong communication skills were evident in their final presentations.

Economic Development

As an academic medical institution anchored in the community, Cleveland Clinic is committed to leveraging its economic power and resources for the mutual benefit of the Institution and our surrounding communities.

Community Partnerships

Community Relations partners with key community organizations to provide a meaningful and measurable experience for our communities. Working with these partners to identify, connect and provide the resources they need to thrive builds a sense of trust and community.

Community Service Time Off (CSTO)

Due to the COVID-19 pandemic, Cleveland Clinic placed its Caregiver Community Service Time Off program (CSTO) on hold in 2020. Launched in 2019, the CSTO program gives caregivers a one-time opportunity each year to use up to four paid hours to provide service at an approved community partner organization. We provide caregivers a directory on our intranet that includes approved community partners and events in Akron, Cleveland, Dover, Florida, Las Vegas, Lorain, Medina, Toronto and Wooster.

Cleveland Clinic has a long-standing history of caring for our communities by supporting efforts to:

- Improve personal and community health and well-being.
- Expand educational and workforce development opportunities.
- Invest and participate in economic development initiatives.

We continue to receive guidance from our leadership and community partners on when and how we can safely resume volunteer activities through our CSTO program.

Community Partnerships & Event Sponsorship

Cleveland Clinic's community outreach efforts, collaborations and sponsorships have included on-the-ground programs, hands-on community service experiences, health & wellness education sessions, health screenings and navigation, and funding investments for requested programs, activities and events. While the COVID-19 pandemic disrupted many events and opportunities in 2020, these alliances typically involve and support over 250 community partners, non-profits, community resource centers and other organizations where Cleveland Clinic has a presence each year.

The focus of Community Relations continues to be connecting with our communities and residents through a variety of neighborhood-based partners and social organizations, schools, houses of worship and other sites to consistently engage in discussions about local health needs and create action plans to connect individuals of all ages with the medical, social and economic resources that empower them to transform their own health and well-being, as well as that of their communities. This is standard throughout all Cleveland Clinic locations.

Essential elements for investment include providing community education for people of all ages, enhancing economic vitality and supporting workforce development. With the ongoing evolution of health care and services, the focus has been shifting from "sick" care to "health" care. As such, the health of a community is not determined solely on physical well-being, but on all the factors that go into the experience of living, working and thriving. Cleveland Clinic is committed to working with individuals and organizations that understand this reality, and we consider the ways in which requests address social and environmental determinants of health.

Greater University Circle Initiative (GUCI)

In many cities like Cleveland, anchor institutions have surpassed traditional manufacturing corporations to become their region's leading employers. Cleveland Clinic is currently Ohio's largest employer and recognizes the important role it plays as an anchor institution in the local economy. Through the Greater University Circle Initiative (GUCI), Cleveland Clinic works in collaboration with other local anchor institutions to create "jobs, income and ownership opportunities" for all Greater University Circle residents.

The GUCI was created in 2005 when 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 address the specific challenges of some of Cleveland's most disinvested neighborhoods—Hough, Glenville, Fairfax, Central, Buckeye-Shaker, Little Italy and East Cleveland.

The leaders set four goals for the GUCI: buying local, hiring local, living local, and connecting people, neighborhoods and institutions in a vital network.

Successes since the inception of the GUCI include:

- 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 have boosted the area's commercial and residential base.

Local and Diverse Spending

Cleveland Clinic remains focused on supporting our local communities by sourcing products and services from diverse and local suppliers. Over the last decade, we have spent approximately \$1.1 billion on products and services from certified diverse suppliers.

The COVID-19 pandemic greatly impacted hospitals and healthcare systems around the country, including ours. The pandemic hit as several major strategic projects were to begin, and we suspended or deferred over 200 planned capital construction projects in 2020. As a result, we reduced our 2020 capital spend by 60% while adjusting where we focused the remaining funds. This had an impact on many of the businesses we use for goods and services, including diverse businesses. In 2020, we invested 22% of our spending with suppliers located within Cuyahoga County, 25% of which we spent with suppliers located in the City of Cleveland.

Despite the reduction in spending with diverse suppliers in 2020, we took this opportunity to refocus our efforts by creating opportunities to help these businesses grow. This included expanding our Mentor-Protégé program, creating education opportunities focused on enhancing their operational, financial, technological and human resources knowledge and skills, as well as skill growth and networking opportunities.

In 2020, Cleveland Clinic increased its focus on our communities by joining the Healthcare Anchor Network (HAN), a national collaboration of 61 leading healthcare systems who recognize that economic disparity, racial inequity and persistent poverty are not just moral problems, but issues that must be addressed as part of healthcare's mission. Cleveland Clinic was one of 14 U.S. health systems – and the second overall – to sign HAN's "Impact Purchasing Commitment." This commitment, in partnership with Health Care Without Harm and Practice Greenhealth, will see our annual diverse spend double from \$80 million to \$160 million by 2025 as part of an overall goal of \$1 billion in spending with diverse businesses. In addition to increasing our diverse spending, the five-year pledge includes:

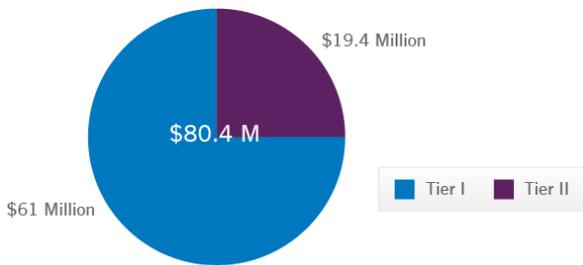
- Focusing our collective intelligence to rebuild a more resilient supply chain in the aftermath of the COVID-19 pandemic.
- Addressing socio-economic and racial inequities to improve health outcomes via industry collaboration and leveraging institutional assets.
- Creating industry change as an established network of institutions.
- Investing in the communities we serve through local hiring, local spend and community investments.

Through our Supplier Diversity Strategy, we focus on increasing procurement spend with businesses that are at least 51% owned and operated by minorities, women, veterans, service-disabled veterans, individuals identifying as LGBTQ and/or are Historically Under-utilized Business Zone (HUBZone) certified. Elements of our strategy include:

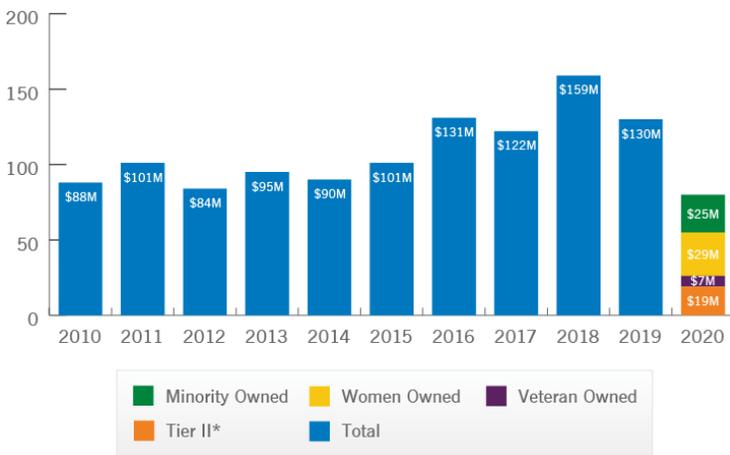
- identifying and sharing procurement opportunities with diverse businesses across the enterprise (including Tier II opportunities with our contracted vendors).
- providing mentorship and learning resources to diverse suppliers to support the continued growth and development of their businesses.
- collaborating with professional organizations and leadership at the local, state and national levels to create a network and targeted programming that supports diverse businesses.

[Learn more about our diversity and inclusion initiatives](#)

2020 Supplier Diversity Spend



Diverse Vendor Spend



2020 Local Procurement



Public Health Programs

COVID-19

The COVID-19 pandemic of 2020 significantly changed how we connected with our communities. Due to fear and misconceptions related to COVID-19, informing and educating the populace on the virus and avoiding contagion was paramount, yet the “stay at home” edict by the Governor meant people could not gather in public places for informational health programs as usual. It became vital that we connect with our citizens and communicate information in order to mitigate the spread of the virus. The following information details how the Community Health team pivoted to care for our communities, and especially care for the most at-risk members of our region. The pandemic magnified health disparities and inequities for minority populations, and we acknowledged the need to address and alleviate the issues that were causing even more distress for them.

Connect – the following initiatives helped us stay in contact with our residents as the health crisis evolved:

- We started the **Community Check-In Program** in March 2020 at the beginning of the “stay at home” recommendation. The goal of this outreach was to contact approximately 1,500 of our most vulnerable patients over the age of 60 who had participated in some of our health programs and simply check in with them by phone. The Community Health team spoke directly to 657 clients located across 82 zip codes and 9 counties. The team assured the clients that they were not alone, asked if they had questions or concerns about COVID-19, checked for social isolation and made referrals for services such as food distribution and mental health needs. We made follow-up calls to sustain contact over a period of 2 months.
- Our Ambulatory Care department developed and initiated the **COVID-19 Community Monitoring Program**, which had two key functions. First, caregivers called primary care patients who met criteria for COVID-19 exposure or symptoms to assess their chronic condition symptoms and advise them about how to stay safe at home. Second, caregivers maintained contact with patients for 14 days after discharge from hospitalization for COVID-19. Registered nurses consistently called and advised patients on appropriate measures to enhance convalescence, ascertain adherence to medications and, at times, intervene quickly to call an ambulance or contact a physician for serious symptoms. Between the two arms of the monitoring program, our caregivers contacted and supported 36,885 patients in 2020.
- Through the **Minority Men’s COVID-19 Project**, we called more than 760 men who had attended our Minority Men’s Health Fairs in recent years. The purpose of the calls was to evaluate individuals for social needs during the pandemic and to connect them to resources for food, prescriptions, health screenings and social isolation as needed.

Communicate – Accurate, up-to-date, bidirectional information exchange with both residents and community leaders was crucial during 2020 as COVID-19 cases surged and ebbed throughout the year. Some of our outreach initiatives are detailed below.

- Our regional hospital presidents held monthly (and sometimes weekly) virtual meetings with local **mayors and public health officials** to provide intelligence and guidance on incidence, as well as novel technology developed to fight and treat the virus.
- The Community Health team shifted from in-person health education offerings to **virtual webinars and programs**. We held COVID-19 forums in collaboration with community partners, such as the Cuyahoga County Public Library, local health departments and schools. We leveraged our diverse workforce and subject matter experts to provide educational materials on COVID-19 in English, Spanish and Chinese.
- Community outreach teams from the **major health systems in Cleveland joined together** to develop and disseminate a Community Resource Guide. During the height of the outbreak, the guide provided citizens with fast access to phone numbers and websites for various types of aid, including free meals, food distribution sites, unemployment assistance and mental health support.

- We engaged with **local faith-based organizations** through a series of virtual Faith-Based Leaders Forums. The forums provided a platform for us to have meaningful conversations with neighboring pastors, rabbis and imams regarding COVID-19, and enabled us to provide support to faith-based leaders dealing with the significant impacts of COVID-19 on their congregations.
- Recognizing the **impact of the digital divide** in low-income communities, Community Health managers and medical students provided education on signing up for [My Chart and Express Care Online](#), as well as conducting virtual provider visits. We also created a plan to increase broadband access for our underserved residents to increase healthcare access and enable students to connect to their remote classrooms.

Mitigate – as a leading multispecialty academic medical center, we are committed to sharing resources and expertise to help prevent the spread of COVID-19 in accordance with evolving science:

- Our COVID-19 response efforts included providing over **593,000 COVID tests** for our communities. Our laboratory served as the reference lab to 15 hospitals and 100 extended care facilities, federally qualified healthcare centers (FQHC), colleges and universities. We also partnered with the National Guard to conduct testing in some of the most affected areas in Cleveland.
- Cleveland Clinic provided extensive donations of **Personal Protective Equipment (PPE)** to our community partners. This included face masks, shields and antiseptic cleaners to churches, schools, FQHCs and community-based organizations, as well as cots, blankets and pillows to the overwhelmed homeless shelters in the area.
- In the summer and fall of 2020, we offered numerous virtual programs once the State of Ohio started to **re-open facilities and amenities**. We counseled educators and faculty with programs such as “Back to School Safely”, we guided employers with “Back to Work” webinars and information and assisted pastors through “Back to Worship” sessions that were specific to types and forms of worship. We also supported organizations such as the Boys and Girls Clubs with in-person evaluations of their spaces so that children could return to those environments safely.

Toward the end of 2020 when COVID-19 vaccines were pending Emergency Use Authorization, we began shifting our dialogue to plan and prepare our partners and community members for the roll-out of the vaccine. Our overarching message in the vaccine conversations was that the vaccine offered the best hope for returning to pre-pandemic activities and routines.

Women’s Health/Men’s Health

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. Interested individuals can complete a financial assistance application to determine financial responsibility. The Mammography Clinic is offered through a collaboration between Community Relations and Taussig Cancer Institute.

Interested individuals can schedule an appointment by calling 216.444.2626 and specifying they would like to schedule a mammogram at Langston Hughes Community Health & Education Center.

Maternal and Infant Mortality

Despite the unprecedented events of 2020, Cleveland Clinic continued to respond to the high infant mortality rates in the priority areas of Cuyahoga, Lorain and Summit Counties. Driven by the Infant Mortality Task Force, we continued working on improving birth outcomes and remained more committed than ever to the collective impact goals set for each community in partnership with First Year Cleveland, Lorain Full Term First Birthday and Full Term First Birthday Akron.

In 2020, the COVID-19 pandemic further underscored the critical impact of social determinants of health. In response, we tailored interventions to individuals, connecting them to needed resources for support. We also expanded the evidence-based Centering Pregnancy program to additional communities and reached more pregnant women with Progesterone Therapy, a proven treatment for reducing premature birth.

We moved many of our health initiatives to virtual platforms to continue educational programming about healthy pregnancy and minimizing complications for minority populations and others most at risk. Additionally, [Cleveland Clinic is committed to ending longstanding structural racism](#) that causes health disparities by educating more providers and caregivers about health equity and unconscious bias.

Through our Community Health Strategy, we will remain engaged in these and other efforts that show positive measurable birth outcomes and contribute to infant vitality in the communities we serve.

Key successes:

- Established a Centering Pregnancy program at Akron General Hospital to serve the needs of expectant mothers living in greater Akron who are due near the same time through group prenatal care. We also launched a Centering program at the Lorain Family Health Center. These new locations expanded the list of Cleveland Clinic sites where Centering programs are already underway – Lakewood Medical Building, South Pointe Hospital, Stephanie Tubbs Jones Health Center and the Westlake Medical Campus.
- Trained 41 caregivers associated with Centering Pregnancy using the Unconscious Bias Cook Ross seminar to address racism and biases in the healthcare workplace, and specifically reduce the number of African American infant deaths.
- Established a pilot OB Maternal Navigator Program with funding received from the Ohio Department of Health, focusing on infant mortality hot spots in Cuyahoga and Lorain counties.
- Supported HB 11, along with our partners at First Year Cleveland and Full Term First Birthday Greater Akron, and in alignment with the Lorain County Community Health Improvement Plan (CHIP). This legislation advocates for grant-funded, group-based prenatal health care services for pregnant Medicaid patients living in communities with the highest preterm birth rates. Our Government Relations team continued to follow other bills that improve access to care for the medically underserved, improve birth equity, reduce disparities and ensure positive health outcomes.
- Collaborated with other partners of First Year Cleveland to produce social videos to help support pregnant women during the pandemic with tips, resources and updates on hospital safety precautions at the time.
- Rolled out the film *TOXIC: A Black Woman's Story*, chronicling the unconscious bias a Cleveland woman encountered during her pregnancy, and held panel discussions for more than 400 women's health providers at Hillcrest, Fairview and Akron General Hospitals.
- Trained 2,272 Cleveland Clinic caregivers on the ABCs of Safe Sleep, ensuring that baby sleeps alone, on its back and in a crib.
- Collaborated with Lerner School of Medicine and Case Western Reserve University to form an Addressing Infant Mortality group in partnership with Cleveland Clinic's Infant Mortality Task Force. The group hosted a forum for students about the impact of high cortisol levels on birth outcomes.
- Educated and treated 72.8% of patients who are at risk of recurrent, spontaneous preterm birth with Progesterone Therapy, which is proven to significantly improve birth outcomes.
- Educated expectant mothers and dads, and provided resources through Community Baby Showers and Boot Camps for Dads.

Opioid Awareness Education

We continued our efforts to reduce Opioid Use Disorder (OUD) in 2020 through advocacy, policy work and regional collaboration. Additionally, through our Opioid Education and Prevention Committee, passionate caregivers from across the Enterprise participate in community outreach programs designed to help prevent and reduce opioid and substance abuse. Some of our current efforts to address the opioid crisis include:

- Reducing opioid prescribing by: determining procedural standards via opioid dashboards designed for data collection and sharing, standardizing opioid prescriptions for procedures and implementing numerous tools to ensure appropriate opioid prescribing and dosage.
- Providing educational talks, distributing drug deactivation bags for safe prescription drug disposal at home and collecting unused opioid medications for safe disposal.
- Establishing an Opioid Awareness Center to support caregivers and their families who may be suffering from OUD.
- Participating in the Northeast Ohio Hospital Opioid Consortium, whose members work to: provide education to hospital employees, expand the use of treatments, share and implement evidence-based alternative pain management practices, promote policy changes and increase opioid prevention efforts.

Our Stories

Anchor Initiatives

Partnering to Create One Million Jobs for Black Americans

Cleveland Clinic is committed to addressing structural racism and bias in our community. As an anchor institution in every community we serve, we recognize the health impact of racial disparities and work to eliminate them.

In 2020, we engaged in a partnership with OneTen, joining a coalition of 37 of the largest U.S. employers, to train, hire and promote one million Black Americans into family-sustaining jobs with opportunities for advancement. The coalition will achieve this goal over the next 10 years.

In January 2021, OneTen began working with Cleveland Clinic and other partner employers to improve workplace inclusivity practices and to connect partner employers with talent providers. OneTen's focus will be on reducing exclusionary hiring practices, identifying robust and new talent sources and ensuring that adequate and equitable career pathways for advancement exist.

All Americans share an aspiration for greater economic opportunity, and we look forward participating in the OneTen coalition to make a meaningful, measurable and lasting systemic impact on racial and economic justice.

[Learn more about our commitment to diversity and inclusion.](#)

Encouraging Togetherness During Global Pandemic



In August 2020, Lakewood resident and artist Ryan Jaenke produced a monumental mural in the storefront windows of the Lakewood Family Health Center. The bright and colorful painting celebrates the heroic actions of frontline medical workers and essential workers alike, alongside measures that everyday community members have taken to stop the spread of COVID-19. Titled Together, the joyful, vibrant composition celebrates caregivers and community members and reminds us all that “together we can do so much”.

Providing Affordable Broadband to Neighbors in Fairfax

According to 2019 Census Bureau data, Cleveland is the worst-connected large city, with nearly 50,000 households not having reliable broadband.¹ Especially during the COVID-19 pandemic, access to the internet affects a person's ability to search and apply for jobs, utilize healthcare and telehealth services, fully participate in their education and virtually connect with friends, family and colleagues. To this end, Cleveland Clinic, DigitalC and two Cleveland businesses, TransDigm Group Incorporated and The Lubrizol Foundation, came together in 2020 to help provide reliable and affordable high-speed internet to residents of the Fairfax neighborhood in Cleveland.



Internet equipment installed at Cleveland Clinic's main campus

Internet access affects health outcomes by connecting people to healthcare providers and providing information to learn about health and wellness. Expanding internet access is one way Cleveland Clinic aims to positively address the social determinants of health in our community.

Thanksgiving Meals for Residents in Fairfax and Hough

Caring for our community is a cornerstone of our organization. On November 21, 2020, Cleveland Clinic, Meijer Grocery, Morrison Healthcare and community leaders in the Fairfax and Hough neighborhoods came together to donate Thanksgiving meals to 2,000 residents. More than 50 Cleveland Clinic caregivers and community members volunteered to help assemble and distribute meals to the community, which included turkey, mashed potatoes, gravy, green beans, a dinner roll and apple pie.



Each household also received a care package from Meijer with household items, including two units of hand sanitizer, masks, hand soap and paper towels, as well as non-perishable items such as gravy, yams, cranberry sauce, stuffing and macaroni and cheese.

Exploring Art and Architecture with the ar+ App

Discover how art and architecture at Cleveland Clinic create unique healing environments with the free app **ar+**. **Interact** with dynamic media from any location, **explore** digitally curated exhibitions in the new Virtual Viewing Room or **experience** augmented reality (ar) at six of the twelve featured locations.

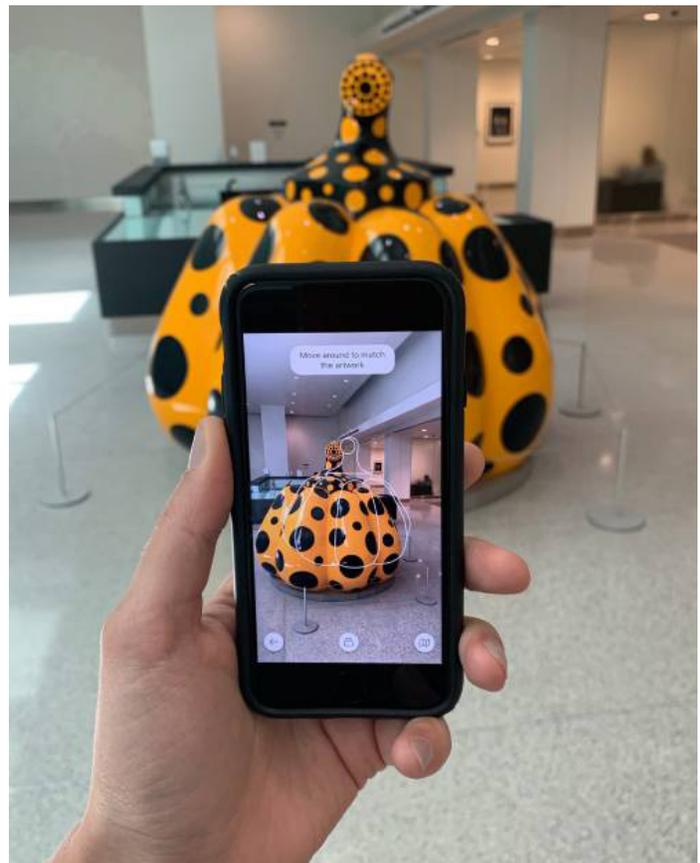
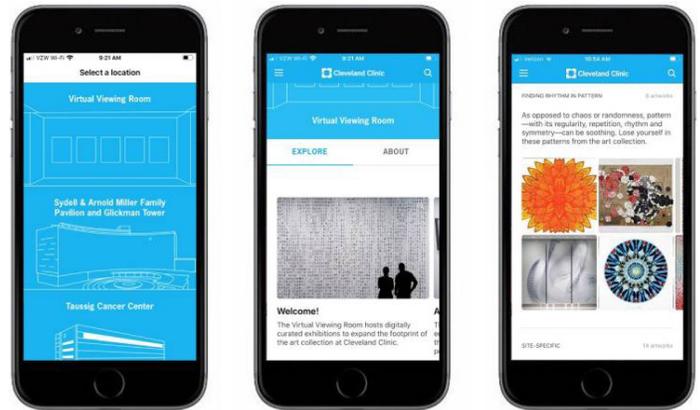
Cleveland Clinic's world-class art and architecture app now features 12 locations and nearly 400 artworks by 100 artists. The Art Program nearly doubled **ar+** content in 2020 and continues to expand the app with images, text, media and additional locations. The newly added Virtual Viewing Room presents thematic exhibitions that investigate pertinent topics, allowing users to learn more about specific artworks from artists and curators directly.

ar+ allows users to:

- **Learn** about artworks in Cleveland Clinic's contemporary art collection.
- **Engage** with artists and explore buildings through video, audio and 360° views.
- **Access** a calendar of events and performances.
- **Locate** patient and visitor amenities like cafés, boutiques and special resources.
- **Connect** to hospital facilities and departments.

Download Cleveland Clinic ar+ for free in the Apple App Store for iOS devices 6s or later.

Made possible by a gift from Anita Cosgrove and her daughters in honor of Toby Cosgrove, MD, Executive Advisor and former CEO and President of Cleveland Clinic.



¹ U.S. Census Bureau, "QuickFacts: Cleveland city, Ohio," 2019, accessed 4 August 2021. <https://www.census.gov/quickfacts/fact/table/clevelandcityohio>

Advocacy and Policy

Ohio Coronavirus Task Force

With the emergence of COVID-19, the state of Ohio looked to Cleveland Clinic for guidance on managing the pandemic. In March 2020, Governor Mike DeWine convened the Ohio Coronavirus Task Force and tapped Robert Wyllie, MD, Cleveland Clinic's Chief of Medical Operations, and Ann Hamilton, Cleveland Clinic's Government Relations Executive Director, as members. The Task Force, comprised of medical and public health experts, provided the governor with insight into COVID-19 and developed a strategic plan to prepare for a potential surge of patients during the pandemic.



Among its recommendations, the Task Force suggested the state streamline its hospital preparedness regions into three zones to coordinate health care delivery efficiently between local health departments, medical providers and congregate living facilities. Dr. Wyllie was appointed to lead Zone 1 (Cleveland and all of Northern Ohio) and convened Cleveland Clinic hospitals with University Hospitals and MetroHealth; the hospitals committed collectively to expand local health care delivery. As part of zone management, partners communicated frequently to review hospital surge plans and ensure a balance of patient loads among area hospitals.

Cleveland Clinic and University Hospitals partnered in planning testing sites and management of Zone 1 post-acute care facilities. Congregate facilities posed a unique challenge when it came to social distancing and preventing the spread of COVID-19. At the early stages of the pandemic, residents in congregate facilities from assisted living homes to skilled nursing facilities nationally accounted for 7% of the patients infected with COVID, but 40% of the fatalities. Both Cleveland Clinic and University Hospital trained swab teams to test facility employees and residents while providing PPE and medical advice as needed.

State facilities, including correctional facilities, house approximately 50,000 individuals, and Ohio's nearly 900 privately-operated nursing facilities care for 70,000 residents and employ 80,000 individuals. Zone 1 partners linked each of the facilities with a medical provider and the local health department and then coordinated laboratory testing of all employees and symptomatic residents. One of Zone 1's first challenges arose at the Elkton Federal Correctional Institution in Columbiana County, which had several hundred COVID-positive inmates and guards. Those requiring hospitalization quickly overwhelmed the local hospitals in Salem and East Liverpool. Cleveland Clinic and its partners organized a cascading system of care to send patients to Akron and then Cleveland to relieve the smaller hospitals. This protocol was followed weeks later when a similar situation occurred in the Ohio Veterans Home in Sandusky. The presence and leadership of Cleveland Clinic and its partners alleviated community fears and helped manage outbreaks.

In addition, Cleveland Clinic's expertise informed an early warning system that was demonstrated to the State of Ohio. Early in the pandemic, Cleveland Clinic Enterprise Analytics modeled a 21-county referral area, and combining data with University Hospitals and Case Western Reserve University, developed a geospatial analytic platform to identify clusters of COVID-positive patients. Governor DeWine subsequently requested hospitals work with the Ohio

Government Relations

We strive to improve access and quality of care by advocating for healthcare delivery system reform at the local, state and federal levels. [Learn more about our advocacy efforts and partnerships.](#)

Environment

Our Commitment to Environmental Health

Cleveland Clinic promotes leadership in sustainability to address the impacts of pollution on public health, increase caregiver engagement, reduce costs and build upon our global reputation. Recognized as an industry leader, Cleveland Clinic launched its sustainability program in 2007 to lessen our environmental impacts.



Environmental Sustainability Goals

Issue	Goal	2020 Progress
Climate	Carbon neutral (scope 1 and 2) by 2027	24% overall and 34% intensity reduction
Energy	Reduce energy use per square foot by 40% from 2010 baseline by 2030	25% reduction
Local & Sustainable Food	Source at least 30% of food for main campus from local and/or sustainable sources	46% sourced
Waste	Divert 100% of non-hazardous waste from landfill by 2027	29% diversion
Water	Reduce water use per square foot by 10% from 2016 baseline by 2027	11% reduction

In addition to the goals listed above, we also have commitments to green buildings and transportation, sustainable purchasing, toxicity reduction, annual sustainability reporting, caregiver and community engagement, tree planting and sustainability education.

Energy Conservation

Improving the energy efficiency of our facilities promotes clean air, supports our climate resilience commitment and enables us to reinvest savings in initiatives that support our mission.

Climate Resilience

We support climate resilience efforts at the industry level and in our communities by reducing our greenhouse gas emissions, planting trees and advocating for climate-smart healthcare.

Waste Reduction

Through our efforts to reduce, reuse, recycle, reprocess and compost, we strive to prevent all non-hazardous waste from entering landfills.

Healthy Buildings

Our multidisciplinary teams collaborate to design and operate buildings that promote human and environmental health.

Sustainable Procurement

We promote sustainability in the healthcare value chain by sourcing sustainable products and engaging with suppliers on advancing their sustainability practices and commitments.

Innovative Collaboration

Collaborating with internal and external stakeholders on sustainability initiatives drives innovation, increases collective impact and fosters best practice sharing.

Water Stewardship

Our efforts to safeguard water quality include responsibly managing stormwater and wastewater, and we also work to conserve water by implementing efficiency measures at our facilities.

Energy Conservation

Overview

Burning fossil fuels for energy releases pollutants into the air that are harmful to human health. Exposure to particulate matter from fossil fuel emissions contributed to an estimated 8.7 million deaths globally in 2018, or nearly one in five.¹ Cleveland Clinic's efforts to reduce our energy consumption are a core component of our sustainability strategy and support our commitment to public health.

¹ Karn Vohra, Alina Vodonos, Joel Schwartz, Eloise A. Marais, Melissa P. Sulprizio, Loretta J. Mickley, "Global mortality from outdoor fine particle pollution generated by fossil fuel combustion: Results from GEOS-Chem," Environmental Research, Volume 195, 2021, accessed 13 May 2021, doi.org/10.1016/j.envres.2021.110754



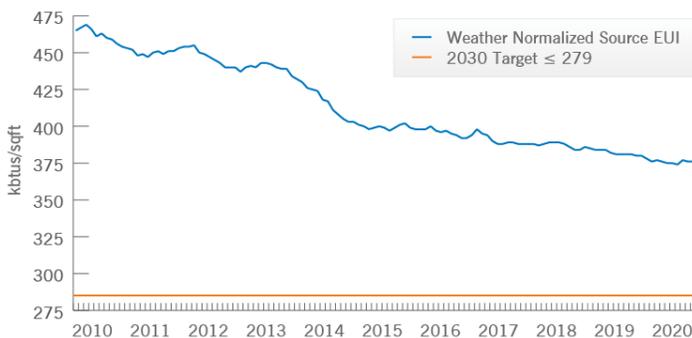
Goal Progress

Following the achievement of our Better Building Challenge goal (reducing our energy use per square foot by at least 20% from our 2010 baseline) in 2019, our internal teams collaborated to set a new energy reduction goal, look for opportunities to replicate and scale successes across our portfolio and celebrate the accomplishments of our caregivers in 2020. Our new energy goal is to reduce our energy use per square foot by 40% from our 2010 baseline by 2030. We continue to collaborate with the Department of Energy on efficiency projects and provide publicly accessible reports on our facility-level energy use to support industry benchmarking.

Measuring Progress

Cleveland Clinic uses a weather-normalized source Energy Use Intensity (EUI) metric, which measures the efficiency of our facilities relative to their size and accounts for annual weather variances. This metric includes transmission, delivery and production losses of fuel used to generate energy. It also enables us to compare year over year performance even as our building portfolio continues to expand.

Enterprise Weather Normalized Source Energy Use Intensity



Our Sustainability team and facility managers use ENERGY STAR's Portfolio Manager to compare the energy performance of our facilities and measure progress toward our energy conservation goals. This online data management platform provides building utility use and cost tracking functions, and also enables us to track the ENERGY STAR scores of our facilities. Five of our facilities met or exceeded the ENERGY STAR score for certification in 2020, including our Avon, Lutheran and South Pointe hospitals, which have achieved ENERGY STAR certification for their energy efficient operations.

We provide monthly energy performance reports to all facility managers and engage them in improving our energy performance. To more proactively measure and manage our energy use, we are investing in metering, controls and building automation system (BAS) integration. In 2020, we established a cross-functional committee that meets monthly to review and collaborate on issues related to utilities management, such as energy reduction efforts, demand response performance, billing discrepancies, procurement strategies and more.

Energy Treasure Hunts

In December 2019, Cleveland Clinic conducted its first ENERGY STAR energy treasure hunt. This engagement process empowers cross-functional teams to identify low- and no-cost energy saving opportunities in a facility by allocating time for the team to complete a comprehensive walkthrough of a building. During the walkthrough, caregivers on the treasure hunt team use their unique perspectives and expertise to ask questions, share ideas and write down observations on energy use. The team then follows up with calculations on potential energy and cost savings, and an implementation plan to engage caregivers in saving energy. Due to the COVID-19 pandemic, we postponed additional energy treasure hunts planned for 2020, but made progress throughout the year on implementing low- and no-cost energy saving opportunities identified in December 2019 by our Taussig Cancer Center energy treasure hunt team. We plan on conducting additional energy treasure hunts in 2021.



- [Learn more about how we engage our caregivers in saving energy](#)
-

Green Fund

Cleveland Clinic maintains a \$7.5 million Green Revolving Fund (GRF) to support projects that reduce our energy consumption, such as installing LED lighting, expanding building automation controls and upgrading building systems and equipment. To sustain the GRF, we reinvest savings and rebates from these energy conservation measures back into the fund, which enables us to continue to reduce our energy footprint by investing in conservation projects each year across the enterprise.

[Learn more about our energy reduction projects and programs](#)

LED Retrofits

Energy consumption from lighting accounts for approximately one-sixth of our energy footprint across the enterprise. To improve energy efficiency, we install LED lighting in new construction and retrofit bulbs in existing buildings, and have installed more than 500,000 LED units in our hospitals, family health centers and administrative spaces. Due to the COVID-19 pandemic, most of our LED retrofit projects were postponed in 2020. We plan on continuing to upgrade lighting in our facilities to reduce our energy consumption.

Greening our ORs

Cleveland Clinic has more than 215 operating rooms (ORs) across our health system. ORs have very high energy consumption per square foot due to stringent temperature and humidity specifications, energy-intensive lighting and the high number of required air changes per hour when occupied. To save energy, we reduced the number of hourly air changes in ORs during unoccupied times where possible, while still meeting or exceed all regulations for OR operations.

Our Greening the OR Committee actively works to reduce the environmental impacts of our ORs. This cross-functional team champions sustainability initiatives in ORs through engagement and education, and provides input and expertise on pilot initiatives and established programs to reduce energy, water and waste. For leadership in Greening the OR initiatives and outcomes, Cleveland Clinic received a Greening the OR Circle Award from Practice Greenhealth in 2020.



Building Systems

In 2020, we continued to identify and implement energy conservation measures (ECMs) in our facilities to improve energy efficiency and occupant comfort. Initiatives implemented included:

- Adjusting discharge air temperature of non-critical units across the system to reduce cooling and reheat loads
- Assessing and repairing steam traps
- Retro-commissioning of air handling units (AHUs)
- Validating, calibrating and replacing sensors that control AHUs

Combined, these initiatives yielded an estimated \$490,000 in annual utility cost savings in 2020. Additionally, we assessed the energy and water savings potential for setbacks of administrative properties when caregivers began working offsite during the COVID-19 pandemic.

Climate Resilience

Overview



According to the Centers for Disease Control and Prevention, climate change can intensify existing health threats and cause new stressors to emerge through effects such as increases in air pollution, allergens, wildfires, air and water-borne illnesses, temperature and weather extremes, food insecurity and mental health and stress-related disorders.

¹ These effects have negative consequences for public health and disproportionately impact vulnerable populations. Cleveland Clinic is committed to reducing emissions that contribute to climate change in our operations and supply chain. Our efforts include supporting energy efficiency and clean energy, green transportation, resilient buildings and tree planting initiatives.

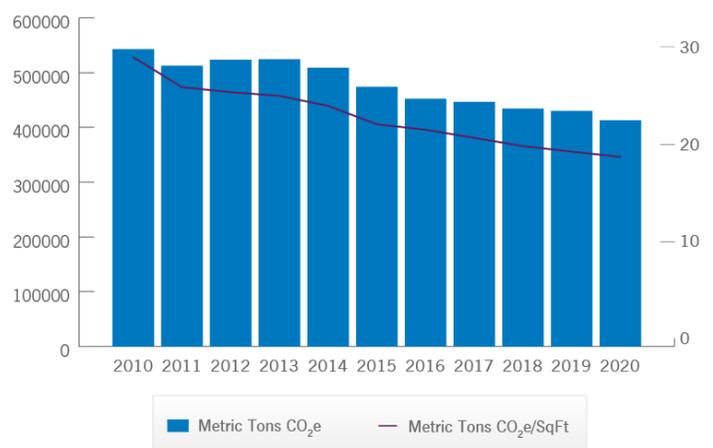
¹ Centers for Disease Control and Prevention, “Climate Effects on Health”, 2 March 2021, accessed 21 October 2021, cdc.gov/climateandhealth/effects/default.htm

Measuring & Reducing Our Carbon Footprint

Since 2010, we have decreased our carbon emissions intensity—or CO₂ equivalents (CO₂e) generated per square foot of building space—by 33.8% and our total emissions by 23.9%.

In 2020, Cleveland Clinic emitted 118,408 metric tons of Scope 1 and 294,627 metric tons of scope 2 CO₂e for a total of 413,035 metric tons of CO₂e, a 4% reduction from 2019 and a 23.9% reduction from our 2010 baseline.² We adjusted our baseline in 2020 to include natural gas and electricity from our Indian River and Martin Health facilities, and steam from Akron General Hospital. Our Scope 1 emissions, or CO₂e generated from on-site combustion and consumption, include emissions from natural gas, generator fuel, fleet vehicle fuels and anesthesia gases. Our Scope 2 emissions, or CO₂e generated from utility providers, includes emissions from purchased electricity.

Cleveland Clinic CO₂ Emissions Intensity
Improvement Scope 1 & 2

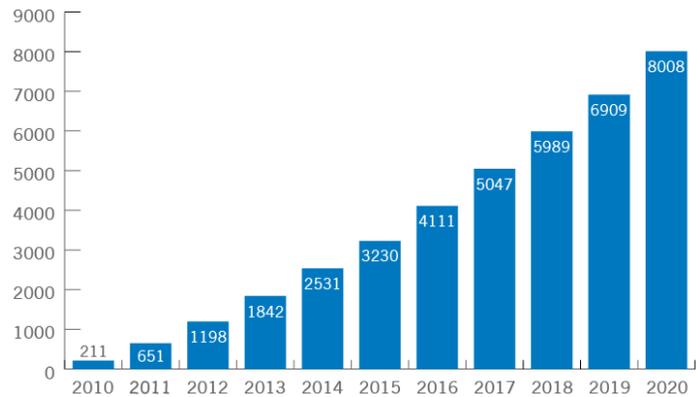


In 2020, we worked with a third party to begin measuring our Scope 3 emissions, or CO₂e generated from indirect emissions, such as emissions from our supply chain, investments, waste disposal and other upstream and downstream impacts. We will use this data to identify opportunities to make the biggest emissions reduction impact and integrate Scope 3 emissions reduction activities into our carbon reduction strategy.

Green Transportation Initiatives

Many of our caregivers commute to work via single-occupant vehicles, which generate greenhouse gas emissions and air pollution. To reduce our transportation footprint, Cleveland Clinic offers green transportation programs and incentives for caregivers, including pre-tax public bus and rapid transit system passes purchasable via payroll deduction, carpool and efficient vehicle parking discounts, rebates for purchasing green vehicles, incentives for living near work and a caregiver carpooling program. In 2020, Cleveland Clinic received a silver NEO Commuter Choice Award from the Northeast Ohio Areawide Coordinating Agency for encouraging our caregivers to choosing alternatives to drive-alone commutes. We also continued to serve as a member of the Sustainable Transportation Action Committee, which focuses on expanding sustainable transportation options for all travelers and residents in the University Circle area of Cleveland.

Cumulative Metric Tons CO₂e Avoided



We also work to reduce the emissions of our fleet vehicles by optimizing routes and purchasing more fuel-efficient models to replace vehicles at the end of their lifecycle. Since our 2010 baseline, we have improved the miles per gallon of our fleet by 36%.

² We are still in the process of gathering data on anesthesia gases, fuel oil and diesel fuel for Martin Health, which we will include in next year's reporting cycle. We estimate the emissions from these sources to be approximately 600 metric tons of CO₂e.

Community Tree Planting

According to the Cleveland Tree Plan, Cleveland's tree canopy cover is currently at 19%, only one quarter of what is possible, and the City lost an additional 5% of tree canopy from 2011 to 2017.³ Cleveland Clinic is committed to expanding green space through tree plantings at our facilities and in our surrounding neighborhoods due to the community health benefits trees provide. According to the Arbor Day Foundation, benefits of trees include: providing oxygen, cooling and wildlife habitat; cleaning water and air; saving energy; increasing property values; and reducing pollution, stress, crime and the effects of climate change⁴. To this end, Cleveland Clinic is a member of the Cleveland Tree Coalition, a collaborative group of public, private and community stakeholders supporting the City of Cleveland in restoring its tree canopy. The coalition has committed to creating a healthy, vibrant, sustainable and equitable urban forest, and to increasing Cleveland's tree canopy from 19% to 30% by 2040.



From 2016-2020, Cleveland Clinic has planted 3,367 trees and 1,102 shrubs at our properties and in our communities. This total includes 621 trees—11 of which were planted at Fairfax residences through a program we developed where Fairfax community members can request free trees—and 3 shrubs planted in 2020. To ensure the success of our 2019 plantings at St. Adalbert’s school, a volunteer group of Cleveland Clinic physicians and their families watered and mulched on Saturday mornings from June to September in 2020. In partnership with Famicos (a community development nonprofit corporation in Cleveland) and Davey Tree, Cleveland Clinic caregivers planted trees and perennials in an empty green space in Hough, a community neighboring our main campus. This space is also home to a “take what you need, leave what you don’t” box for community donations, often durable food items.

Our caregivers also participated in three volunteer events to clean up empty lots owned by the Fairfax Renaissance Development Corporation in 2020. During these events, caregivers cleaned up trash, cut down overgrown brush, trimmed trees and made other landscaping enhancements as needed.



Caregiver Tree Giveaway

Additionally, in 2020 we held our fourth consecutive Caregiver Tree Giveaway, in which we provided caregivers 600 trees free of charge to plant at their homes and in their communities. In response to the COVID-19 pandemic, we mailed caregivers their trees instead of hosting a pickup event. To date, caregivers have planted 2,045 trees in more than 100 zip codes through the Caregiver Tree Giveaway. The infographic below from an impact report generated by the Arbor Day Foundation projects the 20 year cumulative benefits of these plantings:



³ Cleveland Tree Coalition, “Cleveland Tree Plan: 2020 Tree Canopy Progress Report”, 2020, accessed 21 October 2021, clevelandtrees.org/wp-content/uploads/Cleveland-Tree-Plan-2020-Tree-Canopy-Progress-Report.pdf

⁴ Arbor Day Foundation, “Tree Facts”, accessed 21 October 2021, arborday.org/trees/treefacts/

Healthcare Climate Council

Cleveland Clinic is a member of [Health Care Without Harm's Climate Council](#), a group of hospitals and health systems committed to addressing climate change and communicating its impacts on public health. Membership includes 19 health systems representing 500 hospitals in 36 states, 75 million patients served annually, a total annual operating revenue of more than \$215 billion and 1 million employees. The Council encourages healthcare systems to use their purchasing power and unique position as anchor institutions to promote resiliency in their communities through investing and influencing policies. Their three-pillar strategy includes mitigation, resilience and leadership.

Regulated Air Emissions

Under Title V of the Clean Air Act, facilities that generate air pollutants above a designated threshold must obtain a Title V air permit, and comply with emissions limits and reporting requirements. Cleveland Clinic main campus meets the Title V emissions criteria and reports regulated emissions annually. Per the Title V requirements, we do not report normalized emissions.

EPA Air Title V Emissions for Cleveland Clinic's Main Campus

Air Pollutant	2017 Emissions Total (Tons)	2018 Emissions Total (Tons)	2019 Emissions Total (Tons)	2020 Emissions Total (Tons)
Nitrogen Oxides	17.416	21.684	20.131	19.721
Sulfur Dioxides	0.293	0.315	.306	.248
Organic Compounds	4.370	4.809	4.807	4.631
Particulate Matter (PM)-10	0.761	0.837	.835	.808
Volatile Organic Compounds	2.257	2.476	2.463	2.373
Carbon Monoxide	33.401	36.751	36.733	35.389
Total of Chargeable Pollutants	22.845	28.931	26.082	25.431

Waste Reduction

Overview

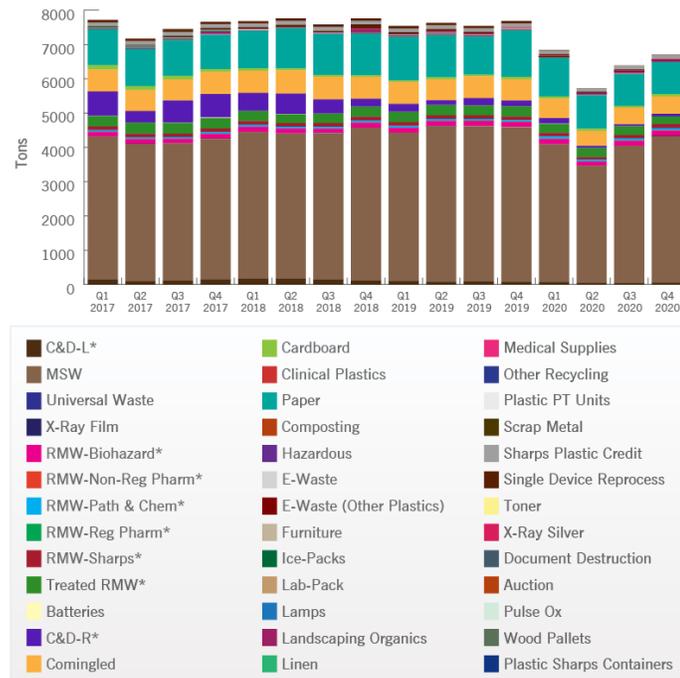
Cleveland Clinic has a goal to divert 100% of our non-hazardous waste from landfills by 2027. Our efforts include reducing the amount of waste we generate, reprocessing devices, recycling and composting programs and creative reuse initiatives. These efforts involve collaboration across multiple departments and individual caregiver participation. In addition to our enterprise waste reduction initiatives, many caregivers champion waste reduction and recycling efforts in their functional areas, especially members of our green teams, committees and communities.



Landfill Diversion

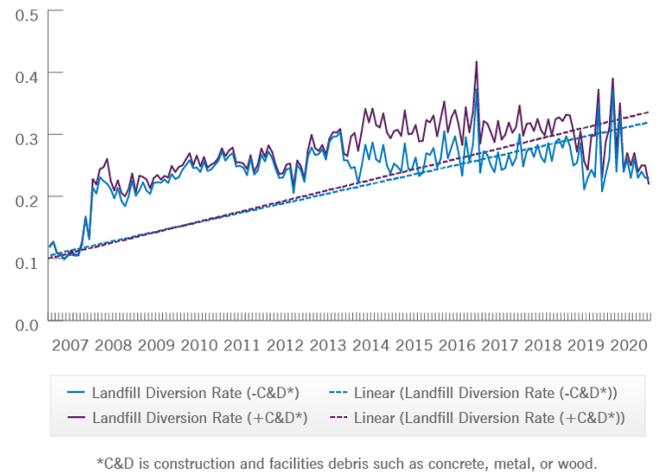
Cleveland Clinic Enterprise Waste Profile

Main Campus and Regional Operations



*C&D is construction and facilities debris such as concrete, metal or wood.
 **RMW is regulated medical waste such as biohazard, sharps, pathology, chemotherapy, pharmacy and on-site autoclave treated.

Main Campus Landfill Diversion Improvement



*C&D is construction and facilities debris such as concrete, metal, or wood.

COVID-19 and Waste at Cleveland Clinic

The COVID-19 pandemic increased the use and visibility of disposable items, such as facemasks, gloves and hand sanitizer. The widespread use and littering of these items across the nation and around the world raised awareness of the pandemic's environmental consequences, generating a national conversation on the issue of waste and COVID-19. At Cleveland Clinic, the pandemic had a mixed impact on our waste reduction and recycling efforts. Our overall use of materials declined in 2020 due to a slowdown of both clinical operations and construction, and we generated nearly 16% less waste compared to 2019. Additionally, our recycling rate, which includes waste from construction and debris (C&D), decreased from 29% in 2019 to 27% in 2020. Our enterprise landfill diversion rate including C&D was 29% in 2020, compared to 32% in 2019.

The decline of our recycling and landfill diversion rates are primarily attributable to decreases in the volume of construction material and paper we produced. Due to the pandemic, we postponed our renovation and construction work and transitioned administrative teams to a work from home model. Our construction work will recommence, but a portion of our caregivers will be working from home permanently on a full-time or part-time basis moving forward, which we expect will impact our recycling rates.

Hazardous and Regulated Medical Waste

While we work to reduce the amount of hazardous waste we generate, important items for healthcare delivery such as sterilization chemicals, pharmaceuticals, electronics, laboratory chemicals and radiological films contain hazardous properties. We have several policies and standard operating procedures (SOP) to ensure the safe handling, storage, transportation and disposal of all hazardous wastes, including but not limited to a Hazardous Materials Transportation SOP, Hazardous Waste Management SOP, Hazardous Chemical Identification and Communication Policy, Hazardous Chemical Delivery and Storage Policy and Hazardous Drug and Pharmaceutical Waste Disposal Procedure. We work with a U.S.-based vendor to manage our hazardous waste within the U.S. and do not import, export or ship any hazardous waste internationally. In 2020, we transported 20 tons of hazardous waste from our Ohio and Florida hospitals and family health centers for treatment.

Our Greening the Operating Room (OR) Committee educates and engages caregivers on proper waste sorting in our ORs, and champions recycling pilots and programs, reprocessing efforts and transitioning away from single-use items where possible. One of the Committee's focus areas is reducing the amount of regular trash and recycling items placed in regulated medical waste (RMW) receptacles. Efforts include sharing the environmental and cost benefits of proper waste sorting, standardizing the number of bins in our ORs and reducing the size of our RMW bins where possible. Additionally, Cleveland Clinic processes a portion of our RMW at main campus, Hillcrest Hospital and Akron General Hospital where we have equipment to do so, reducing the transportation footprint of managing this waste.

Reprocessing, Recycling and Composting

Single-Use Device Reprocessing

Caregivers prepare operating rooms by arranging sterile clinical instruments that surgeons may need during a procedure, however, surgeries do not always require the use of all instruments. We have been reprocessing these devices since 2011 to prevent them from entering the waste stream by following a strictly regulated process for sterilization and quality assurance. Once completed, we reuse or resell the reprocessed items at a lower cost to healthcare providers. In 2020, we reprocessed approximately 44 tons of single-use devices through this program.

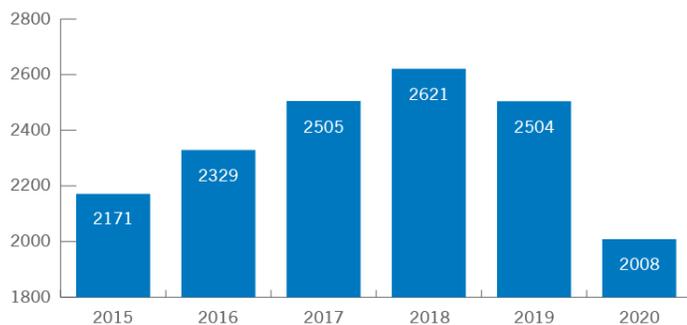
Recycling

To better understand current recycling trends and challenges, including ways the COVID-19 pandemic was impacting recycling, Cleveland Clinic Sustainability visited a local Material Recovery Facility (MRFs) in the spring of 2020. Through this visit, the team learned more about common contaminants placed in recycling bins and the damage they can cause to recycling equipment, recycling markets and the value of different recyclable materials. This tour was part of the Sustainability team's ongoing efforts to improve Cleveland Clinic's recycling programs. Additional 2020 recycling initiatives included engagement with vendors to identify and reduce recycling contamination, updating signage, making and communicating about changes to recycling programs due to COVID-19, exploring new recycling programs and identifying ways to expand existing programs. Despite disruptions related to the COVID-19 pandemic, in 2020 we recycled:

- 3,492 tons of paper
- 2,008 tons of comingled recyclables
- 99 tons of scrap metal
- 245 tons of cardboard

Cardboard was in high demand in 2020 because the COVID-19 pandemic led to an increased demand for shipping items. In response, our Sustainability team increased communications with our green teams and caregivers about our cardboard recycling programs. As a result, we recycled more cardboard in 2020 than we did in 2018 (229 tons) and 2019 (216 tons).

Comingled Recycling (Tons)



Composting Food Waste

The COVID-19 pandemic significantly impacted our composting program in 2020. When possible, we continued composting pre-consumer food scraps from our nutritional services at our main campus and Euclid, Avon, Fairview and Lutheran hospitals with our local, Cleveland-based vendor. We composted approximately 23 tons of food waste in 2020.

Kick the Can Campaign

To reduce COVID-19 transmission risk at our facilities, Cleveland Clinic transitioned more than 7,000 caregivers to a work-from-home model in March 2020. Following this transition, EVS was still collecting trash from individual waste bins at administrative locations for a reduced number of caregivers, some of whom were working only intermittently on site. Recognizing an opportunity to conserve resources, Sustainability and EVS worked together to inventory existing trash and recycling bins, develop plans to create centralized trash and recycling stations and remove excess bins at 13 Cleveland Clinic facilities. The Kick the Can initiative yielded the following positive outcomes:

- Saved time for EVS caregivers
- Reduced waste from trash liners
- Decreased recycling contamination by aggregating bins and signage

Healthy Buildings

Overview



Cleveland Clinic is committed to constructing and operating buildings that support the health of our caregivers, patients and communities. We consider factors such as lighting, thermal comfort, ergonomics, air quality and water quality in our facilities. We also strive to reduce the environmental impact of our facilities by sourcing products with environmental certifications, using local suppliers and incorporating materials that make our building more resource efficient.

To date, Cleveland Clinic has certified 18 building projects to the U.S. Green Building Council's (USGBC) Leadership in Energy and Environmental Design (LEED) standards:

GOLD level certification:

- Cleveland Clinic Abu Dhabi
- Global Cardiovascular Innovations Center
- Marymount Hospital Surgery Renovation & Expansion
- Sheila and Eric Samson Pavilion at Heath Education Campus
- Tomsich Pathology Laboratories
- Twinsburg Family Health & Surgery Center

SILVER level certification:

- Data Center
- East 89th Street Parking Garage and Service Center
- Hillcrest Hospital Jane and Lee Seidman Tower
- JJ North Office
- Richard E. Jacobs Avon Health Center
- Stephanie Tubbs Jones Health Center
- Taussig Cancer Center
- Weston (FL) 4th Floor
- Weston (FL) NICU, Egil and Pauline Braathen Center

CERTIFIED level certification:

- Meridian Phase II (Weston, FL)
- Strongsville Radiation Oncology Expansion
- Wooster Family Health & Surgery Center

Akron General Solar Array

Cleveland Clinic is committed to energy efficiency and carbon neutrality, both of which benefit health. Renewable energy projects generate power without releasing greenhouse gas emissions and harmful air pollutants. In February 2020, Cleveland Clinic installed a 32 kW rooftop solar array on our Akron General Emergency Department building. In the first year it was installed, the array produced 33,429 kilowatt-hours (kWh) of clean and green renewable electricity, which is equivalent to avoiding the carbon dioxide emissions from burning 26,043 pounds of coal. ¹



¹U.S. Environmental Protection Agency, “Greenhouse Gas Equivalencies Calculator,” March 2021, accessed 26 March 2021, epa.gov/energy/greenhouse-gas-equivalencies-calculator

Current Projects

Due to the COVID-19 pandemic, Cleveland Clinic postponed the majority of its construction projects in 2020.

Cleveland Clinic London

Cleveland Clinic Portland Place Outpatient Centre is the first Cleveland Clinic London location to accept patients. The facility — a six-floor, 28,000-square-foot building with 17 consultation rooms — is equipped with the latest technology to enhance quality, safety and experience of care. The outpatient centre offers a variety of outpatient services, including outpatient appointments, diagnostics (imaging, cardiac and neurophysiology) and general practice appointments across the following specialties:

- Heart, Vascular and Thoracic
- Digestive Disease
- Neurosciences
- Orthopaedics, Plastic Surgery and Rheumatology
- Ear, Nose and Throat
- Urology
- Executive Health Assessments

Cleveland Clinic London’s main hospital in central London will open in early 2022.

Sustainable Procurement

Overview

According to Health Care Without Harm (HCWH), 64% of greenhouse gas emissions from U.S. healthcare organizations are Scope 3 emissions, which includes emissions from purchased goods and services (manufacturing, transportation and disposal).¹ Due to the large environmental impact of our supply chain, we engage with our suppliers on their organizational sustainability commitments as well as the sustainable attributes of their products and services.

Many caregivers support our responsible procurement efforts, some of which include increasing our spend with [local and diverse suppliers](#), sourcing food produced using sustainable practices and purchasing environmentally preferable electronics. In 2020, Cleveland Clinic received a three star Electronic Product Environmental Assessment Tool (EPEAT) Purchaser Award. The Green Electronics Council provides these awards to recognize organizations with a commitment to sourcing green electronics, and 100% of the computers and displays we purchased in 2020 were EPEAT Gold level. In addition, 96% of all furniture we procured in 2020 met the HCWH's Healthy Interiors Criteria.

Cleveland Clinic Sustainability has a dedicated project manager to support sustainable procurement initiatives. Their responsibilities include incorporating sustainability criteria into requests for proposals and supplier agreements, evaluating products and suppliers for environmental, social and governance (ESG) criteria, engaging directly with suppliers and Group Purchasing Organizations (GPOs) to gather product sustainability data, advocating for progress on sustainable practices in the healthcare supply chain and reviewing third-party ratings and rankings on suppliers' sustainability performance.

Sustainable procurement efforts related to products and services include:

- Supporting circular economy efforts to minimize resource use and waste
- Procuring items with reputable, third-party certifications for sustainable attributes and safer, healthier ingredients
- Minimizing packaging waste and the transportation footprint of products and services
- Eliminating mercury, polyvinyl chloride (PVC) and Di-2-ethylhexyl phthalate (DEHP)
- Reducing hazardous waste and bioaccumulative toxins (PBTs)

In 2020, Cleveland Clinic Sustainability and Supply Chain & Support Services worked together to add language to our Supplier Handbook that reflects our increasing commitment to supply chain sustainability. To support our efforts in measuring and reducing the environmental impacts of our supply chain, the new Supplier Handbook language requires vendors to provide metrics on key enterprise goals and initiatives for Cleveland Clinic:

- Waste Reduction and Recycling
- Safer Chemicals
- Energy Conservation
- Climate Resilience
- Water Stewardship
- Green Building
- Healthy/Local/Sustainable Foods

We also adopted language to notify vendors that Cleveland Clinic expects them to comply with the environmental, social and governance (ESG) standards outlined in the United Nations Global Compact and will assess their performance in these areas. Ongoing dialogue and collaboration with our vendors provides opportunities for innovation and leadership in greening healthcare's supply chain, and we look forward to working with our vendors to make progress on important ESG issues.

¹ Health Care Without Harm, "Health Care's Climate Footprint: How the Health Sector Contributes to the Global Climate Crisis and Opportunities for Action," 23 September 2019, accessed 22 September 2021, noharm-global.org/sites/default/files/documents-files/5961/HealthCaresClimateFootprint_092319.pdf

Sector Leadership

The mission of our Supply Chain & Support Services team is to empower caregivers to deliver world class healthcare, research and innovation focused on “Patients First” by providing optimal resources at the best value. Supply Chain & Support Services combines complimentary skills (e.g. contract management and logistics) to drive operational excellence and an exceptional experience for patients. For innovating to improve patient outcomes and reduce costs, Gartner recognized Cleveland Clinic in its 12th annual Healthcare Supply Chain Top 25 list. Cleveland Clinic placed third on the 2020 list of organizations and has been included on Gartner’s list for five consecutive years.

Sharing Sustainable Practices

We strive to serve as a thought leader and role model in the healthcare industry for sustainable supply chain initiatives. As a member of Practice Greenhealth (PGH), we share best practices with our peers through:

- Virtual cohorts focused on specific sustainability topics, such as Sustainable Procurement
- The Market Transformation Group, which focuses on driving sustainable practices in the health care supply chain

Cleveland Clinic is also a signatory to PGH’s Environmentally Preferred Purchasing Pledge. Our participation in these initiatives is ongoing throughout the year, and includes monthly update calls with PGH and quarterly calls with healthcare peers on specific sustainability topics.

In 2020, PGH recognized Cleveland Clinic with a Circle of Excellence Award for our environmentally preferable purchasing (EPP) efforts in 2019. Cleveland Clinic also received this honor in 2015, 2016, 2017 and 2019 for our leadership in sustainable procurement. Due to the COVID-19 pandemic, PGH did not offer applications for Circle of Excellence Awards for 2020 performance.

Vizient Environmental Advisory Council

Cleveland Clinic is a member of Vizient’s Environmental Advisory Council, which is a group of 15 healthcare systems that advise Vizient—the largest Group Purchasing Organization in the country—on its environmentally preferred sourcing strategy. This includes working with suppliers on reporting their environmental performance at the product level, and Vizient has engaged suppliers in disclosing their performance on 23 environmental attributes to date. Vizient’s purchasing reach extends to more than 50% of US healthcare spend, which enables Cleveland Clinic to impact the behavior of suppliers at a far greater scale as a member of the council.

Healthcare Anchor Network Impact Purchasing Commitment

In 2020, Cleveland Clinic joined the Healthcare Anchor Network (HAN), a national collaboration of leading healthcare systems committed to using their purchasing power to address the economic, racial, and environmental resource disparities that impact community health. We were one of 14 HAN member health systems that signed the Impact Purchasing Commitment, which includes supplier diversity, sustainability and community wealth building goals. Developed in partnership with Practice Greenhealth, the sustainability goals include five-year targets related to sourcing sustainable food and renewable energy, reducing anesthesia and transportation emissions, eliminating chemicals of concern and transitioning from single-use disposable products to reusable products in operating rooms. As a signatory of the Impact Purchasing Commitment, Cleveland Clinic has pledged to select and achieve four of the seven goals by 2025.

Healthcare Chainnovator



Laundry services play an important role in safety and healthcare delivery, and include clean linens for bedding, patient gowns and caregiver lab coats and scrubs. We identified a unique opportunity to team up with Evergreen Cooperatives when independent evaluators determined that no national linen service provider could meet Cleveland Clinic's requirements, and at the same time, the local Evergreen laundry co-op was ready to expand, but required significant investment for new equipment or facilities.

A worker-owned network of companies that operates as a nonprofit cooperative, Evergreen Cooperative offers a path to employment for people marginalized by past incarceration or living within six low-income neighborhoods in Greater University Circle. By working together, Cleveland Clinic and Evergreen Cooperative developed a unique operating model in Collinwood in which Cleveland Clinic owns the laundry facility, while Evergreen Cooperative Laundry (ECL) operates and staffs the plant. The result enabled the cooperative to expand and employ over 150 full-time employees, while Cleveland Clinic reduced laundry rates by 20% (due to the installation of new energy efficient equipment) and improved its fill rate from 30% to 100%. For its innovative Collinwood laundry plant solution with Evergreen Cooperatives, Cleveland Clinic was recognized with Gartner's 2020 Healthcare Chainnovator Award.

Local and Sustainable Food

Each year, Cleveland Clinic offers meals, snacks and beverages to millions of patients, visitors and caregivers. To support the health and well-being of those we serve, we focus on providing nutritious food options and eliminating options that are fried and/or contain trans fat, high fructose corn syrup and added sugars or syrups. We are also committed to sourcing local and sustainable foods to support local economies and reduce the environmental footprint of our food service. We include local, sustainable and healthy food criteria in our food service contracts and regularly engage with our food service providers to gather data to evaluate products and measure our progress.

Our 2020 goal was to purchase more than 30% of ingredients for our main campus from local (sourced within 250 miles) and/or sustainable sources. As of the end of 2020, 46% of food we purchased for main campus was local or from farms and producers that use sustainable practices. This large increase in the percentage of food we sourced locally was due to disruptions resulting from the COVID-19 pandemic. Due to pandemic-related reductions in food service demand, we continued to source many ingredients locally while reducing larger orders for ingredients sent from more than 250 miles away.

Criteria we use to evaluate food for sustainable attributes include:

- Health Care Without Harm's Sustainably-Raised Meat and Poultry guide
- Practice Greenhealth's Healthy Beverage and Less Meat, Better Meat criteria
- Third-party animal welfare certifications, such as Certified Humane and Global Animal Partnership
- USDA-approved label claims

Our HAN Impact Purchasing Commitment goal for 2025 is to source at least 20% of food across the enterprise that meets sustainable criteria.

Farmers Market Program

According to a 2018 Cuyahoga County Supermarket Assessment prepared by the Cuyahoga County Planning Commission and Cuyahoga County Board of Health, more than 59% of Cleveland residents and 35% of Cuyahoga County residents live in Food Deserts. Areas in the assessment qualify as Food Deserts if they are located more than a half mile from a grocery store and over 30% of their population's income is 200% below the poverty level.² To improve community access to fresh, local foods, Cleveland Clinic sponsors a community [Farmers Market program](#), which includes markets at our main campus and several of our regional hospitals and family health centers. We offer the following USDA programs at our markets: Supplemental Nutrition Assistance Program (SNAP), WIC Farmers Market Nutrition Program (FMNP) and Senior Farmers Market Nutrition Program coupons. Additionally, guests at our markets have access to unlimited free or free parking up to one hour, depending on the location.

In 2020, we hosted our 12th annual Farmers Market season at Crile Mall on main campus to provide fresh, local produce to patients, visitors, and caregivers. Sustainability collaborated with various teams throughout the enterprise to redesign and operate the market in accordance with CDC guidelines and best practices on COVID-19 to ensure the safety of vendors and customers. Measures we adopted included:

- Early priority shopping for customers aged 60+ and/or who are immune compromised
- Hand sanitizing stations and hand-washing protocols
- Ground markers to help customers maintain a six-foot distance from vendors and each other
- One-way navigation through the market
- No reusable bags or touching of produce
- Vendors bag products for customers
- Guidance for vendors and customers to remain home if sick, even with mild illness

² The Food Trust, "Food Access Raises Everyone: A Collaborative, Comprehensive Approach to a Healthier Cleveland and Cuyahoga County," accessed 4 June 2020, [thefoodtrust.org/uploads/media_items/fare-report-final-howres.original.pdf](https://www.thefoodtrust.org/uploads/media_items/fare-report-final-howres.original.pdf)



Innovative Collaboration

Overview



Sustainability is a rapidly evolving field. To this end, we engage a broad network of stakeholders with diverse expertise to inform our sustainability strategy and collaborate on initiatives. Active engagement with our caregivers, as well as industry, federal, regional and national stakeholders positions us to act on leadership opportunities, drive innovation and make progress toward our goals.

Industry



In 2020, Cleveland Clinic continued to share sustainability data and solutions with peer organizations through our membership with Practice Greenhealth (PGH)—a health care membership organization committed to sustainability and environmental stewardship in health care. Members of the Sustainability team participate in webinars, cohort calls, conferences and meetings throughout the year on a monthly basis or more frequently.

For six consecutive years, Cleveland Clinic has received PGH's Top 25 Environmental Excellence award, the highest level of recognition for PGH members for sustainability performance. In 2020, PGH also acknowledged Cleveland Clinic's sustainability efforts with Circles of Excellence Awards for top performance in the following sustainability categories:

- Greening the Operating Room
- Environmentally Preferred Purchasing
- Climate
- Green Building

Cleveland Clinic received the System for Change award for enterprise-wide progress on sustainability, with 16 of our hospitals and family health centers receiving awards. Euclid and Fairview hospitals both received Greenhealth Emerald Awards (presented to the top 20% of hospitals with advanced sustainability programs for exemplary performance) and Greening the Operating Room Recognition Awards for reducing the environmental impact of surgery. Cleveland Clinic is also a founding member of the Healthcare Without Harm Climate Council, which advises on policy issues, shares best practices and creates content designed to inspire the healthcare sector towards a zero carbon future.

Federal

To improve the energy efficiency of our facilities, Cleveland Clinic continued to participate two voluntary federal energy reduction programs in 2020: the Environmental Protection Agency (EPA) and the Department of Energy's (DOE) ENERGY STAR program, and the DOE's Better Buildings Challenge.

Cleveland Clinic uses ENERGY STAR's Portfolio Manager to track energy use, compare the performance of our facilities and measure progress toward our goals. We also began conducting Energy Treasure Hunts—an ENERGY STAR campaign designed to engage cross-functional teams in identifying low- and no-cost energy savings opportunities—in 2019 and plan to complete additional Energy Treasure Hunts at our regional hospitals and family health centers in 2021.

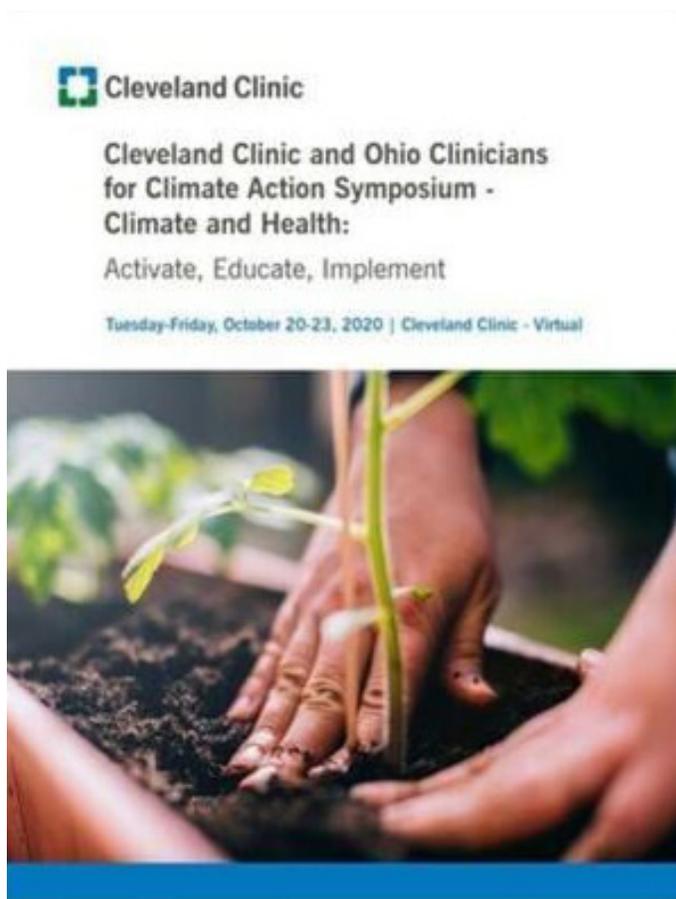
Following the achievement of our Better Building Challenge goal (reducing energy use in our facilities by at least 20% from our 2010 baseline) in 2019, we continued to collaborate with the DOE on energy conservation projects and pilots in 2020. To support industry benchmarking and energy conservation measures, we provide the DOE publicly accessible reports on our facility-level energy use annually.

[Learn more about our energy conservation initiatives and performance.](#)

Regional and National

In October 2020, Cleveland Clinic and Ohio Clinicians for Climate Action organized a virtual Northeast Ohio Climate and Health Symposium for medical professionals with an interest in climate change and sustainability. One of the first in country and the first in Ohio, our climate and health symposium featured more than 15 speakers who covered a variety of topics—including sustainability, climate science, health policy and climate ties to various aspects of health and medicine—through presentations, panel discussions and question and answer sessions over the course of four days.

Cleveland Clinic became a member of the Lancet Countdown U.S. Policy Brief Working Group in 2020. The Lancet Countdown: Tracking Progress on Health and Climate Change is an annual report created through an international research collaboration to monitor the health implications of climate change, the benefits of taking action and the consequences of inaction. A U.S. companion brief, developed in partnership with the American Public Health Association and working group of experts, presents the most relevant findings, threats and opportunities for health in the United States. In the fall of 2020, a cross-functional team of 21 Cleveland Clinic caregivers supported the collaborative work of climate scientists, doctors, economists and public health professionals by providing feedback and recommendations on the brief.



Virtual Caregiver Engagement



Due to the COVID-19 pandemic, we focused on ways to continue to engage our caregivers in sustainability initiatives through virtual platforms. To keep all caregivers informed of our sustainability goals, progress and programs, the sustainability team updated its intranet pages in 2020. Additionally, our Energy Savings & You online required training for new hires is ongoing, with more than 75,000 caregivers trained to date on energy conservation and ways to respond to energy shortages.

Our facility-led green teams supported sustainability efforts through litter cleanups, recycling education, caregiver and community engagement efforts, virtual Earth Day events, garden plantings and more. Cleveland Clinic Sustainability was excited to empower caregivers to form two new facility green teams in 2020, for a total of 27 across the enterprise. Through monthly calls, the Sustainability team shared progress, educational opportunities such as upcoming webinars and updates with green teams throughout the year, and began inviting external guest speakers to share information about regional sustainability initiatives.

To provide caregivers with opportunities to take actions that could generate a positive impact at home, at work and in their communities during the COVID-19 pandemic lockdown and beyond, the Sustainability team launched a new Connect Today community and participated in three Ecochallenges in 2020.

Connect Today Sustainability Community

In April 2020, we launched our Sustainability community on Connect Today, Cleveland Clinic's social collaboration platform. The site contains four main sections for caregiver engagement:

- Find Your Green Team: caregivers can find a list of all of Cleveland Clinic's green teams, committees and communities, as well as key contacts and collaborative work spaces for each team
- Learn About Sustainability at Cleveland Clinic: this site section contains a brief overview of Cleveland Clinic's impacts, goals, progress and success stories for each focus area of our sustainability program
- Take Action: this page contains resources to help caregivers create healthier environments at work, at home and in their communities, as well as success stories and links to sustainable healthcare organizations and initiatives
- Start a Discussion, Ask a Question or Share an Idea: caregivers can make connections, share information and suggest improvements on this interactive page in the community

Other resources on the site include a calendar of environmental events, sustainability frequently asked questions, key links, news stories, organizational accomplishments and blogs by the sustainability team. To promote the site, Cleveland Clinic Sustainability held an online training session with green team leaders and created a Sustainability Quest—a series of tasks encouraging caregivers to interact with site content that once completed, awards users a unique sustainability trophy on their Connect Today profile.

Ecochallenges



Ecochallenges are 3-4 week engagement campaigns that encourage individuals and teams to take specific daily and one-time actions that support the environment, personal wellbeing and local communities. Users log on to the Ecochallenge website to track each action they complete, along with the option to post photos, responses to reflection questions and lessons learned. Each action earns users points and the dashboard tracks the positive impact each participant and team make.

Cleveland Clinic Sustainability created teams and recruited caregivers to participate in three Ecochallenges in 2020: the Earth Day Ecochallenge in April, Plastic Free July and the People's Ecochallenge in October. Highlights of our team impacts across all three challenges include:

- 3,259 pieces of litter picked up in our communities
- 2,440 minutes spent learning about sustainability issues
- 674 single-use cups, straws, pieces of cutlery and containers not sent to landfill by participants adopting reusable products
- 35 public officials or leaders contacted about sustainability issues

Individual actions also included sourcing local and sustainable food, conserving energy and water, reducing transportation emissions, spending more time outdoors and several other actions that benefitted environmental, community and individual health.

Water Stewardship

Overview

According to the World Health Organization, half of the world’s population will be living in water-stressed areas by 2025.¹ Access to clean water sources is essential for health, and we steward these natural assets by reducing our water use, preserving water quality and responsibly managing stormwater and wastewater.

¹ World Health Organization, “Drinking Water,” 2021, accessed 10 May 2021, [who.int/news-room/fact-sheets/detail/drinking-water](https://www.who.int/news-room/fact-sheets/detail/drinking-water)

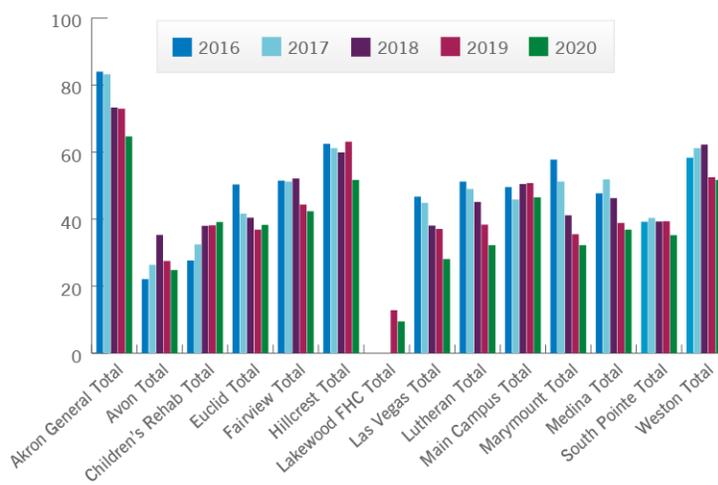
Water Conservation

Conserving water reduces the need to divert water from local sources, as well as the energy required to transport, heat, and clean water. Our goal is to reduce our water consumption by 10% from our 2016 baseline by 2027. We decided to change our baseline year from 2015 to 2016 because we enhanced our data collection practices for water data in 2016, and data from this year serves as a more consistent and reliable baseline. Our water conservation strategies include green building design, landscaping and caregiver engagement.

We consciously include water conservation measures in the design of new facilities. Initiatives include the installation of high efficiency fixtures, equipment and irrigation systems. We also install fixtures with motion sensors and low-flow faucets, toilets and showers in our facilities where feasible. To conserve water used in landscaping, we capture rainwater, install high-efficiency sprinkler systems with moisture sensors and plant drought-tolerant vegetation.

Caregiver engagement is core to all of our resource conservation programs. Through the Sustainability team’s Connect Today site—a caregiver collaboration platform that enables teams to create communities with unique content—we provide caregivers with tips on conserving water at work and at home, and also provide a form caregivers can use to report leaks. Additionally, our green teams and committees share and promote water-saving behaviors across the enterprise. For example, we incorporated waterless hand scrub in our operating rooms as a result of a project championed by one of our Ken Lee Memorial Fellows and Greening the Operating Room Committee.

Water Use Intensity (Gallons/Sqft)



Our water use per square foot decreased by 9% in 2020 compared to 2019, largely due to disruptions in our operations during the COVID-19 pandemic. Since 2016, we have reduced our water use per square foot by 11%.

Water Quality

Through our Green Cleaning Directive and Integrated Pest Management Operating Procedure, we have streamlined the number of chemicals we use and prioritize chemicals that are safer for human and environmental health in our operations. To ensure caregivers know how to safely identify and handle chemicals, we provide training to all caregivers on safe chemical management practices and accessing Material Safety Data Sheets. We also seek to minimize the use of chemicals in our landscaping and prioritize greener chemical applications where necessary.

Through our drug take-back program, we support community health and water quality by reducing opportunities for illegal diversion and disposal of unused medications. We have nine Northeast Ohio locations where caregivers, patients and families can drop off unused prescription medications (including inhalers), over-the-counter medications and other drugs 365 days a year:

- Beachwood Family Health Center
- Crile Pharmacy (main campus)
- Euclid Avenue Pharmacy (main campus)
- Hillcrest Hospital
- Independence Family Health Center
- Lutheran Hospital
- Marymount Hospital
- Medina Hospital
- Richard E. Jacobs Family Health Center

To ensure confidentiality, we shred all prescription bottles with labels through this program.



Wastewater & Stormwater Management

We have robust [waste management programs](#) to prevent hazardous materials from entering local watersheds. Through our water conservation and green building efforts, we reduce the amount of stormwater and wastewater entering sewer systems and waterways. Some of our green building efforts include:

- Installing rain gardens with native plants, pervious pavers, detention ponds and other stormwater management infrastructure
- Increasing green space and decreasing impervious surface area
- Consolidating impervious area used for parking at main campus and Fairview Hospital via parking garages
- Supporting our green teams in creating and maintaining pollinator, rain, produce, and other types of gardens

We also collaborate with local organizations to [plant trees](#) in Fairfax and give away trees to our caregivers to plant at their homes through our caregiver tree giveaway program.

Governance

Cleveland Clinic is committed to upholding its reputation of honesty and integrity. Regardless of title or position, all caregivers are required to comply with the laws, regulations, standards and policies that govern their daily job responsibilities. We uphold ethical standards at the highest level and provide caregivers with training and resources to guide them in making the right decisions for patients, one another and our organization.

Overview

The Cleveland Clinic Foundation is an Ohio nonprofit corporation whose mission is caring for life, researching for health and educating those who serve. The Cleveland Clinic Foundation is the direct or indirect parent (or the “sole member” or “sole regular member”) of each affiliate within the Cleveland Clinic Health System (CCHS), other than Ashtabula County Medical Center and Cleveland Clinic Abu Dhabi, both of which the Cleveland Clinic provides management services pursuant to agreements.

Each of the various corporate entities that comprise CCHS has its own board of directors/trustees and officers. Cleveland Clinic governs the CCHS through direct representation on such boards, reserved powers and other governance controls via 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 Cleveland Clinic. Directors are elected to four-year terms and selected for their expertise and experience in a variety of areas beneficial to Cleveland Clinic and CCHS. Directors who are not Cleveland Clinic employees are not compensated for their services, and a majority are required to be independent. Within the Board of Directors, the Governance Committee nominates new Directors, who then become Members if they are confirmed by a vote by the Board. When a Director’s four-year term has concluded, the Governance Committee completes an evaluation to determine whether the Director 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 the Board of Directors in an advisory capacity. Like Directors, Trustees who are not employed by Cleveland Clinic do not receive compensation and are selected for their expertise and experience, including community service.

Existing voting Members elect new Members, who must possess specific qualifications specified in Cleveland Clinic’s Code of Regulations. Only Members serving as Directors of Cleveland Clinic have voting rights. The voting Members meet once or more per year to elect new Directors to the Board of Directors, consider and adopt amendments to governing documents and to address other matters as appropriate.

The Board of Directors has the following committees: Audit, Board Policy, Compensation, Conflict of Interest and Managing Innovations, Finance, Governance, Medical Staff Appointment, Philanthropy and Technology.

The Governance Committee nominates individuals annually to serve as Directors of Cleveland Clinic and periodically elects individuals to serve as Trustees of Cleveland Clinic. When evaluating Director and Trustee candidates for nomination, the Governance Committee considers business/professional expertise, independence, judgment, skill, diversity and civic involvement.

A Board of Directors governs each Ohio and Florida regional hospital and delegates certain responsibilities and duties to an Executive Committee. Additionally, most Regional Hospitals have a Board of Trustees to assist in overseeing quality, safety, patient experience, credentialing, community engagement and hospital leadership evaluation issues, subject to final approval by its respective Regional Hospital Board of Directors.

The Chair of the Cleveland Clinic Board of Directors holds the highest Board position but is not an executive officer, employee or staff member of Cleveland Clinic. As of May 2021, there are 29 members of the Cleveland Clinic Board of Directors, which includes three senior members of the Cleveland Clinic Board of Governors, ten female Directors (including the Board Chair), two African-American Directors, two Asian Directors and one Hispanic Director.

According to Cleveland Clinic's Board Independence Policy, a majority of the Board of Directors must be independent. Under this Policy, a Director cannot be considered independent if he or she is employed by the Cleveland Clinic, receives compensation from the Cleveland Clinic or serves as director or executive officer of an entity that receives more than 1% of its gross revenues from Cleveland Clinic. Additionally, a Director's status as independent must be ratified by the Governance Committee, which considers the advice and guidance of the Chief Governance Officer, the recommendations of the Board's Conflict of Interest and Managing Innovations Committee and all relevant facts and circumstances in accordance with the Board Independence Policy. Presently the Board of Directors has 24 independent Directors.

Awards

In 2020, Cleveland Clinic was recognized for excellence across several disciplines, including but not limited to clinical care, innovation, diversity, ethics, supply chain and environmental initiatives.

- [View the full list of awards](#)
-
-

Memberships

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 for Community Health Improvement
- Association of American Medical Colleges
- Association of Health System Pharmacies
- Center for Health Affairs
- Greater Cleveland Health Association
- Greater Cleveland Partnership
- Health Management Academy
- Healthcare Leadership Council
- Leadership Cleveland
- National Quality Forum
- OHA Environmental Leadership Council
- Ohio Hospital Association
- Ohio Minority Supplier Development Council
- Practice Greenhealth
- Research!America.
- Society for Human Resource Management (SHRM)
- Society of Black Academic Surgeons (SBAS)
- US Green Building Council

Through our participation in these boards and committees, we share best practices with other member organizations, recruit talent and take collective action to improve public health and advance healthcare policies. In doing so, member organizations, including Cleveland Clinic, benefit from their lobbying activities by extension. We also encourage our physicians and researchers to become members of organizations relevant to their areas of expertise.

Transparency & Anti-Corruption

Cleveland Clinic's Chief Integrity Officer reports directly to the Board of Directors and oversees the audit and compliance programs focused on risk management, regulatory compliance, business ethics and internal controls for the health system, as well as dotted line responsibility for cybersecurity. Responsibilities of the Chief Integrity Officer include annually developing audit and compliance programs based on conducting annual audit and compliance risk assessments, conducting fraud detection audits, evaluating background check procedures performed by Protective Services, operating an anonymous whistle-blowing hotline and ensuring all caregivers complete annual compliance training. The Chief Integrity Officer also supervises the Internal Audit Department and Corporate Compliance Department to ensure compliance with federal, state and local laws and regulations.

Our anti-corruption risk analysis includes the entire Cleveland Clinic healthcare system. We require all caregivers to review the Code of Conduct policies and procedures as part of the onboarding process. Additionally, caregivers can access the Code of Conduct at any time via our caregiver intranet. Following an investigation, caregivers found to have committed fraud are subject to disciplinary action, including termination and prosecution.

Our commitment to transparency supports our ability to innovate, attract and retain talent, drive value throughout our value chain and deliver the highest quality of care. Through industry benchmarks, this report, email communications, social media platforms, our intranet site and a variety of other communication channels, we strive to provide timely and relevant information to patients, caregivers and communities. For example, during the height of the 2020 spring surge of the COVID-19 pandemic, our CEO provided daily communications to our caregivers and the community. Senior management also met weekly with the Board of Directors' Governance Committee to provide updates on issues and actions taken.

Conflict of Interest

The Office of Corporate Compliance & Business Ethics ensures caregivers, contractors and vendors understand and act in full compliance with applicable federal, state and local laws, regulations, policies and ethical standards. Cleveland Clinic offers comprehensive compliance training to establish expectations across the organization. All caregivers complete mandatory online compliance training annually and receive regular compliance highlights by newsletter. The Office of Corporate Compliance & Business Ethics provides in-person education sessions to all institutes each year, all new financial managers and at all regional annual board meetings. Additionally, the Office of Corporate Compliance & Business Ethics has their own intranet page accessible to all caregivers that contains compliance news, educational materials and training resources. Educational offerings include monthly corporate compliance education sessions, quarterly administrative compliance meetings, research compliance program meetings, research orientations and monthly clinical research roundtables.

In 2020, the Ethisphere Institute named Cleveland Clinic one of the World's Most Ethical Companies for its strong ethics and compliance programs. The 2020 list included 132 organizations from 21 countries and 51 industries. Cleveland Clinic was one of only five healthcare providers to make list, and 2020 marked the tenth year we have received this honor.

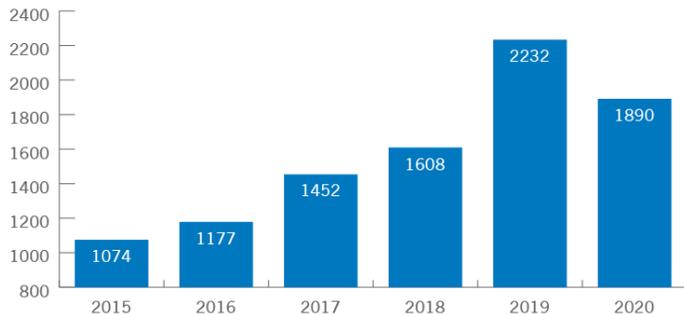
“Being independently recognized as one of the World’s Most Ethical Companies for ten years is significant because employees want to work for ethical organizations, patients want to be seen by ethical medical professionals, vendors want to do business with ethical partners and communities want to know that their tax dollars are being used in an ethical manner. Doing the right thing is a core value.”

– Donald A. Sinko, CPA, CRMA
Chief Integrity Officer

Compliance committees provide additional support in fulfilling duties and oversight responsibilities and include the Corporate Compliance Committee, 14 regional hospital compliance committees, nearly 30 institute and division compliance committees and the Research Compliance Committee.

Ensuring patient privacy and data security is paramount to providing our patients the highest quality care. To this end, we instituted the Privacy Office in 2003 under the Office of Corporate Compliance & Business Ethics to guarantee enterprise-wide integration of HIPAA regulations into our culture and procedures. The Office of Corporate Compliance & Business Ethics and the Cybersecurity Department collaborate to evaluate our compliance program on an ongoing basis, proactively implementing changes to address the evolution of technology and its application in the healthcare sector. One outcome of this partnership includes the Electronic Data Stewardship program, designed to prevent data loss and identify fraud, and to offer advanced malware protection.

Total Compliance-Related Inquiries



We encourage our growing number of patients and caregivers to contact the Office of Corporate Compliance & Business Ethics directly with questions and concerns related to privacy and ethics or through anonymous email accounts and hotlines. In 2020, Corporate Compliance investigated 1,890 reported compliance concerns, compared to 2,232 inquires in 2019 and 1,608 inquiries in 2018. The number of reported concerns each year is a positive reflection on the effectiveness and communication of the Cleveland Clinic compliance program. Cleveland Clinic has a culture of compliance, where caregivers know they can speak up and have their concerns appropriately addressed.

Over the past several years, Cleveland Clinic developed and regularly tested its plan to address a sudden surge of patients, whether due to terrorist activities or a pandemic. As a result, Cleveland Clinic was able to quickly expand its number of beds from 3,400 to over 8,000, and had sufficient supplies of PPE on hand to protect caregivers during 2020 surges of the COVID-19 pandemic. Cleveland Clinic leadership also played a significant role in supporting and

Human Rights & Labor Standards

Quality care starts with our caregivers, who better serve our patients, one another, and our global communities when they respect and appreciate our similarities and differences. Through our value of inclusion, we intentionally create an environment of compassionate belonging where all are valued and respected. Cleveland Clinic provides 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, we administer all personnel actions without regard to disability and provide reasonable accommodations for otherwise qualified disabled individuals.

Cleveland Clinic develops an empathetic and culturally sensitive workforce, and provides annual cultural competency training online for all caregivers, as well as seminars and consultation services to caregivers and departments to create a more inclusive environment.

[Learn more about our caregiver diversity and inclusion programs here.](#)

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. We conduct investigations for each report and administer corrective action as necessary. Employees are also entitled, by law, to submit complaints regarding alleged discriminatory actions with various state and federal agencies. During the 2020 calendar year, no findings of probable cause were issued by any administrative agency.

We designed our compensation system to attract and retain top talent while maintaining internal equity. To this end, we conduct an internal review process for any salary offer that has the capacity to disrupt this equity. We offer an integrated, competitive and comprehensive benefits package that applies to all part-time and full-time caregivers 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. To assist with long-term financial planning and retirement, Cleveland Clinic offers a pension plan and tax-deferred retirement plan. We automatically enroll all caregivers, with the exception of students, residents/fellows and research associates, in a noncontributory pension plan for which Cleveland Clinic’s contribution is a percentage of caregiver compensation based on years of service. Full-time, part-time and PRN caregivers can take part in the 403(b) investment fund, and the rate of caregiver participation in our retirement savings plans was 91% in 2020. Cleveland Clinic matches caregiver investments in this fund at a rate of 50% for up to 6% of employee contributions.

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. We designed our timekeeping systems and policies 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.

Awards

- 2020 World's Most Ethical Companies – Ethisphere
- No. 2 hospital in the world – Newsweek
- Modern Healthcare 50 Most Influential Clinical Executives, Tomislav Mihaljevic, MD, CEO and President
- [U.S. News & World Report](#) consistently names Cleveland Clinic as one of the nation's top hospitals in its annual "America's Best Hospitals" survey and has named Cleveland Clinic's heart program No. 1 for 26 consecutive years. We rank nationally in 13 adult and 10 pediatric specialties, including 11 specialties in the top 10.

Clinical

- Cleveland Clinic's main campus, Akron General, Fairview Hospital, Hillcrest, Lutheran, Marymount and South Pointe Hospitals, and Cleveland Clinic Abu Dhabi earned the American Nurses Credentialing Center's Magnet designation for the strength and quality of our nursing programs. Fewer than 10% of American hospitals have earned Magnet status.
- Top Performer in Caring for LGBTQ Patients – Human Rights Campaign
 - Akron General Hospital
 - Avon Hospital
 - Cleveland Clinic Florida
 - Cleveland Clinic main campus
 - Euclid Hospital
 - Fairview Hospital
 - Hillcrest Hospital
 - Lutheran Hospital
 - Marymount Hospital
 - Medina Hospital
 - South Pointe Hospital
- 2020 Richard L. Doyle Award for Innovation and Leadership in Healthcare by MCG Health
- Business Transformation & Operational Excellence World Awards 2020: Best Achievement of Operational Excellence in Healthcare
- Value-Based Health Care Cost-effectiveness Award 2020: Cleveland Clinic Community Care's Patient Entered Data Initiative
- Outstanding Patient Experience Award™ – Healthgrades
 - Avon Hospital
 - Fairview Hospital
 - Lutheran Hospital
 - Cleveland Clinic main campus
 - Union Hospital
- Ohio Patient Safety Institute's Dr. Frank Dono Best Practice Award for outstanding efforts to improve patient safety in Ohio
 - Fairview Hospital
- American Association of Critical-Care Nurses 2020 Beacon Awards for Excellence in demonstrating evidence-based practice to improve patient and family outcomes
 - Cleveland Clinic main campus (one gold and four silver-level awards)
 - Fairview Hospital (gold-level award)
 - Medina Hospital (silver-level award)
- Emergency Nurses Association Lantern Award for exceptional and innovative performance in leadership, practice, education, advocacy and research
 - Cleveland Clinic Abu Dhabi
 - Cleveland Clinic Florida
 - Medina Hospital

Human Resources

- Top Workplace – The Plain Dealer
- America's Best Employers For Diversity 2020 by Forbes
- Modern Healthcare's Best Places to Work in Healthcare
- Top Employer in Northeast Ohio
- America's Best Employers for New Graduates 2020 by Forbes
- Employer of Excellence Award 2020-2021 by American Academy of Physician Associates
- One of the nation's 2020 Best Organizations for Leadership Development (BOLD) by The National Center for Healthcare Leadership
- Military Friendly Employer
- 2021 Top Hospitals and Health Systems (fifth) – DiversityInc (twelfth consecutive year listed)

Environmental

- Practice Greenhealth's Top 25 Environmental Excellence Award, its highest honor (sixth consecutive year listed)
- Practice Greenhealth's System for Change Award for our system-wide sustainability efforts
- Practice Greenhealth's Circles of Excellence in four areas for top ten performance in the country, including Climate, Environmentally Preferable Purchasing, Green Building and Greening the OR
- Green Electronics Council 2020 EPEAT Three-Star Purchaser Award
- Northeast Ohio Areawide Coordinating Agency 2020 Commuter Choice Awards Silver Winner

Operations

- Supply Chain Ranked No. 3 in Healthcare by Gartner
- Protective Services Ranked No. 3 in healthcare in Security magazine's Security 500
- The International Institute for Analytics 2020 "ANNY" Award for Excellence in Analytics
- 2020 HealthCare's Most Wired list by the College of Healthcare Information Management Executives
 - Martin Health System (Level 9)
 - Cleveland Clinic main campus (Level 8)
 - Cleveland Clinic Abu Dhabi (Level 7)