

Serving Our Present, Caring for our Future

Progress in Community and Global Citizenship, 2019

About the 2019 Report

Cleveland Clinic is a leading healthcare organization committed to managing our social, environmental and economic impacts and is proud to have transparently reported on them for the last decade. We create this annual report to engage our patients, caregivers, communities and global stakeholders in our sustainability initiatives and goals, with a focus on progress we have made in the last year. Unique among top-ranked *U.S. News & World Report* healthcare systems, we measure our progress in accordance with the UN Global Compact's Ten Principles, UN Sustainable Development Goals and the Global Reporting Initiative standards, the most widely adopted global sustainability reporting framework. We look forward to continued partnership with all of our valued stakeholders to achieve our sustainability goals.

Reporting

Cleveland Clinic developed this report to highlight progress we made in 2018 on managing our most significant economic, social and environmental impacts. 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 become the best place for care, anywhere. Through our guiding principle of “Patients First”, we encourage caregivers to treat patients as if they were family.

Caregivers



Our caregivers are dedicated to providing exceptional care to our patients every day. We strive to become the best place to work in healthcare by providing a safe, inclusive environment that promotes teamwork, productivity and growth.

Community



Cleveland Clinic supports the physical and economic wellbeing of our neighbors by partnering to address public health concerns and develop tomorrow's workforce.

Environment



We are committed to growing responsibly and to modeling sustainable practices in healthcare and the communities in which we operate because a healthier environment means healthier communities.

Governance



We have robust internal policies and oversight to ensure we are conducting business the right way for our patients, caregivers, surrounding communities and the environment.

Reporting

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

Dear Patients, Caregivers and Community Members,

We are pleased to present our tenth Communication on Progress as part of the United Nations Global Compact. Cleveland Clinic shares the UN Global Compact's principles of human rights, environmental responsibility and corporate integrity. This report uses the Global Reporting Initiative's standards to measure our performance in these areas and is in accordance with core guidelines.

The healthcare environment continues to evolve. There is an increasing focus on population health, team care and the social determinants of health. Cleveland Clinic's Community Care initiative is enrolling increasing numbers of patients in a comprehensive, integrated value based system that includes care protocols, seamless electronic medical records, interdisciplinary care teams and discharge planning to reduce readmissions. We are educating all staff physicians in patient communication and proactively addressing caregiver burnout through a variety of programs.

We continue to improve sustainability through strategic purchasing, construction and recycling. We are collaborating with local governments and community groups to address opiate addiction and infant mortality. Cleveland Clinic caregivers now have the opportunity to volunteer for community agencies including local food banks through our Community Service Time Off program.

In 2018, Cleveland Clinic provided medical services to more patients from more places than ever before. We have been recognized among the World's Most Ethical Companies by Ethisphere Institute, honored as a top five hospital by DiversityInc and ranked as a Top 25 hospital by Practice Greenhealth.

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

Sincerely,

Tomislav Mihaljevic, MD

Chief Executive Officer and President



About This Report

We are proud to present our tenth consecutive annual sustainability and global citizenship report detailing our work in the 2018 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 rights, labor, environment 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 various environmental, social and governance topics most important to our organization and valued stakeholders.

- Learn more about the [United Nations Global Compact](#)
- Learn more about the [UN'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 impacts, risks and opportunities.

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

More information on how our report links to the UNGC and GRI 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 this report in support of the UN Global Compact principles:

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

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

Stakeholder Engagement

Cleveland Clinic engages with many stakeholder groups, including our patients, surrounding communities, 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 an economic engine, our decisions have the ability to impact many different stakeholders. Our stakeholders also have the ability to influence our operations as we work to address their evolving needs. By engaging with our stakeholders on a regular basis, we are better equipped to formulate solutions in partnership with them. We engage our patients and caregivers through internal surveys, we conduct ongoing in-person interviews with our executive team, board members and representatives from key external stakeholder groups, and we invite many of our stakeholders to attend facility openings, addresses by Cleveland Clinic executives and other Clinic-hosted events open to the public and other officials. We also periodically 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:

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

Materiality & Boundary

Materiality

In 2016, Cleveland Clinic completed its first materiality assessment to help us identify which sustainability topics matter most, or are most “material” to our operations, and where they matter most within our value chain. We continue to engage with our stakeholders on an annual basis or more frequently and use the results of these discussions, as well as research and trend data related to our material issues, to shift the prioritization of our material topics as necessary.

We group our material topics into three distinct tiers, with Tier 1 topics having 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

Cleveland Clinic Materiality Assessment







Tier 1

Topics	Boundary
 Indirect Economic Impacts	All wholly owned and operated health system operations in Ohio, Florida and Nevada
 Population Health	All health system operations in Ohio, Florida and Nevada
 Community Engagement	All health system operations in Ohio, Florida and Nevada
 Environmental and Human Health Link	All health system operations in Ohio and Florida
 Climate Mitigation and Resilience	All health system operations in Ohio and Florida
 Access to Care	All national and international Cleveland Clinic operations
 Quality of Care	All national and international Cleveland Clinic operations
 Research and Innovation	All national and international Cleveland Clinic operations
 Integrated Care	All national and international Cleveland Clinic operations
 Patient Experience	All national and international Cleveland Clinic operations
 Patient Safety	All national and international Cleveland Clinic operations
 Caregiver Engagement	All national and international Cleveland Clinic operations
 Transparency	All national and international Cleveland Clinic operations

Tier 2

Topics	Boundary
 Government Relations	Local and state in areas of operations, and federal government
 Supplier Diversity	All operations with a focus on North American operations
 Energy Conservation	All health system operations in Ohio and Florida
 Waste Reduction	All health system operations in Ohio and Florida
 Healthy Buildings	All national and international Cleveland Clinic operations
 Environmentally Preferred Purchasing	All health system operations in Ohio and Florida with plans to expand to additional operations
 Healthy Foods	All national operations with a focus on Ohio and Florida
 Diversity	All national and international Cleveland Clinic operations
 Talent Development	All national and international Cleveland Clinic operations
 Workplace Wellness	All national and international Cleveland Clinic operations
 Caregiver Safety	All national and international Cleveland Clinic operations

Tier 3

Topics	Boundary
 Healthy Chemicals	All health system operations in Ohio and Florida
 Water Stewardship	All health system operations in Ohio and Florida
 Sustainable Transport	All health system operations in Ohio
 Governance	All national and international Cleveland Clinic operations
 Conflict of Interest	All national and international Cleveland Clinic operations
 Anti-Corruption	All national and international Cleveland Clinic operations
 Human Rights and Labor Standards	All national and international Cleveland Clinic operations
 Market Presence	All health system operations in Ohio and Florida

 Patients
  Governance
  Environment
  Caregivers
  Community

Both our internal and external stakeholders ranked several topics similarly high: indirect economic impacts of our operations, our engagement with the communities we serve, population health, research and innovation, access to care, quality of care and the inherent link between human health and the health of the environment. We weighed the responses of our patients and caregivers with additional consideration in alignment with our vision to become the best place for care anywhere and the best place to work in healthcare.

No significant changes that influence the prioritization of our material topics have occurred since the last reporting period; however, we plan to complete a thorough update of our materiality assessment in 2019 by conducting comprehensive interviews with an array of valued stakeholders both new to and familiar with our process.

Organizational Profile

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

Four renowned physicians founded Cleveland Clinic in 1921 with a mission to provide better care of the sick, investigation into their problems and further education of those who serve. Drawing from military medicine, they believed in diverse specialists working and thinking as a unit. This kind of cooperation, efficiency and shared vision has fostered excellence in patient care, research and education.

Today, we continue to live and operate by the mission established by these visionary leaders, which is supported by six fundamental values: quality, innovation, teamwork, service, integrity and compassion. We operate more than 5,000 staffed beds at these locations:

- 13 hospitals in Northeastern Ohio
- 18 Northeast Ohio outpatient family health centers, including 10 ambulatory surgery centers
- two specialized cancer centers in Mansfield and Sandusky, Ohio
- 5 hospitals in Southeast Florida, including a quaternary care hospital in Weston
- a health and wellness center in West Palm Beach, Florida
- an outpatient clinic and surgery center in Parkland, Florida
- a specialized neurological and urological clinical center in Las Vegas, Nevada
- a health and wellness center in Toronto, Canada.

Cleveland Clinic also provides management services for Ashtabula County Medical Center, located in Ashtabula, Ohio, with approximately 180 staffed beds, and Cleveland Clinic Abu Dhabi, a multispecialty hospital offering critical and acute care services that is part of Mubadala Development Company's network of healthcare facilities located in Abu Dhabi, United Arab Emirates with approximately 364 staffed beds. Cleveland Clinic is currently building a 185-bed hospital in London, England, due to open in 2021.

View All Cleveland Clinic Locations

CLEVELAND CLINIC
NATIONAL &
INTERNATIONAL
LOCATIONS



Who Are Our Patients?

Cleveland Clinic is a world-class health organization nationally ranked in 14 adult specializations and 10 pediatric specialties. We care for 2 million patients annually, with nearly 8 million outpatient visits in locations around the globe.

While most of our patients live in Northeast Ohio, we see patients from across the United States and around the world, including the Middle East, Latin America, Canada, the Far East and Europe.



By the Numbers

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

Number of Caregivers: 60,000

Number of Physicians and Scientists: 3,953

Number of Nurses: 14,710

Residents and Fellows in Training: 1,923

Cleveland Clinic Ohio Outpatient Locations: 180

Cleveland Clinic International Locations: 3

Number of Hospitals: 14

Number of Family Health Centers: 18

Number of Institutes: 27





Number of Beds on Cleveland Clinic main campus: more than 1,400

Number of Beds System-wide: 5,042

Number of Patient Visits: 7.9 million

Number of Admissions: 237,587

Number of Surgical Cases: 220,352

Number of Subspecialties: 140



Operating Revenue: \$8.9 billion

Total Grant and Contract Revenue: \$296 million

Total Federal Revenue: \$109 million

Accredited Training Programs: 110

Patients

At Cleveland Clinic, “Patients First” means safe, high value and high quality care delivered by a team of coordinated and empathic caregivers. “Patients First” is our guiding principle to ensuring exceptional outcomes, improving population health and reducing the cost of care, generating value for patients, payors and communities.

We continue to drive innovation in our integrated care model, through which our caregivers provide safe, timely, effective, efficient, equitable and relationship-centered care that is accessible, affordable and meets patients’ desired outcomes.

Patient Experience

Through our Office of Patient Experience, we provide exceptional programs and services to support patients at every step of their care path.

Patient Safety & Quality of Care Data

We track many indicators of safety, quality of care and satisfaction to ensure continuous improvement of patient experiences and outcomes.

Integrated Care

Our caregivers work seamlessly as a team to deliver consistent, patient-centered care to enhance outcomes while lowering costs.

Patient Experience

Patients Come First At Cleveland Clinic

Cleveland Clinic defines our patient experience as putting “Patients First.”

Patients First is...

- Safe Care
- High Quality Care
- High Value Care
- Patient Satisfaction

But that requires more than world-class clinical care – it requires care that addresses every aspect of a patient’s encounter with Cleveland Clinic, including the patient’s physical comfort, as well as their educational, emotional, and spiritual needs. Our team of professionals serves as an advisory resource for critical initiatives across the Cleveland Clinic health system. In addition, we provide resources and data analytics; identify, support, and publish sustainable best practices; and collaborate with a variety of departments to ensure the consistent delivery of patient-centered care.

Cleveland Clinic was the first major academic medical center to make patient experience a strategic goal, appoint a Chief Experience Officer, and one of the first to establish an Office of Patient Experience.

Patient Safety & Quality of Care Data

Overview

To provide our patients with the best experience, we track measures of patient safety, quality of care and satisfaction. We use this information to celebrate and replicate successes across our organization, as well as to identify areas for which we need to collaborate and innovate together to improve.



Culture of Safety

In order to achieve our vision of becoming the best place to receive care anywhere, we need to be the safest. To this end, we have comprehensive safety training, standard operating procedures and reporting. We encourage all caregivers, both in clinical and non-clinical environments, to speak up for safety and to come to leaders with potential concerns and solutions. By doing so, caregivers have the opportunity to learn, innovate and improve together and provide the most effective and reliable outcomes for patients.

In addition to fostering a culture in which caregivers candidly share safety concerns, Cleveland Clinic includes questions on its annual caregiver experience survey to ensure we are living our core value of quality and safety. Through the annual caregiver survey, we benchmark progress on the following key safety indicators:

- Error prevention and reporting
- Organizational learning and continuous improvement
- Communication openness
- Teamwork
- Handoffs and transitions
- Management support for safety
- Staffing
- Workplace safety

This anonymous survey empowers caregivers to voice opportunities for improvement while providing department-level results that are actionable for the organization. Cleveland Clinic also conducts Executive Leadership Safety Walkrounds, which includes representatives from the Quality & Patient Safety Institute, a unit/area member of management and a Cleveland Clinic senior executive. By walking a particular unit/area on a monthly basis, these teams facilitate a culture of safety and engage frontline staff on ideas for continuous improvement.

Patient Safety Goals

Cleveland Clinic's Patient Safety strategy goes above and beyond meeting the National Patient Safety Goals as defined by the Joint Commission to a focus on preventing complications, hospital-acquired conditions, infections, falls, and skin damage.

- Learn more about Cleveland Clinic's [patient safety program](#)

Quality of Care

Advances in research and the rapid evolution of technology create new possibilities for treatment and enhance the quality of care patients can receive. 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. Our Quality Department oversees a comprehensive program to monitor, assess and improve the quality of patient care and operational processes we provide. Quality Directors work hand in hand with institutes and hospitals to identify and address quality. We are also working to build 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, helping us to deliver better quality at a lower cost.

More than 5,000 caregivers across the Cleveland Clinic Health System provided input to develop, test and refine the Cleveland Clinic Improvement Model (CCIM), and its application enables us to continuously improve all aspects of our care:

- Patient Safety
- Patient Quality
- Patient Experience
- Caregiver Experience
- Affordability

The CCIM encourages caregivers at all levels of the organization to drive innovation and continuous improvement by promoting values that catalyze change, such as collaboration, candor and accountability.



Cleveland Clinic Improvement Model (CCIM)

Harnessing the Power of Every One to Achieve Our Goals

ORGANIZATIONAL ALIGNMENT <small>Identify and communicate what matters most.</small>	VISUAL MANAGEMENT <small>Manage what matters most.</small>	PROBLEM SOLVING <small>Improve what matters most.</small>	STANDARDIZATION <small>Sustain what matters most.</small>
<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.

Every caregiver capable, empowered and expected to make improvements, every day.

Intranet portals.ccf.org/improve | E-mail improve@ccf.org | Internet ccf.org/improve | Twitter [#theccim](https://twitter.com/theccim)

18-1000-5775 | ©Cleveland Clinic Foundation 2018

Measuring our quality and safety performance is also an essential component of the CCIM. In the spirit of continuous improvement and transparency, Cleveland Clinic publicly discloses healthcare quality data and participates in the following public reporting initiatives to benchmark our progress alongside industry peers:

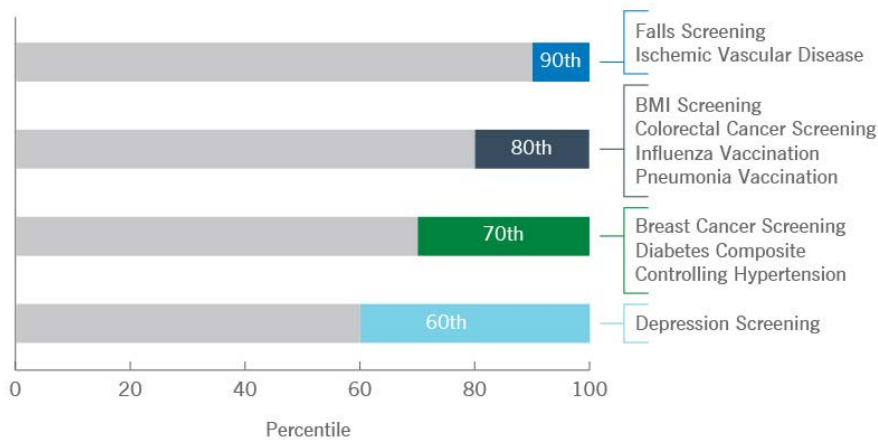
- The Joint Commission Performance Measurement Initiative
- Centers for Medicare and Medicaid Services (CMS) Hospital Compare
- Ohio Department of Health Service Line Reporting
- National Specialty Society Databases and Registries

Additionally, we publishes annual Treatment Outcomes and makes patient experience ratings and comments of our physicians available on the internet via Cleveland Clinic’s Find a Doctor site.

Accountable Care Organizations (ACOs) promote new models of patient care with a focus on population health, the continuum of care and reducing healthcare costs. ACOs encourage healthcare providers to work together to manage a patient’s care across all settings – offices, hospitals and long-term care facilities. To improve the quality and affordability of care provided by Cleveland Clinic’s Medicare Accountable Care Organization (ACO), we work directly with primary care physicians and specialists to coordinate care and incorporate technology and information systems.

Cleveland Clinic Accountable Care Organization

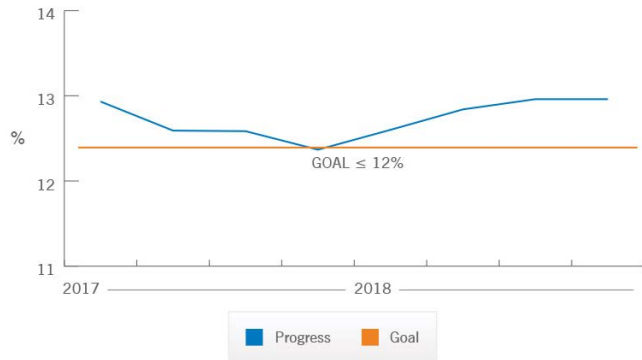
2018 Quality Performance



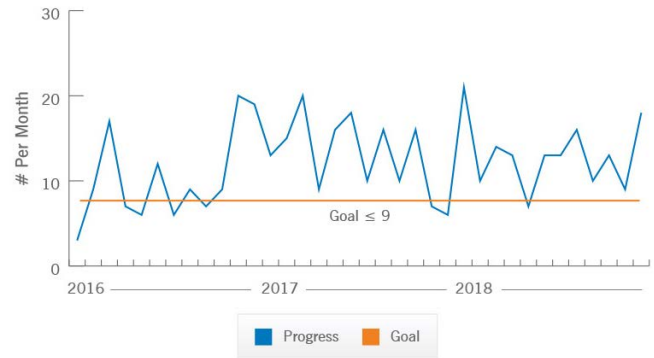
Patient Data

To better understand and improve the patient experience, Cleveland Clinic tracks inpatient Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) ratings, patient safety indicators and outpatient experience data.

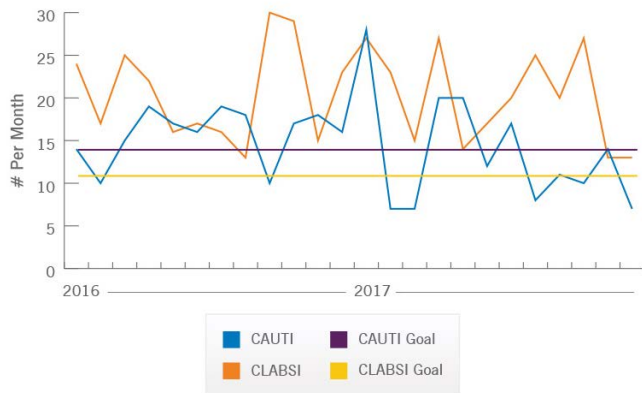
All-Cause Readmissions



Patient Safety Indicators



Hospital-Acquired Infections



Hospital-Acquired Infections



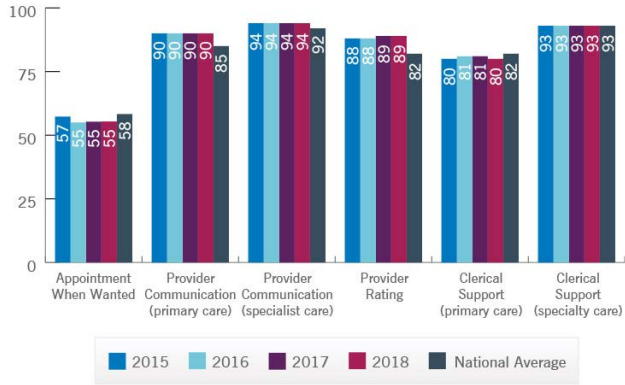
Hand Hygiene



Uncontrolled Diabetes



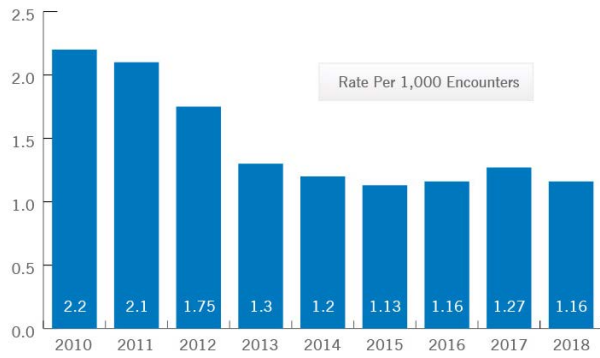
Outpatient Satisfaction Scores



Patient Experience: HCAHPS



Complaints and Grievances



Integrated Care

Overview

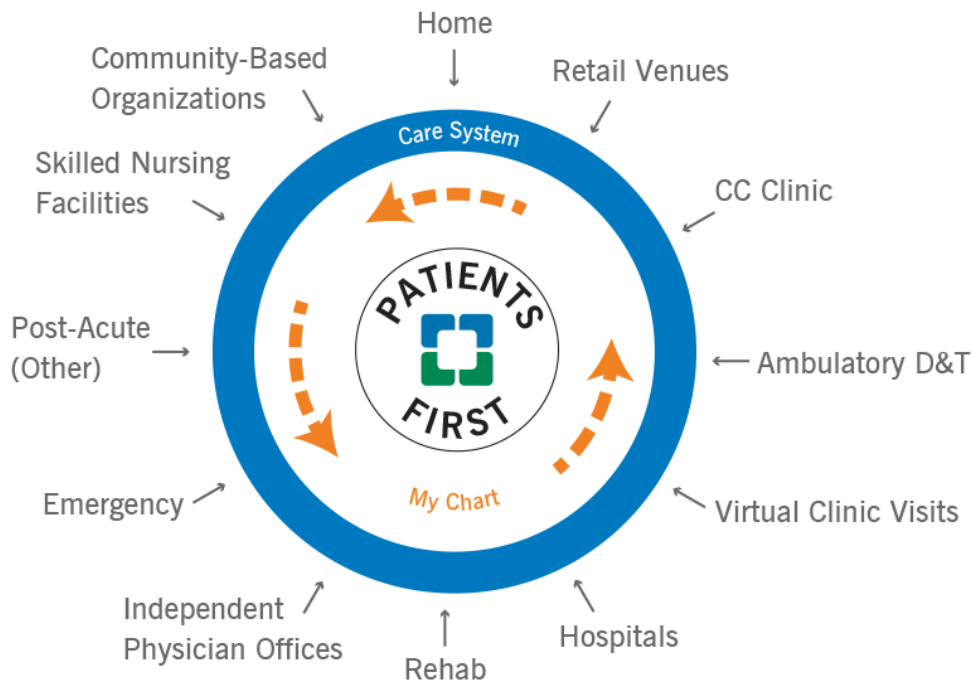
At Cleveland Clinic, our caregivers work as one to provide safe, accessible and quality care. As an integrated, physician-led healthcare system, we use our technology, transportation, and human resources to coordinate care for patients to meet their desired outcomes while driving efficiencies to make care more affordable. As healthcare and the way it is delivered undergoes an evolution, we continue to draw upon our expertise and culture of innovation to shape the future of care.



Integrated Care Model

We understand that care is ongoing and continues after patients leave our facilities or complete their visits. The Cleveland Clinic Integrated Care Model is a patient-centered model of care in which our caregivers work as a seamless team to support patients across a continuum of care. By eliminating unnecessary practice variation, patients receive consistent, exceptional care in our care system across various settings. The blue ring in the graphic below represents this continuous pathway of care, in which patients always come first.

Integrated Care Model



Community Health

Our Community is a Cleveland Clinic Care Priority. As such, we have robust commitments to public health and well-being, youth education and economic development. As a leading academic health center, we are committed to helping to address the top public health challenges facing our region. In the spring of 2018, we extended our population health model further by launching Cleveland Clinic Community Care (CCCC) and hired our first Chief of Population Health.



CCCC takes a new, population health approach to manage the care of patients. Rather than just simply addressing individual patients' needs on a visit-by-visit basis, CCCC leverages a wealth of data and an expanded care team to proactively address the health needs of populations. The team includes physicians and advanced practice providers from Internal Medicine, Family Medicine, Hospital Medicine, Geriatrics and General Pediatrics, supported by Wellness, Express Care, Medical Care at Home and the Quality Alliance to best equip CCCC to manage access, quality, experience, utilization and cost across the entire continuum of care.

Cleveland Clinic clinicians and IT analysts built customized registries and reports that enable providers to see the entire population of Cleveland Clinic patients, whether they're coming in for appointments or not. Any member of the patient care team – including physicians, advanced practice providers, nurses, care coordinators, medical assistants, pharmacists, and social workers – can identify and reach out to consenting patients who have not recently seen a healthcare provider to discuss their current health status and determine appropriate care steps.

“Cleveland Clinic Community Care will apply a data-driven comprehensive team approach to the clinical needs of patients; and partner with others, including community leaders, municipalities and other health systems, to address the social determinants of health impacting the populations in those communities. We also seek to influence international policy dialogue around health system design and population health.”

– Adam Myers, MD, Chief of Population Health and director of Cleveland Clinic Community Care

Through the CCCC model and our community benefit initiatives, we remain committed to investing in our caregivers, patients, neighbors, and communities to improve and maintain the health of the population at large.

Research & Innovation

Research and innovation have been foundational to our mission since we opened our doors in 1921. To further this commitment, Cleveland Clinic opened the Lerner Research Institute in 1999 to:

- uncover the biological pathways of disease
- develop new medical devices, diagnostic and treatment therapies, and cures
- train the next generation of biomedical researchers



With nearly 1,400 researchers and support personnel in 180 laboratories across 12 departments, the institute is one of the largest research facilities in the nation and consistently ranks in the top 10 in National Institutes of Health funding. Cleveland Clinic researchers focus on an array of conditions, including cancer, cardiovascular and metabolic diseases, brain and eye diseases, and diseases of inflammation and the immune system.

Cleveland Clinic also facilitates innovation through its annual Medication Innovation Summit, in which healthcare professionals from around the world gather to discuss and collaborate around material topics, trends and technologies to advance patient care. In 2018, Cleveland Clinic held its 16th annual Medical Innovation Summit, which drew more than 100 speakers and leaders from more than 500 organizations and 20 countries to downtown Cleveland to focus on the theme of Disruption: Reimaging Healthcare. This summit encouraged participants to look beyond the walls of hospitals and explore innovative solutions for the transformation of healthcare.

“Healthcare is in the midst of a dramatic change from hospital-based care focused on illness and disability to community-based services that focus on the prevention of illness and disability before they occur. As a result, markets are emerging that focus on the ever-growing data gleaned from sophisticated sensors and biomarkers of healthy populations to keep patients out of the hospital.”

– Will Morris, MD, Senior Medical Director of Cleveland Clinic Innovations

Each year, we recognize an individual caregiver with the Sones Innovation Award for achievements that continue the tradition of pioneering Cleveland Clinic cardiologist F. Mason Sones, MD, to advance innovation in the service of improved patient care. In 2018, we were proud to present the award to neurologist Robert J. Fox, MD, for identifying an asthma medication, ibudilast, as a potential treatment for progressive MS after it had failed in an earlier study for relapsing MS. His idea to apply the agent to progressive MS resulted in the multicenter SPRINT-MS study, which demonstrated an unprecedented 48 percent slowing in the progression of whole brain atrophy with ibudilast therapy.¹

1. Robert J. Fox, Christopher S. Coffey, Robin Conwit, Merit E. Cudkovicz, Trevis Gleason, Andrew Goodman, Eric C. Klawiter, Kazuko Matsuda, Michelle McGovern, Robert T. Naismith, Akshata Ashokkumar, Janel Barnes, et al., “Phase 2 Trial of Ibudilast in Progressive Multiple Sclerosis,” *New England Journal of Medicine* (August 2018): 379:846-855. DOI: 10.1056/NEJMoa1803583.

That resourceful inventiveness is a key reason Dr. Fox, who serves as Vice Chair for Research in the Neurological Institute, was named the recipient of the award. The selection committee also cited Dr. Fox's leadership of a team of Cleveland Clinic imaging physicists and engineers to develop a collection of innovative, complex imaging techniques to provide imaging biomarkers for measuring a response to therapy in the SPRINT-MS trial.

“These techniques are the most advanced imaging modalities ever deployed in a multicenter neurological clinical trial, and they have the potential to accelerate the development of therapies for other neurodegenerative diseases as well.”

– Andre Machado, MD, PhD, Chair of Cleveland Clinic's Neurological Institute

Distance Health

Through distance health initiatives, we can provide care to more patients and deliver highly specialized care quickly to locations patients need it most. Our efforts include increasing the number of urgent care walk-in clinics in our surrounding communities, as well as expanding our telemedicine presence.

In addition to providing more extensive access to care at reduced costs, technology empowers patients to be better advocates for their own health by providing them with tools to track symptoms, review records, contact providers and more with greater ease at times most convenient for them.



Some examples of ways we use technology to enhance patient care include:

- Express Care Online, a HIPAA-compliant Skype®-like app that connects patients directly with Cleveland Clinic providers for face-to-face visits
- MyConsult Online, a secure web platform that allows patients to obtain a written second opinion from a Cleveland Clinic specialist
- Remote Image Upload, which enables the digital transfer of images from multiple vendor sources into a patient's EMR and subsequent access from any point of care
- Telestroke Network, which provides outside hospitals 24/7 access to enhanced stroke consultation services from specialists in Cleveland Clinic's Cerebrovascular Center via a mobile two-way videoconferencing system and linked imaging systems
- A mobile stroke treatment unit that brings the essential tools of stroke diagnosis and treatment right to the site of stroke onset via a specially equipped and staffed ambulance
- Our DrConnect® tool is an internet-based program specially developed to provide physicians who refer their patients to specialists at Cleveland Clinic secure, real-time information about their patients' treatment progress

- eHospital enables us to remotely monitor patients on ICUs at various locations from 7 p.m. to 7 a.m., seven days a week via an operations center staffed on the main campus to provide better access to intensivists and experienced critical care nurses
- MyChart is a secure, online health management tool that connects Cleveland Clinic patients to portions of their electronic medical record, allowing them to see test results, message physicians, schedule appointments and more.

In addition to creating new, innovative ways to enhance care through technology, we also work to increase awareness and adoption of our existing initiatives.

Distance Health Initiatives	2017	2018	% Change
Virtual Visits	25,503	42,976	68.5%
Electronic Medical Record Patients	8,020,079	8,785,627	9.5%
MyChart Users	1,037,792	1,132,207	9.1%
DrConnect Users	10,537	11,882	12.8%

Patient-Centered Medical Home

Also referred to as the primary care medical home, advanced primary care and the healthcare home, a patient-centered medical home (PCMH) is an accessible, team-based model for patient primary healthcare that addresses individuals' mental and physical health needs. Patient providers coordinate a team of caregivers to arrange appropriate, quality care as needed, including prevention and wellness services.



Cleveland Clinic participates in the Comprehensive Primary Care Plus (CPC+) program, a public-private collaboration created to achieve better primary care health outcomes at lower costs using population health strategies. The program provides support to participants through value-based payments that promote performance and shared resources to help them improve primary care across the following delivery areas:

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

By reforming multi-payer fees and care delivery, the goal of the CPC+ program is to strengthen primary care for patients in the program's 18 participating regions across the United States.

Shared Medical Appointments

Shared medical appointments (SMAs) represent a new trend in healthcare that combines the traditional physician visit with an opportunity to share experiences and knowledge with other patients.

SMAs offer patients the following benefits:

- Longer visits (while an individual appointment typically lasts 15 to 30 minutes, a shared appointment is 90 minutes long)
- Prompt access (since SMAs are scheduled regularly, appointments are more accessible)
- Informative healthcare delivery in a warm, supportive setting
- Access to a wider variety of medical information
- Opportunity to learn from, and bond with other patients

By bringing patients with common needs together – especially individuals with chronic conditions – with one or more healthcare providers, individuals may feel more supported and at ease during their visits. Additionally, patients may inspire one another to try new things and/or motivate one another to be more accountable in practicing healthier lifestyles. In 2018, we completed 29,915 SMAs, nearly a 15% increase over 2017.

Center for Functional Medicine

The Cleveland Clinic Center for Functional Medicine is unrivaled as the first Functional Medicine practice in the United States to exist within an academic medical center. Functional Medicine is a personalized, systems-based approach to health care that identifies the root cause of chronic disease and engages both patient and provider in a therapeutic partnership. Functional Medicine providers examine key environmental, genetic and lifestyle factors that influence health and well-being or contribute to complex, chronic disease.



Identification and remediation of clinical imbalances can then help the patient achieve optimal wellness.

Established in late 2014, the Center for Functional Medicine opened its doors to significant anticipation and demand, and soon after expanded its offerings to Chagrin Falls and Lakewood Family Health Centers. Led at the time by Mark Hyman, MD, the Center aimed to transform health care, expand awareness and accessibility through education, and support and promote value-based care through innovative delivery models and community outreach.

By the end of its first two years, the Center's patient volume had grown exponentially. Expanding access to functional medicine and delivering value-based care within an academic medical setting or elsewhere required an innovative care delivery model. Therefore, the Center developed the Functioning for Life™ (FFL™) Shared Medical Appointment (SMA) program. The FFL™ SMA program is tailored to engender a sense of community and addresses various chronic conditions including autoimmune disease, weight management, diabetes, digestive disorders, pain management and women's health. From 2017 to 2018, over 800 patients completed the FFL™ SMA program.

Following the footsteps of its landmark program, the Center seized the opportunity to develop various other SMAs to support patients in their personal wellness journeys. Such programs included Get Functional which

reviewed the steps needed to detoxify the body, and Functional Ketogenics which reviewed the healthy implementation of a low carb, high fat diet.

The Center for Functional Medicine also developed and launched SMA programs in collaboration with other Cleveland Clinic departments and institutes. In 2018, the Center and the Urology Institute launched the Minority Men's Health Program. This series of six SMAs introduced minority men to the functional medicine approach and provided the necessary health information, dietary guidance and wellness coaching to promote self-management of chronic disease. The program covered important topics including the benefits of healthy eating, identification of foods to eat for wellness as well as foods to avoid, the importance of monitoring lab results and the power of music to improve health. Participants also received a customized product list that included items from nearby grocery stores, restaurant recommendations and suggestions for the healthiest options at local fast food and restaurant locations.

The Center for Functional Medicine is expanding under the leadership of Elizabeth Bradley MD, Medical Director and Mark Hyman MD, Head of Strategy and Innovation. Additional services include Functional Pride, a series of SMAs specifically for LGBT patients offered in collaboration with Lakewood Family Health Center, and FFL™ Community, a series of SMAs that provide medical management for individuals who frequent community-based healthy living programs offered in collaboration with Langston Hughes Family Health Center.

Caregivers

All employees at Cleveland Clinic are caregivers, working as a team of teams to create the best possible outcomes for our patients. The patient experience is a reflection of the capacity of our caregivers to provide safe, quality, accessible, affordable and empathetic care. Attracting and retaining top talent will be more critical than ever as demand for skilled healthcare employees is on track to outpace available workers by 2025.¹ We are committed to providing a safe work environment with competitive benefits, an engaging workplace culture and pathways to growth and development to deliver our “patients first” model of care.



Patients First. Caregivers Always.

At Cleveland Clinic, we strive to be the best place to work and grow. Our more than 60,000 caregivers come into work each day with the intent to do an exceptional job for our patients and visitors. To create a workplace that matches the caliber of our caregivers, we created the Office of Caregiver Experience in 2018. This team solicits ongoing feedback from all caregivers, collects input in new and creative ways, uses data to collaborate with caregivers to create their ideal work experience and drives outcomes by identifying how the caregiver experience impacts our patients. Through this collaborative approach, we strive to improve caregiver safety, prevent burnout and create the optimal work environment, together.



- Learn more about the [Office of Caregiver Experience](#)
- Read our [2018 ONE HR Report](#) to learn more about our caregivers' experiences

1. Mercer, “US Healthcare External Labor Market Analysis,” 2017, accessed 4 September 2019, [mercerv.com/our-thinking/career/demand-for-healthcare-workers-will-outpace-supply-by-2025.html](https://www.mercer.com/our-thinking/career/demand-for-healthcare-workers-will-outpace-supply-by-2025.html).

Caregiver Engagement

Engaged caregivers bring their whole selves to work, driving innovation, continuous improvement and better outcomes for our patients.

Caregiver Safety

We are committed to providing a work environment where our caregivers are informed and empowered to protect the health of our visitors, patients, themselves and one another.

Diversity & Demographics

Fostering a culture in which we value and respect similarities and differences enables us to better serve our patients, one another and our global communities.

Workplace Wellness

Our caregiver wellness programs have a proven track record of helping employees improve and maintain their wellbeing while reducing healthcare costs.

Talent Development

We encourage the ongoing education and skill development of our caregivers to attract and retain top talent.

Caregiver Engagement

Overview

According to Gallup's 2017 State of the American Workplace report, employee engagement reduces turnover, absenteeism and safety incidents; improves productivity; and increases satisfaction of the individuals employees serve.² We provide various platforms to keep our caregivers informed and to empower them to provide feedback, such as surveys, weekly polls, team huddles, town hall meetings, our My Two Cents idea-sharing platform and our caregiver intranet. We also celebrate accomplishments together and encourage caregivers to follow their passions through opportunities such as volunteer events, becoming a Wellness champion or joining an Employee Resource Group or green team.

EcoCaregiver

We encourage all caregivers to engage in efforts to reduce energy, water and waste sent to landfill. There are a myriad of ways employees can channel their inner EcoCaregiver, including green teams, volunteer events and submitting ideas through our My Two Cents platform.

[Learn more about how we engage caregivers in our sustainability initiatives](#)

My Two Cents

Many of our best ideas come from our caregivers. Since 2010, we have invited caregivers to share ideas on ways to improve our organization through a virtual suggestion box on our intranet called My Two Cents. Since 2010, caregivers have submitted more than 8,000 ideas, approximately 1,200 of which we have fully implemented. Through caregiver ideas on this platform, we have realized more than \$2.6 million in savings and average a return of \$325 per idea submitted.

Leadership Rounding

Our organizational leadership participates in a monthly rounding program in which leaders gather with different caregiver teams for approximately 75 minutes to observe and discuss the most salient issues in their work areas.

This process enables leadership to engage and build relationships with caregivers by speaking to them directly about what is working well – and to recognize these efforts –, where there are opportunities for improvement and what tools and resources could benefit their teams. At the end of the rounding session, leadership reconvenes to share what they learned from their interactions with patients and caregivers.

Caregiver Experience Survey

We conduct enterprise-wide surveys open to all caregivers designed to measure engagement, reliability, team effectiveness and alignment with objectives and key results for safety and patient care. By aligning our caregiver survey with our patient satisfaction survey, we can see a more holistic view of our performance and how our caregiver experience impacts and is interconnected with our patients' experiences.

2. Gallup, "State of the American Workplace Report," 2017, accessed 5 September 2019

To promote candor while ensuring we can take action on caregiver feedback, individual responses are kept anonymous, but supervisors are able to review aggregate results from caregivers on their teams and hold meetings to discuss broader trends. Additionally, through our survey provider, we are able to see how our results compare with benchmarks in the healthcare industry to give us clearer insight into where we excel and where we can improve. We have used annual caregiver survey results to make valuable changes to organizational processes, programs, resources and communications to enhance both the experiences of our caregivers and patients.

Caregiver Celebrations

In May 2018, we held our annual Caregiver Awards program at InterContinental Hotel & Conference Center to honor nearly 350 individual caregivers and teams with the highest awards in our Caregiver Celebrations program. Of the 1.4 million awards given since 2010, only 403 have been Caregiver Awards. Other awards include certificates of appreciation given to caregivers by one another, as well as quarterly Excellence recognition for institutes, divisions and/or hospitals for their accomplishments.



4 Tiers of Caregiver Celebrations



“This event recognizes the best and brightest caregivers who truly embrace our values,” said Cleveland Clinic CEO and President Tom Mihaljevic, MD. “This is the pinnacle of recognition in our organization.”

Recipient Highlights

Each year at the ceremony, one individual and one team receive special awards presented by our CEO. The individual CEO award is \$10,000, as well as the team award, which is split evenly amongst the team.

As a team, our transportation caregivers deliver phenomenal service – averaging under eight minutes from when an individual makes a request to when they board. Ben Mucaj’s average, however, is five and a half minutes, or 30 percent faster than his counterparts. Mucaj is also known for his efficiency in boarding wheelchair-bound patients, and he performs his duties with safety at top of mind – accumulating 3,500 accident-free hours in his first two years on the team.

Beyond the numbers, though, Mucaj is known for being a compassionate and humble caregiver who puts others first. His supervisor says Mucaj approaches his work with gratitude and takes extra shifts when there are vacancies, always willing to help his team members.

“Ben gets the job done in a graceful way,” said his supervisor Rich Aiple. “He’s all about giving the patient comfort, listening to hear their story, doing whatever he can to take the burden off of them either physically or mentally.”

Hospitals across the nation grapple with all-cause readmissions on a daily basis. Getting patients healthy – and keeping them well enough to avoid unnecessary readmission – is easier said than done.

The Readmissions High-Risk team looked at the problem from a new perspective. They wanted to better understand which patients were particularly at high risk for readmission to develop focused solutions and strategies for those individuals. The team worked with Quantitative Health Sciences to develop a 30-day high-risk model for predicting readmissions. The model was successful and allowed the team to develop targeted interventions for patients in need of greater support following an acute stay.



Arben Mucaj accepts the CEO Award at the 2018 Annual Caregiver Awards. Arben (Ben) Mucaj, Shuttle Bus Driver, Main Campus.



Dr. Mihaljevic and the Readmissions – High-Risk team. Readmissions – High-Risk team: Quality, Nursing, Medical Operations, Information Technology, Lerner Research Institute.



Caregiver Celebrations Facts

Number of Caregiver Awards since inception	403 awards, 2,372 winners
Number of Excellence Awards since inception	5,102 awards, 15,321 winners
Number of Strategic Business Goal Awards since inception	2,436
Number of Appreciation Awards since inception	1,128,676
Total number of all awards since inception	1,463,345
Total number of all Patient Recognition awards since inception	75,172

Office of Caregiver Experience

Launched in 2018, the Office of Caregiver Experience (OCE) works in collaboration with caregivers across the health system to create the best possible experience for Cleveland Clinic caregivers. The OCE uses ongoing employee feedback, knowledge of the behavioral sciences and evidence-based research, analytics and experiential data to understand and implement the drivers of the optimal employee environment.



Examples of OCE projects and caregiver programs include:

- Gratitude Stations set up around the health system provide pop-up opportunities to go online and send simple expressions of care and appreciation to fellow caregivers.
- Lactation rooms updated with expanded availability and access communicated enterprise-wide.
- Food at Night services established with online ordering access for main campus emergency department and intensive care units for patients, families and caregivers.
- Listening Tours let caregivers share what they need through small group discussions, online chats, MY Experience questionnaires and in-person listening sessions.

“Fostering the culture and environment necessary for all caregivers to be part of a team of teams, where individual safety, professional growth, well-being and empowerment are prioritized in a lifelong partnership with our caregivers – that’s the OCE vision. We aim to create the ultimate workplace environment as we become the best place to work and grow in healthcare.”

– Joy Jones, Executive Director, Office of Caregiver Experience

OCE Strategic Pillars



Caregiver Safety

Overview

To ensure the safety of all our caregivers, we have an extensive safety program managed by multiple departments and teams with shared responsibility. Our formal Environmental Health and Safety (EHS) team is accountable for monitoring and implementing practices at Cleveland Clinic main campus and our family health centers. In addition, each community hospital maintains written management plans that address the “Environment of Care” based on their unique structure and needs.

Enterprise safety leadership members conduct ongoing reviews of regulatory changes and adapts safety policies, equipment, procedures and training as appropriate. 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. We have a comprehensive safety reporting system through which we encourage caregivers to report all events, exposures and near-misses.

Following a caregiver safety report, we conduct thorough post-exposure follow-up procedures to address the needs of our caregivers and identify opportunities for improvement to prevent subsequent events. For example, we established a work restriction policy for caregivers with communicable diseases and provide post-exposure guidelines and support for those exposed to blood-borne pathogens. 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.

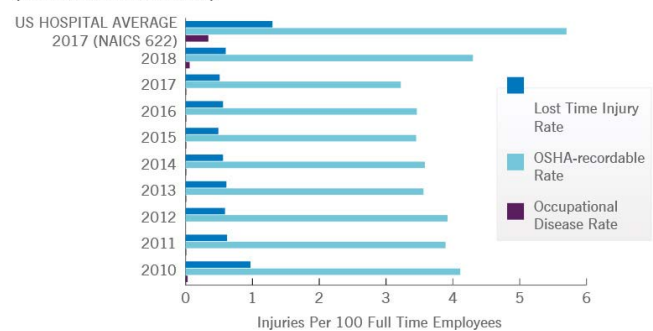
Environmental Health and Safety (EHS) Data

Cleveland Clinic places a high priority on caregiver safety and health. In 2018, all of our Ohio hospitals had total OSHA-recordable injury rates less than the 2017 hospital industry average of 5.7 injuries per 100 full time equivalent employees reported by the Bureau of Labor Statistics. There were no work-related fatalities in 2018.

In 2018, caregivers in our ambulatory health and surgery centers experienced a slightly higher total recordable injury frequency than the 2017 ambulatory healthcare industry average, but significantly lower severity rates as measured by restricted duty or lost time cases.

Caregiver Injury Rates, Cleveland Clinic Ohio Facilities

(Includes AGHS in 2017)



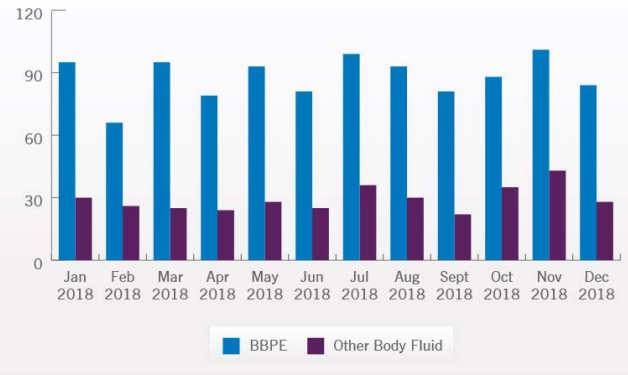
Bloodborne Pathogens

As part of our commitment to caregiver safety, Cleveland Clinic has a comprehensive Bloodborne Pathogen Exposure (BBPE) program. Within Occupational Health, we have a BBPE Operations Committee comprised of BBPE Committees representing hospitals across the Enterprise that meets regularly to share metrics, best practices and continuous improvement initiatives. All new caregivers complete BBPE training as part of their onboarding process.

In 2018, BBPE sharp and splash events increased in part due to the acquisition of Union Hospital and the opening of new physician practice sites and the closure of some existing practices. To reduce BBPE, we introduced two new initiatives in 2018. On June 25th, 2018 we launched a BBPE hotline, a 24/7 phone number to report BBPE in Northeast Ohio. Following a report, Occupational Health will document the exposure, schedule lab work and follow up with the exposed caregiver. This resource is available to all caregivers on our intranet, along with BBPE procedures and our BBPE Toolkit, which includes training materials, educational graphics and videos, best practices and other assets to help prevent and reduce BBPE. Additionally, in 2018 we implemented a train-the-trainer program facilitated by the Simulation Center. Caregivers from each BBPE Committee attended to learn about and replicate three scenarios in which BBPE occur frequently. Participants in the program then shared learnings with colleagues at their locations.

To reduce BBPE at their facility, Fairview Hospital installed more than 350 eyewear brackets in 2018 following a department walkthrough in 2017 where we discovered eyewear was not easily accessible. In May 2019, Fairview Hospital implemented a Mandatory OR/Procedural Areas Eyewear Policy to empower caregivers to speak up when eyewear is not in use, but should be. As of June 2019, these combined efforts have resulted in a 43% decrease in BBPE from splashes compared to 2018.

2018 Enterprise Bloodborne Pathogen Exposures (BBPE)



OHSA Recordable Injuries, Other Emphasis Programs

Cleveland Clinic works to provide ergonomic workspaces for all caregivers. Ergonomic injuries in healthcare most commonly occur when handling patients, but are also associated with individuals moving objects and interfacing with machines. We provide caregivers education, training and equipment for handling patients safely and list additional resources on the employee intranet.

To ensure any new or replacement products we purchase support caregiver comfort and wellbeing, Environmental Health and Safety compiled a list of ergonomically approved office products and workstations. We provide caregivers with step-by-step instructions for adjusting chairs, computers and workstations on the intranet. Any caregiver can use the request assistance of an

Ergonomic OSHA-Recordable Injuries

US Locations, excl. Florida

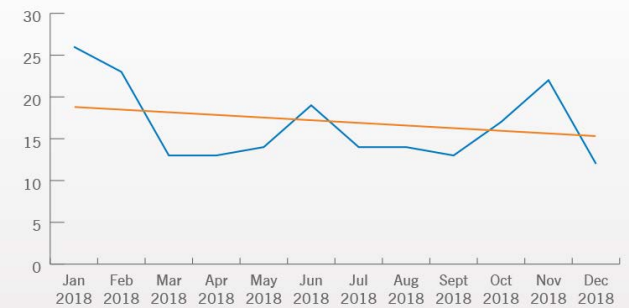


Ergonomist via our Safety Event Reporting System to optimize their workstations or request accommodations to suit their individual needs, including requests for sit-stand workstations.

We continued to reduce slip, trip and fall injuries in 2018 through ongoing evaluation of walking and working surfaces to proactively eliminate risks. Due to the accumulation of snow and ice during the winter months in Northeast Ohio, we experience an increase in recordable injuries this time of year.

Slip/Trip Fall OSHA-Recordable Injuries

US Locations, excl. Florida



Workplace Violence Prevention

To prevent workplace violence, Cleveland Clinic has a Workplace Violence Prevention Committee comprised of representatives from across the enterprise with a multitude of backgrounds. This committee is focused on providing education, assistance and resources to help ensure Cleveland Clinic remains a safe, caring and supportive environment for our patients, patients' families and fellow caregivers.

The Enterprise Workplace Violence Steering Committee collaborated with Human Resources to revise our enterprise policy on workplace violence prevention.

Additionally, this cross-functional team created a Standard Operating Procedure (SOP) for workplace violence that outlines specific steps caregivers should take following any form of workplace violence incident. Released in February 2018, this new policy replaced all previous versions of workplace violence policies or procedures to create consistency across the main campus, regional hospitals and family health centers on reporting and documentation of workplace violence incidents.

To provide consistent and ongoing education for all caregivers, the Enterprise Workplace Violence Steering Committee created an internal website and downloadable toolkit dedicated to workplace violence prevention. This initiative launched in August 2018 with a comprehensive communication plan in collaboration with Corporate Communications and Human Resources. This website also links to external resources such as OSHA and The Joint Commission.

In response to growing concerns of violence in the workplace, Cleveland Clinic's executive nursing leadership team collaborated with Protective Services to shape the vision for the S.H.I.E.L.D. Conference (Safety in Healthcare through Information, Education and Learning Development). Dedicated to educating frontline caregivers and support staff on social factors that impact safety in healthcare, we designed the conference to acknowledge stress points that clinicians, patients, and visitors face every day and provided practical tactics and skills to manage these situations. Any caregiver could attend the daylong conference held on April 2018,

Workplace Violence OSHA-Recordable Injuries

US Locations, excl. Florida



which covered a variety of current safety topics that address violence in healthcare, disaster preparation, drug epidemics, and general security. Learning objectives included:

- Educating caregivers on tactics for dealing with difficult situations and ensuring patient and caregiver safety
- Understanding the changing patient populations and social factors impacting safety
- Exploring ways to minimize risk for harm and to effectively de-escalate situations

This partnership between Protective Services and the Nursing Institute at Cleveland Clinic pursued best practices in safety, prevention and critical response to prepare staff and secure those in our care.

“Healthcare organizations need to take better care of caregivers so they can take better care of patients. At Cleveland Clinic, we are creating a culture that encourages caregivers to speak up about workplace safety and assures them they’ll be supported.”

– K. Kelly Hancock, DNP, RN, NE-BC, Executive Chief Nursing Officer

A.L.I.C.E.

Hospitals represent a vulnerable environment. By definition, they contain a population less able to counter or evacuate due to illness and injury, as well as visiting loved ones who may not be prepared to leave the bedside of a friend or family member.



It is crucial for caregivers to possess the knowledge necessary to respond to an active shooter. To help caregivers protect themselves, other caregivers, patients and visitors, Cleveland Clinic uses the A.L.I.C.E. Program. A.L.I.C.E. stands for: Alert. Lockdown. Inform. Counter. Evacuate. This program is not designed to be sequential, but rather deployed dynamically in each unique situation.

To deliver consistent and effective training, the Emergency Management Department and Cleveland Clinic Police Department developed a healthcare-oriented A.L.I.C.E. training module for use by all of our certified Instructors. Participants receive the training through various channels, including a module within the annual mandatory online Emergency Management training; live “lunch-and-learn” training sessions; monthly department meetings and enterprise-wide training delivered by caregivers.

All new caregivers and contracted vendors complete A.L.I.C.E. training, and all caregivers receive refresher courses annually. Additionally, through the employee intranet, caregivers can request an A.L.I.C.E. training for their team or location at any time.

Victim Advocate Program

In 2014, Cleveland Clinic's Police Department secured Victims of Crime Act grant funding for our Victim Assistance Program. This program is dedicated to providing Cleveland Clinic patients, visitors and employees with support, education, and resources to cope in the aftermath of a criminal offense. The Victim Assistance Program continued to offer these services in 2017 to victims or survivors of any crime, such as domestic violence, sexual assault, workplace violence, harassment, assault or human trafficking. The services are available free of charge at Cleveland Clinic main campus, regional hospitals and family health centers.



Diversity & Demographics

Overview

“Treating each other with respect goes a long way toward creating an experience that is inclusive for all of us – our fellow caregivers, our patients and their families. Patient care is why we are here. When patients choose us, they’re entrusting us with their most precious possession – their health, no matter where we serve them. We value a diverse and inclusive organization. Our diverse perspectives contribute to better experiences for all.”

– Tomislav Mihaljevic, MD, Cleveland Clinic CEO and President

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
- Empathy
- Teamwork
- Integrity
- Inclusion
- Innovation

In 2019, the **Value of Inclusion** was added 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 differences 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

DiversityInc Top Health Systems

For the 10th year in a row, DiversityInc named us a top hospital and health system. This year, we were proud to achieve top honors for the first time ever, placing first for healthcare systems.

The rankings are data driven and assess performance based on:

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



ERGs & Councils Honors Awards™

We also received recognition for our employee resource groups (ERGs), which connect caregivers with similar interests or cultural backgrounds. For the fourth year in a row, our ERGs have been ranked among the nation's best by PRISM International. Out of 1,300 applicants, Cleveland Clinic had the most ERGs recognized – three total – including one in the Top 10 Leadership Circle:

- 5 – SALUD (Leader's Circle)
- 14 – ClinicPride
- 17 – Military/Veterans



Caregivers who participate in an ERG are visible in the organization and our community. They live our values and provide strategic insights on diversity and inclusion across Cleveland Clinic. These awards demonstrate our commitment to our value of Inclusion. They contribute to creating an environment of compassionate belonging where all are valued and respected.

American Indian Science and Engineering Society Top 50

Since 2013, the American Indian Science and Engineering Society (AISES) has honored Cleveland Clinic in Winds of Change, its nationally distributed publication focusing on career and educational advancement for American Indians/Alaska Natives/Native Hawaiians/First Nations with an emphasis on the science, technology, engineering and math (STEM) professions.



Organizations selected for this Top 50 list demonstrated a commitment to diversity recruitment, including specific outreach to indigenous communities. Winds of Change noted that a number of companies, such as Cleveland Clinic, have effective employee resource groups (ERGs) specifically for Native American employees. Our Circle of Healers ERG hosts educational and cultural forums open to all caregivers. This year, Dr. Matthew Z. Anderson, assistant professor of microbiology at Ohio State University, presented on his academic journey and his research “Self determination of Infectious Disease among Native Americans.”

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

Our three core focus areas are:

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

These focus areas complement and enhance yearly enterprise goals because integrating diversity in Cleveland Clinic’s daily operations enables us to better serve all of our valued stakeholders. Office of Diversity and Inclusion programming promotes our charge of building and sustaining a culturally competent and diverse caregiver population.

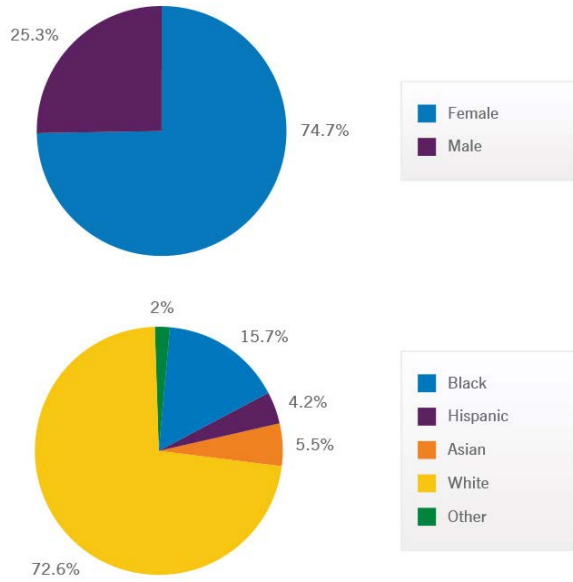
Enterprise Demographics

“Creating an environment of inclusion is a journey requiring intentionality. We advanced our strategic imperative by creating partnerships that integrate diversity and inclusion best practices throughout the enterprise. We continued to focus our efforts on developing the skillsets of our caregivers to better understand biases so that we can all become more empathetic towards others. We drove engagement through respectful interactions of a more culturally competent workforce and defined and collected metrics that demonstrated the outcomes of how this work results in better care for patients, caregivers and the communities Cleveland Clinic serves.”

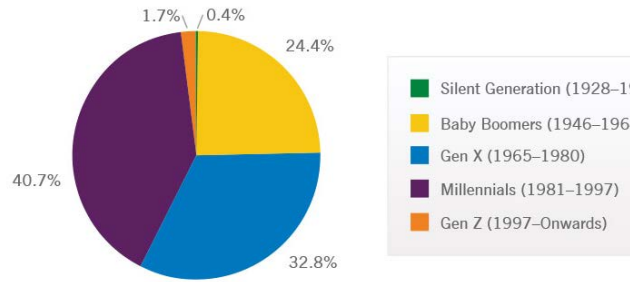
– Le Joyce K. Naylor, MA, CCDP/AP, Chief Diversity & Inclusion Officer

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.

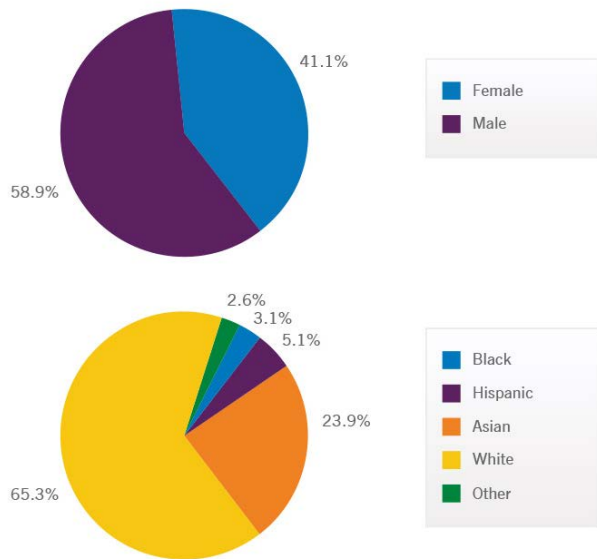
Cleveland Clinic Workforce Demographics, 2018*



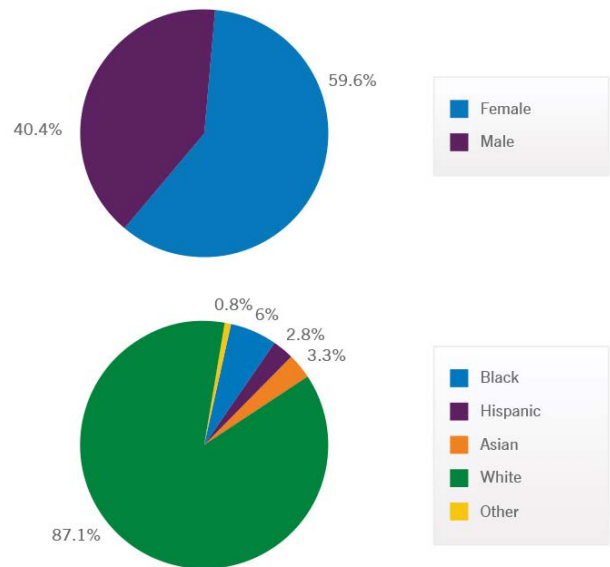
Cleveland Clinic Workforce by Age Group, 2018*



Cleveland Clinic Physician Demographics, 2018*

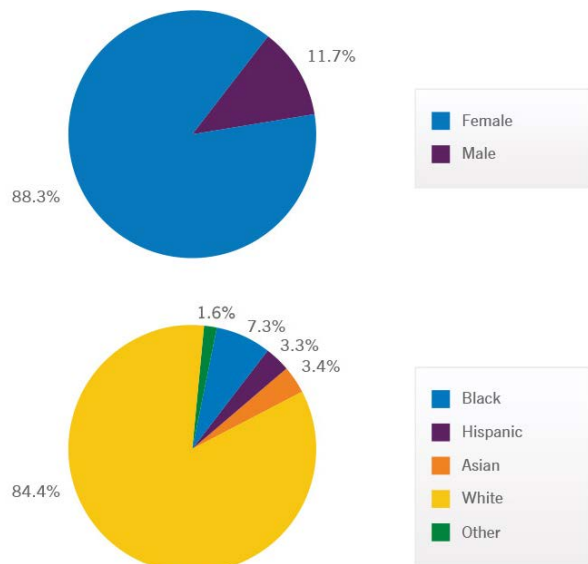


Cleveland Clinic Management, Demographics, 2018*



*Enterprise-wide employee analysis as of 12/31/2018 (N=52,811). Workforce = full time, part time and PRN (temporary and contract employees were removed).

Cleveland Clinic Nurse Demographics, 2018*



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

Increasing the enrollment of underrepresented minority (URM) students in health professions is becoming a more important and urgent issue. Cleveland Clinic takes an innovative approach to foster the continuing education and development of URM talent into healthcare. We offer various programs for high school and college students to provide them with career information, coaching and mentoring to enhance professionalism, team-based experiential learning, and problem-solving expertise. Additionally, Cleveland Clinic is committed to increasing diverse talent in management and executive roles through the following initiatives:

- African American Employee Resource Group (AAERG) / SALUD Leadership Development Program: We addressed a system-wide education gap through a group-led professional development workshop series that both increases visibility and access to senior leaders, and creates a pipeline of talent from within the organization for future leadership roles. In 2018, 80 caregivers participated in the AAERG / SALUD Caregiver Development Series, our largest cohort to date. Following the completion of the program, participants experienced lower average turnover rates compared to the rest of the organization, and 31% of participants received promotions. A total of 318 caregivers have participated in the program in the last 6 years.
- Mentoring Circles: A collaborative effort of the Global Leadership and Learning Institute and the Office of Diversity and Inclusion this program brings together a diverse group of employees – identified by their managers as capable future leaders – for informal talks with senior leaders to support participants' growth. In 2018, 26 Staff members participated in Professional Staff Mentoring Circles facilitated in collaboration with the Office of Professional Staff Affairs and Global Leadership & Learning Institute. The diverse group of participants were 19% African American, 12% of Two or More Races, 35% Caucasian, 19% Hispanic and 15% Asian.

Cultural Competency & Development

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

Online Training: This 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: More than 600 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. Upon completion of the course, knowledge among participants increased by an average of 25%.

Unconscious Bias Training: To date, more than 900 of our leaders have completed Unconscious Bias training. The Office of Diversity and Inclusion launched this initiative in collaboration with Global Leadership and Learning in 2017. Its objective is to raise awareness of individuals' 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. Upon completion of the course, participants' knowledge increased by an average of 22%.

Language Enrichment Programs: Offered in-person and online, our language enrichment programs enhance the communication skills of caregivers with the goal of improving the patient experience. Courses include: Spanish for Healthcare Professionals, Accent Modification and English as a Second Language.

Health Equity, Community Engagement, & Economic Vitality

“By seeking to learn, understand and respect our differences, we can offer and provide the very best patient care in all of the communities we serve.”

– 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](#)

Having 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.

Resource Groups & Diversity Councils

Cleveland Clinic has 11 affinity-based Employee Resource Groups (ERGs) that span the enterprise and 19 location-specific Diversity Councils (DCs). Through our ERGs and DCs, we offer strategic programming to address the healthcare and wellness needs of our diverse patient population and provide caregivers with the opportunity to increase their cultural competence. The work of our ERGs and DCs particularly raises awareness of health disparities and inequitable care that may exist in the organization and across the communities we serve.

Some highlights of ERG and DC activities in 2018 include:

SALUD developed the 1st fully bilingual health and wellness youth outreach program in Northeast Ohio, ACTIVOS®, which means “being active” in Spanish. ACTIVOS® incentivizes youth to become physically active and engages them in adopting healthy eating behaviors by incorporating fun, educational dialogues and fitness activities. The program focuses on reducing the risks of asthma, diabetes, obesity



and malnutrition in the growing Hispanic youth population in our area. In 2018, we expanded ACTIVHOS® (Activity, Cognitive Therapy, Incentives, in Health Outreach for Students) with a school-based partnership at Thomas Jefferson International Newcomers Academy. In 4 years, 107 students have participated in ACTIVHOS®, with 80% reporting improved personal health perception and logging in a total of 24.5 million moves.

Cleveland Clinic Office of Diversity & Inclusion, in collaboration with SALUD and the African American Employee Resource Group, provided guidance and support in the expansion of Glickman Urological & Kidney Institute’s Men’s Minority Health Fair at Akron General and Lorain Family Health Center. We provided BMI, Diabetes, Hypertension, Hepatitis C, prostate, cholesterol and vision screenings during the fair. In Akron, we provided health screenings to 139 men, 25 of whom became new patients. In Lorain, we provided health screenings for 100 men, 20 of whom became new patients as a direct result of the fair.



The Greater University Circle Employee Resource Group (GUC-ERG) is comprised of Cleveland Clinic caregivers who reside in one of the eight Greater University Circle neighborhoods. GUC-ERG members serve as ambassadors to other GUC caregivers, potential caregivers and all members of these communities to make a positive impact. Through peer-to-peer activities and initiatives, GUC-ERG emphasizes the overall goals of Cleveland Clinic’s strategic plan while helping to inform caregiver recruitment, retention and engagement. The group also connects to the overarching goals of the Greater University Circle Initiative to Live Local, Buy Local, Hire Local & Connect. In 2018, GUC-ERG collaborated with Talent Acquisition to conduct 9 workforce readiness workshops in Greater University Circle to promote Cleveland Clinic as a “great place to work and grow”. They provided education and assistance to the community on navigating our career website and application process, writing resumes and preparing for behavioral-based interviewing and exploring employment opportunities. Of the 252 workshop attendees, 95 applied for Cleveland Clinic position, 15 were active candidates and 9 received offers and accepted positions as caregivers.

Workplace Wellness

Overview

Six in ten Americans live with one or more chronic diseases, such as heart disease and diabetes, which are the leading drivers of healthcare costs and most of which are preventable.¹ For example, according to the Centers for Disease Control and Prevention's National Center for Chronic Disease Prevention and Health Promotion, cigarette smoking and lack of physical activity are key risk factors for chronic disease and cost the United States \$287 billion annually.²

Cleveland Clinic's Wellness & Preventive Medicine is dedicated to empowering individuals to achieve optimal well-being through education, resources and incentives that encourage them to be more active, eat healthier, avoid tobacco and better manage stress. We provide many resources, including programs, recipes, videos, events, newsletters and more to promote prevention and healing.

Healthy Choice Premium Discount Program

The Healthy Choice program is a way for Cleveland Clinic individuals who are members of our Employee Health Plan (EHP) – which manages over 102,000 members – to take charge of their well-being. Members who voluntarily participate in the Healthy Choice program can improve their health and receive up to 30% off their premiums by meeting personalized annual medical, nutrition and fitness goals. To support EHP participants' weight management goals, we offer free and flexible eCoaching tailored to meet each individuals' schedule. In 2018, close to 50,000 caregivers and spouses were eligible for the Healthy Choice



premium discount program. They are encouraged to participate by either tracking steps and activity levels, or participating in one of the chronic disease management programs depending on their health status.

Each member who participates in Healthy Choice interacts with the program through a personal portal where they can view their goals, track progress from their wearable devices such as Fitbit or Garmin step counters and challenge their coworkers to fitness competitions. We are currently recording more than 30,000 EHP participant

1. Centers for Disease Control and Prevention's National Center for Chronic Disease Prevention and Health Promotion, "Emergency Preparedness for People with Chronic Diseases," 11 February 2019, accessed 10 September 2019, [cdc.gov/chronicdisease/index.htm](https://www.cdc.gov/chronicdisease/index.htm).

2. Centers for Disease Control and Prevention's National Center for Chronic Disease Prevention and Health Promotion, "Health and Economic Costs of Chronic Diseases," 11 February 2019, accessed 6 September 2019, [cdc.gov/chronicdisease/about/costs/index.htm](https://www.cdc.gov/chronicdisease/about/costs/index.htm).

devices through Healthy Choice, and in 2018 our members collectively strolled 18 million miles – the equivalent of walking to the moon and back again 37 times.

Between 2009 and 2018, EHP's costs have risen far less than the national average for employer-sponsored health plans. We have seen a decrease in our inpatient admission rates and emergency department use for our members, including members with diabetes, hypertension and asthma. As part of our commitment to health and wellness, Cleveland Clinic does not hire tobacco users or allow tobacco use at any of its facilities. Over the last decade, the number of confirmed smokers, both spouses and employees, has dropped 10.7% to 5.5%. Since the inception of the Healthy Choice program, EHP has avoided over \$800 million in healthcare costs, and has been able to offer low premiums to our members. Healthy Choice has contributed to this result by encouraging our members to improve their health and well-being.

Healthy Living

Physically Fit

We offer caregivers free use of on-site fitness centers and discounted memberships at various gyms in the area through our Total Rewards program, our employee benefits package. We also offer a Group Exercise Program to help caregivers get energized, stay motivated and achieve their fitness goals. These free group exercise classes provide a variety of workouts at varying difficulty levels ranging from high-intensity cardio to low-impact yoga or aquatics. Caregivers can also opt to participate in Personal Training sessions for a fee at our Walker Fitness Center on Cleveland Clinic's main campus.



We also offer an array of sunrise, sunset and lunch-time yoga classes for caregivers across the enterprise, including several complementary classes. Cleveland Clinic Yoga is unique because it is a stress management tool that is user-friendly and offered in an environment that emphasizes comfort, safety and respect for all who attend. Our instructors walk participants through traditional postures of yoga and offer modifications to ensure everyone can safely and comfortably participate and benefit from the practice. To accommodate more schedules, caregivers can also access four online yoga on demand segments of varying lengths to practice when and where it is most convenient for them.

Healthy Eating

Eating well is the cornerstone of a healthy lifestyle. Cleveland Clinic is dedicated to providing evidence-based healthy food options for patients, visitors and caregivers. A healthy diet can help decrease chronic illness, disabilities and reduce the costs of health care in the communities we serve.

In 2018, Cleveland Clinic launched the Foods that YOU Love That Love YOU Back program. This program focuses on providing foods and beverages that are healthy and delicious. Phase I of this program targeted the reduction and/or elimination of the following items in prepared and/or sold food and drink items at all Cleveland Clinic facilities: Trans Fat, Fried Foods, High Fructose Corn Syrup and Beverages with Added Sugar or Syrup.

This is just the first step in an ongoing process to ensure patients, visitors and caregivers are making the healthiest food selections possible. In addition to Phase I items, our goal is to reduce or eliminate all food and drink offerings containing the below items by 2020:

- Non-100% whole grains
- Sodium (greater than 100mg per serving)
- Saturated fats (greater than 4mg per serving)
- Processed red meats

Educational Programs

Cleveland Clinic caregivers have access to programs such as Wellness Grand Rounds, a bi-monthly, one-hour presentation given by an expert in the field of wellness. Patients and caregivers are encouraged to attend the Wellness Connection, a monthly half hour presentation by various wellness professionals. Through our six-week, online Stress Free Now program, caregivers have access to weekly relaxation tools, educational topics and daily strategies to decrease stress, build resilience and increase energy. Two versions of the program are available to address the unique needs of both caregivers that work in clinical and non-clinical environments. Cleveland Clinic also offers a suite of online courses available to caregivers and the public to improve stress management, sleep habits and dietary choices.

Wellness Champions

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

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

Healthy Environments

Green Transit

Our Office for a Healthy Environment offers incentives to encourage caregivers to reduce their transportation footprints and support cleaner air. For example, caregivers can receive 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 our Gohio commute platform, we encourage caregivers to carpool and take alternative transit to work. The platform makes it easy for caregivers to coordinate schedules with nearby colleagues who they may have never met before. For caregivers who opt to bike to work, we provide access to bike racks and shower facilities.



Flexible Work Arrangements

To foster an environment in which caregivers can achieve a healthy work-life balance, we offer flexible arrangements to caregivers when possible, such as a “parent shift” for caregivers that need to leave early to pick up their children from school or daycare, telecommuting to offsite meetings, working from home, condensed work weeks and allowing caregivers to flex when they start and end their day to accommodate other engagements. Through our Employee Health Plan, many caregivers can schedule healthcare appointments at their work site and at times most convenient for them.

Encouraging Family Fun

We plan events and activities across the enterprise throughout the year to provide opportunities for caregivers to enjoy local community assets with family and fellow caregivers.

In 2018, 33,000 thousand caregivers attended Cleveland Clinic’s first-ever Family Day. Held at Progressive Field, home of the Cleveland Indians, caregivers and their families spread throughout the main concourse of the ballpark for dozens of activities and food stations. Attendees roamed and played on the field, in the Kids’ Clubhouse and everywhere in between. Family Day guests were able to meet and take photos with current and former players throughout the ballpark.

The Office of Caregiver Experience also had booths to collect feedback about our workplace from caregivers and their families. Attendees who posted photos to Twitter or Instagram using #CCFamilyDay could see them printed and arranged together in a mosaic later installed for display on the main campus Miller Family Pavilion.

*“We have an enormous responsibility at Cleveland Clinic to care for people.
We care for patients, we care for our caregivers and we care for their families.
We are all here for each other and that is what we celebrate today.”*

– Tomislav Mihaljevic, MD, CEO & President

That, of course, was the purpose of Family Day – to say “thank you” to caregivers for what they do every day and to make their families feel welcomed as part of Cleveland Clinic.

Discount Programs for Employees

Cleveland Clinic also features an extensive employee discount program for caregivers across our various locations. For example, we negotiated an exclusive discount ticket offer for caregivers for Cedar Point Amusement Park in Sandusky, Ohio. This program is very popular with more than 20,000 tickets purchased annually. Caregivers have stated that this program enabled their families to attend and enjoy the park at an affordable price.

Other discount programs provided throughout the year include TicketsatWork[®], a program which allows caregivers to explore reduced ticket prices for Playhouse Square, Disney, Cleveland Orchestra, Blossom Music Center, the Rock & Roll Hall of Fame & Museum, Cleveland Cavaliers, Cleveland Indians and other family events and venues. Employee discounts are also available for travel, restaurants and for some electronics and mobile phone carrier products with the goal of providing something for everyone. In 2018, our caregivers saved an estimated \$1.5M through these extensive discount programs, which helped to provide some relaxation, enjoyment and balance throughout the year.

A Calming Environment

By including the arts in the healthcare setting, we aim to create an atmosphere that provides comfort, elevates the spirit and affirms life and hope. We established our Arts Program in 2006 and officially formed our Arts & Medicine Institute in 2008 to integrate the visual arts, music, performing arts, research and programs to promote healing and enhance the lives of our patients, families, visitors and caregivers.

From hearing a youth choir in the lobby to seeing a larger-than-life sculpture to playing instruments with a certified music therapist, we strive to provide emotional and spiritual support through uplifting experiences that work in concert with our exceptional medical care. For example, Taussig Cancer Center at main campus includes art and music therapy spaces; a wellness center for reiki, reflexology, guided imagery, facials and other aesthetic services; and a spiritual area with views to the outdoors where patients and families can go for prayer, reflection and meditation. Caregivers, visitors and patients of all faiths may also request services from our Spiritual Care Department, which provides holistic and compassionate care through our clinically trained chaplains, holistic nurses and Family Liaisons.

- [Learn more about spiritual care at Cleveland Clinic](#)

Talent Development

Development Opportunities

Cleveland Clinic is an organization of lifelong learning where we encourage our caregivers to achieve their full potential. By supporting a learning culture, our caregivers grow in ways that enrich their own lives and improve how they care for patients and one another.

Our Learning Culture

We promote four qualities to encourage a learning culture at Cleveland Clinic:

We prepare every caregiver to take responsibility their professional growth by providing a suite of resources through our Global Leadership and Learning Institute that best suit caregivers' individual goals for improvement and advancement, including:

- An extensive suite of courses to support continuous learning, including online, in the classroom and on-the-job formats
- Coaching and mentoring programs
- Team and leadership development assessments
- Talent management resources, including formal reviews and tools to establish and track objectives and key results
- Technical training in all clinical and technical fields
- A diversity of ongoing lectures, speaker series, grand rounds, conferences and symposia featuring thought leaders covering best practices and salient healthcare industry issues
- Robust development programs for current, emerging and aspiring leaders



Global Leadership & Learning Institute (GLLI)

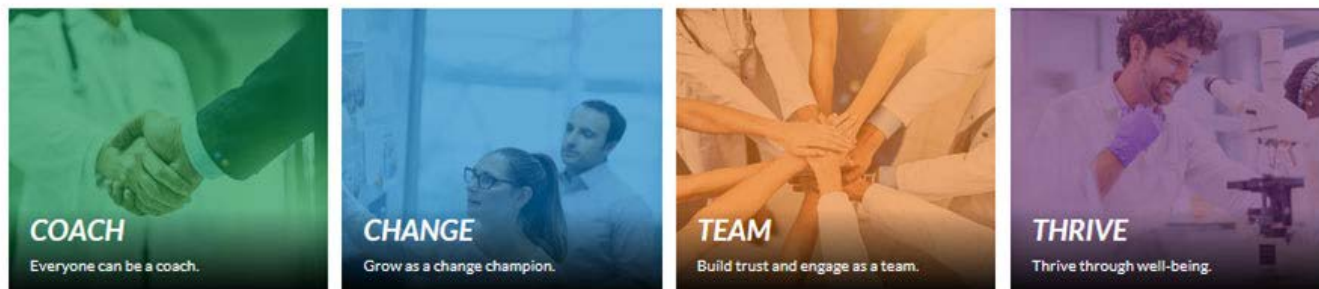
All caregivers have access to the Global Leadership and Learning Institute (GLLI), Cleveland Clinic's center for leaning and development. The purpose of the GLLI is to enable a learning and performing organization that shapes and strengthens the Cleveland Clinic Vision and to prepare leaders to solve future global healthcare delivery issues. Our strategy includes:

- Leadership and Team Development: Providing education and experiences to enhance skills, knowledge, self-awareness and performance of all leaders and teams across Cleveland Clinic
- Caregiver Development: Equipping individual contributors to develop professionally and perform the Cleveland Clinic way
- Talent and Performance: Developing and evaluating talent and performance

- Learning and Performance Ecosystem: Delivering a robust infrastructure that includes processes, technology and solutions to enable a learning and performing organization

To deliver on this strategy, the GLLI has five Centers of Expertise: Global Executive Education, Collaboration & Learning Technologies, Operations & Onboarding, Talent Management and Team & Leadership Development. In 2018, we further refined our approach to equip caregivers for success by launching four Learning Priorities.

Learning Priorities



We designed our Learning Priorities to inform, expose, and/or teach the vital behaviors all caregivers need to exhibit to ensure Cleveland Clinic realizes its cultural ambitions, goals and priorities. Additionally, in 2018 we launched Connect Today, a cloud-based social learning and collaboration platform available to more than 57,000 caregivers to empower them to share information, stay informed and improve workflows.

The GLLI offers experiential classes and online learning modules at every experience level to give Cleveland Clinic caregivers the tools and the connections they need to find success, while allowing them to develop their own career path. Our offerings include more than 360 eLearning courses designed and developed to date. In 2018, 6,309 caregivers participated in experiential GLLI classes, a 36% increase over 2017. Approximately half of these caregivers enrolled in our learning programs, people leader series and high potential programs designed to develop the next generation of healthcare leaders.

In 2018, 39,000 caregivers set individual development goals for their personal career growth and more than 99% of caregivers completed annual performance and mid-year reviews.

“The Global Leadership and Learning Institute is proud to champion a learning culture that promotes learning for life for Cleveland Clinic caregivers. 2018 was notable in launching our enterprise learning priorities of Team, Change, Coach and Thrive.”

– Gina Cronin, Executive Director, Global Leadership and Learning Institute

Tuition Reimbursement

To empower caregivers to build upon their knowledge, strengths and skills, we offer a tuition reimbursement program toward the completion of graduate and undergraduate degrees. All caregivers who have been employed for a year or more are eligible for financial support, which is provided via reimbursement at the end of each semester contingent upon students completing their approved coursework. Encouraging the educational pursuits of our caregivers enables us to attract and retain top talent and provide the best care for our patients.

In 2018, more than 3,300 caregivers participated in the program and received over \$10.6 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 Part Time: \$3,750	Full Time: \$4,500 Part Time: \$2,500	Full Time: \$7,500 Part Time: \$3,750
Bachelor	Full Time: \$5,000 Part Time: \$2,500	Full Time: \$3,000 Part Time: \$1,150	Full Time: N/A Part Time: N/A
Associate	Full Time: \$2,500 Part Time: \$1,250	Full Time: \$1,500 Part Time: \$750	Full Time: N/A Part Time: N/A

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

Total Rewards

Our vision is to become the best place to work in healthcare. To attract and retain top talent, we offer a competitive benefits package that provides added value equivalent to approximately 30% of a caregiver’s base pay on average. 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 2018, we rebranded Total Rewards to include My Pay + Benefits highlights to better communicate the value proposition of our benefits to caregivers. We also conducted a My Pay + Benefits survey in which 91% of caregivers said our benefits factor into their retention and 82% said they would refer others to work at Cleveland Clinic based on our benefits.



- [Learn more about Total Rewards at One HR](#)

Community

As a nonprofit multi-specialty academic medical center, we are invested in the social, economic, and physical wellbeing of our neighbors. We partner with local organizations and residents to develop public health and education services to address issues that matter most to our surrounding communities and better fulfill our mission.

Community Impact

As an anchor institution, we play an active role in creating opportunity and prosperity in the communities we operate. We are committed to sharing the benefits of our success and expertise through talent development and hiring, healthcare services and infrastructure improvements.



Government & Community Relations

Advocacy & Policy

Through our advocacy of healthcare delivery system reform at the local, state and federal levels, we strive to improve access and quality of care.

Healthy Lifestyles

We meet residents where they are, providing community services and programs that empower individuals to improve their health and well-being.

Education

Through our interactive and engaging K-12 programming, we equip youth with valuable skills while inspiring them to learn about themselves, their health and various caregiver careers.

Economic Vitality

Our economic activity creates opportunity and connectivity for local people, neighborhoods and businesses.

Our Work in the Community

We connect and collaborate with our community in a variety of ways to make a positive impact around healthy lifestyle choices, youth education, public health and economic development.

Community Impact

Community Benefit

Cleveland Clinic supports local communities through the provision of accessible healthcare services, educational programming, community health initiatives and research funding that leads to medical advancements and cures. For example, in 2018 our team interacted with more than 15,594 community members through health and wellness education programming and provided over 2,267 free screenings at community events. We engaged at least 8,421 students across our footprint in school-based and connected learning programs, and mentored 226 students through our clinic-based internship programs.



Community Benefit includes activities or programs that improve access to health services, enhance public health, advance generalizable knowledge and relieve government burden. The primary categories for assessing Community Benefit include Financial Assistance, Medicaid Shortfall, Subsidized Health Services, Outreach Programs, Education and Research.

The Community Benefit we provide includes all health system operations in Ohio, Florida and Nevada.

- View our annual [Community Benefit Report](#)

Community Health Needs Assessments

We recognize that each community is unique in its needs and strengths. To this end, each Cleveland Clinic hospital has conducted comprehensive community health needs assessments in accordance with Internal Revenue Code Section 501(r). These assessments provided a foundation for understanding of the current and future health needs of our neighbors, from which we have developed local strategies to deploy programming, medical services and educational resources.

- View our [Community Health Needs Assessments](#)

Economic Impact

As the largest employer in Northeast Ohio and the second largest employer in the state, we are uniquely positioned to drive positive change in the region's economic, public and environmental health. We are committed to driving innovation in healthcare, offering meaningful employment and continuing to invest in research, education and clinical services in our neighboring communities.

- View our [Ohio, Florida, and Nevada Economic Impact Reports](#)

A Fresh Start for Laundry Services

Each year, Cleveland Clinic produces 19 million pounds of laundry. In 2018, we partnered with Evergreen Cooperative Laundry to develop a more sustainable solution for our laundry needs. A worker-owned enterprise launched in 2008 by a working group including the Cleveland Foundation, the Cleveland Clinic, University Hospitals, Case Western Reserve University and the municipal government, the Evergreen Cooperative Initiative's goal is to create living-wage jobs in six low-income neighborhoods in Greater University Circle.



Evergreen offers a path to employment for people marginalized by past incarceration or living below the poverty line. Our partnership with Evergreen will add over 100 new employees, tripling the workforce at Cleveland Clinic's laundry facilities in the Collinwood neighborhood of Cleveland. Additionally, Evergreen's facility, the first LEED Gold commercial laundry facility in the region, supports our commitment to reducing our environmental impact with its highly efficient laundering equipment that minimizes energy and water use.

Local and Diverse Spending

One way we care for the communities in which we serve is by supporting diverse and local suppliers. Through our Supplier Diversity strategy, we use our purchasing power as a force for good, driving economic inclusion by attracting, supporting and partnering with diverse business enterprises. In 2018, we were proud to increase our diverse supplier spend by 30% from last year and to invest approximately one-third of our total procurement spend on suppliers within Cuyahoga County.

Cleveland Clinic is dedicated to increasing procurement opportunities for 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.

Supporting tactics of our Supplier Diversity Strategy include:

- Identifying and communicating favorable conditions enterprise-wide for diverse businesses, including Tier II opportunities with our contracted vendors
- Fostering continued development and growth of diverse suppliers by providing educational resources and mentorship

- Creating a network of support and targeted programming for diverse businesses by collaborating with allies in professional organizations, as well as local, state and national government leadership

Since 2010, we have spent more than \$970 million with certified diverse suppliers across all 72 service and product categories.

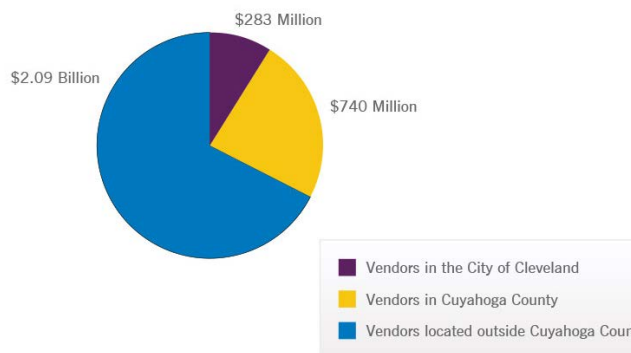
2018 Supplier Diversity Spend



Diverse Vendor Spend



Local Procurement



Mobile Food Pantry

The Mobile Pantry at Cleveland Clinic’s Stephanie Tubbs Jones Health Center (STJHC) was one of the first Food as Medicine programs started by a health system in collaboration with the Greater Cleveland Food Bank. Through this program, volunteers distribute free fruits and vegetables on the 4th Saturday of each month to the community surrounding STJHC, a community in which many families fall below the poverty line and lack easy access to grocery stores and fresh produce. In addition to meeting a primary need for food, volunteers strive to address health concerns and provide wellness services to the community during the Mobile Pantry by inviting residents to participate in cooking and exercise demonstrations, talk with our navigators about health services and visit vendors for educational opportunities. Studies have shown that by increasing consumption of fresh produce, individuals can reduce the risk of many chronic health conditions, such as diabetes, hypertension and high cholesterol. In 2018, STJHC’s Mobile Food Pantry volunteer team, comprised of community members and Cleveland Clinic caregivers, served 1,454 families.

Advocacy & Policy

Overview

Government & Community Relations works with law makers, government agencies, and advocacy organizations at the local, state, and federal levels to help shape policy as it is being created, to ensure laws and regulations implemented by policy makers can serve the best interest of Cleveland Clinic's patients. We work to ensure that government supports the treatments and programs that make the most impact on the health of the patients and communities we serve.

The team also identifies potential medical research and funding opportunities that support health, wellness, and preventive care, which can lead to improved outcomes for all patients.

Local, State and Federal

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

Cleveland Clinic has taken a leadership position on several issues at the local, state and federal levels including:

- Ensuring Healthcare Access – Insurance Coverage
- Population Health – Four Quadrants of Wellness
- Medical Education
- Reimbursement Reform – Quality-Based Reimbursement
- Responsible Pain Management
- Health Information Technology
- Disease Screening and Prevention – Tobacco Cessation
- Behavioral Health
- Substance Abuse

Local Government

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

State Government

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

Federal Government

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

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

Healthy Lifestyles

Government & Community Relations offers these free programs that give residents the opportunity to create healthier versions of themselves.

Overview

The health of our community is not determined solely on physical well-being, but on all the factors that go into the experience of living, working, and thriving. We work to connect residents to the resources, programs, and organizations that empower them to change their health, lives, and communities. Cleveland Clinic provides free programs and opportunities for all residents in communities that we serve in an effort to influence and impact their efforts to create the healthiest version of themselves.

Healthy Babies & Kids

Healthy Strides for Kids

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

Healthy You, Healthy Families

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

School-Based Programs

- [Learn about our programs that are taught in the school setting](#)
-

Chronic Disease Prevention & Management

101 Series

This series of programs focuses on the prevention, management, and treatment of chronic conditions like diabetes, hypertension, and stroke.

Heart & Vascular Institute Educational Series

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

Let's Talk About Stroke

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

You Change You

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

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

Exercise, Nutrition & Well-Being

Come Cook with Us!

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

Come Learn with Us!

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

Fitness Classes

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

Healthy Communities Initiative (HCI)

The Healthy Communities Initiative (HCI) fosters collaboration between Cleveland Clinic and community partners to promote optimal health and wellness. Based on the community health needs assessment and utilizing combined resources within our local communities, Healthy Communities Initiative programs will be customized around four core areas: physical activity, nutrition, tobacco cessation, and lifestyle management.

Healthy Strides... Come Walk with Us!

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

Safety

Coffee with the Cops

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

Self-Defense

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

Substance Abuse

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

This series of panel discussions brings residents, community partners, and local experts together to engage in open conversation about the opioid epidemic. These events empower community members by connecting them to the resources and information they need to combat the opioid crisis.

Tobacco Cessation

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

Women's Health

Mammography Clinic at the Langston Hughes Community Health & Education Center

The Mammography Clinic provides breast exams, women's health education, and more! Breast Exams and mammogram screenings are usually covered under most insurance plans. Cleveland Clinic offers financial aid for the uninsured and underinsured. Financial responsibility is determined by completing the financial assistance application. The Mammography Clinic is offered through a collaborative partnership between Cleveland Clinic's Langston Hughes Community Health & Education Center and Taussig Cancer Institute.

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

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

Education

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

Overview

Education and workforce development are in our Cleveland Clinic DNA. Cleveland Clinic works to improve health and wellness, promote academic achievement, and foster career preparedness for students in grades pre-K through 12. Our Clinic-Based, School-Based, and Connected Learning programs provide a wide range of authentic learning experiences at Cleveland Clinic facilities, in schools, and through technology-mediated activities. Aligned with academic content standards and centered on real-world applications, these programs leverage organizational resources and community partnerships to support student success, both inside and beyond the classroom, empowering our community's next generation of leaders.

Grades K–5

Dangerous Decibels®

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

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

Classroom teachers can register to participate by visiting clevelandclinic.org/dangerousdecibels

From Jump Ropes to Microscopes

Designed by 2009 [Creative Learning Intern](#) Elizabeth O'Neill and based on the children's book of the same name written by 2008/2009 [Creative Learning Intern](#) Leah Backo, this interactive Web game gives elementary school students in the opportunity to learn about healthcare careers they may never have even known existed.

Visit clevelandclinic.org/jumpropes to play the game.

Health Unleashed!

Built around the Rex Rules! storybook series, Health Unleashed! promotes healthy lifestyle choices, literacy, and interdisciplinary exploration for students in grades K through 2. The program's interactive lessons and creative resources advance student enrichment within and beyond the classroom by capturing the energy and enthusiasm of Rex himself.

Visit clevelandclinic.org/healthunleashed to learn more.

HealthCARE™ (Cultivating Acceptance and Respect through Education)

This educational program is designed to promote inclusion and self-esteem among children ages 5 through 10. HealthCARE™ provides free educational resources, including award-winning videos and accompanying curricula that meet state and national academic standards in a variety of subjects. The program also offers disease-specific lessons so teachers can address inclusion and self-esteem as they relate to specific medical conditions.

Visit clevelandclinic.org/healthcare to access these educational materials.

Power Washers™

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

Visit clevelandclinic.org/powerwashers to play the game.

Grades 6–12

101 Series

This series of middle and high school programs focuses on the prevention, management, and treatment of chronic conditions like diabetes, hypertension, and stroke.

Adventures in Health Science and Medicines® (AHSM®)

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

Classroom teachers must apply to participate. Learn more at clevelandclinic.org/ahsm.

Connected Rounds

Building on the tradition of Grand Rounds, in which doctors, residents, medical students, and healthcare professionals are updated on important and evolving healthcare issues, procedures, and innovations, this grade-specific webinar series centers around a team of Cleveland Clinic caregivers who provide cross-functional perspectives on a topical health issue.

eXpressions®

eXpressions® is a free, award-winning educational initiative that engages middle and high school students in the creative exploration of science and medicine. Through project-based, peer-to-peer learning, students translate [research studies](#) conducted by Cleveland Clinic summer interns, producing artistic, literary, and mathematical interpretations of the science.

Classroom teachers who wish to participate can find more information at clevelandclinic.org/expressions.

Internships

Please visit the [Economic Vitality](#) page to learn more about our middle and high school internship opportunities.

Teen Cancer Program

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

Worldwide Classroom®

This program includes free, interactive, real-time courses delivered through video conference or live stream technology that address a wide range of important health topics and healthcare careers for regional and national middle and high school-aged students. Educators can register their students to participate in one or all of the courses offered through the program's two unique learning series – Hot Topics and Meet the Caregivers.

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

Classroom teachers who wish to participate can find more information at clevelandclinic.org/wwclassroom.

Economic Vitality

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

Overview

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 the communities where we are located.

Community Partnerships & Event Sponsorship

Cleveland Clinic's community outreach efforts, sponsorships and collaborations 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. These alliances annually involve over 200 community partners, non-profits, community resource centers and other organizations.

Government & Community Relations' mission is to connect with our communities and residents through a variety of neighborhood-based partners and social organizations, schools, houses of worship and other sites, engage in discussions about health needs, and create action plans to connect young and old alike with the medical, social and economic resources which will empower them to transform their own health and well-being as well as that of their communities.

To request financial or other support, please consider the following:

- A partnership request should focus on sustainable program(s) collaboration to benefit the health and well-being of the communities Cleveland Clinic serves, whether in urban Cleveland, inner-ring suburbs, or surrounding communities / counties.
- An event or sponsorship request should be specific to an upcoming health and wellness-related attraction or engagement in your community. Essential elements for Sponsorship Consideration are: Developing and Promoting Health and Wellness Initiatives; Providing Community Education for people of all ages; Enhancing Economic Vitality; and Supporting Workforce Development.

With the ever-changing landscape in health care and services, the dynamic is changing 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 in Northeast Ohio. Cleveland Clinic is committed to working with individuals and organizations that understand this new reality, and these social and environmental determinants will be considered within the framework of any request for support.

Farmers Market

The [Office for a Healthy Environment](#), [Government & Community Relations](#), and [Wellness & Preventive Medicine](#) support Cleveland Clinic's Community Farmers Market Program, which serves our communities with local produce.

- Visit the [Farmers Market](#) page to learn more.

Greater University Circle Initiative

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

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

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

There have been some remarkable early successes, including:

- a leadership table that is the forum for collaboration for GUCI;
- an evolving local procurement program to funnel purchasing power to local businesses;
- the creation of the Evergreen Cooperatives (three employee-owned businesses that aim to create wealth in GUCI neighborhoods);
- workforce training programs;
- a Greater Circle Living employer-assisted housing program;
- a comprehensive community engagement strategy emphasizing the power of networks; and
- hundreds of millions of dollars in new real estate development that have boosted the area's commercial and residential base.

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

Internships

Government & Community Relations' internship programs give Northeast Ohio middle and high school students the opportunity to learn and work alongside world-renowned caregivers at Cleveland Clinic's Main Campus, Regional Hospitals, and Family Health Centers.

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

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

Healthcare+ Pathways® Internship Program (8th grade students)

NEOREMA™ Internship Program (9th grade students)

Louis Stokes Workforce Readiness Internship Program (9th grade students)

Health Horizons Internship Program (10th and 11th grade students)

Science Internship Program: Applied Medicine, Creative Learning, Laboratory Medicine, Nursing Care, Pharmacy, Public Health, Radiology, Respiratory Care and Translational Medicine. (10th and 11th grade students)

PLEASE NOTE: Government & Community Relations does NOT offer college-level or graduate-level internship programs. Additional high school, college and graduate-level experiences can be found below. Please contact the Department listed on each program's web page for more information.

Junior Ambassador Program for Teens (high school)

Cleveland Clinic Student Opportunities (high school, college and graduate-level)

Cleveland Clinic Lerner College of Medicine (training for physician investigators)

Our Stories

Advocacy & Policy

In 2018, we continued our advocacy and policy work to address the ongoing opioid crisis. Much of this effort was through community collaboration with Cleveland Clinic's membership in the Northeast Ohio Hospital Opioid Consortium.

The Northeast Ohio Hospital Opioid Consortium

The Northeast Ohio Hospital Opioid Consortium is a partnership between the Center for Health Affairs, Cleveland Clinic, MetroHealth, Northeast Ohio VA Healthcare System, St. Vincent's Charity Medical Center and University Hospitals – as well as several support teams and committees. The principal goal of the Opioid Consortium is to serve as a model hospital system-based and physician-led group that significantly reduces the impact of the opioid epidemic by:

- Sharing and implementing effective, alternative pain management practices
- Promoting policy changes
- Increasing addiction prevention efforts
- Improving access to treatment

Reduction in Opioid Prescribing & Alternative Pain Management

In order to offset decades of prescribing trends, the consortium has invested resources in alternative pain management strategies. Since 2013, Ohio has had a 25-30 percent reduction in prescription opioid-related deaths, and hospital members of this consortium continue to make efforts to reduce opioid prescribing. Cleveland Clinic has reduced opioid prescribing by 40 percent since 2014.

Some of our efforts at the Clinic include:

- Maximizing non-opioid medicines like Tylenol 1000 (and Motrin) in the operating room, limiting acute tolerance
- Increasing opioid-free C-sections by more than 40 percent since 2017
- Enrolling patients in “Back on TREK,” a comprehensive 12-week interdisciplinary program that empowers individuals to manage their pain through physical and behavioral approaches

Improving Access to Care and Medication-Assisted Treatment (MAT)

Through the Pain Committee's leadership, Cleveland Clinic has expanded its 'hub and spoke' model, placing newly trained primary care practitioners across the enterprise and broadening access to care for opioid-use disorder (OUD) patients.

Additionally, increasing access to Medication-Assisted Treatment (MAT) is a top priority for the consortium. A study in the Harvard Review of Psychiatry found that the use of MAT in treatment of OUD patients more



than doubled opioid-abstinence outcomes when compared with therapy involving a placebo or no medication, significantly improving the odds of recovery in OUD patients.¹ Since its inception in 2017, more than 150 new providers have been trained to treat OUD patients through MAT.

While the expansion of a ‘hub and spoke’ model is critical, eliminating unnecessary barriers to treatment for MAT is equally important. As we move forward, a key focus of the consortium will be advocating for the removal of prior authorization from insurance companies for MAT and opioid addiction treatment, as other states have done.

1. Hilary Smith Connery, “Medication-assisted treatment of opioid use disorder: review of the evidence and future directions,” *Harvard Review of Psychiatry* 23, no. 2 (March-April 2015): 63–75. DOI: 10.1097/HRP.0000000000000075.

Healthy Lifestyles

Residents Across Northeast Ohio Rise to the Healthy Communities Initiative Challenge

Throughout the month of January, we helped northeast Ohio residents commit to their New Year’s resolutions by engaging them in our Healthy Communities Initiative (HCI) Wellness Challenges. Based on the [Community Health Needs Assessment](#) and available combined assets within our local communities, we created HCI programs to address three core areas: education, nutrition and physical activity. These 8-week long competitions, sponsored by Cleveland Clinic and local businesses, educate participants on current health trends and motivate them to make simple lifestyle changes to help meet their health and fitness goals.



- The **“New You North Olmsted”** HCI launched with 92 people completing blood pressure, Body Mass Index (BMI,) and exercise screenings. Participants in this wellness challenge met weekly for group exercise, healthy recipes and education sessions with Cleveland Clinic specialists and other professionals. The top six participants received an annual membership to the North Olmsted Recreation Center.
- The **“Healthy Medina”** HCI also kicked off a wellness challenge, where 104 people received screenings for blood pressure, BMI, total cholesterol and glucose. Participants met at least once a week for educational programming, cooking demonstrations and physical activities. As part of the challenge, individuals were able to take advantage of Buehler’s Fresh Foods’ grocery delivery service, and get the exact food items featured during the cooking demonstrations so they could reproduce healthy meals at home.
- A total of 183 residents from the Fairfax, Glenville, Hough and Central/Kinsman neighborhoods enrolled the **Langston Hughes Community Health & Education Center Winter Health Challenge**, 27 percent of whom had not previously participated in a challenge. The Center collaborated with several new internal and external partners to introduce a variety of different fitness and educational programs, including: Art Therapy, Yoga, Financial Literacy (supported by Citizens Bank,) Cancer Awareness (presented by The Gathering Place,) and Healthy Brain/Healthy Body (presented by the Cleveland Area Chapter of the Alzheimer’s Association). At the beginning of the Challenge, screenings identified 52 participants as stage 2 hypertensive. Of these 52 individuals, 38 completed post-program screenings and 19 significantly lowered their blood pressure to a level no longer classified as stage 2 hypertensive.

At the end of each health challenge, participants once again completed screenings to gauge progress, and received information regarding additional Cleveland Clinic opportunities and programs to help them continue their journey of maintaining a healthier lifestyle.

Heart Health Programs Educate Residents Throughout the Region

According to the National Center for Health Statistics, nearly half of all Americans have at least one of three key risk factors for heart disease.¹ To this end, we set out to educate the community on this very important topic during American Heart Month in February by providing interactive programming at Euclid Public Library, the Fulton Branch of the Cleveland Public Library, the Maple Heights Library Branch of the Cleveland Public Library, the Warrensville Heights Civic and Senior Center, Buehler’s Fresh Foods of Wadsworth, the Akron Urban League, Cleveland Clinic Akron General Health & Wellness Center – Bath, Stephanie Tubbs Jones Family Health Center and the Langston Hughes Community Health & Education Center.

More than 450 community members took part in these programs, which provided participants with tips they could easily incorporate into their daily routines to protect their heart against disease, and encourage choices that support a healthy, active lifestyle. Our Community Health Nurses team was also on hand at several of these events and provided free health screenings to more than 140 individuals.

Opioid Education and Prevention Committee Brought Its Message to Minority Men’s Health Fair

On April 19, Cleveland Clinic’s Opioid Education and Prevention Committee (OEPC) hosted a table at the 16th Annual Minority Men’s Health Fair. The OEPC shared information including the latest statistics on the opioid epidemic and the rise of fentanyl-related overdoses, the importance of carrying naloxone (an opioid overdose antidote) and how to locate resources for addiction treatment and recovery.

A generous contribution from Cover2 Resources enabled the OEPC team to distribute 106 fentanyl testing kits, which allow illicit drug users to test drugs for the presence of this powerful and often deadly opioid. Circle Health Services regularly distributes these testing kits through their Syringe Exchange Program, which focuses on reducing the incidence of HIV and Hepatitis C infection in high risk populations by providing injection drug users with clean supplies and education to slow the spread of blood borne disease.

A Healthy Summer of Learning

During the summer of 2018, Community Outreach Health Educators presented on-the-ground programming such as healthy eating, self-esteem and anti-bullying to a total of 1,314 youth at several community partners and at our main campus Farmers Market.

A number of core community partners, including Fatima Family Center, Inner City Tennis Clinics, Boys & Girls Clubs of Cleveland and Rainey Institute incorporated our Healthy Habits Journal as part of their summer curriculum. In total, our partners completed 423 pre- and post-program surveys to learn the impact the daily journaling and health lessons had on program participants. They surveyed



individuals at the beginning and end of camp across six categories, all of which had equal or improved measures. Notable responses among the findings include:

- Nutrition & Healthy Eating Category: Youth agreeing that “food is fuel for my body” increased from 89% to 94%
- Personal Fitness & Exercise Category: Youth agreeing that “exercise can help me do better in school” increased from 67% to 78%
- Anger Management Category: Youth agreeing that “there is ‘good’ anger and ‘bad’ anger” increased from 73% to 87%
- Self-Esteem Category: Youth agreeing that “I can learn from my mistakes” increased from 92% to 96%

In addition to visiting partner locations to deliver health education, our team invited our partners and their summer campers to our main campus Farmers Market for an up-close look at local fresh fruits and vegetables to learn how important these staples are to being healthy. Campers had the opportunity to purchase food at the market and bring it back to their camps to create nutritious snacks.

1. Cheryl D. Fryar, Te-Ching Chen, and Xianfen Li, “Prevalence of Uncontrolled Risk Factors for Cardiovascular Disease: United States, 1999–2010,” NCHS data brief, no. 103, Hyattsville, MD: National Center for Health Statistics, (2012).

Education

Connected Learning Programs Kick Off the New Year in a Big Way

Through our Civic Education Department’s Connected Learning programs, hundreds of students from area middle and high schools took part in interactive learning sessions that incorporate various multi-media educational tools to engage students in the exploration of science, medicine, healthcare careers, creative expression and more.

Led by a team of caregivers from Cleveland Clinic’s Taussig Cancer Institute, 180 students from seven schools participated in the January 16th session of Worldwide Classroom®. The Taussig Cancer Center team engaged their student audience in friendly competition with an ice-breaker game on the costs of smoking. Students from the Cleveland Metropolitan School District’s Campus International High School won the top prize. The Taussig team also shared information about the risks of using tobacco, and answered a myriad of questions from students about second-hand smoke, the risks of e-cigarettes and how they can help their loved ones quit smoking.

On January 30, world-renowned surgeon and Center Director of Cleveland Clinic’s Minority Men’s Health Center, Charles Modlin, MD, MBA, led the “Meet a Kidney Surgeon” session of Worldwide Classroom®, giving 340 students from 12 schools a bird’s-eye view of a kidney replacement surgery. Dr. Modlin’s presentation walked students through the entire process, from the first incision to the final stitch. Dr. Modlin also shared information about his career, the support team inside the operating room and the health risks that lead to kidney disease.

The Adventure in Health Science and Medicine® (AHSM®) program also kicked off in January, with 153 students from eight middle schools embarking on the journey to diagnose and treat a case study patient. Throughout the course of the program, students interacted with Cleveland Clinic caregivers from Medical Laboratory, Radiology, Respiratory Care, Pharmacy and Physical Therapy professions. Caregivers led interactive discussions with students and facilitated hands-on learning activities, concluding the program with an innovation challenge in which students were asked to create a medical solution related to the case studies.

Adventures in Health Science and Medicine Wins Distance Learning Innovation Award

In April 2018, Cleveland Clinic's Adventures in Health Science and Medicine® (AHSM®) program was honored with the United States Distance Learning Association's (USDLA) annual prestigious Innovation Award.

The AHSM program is a series of five, hour-long distance learning courses offered in real-time through video conference technology to promote the health sciences and study of medicine to middle school students. The AHSM program encourages critical thinking and collaboration in the form of experiential case studies. By interacting with Cleveland Clinic caregivers virtually, students are exposed to various career paths in medicine and can go behind the scenes at Cleveland Clinic to enhance their learning.

The USDLA International Distance Learning Awards are presented to five major sectors of distance learning, education and training that include the Pre-K–12, Higher Education, Corporate, Government and Telehealth markets, and recognize seven categories of excellence.



Government & Community Relations team members Tom Miller (left) and Bryan Pflaum (right) accept the USDLA's 2018 Innovation Award.

Student eXcellence on Display at the Global Center for Health Innovation

Cleveland Clinic's 2018 eXpressions™ Art, Language, and Math eXhibition opened on February 15th at the Global Center for Health Innovation with a program and reception attended by more than 400 participating students, their parents, teachers and program judges.

Launched in 2005, eXpressions™ is an award-winning educational initiative that uses creative expression to engage middle and high school students in the exploration of science and medicine. Through project-based, peer-to-peer learning, students translate research studies conducted by

Cleveland Clinic high school interns, producing artistic, literary and mathematical interpretations of the science.

Best in Show honors for Art went to Sadie Reda from Hoover High School in North Canton. Her painting interprets research conducted on Attention Deficit Hyperactivity Disorder and reflects the struggles her brother endures with this diagnosis.

Schuylar South, a student at Kirtland High School in Kirtland, was the Best in Show Award recipient for Language. She used a creative approach to capture the thoughts and feelings of someone suffering from an eating disorder. She presented her writing in a dictionary format with definitions of words that describe the perceptions those afflicted with these disorders may have of themselves.



The Best in Show Award for Math went to an eighth grade student, Ethan Barker, from Middleburg Heights Junior High School in Middleburg Heights. Research on the global benefits of immunizations inspired the mathematical calculations in his work, the intent of which was to help increase awareness of the “Power of Vaccines.”

In 2018, eXpressions™ engaged a record-breaking 1,904 students and 105 teachers from 61 schools across the state. We received 1,784 projects and an esteemed panel of content experts granted a total of 116 awards (75 in Art, 36 in Language and 5 in Math).

New Civic Education Program Unleashes Serious Fun and Learning

In 2018, Cleveland Clinic launched Health Unleashed!, a new Civic Education program that promotes healthy lifestyle choices, literacy and interdisciplinary exploration for early elementary school students. The Health Unleashed! program features the title character of the Rex Rules! storybook series, a Cleveland Clinic therapy dog who takes pride in teaching his canine cohorts the important health tips he overhears on his rounds at the hospital.

Making learning fun for students was a top priority in the development of the Rex Rules! Storybooks and the Health Unleashed! program, particularly for their chief architects, Cleveland Clinic Creative Learning Interns Madeline Spicer, from Notre Dame-Cathedral Latin School, and Rachael Thorn, from Rocky River High School. With the support of Civic Education mentors, the two interns interviewed and evaluated responses from teachers, healthcare providers, and children’s literature specialists to craft characters and storylines for the books, developed activities for the corresponding lessons, build a prototype of an all-inclusive educator’s kit and refine the program using feedback from pilot sessions.

The Health Unleashed! Program employs humor, song, dance and creative hands-on activities with the goal of ensuring an engaging educational experience for students.



Anita Guisto and her third graders enjoy Rex’s Water Dance Chant at Andrew J. Rickoff School.

What is Your Anti-Drug Contest Engages Nordonia Middle School Students in the Discussion About Substance Abuse

Cleveland Clinic’s Twinsburg Family Health and Surgery Center hosted a special student art show in April called “What is Your Anti-Drug?”

Earlier in the school year, the Heroin Awareness Team – a group of Nordonia Hills School District alumnus who have been impacted by the opioid epidemic – conducted substance abuse education at Nordonia Middle School. After the program, students were asked to create works of art that portray images and words that answer the question, “Instead of using drugs, how can you cope with stress and boredom?” The resulting exhibit showcased more than 100 works from the middle



school students. The top prize went to a sixth grade student who wrote and drew about her many hobbies, including baking, music, dance and art.

Members of the Heroin Awareness Team include Cleveland Clinic caregivers such as Melissa Paruleski, RN, CNOR, who works as a Care Coordinator in the Orthopaedic Surgery Department on Cleveland Clinic's main campus. Melissa participates in honor of her brother who died of a heroin overdose. Other members include local law enforcement personnel, EMS workers and business owners.

Cleveland Clinic and Maple Heights Schools Aim to Keep the Mustangs Healthy

Maple Heights City Schools and Cleveland Clinic partnered to bring health and wellness programs to students and their parents with the goal of empowering students with the knowledge they need to lead healthy lives and engaging parents in support of their child's efforts.

Administrators from Maple Heights Schools approached Cleveland Clinic earlier in the 2017-18 school year to discuss their desire to reduce the childhood obesity rate among students in the district. We started the program with a pilot offered to fourth grade students at Barack Obama Elementary School to provide education on proper nutrition, physical fitness and chronic disease management.

On April 10, Maple Heights expanded programming to include a Family Engagement Night open to all students and parents. The event included food sampling, cooking demonstrations, nutrition education, exercise activities and free health screenings for adults. Every family in attendance was able to take home 30 pounds worth of free, healthy groceries and produce courtesy of the Greater Cleveland Food Bank.

Other offerings included the Diabetes 101 program, recess exercise clinics and Heart Health Month education. When the program concluded on May 24, the nearly 275 students engaged in these learning experiences received a certificate of participation at their school's Field Day event.

Healthcare professionals from Cleveland Clinic's Pediatrics Institute will participated in the development and implementation of 2018-19 school year offerings, which opened to more students with the opportunity to bring the Community Pediatrics Mobile Health Unit directly to the schools.

Hundreds of Medina-Area Residents Attended Functional Medicine Talk

On Wednesday, April 25, nationally-known health expert, author, speaker, and frequent guest of the Dr. Oz Show, Mark Hyman, MD, spoke to more than 600 attendees at the Medina High School Performing Arts Center about ways to tackle the root causes of chronic disease by harnessing the power of Functional Medicine to transform healthcare.

As Director of Cleveland Clinic's Center for Functional Medicine, Dr. Hyman believes that all individuals deserve a life of vitality and that they have the potential to create it for themselves.

Sponsored by the "Healthy Medina" Healthy Communities Initiative – a collaborative effort between Cleveland Clinic and community partners to promote optimal health and wellness – Dr. Hyman's 90 minute talk focused mainly on topics covered in his most recent book, *Food: What the Heck Should I Eat?*, Participants received recommendations on the daily intake of various foods to optimize wellness, such as sugar and salt, healthy fats, grains, vegetables and healthy protein sources.

At the conclusion of the program, Healthy Communities Initiative participants from throughout northeast Ohio received recognition for their efforts in recent health challenges.

Economic Vitality

Cleveland Clinic Service Day Partners with Medwish to Deliver Life-Saving Supplies

On March 23, more than 30 Cleveland Clinic caregivers volunteered at the new downtown Cleveland headquarters of MedWish International, a not-for-profit organization that saves lives and the environment by repurposing discarded medical supplies and equipment to provide humanitarian aid in developing countries.

Working in teams, caregivers sorted, packed and labeled hundreds of pounds of medical supplies, which were transported to Puerto Rico, Yemen and other countries in the Middle East, Africa and Eastern Europe. This experience is just one of the many ways Cleveland Clinic supports the community through service, monetary donations, in-kind contributions and other resources.

In 2018, Cleveland Clinic donated a total of 68 tons of medical supplies to Medwish, and an estimated 230 caregivers volunteered to help organize and prepare shipments of medical supplies for others in need.



Community Service with Rebuilding Together in the Glenville Neighborhood

On September 28, 2018 Cleveland Clinic partnered with Rebuilding Together Northeast Ohio for a special Enterprise Community Service Day in the Glenville neighborhood, right near our main campus. Volunteers painted community spaces, cleared property for further landscaping and eventual use, placed plants and flowers at homes all along the street and addressed other needs of homes and homeowners on East 118th Street in the heart of our Glenville Community. A total of 22 caregivers provided 77 hours of service to contribute community benefit during this work day alongside Rebuilding Together Northeast Ohio staff.



Rebuilding Together Northeast Ohio works to preserve and revitalize communities by engaging volunteers and professionals in the repair of distressed homes. The organization's mission is to ensure that low-income families, the elderly, the disabled and veterans live in warmth, safety and independence. Cleveland Clinic has participated in joint service projects with this community partner for the last several years, as we believe their focus directly impacts one of the most important components of population health – having a secure and healthy place to live.

Cleveland Clinic's 2018 Harvest for Hunger Campaign

Throughout Northeast Ohio, one in six people – and one in five children – is food insecure.¹ That's why the Cleveland Clinic continues to be a proud partner of the Greater Cleveland Food Bank and a signature partner for the annual Harvest for Hunger campaign.

Throughout the campaign, caregivers were encouraged to make and collect donations, as well as conduct food drives for boxed and canned goods, and peanut butter. For every dollar donated, the Greater Cleveland Food Bank provided four nutritious meals to individuals in need. In 2018, Cleveland Clinic contributed more than \$32,000 and over 6,000 lbs of food to the Harvest for Hunger campaign.



1. Greater Cleveland Food Bank, "Hunger Facts," accessed 30 July 2019, greaterclevelandfoodbank.org/about/hunger-facts.

Environment

Our Commitment To Environmental Health

The health of our patients and communities is dependent on the health of the planet and the diverse plants and animals that live on earth. According to the University of Wisconsin Population Health Institute, 80% of health outcomes in the United States are determined by factors other than healthcare, with the physical environment (Indoor and outdoor) accounting for 10%.¹ Globally, the World Health Organization has shown that 25% of health outcomes relate to the environment, so this issue is even more pressing around the world.²



Our delivery of world class healthcare services uses significant material and energy resources, so we take a proactive approach to managing our environmental footprint to minimize this impact and inspiring healthcare to do the same. Climate change, the use of plastics, exposure to industrial chemicals, food system structural issues and contamination of water and soil have significant impacts on health around the world. We are committed to mobilizing our more than 60,000 caregivers to lead by example and act as stewards of our precious natural resources for the wellbeing and resiliency of our surrounding communities.

“We promote sustainability as part of our commitment to the health and wellbeing of all generations. We are only temporary stewards of our organization and of our planet, and it is the obligation of each of us, to preserve and improve them for our posterity.”

– Tomislav Mihaljevic, MD, Cleveland Clinic CEO and President

1. University of Wisconsin Public Health Institute, “Country Health Rankings Model,” 2019, accessed 25 July 2019, countyhealthrankings.org/explore-health-rankings/measures-data-sources/county-health-rankings-model.

2. World Health Organization, “Priority Environment and Health Risks,” accessed 31 July 2019, [who.int/heli/risks/en/](https://www.who.int/heli/risks/en/).

Energy Conservation

By reducing our energy use and expanding our renewable energy portfolio, we contribute to a cleaner air future.

Climate Resilience

In the face of a changing climate, we promote healthy, resilient communities by reducing greenhouse gas emissions, supporting carbon sequestration initiatives and advocating for a low-carbon economy.

Waste Reduction

To safeguard the quality of our air, soil and water, we manage all our waste streams responsibly and minimize the waste we send to landfills.

Healthy Buildings

We design our buildings using research-based design principles to minimize the impact of construction and make patients and caregivers healthier.

Sustainable Procurement

We are evaluating our supply chain and working with suppliers to source products that are healthier for our patients, caregivers and the environment while supporting our delivery of affordable, high quality care.

Innovative Leadership

We collaborate with governments, the healthcare sector, non-governmental organizations (NGOs) and communities to drive innovation in sustainability and healthcare.

Water Stewardship

Water is a vital resource for all life, and we take initiative to protect it through our conservation and stormwater management efforts.

Energy Conservation

Overview

Cleveland Clinic's energy reduction efforts are central to our sustainability strategy and commitment to public health. We are minimizing our energy use to contribute to a future with cleaner air, soil and water, and to do our part to slow climate change. By becoming less resource-intensive, we free up additional capital to invest in developing valuable programs and solutions for our patients, caregivers and communities.



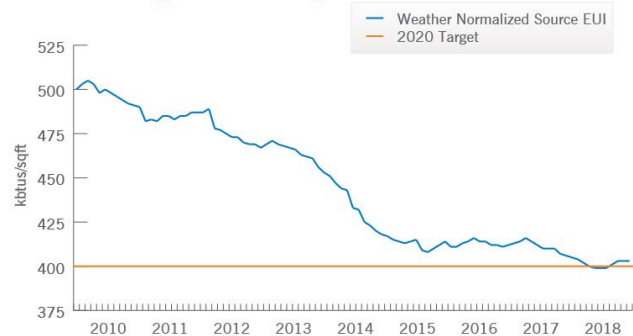
Goal Progress

To measure our energy use, we installed meters and developed energy dashboards to provide building-level energy data. Not only do these dashboards enable us to proactively manage our energy use and measure progress, but they also encourage friendly competition between caregivers to reduce the most energy.

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

Cleveland Clinic measures energy reduction using a weather-normalized source Energy Use Intensity (EUI) metric, which measures the efficiency of our facilities relative to their size accounting for annual variances in weather. This metric includes transmission, delivery and production losses of fuel used to generate energy. It also allows for comparability year to year even as our portfolio of facilities continues to expand, enabling us to measure improvement over time. We set a goal to reduce our EUI by 20% from 2010-2020 and as of December 2018, we have reduced our EUI by 19% from our 2010 baseline based on the Department of Energy's review of our progress.

Enterprise Weather Normalized Source Energy Use Intensity



Green Fund

To support the implementation of our energy reduction projects, Cleveland Clinic maintains a \$7.5 million Green Revolving Fund (GRF), one of the largest of its kind in the United States. As we spend funds on projects such as LED retrofits, retro-commissioning, building automation systems and energy efficient equipment, we reinvest savings and rebates realized from these projects back into the fund to sustain it. This approach enables us to complete ongoing projects in our existing facilities to improve our energy footprint across the enterprise.

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

LED Retrofits

Keeping our properties well-lit comprises 16% of our total energy use. To this end, in 2018 we continued to retrofit our lighting fixtures with linear LED tubes and can lights and using 100% LED on new construction. To date, we have installed more than 450,000 units in our hospitals, family health centers and administrative spaces. By sourcing LED tubes made locally in Solon, Ohio and supporting local businesses for installation, we have helped create 20-25 manufacturing and installation jobs. Positive impacts from this initiative include:

- Improving health and safety for patients and caregivers from the inherent brightness and spectrum of LED lighting, and for maintenance staff because LEDs are free of mercury, leading to safer disposal
- Saving \$2 million in annual electricity costs from improved efficiency, in addition to reduced maintenance costs because LED lights run for nearly 2.5 times as long as fluorescent lights
- Lowering our electric consumption by 28,600,000 kilowatts each year, the CO₂, equivalent of removing approximately 4,300 passenger vehicles from the road for one year
- Reducing our carbon footprint by nearly 19,400 tons of CO₂, annually, a 4% decrease in our total emissions
- [Learn about additional benefits of our LED retrofit program](#)



Greening our ORs

The most energy-intensive component of our operations is our heating, ventilation and air conditioning (HVAC) systems, which constitute 51% of our total energy use. This is in large part due to the considerable energy demands of our operating rooms (ORs), which have energy-intensive surgical lighting systems, a high number of required air changes per hour when in use and stringent temperature and humidity specifications. Cleveland

Clinic has 215 operating rooms (ORs) across our health system in which surgeons are completing multiple cases per day, including 86 ORs on our main campus.

To reduce the environmental footprint of our ORs, Cleveland Clinic formed a cross-functional Greening the OR committee, which meets monthly or more often to brainstorm and execute green ideas. Additionally, the OHE worked with the Surgical Operations Executive Committee and Facilities Department to implement an OR Setback plan to reduce energy use while continuing to meet all regulations for ORs. For example, we have reduced the number of hourly air changes from more than 25 down to 6 when ORs are unoccupied. Our OR Setback plan has led to approximately \$2 million in energy savings each year.

- Learn more about the [Ohio Healthier Hospitals](#) case study

Custom Interactive OR Suite Dashboard



Building Systems

Retro-commissioning is part of our energy reduction strategy, which involves analyzing existing building controls and equipment and making adjustments to enhance energy efficiency and occupant comfort. We recently completed retro-commissioning projects at our Strongsville Family Health and Surgery Center to optimize equipment, controls and operating conditions, resulting in a 40% savings on energy use. We also worked with a local company to modify or replace several chillers – used to cool buildings – at our main campus and several other hospitals. These adjustments resulted in an annual savings of \$650,000.

To reduce the energy use of fans in our air handling units with variable speed drives, we initiated a system-wide program to replace high-efficiency particulate arrestance (HEPA) filters with more efficient filters designed for non-surgical spaces. This program resulted in nearly \$1 million in savings and decrease energy use in fans by approximately 23%.

Climate Resilience

Overview

Cleveland Clinic is committed to enhancing the resilience of the communities we serve by reducing our carbon footprint, supporting carbon sequestration initiatives and advocating for a low-carbon economy within our supply chain and at all levels of government. The impacts of climate change – including increased severe weather events, air pollution, days exceeding 90° degrees Fahrenheit, food and water scarcity, disease-carrying vectors and allergens – pose serious threats to public health and disproportionately affect vulnerable populations. We are collaborating with various stakeholders to communicate the nexus between climate and health and to advance climate solutions in our industry and communities.

Reducing Our Carbon Footprint

Carbon Neutral by 2027

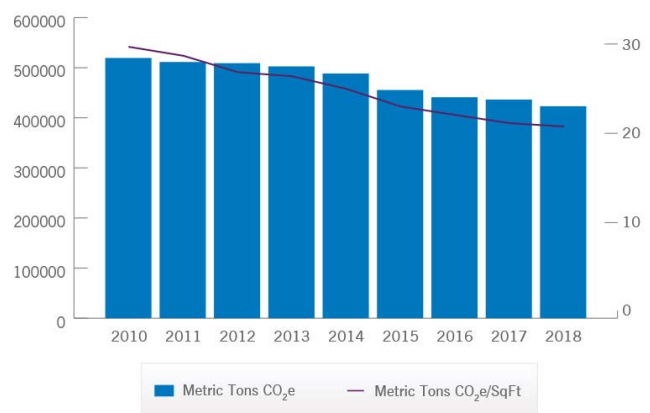
In 2017, we announced an ambitious goal to become carbon neutral by 2027. In 2018, Cleveland Clinic generated 130,110 metric tons of Scope 1 and 302,450 metric tons of scope 2 emissions of CO₂ equivalents (CO₂e) for a total of 423,054 metric tons of CO₂e, a 3% reduction from 2017 and an 18% reduction from our 2010 baseline. 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.

We have decreased our carbon intensity, or CO₂e generated per square foot of building space, by nearly 28% from our 2010 baseline, even as our organization has continued to grow. We have accomplished this largely through our energy reduction and green building strategies, which are priorities because 75% of our Scope 1 and 2 emissions come from purchased electricity.

We also work to reduce our Scope 3 emissions, or emissions from our upstream and downstream operations, with an emphasis on sustainable transportation initiatives and sustainable procurement. As a member of the University City's Sustainable Transportation Action Committee, we support efforts to increase the viability and use of sustainable transportation options among all travelers and residents in the University Circle area. Initiatives to promote alternative transit include sharing information, providing incentives, expanding options and availability and engaging with stakeholders to understand their needs.

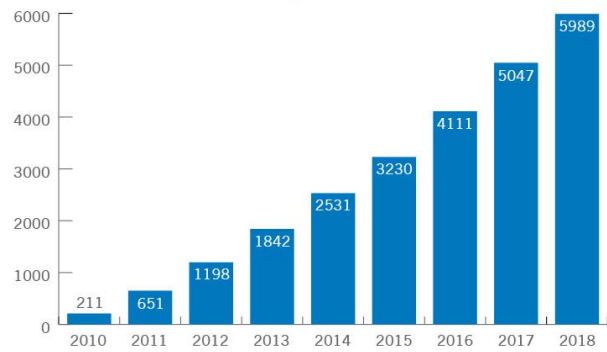
Cleveland Clinic CO₂ Emissions Intensity

Improvement Scope 1 & 2



To encourage our caregivers to commute using more sustainable transit options, we offer RTA commuter advantage discounts, green vehicle rebates and carpool preferred parking and discounts. Additionally, in 2017 we collaborated with the Northeast Ohio Areawide Coordinating Agency (NOACA) to create Gohio Commute, an online platform for our caregivers that enables them to set up carpools with colleagues based on their location and shifts, track the carbon footprint of their daily commute, participate in green transit challenges and learn about alternative transit options in their area.

Cumulative Metric Tons CO₂e Avoided



Community Tree Planting

In the American Lung Association’s 2018 State of the Air report, Cleveland ranked 10th for most polluted cities out of 203 metropolitan areas for year-round particle pollution.¹ Cleveland is also included on the 2018 Asthma and Allergy Foundation of America’s top 20 list of most challenging cities to live with asthma.² Trees take up a variety of air pollutants, including particulate matter, which has detrimental effects on heart and lung health.

Additionally, trees provide the following ecosystem services and health benefits:

- Filtering and cleaning air and stormwater
- Absorbing stormwater and preventing erosion
- Cooling surrounding environments via shade and ambient moisture, saving energy by reducing air conditioning needs
- Buffering noise and wind
- Providing wildlife habitat and food sources
- Beautifying properties and increasing their value



1. American Lung Association, “State of the Air® 2018,” accessed 31 July 2019, lung.org/assets/documents/healthy-air/state-of-the-air/sota-2018-full.pdf.

2. Asthma and Allergy Foundation of America, “2018 Asthma Capitals™,” accessed 31 July 2019, aafa.org/media/2119/aafa-2018-asthma-capitals-report.pdf.

In support of the Cleveland Tree Plan, a community plan to conserve and strategically restore Cleveland’s urban canopy in locations that promote neighborhood equity, Cleveland Clinic is working with our neighbors in Fairfax to plant trees. In 2018, we planted 319 trees and 915 shrubs at our hospitals and family health centers, and planted 15 trees in Playwright and Fairfax parks. Additionally, in 2018 we launched a program in which Fairfax residents can request a tree planting in their yard free of charge, which includes resources on the human health benefits of trees to share with others.

For the second year in a row, Cleveland Clinic collaborated with the Arbor Day Foundation to host a tree giveaway for caregivers. Through this initiative, caregivers have planted 885 trees in more than one hundred zip codes throughout the greater Cleveland area and beyond. In 20 years, the 555 trees planted from the 2018 giveaway will save enough energy to run 65 houses for a year (698,484 kWh), retain enough stormwater runoff to fill nearly 5.5 Olympic-size swimming pools (3,568,268 gallons) and sequester 388 metric tons of carbon dioxide, the equivalent of removing 92 passenger vehicles from the road for one year.



According to the Cleveland Tree Plan, ecosystem and health services provided by trees in Cleveland amount to \$28 million annually, plus an additional \$25 million in carbon sequestration services over their lifetime.³ Cleveland Clinic is committed to planting trees on our campuses and in our communities. We designed our medical campuses to maximize views of trees and green spaces, which research shows to accelerate patient healing and shortens their length of stay. By planting trees, not only are we benefiting the environment and making Cleveland more climate resilient, but we are also making a positive impact on human health.

3. Davey Resource Group, “The Cleveland Tree Plan,” August 2015, accessed 31 July 2019, city.cleveland.oh.us/sites/default/files/forms_publications/ClevelandTreePlan.pdf.

Climate Action Fund

Cleveland Clinic has supported the Cleveland Climate Action Fund (CCAF) since its inception in 2008, serving as a founding member in collaboration with the City of Cleveland and several other organizations and foundations invested in stimulating sustainable development in Cleveland. The mission of the CCAF is to promote and fund local carbon mitigation projects that foster economic growth, social well-being, and environmental stewardship in Cleveland neighborhoods. The first community-based, open-access carbon reduction fund in the United States, the CCAF has invested more than \$170,000 in 70 resident-led projects throughout Cleveland to support vibrant and healthy communities. Examples of projects include community solar installations, composting programs, urban gardens, pocket parks, educational workshops, and initiatives to promote bicycling and other forms of alternative transit.



Healthcare Climate Council

As a member of Health Care Without Harm’s Climate Council, Cleveland Clinic joins other hospitals and health systems working to address climate change impacts on human health and advocating for climate change solutions. As trusted voices with significant purchasing power, healthcare systems are uniquely positioned to influence policy and markets and spur positive change to improve the health and resiliency of their communities. Health Care Without Harm’s Climate Council encourages its members to act as catalysts for transforming healthcare to a climate-smart future with its three-pillar strategy:



- Minimizing the carbon footprint of healthcare and championing low-carbon products and processes in supply chains to create demand and drive change
- Designing and building resilient hospitals that support community health and sustainability in the wake of climate challenges
- Sharing the health effects of climate change publicly and proposing and supporting policies at all levels of government that promote a low-carbon economy

By working as a unified community, we share best practices and aspire to serve as catalysts for collective action in addressing climate change in the healthcare industry.

Regulated Air Emissions

Under Title V of the Clean Air Act, sources with specific types of emissions above a certain threshold must obtain a Title V air permit and observe permit limits and reporting requirements. Cleveland Clinic main campus meets the Title V emissions criteria and reports regulated emissions on an annual basis accordingly. Per the Title V requirements, we do not report normalized emissions. Our 2018 emissions increased over 2017 due to multiple power failures that required us to run our backup generators and use additional fuel oil.

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

Fee Emission Report (FER) | Emission Statement (ES)

Air Pollutant	2015 Emissions Total (Tons)	2016 Emissions Total (Tons)	2017 Emissions Total (Tons)	2018 Emissions Total (Tons)
Nitrogen Oxides	31.612	15.803	17.416	21.684
Sulfur Dioxides	0.450	0.267	0.293	0.315
Organic Compounds	4.874	4.198	4.370	4.809
Particulate Matter (PM)-10	0.865	0.731	0.761	0.837
Volatile Organic Compounds	2.666	2.150	2.257	2.476
Carbon Monoxide	37.308	32.072	33.401	36.751
Total of Chargeable Pollutants	37.814	21.031	22.845	28.931

Waste Reduction

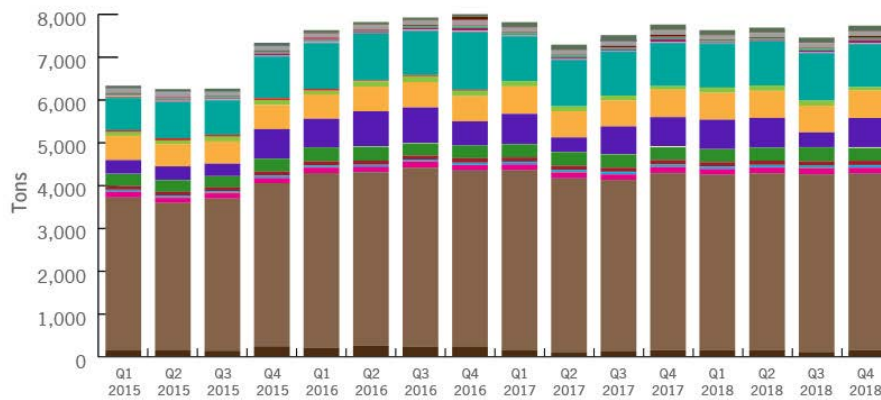
Overview

Delivering our healthcare services requires a significant quantity of supplies, and in 2018 Cleveland Clinic used more than 26,000 tons of materials. Cleveland Clinic is committed to minimizing the amount of waste we generate across our health system, reusing and recycling wherever possible and managing all other waste we produce responsibly. To achieve our goal of reusing or recycling 100% of our non-hazardous waste, we have several different waste management strategies and encourage our caregivers across the Enterprise to identify creative solutions for curtailing and repurposing our waste streams.

Landfill Diversion

Cleveland Clinic Enterprise Waste Profile

Main Campus and Regional Operations

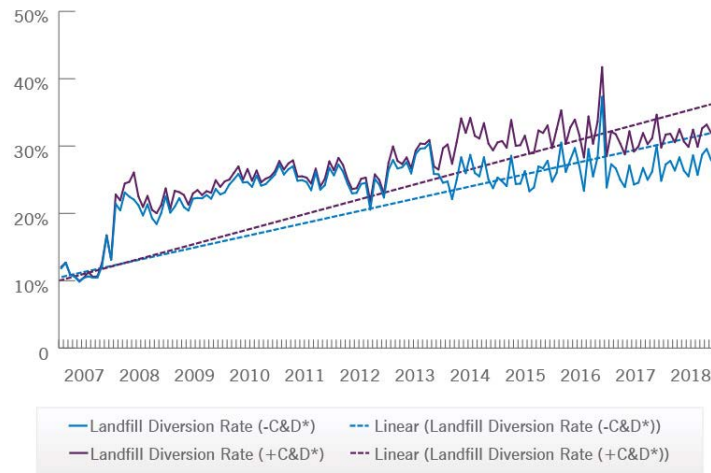


*C&D is construction and facilities debris such as concrete, metal, or wood.

**RMW is regulated medical waste such as biohazard, sharps, pathology, chemotherapy, pharmacy, and on-site autoclave treated.

We divert waste from landfill through reuse, recycling and composting programs. In 2018, our enterprise landfill diversion rate excluding construction and debris (C&D) was static from 2017 at 31%. Our enterprise landfill diversion rate including C&D was 35% in 2018, compared with 36% in 2017. To identify additional opportunities for diverting waste, the Office for a Healthy Environment formed a cross-departmental zero waste committee. This dedicated group of caregivers supports waste audits and champions waste diversion efforts across the enterprise.

Main Campus Landfill Diversion Improvement



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

Single Use Devices and Medical Waste

Single Use Device Reprocessing

Where possible, we prefer to reuse products because reprocessing them has a smaller environmental footprint than recycling. As part of preparation for surgery, caregivers remove clinical instruments from their packaging, but do not always use every instrument during a procedure. To prevent these items from incineration or treating them as regulated medical waste, we adopted a program in 2011 to clean and repurpose these devices. Each instrument undergoes a strictly regulated process for sterilization and quality assurance, after which we reuse or resell the reprocessed items at a lower cost to healthcare providers. In 2018, we diverted more than 66 tons of devices by repurposing them through this program.

Hazardous and Regulated Medical Waste

Sterilization and water treatment chemicals, pharmaceuticals, cleaning products, electronics, laboratory chemicals and radiological films serve important roles in healthcare delivery, but contain hazardous properties and require proper disposal to safeguard public and environmental health. We work to minimize our use of products and processes that generate regulated medical waste (RMW) and find alternatives where possible. Additionally, to decrease the environmental footprint of processing RMW, we sterilize a portion of it in-house at our main campus via two Rotoclaves, as well as at our Hillcrest and Akron General Hospitals. In 2018, we decreased the amount of RMW we produced by 10% compared to 2017.

Recycling & Composting

Recycling

Following China's foreign waste ban in January 2018, U.S. recyclers have struggled to find an outlet for recycled waste, especially plastics. This means that while we continue to divert as much waste as possible via recycling, there is unfortunately little economic incentive currently for manufacturers to use this material to make new products.

One of the reasons for China's restrictions was the high levels of non-recyclable and contaminated recyclables in the U.S.'s recycling stream. According

to the National Waste & Recycling Association, about 25% of recycled waste generated in the U.S. is contaminated.¹ To increase the marketability of our recyclable plastic, we distributed educational materials to encourage caregivers to only recycle appropriate items that are empty, clean and dry in our blue single-stream recycling bins. In 2018, we continued to encourage our caregivers to "go green by using blue" and increased our comingled, blue-bag recycling by 3%. Additionally, through our "Kick the Can" program, we work with caregivers across the organization to streamline the number of waste receptacles and increase recycling bins in support of our zero non-hazardous waste to landfill goal.

In 2018, we continued our paper shredding recycling program that we began in 2010. In addition to protecting personal patient and sensitive internal information, this separate recycling stream for paper products simplifies sorting and minimizes contamination rates, making it a highly marketable recycling stream and one of our most cost effective methods.

Metal Recycling Program

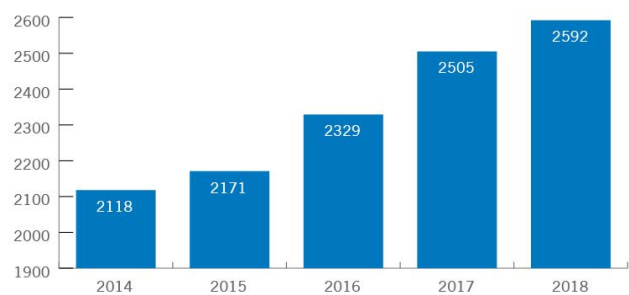
While China's foreign waste ban has had a profound impact on plastic recycling, there remains a strong local market for recycling metals in northeast Ohio. In 2017, the Office for a Healthy Environment (OHE) and facilities teams began a metal recycling program at all northeast Ohio locations, selling the scrap to a local metal recycling vendor for reprocessing into new products. In the program's second year, we diverted over 250,000 pounds of metal from the landfill, more than double the waste we recycled in its inaugural year. This year, the Cleveland Clinic main campus won a trophy created by a local artist from recycled scrap metal for recycling the most metal among our Northeast Ohio hospitals.

Composting Pilot

In 2018, we worked with Rust Belt Riders to launch a composting pilot for pre-consumer food scraps from our nutritional services at our main campus and Euclid, Avon, Fairview and Lutheran regional hospitals. This local Cleveland-based company composts the scraps via windrows and sells the nutrient-rich soil produced to urban gardeners and farmers to turn food waste into a community asset.

1. National Waste and Recycling Association, "NWRA Celebrates America Recycles Day," accessed 30 July 2019, wasterecycling.org/news/426888/NWRA-Celebrates-America-Recycles-Day.htm.

Comingled Recycling (Tons)



Healthcare Plastics Recycling Council

Cleveland Clinic rejoined the Healthcare Plastics Recycling Council (HPRC) Healthcare Facility Advisory Board (HFAB) in the fall of 2017. HPRC is a project-based private technical consortium of globally recognized members from the healthcare and recycling industries. The council is currently focused on projects that seek to promote a circular economy for healthcare plastics. HPRC members meet bi-annually in person and the technical working group conducts monthly virtual meetings, during which project leaders give updates on progress and challenges and solicit input from the group. The HFAB also meets monthly to discuss issues specifically of interest to the healthcare facility side of the group.

HPRC promotes a closed-loop approach to effectively recycling healthcare plastics throughout organizations' value chains. This past year, HFAB members (including representation from the Cleveland Clinic liaisons to HPRC, Office for a Healthy Environment (OHE) Regional Program Coordinator, Gabriele Olinchic and OHE Medical Director, Ilyssa Gordon, MD, PhD) refreshed their key resource for healthcare facilities, Hospicycle. Projects completed last year include a guidance tool for recyclers and scientific testing of film plastics recovered from the healthcare setting to evaluate their properties and identify opportunities for repurposing the material. Cleveland Clinic Greening the OR team members Sofya Asfaw, MD and 2018 Ken Lee Fellow Voranaddha Vacharathit, MD along with OHE Administrative Program Coordinator, Emily Szramowski and other members of the OHE helped sort and package our Clinical OR plastics to be used in this project.

OHE members are currently involved in two ongoing HPRC projects through the fall of 2019. Dr. Gordon is the project lead on the Recycling Vendor Directory project, the desired outcome of which is to create a geographic database of recyclers and plastic processors that manage healthcare plastics.

"This is a very common question that we are asked – 'Who is taking your clinical plastics? Can they take ours too?' The market is region dependent, and this will be the first resource to actively connect healthcare organizations to plastics recyclers who are interested in this valuable feedstock that we generate," says Dr. Gordon.

An important component of being able to recycle any plastic, and healthcare plastics especially, is identifying markets to buy the recycled plastic to incorporate into their products. Leveraging its membership of global leading companies in healthcare products, devices and packaging, the HPRC is developing a Circular Healthcare Plastics Whitepaper to identify circular opportunities and document challenges for using recycled plastic resins in medical devices and medical device packaging. OHE Sustainable Purchasing Project Manager, Andrew Pettit, is contributing his purchasing expertise to this important project.

Healthy Buildings

Overview

Healthcare facilities are important anchors of the urban landscape, housing critical community resources and employing thousands of people. Residential and commercial buildings accounted for about 40% of total U.S. energy consumption in 2018, resulting in air, water and soil pollution.¹ Cleveland Clinic is committed to addressing the intrinsic link between a person's health and the environment by constructing and operating healthy buildings in order to support our mission of providing better care of the sick, investigating their problems and furthering education of those who serve. To this end, we consider indoor environmental quality measures such as lighting, thermal conditions, ergonomics, air quality, water quality, and other factors that support the health of our caregivers, patients and communities.

Since 2007, Cleveland Clinic has implemented the U.S. Green Building Council's (USGBC) Leadership in Energy and Environmental Design (LEED) rating system to provide a framework for the construction of healthy, sustainable, energy and resource efficient and cost-saving green buildings. To date, we have certified 16 of our buildings to LEED standards – including 8 at the silver rating level and 5 at the gold rating level. According to the U.S. Green Building Council, LEED-certified buildings consume on average 25% less energy and 11% less water than non-green buildings, and have helped divert more than 80 million tons of waste from landfills to date.²

To support our green building efforts, the Office for a Healthy Environment (OHE) added an Environmental Engineer position to its team in 2018, and hired an individual with a LEED AP (accredited professional) credential. In addition to contributing expertise to new design, construction, renovation and maintenance of our built environment, our OHE Environmental Engineer also supports data management of facility-level environmental performance data across the Enterprise.

1. U.S. Energy Information Administration, "How much energy is consumed in U.S. residential and commercial buildings?," accessed 30 July 2019, eia.gov/tools/faqs/faq.php?id=86&t=1.
2. U.S. Green Building Council, "Benefits of Green Building," accessed 30 July 2019, new.usgbc.org/press/benefits-of-green-building.

New Construction

In 2018, Cleveland Clinic opened two new buildings, Lakewood Family Health Center and Akron General's emergency department. To reduce the environmental impacts of new construction, we incorporated the following sustainable design elements in both of these facilities:

- Water efficiency: Installed low-flow toilets and sinks, reducing water consumption by approximately 40% compared to a baseline system



- Energy Efficiency: Incorporated 100% LED lighting and building automation systems to maximize the efficiency and use of conditioned air
- Energy Conservation: Programmed indoor lights for full use only when the building is operational and scheduled setbacks for periods when the building is not occupied
- Landfill Diversion: Fabricated construction materials offsite prior to installation, reducing waste, improving quality and increasing safety, and diverted 90% of construction debris from landfills by reclaiming and repurposing materials for use in other products
- Sustainable Operations: Optimized recycling programs by including dedicated collection rooms and receptacles throughout the facilities
- Indoor Air Quality: Reduced indoor air pollution by selecting low-VOC paints, adhesives, furnishings and materials

Current Projects

In 2018, we continued to make progress on our Health Education Campus and Cleveland Clinic London. We will be pursuing LEED certification for both facilities. This certification scheme includes design and construction standards specific to healthcare facilities for each of the following categories:

- Location & Transportation
- Sustainable Sites
- Water Efficiency
- Energy & Atmosphere
- Material & Resources
- Indoor Environmental Quality
- Innovation
- Regional Priority

Our OHE Environmental Engineer is collaborating with various cross-functional teams involved in the design and construction of our new facilities to achieve LEED credits in each category for certification.

Health Education Campus

The result of an unparalleled partnership between Cleveland Clinic and Case Western Reserve University (CWRU), the new four-story Health Education Campus will foster a collaborative environment that unifies Case Western Reserve University's medical, dental and nursing schools with the Cleveland Clinic's medical school. Through its innovative design, the Health Education Campus will encourage students to work and learn together as multi-disciplinary teams, facilitating valuable skill development that will improve patient outcomes and prepare students for their future careers in healthcare.



Students will work together in the same simulation labs, including augmented reality simulators that enable students to practice treating patients in an ambulance and helicopter. Mixed reality and virtual reality digital anatomy programs will aim to meet the needs of audio, visual and kinesthetic learners while providing students a better understanding of how the human body works and how it is organized.

The Health Education Campus will also include a new three-story dental clinic and adjacent recreational park. The existing dental clinic located on CWRU's main campus provides low-cost care to about 19,000 patients a year, about 60 percent of whom are Cleveland residents. Relocating the dental clinic to Chester Avenue will make it more accessible to patients, giving students and faculty a greater reach in the local community for providing services and education.

“Cleveland Clinic is firmly committed to supporting our community. We are proud that the addition of the dental clinic became part of the Health Education Campus design and will provide greater access for patients where they live and to nearby schools and community centers.”

– Tomislav Mihaljevic, MD, CEO and President

Cleveland Clinic London

In 2018, we continued progress on Cleveland Clinic London, a proposed 323,000 square-foot medical facility located at 33 Grosvenor Place in London, England. Plans for the building include new architectural finishes and building systems for the interior while maintaining the principal structure and historical façade. We achieved our best construction recycling rate to date for this project, diverting 97 percent of demolition materials from landfill.



Upon opening in 2021, Cleveland Clinic London will offer both inpatient and outpatient services, and include the following institutes:

- Heart & Vascular
- Digestive Disease & Surgery
- Neurosciences
- Orthopedics, Plastic Surgery & Rheumatology
- Critical Care & Anesthesia
- General Practice
- Hospital Services
- Medical Subspecialties

We are looking forward to bringing our “Patients First” model of care to the United Kingdom and collaborating with local healthcare organizations and physicians to implement best practices along the continuum of each patient’s journey.

- Learn more about [Cleveland Clinic London](#)

Sustainable Procurement

Overview

We see sustainable procurement as an area of significant potential to impact our health system, local economies and the healthcare industry at large. As part of our sustainable procurement commitment, we created a new position for a Sustainable Purchasing Project Manager and hired our first caregiver to fill this role in May 2018. Reporting to the Office for a Healthy Environment and collaborating closely with our Supply Chain Management (SCM) department, the Sustainable Purchasing Project Manager advocates for a lifecycle approach to sustainable procurement, analyzing not only the composition of products, but also their impacts during manufacture, use and disposal. The Sustainable Purchasing Project Manager also:

- Collaborates directly with industry partners, suppliers and Group Purchasing Organizations (GPOs) to adopt and advance existing trusted frameworks, certifications and ecolabels
- Promotes United Nations Global Compact (UNGC) principles and other Environmental, Social and Governance (ESG) standards to suppliers
- Benchmarks our supply chain for products we currently source with sustainable attributes
- Conducts research and interacts directly with current and potential suppliers to gather information on product attributes to assure that they align with our sustainability goals
- Integrates sustainability criteria into supplier agreements and requests for proposals (RFPs)
- Supports our supply chain to enhance the sourcing of green products and advocates for including sustainability criteria in sourcing decisions
- Benchmarks products we currently source for sustainable attributes

Our green criteria include minimizing waste and packaging, increasing fuel economy, reducing hazardous waste and bioaccumulative toxins (PBTs), eliminating polyvinyl chloride (PVC) and Di-2-ethylhexyl phthalate (DEHP) and improving energy efficiency and air quality. Each month, the Sustainable Purchasing Project Manager attends a strategic sourcing meeting – during which the SCM department reviews contracts requiring renewal in the near-term – to provide insight on environmental best practices.

Other members of the Office for a Healthy Environment also support responsible procurement efforts, including sourcing local, sustainable foods, and our green teams work across the Enterprise to assist with sustainable procurement efforts at our regional hospitals and family health centers. Additionally, through our Supplier Diversity strategy, we support local and diverse suppliers.

- Learn more about our [local and diverse spending](#)

Sector Leadership

Cleveland Clinic is a member of Practice Greenhealth (PGH), a healthcare membership organization dedicated to advancing sustainable solutions in the industry. We are a signatory to PGH's Environmentally Preferred Purchasing Pledge and actively participate in its market transformation working groups, the goals of which include sourcing safer chemicals and healthier foods. Our participation in these initiatives is ongoing throughout

the year, and includes monthly calls with PGH, quarterly calls with market transformation groups, quarterly or more frequent calls with regional groups to address geographic specific issues (such as members located near the Great Lakes focused on water quality issues) and sending caregivers to attend and present at PGH's annual, multi-day CleanMed conference.

By working together to establish sustainable procurement standards and share best practices, PGH members – which include more than one-third of all U.S. hospitals – strive to use their collective influence to shape a more sustainable future for healthcare. For our leadership in sustainable procurement, PGH recognized Cleveland Clinic with awards for Top Ten performance in Environmentally Preferred Purchasing in 2015, 2016 and 2017.

In 2018, Gartner, a global research and advisory firm, ranked Cleveland Clinic the number one global healthcare supply chain. While included in the top 25 global healthcare supply chain list the last two years, we rose from eighth place in 2017 to the top of the list in 2018 for driving innovation and collaboration, lowering costs and integrating supply chain into our patients-first model of care to optimize health outcomes.



Local and Sustainable Food

In 2016, we set a goal to buy 25% of our food on Main Campus locally or from farms and producers that use sustainable practices by 2020. By working collaboratively with our on-site nutrition service providers, we were proud to reach this goal ahead of schedule in 2017 and increased the goal to 30% in 2018. Currently, we are sourcing 29% of our food from local or sustainable sources. We use criteria vetted by Health Care Without Harm and Practice Greenhealth to define which products are sustainable, including their Sustainably-Raised Meat and Poultry guide. This list includes products that bear USDA-approved label claims, and/or reputable third-party animal welfare certifications. We endeavor each year to further increase the amount of cage-free eggs, organic products and items sourced within a 200 mile radius to serve at our food service locations. In 2018, Cleveland Clinic was proud to support local farmers and producers by hosting our 10th consecutive Farmers Market season.



Additionally, we collaborate with our on-site nutrition service providers to:

• Encourage individuals to “skip the straw” when possible as part of our commitment to reduce single-use plastic waste

- Promote reusable cups, with some regional hospitals and family health centers offering discounts to individuals who bring their own cup
- Offer more plant-based meal options
- Reduce waste and use more sustainable packaging options
- Increase the number of fresh fruits and vegetables in meals

We have included many of these initiatives in our food service contracts, and work with our providers to track data on products we source to measure our progress and impact. To continue to advance our local and sustainable food initiatives, we have a cross-functional Health and Wellness Committee that meets monthly and the Office for a Healthy Environment meets quarterly with food service staff.

Green IT

According to the U.S. Environmental Protection Agency (EPA), unsafe handling of used electronics and electronic waste (e-waste) can result in harm to the environment and human health due to the toxic materials they contain, such as lead, mercury, arsenic and cadmium, which can cause irreversible health effects.¹ Cleveland Clinic is committed to sourcing electronics that meet strict environmental criteria and to managing our e-waste responsibly.



In 2018, we were proud to receive an Electronic Product Environmental Assessment Tool (EPEAT) Purchaser Award from the Green Electronics Council. Awardees earn stars based on their level of commitment to green electronic purchasing, which includes having language in place that requires purchasing of EPEAT-registered electronics and reporting the proportion of EPEAT-registered products they source. In 2017, Cleveland Clinic received a one star award, and in 2018, we received a three-star award for our growing commitment to procuring green electronics. Compared to non-EPEAT registered products, throughout their lifecycles the 51,367 EPEAT-registered IT products Cleveland Clinic purchased in 2018 will:

- Save \$2,484,578 by consuming less energy
- Generate 55 fewer metric tons of hazardous waste, the equivalent weight of 455 refrigerators
- Eliminate 251 metric tons of solid waste, the equivalent weight of trash produced by 135 U.S. households for a year
- Conserve 24,146 MWh of electricity— enough to power 1,988 U.S. households for a year
- Reduce greenhouse gas emissions by 14,772 metric tons of CO₂ equivalents – equal to taking 3,163 average U.S. passenger cars off the road for a year

1. United States Environmental Protection Agency, "Cleaning Up Electronic Waste (E-Waste)," accessed 30 July 2019, epa.gov/international-cooperation/cleaning-electronic-waste-e-waste.

Innovative Leadership

Overview

As a globally-recognized healthcare system for patient care, ethics and medical innovations, we have a unique platform from which to share best social, governance and environmental practices, which we do in part through this report. By publishing our sustainability and global citizenship report publicly each year, we seek to promote not only the adoption of sustainable practices, but also reporting frameworks that encourage organizations to engage with their stakeholders regularly and transparently. As leaders in the healthcare sector, we continue to drive innovation, share successes and challenges and identify opportunities to collaborate with like-minded organizations to magnify our collective impact.



Industry Impact

Since 2007, Cleveland Clinic has been a proud member of Practice Greenhealth (PGH), the nation's leading community for healthcare organizations committed to sustainable practices. Through this collective, we work alongside our peers to elevate and address the most pressing environmental and social issues impacting public health today. In addition to focusing on energy, water, waste, emissions, green building and environmentally preferred purchasing, we devote effort to issues unique to healthcare such as reducing the resource intensiveness of operating rooms and phasing out specific chemicals commonly found in medical products. We share our successes with other PGH members through case studies, webinars, conferences, regularly scheduled meetings and impromptu communication.



PGH recognizes its members' sustainability efforts through their annual awards. Every year since 2014, PGH has acknowledged Cleveland Clinic with its Top 25 Environmental Excellence award, their highest honor for hospitals leading the industry in all-around sustainability performance. Since 2008, PGH has recognized Cleveland Clinic hospitals and family health centers across the enterprise with various awards spanning 15 different categories for our sustainability initiatives.

Federal Engagement

Cleveland Clinic participates in two voluntary federal initiatives as part of our energy reduction strategy: the ENERGY STAR program, a joint effort of the Environmental Protection Agency (EPA) and the Department of Energy (DOE), and the Better Buildings Challenge, a DOE program.

ENERGY STAR provides tools and resources for organizations, and certifications for homes and products with the goal of driving energy efficiency. The Office for a Healthy Environment (OHE) and facility managers regularly use ENERGY STAR's Portfolio Manager, a cost-free online data management platform, for tracking building-level energy use metrics. This tool enables us to easily track each facility's performance since 2010 through a specialized Cleveland Clinic energy use intensity template.

As a Corporate Partner of the DOE's Better Building Challenge, Cleveland Clinic set a goal to reduce energy use in our portfolio of buildings by 20% from our 2010 baseline within a decade. To support this goal, Cleveland Clinic reports facility energy use data that the DOE shares publicly every six months and uses to benchmark our performance with similar facilities in the healthcare industry. As of the end of 2018, we were excited to have achieved 19% of our 20% energy reduction goal.



Local Collaboration

We support the City of Cleveland's efforts to transform Cleveland into a thriving green city on a blue lake and collaborate with the Mayor's Office of Sustainability on initiatives such as Sustainable Cleveland 2019, the Cleveland Tree Plan and the Cleveland Climate Action Plan. Our participation includes serving on committees, sending caregiver representatives to meetings and annual summits, providing financial support and aligning our sustainability goals and initiatives with those of the City.



In 2018, Jon Utech, Senior Director of the Office for a Healthy Environment, served on the Climate Action Plan Advisory Committee to provide support and expertise for the City's five-year update of its 2013 Climate Action Plan. The City of Cleveland refreshed the plan to reaffirm its commitment to climate action. It includes extensive input from local neighborhoods, celebrates updates since the plan's inception and establishes four cross-cutting priorities – social and racial equity; good jobs, green jobs; resilience to the impacts of climate change and business leadership – to support the plan's five focus areas:

- Green Building & Energy Efficiency
- Clean Water & Vibrant Green Space
- Clean Energy

- More Local Food, Less Waste
- Sustainable Transportation

Enterprise Leadership

Cleveland Clinic's Office for a Healthy Environment (OHE) is a growing team of individuals responsible for measuring and managing Cleveland Clinic's environmental impacts and developing the organization's sustainability strategy. In 2018, we added two new positions responsible for advancing green building and sustainable procurement initiatives for a total of seven team members.

In addition to the OHE, we have 23 caregiver-led green teams located at all major facilities in our health system. Responsibilities of our green teams include:

- Cultivating a positive, conservation mindset through facility-specific education, outreach and role-modeling
- Delivering and measuring results toward site-specific and system-wide goals, such as diverting 50% of non-hazardous waste to landfill and reducing energy use by 20% from our 2010 baseline by 2020
- Documenting successes and best practices to share with other green teams and healthcare systems

Green teams include caregivers at all levels of the organization and across all departments, and convene regularly, including for monthly system-green team meetings with a member of our OHE team dedicated to supporting their efforts. Green team advocacy efforts in 2018 included making holiday ornaments out of upcycled waste, community cleanup events, pollinator gardens, lunch and learns on recycling, educational energy savings displays, removing excess waste bins to promote recycling and lights out campaigns to reduce energy use after hours.

To recognize individuals across the organization that are taking action each day to make a positive environmental impact, the OHE created an EcoCaregiver award in 2018. The first recipient of the award, Stuart Rayl, is a champion in Facilities Engineering working to help us achieve our goal of recycling or reusing 100% of our non-hazardous waste by ensuring that all scrap metal gets recycled, from pipes and paint cans to large steel doors.

Beyond our green teams, we strive to engage all caregivers in our sustainability efforts through our EcoCaregiver™ employee engagement program. As part of this program, all new caregivers complete a mandatory online training module, Energy Savings and You, which provides an overview of our energy conservation goals, the important role each caregiver plays in helping us achieve these goals, ways to respond during an energy shortage and actions caregivers can take to reduce energy in their workspaces. Additionally, the OHE frequently partners with other departments to further our sustainability efforts, such as caregivers on our facilities team to support utility tracking and tree plantings.



Thought Leadership

In 2012, Cleveland Clinic established the Ken Lee Memorial Fund to honor the memory of Ken Lee, MD, an award-winning surgeon passionate about sustainability. Each year, the fund sponsors a fellow that completes a project for our Greening the Operating Room committee and a lecture from a thought-leader in sustainability to inspire and engage our caregivers.

In 2018, Cleveland Clinic welcomed Robin Guenther, Principal of Perkins+Will and Senior Advisor to Health Care Without Harm, to its main campus as its Ken Lee lecturer. A renowned designer, author and speaker on sustainable healthcare architecture, Robin is an active advocate and influencer of green building policies and standards. During her visit, Robin challenged Cleveland Clinic caregivers to think about building design as a health strategy and to consider the material, energy and chemical impact of design and building choices, elaborating on best practices from her own experience in healthcare. As a result of her lecture, we strengthened our green building efforts and embedded sustainability criteria in more than 20 design standards.



Water Stewardship

Overview

Water makes up more than 60% of the human body and people need access to clean water to survive. According to the World Health Organization, half the global population will be living in water-stressed areas by 2025.¹ Fresh water resources are crucial for both human and economic health, and safeguarding them is increasingly important as scarcity becomes more commonplace. Lake Erie is one of Northeast Ohio's greatest assets, and we are committed to protecting it by managing our water consumption and waste responsibly. As we continue to grow in Florida, the safety and management of the Everglades water resources is also a priority.

1. World Health Organization, "Drinking-water," accessed 30 July 2019, who.int/news-room/fact-sheets/detail/drinking-water.

Water Conservation

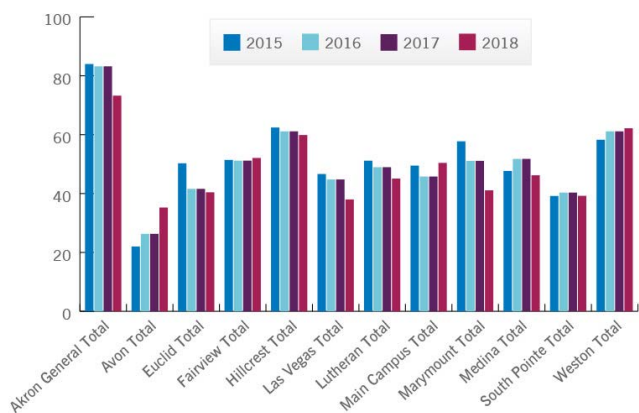
Cleveland Clinic is committed to using municipal water responsibly and decreasing our consumption where possible. Our goal is to reduce our water use by 10% from our 2015 baseline by 2027.

In 2016, we initiated an enterprise-wide water flow reduction assessment in which a team examined multiple options – from changing sinks to redesigning our HVAC systems – to reduce usage. The team determined that the best first step was to restrict flow on existing faucets and showers. Following the completion of a successful pilot at one of our regional hospitals, we installed more than 7,500 low-flow retrofits in sinks and showers across our healthcare system from 2016-2018. Through this initiative, we saved more than 29 million gallons of water – enough to meet the average water needs of 266 American families for an entire year, or to fill 44 Olympic-sized swimming pools – and saved approximately \$400,000. Additionally, we are incorporating low-flow fixtures in all of our new design and construction projects, including Lakewood Family Health Center and Akron General's emergency department, which we opened in 2018.

Some of our other water use reduction strategies include:

- Adding sensors and controllers to our irrigation system
- Using waterless hand scrub in operating rooms
- Engaging caregivers and green teams in water-saving behaviors
- Promoting proactive leak detection and reporting

Water Use Intensity (Gallons/Sqft)



Wastewater Stormwater Management

To protect our local waterways, we carefully manage how we collect and dispose of our various waste streams, and work to reduce the amount of waste we generate and chemicals we use. Examples of our efforts are as follows:

- Using an integrated pest strategy to reduce chemical applications
- Minimizing our use of herbicides and pesticides on our landscaping
- Providing public education on safely disposing of pharmaceuticals at our Earth Day events and offering take back programs at our facilities
- Prioritizing organic treatments on the lawn of Crile Mall at main campus, where we host our weekly farmers market April-September

We are also committed to managing stormwater on our properties, which is important because the greater Cleveland area has some combined sewer systems. This means that rainwater and sewage are collected in the same system, and when the system reaches capacity during heavy rain events, it discharges a portion of its contents into local bodies of water (e.g. Lake Erie). For this reason, nearly 4.5 billion gallons of combined rainwater and sewage from Cleveland and its surrounding communities overflow into Lake Erie and other local waterways each year, according to the Northeast Ohio Regional Sewer District.² To reduce the amount of stormwater that runs off of our properties and into the sewer system, we are increasing the surface area of land that can absorb water.

Cleveland Clinic has implemented a diverse set of programs that impact stormwater:

- Creating a green masterplan for our main campus, which has increased green space
- Installing stormwater management infrastructure at our hospitals and family health centers
- Adding permeable paver parking lots to our design standards, including the largest in Ohio at Avon Hospital
- Maximizing green space and tree plantings into the design of our new Health Education Campus
- Installing special piping and increasing pervious area at Taussig Cancer Center to reduce stormwater runoff at the site by 70%
- Supporting Cleveland's Tree Plan by collaborating with community partners to plant trees in our neighboring Fairfax neighborhood, and giving away trees to our caregivers to plant in their communities

2. Northeast Ohio Regional Sewer District, "About Project Clean Lake," accessed 30 July 2019, neorsd.org/community/about-the-project-clean-lake-program.

Governance

Fostering a culture of principles is paramount to delivering the best possible patient experience. Under Cleveland Clinic leadership, all caregivers are empowered to play an active role in upholding our values of quality, innovation, teamwork, service, integrity and compassion.

Overview

The Cleveland Clinic Foundation is an Ohio nonprofit corporation whose mission is to provide better care of the sick, investigation into their problems and further education of 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).

Each of the various corporate entities that comprise CCHS has its own board of directors/trustees and officers. The Cleveland Clinic governs CCHS through direct representation on such boards, reserved powers, and other governance controls 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 the Cleveland Clinic. Directors are elected to four-year terms and selected for their expertise and experience in a variety of areas beneficial to the Cleveland Clinic and CCHS. Directors are not compensated for their services, and a majority is 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 an appointment as an Emeritus Trustee.

The Cleveland Clinic Board of Trustees serves the Board of Directors in an advisory capacity. Like Directors, Trustees do not receive compensation and are selected for their expertise and experience, including community service. Trustees also serve on the committees of the Board of Directors.

Existing voting Members elect new Members, who must possess specific qualifications specified in the Cleveland Clinic’s Code of Regulations. Only Members serving as Directors of the 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, Government and Community Relations, Investment, Medical Staff Appointment, Philanthropy, Quality, Safety, and Patient Experience and Research and Education.

The Governance Committee nominates individuals annually to serve as Directors of the Cleveland Clinic and periodically elects individuals to serve as Trustees of the 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 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 the Cleveland Clinic. As of December 2019, there are 28 members of the Cleveland Clinic Board of Directors, which includes three senior members of the Cleveland Clinic Board of Governors, six female Directors (including the Board Chair) and three African-American Directors.

According to the 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, receive compensation from the Cleveland Clinic or serve as director or executive officer of an entity that receives more than 1% of its gross revenues from the Cleveland Clinic. Additionally, a Director’s status as independent must be ratified by the Governance Committee, who consider 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 23 independent Directors.

Awards

Cleveland Clinic was honored to receive recognition by a diverse array of third-party organizations for excellence in clinical care, human resources, environmental impact reduction, and marketing in 2018.



2018 World’s Most Ethical Companies – Ethisphere



Modern Healthcare 50 Most Influential Clinical Executives, Tomislav Mihaljevic, MD



***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 in the nation since 1995.**

Clinical



The American Association of Critical-Care Nurses recognized Cleveland Clinic with multiple Beacon Awards for Excellence:

- **Three Heart and Vascular Institute Cardiovascular Step-Down units at main campus (Gold)**
- **Gold Level: Surgical Intensive Care Unit at main campus (Gold)**
- **Silver Level: Orthopedic Nursing Unit at Euclid Hospital (Silver)**



Our Comprehensive Stroke Center achieved Joint Commission recertification



The American Academy of Physician Assistants (AAPA) Center for Healthcare Leadership and Management recognized Cleveland Clinic with its Employer of Excellence Award. Cleveland Clinic was one of just eight hospitals and health systems to earn this prestigious designation.



Vizient recognized Lutheran Hospital as the No. 1 Community Hospital with the Bernard A. Birnbaum, MD, Quality Leadership Award for the second consecutive year



Main campus and Florida received Healthgrades' Outstanding Patient Experience Award



Main campus joins elite 1 of U.S. hospitals by earning its 4th consecutive American Nurses Credentialing Center Magnet® Recognition

Human Resources



Top Workplace – The Plain Dealer



Best-in-Class award for Workforce Diversity – The Commission on Economic Inclusion



10 Best Organizations for Leadership Development



Top Employer in Northeast Ohio



Military Friendly Employer



Smart Culture Award – Smart Culture Program



DiversityInc-- 2019 Top 6 Hospitals and Health Systems

Environmental



Practice Greenhealth Top 25 Environmental Excellence Award (fourth year in a row) and the highest honor



Practice Greenhealth Greening the OR Leadership Award (third straight year), for top performance nationally in reducing the environmental impact of our operating rooms



Practice Greenhealth System for Change Award for our system-wide sustainability efforts



Practice Greenhealth Circles of Excellence in five areas for top ten performance in the country, including Leadership, Green Building, Climate, Greening the OR and Less Waste



Green Electronics Council 2018 EPEAT Three-Star Purchaser Award



Becker's Hospital Review 2018 Greenest Hospitals in America – Cleveland Clinic main campus and Marymount Hospital



Northeast Ohio Areawide Coordinating Agency 2018 Commuter Choice Awards Bronze Winner

Operations



Supply Chain Ranked No. 1 in Healthcare by Gartner



Protective Services Ranked No. 2 in healthcare in Security magazine's Security 500



2018 HealthCare's Most Wired list by the College of Healthcare Information Management Executives for improving patient safety and outcomes by driving change in the healthcare IT industry



eHealthcare Leadership Awards, including the top award for Organizational Commitment
 Healthcare Leadership Awards, including the top award for Organizational Commitment

- Best Overall Internet Site (Platinum)
- Best Mobile Site (Platinum)
- Best Healthcare Content (Platinum)
- Best Social Networking (Platinum)
- Best Doctor Directory (Gold)

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
- DiversityInc.
- 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.
- Sustainable Cleveland, 2019
- Society for Human Resource Management (SHRM)
- Society of Black Academic Surgeons (SBAS)
- US Green Building Council

Our participation in these boards and committees enables us to share best practices, pool knowledge and resources to effect positive change in the healthcare and provide guidance on healthcare policy positions. In doing so, member organizations, including the Cleveland Clinic, benefit from their lobbying activities by extension.

Our physicians and researchers are also encouraged to participate as individual members of organizations related to their specific areas of practice or interest.

Transparency & Anti-Corruption

Cleveland Clinic maintains the highest ethical standards to ensure we operate in accordance with our guiding principle of “Patients First” across our entire enterprise. To identify, prevent and manage any potential conflicts of interest, Cleveland Clinic has a Board of Directors Conflict of Interest and Managing Innovations Committee, a Board of Directors Conflict of Interest Policy and a Professional Staff Conflict of Interest Committee.

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

On an annual basis, the Cleveland Clinic distributes a questionnaire to CCHS directors, trustees, officers and key employees to determine independence, as defined by the United State Internal Revenue Service and Cleveland Clinic Conflict of Interest Policy. We use information gathered from this questionnaire to review business affiliations and transactions that might give rise to potential conflicts of interest.

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

Conflict of Interest

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Compliance and Ethics

We live our core value of integrity through adhering to high moral principles and professional standards by a commitment to honesty, confidentiality, trust, respect and transparency. The Office of Corporate Compliance, developed in 1996 and under the supervision of the Chief Compliance Officer since 1998, 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 provides in-person education sessions to all institutes each year, all new financial managers and at all regional annual board meetings. Corporate compliance training takes place each November. Additionally, the Office of Corporate Compliance regularly updates an intranet page accessible to all caregivers with compliance news, educational materials and training resources.

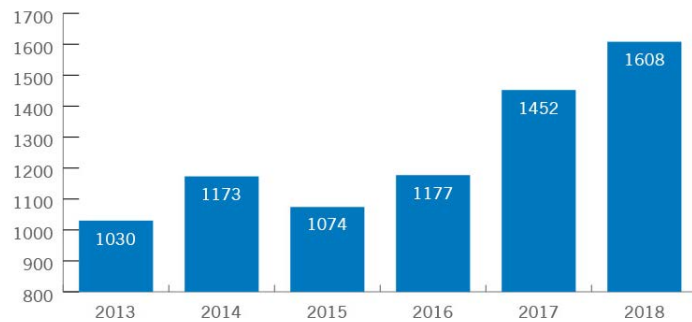
To ensure we conduct clinical processes in alignment with our values, we established the Office of Clinical Compliance in 2012. The office partners with institutes, regional medical executive committees and independent practitioners to:

- Document appropriate procedures, tests and surgeries for health conditions based on national society guidelines and medical best practices
- Establish processes for monitoring and auditing appropriateness of patient care, as well as reporting audit results

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 to guarantee enterprise-wide integration of HIPAA regulations into our culture and procedures. The Office of Corporate Compliance and Technology Security 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, identify fraud, and offer advanced malware protection.

We encourage our growing number of patients and caregivers to contact the Office of Corporate Compliance directly with questions and concerns related to privacy and ethics through anonymous email accounts and hotlines. Since 2013, the Office of Corporate Compliance has responded to more than 7,500 inquiries.

Total Compliance-Related Inquiries



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. 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 encourages 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](#)

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 2018 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 this benefit has grown every year since 2010, reaching 92% in 2018. Cleveland Clinic matches caregiver investments in this fund at a rate of 50 percent for up to 6 percent 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 the 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.