Patient Experience Summit

Cleveland Clinic is proud to host the landmark Patient Experience Summit on May 25–26, 2010.

Cleveland Clinic has been a pioneer in the rapidly-growing field of patient experience. We were the first major academic medical center to make patient experience a strategic goal, the first to appoint a Chief Experience Officer, and one of the first academic medical centers to establish an Office of Patient Experience.

Now we are pleased to partner with General Electric Company to assemble a remarkable panel of experts for the first-ever Patient Experience Summit. The title of this Summit is “Transforming Healthcare through Empathy and Innovation,” which recognizes that a formula of empathic customer service plus high-quality, innovative medical care will lead to a better patient experience.

The Patient Experience Summit will serve as a forum to discuss key issues in patient experience, to learn from experts and share best practices.
“Patients First” is the guiding principle of Cleveland Clinic. We strive to provide outstanding and compassionate care and service, every step along the way.

Putting patients first 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 his or her educational, emotional and spiritual needs. The Office of Patient Experience’s mission is to ensure care that is consistently patient-centered by partnering with caregivers to exceed the expectations of patients and families.

Our team of patient experience professionals serves as a patient experience advisory resource for critical initiatives across the Cleveland Clinic health system. In addition, we provide HCAHPS education, 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.

LEADERSHIP
The Office of Patient Experience is jointly led by Chief Experience Officer James Merlino, MD, FACS, and Executive Chief Nursing Officer and Nursing Institute Chair Sarah Sinclair, RN, BSN, MBA, FACHE. This collaborative physician/nurse management partnership mirrors the leadership structure implemented across the Cleveland Clinic health system.

When Cleveland Clinic welcomed its first patients on February 28, 1921, its sense of mission was clearly in place: “Better care of the sick, investigation into their problems, and further education of those who serve.” Cleveland Clinic was founded in 1921 by George Crile, MD, Frank Bunts, MD, William Lower, MD and John Phillips, MD.

Eighty-one years and millions of patients later, their mission statement remains a guiding principle for Cleveland Clinic, a not-for-profit group practice in which patient care, research, and education are inextricably linked in order to provide each patient with the best possible care.

Dr. Lower summed it up best with this creed:

• A patient is the most important person in the institution – in person or by mail.
• Patients are not dependent on us – we are dependent on them.
• Patients are not an interruption of our work – they are the purpose of it.
• Patients are not an outsider to our business – they are our business.
• The patient is not someone to argue or match wits with.
• The patient is a person, not a statistic.
• It is our job to satisfy them.

William E. Lower, MD
The Cleveland Clinic Foundation, 1921
Cleveland Clinic’s Office of Patient Experience has dedicated resources and programs that enhance the patient and family experience, while also improving clinical outcomes. Here are some examples:
PATIENT SERVICE NAVIGATORS

Patient Service Navigators (PSNs) are unit-based members of the multi-disciplinary team who serve as patient advocates to address patient and family needs at the point of service. PSNs visit patients on assigned units daily and provide personalized guidance and support to create a seamless patient and family experience. They also collaborate with the health care team to coordinate service initiatives to impact patient satisfaction scores, as well as provide point-of-service responsivenes coaching to engage the health care team. These are just a few examples of how PSNs impact the patient and family experience:

• The PSN orients new patients to the unit’s services, daily schedules and protocols, shares information about the health care team and introduces the team’s commitment to responding to the patient’s needs. The PSN encourages the patient to document emerging questions, as well as provides information to family members and visitors about parking, lodging, cafeteria, as well as hospital programs and services. The PSN also provides contact information so the patient can call upon the navigator as a resource for general information.

• PSNs collaborate with the health care team to provide conflict resolution when necessary and assist with communications between the patient and the health care team.

One PSN worked with the nursing staff to help a terminally ill patient attend his daughter’s wedding by arranging to have the wedding right in the patient’s nursing unit. Food, flowers and parking passes were donated, and a social worker and the patient’s oncologist performed readings. The family was truly grateful that the patient had the opportunity to participate in his daughter’s wedding.

VOICE OF THE PATIENT ADVISORY COUNCILS

Voice of the Patient Advisory Councils (VPACs) empower patients and families to take an active role in improving the patient experience at Cleveland Clinic. These advisory councils include employees and patients who meet regularly to provide real-time feedback and creative solutions to specific challenges that affect patients and family members.

The Neurological Institute Patient and Family Advisory Council was able to provide their input in the redesign of a new waiting lounge called, “The Neuro-ICU Family Comfort Area” to create a healing environment for patients’ families and loved ones. This group also created an admissions booklet for neurological inpatients to help them navigate their hospital stay. Both the Comfort Area and Patient Experience Guide demonstrate how patients, families and caregivers collaborated to contribute their feedback and drive effective changes.

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RESPOND WITH H.E.A.R.T.™

Respond with H.E.A.R.T.™ is an innovative communication program that teaches employees a consistent, empathetic approach to handling patients’ concerns and questions from the moment they arise. This course equips employees to assess the patient’s concerns, address the unmet expectations and respond in an empathetic way.

The program was initiated in 2003 and nearly 20,000 employees have been trained using this approach. Over 1,000 coaches are in place to keep the principles alive at the unit level, and the program is taught at every new employee orientation. An advisory council, with representative from all hospital locations, oversees the program. Additionally, Cleveland Clinic received a nearly $200,000 grant from the Arthur Vining Davis Foundations to further develop the Respond with H.E.A.R.T.™ coaching component and training materials for continued sustainability and success.

EXCEPTIONAL HEALING PARTNERS

Exceptional Healing Partners is a peer recognition program that honors employees who embrace each patient as a whole person – mind, body and spirit; consistently anticipate and exceed patient and family expectations; and embody the principles of compassion, collaboration, ownership and respect. Every fall, 12 employees are selected, based on nominations from their peers and patients. Two of these employees are profiled on page 13.

COLLABORATION

The Office of Patient Experience collaborates with all Cleveland Clinic departments to combine and magnify our individual efforts, including Human Resources, Nursing Institute, Office for a Healthy Environment, Patient Access Services, Spiritual Care, Operations, Volunteer Services, Quality and Patient Safety Institute and Regional Hospitals Administration.

Here are just some of the other programs and services that enhance the patient experience:

- The Cleveland Clinic Concierge Desk assists visitors with information on places of interest, accommodations, directions, dining, travel inquires and much more. The Cleveland Clinic Medical Concierge provides assistance to patients traveling from out-of-state.
- Cleveland Clinic Caring Canines are certified therapy dogs and volunteer handlers who provide emotional support, increase smiles and laughter and generally reduce anxiety for patients and their families.
- The Arts & Medicine Institute offers a variety of programs that practice and investigate the use of arts in healing, including art and music therapies, performing arts medicine, musical performances and educational arts programs. Art in the healthcare setting, combined with outstanding care and service, creates an environment that encourages healing and supports the work of medical professionals. The Cleveland Clinic Art Program also features more than 4,000 works of art that can be found throughout the hospital that enrich, inspire and enliven our caregiving environment.

To help make the New Year’s Eve holiday as pleasant as possible for patients and families, the Arts & Medicine Institute, with the Office of Patient Experience and Executive Administration, hosts a New Year’s Eve celebration with several unique live musical performances in the main lobby of the Miller Family Pavilion.
• In **Beyond the Chair**, a program out of the Office of Civic Education, aspiring high school cosmetologists provide heated and non-heated hand and arm massages, facials and warm paraffin dips to chemotherapy patients.

• **Patient Access Services** provides a welcome to all patients when they walk through the doors of Cleveland Clinic. These “red coats” are available to help patients with directions, transportation to their destination, wheelchairs and patient room information.

• Recognizing faith and spirituality are central to many patients’ lives, the Cleveland Clinic **Spiritual Care Department** serves the religious and spiritual needs of patients, families, visitors and employees of all faiths. A chapel is open 24 hours a day, seven days per week, and individual support can be obtained through the 24-hour Prayer Line and the on-call chaplain.

• **Global Patient Services** offers a variety of services to all international patients and their families.

**HEALTH LITERACY**

Health literacy, the degree to which individuals understand and act on health information, is a key component of patient satisfaction and safety, and impacts how our patients navigate through the healthcare system. The Office of Patient Experience recognizes the impact of health literacy and serves as a resource for Cleveland Clinic by providing information and education, as well as assistance with the development of patient materials.

**INSTITUTE EXPERIENCE COUNCIL**

The Office of Patient Experience leadership team collaborates with the Institute Experience Council, a multi-disciplinary group that includes a physician and nurse representative from each institute, as well as representatives from some of the Cleveland Clinic’s regional hospitals and family health centers. This council was established to identify areas for improvement, share effective practices, and serve as a patient experience advisory resource. Tony Thomas, MD and Donna Zabell, RN act as co-directors of the Institute Experience Council and believe that with the support of our institutes, Cleveland Clinic can work toward an overall culture change to improve the patient experience. “Incremental changes made now can lead to a better experience for patients and employees over the long-term,” Dr. Thomas said.

**Responding to Patient Complaints**

The Ombudsman Office is the liaison between Cleveland Clinic and the patient in resolving problems that may arise during the course of treatment. An Ombudsman has the authority to investigate complaints independent of the departments involved and the administration. They document all complaints that occur in the realm of patient care and work proactively with doctors and nurses to make improvements.

**Engaged Employees Lead to Satisfied Patients**

Research conducted by the Gallup organization has shown a strong connection between overall employee engagement and patient satisfaction. Cleveland Clinic continues to build a strong base of engaged and committed caregivers who are dedicated to fulfilling our mission of putting patients first.

A “Cleveland Clinic Experience” pilot was initiated this quarter in the Digestive Disease Institute to improve employee satisfaction, employee engagement and patient satisfaction scores.

The pilot explains individual roles in supporting the Cleveland Clinic mission, vision and values; demonstrates desired service behaviors; allows participants to practice the service recovery process; and demonstrates how to provide and receive feedback regarding service behaviors.
There are several survey instruments and processes that have been designed to measure patient satisfaction at different touch points. Examples include surveys sent to patients after care received by home care providers (HH-CAHPS) and after an inpatient visit (HCAHPS). Hospitals routinely survey other areas of patient care, including emergency department visits and ambulatory surgery procedures.

Currently, only inpatient (HCAHPS) and home health care (HH-CAHPS) surveys are mandated by the Centers for Medicare & Medicaid Services (CMS). The program is intended to increase transparency around patient experience and aid consumers in their health provider and hospital decisions. Every hospital in the United States that treats Medicare patients is required to administer and submit survey results.

How We Measure the Patient Experience

Patients are increasingly making health care decisions based on their perception of “quality.” For example, patients may interpret quality as how well their doctors and nurses communicated with them, how well their pain was managed, how easy or difficult it was for them to get an appointment, whether they felt all of their questions were answered, and whether they had all the information they needed upon discharge.
THE HCAHPS SURVEY

HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) is a standardized survey designed to measure patients’ perspectives of hospital care. It was developed by CMS in partnership with the Agency for Healthcare Research and Quality (AHRQ), two agencies within the Department of Health and Human Services. HCAHPS provides a standardized methodology that allows objective and meaningful comparisons among hospitals on topics important to patients. Proposed reform legislation would require that a portion of hospitals’ Medicare reimbursement be linked to performance measured by the HCAHPS scores. This may occur as early as 2013.

HOW PATIENTS ARE SELECTED

All patients over age 18 who are discharged from an acute care hospital after at least one 24-hour overnight stay are eligible to receive a survey, regardless of insurance payor. Medical, surgical or maternity patients are eligible to receive the survey. Psychiatric, rehabilitation and skilled nursing patients are excluded.

HCAHPS MEASUREMENTS

The survey is composed of 18 questions about patient care, four screening questions and five demographic questions.

Eight critical aspects of care, referred to as the HCAHPS Domains, are covered in the survey questions, including:

• Overall hospital rating and recommendation
• Communication with doctors
• Communication with nurses
• Communication about medicine
• Responsiveness of hospital staff
• Cleanliness and quietness of hospital environment
• Pain management
• Discharge information

REAL-TIME CLEVELAND CLINIC RESULTS

The Intelligence Team in the Office of Patient Experience, plays a vital role in coordinating survey data transmission between the survey vendor and the Cleveland Clinic system. Real-time survey results, complete with benchmark comparisons and performance indicators, are maintained on an internal web-based dashboard program available to all staff in leadership and management roles. The team also provides survey education, particularly for the CMS-required inpatient HCAHPS survey process, and works together with leadership to uncover feedback trends and help prioritize experience improvement efforts.
COMMUNICATION WITH DOCTORS AND NURSES

Patient Service Navigators (PSNs) are unit-based members of the nursing team who serve as patient advocates to address patient and family needs at the point of service. PSNs provide personalized guidance and support to create a seamless patient and family experience. PSNs collaborate with the nursing staff to resolve patient concerns. The top five issues addressed in 2009 included doctor/nurse communication, lost belongings, staff responsiveness, cleanliness and pain control. Nurses also have reported that the PSNs have enhanced their job satisfaction.

- Nurse Hourly Rounding: An hourly rounding initiative was implemented by the Nursing Institute across the Cleveland Clinic Health System to ensure that each patient is visited by the nursing team every hour (except during evening hours when patients are sleeping). Hourly rounding allows the nursing team to proactively and consistently anticipate patients’ needs and requests, to show concern and to form a caring bond.

- Plan of Care Rounding by Collaborative Physician and Nurse Teams: Several units standardized their patient rounds so that physician and nurse teams visit patients together to ensure patients hear the same daily messages. This effort aims to improve communication with the patient and family by sharing the daily plan of care while also increasing communication among the health care team.

STAFF RESPONSIVENESS

- Weekly Staff Meetings: To support employees in their efforts to provide the best possible experience for our patients, a collaborative, multidisciplinary team of caregivers meets weekly: review patient satisfaction data and patient comments, develop action plans based on feedback themes and emerging trends, and invite additional caregivers to provide feedback, depending on the issues being addressed.

- Voice Communication System: A two-way voice communication system at the patient’s bedside is helping efficiently triage patient requests in the Heart & Vascular Institute inpatient units. When the patient presses the bedside call button, the unit coordinator can communicate with the patient to assess the patient’s need. The unit coordinator then pages the correct member of the health care team to promptly address the request. Automated reminder and request escalation processes are built-in to avoid the potential for missed calls.

- Centralized Dispatch Center: One centralized call light dispatch center, with paging and text capabilities to floor nurses, was implemented at South Pointe Hospital, a Cleveland Clinic health system hospital.

- Consistent Communications with Patients and Families: Our Emergency Departments have been using the A.I.D.E.T. (Acknowledge, Introduce, Duration, Explain and Thank) method to improve communication with
patients and families. This best practice provides a consistent method for treating all patients and families with care and compassion and informs patients and family members of required procedures (Explain) and estimated length of time to complete the procedures (Duration). This proactive communication approach has helped reduce patients’ and family members’ stress and anxiety, and has reduced the number of times a nurse or doctor is asked a question.

CLEANLINESS OF HOSPITAL ENVIRONMENT

‘Picture Perfect’ Cleaning Program
Several nursing units have participated in the ‘picture perfect’ program with the Environmental Services (EVS) Department, which includes deep cleaning of the unit including some electricity, plumbing, machine and carpentry updates.

Employee Score Cards
Each Environmental Services employee receives continual feedback regarding the hospital’s Cleanliness scores, as reported in HCAHPS. Managers perform rounds on specific units and scorecards are created to gauge cleanliness. By providing constant feedback, awareness and accountability among the housekeeping staff have increased.

“Green” Products
In 2009, EVS replaced some of their cleaning products with those that are labeled “green” and are safer for the environment, patients and employees. Additionally, EVS departments throughout the health system adopted several “Best in Class” standards to increase patient satisfaction with cleanliness of the hospital environment and courtesy of staff. These standards include ongoing performance appraisals, daily huddles with EVS staff, welcome cards to inpatients and communication boards.

QUIETNESS OF HOSPITAL ENVIRONMENT

The HUSH (Help Us Support Healing) initiative, in collaboration with the Nursing Institute, outlines specific interventions implemented on inpatient nursing units to reduce noise and provide a restful, healing environment. From 9 pm to 7 am, lights are dimmed, doors of alert patients are closed, overhead paging is eliminated, phones and pagers are placed on vibrate, patients are offered ear plugs and face masks, patients are asked to wear TV headsets after 9 pm, and employees and visitors are asked to hold conversations in a quiet, respectful manner. In addition, a standard approach was used with ancillary services to limit patient disruptions during the night.

PAIN MANAGEMENT

The pain management scores, as measured by HCAHPS, have steadily improved every quarter for one year after implementing new patient and routine rounding activities at South Pointe Hospital, a Cleveland Clinic health system hospital. When conducting patient rounds, the health care team sets expectations about pain and discusses pain management strategies with the patient.
As a patient transporter, Patrice “Peaches” Houston has the opportunity to interact with many patients throughout her work day. She has been moving patients to where they need to be since she started at Cleveland Clinic ten years ago – transporting patients to and from their hospital rooms and appointments, and also giving patients and visitors a lift across the skyway on a golf cart she drives.

After NPR's Weekend Edition reporter Scott Simon came to Cleveland Clinic for care in January, he “tweeted” to his 1.3 million followers about his wonderful experience – and about how Houston made his family’s experience something to remember. Simon tweets “Excellence of docs and researchers at Cleveland Clinic well-known, but we’ve also been impressed by: lab techs, floor staff and Peaches – who drives the cart between buildings. They have filled an anxious time for our family with laughter and warmth.”

Houston says that after their stay, Simon's two young daughters sent her flowers with a thank you letter that said they were glad they got to know her.

Houston says she often gets to develop meaningful relationships like this with families. She says visitors, especially children, get excited to ride her cart, and she adds that her job gives her the opportunity to make close relationships with those who are eager to let her help them. “I like helping people. It’s the people that keep me going. I know this person is sick, and I do or say whatever I can to put a smile on their face.”
ALAN LICHTIN, MD

A desire to help others led Alan Lichtin, MD, to Cleveland Clinic, a hospital the Cincinnati native says he has always heard of. After he completed his residency at University Hospital and his fellowship at the University of Pennsylvania at Philadelphia, Dr. Lichtin was recruited to Cleveland Clinic to work in the Hematology and Oncology departments.

In addition to working with patients, he serves as the chair of the Institutional Review Board and says his time with the IRB has been rewarding.

While many patients will remark that he has made a difference in their lives, Dr. Lichtin says he’s the one who is grateful. “I’ve been very fortunate since I’ve been here to take care of a lot of wonderful patients. And they’ve all enriched my life,” he says.

Dr. Lichtin is also a musician and plays the violin in the Suburban Symphony Orchestra, which is based in Beachwood. Even when he is not at work, he makes himself available to patients, sometimes calling to check on them in the evening and on the weekends, says Margaret Dvorsack, medical secretary.

“Dr. Lichtin has a way of making each patient feel as if they’re special,” Dvorsack said. “He has the attitude that everyone deserves the best care possible and is willing to go the extra mile to ensure this happens.”

ERWIN SUAREZ

Erwin Suarez, who works in pediatrics ordering supplies and transporting patients. He was recognized for his notable work with children.

He works to collect stuffed animals for children to take home after their stay and says that on many occasions, this has had a positive effect on kids in the hospital.

It’s important to him that children feel at home, no matter how short their stay.

“Emotion does run high here, so it’s very important that we do that for patients,” he says. “The outcome can be truly magical.” Suarez also makes a habit of telling patients before they go under anesthetic that he’ll see them later at a ball game or “at JCPenney.” Focusing patients’ attention on what they’ll be able to do after they leave the hospital, he says, is his way of confirming to them that they will come out of a surgery successfully and that they will continue on with their lives.

He also uses his own time and resources to bake hundreds of Christmas cookies for the children’s hospital each year and has done so for years.

“Erwin is kind and relates well to children. He has been known to have conversations with a stuffed Elmo to make a sick child laugh,” says Sara Lyons, RN, Pediatric OR.

“Erwin always has a smile, a kind word or a dance move to brighten your day.”
The Healing Services Program provides holistic care experiences for patients, families and employees that enhance clinical outcomes, reduce costs and to complete the continuum of care.

Healing services are provided by holistic nurses, Spiritual Care chaplains, licensed massage therapists and Reiki and Healing Touch™ practitioners. Services can be requested by the patient, family and any member of the clinical team. Services include complimentary light massages, Reiki, Healing Touch™, aromatherapy, guided imagery and others.

*The Healing Services team averaged 600 patient encounters per month in 2009; nearly half of these were patient encounters, one-third were family encounters and the remaining were employee encounters. The team sees each patient an average of 2.5 times, while visits to families and employees are usually single encounters.*

**CODE LAVENDER**

*Code Lavender* is a personalized, first-response holistic care service provided by the Healing Services Team that provides spiritual and emotional support as well as grief counseling when a health care team, employee team, patient or family would benefit from additional support. Code Lavender may be called for caregiver work groups who are experiencing a difficult time, such as when a patient passes away or a colleague experiences a difficult medical or personal situation. Code Lavender can also be called for patients and families who need extra support and care. Those involved in the Code Lavender are able to select from a wide range of holistic services to create a personalized experience to improve their well-being. A team from Healing Services is accessible via pager for support.
“I have faith in myself, my family, my community and God,” says Tillemann-Dick, 26, reflecting on her Mormon upbringing. “I also have a lot of hope. Hope makes life worth living.

“And when you’re a patient in the hospital, it’s okay to ask lots of questions. It’s to your benefit to be an informed patient, so you can work with your doctor.”

A strong set of lungs is especially important to Tillemann-Dick, an opera singer who has studied in the U.S. and Europe. Since her surgery, she has undergone rigorous physical therapy to get her body – and her voice – back in shape.

And in May 2010, the cheerful coloratura soprano will show how far she’s come when she performs at Cleveland Clinic’s Empathy + Innovation Summit.

**LOVE OF MUSIC**

The Denver native was four years old when her mother took her to see Engelbert Humperdinck’s opera Hänsel und Gretel. “The music and the singing were the most glorious things I have ever heard,” Tillemann-Dick remembers. “It became my dream, to one day sing like that.”

However, the precocious, home-schooled student later considered a career in law when, at age 14, she enrolled in Regis University in Denver and graduated four years later with high honors in Political Science and Economics, and a minor in music.

After working on some local campaigns, she discovered politics wasn’t striking the right chord in her life. “I felt kind of empty, and realized that if I didn’t try my hand at music, I would never forgive myself,” she says.

While visiting family in Budapest, she so impressed her voice teacher, she auditioned for the Liszt Academy of Music in Budapest and was invited to join the school’s graduate program. Tillemann-Dick also exercised in a gym for two hours a day. Though she felt healthy, she couldn’t understand why the workouts were leaving her tired and out of breath.

**SINGING PRAISE**

Tillemann-Dick was diagnosed in 2004 – at the age of 20 – with ideopathic pulmonary hypertension, a disease that causes high blood pressure in the pulmonary artery, which connects the heart to the lungs. People with the disease typically have a two-to-five-year mortality rate after diagnosis, according to information she found while searching the Internet.

“When I read that, I locked myself in the bathroom and started sobbing,” she says. “There were lots of tears; it was a raw time.”

But she refused to let fear stop her. She continued studying voice at Johns Hopkins University, and performing across the country. Next, she spent a year performing in Italy, then returned to Hungary on a Fulbright Scholarship for voice/opera. She has also testified for the Pulmonary Hypertension Association before Congress, to draw attention to the disease.

In September 2009, organs became available, and Cardiovascular and Thoracic Surgeon Kenneth McCurry, M.D., performed the double lung transplant and tricuspid valve tightening on her heart.

“Dr. McCurry was so careful and patient with me,” she says. “There are so many people at Cleveland Clinic I need to thank, from the nurses to the physical therapists who helped me move my legs back and forth. And I’d feel remiss if my mother’s constant care wasn’t mentioned. She was a fearless and tireless advocate on my behalf.”

And Tillemann-Dick wants to especially thank the lung donor’s family. “I woke up overcome with gratitude that I was alive, and a deep sense of love for my family,” she says. “I look forward to getting to know [the donor’s] family. But if we never meet, I’d just like them to know how grateful and blessed I feel.”
About Cleveland Clinic

Cleveland Clinic, located in Cleveland, Ohio, is a not-for-profit multispecialty academic medical center that integrates clinical and hospital care with research and education. Cleveland Clinic was founded in 1921 by four renowned physicians with a vision of providing outstanding patient care based upon the principles of cooperation, compassion and innovation. *U.S. News & World Report* consistently names Cleveland Clinic as one of the nation's best hospitals in its annual "America's Best Hospitals" survey.

About 2,000 full-time salaried physicians and researchers and 7,600 nurses at Cleveland Clinic represent more than 100 medical specialties and subspecialties. In addition to its main campus, Cleveland Clinic operates nine regional hospitals in Northeast Ohio, Cleveland Clinic Florida, the Lou Ruvo Center for Brain Health in Las Vegas and Cleveland Clinic Canada. In 2008, there were more than 4.2 million visits throughout the Cleveland Clinic health system and 165,000 hospital admissions. Patients came for treatment from every state and from more than 80 countries. Visit Cleveland Clinic at clevelandclinic.org.