



United Nations Global Compact & Global Reporting Initiative Report

Progress in Community and Global Citizenship, 2016

Progress Highlights

Reporting



As a leader in the healthcare industry, we are accountable for our social, environmental and economic impacts. We develop this report annually for our patients, caregivers, communities and global stakeholders to share our sustainability performance metrics and stories. We are the only top-ranked US News & World Report healthcare system to measure our progress with the UN Global Compact's Ten Principles and the Global Reporting Initiative's G4 core standard disclosures.

In 2016, we engaged our internal and external stakeholders to determine what sustainability topics matter most and where they matter within our operations. While all topics are important to our leadership, this prioritization process has enabled us to focus on the topics our stakeholders view as being the most important for our long-term success. The purpose of this report is to highlight our 2015 accomplishments and transparently communicate our challenges as we strive to reach our goals. We are proud to share this information and appreciate your interest.

Patients



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

Patient safety, satisfaction and quality of care are the core to our mission to provide world-class healthcare. Our care paths, care coordination, distance health and patient-centered medical home programs are helping us expand access and improve outcomes as we transform our model of care.

Caregivers



Our more than 49,000 caregivers are our most important resource. Every day they put patients first, and Cleveland Clinic is equally committed to caring for our caregivers by maintaining a healthy, safe, diverse and engaged workforce. We attract some of the best qualified medical, scientific and support staff and empower them to develop new procedures, build new tools and make decisions that result in better outcomes for patients.

Many of our caregivers are EcoCaregivers™ and committed to helping the enterprise achieve our sustainability goals. Our caregivers understand the positive impact they can make on our community and ecosystem. Together, both clinical and non-clinical caregivers are collaborating to maintain our high standards of care in a socially responsible environment.

Community



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

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

Environment



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

Governance



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

Reporting

A Letter from Dr. Cosgrove, CEO and President

Dear Patients, Caregivers and Community Members,

We are pleased to present our seventh Communication on Progress as part of the United Nations Global Compact. Cleveland Clinic shares the UN Global Compact's principles of human rights, environmental responsibility and corporate integrity. This report uses the Global Reporting Initiative's standard disclosures to measure our performance in these areas and is in accordance with G4 core guidelines.

Today's healthcare providers need to be more efficient, accountable and accessible. Cleveland Clinic has made significant progress in each of these areas. We have reduced the cost of providing services by analyzing expenses and adopting evidence-based purchasing models. We were among the first major medical centers to include patient survey ratings of individual physicians online. We increased our telemedicine presence and opened more urgent care walk-in clinics throughout our community. Our efforts to enhance accessibility allowed us to see a record 6.6 million outpatient visits in 2015.

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

In 2015, Cleveland Clinic provided medical services to more patients from more places than ever before. We have been recognized among the World's Most Ethical Companies by Ethisphere Institute, honored as a top five hospital by DiversityInc and ranked as a Top 25 hospital by Practice Greenhealth.

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

Sincerely,



Delos M. Cosgrove, MD
CEO and President, Cleveland Clinic



About This Report

As a signatory of the United Nations Global Compact, a voluntary social responsibility body, Cleveland Clinic has pledged to promote sustainability policies and practices to advance our organization in ways that benefit the economies and societies we serve. In this report we summarize Cleveland Clinic's progress in the areas of human rights, social, environment, labor and anti-corruption. This report marks our seventh consecutive Communication on Progress and reflects our work in the 2015 calendar year.

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

The Reporting Process & Oversight

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

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

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

Stakeholder Engagement

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

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

We engage our patients and caregivers through internal surveys, we conduct ongoing in-person interviews with our executive team, board members and representatives from key external stakeholder groups, and we invite many of our stakeholders to attend facility openings, addresses by Cleveland Clinic executives and other Clinic-hosted events open to the public and other officials. We also periodically travel to the seats of federal, state and local governments to provide briefings on issues of importance to healthcare providers. The primary purpose of these discussions in 2015 was to prioritize the importance of each of our sustainability topics and find collaboration points for mutual benefit. Some of the external groups we engaged for this report include:

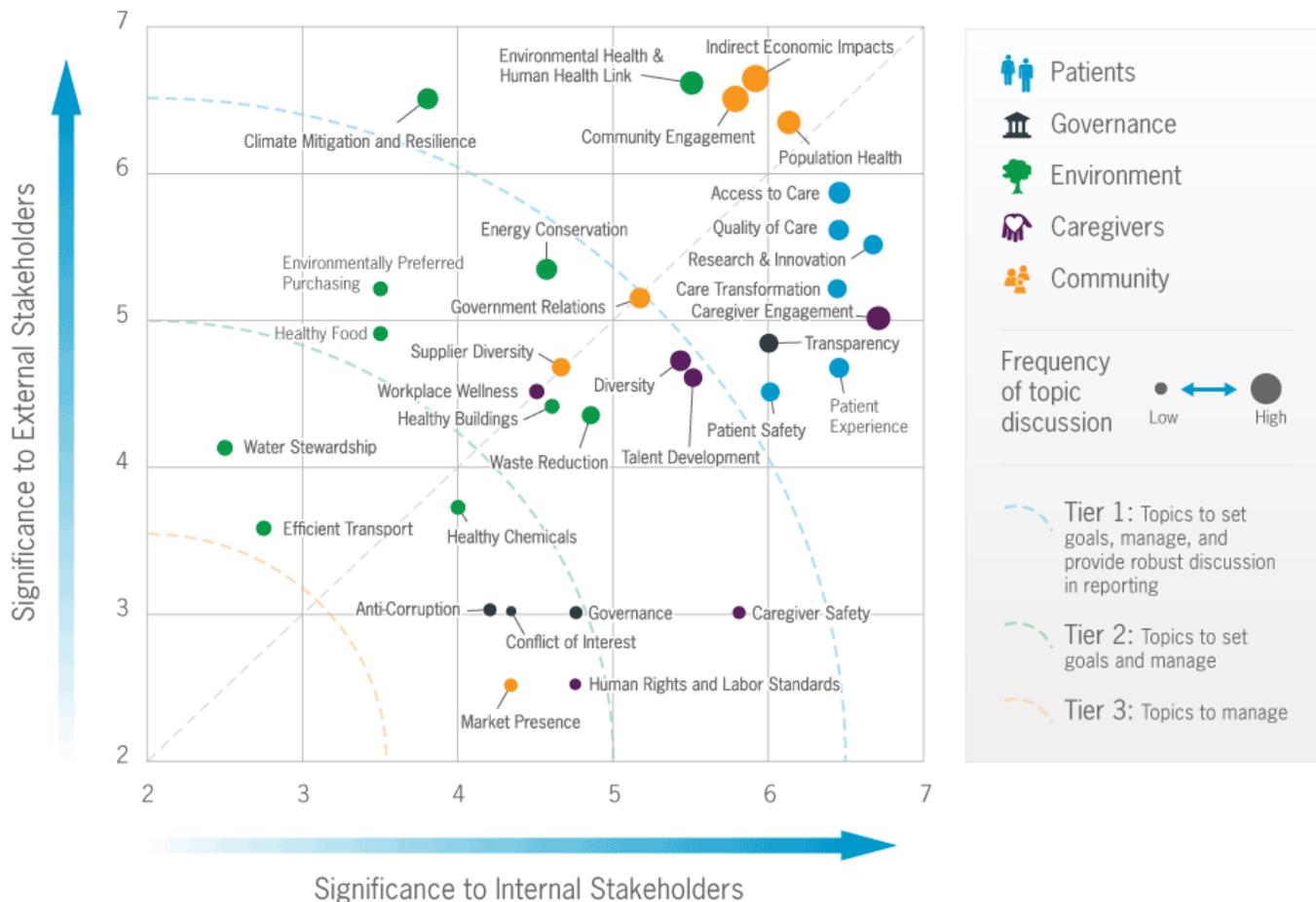
- American Heart Association
- American Lung Association
- Our top suppliers
- City of Cleveland
- Cleveland Foundation
- Department of Energy
- Environmental Protection Agency
- Evergreen Cooperatives
- Health and Human Services
- National Institute of Health
- North Union Farmers Market
- Ohio Hospitals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

Materiality

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

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

Cleveland Clinic Materiality Assessment



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

The chart is divided into three distinct groups: topics to manage, topics to set goals and manage, and topics to set goals, manage and provide robust discussion in our reporting.

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

Generally, the most important topics discussed internally concerned our patients and caregivers, and our external stakeholders cared most about our community and environmental impacts. Where available, we have included robust discussion and reporting on the topics our stakeholders consider to be the most material to our operations in this year’s report. We will continue to use this materiality process to guide our reporting and data collection in the future.

Boundary

The disclosure aspects included in this report are material to our North American operations that are wholly owned and operated unless noted otherwise. We have designed this report specifically with stakeholder boundaries in mind so that the topics, metrics and stories that matter most to our stakeholder groups are prioritized within their respective sections. Each group showed the most interest in areas of the report with which they had a direct connection:

Patients are most interested in patient safety and quality of care indicators.

Caregivers are most interested in caregiver demographics and caregiver engagement stories.

Local community stakeholder groups are most interested in our contributions and impacts on our local communities.

Local and national environmental groups are most interested in our environmental performance and commitment to transparently reporting our progress.

Organizational Profile

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

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

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

In 2015, we operated:

- 13 hospitals located in Northeastern Ohio
- 150 outpatient locations including 18 Northeast Ohio outpatient family health centers and 3 health and wellness centers
- two specialized cancer centers in Mansfield and Sandusky, Ohio
- a hospital, family health center and medical office in Weston, Florida
- a health and wellness center in West Palm Beach, Florida
- a specialized neurological and urological clinical center in Las Vegas, Nevada
- a health and wellness center in Toronto, Canada.
- a 364-bed hospital in Abu Dhabi, owned by the Mubadala Development Company.
- 711 staffed beds and provide management services in cooperation with Abu Dhabi Health Services Company to the Sheikh Khalifa Medical City, a network of healthcare facilities in Abu Dhabi, United Arab Emirates.



Cleveland Clinic National & International Locations

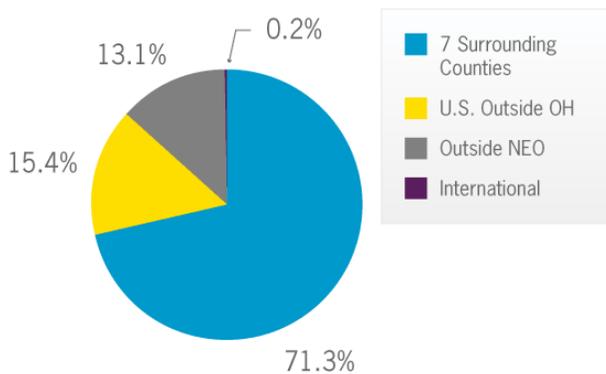


Who Are Our Patients?

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

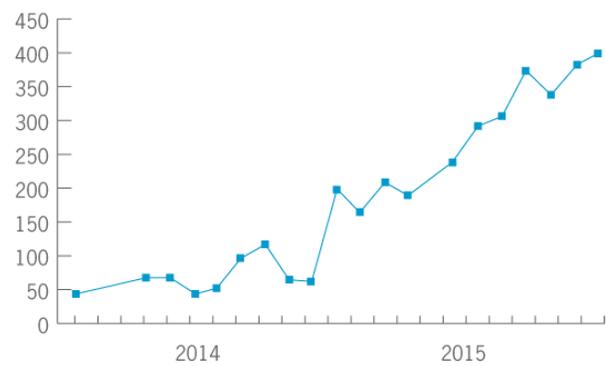
Cleveland Clinic Clinical Activity

Patient Distribution



The vast majority of our patients continue to come from seven counties in Northeast Ohio (Cuyahoga, Geauga, Lake, Lorain, Medina, Portage, and Summit). National Patients have increased by 1%

Virtual Visits



There were 4,200 virtual visits completed in 2014-2015. These include Express Care Online and post-op visits, Telestroke acute stroke response, neurological inpatient consults, patient requested second opinions and nutrition consults.

In 2015, 71% of patients came from Cleveland and seven adjacent counties. This distribution has remained consistent for the past several years.

Patients

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

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

Patient Experience

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

Patient Data

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

A Culture of Safety

Ensuring patient and caregiver safety and enhancing outcomes that matter most to our patients are goals shared by all healthcare providers. Cleveland Clinic embeds quality, safety and improvement principles into its culture through standardization, best practice sharing and multidisciplinary collaboration. Leadership supports caregivers to speak up and report any event, process or condition that causes harm or has the potential to cause harm or injury. Safety Event and "near miss" reporting provides the opportunity to improve practices and prevent future errors.

Cleveland Clinic assesses safety culture through a survey to caregivers and measures performance on these key themes:

- Communication Openness
- Handoffs and Transitions
- Management Support for Safety
- Non-punitive Response to Error
- Organizational Learning and Continuous Improvement
- Staffing
- Teamwork
- Workplace Safety

Cleveland Clinic enforces the national safety requirements designed for hospitals to provide safety from fire, smoke and panic. National safety requirements reduce patient and caregiver exposure to harmful cleaning chemicals and potential allergens such as latex.

Cleveland Clinic’s Department of Infection Prevention establishes and educates caregivers on policies such as equipment cleaning guidelines, influenza vaccination, and hand washing. Infection Preventionists partner with caregivers to ensure accountability to these practices and to reduce hospital-acquired infections.

Patient Safety Goals

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

Cleveland Clinic’s focus on reducing complications including post-operative blood clots has yielded strong and sustained results. Significant improvements are attributable to the diligence of the clinicians and their implementation of improved screening, prevention and treatment strategies. Increased local awareness and accountability are keys to sustainment.

Initiatives included revised radiology ultrasound orders to reduce unwarranted lower leg scans, improved utilization and compliance with compression devices, reduced missed doses of medications that prevent blood clots, and enhanced screening of hospital transfer patients.

Quality of Care

MEASURE	2015 TARGETS	2015 PROGRESS
30 Day Re-admission Rate	13%	13.5%

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

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

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

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

Standardizing Best Practices

Every caregiver is charged with continuously improving quality of care. Development and implementation of care paths has improved outcomes and care coordination while reducing unnecessary variations in clinical practice. These efficiencies continue to reduce the total cost of care.

Clostridium Difficile Reduction Success

Our challenge

Clostridium difficile (C. Difficile) is an important cause of infectious disease death in the United States. Prevention of hospital acquired C. difficile infection (CDI) requires multiple interventions including timely and judicious testing for disease, appropriate hand hygiene and isolation practice, and appropriate cleaning and disinfection of the hospital environment. Cleveland Clinic set an enterprise goal to help focus efforts to reduce CDI.

Our success

As a result of this project team's work, CDI counts across the health system dropped 25%. To bolster CDI reduction efforts, Cleveland Clinic participated in a collaborative in conjunction with the Centers for Disease Control and the Joint Commission. The team focused on education and awareness, environmental cleaning, electronic clinical decision support, and hand hygiene.

Care Transformation

Cleveland Clinic is creating a model for the future of healthcare by focusing on access, quality and affordability. Our care paths, care coordination, distance health and patient-centered medical home programs are helping us transform our care.

Patient Experience

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

Patient Experience Goals

MEASURE	2015 TARGETS	2015 PROGRESS
HCAHPS	90 th Percentile	75 th Percentile
HCAHPS Recommend Hospital	90 th Percentile	80 th Percentile

HCAHPS

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

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

Outpatient Experience Surveys

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

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

Ombudsman Office

Patients and families provide direct feedback through our Ombudsman Office, which helps to investigate and resolve patient concerns. The Ombudsman Office tracks and shares this information with our top administrators and uses it in annual physician and department reviews. Furthermore, the ombudsman intervenes to support Cleveland Clinic caregivers during difficult patient and family encounters so that the

clinicians may prioritize the patient’s clinical care needs in a safe manner designed to offer the best possible outcome.

The Center for Ethics, Humanities & Spiritual Care

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

Volunteer Program

Being a patient in a hospital can be a stressful experience. Our volunteer Ambassadors selflessly serve as a meaningful extension of our ‘Patients First’ principle. Their participation helps to reduce patient suffering and anxiety through creative programs such as High Tea for cancer patients and the Caring Canines program, featuring patient visits by specially trained and nationally certified dogs and their owners.



Voice of the Patient Advisory Council

Patients and caregivers form these councils to improve the service and quality of care at Cleveland Clinic. These councils meet regularly and provide real-time feedback and ideas to improve the ways patients experience care.

Patient Insight Communities

Cleveland Clinic began our Patient Panel in 2008 as an anonymous mechanism to gain insight into patients’ experiences and opinions. We currently have 5,000+ active panelists, including patients from nearly all 50 states and the District of Columbia.

Monthly Leadership Rounding

Cleveland Clinic leadership pursues patient and caregiver feedback through a formal monthly rounding program on inpatient units and outpatient clinics throughout the enterprise. All insights are coded for confidentiality, prioritized, and shared with appropriate caregivers, managers and leaders for follow-up.

Improving the Patient Experience

“We spend a lot of time thinking about how to define the patient experience, and perhaps the answer is that patients define their own experience. We just have to be willing to see it and adapt our models, delivery systems and care paths to them.”

— Adrienne Boissy, MD, MA, Chief Experience Officer

Cultural Shift

Cleveland Clinic recognizes the patient and the caregiver have reciprocal influence, and we believe this relationship is morally valuable. To nurture this connection and improve patient satisfaction, Cleveland Clinic began an initiative that partnered our institutes and community hospitals with the Office of Patient Experience (OPE).

Over the last several years, OPE has helped to support a concerted effort to build and sustain a culture of service excellence across the entire enterprise. Programs such as Communicate with H.E.A.R.T.® empower all caregivers to put patients and visitors first at every discussion, interaction and encounter by applying standard service behaviors.

Transparency

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

Standardization

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

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

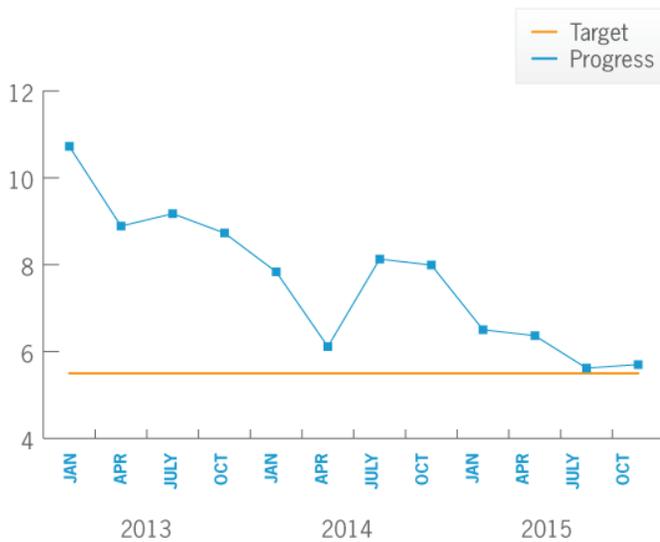
Patient Data

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

Patient Safety Indicators

Patient Safety Indicators

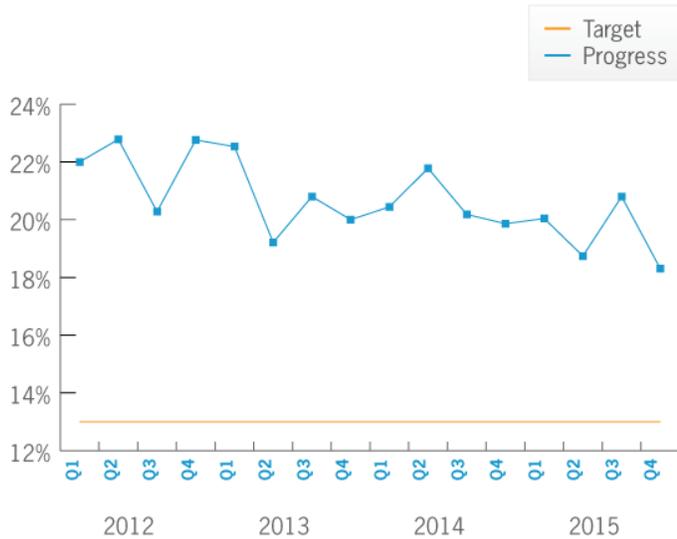
Venous Thromboembolism (VTE)
Rate Per 1000 Cases



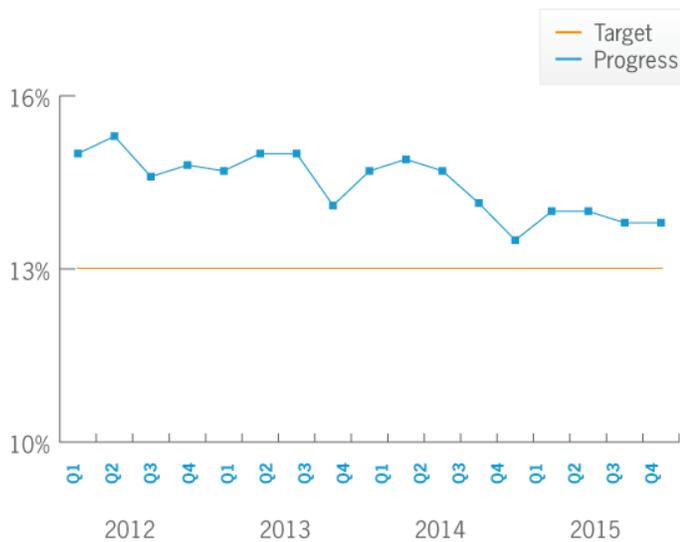
Patient Safety Indicators are used to track specific hospital complications. Cleveland Clinic's goal is to reduce these to the lowest values in the country

Readmission Rates

Heart Failure Re-Admission Rate



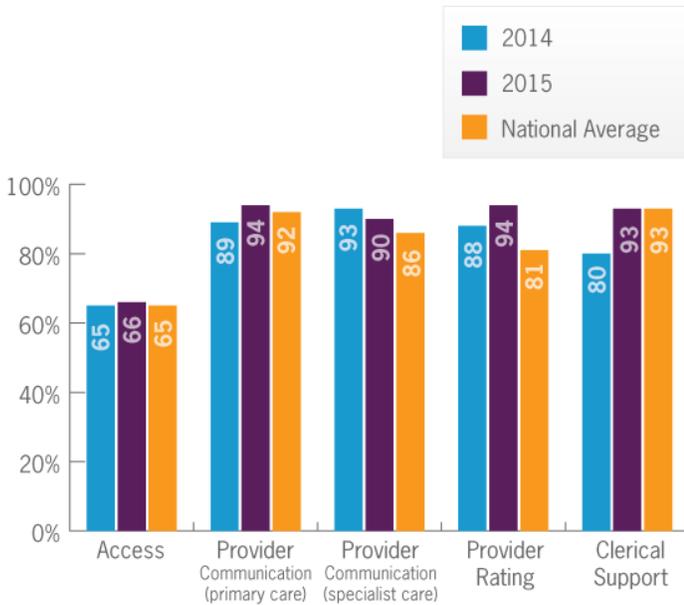
All Cause Re-Admission Rate



In 2015, our readmissions work continued to move us towards our enterprise goal of 13 percent. Efforts are underway to ensure discharge readiness for all patients.

Outpatient Satisfaction Scores

Outpatient Satisfaction Scores



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

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

Patient Experience: HCAHPS

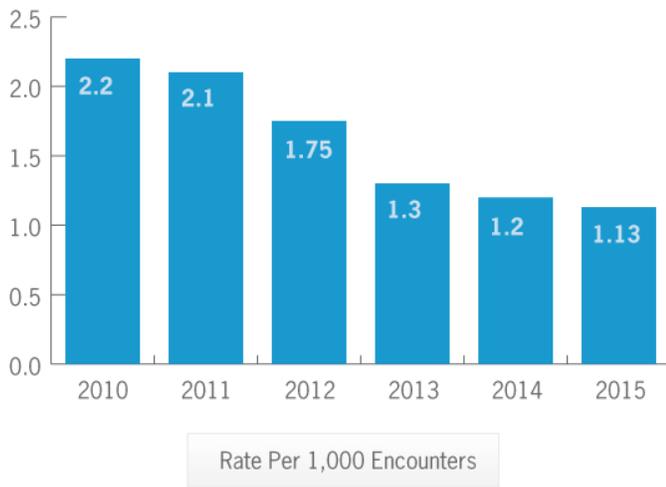
Patient Experience: HCAHPS



Cleveland Clinic's percentile rank in overall rating and likelihood to recommend the hospital continues to rise towards our goal of exceeding the 90th percentile. This chart shows percentile rank performance of our entire enterprise hospitals compared to national survey results by discharge year for all U.S. hospitals. Results are published quarterly by the Center for Medicare and Medicaid Services.

Complaints and Grievances

Complaints and Grievances



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

Care Transformation

The U.S. healthcare system is in the midst of an unprecedented transformation. We continue to draw upon our deep capabilities and spirit of innovation to lead the field in creating a model of healthcare for the future. Some of the most perplexing issues can be solved by answering the simple question: What is best for the patient? Our mission is to provide better access, quality, and affordability to all of our patients. Here is how we are working to achieve this goal:

Research & Innovation



Over the past 13 years, Cleveland Clinic has held a Medical Innovation Summit. The Medical Innovation Summit reflects Cleveland Clinic's longstanding commitment to innovation in healthcare. Each year, it offers thought-provoking panels, one-on-one discussions with influential CEOs, and discovery of market-ready technologies. Many in our field consider the Medical Innovation Summit to be the single essential meeting for innovation and technology at the leading edge. Each Summit has raised the understanding of new technology, its potential as medical products and established a meeting ground for innovation leaders worldwide to engage each other.

Carepaths



Care paths are multidisciplinary plans of care that limit variation in care and optimize outcomes. Providers base treatment on documented evidence or shared experience to deliver consistent value for a patient or population of patients.

The care path initiative focuses on three main objectives:

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

We currently have 95 care paths in development, and 35 undergoing operational pilots. Our Complete Care Program is a team approach that includes the patient, the surgeon and a Specialty Care Coordinator. This bundled treatment plan along with a bundled payment plan provides efficient care for the patient

Care Coordination



Every patient deserves the same safe, quality care at every encounter. Care coordination is a patient-centered, provider-driven, collaborative approach to cost-efficient healthcare delivery. Care coordinators provide high-risk patients with support to help them meet their clinical goals and achieve better outcomes. In the new value-based healthcare model, our caregivers work to help these patients achieve optimal health.

Distance Health



Technology is transforming where and how we practice medicine. Through distance health, Cleveland Clinic is bringing our care to more patients in more locations. We increased our telemedicine presence and opened more urgent care walk-in clinics throughout our community. Our efforts to enhance accessibility allowed us to see a record 6.6 million outpatient visits in 2015. Additionally, the number one ranked medical innovation of 2015 was the Mobile Stroke Treatment Unit. This high-tech ambulance brings the emergency department directly to the patient with stroke symptoms

Patient-Centered Medical Home



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

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

Medical homes exist at our Family Health Centers and on our main campus.

Caregivers

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

Cleveland Clinic works equally hard to care for our caregivers. The shifts in our industry have placed additional pressure on our caregivers, both nonclinical and those working with patients. Our employees are our most important resource, and with over 49,000 caregivers, Cleveland Clinic is committed to maintaining a healthy, sustainable, safe and engaged workforce.

Workplace Wellness

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

Employee wellness is not only focused on individual employees, but on programs designed to impact the health of both our caregivers and our patients. For example, Gentle Yoga and Relaxation Therapy are offered to nursing and medical staff in Liver Transplant Units to reduce stress. We encourage all of our caregivers to take advantage of these programs.

Talent Development

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

Caregiver Safety

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

Caregiver Engagement

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

Diversity and Demographics

Our diversity is our strength. We value a culture where caregivers integrate diversity and inclusion throughout the enterprise. We respect and appreciate our similarities and differences; they enable us to better serve our patients, one another and our global communities. In 2015, for the sixth year in a row we were honored to be ranked as one of DiversityInc's top 10 hospitals and health systems.

Workplace Wellness

In support of our caregivers, we offer:

Fitness

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

Nutrition



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

Gentle Yoga

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

Wellness Champions

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

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

Assistance Counselors

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

Healthy U

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

Tobacco Cessation Program

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

Educational Programs

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

Center for Integrative Medicine

Cleveland Clinic's Center for Integrative Medicine offers caregiver discounts on their services and treatment options to improve overall health and well-being.

Art Therapy

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

Talent Development

In support of our caregivers, we offer:

Development Opportunities

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

- Development course tracks for each level of leadership through the Global Leadership and Learning Institute
- Global Leadership and Learning Institute curriculum for executive and medical management training
- A robust career planning website for caregivers
- Blended learning opportunities using classroom, online and on-the-job formats
- Mentoring programs
- Accelerated development programs for high potential caregivers
- An Emerging Leader program for aspiring leaders
- Technical training in all clinical and technical fields

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

Tuition Reimbursement

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

Total Rewards

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

Performance Management

We strive to provide all of our caregivers with annual or biannual performance and development reviews from management. This allows caregivers and management the opportunity to address existing concerns and set performance and development goals for the future.

Employees Receiving Regular Performance Reviews

	2013	2014	2015
Overall	94.3%	98.5%	99.2%
Female	95.6%	99.8%	99.3%
Male	91.4%	97.2%	99.1%

Caregiver Safety

Environmental Health and Safety

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

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



Cleveland Clinic also protects our caregivers and patients through risk control efforts related to serious diseases. For example, Occupational Health promotes the health and safety of our caregivers through new hire pre-placement assessments, urine drug screenings, annual compliance, Tuberculosis testing, audiograms, as well as required immunization and flu vaccinations. In addition, we established a work restriction policy for caregivers with communicable diseases, a safety event reporting system and post-exposure guidelines and support for those exposed to blood-borne pathogens. Employees are encouraged to report all exposures and near-misses, and aggressive post-exposure follow-up procedures are followed.

EHS Data

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

OSHA Recordable Rate

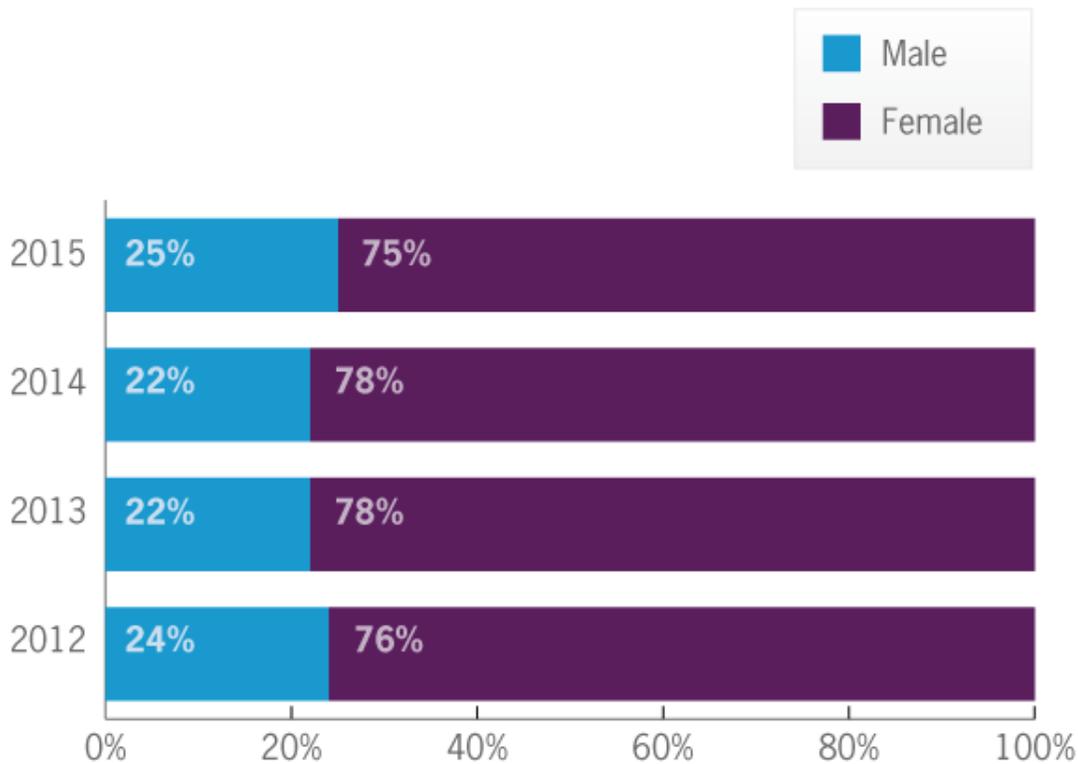


In 2015, Cleveland Clinic experienced another year of reducing injury rates. Our OSHA-recordable injury rate of 3.45 and a lost-time injury rate of 0.49 are well below the U.S. hospital average. The Bureau of Labor Statistics indicated the average hospital had an OSHA-recordable injury rate of 6.2 and a lost-time injury rate of 1.4.

Lost Time Injury Rate

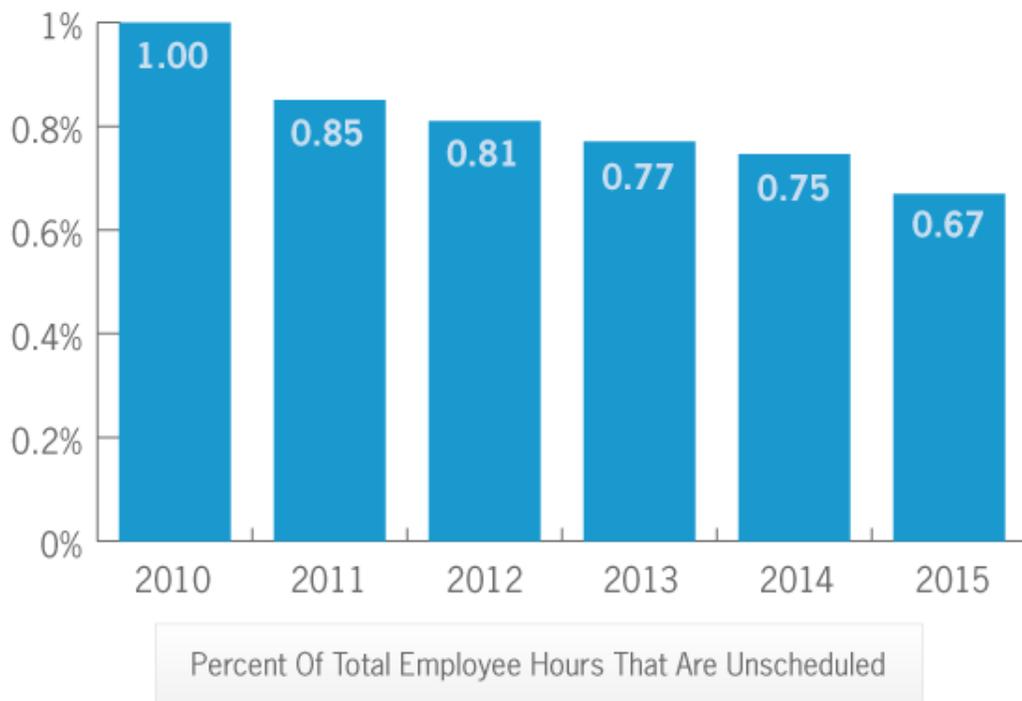


Employee Injuries By Gender



There were no work-related fatalities in 2015. Injuries by gender relate closely to our overall male/female employment ratios.

Absenteeism



Cleveland Clinic absenteeism, as measured by unscheduled paid time off (UPTO), continued to drop from 1.0 percent in 2010 to 0.67 percent in 2015. Absenteeism can be used to indicate employee health and wellness, employee engagement, job satisfaction and work-place effectiveness.

The Power of Every One

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

We all have the power to help, heal and change lives — beginning with our own. That is the power of the Cleveland Clinic team, and The Power of Every One. We believe people do their best in a workplace where they are valued, nurtured and encouraged to achieve. We take care of our caregivers and encourage them toward new heights of personal and professional satisfaction. In return, our caregivers make our enterprise stronger.



THE POWER OF EVERY ONE

Ohio Children's Hospitals' Solutions for Patient Safety (OCHSPS)

Cleveland Clinic Children's Hospital is a member of the Ohio Children's Hospitals' Solutions for Patient Safety (OCHSPS) a non-profit corporation established to achieve the vision of making Ohio the safest place in the nation for children to receive healthcare. OCHSPS members include all eight of Ohio's children's hospitals. To realize this shared vision, each of the participating hospitals committed to complete transparency and data sharing to foster an "all teach, all learn" culture.

Through implementation of the Network's best practices, children are being protected from harm. Since 2012, this national effort has led to an estimated savings of more than \$92 million and saved 4,746 children from serious harm, with a consistent upward trend in harm prevented every month as of September 2015.

OCHSPS also established an Employee Safety (ES) section, the first in the nation, with the goal to reduce 25% of the total recordable incident rate (TRIR) and zero serious employee harm events by 2020. Current focus areas include bloodborne pathogen exposures, slip/trip/fall prevention, push/pull/lift/carry injuries, patient interactions, and culture change. Member hospitals are expected to employ the same metric-driven leadership methods used to prevent patient injuries.

Hospital ES section representative attend and present at monthly webinars and periodic full-day learning session were they share metrics and best practices, and openly discuss successes and challenges. In 2015, the Ohio Children's Hospitals' the aggregate TRIR was 2.17. The national hospital TRIR is 6.2.

Enterprise Patient Falls Prevention Initiative

Falls can result in significant patient harm. In 2015, Cleveland Clinic established a multidisciplinary Enterprise Patient Falls Committee. The Enterprise fall goals are 0 patient falls with significant harm, 90% of patients identified as a fall risk had a fall management plan in place by the end of 2015, and we implement interventions that will support a 15% decrease in all patient falls (inpatient and outpatient) in 2016.

Caregivers can be injured while attempting to prevent a fall or while lifting a fallen patient. Programs that prevent patient falls will help prevent related caregiver injuries. One team focused on how the physical environment might contribute to falls. The team developed assessment tools for inpatient and outpatient areas and made facility design recommendations, including adoption of the Facilities Guidelines Institute (FGI) Patient Handling White Paper. Work on this important initiative continues into 2016.

Bloodborne Pathogens

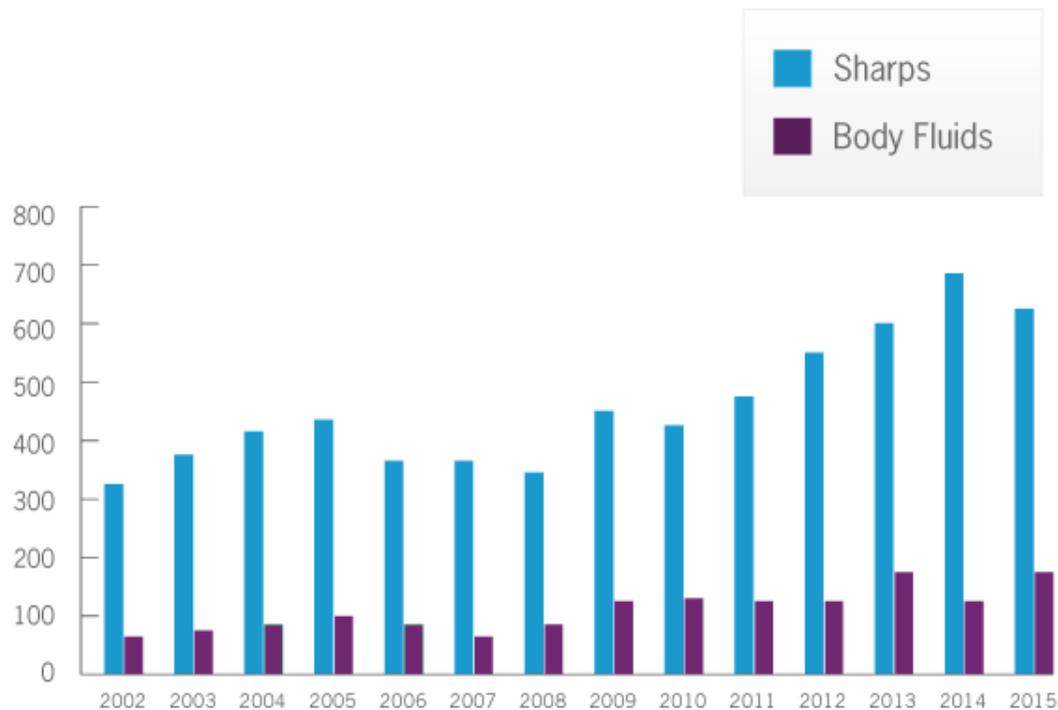
Bloodborne pathogen (BBP) exposures cause the greatest number of injuries at Cleveland Clinic and reducing these exposures is our goal. In 2015, an enterprise steering committee was established to provide executive oversight, advocacy, support, common messaging, performance expectations, and decision making for the initiative. Education, audit/feedback, and equipment/environment sub-teams were established to focus on specific elements of BBP exposure reduction. An implementation guide was developed, and a goal of reducing bloodborne pathogen exposures by 20% from 2014 was established. In addition, the definition of bloodborne pathogen was expanded from the OSHA regulatory definition to exposure to any body fluid including urine, feces, spit and vomit.

Local prevention teams are being rolled out in three phases. The first phase covered 31% of enterprise BBP exposures and consisted of five Main Campus Institutes and four Regional Hospitals. The second phase covered 58% of exposures and includes the remainder of the Main Campus Institutes and Regional Hospitals. The third phase covers the ambulatory surgery centers (ASCs), Weston (Florida) and Akron General Medical Center. Best practices are shared monthly among the various local prevention teams.

A work unit based bloodborne pathogen trainer course was revised to create a more active role for the trainers, and 145 Bloodborne Pathogen Exposure Prevention Champions were trained in 2015. Champions are expected to review personal protective equipment use, evaluate sharp safety equipment for their work units and report their findings to their local prevention team and the Education Subcommittee. They are also expected to work with caregivers on their units to develop an individual BBP exposure reduction goal. Bloodborne pathogen exposure numbers are distributed throughout Cleveland Clinic so employees can see how exposures are occurring and take steps to prevent future exposures.

Exposures at the Main Campus in 2015 increased by about 11% over 2014 exposures, but this may be due to the expanded definition of exposure and increased caregiver focus on reporting. The chart below shows Occupational Safety and Health Administration (OSHA) regulatory definition exposures, and the increase is less. The goal for 2016 is set at a 25% reduction, and exposures will be monitored carefully in 2016 to see if the reduction efforts implemented are effective.

Number of Blood Borne Pathogen Exposures



A.L.I.C.E.

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

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

The A.L.I.C.E. Active-Shooter Response training has been a huge success with Cleveland Clinic caregivers. Every new caregiver and contracted vendor participates in training, and over 49,000 caregivers receive an annual refresher course.



Alert
Lockdown
Inform
Counter
Evacuate

Victim Advocate Program

In 2014, Cleveland Clinic's Police Department secured Victims of Crime Act grant funding for our Victim Assistance Program. This program is dedicated to providing Cleveland Clinic patients, visitors and employees with support, education, and resources to cope in the aftermath of a criminal offense. The Victim Assistance Program continued to offer these services in 2015 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.



Caregiver Engagement

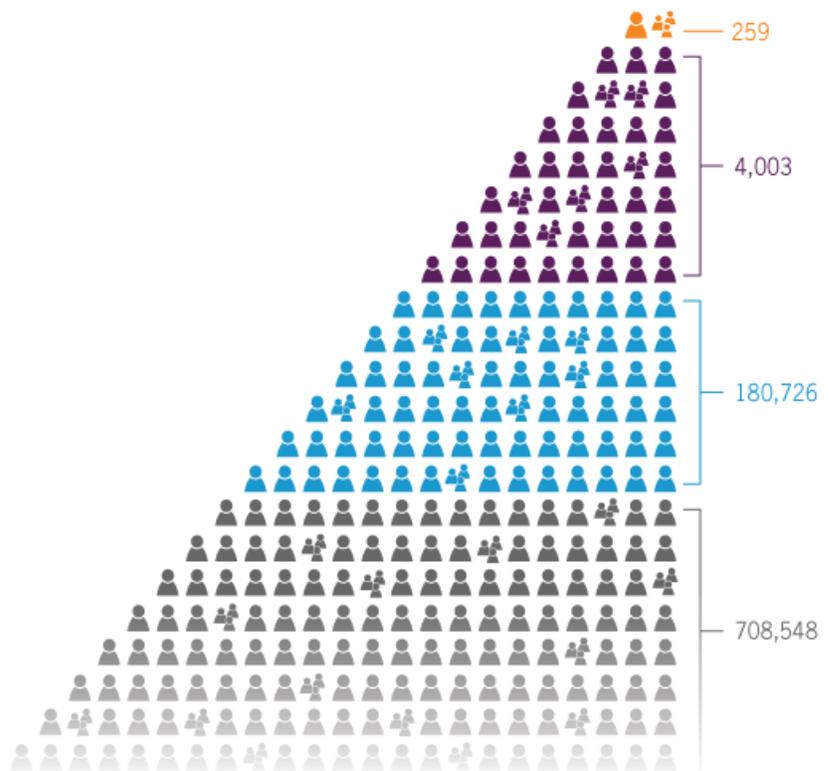
How We Engage

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

Caregiver Celebrations

4 Tiers of Caregiver Celebrations

-  Tier 4: **Caregiver Awards**
Annual "Best of the Best"
-  Tier 3: **Excellence Awards**
Quarterly institute-level managers nominate top performing individuals and teams
-  Tier 2: **Honors Awards**
Managers provide awards for outstanding behavior and performance
-  Tier 1: **Appreciation Awards**
Awards received from other caregivers



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

Recipient Highlights

In 2015, Dr. Toby Cosgrove presented the prestigious CEO Awards to two teams - the VTE, (Venous Thrombo Embolism) Prevention Team from the Quality and Patient Safety Institute, and the Weston Transplant/OR Team from Cleveland Clinic Florida.

Hospitals everywhere struggle with post-operative blood clots. The incidence of VTE has become an important quality metric in and outside of the organization. To meet this challenge, the Clinical Transformation Institute formed a VTE Prevention Team. It included staff physicians, nursing, pharmacy and the Clinical Systems Office. The team worked as a unit to develop a data-based solution to identify at-risk patients and provide appropriate interventions. They enhanced prevention, increased accountability, visibility and collaboration among VTE stakeholders. As a result of their efforts, there were 95 fewer cases of VTE in 2014 – a full 22% reduction. The work of this outstanding team will continue to save lives and prevent suffering in the years ahead. Only three years ago, there was no transplant program at Cleveland Clinic Florida. Many patients who needed heart, kidney or liver transplants had to travel outside of South Florida for their care. Once these programs were approved, the Weston Transplant/OR Team hit the ground running. From 16 cases in 2011, they ramped up to 58 in 2014 – with excellent outcomes. The team is on track to perform over 150 or more transplants in 2015.



Additionally, Adam Patsko, Radiation Therapist from the Taussig Cancer Center Institute, received the Patient Recognition Award and Heidi Raynor, Medical Secretary in the Heart and Vascular Institute, received the Gladys Gibson Award. Brian Donley, MD, Cynthia Deyling, MD, Adrienne Boissy, MD, Leonard Calabrese, MD, and Tarek Elsayy, MD presented at the ceremony with Matthew Majernik as the Master of Ceremonies. Caregivers enjoyed a reception, dinner, videos and entertainment.

EcoCaregiver™

EcoCaregiver™

The EcoCaregiver™ employee engagement program was designed to build a culture of sustainability within Cleveland Clinic to reduce cost, waste and emissions while providing the highest quality medical care. In 2014, we launched an enterprise wide EcoCaregiver™ Training: Energy Savings & You. This mandatory training on energy demand management is required for all caregivers and continued throughout 2015. Nine months post-launch, more than 49,000 caregivers across the enterprise have completed the training. This 15-minute module will be updated and reassigned annually for all caregivers, including staff. It reinforces an organizational expectation for an environment of energy conversation and emphasizes the importance of individual caregiver contribution to our energy demand reduction goals. In addition to the training, we have developed a robust communications campaign to prompt desired workplace behaviors.

How We Engage

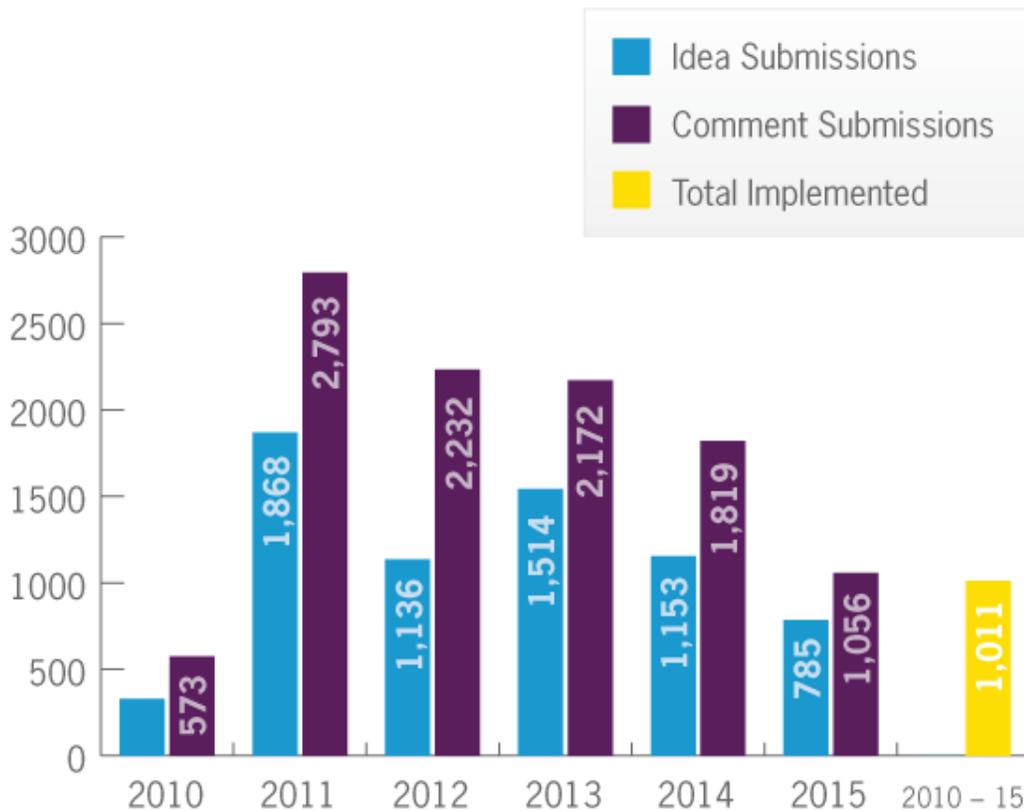
Engagement with Dr. Cosgrove

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

MyTwoCents

Caregivers contribute to MyTwoCents, an online forum to provide feedback and make suggestions for improvements. Since 2010, more than 6,000 ideas have been submitted, with over 800 caregiver ideas being implemented. These submissions have realized over \$2.5 million in savings, with projected future additional savings of nearly \$3.5 million.

MyTwoCents



Engagement Advisors

Our engagement program includes leveraging enterprise wide engagement coaches who partner with managers to support a collaborative team environment. They work together to develop clear communication methods, set well-defined role expectations and team priorities, and develop other strategies at the unit level.

Leadership Rounding

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

Annual Caregiver Surveys

Press Ganey has administered our patient experience surveys for several years, so we recently transitioned to them for our combined caregiver engagement and culture of safety surveys as well. This approach better aligns results to the patient experience and improves patient care.

The streamlined survey approach reduced survey fatigue and identified system-wide drivers of engagement to help focus our efforts while helping us to determine engagement levels across our clinical and non-clinical caregiver population. Now, more than ever, the enterprise connects the dots between safety, engagement and patient satisfaction.

Diversity and Demographics

Cleveland Clinic, a large, multi-disciplinary healthcare system, endeavors to create an inclusive organization that provides the best care and outcomes for our patients and promotes engagement through the best work experience for our caregivers. Achieving this as a global healthcare provider requires creating and sustaining a culturally competent workforce. As demographics continue to change with ethnic and racial minorities becoming majority populations by 2042, Cleveland Clinic recognizes it is crucial we track REaL (Race, Ethnicity, and Language) data metrics. This is an additional method applied across the enterprise to provide the best care for our patients, caregivers and the community. Programming from the Office of Diversity and Inclusion (ODI) complements our efforts in building and sustaining a culturally competent and diverse caregiver population. In 2015, for the sixth year in a row, DiversityInc. recognized Cleveland Clinic as one of the top 5 healthcare systems for diversity and inclusion.

The support of the Executive Leadership for ODI provides opportunity to promote and grow our community partnerships in an effort to impact the economic vitality of our diverse communities. The annual Martin Luther King Jr. Day of Celebration hosts more than 650 community-wide participants and caregivers and delivers a message of equity and equality for all. Celebrate Sisterhood is an event acting as a catalyst for multicultural women to self-manage and advocate for their health transformation. The impact of the October 2015 event is reflected by the attendance of over 800 participants and more than 1,200 health screenings conducted for those in attendance. Annually, ODI acts as a major sponsor for the Diversity Center of Northeast Ohio's Diversity Walk, Rock & Run and provides health screenings, information and participation for over 7,000 community-wide attendees.

Employee Resource Groups

Cleveland Clinic has 11 ERGs across the enterprise and 19 location-specific Diversity Councils (DCs). The ERGs and DCs sponsor strategic programming that increases awareness of the healthcare and wellness needs of our diverse patient population and provide caregivers with the opportunity to increase their cultural competence. Additionally, these groups raise awareness of health disparities and inequitable care that may exist in the organization and across the communities served. Two of Cleveland Clinic's ERGs were recognized by the National Association of ERG and Councils for their contributions and achievements in leading organizational diversity processes and demonstrating results in the workforce, workplace, and marketplace. Both ClinicPride (#17) and SALUD (#23) were among the top 25 ERGs recognized nationwide.



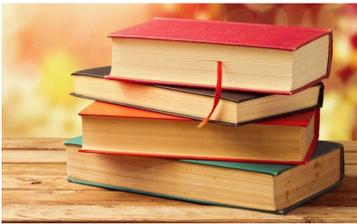
The ClinicPride (Lesbian, Gay, Bisexual, Transgender, Allies – LGBTQA) Employee Resource Group recognized the barriers to receiving equitable LGBT care and therefore devised a strategic plan to address LGBT health through a virtual LGBT Health site. Launched in June 2015, the site was created to provide information on health disparities in the LGBT populations, community resources, and a list of Cleveland Clinic physicians with specialty interest in LGBT healthcare.

The African American Employee Resource Group (AAERG) is a system-wide, employee-led group for Cleveland Clinic's African American caregivers. In addition to hosting educational forums to raise awareness about health disparities and wellness, the group's primary aim is to support Cleveland Clinic's diversity and inclusion strategy to retain, develop and promote minority talent. To achieve this, the AAERG launched an annual Professional Development Workshop Series for front-line caregivers. The third workshop held in 2015 resulted in 30 front-line caregiver participants.



In 2015, SALUD, the Hispanic/Latino Employee Resource Group, developed the 1st fully bilingual health and wellness youth outreach program in Northeast Ohio, ACTIVOS, which means “being active” in Spanish. ACTIVOS seeks to engage youth to become physically active and inspire them to adopt health behaviors by incorporating fun, educational dialogues and fitness activities with incentivized awards and prizes. This is an Institutional Review Board (IRB) approved program that focuses on impacting obesity, diabetes, and asthma rates in youth. The 2015 program metrics illustrate improved BMI indicators of participants by 56%.

Language Enrichment Programs



Language differences can interfere with a clinician’s ability to communicate with patients, colleagues and visitors. The Office of Diversity and Inclusion’s analysis of REaL (Race, Ethnicity, and Language) data indicated the need to develop Spanish and Arabic language skills of caregivers, based on the population served. Through in-person and online Language Enrichment Programs, the Office of Diversity and Inclusion seeks to enhance communication skills of physicians, nurses, administrators, and allied health professionals, to improve and enhance patient

relationships and experiences.

Courses include Spanish for Healthcare Professionals, Basic & Intermediate Arabic, Accent Modification, and English as a Second Language. In 2015, participants demonstrated a 40% increase in knowledge and language skills.

Cultural Competence Training

Cleveland Clinic strives to create the most culturally competent caregivers to provide the best patient care and promote how we effectively work with each other. Instructor-led training is available throughout the year in both scheduled and customized offerings. Some of the trainings include New Leader Orientation, Foundation for Diversity & Inclusion, Bringing Your Whole Self to Work, Cultural Differences at End of Life, and Disability Etiquette.

As we continue to expand our cultural competence at Cleveland Clinic, the Office of Diversity and Inclusion created the “Unconscious Bias Subcommittee” comprised of key leaders and updated our cultural competency training required for all caregivers. This initiative builds the foundation to address Healthy Equity, Health Disparity, and Population Health at all levels of our system.

An online Diversity and Inclusion module created by and for Cleveland Clinic caregivers is completed by all new hires and existing employee caregivers. All caregivers are required to complete this module on an annual basis.

Pipeline Programs

Increasing the enrollment of underrepresented minorities (URM) in the health professions is of increasing importance and urgency. Cleveland Clinic takes an innovative approach to foster the continuing education and development of URM talent into healthcare through a myriad of programs for talented high school and college students. These Science, Technology, Engineering, Math, Medicine (STEMM), and Dentistry diversity pipeline development programs provide students interested in futures within the healthcare industry with career information,

team-based experiential learning, problem-solving expertise, enhancing professional etiquette, and coaching/mentoring from medical and business professionals.

One such pipeline program, the Charles R. Drew Saturday Academy in collaboration with Health Legacy of Cleveland Incorporated, is a 12-week enrichment program held on consecutive Saturdays in the first quarter of each year. Success has been measured in 2015 by Student Survey Summary results of 4.8 out of 5 and Parent Survey Summary results of 4.7 out of 5 overall satisfaction with this program.

Another of these programs is Clinic Solutions, a think tank for URM undergraduate and graduate-level college students majoring in finance, accounting, marketing, information technology, business administration, and other business-related fields. Participants are teamed to address relevant healthcare challenges in a mini-case competition for scholarship dollars.

Caregiver Demographics

Cleveland Clinic hires extensively from our local talent. In 2015, Cleveland Clinic employed 49,000 caregivers, over 94% in Northeast Ohio.

Human Rights and Labor Standards

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

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

Under Cleveland Clinic policy, employees are entitled to file complaints relating to possible discriminatory treatment or other violations of policy with their managers, Human Resources and/or our confidential Compliance Reporting line. Investigations take place after each report is made, and corrective action is taken as necessary. Employees are also entitled, by law, to submit complaints regarding alleged discriminatory actions with various state and federal agencies. During the calendar year 2015 no findings of probable cause were issued by any administrative agency.

Cleveland Clinic’s compensation system is designed to provide wages that are externally competitive and internally equitable; it includes a review process for any market-driven salary offer that has the potential to disrupt internal equity. Cleveland Clinic offers an integrated, competitive and comprehensive benefits package that applies to substantially all part-time and full-time caregivers who are scheduled to work at least 40 hours per two-week pay period, with the exception of short-term disability and long-term disability benefits that are only available to full-time caregivers. All caregivers with the exception of students, residents/fellows and research associates participate in a noncontributory, defined contribution plan to assist with long-term financial planning and retirement. Cleveland Clinic’s contribution for the plan is based upon a percentage of caregiver compensation and years of service. Cleveland Clinic also sponsors a defined contribution plan, an employee-guided investment fund (403b), which is available to full-time, part-time or PRN caregivers and has a participation rate of 80%. This plan matches caregiver investments in the fund at a rate of 50 percent, up to 6 percent of employee contribution. As plans change over

time, employee contributions and benefits in defunct plans are frozen and future withholdings utilize active plans.

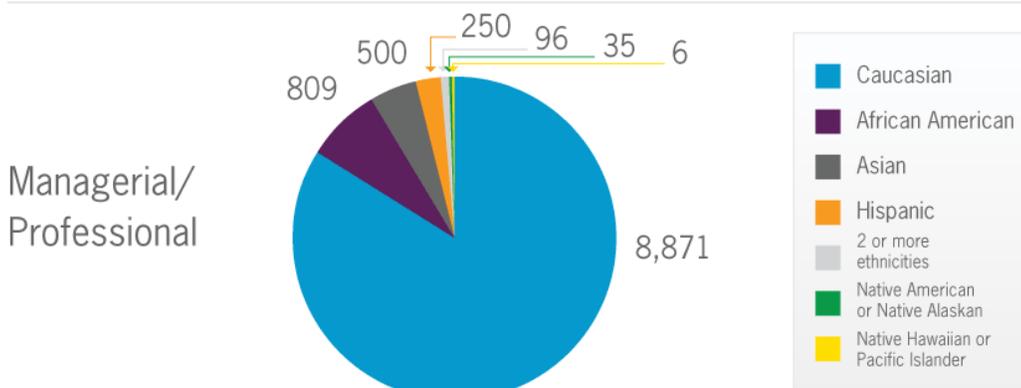
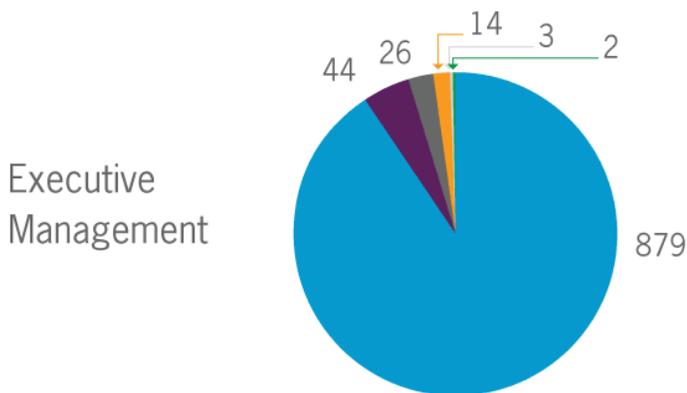
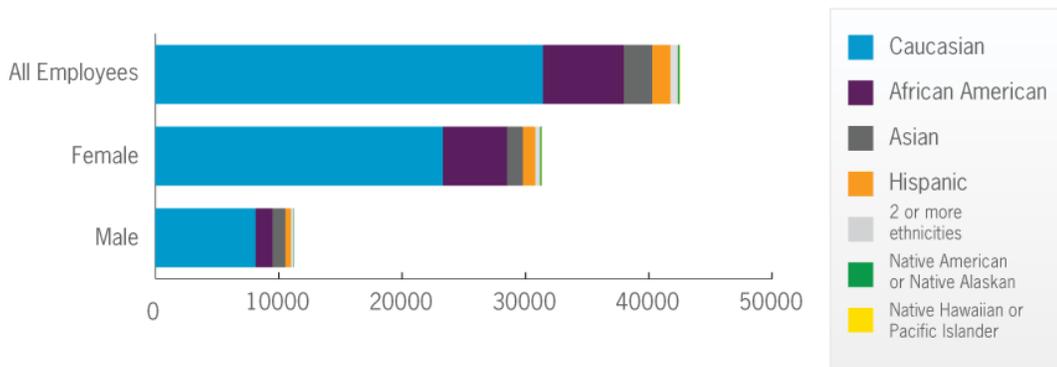
Our policies prohibit off-the-clock work for non-exempt caregivers, as well as supervisory behavior that permits, encourages or requires off-the-clock work. Our timekeeping systems and policies are designed to comply with applicable federal and state regulations regarding pay, including accurate calculation of overtime compensation. Human Resources policies address appropriate use of independent contractors, student interns and hospital volunteers. We adhere to state regulations regarding working hours, duties and breaks for caregivers who are minors. Prior to commencing employment, every minor under the age of 18 must possess a valid Age and Schooling Certificate (work permit) unless otherwise exempted as stated in Chapter 4109 of the Ohio Revised Code. Ohio law restricts the hours of work of minors and prohibits their employment in occupations that are considered hazardous to their health.

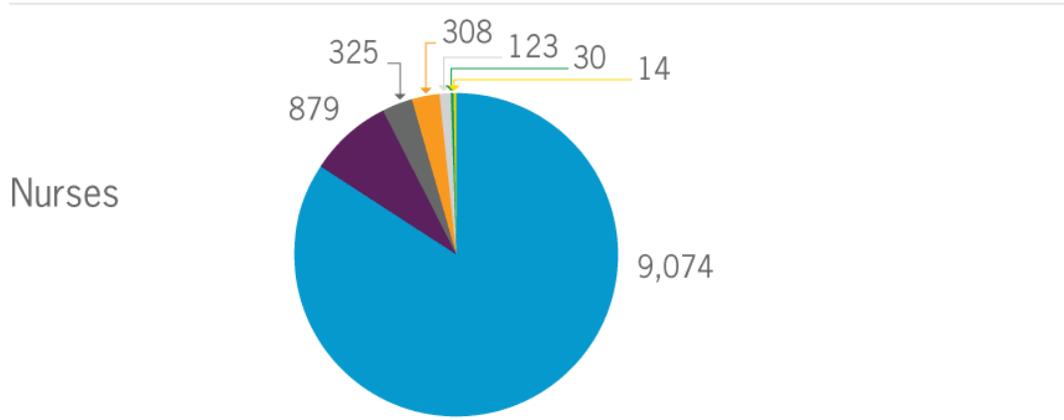
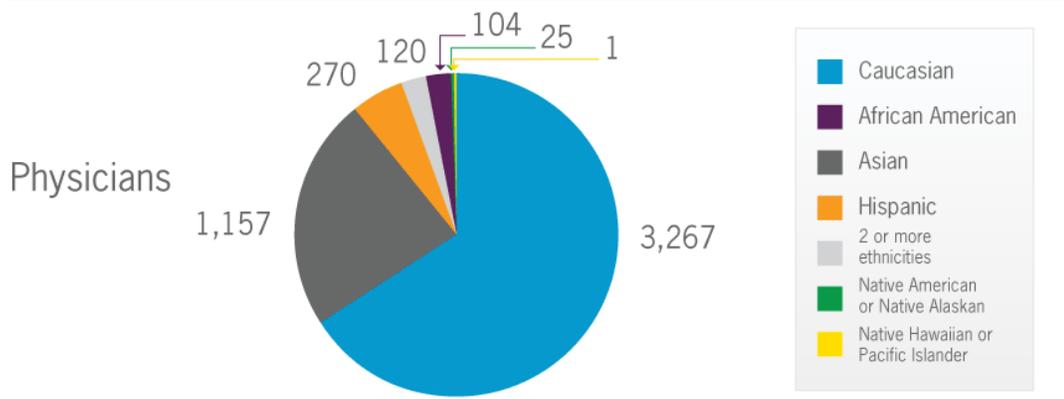
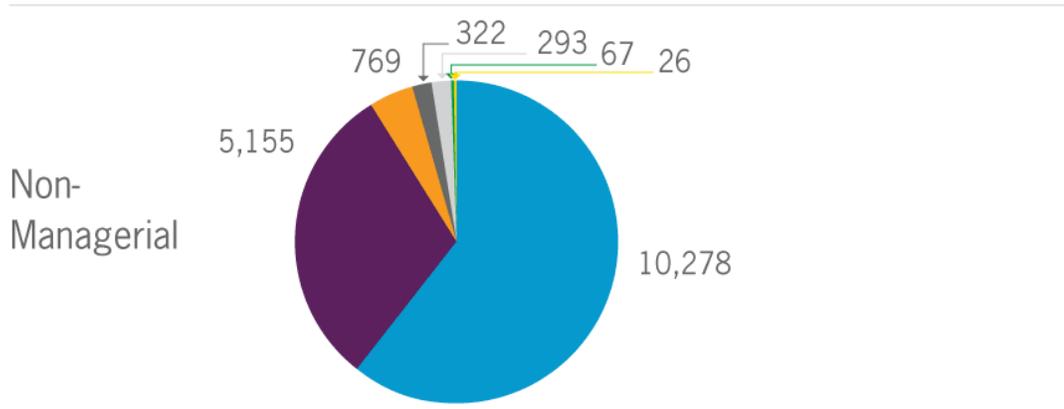
Caregiver Demographics Data

In 2015, Cleveland Clinic employed 44,142 caregivers and 94% were employed within Northeast Ohio. From across the U.S. 74% of all caregivers are women, 26% of all caregivers are men, 82% of all U.S. caregivers are full time, 18% of U.S. caregivers are part time employees and approximately 0.44% of our caregivers are part of a union. In late 2015, Cleveland Clinic joined with Akron General Health System increasing our caregiver total to 49,166.

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

2015 Employee Counts by Ethnicity*





*Caregiver totals do not include Akron General

2015 Employee Counts and Turnover by Gender and Region*

2015 Employee Counts by Region

	REGION		
	FLORIDA	NEVADA	OHIO
All Employees	2,607	122	41,413
Female	1,916	92	30,535
Male	691	30	10,878
New Hires	741	42	7227
Turnover	472	29	5748

*Caregiver totals do not include Akron General

2015 Employee Counts and Turnover by Age Group and Gender*

2015 Employee Counts by Age Group

	AGE GROUP		
	<30	30 – 50	>50
All Employees	8,489	21,612	14,041
Female	6,423	15,670	10,450
Male	2,066	5,942	3,591
New Hires	3,981	3,218	811
Turnover	1,830	2,941	1,478
Female Turnover	1,370	1,995	1,098
Male Turnover	460	946	380

*Caregiver totals do not include Akron General

Community

We are dedicated to strengthening our communities through our:

Community Impacts

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

Community Relations

Government and Community Relations' (GCR) Let's Move It initiative is GCR's strategy for improving the overall well-being of the residents in the communities Cleveland Clinic serves by positively "moving the dial" on healthy lifestyles, education, economic vitality, legislation and policy. Community Relations consists of two teams:

- **Regional Community Relations:** engages communities served by Cleveland Clinic's family health centers and regional hospitals.
- **Community Outreach:** engages communities served by Cleveland Clinic main campus.

These two teams work with internal and external partners to provide health initiatives, education and resources to benefit all of Northeast Ohio. These include wellness programs, educational health talks and support groups, chronic disease management services, health assessments, clinical screenings, health coaching and community service opportunities for Cleveland Clinic employees.

Government Relations

Government Relations consists of two functions: Government and Policy. These two teams work 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 .

Community Impacts

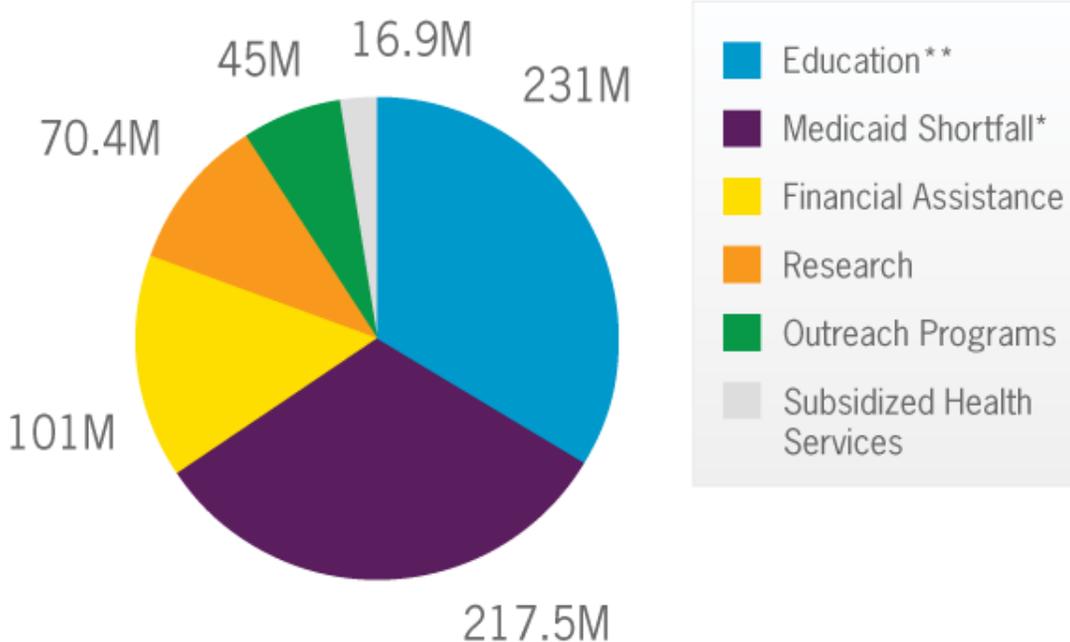
Cleveland Clinic is a nonprofit, multispecialty academic medical center with a proud history of serving the needs of the residents of our communities. Cleveland Clinic serves the community by engaging in a broad range of medical research, education, training programs, and supporting community health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

Community Benefit

In 2014, our community benefit contribution totaled \$681.8 million.

2014 Community Benefit

\$681.8 Million



*Net of HCAP benefit of \$9.1M

**Research and Education expenditures are partially off-set by \$138.7M of grants and other external funding.

Includes all Health system operations in Ohio, Florida and Nevada

* At the time of publication, 2015's benefit contribution was unavailable.

Our current **Community Benefit Report** can be viewed [here](#).

Community Health Needs Assessments

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

Economic Impact

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

Local and Diverse Spend

Local Procurement

	2015 DOLLAR AMOUNT	% OF TOTAL
Total Procurement	\$1,915,613,295	100%
Vendors in Cuyahoga County	\$380,930,127	20%
Vendors in the City of Cleveland	\$176,517,162	9%
Vendors located outside Cuyahoga County	\$1,534,683,168	80%

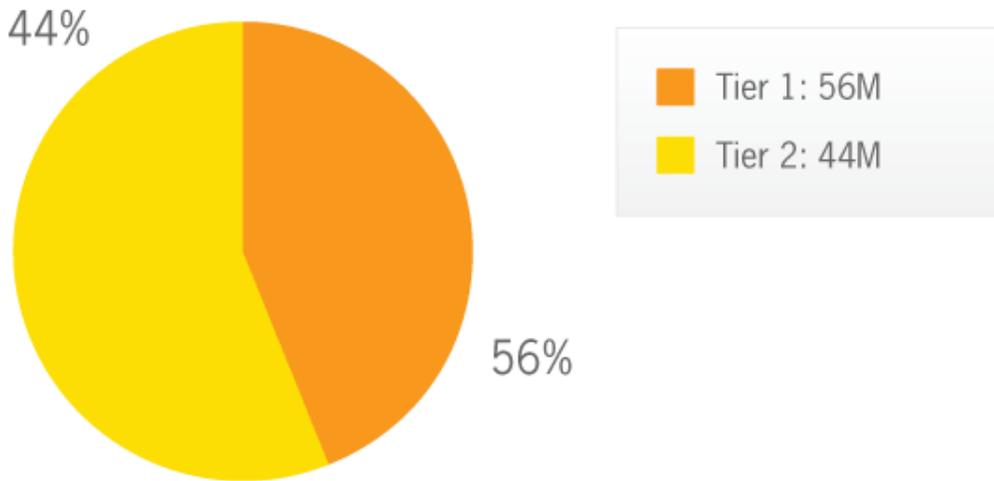
Reaching out to organizations that meet and support supplier diversity remains a proactive business process at Cleveland Clinic. Our supplier diversity strategy supports our commitment to care for the communities we serve. It allows us to leverage our purchasing to drive economic inclusion for qualified diverse suppliers.

In 2015, we saw a deepening of our supplier diversity strategy. An update to our vendor handbook – which all suppliers are contractually obligated to follow – now includes explicit expectations of diverse spend by our suppliers at the Tier 2 level. We simplified our reporting of diverse spend, thus opening up more categories to inclusion in our efforts to grow a more diverse supplier base. In addition to working to create more opportunity for minority-, women-, and veteran-owned firms, we added Historically Underutilized Businesses (HUB)-Zone and LGBT-owned businesses to our focus.

Our construction mentor-protégé program completed its second year of pairing promising minority-owned construction management and design firms with larger mentor firms. We are partnering to grow the capacity and experience within healthcare of the minority firms over time and have seen several success stories from this effort. We continue efforts to build a strong diverse supplier pipeline in construction through set-aside bidding and the introduction in 2015 of Job Order Contracting.

Since 2010, we've spent over \$558 million with certified diverse suppliers, \$100 million in 2015 alone. Going forward, we will continue efforts to get more of our suppliers to engage diverse suppliers at the Tier 2 level, to utilize specialized programming to aid in the development of our supplier base, and to introduce more innovation from diverse suppliers into our procurement environment.

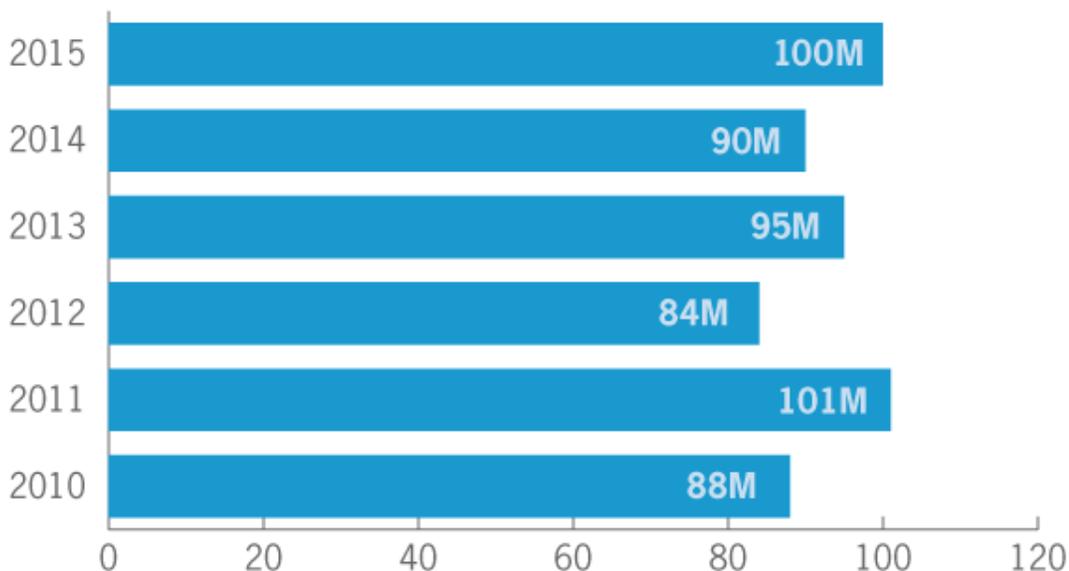
2015 Total Diverse Spend



In 2015, Cleveland Clinic saw its total diverse spend reach the 100 million mark for the second time in the last six years.

In fact, Cleveland Clinic has generated at least 85 million in diverse spend each year since 2010.

Total Diverse Spend (since 2010)



Mobile Food Pantry

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

The East Cleveland community is a “food desert,” lacking easily accessible grocery stores that provide fresh produce. This disparity impacts the community through high rates of obesity, diabetes and hypertension. The Mobile Food Pantry provides healthy meal options for families, promotes healthy eating and improves health outcomes. In 2015, we maintained the Mobile Food Pantry year round, moving the pantry inside during the cold months when there is even less availability of fresh produce in the community. We have also teamed up with Coit Road Farmers Market to provide free cooking and exercise classes during each Mobile Food Pantry. The cooking class utilizes produce from the Pantry to teach families how to cook it in healthy ways and the exercise class incorporates normal household items into a routine that can be done at home without any special equipment.

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

Each month, the Greater Cleveland Food Bank provides STJHC with 10,000 to 12,000 pounds of fresh produce to feed 150-200 families. In 2015, STJHC’s Mobile Food Pantry served 1,817 families and 4,419 individuals. The pantry is staffed by over 300 volunteers from across the Cleveland Clinic enterprise and surrounding community, including the East Cleveland Fire Department. The Mobile Food Pantry hopes to expand the model to other Cleveland Clinic Family Health Centers.



Community Relations

An overview of programs and initiatives offered throughout Northeast Ohio by our Community Relations Department.

Enterprise Wide Service Events

We offer quarterly enterprise wide service events that give our caregivers the opportunity to give back to the communities we serve.

Cleveland Clinic's Harvest for Hunger Campaign

Through the generosity of caregivers throughout the Enterprise, Cleveland Clinic's 2015 Harvest for Hunger campaign raised \$58,229, providing nearly 233,000 nutritious meals for our neighbors in need throughout Northeast Ohio. In addition, 5,423 pounds of food were donated and provided an additional 4,519 meals. Above and beyond that amount, the collections for Brunswick and Medina went directly to Feeding Medina: \$5,816.00 and 77.5 pounds of food. The food donation for Willoughby Hills went to Lake County's food needs directly, totaling 125 lbs. Of the more than 600 companies participating, Cleveland Clinic was among the Top 10 in fundraising.



Habitat for Humanity and Rebuilding Together Volunteer Days

Among the many summer outreach initiatives managed through Community Relations, two community service days in 2015 were well attended by caregivers from throughout the Enterprise. In July, Habitat for Humanity and Cleveland Clinic volunteers assisted homeowners on East 83rd Street, right in the heart of Fairfax, and refurbished, painted, and landscaped more than a dozen homes and buildings. Then in September another large group of caregivers volunteered in the Glenville

neighborhood in collaboration with Rebuilding Together Northeast Ohio to paint and landscape two historic apartment buildings.



Cleveland Clinic Caregivers Provide Day of Community Service at Greater Cleveland Food Bank

More than 40 Cleveland Clinic caregivers gathered at the Greater Cleveland Food Bank for the annual December Enterprise Service Day under the direction of the Community Outreach Department. Teams prepared meals and sorted, packed, and sealed boxes all morning long, enjoying the opportunity to assist this vital Cleveland and Northern Ohio community resource. Hundreds of cold and hot meals were prepared and

dozens of boxes were packed for delivery to food distribution centers throughout the region.

Healthy Communities Initiative

The Healthy Communities Initiative (HCI) is a collaborative effort between Cleveland Clinic and community partners to promote optimal health and wellness. Based on the [community health needs assessment reports](#) and using combined resources within our local communities, HCI programs are customized around four core areas: education; nutrition; lifestyle management; and physical activity. In 2015, we partnered with Case Western Reserve University to provide a six-week health challenge event between Glenville and Hough neighborhood residents.

Healthy Lifestyle

We offer many programs for the communities in which we live, work and impact to provide them with the opportunity to create a healthier versions of themselves. They include:

- **Come Cook with Us:** An interactive cooking program that encourages healthy eating. Classes take place at Cleveland Clinic's Regional Hospitals, Family Health Centers, or the Langston Hughes Center.
- **Community Health Education:** A wide variety of topics are available for health talks in the community. Sessions take place at Cleveland Clinic's Regional Hospitals, Family Health Centers, or the Langston Hughes Center. Community Relations also arranges for presenters to go out into the community to speak to residents or at community events.
- **Community Screenings:** Cleveland Clinic provides health screenings for a variety of conditions and illnesses at our Regional Hospitals, Family Health Centers, and the Langston Hughes Center.
- **Fitness Classes:** These interactive fitness classes get people active and moving. Programs take place at Cleveland Clinic's Regional Hospitals, Family Health Centers, or the Langston Hughes Center.
- **Healthy Strides - Come Walk with Us:** This interactive program gets participants moving while they learn about a new health topic, which varies based upon the expertise of the leader of the walk. All sessions are free and open to the public.
- **Safety Programs:** Community Relations offers a variety of safety programs to provide the community with information regarding the importance of being aware of community and health dangers and safety precautions.
- **Tobacco Cessation:** We connect community members and patients with Cleveland Clinic tobacco treatment specialists who devise uniquely tailored plans just for them. Community members and patients can join us for one of our free seven-week classes at the Langston Hughes Center. These classes provide the tools to cope with the social, mental, emotional, and physical challenges that may be faced on the journey to becoming a nonsmoker. The program educates community members and patients on medications that can help them quit and on how the body immediately transitions to that of a non-smoker.
- **You Change You:** You Change You is a six-week self-management program for people with chronic diseases or those that care for them. This is a non-clinical based program. Sessions are offered at Cleveland Clinic's Regional Hospitals and Family Health Centers.

Economic Vitality

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. Our mission is to connect with our communities and residents with the economic resources that can empower them to transform their own health and well-being, as well as that of their communities. Our Community Relations Department is impacting the local economy and supporting workforce development through a variety of education, collaboration, and job preparation programs.

Education

Community Relations works to promote academic achievement and to foster career preparedness for people of all ages. Our educational programs provide a wide range of authentic learning experiences in schools, at Cleveland Clinic facilities, at our partner organizations, and in the community. These programs leverage Cleveland Clinic's resources and community partnerships to support success, both inside and beyond the classroom, empowering our community members to become our city's next generation of leaders.

Healthy Communities Initiative

HCI Spotlight:

Case Western Reserve University and Cleveland Clinic partnered to provide a Six-Week Health Challenge Event between Glenville and Hough Residents. Over 200 residents signed up for the Challenge taking advantage of the various programs and services offered in their community. Many commented that they made lifestyle changes such as increased exercising, learning to count calories, reading food labels and cooking healthy food.



This Healthy Communities Initiative (HCI) is an ongoing collaborative effort between Cleveland Clinic and various community partners to promote optimal health and wellness. Based on the community health needs assessment report and utilizing combined resources within our local communities, the HCI programs are customized to meet the needs of these specific communities.

HCI Locations

- Bay Village
- Cleveland
- Cleveland Heights
- Euclid
- Fairfax
- Fairview Park
- Garfield Heights
- Hough
- Lyndhurst
- Mayfield Area
- Medina
- Munson
- North Olmsted
- Ohio City/Tremont
- Rocky River
- Westpark
- Wooster

Mission Statement

The Healthy Communities Initiative is a collaborative effort between Cleveland Clinic and community partners to promote optimal health and wellness. Based on the community health needs assessment and utilizing combined resources within our local communities, Healthy Communities Initiative programs will be customized around three core areas: education; nutrition; lifestyle management; and physical activity.

Vision Statement

The Healthy Communities Initiative (HCI) will positively impact each community through education and awareness while utilizing the resources within the community.

Partners

Collaborations and partnerships with community leaders in government, private and nonprofit sectors have enabled Cleveland Clinic to have a deep, broad influence on health and wellness. Partnerships for the HCI are core to the success of each program and include but are not limited to:

- Local government agencies
 - Local school districts
 - Faith-based organizations
 - Local and national businesses and non-profits
 - Other healthcare providers
-

Goals of the Initiative:

- Develop a wellness initiative to create and sustain healthier communities
- Utilization of available resources and local amenities
- Establish sustainable community partnerships
- Affect local obesity and chronic disease prevalence in a positive manner
- Develop and track outcomes through biometric data
- Promote economic vitality by utilizing local resources
- Positively impact community perception

Economic Vitality

Career Exploration and Internships

These Cleveland Clinic resources and programs are designed to help students explore potential healthcare careers and gain valuable work experience in a professional environment.

- **Cleveland Clinic Lerner College of Medicine (CCLCM)** - [CCLCM](#) is a unique program that is setting new standards for the training of physician investigators. Our goal is to identify the best students from the widest variety of backgrounds to directly impact the future of medical care and understanding of medical science. We are seeking students who desire to be expert in clinical practice while furthering the frontiers of medicine through scientific inquiry. We expect our graduates to be highly competitive for academic residencies and to pursue careers as physician investigators.
- **Cleveland Clinic Student Experience** - [Cleveland Clinic Student Experience](#) provides internship and co-op opportunities to currently enrolled undergraduate and graduate students. This exciting opportunity will offer highly motivated candidates the possibility to explore potential careers in the healthcare industry at Cleveland Clinic.
- **Clinic-Based Programs** - The [Civic Education Department](#) offers [Clinic-Based Programs](#) that 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.
- **From Jump Ropes to Microscopes** - Learn about lesser known healthcare careers with this [interactive children's book](#).
- **Junior Ambassador Program for Teens** - The [Junior Ambassador Program](#) offers two opportunities to high school students who qualify: the Junior Ambassador Summer Program and the Junior Ambassador After School Program. Both take place at our main campus in Cleveland, Ohio.
- **Volunteer Services** - Find out more information about [volunteering](#) at our Cleveland, Ohio campus and local Family Health Centers.

Community Partnerships

Cleveland Clinic's community partnerships are administered by the Community Relations department and number well over 200. Community Relations' mission is to connect with our communities and residents through a variety of neighborhood-based partners and social organizations, schools, houses of worship and other sites, engage in discussions about health needs, and create action plans to connect young and old alike with the medical, social and economic resources which will empower them to transform their own health and well-being as well as that of their communities. For more information on partnering with Cleveland Clinic please visit the [Partnerships & Event Sponsorship page](#).

Farmers Markets

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

Our 2015 Farmers Market season ran from June to October on Cleveland Clinic's main campus and at our Beachwood, Independence and Strongsville Family Health Centers. All food at our markets originates from within 115 miles of the market and is sold directly by the farmer. These policies strengthen our local economy and curtail the emissions used in transporting conventionally grown food that, on average, has traveled 1,500 miles to reach our community members' plates.

At the market, our health education team discusses the importance of including fresh food as part of a healthy diet with young visitors and senior citizens alike. During the summer of 2015, McGregor Home at Langston Hughes brought 45 seniors to the market. Additionally, the Boys and Girls Club brought 103 students to the farmers market, and Kidztown Childcare brought an additional 35 students. The students are often provided with five dollars to purchase food items that are then prepared at their community resource centers. In addition to the market tour, shopping and education session, Cleveland Clinic police officers provided summer safety tips and a positive, friendly experience with law enforcement.

Greater University Circle Initiative

The Greater University Circle Initiative (GUCI) 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 [The Cleveland Foundation's website](#).

Helping Hands

Helping Hands is a community-wide service project utilizing employee volunteers from the hospitals and Family Health Centers to provide services to older adults needing assistance in the community. These projects are identified in several ways, one of which being the Community Partnership on Aging organization. The projects include minor household repairs, outdoor work and are vital to our community members.

Education

Grades Pre-K to 5

These Cleveland Clinic resources and programs are designed to support success, both inside and beyond the classroom, empowering our community members to become our city's next generation of leaders.

5 to Go!

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

Background:

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

Methods:

Cleveland Clinic knows that, for children to grow up healthy, they must be fed healthy foods and learn about them in school. Food is Knowledge® is our pre-K through first grade curriculum that incorporates MyPlate, a government nutrition education program, and unique cartoon characters to teach children about the food groups, the importance of nutrients for our bodies, how the food we eat is grown and raised and table manners.

Implementation:

Cleveland Clinic partners with community organizations such as the Council for Economic Opportunities in Greater Cleveland (CEOGC) to offer Food is Knowledge® to their Head Start programs. Our curriculum for older students is Healthy Futures, which includes units on nutrition, physical activity, mindfulness and tobacco avoidance. This program has reached over 4,300 students across 64 schools and 5 community organizations.

Food is Knowledge® and Healthy Futures are reinforced when school food service directors adopt our Eat Right at School Menu. Created in conjunction with dietitians from Cleveland Clinic's Center for Human Nutrition, the Eat Right at School criteria starts with the new USDA guidelines for school nutrition and further enhances those criteria for sodium, sugars, and whole grains.

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 students the opportunity to learn about healthcare careers they may never have even known existed.

HealthCARE™

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

Power Washers

Created by 2008 Creative Learning intern Gabriel Firestone, these hygiene superheroes teach 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.

Reading Programs

Reading is a critical life skill that we support through the interaction of Clinic caregivers and students. The reading program is a school-based program for elementary schools. The students not only have the opportunity to be read to, which for some, is the only exposure besides their classroom teacher, but also to read to the caregiver to help them develop their literacy skills.

Grades 6 to 8

Adventures in Health Science and Medicine (AHSM)

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

During the 2015-2016 school year, nearly 180 middle school students from across Ohio experienced Adventures in Health Science and Medicine. Classroom participation increased 15% from last year, with 7 new schools embracing the use of technology to bring Cleveland Clinic caregivers and resources into their classrooms.

STEM2M

Science, Technology, Engineering, Math & Medicine is a new program implemented in the Mayfield Schools. Cleveland Clinic will provide the medical component of this program utilizing existing curriculum developed by Cleveland Clinic, and also incorporating hands on learning with physicians and other allied health professionals.

Stroke 101

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

Teen Cancer Program

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.

Walk a Marathon

A school-based health and wellness initiative that encourages daily exercise as part of the school day. Health professionals provide education on exercise, nutrition and healthy habits. The program runs in conjunction with the school year – students are recognized for half marathon and marathon distances.

Worldwide Classroom®

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

Hot Topics courses explore an array of important health topics, with one health topic being spotlighted each month.

Meet The Caregivers courses showcase the work of Cleveland Clinic caregivers whose careers relate to the health topics being spotlighted each month in the Hot Topics courses.

During the 2015-2016 school year, more than 3,000 students from Ohio and beyond participated in Worldwide Classroom®. Twelve Cleveland Clinic caregivers from across the enterprise volunteered their time and expertise to educate students on important health topics and careers covered through the program.

Clinic-Based Programs

The Civic Education Department offers Clinic-Based Programs that 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.

Rising high school freshmen can participate in the following Clinic-Based Programs:

Healthcare+ Pathways Internship Program: This two-week internship program provides rising high school freshmen with unique career exploration opportunities in the biomedical sciences, and gives them the opportunity to learn from world-renowned healthcare and community professionals.

Grades 9 to 12

Clinic-Based Programs

The Civic Education Department offers Clinic-Based Programs that 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.

Rising high school sophomores, juniors, and seniors can participate in the following Clinic-Based Programs: **NEOREMA™ Internship Program:** This four-week internship program gives rising high school sophomores the opportunity to learn about the sciences and scientific writing skills while working alongside professionals from Cleveland Clinic, Cuyahoga Community College and Kent State University.

Louis Stokes Workforce Readiness Internship Program: In partnership with PNC Bank and Youth Opportunities Unlimited, this nine-week internship program encourages students' interest in non-clinical areas of health care like law, information technology, marketing, human resources, and building operations.

Science Internship Program (SIP): This internship program gives rising high school juniors and seniors the opportunity to work alongside Cleveland Clinic caregivers, while learning how health can be maintained through the prevention, diagnosis, and treatment of disorders of the body. Students can choose to apply to one of the ten different tracks offered.

eXpressions™

Background:

Launched in 2005, eXpressions™ is an award-winning educational initiative that utilizes creative expression to engage high school students in the exploration of science and medicine. Through project-based, peer-to-peer learning, students translate research studies conducted by Cleveland Clinic high school interns, producing artistic, literary, and mathematical interpretations of the science.

Methods:

In addition to providing participants with a deeper appreciation for science and its connections to other disciplines, eXpressions™ gives students and their teachers the chance to earn awards, exhibition opportunities, and even college credits. And since the program connects to Common Core State Standards, it provides a fun, creative way to cultivate 21st century skills.

Implementation:

Since the program's inception, more than 9,000 creative interpretations have been submitted by eXpressions™ students. Out of the nearly 1,600 submissions received as part of the 2016 eXpressions™ program, there were 84 award-winning pieces that were on display at the Global Center for Health Innovation.

Results:

An esteemed panel of content specialists — arts educators, professional writers and editors, scientific researchers, and mathematicians — evaluated the eXpressions™ submissions on four criteria: interpretation of research; presentation of ideas; creativity; and initiative. Exceptional entries were awarded one of four levels of recognition: Blue Ribbon, Red Ribbon, White Ribbon, and Honorable Mention. One art submission, one language submission, and one math submission were also recognized as Best in Show for their respective programs.

Best in Show, Art:

This year's Best in Show art piece, [Breathing X-Rays](#), created by Haley Quinlan from Westlake High School in Westlake, Ohio. Haley's eXpressions™ piece was inspired by Science Internship Program intern Danya Lynn MacDonald's research project titled "[Assessing the Predictive Value of FEV3/FVC, MMEF and AEX in Detecting Bronchiolitis Obliterans Syndrome \(BOS\) in Lung Transplant Recipients.](#)"



College and Beyond

Cleveland Clinic Lerner College of Medicine (CCLCM)

[CCLCM](#) is a unique program that is setting new standards for the training of physician investigators. Our goal is to identify the best students from the widest variety of backgrounds to directly impact the future of medical care and understanding of medical science. We are seeking students who desire to be expert in clinical practice while furthering the frontiers of medicine through scientific inquiry. We expect our graduates to be highly competitive for academic residencies and to pursue careers as physician investigators.

Cleveland Clinic Student Experience

[Cleveland Clinic Student Experience](#) provides internship and co-op opportunities to currently enrolled undergraduate and graduate students. This exciting opportunity will offer highly motivated candidates the possibility to explore potential careers in the healthcare industry at Cleveland Clinic.

Government Relations

Government Relations supports our communities and patients by:

Government Engagement

Cleveland Clinic's political and legislative activities 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. When deemed appropriate, Cleveland Clinic will participate in coalitions with peer institutions to maximize the impact of our efforts.

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

Cleveland Clinic receives support from the federal and state government in the form of competitive research grants, education assistance, loans and contracts. This financial assistance goes towards furthering our three-pronged effort to care for the sick, educate caregivers, and perform leading edge research on diseases and conditions. In 2015, Cleveland Clinic received \$108,534,988 from federal and state grants, awards, and sub-awards.

Local

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

State

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

Federal

The Government and Policy teams interact with federal legislators including members of the Ohio congressional Delegation and the [Department of Health and Human Services](#) (HHS), 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.

Veterans Employee Resource Group

Government & Community Relations (GCR) partnered with the Military and Veterans Employee Resource Group to honor Cleveland Clinic employees and visitors who have served our nation in military services with a series of activities during the week commemorating Veterans Day.

GCR and the Office of Diversity & Inclusion co-hosted a special presentation and panel discussion entitled "Parallels in Military and Civilian Medicine: the Volume to Value Challenge." The forum was thought-provoking and revealed systemic commonalities, best practices, and the potential for future joint projects. More than 130 participants heard a feature presentation from Jonathan Woodson, MD, U.S. Assistant Secretary of Defense for Health Affairs, and a panel discussion moderated by James Young, MD, Professor of Medicine and Executive Dean, Cleveland Clinic Lerner College of Medicine of Case Western Reserve University and Interim Chairman, Medicine Institute. The Panelists included:

- Erika Woodson, MD
- Brigadier General John Cho, Deputy Chief of Staff for Support, U.S. Army Medical Command
- Michael Modic, MD, Neurological Institute Chairman & Chief Transformation Officer
- Nirav Vakharia, MD, Associate Chief Quality Officer, Cleveland Clinic
- Jay Alberts, PhD, Vice Chair of Health Technology Enablement, for Neurological Institute, and Director of Cleveland Clinic's Concussion Center

Additionally, a Medical DRASH (Deployable Rapid Assembly Shelter) Unit was on display. The Mobile DRASH asset is a modular, operationally flexible and scalable, mobile medical exhibit with peripheral multi-media systems and displays.

Environment

We understand that environmental health and human health are inherently linked and that we have a responsibility to take a precautionary approach to environmental stewardship. With a built environment portfolio of more than 20 million square feet, and more than 49,000 caregivers, the impact we make on our community and ecosystem, both positive and negative, is substantial. As a result of our scale, we have the opportunity and responsibility to set an example for other hospitals and businesses. Even small changes applied broadly can provide significant opportunities.

Cleveland Clinic's Office for a Healthy Environment acknowledges our obligation and opportunity to minimize the health impacts of climate change. We are working to enhance the resilience of our facilities and communities, we are engaging our stakeholders to personalize climate action and we are embedding sustainability into our healthcare delivery model.

Energy Conservation



Cleveland Clinic was named 2016 ENERGYSTAR Partner of the Year by the Environmental Protection Agency for the energy efficiency work completed in 2015. Our energy conservation program is designed to enhance patient outcomes and the patient experience while reducing operating expenses. We have committed to reducing our energy intensity by 20 percent by 2020 from our 2010 baseline, and at the end of 2015 we were over halfway there at 12.4%. As our model of healthcare evolves, we are firmly committed to reducing our environmental, economic and human impact by reducing our energy intensity.

Climate Resilience

Climate change has been recognized by the World Health Organization as one of the greatest threats and opportunities facing public health this century. Cleveland Clinic is committed to improving our institution-wide initiatives to prepare for climate change. In 2015, we reduced our Scope 1 & 2 emissions 4.5% from 2014 and 8.4% from our 2012 baseline.

Waste Reduction

We are committed to reducing waste across our healthcare system. By engaging our caregivers to minimize the waste we send to our landfills, we are protecting the environment, reducing costs, and improving land, air and water quality in our communities. In 2015, we formed a zero waste committee to help us reach our goal of 50% landfill diversion or more by 2017.

Healthy Buildings

We recognize that people living in a healthy environment will be healthier people. Our buildings support the health of our caregivers, patients and communities. In 2015, we continued to grow and set new standards for our buildings and development. We have 4 LEED Gold and 9 LEED Silver projects, and almost all Cleveland Clinic main campus construction projects seek to be LEED silver or higher.

Responsible Procurement

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

Innovative Leadership

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

Water Stewardship

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

Energy Conservation

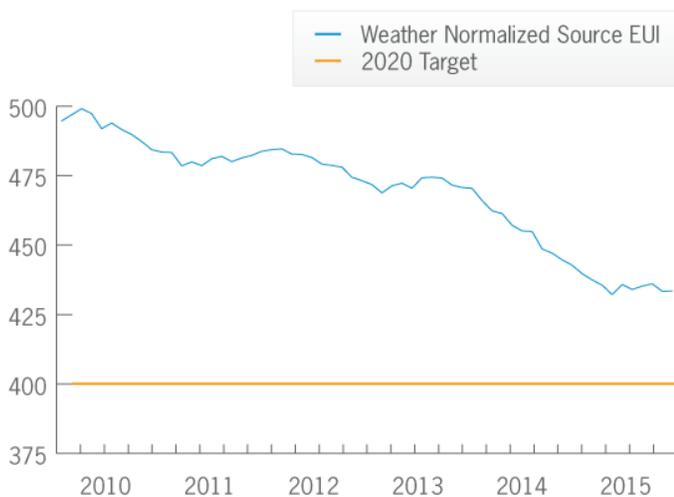
Cleveland Clinic's energy management work is an outgrowth of our sustainability commitment to our patients, community and caregivers. As population health payment models proliferate, the linkage between energy, pollution and human health intensifies. Energy efficiency is more aligned to our core mission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

Cleveland Clinic's commitments to both affordable care and our external partnerships with ENERGYSTAR and the **Better Buildings Challenge** drive us to become 20% more energy efficient by 2020 from a 2010 baseline. In 2015, Cleveland Clinic continued implementing a \$12 million enterprise energy demand reduction strategy to improve our energy efficiency and become less resource-intensive. By decreasing energy intensity, Cleveland Clinic is providing value for our patients and leading the industry in responsible healthcare operations.

Reduction Progress

Energy Use Intensity, or EUI, measures the energy consumed by a building relative to its size. Cleveland Clinic uses weather normalized source EUI which includes transmission, delivery and production losses of the source fuels as they are used for energy. Our goal is to reduce our EUI to 393 by 2020. As of December 2015, we have reduced our EUI by 12.4% from our 2010 baseline. Cleveland Clinic's building portfolio is 16.1 Million ft² excluding parking lots and garages, with 20.7M ft² including them.

Enterprise Weather Normalized Source EUI



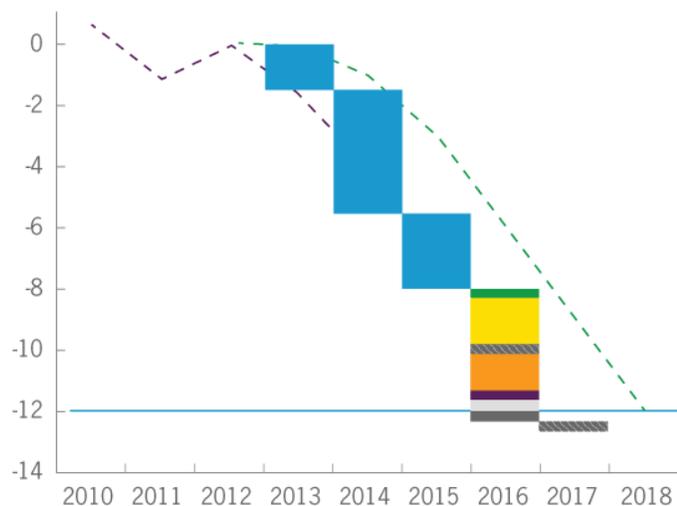
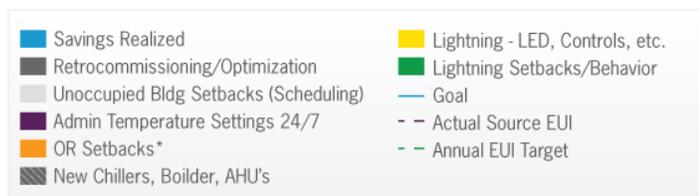
Progress Highlight

Cleveland Clinic's Hillcrest Hospital implemented a variety of energy reduction strategies that contributed to its overall EUI reduction. In 2015, Hillcrest Hospital reduced its energy intensity more than 10% from its 2014 baseline, and became the first hospital in our enterprise to reach its reduction goal of 20%. Overall, Hillcrest Hospital has reduced its EUI 22.4% from its 2010 baseline. The Department of Energy recently showcased the project on the Better Buildings Challenge Website.

Strategy Implementation

Our implementation strategy is fully resourced and supported by our executive leadership. This support includes initial capital spending and incentives realized from energy savings. Operational savings obtained are shared with building facility managers and operations teams to fund additional energy efficiency improvements. This helps to generate momentum and employee ownership of our energy policies. We allocated \$14 million specifically for high payback energy projects.

Strategy Implementation



Light Emitting Diodes (LED) Retrofit

Just keeping our lights on accounts for 16 percent of our total energy use. The cost of LEDs has reached the point where the payback makes sense, even in Ohio where electricity prices are low relative to other regions. Cleveland Clinic is standardizing 100% LED for new construction and replacing approximately 250,000 fluorescent tubes. Some of the benefits from this initiative include:

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

We have partnered with [Energy Focus](#), a leading provider of energy efficient LED products and developer of energy efficient lighting technology, which is located in Solon, Ohio. The LED Lighting Project will create up to 10 new manufacturing jobs at Energy Focus, and they have already hired individuals from our Center for Autism. Additionally, 10 new installation jobs have been created for the Evergreen Cooperatives.

EcoCaregiver™



The EcoCaregiver™ employee engagement program was designed to build a culture of sustainability within Cleveland Clinic to reduce cost, waste and emissions while providing the highest quality medical care. In 2014, we launched an enterprise wide EcoCaregiver™ Training: Energy Savings & You. This mandatory training on energy demand management is required for all caregivers and continued throughout 2015. Nine months post-launch, more than 49,000 caregivers across the enterprise have completed the training. This 15-minute module will be updated and reassigned annually for all caregivers, including staff. It reinforces an organizational expectation for an environment of energy conversation and emphasizes the importance of individual caregiver contribution to our energy demand reduction goals. In addition to the training, we have developed a robust communications campaign to prompt desired workplace behaviors.

Operating Room (OR) Setbacks

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

In 2015, in collaboration with the Surgical Operations Executive Committee, the Facilities Department implemented an OR Setback plan to reduce energy while maintaining State and Federal regulations for air exchange.

Lighting Setbacks & Behavior

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

Chiller Optimization & Replacement

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

We replaced Medina Hospital's 57 year-old boiler with a high-efficiency on-demand Miura boiler, which is expected to save more than \$250,000 in energy costs per year and to deliver significant reductions in CO2 emissions. Medina Hospital reduced its EUI 14% in 2015 from its December 2015 baseline and won the Ohio Hospital

Association's Energy Cup for greatest year-over-year reduction for a large hospital. This reduction was more than 21 times the national average.

Filter Optimization

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

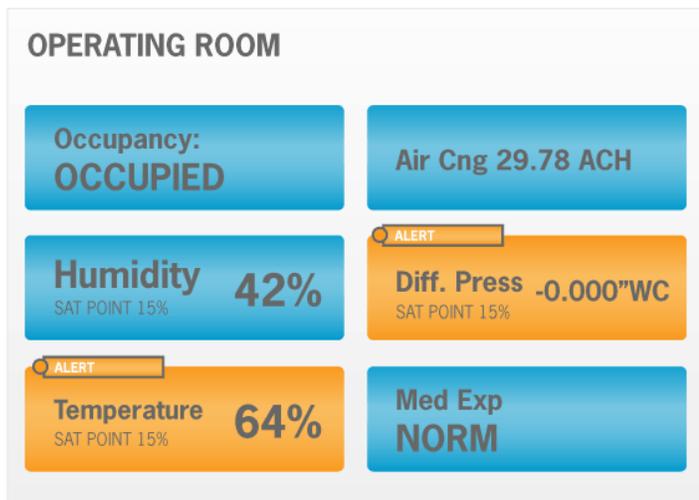
Retro-Commissioning

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

Integrated Building Management System (IBMS)

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

Custom Interactive OR Suite Dashboard



Utility Bill Management

We utilize a third party firm to manage all of our utility bills. In addition to processing utility invoices, this firm performs extensive data mining and analytics at the building level, offering assurance of facility performance over time.

Climate Resilience

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

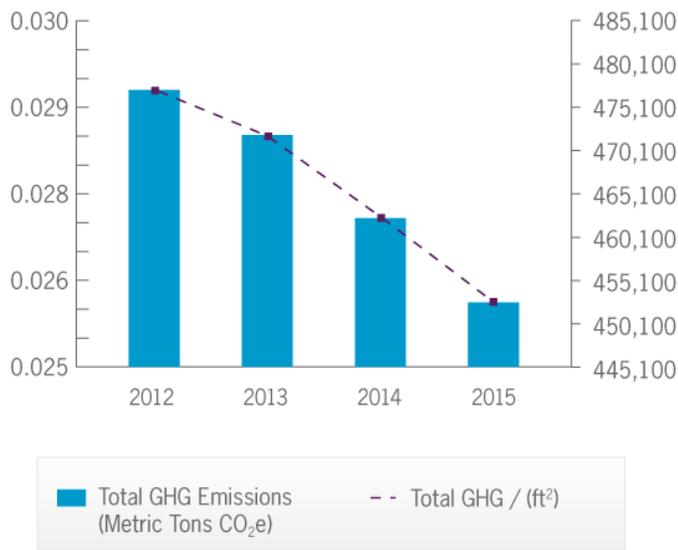
As a leader in healthcare, we understand we have an important role to play, and our response to these challenges will guide the evolution of our organization in the coming decades. We will continue to lead our sector and explore creative solutions to environmental challenges that benefit our community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

Energy Efficiency

In 2015, Cleveland Clinic continued implementing a \$12M enterprise energy demand reduction strategy to improve our energy efficiency and become less resource-intensive. By decreasing energy intensity, Cleveland Clinic is reducing our carbon footprint, providing value for our patients and leading the industry in responsible healthcare operations. As of December 2015, we have reduced our EUI by 12.4% from our 2010 baseline.

Carbon Mitigation

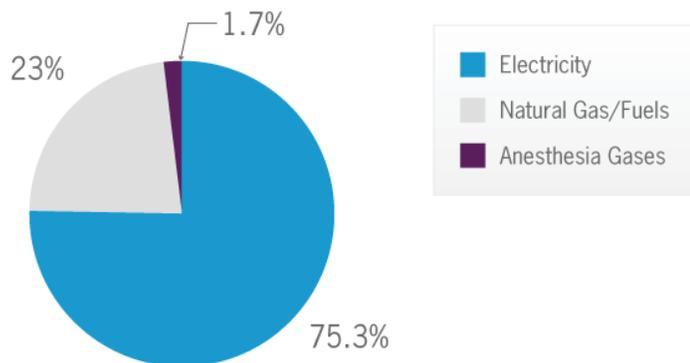
Scope 1 & 2 CO₂ Emissions Improvement from 2012 Baseline



Cleveland Clinic's 2015 scope 1 & 2 carbon footprint totaled 452,062 metric tons of CO₂e. This is a 4.5% reduction from 2014 and an 8.4% reduction from 2012. 75% of our footprint is from purchased electricity, 23% is from direct usage of fuels in assets owned by Cleveland Clinic and 2% is from anesthesia gases. More than 96% of our carbon

footprint is located in NorthEast Ohio in our Hospitals, Family Health Centers, Medical Office Buildings and Administrative Facilities.

2015 Scope 1 & 2 Carbon Footprint



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

Ohio's total carbon footprint in 2011 was 233 million metric tons according to the US EPA. Thus, Cleveland Clinic's scope 1 and 2 footprint would represent 0.2% of Ohio's total carbon footprint.

Healthcare Climate Council

In 2015, Cleveland Clinic joined Health Care Without Harm's Climate Council. The council is open to hospitals and health systems that recognize climate change is one of the single largest threats to public health and committed to addressing its health impacts. The council's mission is to amplify public and private responses to climate change by:

- Accelerating investment in renewable energy and efficiency;
- Scaling the healthcare sector's adoption of climate change mitigation and resilience programs; and
- Advocating for local, state and national policies that ensure a sustainable and healthy future

As a leader in healthcare and an anchor institution in our communities, Cleveland Clinic recognizes that our response to these challenges will guide the evolution of our organization in the coming decades. We look forward to collaborating with other council health systems.

Clean Power Plan Advocacy

When the White House, Environmental Protection Agency and Surgeon General wanted to explore the effects of climate change on health, they reached out to nationally recognized experts in a variety of fields. Our own Sumita Khatri, MD, co-director of the Asthma Center, represented the voice of the physician, and ultimately the patient.

Sumita traveled to the nation's capital to participate in a summit on climate change and the important role the public health community can play in communicating and preventing its impact. She described the respiratory effects she sees in her practice, but more importantly, what our role should be in addressing the problem.

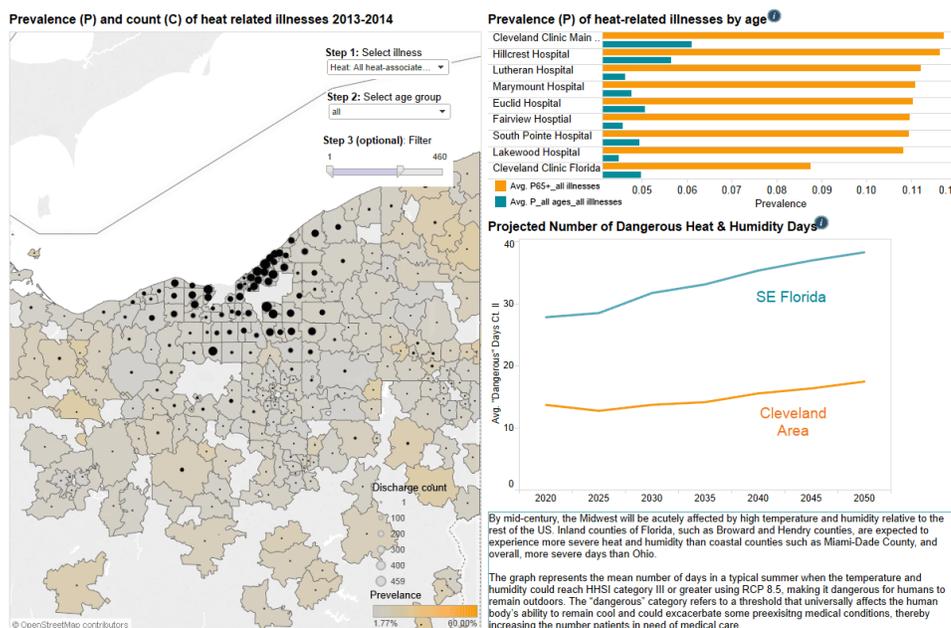
In closing her remarks, she said, "We should all strive to make our practices and our policies result in the cleanest air possible so that collateral good from these efforts can have positive downstream health effects on our most valuable currency — our people."

The Clean Power Plan will help cut carbon pollution from the power sector 30% from 2005 levels. Because carbon pollution contains many other particles that are dangerous to health, the Clean Power Plan will avoid:

- 3,600 Premature Deaths
- 1,700 Heart Attacks
- 90,000 Asthma Attacks
- 300,000 Missed Work & School Days

The Clean Power Plan is the cornerstone to the United States' climate change commitment during December 2015's Communication of Parties (COP21) in Paris, France, where leaders from around the world came together to agree to limit global carbon emissions.

Patient & Community Risk Dashboard



Climate change poses both direct and indirect risks to human health across the globe. In 2015, Cleveland Clinic partnered with Four-Twenty Seven, a consulting firm dedicated to building climate resilience through social innovation, and several other healthcare systems across the United States to better understand and communicate the character of risks that may affect our ability to deliver healthcare services in the face of climate change.

The dashboard combines diagnosis coding data from all of our Northeast Ohio and Florida

hospitals with Intergovernmental Panel on Climate Change (IPCC) climate modeling data. It provides analysis on several risks concerning extreme temperature, increased precipitation, heat-related illness, air-quality related illness, flooding, healthcare access, and bed surge capacity.

We are using this dashboard to help support our continuity, emergency preparedness, and climate resilience efforts. It is also an excellent engagement tool with our caregivers that visually expresses the inherent link between human health and the health of the environment. We believe this dashboard continues to help Cleveland Clinic put patients first by addressing climate risks that may impact patient care, and provides a snapshot of the immediate climate-related risks that most affect our hospitals and communities.

Energy Supply Redundancy

Cleveland Clinic main campus runs on two electrical substations—both running near capacity with dated assets. Cleveland Clinic has developed a program to provide a reliable and efficient electric-utility source throughout our facilities to better serve our patients, visitors and caregivers. In conjunction with First Energy, Cleveland Clinic is building a new power-distribution system called the Ring Bus that surrounds our main campus in downtown Cleveland. Conduit and conductors will support four Cleveland Clinic-owned substations, each housing our transformers and electrical distribution equipment. Over time Cleveland Clinic will transition all existing buildings to the new Ring Bus substations. The Ring Bus project ultimately delivers a more reliable, redundant electric supply, with a greater capacity to support Cleveland Clinic's needs into the future.

Health and Human Services Toolkit

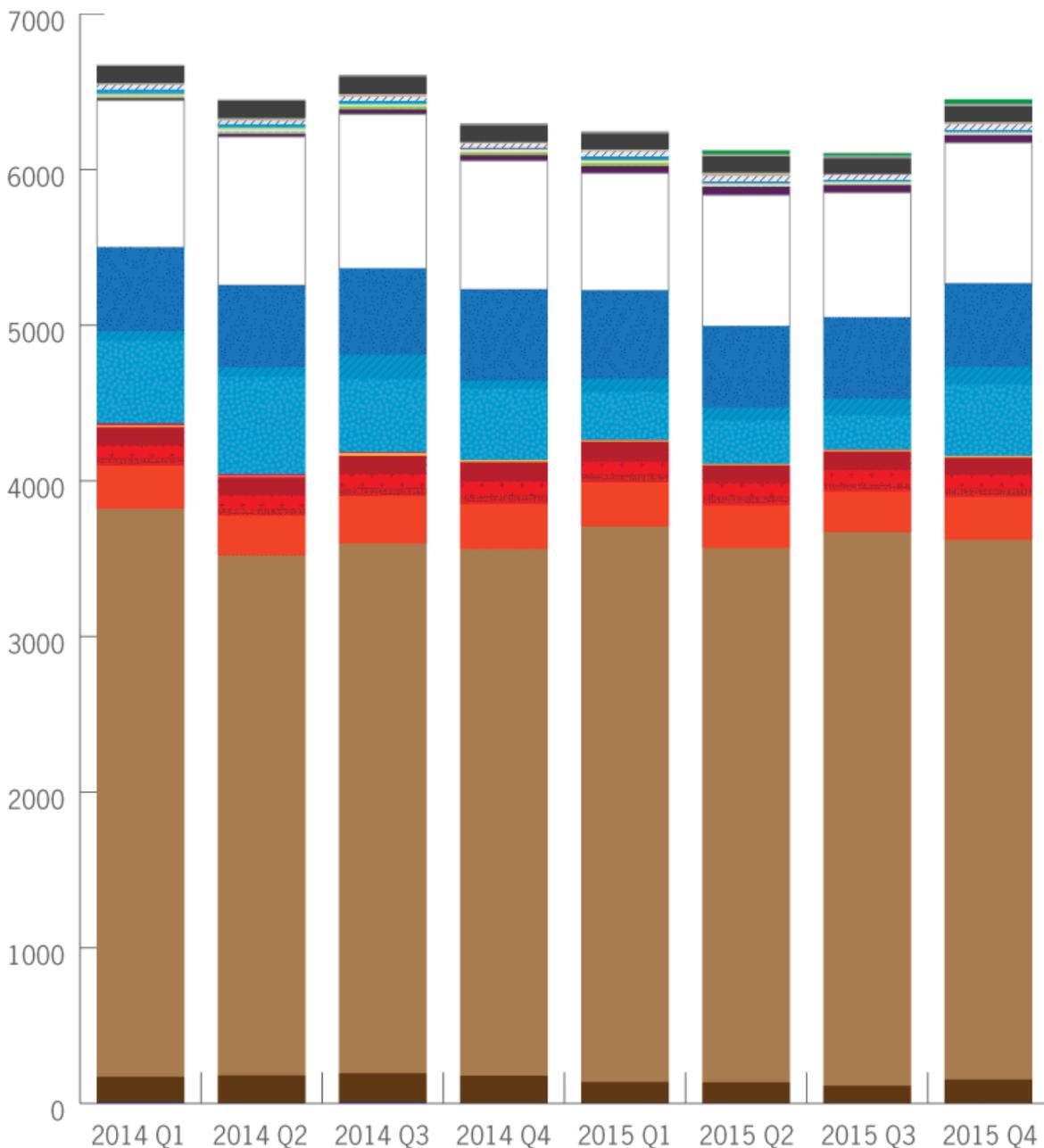
Cleveland Clinic worked with the National Institutes of Health (NIH) and the United States Department of Health and Human Services (HHS) to develop a Climate Resilience Toolkit for Healthcare. Bill Peacock, Cleveland Clinic Chief of Operations, represented our enterprise with other healthcare leaders in a discussion including Secretary Burwell of HHS and John Podesta from the White House. We signed up for President Obama's Climate Action Plan to implement these tools and lead the sector in preparing for the health challenges presented by climate change.

Waste Reduction

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

Landfill Diversion

Enterprise Waste Streams by Category (Tons)

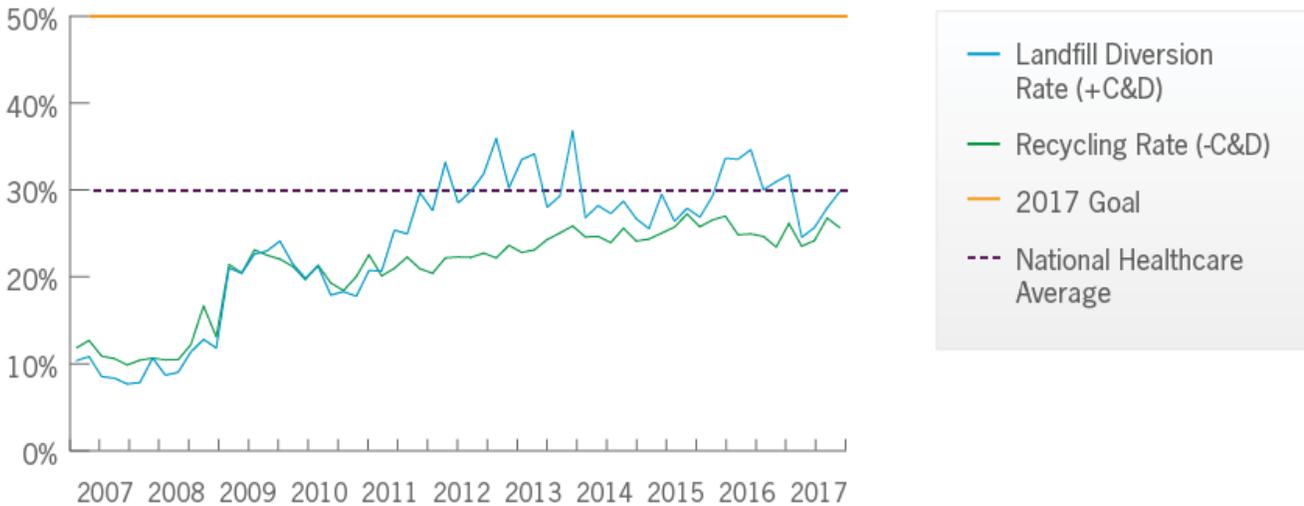




*C&D is construction and facilities debris.

**Regulated Medical Waste - RMW (Biohazard, Sharps, Pathology, Chemotherapy, Pharmacy, and On-site Rotoclave Treated)

Main Campus Diversion Rate



In 2015, our enterprise landfill diversion rate was 33% and fluctuated from 30% to 38% throughout the year. We have made significant progress since 2007 but have stagnated in recent years. We are implementing a number of programs to help us reach our 50% diversion goal.

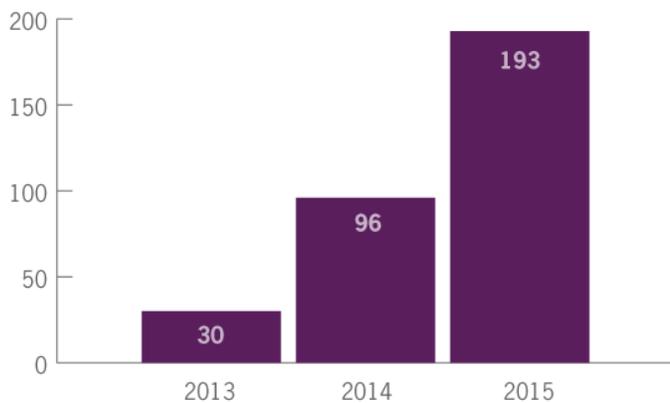
Zero Waste Committee

In 2015, the Office for a Healthy Environment formed an inter-departmental zero waste committee with the goal of reaching a 50% landfill diversion rate or more by the end of 2017. Our enterprise recycling rate fluctuates between 30 to 40%, and to combat stagnation in improvement we conducted waste audits at several of our hospitals to identify potential opportunities. Even in the frigid air of Ohio in January, passionate caregivers audited the trash of Hillcrest Hospital and were able to identify nearly 800 pounds that could be diverted from the landfill.



Purple Bag Expansion

Diverted Clinical Plastics (Tons)



In 2015, we completed a system-wide expansion of our operating room clinical plastics recycling program

In 2015, we completed a system-wide expansion of our clinical plastics recycling program that was created by Cleveland Clinic in partnership with Buckeye Industries and our waste vendor. In 2015, we increased our diverted tons of clinical plastics from 96 to 193 tons via this innovative partnership, as well as created more than 50 jobs for community members with developmental disabilities. Participating facilities competed on a monthly basis to see which team of caregivers could divert the most clinical plastics from the landfill. In 2015, in excluding main campus, Fairview Hospital diverted the most with an annual total of 22 tons.

See our 2014 UNGC Report for a detailed program summary.

Single Stream Paper Shredding & Recycling

We offer a single stream paper shredding/recycling program to our facilities to further protect the personal information of our patients and to simplify the collection process for our employees. All paper, regardless of the sensitivity of the document is collected in our secured shredding containers. When this program became operational in 2010 we observed an increase on the order of 44% in the amount of paper captured in our secure

shredding bins. Not only does this program improve our HIPAA compliance as we shred all paper, simplify the collection process for our employees, but it also reduces cost as we have leveraged the value of our paper waste commodity to negotiate lower service rates. This program is now among our lowest cost methods of recycling or disposal.

In 2015, we recycled over 3300 tons of paper, which has preserved over 56,000 trees.

Single Use Device Reprocessing

In the past, when clinical instruments were unused but removed from their packaging pre-surgery in our ORs, these items were incinerated or treated as regulated medical waste. In 2011, we adopted a single-use device program where these devices are recycled and remade through an in-depth and strictly regulated process. The reprocessed items are then sold at a lower cost to healthcare providers. The reprocessed equipment is subject to greater regulations than when it was originally created, ensuring the safety of patients and caregivers.

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

Managing Hazardous and Regulated Wastes

Hazardous materials such as sterilization and water treatment chemicals, pharmaceuticals, cleaning products, electronic wastes, laboratory chemicals, and radiological films and wastes are an important part of the healthcare delivery model. Proper management of these materials is critical to protecting the health of our caregivers and the community at large. As part of our chemical disposal program, our pharmaceutical waste program was recently expanded to capture all pharmaceutical waste for responsible disposal thus preventing contamination of the environment. All hazardous and regulated waste generated at Cleveland Clinic is treated appropriately and disposed of domestically.

Waste Segregation

We track the average total cost per ton to dispose of a given material type to convey the importance of proper waste segregation. Regulated medical waste (RMW), due to the special treatment steps, whether they are performed on-site or downstream, requires proper disposal, making it among the most costly waste streams – second only to hazardous waste. While we take great care to make sure that all appropriate medical waste is disposed of properly, inevitably there is a significant amount of waste that ends up in biohazard bags that is not contaminated and should not be treated as such.

In 2014, Matthew Davis, MD, a Ken Lee Memorial Fellow, conducted a 10-day blinded audit of OR RMW waste container utilization. Findings indicated an opportunity to improve RMW container optimization, as between 50-70% of supposed RMW waste was, in actuality, regular waste. After right-sizing containers in OR suites, a second blinded audit was conducted to the hypothesis that incorrect waste disposal was largely due to lack of proactivity towards correct waste segregation. These audits continued in 2015, and Dr. Davis was able to show a 30% decrease from baseline. When the program is rolled out enterprise wide it will result in significant enterprise savings.

Dr. Davis will seek to publish his findings in a peer-reviewed journal, with the intent to inform on caregiver engagement and sustainability in healthcare. His findings will inform a broad internal re-education campaign targeting use and composition of our RMW.

Going Green by Using Blue

Our green team recycling sustainability motto is “Go green by using blue!” In 2015, our enterprise comingled “blue-bag” recycling program diverted 2,536 tons of cans, bottles, glass, cardboard, and poster board from the landfill. The Office for a Healthy Environment works with green teams and the Environmental Health & Safety department across the enterprise to right size our recycling containers and adjust service frequencies to meet our needs.



Healthy Buildings

Our buildings support our mission by addressing the link between a person's health and their environment. In this sense, our patients' environment includes the air they breathe and the water they drink, their behaviors including exercise and nutrition, and their values including their choice of healthcare system. To date, we have achieved 15 LEED certified buildings – 8 silver and 4 gold. In 2015, we continued to grow and set new standards for our buildings and development that support the health of our patients, caregivers and communities.

Weston Expansion

In 2015, Cleveland Clinic completed construction of the \$92 million Neurological Institute and Cancer Institute (NICI) at our Weston, Florida campus. The U.S. Green Building Council announced that the building earned LEED Silver status and is the first LEED Healthcare project in the state of Florida. The facility is designed to use natural light to create a positive and healthier experience for patients and a more functional, sustainable environment for visitors and caregivers.



The 143,000 square foot, five-story facility includes:

- An expanded Neurological Department and Cancer Center;
 - Two linear accelerators;
 - Advanced radiosurgery technology;
 - Shelled vault for future expansion; and
 - Physical therapy infusion suite.
-

Brunswick Emergency Department

Cleveland Clinic expanded our Brunswick Family Health Center, which went operational in July 2014. The project followed the LEED-NC 2009 standard and has applied to receive certification from the U.S. Green Building Council. The facility earned this designation because of its environmentally responsible design and efficient operating systems.

LEED (Leadership in Energy and Environmental Design) is a third-party certification program and the nationally accepted benchmark for the design, construction and operation of high-performance green buildings. High-performance buildings conserve energy and water, save money, reduce greenhouse gas emissions and contribute to a healthier environment for residents, workers and the larger community.

“This demonstrates our continuing commitment to designing and building safe, efficient buildings using the U.S. Green Building Council's LEED system and evidence-based design. This results in healthier and safer environments in which employees can work and patients can heal,” said Jon Utech, Senior Director, for Cleveland Clinic's Office for a Healthy Environment.

WELL Building Standard

Case Western Reserve University and Cleveland Clinic are expanding their health education collaboration to include dental and nursing students on the campus already planned for the institutions' medical students.

The world-renowned architecture firm Foster + Partners designed the 485,000-square-foot Health Education Campus (HEC) to stand on the same 11-acre parcel originally designated for the medical education building. Slated for 2019 completion, the HEC will be located on East 93rd Street between Euclid and Chester Avenues, and it will include even more of the cutting-edge technology and innovative learning spaces previously planned for medical education.

“Studies show that team-based healthcare improves patients' experiences and results, lowers costs, and increases the job satisfaction of those involved in care,” Case Western Reserve President Barbara R. Snyder said. “Yet most of our education programs still separate the professions throughout students' academic careers. This project allows us to bring these future healthcare leaders together from the very start, and to do so in a thoughtful and intentional way.”

The four-story building's academic spaces and offices will wrap around an airy atrium where students, faculty and staff can gather for meals and conversation. All of the furniture in the space is movable so the atrium can host large events such as lectures, convocations, and banquets. The structure is designed to be as energy efficient and environmentally friendly as possible. At minimum, the building will meet LEED Silver environmental building standards. Local architects Westlake Reed Leskosky also are involved with the project. Going beyond LEED, the building is also pursuing the WELL Building Standard, a new green building approach focused on how the built environment directly impacts human health.

Case Western Reserve's dental, medicine and nursing programs together enroll just over 1,500 students, while the medical school's M.D. tracks total nearly 1,000. The Cleveland Clinic Lerner College of Medicine track enrolls 160 of these students, with the remainder in the university's M.D. and M.D.-Ph.D. tracks. The medical school also plans to add a physician's assistant program that will grow to enroll 100 students, all of whom also would learn on the new campus.

Initiation of Cancer Center

In August 2014, Cleveland Clinic announced plans to build a new \$276 million multidisciplinary cancer building that will unite all treatment care teams on our main campus in one central facility and accelerate one of the most robust cancer research enterprises in the country. The new seven-story facility is part of Cleveland Clinic's Master Plan, which aims to build a more open and welcoming campus for patients and visitors, as well as stronger collaboration among staff.

The 377,000-square-foot facility has been designed to optimize patient experience and physician collaboration with clinical space focused on multidisciplinary care and conveniently accessible expanded support services. The project will be pursuing LEED certification under the 2009-HC designation, continuing Cleveland Clinic's green building tradition.

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

- Maximum use of natural light and outdoor courtyard views to comfort and calm patients receiving treatment;
- An additional 19 exam rooms for a total of 126;
- An additional 17 private and semi-private chemo infusion rooms for a total of 98;

- Expanded patient services in a central location including healing and support services, genetic counseling, social workers, wig boutique, art therapy and complimentary massages, pedicures/manicures, prosthetics services and make-up application;
- Spiritual support center; and
- Leading-edge technology and equipment to fight and treat cancer including Gamma Knife, six Linear Accelerators for radiation treatment with the latest imaging services including an MRI.

Responsible Procurement

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

Excelerate™ Group Purchasing



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

Excelerate uses data-driven decisions targeting quality and clinically relevant outcome-based sourcing while providing peer-to-peer collaboration that drives clinical alignment, leading evidence based products and utilization practices. Excelerate's mission is to deliver significant and sustainable savings to healthcare organizations through a physician-engagement sourcing model.

Environmentally Preferred Purchasing Pledge

In 2015, we signed Practice Greenhealth's environmentally preferred purchasing (EPP) pledge. As part of their Greening the Supply Chain Initiative, they encourage organizations to purchase products based on their environmentally preferable attributes which minimize potential harm to patients and the environment.

A critical element of the initiative is the release of the Standardized Environmental Questions for Medical Products, which guides the identification, selection, and procurement of environmentally preferable medical products.

Sustainability Requirements

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

Strategic Sourcing

We convene a strategic sourcing table on a monthly basis to review the environmental attributes of procurement contracts coming through for consideration. In 2015, successes included the purchasing of high-efficiency, ultra-low temperature freezers, packing and shipping reductions for multiple vendors and increasing energy efficiency on Med Gas contracts, ENERGYSTAR and Electronic Product Environmental Assessment Tool (EPEAT) IT contracts, and kitchen recapture projects.

Innovative Leadership

Global Leadership

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

Sector Leadership



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

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



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

Federal Engagement

When the White House, Environmental Protection Agency and Surgeon General wanted to explore the effects of climate change on health, they reached out to nationally recognized experts in a variety of fields. Our own Sumita Khatri, co-director of the Asthma Center, represented the voice of the physician, and ultimately the patient.



ENERGY STAR is the Environmental Protection Agency's voluntary program to help businesses, organizations and individuals save money and protect the climate through better energy efficiency. In April 2016, Cleveland Clinic was honored as ENERGY STAR's Partner of the Year for the work our caregivers achieved in 2015.

Cleveland Clinic has committed to partnering with ENERGY STAR. We track and benchmark utility use across our portfolio using ENERGY STAR's Portfolio Manager, a free software program available for tracking energy usage and cost. All facility managers have access to ENERGY STAR Portfolio Manager where they are encouraged to review the building characteristics and details, along with monthly energy use. They have access to a specialized Cleveland Clinic EUI Template in the reporting feature that allows them to easily track their performance since 2010.



Cleveland Clinic also participates in the DOE's Better Buildings Challenge as a Corporate Partner. Results are shared publically every six months and Cleveland Clinic hospitals and entire healthcare system are benchmarked against other like-facilities. Leading up to each six month benchmark, data is tracked and reviewed internally by our Office for a

Healthy Environment and Buildings and Properties Departments, along with our facility managers and CBRE, our real estate management company. Our Better Building Challenge commitment ensures that we make transparent progress towards our 20% reduction goal and allows us to learn what other healthcare systems and other industries are doing within this construct.

State Leadership

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

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



In 2016, four of our hospitals were recognized for their 2015 energy achievements and Medina Hospital was recognized for having the largest year-over-year Energy Use Index decline for a large hospital at over 14%.

Local Leadership

Sustainable Cleveland 2019 is a 10-year initiative started by the City of Cleveland to develop a thriving and resilient community. In 2019, the Northeast Ohio region will recognize the 50th anniversary of Cleveland's burning river, in recognition of the incredible progress that we have and will have made in such a short timeframe. Cleveland Clinic is proud to participate in many of the SC2019 summits that generate solutions to some of our city's environmental

challenges. Our internal goals will also be shaped by the desire to accelerate progress as we approach this landmark date. As a result, our program will increasingly be engaged in civic dialogue and innovation.

Cleveland Clinic's Office for a Healthy Environment helped shape the City of Cleveland's goal to reduce greenhouse gas (GHG) emissions by 80% from 2010 to 2050 and helped to develop the 33 actions outlined in the Community Action Plan to achieve this goal.

Enterprise Leadership

The Office for a Healthy Environment is the keeper of best practices and driver of sustainability strategy for the enterprise. We are leaders in thought, word and action as we create a sustainable future for our industry. We use a variety of leadership platforms to broadcast our message to more than 49,000 caregivers. We benchmark energy, waste, water, engagement, transportation and transparency metrics across the top hospital and healthcare system performers in the U.S. We use this benchmarking tool as a means to guide our own efforts.

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

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

Water Stewardship

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

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

2015 Year of Clean Water

The Cleveland Water Alliance facilitated the 2015 Year of Clean Water Working Group as part of Sustainable Cleveland 2019. This working group elevated the conversation around clean and abundant freshwater as a regional asset, forging collaborations among partners to collectively implement water education and outreach projects, and promoting the multitude of watershed and water-related organizations, programs, and events throughout Northeast Ohio.

Cleveland has the responsibility to protect the 128 trillion gallons of fresh water directly off its shores in order to maintain the city's water supply and ensure that its residents will have clean and readily available water resources for generations to come, but it also has the opportunity to leverage this invaluable asset as a driver of sustainable economic growth and prosperity for the local economy.

Rain Barrels



Inspired by the [Collinwood Painted Rain Barrel Project](#), which we hosted in Glickman Hall at main campus in June 2015, the Cleveland Clinic System Green Teams sponsored a rain barrel painting contest to promote water conservancy awareness and engage facilities. All of our green teams participated in the event, the enterprise voted on the best designs, and the winner received \$500 towards their facility's employee hardship fund.

The winner of this year's rain barrel contest was Hillcrest Hospital titled Water Has Many Colors.

Avon Bed Tower

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

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

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

Water Optimization

We have 28 different controllers on main campus that run the irrigation system. All are equipped with rain sensors so they do not operate when it rains, but twenty-three are older Hunter controllers that must be manually adjusted. We have five Tucor controllers that can be remotely accessed from a computer that control the MM garage, 89th Street green space, the Crile Mall, the new lab building, the area around the heart center and along the Euclid corridor, the Aillee and JJ building and the Crile Mall east and part of Cole Eye Institute. The controllers are designed to receive weather information such as expected rainfall, wind speed and temperature so that presets can be determined to meet each area's need for water.

Rainbow Sprinklers and our Grounds Coordinator try to adjust the times and frequency of watering of each controller on a bi-weekly interval. We have already reduced the time of watering around campus due to the cool weather and rainfall. Historically, in September we shut off sections wherever we can.

Waterless Hand Scrub

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



Governance

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

By The Numbers (2015)



Number of Physicians and Scientists: 3,432
Number of Nurses: 14,107
Residents and Fellows in Training: 1,888
Number of Caregivers: 49,166
Cleveland Clinic Ohio Outpatient Locations: 150
Cleveland Clinic International Locations: 3
Number of Hospitals: 13
Number of Family Health Centers: 21
Number of Institutes: 27



Number of Beds on Cleveland Clinic main campus: more than 1,437
Number of Beds System-wide: 4,362
Number of Patient Visits: 6.62 million
Number of Admissions: 178,528
Number of Surgical Cases: 208,807
Number of Subspecialties: 140



Operating Revenue: \$7.2 billion
Total Grant and Contract Revenue: \$166 million
Total Federal Revenue: \$104 million
Accredited Training Programs: 74

Awards

Cleveland Clinic received many awards in 2015, maintaining its reputation as one of the largest and most respected hospitals in the country.

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 of Health System Pharmacies
- Greater Cleveland Health Association
- Health Management Academy
- Healthcare Leadership Council
- National Quality Forum
- Ohio Hospital Association
- Research!America.
- Association for Community Health Improvement
- Association of American Medical Colleges
- Center for Health Affairs
- DiversityInc.
- Greater Cleveland Partnership
- Leadership Cleveland
- Ohio Minority Supplier Development Council
- Practice Greenhealth
- Society of Black Academic Surgeons (SBAS)
- Society for Human Resource Management (SHRM)
- Sustainable Cleveland, 2019
- US Green Building Council

In addition to serving on many of the boards and committees of these organizations, we provide guidance to these organizations on their healthcare policy positions, and by extension benefit from their lobbying activities (as do their other member organizations).

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

Governance

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

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

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

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

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

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

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

Transparency & Anti-Corruption

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

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

Cleveland Clinic provides our [CHAPS](#) overall patient experience ratings on the [Find a Doctor](#) section of our enterprise webpage. Our patients are able to find better health & wellness options by using our doctor ratings & reviews to make personalized choices. Learn more about our patient experience ratings in the [Patient Data](#) section of this report.

Conflict of Interest

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

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

The Conflict of Interest Office and the Chief Governance Officer, through the Law Department, coordinate all conflict of interest programs and committees, including the Professional Staff Conflict of Interest Committee.

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

Regulatory Compliance

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

In 2003, the Privacy Office was established in response to the Health Insurance Portability and Accountability Act of 1996 (HIPAA). Under the Office of Corporate Compliance, the Privacy Office has been responsible for guaranteeing the healthcare system follows HIPAA regulations and ensuring these policies are integrated into the organization's culture and procedures. Today, the Office of Corporate Compliance works in partnership with the Information Technology Security Department to protect patient health and financial information. This includes the 2012 implementation of a new Electronic Data Stewardship program focused on data loss prevention, advanced malware protection and fraud identification (MD Customer Privacy).

In 2012, Cleveland Clinic established the Office of Clinical Compliance to ensure clinical processes are aligned with the development of a value-based care model. In 2015, the Office of Clinical Compliance continued to collaborate with institutes, regional medical executive committees and independent practitioners to audit and monitor inpatient and outpatient clinical activities. (MD Compliance)

A Culture of Principles

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

In 2015, the Office of Corporate Compliance responded to:

- 145 calls to anonymous hotlines
- 26 anonymous emails
- 1,074 compliance-related questions/inquiries

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

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

Awards

U.S. News & World Report, 2015 National Rankings

In the “HONOR ROLL” Top 5

Cleveland Clinic	5th 17 years in a row
------------------	-------------------------

Ranked No. 1

Cardiology & Heart Surgery	1st 21 years in a row
----------------------------	-------------------------

In America’s Top 3

Gastroenterology & GI Surgery	2nd 19 years in a row
-------------------------------	-------------------------

Nephrology	2nd 6 years in a row
------------	------------------------

Rheumatology	2nd 8 years in a row
--------------	------------------------

Urology	2nd 17 years in a row
---------	-------------------------

Diabetes & Endocrinology	3rd 4 years in a row
--------------------------	------------------------

Gynecology	3rd 4 years in a row
------------	------------------------

Orthopaedics	3rd 4 years in a row
--------------	------------------------

Pulmonology	3rd 6 years in a row
-------------	------------------------

In America’s Top 20

Ophthalmology	6th 16 years in a row
---------------	-------------------------

Ear, Nose & Throat	7th 23 years in a row
--------------------	-------------------------

Neurology & Neurosurgery	8th 26 years in a row
--------------------------	-------------------------

Geriatrics	10th 22 years in a row
------------	--------------------------

Cancer	12th 11 years in a row
--------	--------------------------

Pediatric Pulmonology	14th 2 years in a row
Pediatric Neurology & Neurosurgery	17th 8 years in a row
Pediatric Cancer	20th 2 years in a row
Pediatric Gastroenterology & GI Surgery	20th 5 years in a row
Pediatric Orthopaedics	20th 2 years in a row

In America's Top 50

Pediatric Urology	22nd 7 years in a row
Pediatric Cardiology & Heart Surgery	24th 7 years in a row
Neonatology	33rd 2 years in a row
Pediatric Diabetes & Endocrinology	40th 7 years in a row
Pediatric Nephrology	44th 2 years in a row

2015 Awards & Honors for Cleveland Clinic Overall

World's Most Ethical Companies®

From Ethisphere® Institute

100 Great Hospitals in America

From Becker's Hospital Review

No. 1 in the World for Scientific Activity – Ranking Web of Hospitals

From Cybermetrics Lab

150 Great Places to Work in Healthcare

From Becker's Hospital Review

NorthCoast 99 – Northeast Ohio's Best Places to Work (10-Year Legacy Award)

From the HR services organization ERC

DiversityInc Top 5 Hospitals and Health Systems

From DiversityInc

Top 25 U.S. Employee Resource Groups and Diversity Councils

From the Association of ERGs & Councils

Best Overall Recognition Program

From Recognition Professionals International, a workforce recognition association

CareerSTAT Frontline Health Care Worker Champion

From the National Fund for Workforce Solutions

Corporation of the Year (Class II)

From the Ohio Minority Supplier Development Council

Corporate Sponsor Award

From the National Black MBA Association

2015 Awards For Cleveland Clinic Facilities

Top Performer on Key Quality Measures® From The Joint Commission

- Euclid Hospital
- Fairview Hospital
- Lutheran Hospital

Guardian of Excellence Award (Patient Experience)

From Press Ganey

- Richard E. Jacobs Family Health Center

Emergency Department

- Twinsburg Family Health and Surgery Center Emergency Department

Magnet® Recognition

From the American Nurses Credentialing Center

- Cleveland Clinic main campus
- Cleveland Clinic Akron General
- Fairview Hospital
- Hillcrest Hospital

Pathway to Excellence® Designation

From the American Nurses Credentialing Center

- Cleveland Clinic Florida
- Euclid Hospital
- Lutheran Hospital
- Marymount Hospital
- Medina Hospital

Beacon Award for Excellence

From the American Association of Critical-Care Nurses

- Cleveland Clinic main campus — Coronary ICU and Heart Failure ICU (Gold)
- Cleveland Clinic Florida — ICU (Bronze)
- Hillcrest Hospital — Coronary Care Unit (Silver)

No. 2 in U.S. for Safety and Patient Experience

From Consumer Reports

- Lutheran Hospital

Most Connected Hospitals

From U.S. News & World Report

- Cleveland Clinic main campus
- Cleveland Clinic Florida
- Euclid Hospital
- Fairview Hospital
- Hillcrest Hospital
- Lutheran Hospital
- South Pointe Hospital

3-Star Rating in All 3 STS Categories of Adult Cardiac Surgery From the Society of Thoracic Surgeons (STS)

- Cleveland Clinic main campus
- Fairview Hospital
- Hillcrest Hospital

Get With The Guidelines® Awards

From the American Heart Association and American Stroke Association

Stroke Gold Plus Achievement Award

- Cleveland Clinic Florida
- Euclid Hospital
- Fairview Hospital
- Hillcrest Hospital
- Lakewood Hospital

- Marymount Hospital
- South Pointe Hospital

Stroke Gold Achievement Award

- Medina Hospital

Heart Failure Gold Plus Achievement Award

- Cleveland Clinic main campus

ACTION Registry® Gold Achievement Award

- Fairview Hospital
- Hillcrest Hospital

Resuscitation Silver Achievement Award

- Cleveland Clinic main campus
- South Pointe Hospital

Target: StrokeSM Honor Roll Recognition

- Cleveland Clinic Florida (Elite Plus)
- Hillcrest Hospital
- South Pointe Hospital

Fit-Friendly Worksites Gold Award

From the American Heart Association

- Cleveland Clinic Florida

International Board-Certified Lactation Consultant Care Award

From the International Board of Lactation Consultant Examiners and International Lactation Consultant Association

- Hillcrest Hospital

5-Star Rating — Ohio First Steps for Healthy Babies

From the Ohio Department of Health and the Ohio Hospital Association

- Fairview Hospital
- Hillcrest Hospital

2015 Environmental Awards

ENERGYSTAR Partner of the Year

From Environmental Protection Agency

50 Greenest Hospitals in America

From Becker's Hospital Review



Practice Greenhealth Awards

From Practice Greenhealth

- Top 25 Environmental Excellence Award
 - Main Campus
 - Marymount Hospital
- # 1 Greening the OR Leadership Award
- System for Change Award (ninth year)
- Circle of Excellence Award: Greening the OR, Leadership, Environmentally Preferred Purchasing, Chemicals, Climate, Green Building
- Emerald Award (Euclid Hospital and Strongsville family health center)
- Partner for Change Award (6 hospitals, 5 family health centers)
- Partner Recognition Award (Ashtabula County Medical Center, Weston Hospital, 4 family health centers)

2015 Hospital Design Awards

Best Hospital Design

From Building Healthcare Middle East

Best Sustainable Hospital Project

From Building Healthcare Middle East

Peoples' Choice Award

From Building Healthcare Middle East

2015 Communications Awards

Best Corporate Blog (for “Health Essentials” blog)

From the Content Marketing Institute

eHealthcare Leadership Awards

From Strategic Health Care Communications

clevelandclinic.org

- Platinum Award for Best Healthcare Content (healthcare system category)
- Platinum Award for Best Doctor Directory (healthcare system)
- Platinum Award for Best Social Networking (healthcare system)
- Gold Award for Best Overall Internet Site (healthcare system)
- Gold Award for Best Annual or Special Report (healthcare system)

clevelandclinicmeded.com

- Gold Award for Best Overall Internet Site (physician/clinician-focused category)
- Gold Award for Best Healthcare Content (physician/clinician-focused category)

SCOPY Award — Best Infographic from an Institution

From the American College of Gastroenterology