



## Serving Our Present, Caring for our Future

Progress in Community and Global Citizenship, 2018

# About the 2018 Report

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

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## Reporting

Cleveland Clinic compiles this report for our patients, caregivers, communities and global stakeholders. The purpose of this report is to highlight our accomplishments for the past year and transparently communicate our challenges as we strive to reach our goals.

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## Patients



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

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

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## Caregivers



Cleveland Clinic’s caregivers work hard to put patients first and maintain our high standards of care every day. Our more than 52,000 caregivers are our most important resource, and Cleveland Clinic works equally hard to care for our caregivers. The ongoing transformation in our industry has placed additional pressure on our caregivers, both nonclinical and those working with patients. Cleveland Clinic is committed to maintaining a healthy, sustainable, safe and engaged workforce.

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## Community



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

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## Environment



Cleveland Clinic supports healthy environments for healthy communities and understands that human health and environmental health are inherently linked.

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## 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.

# Reporting

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

Dear Patients, Caregivers and Community Members,

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

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



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

In 2017, Cleveland Clinic provided medical services to more patients from more places than ever before. We have been recognized among the World's Most Ethical Companies by Ethisphere Institute, honored as a top five hospital by DiversityInc and ranked as a Top 25 hospital by Practice Greenhealth.

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

Sincerely,

**Tomislav Mihaljevic, MD**

Chief Executive Officer and President

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## About This Report

As a signatory of the United Nations (UN) Global Compact, a voluntary social responsibility body, Cleveland Clinic has pledged to promote sustainability policies and practices to advance our organization in ways that benefit the economies and societies we serve. In this report we summarize Cleveland Clinic's progress in the areas of human rights, social, environment, labor and anti-corruption as they relate to the UN sustainable development goals. This report marks our ninth consecutive Communication on Progress and reflects our work in the 2017 calendar year.

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

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

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## 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
- Executive Administration
- Finance
- Human Resources
- Law Department
- Nursing Institute
- Office for a Healthy Environment
- Office of Diversity and Inclusion
- Government & Community Relations
- Office of Patient Experience
- Protective Services
- Supply Chain Management
- Enterprise Quality
- 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.

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## 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 2017 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

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## Materiality & Boundary

### Materiality

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

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

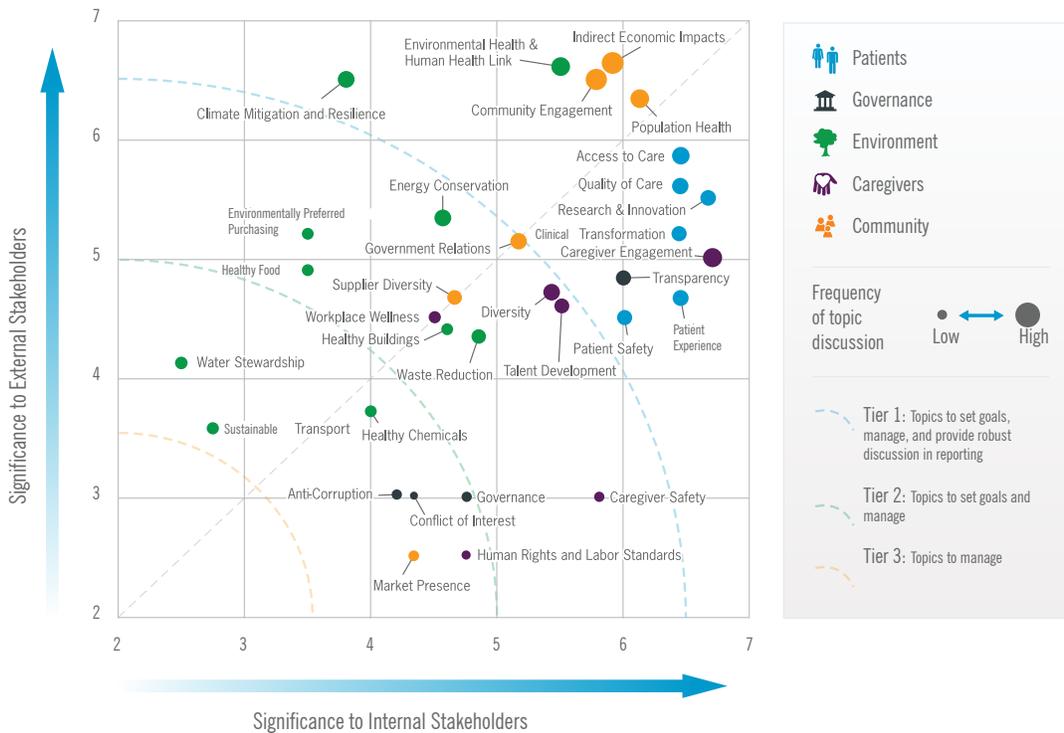
The vertical-axis of the chart corresponds to the ranking or importance of a topic to our external stakeholders and the horizontal-axis corresponds to the importance to our internal stakeholders.

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

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.

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

## Cleveland Clinic Materiality Assessment



## 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 our stakeholders 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.

## Organizational Profile

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

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

Today, we continue to live and operate by the mission established by these visionary leaders, which is supported by six fundamental values: quality, innovation, teamwork, service, integrity and compassion. As of 2017, we operate more than 3,800 staffed beds at these locations:

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

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



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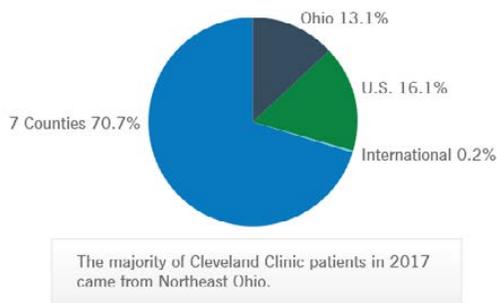
## Who Are Our Patients?

As a world-class health organization nationally ranked in 14 adult specializations and 9 pediatric specialties, Cleveland Clinic attracts patients from around the world.

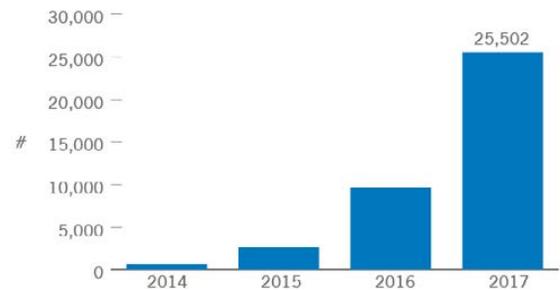
While most of our patients live in Northeast Ohio, we see patients from across the United States, Mexico, Europe, the Middle East, Asia and South America.

Cleveland Clinic provides patients with 24/7 access to care through the Express Care Online platform. In 2017, the number of virtual visits increased 163% to 25,502.

### Patient Distribution



### Virtual Visits



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## By the Numbers



Number of Caregivers: 52,000

Number of Physicians and Scientists: 3,676

Number of Nurses: 11,889

Residents and Fellows in Training: 1,965

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 1,400

Number of Beds System-wide: 4,435

Number of Patient Visits: 7.6 million

Number of Admissions: 229,132

Number of Surgical Cases: 207,354

Number of Subspecialties: 140

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Operating Revenue: \$8.4 billion

Total Grant and Contract Revenue: \$179 million

Total Federal Revenue: \$110 million

Accredited Training Programs: 107

# Patients

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

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## Patient Experience

Learn more about the outstanding programs and services our Office of Patient Experience offers.

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## Patient Safety & Quality of Care Data

Find out how we track measures of patient safety, quality of care and patient satisfaction.

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## Integrated Care

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.

# Patient Experience

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## Patients First

“Patients First” is the guiding principle of Cleveland Clinic. We strive to provide outstanding and compassionate care and service, every step along the way. Putting patients first requires more than world-class clinical care – it requires care that addresses every aspect of a patient’s encounter with Cleveland Clinic, including the patient’s physical comfort, as well as their educational, emotional, and spiritual needs.

Formalizing our commitment to this important work, Cleveland Clinic was the first major academic medical center to make patient experience a strategic goal, the first to appoint a Chief Experience Officer, and one of the first academic medical centers to establish an Office of Patient Experience. Led by Adrienne Boissy, MD, the Office of Patient Experience’s mission is to ensure consistently patient-centered care by partnering with caregivers to exceed the expectations of patients and families. Our team of professionals serves as an advisory resource for critical initiatives across the Cleveland Clinic health system. In addition, we provide resources and data analytics; identify, support, and publish sustainable best practices; and collaborate with a variety of departments to ensure the consistent delivery of patient-centered care.

Best practices are used in healthcare to deliver quality care that promotes optimal outcomes. The Office of Patient Experience has been identifying best practices throughout the enterprise to streamline patient experience initiatives and has dedicated staff who serve as experts in each domain of the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) survey. They monitor national and local HCAHPS trends to identify how the top performing hospitals identify and maintain success. They consult with Cleveland Clinic institutes and community hospitals to identify, implement and promote best practices. They also perform unit observations to sustain best practices, which are promoted and shared so that other areas of Cleveland Clinic may replicate.

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## Patients Come First At Cleveland Clinic

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

Patients First is...

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

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

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# Patient Safety & Quality of Care Data

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## Overview

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.



## Culture of Safety

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

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

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

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

## Patient Safety Goals

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

## Quality of Care

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

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

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

Additionally, Cleveland Clinic promotes transparency through publication of annual [Treatment Outcomes](#) and sharing physician-level patient experience ratings and comments on its [Find a Doctor](#) site.

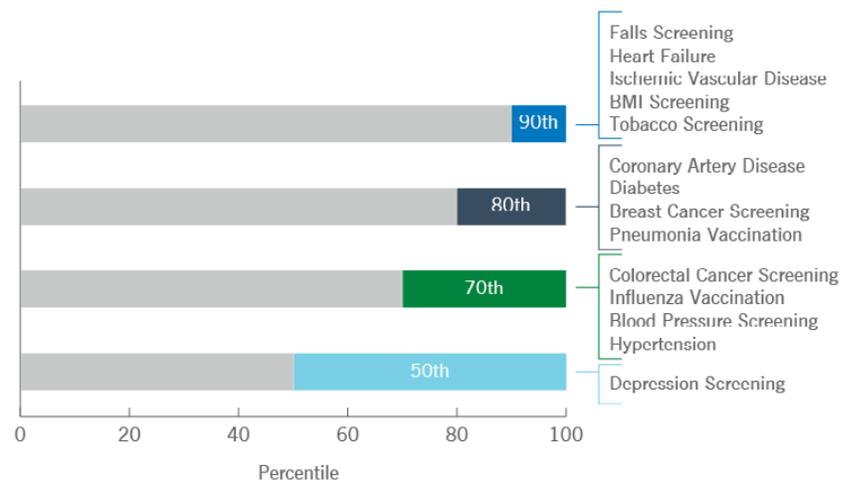
Creating new models of care is a priority to ensure we continue to fulfill our “Patients First” commitment through delivering the best care at an affordable cost. As care delivery shifts from fee-for-service to value-based and bundled payment delivery system, Cleveland Clinic is focused on concurrently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

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

As part of Cleveland Clinic’s commitment to population health and in support of its Medicare Accountable Care Organization (ACO), these primary care ACO measures have been prioritized for monitoring and improvement. Cleveland Clinic is improving performance in these measures by enhancing care coordination, optimizing technology and information systems, and engaging primary care physicians and specialists directly in the improvement work. These pursuits are part of Cleveland Clinic’s overall strategy to transform care in order to improve health and make care more affordable. 2017 data was unavailable at the time this report was published and will be updated when available.

### Cleveland Clinic Accountable Care Organization

#### 2016 Quality Performance



# Patient Data

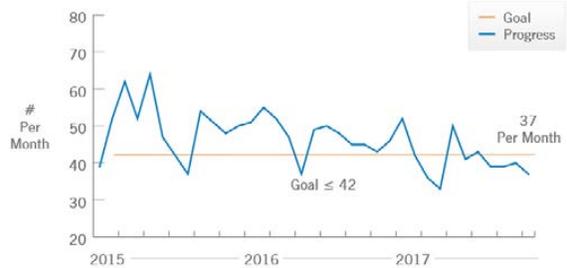
Cleveland Clinic tracks patient data such as inpatient HCAHPS ratings, patient safety indicators and outpatient experience to better understand and improve our patients' care.

## All-Cause Readmissions



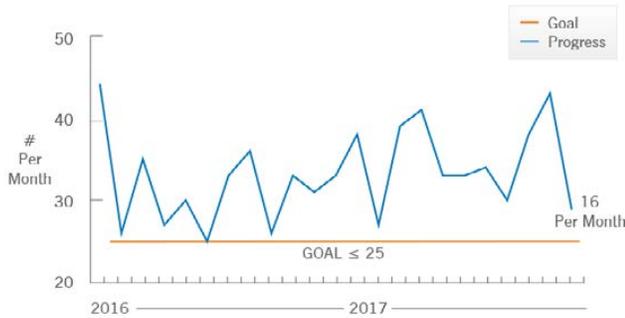
Through patient-focused clinical and operational initiatives, Cleveland Clinic has reduced all-cause readmissions within 30 days after discharge. The metric is now approaching the target of below 12%.

## Patient Safety Indicators



Cleveland Clinic is working to reduce adverse events, which are measured by patient safety indicators. We continue to improve and outperform national patient safety benchmarks through clinical and documentation enhancements.

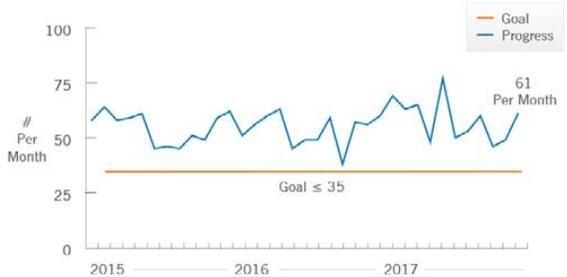
## Hospital-Acquired Infections



Cleveland Clinic is committed to reducing preventable infections below the target based on national benchmarks.

## Hospital-Acquired Infections

*C. difficile*



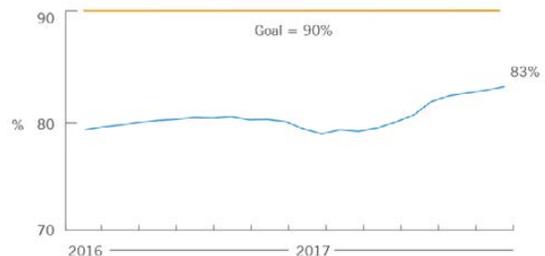
We continue to focus on decreasing *C. difficile* infections.

## Hand Hygiene



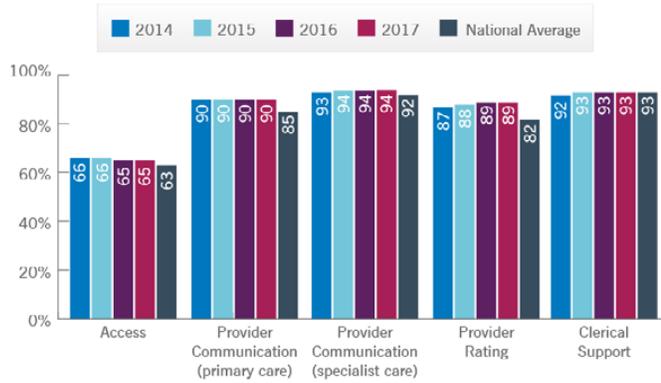
Hand hygiene is the most effective intervention to stop the spread of infections. Hand hygiene compliance continues to increase, reaching 93% in 2017, as measured by independent observers.

## Controlled Diabetes



Cleveland Clinic initiatives to improve diabetes diagnosis, prevention and control have reduced diabetes-related strokes, heart attacks and mortality.

## Outpatient Satisfaction Scores



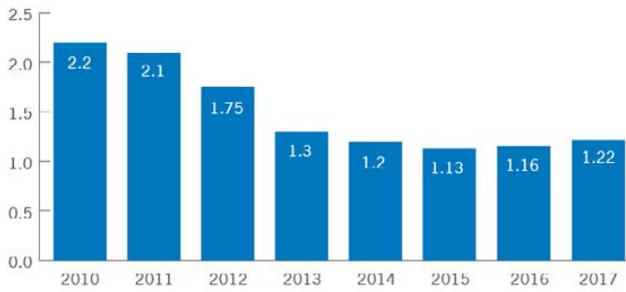
Cleveland Clinic measures our outpatient satisfaction, and in many areas, we rank higher than the national database averages. We continue to work on implementing process changes to increase the patient experience.

## Patient Experience: HCAHPS



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

## Complaints and Grievances



Rate Per 1,000 Encounters

# Integrated Care

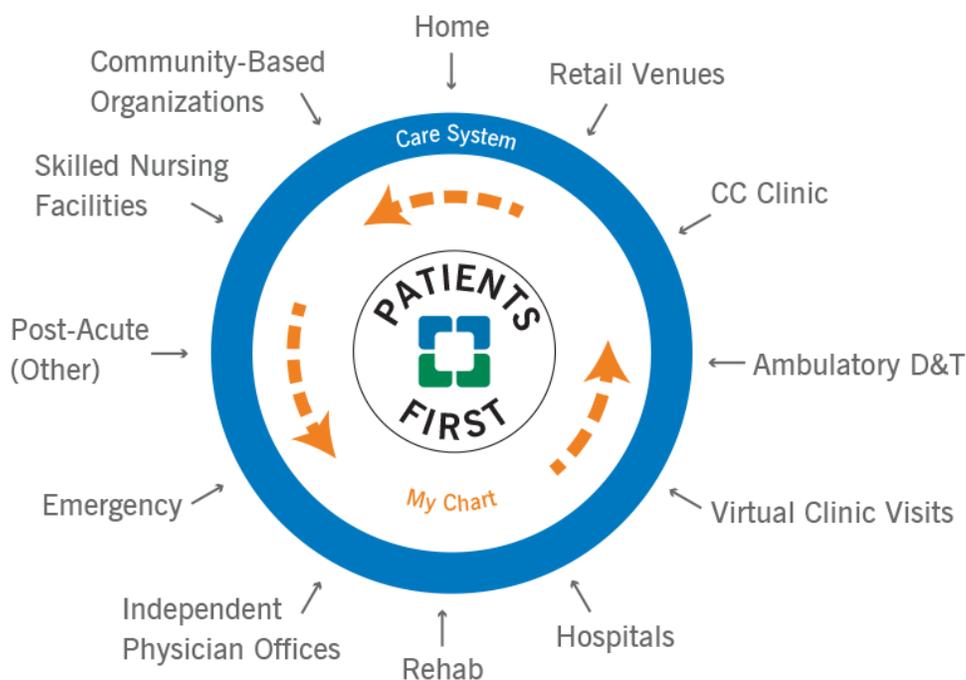
## Overview

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. Leaders across our health system are asking patients and front-line caregivers how best to deliver healthcare that is convenient, accessible, coordinated and meets patients' desired outcomes. While we work to improve the patient and provider experience and make care more affordable, we are relentlessly focused on quality and making Cleveland Clinic the safest place in healthcare.

### Integrated Care Model

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

### Integrated Care Model



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## Community Health

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

In 2017, we launched Cleveland Clinic Community Health, a unit built to better enable our healthcare providers and teams to take care of patient populations. This unit will manage access, quality, experience, utilization and cost to produce the highest quality and health for our patients. Our Cleveland Clinic Community Health unit brings primary care providers together under one umbrella — internal medicine, family medicine, hospital medicine, general pediatrics, wellness, home care and Express Care will all report to the same unit. Primary care physicians are joined by advanced practice providers and medical assistants who are supported by nurses, patient service representatives and care coordinators, all working together to meet the needs of a specific group, or panel of patients. Social workers, pharmacists, nutritionists, wellness coaches, home health providers and others are readily accessible to ensure that every patient receives the support they need.

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## Research & Innovation

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

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

[Gene Barnett, MD](#), Director of the Burkhardt Brain Tumor and Neuro-Oncology Center and Director of our Gamma Knife Center, says the central goal of his career has been to make brain tumor patients live better, longer. In the early 80s, he describes an “aha moment” when he saw an advertisement for a 3D digitizer and imagined how the technology could be used to map brain tumors.

The navigation system he developed has since become the standard used around the world for brain and spine surgery. He also was instrumental in developing laser thermal therapy for brain tumors, performing the first surgery with the technology in 2008. Today, patients who previously heard that their brain tumors were inoperable rarely hear those terrifying words.

Dr. Barnett was recognized at the March 21 Staff Meeting for his pioneering work when CEO and President Tom Mihaljevic, MD, presented him with the 2017 F. Mason Sones, MD, Innovation Award.

The award is named for the distinguished Cleveland Clinic cardiologist and researcher, whose discovery of moving cine-coronary arteriography revealed the natural history of myocardial infarction and launched the modern era of cardiovascular care. The award was established to recognize achievements that reflect the spirit of Dr. Sones, and honor the Cleveland Clinic tradition of innovation for better patient care.

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## Carepaths

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

The care path initiative focuses on three main objectives:

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

As of 2017, 144 care paths have been developed, with 30 fully embedded in the electronic health record. Our Complete Care Program is a team approach that includes the patient, the surgeon and a Specialty Care Coordinator. This bundled treatment plan along with a bundled payment plan provides efficient care for the patient.

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## Distance Health

Technology is transforming where and how we practice medicine. Through distance health, Cleveland Clinic is improving quality and bringing our care to more patients in more locations. Leveraging technology in innovative ways, we are expanding the reach of our world class service and reducing costs. Patient entered data, apps, partnerships and data interrogation tools are revolutionizing the practice of medicine, and Cleveland Clinic is at the forefront in bringing these capabilities to life. In 2017, we increased our telemedicine presence and opened more urgent care walk-in clinics throughout our community.

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

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## 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 inter-disciplinary 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.

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## Shared Medical Appointments

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

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

# Caregivers

Cleveland Clinic's caregivers work hard to put patients first and maintain our high standards of care every day. Our more than 52,000 caregivers are our most important resource, and Cleveland Clinic works equally hard to care for our caregivers. The ongoing transformation in our industry has placed additional pressure on our caregivers, both nonclinical and those working with patients. Cleveland Clinic is committed to maintaining a healthy, sustainable, safe and engaged workforce.

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## The Power of EVERYONE

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

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



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## Caregiver Engagement

As we transition to a new model of healthcare, engaging our caregivers is imperative to our success.

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## Caregiver Safety

Learn how we are committed to the safety and well-being of our caregivers, patients and visitors.

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## Diversity & Demographics

We value a culture where caregivers integrate diversity and inclusion throughout the enterprise.

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## Workplace Wellness

Employee wellness is not only focused on individual employees, but on programs designed to impact the health of both our caregivers and our patients.

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## Talent Development

Learn about the opportunities available to work in different departments and hold a variety of positions.

# Caregiver Engagement

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## Overview

Engagement at Cleveland Clinic extends beyond a single program to become a culture that guides our interactions with one another, our patients and our communities. Caregiver feedback is sought through various channels including surveys, weekly polls and team huddles. In 2017, nearly all of our caregivers attended town hall meetings for open dialogue with department managers. Actions and improvements based on the feedback received are applied to engagement activities across the organization.

### 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 2017. More than 50,000 caregivers across the enterprise have completed the training. This 15-minute module will be updated and reassigned annually for all caregivers, including staff. It reinforces an organizational expectation for an environment of energy conversation and emphasizes the importance of individual caregiver contribution to our energy demand reduction goals. In addition to the training, we have developed a robust communications campaign to prompt desired workplace behaviors.

### My Two Cents

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

In 2017, over 4,500 participants from throughout the enterprise participated in more than 150 projects.

### 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.

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## Caregiver Experience Survey

Press Ganey has administered our [patient experience surveys](#) for several years, so we 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.

Caregiver engagement is not defined by our surveys. Rather the surveys are simply ways for us to check in on our unique experiences, share them and learn from them. The surveys help reveal the perceptions we have about where and how we feel about the care we deliver to our patients.

As a confidential tool, the survey is the best method of understanding what's working and what isn't as we harness the Power of Every One to achieve Cleveland Clinic's goals. It's one form of how we listen. Another is our engagement Town Halls. Town Halls are conversations to drive actions. Those actions relate to what we learn about the caregiver experience following the survey.

## Caregiver Celebrations

Caregiver Celebration awards feature four ascending recognition tiers. The awards range from simple, on-the-spot, non-monetary e-certificates of Appreciation, to 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 \$500.

Of these 50, one individual and one team are selected to receive the CEO award of \$10,000.

Additionally, we present an individual or team with the Gladys Gibson Award for heroism. Gladys Gibson was a telephone operator who sacrificed her life when she stayed at her post to alert other caregivers of disaster during the 1921 fire.

### 4 Tiers of Caregiver Celebrations



## Recipient Highlights

The seventh annual Caregiver Award banquet took place in June, 2017 at the InterContinental Hotel and Conference Center where over 280 caregivers were recognized for their achievements. The event was hosted to recognize caregivers who achieved the Caregiver Award, the highest honor in the Caregiver Celebrations program. Recipients were honored for outstanding contributions and modeling of our core values of quality, innovation, teamwork, service, integrity and compassion. Their award-winning work demonstrated the Power of Every One – from improving quality of care to saving millions of dollars in efficiencies.

The Avon Hospital Cultural Onboarding Team designed, developed and implemented a world-class cultural onboarding program for new and existing Avon Hospital caregivers. Planning for this began in 2015 by conducting “vision groups” consisting of both caregivers and community members. The purpose was to solicit feedback on what the new hospital should look and feel like. The program set expectations for being an Avon Hospital caregiver and instilled confidence in joining the team. More than 700 caregivers participated in the program.

Ginger Orrego, a mammogram technician at Lutheran Hospital, encountered a patient during a community event for free mammograms. The patient was in her mid-thirties, alone, from another country and without health insurance. She had a lump on her breast for some time, but delayed getting a study because she could not afford to pay for care. The exam revealed the patient had stage IV breast cancer. Orrego gave the patient hope by helping her find a physician and connecting her with social workers and the United Way, which helped the patient obtain grants and provided options for support services. She consoled the patient and acquired donations to ensure all of her needs were being met — from food to medications; from transportation to treatments.

Orrego even used her own PTO to take the patient to appointments and helped arrange nutritious food, clothing and even a recliner when the patient could no longer lay down due to swelling. Through Orrego's outstanding compassion, the patient began to fight to survive.



*Pictured: Avon Hospital Cultural Onboarding Team*



*Pictured: Executive Advisor and former CEO & President of Cleveland Clinic Toby Cosgrove and Lutheran Hospital Mammogram Technician Ginger Orrego*

## Caregiver Celebrations Facts

Program Inception	2010
Addition of Patient Recognition Awards	2012
Caregiver Celebrations Received since 2010	1.3 M
Patient Recognition Awards Received since 2012	65,016

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## Caregiver Panel

More than 6,000 caregivers participated in the Caregiver Panel. It doesn't matter where they work or what their job is – all caregivers can join. As a member of the panel, our Market Research Department emails surveys monthly on such topics as benefits, new programs or practices, improving patient care, etc.

Departments then utilize the results from the panel to implement changes. For example, Protective Services used survey data to provide safety information and services to caregivers. Since Protective Services received caregiver panel results, the following have been implemented:

- Safety reminders included on the intranet
  - Addition of police officer on-site at Euclid Hospital
  - Additional A.L.I.C.E training offerings
- 

## Town Halls

### Town Halls Demonstrate Listening Culture

Institutes, divisions and regional hospitals have been holding caregiver engagement Town Halls since 2015. All 50,000 plus Cleveland Clinic caregivers are expected to attend these Town Halls when held in their area. Each Town Hall has a theme, and particular issues are discussed among managers and employee at all levels. At the end of the process, participants prioritize ideas and solutions and focus on next steps and actions. Managers in charge of Town Halls are given instructions to help make their meetings as orderly and productive as possible. Town Halls are followed up with more surveys to measure their effectiveness. Every effort is made to let Town Hall attendees know that they are appreciated, invited, heard, connected, included and part of the solution.

The impact of the enterprisewide Town Hall format led to the creation of modified small group sessions for units that would benefit from one on one or team coaching.

Leaders listened and heard what employees were saying. And the Office of Caregiver Experience was set to launch in 2018 as an umbrella department that would harness Cleveland Clinic innovation to develop and provide resources that would be available to all caregivers. Open invitations to attend Listening Tours will let caregivers share what they need to support them in providing world-class patient care.

# Caregiver Safety

## Overview

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

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

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

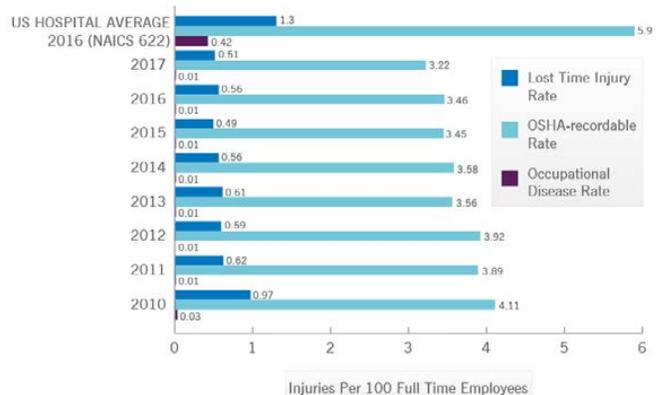
Cleveland Clinic’s recording and reporting of accident statistics is in accordance with the requirements of the Occupational Safety and Health Administration (OSHA) and the Bureau of Labor Statistics (BLS). An injury or illness is considered to be work-related if an event or exposure in the work environment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

## Environmental Health and Safety (EHS) Data

In 2017, our OSHA-recordable injury rate of 3.22 was a seven percent reduction compared to 2016. Likewise, our lost time injury rate of 0.51 was a nine percent reduction compared to the previous year. Both are well below the U.S. hospital average for 2016. The Bureau of Labor Statistics indicates the average hospital had an OSHA-recordable injury rate of 5.90 and a lost-time injury rate of 1.30.

### Caregiver Injury Rates, Cleveland Clinic Ohio Facilities

(Includes AGHS in 2016)

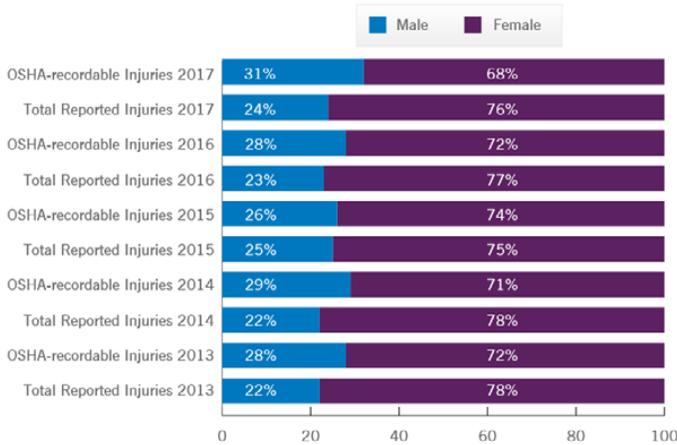


There were no work-related fatalities in 2017. Injuries by gender relate closely to our overall male/female employment ratios.

Cleveland Clinic absenteeism, as measured by unscheduled paid time off (UPTO), dropped from 1.0 percent in 2010 to 0.67 percent in 2015. It has floated between there and 0.71 percent for the past three years. Absenteeism can be used to indicate caregiver health and wellness, engagement, job satisfaction

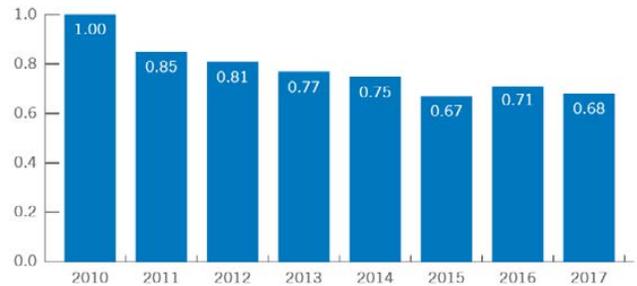
### Caregiver Injuries By Gender

Cleveland Clinic Ohio Facilities, include AGHS in 2016



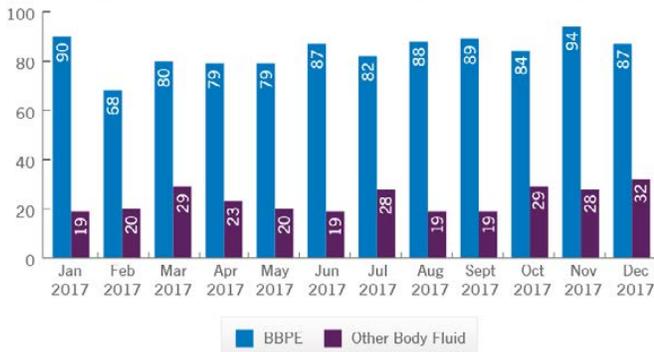
### Absenteeism

Cleveland Clinic Ohio Facilities (Includes AGHS in 2016)



## Bloodborne Pathogens

### 2017 Enterprise Bloodborne Pathogen Exposures (BBPE)



The chart reflects enterprise bloodborne pathogen exposures for sharps and non-sharp related events in 2017. In 2017, Bloodborne Pathogen exposures (BBPEs) from sharps was 624, down 7% from 2016, and BBPEs from splashes was 190, up 4% from 2016.

In order to address this increase in BBPEs from splashes, our EHS team is working with Fairview hospital on a splash safety initiative. During our department walkthroughs we discovered eyewear was not easily accessible in several locations. In 2018, our goal is to increase accessibility at these identified locations and used the lessons learned to roll the program out to all departments and units in the enterprise. Fairview Hospital has installed 350 eyewear brackets to date, and we expect to see a decrease in BBPEs from splashes in 2018 due to this initiative.

## OHSA Recordable Injuries, Other Emphasis Programs

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

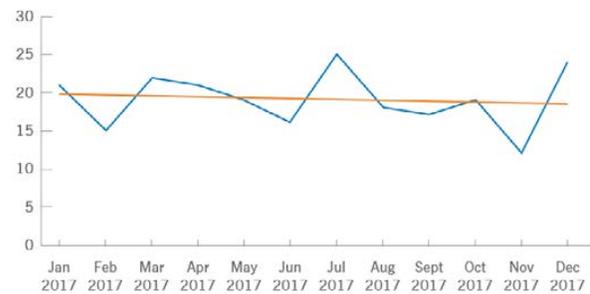
In 2016, Cleveland Clinic published its Mobility with Safe Patient Handling (MSPH) Care Path. This care path is intended to provide evidence-based patient care to reduce or eliminate the adverse effects of immobility, while providing caregivers with the tools and techniques to provide care safely. All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

Starting in 2015, and continuing today, walking and working surfaces are being evaluated to reduce the potential for caregiver, patient, and visitor falls. Northeast Ohio can be treacherous in the winter months, and fall data is somewhat seasonal. We see an increase in outdoor falls between November and March each year.

However, our trend for the year was a nice downward line as indicated in the graph to the right.

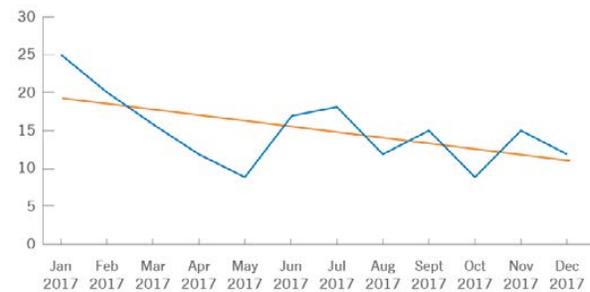
### Ergonomic OSHA-Recordable Injuries

US Locations, excl. Florida



### Slip/Trip Fall OSHA-Recordable Injuries

US Locations, excl. Florida



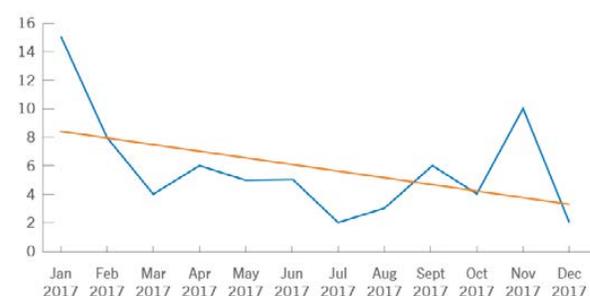
## OHSA Recordable Injuries, 2018 Enterprise Goal

In addition to the top healthcare injury types of bloodborne pathogens exposures, ergonomic injuries, and slips/trips/falls, Cleveland Clinic will be adding an enterprise goal of reducing workplace violence events in its facilities.

In 2017 we saw an increase in OSHA-recordable caregiver injuries compared to 2016, prompting leadership to establish a program modelled after the Bloodborne Pathogen Reduction Program which has resulted in fewer caregiver injuries.

### Workplace Violence OSHA-Recordable Injuries

US Locations, excl. Florida



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## A.L.I.C.E.

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



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

The A.L.I.C.E. Active-Shooter Response training has been a huge success with Cleveland Clinic caregivers. Every new caregiver and contracted vendor participates in training, and over 51,000 caregivers receive an annual refresher course.

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## Victim Advocate Program

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



# Diversity & Demographics

## Overview

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

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

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

Our three core focus areas are:

- Enterprise Demographics
- Cultural Competency Education and Development
- Health Equity, Community Engagement & Economic Vitality

We leverage and align these focus areas to complement and enhance yearly enterprise goals to ensure that diversity is integrated in Cleveland Clinic's daily operations.

### 2018 DiversityInc Top Health Systems

Cleveland Clinic ranked among the top hospitals and health systems for diversity programming by DiversityInc for the ninth consecutive year. Organizations on this list perform well in talent pipeline, talent management, leadership commitment, and supplier diversity.



### Healthcare Equality Index Leader

Cleveland Clinic has also been recognized as a Leader in LGBTQ (Lesbian, Gay, Bisexual, Transgender, and Queer or Questioning) Healthcare Equality for five years in a row (Main Campus since 2014; Regional Hospitals and Weston Florida since 2015). This recognition is based on the Human Rights Campaign's Healthcare Equality Index, which is a benchmarking tool that evaluates healthcare facilities for equity and inclusion of lesbian, gay, bisexual and transgender patients, visitors and employees.

*“One of the things that impressed me most when I first visited Cleveland Clinic 14 years ago was its culture of promoting ‘Patients First.’ Diversity and inclusion are an integral part of that mantra. We provide a welcoming and respectful environment for patients, families, and caregivers of all races, ages, genders, nationalities, religions, sexual orientations, disability, or veteran status.”*

– Tomislav Mihaljevic, MD  
Cleveland Clinic CEO and President



## ERGs & Councils Honors Awards™

Employee Resource Groups and Diversity Councils serve as ambassadors of diversity and inclusion strategies to support recruitment efforts, provide personal and professional development, increase engagement, and promote health equity throughout our system. In 2017, the Association of ERGs & Councils recognized ClinicPride, our Lesbian, Gay, Bisexual, Transgender, Allies, and Queer or Questioning – LGBTQAQ ERG and SALUD, our Hispanic/Latinx ERG, for their contributions and achievements in leading organizational diversity processes and demonstrating results in the

workforce, workplace, and marketplace. ClinicPride and SALUD are ranked among the top 25 ERGs in the nation at #4 and #24, respectively. The groups have been ranked for three consecutive years.

## American Indian Science and Engineering Society Top 50

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

Organizations selected for this Top 50 list demonstrated a commitment to diversity recruitment including specific outreach to indigenous communities. Winds of Change noted that a number of companies, such as Cleveland Clinic, have effective employee resource groups (ERGs) specifically for Native American employees. Ours is called Circle of Healers and each year it hosts educational and cultural forums open to all caregivers.



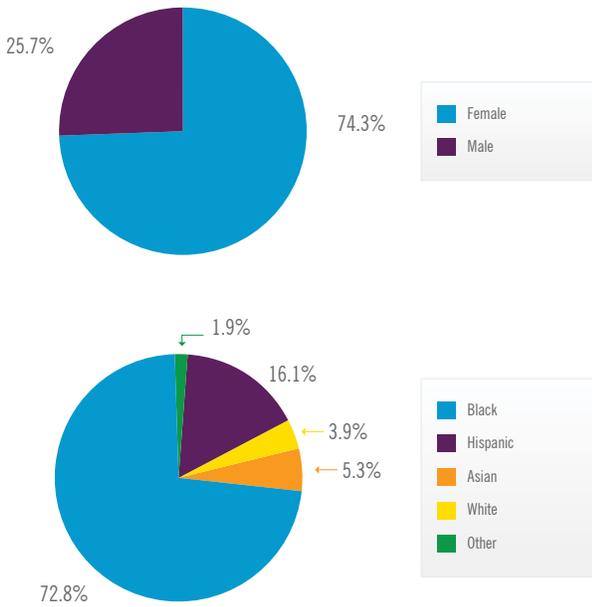
## Enterprise Demographics

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

*“Cleveland Clinic stands for diversity. Cleveland Clinic stands for inclusion and opportunity.”*

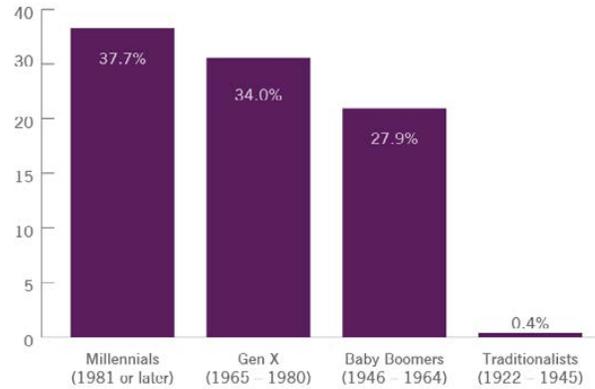
– Tomislav Mihaljevic, MD  
Cleveland Clinic CEO and President

### Cleveland Clinic Workforce Demographics, 2016\*



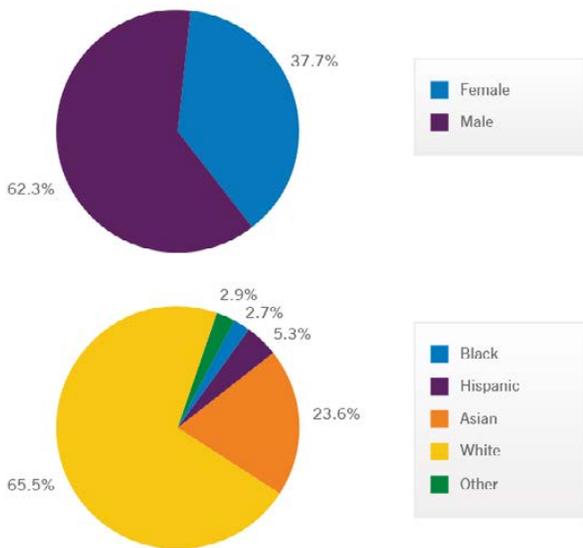
\* Enterprise-wide employee analysis as of 12/31/2016 (N=45,516). Workforce = full time, part time and PRN (temporary and contract employees were removed). Does not include Akron General.

### Cleveland Clinic Workforce by Age Group, 2017\*



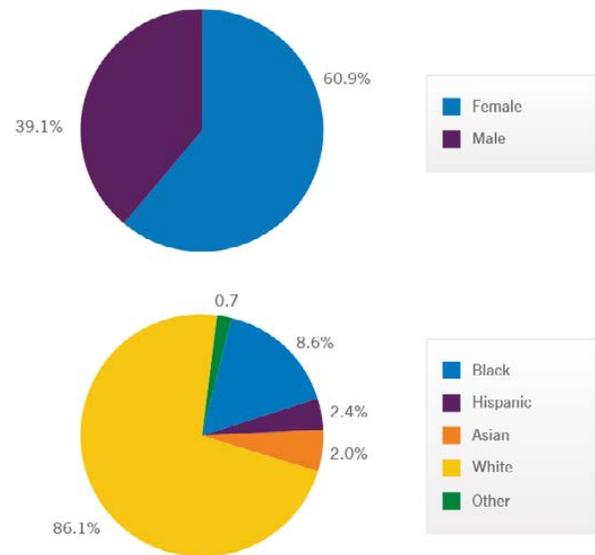
\* Enterprise-wide employee analysis as of 12/31/2017 (N=52,204). Workforce = full time, part time and PRN (temporary and contract employees were removed).

### Cleveland Clinic Physician Demographics, 2017\*



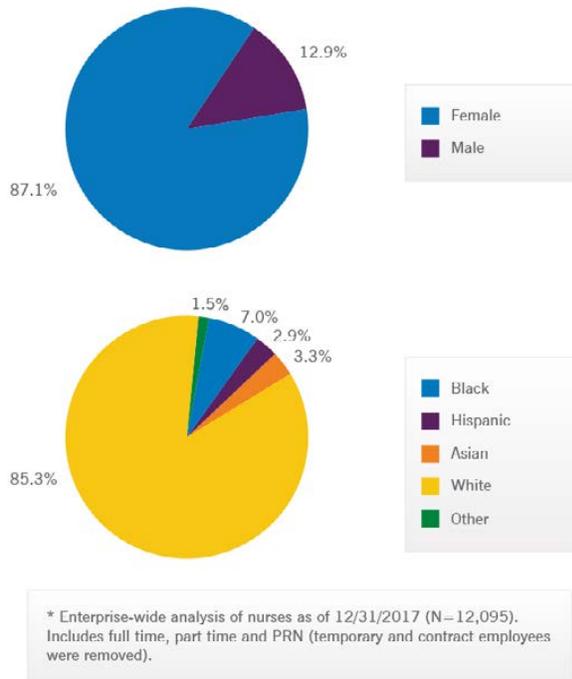
\* Enterprise-wide analysis of physicians as of 12/31/2017 (N=5,142). Includes residents and fellows.

### Cleveland Clinic Management, Demographics, 2017\*



\* Enterprise-wide analysis of management as of 12/31/2017 (N=2,676). Management is defined as all caregivers with direct reports; caregivers in EEO-1 Categories Executive/Senior Level and with the title of Manager or Director.

## Cleveland Clinic Nurse Demographics, 2017\*



### Pipeline Talent Development

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

In 2017, 40 students and 75 caregivers participated in our pipeline programs, with 100% being URM.

### Mentorship

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

- HBCU and HACU Recruitment: A strategic effort to identify, cultivate, and sustain relationships with Hispanic Serving Institutions, Historically Black Colleges and Universities, and select colleges and universities in Northeast Ohio to develop a pipeline of diverse talent for the Administrative Fellowship Program, managerial/professional level positions, and clinical opportunities.
- Mentoring Circles: Bring together a diverse group of future leaders for informal dialogues with senior leaders to support participants' personal and professional growth. In 2016, 20 caregivers participated in the re-launch of this program, with 60% of participants being minorities. In 2017, a physician staff cohort was launched with 74% being URM and 39% females.

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## Cultural Competency & Development

Enterprise-wide cultural competency skill development is fundamental in achieving the best patient and caregiver experience. We build skills, increase awareness and knowledge by providing trainings, seminars, coaching and consultation services to caregivers and departments to further enhance cultural competency and create a more inclusive environment.

### Online Training

A Diversity & Inclusion module created for caregivers provides an overview of diversity, inclusion, and cultural competence across the enterprise for our Ohio, Florida, and Nevada locations. All new hires and existing caregivers are required to complete it annually. In 2017, the module was completed by 94.8% of caregivers and included topics such as Unconscious Bias and Health Equity.

### Instructor-led Trainings

Available throughout the year with both scheduled and customized offerings available. Trainings may be customized for a department by need or request to increase cultural competence for patient care and/or improve caregiver interaction and management skills. In 2017, we surpassed our knowledge gain goal of 10%, with a 19.9% increase, through instructor-led trainings.

### Language Enrichment Programs

Offered in-person and online, enhance communication skills of caregivers to improve patient experience. Courses include: Spanish for Healthcare Professionals, Accent Modification, English as a Second Language and the English Pathways program (a co-sponsored community ESL program with Polaris), which is specific for individuals who have a language barrier and received their medical/nursing degree outside of the United States and are interested in pursuing a career in health.

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## Health Equity, Community Engagement, & Economic Vitality

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

Cleveland Clinic has 11 affinity-based Employee Resource Groups (ERGs) and 19 location-specific Diversity Councils (DCs). ERGs and DCs serve as ambassadors of diversity and inclusion strategies to support recruitment efforts, provide personal and professional development, increase engagement, and promote health equity throughout our system and across the communities we serve.

*“We are a global healthcare leader that builds initiatives in education, pipeline development, supplier diversity, cultural competency and around changing demographics. We openly engage with diverse groups and seek multicultural experiences with stakeholders to reflect the patients and communities we serve.”*

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

# Workplace Wellness

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## Overview

As one of the world's most respected academic medical centers, we see firsthand the consequences of certain preventable conditions and their effects on the healthcare system.

Cleveland Clinic's [Wellness Institute](#) is dedicated to helping our patients, our community members, and our employees achieve optimal well-being and a high quality of life. We do this by combining world-class medical care and quality wellness programs to change unhealthy behaviors and to make healthy life choices.

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## Healthy Choice Program

Caregivers on the Employee Health Plan (EHP) who have one or more of six chronic diseases can receive a premium discount if they commit to managing their disease and lifestyle changes, such as losing weight and exercising. Caregivers completing wellness initiatives are rewarded with premium discounts up to 30%. If a Caregiver does not have one of the six conditions, they can qualify for a discount by either meeting a targeted goal of steps by wearing an activity device or by working out at a fitness center 10 times a month. In 2014, the health plan introduced Healthy Choice to spouses. In order to obtain the maximum premium incentive discount both employee and spouse must be participating and meeting their individual goals.

The wellness programs are backed by Total Rewards, a broad benefits package that exceeds the typical corporate package. The program is designed to attract, engage, motivate, and retain caregivers; drive the overall Cleveland Clinic Experience; support our mission, values and "Patients First" focus; and support caregiver engagement and well-being. This, in turn, strengthens our culture.

### Offering Additional Tools to Help Achieve Balance

In addition to the Healthy Choice Portal, we offer caregivers a suite of tools to help them achieve wellness goals. Our caregiver wellness program is showing healthy results. Over 50,000 caregivers and their spouses have enrolled in our wellness programs since 2008. Hundreds of them have quit smoking; they've lost more than 280,000 total pounds; they've become more fit; and are better managing their chronic diseases. The combined savings and cost avoidance at Cleveland Clinic is estimated at \$325 million. The health plan has actually experienced 3 years of flat or decreased utilization.

*"Cleveland Clinic is dedicated to creating a culture of wellness and this is really evident by the health plan's Healthy Choice program. Our caregivers are rewarded for taking personal responsibility through premium incentives. Our members and their dependents can take advantage of free coordinated care programs, lifestyle coaching, fitness center memberships, weight management, and tobacco cessation services, all of which help a person to reach their personal goals."*

– Paul Terpeluk, DO  
Medical Director, Employee Health Services

## Healthy Choice Portal

Knowing your Healthy Choice Program status is easier with the conversion to the Healthy Choice Portal. When a caregiver activates an account, they get 24/7 access to all of their information in just one place:

- Current premium status and premium reward history
- Current health status
- Instructions on what they need to do to earn a premium discount next year
- Current physical activity, tracked by their wearable device—such as the Fitbit
- Fitness center or Curves participation data
- Goals and progress for a chronic condition being managed through the Coordinated Care Program
- The name and telephone number of the care coordinator
- Ability to track personal metrics i.e. how much daily water intake or fruits and vegetables

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## Healthy Living

### Physically Fit

Cleveland Clinic offers caregivers on the health plan and their dependents access to the fitness centers across the health system or to a Curves gymnasium. Our Cleveland Clinic-owned fitness centers are equipped with state-of-the-art strength and cardiovascular equipment. Created specifically for women, Curves offers a complete fitness and nutrition solution. The Curves 30-minute workout exercises every major muscle group and burns up to 500 calories through a proven program of strength training, cardio, and stretching. Since we began offering Curves memberships in 2008, we have had over 10,460 caregivers enroll.

Caregivers also get free membership in a Cleveland Clinic weight reduction program or 50% reimbursement for Weight Watchers® classes. More than 13,670 caregivers have enrolled in Weight Watchers® since we began offering classes in 2008.

Sunrise/Sunset Yoga is a free yoga program offered to all Cleveland Clinic caregivers. Class sessions are 45 minutes long and are offered at various locations throughout the health system.

### Support to be Smoke-Free

Cleveland Clinic does not hire tobacco users or allow tobacco use at any of its facilities. Caregivers enrolled in our health plan who use tobacco are given free treatment and medication in a tobacco cessation program. The program was extended into the city of Cleveland and is credited with reducing smoking and lowering the incidence of heart disease and stroke in the region. Since launching our smoking cessation program in 2008, more than 2,500 caregivers have enrolled and participated.

### Healthy Eating

We removed trans-fats and replaced unhealthy foods with healthier options in all facility restaurants, cafeterias, and vending machines. The most nutritious foods in the cafeterias carry green “Go Foods!” stickers, and we have an arrangement with a local supermarket chain to similarly label food in its aisles.

Caregivers can buy fresh fruit and vegetables at seasonal farmers' markets held weekly at several Cleveland Clinic locations. The markets are open to patients, visitors, and the public, as well as caregivers.

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## Healthy Environments

We believe that caregiving extends to the environment, as well. In 2007, we created the Office for a Healthy Environment. Every facility has a green team, composed of managers and caregivers charged with finding ways to help the environment.

We encourage our caregivers to imbed sustainability into their everyday lives:

- Caregivers who drive high-efficiency vehicles receive a 20% discount on parking
- Caregivers who purchase a hybrid vehicle are eligible to receive \$1,000 toward their purchases
- Caregivers are encouraged to carpool and use public transportation
- Caregivers who bike to work have access to showers

### Flexible Work Arrangements

We try to accommodate our caregivers' schedules as much as is possible and, at times, we allow for flexible work arrangements such as working from home. We also have a "parent shift" for some of our caregivers from 10 a.m. to 2 p.m., which allows our parents to leave early enough to pick up their children.

### Encouraging Family Fun

We try to help our caregivers enjoy the community with their family and other caregivers. Many events and activities are planned throughout the year at all locations for our caregivers to enjoy with their family members. From picnics to holiday celebrations there is always something happening at Cleveland Clinic.

Examples of some of our family-fun events:

- Fairview Hospital's Fall Festival  
The festival is held in a park behind the hospital and includes a basketball tournament, volleyball tournament, inflatable slides and activities for the children, a DJ in the afternoon and a live band in the evening. All of the caregivers at Fairview enjoy this annual event.
- Fairview Hospital's July 4th Parade  
The hospital schedules Lolly the Trolley and a large number of caregivers walking in the parade distribute sunscreen, stress balls and ice packs to the community.
- Cleveland Clinic Florida's Picnic and Softball Game  
Caregivers and their families were invited for an afternoon in the fall at a local park.

### Discount Programs for Employees

Cleveland Clinic also features an extensive employee discount program for caregivers across our various locations. For example, we negotiated an exclusive discount ticket offer for caregivers for Cedar Point Amusement Park in Sandusky, Ohio. This program is very popular with more than 11,000 tickets purchased annually. Caregivers have stated that this program enabled their families to attend and enjoy the park at an affordable price.

Other discount programs provided throughout the year include a program called, “Tickets at Work,” where theatre events at Playhouse Square, Disney family events, Cleveland Orchestra and Blossom Music center events, Cleveland Cavs games, Cleveland Indians games, the Cleveland Zoo, wrestling events, etc. are provided to caregivers at a discounted rate. There is something for everyone. In 2017, our caregivers saved \$1M through these extensive discount programs which helped to provide some relaxation, enjoyment, and balance throughout the year.

### **A Calming Environment**

It is not uncommon for patients and caregivers to encounter a cellist or dancer in the public spaces of our facilities. We recognize that caregiving has spiritual and artistic components. The Arts & Medicine Institute integrates the visual arts, music, performing arts, research, and programs to promote healing and enhance the lives of our patients, families, visitors, and caregivers.

As one caregiver said: “On busy days, I find it so relaxing and calming to listen to the musicians who play at Cleveland Clinic. It’s a great way to deal with stress.”

### **A Place to Worship**

Caregivers of all faiths have the opportunity to worship at facilities across the system and our Spiritual Care Department provides counseling and other services to all caregivers.

# Talent Development

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## 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.

### Building Your Future in Healthcare

Cleveland Clinic's center for learning and development is the [Global Leadership and Learning Institute](#).

As we transform our model of care, we need the Power of Every One to be successful.

All caregivers have the opportunity to access to tools and resources that help them develop and lead in several ways.

- Leading self
- Leading others
- Leading managers



*“We are proud to support our caregivers to grow and learn in their careers with a focus on what matters most at Cleveland Clinic. We will partner to provide resources, insight and workshops to create a Coaching culture based on respect, build healthy Teams, embrace and lead Change and Thrive by bringing your whole self to work.”*

– Gina Cronin  
Executive Director, Global Leadership  
and Learning Institute

We believe caregivers develop better – and faster – when they own their careers. We believe we all benefit when caregivers are supporting in being a part of the changes in healthcare.

## Our Model

Broaden capabilities by applying what caregivers learn in the work they do. Our Career Development Model emphasizes growth through job-related experiences — when development takes place in real time. Caregivers also gain exposure to new knowledge and skills when they interact with others at Cleveland Clinic. Formal education is available when it's timely and valuable to support professional goals.

## Our Approach

It's simple. We ask caregivers to “Seek to understand yourself. Be aware of the environment around you. And with that knowledge, plan for your future.”

## Career Management

We partnered with Harvard ManageMentor to offer caregivers a complete Career Management module. It helps the better understand their career aspirations and how to progress forward.

At Cleveland Clinic, we develop the leaders of tomorrow. It's part of our efforts to retain top talent and prepare our organization for the future.

We do this by engaging others to be their best and empowering personal and professional growth. That means developing, inspiring and connecting leaders to our vision – and their role in leading change within Cleveland Clinic.

## Lead Forward

Our Lead Forward development programs are designed for all people. Whether you're starting your career or at the most senior levels of management, our programs offer valuable skills and insights to apply in your daily work.

By taking part in one of these programs, we intend for participants to:

- Grow leader capability to inspire teams toward fulfilling Cleveland Clinic's mission, vision and goals.
- Foster a culture of teaming and collaboration that supports relationships and high reliability — all toward putting Patients First.
- Appreciate the importance of continual learning and become aware of resources to support your learning journey.

## Program Descriptions

- Harnessing Potential
- Empowering Others
- Transforming Enterprise

Lead Forward is just one of many development programs for caregivers. Cleveland Clinic's [Education Institute](#) collaborates closely with our Global Leadership and Learning Institute to provide leadership development to healthcare executives from around the world. As an example, the [Samson Global Leadership Academy for Healthcare Executives](#) offers one- and two-week immersion courses in leadership development and systems thinking, and has attracted healthcare leaders from more than 26 countries.

## Tuition Reimbursement

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

In 2017, over 3,174 caregivers participated and over \$10.2 million was reimbursed.

### Annual Maximum Cap Allowance

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

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

## Total Rewards

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.



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# Global Leadership & Learning Institute

## Global Leadership & Learning Institute (GLLI)

Cleveland Clinic is committed to our caregivers' learning and development. As we transform healthcare, we need the Power of Every One to be successful. At GLLI:

- We develop, inspire and connect leaders to transformational vision and leading change
- We provide every caregiver resources to learn and develop their own professional growth
- We proudly champion Cleveland Clinic's learning culture and leadership behaviors

We have five Centers of Expertise:

- Global Executive Education
- Learning Technologies
- Operations & Onboarding
- Talent Management
- Team & Leadership Development

Our programs are all about opening our doors to our caregivers in a time of unprecedented healthcare change – from learning about new technology to our business systems and state of the art facilities. We partner to plan, implement processes, and deploy resources in order to operationalize programs and projects that support the learning and development of Cleveland Clinic caregivers. Our goal is to deliver a robust learning infrastructure to facilitate a culture of learning and growth.

## Talent Management

Talent Management encompasses both Performance Management and Talent Reviews. The Performance Management process provides managers and employees the opportunity to:

- Formally review employee job performance
- Establish performance expectations, goals and development opportunities
- Facilitate ongoing coaching discussions

The goal of the Talent Review process is to proactively develop future Cleveland Clinic leaders. The purpose of the program is to:

- Accelerate talent development, with better results
- Reduce time to fill leadership roles utilizing Succession Planning
- Build inclusivity and diversity in talent
- Engage and retain high potential talent

*“The talent management process was redesigned and expanded in 2017. Talent management was moved from paper and Excel files into ONE HR: Workday and Portal, our web based enterprisewide HR system. Leading industry best practices were integrated into the process. Diversity and inclusion measures were thoughtfully, and effectively integrated into the process. Finally, the program was expanded to a larger audience, linking different levels of the organization.”*

– Joe Rak  
Director, Talent Management

To learn more, visit [Learner Connect](#).

### **The Power of Everyone**

Learn more about the four Leader Behaviors that help Cleveland Clinic leaders live the mission, vision, and values of our organization.

# Community

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

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## Community Impact

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

## Government & Community Relations

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### Advocacy & Policy

Our advocacy activities at the local, state and federal levels are primarily focused in the areas of healthcare delivery system reform.

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### Healthy Lifestyles

We offer many programs for the communities in which we live, work and impact that give residents the opportunity to create healthier versions of themselves.

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### Education

We offer resources and programs that support success in the classroom and beyond; empowering our youth to become Northeast Ohio's next generation of leaders.

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### Economic Vitality

A look at how we are impacting the local economy through education, collaboration and job preparation.

# Community Impact

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## Community Benefit

The Community Benefit provided by Cleveland Clinic is far-reaching, from providing accessible healthcare, to educating the next generation of healthcare professionals, funding medical research that leads to advanced treatments and cures, and supporting community health initiatives.

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

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

[Annual Community Benefit Report](#)

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## Community Health Needs Assessments

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

[Community Health Needs Assessments](#)

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## Economic Impact

Cleveland Clinic is a driving economic 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

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

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## Local and Diverse Spending

Cleveland Clinic has a long-standing commitment to care for the communities we serve. Our Supplier Diversity strategy supports this commitment by attracting, supporting and partnering with diverse business enterprises.

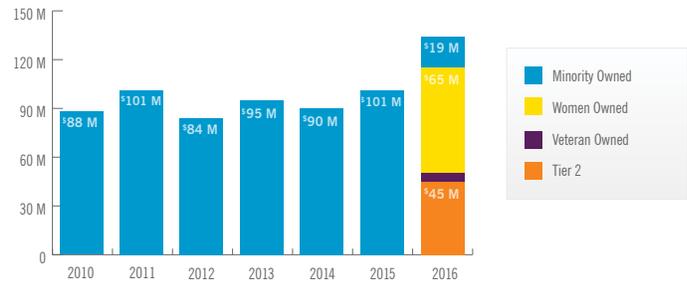
This strategy allows us to leverage our purchasing power to drive economic inclusion for qualified diverse suppliers.

Cleveland Clinic strives to increase diverse participation in procurement opportunities for businesses that are 51% owned and operated by minorities, women, veterans, service-disabled veterans, LGBTQ, or are HUB-Zone certified.

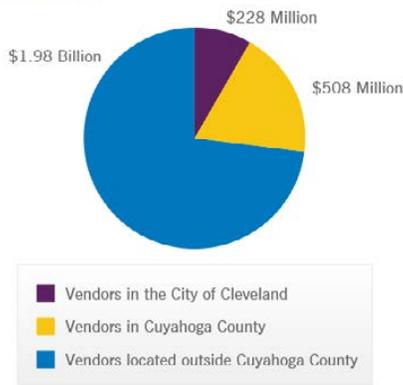
Cleveland Clinic is dedicated to expanding opportunities for diverse businesses by:

- Identifying new opportunities for diverse businesses across the Cleveland Clinic enterprise, as well as Tier II\* opportunities with our contracted vendors.

### Diverse Vendor Spend



### Local Procurement



- Promoting an atmosphere of collaboration and education that provides guidance and consultation to diverse suppliers and further develops their business.

- Partnering with regional and national organizations dedicated to strengthening diverse businesses through targeted education and growth programs. This includes professional organizations and local, state and national government leadership.

Since 2010, we've spent over \$881 million with certified diverse suppliers across all 72 service and product categories.

## Mobile Food Pantry

Cleveland Clinic's 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.

"Research has shown that adding just two servings of fruits and vegetables a day can help combat most chronic illnesses; this makes access to fresh produce not just a social concern, but also a medical one," said Tisa Thompson, a Patient Liaison Program Coordinator at Stephanie Tubbs Jones Health Center.

The Mobile Food Pantry provides healthy meal options for families, promotes healthy eating and improves health outcomes. In 2017, 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.

Each month, the Greater Cleveland Food Bank provides STJHC with 10,000 to 12,000 pounds of fresh produce to feed 100-150 families. In 2017, STJHC's Mobile Food Pantry served 1,600 families and 3,800 individuals. The pantry is staffed by over 300 volunteers from across the Cleveland Clinic enterprise and surrounding community. The Mobile Food Pantry hopes to expand the model to other Cleveland Clinic Family Health Centers.

# Advocacy & Policy

Promoting healthcare advocacy and developing partnerships at all levels of Government.

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## Overview

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

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

[Government & Community Relations Events Calendar](#)

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## Local, State and Federal

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

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

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

## Local Government

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

## State Government

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

## Federal Government

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

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

# Healthy Lifestyles

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

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## Overview

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

[Government & Community Relations Events Calendar](#)

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## Healthy Babies & Kids

### Healthy Strides for Kids

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

To join us for an upcoming program, please visit [clevelandclinic.org/healthystrides](http://clevelandclinic.org/healthystrides), or email us at [comewalkwithus@ccf.org](mailto:comewalkwithus@ccf.org).

### Healthy You, Healthy Families

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

To join us for an upcoming program, please visit [clevelandclinic.org/healthyyouhealthyfamilies](http://clevelandclinic.org/healthyyouhealthyfamilies), or email us at [letsmoveit@ccf.org](mailto:letsmoveit@ccf.org).

### School-Based Programs

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

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## Chronic Disease Prevention & Management

### 101 Series

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

To schedule a session of the 101 Series, email us at [letsmoveit@ccf.org](mailto:letsmoveit@ccf.org).

### Heart & Vascular Institute Educational Series

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

To join us for an upcoming program, please visit [clevelandclinic.org/hviseries](http://clevelandclinic.org/hviseries), or call the Langston Hughes Community Health & Education Center at 216.361.1773.

### Let's Talk About Stroke

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

### You Change You

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

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

To join us for an upcoming program, please visit [ccf.org/youchangeyou](http://ccf.org/youchangeyou), or email us at [letsmoveit@ccf.org](mailto:letsmoveit@ccf.org).

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## Exercise, Nutrition & Well-Being

### Come Cook with Us!

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

To join us for an upcoming program, please visit [clevelandclinic.org/comecookwithus](http://clevelandclinic.org/comecookwithus), or email us at [letsmoveit@ccf.org](mailto:letsmoveit@ccf.org).

### Come Learn with Us!

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

To join us for an upcoming program, please visit [clevelandclinic.org/comelearnwithus](http://clevelandclinic.org/comelearnwithus), or email us at [letsmoveit@ccf.org](mailto:letsmoveit@ccf.org).

## Fitness Classes

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

To join us for an upcoming program, please visit [clevelandclinic.org/fitnessclasses](http://clevelandclinic.org/fitnessclasses), or call the Langston Hughes Community Health & Education Center at 216.361.1773.

## Healthy Communities Initiative (HCI)

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

To join us for an upcoming program, please visit [clevelandclinic.org/hci](http://clevelandclinic.org/hci). To inquire about forming an HCI in your community, please email us at [letsmoveit@ccf.org](mailto:letsmoveit@ccf.org).

## Healthy Strides... Come Walk with Us!

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

To join us for an upcoming program, please visit [clevelandclinic.org/healthystrides](http://clevelandclinic.org/healthystrides), or email us at [comewalkwithus@ccf.org](mailto:comewalkwithus@ccf.org).

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## Safety

### Coffee with the Cops

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

To join us for an upcoming program, please visit [clevelandclinic.org/coffeewiththecops](http://clevelandclinic.org/coffeewiththecops), or email us at [letsmoveit@ccf.org](mailto:letsmoveit@ccf.org).

### Self-Defense

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

To join us for an upcoming program, please visit [clevelandclinic.org/selfdefense](http://clevelandclinic.org/selfdefense), or email us at [letsmoveit@ccf.org](mailto:letsmoveit@ccf.org).

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## Substance Abuse

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

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

To join us for an upcoming program, please visit [clevelandclinic.org/triplethreat](http://clevelandclinic.org/triplethreat), or email us at [letsmoveit@ccf.org](mailto:letsmoveit@ccf.org).

### **Tobacco Cessation**

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

To join us for an upcoming program, please visit [clevelandclinic.org/tobaccocessation](http://clevelandclinic.org/tobaccocessation), or email us at [letsmoveit@ccf.org](mailto:letsmoveit@ccf.org).

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## Women's Health

### **Mammography Clinic at the Langston Hughes Community Health & Education Center**

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

To schedule an appointment, please visit [clevelandclinic.org/mammographyclinic](http://clevelandclinic.org/mammographyclinic), or call 216.444.2626 and indicate you would like a mammogram at Langston Hughes. A patient navigator can assist you with scheduling services at other health providers in the local community as well.

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

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

To schedule an appointment, please visit [clevelandclinic.org/womenshealthclinic](http://clevelandclinic.org/womenshealthclinic), or call the Langston Hughes Center at 216.361.1773.

# Education

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

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## Overview

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

[Government & Community Relations Events Calendar](#)

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## Grades K–5

### **Dangerous Decibels®**

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

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

Classroom teachers can register to participate by visiting [clevelandclinic.org/dangerousdecibels](http://clevelandclinic.org/dangerousdecibels)

### **From Jump Ropes to Microscopes**

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

Visit [clevelandclinic.org/jumpropes](http://clevelandclinic.org/jumpropes) to play the game.

### **Health Unleashed!**

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

Visit [clevelandclinic.org/healthunleashed](http://clevelandclinic.org/healthunleashed) to learn more.

## HealthCARE™ (Cultivating Acceptance and Respect through Education)

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

Visit [clevelandclinic.org/healthcare](http://clevelandclinic.org/healthcare) to access these educational materials.

## Power Washers™

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

Visit [clevelandclinic.org/powerwashers](http://clevelandclinic.org/powerwashers) to play the game.

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## Grades 6–12

### 101 Series

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

Classroom teachers can register to participate by emailing [letsmoveit@ccf.org](mailto:letsmoveit@ccf.org).

### Adventures in Health Science and Medicines® (AHSM®)

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

Classroom teachers must apply to participate. Learn more at [clevelandclinic.org/ahsm](http://clevelandclinic.org/ahsm).

### Connected Rounds

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

### eXpressions®

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

Classroom teachers who wish to participate can find more information at [clevelandclinic.org/expressions](http://clevelandclinic.org/expressions).

## Internships

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

## Teen Cancer Program

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

Classroom teachers can register to participate by emailing [letsmoveit@ccf.org](mailto:letsmoveit@ccf.org).

## Worldwide Classroom®

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

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

Classroom teachers who wish to participate can find more information at [clevelandclinic.org/wwclassroom](http://clevelandclinic.org/wwclassroom).

# Economic Vitality

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

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## Overview

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

[Government & Community Relations Events Calendar](#)

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## Community Partnerships & Event Sponsorship

Cleveland Clinic's community outreach efforts, sponsorships and collaborations have included on-the-ground programs, hands-on community service experiences, health & wellness education sessions, health screenings and navigation, and funding investments for requested programs, activities and events. These alliances annually involve over 200 community partners, non-profits, community resource centers and other organizations.

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

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

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

With the ever-changing landscape in health care and services, the dynamic is changing from "sick" care to "health" care. As such, the health of a community is not determined solely on physical well-being, but on all the factors that go into the experience of living, working and thriving in Northeast Ohio. Cleveland Clinic is committed to working with individuals and organizations that understand this new reality, and these social and environmental determinants will be considered within the framework of any request for support.

## Become a Partner

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

- A partnership request should focus on sustainable program(s) collaboration to benefit the health and well-being of the communities Cleveland Clinic serves, whether in urban Cleveland, inner-ring suburbs, or surrounding communities / counties.

For your request to be considered please provide all information requested in the [Cleveland Clinic Community Outreach Partnership Request Form](#).

If you have questions regarding the criteria, or the review process, please contact Chris Abood at [aboodc@ccf.org](mailto:aboodc@ccf.org) or 216.448.0043.

## Event Sponsorship

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

- An event or sponsorship request should be specific to an upcoming health and wellness-related attraction or engagement in your community. Essential elements for Sponsorship Consideration are: Developing and Promoting Health and Wellness Initiatives; Providing Community Education for people of all ages; Enhancing Economic Vitality; and Supporting Workforce Development.

For your request to be considered please provide all information outlined in the [Cleveland Clinic Event or Sponsorship Request Form](#).

If you have questions regarding the criteria, or the review process, please email us at [sponsorships@ccf.org](mailto:sponsorships@ccf.org).

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## Farmers Market

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

[Farmers Market](#)

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## Greater University Circle Initiative

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

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

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

There have been some remarkable early successes, including:

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

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

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## Internships

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

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

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

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

[NEOREMA™ Internship Program](#) (9th grade students)

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

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

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

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

[Junior Ambassador Program for Teens](#) (high school)

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

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

# Environment

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## Our Commitment To Environmental Health

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 52,000 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.

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

— Tomislav Mihaljevic, MD, Cleveland Clinic CEO and President

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## Energy Conservation

We are firmly committed to reducing our environmental, economic and human impact by reducing our energy intensity.

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## Climate Resilience

Cleveland Clinic is committed to improving our institution-wide initiatives to prepare for climate change.

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## 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.

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## 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.

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## Responsible Procurement

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.

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## Innovative Leadership

We work in collaboration with governments, non-governmental organizations (NGOs) and communities to support strategies for mitigation and adaptation.

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## Water Stewardship

Cleveland Clinic is actively protecting our water supply through conservation measures such as condensate recovery and storm water management.

# Energy Conservation

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## Overview

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

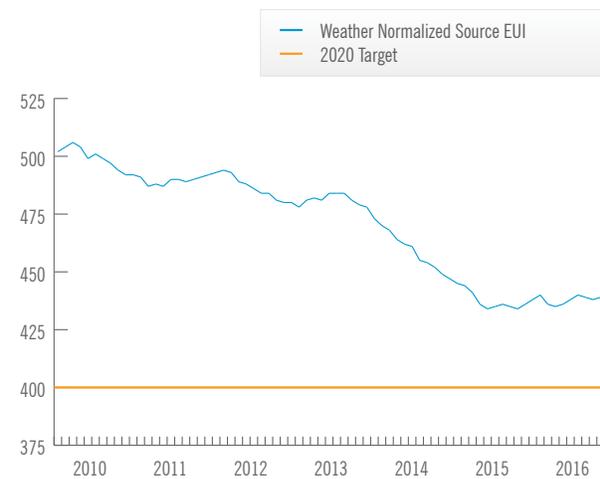
In 2017, Cleveland Clinic continued implementing a \$12M enterprise energy demand reduction strategy to improve our energy efficiency and become less resource-intensive. By decreasing energy intensity, Cleveland Clinic is providing value for our patients and leading the industry in responsible healthcare operations.

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## Reduction Progress

Energy Use Intensity, or EUI, measures the energy consumed by a building relative to its size. Cleveland Clinic uses weather normalized source EUI or the total amount of raw fuel used. This includes transmission, delivery and production losses of that fuel as it is used as energy. Our goal is to reduce our EUI to 20% by 2020. As of December 2017, we have reduced our EUI by 15% from our 2010 baseline.

### Enterprise Weather Normalized Source EUI



## Green Fund

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

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

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## Energy Reduction Projects and Programs

### LED Retrofit

Just keeping our lights on accounts for 16 percent of our total energy use. The cost of LEDs has reached the point where the payback makes sense, even in Ohio where electricity prices are low relative to other regions. In 2017, Cleveland Clinic continued standardizing 100% LED for new construction and replacing approximately 400,000 fluorescent tubes. Some of the benefits from this initiative include:

- Cutting our electric consumption by 28,600,000 kilowatts each year – roughly the same as removing approximately 2,600 houses off the electrical grid – for a total annual savings of \$2 million.
- Reducing our carbon footprint by nearly 19,400 tons of CO<sub>2</sub> 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)
- Learn more about LED Retrofit

### 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 2017, in collaboration with the Surgical Operations Executive Committee, the Facilities Department continued implementing our OR Setback plan to reduce energy while maintaining State and Federal regulations for air exchange.

### Lighting Setbacks & Caregiver Behavior

Building setbacks and caregiver education offer significant energy reduction opportunities. We have programmed our lighting systems to reduce usage during unoccupied periods for administrative areas and are creating a culture of conservation through an enterprise wide Ecocaregiver training initiative where all caregivers are required to participate in an Energy Savings and You online course.

### Chiller Optimization & Replacement

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

### Filter Optimization

We initiated a filter optimization program to replace high-efficiency particulate arrestance (HEPA) filters with 14 high efficiency filters for non-surgical spaces and utilize a more energy efficient filter package across the system.

The conversion is projected to save approximately 23% in fan power for all affected air handling units with variable speed drives and deliver almost \$1 million in savings.

### Retro-Commissioning

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

### Building Metering & Monitoring

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



# Climate Resilience

## Overview

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.

## Reducing Our Carbon Footprint

### Carbon Neutral by 2027

In 2017, our former CEO and President, Dr. Toby Cosgrove, announced a goal for the organization to become carbon neutral by 2027. We are excited by this challenge, and will continue to lead our sector and explore creative solutions to environmental challenges that benefit our community and support economic health.

### Carbon Mitigation

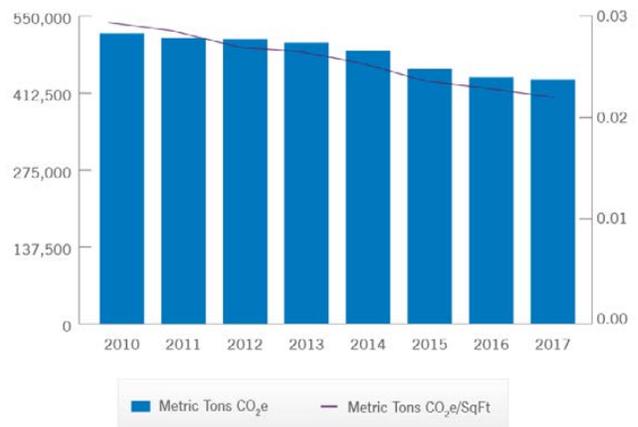
Cleveland Clinic's 2017 scope 1 & 2 carbon footprint totaled 436,271 metric tons of CO<sub>2</sub>e. This is a 1% decrease from 2016 and a 16% reduction from our 2010 baseline. Our Carbon Intensity (CO<sub>2</sub>e/Sqft) has decreased 25% from our 2010

baseline as our enterprise has grown. 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.

Cleveland Clinic calculated its scope 1 & 2 carbon footprint using the GHG protocol for electricity, natural gas, fuels used by generators, fleet vehicle fuel, and anesthesia gases. Annual regional eGRID factors for Co<sub>2</sub>e per MWh were utilized to account for greening of our electricity grid. 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.

### Cleveland Clinic CO<sub>2</sub> Emissions Intensity

Improvement Scope 1 & 2



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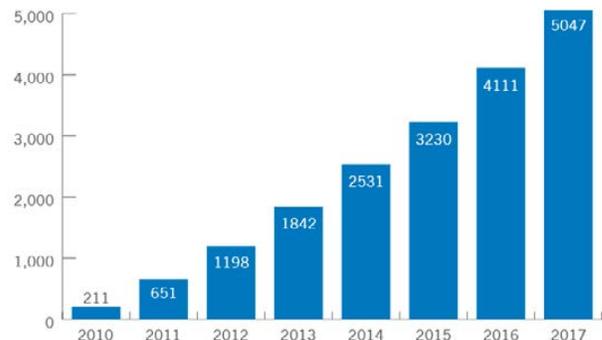
## Sustainable Transportation

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

In 2017, in collaboration with the Northeast Ohio Areawide Coordinating Agency (NOACA) we rolled out an enterprise smart commute platform called Gohio Commute. The site allows our caregivers to track their daily commuting habits and offers information on sustainable transportation options in Northeast Ohio. Caregivers can connect with other caregivers within the same region, city, or neighborhood to help increase transportation mode-shift away from SOV (single occupancy vehicle) to more sustainable alternatives such as carpooling, vanpooling, public transit, or biking. This tool provides the best transportation options for your daily commute, tracks activity, and promotes challenges and engagement events which can lead to significant time and budget savings.

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

Metric Tons CO<sub>2</sub>e Avoided



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## Community Tree Planting

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

In 2017, the Office for a Healthy Environment partnered with our Government and Community Relations department to transform parking lots into

green spaces. Cleveland Clinic caregivers, residents of Cleveland's Fairfax neighborhood, Fairfax Renaissance Development Corporation and high school students came together to build "pocket parks."

The group worked to transform three lots along several blocks of Cedar Avenue near our main campus — planting trees, shrubs and other landscaping. The surface parking lots were previously used by construction workers who built Taussig Cancer Center and other Cleveland Clinic buildings.

The high school students are participants in Cleveland Clinic Louis Stokes Scholars program, a six-week internship focused on workforce readiness in which Cleveland and East Cleveland high school students have the opportunity to work and learn alongside Cleveland Clinic caregivers.

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## Capitol Hill Advocacy

In November 2017, members from the Office for a Healthy Environment met with congressional staff members of the Climate Solutions Caucus to discuss the connection between climate change and health. The Climate Solutions Caucus is a bipartisan group in the US House of Representatives which will explore policy options that address the impacts, causes, and challenges of our changing climate. Health systems briefed caucus staff about their preparations for extreme weather events and encouraged representatives to partner with hospitals to reduce carbon emissions and build a more resilient health care delivery system.



*Caregivers Jon Utech, and James Evans met with Congressional staff members of the Climate Solutions Caucus on Capitol Hill to educate them on the connection between climate change and health.*

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## Climate Action Fund

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

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

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## Healthcare Climate Council



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

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

As a leader in healthcare and an anchor institution in our communities, Cleveland Clinic recognizes that and our response to these challenges will guide the evolution of our organization in the coming decades. In 2017, the Office for a Healthy Environment continued collaborating with other council health systems on the policy implications affecting climate change and population health.

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# Regulated Air Emissions

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

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

Air Pollutant	2014 Emissions Total (Tons)	2015 Emissions Total (Tons)	2016 Emissions Total (Tons)	2017 Emissions Total (Tons)
Nitrogen Oxides	30.999	31.612	15.803	17.416
Sulfur Dioxides	0.426	0.450	0.267	0.293
Organic Compounds	4.457	4.874	4.198	4.370
Particulate Matter (PM)-10	0.783	0.865	0.731	0.761
Volatile Organic Compounds	2.814	2.666	2.150	2.257
Carbon Monoxide	39.557	37.308	32.072	33.401
Total of Chargeable Pollutants	36.480	37.814	21.031	22.845

# Waste Reduction

## Overview

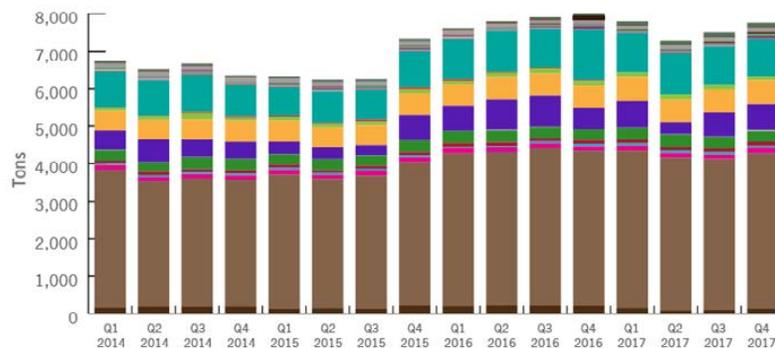
Cleveland Clinic is committed to reducing waste across our health system. By engaging our caregivers to minimize the waste we send to our landfills, we are protecting the environment, reducing costs and improving land, air and water quality in our communities. We have made significant progress in a number of areas that advanced our system in responsible waste management, and are working to achieve our goal to reuse or recycle 100% of our non- hazardous waste.

## Landfill Diversion

In 2017, our enterprise landfill diversion rate including construction and debris (C&D) was 36%, excluding C&D it was 31%. Main campus led the enterprise by maintaining over a 40% landfill diversion rate for seven months out of the year. The facility has made significant improvements since the Office for a Healthy Environment was established in 2007.

### Cleveland Clinic Enterprise Waste Profile

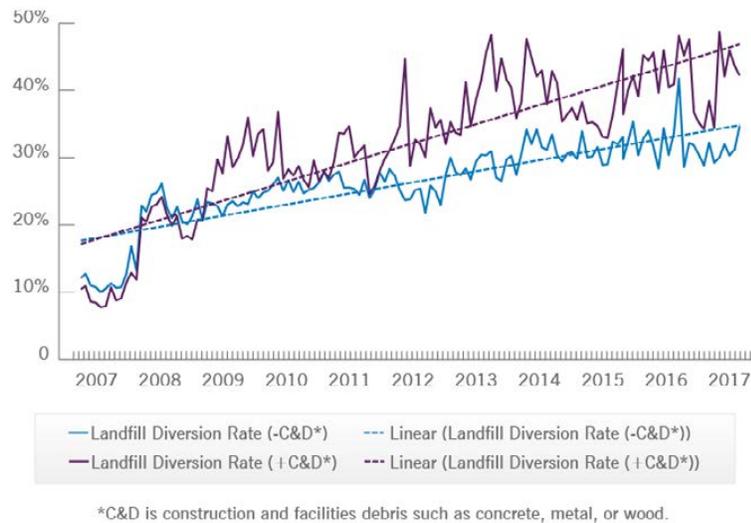
Main Campus and Regional Operations



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

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

## Main Campus Landfill Diversion Improvement



## Zero Waste Committee

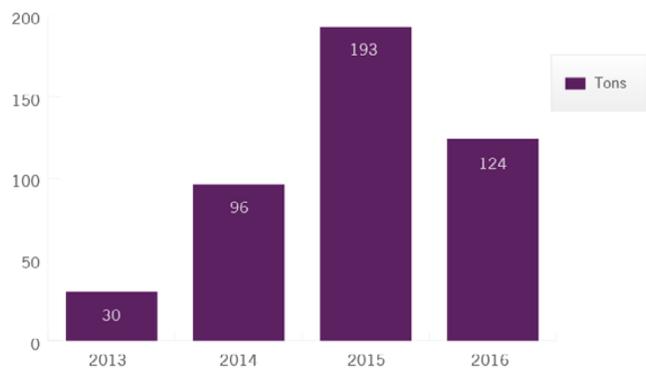
The Office for a Healthy Environment formed an inter-departmental zero waste committee with the goal of reaching 100% landfill diversion rate for all of our non-hazardous waste. Our enterprise recycling rate currently fluctuates between 30 to 40%, and to combat stagnation in improvement we conduct regular waste audits at several of our hospitals to identify potential opportunities. Even in the frigid January air of Ohio, passionate caregivers audited the trash of Hillcrest Hospital and were able to identify nearly 800 pounds that could be diverted from the landfill.

## Recycling

### Clinical Plastics Recycling

In 2015, we completed a system-wide expansion of our Operating Room (OR) clinical plastics recycling program that was created by Cleveland Clinic in partnership with Buckeye Industries and our waste vendor. From 2013 to 2017 we diverted over 440 tons of material from the landfill, 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. However, due to new State guidelines and material economics,

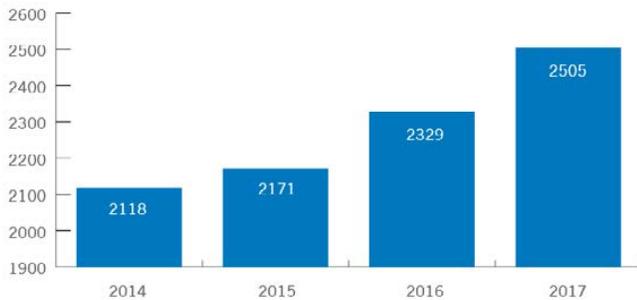
### Diverted Clinical Plastics



Buckeye Industries closed down three facilities in 2017 and therefore is no longer able to accept our materials. We are working diligently with our waste and supply chain vendors to create a new solution for this recycling stream.

## Metal Recycling Program

### Mixed Recycling (Tons)



In 2017, the Office for a Healthy Environment (OHE) partnered with our facilities teams to standardize the recycling of metal at all of our northeast Ohio locations. Facility managers had noticed that many large and bulky metal items such as office furniture and medical equipment were ending up in the dumpster and heading for landfill. We partnered with a local metal recycling vendor to increase the diversion opportunity of these materials, and also capture the rebate value.

In its first year we diverted over 110,000 pounds of metal from the landfill and expect the number to increase next year. To encourage participation, we held a contest between facilities to see who could recycle the most metal, and the winner received a trophy created by a local artist from the scrap metal. This year's winner was Medina Hospital.

## Kick the Can

One issue we encountered in many of our clinical and administrative spaces was an excess of trash containers and a shortage of recycling containers. In most administrative spaces, nursing stations, and patient rooms, there was an average of one or more trash can per each caregiver, but often only a single recycling bin that could be found in a break area or other common space. We conducted trash audits and noticed that most of what was ending up in personal trash cans was recyclable, but just not making it to the right container.

In 2017, in partnership with our Environmental Services (EVS) team, the Office for a Healthy Environment (OHE) rolled out the "Kick the Can" program, which aims to centralize waste and recycling stations. The goal of the program is to remove the majority of individual waste containers, and increase the number of centralized stations with comingled recycling, paper recycling, and trash. This initiative encourages our caregivers to make the right decision when tossing their waste, reduces the time our EVS staff spends pulling liners, avoids cost spent on excess liners, and encourages wellness by increasing the amount of steps our caregivers take during the workday. So far we've kicked over 4,000 cans and growing.

## 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.

## Decrease in Paper Recycling

In 2017, we recycled over 4,144 tons of paper, which is down 370 tons from 2016.

We attribute the decrease in paper recycling to our default dual-sided printing, increased digitization of materials, and paper use conservation initiatives. This recycling program saved nearly 70,500 trees and the equivalent emissions of 783 passenger vehicles being taken off the road.

## Going Green by Using Blue

Our green team recycling sustainability motto is “Go green by using blue.” In 2017, our enterprise comingled “blue-bag” recycling program diverted 2,805 tons of cans, bottles, glass, cardboard, and poster board from the landfill. The Office for a Healthy Environment works with green teams and the Environmental Health &

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## Single Use Devices and Medical Waste

### 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 2017, over 66 tons of these devices were diverted from waste for reprocessing.

### Hazardous and Regulated Medical Waste

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

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

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

# Healthy Buildings

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## Overview

Our buildings support our mission by addressing the intrinsic link between a person’s health and their environment. In this sense, our patients’ environment includes the air they breathe and the water they drink, their behaviors including exercise and nutrition, and their values including their choice of healthcare system.

Our buildings must support the health of our caregivers, patients and communities. To date, we have achieved 15 LEED (Leadership in Energy and Environmental Design) certified buildings – 8

silver and 4 gold. In 2017, we continued to grow and set new standards for our buildings and development that support the health of our patients, caregivers, and communities.

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*“Today sustainability must be endemic in good design, but it requires bravery and vision to execute – because it’s not simply for our own immediate gratification, but for the benefit of our children.”*

– Chris Connell  
Chief Design Officer, Center for Design

## Center for Functional Medicine



*“Functional medicine is a natural fit for this new building standard, as we are constantly assessing how lifestyle and environmental factors affect our well-being. In functional medicine, we want to help people thrive – and that should start right when a patient or caregiver walks through our door. This space demonstrates our dedication to optimizing health.”*

– Mark Hyman, MD  
Director, Center for Functional Medicine

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

WELL evaluates a building’s performance based on seven core concepts: indoor air pollution, water quality, nourishment from healthy foods, lighting systems designed to enhance occupant experience, integration of

exercise into everyday life, comfortable and productive workspaces, cognitive and emotional health, and innovation for new ideas that impact the interaction between buildings and human health.

This new center continues to our support our mission by providing healing environments for our patients to receive care that recognize the inherent link between human health and environmental health.

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## Taussig Cancer Center

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



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

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

- Maximum use of natural light and outdoor courtyard views to comfort and calm patients receiving treatment
- An additional 19 exam rooms for a total of 126
- An additional 17 private and semi-private chemo infusion rooms for a total of 98
- Expanded patient services in a central location including healing and support services, genetic counseling, social workers, wig boutique, art therapy and complimentary massages, pedicures/manicures, prosthetics services and make-up application
- Spiritual support center
- 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.

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## Health Education Campus

The new Health Education Campus, a 487,000-square-foot, four-story structure located on Cleveland Clinic's main campus, is the result of an unprecedented partnership between Cleveland Clinic and Case Western Reserve University (CWRU). When completed in 2019, the medical and health sciences education campus will include the university and Cleveland Clinic Lerner College of Medicine tracks of CWRU's School of Medicine, Frances Payne Bolton School of Nursing, School of Dental Medicine and a new program for physician assistants.

The interprofessional campus will provide opportunities for creative collaboration among students and faculty. The building features a 27,000-square-foot central atrium that draws maximum light from a specially engineered roof. Admissions and other offices surround the central first-floor space, which can be cleared for major events. The first floor also will include a conference center featuring a 7,000-square-foot auditorium and 4,800-square-foot lecture hall where students from all programs will gather for lessons, featured speakers and demonstrations.



*“We launched this collaboration to prepare students for a healthcare future that’s still being imagined. [With] pioneering technology and leading-edge teaching techniques, we’ll provide them with the innovative education required to lead in this new era.”*

– Toby Cosgrove, MD  
Executive Advisor, Former CEO and President of Cleveland Clinic

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## Cleveland Clinic London



In 2017, Cleveland Clinic received permission from the Westminster City Council to convert 33 Grosvenor Place into an advanced healthcare facility. The building will be our first in London, UK, adding another international location to our portfolio with 200 beds and eight operating rooms spanning six stories and 198,000 square feet.

The state-of-the-art facility will be seeking LEED Gold certification, which is the world’s first sustainability assessment method for buildings. It evaluates the built environment across nine scientifically-backed categories, and is applied in 70

countries worldwide. The building’s roof is expected to have a 12kw solar system.

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

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## Healthy Chemicals

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

Green cleaning seeks to utilize products that contain ingredients that pose the least harm to human health and the environment, and similarly integrated pest management is a broad approach to pest control that seeks to use all alternative processes available prior to the application of insecticides or rodenticides. In June 2016, we conducted an audit of several high-pest-risk buildings on our main campus with Beyond Pesticides to evaluate our opportunities for improvement. Collaborating with [Dr. Elaine Thallner](#), the findings, recommendations, and updated policies were presented to our Environment of Care committee and approved in 2017.

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

# Responsible Procurement

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## Overview

Our Supply Chain Management (SCM) 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 improving energy efficiency and air quality.

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## Market Transformation

The Office for a Healthy Environment (OHE) represents Cleveland Clinic as participants in Practice Greenhealth's market transformation working groups for safer chemicals and healthier foods in healthcare. The goal of these groups is to leverage the aggregate buying power of participating health systems in order to accelerate the transformation of the health care supply chain towards more sustainable and healthier products, technologies, and services.

OHE works with our Supply Chain Management team, key suppliers and our food service vendors to increase our local food purchasing, achieve a 20% reduction in meat spend and decrease our meat purchases raised with antibiotics. Additionally, we are evaluating various clinical product categories for PVC and DEHP toxicity, and are already 100% PVC/DEHP free on products such as umbilical vessel catheters.

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## Strategic Sourcing

Cleveland Clinic convenes a strategic sourcing table on a monthly basis to review the environmental attributes of procurement contracts coming through for consideration. We evaluate our new vendors using a sustainability scorecard to benchmark them against their peers, and we utilize a similar system to track the ongoing sustainability progress of our top suppliers. Successes in 2017 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.

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## Sustainability Contract Requirements

Cleveland Clinic is committed to leading the healthcare sector in redesigning a more sustainable future. Sustainability language is embedded into our requested proposals, and we ask our supply chain partners to disclose their sustainability initiatives and progress. We are committed to reducing our energy intensity, increasing our recycling, selecting non-hazardous alternatives to conventional products, promoting efficient transport and green cleaning. All contracted vendors are required to provide us with sustainability metrics around

our key enterprise goals. We strive to educate our patients, caregivers and communities on our environmental commitments as we strive to reach our goals.

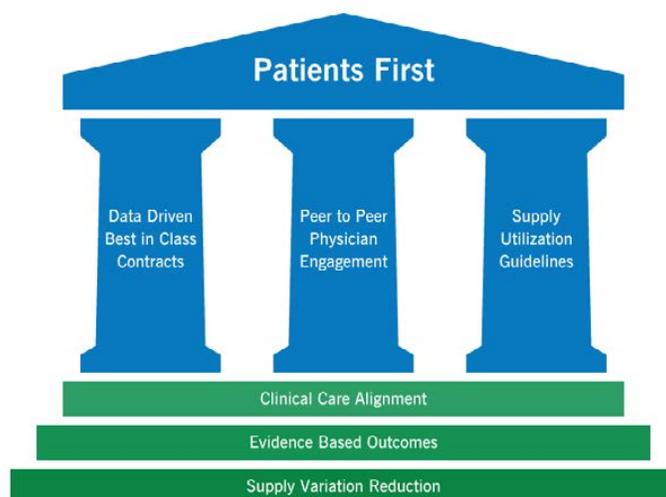
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## Excelerate Group Purchasing

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's mission is to deliver significant and sustainable savings to healthcare organizations through a physician-engagement sourcing model. The strategic sourcing program 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. 110,000+ Environmentally Preferred Products are available within their catalog, and we are working to identify additional opportunities to green our clinical and non-clinical product lines.

### Excelerate Strategic Health



# Innovative Leadership

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## Overview

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

*“We are amazed at the discoveries we have found in ten years of innovating and implementing sustainable solutions to reinvent healthcare for the 21st Century. The challenges of our times demand that we redouble our efforts and stretch even further with our minds and our hearts to embrace a future where all of humanity can flourish.”*

– Jon Utech  
Senior Director, Office for a Healthy Environment

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## 10 Years of Sustainability

In the fall of 2017, the Office for a Healthy Environment (OHE) celebrated its ten year anniversary. To mark the occasion, OHE hosted several key external stakeholders, vendor partners, and caregivers from across the enterprise at a full-day appreciative inquiry sustainability summit. The objective of the summit was to discuss the most pressing sustainability issues affecting our patients and communities, and let the results inform the setting of bold goals to tackle for the next ten years and beyond.

The goals include:

- Standardize all new building construction and renovation to LEED Gold
- Reduce, reuse, recycle, or compost 100% of our non-hazardous waste
- Become carbon neutral by 2027
- Promote sustainability throughout the world
- Be good stewards of enterprise resources

Cleveland clinic’s sustainability office was created in 2007 by former Cleveland Clinic CEO Dr. Toby Cosgrove, and has grown from one individual to a small team of six. We understand that environmental health and human health are inherently linked, and our mission is to support healthy environments for healthy communities by taking a precautionary approach to environmental stewardship through our operations.



*In September, 2017, The Office for a Healthy Environment celebrated 10 Years with our system green teams, physician champions, and other EcoCaregivers at an all-day summit to set priorities for the next 10 years.*

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## 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.

In 2017, the Office for a Healthy Environment's senior director, Jon Utech, was recognized by Healthcare Management International as being one of the top 10 most influential people in healthcare sustainability. As leaders in the sector, we continue to look for new ways to improve, inspire and set the example for others to follow.

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## Sector Leadership

Cleveland Clinic is a member of Practice Greenhealth (PGH), the nation's leading healthcare community that empowers its members to increase their efficiencies and environmental stewardship while improving patient safety and care through tools, best practices and knowledge. In 2017, Cleveland Clinic's main campus continued to be ranked in the Top-25 for environmental excellence among hospitals in the nation by PGH.

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



*Health Care Without Harm and Practice Greenhealth founder Gary Cohen delivered grand rounds to our clinicians, administrators, and other health care professionals about the broadening mission of health care and the intersection of environment and health.*

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## Federal Engagement

### **ENERGYSTAR's Partner of the Year**

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 ENERGYSTAR's Partner of the Year.

Cleveland Clinic has committed to partnering with ENERGYSTAR. 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.

### **DOE's Better Buildings Challenge**

Cleveland Clinic also participates in the Department of Energy (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.

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## Local Collaboration

### **Sustainable Cleveland**

In 2017, Cleveland Clinic, in partnership with Healthcare Without Harm, the City of Cleveland, and other local stakeholder groups held a regional climate resiliency summit.

[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.

### **City of Cleveland's Community Action Plan**

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.

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## Enterprise Leadership

Cleveland Clinic's [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 52,000 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.

#### Commitment to Energy Conservation

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## EcoCaregiver Connection

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 52,000 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.

# Water Stewardship

## Overview

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.

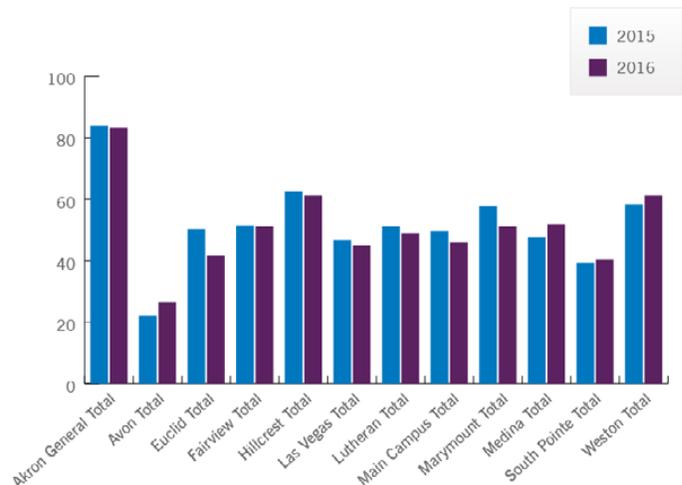
Freshwater resources represent an invaluable local asset that has shaped Cleveland's identity, both in the way that the city has perceived itself and how it has been recognized outside the region. Cleveland Clinic actively protects our water supply through conservation measures, pharmaceutical drug takeback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

## Water Use Intensity

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

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

Water Use Intensity (Gallons/Sqft)



## Avon Hospital Wetland Restoration

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.

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## Waterless Hand Scrub

Led by former Cleveland Clinic Ken Lee memorial fellow 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.

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## Overview

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

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

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

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

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

The committees of the Board of Directors are Audit, Board Policy, Compensation, Conflict of Interest and Managing Innovations, Finance, Governance, Government and Community Relations, Investment, Medical Staff Appointment, Philanthropy, Quality, Safety and Patient Experience and Research and Education.

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

Each regional hospital is governed by a Board of Directors that also delegates certain responsibilities and duties

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

The Chair of the Cleveland Clinic Board of Directors holds the highest Board position but is not an executive officer, employee or staff member of the Cleveland Clinic. As of April 2018, there are 29 members of the Cleveland Clinic Board of Directors. These include three senior members of the Cleveland Clinic Board of Governors. There are also six female and two African-American Directors.

Of the 29 members of the Board of Directors, there are 22 Directors (17 males and 5 females) who are independent under the Cleveland Clinic's Board Independence Policy. Under this Policy, an independent Director is a Director whom the Governance Committee, after considering all relevant facts and circumstances in accordance with the policy, advice and guidance of the Chief Governance Officer, and upon the recommendation from the Board Conflict of Interest and Managing Innovations Committee, has affirmatively determined that he/she has met certain criteria, as defined in the Cleveland Clinic's Board Independence Policy. A Director will not be determined to be independent if certain conditions are met including, but not limited to, if the Director is employed by the Cleveland Clinic, received compensation from the Cleveland Clinic or is a director or executive officer of an entity with gross payments to or annual receipts from the Cleveland Clinic of more than 1% of the receiving entity's gross revenues for the applicable year.

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## Awards

Cleveland Clinic received many awards in 2017, maintaining its reputation as one of the largest and most respected hospitals in the country.

### Enterprise Awards

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2017 World's Most Ethical Companies – Ethisphere

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Ohio Hospital Association Hall of Fame, Dr. Cosgrove

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2017 Customer Service Awards – Smart Business

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US News 2017–18 rankings include:

- Cancer – No. 7
- Cardiology & Heart Surgery – No. 1
- Diabetes & Endocrinology – No. 3
- Ear, Nose & Throat – No. 16
- Gastroenterology & GI Surgery – No. 2
- Geriatrics – No. 5

- Gynecology – No. 5
- Nephrology – No. 2
- Neurology & Neurosurgery – No. 6
- Ophthalmology – No. 9
- Orthopedics – No. 3
- Pulmonology – No. 3
- Rheumatology – No. 2
- Urology – No. 1

Out of 4,658 eligible U.S. hospitals, only 152 hospitals ranked nationally. Five of those are our hospitals. The following received national rankings:

- Cleveland Clinic main campus
- Fairview Hospital (No. 26 in Pulmonology, No. 31 in Gastroenterology & GI Surgery, No. 44 in Cardiology & Heart Surgery)
- Hillcrest Hospital (No. 42 in Diabetes & Endocrinology)
- Cleveland Clinic Florida (No. 31 in Orthopedics, No. 42 in Gastroenterology & GI Surgery; as well as No. 2 in the Miami area and No. 8 in Florida)
- Cleveland Clinic Akron General (No. 31 in Pulmonology)

The recognition continues with our regional hospitals, which received rankings in Ohio:

- Fairview Hospital – No. 6 in Ohio; No. 3 in the Cleveland area
- Hillcrest Hospital – No. 7 in Ohio; No. 4 in the Cleveland area
- Akron General Hospital – No. 10 in Ohio
- Marymount Hospital – No. 24 in Ohio; No. 6 in the Cleveland area
- South Pointe Hospital – No. 24 in Ohio; No. 6 in the Cleveland area

In June, Cleveland Clinic Children’s ranked among the nation’s best pediatric hospitals by U.S. News in its 2018–19 edition of “Best Children’s Hospitals.” The hospital ranked in 10 of 10 specialties surveyed by U.S. News.

## Clinical



**HVI EPIC Davie’s Award**



**American College of Surgeons National Surgical Quality Improvement Program’s (ACS NSQIP®) Meritorious Outcomes Performance designation**



**2017 Outstanding Achievement Award by the Commission on Cancer of the American College of Surgeons – Akron General and Fairview Hospital**



**2017 Physician Assistant Education Association Partnership Award  
on behalf of the Physician Assistant Education Association**

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**Cystic Fibrosis Program Gains Accreditation from U.S. Cystic Fibrosis Foundation**

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**2017 Get with the Guidelines Stroke Gold Plus Award with Target: Stroke<sup>SM</sup>  
Honor Roll Elite – AHA**

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**Pathway to Excellence<sup>®</sup> designation by the American Nurses Credentialing Center  
Lutheran Hospital**

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**Magnet<sup>®</sup> designation for excellence in nursing from the American Nurses  
Credentialing Center  
South Pointe Hospital**

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**Center of Excellence (COE) in Nursing Education designation by the  
National League for Nursing (NLN)**

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**Cleveland Clinic Children's Hospital for Rehabilitation (CCCHR) three-year  
accreditation from CARF  
Human Resources**

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**150 Great Places to Work in Healthcare – Beckers**

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**Top Workplace – The Plain Dealer**

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

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Outstanding Website Award for the 2017 Internet Advertising Competition Awards!

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Leader in LGBTQ Healthcare Equality – Human Rights Campaign

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Smart Culture Award – Smart Culture Program

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DiversityInc – 2018 Top 11 Hospitals and Health Systems

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## Environmental

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

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

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System for Change Award for our system-wide sustainability efforts

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Circles of Excellence in five areas for top ten performance in the country, including Leadership, Green Building, Environmentally Preferred Purchasing, Greening the OR and Less Waste

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Becker's 60 of the Greenest Hospitals in America

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## Video Telly Awards – 3 Bronze and 1 Silver

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### 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
- OHA Environmental Leadership Council
- 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.

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### 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 whistleblowing hotline.

The entire Cleveland Clinic healthcare system is included in our anti-corruption risk analysis. Training is required for the Code of Conduct annually for all employees, but training for FCPA corruption is only required for management and foreign travelers. Caregivers found to be involved in fraud are terminated and prosecuted.

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## Conflict of Interest

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

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

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

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

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## 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.

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.

## Culture of Principles

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

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

Since 2013, the Office of Corporate Compliance Responded to more than 5900 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 2008. Each year since that time we have compiled an increasingly complex and detailed report to benchmark our goals and performance against these goals. We include our management strategies and intentions in these reports as an extension of Cleveland Clinic culture. This report both reflects and reinforces our commitment to ethical and transparent organizational behavior.

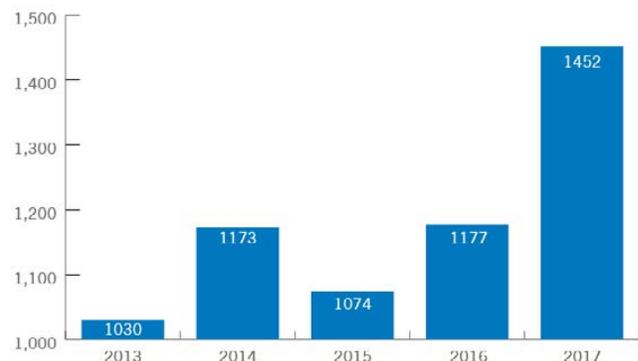


Donald A. Sinko, CPA, CRMA, Chief Integrity Officer

*“Being named again as one of the world’s most ethical companies shows that Cleveland Clinic is committed to conducting business the right way, by emphasizing corporate compliance, transparency, social responsibility, environmental stewardship and ethical decision-making in all facets of our enterprise.”*

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

### Total Compliance-Related Inquiries



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## Human Rights & 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 2017 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.