



Cleveland Clinic



Serving Our Present, Caring for our Future

Progress in Community and Global Citizenship, 2022

About the 2022 Report

Cleveland Clinic is proud to present its 13th consecutive annual sustainability and global citizenship report, *Serving Our Present, Caring for Our Future*. This report covers our activities and progress on our most significant environmental, social and governance issues in calendar year 2021, our centennial year. As a leading healthcare organization committed to sustainability and transparency, we measure our progress in accordance with the UN Global Compact's Ten Principles, UN Sustainable Development Goals and the Global Reporting Initiative standards.

Reporting

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

Patients



We are focused on proactively meeting our patients' needs, and delivering the highest quality of care with kindness and consistency across all of our locations.

Caregivers



We invest in the development, well-being and experience of our caregivers to deliver on our vision of being the best place to work in healthcare.

Community



Through actions and programs to heal, hire and invest for the future, we work to improve the communities we call home.

Environment



Our caregivers promote healthy environments and communities through resource stewardship, leadership in sustainability and climate-smart healthcare initiatives.

Governance



Our value of integrity is embedded in our culture and defines our commitment to honesty, confidentiality, trust, respect and transparency.

Reporting

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

Dear Patients, Caregivers and Community Members,

Since our founding more than a century ago, Cleveland Clinic has strived to provide the best healthcare to the greatest number of people.

That goal has driven our growth from a small outpatient clinic to the world's first integrated international healthcare system.

But widely delivering advanced clinical care is not enough.

As a global citizen, Cleveland Clinic must act in ways that are good for our planet and that improve its inhabitants' wellbeing, dignity and quality of life. We are proud to be a signatory of the United Nations (UN) Global Compact, a commitment to improve society by championing principles of human rights, environmental stewardship and corporate integrity.

We offer this 13th annual Communication on Progress, reporting on our performance on environmental, social and governance issues in 2021.

In the COVID-19 pandemic's grueling second year, our caregivers continued to respond with extraordinary resilience, empathy and teamwork. We cared for tens of thousands of COVID-19 patients in our hospitals. We collaborated on a drive-through community testing site. We provided vaccinations at our family health centers and community-based clinics and co-led a nationwide campaign to encourage adults to get vaccinated.

Internationally, caregivers from our newest location, Cleveland Clinic London, helped administer shots as part of the National Health Service's vaccination program. And we shipped 138 pallets of medical supplies to assist the Indian Red Cross's pandemic relief work.

Locally, Cleveland Clinic must heal, hire and invest to support the communities we serve. We resolve to improve the social determinants of health — the economic, educational and environmental factors that affect wellness and quality of life.

In 2021, our nonprofit health system contributed \$1.41 billion in annual community benefits from its operations in Ohio, Nevada and Florida — the largest community benefit in our 100-year history.

To end the scourge of childhood lead poisoning, we partnered with the Lead Safe Cleveland Coalition and pledged \$52.5 million to remove sources of lead exposure from city homes. We expanded our work to reduce infant mortality and took comprehensive action to decrease opioid prescribing.

We welcomed nearly 1,100 Cleveland residents as new caregivers in 2021. By hiring our neighbors, we help make our communities stronger. And in Cleveland's Fairfax neighborhood, adjacent to our main campus, we teamed with other organizations to build a grocery market and 196-unit apartment complex that will provide access to healthy food and new housing in the area, which had been classified as an urban food desert.

Cleveland Clinic celebrated its centennial in 2021, but in many ways, our work is just beginning. I invite you to learn more from this Communication on Progress. Thank you for your interest.

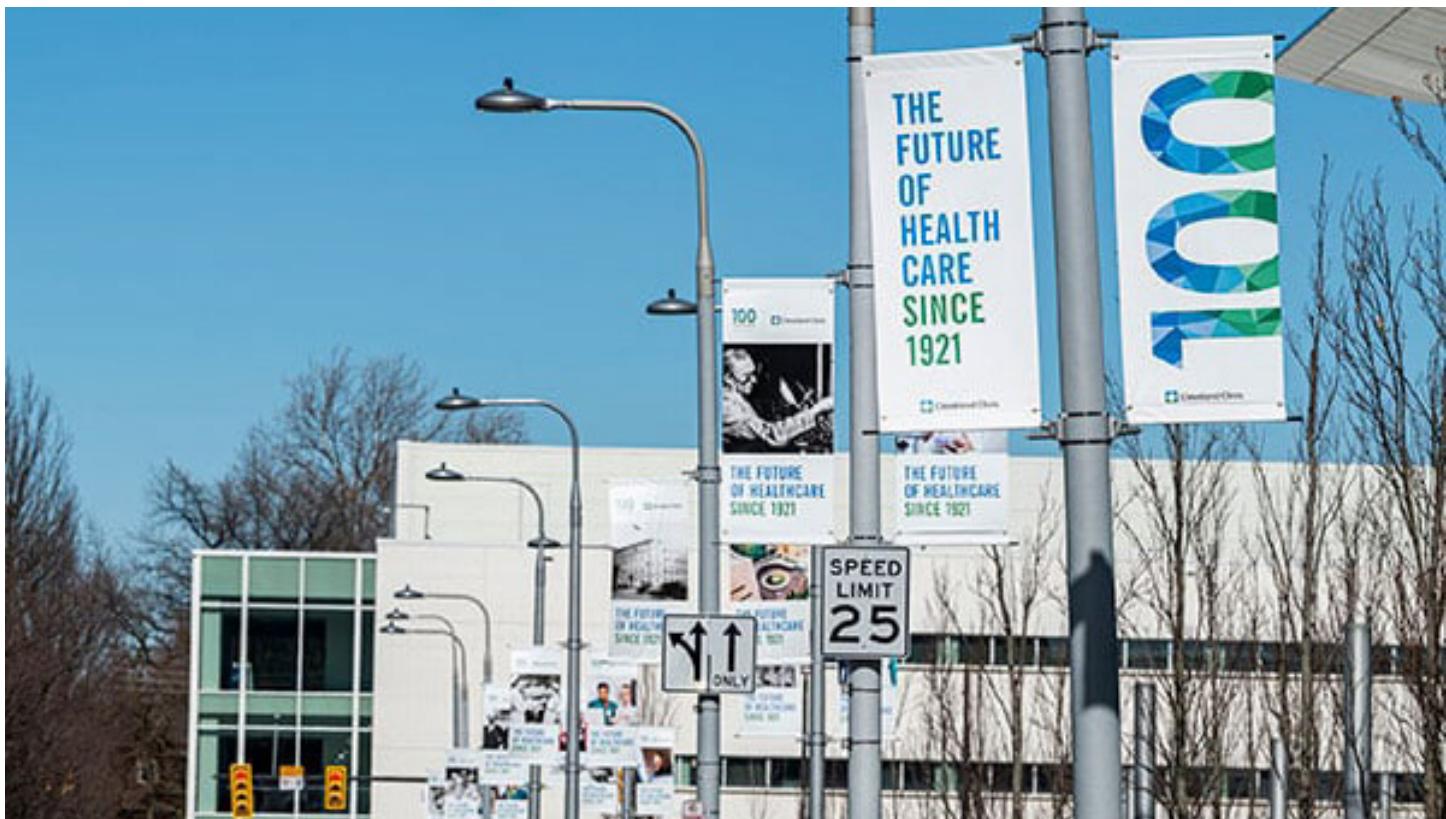


Sincerely,

A handwritten signature in black ink that reads "Tomislav Mihaljevic". The signature is fluid and cursive, with a small checkmark or flourish at the end.

Tomislav Mihaljevic, MD
Chief Executive Officer and President

About This Report



We are proud to present our 13th consecutive annual sustainability and global citizenship report detailing our work in the 2021 calendar year—our centennial year. Cleveland Clinic is committed to advancing practices that promote a just, thriving and green global economy. As such, we are a signatory of the United Nations (UN) Global Compact, a voluntary call to companies to align strategies and operations with universal principles on human and labor rights, environmental stewardship and anti-corruption, and take actions that advance societal goals. In this Communication on Progress, we include metrics, highlight stories and our approach for managing the various environmental, social and governance topics that are most important to our organization and valued stakeholders.

[Learn more about the United Nations Global Compact](#)

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

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

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

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

Reporting Process & Oversight

An Executive Steering Committee comprised of leadership across the organization oversees the reporting process, including the use of frameworks and standards, materiality inputs, stakeholder engagement and report content. A cross-functional team produces the report, conducts stakeholder interviews and ensures alignment with the GRI reporting framework.

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

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

* Photographs from the Center for Medical Arts & Photography were contributed by the following photographers: Marty Carrick, Lisa DeJong, Donald Gerda, Shawn Green, Matt Kohlmann, Reen Nemeth and Annie O'Neill.

Stakeholder Engagement

As a community anchor and the largest employer in the state of Ohio, our decisions have the potential to impact many different stakeholders. Our stakeholders also have unique perspectives, needs and areas of expertise that shape the way we deliver our mission. Cleveland Clinic engages with many stakeholder groups, including patients, caregivers, surrounding communities, suppliers, industry organizations and peers, trade associations, federal and state agencies, regional and national philanthropic foundations, media outlets and others. By actively listening and speaking with our stakeholders on a regular basis, we deepen relationships that enable us to more proactively to address challenges, create opportunities and deliver value. A number of the ways we engage stakeholders include surveys, interviews, meetings, events, calls and working groups.

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

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

Materiality & Boundary

Materiality

Cleveland Clinic conducted a materiality update in 2021 to ensure the topics in our report reflected our most current and significant ESG impacts, risks and opportunities. Conducting our materiality update in 2021—the year of our centennial—provided a unique opportunity to ask our stakeholders to reflect upon Cleveland Clinic's legacy and solicit feedback on how we shape our future.

Material Topic Identification

To identify material topics, we reviewed our previous materiality assessment, engaged subject matter experts on our Executive Steering Committee and researched local, national, industry and global ESG issues and trends. We worked with members of the Executive Steering Committee to identify stakeholders and stakeholder groups to interview as part of our materiality assessment. For our 2021 materiality assessment, we identified 40-50 stakeholders to interview, half of which were internal and half of which were external. In addition to soliciting input on the prioritization of the material topics we identified, we asked all 40-50 stakeholders that we interviewed as part of our materiality assessment if there were any additional material topics we should consider in our assessment.

Stakeholder Engagement

We interviewed 40-50 internal and external stakeholders for input on our most significant ESG impacts, opportunities and risks. During interviews, we asked stakeholders to provide feedback based on their areas of expertise, current events and trends. We also inquired about the significance of topics in relation to Cleveland Clinic's vision, value chain, geographic footprint and more. In addition to interviews, we also incorporated survey data from some stakeholder groups in our materiality assessment.

Topic Prioritization

Once we completed interviews and surveys with our stakeholders, we used their input in addition to other ESG research and data to prioritize topics and group them into three distinct tiers. Tier 1 topics have the greatest influence on our stakeholders and/or the greatest impact on the economy, environment and society.

- **Tier 1:** topics for which we provide the most robust reporting, including our management approach, goals, progress metrics and multiple stories detailing our efforts in the last year.
- **Tier 2:** topics for which we report our management approach, goals, progress metrics and highlights from the past year.
- **Tier 3:** topics for which we report our management approach and progress updates, and monitor for changes in significance.

To finalize the prioritization of topics in our materiality assessment, our Executive Steering Committee reviewed and approved the results.

Results

Topics identified and alphabetized by tier in our 2021 materiality assessment include:

Cleveland Clinic Materiality Assessment

Tier 1

- ▢ Access to care
- ▢ Climate mitigation and resilience
- ▢ Community health strategy
- ▢ Diversity, equity and inclusion
- ▢ Patient experience
- ▢ Patient safety and quality of care
- ▢ Sustainable value chain

Tier 2

- ▢ Caregiver engagement
- ▢ Caregiver safety
- ▢ Data privacy and security
- ▢ Ethics and integrity
- ▢ Research and innovation
- ▢ Sustainable cities and communities
- ▢ Talent development
- ▢ Transparency

Tier 3

- ▢ Education
- ▢ Government relations
- ▢ Healthy buildings
- ▢ Pandemics
- ▢ Water stewardship
- ▢ Workplace wellness

▢ Social ▢ Environmental ▢ Governance

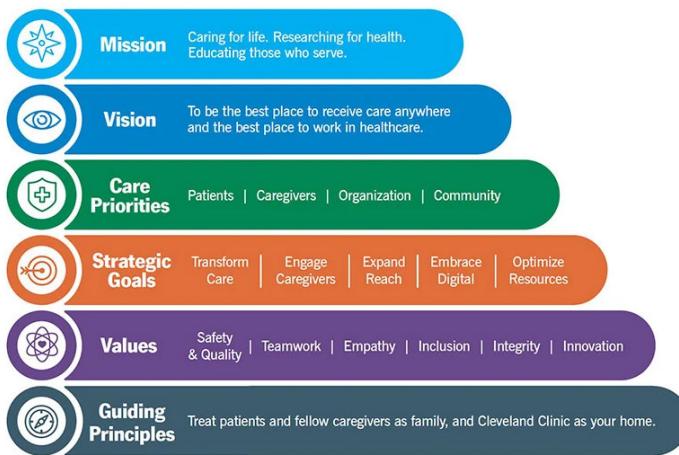
Boundary

Through our materiality process, we did not surface meaningful differences in the significance of topics by geography, however, we develop localized strategies for managing our impacts based on the unique qualities and needs of our surrounding communities. For example, while Climate Mitigation and Resilience is a Tier 1 topic across the enterprise, we focus our efforts in Florida on mitigating hurricane and sea-level rise risks, whereas we focus our efforts in Ohio on tree plantings and green transportation efforts.

Organizational Profile

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

WHAT GUIDES US

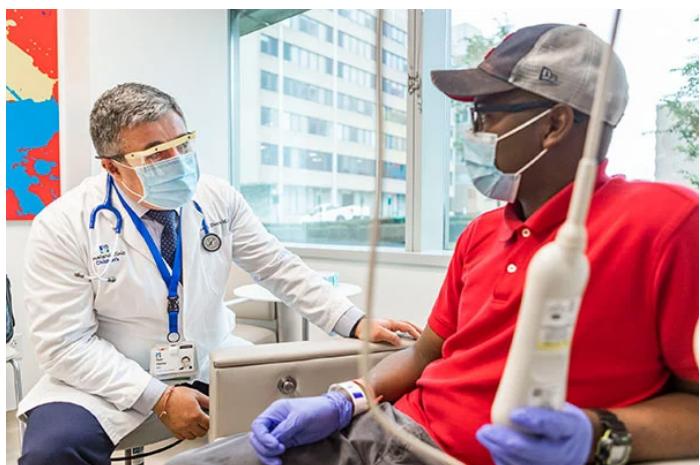


As of December 31, 2021, the Cleveland Clinic operates a 6,496-bed healthcare system with 21 hospitals and 226 outpatient locations. The system includes a main campus in Cleveland with 1,294 beds and an additional 14 hospitals in Northeast Ohio. It also includes five hospitals in Southeast Florida with more than 1,000 beds, a center for brain health in Las Vegas, a sports and executive health center in Toronto, a 394-bed hospital in Abu Dhabi and an outpatient facility in London. Cleveland Clinic London, a 184-bed hospital, opened in spring 2022.

[View All Cleveland Clinic Locations](#)

Who Are Our Patients?

Cleveland Clinic is a world-class health organization nationally ranked in 13 adult specializations and 10 pediatric specialties. We care for 2.9 million unique patients annually, with 10.2 million outpatient visits in every state and 185 countries.



By the Numbers

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



Number of Caregivers: 72,500
Number of Physicians and Scientists: 5,050
Number of Nurses: 14,705
Residents and Fellows in Training: 1,982
Cleveland Clinic Outpatient Locations: 220+
Cleveland Clinic International Locations: 3
Number of Hospitals: 21



Number of Beds System-wide: 6,496
Number of Outpatient Patient Visits: 10.2 million
Number of Admissions: 304,000
Number of Surgical Cases: 295,000
Number of Subspecialties: 140



Operating Revenue: \$12.4 billion
Number of Active Research Projects: 3,234
Number of Research Publications: 6,623
Total Research Funding: \$326 million
Total Federal Revenue: \$231 million
Accredited Training Programs: 110

Patients

We imagine the best care possible, invent it through research and then share it with the world. In 2021, we provided care for 2.9 million patients, with 10.2 million outpatient visits in locations around the globe. Our caregivers continued to work collaboratively and courageously to provide the highest quality of care during the second year of the COVID-19 pandemic.



Patient Experience

Our caregivers provide compassionate care, following our guiding principle to treat patients like family.

[Learn More](#)

Patient Safety & Quality of Care Data

By standardizing our approach to care and fostering a culture of safety, our caregivers drive continuous improvement for exceptional patient outcomes.

COVID-19 Care for Patients

We responded to new COVID-19 variants and surges by increasing access to testing, conducting research, championing vaccination and continuing to provide safe, empathetic care.

Accessible & Integrated Care

Our goal is to make it easy and equitable to use our services by delivering quality care uniformly and meeting the needs of our patients proactively.

Patient Safety & Quality of Care Data

Overview

We care for patients as if they are family with the vision of being the undisputed best place to receive care anywhere. As we continued to face daunting challenges in the second year of the COVID-19 pandemic, our culture of safety supported our commitments to providing a safe workplace for caregivers and a safe environment of care for our patients. Cleveland Clinic is a trusted healthcare leader. We're recognized in the U.S. and throughout the world for our expertise and care. We promote continuous improvement related to safety and quality by transparently reporting performance metrics, benchmarking with industry peers and encouraging caregivers to champion safety and speak up regarding concerns.

Culture of Safety

Quality & Safety is one of our core values and caregiver behaviors associated with this value include ensuring the highest standards and excellent outcomes through effective interactions, decision-making and actions. We embed Quality & Safety in our daily operations by establishing and upholding comprehensive safety policies and standard operating procedures, providing extensive safety training to our caregivers and using a Safety Event Reporting System (SERS). Cleveland Clinic's online SERS enables all caregivers to report a near miss, process problem or a patient event.

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

In December 2021, five of our hospitals, in addition to Ashtabula County Medical Center, received an "A" grade:

- Avon
- Fairview
- Hillcrest
- Lutheran
- South Pointe

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

Safety Champions

To promote a culture of safety, we ask all caregivers to:

- Make a personal commitment to safety.
- Be accountable for clear and complete communication.
- Support a questioning attitude.

We encourage our caregivers to recognize Safety Champions—or colleagues that promote a culture of safety—by sending them a Patient Safety award through our online Caregiver Celebrations platform. Safety Champions make safety a top priority every day with every patient, and demonstrate leadership in identifying creative ways to make our facilities and care safer. Highly regarded by patients and/or colleagues for modeling safe practices, Safety Champions work to mitigate potential harm, speak up with concerns and collaborate with others to drive improvement.

Caregivers Stand UP for Safety



Cleveland Clinic's Universal Protocol (UP) is a required process for all caregivers to follow to support our commitment to providing consistently exceptional and safe care. Through this process, caregivers ensure each patient's identity, scheduled procedure and procedural site are correct. This practice protects both our patients and caregivers during every procedure we perform—in operating rooms, procedural areas, at bedsides and in medical office settings.

Checklists are used across the healthcare industry and are a crucial component of any procedure. To support the Universal Protocol, we require caregivers to use a standardized Safety Checklist. It guides teams with step-by-step scripting for sign-in, time-out and sign-out, ensuring that all teams have the same discussion for procedures. In addition to our Tiered Safety Checklist for all operating rooms and procedural areas, in 2021 we introduced a new Universal Protocol Safety Checklist for Office-Based and Bedside Procedures. Informed by caregiver feedback, this streamlined and thorough checklist applies to every procedure in the office and bedside setting at Ohio and Florida locations that require informed consent, and supports our commitment to safe and empathetic care.

Active team participation is essential for the Universal Protocol to be effective in every procedure from start to finish. We foster an environment where caregivers can speak up and be heard when there are safety concerns, and teams only proceed when there is a collective agreement to do so. In 2021, groups from across our facilities came together to reset expectations around how we use the Universal Protocol Safety Checklist and shared reasons why this tool is so important in preventing errors. In July, 9,035 Surgical Services caregivers showed support for our safety culture by pausing to “Stand UP for Safety” before their morning procedures.

Tiered Daily Huddles

Tiered huddles are brief, 15-minute conversations that provide caregivers with a safe environment to share concerns and identify solutions that ensure patient quality and safety. These huddles are a clear, consistent and efficient method to support caregivers with daily challenges, and also serve as a venue for sharing best practices, accomplishments and ideas. Our huddles start with our care teams and escalate to Executive Leadership, with caregivers throughout all tier levels working together to resolve issues. By meeting daily, our tiered huddles also provide leaders with an opportunity to follow up with caregivers on actions taken related to their concerns in a timely manner.

Quality of Care

Our caregivers are dedicated to consistent excellence and precision across our services for our patients and one another. As a high-reliability organization, we continually strive to create processes and foster a culture to radically reduce system failures. We promote high reliability by supporting each other to prevent harm, using evidence-based behaviors and following our three guiding principles of listen, learn and lead:

- **Listen:** Caregivers must actively listen to one another and address concerns when colleagues speak up to raise an issue.
- **Learn:** We improve as an organization when caregivers share successes, seek best practices and acknowledge and learn from mistakes together.
- **Lead:** Caregivers model our high safety and quality standards by holding themselves, each other and our organization accountable; embracing and implementing new best practices and actively using our model for continuous improvement.

Our commitment to a Just Culture supports high reliability by fostering an environment in which caregivers encourage and support one another in coming forward to acknowledge and address mistakes. At Cleveland Clinic, having a Just Culture means:

- Increasing psychological safety for our caregivers to speak up and report errors by supporting them when they do so and providing a fair and just process to address issues.
- Identifying and addressing system failures instead of focusing on individual failures.
- Holding ourselves accountable when the variation is driven by individual decisions that deviate from our standards.

A Just Culture gives us the opportunity to learn, improve the care we deliver and prevent potential errors. To support our caregivers, our Patient Safety & Quality team developed a Just Culture Decision Tree in 2021 to guide our caregivers in identifying events, gaps and variations in expected outcomes, and taking appropriate actions to address them.

Leadership Rounding

To elevate the voices of patients and caregivers, organizational leaders conduct monthly rounding on our units in collaboration with quality, safety, and continuous improvement.

Leadership rounding includes participants from members of the Executive Team and their Direct Reports, Nursing Leaders, Institute Administrators, Physicians, Non-Physician Leaders, Cleveland Clinic Board Members and Healthcare Partners. Goals of leadership rounding include:

- Supporting and improving patient care.
- Increasing caregiver engagement.
- Improving the patient and caregiver experience.
- Identifying and improving environmental conditions.
- Recognizing caregivers for outstanding care and service.
- Engaging members of the Board of Directors and the Board of Trustees.

This process also enables us to identify and resolve individual and systemic issues while providing meaningful leadership visibility for patients and caregivers.

Continuous Improvement

The pandemic continued to cause disruptions in 2021, contributing to burnout and staffing challenges. Our Continuous Improvement (CI) team has provided support to caregivers during this unprecedented time by equipping them with tools and training to manage resources more efficiently and increase productivity.

Our CI team has specialists in every hospital and clinical institute in Ohio and Florida to support cultural transformation. Our goal is to build a culture in which every caregiver is empowered and expected to make improvements every day. In addition to providing project management support, our CI specialists serve as coaches to build CI capabilities among teams and leaders so they can apply these skills to future projects.

Actions we promote among our caregivers to drive continuous improvement include:

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

We promote values and behaviors to drive growth and change through our Cleveland Clinic Improvement Model (CCIM). The model encourages a collaborative and focused approach to developing new resources and best practices for standardization across the enterprise.



Cleveland Clinic Medicare ACO (CCMACO)

An Accountable Care Organization (ACO) is a group of doctors, hospitals and other healthcare providers who voluntarily work together to provide high-quality care to the Medicare patients they serve. Coordinated care helps to ensure that patients, especially those with chronic conditions, receive appropriate and timely services while avoiding duplicative interventions and medical errors.

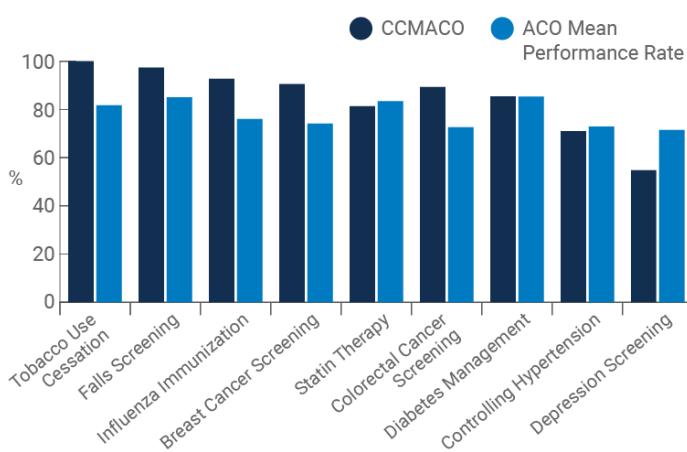
Our primary goal is to ensure patients receive the right care, at the right time and in the right place. Through our ACO, we connect our patients to our primary and specialty care teams; proactively manage their care across all settings including while at home, in a hospital or in a skilled nursing facility; and offer value-based programs to support patient transitions in care, their management of chronic disease and optimization of their medical therapy. Through these programs, we hope to enhance the number of days patients are able to spend at home feeling well and to enable the receipt of care in line with patient values. We understand the importance of individualized, patient-centered treatment plans, and strive to tailor our services to patient goals.

In 2022, CCMACO entered into a new five-year program as part of the Medicare Shared Savings Program—‘MSSP Enhanced’—that provides greater incentives for ensuring that we deliver high-quality patient outcomes while reducing the total costs of care. At the same time, we also began participating in the Primary Care First Program.

This new program builds on the concept of a ‘patient-centered medical home’ in primary care, aimed at delivering comprehensive, coordinated and easily accessible medical services to all of our patients.

CCMACO succeeds by providing patients with the highest quality care. Below is a list of measures that reflect our most recent performance.

Cleveland Clinic Medicare ACO (CCMACO) 2020 Quality Performance



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

Patient Data



Cleveland Clinic is committed to transparently reporting measures of patient safety, quality and satisfaction, and setting targets for improvement with the aim of enhancing patient outcomes and experiences. We provide patient data in our annual State of the Clinic report and participate in the following 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

These reporting initiatives enable stakeholders to benchmark our progress alongside industry peers, and also drive improvement and best practice sharing across the industry.

Data Privacy and Security

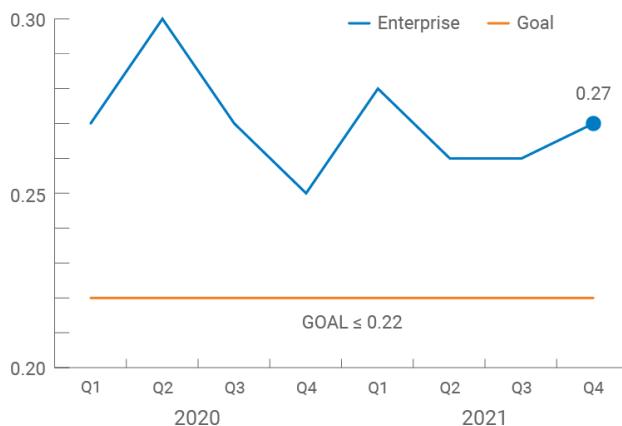
Protecting information is an important part of Cleveland Clinic's commitment to providing the highest level care. In the digital age, a patient's information is an extension of themselves, and we view it as our responsibility to treat that information with the same respect we give every patient. In 2020 and 2021, a number of U.S. hospitals had their operations shut down in ransomware attacks. The heightened threat prompted the federal government to issue an unprecedented cyberattack warning to healthcare organizations.

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

2021 Patient Data

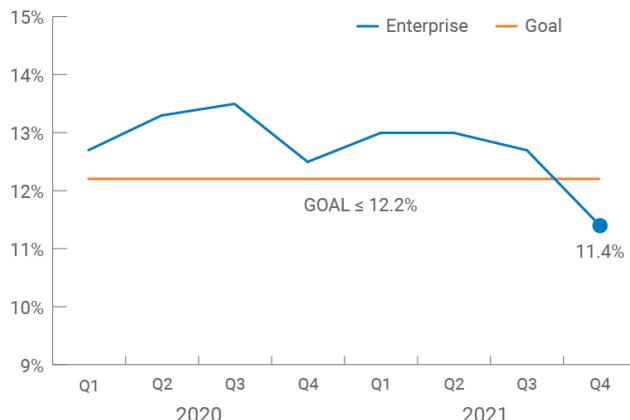
All data covers the enterprise, with the exception of Cleveland Clinic Abu Dhabi (a Mubadala Health Partner) and Cleveland Clinic London (hospital opened in March 2022), unless otherwise noted. For more information on Cleveland Clinic Abu Dhabi, please view their [State of the Clinic report](#).

Serious Safety Event



The serious safety event rate measures how many potentially harmful events occur in relation to the number of patients we serve. This rate allows us to monitor progress toward our goal of being the safest place to receive care. We perform a root cause analysis on all serious safety events and share improvements and lessons throughout the enterprise to decrease the potential for the same event happening in other locations. By empowering and expecting caregivers to speak up when safety is at risk, we continued to maintain a low series safety event rate in 2021.

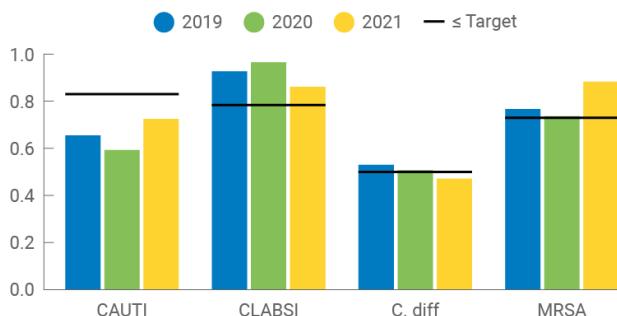
All-Cause 30-Day Readmissions



Excludes Lodi due to low volumes

We continued to focus on reducing preventable readmissions by enhancing care coordination in 2021 through [plan-of-care visits](#). In these collaborative visits, our caregiver teams coordinate discharge planning with patients to reduce readmissions and keep patients healthy at home. We are committed to further expanding use of plan-of-care visits in 2022.

Hospital-Acquired Infections, Standardized Infection Rates



Excludes Lodi due to low volumes

Hospital-acquired infections can result in sepsis, a potentially fatal immune response. Reducing hospital-acquired infections is a priority for Cleveland Clinic, but in 2021, mortality from sepsis was higher than our target. Sepsis requires early diagnosis and treatment, and we are focusing on improving our capabilities to diagnose sepsis quickly by:

- Introducing emergency response teams dedicated to identifying sepsis early and working with bedside teams to swiftly manage it.
- Using artificial intelligence to help detect potential cases sooner to enable rapid treatment.

Hand Hygiene



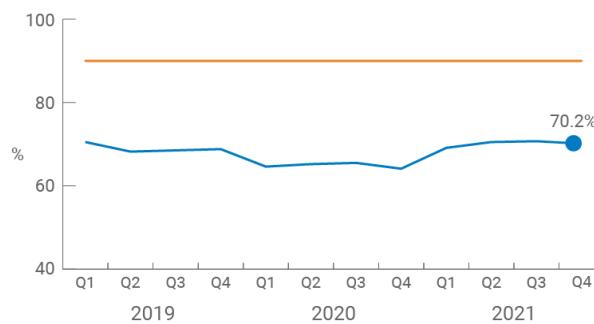
Hand hygiene is an important everyday safety habit, and an important measure to reduce the spread of COVID-19. To remind caregivers to practice good hand hygiene, we added signage to restrooms and infographics to screensavers. Additionally, Cleveland Clinic uses external observers to track hand hygiene across the enterprise to improve compliance.

Uncontrolled Diabetes

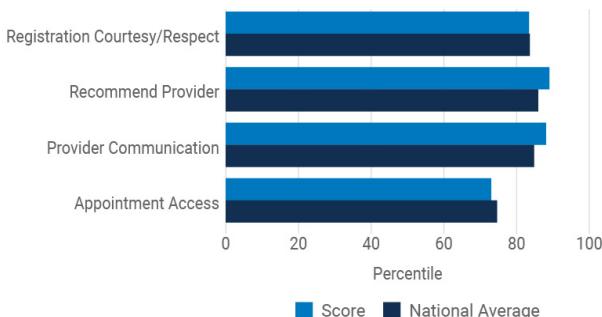


Uncontrolled diabetes and controlled hypertension are two important population health measures. In 2021, our Quality Team continued to actively work on and make improvements related to these conditions for our ACO.

Hypertension Controlled



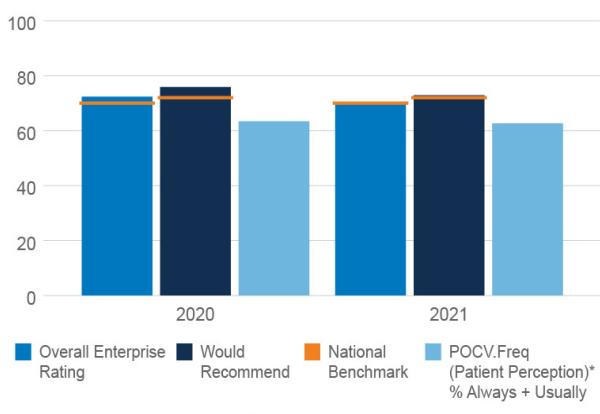
Outpatient Satisfaction Scores



Benchmarking source: Press Ganey Medical Practice Benchmarks (ratings/scores reported at the 50th percentile rank Jan 2021 - Dec 2021)

We have identified care accessibility as an opportunity for improvement, and are invested in delivering our care in more ways and more places. Learn more about how we are [transforming care access](#) to make it easier and more equitable to use our services.

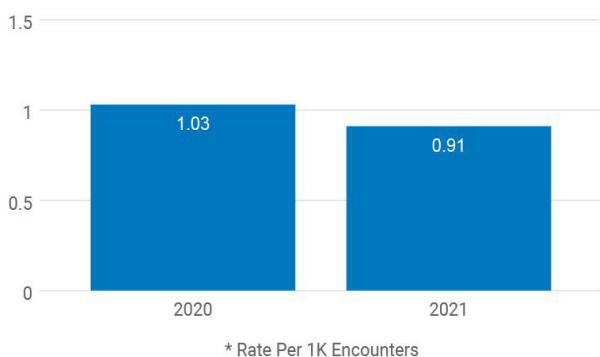
Patient Experience: Inpatient HCAHPS Rating



Benchmarking source: [October 2022 Public Report January-December 2021 Discharges](#). Patients' perception of plan-of-care visit (POCV) frequency is an internal measure and does not have a national benchmark.

The Center for Medicare and Medicaid Services along with the Agency for Healthcare Research and Quality developed the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) Survey to provide a standardized method for measuring patients' perspectives on care they received. To provide a better patient experience, we are increasing our focus on delivering empathetic care uniformly across all our locations, and increasing the frequency of plan-of-care visits.

Total Compliance-Related Inquiries



We expanded the number of facilities included in our rate of complaints and grievances from main campus to the enterprise. We will work on reducing our rate of complaints and grievances through ongoing efforts to enhance the patient experience.

COVID-19 Care for Patients

Overview

The pandemic continued to test our health system in 2021, with new COVID-19 variants driving surges in hospitalizations and creating new challenges. Our caregivers responded with extraordinary resilience and empathy, working as a team of teams to [ensure a safe environment for care](#) while providing resources, information, testing, and immunizations for countless members of our communities.

Our caregivers continued to provide support where needed to aid in the fight against COVID-19. During a surge in Ohio early in 2021, eight nurses from Cleveland Clinic Abu Dhabi assisted with patient care at our Hillcrest Hospital for six weeks. Later in the spring when the pandemic surged in India, overwhelming its healthcare system and supply chains, Cleveland Clinic shipped 138 pallets of face masks and shields, gloves, cots and mattresses to the Indian Red Cross.

In total, our caregivers served more than 23,500 COVID-19 inpatients in the second year of the pandemic—18,000 in Ohio and 5,500 in Florida.



Covid-19 Testing

Fast, reliable and accessible testing remained crucial to curbing the spread of COVID-19 in 2021, especially as new variants emerged. To support our communities, Cleveland Clinic continued to offer COVID-19 testing at over 20 locations during the second year of the pandemic.

In winter of 2021, Northeast Ohio experienced both a surge in COVID-19 infections and an increased demand for healthcare services, particularly in emergency departments. To better serve our communities during a time with an overwhelming demand for testing, we collaborated with University Hospitals to operate a COVID-19 testing site in Cleveland's University Circle with the Ohio National Guard and the Ohio Department of Health. The site was open for just over one month, and approximately 25,000 individuals received COVID-19 tests at this location.

To improve ease and accessibility of testing, we also developed and received Food and Drug Administration authorization for an at-home self-swabbing kit called SelfCheck®. Available at our pharmacies, SelfCheck® enabled patients with a provider's order to pick up a kit, complete the test at their convenience and receive results within 72 hours of returning the kit to a Cleveland Clinic Express Care, Pharmacy or drop-box.

From the onset of the pandemic through the end of 2021, Cleveland Clinic conducted more than 1.3 million COVID-19 tests, with over 750,000 tests performed in 2021.

Vaccination

Administering vaccines

When the newly approved COVID-19 vaccine became available in early 2021, Cleveland Clinic quickly mobilized to administer vaccines to caregivers, patients and the public. We created vaccination sites for caregivers, offered vaccinations at family health centers and operated community-based vaccination clinics.

We also supported efforts to distribute vaccines in our local communities, partnering with various organizations and agencies to increase access. For example, when the state of Ohio opened its mass vaccination site at Cleveland State University's Wolstein Center in downtown Cleveland, we provided planning and operational support, ultracold storage and transportation of the Pfizer vaccine and pharmacy oversight.



Our caregivers worked alongside the Federal Emergency Management Agency, the U.S. Department of Defense, the City of Cleveland, Cuyahoga County and Cleveland State University to administer more than 260,000 COVID-19 vaccines during the 12 weeks the Wolstein Center's clinic was open.

More than 100 of our pharmacists, pharmacy technicians and pharmacy students contributed to ensure proper handling, reconstitution and administration of the vaccine. In the United Kingdom, Cleveland Clinic London caregivers volunteered to help deliver the shots when the National Health Service began its COVID-19 vaccination program.

Vaccine education and access

Once COVID-19 vaccines became available, one of our top priorities became communicating timely, accurate information to the public about vaccines. From one-on-one discussions during patient visits to national media appearances, our trusted health experts explained the benefits of COVID-19 vaccines and advocated for vaccination throughout the year.

In addition to our website, video and email communications, we created patient resources and community on demand webinars in Spanish and English to improve access to information about COVID-19 vaccines and address frequently asked questions.

We also collaborated with other hospitals and healthcare systems to share information about COVID-19 vaccines. For example, we co-led a nationwide campaign with Mayo Clinic to encourage adults to get vaccinated. The coalition included 60 top hospitals and healthcare institutions, who worked together to communicate the safety and efficacy of vaccines through diverse digital and traditional media.

When cases of the omicron variant surged and hospitals filled with unvaccinated patients in late 2021, we joined with five other Northeast Ohio hospital systems in an advertising campaign to urge the public to get vaccinated and take other precautions to prevent the spread of COVID-19.

Recovery

Home Monitoring Program



We are focused on making high-quality care more accessible and affordable to those in need, and the pandemic provided unique challenges to meet through new and innovative patient service offerings. To preserve limited hospital capacity, we thought about ways to safely care for COVID-19 patients whose condition did not require hospitalization.

In 2020, we developed a home monitoring program for these patients—available via our MyChart app—and continued to use this program throughout 2021. The goal of the program is to keep patients safe at home, out of the hospital and supported with resources, education and human connection.

When a patient with COVID-19 enrolled in the program, we provided them with monitoring, education and support. Caregivers called patients daily by phone or via a digital application to monitor symptoms and connect them to a provider when needed for urgent virtual intervention.

This program enabled us to provide quick and effective care while keeping patients safe in their homes, and Value-Based Health Care Center Europe honored Cleveland Clinic with its Cost-Effectiveness Award for the COVID-19 Home Monitoring Program both in 2020 and 2021.

reCOVer Clinic

Some individuals continue to feel a constellation of symptoms weeks or even months after their initial COVID-19 infection, causing disruptions to their daily routines and activities they enjoyed pre-COVID. In February 2021, Cleveland Clinic opened its reCOVer Clinic at our Independence Family Health Center to help individuals with symptoms lingering 28 days or more after their initial infection, known as long COVID-19 or post COVID-19 syndrome.



Patients seen at reCOVer Clinic receive a comprehensive evaluation for ongoing symptoms, which includes a medical history, physical exam, tests and lab work. The evaluation aids in developing a care path that best suits the patient's needs, while also providing valuable clinical information to help us better understand the many facets of COVID-19.

A care team reviews results and reCOVer Clinic providers discuss next steps with patients, which may include referrals to one or more of our experts in pulmonology, cardiology, neuropsychology, neurology, psychiatry, rheumatology, nephrology, dermatology, ENT, endocrinology, geriatrics sleep medicine, integrative medicine, functional medicine and other specialties.

Accessible & Integrated Care

Overview

Cleveland Clinic is caring for more patients by building a sustainable model for growth that embraces digital care, expands our service and location offerings and reduces healthcare costs. Our multidisciplinary caregiver teams provide a continuum of compassionate care and support to patients throughout their health journeys.

Access Transformation

In 2021, we committed to an enterprise-wide access transformation to dramatically improve the way we connect people with care—knowing that to be the best place to receive care, we have to be the best place to access care.

The first question we asked ourselves was, “*what do people want when they access care?*”—and second, “*do we really know?*” We’ve since reviewed the literature, including internal and external research in healthcare and other industries, thanks to the support of our strategy, marketing and patient experience teams. We found that across industries, people want immediacy, convenience and autonomy. When individuals have control, their experience improves. In healthcare, that means we need to be available in ways that are consistent and transparent across modalities, and at the same time, make people feel reassured and known as an individual.

Our opportunity to differentiate as a healthcare provider is to be more available, remove pain points, know our patients and give them control.

We laid out an operational and strategic plan with key building blocks that connected and unified work across our IT, Clinical, Marketing and other teams. Since then, we have operationalized patient outreach, scheduling over 66,000 appointments for needed care as of March 2022. Our patients and caregivers have expressed appreciation for this work, which will be integrated as a standard processes in our future operating system.

We also launched a massive digital marketing effort to establish Cleveland Clinic as the industry leader in health information. This is important because our website is a key entry point and often represents the earliest experience for people seeking access to our care. That work is currently ahead of schedule for content development and organic website traffic, with 153 million visits to clevelandclinic.org as of March 2022, up 75% from March 2021. Additionally, traffic to our health library was up 148% year over year for this same period.

We have also made technology improvements to expand online scheduling capabilities. From April 2021 to March 2022, 66,654 patients scheduled screening mammograms via MyChart, and our patient self-scheduling interactions have increased 67% year over year from March 2021 to 2022. We also expanded the features of our MyCleveland Clinic app to offer integrated functionality of MyChart, Virtual Visits, bill pay and other services, and offer a localized version of the app for CC London.

Throughout this work, we have remained deeply committed to our guiding principles: empowering our caregivers to treat our patients like family, deliberately leveraging technology and employing a true “continuous improvement mindset” throughout, with ongoing learning and iteration. While this work requires significant organizational investment of time and resources, we are committed to executing it the right way—remaining focused on patients and outcomes.

Community Health

Cleveland Clinic Community Care is our platform for delivering exceptional care that is personalized, equitable and accessible for patients and communities. Community Care physicians are part of teams that include advanced practice providers, nurses, medical assistants, behavioral health social workers, pharmacists, care coordinators and navigators.

Using data to target improvement and patient engagement, these care teams focus on optimizing patient outcomes, quality and cost through proactive management of a patient's health, wellness and chronic diseases.

Community Care's Clinical Operations include departments that provide coordinated care across the practices of adult and pediatric primary care, consultative internal medicine, geriatrics, hospital medicine, medical care at home, clinical genomics, functional medicine, and wellness and preventative medicine.

These teams work together to provide continuity of care throughout the health journeys of our patients.

The Community Health and Partnerships team uses internal capabilities and collaborates with community partners to bridge clinical efforts with community needs, removing barriers to care.

These barriers often include social needs, or nonmedical aspects of individual and family lives that can affect health and well-being, such as housing (stability and quality), food (stability and security), legal needs related to immigration status, eligibility for public health insurance, employment, housing access and government benefits access for income maximization.

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

Research & Innovation

Researching for health is an essential part of our mission. Cleveland Clinic's research model brings together basic science researchers, clinical investigators and caregiver teams to address patients' unmet needs. Despite the ongoing pandemic, our research activity remained robust in 2021: Cleveland Clinic received \$326 million in research funding and supported 3,234 active research projects.



COVID-19 and Virtual Care

Cleveland Clinic's research efforts play a large role in our economic impact. In 2021, we partnered with JobsOhio, the Ohio Department of Development, University Hospitals, The MetroHealth System, Case Western Reserve University and Cleveland State University to launch the Cleveland Innovation District, a public-private partnership to attract and support new businesses and talent with the goal of positioning Ohio as a leader in the healthcare and IT sectors.

The district will serve as a catalyst for economic development in Northeast Ohio, with the goal of creating 20,000 jobs over ten years. It will also add more than 400,000 square feet of research space, doubling our research footprint on our main campus.

Global Center for Pathogen & Human Health Research

As part of the Cleveland Innovation District, the State of Ohio, JobsOhio and Cleveland Clinic are investing a combined \$500 million in the Global Center for Pathogen Research & Human Health. Headquartered in Cleveland with locations in Florida, London and Abu Dhabi, the Center is organized around six highly collaborative programs with multidisciplinary experts in virology and immunology; personalized medicine and genomics; population health; drug discovery; diagnostic development and integration of big data with patient care.

Researchers at the Center will expand critical work on studying, preparing and protecting against public health threats such as HIV/AIDS, Dengue fever, Zika and COVID-19. In 2021, scientists in the Center conducted groundbreaking research to expand understanding of COVID-19, including how infection affects pregnant women and newborns, and ways immune responses to the virus varied between men and women.

The Center will generate new start-up technology companies in the Cleveland Innovation District, attracting world-leading corporations to Ohio. It will also generate an estimated 7,500 jobs in Ohio by 2034, and Cleveland Clinic set a goal to hire an additional 1,000 new positions by 2029. In 2021, Cleveland Clinic hired 300 individuals in research, education, information technology and supply chain positions—a significant step toward our goal.

Discovery Accelerator

In 2021, Cleveland Clinic and IBM announced a partnership to establish the Discovery Accelerator, a joint center to advance the pace of discovery in healthcare and life sciences by using high-performance computing. Research will focus on digital technologies and artificial intelligence, high-performance computing and hybrid cloud, quantum computing and education and outreach.

The Discovery Accelerator will analyze massive datasets to speed and enhance research in the new Global Center for Pathogen and Human Health in the fields of genomics, population health, clinical applications and drug and vaccine discovery.

BioRepository



Located on Cedar Avenue in Cleveland's Fairfax neighborhood, the Cleveland Clinic BioRepository opened in October 2021 and was the first new building in the Cleveland Innovation District. The 22,000-square-foot facility will provide advanced cold-storage capabilities for biological samples and serve as a community resource to improve awareness of ongoing research and career opportunities in the medical field.

The BioRepository will enable researchers to link stored biospecimens with health data to study how genetics, lifestyle and environment interact to affect health, and analyze the course of diseases and treatments to advance personalized medicine for conditions such as cancer, epilepsy and heart disease.

The building also houses a Research Access Center that welcomes community members to learn about medical research, ways to participate in research and career opportunities in the medical field. Students in the Fairfax community are invited to meet and interact with healthcare professionals at the BioRepository to learn about careers in medicine, the health professions and health sciences.

Additionally, Cleveland Clinic commissioned a permanent, public work of art for installation outside the BioRepository at the corner of 97th St. and Cedar Ave. [Learn more](#) about the permanent work of art, entitled *Dawn*, which the artist developed in collaboration with Fairfax residents to represent their visions of hope and solace.

Distance Health

The mission of Cleveland Clinic's Virtual Health Program is to connect anyone to care, from anywhere. We seek to harness technology to reimagine and transform care, expand access and deliver the best patient-centered experience.

Cleveland Clinic's program offers a range of synchronous virtual offerings, including paramedicine, on-demand urgent care, telestroke, primary care, behavioral health, medical and surgical subspecialty visits, eCoaching, shared medical appointments and remote patient monitoring. Asynchronous options include adult and pediatric express care eVisits, eDermatology, ePharmacy and written second opinions.

Digital Equity



Digital access plays a crucial role in the overall health and well-being of a community's residents. It affects an individual's access to education, health information and care, and employment and economic opportunities. Digital access refers to:

- Access to low-cost, high speed internet service.
- Access to effective, reliable devices.
- Digital literacy skills and knowledge.

Although digital technology is increasingly available to many, some families may face situations that limit or prevent their access to this important resource. In an ongoing effort to positively impact the overall health of our communities, Cleveland Clinic Community Health & Partnerships is partnering with community and social organizations to address this need through the Digital Equity Program.

The Digital Equity Program is designed to meet the diverse and differentiated digital access and literacy needs of our patients through referrals to trusted community partners, who provide a wealth of services including low-cost/no-cost devices, affordable high-speed broadband services and digital literacy training.

The first phase of the Digital Equity Program focused on developing and validating patient screening strategies using community health workers, primary care social workers, medical assistants and residents from Lerner College of Medicine. Patients from Langston Hughes Family Health & Education Center and the Stephanie Tubbs Jones Family Health Center were screened as part of a pre-visit consultation (which included other Social Determinants of Health questions).

During the fourth quarter of 2021, over 300 patients were screened and about 40% of those patients were referred to our digital equity partners for connectivity, devices or digital literacy support.

Interstate Telehealth

In the second quarter of 2022, we completed the integration of our MD-Staff credentialing system with Epic. This integration allows our scheduling tools to reflect the most current state licensures for each provider, thus ensuring that new out-of-state patients are scheduled for virtual visits according to the latest telemedicine guidance.

Another benefit is enabling providers to continue seeing established patients located out of state, thus allowing patients the ability to maintain their relationship with their provider even if they move out of state.

As a result of this integration, Cleveland Clinic providers credentialed through MD-Staff may see new patients virtually where the patient is physically located, at the time of the visit, in a state where the provider is licensed. This integration fulfills two objectives:

1. Ensures compliance with updated state provider licensure regulations.
2. Increases access for new out-of-state patients to be seen virtually by an appropriately licensed provider.

Because of this integration of MD-Staff to Epic, we are able to schedule virtual appointments for new out-of-state patients so they can be seen by a Cleveland Clinic provider.

MyClevelandClinic and MyChart

Cleveland Clinic's Virtual Team and Information Technology Department worked to redefine our digital front door to provide ease of access to care through the MyClevelandClinic patient mobile application.

MyClevelandClinic improves the patient experience by consolidating our mobile apps into a single app where patients can access MyChart (our online portal that connects Cleveland Clinic patients to portions of their electronic medical record), virtual visits, visitor information and more.

The platform is available 24/7, secure and free to download. Some key features in the app allow users to:

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

In 2021, MyChart users increased 24% over 2020 to 2 million users. To improve access to MyChart, we began offering patients the option to view MyChart headers, titles and navigation instructions in Spanish. To view MyChart in Spanish, patients can click the Ver en Español link in the upper right-hand corner of the log-in page. The mobile app will automatically update if the patient's phone language setting is set to Spanish.

Plan-of-Care Visits

A plan-of-care visit brings together the provider, nurse and patient at the bedside to communicate the patient's daily plan of care. This discussion standardizes how patients and caregivers collaboratively develop treatment plans that provide the highest quality of care.

Plan-of-care visits benefit both patients and caregivers by:

Including patients as part of the team creating a collaborative treatment plan.

Involving patients in making decisions and inviting them to ask questions about their daily plan of care.

Increasing caregiver engagement and communication using our team of teams approach.

Improving patient safety, satisfaction and health outcomes.

By creating a collaborative treatment plan with patients as part of the team, we also reduce patients' length of stay and readmissions. Due to the success of this program, we continued to promote adoption across the organization in 2021. We increased the frequency of daily conversations among patients, doctors, nurses and other caregivers through plan-of-care visits from 55% in 2020 to 82% in 2021.

Caregivers



We refer to all of our employees as caregivers because each of our 70,000+ caregivers provides direct patient care or supports those who do. Our Caregiver Office prioritizes the caregiver experience, aligning all aspects of workforce engagement for every one of our global caregivers. We encourage our caregivers to treat one another as family because support for each other is fundamental to our mission. By drawing upon our unique team-based culture, the Caregiver Office aims to position Cleveland Clinic as the best place to work in healthcare.

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

Care for Caregivers

We continued to invest in our caregivers' safety and resilience as they demonstrated ongoing heroism during the second year of the COVID-19 pandemic.

Caregiver Engagement

The Caregiver Office is dedicated to creating the optimal workplace with our caregivers by soliciting feedback, keeping caregivers informed and ensuring they feel appreciated and supported.

Caregiver Safety

The safety of our caregivers is paramount. We provide comprehensive training, programs, services and resources to inform and protect our caregivers, and actively engage them in speaking up for safety.

Diversity, Equity & Inclusion

By embracing our differences and similarities, we promote an inclusive environment that supports a high performing culture, the well-being of our caregivers and our "Patients First" guiding principle.

Workplace Well-being

Through our holistic well-being strategy, we provide resources to support caregivers' physical, emotional, social, financial and intellectual health.

Talent Development

We cultivate a learning culture, providing caregivers with tools and resources that empower them to take ownership over their development and growth.

Care for Caregivers

Overview

Our caregivers continued to demonstrate heroism in the second year of the COVID-19 pandemic, responding to challenges, including new variants and surges, with empathy and courage. We continued to invest in our caregivers' safety and resilience, keeping them informed during a time of rapid change and uncertainty. Caregiver teams across the enterprise came together to maintain, improve and expand programs to support and recognize their colleagues.

Communications



In 2021, we continued our focus on our internal communications approach to ensure transparent, frequent and empathetic communication to our 70,000+ caregivers across the United States and four countries.

We maintained a COVID-19 toolkit on our intranet as the primary resource hub for the latest COVID-19 guidelines, vaccine information, resources and news. We produced dozens of caregiver resources as the COVID-19 pandemic continued to evolve in 2021, generating 42,356 views to more than 125 COVID-19 articles and a total of 112,429 caregiver visits to the toolkit. We also disseminated information via newsletters, targeted emails, executive communications and monthly virtual town hall meetings during which executive leaders answered questions submitted directly from our caregivers.

As the COVID-19 vaccine became more widely available to our caregivers, we communicated vaccine news and information regularly, as well as vaccine eligibility and availability. As a global organization, our communications caregivers from around the world collaborated throughout the pandemic to deliver timely, customized information to caregivers that aligned with their state and country COVID-19 requirements.

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

Support Programs

Our Caring for Caregivers team offers confidential services that preserve, restore and enhance the well-being of our caregivers. Through our health and assistance programs, we provide services such as assessments, counseling and coaching, education and training, critical incident response and referrals. Well-being resources and referrals include online articles and seminars, a savings center, family dependent care search, legal assistance and financial counseling. Some new initiatives to support the health and well-being of our caregivers in 2021 included:

- Development of a caregiver well-being page that provided a centralized listing of organizational resources and supports.
- Creation of an Emerge Stronger peer support program for caregivers who've experienced challenging patient events.
- Investment in a robust offering of virtual and in-person counseling and support services for caregivers and household dependents through the organization's Caring for Caregivers Staff and Employee Assistance Programs.

Numerous departments across the enterprise also continued to use their individual and collective expertise to provide support services for our caregivers during the second year of the COVID-19 pandemic. Some of these efforts included:

- A 24/7 COVID hotline through Occupational Health to support caregivers diagnosed with COVID-19.
- Expansion of moral distress reflective debriefs for sharing the unique challenges of providing care during the pandemic.
- Increase in the organization's back-up childcare programs and resources.
- Expansion of caregiver hardship fund grants criteria.
- Continuation of operations of the Caregiver Support Team (CST), which
 - Supported 6,160 caregivers that were out of work due to COVID-19 in 2021.
 - Provided more than 54,000 meals to caregivers at work, and more than 135,000 meals to COVID-19 positive caregivers and their families at home.
- Continuation of onsite services to patients and to caregivers who tested positive for COVID-19.

Additionally, we appreciated the gratitude local organizations showed for our caregivers, which included donations such as meals, refreshments, care packages, supplies and more.

Flexible Workforce

At the onset of the pandemic, Tomislav Mihaljevic, MD, President and CEO announced that Cleveland Clinic would not layoff or furlough any caregivers, nor change employee benefits, including healthcare and retirement. When safety restrictions curtailed non-critical patient services, we pivoted to provide caregivers ongoing work, which included assuming new temporary roles for many. Throughout 2020 and 2021, our caregivers were members of a powerful, flexible workforce community who used their expertise to address the organization's and community's rapidly changing needs, which included staffing COVID-19 testing sites, temperature screening stations and more.



As part of a worldwide workforce shortage in 2021, we implemented a multi-faceted approach to closing the staffing gap, including compensation adjustments, recruitment and supplemental staffing. During 2021 COVID-19 surges, we expanded two programs, Partners for Patient Care and Support as One, to enable caregivers to take shifts to support teams with the greatest need.

Remote Work

To reduce the spread of COVID-19 at the onset of the pandemic, Cleveland Clinic directed caregivers whose responsibilities did not require them to be onsite to work from home. We provided support to remote caregivers to help them maintain their productivity, accountability, engagement and connection with the larger enterprise through a centralized site with online training programs and resources. We also offered one-on-one virtual coaching for Cleveland Clinic leaders to help them address challenges and maintain healthy teams.

More than 10% of Cleveland Clinic's workforce is now remote or hybrid. We have recognized benefits and challenges with this culturally. To maintain a targeted and mindful focus on the needs and experience of these caregivers, Cleveland Clinic developed a remote workforce strategy and hired our first Director of Remote Workforce Solutions. The director's leadership has driven the creation of a comprehensive, enterprise-wide set of resources targeted to the remote and hybrid worker, a "Remote Rendezvous" celebration that brought caregivers back to campus to interact with their team and others and teaming strategies for leaders to leverage on behalf of their non-collocated caregivers.

Recognition

Our caregivers and teams consistently go above and beyond, and we were exceptionally proud of the ways our caregivers rallied around our patients, fellow caregivers and communities in need during the second year of the COVID-19 pandemic. Our caregivers demonstrated courage, leadership, empathy, creativity and teamwork, and we were filled with gratitude for their hard work and dedication to our mission. Our caregivers are our heroes and we continued to find innovative ways to recognize their many contributions in 2021.

Caregiver Heroes

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

Kudoboard



Take a moment to send your thanks, stories + encouragement. ❤️

In 2020, we launched a digital "kudoboard" to collect and share heartfelt words of encouragement for our caregivers. Through this platform, caregivers continued to receive thousands of inspiring notes, images, works of art, stories and video messages from individuals around the world in 2021, including posts from fellow caregivers, patients, visitors and community members.

Caregiver Engagement

Overview

Our vision is to be the best place to work in healthcare. To this end, we strive to create an exceptional work experience for our caregivers where they feel safe, valued, supported and empowered to voice ideas and concerns. Our caregiver engagement initiatives are an important aspect of our workplace culture and support our efforts to attract and retain top talent.

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

- [Learn more about how we supported our caregivers in 2021](#)
-

Caregiver Experience Survey

The voices of our caregivers make a difference and help shape the Cleveland Clinic experience. Our Caregiver Experience and Pulse surveys are open to all caregivers across the enterprise, and our leadership actively encourages all caregivers to participate. Through these surveys, caregivers offer valuable feedback on organizational communications, workplace culture, safety measures and opportunities for continuous improvement. Caregivers also provide key insights on engagement, feedback on leader-caregiver relationships and reflections on the function and viability of teams.

While we ensure the anonymity of caregivers who take the survey, several internal teams work together to provide comprehensive and relevant insights on team-based developments and needs. Supervisors and teams review these insights and aggregated results to develop tailored strategies for improvement. Additionally, our survey vendor provides data that shows how our results compare to industry peers, which enables us to better understand and address broader engagement trends in healthcare.

During our 2021 caregiver survey, we received the largest number of responses ever—80%, or more than 52,000 caregivers participated—and 81% would recommend Cleveland Clinic as a good place to work.

Caregiver Celebrations

Our comprehensive Caregiver Celebrations rewards and recognition platform enables us to recognize and thank our caregivers for their dedication and accomplishments in support of our mission, vision and values. Our award categories are directly tied to and based on our values (Quality & Safety, Empathy, Inclusion, Integrity, Teamwork and Innovation), which are an essential part of what we do and why we do it. Recognizing caregivers who exhibit our values in their daily work helps reinforce these values as part of our culture, while creating greater alignment across the enterprise. Caregiver Celebrations also supports our “team of teams” approach by empowering caregivers to acknowledge and appreciate one another for outstanding behaviors and performance.

Since its inception in 2010, caregivers have received over 2 million awards. The program features several types of recognition:

Appreciation Award: Simple, non-monetary recognition for accomplishments supporting Cleveland Clinic's values and patient experience (awardees receive an e-certificate).

- Awards sent since inception: 1,606,812
- Awards sent in 2021: 162,576

eCard: Peer-to-peer electronic graphic cards to acknowledge anniversaries and birthdays.

- Awards sent since inception: 17,815
- Awards sent in 2021: 7,777

Teaching Recognition Award: Simple, non-monetary recognition that recognizes individuals for their skill in, and enthusiasm for, teaching Cleveland Clinic colleagues (e.g. all caregivers, multidisciplinary groups and students) in support of our mission, part of which is to "educate those who serve" (awardees receive an e-certificate).

- Awards sent since inception (established in January 2020): 4,727
- Awards sent in 2021: 2,096

Excellence Award: Quarterly institute-level nomination recognition for excellent performance exhibited by individuals or teams (all award winners receive e-certificates, individual winners receive a desktop award and team winners each receive a framed certificate and a desktop award to share).

- Awards sent since inception: 6,339
- Awards sent in 2021: 530

Milestone Award: Recognition celebrating those caregivers who achieve a milestone service anniversary (5-, 10-, 15-years, etc.,) for their continued service with Cleveland Clinic (awardees receive an e-certificate and other milestone-specific gifts).

Caregiver Award: Annual nomination recognition celebrating the best of the best individual and team award recipients (all award winners receive an e-certificate, individual winners receive a monetary award and desktop award and team winners receive a monetary award, a framed certificate and a desktop award to share).

- Awards sent since inception: 488
- Awards sent in 2021: 33

CEO Award: Annual recognition celebrating the top one individual and top one team of Caregiver Award recipients (all award winners receive an e-certificate, individual winners receive a \$10,000 monetary award and a desktop award and team winners receive \$10,000 to share equally, a framed certificate and a desktop award to share).

- Awards sent since inception: 22
- Awards sent in 2021: 20

In 2021, we added two new award categories to support our philanthropic and wellness efforts:

Caregiver Philanthropy Award: Simple, non-monetary recognition that honors individuals and teams who have made a significant philanthropic impact on our organization. Recognitions can acknowledge caregivers for their own personal commitment or their engagement of others encouraging philanthropy.

- Awards sent in 2021 (introduced in June): 175

Wellness Award: Simple, non-monetary recognition for individuals that demonstrate a commitment to living a healthy lifestyle and inspire others in the behaviors they exhibit through nutrition, physical activity and mindfulness practice. These individuals make wellness a part of their day to day lives and create a wellness culture for their team.

- Awards sent in 2021 (introduced in December): 42

Legacy Award

As part of our centennial observance, Caregiver Celebrations introduced a new Legacy Award in 2021 to honor individuals and teams who have significantly impacted our 100-year legacy. Caregivers can receive acknowledgement for their work at any point during their Cleveland Clinic career. Issuers of the award provide a brief description of the awardee's contribution as related to one of these Legacy-themed categories:

- **A Revolutionary Model of Medicine:** Caregivers who continually pursue a commitment to excellence in medical practice and work to provide every patient world-class care.

- **Appreciation Award:** Simple, non-monetary recognition for accomplishments supporting Cleveland Clinic's values and patient experience (awardees receive an e-certificate).
- **Leadership in Research & Education:** Caregivers who dedicate themselves to our mission of researching health and educating those who serve.
- **Innovation in Our DNA:** Caregivers who are dedicated to improving public health or caregiver engagement through continuous improvement, and lead the way in developing new operational procedures, medical innovations or technologies.
- **Global Reach & Expansion:** Caregivers who leverage our proven model of medicine to positively impact more people in more locations across the globe.
- **Commitment to Our Communities:** Caregivers who contribute to revolutionizing community involvement and benefits through health education, research, outreach programs and workforce development, making our neighborhoods better areas to live and work.

Other Recognition Programs

In addition to our enterprise Caregiver Celebrations program, most institutes, divisions and hospitals provide recognition programs at the local level to reinforce our values. Examples of these include the Nursing Excellence Awards, Sones Innovation Award, ITD Week Awards, Environmental Services Awards, Speak-Up Award, Patient Safety Award, HR Year-End Awards, etc. Our appreciation initiatives are integral to promoting a culture of gratitude and support for our caregiver heroes. Teams regularly post award announcements to our communication channels to recognize their peers and demonstrate gratitude.

Caregiver Safety

Overview



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

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

In order to safeguard the health of our caregivers in 2021, we provided personal protective equipment, implemented safety policies and adopted universal pandemic precautions. Our Occupational Health team created a system that included a 24/7 Caregiver COVID-19 Hotline, exposure education, safe return to work practices and vaccine education and access. In 2020 and 2021, we expanded our annual caregiver flu vaccination program to also provide vaccines for caregiver household members. [Learn more about how we cared for our caregivers in 2021.](#)

Our Protective Services Department is responsible for the safety and protection of patients, visitors, caregivers and property throughout the Cleveland Clinic Health System. The department is comprised of teams focused on personal safety, confidentiality, security, transportation and parking services and emergency readiness. This includes our Cleveland Clinic Police Department, which is comprised of more than 170 sworn police, security, communications and traffic control officers, and is nationally accredited by Commission on Accreditation for Law Enforcement Agencies (CALEA). One of the many services they provide is the Safety Escort program, which is a free service available to all caregivers, patients and visitors who need safe transportation to locations on main campus.

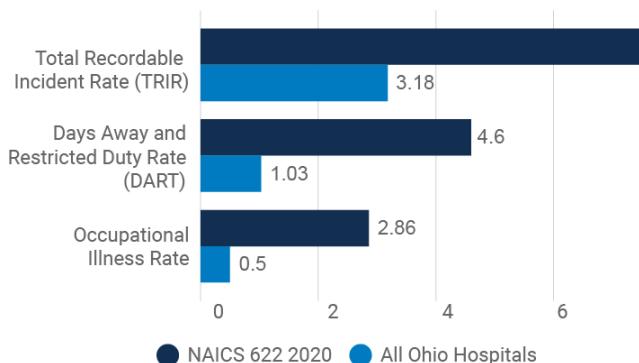
Safety is one of our core values, and as such, all caregivers contribute to maintaining a safe work environment for patients, visitors and one another. For example, we encourage every caregiver to report all events, exposures and near-misses through our safety reporting system. Caregivers receive information on how and when to report during orientation, and through annual compliance training thereafter. Following a caregiver safety report, we conduct thorough follow-up procedures to address the needs of our caregivers and identify opportunities for improvement to prevent subsequent events. Our EHS, Occupational Health and Protective Services departments maintain intranet pages to keep caregivers informed on safety efforts and provide easily accessible information on programs, services and resources.

Environmental Health and Safety (EHS) Data

Cleveland Clinic records and reports accident statistics in accordance with Occupational Safety and Health Administration (OSHA) and Bureau of Labor Statistics (BLS) requirements. An injury or illness is work-related if an event or exposure in the work environment either caused or contributed to the resulting condition, or significantly aggravated a pre-existing condition.

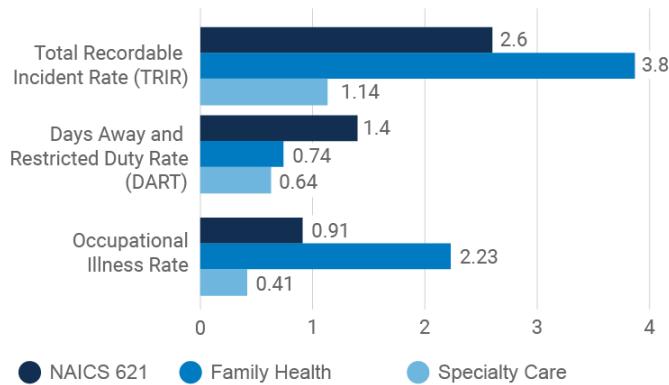
In 2021, all of our Ohio hospitals had lower total recordable injury rates than the 2020 hospital industry average of 7.6 injuries per 100 full time equivalent (FTE) employees. While in 2019 our overall occupational disease rate was 0.00, in 2020 it was 5.29 and in 2021 was back down to 0.50. We believe this was due to the aggressive implementation of COVID-19 control measures, high percentage of caregiver vaccination rates prior to the vaccine mandate and widespread continuity of care practices across all hospitals. There were no work-related fatalities in 2021.

2021 OSHA-recordable Rates for Ohio Hospitals (NAICS 622)



In 2021, caregivers in our ambulatory health and surgery centers experienced higher total recordable injury rates and occupational illness rates than the 2020 ambulatory healthcare industry average, again, due to the COVID-19 pandemic. Specialty centers and business locations reported fewer injuries than the industry average, likely due to postponing elective medical care and more caregivers transitioning to work from home and hybrid (working 2-3 at the office and the remainder at home) models.

2021 OSHA-recordable Rates for Ohio Ambulatory Care Centers (NAICS 621)



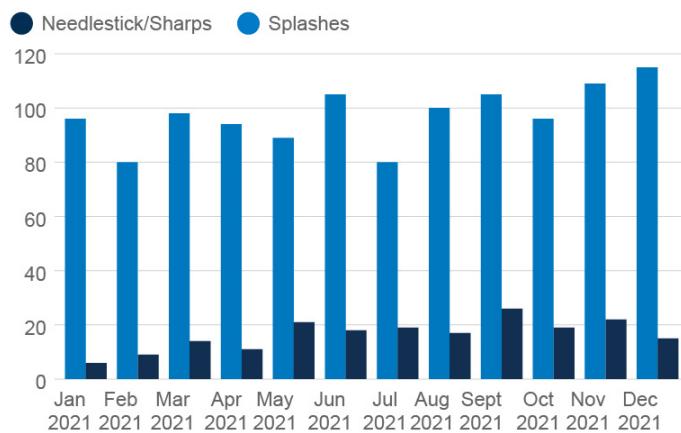
Bloodborne Pathogens

Cleveland Clinic records and reports accident statistics in accordance with Occupational Safety and Health Administration (OSHA) and Bureau of Labor Statistics (BLS) requirements. An injury or illness is work-related if an event or exposure in the work environment either caused or contributed to the resulting condition, or significantly aggravated a pre-existing condition.

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

The 2021 data below reflects Ohio locations with the exception of Union and Mercy Hospitals:

2021 Bloodborne Pathogen Exposures (BBPE)



In 2021, Cleveland Clinic developed an online training module for BBP Exposure Prevention Champion Training. We developed an online training due to COVID-19 restrictions on gathering larger groups of caregivers, as well as for ease in reaching more champion candidates. BBP Exposure Prevention Champions ensure all caregivers in their area have completed BBP training at least once per year, identify potential BBP risks in their area, provide instruction on exposure prevention, assist with investigations and interventions and support caregivers post exposure.

OSHA Healthcare Emphasis Programs

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

Ergonomic principles support our caregivers in working as safely, comfortably, efficiently and effectively as possible. Ergonomic injuries in healthcare most commonly occur when caregivers are interacting with patients (ambulation, repositioning, wound care, bathing, etc.). Our Mobility with Safe Patient Handling (MSPH) Committee works with our in-patient and out-patient locations to evaluate risks and implement measures to reduce the potential for injury to both the caregiver and the patient. These include overhead and portable lifts, friction-reducing devices, mobility assist devices and most importantly, thorough patient screening and assessment. In addition, Cleveland Clinic hired its first MSPH Program Manager in 2021 dedicated to managing these programs.

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

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

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

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

Additionally, we conduct ongoing evaluations of walking and working surfaces to proactively eliminate slip, trip and fall risks.

Workplace Violence Protection

Workplace Violence is an important safety and health issue in today's healthcare workplace. Our organizational leaders are actively engaged in communicating with our caregivers about workplace violence prevention. We have pledged to speak out against workplace violence and foster a culture that supports caregivers who report workplace violence incidents.

To promote workplace safety, Cleveland Clinic has a Workplace Violence Committee, policy and procedure. Cleveland Clinic leadership created a central Workplace Violence Committee to provide guidance, direction and priorities for the planning and execution of workplace violence prevention measures. The committee is comprised of a cross-functional team of caregivers, with several local teams — including one at each of our regional hospitals — providing additional caregiver support.

We are committed to equipping our caregivers with the knowledge and skills to recognize, prevent and react to workplace violence. Some of our workplace violence prevention measures include:

- Providing ongoing education — including customized programs from the Workplace Violence Committee by request — and conducting drills.
- Requiring Welle training for all emergency department caregivers, which provides them with techniques to foster healthy behaviors, recognize signs of agitation and de-escalate threatening situations.
- Expanding police officer presence and visibility, including a commitment to 24/7 coverage at our emergency departments.
- Using metal detectors/magnetometers to prevent weapons from entering our facilities.
- An internal website dedicated to workplace violence prevention with a downloadable toolkit.
- An online incident reporting system and initiatives to encourage reporting.
- Support resources for caregivers affected by workplace violence.

In January 2021, Cleveland Clinic held its second SHIELD healthcare safety conference to educate caregivers on current and relevant safety topics. Cleveland Clinic's Chief Caregiver Officer led three sessions covering topics such as workplace violence, trauma-informed care, emergency management and general security. Speakers included leaders from Cleveland Clinic's Nursing, Protective Services, Ombudsman and Caregiver Offices.

RUN. HIDE. FIGHT.



Hospitals represent a vulnerable environment. By definition, they contain a population unable to counter or evacuate due to illness and injury. Additionally, visiting loved ones may not be prepared to leave the bedside of a friend or family member. It is crucial for caregivers to possess the knowledge necessary to respond readily during an active threat situation because patients and visitors are more likely to follow caregivers.

To help caregivers protect themselves, other caregivers, patients and visitors, Cleveland Clinic uses RUN. HIDE. FIGHT. for active threat response. RUN. HIDE. FIGHT. is a quick and easy way to remember what to do in an active threat. During an active threat situation, it is recommended that caregivers escape (RUN) if they can, hide if they cannot escape and, only as a last resort, fight to protect themselves and others around them.

Caregivers receive training on RUN. HIDE. FIGHT. through a module within our annual mandatory online Emergency Management training. Additionally, caregiver teams can request virtual or in-person training with the Cleveland Clinic

Victim Advocate Program

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

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

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

Diversity and Demographics

Overview

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

—Tomislav Mihaljevic, MD, CEO and President

“We are a global healthcare leader that builds cultural competency and targeted initiatives in education, pathway development and supplier diversity to better align with an evolving workforce. We openly engage with diverse groups and seek multicultural experiences with stakeholders to reflect the patients and communities we serve. Through our governing bodies, including our diversity councils, employee resource groups, Operations Council, Board of Directors, Board of Trustees and other networks across the health system, Cleveland Clinic proudly honors diversity in all its forms. We recognize that inclusion is at the heart of business and culture.”

—Jacqui Robertson, Chief Diversity and Inclusion Officer

Diversity & Incusion Statement

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

Inclusion as a Cleveland Clinic Value

Cleveland Clinic has a longstanding [commitment to diversity and inclusion](#). Inclusion is one of the [six core values](#) that drives our work. Defined as “intentionally creating an environment of compassionate belonging where all are valued and respected,” practicing inclusion across our system ensures the best care and outcomes for our patients, and cultivates the best work experience for our caregivers.

To fulfill this vision, we promote the following key commitments to inclusion:

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

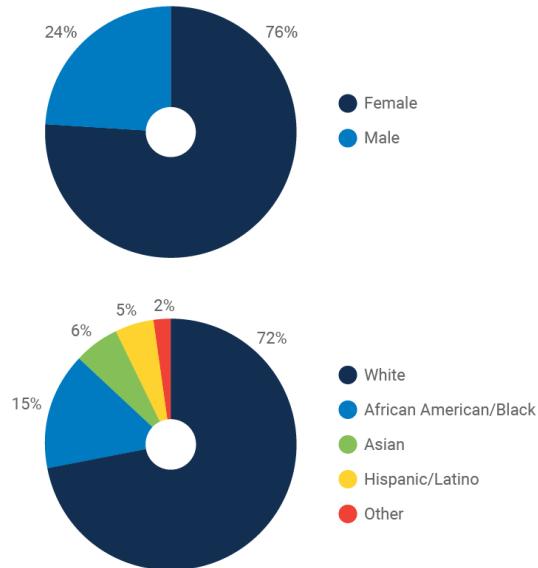
Addressing Racism as a Public Health Crisis

Cleveland Clinic continues to take action to address and end long-standing structural racism after supporting the [City of Cleveland's 2020 resolution](#) declaring racism a public health crisis. We established an Executive Diversity Inclusion and Racial Equity Council to examine and promote policies to eliminate racism, bias and health disparities. In 2021, the council met with over 50 thought partners and leaders across the organization, and consulted over 100 benchmarking data sources to develop new initiatives in the DEI space. The council's main priorities are: mirror the communities we service with better communication and representation in their languages, create better access to care and scheduling, partner with diverse educational programs for recruitment, ensure career growth opportunities for underrepresented minorities and develop programs in under-resourced communities.

Enterprise Demographics

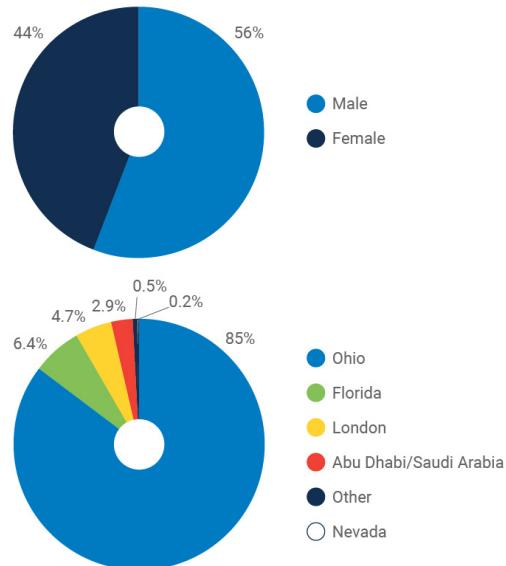
Cleveland Clinic's Office of Diversity & Inclusion provides strategic leadership for cultivating a culture that embraces diversity, inclusion and equity. These efforts include hiring, developing and advancing a more diverse workforce.

Cleveland Clinic Workforce Demographics, 2021*



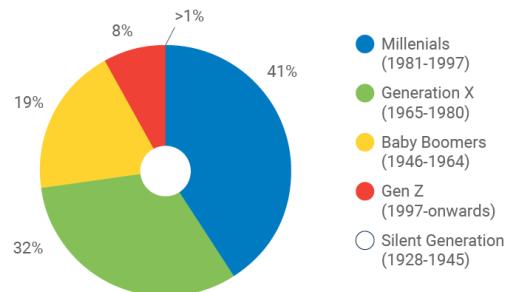
*Enterprise-wide employee analysis as of 12/31/2021 (N=66,089). Number of caregivers worldwide: 66,089. Permanent workforce = full-time, part-time and PRN (temporary and contract employees were removed). Includes all domestic and international caregivers as reported on the 2021 State of Cleveland Clinic.

Temporary/Contract Workforce Demographics, 2021*



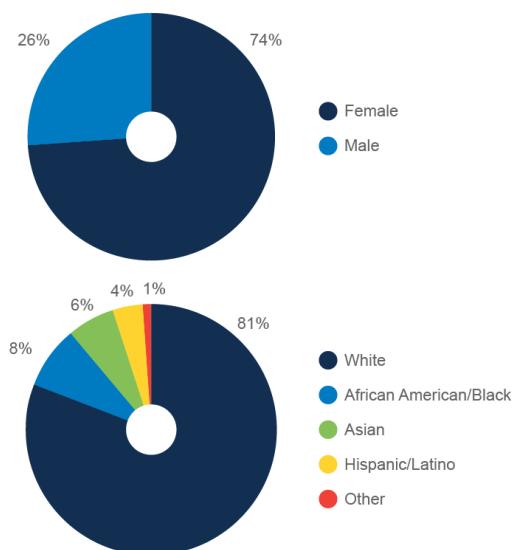
*Enterprise-wide employee analysis as of 1/1/2022 (N=2,752). Number of temporary/contract employees worldwide: 2,752. Temporary workforce = expatriate, fixed term, resident/fellow, retiree PRN, staff contract, temporary and temporary PRN (full-time, part-time and PRN were removed).

Cleveland Clinic Workforce by Generations, 2021*



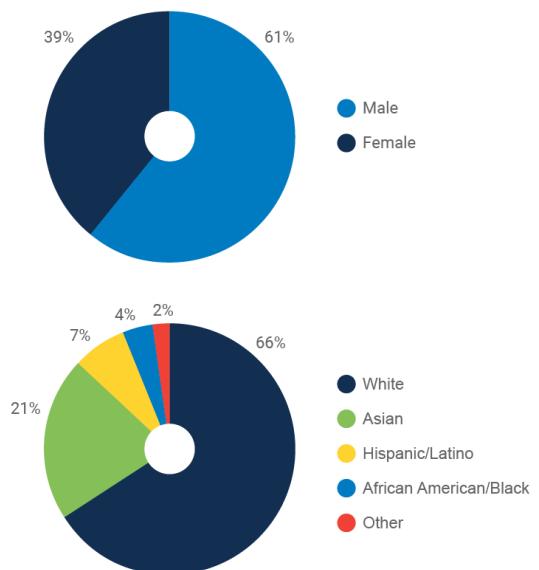
*Enterprise-wide employee analysis as of 12/31/2021 (N=66,089). Number of caregivers worldwide: 66,089. Permanent workforce = full-time, part-time and PRN (temporary and contract employees were removed). Includes all domestic and international caregivers as reported on the 2021 State of Cleveland Clinic.

Cleveland Clinic Managerial/Professional Demographics, 2021*



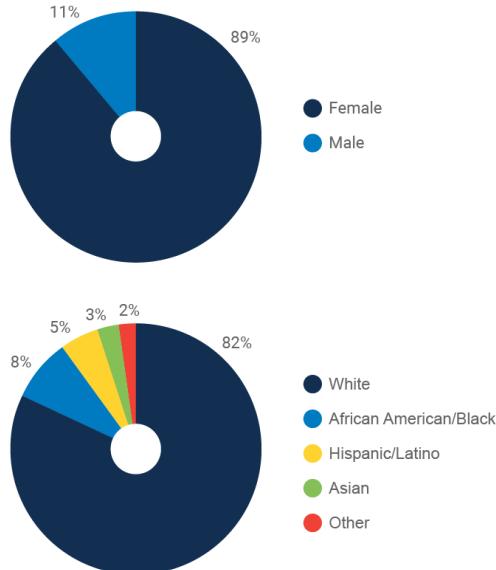
*Enterprise-wide employee analysis as of 12/31/2021 (N=16,906). Workforce = full-time, part-time and PRN (temporary and contract employees were removed). Includes all domestic and international caregivers as reported on the 2021 State of Cleveland Clinic.

Cleveland Clinic Physician Demographics, 2021*



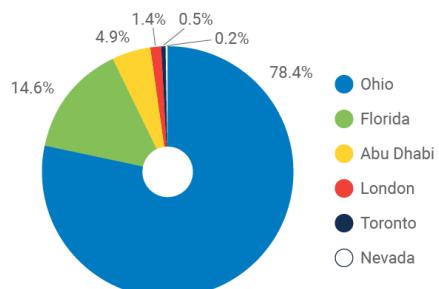
*Enterprise-wide employee analysis as of 12/31/2021 (N=6,274). Workforce = full-time, part-time and PRN (temporary and contract employees were removed). Includes all domestic and international caregivers as reported on the 2021 State of Cleveland Clinic.

Cleveland Clinic Nurse Demographics, 2021*



*Enterprise-wide employee analysis as of 12/31/2021 (N=14,633). Workforce = full-time, part-time and PRN (temporary and contract employees were removed). Includes all domestic and international caregivers as reported on the 2021 State of Cleveland Clinic.

Percentage of Caregivers by Region, 2021*



*Number of caregivers worldwide as of 12/31/2021: 70,243. Permanent workforce = full-time, part-time and PRN (temporary and contract employees were removed).

Community Partnerships



In line with our [goal of eliminating health disparities](#), Cleveland Clinic donated \$2.5 million toward advancing the work of the [Lead Safe Cleveland Coalition's](#) lead poisoning prevention efforts in 2021.

This gift was the single largest contribution given to United Way of Greater Cleveland's Impact Institute to date. We pledged an additional \$50 million in early 2022 with the aim of eliminating all lead exposure in the Cleveland area. Cleveland has lead-poisoning rates that are nearly four times the national average, and working with community partners to eliminate lead poisoning helps ensure we are creating the healthiest communities for everyone.

Additionally, Cleveland Clinic partnered with the City of Cleveland, Meijer, the Fairfax Renaissance Development Corporation and Fairmount Properties on a \$52.8 million mixed-use development to bring a [new grocery market and apartment complex](#) to the Fairfax neighborhood of Cleveland. Positioned to help revitalize and transform the neighborhood, the project will significantly contribute to creating a healthier community by addressing food insecurity, supporting economic development in the area and providing a new shopping destination for customers from surrounding neighborhoods.

In 2020, Cleveland Clinic joined 11 other U.S. health systems in signing the [Healthcare Anchor Network's Impact Purchasing Commitment](#) to build healthy, equitable and climate-resilient local economies. Designed by the Democracy Collaborative with support from Health Care Without Harm and Practice Greenhealth, the network's commitment includes: [increasing spending with Minority and Women Owned Business Enterprises, and local employee-owned, cooperatively-owned or nonprofit enterprises](#) by at least \$1 billion over five years; agreeing to work with at least two large existing vendors to create hiring pathways in disinvested communities and adopting procurement goals for purchasing goods and services that minimize damage to human and environmental health.

Hiring and Pathways for Advancement

In support of the [OneTen Initiative](#), Cleveland Clinic is one of many organizations that [made a commitment in 2020](#) to hire, upskill or promote one million Black Americans within ten years, as well as create apprenticeship programs to serve as a talent pipeline to support this initiative. To fulfill its commitment, Cleveland Clinic has focused skills-first hiring, identifying middle skills jobs with a minimum salary of \$48,000, creating career paths and development guides for entry level positions and developing paid apprenticeship programs. In 2021, Cleveland Clinic hired or promoted more than 800 individuals.



The Office of Diversity and Inclusion (ODI) is partnering with other internal departments to develop career opportunities. In 2021, ODI collaborated with Mandel Global Leadership and Learning Institute (GLLI), Workforce Diversity, Pharmacy and members of the Black Heritage Employee Resource group to refresh the current Pharmacy tech program, and align it with the requirements and guidelines of OneTen. In addition, ODI created an apprenticeship program guide to be used enterprise-wide by departments interested in starting their own apprenticeship. ODI is currently in the process of developing a mentorship program, and interested Employee Resource Group (ERG) and Diversity Council (DC) members will serve as mentors for the apprentices upon completion of a three-hour coach training provided by GLLI.

The Pharmacy Tech Program is now branded as the OneTen Pharmacy Apprenticeship Program and officially launched in late September, 2021 at Cleveland Clinic's main campus. Shortly after, 6 other regional pharmacy locations—Fairview, Medina, Avon, Euclid, Marymount and South Pointe Hospitals—joined this initiative and began actively recruiting apprentices at their locations. More than 12 apprentices participated in the program in 2021. Additionally, we have plans to launch apprenticeship programs in our IT, Finance and Imaging departments, and our Sleep Disorders Center in 2022.

In 2021, the Black Heritage Employee Resource Group piloted its Black Male Mentoring Program, designed to connect established Cleveland Clinic leaders with Black or African American male caregivers that desire to become future leaders within the organization. Program offerings and benefits include professional guidance, skills development, networking opportunities and advocacy on behalf of these future leaders throughout the organization. The 2021 cohort consisted of ten mentees, three mentors and three executive-level sponsors. This mentoring initiative complements the Caregiver Development Program, Community of Mentors Mobilizing & Inspiring Talent (COMMIT) and Mentoring Circles that are made available annually to all caregivers.

Before caregivers can be mentored, they need to join the organization. ODI designed several programs to foster recruitment of individuals from marginalized communities and promote Cleveland Clinic as an inclusive place to work. Some of these programs are: the [Louis Stokes Workforce Readiness Program](#) for high school students; [Howley ASPIRE Nurse Scholars Program](#): a local high school enrichment program; the annual Aspiring Physicians and Research Scientists Conference (held virtually for the first time in 2021) for underrepresented minority undergraduate students and [Project Search](#): a collaborative internship program for young people with disabilities. In partnership with the Military Veterans Employee Resource Group, Cleveland Clinic also revitalized its decade-old [Hero Experience Program](#) with a new four-week training initiative for independent duty corpsmen. Through this program, we aim to hire at least 300 military veterans annually.

Education and Training

In May of 2021, we launched Inclusion Café 2.0 R.E.E.L. (Race, Ethnicity, Equity and Language) Talk. These sessions allowed caregivers to learn more about individual perspectives and values related to race, ethnicity, equity and language. Caregivers who attend Inclusion Café are empowered to engage in healthy dialogue about these topics. Through this training, we support caregivers in building their inclusion capacity and their ability to connect with each other through inclusive listening and sharing. We held a total of seven sessions with 124 caregivers participating in 2021.

Due to popular demand, we continued offering the Becoming an Anti-Racist Ally: Our Journey to End Racism course to provide language and tools for caregivers seeking to develop anti-racist allyship skills. This virtual training experience challenges caregivers to advance self-awareness of their biases, identify strategies to engage in difficult conversations, reflect on their own identities and experiences and integrate anti-racism work into their daily lives. From August 2020 to October 2021, we held 31 sessions with 1,038 caregivers completing the course.

In 2021, we developed additional training opportunities, including two unique anti-bias workshops: Unconscious Bias and Infant Mortality for the Women's Health Institute and Unconscious Bias in Selection and Hiring, collectively training 638 caregivers. An additional multi-session training launched in 2021 focuses on understanding and challenging microaggressions. These courses complement our Inclusive Leadership training (279 participants in 2021), LGBTQ+ Diversity & Inclusion training (200 participants in 2021) and five self-paced modules on: *Disability Etiquette, Building Caregiver Inclusion and Upstander Culture, Unconscious Bias in the Workplace, How to be an Upstander in the Face of Racism and Transgender Inclusion*.

Employee Resource Groups and Diversity Councils

Our nine Employee Resource Groups (ERGs) and 13 Diversity Councils (DCs) remained active during the pandemic. In 2021, ERGs and DCs developed innovative programs and activities to support all caregivers during a challenging year, particularly in healthcare.

Some highlights include:

- Hosting virtual lectures to support caregiver social and emotional wellbeing, which included topics such as mindfulness and finance, interfaith approaches to generational differences, recruitment of diverse staff and caregivers in healthcare, National Coming Out Day and interactive healthy cooking demos.
- Offering community health screenings and COVID-19 vaccination clinics in both English and Spanish in underserved neighboring communities in Northeast Ohio.
- Launching the Tu Salud campaign, which highlights numerous physicians and nurse practitioners who are bilingual and fluent in Spanish to further support the needs of the Hispanic/Latinx community.
- Organizing book clubs focused on raising awareness about racism, bias and LGBTQ+ inclusion.

- Inclusive name change: as a reflection of our value of inclusion and to honor individuals that identify as Black, the African American Employee Resource Group changed its name to the Black Heritage Employee Resource Group (BHERG).
 - Releasing SALUD's—the Employee Resource Group for self-identified Hispanic/Latinx caregivers—second annual "Nuestra Cocina" cookbook highlighting family recipes from caregivers across the Cleveland Clinic enterprise. Expanding the quarterly Diversity Leaders Forum through a virtual format with representation from all ERGs and DCs across the system.
 - Participating in Pride & Ride in the CLE and Akron Pride—the ClinicPride Employee Resource Group engaged over 50 caregivers and their families in these socially-distanced celebrations.
 - Collaborating with the LGBT Community Center of Greater Cleveland to host Thrive with Pride to provide health screenings and education to 75 patients/community members.
 - Successful fundraising for Cleveland Clinic's Center for LGBTQ+ Care through the ClinicPride Employee Resource Group's t-shirt fundraiser.
-

Recognition

In 2021-2022, we received the following third-party acknowledgements for our DEI programs, efforts and accomplishments:

- Recognized for diversity, equity and inclusion efforts in the areas of talent pipeline and development, leadership accountability and supplier diversity efforts, and named the #2 Hospital and Health System by DiversityInc in 2022, up from #5 in 2021.
- Named "Best in Class for Workforce Diversity" for progress in creating, enhancing and sustaining diversity and inclusion strategies, and inducted into the Best in Class Hall of Fame by The Greater Cleveland Partnership Commission on Economic Inclusion.
- Awarded winner of the 2021 Governor's Inclusive Employer award by Opportunities for Ohioans with Disabilities (OOD).

Additionally, eleven hospitals received recognition through the Human Rights Campaign's Healthcare Equality Index in 2021 for their active participation in embracing and adopting LGBTQ+-inclusive practices.

Leader status, the highest overall designation:

- Akron General Medical Center.
- Main campus in Cleveland.
- Avon Hospital.
- Euclid Hospital.
- Fairview Hospital.
- Hillcrest Hospital.
- Lutheran Hospital.
- Medina Hospital.
- South Pointe Hospital.
- Cleveland Clinic Florida Weston.

Top Performer status, the index's highest designation for Catholic hospitals:

- Marymount Hospital

Caregivers completed 1,985 hours of LGBTQ+ Cultural Competency training across the system—260% more hours than the total required by the Healthcare Equality Index for recognition, and an increase of 1,235 hours over the number of training hours our caregivers completed in 2019.

Workplace Well-being

Overview

At Cleveland Clinic, our approach to building a culture of well-being is holistic and inclusive. This means that in addition to programs addressing traditional elements of disease prevention and physical health, we consider the person as a whole and aim to provide an environment that positively impacts the body, emotions, mind and spirit of our caregivers. As an organization, we believe it is our responsibility to take care of our caregivers and encourage them toward new heights of personal and professional satisfaction and fulfillment. Our philosophy is that all employees are caregivers, and they are our greatest asset. They make our enterprise stronger and help us aspire to our vision to be the best place to receive care anywhere and the best place to work in healthcare.



Well-being Strategy

In any organization, a key driver for an effective well-being strategy is executive leadership commitment and fortitude. Leadership support of caregiver well-being is critical to creating a culture of health and achieving positive outcomes. Often, the most challenging part of creating a culture of well-being is making well-being a realistic part of a caregiver's life. At Cleveland Clinic, our well-being strategy encompasses the caregiver's personal and professional journey and aims to 1) remove barriers to optimize energy, 2) promote and create opportunities for self-care, 3) provide chronic disease management and support, 4) ensure proactive support for mental well-being, 5) encourage financial awareness and benefits participation, 6) foster effective communications and a culture of safety and 7) establish social connectedness among caregivers. In order to better help caregivers achieve these aims we organize resources and supports into five dimensions:

- Physical: Supporting physical health and healthy behaviors through education, resources, programs and policies.
- Emotional: Promoting resilience, a positive attitude, spiritual well-being and the ability to cope with stress to achieve better work-life integration.
- Financial: Ensuring the ability to effectively manage current and future wealth, and developing financial literacy.
- Making Connections: Fostering strong and supportive work relationships, contributing to community and empowering a diverse, inclusive and accepting culture.
- Lifelong Learning: Providing professional training and development, and advancement opportunities.

Total Rewards Benefits

Through our competitive Total Rewards offerings, we provide a collection of benefits to promote well-being and attract and retain top talent. Our Total Rewards package provides added value equivalent to approximately 30% of a caregiver's base pay on average, and is designed to help our caregivers thrive. Benefits include multiple health and dental plan choices, vision and prescription drug coverage, life and disability insurance, maternity and parental leave, flexible spending accounts, partner benefits, 403(b) investment and pension plans, wellness programs, tuition reimbursement, career development and more.



Maternity and Parental Leave

In 2020, Cleveland Clinic launched its Maternity and Parental Leave benefit for active, full-time caregivers. Through this benefit, birthing caregivers receive eight weeks of paid maternity leave following childbirth, plus four weeks of paid parental leave. Non-birthing and adopting caregivers receive four weeks of paid parental leave.

Caregiver Discounts

Cleveland Clinic has networked with regional and national vendors to provide our caregivers a wide selection of discounts on activities, products and services. The goal of our discount programs is to promote well-being and provide affordable opportunities for caregivers to relax and enjoy time with family and friends. Offerings span categories such as arts and entertainment, automotive, dependent care, dining, education, financial services, health and wellness, housing, sporting events, travel and more. We review offerings on an ongoing basis to provide added value for our caregivers and list new discounts on a caregiver portal throughout the year.

Dependent Care Support

Intermittent school closings and the fluctuating availability of daycare during the pandemic created a need for family care services for our caregivers. Cleveland Clinic partnered with a vendor to provide caregivers with free, unlimited access to a site allowing them to post jobs, search for and reach out to safe, local providers for child care, tutoring, elder care and pet care. This resource helps caregivers identify backup care for children with vetted in-home or in-center options, as well as backup care for adults with vetted in-home providers, home health aides or experienced elder care companions.

Workplace Well-being

Overview

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

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

We work to ensure accessibility, inclusivity and diversity in our talent development programs. For example, we design and develop all digital content and events to align with accessibility standards and guidelines. We also develop programs with options for virtual and in-person participation to reach wired and non-wired caregivers. Nomination-based programs include cohorts that represent our organization and caregiver demographic make-up in an accurate, fair and inclusive way.

Learn more about our efforts to [hire and develop diverse talent](#), and our [training and education](#) programs to promote inclusion and allyship.

Development Resources



Through our competitive Total Rewards offerings, we provide a collection of benefits to promote well-being and attract and retain top talent. Our Total Rewards package provides added value equivalent to approximately 30% of a caregiver's base pay on average, and is designed to help our caregivers thrive. Benefits include multiple health and dental plan choices, vision and prescription drug coverage, life and disability insurance, maternity and parental leave, flexible spending accounts, partner benefits, 403(b) investment and pension plans, wellness programs, tuition reimbursement, career development and more.

- **Direct Caregiver Development:** When we implement large-scale learning initiatives across the enterprise, we look to our leaders to act as facilitators and teachers. For example, in the roll-out of an enterprise-wide learning program on the characteristics of a High Reliability Organization, we first trained organizational leaders. After leaders complete the program—which includes eLearnings and skills practice—we also train them to facilitate the skills practice portion of the program with their teams. When it is time for all caregivers to complete the program, we send a targeted email campaign to remind and support leaders in their facilitation. By leveraging our line-level leaders, it was possible to train over 70,000 caregivers on this important initiative within a six-month time period.

- **Mentoring Resource Center:** By joining our Mentoring Resource Center, caregivers can request mentors and leaders can volunteer to connect with caregivers across the enterprise to share their experiences and expertise. Caregiver-to-caregiver mentoring also occurs within the Mentoring Resource Center.
- **On-demand learning solutions and skill maps:** These include short videos, learning competitions, articles and speaker series that can be accessed both at work and at home, reducing time away from day-to-day work.
- **Self-directed career learning journeys:** Career learning journeys provide our caregivers with asynchronous learning paths that they can access both at work and at home when they have time. These journeys can be used by caregivers to enrich their role, learn more about lateral opportunities, explore other career options and seek out promotional advancement.
- **Targeted, career development webinars:** These webinars are short, informational sessions to share opportunities available to both clinical and non-clinical caregivers at Cleveland Clinic. To improve accessibility and attendance, we host these webinars during times that caregivers are more likely to be able to step away from their regular duties. Areas with large volumes of caregivers have experienced higher engagement following these sessions, as well as increased use of development tools and resources within our collaboration spaces.
- **Virtual instructor-led training courses:** Our virtual instructor-led training courses are 75- to 90-minute, interactive virtual experiences open to all caregivers with a variety of development topics, included but not limited to: communication, feedback, best practices for working remotely, mindfulness and more. These virtual, shortened courses reduce the amount of time needed to travel, cutting back on the time needed to participate.

The major focus of all of our development tools and resources is to create simple, interactive and short educational materials to allow for our busy caregivers to take the time they need and deserve to learn and grow. These short opportunities allow caregivers to learn at their own pace and encourage ongoing growth, whether to move within the same team, laterally or outside of their current role.

All instructor-led training, virtual instructor-led training, self-guided learning modules and compliance courses are tracked in our Learning Management System, MyLearning. The average hours of training per caregiver for 2021 are as follows:

Leaders vs. Non-Leader Average Training Hours

Leader	13
Individual Contributor	13

Clinical vs. Non-Clinical Average Training Hours

Clinical	17
Non-Clinical	14

Learning Culture

We have seamlessly integrated best practices to create and maintain a culture of learning, performance and engagement for our caregivers throughout their employment. We are continuously making strides not only to address widespread burnout, exhaustion and stress that have been exacerbated by the pandemic, but also to provide the value proposition for continued learning and development in the spirit of driving a learning culture. These efforts exist to make working at Cleveland Clinic an exceptional experience. The following are examples that we feel contribute to our learning culture in action:

Cleveland Clinic Essentials Learning: In 2021 and in preparation for 2022, we evaluated the importance of creating annual required learning that applies to all caregivers—both clinical and non-clinical—across skill sets. This learning is in addition to compliance education, and provides expectations for how caregivers treat one another at Cleveland Clinic. In addition to our Learning Management System tracking, we ask caregivers and leaders to self-attest to completing Essentials Learning. Participation in and accountability for this program is connected to caregivers' Annual Performance Review each year. After a thorough analysis to establish the appropriate guidelines and scope, we focused education on our Cleveland Clinic Values and Leader Behaviors. We deliver these topic areas via a three-pronged approach:

- **Caregiver Essentials:** 70,000+ caregivers are required to complete annual education on Cleveland Clinic's values. This content is dynamic and updated on an annual basis to reflect key leader messaging and social environment updates, and to ensure that all caregivers understand expectations on living our values each day. Modalities include eLearning, email campaigns and video/blog content.
- **Leader Essentials:** We require our 3,500+ leaders to complete development connected to their unique needs as managers of others. This requirement is in addition to Caregiver Essentials and stipulates that leaders engage in eight hours of development annually that best suit their needs. We offer a range of self-paced content that is aligned with our Leader Behaviors.
- **New Leader Onboarding:** We also provide required learning pathways for two categories of new leaders. This curriculum is focused on our Leader Behaviors, as well as content, resources and support that we have identified as essential to this audience.

Online Social Collaboration: We could not instill a learning culture without the use of social collaboration tools. Caregivers and leaders collaborate across our global locations on learning and development topics to advance the mission and vision of Cleveland Clinic. Private communities of practice and open access pages enable caregivers to engage on a variety of topics, tools and resources to support overall development. We leverage the following technology platforms:

- **Connect Today:** This platform (built on Jive software) empowers caregivers to share resources, collaborate, comment on content, build and maintain communities of practice and highlight expertise.
- **Microsoft Teams:** Microsoft Teams allows caregivers to work collaboratively on documents, meet virtually, screen share and actively connect in a virtual environment.

Leaders As Teachers 2.0: We have expanded our Leaders as Teachers program to 1) invite Cleveland Clinic leaders to be featured as guest speakers for our learning experiences via interview, presentation or video, and 2) provide a holistic development program for leaders across the organization who show interest in facilitating a Mandel GLLI learning experience or improving their own presentation skills. The goals of the expanded program are to develop our leaders and leverage their expertise in delivering and endorsing learning content, and engage all caregivers through meaningful content, stories and experiences shared by our leaders.

- **Peer-to-peer learning and engagement:** Learning and engagement can go beyond the formal learning environment. Some of our programs rely almost exclusively on asynchronous learning and peer-to-peer driven learning, one of which is our Caregiver Career Journeys program.
- **Caregiver Career Journeys:** This program is promoted and run on an annual basis. After registering, caregivers receive an assigned “career journey partner” that they may or may not know at Cleveland Clinic, as well as a quarterly assignments to complete with their partner throughout the year.

Engagement surveys and action planning: We engage 70,000+ caregivers in a bi-annual engagement survey. The goal of this survey is to help us understand what we are doing well and where we can improve the caregiver experience—with development and learning being a key area of interest. We also administer a pulse survey—a modified and shorter version of the engagement survey—every other year. It focuses on topics such as quality, safety and development. We use the results of both the engagement and pulse surveys to develop action plans. Individual teams also develop tailored action plans with their leaders based on their results to improve and sustain caregiver engagement in their areas.

Feedback and Performance

Feedback is an important component of our caregivers' development. Leaders support the creation of their caregivers' development goals during the annual performance review process with their teams. This formally occurs for caregivers twice a year during their 'check-in' conversations, and we encourage leaders to support their caregivers in finding opportunities to grow or move into other opportunities to advance within the organization. We document caregivers' career development goals in our HR system as a formal part of the review process. We also track all development resources completed by caregivers through our learning management system, which managers can view as they support their team's ongoing development goals.

Check-in Conversations

Check-in conversations provide time and space for caregivers and managers to discuss what is going well, discuss barriers, exchange feedback, develop strong working relationships and ensure that caregivers are making progress toward goals. Managers also discuss professional development with their direct reports during check-in conversations. In 2021, 83% of caregivers completed a check-in conversation with their manager.

Annual Performance Review

Annual Performance Reviews (APRs) are required and provide managers and caregivers the opportunity to:

- Formally review job performance over the past year.
- Establish performance expectations, goals and development opportunities.
- Facilitate ongoing coaching discussions.

APRs are a collaborative process during which caregivers and their managers discuss progress toward goals (OKRs) and behaviors reflecting Cleveland Clinic's Values. During the APR, caregivers have the opportunity to complete a self-assessment of their performance before the manager completes their assessment. The caregiver and manager then meet to discuss the review. To help ensure meaningful dialogue, an option called 'Get Feedback' allows a manager to ask anyone else in the organization for feedback on their direct reports to use as part of their overall review or check-in conversation.conversations. In 2021, 83% of caregivers completed a check-in conversation with their manager.

2021 completion rate for annual performance/career development review

Gender	Percent Completion
Female	99.8%
Male	99.8%

In the unfortunate event that a caregiver needs outplacement services, we also provide transition assistance to support caregivers with continued employability via Career Curves.

- **Career Curves:** As part of our outplacement severance policy, we provide outplacement services for position eliminations. We work with Career Curves to provide transition support services such as career planning, identifying skills and abilities, resume writing, interview preparation, retirement planning, networking and more. These services are tailored to the level of the position.

Tuition Reimbursement

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

In 2021, over 2,900 caregivers participated in the program and received \$9.3 million in reimbursements.

Annual Maximum Cap Allowance

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

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

Community

Keeping Our Communities Healthy

Cleveland Clinic is part of the social fabric of our community, creating opportunities for those around us and making the communities we serve healthier. We are listening to our neighbors to understand their needs, now and in the future. The health of every individual affects the broader community.

Community Health Commitment

Caring for the community is a long-standing tradition at Cleveland Clinic. As an anchor institution – a major employer and provider of services in the community – our goal is to create the healthiest community for everyone. We do this through actions and programs to heal, hire and invest for the future.

Anchor Institution Initiatives

Our community support goes beyond healthcare services to promote the physical and economic health of our surrounding neighborhoods.

Public Health Programs

We work closely with community partners and leaders to strengthen the neighborhoods we call home and create healthier communities for everyone.

Our Stories

Learn more about how we supported our neighboring communities in 2021 through our commitment to promoting physical and economic health.

Advocacy & Policy

We advocate for policies that positively impact the health of our patients and communities through partnerships at all levels of government.

Anchor Institution Initiatives

Youth Education

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

Overview

Education and workforce development are vital to the success of students, while also promoting collective growth and sustainability within communities. These levers are essential for reducing barriers, combating structural racism (which has been identified as a public health concern) and addressing the worker shortages we are facing in the field of healthcare.

Our programs provide a wide range of authentic learning experiences at Cleveland Clinic facilities, in schools and virtually. Although the COVID-19 pandemic continued to restrict opportunities for on-site activities in 2021, we successfully continued to provide engaging programming through virtual experiences.

Youth Education Programs

Hiring locally is one of our goals, and we are intentional about who we recruit and develop. Our “Hire” strategy is workforce pipeline that includes career exploration for local middle school students and internships for high school students.

Connected Career Rounds

In 2021, Cleveland Clinic Community Health and Partnerships offered Connected Career Rounds (CCR), a free program that enabled students to virtually join a team of caregivers to learn about how they coordinate to provide patient care. The CCR program engages students in middle school and high school in virtual explorations of healthcare careers through the lens of topical health issues. One goal of CCR is to increase awareness of careers within groups currently underrepresented in medicine.

CCR sessions cover a variety of health topics and featured professions, highlighting the diversity of caregiver career paths and the ways in which each caregiver contributes to care in their unique role. The sessions have focused on in-demand and entry-level careers, including phlebotomy, paramedic and surgical and radiologic technologists. Students, teachers and educators could access an on-demand library of recording throughout the year to explore different healthcare careers and today's most challenging healthcare issues.



Student Pathways

In 2020, Cleveland Clinic Community Health piloted a unique program for local high school seniors interested in healthcare careers, which it continued in 2021. With a specific focus on partnering with neighboring communities and school districts surrounding Cleveland Clinic South Pointe Hospital, the Student Pathways Program provides high school seniors the opportunity to take the first step in their career — before graduation.

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

Internships

Cleveland Clinic Community Health and Partnerships offers two annual paid summer internship programs to provide workforce readiness and career preparedness, increase employability and assist with the transition to college and/or employment. The Cleveland Clinic Louis Stokes and Science Summer Internship Programs both give Northeast Ohio high school students the opportunity to learn and work alongside world-renowned caregivers at Cleveland Clinic's main campus, regional hospitals and family health centers. Post high school and/or college graduation, participants in our programs have advanced to the world of work, higher education and/or have been hired as caregivers in clinical and non-clinical roles at Cleveland Clinic. Several have been accepted to and have graduated from Cleveland Clinic's Lerner College of Medicine, and many have published and presented research with their Cleveland Clinic mentors.

Due to the ongoing COVID-19 pandemic, we used the virtual platform we developed in 2020 once more in 2021, which allowed us to continue providing relevant programming and beneficial educational opportunities to our student participants.

Through this virtual summer experience program, students were able to:

- Gain exposure to healthcare fields and careers.
- Manage learning opportunities and responsibilities.
- Establish or continue mentoring relationships.
- Network with Cleveland Clinic caregivers.
- Refine various skills, such as project management, academic writing, presentation and professional communication skills.

The 2021 programs enabled students to cultivate their 21st century skill set through virtual learning opportunities and real-world applications for their academic knowledge. They also gained experience and learned about a variety of topics, including health and wellness, the arts, innovation, financial literacy and more.

Economic Development

As an anchor institution, we strive to improve community health and well-being by leveraging all of our available resources to provide an equitable, local economic impact. We expand our reach by partnering with trusted community organizations that share our commitment to creating a healthier community for everyone through our hire, heal and invest priorities.

Community Partnerships

Cleveland Clinic's community outreach efforts, collaborations and sponsorships have included on-the-ground programs, health screenings and navigation, health and wellness education sessions, hands-on community service experiences and funding investments for requested programs, activities and events. While the COVID-19 pandemic continued to disrupt many events and opportunities in 2021, these alliances typically involve and support over 250 community partners, non-profits, community resource centers and other organizations where Cleveland Clinic has a presence each year.

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

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

Community Service Time Off (CSTO)

Due to the COVID-19 pandemic, Cleveland Clinic placed its Caregiver Community Service Time Off program (CSTO) on hold in 2020 and 2021. Launched in 2019, the CSTO program gives caregivers a one-time opportunity each year to use up to four paid hours to provide service at an approved community partner organization. We provide caregivers a directory on our intranet that includes approved community partners and events in Akron, Cleveland, Dover, Florida, Las Vegas, Lorain, Medina, Toronto and Wooster.

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

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

Greater University Circle Initiative (GUCI)

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

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The GUCI was created in 2005 when the Cleveland Foundation convened the leaders of key anchor institutions—Cleveland Clinic, University Hospitals and Case Western Reserve University—as well as the City of Cleveland and other partners to address the specific challenges of some of Cleveland's most disinvested neighborhoods—Hough, Glenville, Fairfax, Central, Buckeye-Shaker, Little Italy and East Cleveland.

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

Successes since the inception of the GUCI include:

- An evolving local procurement program to funnel purchasing power to local businesses.
- The creation of the Evergreen Cooperatives (three employee-owned businesses that aim to create wealth in GUCI neighborhoods).
- Workforce training programs.
- A Greater Circle Living employer-assisted housing program.
- A comprehensive community engagement strategy emphasizing the power of networks.
- Hundreds of millions of dollars in new real estate development that have boosted the area's commercial and residential base.

Local and Diverse Spending

Cleveland Clinic remains focused on supporting our local communities by sourcing products and services from diverse and local suppliers. Since 2010, we have spent approximately \$1.3 billion on products and services from certified diverse suppliers.

The COVID-19 pandemic continued to impact hospitals and healthcare systems around the country in 2021, including ours. The pandemic continued to slow down many large and small strategic projects, with over 200 capital construction projects suspended or deferred in 2020 and 2021. As a result, we reduced our 2021 capital spend by 60% while adjusting where we focused the remaining funds. This had an impact on many of the businesses—including diverse businesses—that we use for goods and services.

Despite the reduction in spend, we proactively created opportunities to help diverse businesses grow with the goal that they emerge stronger from the pandemic. This included expanding our Mentor-Protégé program and creating education opportunities focused on enhancing business leaders' operational, financial, technological and human resources knowledge and skills, as well as providing skill growth and networking opportunities. At the end of 2021, we announced several capital expansion projects that will total \$1.3B over the next five years. We have already started to engage diverse suppliers regarding these and other projects.

In 2020, Cleveland Clinic increased its focus on our communities by joining the Healthcare Anchor Network (HAN), a national collaboration of 70+ leading healthcare systems who recognize that economic disparity, racial inequity and persistent poverty are not just moral problems, but issues that must be addressed as part of healthcare's mission. This commitment, in partnership with Health Care Without Harm and Practice Greenhealth, will see our annual diverse spend double from \$80 million to \$160 million by 2025 as part of an overall goal of \$1 billion in spending with diverse businesses. In addition to increasing our diverse spend, the five-year pledge includes:

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

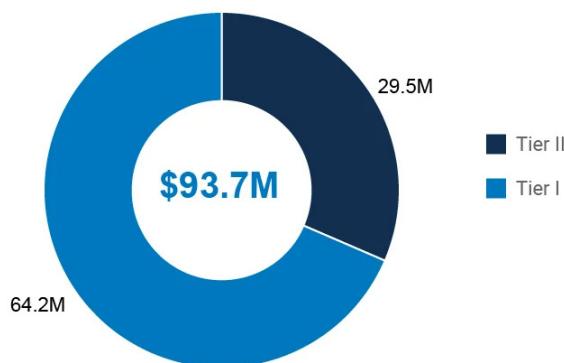
Through our Supplier Diversity Strategy, we focus on increasing procurement spend with businesses that are at least 51% owned and operated by minorities, women, veterans, service-disabled veterans, individuals identifying as LGBTQ and/or are Historically Under-utilized Business Zone (HUBZone) certified.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

- Identifying and sharing procurement opportunities with diverse businesses across the enterprise (including Tier II opportunities with our contracted vendors).
- Providing mentorship and learning resources to diverse suppliers to support the continued growth and development of their businesses.

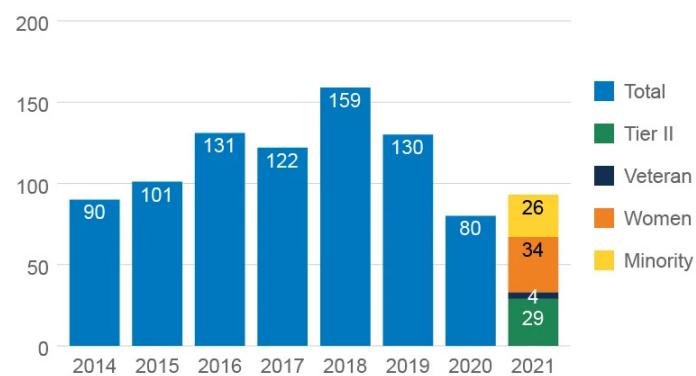
Collaborating with professional organizations and leadership at the local, state and national levels to create a network and targeted programming that supports diverse businesses.

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

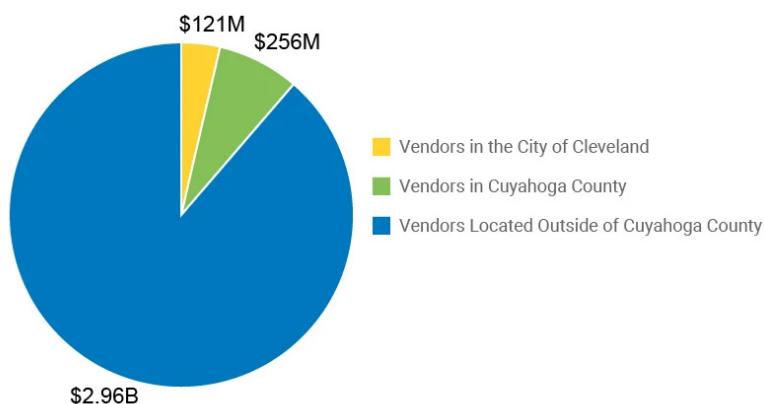
2021 Supplier Diversity



Diversity Vendor Spend (Millions of Dollars)



2021 Local Procurement



Public Health Programs

COVID-19

The COVID-19 pandemic continued to significantly change how we connected with our communities in 2021. The following information details how the Community Health team pivoted to care for our communities, and especially care for the most at-risk members of our region. The pandemic magnified health disparities and inequities for minority populations, and we acknowledged the need to address and alleviate the issues that were causing even more distress for them.

COVID-19 vaccine clinics serve local communities

Vaccination is the most important public health measure we have to slow the spread of the COVID-19 virus. In 2021, Cleveland Clinic coordinated a strategy for prioritizing and administering COVID-19 vaccines per CDC and state guidelines. A key focus of this process included ensuring that those who were at higher risk of infection and death from the virus – including Black, Hispanic and underserved communities – had access to the vaccine.

In Cleveland, part of our strategy included opening vaccination clinics at locations embedded and well-regarded within their communities. Cleveland Clinic opened 10 vaccination locations in Northeast Ohio in 2021, including a community-based vaccination clinic at the Langston Hughes Community Health & Education Center on March 8th, and a vaccination clinic at Lutheran Hospital on May 4. Langston Hughes Community Health & Education Center is a gathering place for health and wellbeing in the Fairfax neighborhood, and Lutheran Hospital has been a fixture in the community for over 100 years, serving the needs of Downtown Cleveland and the surrounding neighborhoods of Ohio City, Tremont and Gordon Square. In 2021, Cleveland Clinic administered more than 350,000 doses of vaccine in Northeast Ohio.

Women's Health/Men's Health

Mammography Clinic at the Langston Hughes Community Health & Education Center

The Mammography Clinic provides breast exams, women's health education and more. Breast Exams and mammogram screenings are usually covered under most insurance plans. Cleveland Clinic offers financial aid for the uninsured and underinsured. Interested individuals can complete a financial assistance application to determine financial responsibility. The Mammography Clinic is offered through a collaboration between Community Relations and Taussig Cancer Institute.

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

\$2.5 million committed to Hitchcock Center for Women

Cleveland Clinic is committed to supporting treatments and recovery for women and children. Located in Cleveland's Hough neighborhood, the Hitchcock Center for Women is the only treatment center in Northeast Ohio that provides women and their children with housing, while also providing treatment for substance use issues that is woman- and family-centered. In 2021, Cleveland Clinic committed \$2.5 million to the Hitchcock Center for Women to help establish its new residential treatment center, which will allow for expanded care and a better environment to serve patients.

Cleveland Clinic survey finds some men prefer seeing their doctor virtually

A national survey by Cleveland Clinic revealed that some men prefer seeing their doctor virtually, especially when it comes to discussing men's health issues. Conducted in 2021, the survey was issued as part of Cleveland Clinic's sixth annual educational campaign, "MENTion It®," which aims to address the fact that men often do not "MENTion" health issues or take steps to prevent them.

According to the survey, 44% of all men said they prefer discussing sexual health issues with a doctor online or over the phone because they are too embarrassed to do it in person, and 66% of all men had used digital health services in the past 12 months. Catalyzed by the COVID-19 pandemic, Cleveland Clinic went from 37,000 virtual visits in 2019 to 1.2 million in 2020 and continued to see increased use of virtual healthcare services in 2021 compared to pre-pandemic levels.

One aim of MENTION It® campaign is to bring more awareness to health issues specific to men of color, such as barriers impacting access to care and cultural differences when discussing health issues. These findings have helped us understand better ways of reaching men of color, such as adding a Hispanic Men's Health Clinic at Cleveland Clinic Lutheran Hospital, a location with a large Hispanic population. We've also added additional options to our virtual health services, such as virtual primary care. Our hope is to continue educating men that early detection through preventive health screenings and checkups is essential to diagnosing many conditions while they are still in early treatable and curable stages.

Maternal and Infant Mortality

Cleveland Clinic works internally and with regional partners, such as First Year Cleveland, Full Term First Birthday and others, to help us connect mothers to resources that can help address high rates of infant mortality. We continued working on improving birth outcomes and making progress on community goals in priority areas, which include Cuyahoga, Lorain and Summit Counties. We focus on reducing prematurity, expanding the practice of centering pregnancy, increasing awareness about safe sleep and breastfeeding, and addressing social determinants of health and health disparities. Recent highlights include:

- Training more than 2,272 Cleveland Clinic caregivers on safe sleep.
- Answering 6,264 breastfeeding warm line calls to support breastfeeding families in 2021.
- Providing newborn well-being classes to 12,194 participants in 2021, which includes safe sleep, prenatal care, family and grandparent education, boot camps for dads and baby showers.
- Supporting 94 vulnerable expectant moms in 2021 with an OB navigator, whose role is to improve coordination of care for obstetrics patients before, during and after birth.

The COVID-19 pandemic further underscored the critical impact of social determinants on maternal and infant health. To increase access to educational programming about healthy pregnancy and ways to minimize complications for populations most at risk, we continued and expanded offerings on virtual platforms.

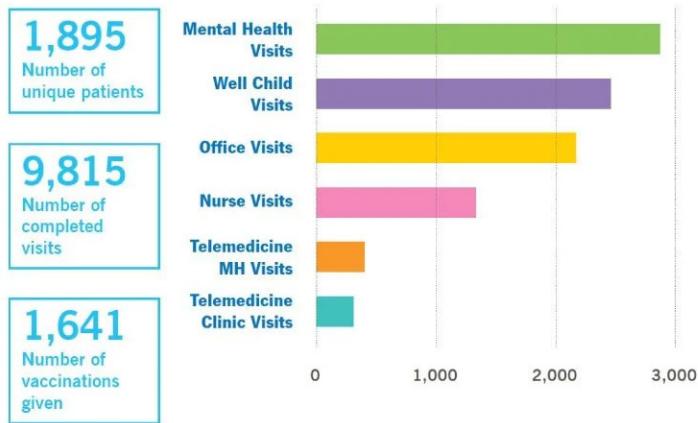
School-Based Health

Cleveland Clinic Children's School-Based Health Mobile Unit has provided medical and mental health services in local communities since November 2014. School-Based Health has focused on delivering quality healthcare to underserved children in grades K-12 in the Cleveland, Lakewood, East Cleveland, Maple Heights and Warrensville Heights school districts. The mobile unit, which acts as a full-service pediatric office, provides health and wellness services including: complete physical examinations, diagnosis and treatment of acute and chronic illness; immunizations; first aid and more. We also serve the Step Forward Head Start Program for Pre-K children.

[Learn more about our School-Based Health Care program.](#)

Impacts of our School-Based Health Mobile Unit and Lakewood In-School Clinic from September 2020-June 2021 can be found below:

SBHC Mobile Unit and Lakewood In-School Clinic



Our Stories

Anchor Initiatives

Partnering to create one million jobs for Black Americans

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

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

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

We set a goal to hire or promote over 500 Black caregivers in 2021, and exceeded our goal by hiring or promoting more than 800 Black caregivers.

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

Community partners collaborate on grocery store and apartment complex in Fairfax

In 2021, Cleveland Clinic, Meijer, The City of Cleveland, Fairfax Renaissance Development Corporation and Fairmount Properties broke ground on a new grocery market and apartment complex in the Fairfax neighborhood of Cleveland, which could open as early as 2023. The new Fairfax Market mixed-use project includes a 40,000-square-foot grocery store and a 196-unit apartment building, and will be located on the corner of East 105th Street and Cedar Avenue in Fairfax. Due to its lack of accessible supermarkets, the U.S. Department of Agriculture has designated Fairfax a food desert. The development underscores our commitment to improve social determinants of health—the economic, educational and environmental factors that affect wellness and quality of life.



A vibrant vision for Fairfax on view outside BioRepository

What brings you solace, peace or hope? What are your dreams for the future? Multimedia artist Jacolby Satterwhite posed those questions to Fairfax neighborhood residents. In response, participants provided drawings and writings expressing the importance of love, faith, family and community in their lives. Satterwhite converted these drawings into 3D animations that populate a futuristic world of perpetual dawn. The artist focused on dawn as a daily opportunity for rebirth, and the maypole celebration (a springtime ritual in which participants wrap ribbons around a pole in a public square) as a symbol of renewal. By translating community drawings and situating them in his own videogame-like world, the artist proposes a strong, healthy and vibrant vision for Fairfax. The wall, a permanent fixture outside the BioRepository, is a dynamic affirmation of the enduring spirit of the neighborhood and the energy and passion of its people. Installed in 2021, this public art project marks the start of a renewed and enduring relationship between Fairfax and Cleveland Clinic on the occasion of its centennial anniversary.



Cleveland Clinic donates 100,000 meals to Greater Cleveland Foodbank in honor of 100th year

Cleveland Clinic made a \$25,000 donation to longtime community partner, Greater Cleveland Foodbank, to help provide 100,000 nutritious meals to children and families in need. Our donation was part of the 2021 Harvest for Hunger campaign. The annual campaign raises critical dollars to supply food to area hunger relief organizations.

Throughout northeast Ohio, one in six people is food insecure. Food insecurity—or a lack of regular access to safe and nutritious food—can have far-reaching impacts on a person’s health, especially when they are in a position where they need to choose between spending money on food or on medicine and medical care.

By supporting the Harvest for Hunger campaign, we hoped to encourage other anchor institutions in our community to donate in order to help the foodbank reach their goal of providing 25 million meals to local residents facing food insecurity in 2021.

Caring for the community is a cornerstone of our foundation and a long-standing priority at Cleveland Clinic. One way we care for our community is by building partnerships with organizations, like Greater Cleveland Foodbank, to make a difference in the lives of our neighbors.

Honoring Cleveland Clinic's Centennial with art exhibition at Cleveland Museum of Art

Derrick Adams: LOOKS! is a collaboration between Cleveland Clinic and the Cleveland Museum of Art in celebration of Cleveland Clinic's centennial anniversary. Both institutions are deeply committed to the value that all people need to see and be seen with empathy, and each contributes to that goal through art. A cornerstone of Cleveland Clinic's care model, empathy is embodied in the diversity of its contemporary art collection, wherein patients, visitors and caregivers alike can find themselves represented in the art. Derrick Adams' paintings in LOOKS directly address representation and visibility as conduits to empathy. Presented at the Cleveland Museum of Art from December 2021 to May 2022.

Public Health Initiatives

Cleveland Clinic Northeast Ohio Spanish-speaking provider directory

Caring for the Hispanic/Latinx community is a priority at Cleveland Clinic. To improve access to care, we created a directory of physicians and nurse practitioners who are bilingual and fluent in Spanish. Provider areas include primary care, medical and surgical sub-specialties.

Cleveland Clinic Northeast Ohio Spanish-speaking provider directory

When patients seek care at Cleveland Clinic, often their healthcare needs are only part of the picture. In 2021, we began working with Unite Us to create a more seamless and measurable process for referring patients to community resources that address social needs. Common types of referrals include assistance with food, housing/shelter and utilities, mental and behavioral health needs, benefits navigation and individual and family support. All Cleveland Clinic patients regardless of insurance are eligible for this support.

The Unite Us referral platform supports collaboration, community-wide care coordination and secure, bidirectional data sharing to enable Cleveland Clinic to track the impact of community resource referrals on individuals' health. As part of our initial launch of Unite Us, Cleveland Clinic collaborated with MetroHealth to build Unite Ohio, a coordinated care network of health and social service providers. As of the end of 2021, the Unite Ohio network supported 13 counties in Northeast Ohio: Ashland, Ashtabula, Cuyahoga, Erie, Geauga, Huron, Lake, Lorain, Medina, Portage, Stark, Summit and Wayne.

Advocacy and Policy

Lead Poisoning Prevention and Healthy Homes

Cleveland Clinic's commitment to lead poisoning prevention and healthy homes

With the support of Government Relations, Cleveland Clinic is making significant commitments to address childhood lead poisoning locally. A member of the Lead Safe Cleveland Coalition since its inception in 2019, Cleveland Clinic committed \$2.5M in September 2021 to advance the coalition's local lead poisoning prevention efforts. This initial donation was followed a few months later with an additional pledge of \$50M, bringing the enterprise's total Lead Safe Cleveland commitment to \$52.5M and helping the coalition exceed its fundraising goals.



Championed by Cleveland City Council President Blain Griffin, the Lead Safe Cleveland Coalition fosters a cooperative public-private partnership to make Cleveland lead safe within 10 years. Approximately 90% of Cleveland's housing stock was built before 1978 – the year lead-based paint was banned nationally. Coalition advocacy led the city of Cleveland to enact a historical law that requires all rental units built before 1978 to be certified as lead safe. Cleveland Clinic's donation supports the coalition-backed Lead Safe Home Fund to provide landlords with loans, grants and incentives to remediate their properties and to educate and engage property owners and families through the Lead Safe Resource Center.

At the national level, Dr. Tom Mihaljevic joined U.S. Department of Housing and Urban Development (HUD) Secretary Marcia Fudge to commemorate Lead Poisoning Prevention Week in October 2021 and discussed the critical need to solve the nation's lead poisoning crisis. Both leaders agreed on the importance of shining a light on the disproportionate impact of elevated childhood blood lead levels on underserved communities.

As part of its 2021 centennial celebration, Cleveland Clinic launched the Centennial 100th Street Initiative in main campus' home neighborhood of Fairfax. The initiative aims to address the human and environmental health needs of residents through partnerships with trusted community organizations. Home to Karamu House, the nation's oldest African-American theater, the Fairfax neighborhood has a rich history. Yet, like many urban neighborhoods, Fairfax residents experience a range of health disparities stemming from years of redlining, disinvestment and population decline in the community. One of the initiative's key components would make homes on East 100th Street healthier through assessments and repairs that reduce lead and radon exposure, factors that trigger respiratory conditions and other health impacts. This effort, in turn, will help the city of Cleveland meet its goals for safer housing.

Government Relations

We strive to improve access and quality of care by advocating for healthcare delivery system reform at the local, state and federal levels.

[Learn more about our advocacy efforts and partnerships.](#)

Environment

Our Commitment to Environmental Health

Cleveland Clinic defines environmental sustainability as our efforts to make a positive impact on human health by promoting clean air, soil and water; and healthy buildings and homes. Formed in 2007, Cleveland Clinic's Sustainability team supports efforts to:

- Measure and manage our environmental impacts.
- Develop and advance our sustainability strategy.
- Collaborate with and empower fellow caregivers to take action at work, at home and in our communities to make a positive impact on human and environmental health.

Cleveland Clinic also has 28 enterprise green teams and three committees that champion sustainability efforts at their facilities or in their functional areas. These groups model sustainable behaviors, host events, promote engagement in sustainability initiatives, educate colleagues and share ideas for improvement, which has resulted in significant progress on our energy, water and waste goals.

Environmental Sustainability Goals

Issue	Goal	2021 Progress
Climate	Carbon neutral (scope 1 and 2) by 2027	26% overall and 35% intensity reduction
Energy	Reduce energy use per square foot by 40% from 2010 baseline by 2030	18% reduction
Local & Sustainable Food	Source at least 30% of food for main campus from local and/or sustainable sources	43% sourced locally
Waste	Divert 100% of non-hazardous waste from landfill by 2027	27% diversion
Water	Reduce water use per square foot by 10% from 2016 baseline by 2027	11% reduction

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

Energy Conservation

Our commitment to energy efficiency is a natural extension of our guiding stewardship principle that asks caregivers to treat the organization as their home.

Climate Resilience

Cleveland Clinic collaborates with a diverse array of stakeholders to reduce greenhouse gas emissions, increase greenspace, advance climate resilience and raise awareness of the ways climate change impacts health.

Waste Reduction

Healthcare services have a large material footprint. Our caregivers champion efforts to prevent landfill waste by reducing, reusing, recycling, reprocessing, donating and composting.

Healthy Buildings

Through mindful material selection, design and operations, our caregivers work together to provide healthy

Sustainable Procurement

We engage and collaborate with suppliers to promote sustainable practices, environmental impact reporting and products that are healthier for people and the environment.

Water Stewardship

Several of our facilities are located near Lake Erie and the Florida Everglades. We strive to be conscientious neighbors of these two important freshwater sources through efficient water use and responsible waste

Energy Conservation

Overview

Our energy efficiency efforts support our commitment to healthy communities, fiscal responsibility and carbon neutrality. By reducing operating expenses, such as energy costs, we can invest more capital in projects that support our mission. Our key energy efficiency initiatives include tracking and reporting our consumption, building system automation and controls, equipment and lighting upgrades and caregiver engagement.



Goal Progress

Our goal is to reduce our Energy Use Intensity (EUI)—or energy use per square foot of our facilities—by 40% from our 2010 baseline by 2030. To support this goal, we set 2% annual EUI reduction targets. We continue to collaborate with the Department of Energy on efficiency projects and provide publicly accessible reports on our facility-level energy use to support industry benchmarking.

We adjusted our baseline in 2021 to include electricity and natural gas consumption from all of our Florida facilities—including family health centers—and Mercy and Union hospitals. Additionally, we adjusted our electricity factor to a weighted average of Emissions & Generation Resource Integrated Database (eGRID) data tied to our locations by state.

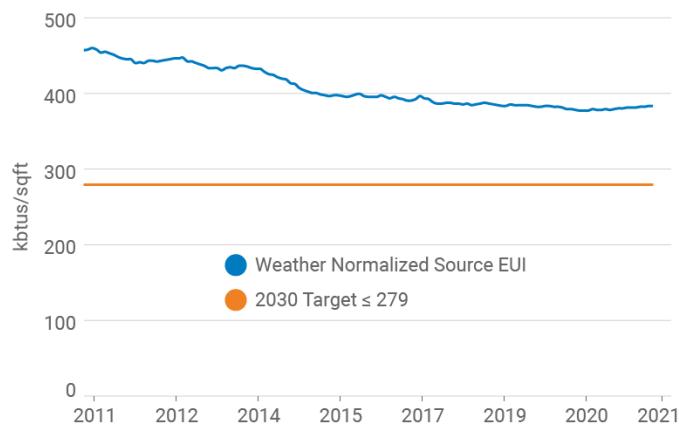
In 2021, our EUI went up for the first time since 2007 by 0.9%, largely due to the demands the COVID-19 pandemic placed on our facilities. We will be refocusing our efforts and investing additional resources in energy efficiency initiatives in 2022.



Measuring Progress

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

Enterprise Weather Normalized Source Energy Use Intensity



Our Sustainability team and facility managers use multiple tools to track our energy consumption, one of which is ENERGY STAR's Portfolio Manager. This online tool provides data entry and tracking functions for energy and water use, utility costs and factors impacting energy use, such as square footage, number of building occupants and equipment inventories. It also enables us to monitor the ENERGY STAR scores of our facilities, five of which achieved ENERGY STAR certification for their energy efficient operations: Avon, Lutheran, Marymount, Weston and Mercy hospitals.

Our Utility and Energy Management Committee, formed in 2020, continued to meet monthly in 2021. This cross-functional committee:

- Reviews progress on goals and discrepancies related to utility consumption.
- Shares ideas, updates and best practices on the management and efficient use of utilities.
- Collaborates on initiatives such as energy reduction, demand response and curtailment, procurement strategies and more.

Tracking and improving our EUI is a team effort. To keep all of our facility managers informed of our progress and engaged in our energy efficiency efforts, we provide monthly energy performance reports at the facility level. We also regularly engage our green teams in sharing ideas for energy efficiency, championing energy efficiency efforts at their facilities and engaging their fellow caregivers in energy-saving behaviors.

Energy Treasure Hunts

In 2021, cross-functional caregiver teams contributed their time and expertise to identifying low and no-cost energy savings opportunities by participating in energy treasure hunts (ETHs) at Hillcrest, Akron General, Euclid and Avon hospitals. An ENERGY STAR initiative, ETHs provide a framework for engaging interdisciplinary teams in energy efficiency efforts.

The ETH process includes comprehensive facility rounding, during which team members ask questions, share ideas and write down observations on energy use. The team then calculates the cost and return on investment of different initiatives they identified, which they use to develop an implementation plan. These plans also include suggestions for engaging facility occupants in ongoing energy-saving behaviors.

Caregivers who participated in our 2021 ETHs identified more than \$200,000 in energy-savings opportunities. By participating in ETHs, caregivers develop a better understanding of energy use at their facility and ways daily behaviors impact consumption. Caregivers on ETH teams often continue to contribute to resource stewardship by participating on green teams, serving as role models and engaging colleagues in our sustainability efforts.



Greening our ORs

ORs are very energy intensive spaces due to required equipment and lighting, temperature and humidity parameters and high number of air exchanges when in use. By decreasing the number of hourly air changes in ORs when unoccupied, we have achieved significant energy savings while still meeting or exceeding all regulations for OR operations.

Cleveland Clinic's cross-departmental Greening the OR Committee actively works to steward resources in our ORs. Committee members identify opportunities to reduce waste, improve energy efficiency, conserve water, procure greener products and enhance our understanding of the environmental impacts of different instruments and procedures. To drive collaboration, best-practice sharing and greater impact, we combined meetings for our Greening the OR and Greening the Labs Committees in 2021. Activities of caregivers on the Greening the OR & Labs Committee include:

- Piloting and supporting the implementation of landfill diversion programs.
- Sharing expertise, observations and opportunities for improvement.
- Promoting sustainability engagement and education campaigns.
- Championing existing sustainability initiatives.

Committee members also provide support to surgical residents in our Ken Lee Fellowship program, who develop and lead projects to green our operating rooms each year. The Ken Lee Fellowship was created in memory of Cleveland Clinic surgeon, Kenneth Lee, MD, to continue his legacy of environmental stewardship in the operating room. The Ken Lee Fellowship supported its first surgical resident in 2013, and projects to date have included: regulated medical waste reduction, energy efficiency, scrub sink water reduction, medical device reprocessing, reduction and recycling of expired items, carbon footprints of anesthetic gases and reducing waste in surgical procedure packs.

Building Systems

In 2021, we continued to identify and implement energy conservation measures (ECMs) in our facilities to improve energy efficiency and occupant comfort. Initiatives implemented included:

- Ongoing steam trap audits and repairs throughout the enterprise.
- Control optimization and continuous review of mechanical equipment operations and setpoints, including making adjustments as needed to reduce energy consumption and maintain thermal comfort.
- Retro-commissioning of air handling units (AHUs).
- Continued validation, calibration and replacement of sensors that control AHUs.



Combined, these initiatives yielded an estimated \$537,500 in annual utility cost savings in 2021.

Climate Resilience

Overview



¹ Salas Renee N.; Lester, Paige Knappenberger; Hess, Jeremy J.; "The Lancet Countdown on Health and Climate Change: Policy Brief for the United States of America 2021", 20 October 2021, accessed 9 September 2022, lancetcountdownus.org/wp-content/uploads/2021/10/USA-2021-English-Lancet-Countdown-Policy-Brief.pdf

² NASA Goddard Institute for Space Studies, "GISS Surface Temperature Analysis (GISTEMP)", 2022, accessed 9 September 2022, data.giss.nasa.gov/gistemp/

³ NASA Earth Observatory, "World of Change: Global Temperatures", 2022, accessed 9 September 2022, earthobservatory.nasa.gov/world-of-change/global-temperatures

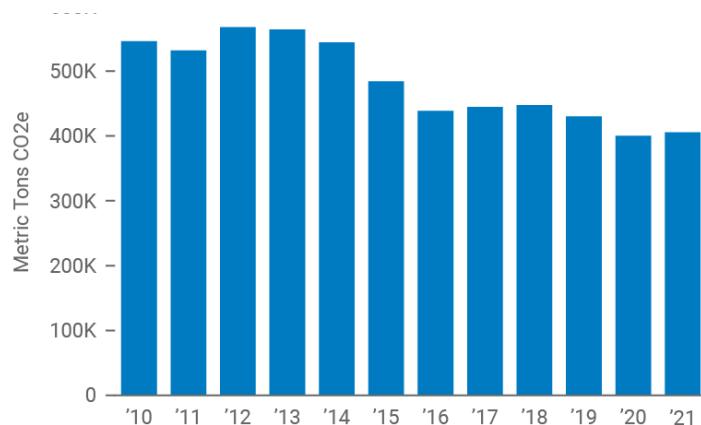
Climate change impacts, such as extreme weather events, worsening air and water quality, rising sea levels and changes in the distribution of vector-borne diseases threaten human health and well-being.¹ Since 1880, the average global temperature on Earth has increased by at least 1.9° F, with a majority of warming occurring since 1975.² In the past decade, nine of the ten hottest years on record occurred, with the average global temperature in 2021 recorded as the sixth warmest.³ We are committed to reducing air pollution and climate-changing emissions, both of which have negative impacts on human health—especially on vulnerable populations. Our climate resilience strategy includes energy efficiency and clean energy, green transportation and tree planting initiatives, as well as industry collaboration to reduce healthcare emissions.

Measuring & Reducing Our Carbon Footprint

Since 2010, we have decreased our carbon emissions intensity—or CO₂ equivalents (CO₂e) generated per square foot of building space—by 35.4% and our total emissions by 25.7%.

In 2021, Cleveland Clinic emitted 130,604 metric tons of Scope 1 and 274,848 metric tons of scope 2 CO₂e for a total of 405,452 metric tons of CO₂e, an increase of 1.3% from 2020 and a 25.7% reduction from our 2010 baseline.⁴ We adjusted our baseline in 2021 to include natural gas and electricity consumption from all of our Florida facilities—including family health centers—and Mercy and Union hospitals. Additionally, we adjusted our electricity factor to a weighted average of Emissions & Generation Resource Integrated Database (eGRID) data tied to our locations by state. Our Scope 1 emissions, or CO₂e generated from on-site combustion and consumption, include emissions from natural gas, generator fuel, fleet vehicle fuels and anesthesia gases. Our Scope 2 emissions, or CO₂e generated from utility providers, include emissions from purchased electricity.

Cleveland Clinic CO₂ Emissions, Scope 1 & 2



In 2021, we finalized our scope 3 carbon footprint working with a third-party consultant. Scope 3 measures indirect emissions, such as emissions from our supply chain, investments, capital purchased, employee commuting, waste disposal and other upstream and downstream impacts. We have used this footprint to target reductions in purchased goods and services, investments, capital goods and employee commuting as four areas that represent more than

Green Transportation

According to the Northeast Ohio Areawide Coordinating Agency's (NOACA) 2020 Air Quality Trends Report, vehicle emissions count for 31.6% of critical air pollutants in Northeast Ohio.⁵ In addition to respiratory illnesses, air pollution is tied to pre- and neonatal health risks, heart disease, stroke, cognitive issues and other health issues.⁶ To encourage our caregivers to select greener transportation options over commuting via single-occupancy vehicles, Cleveland Clinic offers the following green transportation programs, incentives and infrastructure:

- **Carpool Program:** Participating caregivers split the total monthly parking fee for their assigned area, and carpools with four members park for free.
- **LEED Parking Discount:** Caregivers who drive a vehicle with a Leadership in Energy and Environmental Design (LEED) score above 45 for their daily commute are eligible to apply for a 20% parking discount.
- **Clean Vehicle Rebate:** Full-time caregivers with at least one year of service can receive a rebate on the purchase of a SmartWay Elite qualifying vehicle (20% lowest-emitting passenger vehicles each model year). Rebates include \$1,000 for the purchase of a new vehicle or \$500 for a used vehicle.
- **Gohio Commute:** This NOACA platform allows caregivers to track the carbon impact of their daily commutes and offers information on greener transportation options in Northeast Ohio. Caregivers can also connect with one another via the platform to coordinate carpooling, vanpooling, public transit or biking trips.
- **Public Transit:** To promote public transit via bus, rail, Park-N-Ride and trolley, caregivers can purchase fares via payroll deduction pre-tax through the RTA Commuter Advantage Program.

Our green transportation efforts also extend to our vehicle fleet. We work to reduce the carbon footprint of our fleet by optimizing routes and replacing vehicles with more fuel efficient models at the end of their lifecycle. In 2021, we increased the average miles per gallon (MPG) of our fleet averages by 7% compared to 2020, and have increased the average MPG of our fleet by 42% from our 2009 baseline. To promote sustainable transportation options for all travelers and residents in the University Circle area of Cleveland, we continued to serve as a member of the Sustainable Transportation Action Committee in 2021. In recognition of our green transportation efforts, Cleveland Clinic received a bronze 2021 NEO Commuter Choice Award from NOACA for providing incentives to caregivers for the purchase of alternative-fuel vehicles and for carpooling.

Electrical Vehicle (EV) Charging Stations



In 2020, the Ohio EPA offered competitive grants to support the installation of Level 2 EV charging stations in 26 Ohio counties. The purpose of the grants is to help improve Ohioans' access to EV charging infrastructure, which aligns with Cleveland Clinic's commitment to clean air and healthy communities. To this end, we applied for grants for all eligible hospitals and family health centers in Northeast Ohio. In March 2021, the Ohio EPA awarded \$3.25 million in grants to support the installation of more than 500 publicly accessible Level 2 EV charging ports at more than 170 locations in 22 counties, which included up to 62 charging ports (124 EV charging spaces) at 22 Cleveland Clinic sites that best met the grant criteria.

During the summer of 2021, a cross-functional team of caregivers conducted site visits with our installer at each awarded site to determine the best location for stations at each facility. After finalizing site plans, we will begin installing stations in calendar year 2022.

⁵ Northeast Ohio Areawide Coordinating Agency, "2020 Air Quality Trends Report", March 2021, accessed 9 September 2022, noaca.org/home/showpublisheddocument/26339/637528803731100000

⁶ American Lung Association, "2022 State of the Air Report", 21 April 2022, accessed 9 September 2022, lung.org/research/sota/health-risks

Community Tree Planting

According to the National Park Service, trees improve air quality by directly removing pollutants from the air, altering pollution concentrations by decreasing surrounding air temperature and reducing energy consumption in buildings.⁷ In addition to reducing air pollution, trees provide ecosystem services such as absorbing and filtering water, providing wildlife habitat and food sources, buffering sound and preventing soil erosion. Urban forests are also associated with health benefits such stress reduction, attention restoration, active living, social cohesion, improved mood and more.⁸ Cleveland Clinic is a member of the Cleveland Tree Coalition, a collaborative group of public, private and community stakeholders supporting the City of Cleveland in restoring its tree canopy. The coalition has committed to creating a healthy, vibrant, sustainable and equitable urban forest, and to increasing Cleveland's tree canopy from 19% to 30% by 2040.



From 2016-2021, Cleveland Clinic planted more than 4,000 trees and 1,100 shrubs at our properties and in our communities, and created 12 neighborhood parks. In 2021, we planted 682 trees and created a new community park in Fairfax on 108th Street and Cedar Avenue. We worked with Fairfax community members and volunteers from local organizations to plant nearly 70 trees and 150 perennials to create the park. In addition to serving as a community greenspace with walking trails, the park will be a gathering space for programming and community events on sustainability and well-being.

Tree Campus Healthcare Recognition



Tree Campus Healthcare is an Arbor Day Foundation program that recognizes health institutions across the United States for improving community wellness through tree plantings and maintenance, education programs and community engagement. Cleveland Clinic worked with the Arbor Day Foundation to create the program, which encourages collaboration between inpatient healthcare facilities and local community forestry programs to support and expand forests, especially in urban areas. Our main campus earned the Tree Campus Healthcare recognition for the third consecutive year in 2021, and Akron General Hospital earned recognition for the first time in 2021.

Caregiver Tree Giveaway

In September 2021, Cleveland Clinic Sustainability hosted its fifth consecutive Caregiver Tree Giveaway, and provided 555 free trees for caregivers to plant at their homes. Cleveland Clinic, in partnership with the Arbor Day Foundation, offers these trees through the Community Canopy program to improve air and water quality, manage stormwater runoff, sequester carbon and beautify neighborhoods. In addition to sending trees via mail, Cleveland Clinic Sustainability hosted a tree pickup day at Independence Family Health Center on October 19th. The infographic below from an impact report generated by the Arbor Day Foundation projects the 20 year cumulative benefits of these plantings:



⁷ National Park Service, "Air Pollution Removal by Urban Forests", 7 January 2022, accessed 9 September 2022 nps.gov/articles/000/uerla-trees-air-pollution.htm

⁸ Wolf, Kathleen L.; Lam, Sharon T.; McKeen, Jennifer K.; Richardson, Gregory R.A.; van den Bosch, Matilda; Bardekjian, Adriana C.; "Urban Trees and Human Health: A Scoping Review", International Journal of Environmental Research and Public Health, 18 June 2020; 17(12):4371, accessed 9 September 2022, doi: 10.3390/ijerph17124371

Climate and Health Collaborations

The scale and complexity of an issue such as climate change requires collective effort to achieve meaningful progress. We engage with community groups, industry organizations and government entities to:

- Raise awareness about the health impacts of climate change.
- Share and model best practices.
- Expand clinical education on climate and health.
- Formulate solutions and recommendations.
- Support behavioral, process and system-level changes.
- Promote collaboration on climate and health and resilience initiatives.

In 2021, we supported regional efforts in Northeast Ohio on clinical education and in Southeast Florida on community resilience. At the national level, we focused on evidence-based health impacts of climate change and policy recommendations for addressing them.

Regional

Addressing climate impacts on clinical practice in the Great Lakes region



The Climate Crisis:
Addressing Impacts on Clinical Practice
in the Great Lakes Region

Wednesday, March 10th, 2021
8:00AM-12:00PM EST

A virtual symposium focused on how climate change affects our clinical practice, and what we can do to address this reality.

Learning Objectives

- Identify at least three examples of actionable and feasible ways of climate change on clinical practice in the Great Lakes Region
- Define the concept of "climate smart" healthcare delivery
- Explain the interplay between climate change and health
- Identify at least two high impact areas for integrating climate change and health content into health professional education

Planning Committee

Aparna Bole, MD
Sarah O'Keefe, MBA
Dan Fink, MD, MPH
Lyssa Gordon, MD, PhD
Bud Isaacson, MD

Ashley Karpick, MSN, APRN,CNP
Emily Szramowski, BS
Jon Utech, MBA, MPOD

To register, click [here](#).

University Hospitals Rainbow Babies & Children's
Cleveland Clinic Art + Design Institute
Cleveland Clinic Lerner College of Medicine of Case Western Reserve University
MetroHealth

Cleveland Clinic collaborated with University Hospitals (of Cleveland), MetroHealth and Cleveland Clinic Lerner College of Medicine of Case Western Reserve University to offer a virtual half day symposium in March 2021 to educate and inspire regional healthcare professionals and students around climate action. Topics covered in the symposium included climate smart healthcare delivery, climate change and health disparities, integrating climate change and health content into health professional education and tools to address climate change effects on clinical practice in the Great Lakes Region.

Building healthcare and community resilience in Southeast Florida

In April 2021, Health Care Without Harm, Cleveland Clinic and Perkins&Will held a two-day, invite-only virtual summit focused on climate action planning in Southeast Florida. The goal of the summit was to catalyze collaboration to promote resilience in Southeast Florida in response to climate change and future pandemics. Attendees included individuals from healthcare, government, academia and community organizations. Through panel presentations, interactive sessions and facilitated discussions, participants worked together to better understand the current and expected future health impacts of climate change in the region, as well as opportunities to collectively support resilience in local communities.

National

Lancet Countdown U.S. Policy Brief Working Group

In 2020, Cleveland Clinic and Cleveland Clinic Lerner College of Medicine became members of the Lancet Countdown U.S. Policy Brief Working Group. Each year, this group—comprised of health experts from over 70 institutions, organizations and centers—develops a brief in partnership with the American Public Health Association that details the key threats climate change poses for health in the United States, and provides accompanying policy recommendations for implementation. The brief serves as a companion to the Lancet Countdown: Tracking Progress on Health and Climate Change, an annual report created through an international research collaboration to provide evidence and guidance to governments on addressing the health impacts of climate change. In 2021, Cleveland Clinic and CCLCM participated as members of the Lancet Countdown U.S. Policy Brief Working Group for a second consecutive year.

Cleveland Clinic and CCLCM representatives held interactive discussion with colleagues to review and provide input on draft versions of the U.S. policy brief, and also contributed to the Focus on the Midwest regional brief, which highlights region-specific climate threats and the ways they deepen health inequities in 12 Midwestern states.

Regulated Air Emissions

Under Title V of the Clean Air Act, facilities that generate air pollutants above a designated threshold must obtain a Title V air permit, and comply with emissions limits and reporting requirements. Cleveland Clinic main campus meets the Title V emissions criteria and reports regulated emissions annually. Per the Title V requirements, we do not report normalized emissions. Our emissions increased in 2021 due to new unit installations, as well as additional testing and tuning of existing generators and boilers compared to previous years.

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

Air Pollutant	2018 Emissions Total (Tons)	2019 Emissions Total (Tons)	2020 Emissions Total (Tons)	2021 Emissions Total (Tons)
Nitrogen Oxides	21.684	20.131	19.721	29.21
Sulfur Dioxides	0.315	.306	.248	.4034
Organic Compounds	4.809	4.807	4.631	7.4113
Particulate Matter (PM)-10	0.837	.835	.808	1.2833
Volatile Organic Compounds	2.476	2.463	2.373	3.7613
Carbon Monoxide	36.751	36.733	35.389	56.601
Total of Chargeable Pollutants	28.931	26.082	25.431	38.3091

Waste Reduction

Overview



Our goal is to send zero non-hazardous waste to landfill. However; in 2021, the ongoing COVID-19 pandemic—coupled with recycling infrastructure and market complexities—continued to create barriers to progress. In response, we mobilized cross-functional support for overcoming landfill waste diversion obstacles through the reestablishment of our Zero Waste Committee. With representation from caregivers in Sustainability, Environmental Services, Food Service and Supply Chain, this committee has insight into upstream sources of waste, diversion partnerships and programs, collection and contamination rates of various waste streams, waste infrastructure and the efficacy of different education and engagement campaigns. In 2021, the Committee mapped out our various waste streams and diversion programs, and identified action steps for improvement. They focused on building internal waste diversion capabilities by:

- Engaging with vendors to review and improve data collection processes.
- Revising and creating new signage and educational materials.
- Exploring potential new waste diversion solutions.
- Developing new and existing relationships with organizations focused on waste diversion.

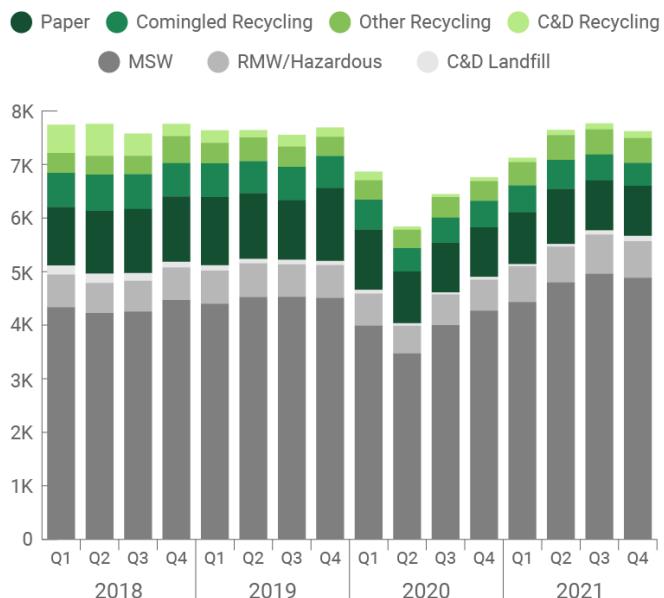
Additionally, caregiver engagement and outreach remained a key priority. Many caregivers — especially members of our green teams, committees and communities — model waste reduction behaviors, lead waste reduction pilots and ensure the success of existing programs. Through presentations, activities and events, our caregivers continue to inform and inspire one another to reduce and properly sort waste.

Landfill Diversions

Our landfill diversion efforts include reducing, recycling, reusing, reprocessing, composting and donating, and involve collaboration across many teams. In addition to reducing our environmental footprint through these efforts, we also seek opportunities to make a positive community impact. For example, in 2021, we donated 139,290 pounds of surplus medical supplies for distribution to local, domestic and international communities in need.

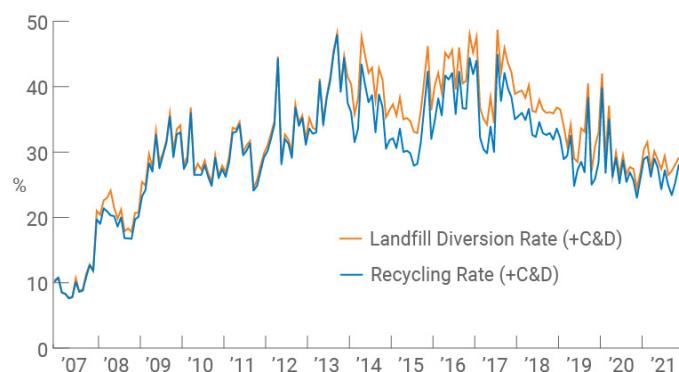
In 2021, we diverted more than 8,068 tons, or 27% of our waste from landfill. This measure includes waste from construction and debris (C&D), and was a 3% decrease from our 30% diversion rate in 2020. Our recycling rate, including C&D, decreased from 27% in 2020 to 24% in 2021. While the tonnage of items we recycled in 2021 increased over 2020, it did not grow proportionately with our total landfill waste tonnage, which exceeded pre-pandemic levels.

Total Tons of Waste Per Quarter, 2018-2021



*Categories include 28 different waste streams Cleveland Clinic measures

Main Campus Landfill Diversion Improvement



Reprocessing and Recycling

Single-Use Device Reprocessing

Since 2011, we have been collecting single-use devices from our operating rooms for reprocessing to prevent them entering the waste stream. Once collected, these instruments undergo rigorous sterilization and quality assurance processes and are resold at a discounted rate. Cleveland Clinic purchases some of these items back for reuse, in addition to other healthcare providers.

In 2021, we collected approximately 20 tons of single-use devices for reprocessing, and have collected 256 tons of devices for reprocessing in the past 5 years.



Recycling

Our comingled recycling program is one of our most visible and recognizable commitments to sustainability. To this end, Cleveland Clinic's Sustainability team and green teams are actively engaged in promoting and improving this program. Through our internal learning and collaboration platform, Connect Today, we created and shared content to promote recycling at work and at home. Some examples included:

- A directory of county recycling websites representing the locations of all of our Ohio and Florida hospitals.
- Recycling guides for all of our recyclable waste streams.
- Calendar events for environmental holidays, such as America Recycles Day, which included educational resource links and a list of ways to make a positive impact on the day.

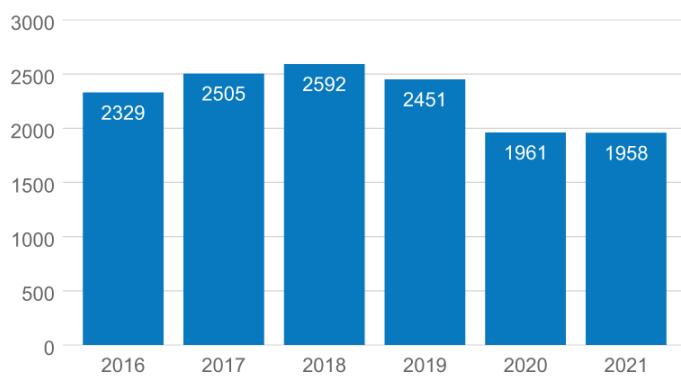
Our green teams also held events at their facilities to celebrate Earth Day and America Recycles Day, and provided other engagement activities to promote recycling throughout the year.

In the fall of 2021, Cleveland Clinic's Sustainability team conducted a site visit to a local Material Recovery Facility (MRF) to learn more about current recycling trends, challenges and pandemic impacts. The visit provided valuable insight into common contaminants placed in recycling bins and damage they can cause to equipment, which the Sustainability team shared with our Zero Waste Committee and green teams to inform educational materials and signage. Additionally, the Sustainability team conducted an audit of comingled recycling bins at our main campus to better understand which non-recyclables are common contaminants in our blue bag recycling program specifically. During this audit, the Sustainability team found plastic bottles that contained a significant amount liquid in recycling bins. As a result, we will focus messaging on ensuring recyclables are empty and dry.

In addition to our comingled recycling program for bottles and cans, we have recycling programs for several other waste streams, including paper and metal. Some highlights of our 2021 efforts include recycling:

- 3,861 tons of paper.
- 2,107 tons of comingled recyclables.
- 118 tons of scrap metal.
- 462 tons of cardboard.

Comingled Recycling (Tons)



Hazardous and Regulated Medical Waste

Important items for healthcare delivery, such as sterilization and laboratory chemicals, pharmaceuticals and electronics can generate hazardous waste. To ensure the safe handling, storage, transportation and disposal of all hazardous wastes, we have several policies and standard operating procedures (SOP), including but not limited to: Hazardous Materials Transportation SOP, Hazardous Chemical Identification and Communication Policy, Hazardous Chemical Delivery and Storage Policy and Hazardous Drug and Pharmaceutical Waste Disposal Procedure. We work with a U.S.-based vendor to manage our hazardous waste within the U.S. and do not import, export or ship any hazardous waste internationally. In 2021, we transported 23 tons of hazardous waste from our Ohio and Florida hospitals and family health centers for treatment.

Regulated medical waste (RMW) contains potentially infectious material and requires special handing and treatment. These requirements increase the cost and resources needed to process RMW waste. Cleveland Clinic is able to process RMW at some of our facilities where we have equipment to do so, but engaging our caregivers in proper waste sorting conserves even more resources. Proper sorting ensures that we are not expending resources treating landfill waste as RMW waste. Our Greening the Operating Room (OR) Committee members educate fellow caregivers on proper waste sorting, audit waste streams and share ideas for improvement.

Ecochallenges

In 2021, Cleveland Clinic continued to engage caregivers in ecochallenges, or 3-4 week engagement campaigns that encourage individuals to take actions that benefit individual, community and environmental health. Through the Ecochallenge platform, caregivers could join our Cleveland Clinic Sustainability team and select daily and one-time actions to take during the challenge. By logging daily progress, caregivers could see their individual and team impacts and points add up throughout the 3-4 week campaigns. Caregivers were also very active on the team feed, sharing photos, responses to reflection questions and lessons learned. To promote engagement, the more caregivers participated in the challenges, the more times their names were entered into drawings to win eco-friendly gift bundles and other prizes.



In 2021, Cleveland Clinic Sustainability created teams and recruited caregivers to participate in three Ecochallenges: Earth Month: Drawdown in April, Plastic Free in July and the People's in October. Highlights of our team impacts across all three challenges include:

- Diverted 426 single-use plastic items (cups, bottles, containers, straws and cutlery) from landfill by switching to reusable items.
- Picked up 694 pieces of litter.
- Planted 21 trees.
- Sourced 76 meals locally, and consumed 53 vegan or vegetarian meals in place of meals containing meat.
- Spent 4,611 minutes outdoors exploring local natural areas, going for neighborhood walks, picking up litter and/or taking a break from screens.
- Avoided 367 pounds of CO₂ emissions by adopting more sustainable transportation options.
- Dedicated 851 minutes to learning about sustainability issues.

Individual actions also included conserving energy and water, increasing intake of fruits and vegetables, mindfulness practice, meditation, exercising, additional sleep time, advocacy actions and several other activities that benefitted environmental, community and individual health.

Beach Cleanups



As a follow up to the Plastic Free July Ecochallenge, we hosted volunteer beach cleanups in Northeast Ohio at Sims Park and Wendy Park through the Alliance for the Great Lakes Adopt-a-Beach initiative in August 2021. Caregivers and their family members picked up hundreds of bottles, cans, pieces of plastic, papers and other waste items along the shores of Lake Erie, and ensured their proper disposal. Lake Erie is an important source of fresh water, which sustains a diverse array of wildlife, provides recreational opportunities, supplies drinking water and supports agriculture. Through the Alliance's Adopt-a-Beach program, 15,000 volunteers pick up 18 tons of trash across all five Great Lakes each year, more than 85% of which is plastic.¹

¹ "Great Lakes Plastic Pollution", Alliance for the Great Lakes, 2022, accessed 2 October 2022, greatlakes.org/great-lakes-plastic-pollution-fighting-for-plastic-free-water/

Healthy Buildings

Overview

Our facilities are an integral part of the Cleveland Clinic experience. We are committed to designing and operating healing environments to work in, visit and receive care. This includes features that promote comfort and health, such as lighting, air and water quality, thermal and acoustic settings, greenery, views of nature, artwork, healthy building materials and ergonomics. To promote health and resource efficiency in new construction and renovations, we have adopted practices from leading green building frameworks in our own design standards. Other areas of focus include sourcing products with environmental certifications and using local suppliers.



Current Projects

Despite delays related to the COVID-19 pandemic, Cleveland Clinic made significant progress on expansion projects in Ohio in 2021:

- Opened a new breast health center at Avon Hospital.
- Began construction on the addition of 16 examination rooms and two procedural testing suites at Euclid Hospital to expand outpatient services.
- Broke ground on a cancer center addition at Hillcrest Hospital, which will feature abundant natural light, views of green space, natural elements and specially selected artwork to create a home-like healing environment.



Artist rendering of the Lozick Cancer Pavilion at Hillcrest Hospital.

Mentor Hospital

On September 20, 2021, we celebrated groundbreaking at Cleveland Clinic Mentor Hospital in Ohio. Upon completion in 2023, Mentor Hospital will include 34 inpatient rooms, 19 emergency beds, 22-25 outpatient rooms, four operating rooms and a helipad to facilitate the immediate transport of patients who need higher-acuity care. Community health needs and emerging patient preferences guided our plans for Mentor Hospital, which will provide care for patients who are more likely to have shorter stays in the hospital with follow-up care at home. Services will include digestive diseases and general surgery, urology, heart and vascular, orthopedics and pulmonary care, as well as lab and imaging services.



Green building elements that we are incorporating into the design of Mentor Hospital include a solar panel array, EV charging stations and bird-friendly glass. We are also pursuing LEED (Leadership in Energy and Environmental Design) certification for Mentor Hospital.

[Learn more about Mentor Hospital](#)



Cleveland Clinic London Hospital

Cleveland Clinic London Hospital, a 184-bed state-of-the-art hospital at 33 Grosvenor Place in central London, is the second Cleveland Clinic London location to accept patients following the opening of Cleveland Clinic Portland Place Outpatient Centre in September 2021. The hospital has 184 inpatient beds, including 29 ICU beds and eight operating theaters, a 41-bed neurological rehabilitation ward and a staff of approximately 1,150 caregivers. Cleveland Clinic London Hospital offers urology; ear, nose and throat; general surgery; general practice and executive health services, with a focus on heart & vascular, digestive disease, neurosciences and orthopedics.

Modelling sustainable practices in healthcare and the communities in which we operate is an ongoing priority, especially as we expand our global footprint. Originally built in the 1950's as the headquarters for an energy company, we renovated and redesigned 33 Grosvenor Place through adaptive reuse to create a state-of-the-art hospital environment. By recycling 98% of the original building's materials, 33 Grosvenor Place will produce some of its own heat and power through a combined heat and power plant. Unique in a building with a retained façade, this highly energy-efficient solution will significantly reduce carbon emissions at 33 Grosvenor Place. The facility features many other sustainable design elements, and we are currently in the process of pursuing LEED (Leadership in Energy and Environmental Design) and BREEAM (Building Research Establishment Environmental Assessment Methodology) certifications for Cleveland Clinic London Hospital.

[Learn more about Cleveland Clinic London](#)

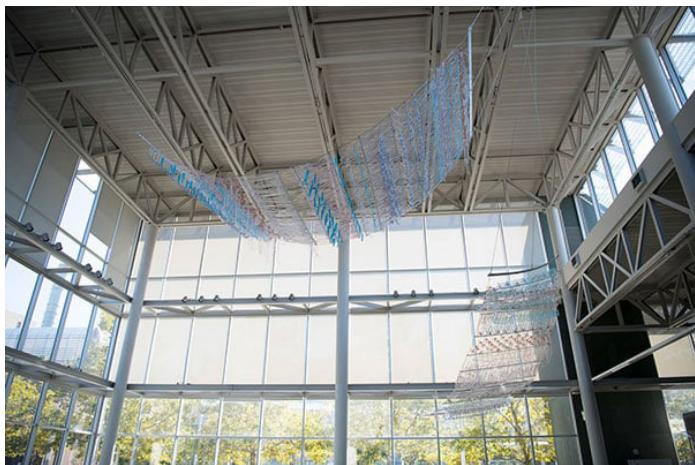
Art Program

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

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

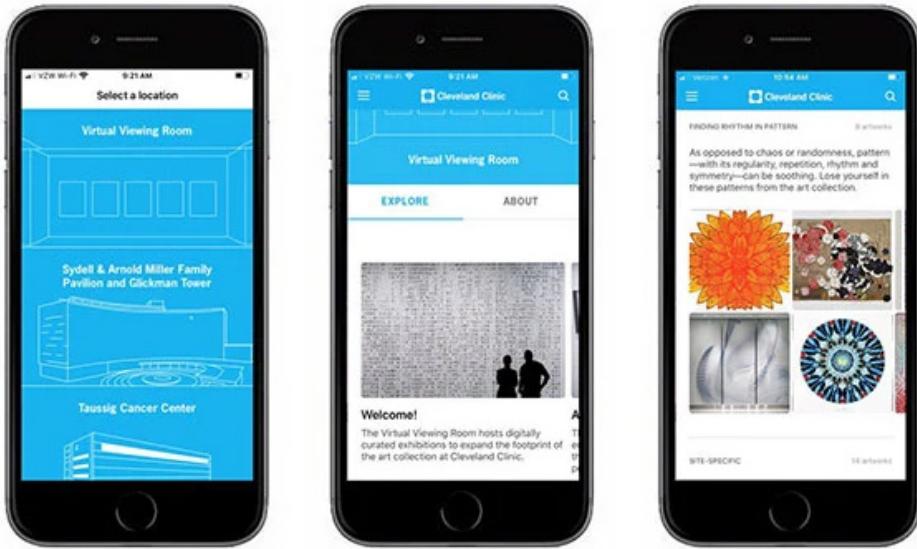


Weaving together human and environmental health in collaborative art installation



In a collaborative effort between Sustainability and Art Program, Cleveland Clinic seeks to commission artworks that address the intersection of art, sustainability and community. The initiative asks an artist or artist team to engage with Cleveland Clinic's sustainability initiatives through research and their own artistic interpretation of the issues. In 2021, Sarah Kabot and Marianne Desmarais created a suspended installation, Double Loop. Connecting human health and environmental health, this sculpture was conceived as a large-scale textile. The title refers to both the human circulatory system and the new life given to expired plastic tubing. The artists transformed the material both visually and conceptually. Different types of tubes were woven together to create forms and textures akin to textiles. Suspended in the air, the tubing catches and refracts the light making the sculptures glitter in the sun. The transformation into art removes the material from its utilitarian place in healthcare and provides an opportunity to experience it in a new way.

Exploring art and architecture with the ar+ app



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

Cleveland Clinic's world-class art and architecture app now features 14 locations and 580 artworks by 182 artists. The Art Program continues to expand the app with images, text, media and additional locations. The Virtual Viewing Room presents thematic exhibitions that investigate pertinent topics, allowing users to learn more about specific artworks from artists and curators directly.

Daily Art Break



Since the beginning of the pandemic, members of the art program have shared a Daily Art Break with caregivers to close out the day. The emails and posts include a curated collection artwork with a caption calibrated to the season, weather or mood of the day. Intended to offer a transition from workday pressures, the art breaks offer moments of beauty, levity, unity or simply an opportunity to pause while discovering the breadth of the art collection. To enroll, caregivers can send a request to ccartprogram@ccf.org from their Cleveland Clinic email address.

In honor of Nurses Week, William J. O'Brien created a series of cheerful drawings in gratitude to caregivers on the front line during COVID-19. Cleveland Clinic Art Program collaborated with the artist to bring the hope-inspiring images directly to patients and caregivers through limited edition prints and digital platforms. Artwork: *Tulips in Repose*, 2020, print from watercolor, gouache, marker, pencil on paper. Courtesy of the artist and Marianne Boesky Gallery, New York and Aspen. On view at main campus.

Sustainable Procurement

Overview

The COVID-19 pandemic caused ongoing disruptions to global supply chains in 2021. We continued to strategically invest in people, processes and emerging technology to promote supply chain resilience and agility. Through the efficient and effective delivery of products and services, our Supply Chain & Support Services (SCSS) team supports caregivers, communities and our commitment to exceptional care and experiences for patients. SCSS oversees nearly 4,500 contracts and price agreements, facilitates the purchase of more than 5.9 million goods and services and manages the movement of products across more than 2,200 locations. By centralizing procurement across the enterprise, we ensure better pricing, availability, support, quality and consistency. The six main categories of our purchasing include: patient care supplies, non-clinical/administrative, pharmaceuticals, construction and facility maintenance, IT systems and clinical equipment.



Cleveland Clinic is committed to using our purchasing power to make a positive impact by increasing our spend with suppliers that are [local](#), [diverse](#) and committed to corporate social responsibility. Additionally, we promote sustainable practices within our supply chain by integrating environmental, social and governance (ESG) criteria into our procurement process and engaging with our suppliers. For example, we outline expectations for our vendors related to sustainability in our Supplier Handbook, including:

- Complying with the environmental, social and governance (ESG) standards outlined in the United Nations Global Compact, and assessments of their performance in these areas.
- Supporting our efforts to track and minimize the environmental impacts of our supply chain by providing metrics on climate resilience, energy conservation, green building, healthy/local/sustainable foods, safer chemicals, waste reduction, recycling and water stewardship.

Other efforts include interviewing suppliers as part of our [materiality process](#), incorporating sustainability criteria into requests for proposals and supplier agreements, evaluating products and suppliers for ESG impacts and engaging directly with suppliers and Group Purchasing Organizations (GPOs) on sustainability initiatives and data requests.

Green Purchasing

Green purchasing is a natural extension of our commitment to healthy buildings, which supports the well-being of the caregivers, patients and visitors who spend time in our facilities. Our green purchasing priorities include:

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



Some examples of progress we made on these priorities in 2021 include meeting Healthcare Without Harm's Healthy Interiors Criteria for 99% of our furniture purchases and receiving a three star Electronic Product Environmental Assessment Tool (EPEAT) Purchaser Award for our commitment to procuring green electronics. We received the EPEAT award from the Green Electronics Council in 2021 for purchasing only desktops and cell phones that had achieved EPEAT Gold level certification.

Healthcare Anchor Network Impact Purchasing Commitment

In 2020, Cleveland Clinic joined the Healthcare Anchor Network (HAN), a national collaboration of leading healthcare systems committed to using their purchasing power to address the economic, racial and environmental resource disparities that impact community health. We also signed HAN's Impact Purchasing Commitment, which includes goals related to supplier diversity, sustainability and community wealth building.

Within five years, all signatories commit to achieving at least four of seven core sustainability goals, which HAN developed in partnership with Practice Greenhealth. In 2021, Cleveland Clinic selected the following goals to achieve by 2025:

- **Furniture and Furnishings:** eliminate the use of priority chemicals of concern in 30% of annual furnishing and furniture purchases.
- **Sustainable Food:** 20% of total food purchases meet sustainable criteria that support local systems and healthful production practices.
- **Anesthetic Gas Reduction:** reduce GHG emissions specific to anesthetic gas by 5% from baseline.
- **PVC/DEHP Reduction:** eliminate both PVC and DEHP from at least 2 of 8 priority medical product categories.

Sector Leadership

Gartner 2021 Top Healthcare Supply Chain

For the second time in four years, Cleveland Clinic was named as the top healthcare supply chain by Gartner in its 2021 annual Healthcare Supply Chain Top 25 list. In its 13th year, the Gartner Healthcare Supply Chain Top 25 used quantitative measures and opinion to identify, celebrate and profile health systems that were effectively navigating a post-pandemic landscape through excellence in supply chain management.

In 2021, our Supply Chain & Support Services (SCSS) team was recognized for a number of key initiatives as part of this year's ranking, including our:

- Dedication to sourcing excellence.
- Innovative implementation of technology across procedural areas.
- Planning for home care delivery of healthy meals for select patients.
- Commitment to diverse and local spend through the Healthcare Anchor Network commitment and other initiatives.
- This is the fourth consecutive year we have been listed in the top three, and the sixth-straight year we have been recognized as a top 10 honoree.

Sharing Sustainable Practices

Through collaboration and best practice sharing with other healthcare systems, suppliers and Group Purchasing Organizations (GPOs), we seek to collectively promote the adoption and acceleration of sustainable practices throughout the healthcare supply chain. Some of the ways we exchange information with peers include attending and presenting/co-presenting at conferences, participation in cohorts via Practice Greenhealth, benchmarking and direct outreach.

Cleveland Clinic also serves as a member of Vizient's Environmental Advisory Council. Vizient is the largest GPO in the country, serving more than 50% of US acute care providers. The role of the council, which includes Cleveland Clinic and 14 other health systems, is to advise Vizient on its environmentally-preferred purchasing strategy. As part of this strategy, Vizient engages with suppliers to disclose 23 environmental performance metrics at the product level, including chemicals of concern, recyclability, recycled content and packaging. By serving on the council, Cleveland Clinic and peer healthcare organizations can reach a greater number of suppliers to promote sustainable practices and standardize data requests.



Healthy, Local and Sustainable Food

We serve meals, snacks and beverages to millions of patients, visitors and caregivers at our food service locations each year, and are committed to providing options that promote human and environmental health. Some of our efforts include:

- Offering freshly prepared foods and plant forward entrée stations.
- Highlighting healthy and sustainable choices on menus.
- Eliminating options that are fried and/or contain trans fat, high fructose corn syrup and added sugars or syrups.
- Using criteria to evaluate food for sustainable attributes, such as Health Care Without Harm's Sustainably-Raised Meat and Poultry guide; Practice Greenhealth's Healthy Beverage and Less Meat, Better Meat criteria; Third-party animal welfare certifications, such as Certified Humane and Global Animal Partnership; and USDA-approved label claims.
- Sourcing food from local (within 250 miles) and sustainable sources.



COVID-19 surges impacted food service demand in 2021, but we continued to work with our food service providers to increase our healthy, local and sustainable food offerings. Local foods can be more flavorful and can offer a greater density and variety of nutrients due to being picked and offered at peak freshness. Additionally, locally sourced foods benefit local economies and reduce the environmental impacts of products by significantly reducing their transportation footprint. We include local, sustainable and healthy food criteria in our food service contracts, and work with our providers to gather and review product data to measure our progress. As of the end of 2021, 43% of the food we purchased for our main campus was local or from farms and producers that use sustainable practices.

Farmers Market Program

In 2021, we hosted our 13th annual farmers market season to provide fresh, local produce to community members, patients, visitors and caregivers. We hosted markets at Crile Mall on our main campus and at multiple regional hospitals and family health centers. To promote accessibility, we offer the USDA's Supplemental Nutrition Assistance Program (SNAP) and Senior Farmers Market Nutrition Program coupons at our markets. Additionally, guests at our markets can park for free up to one hour or more, depending on the location. To provide a safe experience for vendors and customers, we continued to operate the market in accordance with CDC guidelines and best practices on COVID-19.



Water Stewardship

Overview

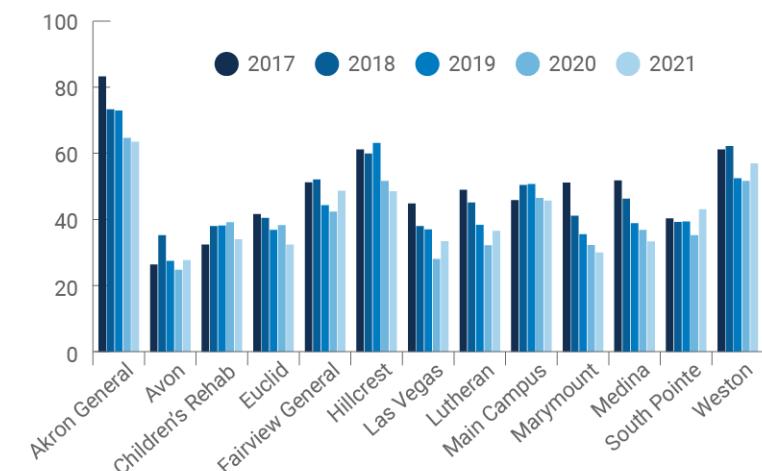
According to the World Health Organization, half of the world's population will be living in water-stressed areas by 2025.¹ Access to clean water sources is essential for health, and we steward these natural assets by reducing our water use, preserving water quality and responsibly managing stormwater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

¹ World Health Organization, "Drinking Water," 2021, accessed 10 May 2021, who.int/news-room/fact-sheets/detail/drinking-water

Goal Progress

Conserving water reduces the need to divert water from local sources, as well as the energy required to transport, heat and clean water. In 2017, we set a goal to reduce our water use intensity by 10% from our 2016 baseline by 2027. Our water conservation strategies include green building design, landscaping and caregiver engagement.

Water Use Intensity (Gallons/Sqft)



Our water use per square foot increased by 3% in 2021 compared to 2020, largely due to resuming more typical operations during the second year of the COVID-19 pandemic. Since 2016, we have reduced our water use per square foot by 11% and will explore setting a new water reduction goal in 2022.

Use and Management



We consciously include water conservation measures in the design of new facilities by building to LEED (Leadership in Energy and Environmental Design) standards for new construction. Initiatives include the installation of high efficiency fixtures, equipment and irrigation systems. We also install low-flow faucets, toilets and showers in our facilities where feasible, and fixtures with motion sensors. To conserve water used in landscaping, we implement measures such as rainwater collection, high-efficiency sprinkler systems with moisture sensors and drought-tolerant vegetation.

We also work to reduce the amount of stormwater and wastewater entering sewer systems and waterways from our properties by:

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

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

Caregiver Engagement

Caregiver engagement is core to all of our resource efficiency programs. Through Connect Today—a caregiver learning and collaboration platform—we created a sustainability community with resources and engagement opportunities to encourage caregivers to lead more sustainable lifestyles at work, at home and in their communities. The Sustainability Connect Today community includes a link to our service request platform where caregivers can report leaks, as well as information on how to join our green teams and committees, which share and promote water-saving behaviors across the enterprise.

In 2021, we added the following content to engage caregivers in water stewardship:

- World Water Day and World Oceans Day calendar events, which included ways caregivers could take action and celebrate on those days.
- Event listings for local community events focused on river revitalization and equitable access to lakefront parks.
- A link to a water footprint calculator to help caregivers understand their greatest areas of impact and opportunity related to water use.
- Updates to guides to empower caregivers to conserve water and protect water quality at work and at home.

Another way we engaged caregivers in water efficiency efforts in 2021 was through our [Energy Treasure Hunts \(ETHs\)](#) at Hillcrest, Euclid, Akron General and Avon hospitals. In addition to asking ETH teams to identify low- and no-cost energy savings opportunities, we tasked these cross-functional teams with finding water efficiency opportunities during their facility walkthroughs. ETH teams found opportunities related to metering, low-flow fixtures, chillers and more.

Caregiver Engagement

Through our drug take-back program, we support community health and water quality by reducing opportunities for illegal diversion and disposal of unused medications. Cleveland Clinic offers 17 drop off locations that are available during regular pharmacy operating hours where caregivers, patients and visitors can drop off unused prescription medications (including inhalers), over-the-counter medications and other drugs.



Medication disposal kiosks are available at the following Cleveland Clinic locations:

- Akron General Medical Central.
- Beachwood Family Health Center.
- Children's Hospital Pharmacy (main campus).
- Crile Pharmacy (main campus).
- Euclid Avenue Pharmacy (main campus).
- Fairview Hospital.
- Hillcrest Hospital.
- Independence Family Health Center.
- Lutheran Hospital.
- Marymount Hospital.
- Medina Hospital.
- Richard E. Jacobs Family Health Center.
- Stephanie Tubbs Jones.
- Taussig Outpatient Pharmacy (main campus).
- Twinsburg Family Health Center.
- Union Hospital.
- Weston Hospital.

To ensure confidentiality, we shred all prescription bottles with labels. In 2021, Cleveland Clinic pharmacies collected more than 3,600 pounds of unused medications through this program.

Governance

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

Overview

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

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

The Cleveland Clinic Board of Directors is the primary governing body for CCHS. It is charged with the fiduciary duty to act on behalf of Cleveland Clinic, and is also responsible for decision-making on social and environmental topics. Directors are elected to four-year terms and selected for their expertise and experience in a variety of areas beneficial to Cleveland Clinic and CCHS. Directors who are not Cleveland Clinic employees are not compensated for their services, and a majority are required to be independent. Within the Board of Directors, the Governance Committee nominates new Directors, who then become Members if they are confirmed by a vote by the Board. When a Director's four-year term has concluded, the Governance Committee completes an evaluation to determine whether the Director should be re-nominated. Any Director may voluntarily resign from active service and request appointment as an Emeritus Trustee.

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

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

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

The Governance Committee nominates individuals annually to serve as Directors of Cleveland Clinic and periodically elects individuals to serve as Trustees of Cleveland Clinic. When evaluating Director and Trustee candidates for nomination, the Governance Committee considers business/professional expertise, independence, judgment, skill, diversity and civic involvement. The Governance Committee is also authorized to function as an Executive Committee and has met on a regular basis during the COVID-19 pandemic.

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

The Chair of the Cleveland Clinic Board of Directors holds the highest Board position but is not an executive officer, employee or staff member of Cleveland Clinic. As of March 2022, there are 30 members of the Cleveland Clinic Board of Directors, which includes three senior members of the Cleveland Clinic Board of Governors, eight female Directors (including the Board Chair), two African-American Directors, two Asian Directors and one Hispanic Director.

According to Cleveland Clinic's Board Independence Policy, a majority of the Board of Directors must be independent. Under this Policy, a Director cannot be considered independent if he or she is employed by the Cleveland Clinic, receives compensation from the Cleveland Clinic or serves as director or executive officer of an entity that receives more than 1% of its gross revenues from Cleveland Clinic. Additionally, a Director's status as independent must be ratified by the Governance Committee, which considers the advice and guidance of the Chief Governance Officer, the recommendations of the Board's Conflict of Interest and Managing Innovations Committee and all relevant facts and circumstances in accordance with the Board Independence Policy. As of March 2022, the Board of Directors has 25 independent Directors.

Awards

In 2021, Cleveland Clinic was recognized for excellence across several disciplines, including but not limited to clinical care, innovation, diversity, ethics, supply chain and environmental initiatives.

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

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

Transparency & Anti-Corruption

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

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

Our commitment to transparency supports our ability to innovate, attract and retain talent, drive value throughout our value chain and deliver the highest quality of care. Through industry benchmarks, this report, email communications, social media platforms, our intranet site and a variety of other communication channels, we strive to provide timely and relevant information to patients, caregivers and communities.

Conflict of Interest

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

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

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

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

Compliance and Ethics

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

In 2021, the Ethisphere Institute named Cleveland Clinic one of the World's Most Ethical Companies for its strong ethics and compliance programs. The 2021 list included 135 honorees representing 22 countries and 47 industries, and Cleveland Clinic was one of only six healthcare providers to make list.

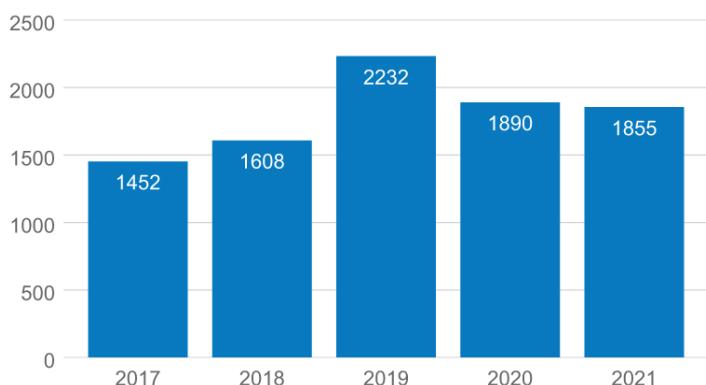
"Being independently recognized as one of the World's Most Ethical Companies for ten years is significant because employees want to work for ethical organizations, patients want to be seen by ethical medical professionals, vendors want to do business with ethical partners and communities want to know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

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

Compliance committees provide additional support in fulfilling duties and oversight responsibilities and include the Corporate Compliance Committee, 15 regional hospital compliance committees, nearly 30 institute and division compliance committees and the Research Compliance Committee.

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

Total Compliance-Related Inquiries



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

Human Rights & Labor Standards

As a signatory of the UN Global Compact, Cleveland Clinic is committed to respecting and promoting human and labor rights in our operations. We also promote human and labor rights in our supply chain by assessing each vendor's corporate environmental, social and governance (ESG) performance.

All Cleveland Clinic trustees, caregivers, volunteers and service providers are required to observe our Code of Conduct, which includes compliance with fair labor practices and human rights. Healthcare providers are often the first professionals to have contact with human trafficking victims, and as such, all those required to comply with our Code of Conduct must be vigilant for signs of human trafficking in any aspect of our business and supply chain, and comply with Cleveland Clinic policies and procedures for reporting such concerns.

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

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

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

Under Cleveland Clinic policy, employees are entitled to file complaints relating to possible discriminatory treatment or other violations of policy with their managers, Human Resources and/or our confidential Compliance Reporting line. We conduct investigations for each report and administer corrective action as necessary. Employees are also entitled, by law, to submit complaints regarding alleged discriminatory actions with various state and federal agencies. During the 2021 calendar year, no findings of probable cause were issued by any administrative agency.

We designed our compensation system to attract and retain top talent while maintaining internal equity. To this end, we conduct an internal review process for any salary offer that has the capacity to disrupt this equity. We offer an integrated, competitive and comprehensive benefits package that applies to all part-time and full-time caregivers scheduled to work at least 40 hours per two-week pay period, with the exception of short-term disability and long-term disability benefits that are only available to full-time caregivers. To assist with long-term financial planning and retirement, Cleveland Clinic offers a pension plan and tax-deferred retirement plan. We automatically enroll all caregivers, with the exception of students, residents/fellows and research associates, in a noncontributory pension plan for which Cleveland Clinic's contribution is a percentage of caregiver compensation based on years of service. Full-time, part-time and PRN caregivers can take part in the 403(b) investment fund, and the rate of caregiver participation in our retirement savings plans was 93% in 2021. Cleveland Clinic matches caregiver investments in this fund at a rate of 50% for up to 6% of employee contributions.

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