

Diversity

Year in Review Report

Leveraging Differences to Drive World Class Care

Office of Diversity and Inclusion

2014

“How we champion and hold ourselves accountable for the work of diversity and inclusion demonstrates our commitment. We are driven to this work because the challenges are difficult and the opportunities limitless, and more importantly because the rewards are beyond measure.”

Joseph Cabral | Chief Human Resources Officer

Messages from our CEO/President and Executive Director



Delos M. Cosgrove, MD
CEO and President

Dear Friends:

Diversity is a core value at Cleveland Clinic. We are here for all people. We honor, recognize and welcome every dimension of humanity.

Cleveland Clinic is committed to diversity and inclusion throughout our enterprise. Diversity and inclusion are part of our strategic plan to improve access to quality healthcare services for all our communities. We are determined that our policies, procedures and personnel will reflect the diversity of our region and its people.

The Cleveland Clinic Office of Diversity and Inclusion leads our initiatives to promote diversity at Cleveland Clinic. These include the Executive Diversity and Inclusion Council, of which I have the honor to be Executive Sponsor. All our diversity councils and initiatives enjoy the broad support of caregivers at all levels of the organization.

In 2014, Cleveland Clinic was honored as No. 5 among the Top Ten Hospitals in America by DiversityInc. We are proud to have earned this national distinction, which recognizes outstanding commitment to diversity among healthcare providers.

Cleveland Clinic is a regional healthcare delivery system with national and global reach. We are continually engaged with issues of diversity, inclusion and cultural competence to better serve our patients, caregivers and communities worldwide.

I am proud of our Office of Diversity and Inclusion and all the achievements of this past year. But there is much to be done. We will work harder in the year ahead to build and grow our culture of diversity and inclusion.

The 2014 Diversity Annual Review is a report on work in progress. I thank you for your interest and welcome your comments.

Sincerely,

A handwritten signature in dark ink, appearing to read "DMC".

Le Joyce Naylor
Executive Director of
Diversity and Inclusion

As a globally recognized leader in healthcare, we understand that the work of Diversity and Inclusion, if it is to be innovative and impactful, must be intentional, strategic and supported at the highest levels of an organization. We are proud to have that support and commitment from our leadership and this year we have much to celebrate.

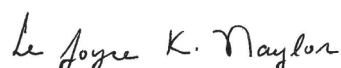
For the fifth year in a row Cleveland Clinic was recognized as one of the top ten healthcare systems for Diversity and Inclusion by DiversityInc. We were recognized by *Hispanic Network Magazine* as one of the "Best of the Best, top hospitals in the country" for our access, recruitment and supplier diversity practices. We also were recognized by the Human Rights Campaign's Healthcare Equality Index as a leader in LGBT health care equality.

We played a significant role as the medical provider and Platinum Sponsor of the 2014 Gay Games in Cleveland. We continued to address health literacy and engagement within our communities through the work of Celebrate Sisterhood, the Minority Men's Health Fair, "Tu Familia, Su Salud" and through the Victory in Pink program.

We are also fortunate to have the collaboration of the Executive Diversity Council, composed of leadership from the highest levels of the enterprise, assisting in our diversity and inclusion efforts. The Council works to support the development of our diversity strategy and goals so that we are better prepared and positioned as the landscape for healthcare nationally and globally continues to evolve.

Such recognition and accomplishments are only realized through the collective work and strength of all our caregivers and community stakeholders. We indeed have much to celebrate and much more to accomplish. We thank you for your support of Cleveland Clinic.

Sincerely,

A handwritten signature in dark ink, appearing to read "Le Joyce K. Naylor".

A message from our Chief of Staff



“Diversity makes us better equipped to respond to the needs of our patients, their families and our caregivers. A diverse workforce also brings together different ideas, perspectives and backgrounds that generate better answers to the challenging questions we face in shaping healthcare for tomorrow.”

Brian G. Donley, MD
Chief of Staff
Chief of Clinical Operations

Diversity and Inclusion

Where we are . . .

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. **Our diversity is our strength.**


Where we are going . . .

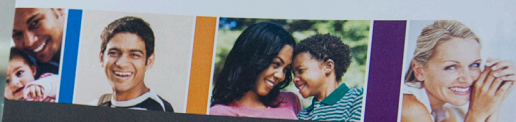
To be recognized as a global leader leveraging diversity and inclusion to drive excellence in the delivery of world class care.

How we are getting there . . .

At Cleveland Clinic, we respect and appreciate our similarities and differences; they contribute to our innovation.

We create an inclusive environment where all are welcome to work, visit and be healed.

 Cleveland Clinic | Office of Diversity & Inclusion



Human Resource Division
Office of Diversity and Inclusion

Operating Guidelines for
CCF Employee Resource Groups
& Diversity Councils

Leveraging our differences to drive excellence



ClinicPride Employee Resource Group and the 2014 Gay Games

2014 was monumental for the Pride Employee Resource Group (ERG) as Cleveland Clinic dialogue evolved to a new level and opened many doors for our LGBT caregivers. In August, Gay Games 9 became a catalyst for change by bringing together an unprecedented partnership between Cleveland Clinic as a Platinum Sponsor and our own LGBT and allied caregivers. This sponsorship, in service and support, was the largest and most significant public contribution Cleveland Clinic has ever made to the LGBT community. Our reputation as world leaders in healthcare was evident to GG9 participants and visitors. It also demonstrated that Cleveland Clinic is equally proud of all of our caregivers.

Brad Michael Fellows,
Administrative Director and ClinicPride Co-Chair

African-American Employee Resource Group Professional Development Series

The African-American Employee Resource Group (AAERG) Professional Development Series is an annual workshop developed to assist in the professional development of front-line caregivers.

Attendees receive:

- Coaching, training and resource kits
- Exposure to internal and external professional development resources
- Assistance with career and academic plans



This program supports Cleveland Clinic's Diversity and Inclusion goals to retain, develop and promote minority talent.

"I really felt compelled to express to every single person involved in the African-American Employee Resource Group my humility and gratefulness. I sincerely, from my heart, would like to say thank you for putting this event together to teach caregivers how to grow within the Clinic more than we could imagine. Thank you for sharing your stories from the process of trials, triumph and victories. Thank you for educating me and providing me with the tools I needed to feel empowered. Thank you for building my confidence. Thank you for those of you who took the time to speak to me."

Nykeya Cox
Patient Service Representative

Interfaith Network Employee Resource Group



Pictured above left to right: Robb Colbrunn, Ph.D, Co-Chair of Interfaith ERG; Diana Gueits, Director of Diversity and Inclusion; Rachel Thurman, RN, winner of the 2014 "How Spirituality Impacted my Role as a Nurse"; and Don Sinko, Chief Compliance Officer.

"The Interfaith Network Employee Resource Group works to carry out Cleveland Clinic's mission of providing world class care through support of employee and patient spirituality and helping employees gain an understanding of the similarities and differences of various religions. Many religions share common values, such as a desire for peace, respect and a belief in a spiritual being. By developing an understanding and respect for each other's beliefs, people move beyond tolerance and they gain a sense of community. Studies show that when employees received support to express their spirituality, it increased their productivity and reduced turnover. They become more engaged. It is rewarding to see the Interfaith Network help employees to apply and integrate their spirituality with their work and their service as caregivers."

The message we want to get across is that other religions may do things differently, but that's OK. Let's celebrate our commonalities instead of focusing on our differences. I'm not just tolerating you, but I appreciate and respect you. If we better understand the patient, we can better serve them."

Don Sinko
Chief Compliance Officer and Executive
Sponsor of the Interfaith Employee
Resource Group

Disability Task Force

"The Disability Task force promotes respect and understanding of those with different abilities by providing education and awareness programs throughout our organization. It is in this work that we are able to shape behaviors and influence practices that welcome and support all of our caregivers and patients. Our work is central to creating an environment where disabilities do not limit opportunities."

Tom Adams
CPE, Certified Ergonomist and Co-Chair of the Disability Task Force

*Serving the full tapestry
of human diversity*

Pictured left to right:
Corey Starks, Director of Total Rewards;
Jeanne Shewchik, RN, Data Registry Coordinator;
Tom Adams, Certified Ergonomist;
Irma Corbin, Administrative Program Coordinator;
James Barron, Program Manager.



Creating a sense of Community

One World Fest



"Our mission is to celebrate the great diversity of nations and cultures that make our city, through presenting the music, art, foods and sports of the world. To make this happen, the Festival relies on a myriad of collaborators including Cleveland Clinic. The Clinic was the perfect partner. An institution itself brimming with diversity, Cleveland Clinic joined us at every level of planning - shared with us their expertise in planning, logistics, transportation and programming, plus assisted with marketing, shuttles, volunteers and health screenings. What an amazing partner!"

James Levin
Director
Cleveland One World Festival

Esperanza Back to School Drive

"Cleveland Clinic's support of Esperanza's college scholarship program and back to school fair is unparalleled. As a result of our partnership, more than 300 of Esperanza's children and family members have received critical services such as asthma screenings, BMI checks, blood pressure readings, and even self-defense classes. Additionally, dozens of college-bound students have benefited from a Cleveland Clinic-sponsored college scholarship, which helped lessen the financial burden of a post-secondary education. Our students have reported that they have learned a lot from Cleveland Clinic staff, and many have even said that they felt 'empowered.' We can't thank the Clinic enough and look forward to many more years of working together in order to improve our community!"

Victor Ruiz
Executive Director
Esperanza, Inc.



Pictured above left to right: Angie Eichelberger, Program Manager II; Bartolo Burguera, MD, Ph.D., Endocrinology; Yentil Rawlinson, Program Manager; Mark Patterson, R.R.T Supervisor, Respiratory Therapy; Victor Ruiz, Executive Director, Esperanza Inc.

Listed below are highlights from some of our 2014 Programs.



CELEBRATE Sisterhood

... inspiring health engagement of 700 women.



Victory in Pink

... informed and educated 8,000 community members and provided more than 200 screenings.

We touch many lives through healing, educating and the engagement of our caregivers and community.



Minority Men's Health Fair

... welcomed 1,100 attendees and provided more than 6,631 screenings.

Martin Luther King Jr. Day of Observance ...

paid reverence and worshipped with more than 600 caregivers and community members.

Cultural Competency ...

broadened perspective and influenced inclusion through 50 cultural competency offerings that touched more than 43,000 caregivers.

Women's Professional Staff Association

Women in Health Care Forum 2014, "Getting to Your Best," championed networking and focused learning for self-development and career advancement of 280 women physicians and healthcare professionals.

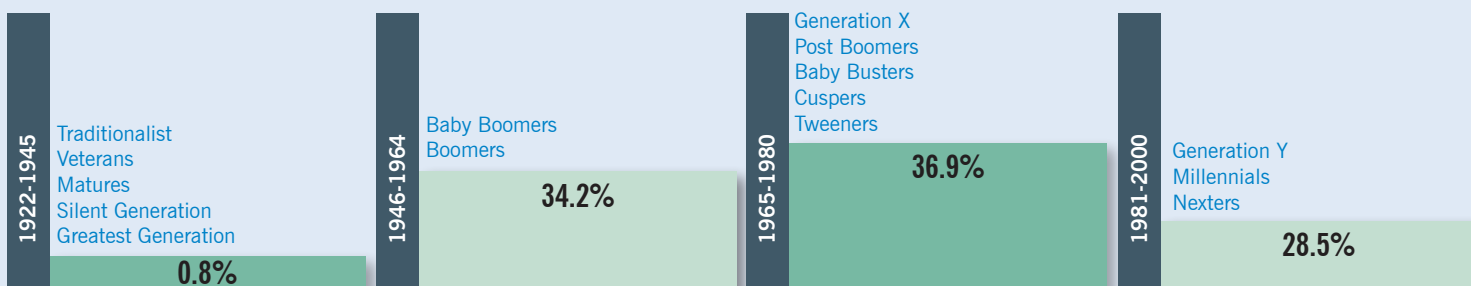
Changing demographics and building our collective capacity

The world population increases by 77 million people annually. The United States continues to grow more diverse with each decade in every demographic dimension.

We are committed to incorporating these changing demographics in how we recruit, develop and engage our caregivers. Our collective capacity is the platform that enriches employee engagement, patient experience and provides for better health outcomes.

The Generations at Cleveland Clinic

Active Employees
December 31, 2014



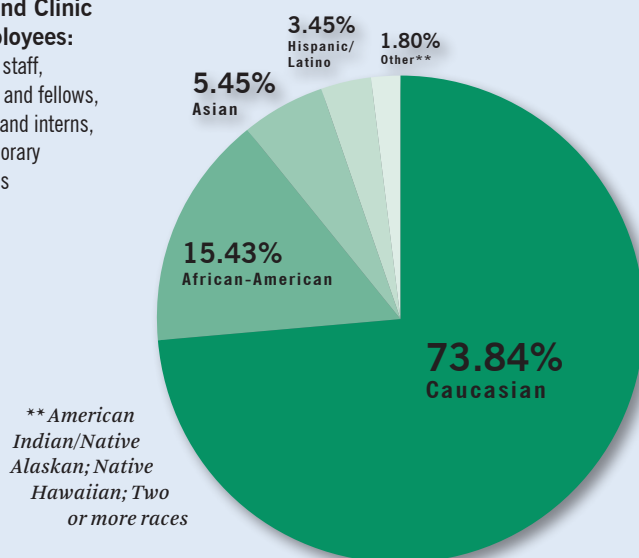
Enterprisewide N = 43,000 (Includes non-staff and temps, interns, PRN/per diem, residents and fellows, and professional staff)

*Due to rounding, total is 100.4%

Workforce Demographics | 2014

Cleveland Clinic all employees:

Including staff,
residents and fellows,
students and interns,
and temporary
employees



Our Cleveland Clinic caregivers are truly international, representing more than 36 countries around the globe.

Albania | Antigua and Barbuda
Argentina | Armenia | Australia
Austria | Azerbaijan | Bangladesh
Barbados | Belarus | Belgium
Grenada | Guatemala | Hong Kong
Hungary | India | Indonesia | Islamic
Republic of Iran | Ireland | Israel
Russian Federation | Syrian Arab Republic
Taiwan | Thailand | Turkey | Uganda
Ukraine | United Arab Emirates
United Kingdom | Uruguay
Uzbekistan | Venezuela | Vietnam
West Bank (Palestinian Authority) | Zambia



Fostering growth in our regions

Cleveland Clinic knows that healthy communities are also economically viable communities. Supplier Diversity is important because it allows us to support the communities we serve by leveraging our purchasing to grow businesses. This in turn helps grow our cities and regions.

We are committed to integrating supplier diversity throughout the enterprise by strategically sourcing, identifying and building relationships with suppliers with similar values and standards. We also request that our suppliers explore ways to enhance their spend with minority-owned, women-owned and other diverse subcontractors in the products and services provided to us.

Some of our Supplier Diversity initiatives in 2014 include:

- Alignment of labor and subcontracting diversity goals with the City of Cleveland Community Benefits agreement
- Education event for suppliers focusing on the importance of diversity certification
- Support of construction mentor/protégé program to enhance skills and experience of MBE construction firms
- Data collection of Tier 2 diverse spend from our largest suppliers
- Presentations locally and nationally at multiple supplier development and economic inclusion events



In 2014 Cleveland Clinic was recognized by the Ohio Minority Supplier Development Council (OMSDC) with the *Corporation of the Year Award*.

Our 2014 Supplier Diversity Building and Properties addressable spend was



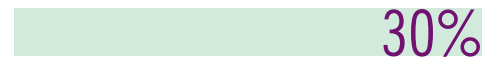
compared to the goal of



Our Supplier Diversity Supply Chain addressable spend was



compared to the goal of



In 2014 we did business with **319** Diverse Suppliers.



Thank you from our Chief Human Resources Officer



It has been a great year for us and we are honored by the recognitions and numerous awards received for our diversity and inclusion efforts. We are also humbled and inspired by the work that lies ahead.

The way organizations position themselves for the demands of the 21st Century speaks volumes to their commitment to Diversity and Inclusion. We are serious about this work because it impacts how we care for our patients, how we welcome visitors, how we grow and develop our talent, and how we connect with our communities.

Healthcare is entering a new era and Cleveland Clinic is growing its global footprint during a time when patient demographics and our workforce are rapidly changing. This requires a significant investment and dedication in the work of Diversity and Inclusion so we are better prepared to address every opportunity and challenge before us.

How we champion and hold ourselves accountable for the work of Diversity and Inclusion demonstrates our commitment. We are driven to this work because the challenges are difficult and the opportunities limitless, and more importantly, because the rewards are beyond measure.

Joseph Cabral
Chief Human Resources Officer

2014 Awards and Recognitions

For the fifth consecutive year Cleveland Clinic was named one of the top ten Hospitals and Healthcare Systems by DiversityInc.



Cleveland Clinic was recognized as a member of the Commission 50. Commission members are recognized annually for progress in creating, enhancing and sustaining their diversity and inclusion strategies.



Cleveland Clinic was recognized as a Top Workplace by *The Plain Dealer*. Companies are recognized based solely on surveys completed by their employees.



Cleveland Clinic (main campus) met all of the Core Four criteria for LGBT patient-centered care, earning the coveted status of "2014 Leader in LGBT Healthcare Equality."



Cleveland Clinic was recognized by *Winds of Change Magazine* as one of The Top 50 STEM (science, technology, engineering and mathematics) workplaces for Native Americans.



Cleveland Clinic was recognized as one of the best of the best top hospitals for women by *Professional Woman's Magazine*.



For our longstanding commitment to hiring individuals with disabilities we were recognized by Opportunities for Ohioans with Disabilities with the Committed to Opportunity Award.



Cleveland Clinic was recognized by *Hispanic Network Magazine* as one of the "Best of the Best" in proactive outreach and accessibility for Hispanic communities and other minority populations.





Every life deserves world class care.

Office of Diversity and Inclusion

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