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.
Diversity is a core value at Cleveland Clinic.

We are here for EVERY ONE. 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 communities. We are determined that our policies, procedures and caregivers reflect the diversity of our region and its people.

The Cleveland Clinic Office of Diversity and Inclusion leads our initiatives to promote diversity and create a more inclusive culture at Cleveland Clinic. Among our initiatives in 2015 was the creation of our virtual site for Lesbian, Gay, Bisexual and Transgender (LGBT) Health, which led to the opening of our Center for LGBT Care at two locations in 2016.

In 2015 and 2016, Cleveland Clinic was ranked second in the United States among hospitals and health systems by DiversityInc for outstanding commitment to diversity in our field. This is the seventh year we have earned recognition by this national organization. Our Employee Resource Groups (ERGs) ClinicPride, SALUD and the African American Employee Resource Group (AAERG) were named by the Association of ERGs and Councils to be among the nation’s top 25 ERGs across all industries.

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

I am proud of the progress we have made integrating diversity and inclusion processes throughout the enterprise 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 2015-2016 Diversity Year in Review is a report on work in progress. I thank you for your interest and welcome your comments.

Sincerely,

Delos M. Cosgrove, MD
CEO and President

Le Joyce Naylor, MA
Chief Diversity and Inclusion Officer

Our patients and caregivers are diverse not only in gender, race, ethnicity, sexual orientation, disability, religion, and age, but also in cultural backgrounds, life experiences, thoughts, and perspectives. By embracing and understanding the diversity EVERY ONE brings, Cleveland Clinic has created an inclusive culture that promotes innovation, growth, and new ideas.

As we have evolved as an organization, our leadership has supported the integration of diversity and inclusion best practices into enterprisewide strategic goals as well as embedding them into all policies, processes, and programs across the enterprise.

EVERY ONE plays an active role in fostering Cleveland Clinic’s inclusive culture. We provide services to a diverse and global community. Having a welcoming environment where patients and caregivers feel valued and respected is essential in providing the highest quality healthcare to the communities we serve. We have leveraged our strength of inclusiveness through the commitment and engagement of our caregivers to make “Patients First.”

In the 2015-2016 Diversity Year in Review, we are proud to feature captivating stories of our caregivers — who they are, where they come from, and why they are at Cleveland Clinic. Their stories also are highlighted in a video called “EVERY ONE” that is available on YouTube. This multi-dimensional view of the organization showcases our progress in building a diverse and inclusive environment throughout our growing global footprint.

We thank you for supporting our work and look forward to sharing our future accomplishments.

Sincerely,

Le Joyce K. Naylor
This Diversity Year in Review focuses on EVERY ONE of us, who we are, where we come from, why we should celebrate our differences and our collective journey as caregivers.

It is not about how different we are, but how with all of our unique experiences and differing perspectives, we are all called together to impact the human condition.

This is our story and why we are proud to be Cleveland Clinic caregivers.
“I know what it is like to have no money, I know what it is like to have nowhere to go, I know what it is like to feel that you have no future, no hope. I know what it is like to not live up to your potential and what it is like to take 15 years to dig yourself out. I’m 34 years old and applying to medical school. We need people like that. We need people who are not perfect, didn’t come from perfect circumstances, and maybe didn’t have the best grades in high school. It takes all different kinds of people to relate to patients.”

Ryan Gallagher
Department Supervisor, Appointment Center

“What makes me proud to be a Cleveland Clinic caregiver is that I have the opportunity to use my personhood, personality, and professionalism under the same roof.
I don’t have to hide either one — they are both out in the open and appreciated.”

Reverend Brian Shields
Staff Chaplin, Spiritual Care

DO YOU KNOW?

Size of Major Religious Groups, 2010
Percentage of the global population

- Christians: 31.5%
- Muslims: 23.2%
- Unaffiliated: 16.3%
- Hindus: 7.1%
- Buddhists: 5.9%
- Folk Religionists: 1.6%
- Other Religions: 0.8%
- Jews: 0.2%
- Other Religions: 0.2%

Source: Pew Research Center’s Forum on Religion & Public Life, Global Religious Landscape, December 2012
“One of the things that makes us unique is our diverse background. It improves our adaptability to different environments, improves our communication skills and makes us more of a listener.”

Mahmoud Ammar, Pharm. D., R.Ph

“...my experience with visual loss and visual impairment has made me a better caregiver. I think I am much more empathetic, and sensitive, but also willing to challenge people to reach their highest level of function. I wasn’t always visually impaired. I started out with good vision, but have lost my vision consistently over the course of my adult life.”

Scott Bea, PsyD
Staff, Center for Behavioral Health

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**EVERY ONE**

of us is unique

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**EVERY ONE**

of us can inspire

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**POPULATION**

Number of People with Disabilities

39.7 million
(12.6% of Civilian Population)

Percentage of People with Disabilities by Age Group

- 4.2% Under 18
- 10.5% 18–64
- 36.0% 65 and Older

Source: U.S. Census Bureau

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Do You **KNOW?**

36.0%

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Under 18

18–64

65 and Older
EVERY ONE
of us has been vulnerable

“None of us are exempt from being vulnerable. There is a diversity of resources on our doorstep here. EVERY ONE brings something to work every day and comes in with the intention of doing a great job. Creating a culture that is warm, inviting, friendly, and helpful is something that we have to strive for relentlessly every single day.”

Lauren Bruwer, RN
Clinical Instructor, Nursing Education

EVERY ONE
of us deserves empathy

“I have the ability to put myself in the patient’s shoes and try my best to feel how they are feeling. It is my goal to make sure that I do make a difference and they understand it, and feel it.”

Daldish Sahota
Patient Access Coordinator, Independence Family Health Center
“I came out when I was 21 to my parents. I knew that I was gay before that. My wife and I got married two years ago. We have four-month old triplets. They were in the NICU for almost three weeks. Watching your loved one laying in the bed or an incubator is a completely different experience than when you are providing the care. EVERY ONE deserves the best treatment they can get.”

“Everybody’s diverse, everybody brings something to the table. Whether we recognize it or not, or think about it every time we interact with people, it is important to recognize there are differences.”

Holly Fredericks
Senior Physical Therapist, Euclid Hospital

Do You KNOW?

On June 26, 2015, same-sex marriage became legal in a United States Supreme court ruling.

The court ruled that the denial of marriage licenses to same-sex couples and the refusal to recognize those marriages violates due process and the Equal Protection clauses of the Fourteenth Amendment of the United States Constitution.
“By valuing diversity we are giving caregivers the opportunity to really voice their opinion and I think be more engaged. There is so much to learn, how can we not think about improving upon communicating better and understanding different backgrounds?”

Iris Kristensen
Director, Finance Administration

EVERY ONE of us can improve

Our ERGs and Diversity Council members experience higher engagement

2015 Annual Caregiver Survey Engagement Scores

- All Caregivers: 4.22
- Diversity Council Members: 4.34
- Employee Resource Group Members: 4.42
Increasing the enrollment of underrepresented minority (URM) students in the health professions is becoming a more important and urgent issue. Our pipeline programming is an innovative strategy to foster the continuing education and development of URM talent into healthcare and to present Cleveland Clinic as a great place to work and grow. Through internships, enrichment programs, and conferences, we offer team-based experiential learning, problem-solving expertise, enhance professional etiquette, and provide career information and coaching/mentoring from medical and business professionals.

“Along my journey to become a physician, I have faced many roadblocks. During the times when I wanted to give up and choose another career path I always found guidance and support that motivated and encouraged me to keep going. The diversity pipeline programs at Cleveland Clinic provided me with the most guidance and allowed me the opportunity to find and build a supportive community with other students of color. The pipeline programs helped me remain accountable and that has pushed and pulled me through my struggles and into triumph!”

Terrance Embry
Pipeline to Professional Alumni Association, Oberlin College ’13

Building a Diverse Pipeline

<table>
<thead>
<tr>
<th>Medical School Demographics</th>
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<tr>
<td><strong>Association of American Medical Colleges 2014-2015</strong></td>
</tr>
<tr>
<td>White</td>
</tr>
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<td>55.6%</td>
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**Source:** Table 28: Total U.S. Medical School Enrollment by Race/Ethnicity and Sex. 2013-2014 and 2014-2015, AAMC 12/15/2015; Race/Ethnicity excludes; Unknown Race/Ethnicity and Non-US Citizen/Non-Permanent Resident – 5.0%  
***Race/Ethnicity excludes Unknown Race/Ethnicity – 10.4%**
EVERY ONE
of us a caregiver

“We are all healthcare givers. No matter what the background, no matter what their profession, and no matter what their role is, we are all caregivers. There’s nothing more inclusive than that.”

Moises Auron, MD
Staff, Hospital Medicine

Awards and Recognitions

Recognition Professionals International
North Coast 99
Honoring 99 Great Workplaces For Top Talent In Northeast Ohio

Becker’s Hospital Review/Becker’s ASC Review
150 Great Places to Work in Healthcare

World’s Most Ethical Companies
www.ethisphere.com

National Black MBA Association, Inc.
Empowering Visionaries.

ERG & Council Honors Award

MSDC | OHIO MINORITY SUPPLIER DEVELOPMENT COUNCIL

CareerSTAT
Job For The Future And The National Fund For Workforce Solutions

BEST HOSPITALS
US News HONOR ROLL 2016-17

BEST OF THE BEST
2015 WINNER
Equitable care ensures that all patients receive the highest quality of care — one that is individualized to the needs of a patient and the communities served. The American Hospital Association (AHA) Equity of Care Award was created to honor outstanding efforts among hospitals and healthcare systems to advance equity of care to all patients by reducing healthcare disparities and promoting diversity within the organization.

In 2016, Cleveland Clinic was recognized by the AHA as the winner of its annual Equity of Care Award. MetroHealth, Navicent Health, CHRISTUS Health, and West Tennessee Healthcare were recognized as honorees of the distinction. In receiving the award, Cleveland Clinic was praised for our innovative programs and resources available. Those include increasing the collection and use of race, ethnicity, language preference (REaL) and other demographic data to facilitate its increased application and use; increasing cultural competency training for clinicians and support staff; and increasing diversity at the governance and leadership levels.
Changing Demographic Landscape

Percentage of U.S. Population by Race/Ethnicity, 2010-2050

2015 Total Diverse Spend by Classification

Total Diverse Spend = $100 Million

VBE: $1.8M

MBE: $34M

WBE: $64M

Do You KNOW?

... Equal Pay Act of 1963

... Civil Rights Act of 1964

... Age Discrimination Act of 1967

... Americans with Disabilities Act of 1990

Diversity and inclusion is supported by law under...
EVERY ONE of our Employee Resource Groups and Diversity Councils serve as ambassadors for diversity and inclusion practices throughout the enterprise. We have achieved a great deal through their collective efforts to make Cleveland Clinic an inclusive, innovative, and leading employer of choice as well as one of the best healthcare systems in the country for diversity and inclusion.

11 Employee Resource Groups

19 Diversity Councils around the Region

2015 - 2016 Accomplishments

The African American Resource Group (AAERG) facilitated fourth annual professional development series for Frontline Caregivers in collaboration with SALUD.

AAERG (#1), ClinicPride (#12) & SALUD (#22) recognized in 2016 by Association of ERG and Councils as top 25 ERGs nationwide. In 2015, ClinicPride ranked #17 and SALUD #23.

ClinicPride launched LGBT Health website.

Global Ambassadors collaborated with International Emerging Leaders Program to serve as informal mentors to attendees.

Interfaith collaborated with Hispanic Pastors Association to impact health literacy through faith-based instruction.

SALUD launched ACTiVHOS, the first fully bilingual youth health and wellness initiative.

SALUD & AAERG partnered with Employee Health to create the Minority Health Taskforce.
EVERY ONE

EVERY ONE of Us

I am one of 49,000

Unique

I didn’t choose

This is who I am

I sometimes face assumptions

Talents

Insights

Challenges

EVERY ONE of us a caregiver