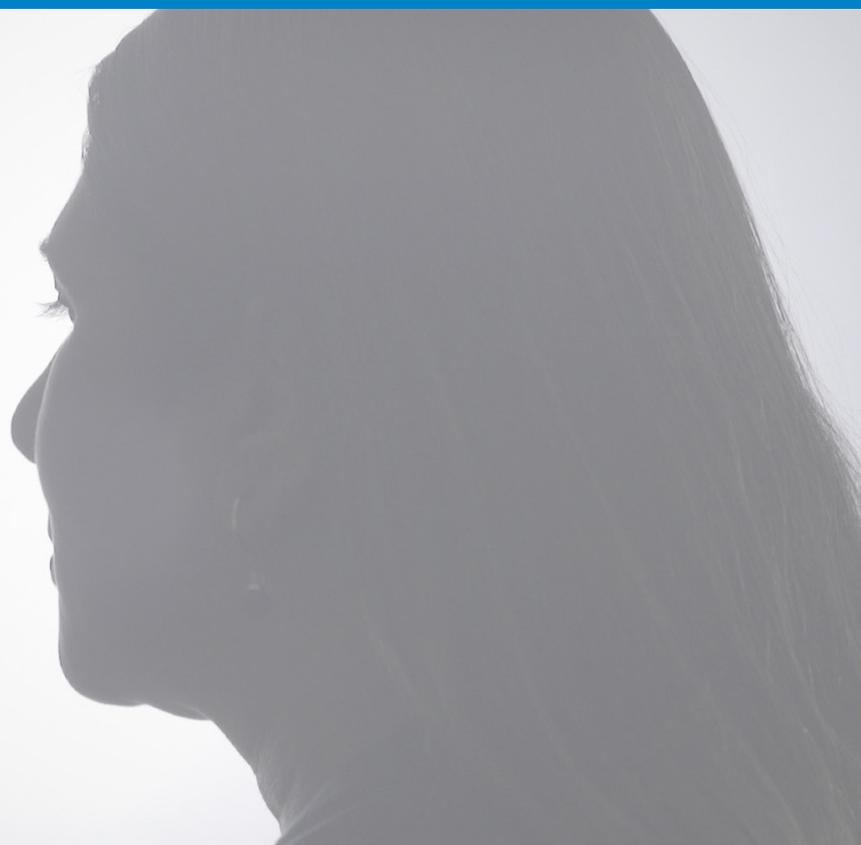




Office of Diversity and Inclusion

EVERY **ONE**



Diversity Year in Review Report, 2015 - 2016

## Diversity and Inclusion 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.

EVERY ONE

# Messages from



**Delos M. Cosgrove, MD**  
CEO and President

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,



**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.

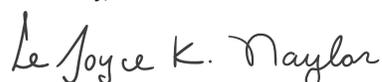
As we have evolved as an organization, our leadership has supported the integration of diversity and inclusion best practices into enterprisewide strategic goals as well as embedding them into all policies, processes, and programs across the enterprise.

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,





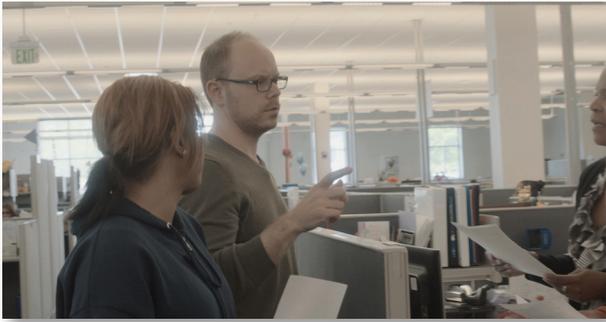
This Diversity Year in Review focuses on EVERY **ONE** of us, who we are, where we come from, why we should celebrate our differences and our collective journey as caregivers.

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.

# EVERY ONE

of us experiences challenges



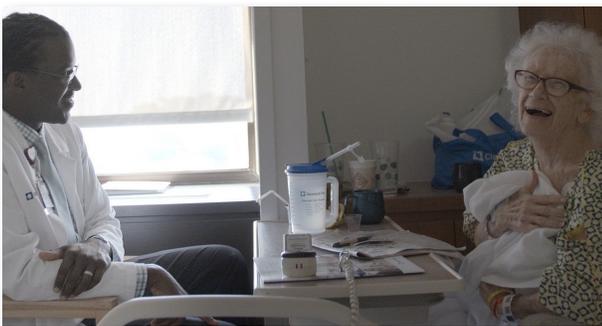
*"I know what it is like to have no money, I know what it is like to have nowhere to go, I know what it is like to feel that you have no future, no hope. I know what it is like to not live up to your potential and what it is like to take 15 years to dig yourself out. I'm 34 years old and applying to 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

# EVERY ONE

of us should feel welcomed



*"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."*

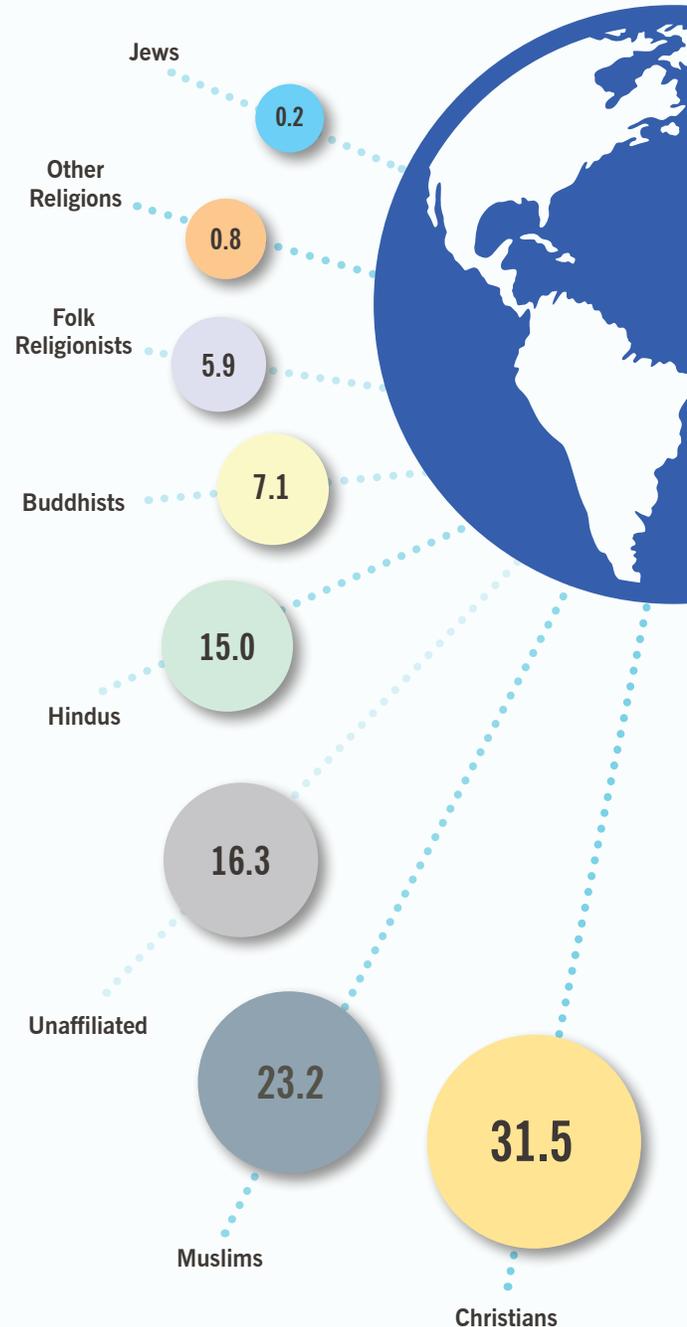
Reverend Brian Shields

Staff Chaplin, Spiritual Care

# Do You KNOW?

## Size of Major Religious Groups, 2010

Percentage of the global population



Source: Pew Research Center's Forum on Religion & Public Life, Global Religious Landscape, December 2012

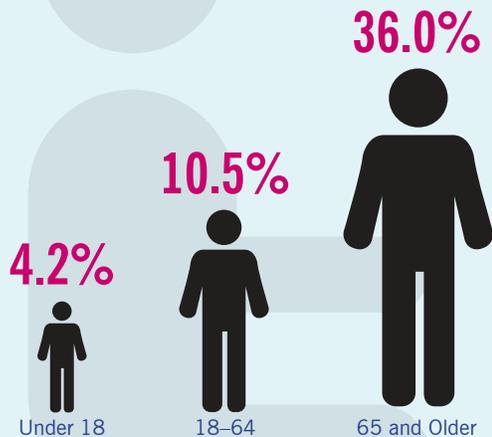
## Do You KNOW?

### POPULATION

Number of People with Disabilities

**39.7 million**  
(12.6% of Civilian Population)

Percentage of People with Disabilities by Age Group



Source: U.S. Census Bureau

## EVERY ONE

of us is unique

*“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*



*Abdalla Ammar, Pharm. D., R.Ph and Mahmoud Ammar, Pharm. D., R.Ph  
Pharmacists, Inpatient Pharmacy*

## EVERY ONE

of us can inspire

*“There is no question that 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*

# 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."*

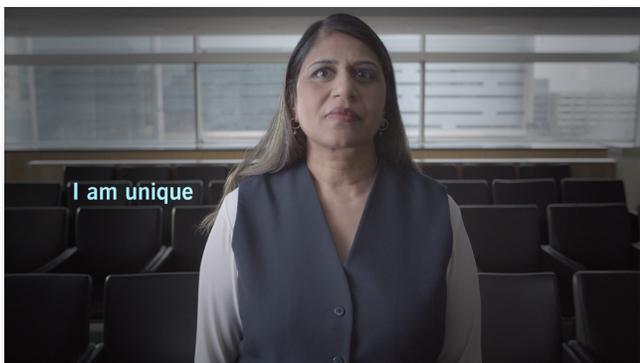


Lauren Bruwer, RN  
Clinical Instructor, Nursing Education

# 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

## Do You KNOW?

### Cleveland Clinic EMPATHY

The Human Connection to Patient

**2.6**  
million views on YouTube

Cleveland Clinic's

patient experience **empathy** + **innovation** summit

# of attendees

2011 2016

**186%**  
INCREASE

700 attendees 2,000

39 states 45

6 countries 37

5 years



## Do You **KNOW?**



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

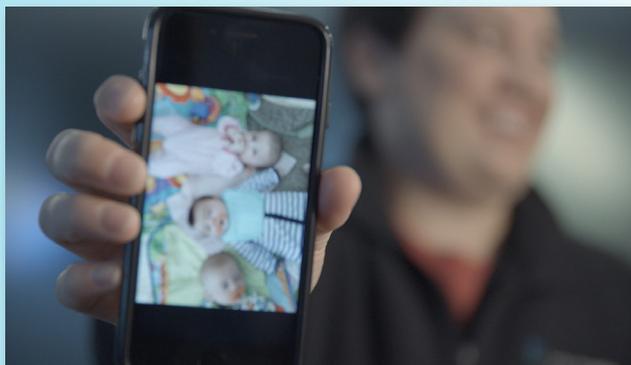
The court ruled that the denial of marriage licenses to same-sex couples and the refusal to recognize those marriages violates due process and the Equal Protection clauses of the Fourteenth Amendment of the United States Constitution.



## EVERY ONE

of us a patient

*"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."*



Holly Fredericks

Senior Physical Therapist, Euclid Hospital

*"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."*

# EVERY ONE

of us can improve

*"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?"*

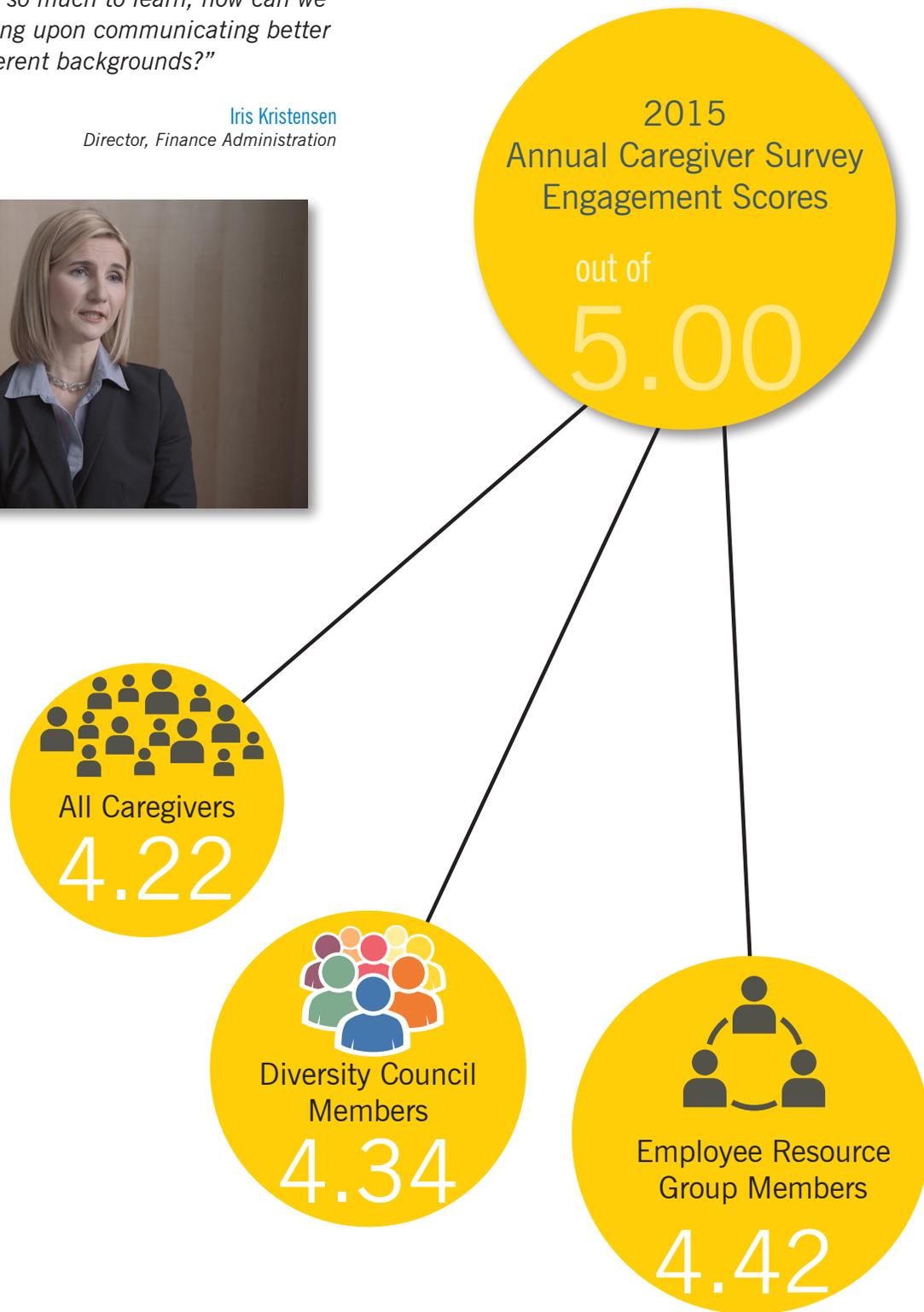
Iris Kristensen

Director, Finance Administration



## Do You *KNOW*?

Our ERGs and Diversity Council members experience higher engagement



# EVERY ONE

of us can triumph



*“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

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.

**National Average**  
 Graduation Rate



**Office of Diversity and Inclusion**  
 Pipeline Program  
 Participant Graduation Rate



### Medical School Demographics

	Association of American Medical Colleges 2014-2015**	Cleveland Clinic Lerner College of Medicine 2016-2020***	Ohio University Heritage College of Osteopathic Medicine at South Pointe 2015
White	55.6%	41.3%	78.4%
Asian	20.4%	31.9%	7.8%
Hispanic	4.0%	6.3%	6.0%
Black	6.3%	8.8%	7.8%
Other	8.7%	1.3%	0.0%

\*\*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



HONORING 99 GREAT WORKPLACES FOR TOP TALENT IN NORTHEAST OHIO





## American Hospital Association Equity of Care Award

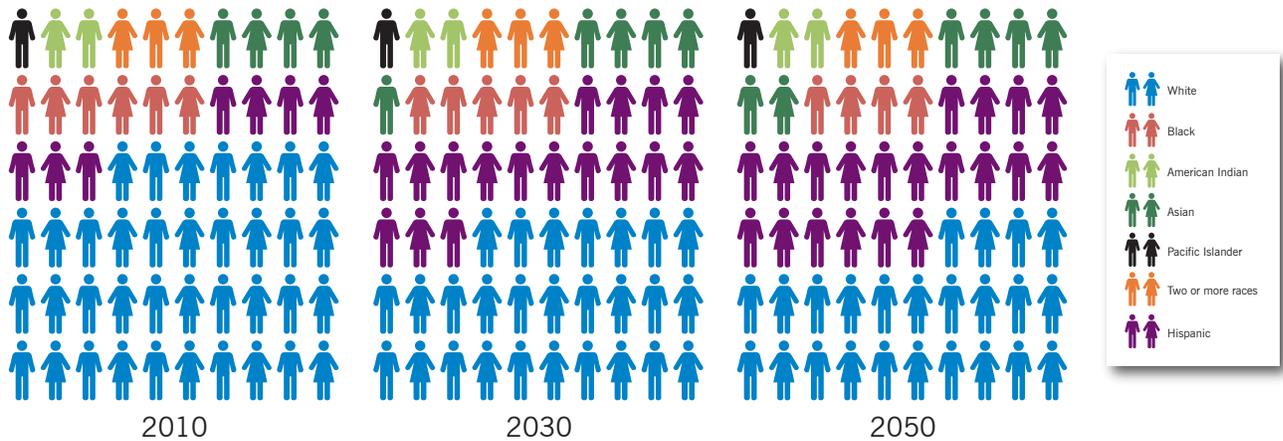
Equitable care ensures that all patients receive the highest quality of care — one that is individualized to the needs of a patient and the communities served. The American Hospital Association (AHA) Equity of Care Award was created to honor outstanding efforts among hospitals and healthcare systems 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.

# EVERY ONE

## Changing Demographic Landscape

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



## 2015 Total Diverse Spend by Classification

Total Diverse Spend = \$100 Million

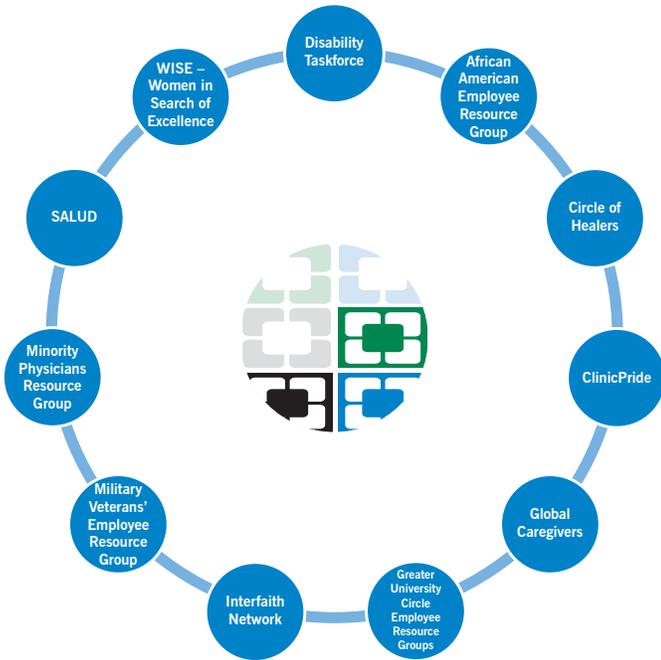


## Do You KNOW?

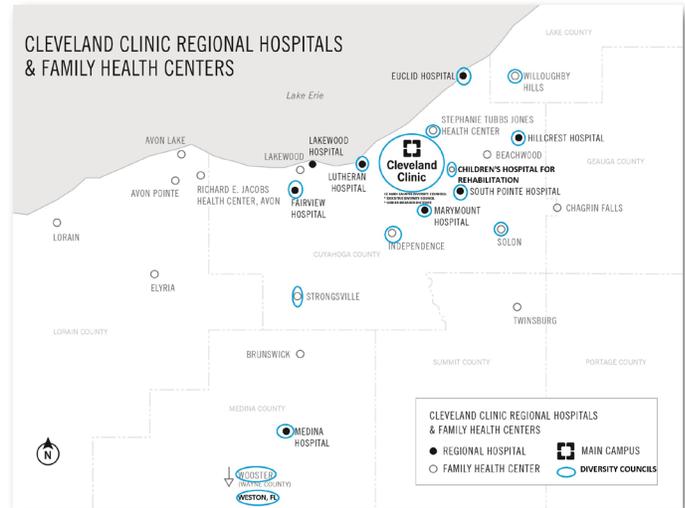


EVERY **ONE** of our Employee Resource Groups and Diversity Councils serve as ambassadors for diversity and inclusion practices throughout the enterprise. We have achieved a great deal through their collective efforts to make Cleveland Clinic an inclusive, innovative, and leading employer of choice as 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.

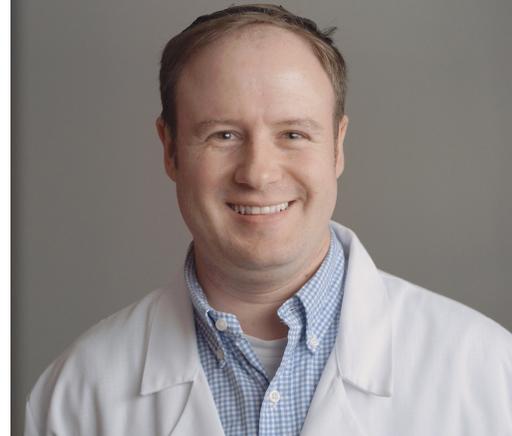
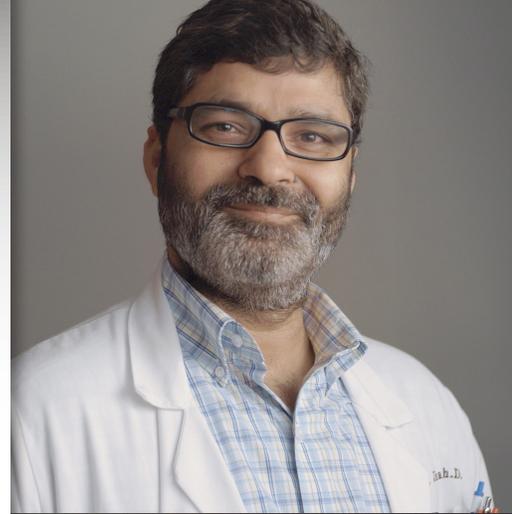
**ClinicPride** launched LGBT Health website.

**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

*new hire*  
*special abilities*

*culture*

**gender**  
**nationality**

**determined**  
**age**

**language**  
Cleveland Clinic  
Critical Care Transport





Every life deserves world class care.

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