

2022 CEO Objectives + Key Results (OKRs)



Care for Patients

Objectives	Key Results	2020 Actual	2021 Goal	2021 Actual	2022 Goal
Best Place to Receive Care Anywhere	Serious Safety Events Rate	0.26	0.34	0.26	0.22
	Sepsis Mortality Observed to Expected	n/a	n/a	1.13	1.0
	Plan of Care Visit Frequency (Reported by Patients)	n/a	n/a	63%	85%
Double the Number of Patients Served by 2024	Patient Encounters	8.9 M	10.6 M	10.6 M	11.1 M
Digital Transformation	Virtual Outpatient Visits	n/a	20%	13%	20%

Care for Caregivers

Objectives	Key Results	2020 Actual	2021 Goal	2021 Actual	2022 Goal
Best Place to Work In Healthcare	Would Recommend As Place to Work	85%	90%	81%	84%
	Diversity of New Leaders	n/a	n/a	24%	26%

Care for the Community

Objectives	Key Results	2020 Actual	2021 Goal	2021 Actual	2022 Goal
Care for Every Community We Serve	Community Benefit	\$1.16 B	\$1.2 B	\$1.3 B	\$1.3 B
	Local Hiring (City of Cleveland Residents)	n/a	1,100	1,237	1,200

Care for the Organization

Objectives	Key Results	2020 Actual	2021 Goal	2021 Actual	2022 Goal
Care for the Organization As If It Were Our Home	Operating Revenue	\$10.6 B	\$11.6 B	\$12.4 B	\$13.1 B
	Operating Margin	2.2%	3.5%	6.0%	2.9%
	Capital Spend Compared to Budget	n/a	70%	70%	90%

Research, Innovation + Education

Objectives	Key Results	2020 Actual	2021 Goal	2021 Actual	2022 Goal
Stay True to Our Mission	Research Revenue	\$198 M	\$204 M	\$231 M	\$223 M
	Education Encounters	1.69 M	1.77 M	2.02 M	1.85 M
Innovate Tomorrow's Care	Translation Rate of Invention Disclosures to Licenses	n/a	15%	15%	20%