

2024 CEO Objectives + Key Results (OKRs)



Care for Patients

Objective	Key Result	2023 Goal	2023 Year-End	2024 Goal
Be the Best Place to Receive Care Anywhere	Serious Safety Event Rate	0.22	0.31	0.35
	Safety, Quality, Patient Experience Composite	N/A	77th	80th
	Ease to Get Care	N/A	73%	76%
	Patient Encounters	13.8 M	13.9 M	14.6 M

Care for Caregivers

Objective	Key Result	2023 Goal	2023 Year-End	2024 Goal
Be the Best Place to Work in Healthcare	Caregiver Engagement	N/A	4.06	4.11
	Vacancy	N/A	7.8%	7.6%
	Caregiver Safety Incidents	N/A	3,827	3,400

Care for Community

Objective	Key Result	2023 Goal	2023 Year-End	2024 Goal
Care for Every Community We Serve	Community Benefit	\$1.4 B	\$1.42 B	\$1.43 B

Care for Cleveland Clinic

Objective	Key Result	2023 Goal	2023 Year-End	2024 Goal
Care for the Organization as Our Home	Operating Revenue	\$14.2 B	\$14.4 B	\$15.8 B
	Operating Margin	0.5%	0.3%	2.7%
	Operating Cost Per Encounter	\$958	\$980	\$1,000
	Capital Spending as % of EBIDA	85%	107%	97%

Research, Education + Innovation

Objective	Key Result	2023 Goal	2023 Year-End	2024 Goal
Stay True to Our Mission	Research Revenue	\$280 M	\$280 M	\$306 M
	Education Encounters	2.1M	3.9 M	3.8 M
	License Agreements	38	40	42