



## ABOUT THE COVER

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The vibrant, playfully undulating swirls of visual artist Eva LeWitt's untitled sculpture adorn the atrium of our new Mentor Hospital.

LeWitt fashions her large-scale installations from mesh fabric, silicone and other commercial and industrial materials that she dyes, manipulates and suspends in striking geometric patterns.

The abstract works have lush color palettes. The semi-transparent mesh draping blends the colors in shifting ways depending on ambient light and one's angle of view.

The Mentor Hospital installation is LeWitt's largest to date, filling an entire wall across from the main entrance. "I wanted to create something that would be joyful and uplifting for patients and visitors," she explains. "Hospitals can be a tough place, and I would like for this to be a happy distraction."

**Back cover: Opening day at Mentor Hospital.**



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## DEAR FRIENDS:

Recent years have brought tremendous challenges for healthcare delivery, from the COVID-19 pandemic to widespread workforce shortages and rising costs.

Yet it is also a time of incredible opportunity. I have never been more optimistic about the future of healthcare and of Cleveland Clinic.

**Our organization is strong, stable and growing.** We are developing new treatments and technologies to transform medicine. Our expertise and global presence make us a beacon for countless patients who have lost hope everywhere else.

Our progress is evident on many fronts.

**We are delivering care in new ways and in convenient, appropriate settings.**

In 2023 we opened Mentor Hospital, which specializes in telehealth. We debuted our second London outpatient facility and an advanced center for cancer care in Abu Dhabi. Cleveland Clinic Florida is providing hospital-level care in patients' homes. Soon, drones will fly drugs and medical supplies to our Northeast Ohio patients' doorsteps.

**We activated a new operating model in 2023** that redefines how our clinical services are organized and work together, wherever they are located. It makes us a truly integrated global healthcare system and ensures uniformly excellent care.

To make the dream of personalized treatments a reality, **we are significantly increasing our research capacity.** In 2023 scientists working in our Discovery Accelerator began using the world's first quantum computer devoted to healthcare and life sciences research. It will dramatically speed the search for cures.

**We are providing help and hope in our communities,** where our annual contributions exceed \$1.4 billion. Nearly 200 children are living in lead-safe homes thanks to our collaboration with the Lead Safe Cleveland Coalition. We worked to bring a Meijer grocery market to the Fairfax neighborhood near our main campus, giving residents access to nutritious food.

None of these achievements would be possible without **our worldwide caregiver family, which grew to 81,000 last year.**

Together, as One Cleveland Clinic, we are fulfilling our vision for healthcare's bright future.

A handwritten signature in black ink that reads "Tom Mihaljevic". The signature is fluid and cursive, with a small flourish at the end.

**Tom Mihaljevic, MD**

CEO and President and Morton L. Mandel CEO Chair



## DEAR CLEVELAND CLINIC COMMUNITY:

Every day, around the world, Cleveland Clinic gives the gift of care to sustain the miracle of life. There is no greater mission.

In 2023 Cleveland Clinic caregivers had remarkable impact — on millions of patients and families restored to wellness and on numerous communities uplifted by Cleveland Clinic's generosity.

Operating a global healthcare system is a formidable endeavor. The members of the Board of Directors are awed by Cleveland Clinic caregivers' innovation and dedication. They embrace every challenge. They chart the path for all others to follow.

It is our highest privilege to support them and the incredible enterprise that is Cleveland Clinic.

**Beth E. Mooney**

Chair, Cleveland Clinic Board of Directors and Board of Trustees

## WHAT GUIDES US



Caring for life.  
Researching for health.  
Educating those who serve.



To be the best place to receive  
care anywhere and the best place  
to work in healthcare.



Safety & Quality | Teamwork  
Empathy | Inclusion  
Integrity | Innovation



Treat patients and fellow  
caregivers as family, and Cleveland  
Clinic as your home.



Patients | Caregivers  
Community | Cleveland Clinic



Transform Care | Empower Caregivers  
Uplift Communities  
Sustain Cleveland Clinic

## WHO WE ARE

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### CLEVELAND CLINIC FACTS AND FIGURES

**Founded in 1921** by four physicians.

Guided by a mission of **caring for life, researching for health and educating those who serve.**

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A **nonprofit organization and multidisciplinary care team** that serves patients through patient-centered institutes.

A **6,690-bed** healthcare system with **23 hospitals** and **276 outpatient locations.**

The system includes:

- A **main campus** in Cleveland with **1,299 beds**
  - **15 regional hospitals** in Northeast Ohio
  - **Five hospitals** in Southeast Florida with more than **1,000 beds**
  - A **center for brain health** in Las Vegas
  - **Executive health and sports health services** at two locations in Toronto
  - A **184-bed** hospital and two outpatient centers in London
  - A **364-bed** hospital and cancer center in Abu Dhabi
- 

Caring for **3.3 million patients annually** with 15.1 million patient encounters in locations around the globe.



## CARE FOR PATIENTS

### PATIENT CARE

**15.1M**

patient encounters  
worldwide

**13.7M**

outpatient  
encounters

**323K**

admissions  
and observations

**301K**

surgeries and  
procedures

### EDUCATION

**2,202**

residents  
and fellows

**124**

accredited training  
programs

### RESEARCH

**3,719**

active research  
projects

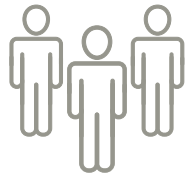
**\$435M**

research funding

## CARE FOR CAREGIVERS

**81K**

caregivers  
worldwide



including:

**5,743**

physicians  
and scientists

**16,536**

nurses

## CARE FOR COMMUNITY

**\$1.42B**

community benefit (2022)



**\$34.6B**

national economic  
impact (2019)



## CARE FOR CLEVELAND CLINIC



**\$14.5B**

operating revenue

**\$64.3M**

income from operations

**0.4%**

operating margin

Data reported in this publication are through Dec. 31, 2023, except where noted.



# Care for **Patients**

## **VISION: Transform care to be consistent, continuous and customized for patients.**

Cleveland Clinic offers patients the best opportunity for health and survival regardless of their medical condition. We strive to provide uniformly excellent care at all our sites and are committed to preventing harm and promoting a culture of safety. We share best practices across our enterprise so that innovation at any location benefits patients at all locations.



### **HIGH RELIABILITY**

In 2023 we trained all caregivers in delivering highly reliable care and services. This involves communicating effectively, speaking up, asking questions and embracing accountability.

To better assess our progress, we now track a composite score that looks at our performance in over 100 measures benchmarked by the hospital-rating organization Vizient. These measures fall into six domains central to care excellence: safety, mortality, efficiency, effectiveness, equity and patient-centeredness. We currently perform in the 77th percentile of all U.S. hospitals on this composite score. Our goal for 2024 is the 80th percentile.



# **>400K**

leader-guided  
discussions on  
high reliability  
in 2023



## PATIENT SAFETY

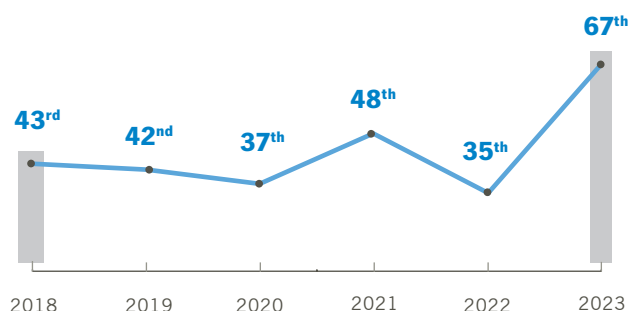
**Putting a Check on Safety Events** – After several years of steady levels, our serious safety event rate increased in 2023. Part of the rise is due to increased reporting resulting from our focus on a culture of safety. Yet more can be done to prevent safety events. A key tool is the Universal Protocol Safety Checklist, which ensures procedures are managed consistently and with clear communication. We have introduced a digital form of the checklist in all U.S. operating and procedural rooms. We are committed to using this tool for every procedure, every time.

### Progress on Central Line Infections –

Central line-associated bloodstream infections can cause serious harm and are often avoidable. Their prevention improved last year in every Cleveland Clinic market, with nine of our hospitals achieving zero such infections. Standards for line usage, insertion checklists, line maintenance audits and timely line removal helped accomplish this. Preventing these infections remains a focus for 2024.

**9** of our hospitals achieved zero central line infections in 2023

### CENTRAL LINE INFECTION PREVENTION CLEVELAND CLINIC'S PERCENTILE RANK AMONG PEER HOSPITALS



### IMPROVING HEALTHCARE EQUITY

Cesarean sections raise risks of complications for mothers and babies, and they are more common among Black mothers than white mothers nationwide. We made progress against this inequity in 2023 through several initiatives. From the year's first to third quarters, the C-section rate for our Black patients was reduced by 20%, decreasing the disparity with white patients.

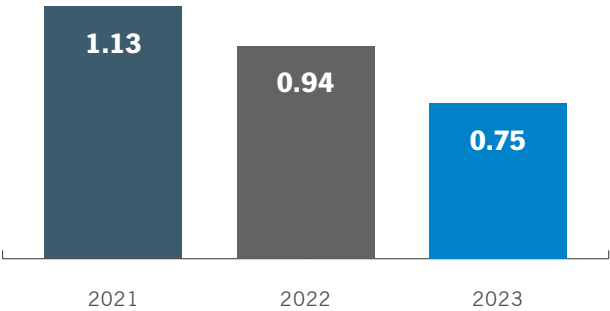
CARE QUALITY

**Success in Patient Survival** – Last year Cleveland Clinic patients had a 41% better chance of survival compared with the national risk-based average. This was our best performance on this measure to date.

**Preventing Sepsis Deaths** – A major reason for this strong overall survival rate was continued progress in reducing deaths from sepsis. Our improved sepsis outcomes stem from standardizing practices and treating sepsis as an emergency in all care settings.

**621** fewer sepsis deaths than expected in 2023 based on risk models

SEPSIS MORTALITY RATIO  
OBSERVED TO EXPECTED  
(LOWER IS BETTER)



**Efforts to Prevent Readmissions** – Reducing preventable hospital readmissions is best for patients and Cleveland Clinic. After two years of improvement, our readmission rate rose in 2023, from 12% to 13%. We are focused on reducing readmissions by helping patients keep their post-discharge appointments and addressing readmission-related health disparities.

**Discharging Patients Home** – Hospitalized patients want to recover at home, rather than in another medical facility, when possible. Last year 70% of our patients were discharged home, which fell below our target of 73%. To improve, we are expanding home support services and using plan-of-care and pre-admission visits to enhance discharge planning.

A GOOD CATCH WITH BROAD IMPACT

At Martin North Hospital, Intensive Care Unit Manager Melissa Bennett discovered that an intravenous pump could malfunction, causing incomplete medication infusion and potential patient harm. She demonstrated the problem at her team’s huddle and the issue was elevated. This type of pump was eventually recalled nationwide, and the pumps were monitored hourly across the enterprise to ensure proper medication infusion until new pumps arrived.





## PATIENT EXPERIENCE

**Plan-of-Care Visits** – Plan-of-care visits bring hospital patients and caregivers together each day to discuss treatment plans. They enhance patients' experience and improve their likelihood to recommend Cleveland Clinic. Last year we began measuring how helpful these visits are in addition to how frequently they take place. Fifty-three percent of patients said they were "very helpful." Our target for 2024 is at least 63%.

## CARE ACCESS

**Gauging Ease of Access** – We now care for patients at nearly 300 locations and through robust telemedicine offerings. Yet we can do more to enhance access to our services. We have introduced a new metric, ease to get care, to learn how patients rate our effectiveness at managing care access, waits and communications. Last year 73% of patients rated us "very good." Our goal for 2024 is at least 76%.

**Building Trust as an Online Authority** – Last year our website received 1.1 billion visits, a 33% increase over 2022. This makes it one of the world's most popular health websites. At least three-quarters of visits were to condition-oriented care pages and health information articles that educate consumers and facilitate appointment scheduling.

1.1B

visits to our  
website in 2023

### FULFILLING A YOUNG PATIENT'S DREAM

When critically ill patient Courteney Boyle was admitted to a pediatric unit on our main campus, she told her nurses how much she wanted to attend the Disney Princess Half Marathon at Disney World. When she remained too ill to travel, the nurses brought the race to Courteney instead. They decorated her room in the race's theme and created a video of themselves running each mile of a half marathon in Cleveland, complete with Disney princess characters and references. They shared the video with Courteney and her family a week before she died. "It almost was like she wasn't sick for those few minutes when we presented the video," says one of the nurses.

**Courteney's parents (center)  
with members of her care team**



## CLINICAL INNOVATIONS

### Preventing the Need for Heart Transplant –

Our congenital heart surgeons devised a novel way to treat a rare heart defect that typically requires a heart transplant. To avoid transplant in their 3-week-old patient, they placed a shunt in the heart and a graft between two heart valves to improve blood flow. They later upgraded the shunt and graft to last until the patient reaches adulthood. The now healthy toddler, Adaya Robinson (shown below), will complete her treatment with one more heart operation when she's old enough. Her case models how to prevent transplant in similar patients worldwide.



### Reducing Narcotics After Kidney Transplant –

Cleveland Clinic surgeons are using a much smaller incision — half the size of the conventional one — for most kidney transplant recipients. In 2023 they published a study showing, for the first time, that patients with this smaller incision needed significantly less narcotics than patients with the conventional incision. Their goal is to eliminate the need for any narcotics after kidney transplant.

## EXTERNAL VALIDATION

We use ratings and rankings by outside organizations to identify opportunities for improvement that align with our primary goal of ensuring the best patient outcomes. Below are some metrics for our hospitals from 2023.

**Newsweek** named Cleveland Clinic the **No. 2 hospital in the world** for the fifth straight year in its “World’s Best Hospitals 2023” report. Cleveland Clinic Abu Dhabi, Fairview Hospital and Weston Hospital also were recognized among the top 250 hospitals out of more than 2,300 hospitals worldwide.

**U.S. News & World Report** named Cleveland Clinic to the honor roll of top hospitals in its 2023-24 “Best Hospitals” rankings. It also recognized Cleveland Clinic as the **No. 1 hospital for cardiology, heart and vascular surgery** for the 29th year. Cleveland Clinic Children’s was nationally ranked in 10 of 10 pediatric specialties.

The **Leapfrog Group** grades hospitals on patient safety. In fall 2023, **eight of our U.S. hospitals earned an A grade**, three earned a B, three received a C and two received a D.

The **Centers for Medicare & Medicaid Services (CMS)** rates hospitals on care quality, safety and patient experience. **Five of our U.S. hospitals received the maximum five stars** in the CMS Overall Hospital Quality Star Rating in 2023. These results contributed to our most successful year to date in the CMS quality pay-for-performance programs.

**Vizient** ranks U.S. hospitals on quality and value. **Three of our U.S. hospitals received top decile performance** in their cohort in 2023 — our main campus, Fairview Hospital and Union Hospital. Twelve of our hospitals showed improved performance in 2023.

**Magnet®** designation was achieved by Medina Hospital in 2023, making it the **11th Cleveland Clinic hospital to receive this recognition for nursing excellence** from the American Nurses Credentialing Center. Fewer than 10% of U.S. hospitals earn Magnet status.



# Care for **Caregivers**

## **VISION: Empower caregivers in a safe environment that rewards teamwork.**

Our caregivers often talk of their pride in Cleveland Clinic's mission and in making a difference for patients — even when challenged by staffing shortages and job stress. Our goal is to build a work environment that is rewarding, inclusive, engaging and safe, where every caregiver is empowered to do their best.



### **GROWING AN EMPOWERED WORKFORCE**

**Hiring and Retention** – Cleveland Clinic has a big family, now with 81,000 caregivers. We remain the largest employer in Ohio.

While we continue to be challenged by a global shortage of nurses and other skilled caregivers, we greatly reduced our open positions in 2023. Our vacancy rate is now 7.8%, which compares favorably with the national benchmark of 10.1%. Our current turnover rate of 15.3% is also lower than the national benchmark of 17.2%.

**Focus on Nurses** – Hiring and retaining nurses remain our priority. In 2023 we hired 2,400 registered nurses, up 12% from 2022.

**Local Hiring** – Hiring local residents is good for Cleveland Clinic and good for the communities we serve. In 2023 we welcomed 3,500 Cleveland residents as new caregivers.

# >13K

new hires in 2023

# 81K

caregivers worldwide

# 150

community career events  
attended or hosted in 2023

## REWARDING CAREGIVERS

### Pay and Benefits –

Our compensation philosophy is to be fair, equitable and competitive in every market. We have made significant investments in caregiver compensation over the past two years. Our benefits package continues to be one of the most generous in healthcare.

### Career Advancement –

As an international health system, we offer unparalleled career growth and development opportunities. Approximately 80% of leadership roles are filled internally.

### Special Recognition –

In 2023 we began awarding specially crafted Recognition Coins. Nearly 700 caregivers received a coin for modeling Cleveland Clinic values. Recipients pay it forward by passing their coins along to other deserving caregivers. Legacy Coins, awarded by our CEO and Chief Caregiver Officer, were given to 17 caregivers.



**The first Legacy Coin recipient, Mercy Hospital nurse Kara Ball**



## DIVERSITY AND INCLUSION

We respect differences and value every caregiver, regardless of race, age, ethnicity, creed, gender identity or sexual orientation. We continue to increase the diversity of our Cleveland Clinic family, reflecting the diversity of the patients we serve. For example, we have hired or promoted 3,000 Black caregivers since December 2020, when we joined the OneTen coalition to hire more Black Americans. Our goal is to retain and promote talented diverse caregivers into long-term, meaningful careers.

# 16%

of Cleveland Clinic leaders identify as an underrepresented minority

# 32%

of U.S. caregivers identify as an underrepresented minority

# >1,100

hires and promotions of Black caregivers in 2023

**Skills-First Hiring** – For some jobs, life skills and experience can be more valuable than academic degrees. To date we have removed unnecessary degree requirements from more than 400 job descriptions, creating more opportunities for job candidates. This is one step toward cultivating an inclusive, skills-first work culture.

**Apprenticeships** – Part of our OneTen initiative, “learn and earn” positions combine on-the-job experience with classroom training. Last year 90 apprentices were prepared for Cleveland Clinic careers in pharmacy and three new apprenticeship programs: ophthalmology, epilepsy and sleep.

## CAREGIVER ENGAGEMENT

More than 50,000 caregivers responded to our 2023 Caregiver Pulse Survey. Compared with 2022 results, more caregivers said Cleveland Clinic is a good place to work. Feelings about job stress, staffing levels and workplace candor also improved from 2022. Cleveland Clinic scored better in safety culture than our peer organizations. These survey results help us build the best work environment in healthcare.



**77%**

of caregivers say Cleveland Clinic is a good place to work



## WORKPLACE SAFETY

Violence against healthcare workers is a silent epidemic. It also is unacceptable. To make Cleveland Clinic the safest place to work, we continue to enhance our police and security presence and have installed magnetometers in every emergency department. We also train caregivers to de-escalate difficult situations with patients and families, and we provide support to those impacted by these events.

**39K**

weapons confiscated from patients and visitors in 2023



# >1,800

Caregivers in Lead Forward since 2018

## DEVELOPING LEADERS

**Advancing Caregivers** – Our Lead Forward development programs help prepare caregivers at all levels for new or higher leadership roles. These programs were expanded to Cleveland Clinic locations outside the U.S. in 2023.

**Senior Leader Retreat** – More than 350 senior leaders attended our 2023 retreat. The event focused on fostering a positive culture and leading through change and innovation.

**Leader Skills Passport** – This program helps caregivers develop foundational leadership skills such as communication and emotional intelligence. In 2023 more than 150 leaders worldwide participated.

## WORKPLACE AWARDS

External organizations recognize our efforts to be the best place to work in healthcare. In 2023 our honors included:

- Best Workplaces in Health Care – *Fortune*
- Top Workplaces USA – Top Workplaces LLC
- Top 150 Places to Work in Healthcare – *Becker's Hospital Review*
- NorthCoast 99 Award for Top Workplaces in Northeast Ohio (18th time) – Employers' Resource Council
- World's Most Ethical Companies® honoree (13th time) – Ethisphere
- America's Best Large Employers and Best Employers in Ohio – *Forbes*
- America's Best Employers for Diversity – *Forbes*
- America's Best Employers for Women – *Forbes*
- LGBTQ+ Healthcare Equality Leader designation for 10 U.S. Cleveland Clinic hospitals – Human Rights Campaign

### SUPPORT DURING TRYING TIMES

After a serious car accident, Ally Schall, RN, experienced the support of her emergency department co-workers in a special way. They rallied to raise funds and donate their Paid Time Off hours to help her. Ally also received a grant from Cleveland Clinic's Caregiver Hardship Fund to help pay for her rent, food and other expenses as she recovered from severe brain injury. In 2023 the fund provided \$530,000 to more than 1,100 caregivers experiencing financial hardship due to short-term difficulties.



# Care for **Community**

## **VISION: Uplift communities by preventing health challenges and offering solutions.**

Communities need safe, supportive and healthy environments to thrive. In 2023 we cared for our community members through programs that address food insecurity, promote lead-free housing, and foster healthy mothers and babies. We also appointed our first Chief Community Officer and continued conversations with residents near our main campus to better address their needs.

Each year, we report our community benefit, which summarizes our work to improve public health, provide medical education and conduct research. Our contributions fuel programs for infant and maternal health, housing and neighborhood improvement, access to food and healthcare, employment, and mental health services.

# \$1.42B

2022 community benefit  
(most recent year)



### CARING FOR MOTHERS AND CHILDREN

#### **Center for Infant and Maternal Health –**

In neighborhoods near our main campus, the mortality of Black infants is four times greater than the national average. To address this, last year we launched the Center for Infant and Maternal Health. The center delivers specialty services for at-risk women during pregnancy and through an infant's first year.

#### **Communication for Better Birth Outcomes –**

Cleveland Clinic Akron General is one of four U.S. hospitals to pilot TeamBirth, a new model of obstetrics care. The model focuses on improving communication to drive better health outcomes. Planning boards in patient rooms and team huddles with patients are two of the tactics.



**Keeping Children Safe From Lead** – Exposure to lead causes irreversible damage to children. Cleveland Clinic has made a \$52.5 million commitment to the Lead Safe Cleveland Coalition to address childhood lead poisoning. Now 177 children are living in lead-safe homes, and hundreds more housing units will be remediated this year.

**177**

children living in  
lead-safe homes

**Pregnancy-Related Hypertension** – In Ohio 12% of maternal deaths are related to hypertension and more than 85% of those are preventable. Our specialists are part of a statewide project to reduce pregnancy-related hypertension. Ongoing efforts include sharing best practices for screening and treating maternal hypertensive disorders.

**Sharing the Nest** – In 2023 about 40 families with infants in neonatal intensive care at Martin North Hospital used the nesting room, a private space for parents and their babies to stay together overnight. Parents gain experience in caring for their infants while nurses provide support and education about breastfeeding, safe sleep and other practices essential to a child's healthy start.

**Telemonitoring for Newborns** – A Cleveland Clinic neonatologist piloted a trial to evaluate the feasibility of monitoring infants' weight at home. Parents were given scales and instructed to share data with doctors through an online portal. The system reduced the need for office visits. The long-term goal is early detection of growth and development problems. Further research is in progress.

**A Medical Home for Children** – Through the Hobe Sound Kids program in Florida, Martin South Hospital provides medical homes for underserved children, offering immunizations as well as preventive, acute and behavioral healthcare. The aim is to foster well-being and reduce inappropriate use of the emergency department.



## REDUCING HUNGER, IMPROVING HEALTH

An assured food supply is a key determinant of health. Cleveland Clinic has joined Northeast Ohio leaders in expanding access to nutritious foods. Programs include nutrition education and cooking demonstrations, food vouchers, and grocery delivery for food-insecure patients and their families.

# \$10.4M

investment over five years  
to reduce food insecurity

**Widening the Pantry Doors** – Cleveland Clinic Akron General opened its first food pantry in 2022 and added a second last year. The pantries now serve clients in need at the hospital's Women's Health Center and Center for Family Medicine.

**Introducing the Local Grocer** – Residents of the Fairfax neighborhood near Cleveland Clinic's main campus told us about their need for nutritious food. We worked with Meijer Foods and others to support construction of a grocery store in this food desert. By the end of 2023, Meijer was preparing to open the Fairfax Market. The store, now in operation, offers fresh groceries while adding about 50 new jobs to the community.



The new Fairfax Market

## COMMUNITY HIRING

### **Impact Workforce Commitment –**

Cleveland Clinic was among 17 hospital systems nationwide to sign the Impact Workforce Commitment to support programs that increase hiring, training and promotion of diverse talent. Learn-and-earn apprenticeship programs and career expos featuring on-the-spot hiring are among the ways we invest in a diverse workforce.



## YOUTH MENTAL HEALTH

### **Dialogue With the Surgeon General –**

In a 2023 conversation with Cleveland Clinic caregivers, U.S. Surgeon General Vivek H. Murthy spoke about today's dire mental health challenges among adolescents and children. He encouraged Cleveland Clinic's help in delivering prompt mental healthcare, eliminating food insecurity and listening to patients' personal experiences.



**Better Health Answers on TikTok –** In 2023 we became the sole healthcare system to team up with TikTok to ensure it provides accurate mental health content. When TikTok users search for terms related to mental health and neurological conditions, they are directed to information provided by Cleveland Clinic and the National Institute of Mental Health.

### **ADVOCATING FOR THOSE IN NEED**

In 2023 we doubled our staff at the Center for Community Health Workers, a program that hires community members in Cleveland to improve health equity. These advocates help new mothers schedule pediatric appointments, connect adults with trusted medical providers, and guide people who need help with housing, employment or utilities. Just as important, community health workers also listen, learn and invest the time to establish trust and build relationships.



# 1,000+

patients screened to date for  
medical and social needs  
through community health workers



# Care for **Cleveland Clinic**

## VISION: Sustain Cleveland Clinic by controlling costs and growing wisely.

Despite financial and workforce challenges for all U.S. hospitals, we served more patients than ever before and continued taking steps to grow and touch more lives in the future.

### CONFRONTING HEALTHCARE'S CHALLENGES

Hospitals worldwide are struggling with critical problems that have worsened since the COVID-19 pandemic. Workforce shortages threaten the ability to provide care. Inflation is escalating the costs of drugs and medical supplies. Reimbursements have not kept pace, eroding operating margins. Many hospitals and healthcare systems are on an unsustainable path.

Cleveland Clinic embraces this new reality. We are well prepared to lead a bold reinvention of healthcare. Our vision and strategic planning are helping us shape a better future for all.



# 31K

average daily  
outpatient visits

# 2.8K

average daily  
emergency visits

### IMPACTING MORE LIVES

In 2023 we cared for more patients in more places than at any time in our history: **15.1 million** patient encounters in our 23 hospitals and 276 outpatient locations on three continents. That is a 58% increase from only six years ago. Our growing caregiver family allows us to reach these milestones and maximize access to our expertise and services.

# 1.3K

average daily surgeries



## IMPROVING FINANCES

We invest in our organization and caregivers to sustainably grow so that our model of care can have its greatest impact. Maintaining healthy finances helps advance our mission.

While challenges remain, our financial performance significantly improved in 2023. Because we were more productive and served more patients, Cleveland Clinic generated more revenue than expected last year to fund our operations.

Increasing costs greatly outpaced the small increases in reimbursement we received for providing care. However, due to prudent management, we ended the year with a positive operating margin, an improvement from 2022.

To make further progress, we must continue to increase access to our services and develop new ways to control expenses.



**\$14.5B**

operating revenue



**\$64.3M**

income from  
operations



**0.4%**

operating margin

## ACHIEVING OPERATIONAL EXCELLENCE

Through our continuous improvement efforts, we constantly refine how we serve patients and sustain Cleveland Clinic. These activities in 2023 enhanced care, saved hundreds of lives through infection prevention and significantly reduced costs. Notable examples:

**Greening the Operating Room** – This initiative has conserved energy, cut greenhouse gas emissions, increased recycling and reduced costs. The program — along with a unique fellowship that trains surgical residents in healthcare sustainability — is guiding other healthcare systems and has prompted our suppliers to increase their own sustainability efforts.



# \$65M

2023 cost savings  
from continuous  
improvement activities



### **Main Campus Discharge Lounge** –

We opened this facility for patients who have been released from the hospital but are awaiting transportation. The calm, welcoming space offers patients a complimentary lunch, TV, Wi-Fi and art therapy.

**Drone Delivery** – Working with Zipline, we will soon use drones to deliver specialty medicines and other prescriptions to patients' homes from more than a dozen Cleveland Clinic locations across Northeast Ohio. Later the program will expand to deliver lab samples, prescription meals, medical and surgical supplies, and items for hospital-at-home services.

## ENTERPRISE GROWTH

**VISION:** Grow strategically and responsibly so more people can access our advanced care.

Expanding our reach is a moral imperative. Cleveland Clinic's worth is measured by the number of lives we touch.



## OUR COMPETITIVE ADVANTAGE

The philosophy of Cleveland Clinic's four physician founders was "to act as a unit" — to combine their individual skills in a specialized group practice for the betterment of patients. More than a century later, that still distinguishes us from other healthcare systems. Our special assets:

- Providing advanced, high-quality and compassionate care.
- Working collaboratively in multispecialty teams-of-teams.



**\$1.2B**

in committed and planned capital investments, including new construction, renovations and strategic projects

# PROGRESS ACROSS THE ENTERPRISE

## LONDON



**In Cleveland Clinic London's neurological rehabilitation unit, advanced technologies help restore patients' gait and strength.**



Cleveland Clinic London had a landmark year in 2023, earning “Hospital of the Year” in the LaingBuisson Awards recognizing U.K. healthcare excellence. It also became the first private U.K. hospital to gain Electronic Medical Record Adoption Model Stage 6 accreditation from the Healthcare Information and Management Systems Society. Cleveland Clinic London caregivers performed numerous complex surgical procedures, including the first London use of augmented reality technology to assist in total knee replacement. Also, our London footprint grew with the opening of the **Moorgate Outpatient Centre**, our second outpatient facility.

ABU DHABI



Cleveland Clinic Abu Dhabi's new **Fatima bint Mubarak Center** is providing advanced cancer care to patients from the United Arab Emirates and the region. The center's leading-edge technologies include adaptive radiotherapy, which uses artificial intelligence and machine learning to quickly update a patient's radiation treatment plan based on daily changes in their anatomy. This saves time and reduces radiation exposure. Cleveland Clinic Abu Dhabi's organ transplant program has seen record growth; 192 transplants were performed in 2023, including 98 liver transplants.



63%

increase in organ transplants  
from 2022 to 2023 at  
Cleveland Clinic Abu Dhabi



## OHIO

**New research facilities and computing initiatives** are underway as part of Cleveland Clinic's participation in the Cleveland Innovation District, a collaboration among government, academic and healthcare institutions to create jobs, accelerate research and educate high-tech workers. In 2023 we opened a biosafety level 3 lab for pathogen research and remodeled space in the Lerner Research Institute to house advanced labs. Construction began on two research buildings that will be home to the Sheikh Fatima bint Mubarak Global Center for Pathogen Research and Human Health, with completion expected in 2026. We also activated the world's first quantum computer dedicated to healthcare and life sciences research. This computer is part of the Cleveland Clinic/IBM Discovery Accelerator, which uses advanced computing technologies to achieve breakthroughs in biomedical research.

**Mentor Hospital**, our first modularly designed and telehealth-enabled hospital, opened in 2023 to serve patients with less-critical needs requiring shorter stays. Its room configurations shift to accommodate inpatient or outpatient care as needed. All rooms are equipped with telehealth technology to connect patients with specialists at any Cleveland Clinic location. The hospital offers numerous services including cardiology, orthopaedics, and vascular, bariatric and colorectal surgery.



A renovated former retail building houses one of our largest outpatient facilities, the 93,000-square-foot **Middleburg Heights Family Health Center**, which opened in 2023. Nearly 200 caregivers work at the center, which has 168 exam rooms and 12 treatment rooms. Services include primary, specialty, pediatric and urgent care, maternal-fetal medicine, sports therapy, a long-COVID clinic, and Cleveland Clinic's first drive-through pharmacy.

## OHIO

Construction of the expanded **Cole Eye Institute** is underway on main campus. The expansion, to be called the Jeffrey and Patricia Cole Pavilion, will add 150,000 square feet of space for surgical, procedural and exam rooms. The existing 130,000-square-foot building is being renovated. The project will create a fully integrated center for eye care, research and education and will accommodate the institute's greatly increased patient volumes. Completion is expected at the end of 2025.



A new building to house the **Neurological Institute** is taking shape on main campus. The 1 million-square-foot facility will dramatically expand the physical infrastructure dedicated to neurological care on the campus. It consolidates all inpatient and outpatient care, along with imaging, surgical services and research labs. The building's advanced design includes sensors that will capture data about patients' neurological conditions. It is scheduled to open in 2027.

The new **Lozick Cancer Pavilion at Hillcrest Hospital** is nearing completion. The 10,600-square-foot addition to the existing cancer center will improve patients' experience, with private and group infusion rooms, music and art therapy rooms, abundant natural light, artwork and views of green spaces.



## FLORIDA



**Cleveland Clinic Florida** launched Hospital Care At Home, a program that provides complex, hospital-level care for diseases such as heart failure and pneumonia in a comfortable, familiar setting. Qualified patients receive hands-on therapy at home from clinical specialists and are monitored remotely by a virtual care center.

**Weston Hospital** created a command center that streamlines admissions, discharges and transfers and improves bed availability. Staffed by physician, nursing and case management teams, the center is equipped with a computer dashboard that tracks bed capacity. It has drastically reduced the number of patients kept in the emergency department awaiting inpatient beds.



## TORONTO

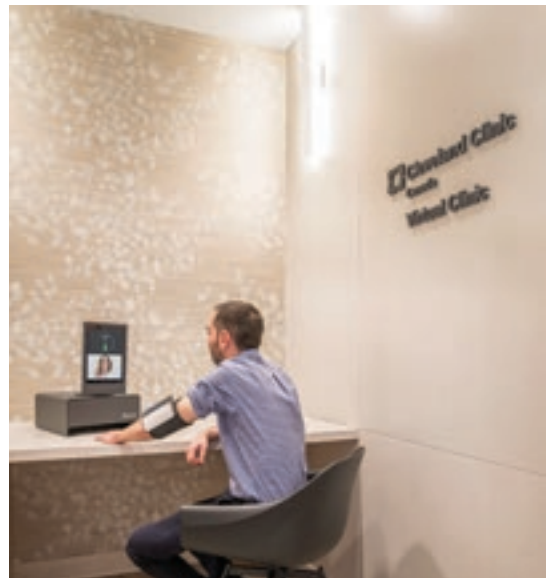
**Cleveland Clinic Canada** is using telehealth technology to reach patients for added convenience. The Express Care Online virtual appointment service connects people needing nonemergency care with a Cleveland Clinic Canada clinician. Virtual visits take place in a designated confidential area in workplaces and residential buildings. The portals are equipped with diagnostic tools so patients can conduct guided checks of vital signs and symptoms.

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**1M**

patients seen since  
Cleveland Clinic Canada  
opened in 2006

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## LAS VEGAS

**The Lou Ruvo Center for Brain Health's** focus on neurological disorders intensified on several fronts in 2023. The center, one of America's leading clinical trial sites for Alzheimer's disease, administered its first therapeutic dose of the new drug lecanemab. The center's researchers continue to study how well it can delay or prevent symptom onset. Also, a Lou Ruvo Center-led team studying head injuries in athletes found that changing levels of a blood-based protein may help identify athletes at risk of cognitive decline.

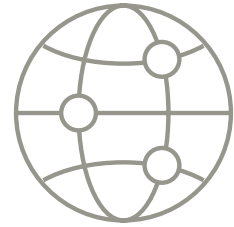


**The Lou Ruvo Center administered its first therapeutic dose of the new Alzheimer's drug lecanemab.**



## OPERATING MODEL DEBUTS

After years of planning, in 2023 we implemented a new operating model that redefines how we organize and administer our clinical services. We are a complex global organization. This new framework prepares us for future growth by simplifying our structure, making it reproducible and ensuring that we operate optimally, efficiently and uniformly everywhere we serve patients. That creates the best environment for our caregivers to provide care.



Key features of the operating model:

- Our 11 clinical institutes, which oversee specific types of specialized care, now have worldwide responsibilities. Each institute's leadership directs a global community of caregivers, ensuring collaboration, excellence and consistency of care across all locations.
- Our services are organized into geographic markets. Each market's responsibility is to improve patient access, provide high-quality care and meet community needs in its service area.
- All services that support the provision of care — such as marketing, finance and information technology — are now shared resources serving the entire enterprise.



### OPERATING MODEL IN ACTION

Surgeons from our main campus in Cleveland and Cleveland Clinic Abu Dhabi worked together in 2023 to perform three robot-assisted kidney transplants — the first such operations in the United Arab Emirates. The collaboration was a milestone for healthcare in the Middle East and shows how our new operating model fosters enterprisewide cooperation. Cleveland Clinic pioneered robot-assisted minimally invasive kidney transplants to reduce pain and hasten recovery. The international surgical teamwork brings a new standard of care to the region and improves options for patients with kidney disease.

## DIGITAL TRANSFORMATION

We are embracing new digital technologies and tools, including artificial intelligence (AI), to improve patient care, inform decision-making and help us work more efficiently.

We have identified three areas in which AI can make near-term impacts:



**For patients:** Cleveland Clinic is developing an AI companion to advise patients about their health between clinical visits and provide continuity of care. We also are working with Bayesian Health to use AI to monitor clinical data and alert caregivers about patients at risk for sepsis infection.



**For caregivers:** We will release two AI tools. One, powered by Nuance, converts physician-patient conversations into comprehensive medical chart notes. The other, by Epic, manages physicians' email inboxes. These will allow our caregivers to reduce repetitive tasks and focus more on patient care.

**To support our operations:** We have partnered with Palantir to create an AI-powered digital model of our main campus hospitals to optimize resource use and care delivery. The model analyzes patient flow and staffing data to predict bed demand and staffing needs days to weeks in advance. That reduces admission delays and last-minute caregiver schedule changes.



# 1 hour

reduction in patients' time in the emergency department awaiting an inpatient bed, due to AI assistance



# 75%

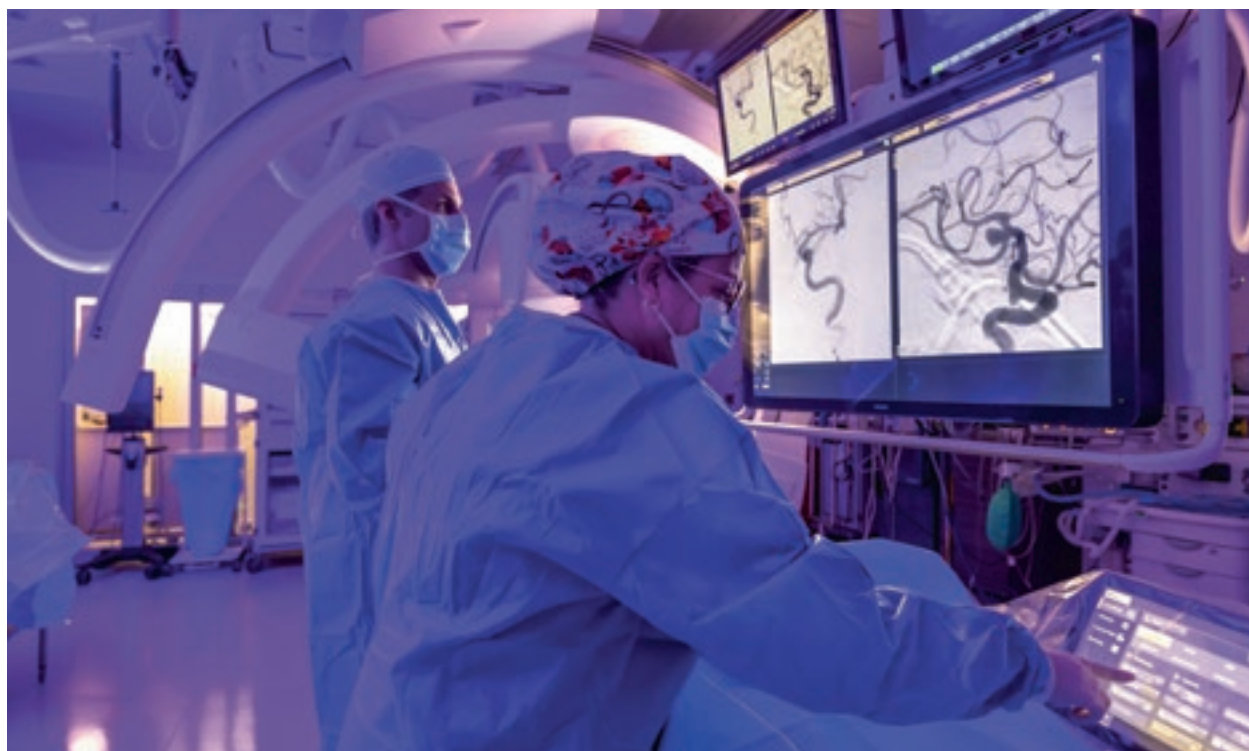
reduction in time spent calculating hospital bed capacity, due to AI assistance

## FORGING STRATEGIC PARTNERSHIPS

The synergy from combining our unique strengths with others' assets accelerates progress and brings our services to more people.

Cleveland Clinic, the **Cleveland Cavaliers** and the commercial real estate firm Bedrock announced plans in 2023 for the Cleveland Clinic Global Peak Performance Center, a unique sports performance center and training facility. The center, to be located in downtown Cleveland, will offer sports training, nutrition education and injury care for professional and everyday athletes.

Cleveland Clinic and **Canon Inc.** are partnering to establish a comprehensive medical imaging research center that will develop advanced imaging technologies in cardiology, neurology and musculoskeletal medicine. The collaboration aims to improve diagnosis, care and outcomes. The center will be based in the Cleveland Innovation District.



Through a partnership with the **Premier League**, the top level of English football, Cleveland Clinic was the medical services provider for the 2023 Premier League Summer Series in five U.S. cities. We provided medical services, treatment facilities and equipment at the teams' matches and training camps.

For the second year, we were the official healthcare provider for the **Laver Cup** international men's team tennis tournament. Cleveland Clinic Canada Sports Health provided medical oversight for all players and captains at the event in Vancouver.

## PHILANTHROPY

For more than a century, Cleveland Clinic has been dedicated to caring for life, researching for health and educating those who serve. Our generous donors help us meet the challenges of today and advance healthcare for tomorrow.



# \$357M

philanthropic commitments  
in 2023



### CYCLING FOR A CURE

VeloSano celebrated its 10th anniversary with two new records. In 2023 the Bike to Cure event attracted more than 2,600 cyclists — the most in its history. Participants raised \$14.3 million, an all-time high, for cancer research.

To date, VeloSano has funded 220 projects. These include a study of root causes of racial disparities in cancer clinical trials. Feedback from community members who experienced racism and other inequalities in medical institutions will help ensure new therapies are safe and effective for all.

# \$14.3M

raised by  
VeloSano  
in 2023

# \$51M

raised by  
VeloSano  
in 10 years

### A GLOBAL APPROACH TO CARE AND RESEARCH

A generous gift from the United Arab Emirates is supporting enhanced patient care and strategies to fight cancer and public health threats. The gift was made in the name of H.H. Sheikha Fatima bint Mubarak, mother of H.H. The President Sheikh Mohamed Bin Zayed Al Nahyan.

At the Fatima bint Mubarak Center in Abu Dhabi, patients with cancer receive care in a facility modeled on our Taussig Cancer Center in Cleveland.

The gift also supports transformative work at our Global Center for Immunotherapy and Precision Immuno-Oncology and Global Center for Pathogen and Human Health Research, both in Cleveland, and at our Florida Research and Innovation Center.



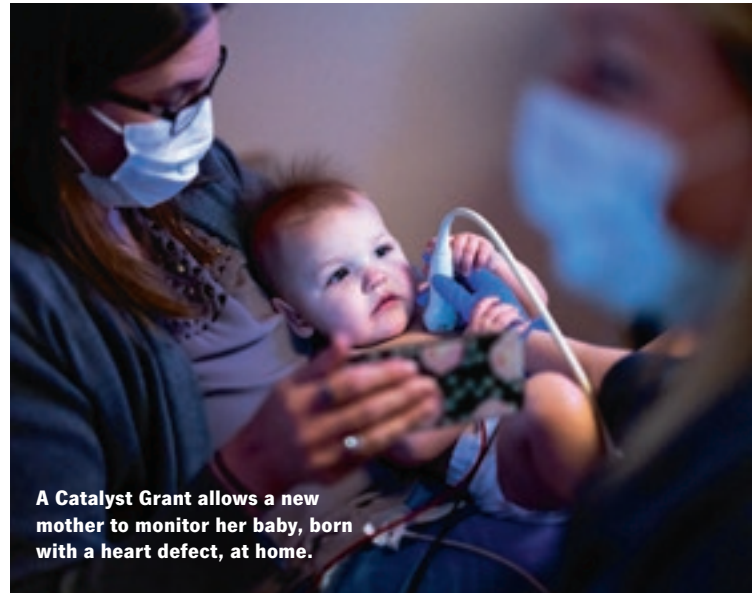
**Michaela Gack, PhD, Scientific Director of  
the Florida Research and Innovation Center**

## REWARDING IDEAS WITH IMPACT

Cleveland Clinic's Catalyst Grant program turns caregivers' innovative ideas into projects that help patients and the community. In 2023 \$3.9 million was invested in 79 grants supporting patient care and research. At Weston Hospital, a grant enabled physical therapists to provide U-Step walkers to underserved patients with neurological conditions. The walkers increase patients' independence by helping them move more safely.

# \$3.9M

awarded across  
79 Catalyst  
Grants in 2023



**A Catalyst Grant allows a new mother to monitor her baby, born with a heart defect, at home.**

## BOOSTING THE NURSING PIPELINE

Two recent gifts aim to reduce the nursing shortage. In Cleveland, The Howley Foundation provided \$12 million to fund the Howley ASPIRE Nurse Scholars Program for local high school and college students. The program seeks to increase the number of nursing students, address healthcare diversity and health disparities, and close opportunity gaps.

In London, a founding gift to Cleveland Clinic Philanthropy UK provides scholarships for nurses working at Cleveland Clinic London and those in training at London South Bank University. A critical care fellowship program provides early-career nurses with immersive ICU training. Dr. Areej Al-Zawawi made the gift in memory of her father, Dr. Omar bin Abdul-Moneim Al-Zawawi.



**Cheryl Williams (left) and Trina Bediako**

## MAKING TIME FOR GRATITUDE

Breast cancer survivor Cheryl Williams is an advocate for Stop Cancer in Its Tracks, an initiative to share culturally appropriate information about cancer and chronic diseases. Trina Bediako is CEO of a family-owned business and a generous supporter of community health programs. The women met for the first time as part of The Gratitude Sessions, a Cleveland Clinic project that brings together donors and beneficiaries to exchange stories and share gratitude.



## RESEARCH, INNOVATION & EDUCATION

Cleveland Clinic invents tomorrow's care through research, innovation and education. In addition to discovering new tools and treatments, we train current and future healthcare professionals to develop and deploy advances in patient care.

### CLOSING IN ON ALZHEIMER'S TREATMENTS

The work of Cleveland Clinic's **Genome Center** attracted \$16 million in National Institutes of Health and Alzheimer's Association grants in 2023. The center is developing new therapies for Alzheimer's disease that address its multiple causes, including neuroinflammation, protein misfolding and cellular dysfunction. The pioneering research integrates multi-omics, artificial intelligence, network medicine, systems biology and other advanced methods.



**Feixiong Cheng, PhD, Director  
of the Genome Center**

# \$500M

reinvested in research,  
innovation and  
education annually

# 45K

square feet of laboratory  
space renovated on  
main campus in 2023

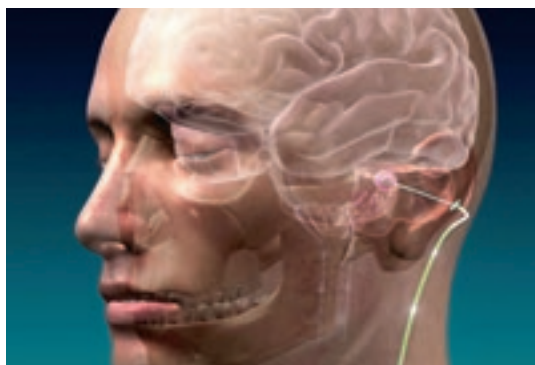


## WORKING TOWARD A UNIVERSAL FLU VACCINE

A team at our **Florida Research and Innovation Center** is working to eliminate annual flu shots. Preclinical studies in 2023 revealed that novel next-generation vaccine candidates, developed over the past 20 years, protect against multiple strains of influenza and last longer than current flu vaccines.

## DEEP BRAIN STIMULATION FOR STROKE REHABILITATION

Early research indicates that deep brain stimulation is a safe way to help patients regain function even a year or more after a stroke. A first-in-human study published by Cleveland Clinic researchers in 2023 used deep brain stimulation to improve stroke patients' arm function. A larger study is underway. The implantable neuromodulation device used in the research is a product of Enspire DBS, a portfolio company of Cleveland Clinic's commercialization arm, **Cleveland Clinic Innovations**.



## SURGERY WITH HOLOGRAPHIC TECHNOLOGY

In 2023 the U.S. Food and Drug Administration approved use of an augmented reality surgical platform developed by MediView XR, a med-tech startup founded on Cleveland Clinic technology. With this first-of-its-kind technology, surgeons can view 3D models of a patient's internal anatomy, as well as live ultrasound images projected into the patient like X-ray vision. The holographic approach is especially helpful for biopsies and other needle-based procedures.



# 1M

samples in  
Cleveland Clinic's  
BioRepository  
as of 2023



## SUGAR SUBSTITUTE LINKED WITH CARDIOVASCULAR RISK

International research led by Cleveland Clinic found that erythritol — a widely used sugar substitute — is linked with increased risk of heart attack and stroke. This discovery counters the common belief that erythritol is safe and need not be listed on food labels. The research, published in 2023, included studies that showed how erythritol can increase blood clots.

## DEVELOPING VACCINES FOR EMERGING TICK-BORNE VIRUS

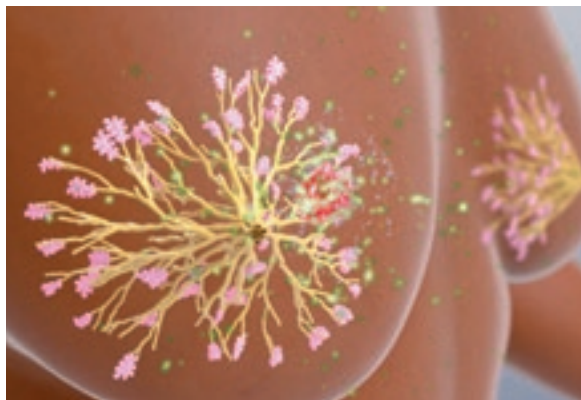


Dabie bandavirus is a tick-borne virus spreading in Asia with death rates up to 30%. In 2023 a Cleveland Clinic team at the **Global Center for Pathogen and Human Health Research** published preclinical studies on two of the first vaccines to provide immunity against the disease. One of the vaccines uses novel nanoparticle technology, which causes fewer side effects and is safer for older patients.

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## TAKING THE CATHETER OUT OF URODYNAMIC TESTING

After more than a decade of development at **Lerner Research Institute**, a device for diagnosing urinary incontinence was shown to be safe, feasible and well tolerated in a 2023 study. The UroMonitor is a wireless pressure sensor inserted into the bladder. While it's in, patients can perform their normal activities. The UroMonitor may one day replace in-office, catheter-based testing, which can be painful and embarrassing for patients.



## TEST BREAST CANCER VACCINE SHOWS PROMISING EARLY RESULTS

Cleveland Clinic's experimental vaccine for triple-negative breast cancer causes the immune system to attack a protein often expressed by this type of cancer. In 2023 our researchers reported that most of the 16 cancer survivors who finished an early-phase clinical trial showed a significant immune response thanks to the vaccine. Now researchers have begun the next step, giving the vaccine to at-risk individuals who have never had breast cancer.



Students in Cleveland Clinic's  
Simulation and Advanced Skills Center

## EDUCATING THOSE WHO SERVE

The Education Institute leads our worldwide healthcare education efforts. In addition to providing learning opportunities for caregivers around the globe, we are focused on preparing future caregivers and using education as a talent pipeline.

# 33%

of our current  
physician staff trained  
at Cleveland Clinic

## EDUCATION CONTINUUM

We supply a full range of learning opportunities. These include career exploration for young people, professional development for caregivers and pipeline programs to train the next generation of healthcare professionals. We offer two medical school programs and nearly 230 residency and fellowship programs.

# >3.9M

virtual and digital  
learning encounters  
in 2023

## SPECTRUM OF LEARNERS IN 2023



## 567

Youth K-12



## 717

Certified  
Healthcare  
Professionals



## 4,368

Nursing

## 1,211

Undergraduate



## 213

Medical

## 3,464

Graduate



## 2,308

Postgraduate

# CEO OKRs SCORECARD

OKRs are objectives and key results. These help define and measure what matters most to our patients, caregivers, community and organization.

## CARE FOR PATIENTS

Objectives	Key Results	Metric	Intention	2023 Goal*	2023 Year-End
Be the Best Place to Receive Care Anywhere	Serious Safety Events	Rate	Decrease	0.22	0.39
	Sepsis Mortality, Observed to Expected	Ratio	Decrease	0.95	0.75
	Central Line-Associated Bloodstream Infections (CLABSI)	Ratio	Decrease	0.48	0.59
	Plan-of-Care Visit Helpfulness (as Reported by Patients)	% Very Helpful	Increase	56%	53%
	Patient Encounters (excludes Cleveland Clinic Abu Dhabi and Canada)	Total Encounters	Increase	13.7M	14.0M

## CARE FOR CAREGIVERS

Objective	Key Results	Metric	Intention	2023 Goal	2023 Year-End
Be the Best Place to Work in Healthcare	Leader Communication and Action Planning for Caregiver Survey	% Yes	Increase	90%	87%
	Caregiver Turnover	%	Decrease	14%	15%
	Leadership Diversity	% Minority Leaders	Increase	16%	16%

## CARE FOR COMMUNITY

Objective	Key Results	Metric	Intention	Annual Goal	2022 Year-End**
Care for Every Community We Serve	Community Benefit	\$ Billions	Increase	\$1.4B	\$1.42B

## CARE FOR CLEVELAND CLINIC

Objective	Key Results	Metric	Intention	2023 Goal	2023 Year-End
Care for Cleveland Clinic as if It Were Our Home	Operating Revenue	\$ Billions	Increase	\$14.1B	\$14.5B
	Operating Margin	%	Increase	0.5%	0.4%
	EBIDA*** Cost per Patient Encounter	\$	Decrease	\$949	\$981
	Capital Spend Compared to Budget	%	On Track	90%	100%

## RESEARCH, INNOVATION AND EDUCATION

Objective	Key Results	Metric	Intention	2023 Goal	2023 Year-End
Stay True to Our Mission	Research Revenue	\$ Millions	Increase	\$280M	\$286M
	Education Encounters	Number (millions)	Increase	2.1M	3.9M
	License Agreements	Number	Increase	38	40

\* Annual goals take into account prior performance, current healthcare conditions and national benchmarks. Goals are meant to drive progress but may not always reflect an improvement over the prior year. \*\*Most recent year \*\*\*EBIDA = earnings before interest, depreciation and amortization

# STATISTICS

## CARE FOR PATIENTS

### PATIENT SAFETY

Metric	Intention	2022	2023 Goal*	2023 Actual
Serious Safety Events (rate per 10,000 adjusted patient days)	Decrease	0.29	0.22	<b>0.39</b>
Falls with Injury (rate per 1,000 patient days)	Decrease	0.41	0.39	<b>0.49</b>
Pressure Injury Ratio, Observed to Expected	Decrease	2.00	0.72	<b>1.86</b>

### QUALITY

Metric	Intention	2022	2023 Goal*	2023 Actual
Mortality Ratio, Observed to Expected	Decrease	0.71	0.72	<b>0.59</b>
Sepsis Mortality Ratio, Observed to Expected	Decrease	0.94	0.95	<b>0.75</b>
Readmissions (% of hospital discharges)	Decrease	12.1%	11.8%	<b>12.9%</b>
Opioid Prescribing Rate (morphine milligram equivalents per encounter)	Decrease	20.9	-	<b>22.1</b>

### INFECTION PREVENTION

Metric	Intention	2022	2023 Goal*	2023 Actual
Central Line-Associated Bloodstream Infections (CLABSI) Ratio, Observed to Expected	Decrease	0.98	0.48	<b>0.59</b>
<i>C. difficile</i> Infections (standardized infection ratio)	Decrease	0.48	0.40	<b>0.40</b>
Hand Hygiene Compliance	Increase	94%	100%	<b>94%</b>

### POPULATION HEALTH

Metric	Intention	2022	2023 Goal*	2023 Actual
Patients with Hypertension Whose Blood Pressure Is Controlled	Increase	72%	90%	<b>73%</b>
Patients with Diabetes Whose Diabetes Is Controlled	Increase	76%	90%	<b>79%</b>

\*Annual goals take into account prior performance, current healthcare conditions and national benchmarks. Goals are meant to drive progress but may not always reflect an improvement over the prior year.

NOTE: For the charts on pages 45-49, some numbers in the 2022 column (or other prior-year columns) have been revised since the 2022 *State of the Clinic* report due to post-publication data updates.

## CARE FOR PATIENTS

### PATIENT EXPERIENCE

Metric	2022 HCAHPS*	2023 HCAHPS*
Hospital Patient Satisfaction (% who would “definitely recommend”)	70%	<b>70%</b>

\*HCAHPS = Hospital Consumer Assessment of Healthcare Providers and Systems

### PATIENT EXPERIENCE

Metric	2022	2023	% Change
Complaints and Grievances (rate per 1,000 encounters)	0.98	<b>1.07</b>	9%

## CARE FOR CAREGIVERS

### CAREGIVERS

Metric	2022	2023	% Change
Caregivers Worldwide	76,711	<b>80,642</b>	5%
Professional Staff	5,380	<b>5,743</b>	7%
Advanced Practice Providers	3,533	<b>3,630</b>	3%
Registered Nurses	15,471	<b>16,536</b>	7%

### CAREGIVER TURNOVER

Metric	2022	2023	National Benchmark
Caregiver	16.9%	<b>15.3%</b>	17.2%
Professional Staff	6.6%	<b>7.7%</b>	N/A
Nursing	15.6%	<b>13.5%</b>	15.9%

### CAREGIVER ENGAGEMENT

Metric	2022	2023
Engagement (% recommending Cleveland Clinic as a place to work)	76%	<b>77%</b>
Engagement Survey Participation	63%	<b>72%</b>

### CAREGIVER DIVERSITY

Metric	2022	2023
Caregivers Who Identify as an Underrepresented Minority*	30%	<b>32%</b>
Leaders Who Identify as an Underrepresented Minority*	15%	<b>16%</b>
Professional Staff Who Identify as an Underrepresented Minority**	10.5%	<b>11.1%</b>
Professional Staff Who Identify as Female	39.7%	<b>40.3%</b>

\*For caregivers and leaders, this includes people whose racial or ethnic makeup is one of the following: African American/Black, Asian, Hispanic/Latinx, Native American/Alaska Native/Native Hawaiian/other Pacific Islander, or two or more races.

\*\*For professional staff, this is defined as underrepresented in medicine (URiM), which includes people whose racial or ethnic makeup is one of the following: African American/Black, Hispanic/Latinx, Native American/Alaska Native/Native Hawaiian/other Pacific Islander, or two or more races.

## CARE FOR COMMUNITY

### COMMUNITY BENEFIT

Metric	2022*
Community Benefit	<b>\$1,422,200,000</b>
Clinical	<b>\$955,100,000</b>
Education	<b>\$338,200,000</b>
Research	<b>\$128,900,000</b>

\*The most recent year for validated community benefit data is 2022.

### ECONOMIC IMPACT

Metric	2019*
United States	<b>\$34.55B**</b>
Ohio	<b>\$21.63B</b>
Florida	<b>\$4.12B</b>
Nevada	<b>\$48.9M</b>

\*The most recent year for validated economic impact data is 2019.

\*\*Economic impact in the United States exceeds the sum of impact in Ohio, Florida and Nevada because it includes economic activity involving suppliers, vendors and employees throughout the entire United States.

### COMMUNITY IMPACT

Metric	2022	2023	% Change
Supplier Diversity (diverse spend)	\$175,145,080	<b>\$247,175,685</b>	41%

## CARE FOR CLEVELAND CLINIC

### PATIENTS SERVED

Metric	2022	2023	% Change
Unique Patients Worldwide	3,501,400	<b>3,258,800</b>	-7%
Patient Encounters Worldwide	14,088,545	<b>15,066,002</b>	7%
Outpatient Encounters	12,848,503	<b>13,676,501</b>	6%
Outpatient E&M Visits*	6,854,080	<b>7,488,002</b>	9%
Observations and Acute Admissions (total)	303,306	<b>323,090</b>	7%
Observations	68,613	<b>68,761</b>	0%
Acute Admissions	234,693	<b>254,329</b>	8%
Average Acute Daily Census	3,440	<b>3,557</b>	3%
Surgeries and Procedures	280,877	<b>301,080</b>	7%
Outpatient	208,204	<b>223,799</b>	7%
Inpatient	72,673	<b>77,281</b>	6%
Emergency Department Visits	907,491	<b>950,744</b>	5%
Urgent and Express Care Visits	335,607	<b>391,439</b>	17%
Hospital Transfers	32,175	<b>41,917</b>	30%
Critical Care Transports	6,684	<b>7,562</b>	13%

\*E&M = evaluation and management

## CARE FOR CLEVELAND CLINIC

### EFFICIENCY

Metric	2022	2023	% Change
Case Mix Index	1.93	<b>1.91</b>	-1%
Average Acute Length of Stay (days)	5.22	<b>4.98</b>	-5%
Average Emergency Department Door-to-Care Time (minutes)	17.8	<b>22.3</b>	25%

### VIRTUAL ACCESS

Metric	2022	2023	% Change
Electronic Medical Record Patients	11,637,566	<b>12,033,437</b>	3%
MyChart Users	2,588,624	<b>2,886,151</b>	11%
Virtual Visits	879,844	<b>917,534</b>	4%
Real-Time Virtual Visits	791,535	<b>820,167</b>	4%
Other Distance Health	88,309	<b>97,367</b>	10%
Shared Medical Appointments	61,561	<b>70,387</b>	14%

### FINANCIALS (as externally reported)

Metric	2022	2023	% Change
Operating Revenue	\$13,002,781,000	<b>\$14,482,677,000</b>	11%
Income	(\$1,248,501,000)	<b>\$905,001,000</b>	172%
Income from Operations	(\$211,338,000)	<b>\$64,273,000</b>	130%
Non-Operating Income	(\$1,037,163,000)	<b>\$840,728,000</b>	181%
Operating Margin	-1.6%	<b>0.4%</b>	-
EBIDA Margin*	4.3%	<b>5.5%</b>	-
Days Cash on Hand	334	<b>316</b>	-5%
Long-Term Investments	\$11,953,193,000	<b>\$12,730,797,000</b>	7%
Cash, Investments and Debt			
Cash + Investments	\$13,073,382,000	<b>\$13,729,576,000</b>	5%
Debt	\$5,040,123,000	<b>\$5,260,198,000</b>	4%

\*EBIDA = earnings before interest, depreciation and amortization

### PHILANTHROPY

Metric	2022	2023	% Change
Philanthropic Commitments	\$440,000,000	<b>\$357,000,000</b>	-19%
Philanthropic Donors	53,975	<b>55,391</b>	3%

### GROWTH

Metric	2022	2023	% Change
Hospitals	22	<b>23</b>	5%
Beds	6,665	<b>6,690</b>	0%
Outpatient Locations	275	<b>276</b>	0%
Brand Awareness in U.S.	46%	<b>49%</b>	-
Social Media Followers	4,939,850	<b>5,175,320</b>	5%

## RESEARCH, INNOVATION AND EDUCATION

### RESEARCH

Metric	2022	2023	% Change
Basic and Clinical Researchers	310	333	7%
Active Research Projects	3,627	3,719	3%
Research Publications	6,243	5,835	-7%
Citations	290,807	305,095	5%
Research Revenue*	\$288,000,000	\$286,000,000	-1%
National Institutes of Health Funding	\$152,000,000	\$165,000,000	9%
Research Funding**	\$402,000,000	\$435,000,000	8%

\*Research revenue is research grants from external sources, including federal grants.

\*\*Research funding includes research revenue plus all other funding that supports research, including treasury funds, philanthropic contributions and Cleveland Clinic investment funds.

### INNOVATION

Metric	2022	2023	% Change
Invention Disclosures	218	211	-3%
Patent Activity			
Filed (cumulative since 2000)	5,914	6,034	2%
Granted (cumulative since 2000)	2,467	2,581	5%
Spinoff Companies (cumulative since 2000)	103	105	2%

### EDUCATION

Metric	2022	2023	% Change
<b>Lerner College of Medicine</b>			
Applications	1,687	1,690	0%
Average MCAT Score	517	517	0%
Graduates Since 2009	441	468	6%
<b>Residents and Fellows</b>			
Clinical/Research Residents and Fellows	2,143	2,202	3%
Accredited Residency/Training Programs	120	124	3%
Board Pass Rate	96%	96%	-
<b>Other Educational Activities</b>			
High School Program Participants	202	200	-1%
Student Shadowing Experiences	170	739	335%
School-Based/Connected Learning Program Participants	10,735	18,517	72%
Continuing Medical Education Activities	2,327	2,252	-3%
Global Leadership and Learning Class Participants	2,352	10,202	334%

NOTE: Due to reporting variables, some data in the preceding charts may not reflect enterprisewide totals.

# SMALL MIRACLES

In a pregnancy's 22nd week, barely past the halfway point, so much is still to come.

Lungs aren't yet making surfactant, the soapy coating that will keep the air sacs inflated when a baby gasps its first breath. The nervous system can't yet control body temperature. Fingerprint whorls haven't formed. Eyelids are fused shut.

At 22 weeks and a day, twins Kimyah and DJ Jackson abruptly entered the world. Each wasn't much bigger or heavier than a can of soda.

"She's too small!" Kimberly Thomas frantically thought as she glimpsed her daughter, before the tiny girl and boy were rushed to the neonatal intensive care unit (NICU) of Hillcrest Hospital.

The twins were what doctors call "perivable" — on the brink of survivability outside the womb.

"If you had asked me 10 years ago, resuscitation at less than 24 weeks' gestation would not have been possible," says Firas Saker, MD, Medical Director of Cleveland Clinic Children's Level III NICU at Hillcrest. Now, with improved technology and care strategies, "there's more of a tendency to push the envelope."

Still, the twins' chances of survival were low — less than 20% — and the risk of complications high. Fewer than 35 babies worldwide born at 22 weeks or younger are known to have survived to discharge.



Photos courtesy Kimberly Thomas

"We work closely with families in these situations to decide whether they prefer comfort care or full resuscitation efforts," Dr. Saker says. "Kimberly and the babies' father, Damante Jackson, wanted us to do everything we could. We said we'd do our best. We have a great team."

That team dealt with many challenges.

The babies' skin was as thin and fragile as old paper, vulnerable to pressure sores and fluid and heat loss. Their brains' delicate blood vessels could easily rupture, with potentially disastrous consequences. The needles and tubing invading the twins' bodies made infection a constant concern.

Their immature lungs needed mechanical help to breathe. It was a precarious balance: Too little pressure and the air sacs would collapse; too much would cause permanent damage.

Kimberly spent most days and nights in the NICU. Through the difficult months, Hillcrest's caregivers made sure to support her as well as her babies. They celebrated every milestone. They dressed the twins in festive garb for New Year's and Valentine's Day.



The medical team “was a godsend,” Kimberly says. “They did everything they could to make this situation that was so hard feel just a little bit better.”

Finally, after 138 days, it was graduation time, complete with miniature caps and gowns for Kimyah and DJ, Cleveland Clinic’s youngest surviving premature twins. As the family departed on Feb. 27, 2023, their caregivers cheered.

Kimberly knows there are uncertainties ahead, but Kimyah and DJ already have overcome so much. They’re active, happy and growing.

“The medical professionals tell me they’re miracles,” she says. “I know their future is going to be something great.”

