



STATE OF THE CLINIC



2024

For years, Kid (left) and Trotter, our beloved facility dogs, have brought comfort and joy to everyone they encounter at Cleveland Clinic Children's. Kid passed away from cancer on Nov. 22, 2024. Patients, families and caregivers miss him dearly.





CONTENTS

04 | Welcoming Messages

06 | Who We Are

08 | Care for Patients

16 | Care for Caregivers

21 | Care for Community

26 | Care for Cleveland Clinic

40 | Philanthropy

44 | Research, Education and Innovation

50 | Statistics

51 | CEO OKRs Scorecard

58 | Epilogue: Three Billion Heartbeats



DEAR FRIENDS:

The healthcare environment has never been more challenging as the pace of change accelerates and financial difficulties increase.

Yet Cleveland Clinic continues to thrive.

Our success is due to our caregivers, our organization, and our culture of innovation and teamwork.

We made major progress in 2024.

We served the most patients in our history, in more places than ever before. **Our global caregiver family grew to 83,000**. We launched new care initiatives, opened new facilities and unveiled plans for more growth, allowing us to touch even more lives.

We are increasing patients' access and convenience, with expanded hours, more virtual exams, one-stop appointment portals and alternative settings for care. Our goal is the right venue for the best outcome.

Our caregivers are highly engaged and proud of where they work. As a result, we have admirably low turnover and job vacancy rates.

Our new operating model is uniting us as a seamless team of teams. It ensures uniformly excellent care everywhere and helps us solve problems together, like preventing sepsis. Quality and safety are paramount at every location.

We are working as a lean organization. Eliminating waste and finding efficiencies create the resources that let us do more good.

We are pioneering advanced digital technologies. These tools, including artificial intelligence, are enhancing patient care, powering new discoveries, reducing caregiver workloads and streamlining our operations.

We are uplifting the communities we call home. Our actions are improving residents' health, launching careers and boosting development. Our annual community benefit contributions reached \$1.46 billion. We spurred \$37.6 billion in economic activity nationwide.

More than a century ago, our founders foresaw the value of many caregivers working as one — thinking and acting “as a unit” — for the betterment of patients.

By staying true to that vision, Cleveland Clinic is at the forefront of medicine.

Together, there is no limit to what we can achieve.

Tom Mihaljevic, MD

CEO and President and Morton L. Mandel CEO Chair



DEAR CLEVELAND CLINIC COMMUNITY:

Every day, Cleveland Clinic caregivers exemplify excellence. They deliver compassionate care that transforms lives.

It is a privilege to witness their commitment to our patients, families and communities.

In 2024, our caregivers have again shown remarkable innovation and dedication. Their ability to navigate complex challenges and emerge stronger is extraordinary.

Whether through superior clinical care, groundbreaking research, educating others or supporting our operations, our caregivers embody Cleveland Clinic's values.

On behalf of the Board of Directors, it is an honor to support such an exceptional team. Cleveland Clinic caregivers are the heart of an institution that is a beacon of hope and healing.

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

CLEVELAND CLINIC FACTS AND FIGURES



A nonprofit multidisciplinary healthcare system with **82,608 caregivers**, **23 hospitals**, **6,728 beds** and **280 outpatient locations** around the globe



Founded in 1921 by four physicians



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



3.5 million patients and **15.7 million patient encounters** annually

Las Vegas

Center for brain health

Concierge/executive health services to come

Northeast Ohio

Main Campus and 15 regional hospitals with a total of 5,053 beds

Toronto

2 locations for executive health and sports health services

Virtual express care

London

184-bed hospital
2 outpatient centers

Abu Dhabi

402-bed hospital and cancer center

Southeast Florida

5 hospitals with 1,089 beds

In-country representatives in 15 nations around the world to connect patients with Cleveland Clinic care

CARE FOR PATIENTS

PATIENT CARE

15.7M

patient encounters
worldwide

14.1M

outpatient
encounters

333K

admissions
and observations

320K

surgeries and
procedures

EDUCATION

2,369

residents
and fellows

126

accredited training
programs

3,655

active research
projects

RESEARCH

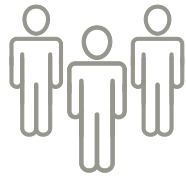
\$520M

research funding

CARE FOR CAREGIVERS

83K

caregivers
worldwide



including:

5,786

physicians
and scientists

16,845

nurses

CARE FOR COMMUNITY

\$1.46B

community benefit (2023)



\$37.6B

national economic
impact (2023)



CARE FOR CLEVELAND CLINIC



\$15.9B

operating revenue

\$275.7M

income from operations

1.7%

operating margin

Data reported in this publication are through Dec. 31, 2024, except where noted.

CARE FOR PATIENTS



VISION: Safely deliver care that is consistent, continuous and customized.

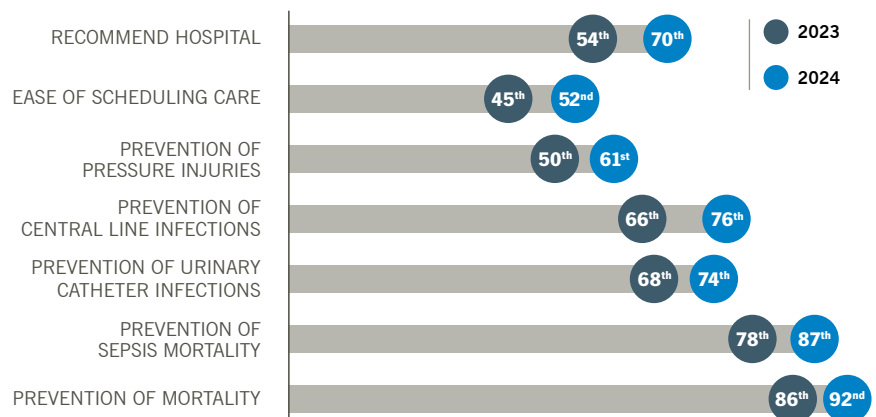
Cleveland Clinic served more patients than ever in 2024. Our care has become more consistent across locations. However, further progress is needed to prevent serious safety events and ensure unparalleled patient experience. When our caregivers work as engaged teams, they reliably deliver the highest standard of care.



NEW COMPOSITE MEASURE OF EXCELLENCE

In 2024 we adopted an externally validated composite score to objectively assess care across all our locations. The measure combines over 100 metrics of safety, quality and patient experience. We met our goal of performing in the 80th percentile among U.S. hospitals. Our scores improved in nearly all our markets. We set an example in healthcare by publicly sharing our collective performance across all our hospitals.

OUR NATIONAL PERCENTILE RANKINGS IN KEY METRICS



PATIENT SAFETY

Cleveland Clinic is committed to zero patient harm. We are shaping best practices in healthcare for tracking and reporting serious safety events. We did not meet our target for reducing those events in 2024. However, we increased our rate of reporting and are committed to making additional progress.

Culture of Safety – Our 2024 Caregiver Experience Survey showed a significant improvement in safety culture compared with the previous survey. Our scores were superior to the national benchmark. We believe this enhanced culture of safety will lead to future reductions in serious safety events.



**65th
percentile**

national ranking for
safety event prevention
and reporting



Easier Safety Reporting – To make safety reporting easier, we introduced a Safety Event Reporting System (SERS) app so caregivers can report events from their phones. This builds on a recent SERS update that allows caregivers to check on how their reports have been addressed.

High Reliability Safety Coaching – In 2024 we extended our High Reliability Safety Coach program across Cleveland Clinic. The program, launched in Florida in 2022, trains caregivers in diverse roles to champion safety event reporting and celebrate successes in harm prevention.

> 950 high reliability safety
coaches enlisted to date



CARE QUALITY

Superior Survival – Cleveland Clinic’s U.S. hospitals collectively rated among the top 10% of hospitals nationally for patient survival in 2024. These achievements reflect continued success in managing sepsis, a leading cause of hospital death.

Focus on Readmissions – Our hospital readmission rate rose in 2024, to 13.1%. Our goal was a reduction to 11.3%. We are trying new strategies to ensure that all patients receive timely follow-up care after discharge. Reducing preventable readmissions is a priority for 2025.

826

fewer sepsis deaths than expected in 2024 based on risk models

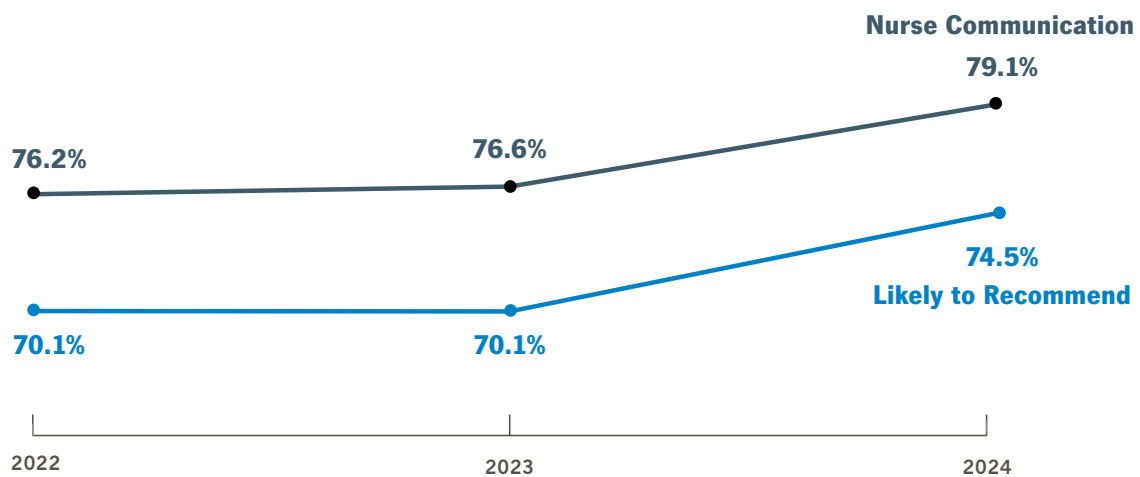
PATIENT EXPERIENCE

Pleasing Our Hospital Patients – Increased numbers of our hospitalized patients gave us the top score in 2024 for nurse communication and likelihood of recommending Cleveland Clinic for care. Improvements in these metrics were seen at all our locations. Our annual improvement in the “likely to recommend” measure was the largest in our history.

Our goal for 2025 is to raise to at least 83% the share of patients in both hospital and outpatient settings who are very likely to recommend our care.



SHARE OF HOSPITAL PATIENTS GIVING TOP SCORE



Ease of Getting Care – We regularly ask patients how easy it is to get the care they need, based on wait times, communication and other factors. In 2024, 75% of patients gave us the best possible rating, up from 73% the prior year but short of our goal of at least 76%. Improvements were seen in all care settings, with the largest gain in emergency care.

>3.1M patients using MyChart

75% of patients seen in the past year had a MyChart account

ACCESS TO CARE

Under our new operating model, we are improving outpatient appointment scheduling. From 2023 to 2024, we cut by 60% the average time that patients wait on the phone to make an appointment. We also are among the top 25% of health systems in digital self-scheduling.

~10%

of outpatient appointments were scheduled online in 2024

Outpatient Hours to Expand –

Broadening access to care includes seeing patients when it is best for them, including at night and on weekends. Expanded outpatient hours will debut in 2025 at the Richard E. Jacobs Health Center in Avon.

Growth in Hospital Care at Home –

Thanks to Hospital Care at Home, more patients are getting acute-level hospital care in the comfort of their home. For qualifying patients, the program provides remote monitoring and sends visiting caregivers as needed. The program launched at Indian River Hospital in 2023 and expanded to four more Cleveland Clinic Florida hospitals in 2024. Outcomes in patient experience, readmissions, infection prevention and other metrics match or exceed those achieved with traditional hospital stays.

RESOURCEFUL CARE SAVES A YOUNG WOMAN'S SMILE

At age 13, Lizzie Clark was told she needed immediate surgery to remove a noncancerous facial nerve tumor. This would prevent later complications but also paralyze the left side of her face. When she came to Cleveland Clinic for a second opinion, neurosurgeon Pablo Recinos, MD, suggested delaying removal of the slow-growing tumor to buy time for a better solution. He enlisted facial reconstructive surgeon Patrick Byrne, MD, who had developed

a strategy to reduce paralysis by rewiring facial nerves before, rather than after, tumor removal.

Over the next few years, when Lizzie began to show mild facial paralysis as the tumor grew, Dr. Byrne performed two nerve graft surgeries to keep her facial nerves functional. This allowed her to finish high school and start college with minimal facial imbalance.

By 2024 the tumor had grown large enough to require Dr. Recinos to surgically remove it. The novel watch-and-wait strategy paid off: Lizzie is tumor-free and has nearly normal facial function, allowing her mouth to curve into a smile on both sides.



Illustration of the facial nerve rewiring surgery



Lizzie soon after tumor removal

CLINICAL DISTINCTIONS



A robotically assisted coronary artery bypass surgery

Unmatched Survival and Options in Heart Surgery –

Adults undergoing cardiac surgery are two to three times less likely to die if they receive their operation in our Heart, Vascular and Thoracic Institute rather than from the average U.S. heart program. These operations increasingly include robotically assisted procedures that involve small incisions and enable faster patient recovery. In addition to our robotic mitral valve surgery program, in 2024 we relaunched a program to offer robotically assisted coronary bypass surgery to many more qualifying patients.

Improving Digestive Care with Behavioral Health – Many patients with digestive diseases have behavioral health needs related to their gastrointestinal condition. In response, our Department of Gastroenterology is the first in the U.S. to establish a dedicated section for behavioral health. The section's three behavioral health specialists and two postdoctoral fellows help patients in Ohio and Florida reduce stress, manage anxiety and develop strategies to cope with their digestive disease.

First Triple Transplant for Rare Disease –

In 2024 a multidisciplinary Cleveland Clinic team performed a first-of-its-kind triple-organ transplant to successfully treat alpha-1 antitrypsin deficiency. The rare genetic disorder often requires lung and liver transplant. This is the first known case to involve kidney transplant too. Before the two-day operation last February, 64-year-old Don Elliott was not expected to survive for long. Thanks to the expertise of three transplant teams, he has been home for nearly a year with all three organs functioning normally.



Triple transplant patient Don Elliott (center)

Helping Women Thrive in Midlife – Four in five women over age 55 have at least one chronic condition. To meet the need for comprehensive care in this population, Cleveland Clinic established the Women’s Comprehensive Health and Research Center in 2024. The center brings together specialty care from nearly a dozen disciplines, streamlines patient appointments, and helps advance research and innovation in women’s health. Maria Shriver serves as the center’s chief visionary and strategic advisor.



EXTERNAL VALIDATION

Raters and rankers serve as one source of information for patients. They also help us find opportunities to improve toward our goal of ensuring the best patient outcomes. Below are some metrics for our hospitals from 2024.

Newsweek named Cleveland Clinic the **No. 2 hospital in the world** for the sixth straight year in its “World’s Best Hospitals 2024” report. Cleveland Clinic Abu Dhabi and Fairview Hospital also were recognized among the top 250 hospitals out of 2,400 worldwide. Cleveland Clinic also ranked No. 1 in *Newsweek’s* “World’s Best Smart Hospitals” list that recognizes leadership in technology use to transform care. The publication’s “World’s Best Specialized Hospitals” list included Cleveland Clinic in all 12 rated specialties, including **No. 1 for urologic care**.

U.S. News & World Report named Cleveland Clinic to its 2024-25 “Best Hospitals Honor Roll,” which identified 20 U.S. hospitals that meet the highest standards of care quality. The organization also recognized Cleveland Clinic as the **No. 1 hospital for cardiology, heart and vascular surgery for the 30th year** in a row, as well as the No. 1 hospital in Ohio. Cleveland Clinic Children’s was nationally ranked in 10 of 10 pediatric specialties.

The **Leapfrog Group** grades hospitals on patient safety. In fall 2024, **five of our U.S. hospitals earned an A**, four earned a B and eight received a C. To improve, we are focused on preventing infections, reducing other complications and improving hand hygiene.

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 2024. We also achieved our most successful results to date in the CMS pay-for-performance programs.

Vizient rates U.S. hospitals on quality and value. In 2024 **Fairview Hospital was designated a top performer** in Vizient’s national cohort of large specialized medical centers providing complex care. Fourteen of our 17 rated U.S. hospitals improved or maintained their performance in Vizient ratings.

CARE FOR CAREGIVERS



VISION: Empower caregivers in a safe, rewarding workplace that is team-based.

Cleveland Clinic caregivers know what makes the best place to work in healthcare: safety, work-life balance, communication, respect, engagement and belonging. Together, we are building that environment. As a team, we celebrate accomplishments, find solutions to challenges and support each other at all times.



OUR GROWING WORKFORCE

Hiring and Recruitment – With 83,000 caregivers worldwide, our workforce has grown by 82% in the past decade. In 2024 more than 9,400 U.S. caregivers — including more than 2,000 registered nurses — began careers at Cleveland Clinic. We are proud that the composition of our workforce reflects the patients and communities we serve.

Welcoming New Nurses – We have made significant progress in engaging nursing students. Through partnerships with schools and other outreach efforts, we welcomed approximately 1,400 newly graduated registered nurses to Cleveland Clinic in 2024. Since 2022 nearly 20 nurses have been hired through our Howley ASPIRE Nurse Scholars Program, designed for high school students pursuing a nursing career.

Turnover and Vacancy – Our current 14.2% turnover rate is lower than the 16.8% national benchmark. And our current 6.2% vacancy rate compares favorably to the 15.3% national benchmark. Currently we have approximately 4,500 job openings, far reduced from 10,000 in 2022.

83K

caregivers
worldwide

>9K

new hires
in 2024

A MOTIVATED WORKFORCE

Length of Service – Nearly one-third of our caregivers have worked at Cleveland Clinic for at least a decade. We are honored to have caregivers with long tenures, which reflect their dedication to our mission and our patients.

>23K caregivers who have worked at Cleveland Clinic for 10 years or more

Strategic Workforce Planning – After being challenged by workforce shortages in recent years, we created a Strategic Workforce Planning team, one of the first in healthcare. In 2024 the team continued to increase our patient-facing workforce through role redesign. For example, a new position, outpatient clinical care assistant, now supports the role of medical assistant. Thanks to role redesign, we have reduced our workforce shortage by more than 800 caregivers.

THE POWER OF PURPOSE

Our caregivers help shape the future of Cleveland Clinic through their talent and passion. We want to harness what drives them to serve in healthcare. In 2024 we took the first step, designing a new caregiver culture movement called The Power of Purpose, to be rolled out in 2025.



CAREGIVER ENGAGEMENT

Experience Survey – A record 60,000 caregivers — 85% of our workforce — participated in this year's Caregiver Experience Survey. That is well above the 72% national benchmark. Responses indicated significant improvement in Cleveland Clinic's safety culture, career development and recognition efforts.

Areas of focus in 2025 will include improving communication between teams and doing more to reduce job stress and workplace violence.

79%
of caregivers say
Cleveland Clinic
is a good place to work

75%
of caregivers
are engaged
or highly engaged

Belonging at an All-Time High – The sense of belonging at Cleveland Clinic is at a record high, according to the 2024 Caregiver Experience Survey. Our index score was 4.14 (on a 5-point scale), up from 4.06 in 2023.

Employee Resource Groups – Connectedness among caregivers enhances our support for each other and promotes better patient care. One way we foster connectedness is through Employee Resource Groups, which help caregivers connect through shared interests and common experiences. In 2024 we launched our 10th Employee Resource Group.

Bright Ideas – Improving care and reducing costs involves all of us. The Bright Ideas program, launched in 2024, invites all caregivers to suggest ways Cleveland Clinic can work better, faster or smarter. Suggestions have ranged from making process changes to implementing new technologies.

Bright!ideas > 1,400 Bright Ideas submissions in 2024

BRIGHT IDEA SAVES MONEY ON BLOOD PRESSURE CUFFS

Don McLellan, Senior Director of Healthcare Economics, submitted his Bright Idea to end the pandemic-era use of disposable blood pressure cuffs. Under the leadership of Barbara Scheufler, RN, the Wound Center at Cleveland Clinic Medina Hospital had already done so. By resuming the disinfecting and reuse of regular blood pressure cuffs, the center saved \$11,000 in 2024. McLellan’s Bright Idea has prompted an enterprisewide review of blood pressure cuff use and other pandemic-era policies, potentially saving even more money in 2025.

CELEBRATING EACH OTHER

One year since the introduction of Recognition Coins and Legacy Coins, caregivers continue to be enthusiastic when they are celebrated for modeling Cleveland Clinic values. Recipients of Recognition Coins pay it forward by awarding their coins to other deserving colleagues.

> 1,100 Recognition Coins awarded since 2023

> 40 Legacy Coins awarded by our CEO and Chief Caregiver Officer since 2023



ENHANCING WORKPLACE SAFETY

The best place to work must be safe. In 2024 we encouraged caregivers to speak up about safety concerns. More awareness led to more reporting of physical and verbal incidents. In response we introduced new tools to improve caregiver safety, including:

- More than 100 body-worn cameras for our police officers
- New technologies to detect and prevent weapons from entering our facilities
- New camera systems in Ohio and Florida to enhance monitoring of buildings and parking facilities

WORKPLACE AWARDS

Other organizations recognize our efforts to be the best place to work in healthcare. In 2024 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 (19th time) – Employers' Resource Council
- America's Best Large Employers and Best Employers in Ohio – *Forbes*
- America's Best Employers for Women – *Forbes*
- America's Best Employers for New Grads – *Forbes*
- Best Companies for Future Leaders – *Time*
- Military Friendly® Employer, Gold – VIQTORY

DEVELOPING LEADERS

Leadership Momentum –

Leadership Momentum was relaunched in 2024. This program teaches Cleveland Clinic leaders how to influence others and navigate crucial conversations. Nearly 50 senior leaders completed the program worldwide.

Leader Skills Passport –

This program helps leaders develop foundational skills. In 2024 we doubled the number of training groups. More than 500 caregivers have completed a training course since the program's launch in 2022.

Global Alignment – In 2024 we introduced formal leadership development programs at Cleveland Clinic's international locations. Examples include Ignite at Cleveland Clinic London and Lead & Succeed at Cleveland Clinic Canada.



4 out of 5

Cleveland Clinic leaders are highly rated by their teams, according to the 2024 Caregiver Experience Survey

CARE FOR COMMUNITY



A new initiative focuses on reducing and eliminating lead poisoning risk at childcare centers.

VISION: Lift up communities by finding solutions to health and socioeconomic challenges.

Infant mortality, lead poisoning and food insecurity remain pressing issues in our communities. We strive to address these by improving access to care and connecting residents with resources that support better outcomes.

\$1.46B

annual community benefit in 2023*

*Most recent year for which these data are available

\$37.6B

in economic activity nationally in 2023*



A caregiver prepares supplies for hospital patients in need through our Discharge With Dignity program.

INVESTING IN COMMUNITY

Strengthening Our Communities –

Our commitment to health includes the well-being of all who live in the communities we call home. In 2023 the total value of our community benefit contributions in Ohio, Florida and Nevada reached \$1.46 billion.

An Economic Engine –

Cleveland Clinic makes a powerful contribution to state and local economies by purchasing goods and services from local businesses, generating tax revenue and creating jobs. Our most recent Economic Impact Report shows that in 2023 we directly and indirectly supported \$37.59 billion in economic activity nationally, including \$28.19 billion in Ohio, \$4.39 billion in Florida and \$82.5 million in Nevada.



CARING FOR MOTHERS AND CHILDREN

Lead Safe Child Care – In 2024 we worked with the Lead Safe Cleveland Coalition and family resource provider Starting Point to launch the Lead Safe Child Care Pilot Program. Thirty licensed childcare providers will receive grants and services to eliminate lead hazards at their sites.

Model Birthing Care – Labor and delivery units at our Main Campus, Fairview and Hillcrest hospitals adopted TeamBirth, a model that improves communication between pregnant patients and their care team. TeamBirth began at Akron General to provide outstanding maternity care for all patients and address outcome disparities.

Maternal Mental Health – Cleveland Clinic’s Center for Infant and Maternal Health received a grant from Parker Hannifin to develop a perinatal mental health program in partnership with our Women’s Behavioral Health team. Initial funding was used to hire licensed independent social workers to increase access to psychotherapy and streamline referrals.

Obstetrics Navigators – In 2024 nearly 8% of our obstetrics (OB) patients showed a need for social services during routine screening. Our OB navigators connected them to Cleveland Clinic and community resources. Of the patients served, 85% delivered at full term and 87% had babies of normal birth weight.

> 1,600

patients served by an
obstetrics navigator



CLOSING THE FOOD GAP

Sources of nutritious food are essential for communities to thrive, but gaps in access are all too common. Cleveland Clinic works in a variety of ways to help feed patients and families, including providing food vouchers and grocery delivery for those in need.

South Pointe Food Pantry – Through South Pointe Hospital’s Nourish Pantry Plus program, individuals can get produce, rice, meats and nonperishable items donated by the Greater Cleveland Food Bank. More locations are planned.

Teaching Kitchen – At our Langston Hughes Community Health and Education Center, a new teaching kitchen will offer programs to improve nutritional literacy and help families learn to prepare healthy and affordable meals. The kitchen, scheduled to open in 2025, is supported by a donation from the grocery chain Meijer and is part of Cleveland Clinic’s \$10.4 million commitment to address childhood hunger and food insecurity.



MORE LOCAL IMPACTS

Mobile Mammography –

Mammograms are critical for early breast cancer detection. Our mobile mammography unit, launched in 2024, brings screening services to Ohio communities, helping eliminate barriers to care. The vehicle has the same kind of 3D mammography imaging equipment found in our clinical facilities.



SMART FITNESS ACCESS AROUND THE CORNER

Low fitness literacy and lack of exercise equipment often lead to poorer health in low-income communities. However, in 2024 more than 1,000 residents of the Fairfax neighborhood and Cleveland’s East Side took steps to improve their health at the new “smart” gym in our Langston Hughes Community Health and Education Center. The gym offers free fitness assessments and high-tech exercise equipment so users can easily set goals and track progress. A second gym is now open at Lutheran Hospital on Cleveland’s West Side.



>12K gym visits at
Langston Hughes

CARE FOR CLEVELAND CLINIC



VISION: Shepherd our resources to sustain Cleveland Clinic’s mission and support patients and caregivers.

In today’s financial environment, exceptional healthcare must be sustainable. We innovate to deliver care with maximum efficiency so we can help more people.

ANSWERING CHALLENGES

National and international pressures on healthcare intensified in 2024: overwhelming demand for services but fewer providers, persistent inflation, growing numbers of uninsured patients, workforce shortages, rising costs that far outpace reimbursement, shrinking operating margins. Nearly half of U.S. hospitals are losing money.

Although these problems affect us, Cleveland Clinic is strongly positioned to thrive. We have dedicated caregivers, a culture of innovation and teamwork, and a global reputation for excellence. We embrace advanced technology and can anticipate and quickly adapt to changing market forces.



33K

average daily outpatient visits

2.9K

average daily emergency visits

TOUCHING LIVES

We served more patients in 2024 than at any time in our history: 15.7 million patient encounters in our 23 hospitals and 280 outpatient locations around the world. That is a 33% increase from only five years ago.

1.3K

average daily surgeries

SECURING OUR FINANCES

A healthy financial position allows us to invest in our caregivers and organization. In 2024 our finances were stable and our performance improved by several key measures.

We ended the year with an operating margin of 1.7% and exceeded our 2023 result. This is due to our focus on operational efficiency and standardization, which helps control costs. Our 2025 goals are to achieve a 2.1% operating margin and cut costs by 2.5%.

The number of uninsured patients we served grew dramatically in 2024 — about 40% more than in 2023 — as other hospital systems cut care for vulnerable populations.

We provided \$1.3 billion in charity care in 2024 for patients unable to pay their medical bills.



\$15.9B

operating revenue



\$275.7M

income from operations



1.7%

operating margin

CONSERVING INTRAVENOUS FLUIDS

Intravenous (IV) fluids are vital for treating sick, injured or dehydrated patients. In September 2024, when flooding from Hurricane Helene halted operations at the largest U.S. IV fluids plant, a nationwide shortage ensued. While our practice of proactively stockpiling key IV fluids helped us manage, we needed to conserve supplies. We formed a cross-functional team that tracked on-hand supplies and implemented conservation measures at all our U.S. locations. These included the use of oral rehydration rather than IV fluid in appropriate patients and the daily review of orders for continuous IV infusion. Thanks to these efforts, our patient care was unaffected.



ACHIEVING OPERATIONAL EXCELLENCE

Across Cleveland Clinic, we are working to become a lean organization, being more resourceful and producing better outcomes at lower cost. Some notable examples:

Operating Room Scheduling – Using continuous improvement tools, a Lutheran Hospital team improved timeliness in operating room (OR) schedules. Thanks to steps like coming in earlier to set up equipment for complex cases and adjusting room scheduling to account for prep activities, first-case on-time OR starts rose from 79% in 2023 to 96% in 2024.

Endoscopy Efficiencies – Our Digestive Disease Institute is guiding an enterprise-wide effort to serve more patients needing endoscopies. At Medina Hospital, the endoscopy team worked to make their processes more efficient. The team made numerous simple changes, including modifying staffing assignments, prepping for cases the day before and advocating to replace older endoscopes. They increased case volume by 43% while reducing turnaround time by 42%.



New Nursing Model – A nursing teamwork approach piloted at Marymount Hospital improves care, heightens engagement, increases efficiency and eases staffing demands. The model pairs a registered nurse with a patient care nursing assistant to help each other as they oversee patients. A lead RN supports these mini-teams, while a throughput nurse supervises patient care and bed management.



REIMAGINING INPATIENT CARE

Leaders in our new Integrated Hospital Care Institute are transforming how patients move through our hospitals, from admission to discharge and follow-up. Their goal is to improve inpatient care, experience and outcomes while freeing up bed capacity so more people can access our services.

Innovations include:

- Dedicated beds in a nursing unit where patients are weaned from ventilators after heart surgery. This opens space in the cardiac intensive care unit and shortens waits for surgery.
- Use of artificial intelligence to guide patients' movement through care settings, identify those who face surgical risks and predict when patients will be ready for discharge. This aids scheduling, staffing, resource use and risk management.
- Creation of specialized teams that quickly respond to signs of infection and manage key events in patients' stays, such as admission, transitions between care settings, and discharge.

7%

increase in hospital admissions

4.5%

decrease in average hospital length of stay

> 600

ICU days saved by new ventilator-weaning unit

ENTERPRISE GROWTH

VISION: Grow responsibly to deliver our specialized care to more patients.

Our mission compels us to help as many people in as many places as possible. Strategic expansion increases the number of lives we touch.

OHIO

Our Ohio hospitals and clinics served a record number of patients in 2024, surpassing the previous year's total by 4%. This represents an additional 400,000 patients who received care.



Interior construction is underway on the largest hospital building in Cleveland Clinic's history. The 1-million-square-foot **Neurological Institute** facility on Main Campus will greatly expand our resources dedicated to the care of neurological disorders, which affect nearly half the world's population. The building will include 210 inpatient beds, 16 operating rooms, 120 exam rooms and six MRI areas. It is due to open in 2027.

Construction continues on two Main Campus research buildings that are part of Cleveland Clinic's participation in the **Cleveland Innovation District**. The district is a collaboration among government, academic and healthcare institutions to drive advanced research, workforce education and job creation. The buildings will house the Sheikh Fatima bint Mubarak Global Center for Pathogen and Human Health Research. Since 2021 we have exceeded the goal of creating 1,000 jobs related to the Innovation District project.



OHIO



A rendering of enhanced Main Campus green spaces

We are developing a **master plan** to define the architectural vision for our Main Campus and accommodate future healthcare needs. Goals are to enhance experiences for patients, caregivers and visitors; increase campus connectivity; improve access to green spaces; and bolster community relationships.



Cancer patients at **Hillcrest Hospital** are experiencing more welcoming surroundings and better access with the 2024 opening of the **Lozick Cancer Pavilion**. The 10,600-square-foot addition to the existing cancer center features a covered entrance, valet parking, abundant natural light, curated artwork, and dedicated music and art therapy rooms.



A rendering of a new Cole Eye Institute atrium

Expansion and renovation of the **Cole Eye Institute** on Main Campus is nearly finished. The 150,000-square-foot addition, known as the Jeffrey and Patricia Cole Pavilion, more than doubles the facility's size and contains new surgical, procedural and exam rooms. The interior of the existing 130,000-square-foot building is being updated. Project completion is expected in early 2025.

Our newest facilities, **Mentor Hospital** and the **Middleburg Heights Family Health Center**, had robust first years of operation in 2024. Mentor Hospital served more than 63,000 patients, well ahead of expectations. Patient evaluations at Middleburg Heights exceeded 94,000, with the greatest growth in primary care, neurological and orthopaedic services.



In 2024 we opened a hub for pediatric primary and specialty care in **Cleveland Clinic Akron General's** medical office building, staffed by 23 physicians. And Akron General launched a **pediatric mobile intensive care unit** to ensure the safe transfer of critically ill infants and children.



FLORIDA

Our Florida hospitals and outpatient facilities continue to see tremendous growth, with a 54% increase in surgical encounters, office visits and related services since 2020. The number of physicians has grown by 71% in the past six years, including by 110 in 2024.

To meet the growing need for our services in Palm Beach County, where we currently operate an outpatient center, we are partnering with the community to raise funds for a **future outpatient building and hospital**. The West Palm Beach hospital — our sixth in Florida — will include approximately 150 inpatient beds, an emergency department, a medical office building and an ambulatory surgery center. The outpatient facility, also in West Palm Beach, will nearly quadruple the space of our existing center, accommodating additional services such as chemotherapy and outpatient surgery.

Weston Hospital's transplant center celebrated milestones in lifesaving care in 2024 with its 500th liver transplant and 300th heart transplant. Weston also became our 12th hospital to earn Magnet® designation from the American Nurses Credentialing Center in recognition of nursing excellence. Fewer than 10% of all U.S. hospitals have received Magnet certification.



LIVING OUR VALUES

Tradition Hospital caregivers showed notable compassion for a long-term patient with dementia. The patient had no visitors, so team members treated him as family. For a year, they celebrated holidays and special events with him, brought him clothes and gifts, and accompanied him on walks. After his discharge to a nursing facility, they continued to visit him. The caregivers' empathy was recognized with Cleveland Clinic's 2024 Team CEO Award.

Tradition Hospital will become a centralized hub for maternal and infant care in 2025, with expanded resources including high-risk obstetrics care and around-the-clock obstetrics hospitalist service.

Martin North Hospital made plans in 2024 to enhance its gynecology services, including the addition of a minimally invasive gynecological surgeon and expanded care in gynecological oncology, urogynecology and advanced pelvic surgery.

Martin South Hospital's emergency department earned the 2024 Lantern Award from the Emergency Nurses Association for demonstrating exceptional and innovative leadership, practice, education, advocacy and research.

Indian River Hospital's emergency department will undergo a \$15 million renovation and expansion beginning in 2025, funded entirely by philanthropic donations. The 20-month project includes enlarging the waiting area and adding eight low-acuity treatment stations and 12 private exam rooms. It will reduce wait times and improve patient experience.

LAS VEGAS

The Lou Ruvo Center for Brain Health is adding concierge medicine and executive health services to its portfolio in 2025 and 2026, respectively. Since its 2009 opening, the center has become a premier destination for neurological treatment and research. Its staff has cared for thousands of patients; secured more than \$37 million in research funding; helped develop new treatments for multiple sclerosis and Alzheimer's and Parkinson's diseases; and launched the Women's Alzheimer's Movement Prevention and Research Center and the Professional Athletes Brain Health Study.



TORONTO

Cleveland Clinic Canada is expanding its Express Care Online virtual appointment service. The program uses telehealth technology to link patients needing nonemergency care with a Cleveland Clinic Canada clinician. Portals for virtual exams are in some residential buildings and are coming to worksite and university locations. Cleveland Clinic Canada also became the official healthcare partner of Toronto's Professional Women's Hockey League team in 2024.

ABU DHABI

Cleveland Clinic Abu Dhabi achieved numerous milestones in 2024, including performing the United Arab Emirates' first combined heart and double-lung transplant and becoming first in the region to use stereotactic electroencephalography to pinpoint epileptic seizures in the brain. The hospital uses multiple systems powered by artificial intelligence to enhance complex care. One is an AI-aided blood vessel imaging system that accelerates stroke treatment. The hospital's stroke care earned Comprehensive Stroke Center Certification from the American Stroke Association in 2024.



LONDON

Moorgate Outpatient Centre, **Cleveland Clinic London's** second outpatient facility, marked its first year of operation in 2024, providing diagnostics, general practice appointments and specialty care. Also in 2024, Cleveland Clinic London received Stage 7 accreditation — the highest validation — from the Healthcare Information and Management System Society. It is the first private U.K. hospital to achieve this distinction, which recognizes significant use of electronic medical records to improve patient care, safety and quality.

REACHING NEW MARKETS

We are expanding our presence in **emerging international markets** to help independent hospitals improve and to connect patients with our specialized care. In 2024 Vietnam's Vinmec Central Park International Hospital became the second Vinmec Healthcare System hospital to join Cleveland Clinic Connected. The program uses our expertise to help hospitals elevate their services. We also formed advisory relationships with Mexico's Hospital Angeles health system and Croatia's Radiochirurgia Zagreb cancer hospital to provide clinical and operational guidance. And we broadened our network of in-country representatives to include Nigeria and Bermuda and added a second representative in the Bahamas and Ecuador. The representatives assist patients with online consultations and in-person treatment at Cleveland Clinic.

STRATEGIC PARTNERSHIPS

We collaborate with organizations that share our values and will help us advance care.

We have formed a relationship with **Amazon One Medical** to expand primary and specialty care services in Northeast Ohio. In affiliation with Cleveland Clinic, Amazon One Medical will open a primary care office in 2025 for its members to receive in-person care. Virtual appointments, medical record access and other services will be available through a mobile app. The alliance will complement our existing primary and specialty care network.

We are part of a landmark initiative in **Northwest Arkansas** to increase access to healthcare, lower costs and improve treatment outcomes. The 30-year, \$700 million collaboration involves Cleveland Clinic, the Alice L. Walton Foundation, the Mercy healthcare system and the nonprofit Heartland Whole Health Institute. Our role is to provide cardiovascular expertise by establishing best practices and fostering innovation. We and Mercy will co-brand a new heart care center that Mercy will build on its Rogers, Arkansas, hospital campus. The organizations will explore more opportunities to expand care in the region.



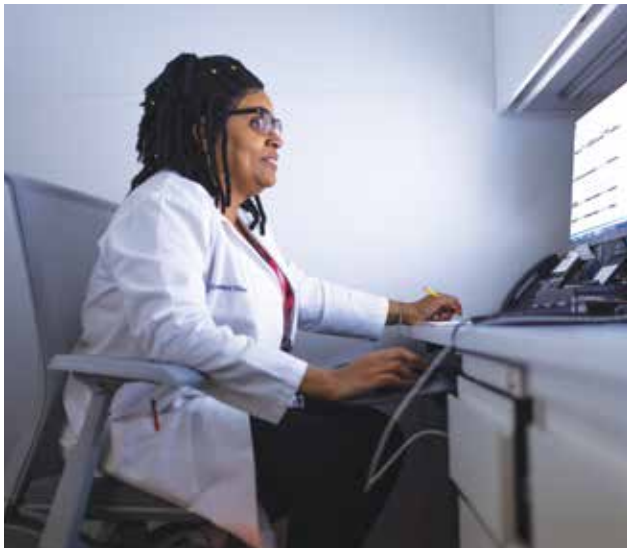
With our partners the Cleveland Cavaliers and Bedrock Real Estate, we broke ground in 2024 for the **Cleveland Clinic Global Peak Performance Center**. Scheduled to open in 2027 on the Cuyahoga Riverfront, it will be one of the world's most advanced sports training and performance facilities. Amateur and professional athletes will have access to high-tech testing and training equipment and medical experts. Cleveland Clinic will collaborate with Sports Data Labs Inc. to collect sports health data for new technology-driven tools and services.

DIGITAL TRANSFORMATION

Advanced digital technologies, including artificial intelligence, will help us improve patient care, operate more efficiently and discover new treatments and cures.

In 2024 we appointed our first chief artificial intelligence officer to direct the use of AI across the health system.

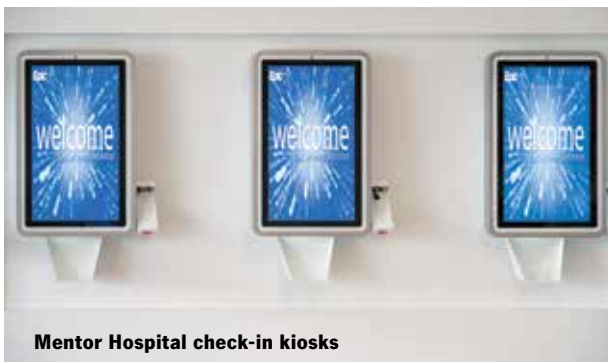
We are working with digital technology developers to lead healthcare's transformation using these tools.



DIGITAL PARTNERSHIPS

Our collaboration with **Palantir Technologies**, applying AI and advanced data analysis to manage hospital operations and improve efficiency, is producing impressive results. An initial project is a virtual command center that helps optimize patient flow, resource use, staffing levels and operating room scheduling. The command center's patient throughput tool, Hospital 360, is the first commercially available AI product co-developed by Cleveland Clinic.

We are working with **Bayesian Health** on AI-powered technology for early identification of sepsis — a life-threatening response to infection — in hospitalized patients. The tool constantly monitors patients' electronic medical records for subtle signs of sepsis. Caregivers are alerted when a high-risk patient is detected, allowing rapid assessment and treatment. The tool is in testing at Main Campus and Fairview Hospital, with plans to expand its use across the enterprise.



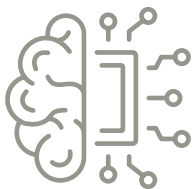
Mentor Hospital check-in kiosks

We have teamed with **Verizon Business** to develop new ways to use wireless 5G technology at Mentor Hospital. The telehealth-enabled hospital was built with an embedded, highly secure private 5G network. We and Verizon are exploring how the technology can be used to enhance patient care, connectivity and patient experience. Examples include improved digital displays, check-in kiosks, in-room infotainment systems and virtual reality.

The Discovery Accelerator, our advanced computing partnership with **IBM** to speed biomedical research, is producing results. More than 50 projects are underway using the Discovery Accelerator's capabilities, which include the world's first quantum computer devoted to healthcare and life sciences research.



In the Middle East, our partnership with Abu Dhabi-based healthcare company **M42** creates strategic advantages and provides opportunities to develop AI platforms for healthcare delivery. Together, we operate Cleveland Clinic Abu Dhabi, which uses multiple AI-powered technologies. A \$1.5 billion collaboration between M42's parent company, G42, and Microsoft, announced in 2024, will accelerate AI innovation. The synergy will benefit Cleveland Clinic Abu Dhabi and our entire enterprise.



Medical note-taking diverts caregivers' time and attention from patients. We are working with **Microsoft** and other vendors to test AI-powered software that documents, summarizes and formats conversations between caregivers and patients during medical exams. After clinician review, the AI-generated notes are added to the electronic health record. We plan to deploy this time-saving technology across the enterprise in 2025.

PREVENTING CYBER DISRUPTION

Our technology teams responded quickly to a global technology outage in July caused by cybersecurity vendor CrowdStrike's faulty software update. Many organizations were crippled by this outage, but not Cleveland Clinic. At the first sign of problems, our Information Technology Division assessed the impact across our enterprise and devised plans to minimize disruption, prioritizing applications involving patient care. The fast actions enabled patient care to continue in all settings. We are working to decrease risks arising from our use of external vendors.

PHILANTHROPY



Cleveland Clinic is dedicated to patient care, research and caregiver education. Generous donors help uphold this mission with gifts that ensure a healthier future for our patients and communities.



\$413M

in philanthropic commitments in 2024

CYCLING TO END CANCER

On its 11th anniversary, VeloSano raised a record-breaking \$29 million and hosted its first fundraising event at Cleveland Clinic Florida.

All VeloSano proceeds benefit cancer research projects. In 2024, 24 VeloSano pilot grants were awarded, including one at Cleveland Clinic Florida to study whether immersive virtual reality can reduce patients' anxiety while they undergo cancer chemotherapy.



\$29.3M

raised by VeloSano
in 2024



FUNDING CAREGIVER INSPIRATION

Catalyst Grants support innovation by funding projects that Cleveland Clinic caregivers develop to benefit patients and the community. These one-time grants are awarded for ideas that are likely to make an impact within one year. Among them: NeuroFitness, a community-based exercise and wellness program for people affected by neurological conditions such as stroke, multiple sclerosis, Parkinson's disease and spinal cord injury.

\$4M in Catalyst Grants distributed in 2024

68 projects funded in 2024

BETTING BIG FOR CHILDREN

Guests at the annual Derby Day Soirée dressed up for a day at the races and enjoyed dinner, live entertainment and a viewing of the 150th Kentucky Derby. The benefit raised a record-breaking \$4 million to support life-changing work at Cleveland Clinic Children's.



\$4M

raised for pediatric care

600

guests attended

\$20M

raised for Cleveland Clinic Children's since 1990



FROM SURVIVOR TO RESEARCHER

Andras Ponti was just 20 when he was diagnosed with testicular cancer. The exceptional care he received at Cleveland Clinic inspired him to pursue a biomedical career. Today he is working on a doctorate in molecular medicine and conducting research in two Cleveland Clinic laboratories. A \$25,000 grant from VeloSano will support his studies on the development of glioblastoma and the acceleration of tumor growth. He participated in the 2024 Bike to Cure event.

GIFTS WITH A MISSION

Patients benefit directly from recent gifts made by generous families who believe in Cleveland Clinic's commitment to care.

The Bailey-Haslam family gave \$30 million to establish the Haslam Family Section for Cardiovascular Genetics. The funds also will support genetic testing for family of patients diagnosed with inherited heart conditions.

\$30M

donation for
cardiovascular
genetics

Jon Rubenstein, a former Apple executive who spearheaded development of the iPod, and his wife, Karen Richardson, made a leadership grant to advance Cleveland Clinic Hospital Care at Home. Begun at Cleveland Clinic Florida and slated to expand to Ohio in 2025, the program uses technology and visiting caregivers to monitor patients recuperating from certain conditions at home rather than in the hospital.



RESEARCH, EDUCATION AND INNOVATION



Cleveland Clinic stays true to its mission by supporting research, education and innovation. Our leadership in these areas helps provide patients with the most advanced healthcare.

\$520M

in research funding in 2024

53

licensing agreements for Cleveland Clinic Innovations in 2024

>1,200

Cleveland Clinic Innovations technologies available for licensing



MORE EVIDENCE LINKS SUGAR SUBSTITUTES WITH CARDIOVASCULAR RISK

Cleveland Clinic researchers continue to gather evidence linking artificial sweeteners with a heightened risk of heart attack and stroke. A 2024 study connected xylitol with increased risk of blood clots. Another 2024 study demonstrated how the sweetener erythritol could promote that risk. This study involving healthy volunteers reinforced the initial findings on erythritol published in 2023.

57%

increase in risk of cardiac events with highest blood levels of xylitol



SLOWING DISABILITY IN MULTIPLE SCLEROSIS

Researchers with our Mellen Center for Multiple Sclerosis led a study showing for the first time that a medication slowed disability in patients with a major type of multiple sclerosis that has no approved treatments. Patients who received the investigational drug tolebrutinib had slower progression of physical disability and fewer new areas of tissue damage on brain scans.

NEW TREATMENT FOR RARE BLEEDING DISORDER

A Cleveland Clinic-led study found the drug pomalidomide to be safe and effective for treating a rare bleeding disorder, hereditary hemorrhagic telangiectasia (HHT). Patients receiving this treatment had fewer and milder nosebleeds and needed fewer blood and iron transfusions. This research began after a Cleveland Clinic patient with life-threatening HHT was prescribed the medication off-label. The bleeding stopped within four weeks, sparking further investigation and the subsequent clinical trial.



UNDERSTANDING HOW VIRUSES CAUSE CANCER

A team at our Florida Research and Innovation Center revealed how a herpesvirus can change the way healthy cells function, causing cancer. By stopping these cellular changes with a breast cancer drug, the researchers slowed lymphoma progression and shrunk existing tumors in preclinical models. Viruses cause 10%-20% of cancers worldwide.

DIAGNOSING AUTISM WITH EYE-GAZE TRACKING

Autism Eyes, a company created by Cleveland Clinic Innovations, helps diagnose people with autism spectrum disorder faster by using eye-gaze tracking. Earlier diagnosis leads to earlier treatment and better outcomes. In 2024 Autism Eyes was acquired by Floreo, a company that has developed a virtual reality platform to teach life skills to people with neurodiverse conditions. Combining the companies could help advance the diagnosis and care of people with autism.



BRIDGING HEALTHCARE AND TECHNOLOGY

In 2024 Cleveland Clinic Innovations took a proactive approach to bridging healthcare and technology. We reviewed more than 1,000 companies, met with 300 of them and successfully connected more than 150 with Cleveland Clinic. This resulted in strategic partnerships, co-developments, clinical collaborations and investments in a variety of healthcare areas. New projects include:

- Ayble Health's virtual tools for patients with digestive diseases
- Dyania Health's artificial intelligence system that matches patients with clinical trials
- 1m's data and analytics technology to assist healthcare systems with risk management

> 175

venture investors
engaged with
Cleveland Clinic
in 2024

EDUCATING THOSE WHO SERVE

Cleveland Clinic provides a range of high-quality medical education, including accredited training programs for physicians, residents, nurses and allied health professionals. By educating medical professionals, we are ensuring that patients receive the highest level of care today and tomorrow.



3.6M

education
encounters
in 2024

48%

of our current physicians
completed some
medical training
at Cleveland Clinic

Lerner College of Medicine Marks 20 Years – Since enrolling its first class in 2004, Cleveland Clinic Lerner College of Medicine of Case Western Reserve University has celebrated 20 years of training some of the world’s best physician-investigators. The five-year medical school program was the first in the U.S. to offer full-tuition scholarships. Students graduate with a Doctor of Medicine (MD) degree with special qualification in biomedical research.

>2K

applications yearly
for 32 spots at Lerner
College of Medicine

>500

medical degrees
granted since 2004

26

alumni on
Cleveland Clinic
staff



Mock Code Simulation – Cleveland Clinic’s Simulation and Advanced Skills Center trains caregivers on mock cardiopulmonary arrests to prepare for emergencies. The center earned reaccreditation and praise from the American College of Surgeons in 2024.

Just weeks after a Cleveland Clinic Express Care team underwent simulation training in 2024, a patient presented with a severe allergic reaction and lost consciousness. Thanks to their training, team members confidently began chest compressions until the patient’s pulse was detected. The patient was rushed to a hospital and later was discharged in stable condition.

44K

simulation learning encounters in 2024

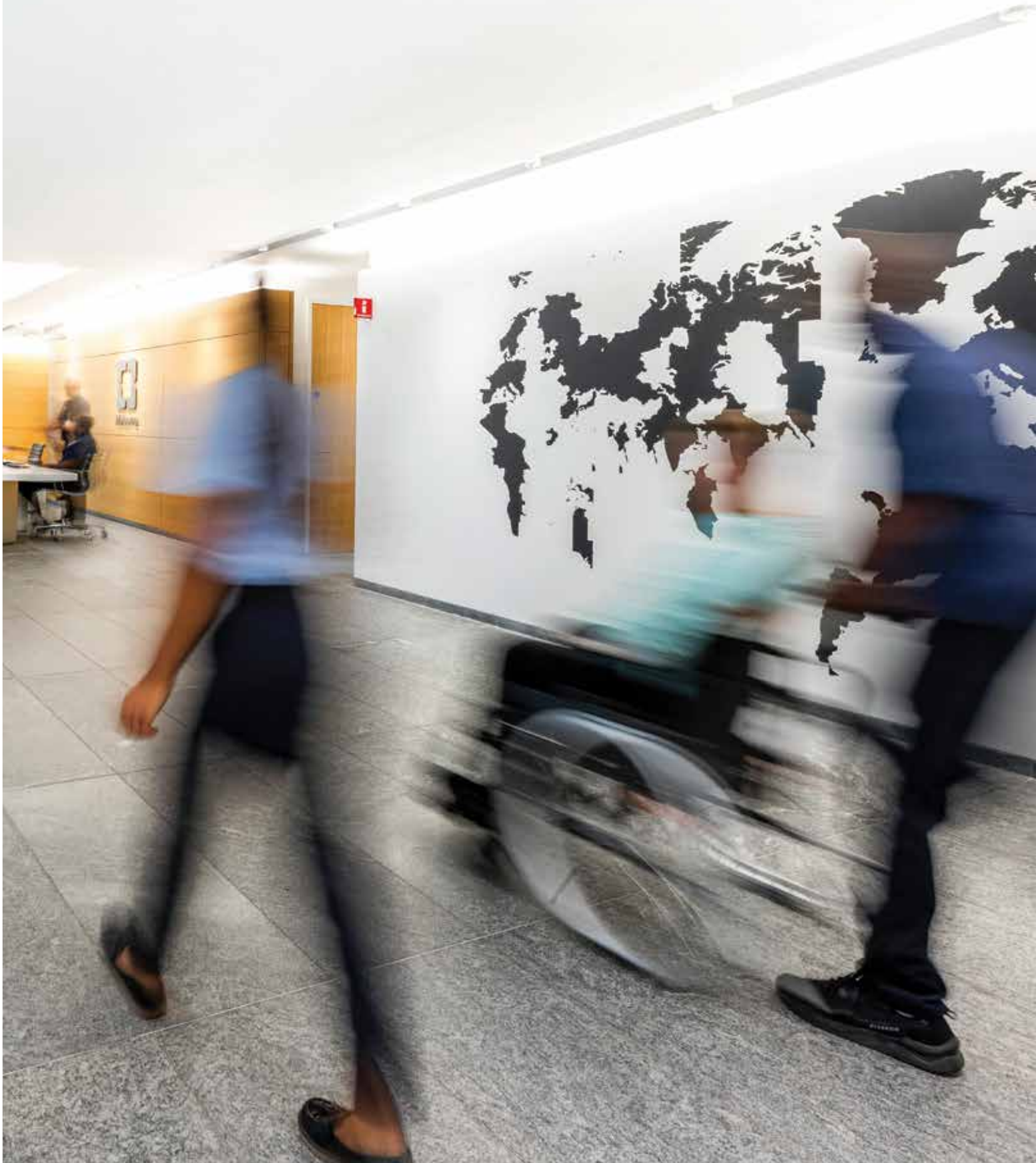
2.7K

simulation courses offered in 2024

“The Simulation and Advanced Skills Center at Cleveland Clinic is the top of the top. This is the best simulation center I have reviewed, and I have reviewed many.”

American College of Surgeons
Accreditation reviewer,
October 2024

STATISTICS



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

Objective	Key Results	Metric	Intention	Target	2024 Year-End
Be the Best Place to Receive Care Anywhere	Serious Safety Events	Rate	Decrease	0.27	0.46
	Safety, Quality, Patient Experience Composite	Percentile Rank Among U.S. Hospitals	Increase	80th	80th
	Ease to Get Care (as reported by patients)	% "Very Good"	Increase	76%	75%
	Patient Encounters (excludes Cleveland Clinic Abu Dhabi and Canada)	Total Encounters	Increase	14.4M	14.5M

CARE FOR CAREGIVERS

Objective	Key Results	Metric	Intention	Target	2024 Year-End
Be the Best Place to Work in Healthcare	Caregiver Engagement Survey: Would Recommend Cleveland Clinic as a Good Place to Work	Average Score on 5-Point Scale	Increase	4.11	4.10
	Share of Positions That Are Vacant	%	Decrease	7.6%	6.2%
	Workplace Violence Incidents (per 1,000 adjusted patient days)	Rate	Decrease	0.98	1.43

CARE FOR COMMUNITY

Objective	Key Results	Metric	Intention	Target	2023 Year-End*
Care for Every Community We Serve	Community Benefit	\$ Billions	Increase	\$1.43B	\$1.46B

CARE FOR CLEVELAND CLINIC

Objective	Key Results	Metric	Intention	Target	2024 Year-End
Care for Cleveland Clinic as if It Were Our Home	Operating Revenue	\$ Billions	Increase	\$15.8B	\$15.9B
	Operating Margin	%	Increase	2.7%	1.7%
	Operating Cost per Patient Encounter	\$	Decrease	\$1,000	\$1,025
	Capital Spending as % of EBIDA**	%	Increase	97%	102%

RESEARCH, EDUCATION AND INNOVATION

Objective	Key Results	Metric	Intention	Target	2024 Year-End
Stay True to Our Mission	Research Revenue	\$ Millions	Increase	\$306M	\$310M
	Education Encounters	Number (millions)	Increase	3.8M	3.6M
	Agreements to License Cleveland Clinic Technology	Number	Increase	42	53

*Most recent year **EBIDA = earnings before interest, depreciation and amortization

STATISTICS

CARE FOR PATIENTS

PATIENT SAFETY

Metric	Intention	2023	2024 Goal*	2024 Actual
Serious Safety Events (rate per 10,000 adjusted patient days)	Decrease	0.27	0.27	0.46
Falls with Injury (rate per 1,000 patient days)	Decrease	0.47	0.38	0.48
Pressure Injury Ratio, Observed to Expected	Decrease	1.89	0.56	1.22

QUALITY

Metric	Intention	2023	2024 Goal*	2024 Actual
Mortality Ratio, Observed to Expected	Decrease	0.60	0.61	0.53
Sepsis Mortality Ratio, Observed to Expected	Decrease	0.78	0.79	0.69
Readmissions (% of hospital discharges)	Decrease	12.3%	11.3%	13.1%
Opioid Prescribing Rate (morphine milligram equivalents per encounter)	Decrease	21.7	–	19.7

INFECTION PREVENTION

Metric	Intention	2023	2024 Goal*	2024 Actual
Central Line-Associated Bloodstream Infections (CLABSI) Ratio, Observed to Expected	Decrease	0.59	0.33	0.49
<i>C. difficile</i> Infections (standardized infection ratio)	Decrease	0.39	0.33	0.44
Hand Hygiene Compliance	Increase	94%	100%	95%

POPULATION HEALTH

Metric	Intention	2023	2024 Goal*	2024 Actual
Patients with Hypertension Whose Blood Pressure Is Controlled	Increase	75%	90%	77%
Patients with Diabetes Whose Diabetes Is Controlled	Increase	79%	90%	88%

*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 52-57, some numbers in the 2023 column (or other prior-year columns) have been revised since the 2023 *State of the Clinic* report due to post-publication data updates.

CARE FOR PATIENTS

PATIENT EXPERIENCE

Metric	2023 HCAHPS*	2024 HCAHPS*
Hospital Patient Satisfaction (% who would “definitely recommend”)	70%	75%

*HCAHPS = Hospital Consumer Assessment of Healthcare Providers and Systems

PATIENT EXPERIENCE

Metric	2023	2024	% Change
Complaints and Grievances (rate per 1,000 encounters)	1.05	1.03	-2%

CARE FOR CAREGIVERS

CAREGIVERS

Metric	2023	2024	% Change
Caregivers Worldwide	80,642	82,608	2%
Professional Staff	5,743	5,786	1%
Advanced Practice Providers	3,630	3,902	7%
Registered Nurses	16,536	16,845	2%

CAREGIVER TURNOVER

Metric	2023	2024	National Benchmark
All Caregivers	15.3%	14.2%	16.8%
Professional Staff	7.7%	5.3%	N/A
Nursing	13.5%	12.7%	13.9%

CAREGIVER ENGAGEMENT

Metric	2023	2024
Engagement (% recommending Cleveland Clinic as a good place to work)	77%	79%
Engagement Survey Participation	72%	85%

CARE FOR COMMUNITY

COMMUNITY BENEFIT

Metric	2023*
Community Benefit (total)	\$1,460,300,000
Clinical	\$974,400,000
Education	\$350,900,000
Research	\$135,000,000

*The most recent year for validated community benefit data is 2023.

ECONOMIC IMPACT

Metric	2023*
United States	\$37.59B**
Ohio	\$28.19B
Florida	\$4.39B
Nevada	\$82.5M

*The most recent year for validated economic impact data is 2023.

**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.

CARE FOR CLEVELAND CLINIC

PATIENTS SERVED

Metric	2023	2024	% Change
Unique Patients Worldwide	3,341,446	3,466,222	4%
Patient Encounters Worldwide	15,112,298	15,657,202	4%
Outpatient Encounters	13,628,023	14,075,624	3%
Outpatient E&M Visits*	7,515,108	7,908,916	5%
Observations and Acute Admissions (total)	323,005	332,991	3%
Observations	68,572	73,002	6%
Acute Admissions	254,433	259,989	2%
Average Acute Daily Census	3,461	3,485	1%
Surgeries and Procedures	307,354	319,935	4%
Outpatient	230,023	239,399	4%
Inpatient	77,331	80,536	4%
Emergency Department Visits	951,863	993,993	4%
Urgent and Express Care Visits	616,693	655,262	6%
Hospital Transfers	41,917	45,712	9%
Critical Care Transports	7,491	7,696	3%

*E&M = evaluation and management

EFFICIENCY

Metric	2023	2024	% Change
Case Mix Index	1.84	1.88	2%
Average Acute Length of Stay (days)	4.98	4.91	-1%
Average Emergency Department Door-to-Care Time (minutes)	22.30	16.03	-28%

VIRTUAL ACCESS

Metric	2023	2024	% Change
Electronic Medical Record Patients	12,033,437	12,456,144	4%
MyChart Users	2,851,044	3,149,721	10%
Virtual Visits	1,040,837	1,107,613	6%
Real-Time Virtual Visits	936,933	1,025,954	10%
Other Distance Health	103,904	81,659	-21%
Shared Medical Appointments	70,387	77,542	10%

CARE FOR CLEVELAND CLINIC

FINANCIALS (as externally reported)

Metric	2023	2024	% Change
Operating Revenue	\$14,482,677,000	\$15,936,198,000	10%
Income	\$911,211,000	\$963,779,000	6%
Income from Operations	\$64,273,000	\$275,712,000	329%
Non-Operating Income	\$846,938,000	\$688,067,000	-19%
Operating Margin	0.4%	1.7%	–
EBIDA Margin*	5.5%	6.8%	–
Days Cash on Hand	316	315	–
Long-Term Investments	\$12,737,006,000	\$13,498,580,000	6%
Cash, Investments and Debt			
Cash + Investments	\$13,735,786,000	\$14,783,436,000	8%
Debt	\$5,260,198,000	\$5,390,662,000	2%

*EBIDA = earnings before interest, depreciation and amortization

PHILANTHROPY

Metric	2023	2024	% Change
Philanthropic Commitments	\$357,000,000	\$413,040,331	16%
Philanthropic Donors	55,391	52,482	-5%

GROWTH

Metric	2023	2024	% Change
Hospitals	23	23	–
Beds	6,690	6,728	1%
Outpatient Locations	276	280	1%
Brand Awareness in U.S.	49%	49%	–
Social Media Followers	5,175,320	5,378,969	4%

RESEARCH, EDUCATION AND INNOVATION

RESEARCH

Metric	2023	2024	% Change
Basic and Clinical Researchers	333	335	1%
Active Research Projects	3,719	3,655	-2%
Research Publications	6,342	6,482	2%
Citations (most recent 5-year period)	305,095	338,779	11%
Research Revenue*	\$286,000,000	\$354,000,000	24%
National Institutes of Health Funding	\$165,000,000	\$156,000,000	-5%
Research Funding**	\$435,000,000	\$520,000,000	20%

*Research revenue is research grants from external sources, including federal grants. Total for 2024 includes \$310M for research plus \$44M from JobsOhio for Cleveland Innovation District construction/equipment.

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

INNOVATION

Metric	2023	2024	% Change
Invention Disclosures	211	263	25%
Patent Activity			
Filed (cumulative since 2000)	6,034	6,330	5%
Granted (cumulative since 2000)	2,581	2,746	6%
Spinoff Companies (cumulative since 2000)	105	106	1%

EDUCATION

Metric	2023	2024	% Change
Lerner College of Medicine			
Applications	1,690	2,295	36%
Average MCAT Score	517	517	-
Cumulative Graduates	468	502	7%
Residents and Fellows			
Clinical/Research Residents and Fellows	2,202	2,369	8%
Accredited Residency/Training Programs	124	126	2%
Board Pass Rate	96%	96%	-
Other Educational Activities			
High School Program Participants	200	323	62%
Student Shadowing Experiences	739	831	12%
School-Based/Connected Learning Program Participants	18,517	21,187	14%
Continuing Medical Education Activities	2,591	2,796	8%
Global Leadership and Learning Class Participants	44,000	44,000	-

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

THREE BILLION HEARTBEATS

Thirty extra Christmases. Thirty more springtimes. Thirty birthdays Mary Perry did not expect to see.

Countless long walks. Car rides in the country. Rock concerts and casino trips. Baking strawberry cakes. Planting flowers. Hugging her five grandkids. And five great-grandkids.

Mary has three decades of bonus memories. They fill her heart — the one a stranger gave her.

The one a Cleveland Clinic transplant surgeon sewed into her chest and shocked back to life 30 Mays ago.

Mary's own diseased heart was faltering.

At 46, "I was accepting leaving this earth," she remembers. "You want to hang on to life, but you want a better life."

That's what Mary got.

After the transplant, "I felt like me again, when I was 20," she says. "I felt like I could do anything."

Someone who recently met Mary at age 77 called her Wonder Woman.

.....

The heart is our timekeeper. Its steady cadence marks the passing of our days — 3 billion heartbeats over the course of a lifetime.

A transplant resets the clock. Time starts over.

Dr. Hani Najm has seen it.



"A patient who has been in the hospital for many, many weeks or months, waiting for a heart ... now the story is rewritten," says the veteran Cleveland Clinic cardiac surgeon. "Now it's different."

John-Henry Lee's story badly needed rewriting.

By his fifth birthday, he had had three surgeries, all by Dr. Najm, to refashion his underdeveloped heart.

The first took place when John-Henry was only five days old.

The complex operations bought time. Eventually, though, John-Henry's heart began to fail.

A transplant became his only hope.

Christmas, his sixth birthday, New Year's, Easter — "every holiday was just another holiday we spent in the hospital" waiting for a donor organ, says Sarah, John-Henry's mother. "At a certain point, you start thinking it's not going to come."



Finally, after six months, good news.

“I’m getting a new heart!” John-Henry exclaimed over and over to his Cleveland Clinic Children’s caregivers.

“He announced it very loudly,” Dr. Najm chuckles. “He’s got this lively, bubbly personality that makes everyone love him.”

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Dr. Najm replaced John-Henry’s heart in May 2024.

It was the same month Mary Perry celebrated the 30th anniversary of her transplant.

Since then, John-Henry’s exuberance has returned. “He’s running around, playing on the playground, being a kid again,” his mother reports.

Once again, the clock has been reset.

As for Mary, she is looking ahead, making plans.

Back in 1994, when she got her new heart, she wanted to live long enough to see her 2-year-old granddaughter graduate from high school.

“My next goal is to see my first great-granddaughter graduate,” she says. “We have about four more years, and I’ll make it.”

One of the nation’s longest-surviving heart transplant recipients has not met one of the newest, but Mary knows what she would say to John-Henry.

It is the same advice Dr. Najm offers.

Think of all those Christmases and springtimes to come.

Go live your life. Embrace it.

