



the  
**art**  
of what's  
possible

STATE OF THE CLINIC | 2025

**ON THE COVER:** The airy sculpture “Seeing the Light” by Soo Sunny Park floats in the atrium of the newly expanded Cleveland Clinic Cole Eye Institute (see page 28). This commissioned artwork was constructed with wire mesh and 6,600 reflective Plexiglas tiles.





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## DEAR FRIENDS:

More than a century ago, Cleveland Clinic's four founders imagined a brighter future.

As military doctors in World War I, they saw the lifesaving benefits of medical teamwork and set about creating a civilian version back home.

It became a new model for American healthcare.

That has always been our great strength: to envision a better path, then innovate and persevere to make it reality, lighting the way for others.

We call it the **Cleveland Clinic Way**. Imagination ignites invention.

Every day, even amid current healthcare challenges, our 83,000 caregivers find ways to improve the delivery of care.

The many examples from 2025 are why I am filled with optimism.

We are **caring for more patients**, in more places around the world, with greater consistency and convenience than ever before.

We are harnessing **powerful new digital technologies**, like an AI tool that generates summaries of medical appointments to help clinicians and patients.

We are embracing **lean practices** that produce better outcomes at lower costs. The savings allow us to sustain and grow Cleveland Clinic.

We are making our caregivers' work environments **safer** and are redoubling efforts to boost **engagement and retention**.

We are **expanding locally, nationally and internationally** to reach more patients and provide new treatments. A highlight is our soon-to-open Main Campus Neurological Institute building — the world's most advanced neuroscience facility.

We are **joining hands with communities** to address urgent health issues and uplift our neighbors. Our annual community benefit contributions rose to **\$1.49 billion**.

The updated values we developed in 2025 — **Serve with heart. Succeed as one team. Shape the future.** — honor our history while guiding us forward.

They remind us how Cleveland Clinic will continue to achieve the art of what's possible.

**Tom Mihaljevic, MD**

CEO and President and Morton L. Mandel CEO Chair



## DEAR CLEVELAND CLINIC COMMUNITY:

Each year, I am reminded that Cleveland Clinic's greatest strength is its people.

Across this global enterprise, our caregivers bring skill, empathy and extraordinary resolve to their work. Their efforts ensure that individuals and families receive care that is not only exceptional, but also profoundly compassionate in its delivery.

In 2025 our caregivers continued to meet the evolving needs of our patients and communities with remarkable creativity and purpose. They advanced science, refined the delivery of care, educated the next generation and sustained the operations that make our mission possible.

Their daily contributions — often unseen beyond the walls of our organization — have great impact.

The Board of Directors is grateful for the privilege of supporting this remarkable team. Cleveland Clinic caregivers uphold a tradition of excellence that inspires confidence in the present and optimism for the future. Their dedication is the foundation on which this institution stands and the reason it continues to be a source of healing and hope for so many.

**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.



Serve with heart.  
Succeed as one team.  
Shape the future.

# WHO WE ARE

## CLEVELAND CLINIC FACTS AND FIGURES



A nonprofit multidisciplinary healthcare system with **83,000 caregivers**, **23 hospitals**, **6,700 beds** and **303 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**



**3.6 million patients** and **15.9 million patient encounters** annually



## CARE FOR PATIENTS

### PATIENT CARE

**15.9M**

patient encounters  
worldwide

**14.4M**

outpatient  
encounters

**343K**

admissions  
and observations

**336K**

surgeries and  
procedures

### EDUCATION

**2.4K**

residents  
and fellows

**131**

accredited training  
programs

**3.2K**

active research  
projects

### RESEARCH

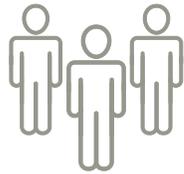
**\$479M**

research funding

## CARE FOR CAREGIVERS

**83K**

caregivers  
worldwide



including:

**6.6K**

physicians  
and scientists

**17.6K**

nurses

## CARE FOR COMMUNITY

**\$1.49B**

community benefit (2024)



**\$37.6B**

national economic  
impact (2023)



## CARE FOR CLEVELAND CLINIC



**\$18.3B**

operating revenue

**\$913M**

income from operations

**5.0%**

operating margin

Data reported in this publication are through Dec. 31, 2025, except where noted.

# CARE FOR PATIENTS





## **FOCUS: Touch as many lives as possible with the best possible care**

Cleveland Clinic made the best outcomes a reality for the most patients ever in 2025. Still, opportunities remain to make our care more consistent and accessible.

## SAFETY, QUALITY AND PATIENT EXPERIENCE

### Successes in Survival and

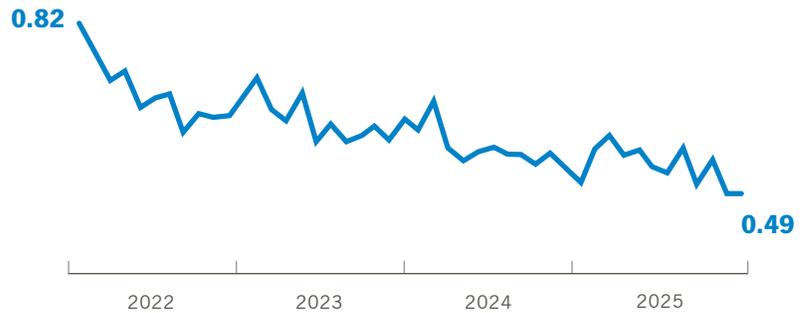
**Safety** – In 2025 Cleveland Clinic outperformed our goals for hospital mortality and deaths from sepsis, the leading cause of hospital death. In fact, late in the year we achieved our lowest monthly rates to date of both hospital mortality and sepsis mortality.

We modestly reduced serious safety events in 2025, reversing a recent upward trend, even as event reporting continued a general rise. We encourage event reporting so we can learn from each experience and prevent recurrence.

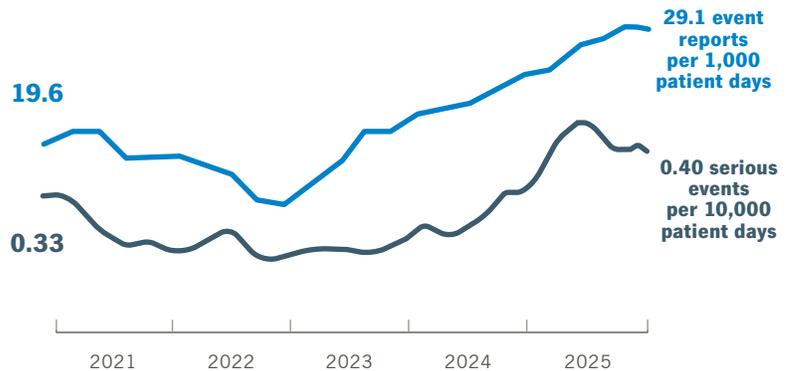
**Striving for Care Consistency** – We made modest progress on the cornerstones of care delivery in 2025. We came in at the 76th percentile in the U.S. on our composite metric of safety, quality and patient experience, short of our 83rd percentile goal. While several of our hospitals ranked in the highest tier of care delivery, we must provide this excellent care at every location. To enhance consistency, we have adopted a new shared scorecard of metrics to help our hospitals and institutes track their performance in a more timely, focused way.

### OVERALL HOSPITAL MORTALITY

OBSERVED VS. EXPECTED DEATHS (LOWER IS BETTER)



### SERIOUS SAFETY EVENT RATE AND EVENT REPORTING



### Accelerating Progress With AI –

Last year our quality, clinical and information technology teams developed an AI assistant to help improve patient safety and care quality. The tool evaluates data in our Safety Event Reporting System to reveal insights about safety events. It has raised the accuracy of documentation and coding and prompted new strategies to minimize patient risk.



Caregivers in the South Pointe Hospital emergency department use a daily visual management board to improve care.

**Learning Lean Processes** – Lean management methods are helping us reduce variation from the highest standard of care. Last year we enhanced and standardized our use of lean tools to advance safety and quality, including:

- **Daily visual management boards.** Over 1,100 of these boards were activated in inpatient units and other care areas to empower teams to quickly track tasks and performance metrics.
- **K cards.** Used in conjunction with visual management boards, these cards help teams ensure standards of care are being followed. In 2025 our hospital units that use K cards to reduce patient falls with injury reduced such falls by 23% from the prior year.
- **Pop-up simulations.** These realistic creations of challenging clinical scenarios allow teams to practice critical thinking and refine processes in a safe environment.

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## CARE ACCESS

We continue efforts to make it easier for patients to get our care when they need it. Last year we started evening and Saturday hours for outpatient visits and some elective procedures at several Ohio locations.

We also brought lean processes to our call center to streamline patient scheduling. Results have included:

- > 80% of patient calls answered within 30 seconds
- Two-day reduction in new patients' average wait time for an appointment
- 27% increase in digital self-scheduling of appointments



## EXTERNAL VALIDATION

**Newsweek** named Cleveland Clinic the No. 2 hospital in the world for the seventh straight year in its “World’s Best Hospitals 2025” report. Our other rankings by *Newsweek* included:

- No. 1 hospital in the world for cardiology and urology
- Top 5 hospital in the world for 10 specialties
- No. 2 “smart hospital” in the world, recognizing use of advanced technology to improve care

**The Leapfrog Group** grades U.S. hospitals on patient safety and experience. In fall 2025, five of our hospitals earned an A from Leapfrog: Fairview, Hillcrest, Marymount, Mentor and Weston hospitals. Ten of our hospitals earned a B, and four scored a C. Three of our Florida hospitals improved by one grade from the prior report.

**Vizient** recognized three Cleveland Clinic hospitals as top performers for quality and value in their national cohorts in 2025: Fairview, Weston and Tradition hospitals.

**Magnet®** designation has been achieved by 12 Cleveland Clinic hospitals. This program by the American Nurses Credentialing Center recognizes nursing excellence.

## CARE FOR PATIENTS HIGHLIGHTS

992

lives saved in 2025 due to enhanced sepsis management

81%

of patients overall say they would recommend our care

40%

reduction in patient complication rate since 2020

3M

visits digitally self-scheduled by patients

87%

of outpatients say they would recommend our care

78%

of patients say it is very easy to schedule care

## CLINICAL DISTINCTIONS

### **Toward Zero Harm in the NICU –**

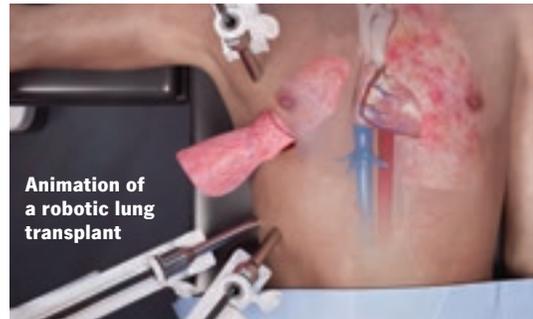
Unplanned extubations are common in neonatal intensive care unit (NICU) patients and can cause serious complications. Our NICU teams recently innovated a strategy to prevent extubation by securing endotracheal tubes using a simple silk suture tie. It has resulted in one of the lowest rates of extubation in neonates ever reported, as reflected in a *Pediatric Research* study in 2025.



**A silk suture tie helped keep Essence Pinkney intubated during her 153-day stay in the Fairview Hospital NICU after her birth in February 2025. Born weighing 12 ounces, Essence was one of the smallest babies ever cared for at Cleveland Clinic. Now 1 year old, Essence continues to do well.**

### **Milestones in Robot-Assisted Transplantation –**

For Cleveland Clinic, 2025 was a year of firsts in robot-assisted transplantation, which offers patients speedier recovery, less pain and smaller scars. At Main Campus we performed our first fully robotic liver transplant, using a robot to remove the liver from the donor and implant it in the recipient. This also was the world's first robot-assisted deceased-donor liver transplantation.



**Animation of a robotic lung transplant**

Also at Main Campus we performed our first combined pancreas-kidney transplant with a robot. And, in Abu Dhabi we completed our first robot-assisted lung transplants, a first in the Gulf region. These two procedures have been attempted at only a handful of centers.



### **Earlier Prostate Cancer Diagnosis With AI –**

A new tool pairs AI algorithms with advanced MRI technology to promote earlier, more accurate detection of prostate cancer. In 2025 Cleveland Clinic became the first U.S. center to use the tool, through a clinical trial. At-risk men are benefiting from faster scan times, clearer images and better pinpointing of suspicious areas.

# CARE FOR CAREGIVERS





## **FOCUS: Empower caregivers to serve with compassion, accountability, respect and excellence**

Cleveland Clinic caregivers work as one — across disciplines, locations and oceans — to show all of healthcare what's possible when we combine drive with empathy.



## OUR EVOLVING VALUES

While Cleveland Clinic's mission doesn't change, our values evolve with changes in healthcare. In 2025, based on input from thousands of caregivers, we conceived these updated core values:



**Serve with heart.** We care for patients and each other with compassion and purpose.



**Succeed as one team.** We achieve excellence together as One Cleveland Clinic.



**Shape the future.** We advance care for all through courage and innovation.

Caregivers will live out our values through these service behaviors:

- **Compassion.** We will treat every person in every interaction with humanity and care.
- **Accountability.** We will honor our commitments, own our impact and lead with integrity.
- **Respect.** We will protect dignity, welcome every voice and stand for what is right.
- **Excellence.** We will grow, improve and always deliver world-class care.

## CARE FOR CAREGIVERS HIGHLIGHTS

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**83K**

caregivers  
worldwide

**>3M**

Caregiver Celebrations since  
the program began in 2010

**>5.6K**

caregivers who have  
worked at Cleveland Clinic  
25 years or longer

**>68K**

caregivers who studied in the  
Jack, Joseph and Morton  
Mandel Global Leadership &  
Learning Institute in 2025

**13.3%**

caregiver turnover  
(vs. 16.8% national benchmark)

**6.3%**

caregiver vacancy  
(vs. 13.4% national benchmark)

**81%**

of caregivers  
responded to the  
2025 Caregiver  
Experience Survey

**78%**

of caregivers feel  
they have opportunity  
to learn and grow at  
Cleveland Clinic

**>1K**

new-graduate nurses  
enrolled in our  
one-year Nurse  
Residency Program

## THE POWER OF PURPOSE

A new caregiver culture movement, The Power of Purpose, gained momentum in 2025. Caregivers began sharing what motivates them to serve at Cleveland Clinic, connecting their individual purpose with Cleveland Clinic's mission. These stories are shared in many forms, including videos, articles, team huddles and leadership presentations.



## SALES ENGINEER BECOMES A NURSE — AND THEN AN INVENTOR

Sales engineer Paul Kambies stood helpless outside the emergency department bay. He watched as a care team calmly intubated his 18-month-old daughter to help her breathe. “I decided right there that I was going to become a nurse,” he says. After earning his nursing degree in 2016, Kambies began his second career, first at Main Campus and then at Euclid Hospital. Since then, he has combined his nursing and engineering knowledge to develop a novel medical device, now being tested, to help patients with urine control.



## SECURING CAREGIVER SAFETY

Cleveland Clinic's Center for Workplace Violence Prevention and Caregiver Well-Being, launched in 2025, is among the first of its kind in healthcare. The enterprisewide center unifies efforts to prevent and respond to workplace violence as well as connect caregivers with support services when recovering from an event.

Thanks to more security, training and enterprise initiatives, caregivers are more proactively de-escalating and reporting workplace violence. While more incidents were reported in 2025, fewer led to serious injury or lost work time. Caregiver injuries caused by workplace violence have decreased 4% since 2024.

**Orientation of  
the first cohort of  
aspiring LPNs**



## INVESTING IN NURSES

Nurse development is vital to Cleveland Clinic care. In 2025 we introduced the Nurse Leadership Academy to equip current and aspiring nurse leaders with essential leadership skills. Over 70 newly hired or promoted nurse managers enrolled in one of our first programs designed to support them in their new roles.

Also in 2025, our first cohort of eligible patient care nursing assistants and clinical technicians began a new career path toward becoming licensed practical nurses (LPNs). Each participant received a scholarship, a flexible work schedule and support services to ensure their success. The first 23 new LPNs are graduating in early 2026.

# CARE FOR COMMUNITY

**Cleveland Clinic volunteers collaborated to prepare about 3,000 plates of food, making it possible for members of our community to enjoy Thanksgiving dinner.**



# FOCUS: Strengthen our communities by addressing obstacles to health and well-being

By improving access to care and connecting residents to essential resources, we make it possible for our communities to thrive.

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## CONNECTING STUDENTS TO IN-SCHOOL HEALTHCARE

In 2025 Cleveland Clinic Children's opened an in-school wellness clinic at John F. Kennedy High School in Cleveland. Now students can easily receive immunizations, sports physicals and care for injuries, illnesses, chronic conditions and behavioral health. The project builds on a successful program begun in 2018 at Lakewood High School.



## IMPROVING PHARMACY ACCESS

Last year 215 retail pharmacies closed in Ohio while only 51 opened. Our new community pharmacy at South Pointe Hospital helps provide access to critically important pharmacy care in a neighborhood hit hard by closures.

## THE HITCHCOCK CENTER FOR WOMEN

A \$2.5 million Cleveland Clinic grant to the Hitchcock Center for Women supported a 77,000-square-foot residential treatment and recovery facility that opened in Cleveland in 2025. Donations from community partners help increase treatment access and provide housing that keeps mothers and children together.



## MOBILE FOOD PANTRIES

In Florida we partner with the not-for-profit Mobile School Pantry to bring affordable produce to a variety of neighborhoods using a retrofitted, air-conditioned bus. Proceeds support pantries in South Florida schools that qualify for federal assistance. Cleveland Clinic also provides mobile pantries in Northeast Ohio at Stephanie Tubbs Jones Family Health Center and South Pointe and Marymount hospitals.

Cleveland Clinic volunteers removed 6 tons of debris as they cleaned yards for seniors living in Cleveland's Fairfax neighborhood.



## CARE FOR COMMUNITY HIGHLIGHTS

**\$1.49B**

annual community benefit  
in 2024\*

**\$12.7M**

in community health  
activities in 2024\*

**139K**

patients who received free  
or discounted care in 2024\*

**6.7K**

Florida residents given free rides  
to medical and other important  
appointments in 2025

*\*Most recent year for which these data are available*

# CARE FOR CLEVELAND CLINIC



Installing windows on the new  
Neurological Institute building  
on Main Campus



## **FOCUS: Nurture and grow Cleveland Clinic to improve as many lives as possible**

The best place for healthcare must also be the best at improving care delivery. We strive for our operational skills and fiscal stewardship to equal our clinical excellence.



## PREPARED FOR THE FUTURE

Healthcare continues to rapidly change.

Cleveland Clinic is ready. We are meeting the demand for better access, exceptional quality, outstanding value and compassionate, personalized attention.

Our caregivers are focused and resilient. Our culture of teamwork and innovation allows us to quickly adapt. Our proficiency with advanced digital technologies boosts productivity and efficiency. Our care model empowers us to deliver complex, high-quality care at scale.

Those capabilities are the result of years of hard work and shared purpose. We have built the foundation and earned the credibility to shape tomorrow's healthcare.

## PROVIDING AN UNPRECEDENTED LEVEL OF CARE

A record number of patients trusted Cleveland Clinic for their care in 2025 — 15.9 million patient encounters in our 23 hospitals and 303 outpatient locations around the world.

Serving their needs is the reason we exist. Patients' trust in us is the most important measure of how we are doing.

We treated patients with more complex, severe and resource-intensive illnesses than in previous years.

We provided \$351 million in charity care in 2025 for patients who could not pay their medical bills.

## A STRONG FINANCIAL PERFORMANCE TO SUPPORT OUR MISSION

Through discipline and prudence, Cleveland Clinic's 2025 financial performance was one of the best in our history.

The revenue we generated to fund operations approached \$18.3 billion, and our operating margin increased to 5%.

Ensuring that our finances remain healthy means we can enhance patient and caregiver experiences, grow to serve more people, develop new treatments and cures, educate future caregivers, and care for our communities.

## BUILDING OPERATIONAL EXCELLENCE

Lean management methods use proven techniques to help us be more efficient, improve processes and eliminate waste. Caregiver teams that are closest to the work are empowered to solve problems and make positive changes. The result is better patient care and better conditions for caregivers. Reduced costs allow us to sustain and grow Cleveland Clinic to serve more people. Across our enterprise, lean practices produced more than \$60 million in documented savings in 2025.

**Improving Mammogram Access** – Breast care is vital for women’s health. We reduced the wait time to schedule a diagnostic mammogram in our Ohio facilities by 25% in 2025 using lean management methods. A team analyzed the steps in the mammogram process and recommended workflow changes. The improvements increased productivity, allowing us to offer more appointments without adding staff.



## CARE FOR CLEVELAND CLINIC HIGHLIGHTS

**\$1.3B**

in ongoing construction projects in 2025

**>100**

home countries of Cleveland Clinic patients served in 2025

**50%**

increase in Florida patient volume since 2022

**>4.5K**

primary care providers now using an AI scribing tool for clinical documentation

## ENTERPRISE GROWTH

### OHIO

Our Ohio market renewed efforts in 2025 to ensure patients get the right care in the right setting, making the best use of Cleveland Clinic facilities. This footprint optimization has shifted more outpatient procedures to family health and surgery centers, reserving hospital operating rooms for cases needing inpatient care. It also has shifted more low-acuity inpatients to our regional hospitals, saving Main Campus beds for high-acuity patients.

Work is underway to transform **Main Campus** to serve future generations. A master plan is being developed to replace aging buildings, increase beds and intensive care unit capacity, and improve campus accessibility.



The Jeffrey and Patricia Cole Pavilion at **Cole Eye Institute** welcomed its first patients in 2025. The four-story, 150,000-square-foot structure includes 60 outpatient exam rooms and eight operating rooms, as well as procedure rooms and administrative space. It is connected to the newly renovated original building, which now includes dedicated spaces for imaging and pediatric eye care.

Our new 1-million-square-foot **Neurological Institute** building on Main Campus was completely enclosed in 2025. Interior construction will continue through 2026. When the building opens to patients in early 2027, inpatient and outpatient neurological care will be consolidated under one roof.



Construction is nearly finished on Cleveland Clinic's two research buildings that will become part of the **Cleveland Innovation District** in early 2026. Totalling nearly 300,000 square feet, these structures will house a variety of research laboratories, including the Sheikh Fatima bint Mubarak Global Center for Pathogen and Human Health Research.





Rendering of Fairview Hospital cancer center and medical office building

OHIO

To meet growing demand for patient care on Cleveland’s West Side, renovation is underway at **Fairview Hospital**. A new cancer center, medical office building and parking garage are anticipated to open in 2027. In addition, Cleveland Clinic is expanding both **Avon Hospital** and the **Richard E. Jacobs Health Center** in Avon. The \$340 million project will nearly double the size of our Avon campus, adding a new bed tower, a larger emergency department and more cancer services. Construction begins in 2026.

FLORIDA

Fundraising continues for a new 150-bed **West Palm Beach hospital**. It will be Cleveland Clinic’s sixth hospital in Florida, where patient volume has increased 50% since 2022. Next to the planned hospital site, construction began in 2025 on a new 120,000-square-foot outpatient facility, which will offer primary care services, outpatient surgery, chemotherapy and more.



Rendering of West Palm Beach hospital



In 2025 work began on more than 18,000 square feet of new and updated space for the emergency department at **Indian River Hospital**. Similarly, **Tradition Hospital** is converting space in its emergency department to create six fast-track beds. The goal is to provide faster care for patients who don’t need a full emergency workup, discharging them within 90 minutes. Both of these initiatives are supported by philanthropy from the community.

## TORONTO

Cleveland Clinic's first international location, **Cleveland Clinic Canada**, will celebrate its 20th anniversary in 2026. Of the two outpatient facilities in Toronto, one is moving to a larger downtown location to allow care for twice as many patients.



Rendering of downtown Toronto facility



## LAS VEGAS

In 2025 Cleveland Clinic began offering concierge medicine in Las Vegas. This members-only model of primary care features 24/7 physician access, longer appointments, personalized treatment plans and coordinated specialist referrals.

## ABU DHABI

**Cleveland Clinic Abu Dhabi** celebrated its 10th anniversary in 2025. It continues to lead medical advances in the Gulf region and is *Newsweek's* No. 1 hospital in the Middle East for cardiology, neurology and gastroenterology. In 2025 Cleveland Clinic Abu Dhabi performed the region's first robotic lung transplant, the world's first transcontinental robot-assisted focal therapy procedure for prostate cancer and the first cross-border robotic nephroureterectomy via telesurgery (in Pakistan). In 2026 the center will build a heavy-ion radiotherapy facility for cancer treatment — a first for Cleveland Clinic and a first in the Middle East.



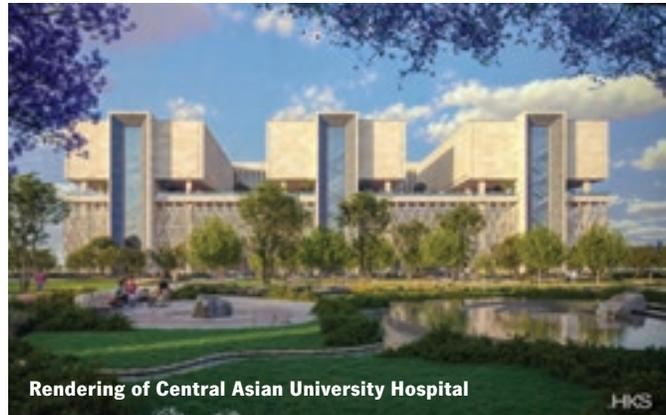
Rendering of London cancer center

## LONDON

A new cancer center announced in 2025 will allow **Cleveland Clinic London** to significantly expand its cancer services. The 81,000-square-foot facility, expected to open in 2027, will be adjacent to Cleveland Clinic London Hospital. Cleveland Clinic London won "Hospital of the Year" in the 2025 LaingBuisson Awards recognizing U.K. healthcare excellence — the second time it has earned the honor.

## INTERNATIONAL AND EMERGING MARKETS

Cleveland Clinic and Central Asian University signed an agreement in 2025 to develop **Central Asian University Hospital** in Tashkent, Uzbekistan. Cleveland Clinic will provide guidance on designing and managing the facility, developing residency programs, establishing a nursing school and recruiting physicians.



Our **Cleveland Clinic Connected** program enables healthcare organizations worldwide to connect with our experts to improve patient care, enhance efficiency and educate staff. New members joining this program in 2025 included Barton Health (Lake Tahoe, California), Columbus Regional Health (Columbus, Indiana) and Radiochirurgia Zagreb (Croatia).

## STRATEGIC PARTNERSHIPS



Construction of the **Cleveland Clinic Global Peak Performance Center**, a partnership with real estate firm Bedrock, progressed throughout 2025. Slated to open in 2027, it will be among the world's largest and most advanced sports training and performance centers, serving athletes of all levels, including the NBA's **Cleveland Cavaliers**. In conjunction, Cleveland Clinic and the Cavaliers have agreed on a 25-year extension of their partnership, one of the longest continuous relationships between a healthcare provider and a professional sports organization.

Announced at the 2025 Life Sciences Summit in London, Cleveland Clinic will partner with the **Ellison Institute of Technology Oxford** to tackle the world's most enduring health and medical challenges through patient-centered care, leading-edge science, and transformative research and technologies.

Cleveland Clinic and development company **Regent Surgical** agreed in 2025 to work together to build and operate a network of Cleveland Clinic-branded outpatient surgery centers in and around our markets. These centers will increase patient access to minimally invasive surgeries, such as knee and hip replacements, as well as improve Cleveland Clinic's efficiency in providing them.

## DIGITAL AND AI TRANSFORMATION

Cleveland Clinic's **IBM** System One quantum computer — the world's first devoted to healthcare research — got a major upgrade in 2025. The powerful new Heron processor is 25 times faster than its predecessor. That will help our researchers do complex calculations, spot patterns in huge amounts of medical data and simulate complicated biological processes to better understand diseases and develop new treatments.

A new partnership announced in 2025 between Cleveland Clinic and **Oracle** will develop a groundbreaking platform to make primary care more accessible and affordable. This initiative will use AI, data analytics and intelligent clinical applications to enable precision medicine and enhance patient outcomes.



**Ambience Healthcare's** AI ambient listening software was deployed to all Cleveland Clinic outpatient practices in 2025, reducing administrative burden for providers and improving communication with patients. The phone-based app records clinical visits, documents the exam in the electronic health record, generates after-visit summaries for patients and helps with medical coding.

A new partnership was forged in 2025 to combine Cleveland Clinic's care, research and innovation with **Khosla Ventures'** investment expertise and entrepreneur network. Khosla Ventures' portfolio companies will showcase and test new technologies with our providers, giving Cleveland Clinic direct access to emerging tools in AI, digital health and next-generation therapeutics.

Thanks to a partnership announced in 2025, Cleveland Clinic is using multiple **AKASA** AI tools to enhance efficiency and accuracy in inpatient coding and documentation. The AI coding assistant can read a clinical document in less than two seconds and process more than 100 documents in 1.5 minutes.

### THE PATIENT ROOM OF THE FUTURE

Cleveland Clinic Abu Dhabi is designing the patient room of the future. The room includes an AI avatar that can answer patients' care questions in any language and at any level of sophistication. AI "agents" track sensor data to improve monitoring and automate safety procedures. These are examples of how advanced technology can serve as a reliable assistant to clinical staff and improve patient care.



# PHILANTHROPY



**A month before Ava Cooper received a donor heart at Cleveland Clinic Children's, caregivers turned her hospital room into a place to enjoy a dance with her dad, Sean, when Ava had to miss the father-daughter dance at school. Our Catalyst Grants make such moments possible.**

Generous donors make it possible to deliver the best patient care, drive innovation and ensure a healthier future for the communities we serve.

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## PUSHING FORWARD FOR CANCER RESEARCH

In 2025 our community raised more than \$14.5 million for VeloSano, a growing fundraising movement in Cleveland, Florida and London. These dollars enable Cleveland Clinic researchers to achieve breakthroughs from bench to bedside across cancer types and share discoveries that bring us closer to cures.



## PHILANTHROPY HIGHLIGHTS

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**\$485M**

in philanthropic commitments in 2025

**\$14.5M**

raised for cancer research through VeloSano in 2025



### NEW BRAIN HEALTH INSIGHTS

The Cleveland Clinic Brain Study is the largest long-term study of early development of brain disease ever undertaken. Now in its fifth year, the study has enrolled more than 3,600 adults with no known neurological disease. Participants undergo comprehensive assessments to detect biomarkers of neurological disorders before symptoms appear. The research aims to discover mechanisms of these diseases, leading to preventive treatment. To date, more than \$39.3 million has been raised for the initiative.

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### SUPPORTING THE SEARCH FOR BETTER PAIN CONTROL

An accelerator grant from the Morton L. Mandel Innovation Fund provided nearly \$190,000 to Cleveland Clinic researchers seeking to develop non-narcotic pain control for patients who have had ACL reconstruction. This is a critical first step to securing more funding in the search for safer pain relief alternatives.

## SHAPING THE FUTURE OF WOMEN'S HEALTH

In 2025 Cleveland Clinic hosted its inaugural Women's Health Forum, celebrating one year of the Women's Comprehensive Health and Research Center. The center brings together specialty care for every aspect of a woman's life, including brain health, disease prevention and healthy aging. This one-of-a-kind initiative aims to empower women to navigate their health journeys with confidence.

At the 2025 forum, Stacie Halpern and Lauren Spilman announced a \$1.5 million gift to advance women's research and care. The gift honors their mother, Sydell Miller.



**Maria Shriver (left), founder of the Women's Alzheimer's Movement at Cleveland Clinic and co-founder of the Women's Comprehensive Health and Research Center, and Beri Ridgeway, MD, Executive Vice President and Enterprise Chief of Staff**

## PHILANTHROPY HIGHLIGHTS

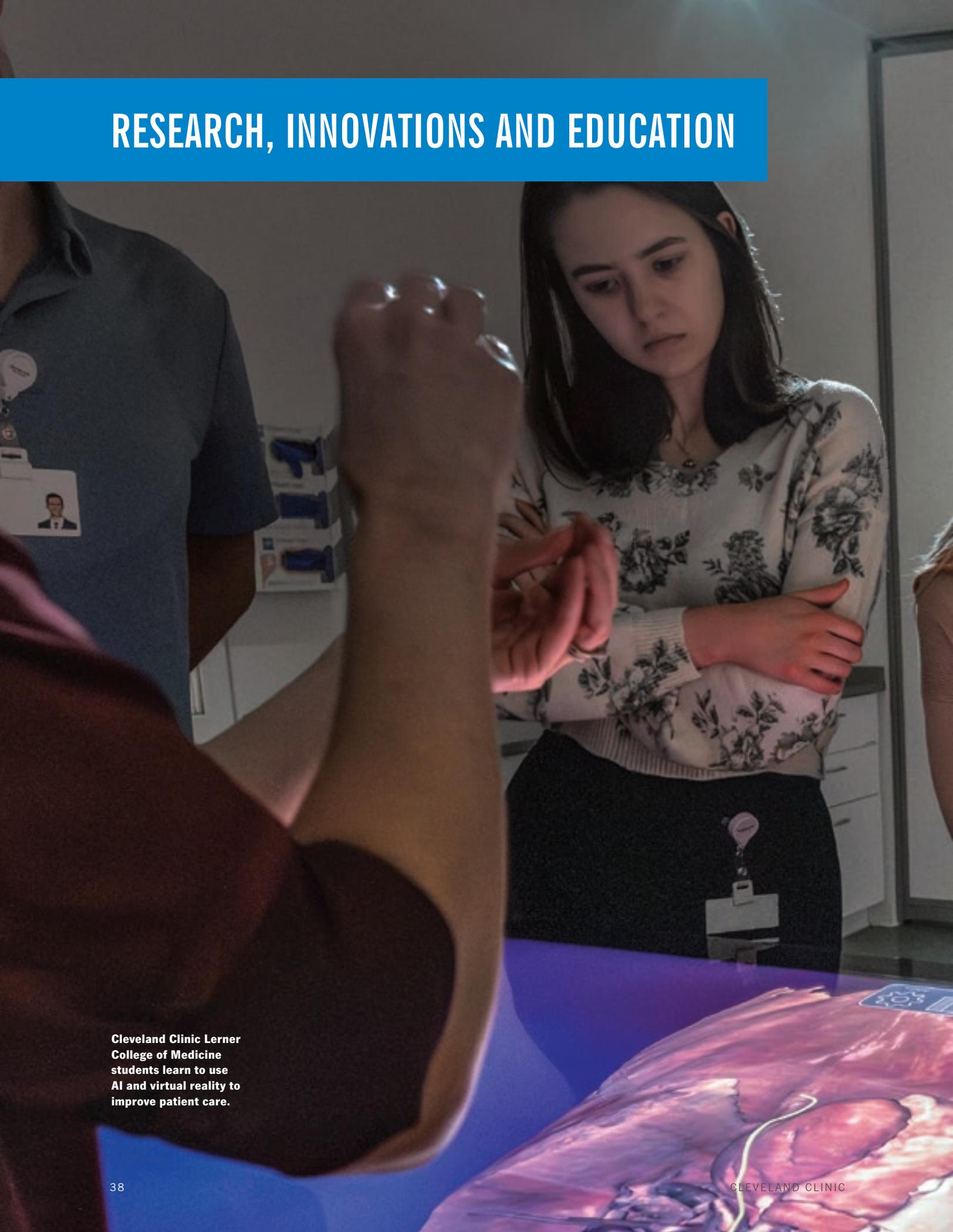
**\$4.5M**

in Catalyst Grants distributed in 2025

**79**

projects funded by Catalyst Grants in 2025

# RESEARCH, INNOVATIONS AND EDUCATION



Cleveland Clinic Lerner  
College of Medicine  
students learn to use  
AI and virtual reality to  
improve patient care.



## **FOCUS: Shape the future of healthcare through research, innovation and education**

We empower our caregivers to ask bold questions and deliver breakthroughs that redefine what's possible for our patients.



## PERSONALIZING OBESITY CARE

The “sweet tooth gene,” neurobeachin, has been linked to the part of the brain that controls our feeling of fullness. It also may help identify which patients are likely to respond well to GLP-1 medications and lose weight, according to a 2025 study. This genetic research at Cleveland Clinic is paving the way for personalized obesity care.

## COMBATING BRAIN METASTASES

In 2025 Cleveland Clinic researchers discovered that immune cells play a key role in the spread of breast cancer. After breast cancer cells arrive in the brain, they hijack white blood cells to secrete molecules that help the cancer grow into a tumor. This understanding is helping researchers explore new therapies to shrink brain metastases, including a drug the FDA previously approved for treating cancer sores.

## RESEARCH, INNOVATIONS AND EDUCATION HIGHLIGHTS

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**\$479M**

in research funding  
in 2025

**4.1M**

education encounters  
in 2025

**51K**

applications for 750  
residency and fellowship  
spots in 2025

**21K**

practicing physicians worldwide  
with some medical training  
at Cleveland Clinic

**30**

Cleveland Clinic Lerner  
College of Medicine alumni  
on Cleveland Clinic staff

**>950**

licensing agreements  
for Cleveland Clinic  
Innovations since 2000

**>2.8K**

patents issued  
since 2000

**>100**

portfolio companies  
created since 2000



## **A QUANTUM LEAP IN COMPUTATIONAL RESEARCH**

Quantum computing is driving more than a dozen research projects at Cleveland Clinic. Achievements published in 2025 included simulating complex molecular interactions and predicting molecular behavior in solvents. This work will help researchers better understand diseases and more quickly develop treatments and cures.

## GENE THERAPY FOR SICKLE CELL DISEASE AND HIGH CHOLESTEROL

In a 2025 Cleveland Clinic study, a one-time infusion of gene therapy for sickle cell disease freed 95% of patients from painful sickle cell crises. The therapy was created from the patients' own stem cells, which were edited with CRISPR technology. This gene-editing technology also was used to design a therapy to permanently reduce cholesterol. Based on a 2025 first-in-human study led by Cleveland Clinic, the cholesterol treatment appears to be safe and well tolerated. Larger efficacy studies are planned for 2026.

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## PARTNERSHIP WITH MIAMI UNIVERSITY

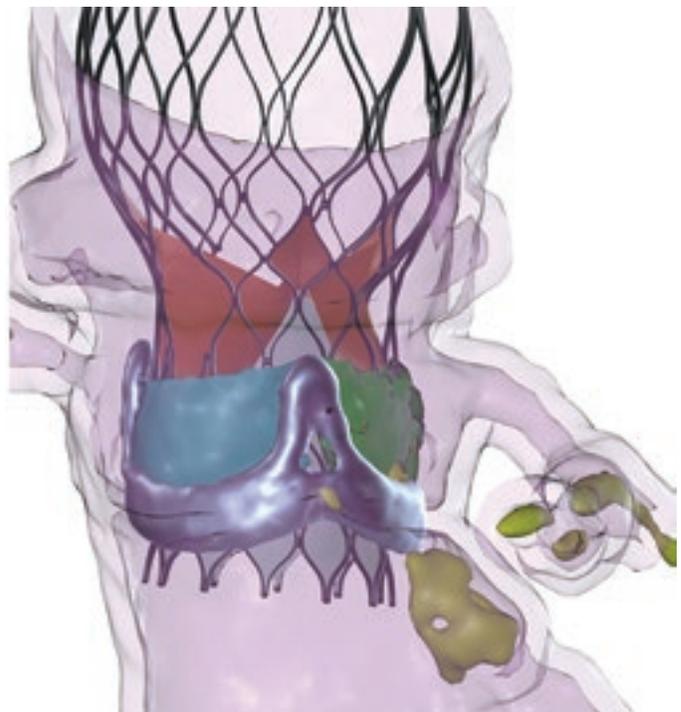
Cleveland Clinic and Miami University in Ohio are partnering to provide specialized quantum computing degree programs and research experiences. The partnership will help meet the growing workforce demands of the quantum computing industry. A newly named Cleveland Clinic Health Sciences and Wellness facility at Miami University boasts 165,000 square feet of clinics, classrooms and simulation labs.

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## INNOVATING WITH AI

For 25 years, Cleveland Clinic Innovations has been matching opportunities, partners and capital so medical breakthroughs reach patients faster. AI technology was integral to 2025 projects, including:

- Launching a tool within the electronic health record to help clinicians select the best blood pressure medication for individual patients
- Partnering with DASI Simulations to develop the world's first AI "copilot" to support clinicians during procedures in heart catheterization labs
- Collaborating with Genialis to develop AI tools that help doctors identify treatment options for pancreatic cancer



**AI-generated image for planning a heart valve procedure in the catheterization lab**

# 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	2025 Year-End
Be the Best Place to Receive Care Anywhere	Serious Safety Events	Rate	Decrease	0.27	0.44
	Safety, Quality, Patient Experience Composite	Percentile Rank Among U.S. Hospitals	Increase	83rd	76th
	Likelihood to Recommend (as reported by patients)	%	Increase	83%	81%
	Patient Encounters (excludes Cleveland Clinic Abu Dhabi and Canada)	Total Encounters	Increase	14.9M	14.7M

## CARE FOR CAREGIVERS

Objective	Key Results	Metric	Intention	Target	2025 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	4.12	4.09
	Share of Positions That Are Vacant	%	Decrease	6.4%	6.3%
	Workplace Physical Violence Incidents (per 1,000 adjusted patient days)	Rate	Decrease	0.60	0.73

## CARE FOR COMMUNITY

Objective	Key Results	Metric	Intention	Target	2024 Year-End*
Care for Every Community We Serve	Community Benefit	\$	Increase	\$1.5B	\$1.5B

## CARE FOR CLEVELAND CLINIC

Objective	Key Results	Metric	Intention	Target	2025 Year-End
Care for Cleveland Clinic as if It Were Our Home	Operating Revenue	\$	Increase	\$17.0B	\$18.3B
	Operating Margin	%	Increase	2.1%	5.0%
	EBIDA Margin	%	Increase	7.0%	9.6%
	Cost Reduction	\$	Increase	\$402M	\$686M**

EBIDA = earnings before interest, depreciation and amortization

## RESEARCH, INNOVATIONS AND EDUCATION

Objective	Key Results	Metric	Intention	Target	2025 Year-End
Stay True to Our Mission	Research Revenue	\$	Increase	\$330M	\$320M
	Education Encounters	Number	Increase	3.9M	4.1M
	Agreements to License Cleveland Clinic Technology	Number	Increase	55	58

\*Most recent year \*\*Unaudited

# STATISTICS

## CARE FOR PATIENTS

### PATIENT SAFETY

Metric	Intention	2024	2025 Goal*	2025 Actual
Serious Safety Events (rate per 10,000 adjusted patient days)	Decrease	0.46	0.27	<b>0.44</b>
Falls With Injury (rate per 1,000 patient days)	Decrease	0.48	0.38	<b>0.40</b>

### QUALITY

Metric	Intention	2024	2025 Goal*	2025 Actual
Mortality Ratio, Observed to Expected	Decrease	0.53	0.58	<b>0.55</b>
Sepsis Mortality Ratio, Observed to Expected	Decrease	0.69	0.76	<b>0.69</b>
Readmissions (% of hospital discharges)	Decrease	13.1%	12%	<b>13%</b>

### INFECTION PREVENTION

Metric	Intention	2024	2025 Goal*	2025 Actual
Central Line-Associated Bloodstream Infections (CLABSI) Ratio, Observed to Expected	Decrease	0.49	0.29	<b>0.45</b>
<i>C. difficile</i> Infections (standardized infection ratio)	Decrease	0.44	0.33	<b>0.43</b>
Hand Hygiene Compliance	Increase	95%	100%	<b>96%</b>

### PATIENT EXPERIENCE

Metric	Intention	2024 HCAHPS	2025 HCAHPS
Hospital Patient Satisfaction (% who would “definitely recommend”)	Increase	75%	<b>74%</b>

HCAHPS = Hospital Consumer Assessment of Healthcare Providers and Systems

Metric	Intention	2024	2025	% Change
Complaints and Grievances (rate per 1,000 encounters)	Decrease	1.03	<b>0.88</b>	-15%

\*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 previous year.

NOTE: For the charts on pages 45-49, some numbers in the 2024 column (or other prior-year columns) have been revised since the 2024 *State of the Clinic* report due to data updates after publication.

## CARE FOR CAREGIVERS

### CAREGIVERS

Metric	2024	2025	% Change
Caregivers Worldwide	82,608	<b>83,190</b>	1%
Professional Staff	5,786	<b>6,624</b>	14%
Advanced Practice Providers	3,902	<b>4,258</b>	9%
Registered Nurses	16,845	<b>17,591</b>	4%

### CAREGIVER TURNOVER

Metric	2024	2025	National Benchmark
All Caregivers	14.2%	<b>13.3%</b>	16.8%
Professional Staff	5.3%	<b>5.7%</b>	N/A
Nursing	12.7%	<b>12.8%</b>	13.9%

### CAREGIVER ENGAGEMENT

Metric	2024	2025
Engagement (% recommending Cleveland Clinic as a good place to work)	79%	<b>79%</b>
Caregiver Experience Survey Participation	85%	<b>81%</b>

## CARE FOR COMMUNITY

### COMMUNITY BENEFIT

Metric	2023	2024*
Community Benefit (total)	\$1.46B	<b>\$1.49B</b>
Clinical	\$974.40M	<b>\$987.30M</b>
Education	\$350.90M	<b>\$357.90M</b>
Research	\$135.00M	<b>\$147.30M</b>

\*The most recent year for validated community benefit data is 2024.

### ECONOMIC IMPACT

Metric	2023*
United States	<b>\$37.59B**</b>
Ohio	<b>\$28.19B</b>
Florida	<b>\$4.39B</b>
Nevada	<b>\$82.50M</b>

\*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	2024	2025	% Change
Unique Patients Worldwide	3,480,260	<b>3,588,160</b>	3%
Patient Encounters Worldwide	15,621,351	<b>15,942,109</b>	2%
Outpatient Encounters	14,164,544	<b>14,401,028</b>	2%
Outpatient E&M Visits	7,995,821	<b>8,333,634</b>	4%
Observations and Acute Admissions (total)	338,415	<b>342,657</b>	1%
Observations	72,956	<b>73,513</b>	1%
Acute Admissions	265,459	<b>269,144</b>	1%
Average Acute Daily Census	3,568	<b>3,673</b>	3%
Surgeries and Procedures	325,722	<b>335,613</b>	3%
Outpatient	241,509	<b>250,347</b>	4%
Inpatient	84,213	<b>85,266</b>	1%
Emergency Department Visits	994,454	<b>995,213</b>	0%
Urgent and Express Care Visits	655,262	<b>622,385</b>	-5%
Hospital Transfers	45,712	<b>48,502</b>	6%
Critical Care Transports	7,696	<b>7,977</b>	4%

E&M = evaluation and management

### EFFICIENCY

Metric	2024	2025	% Change
Case Mix Index	1.88	<b>1.93</b>	3%
Average Acute Length of Stay (days)	4.93	<b>4.97</b>	1%

### VIRTUAL ACCESS

Metric	2024	2025	% Change
Electronic Medical Record Patients	12,456,144	<b>12,836,575</b>	3%
MyChart Users	3,149,721	<b>3,410,097</b>	8%
Virtual Visits	1,107,613	<b>1,188,930</b>	7%

## CARE FOR CLEVELAND CLINIC

### FINANCIALS (as externally reported)

Metric	2024	2025	% Change
Operating Revenue	\$15.94B	<b>\$18.27B</b>	15%
Income	\$980.35M	<b>\$2.30B</b>	134%
Income From Operations	\$275.71M	<b>\$913.16M</b>	231%
Non-Operating Income	\$704.64M	<b>\$1.39B</b>	97%
Operating Margin	1.7%	<b>5.0%</b>	–
EBIDA Margin	6.8%	<b>9.6%</b>	–
Days Cash on Hand	315	<b>323</b>	3%
Long-Term Investments	\$13.52B	<b>\$15.13B</b>	12%
Cash, Investments and Debt			
Cash + Investments	\$14.80B	<b>\$16.78B</b>	13%
Debt	\$5.39B	<b>\$5.86B</b>	9%

EBIDA = earnings before interest, depreciation and amortization

### PHILANTHROPY

Metric	2024	2025	% Change
Philanthropic Commitments	\$413.04M	<b>\$484.67M</b>	17%
Philanthropic Donors	52,482	<b>50,877</b>	-3%

### GROWTH

Metric	2024	2025	% Change
Hospitals	23	<b>23</b>	0%
Beds	6,728	<b>6,728</b>	0%
Outpatient Locations	280	<b>303</b>	8%
Brand Awareness in U.S.	49%	<b>45%</b>	–
Visits to clevelandclinic.org	1.16B	<b>1.24B</b>	7%

## RESEARCH, INNOVATIONS AND EDUCATION

### RESEARCH

Metric	2024	2025	% Change
Basic and Clinical Researchers	335	335	0%
Active Research Projects	3,655	3,203	-12%
Research Publications	6,791	6,921	2%
Citations (most recent 5-year period)	338,779	333,948	-1%
Research Revenue*	\$354M	\$320M	-10%
National Institutes of Health Funding	\$156M	\$157M	1%
Research Funding**	\$520M	\$479M	-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.

### INNOVATIONS

Metric	2024	2025	% Change
Invention Disclosures	263	207	-21%
Patent Activity			
Filed (cumulative since 2000)	6,330	6,620	5%
Granted (cumulative since 2000)	2,746	2,852	4%
Spinoff Companies (cumulative since 2000)	108	108	0%

### EDUCATION

Metric	2024	2025	% Change
<b>Lerner College of Medicine</b>			
Applications	2,295	2,742	19%
Average MCAT Score	517	517	0%
Cumulative Graduates	502	534	6%
<b>Residents and Fellows</b>			
Clinical/Research Residents and Fellows	2,369	2,418	2%
Accredited Residency/Training Programs	126	131	4%
Board Pass Rate	91%	94%	–

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

# BLOOD BROTHERS

The bond between identical twins is forged long before birth.

Floating together like tiny astronauts in the womb, they're tethered to the same placenta, equally sharing oxygen and nutrients from their mother.

Rarely, though, the placenta's blood vessels form abnormal connections, disrupting the delicate balance.

One twin gets too little blood, the other too much.

The first twin's growth slows and urine output stops. The second twin's heart and kidneys are taxed by excess blood.

The complications are lethal.

Jessica Proudfoot knew nothing about twin-twin transfusion syndrome, or TTTS. But when the diagnosis came in the 21st week of her pregnancy, she didn't hesitate.

She opted for an unusual, complex procedure at Cleveland Clinic to separate her twins' commingled blood supply.

"I wanted to give my boys the best possible shot," she says.

.....

In school, maternal-fetal medicine specialist Courtney Stephenson, DO, was an All-American gymnast.

On the balance beam, she learned to steady herself, silencing distractions and doubt.



"I have a tremendous ability to focus and stay calm," she says.

That ability is essential now. The operation to save Jessica's twins takes experience, precision and nerves of steel.

Dr. Stephenson pierces Jessica's womb with a slim tube carrying a fiberoptic camera and a laser. The camera maps the maze of interconnected blood vessels. The laser seals them off.

The mapping must be meticulous.

The rogue connections are hard to spot. Missing one while severing others can quickly worsen the fluid imbalance, increasing the twins' peril.

"It's like an accident on the highway," Dr. Stephenson says. "All the other roads get backed up."

While mapping, she names each tangle of vessels by its appearance — shark fin, cat's cradle, horseshoe — to help her rapidly identify them again when the lasering starts.



(Left to right)  
Chaysen, Jessica  
and Graylen

The camera's image is murky and constricted, like the view through a submarine's porthole deep underwater.

The laser is a green firefly, flickering in the gloom.

The twins bob as Jessica breathes. One bats away the camera's light.

.....

Chaysen and Graylen are toddlers now. Chayse is the rambunctious, messy one, joyfully flinging his toys. Gray is quieter, introspective. He likes to study things.

The boys follow each other around, laughing and babbling: "Dog." "Mama." "Dad."

Separate, thanks to Dr. Stephenson, but inseparable.

"I put a lot of trust in her," Jessica says. "I knew we were in the right hands."

Three decades ago, a young mother planted daisy seeds to commemorate the unborn son she lost to TTTS and her hope for a treatment.

The symbolism spread.

Today, those affected by the condition are known as daisy babies.

"That means a lot to me," Jessica says. "Daisies are delicate, but with a bit of water and sunlight, they'll grow. Just give them the tools."

"We can fix this," Dr. Stephenson says of TTTS. "Patients lie on that operating table in the name of hope and love for babies they've never seen or held. That's very powerful. I promise them my best."

See the potential. Push the limits. Make it happen.

That's the art of what's possible.



 **Cleveland Clinic**  
Every life deserves world class care.

On the front cover: Soo Sunny Park, "Seeing the Light," 2025, stainless steel and dichroic Plexiglas tiles.  
Courtesy of the artist. Commissioned for Cole Eye Institute, Main Campus.