The Mission of Cleveland Clinic Marymount Hospital is to provide excellent health care guided by the Christian values of service, compassion, dignity and respect.
Caring for Patients, Caring for Caregivers, Caring for our Community, Caring for our Organization

Carrying forward the vision and values of our founding order, the Sisters of St. Joseph Third Order of St. Francis, many people and groups work together to make Cleveland Clinic Marymount Hospital both an outstanding and a unique hospital within Cleveland Clinic. Marymount lives out its Catholic identity under the oversight of Cleveland Clinic, Marymount’s Board of Trustees in collaboration with the Regional Hospitals Board of Directors and the Marymount Health Care Systems Board. All of the stakeholders are committed to keeping Marymount an excellent Catholic Cleveland Clinic hospital.

Pictured are a very few examples of our ministry to Patients, Caregivers, Community and Organization. Top row, left to right: The annual blessing and burial of fetal remains at Calvary cemetery; Marymount’s new Palliative Care team; Sr. Jo Ann Poplar’s departure party. Middle row, left to right: Jessica Juchnowski, one of Nursing’s six “Daisy Award” winners; Caregivers’ Summer Picnic; Surgery Caregivers. Bottom row, left to right: One of Nursing’s Cereal Drive deliveries; Ambulatory Surgery Center’s “Reverse Food Collection”; the Mission Committee of the Board of Trustees.
“Bestow on us, we pray, O Lord, 
a spirit of always pondering on what is right 
and of hastening to carry it out, 
and, since without you we cannot exist, 
may we be enabled to live according to your will.”

1 From the Collect for Thursday of the first week of Lent
Message from the President

As we look back on 2019 we saw Marymount Hospital continuing to live its mission as an integral part of the vision of the Sisters of Saint Joseph – Third order of St Frances, and Cleveland Clinic. Marymount Hospital enjoyed a successful year with a 9% increase in acute admissions, a 7% increase in surgical volume and 2% increase in ER visits. All of this contributing to a strong bottom line for 2019. More importantly, it signified a healthy relationship with our surrounding communities seeking their healthcare in a setting of Catholic spirituality.

Focusing on our mission of service, compassion, dignity and respect Marymount Hospital has earned a reputation within our communities and is thought of as a Medical hub for transfers from our eastern suburbs as well as the Cleveland Clinic main campus. These transfers experience firsthand the quality and safety that is synonymous with the Marymount Campus and which has earned it a 5 star rating with CMS and several other rating institutions.

In this report you will find many examples of how we provide world class care and service on our 52 acre healthcare oasis. I believe that it highlights many of our caregivers and the programs that are truly special.

I am proud of what we have accomplished in 2019 and look forward to continuing our mission in the coming year.

Daniel Napierkowski MD
President, Cleveland Clinic Marymount Hospital
Marymount Hospital Overview

Marymount Hospital’s Role on the Sisters’ Intergenerational Health and Education Campus

Cleveland Clinic Marymount Hospital is a Catholic hospital founded by The Sisters of St. Joseph of the Third Order of St. Francis located on the Intergenerational Health and Education Campus. The campus is home to several flourishing ministries founded by the Sisters in a beautiful 52+ acre park-like setting. These include Marymount Convent, Marymount Hospital, The Village at Marymount, Trinity High School, Marymount Child Care Center and the Franciscan Center.

In addition, there are outdoor Stations of the Cross, the National Shrine of the Sacred Heart, the shrine of Our Lady of Czestochowa and various other statues and religious settings situated near the entrances to all the ministries.

As a Catholic hospital within the Cleveland Clinic Regional Hospital System, Marymount Hospital follows the *Ethical and Religious Directives for Catholic Health Care Services, Sixth Edition*, relies on the resources available through the Catholic Health Association and the National Conference of Catholic Bishops, and follows the policies of the Catholic Diocese of Cleveland while always adhering to the Catholic and other Covenants contained in the 1995 Definitive Agreement by and between Cleveland Clinic, Marymount Hospital, and Marymount Health Care Systems. Specifically, Marymount Health Care Systems, as the Special Member of Marymount Hospital, retains control over the mission, philosophy and religious values of Marymount and Marymount’s conduct as a Catholic healthcare facility as it relates to the activities of Marymount.

Marymount Hospital continues to be proud to carry forward the Catholic healthcare ministry which is part of the Mission and Legacy of the Sisters who serve as Member of Marymount Health Care Systems.

---

A Historic Effort of Teamwork Bears Fruit

In 2019 the work of revising the 1995 Definitive Agreement and other governing documents came to completion. These documents define the relationships between Cleveland Clinic, Cleveland Clinic Marymount Hospital, Marymount Health Care Systems and the Bishop of the Catholic Diocese of Cleveland. The effort was necessary because of changes Cleveland Clinic made to the governance structure of the Regional Hospitals. Immense effort was invested by all of the parties, bearing fruit which will strengthen Marymount as a Catholic Hospital of the highest quality for years to come.

Mission Committee of the Board of Trustees

The Mission Committee is responsible for

- Assuring compliance with the *Ethical and Religious Directives for Catholic Health Care Services*;
- Conducting on an annual basis a Mission Audit;

---

• Preparing a Mission Annual Report;
• Supporting and advocating for the Catholic religious mission that defines the operations of the Corporation;
• Assuring that the Corporation and its facilities, at all times, operate in conformity with the ERDs;
• Working with the Sponsoring Order on Leadership formation;
• Supporting the Pastoral Care Department and its related initiatives; and
• Advocating for the health care needs of the community as part of the hospital’s strategic initiatives.8

The Mission Committee presents the 2019 Mission Report to the Cleveland Clinic, Marymount Health Care Systems, Marymount Hospital Board of Trustees, Cleveland Clinic Board of Directors and the Sisters of St. Joseph, TOSF. Marymount Health Care Systems and/or the Sisters of St. Joseph, TOSF, will provide the 2019 Mission Report to the Bishop of the Catholic Diocese of Cleveland.

New to the Mission Committee’s responsibilities is including a link to information about the Mission Committee’s purpose on the hospital’s intranet and internet websites. It is also to provide a way to report any noncompliance with the ERDs.

Our Goals for 2019:
I. To complete the Mission Audit for Marymount Health Care Systems Board
II. To include in our work on Cleveland Clinic goals emphases from our Mission and the Ethical and Religious Directives.
   A. “Patients First: continuously improve quality, safety and patient satisfaction” including ways that broaden employee’s understanding of ‘physical, mental and spiritual healing’3 for every patient.
   B. “Caregivers: Make Marymount the best place to work” where employees are treated justly and show a spirit of mutual respect.4
   C. “Affordability: Provide high value care,” especially to those who can least afford it.5
   D. “Growth: Responsibly develop to sustain our mission” including to promote human dignity; to care for the poor, to contribute to the common good; to contribute to the health of our community and to uphold the moral teaching of the Church.6
   E. “Impact: Make a difference through research, education and innovation” promoting medical study consistent with (our) mission and with Catholic moral principles.7

III. To grow our relationship with the Sisters of St. Joseph of the Third Order of St. Francis.
IV. And to support the relationship between the Marymount Hospital Board and the Marymount Health Care Systems Board.

Mission Committee Members
The Members of the Mission Committee are appointed by the Marymount Hospital Board of Trustees and include:
Sr. Mary Alice Jarosz, SSJ-TOSF, Mission Committee Chair and member of the Marymount Hospital Board of Trustees, The Honorable Gregory Kurtz, Mayor of Independence, OH and member of the Marymount Hospital Board of Trustees, Daniel Napierkowski, MD, Marymount Hospital President, and liaison to the Marymount Hospital Board of Trustees, Sr. Betty Gulick, SSJ-TOSF, representative of the SSJ-TOSF; Carol Kenney, Esq., representative of the Marymount Health Care Systems, Joseph Rinderknecht, D. Min., Marymount Hospital Director of Pastoral Care, Percival Kane, MHA, Marymount Hospital COO, and Barbara Zinner, DNP, RN, Marymount Hospital CNO.

In order to strengthen further the relationships between the stakeholders the Bishop now appoints a member to the Mission Committee.

Mission Effectiveness Committee
The Mission Effectiveness Committee is made up of caregivers at Marymount Hospital and led by the Director of Pastoral Care. It is charged with carrying forward the mission goals decided on each year by the Mission Committee of the Board of Trustees. This has included many activities such as planning the Marymount Campus Mission Day, observing St. Joseph Day, St. Francis Day, Earth Day, supporting the Safety Fair, and caroling throughout the hospital.

The role and priorities of the Mission Effectiveness Committee will be reviewed in 2020 in light of the renewal of the Definitive Agreement

3 ERDs: General Introduction, ¶1
4 ERDs: Directive #7, #2
5 ERDs: Part One, Introduction, ¶3; Directive #6
6 ERDs: Part One, Introduction.
7 ERDs: Directive #4
Sisters of St. Joseph of the Third Order of St. Francis

The Sisters founded Marymount Hospital in 1949. Since being asked to come to Cleveland in 1908 to staff parish schools, their presence here grew rapidly leading to a new province being established in 1926 with its Motherhouse and High School in Garfield Heights. Approached by the local physicians and businessmen, they began the effort which led to Marymount Hospital's dedication on October 30, 1949. Since its founding, the hospital has continually expanded both beds and services.

Desiring to strengthen their ability to serve this area and fulfill their mission, the Sisters participated in and initiated conversations with various entities and systems which included other Catholic hospitals, University Health System and Meridia Health System.

Eventually it became clear that the best and most promising partnership would be with Cleveland Clinic. Since Cleveland Clinic did not have a system in place, a partnership was formed in 1995. Marymount became Cleveland Clinic's first regional hospital and a model for future partnerships that have grown into the current eleven regional hospitals\(^8\) within Cleveland Clinic.

For their part, the Sisters not only sit on the Board of Trustees of the hospital, but actively reach out to strengthen the relationship with the hospital and our caregivers.

The work of the Sisters of St. Joseph Third Order of St. Francis continues to grow and evolve. Now as many of their Sisters across the country grow older they are able to move to Marymount Campus where they find the variety of care assistance they require. This new ministry is a major gift to their entire order.

\(^8\) Akron General, Avon, Euclid, Fairview, Hillcrest, Lodi, Lutheran, Marymount, Medina, South Pointe, Union, also Affiliate Hospital: Ashtabula County Medical Center.
Marymount Hospital, as part of Catholic Health Care ministry in the US, is committed to promoting and sustaining the mission of the Church to continue the healing ministry of Jesus. Comprised of more than 600 hospitals and 1,600 long-term care and other health facilities in all 50 states, the Catholic health ministry is the largest group of nonprofit health care providers in the nation. Every day, more than one in seven patients in the U.S. is cared for in a Catholic hospital.

Founded by the Sisters of St. Joseph of the Third Order of St. Francis in 1949, we value and are inspired by the Sisters’ Franciscan spirituality. St. Francis’ spirituality undergirds many aspects of our work, including our care for the poor and our efforts to be a green institution.

In Communion with the Church through the Bishop of Cleveland

Marymount serves in communion with the Catholic Church through the Bishop of the Diocese of Cleveland who exercises responsibility as pastor, teacher, and priest. The President of Marymount writes to the Bishop annually on the state of the hospital. Bishop Perez was part of the revision and renewal work which bore fruit in 2019. Sr. Mary Alice Jarosz, SSJ-TOSF, and Carol Kenney, JD, kept the Mission Committee informed as the governance structure documents were reviewed and discussed with Bishop Perez. Bishop Perez’ involvement strengthened our relationship. This process has opened clear channels of communication which will serve us well going forward.

Ethical and Religious Directives for Catholic Health Care Services, Sixth Edition (ERDs)

The ERDs is a document of the US Conference of Catholic Bishops. As a Catholic hospital it is a policy of Marymount. The ERDs offer ethical guidance on health care delivery and are a rich source of wisdom and help. Among the affirmations underlying the document are:

• We receive all who come to us and seek their physical, mental and spiritual healing; we promote and defend their dignity; we have a special mandate to care for the poor; and we serve all because each person as a child of God has the same right to life and health care as all others.

• This involves: being good stewards of resources; respecting individuals’ conscience and Catholic commitments; respecting confidentiality, patient rights, and the use of appropriate surrogates when patients cannot speak for themselves; advocating for those who are vulnerable or targets of discrimination.

• The right to life and health care also means that we do not: manipulate or intimidate patients, always support free and informed consent; we do not participate in abortion or sterilization in any way; we do not participate in euthanasia or suicide in any way.
• At the end of life we care for patients even when we cannot heal them. We assist dying patients and their families with respect, love and support. We provide opportunities to prepare for death. Our ethics reflect Catholic teaching that a person is obligated to use “ordinary, proportionate” means to preserve their life; and may forego “extraordinary, disproportionate” means. We encourage ethical organ donation.

All Caregivers are educated about the ERDs

Physicians. Many health care practitioners working at Marymount Hospital have never worked in a faith-based organization before. Thus it is important that our providers are educated on the Ethical and Religious Directives for Catholic Health Care Services, specifically the impact that the ERDs have on the way that they may normally practice medicine related to end of life decisions, issues in care for the beginning of life and performing procedures in our facility that are not supported by Catholic ethical teaching. To educate health care providers, we provide them with the ERD document and encourage them to review the content and ask questions regarding any clarification they may need. The Bylaws of the Medical Staff of Cleveland Clinic Marymount Hospital, Art III.3, “Basic Responsibilities”, a, includes: “Medical Staff members shall adhere to the Ethical and Religious Directives for Catholic Health facilities”. The same requirement was added this year to Article V, “Specified Health Personnel.”

New Caregivers’ Marymount Orientation. All who come to work at Marymount have an on-line Marymount Orientation in addition to their Cleveland Clinic Orientation. New employees learn about the ERDs and are given a link to the document. On-going review was presented in various ways: periodically by the Director of Pastoral Care to the Leadership Council (Managers and Department Directors); by them to their departments or Nursing Units using summaries; the ERDs are highlighted at Nursing’s New Hire Breakfast in the Mission Report; Mission Day displays; and in other ways. Specific items from the ERDs were presented to Nurses in the weekly ICU Ethics Rounds. In planning is a series of “10 Second Pause” emails and a presentation to nursing’s Clinical Practice Council.

Ethics Committee of the Medical Executive Committee (MEC)

Ethics Committees are now almost universally found in hospitals. Marymount was an early participant in this movement. Like all Catholic health care services Marymount grounds all of our work on five normative principles: 1. To promote and defend human dignity, respecting the sacredness of life, 2. To care for the poor including adequate health care, 3. To contribute to the common good, 4. To exercise responsible stewardship for equity of care, and, 5. In this pluralistic society Catholic health care services does not offend the rights of individual conscience by refusing to provide or permit medical procedures that are judged morally wrong by the teaching authority of the Church. (ERDs, part I)

Informed by the ERDs, medical science, bioethics and moral theology, and, we pray, under the guidance of the Holy Spirit, the MEC Ethics Committee has three functions: 1. To consult on difficult clinical decisions, 2. To assist in formulating institutional policies, and, 3. To guide the professional staff in making ethical decisions and educating hospital personnel about these policies and healthcare ethics in general. While the first responsibility accounts for the majority of the work of the MEC Ethics Committee, the committee also hosts and promotes many educational opportunities each year. This year we completed a series on the ERDs looking at one section of the document at each meeting. When ethical issues touching on the ERDs arise, Joseph Rinderknecht, BCC investigates the question in consultation with Fr. Joseph Koopman, PhD, convener of the Medical Moral Committee of the Bishop of Cleveland.

We are greatly assisted by Cleveland Clinic’s Center for Bioethics, primarily Cristie Cole Horsburgh, JD, and other professional staff ethicists of the Center for Ethics. Cole Horsburgh attends MEC Ethics Committee meetings and provides consult back-up support. Rev. Joseph M. Koopman, STD, Associate Professor of Moral Theology at St. Mary Seminary and convener of Bishop Perez’ Medical Moral Committee is also a valuable resource.


13 Hester and Schonfeld p. 2
Moral Distress: Ethics Service Introduced a New Intervention to Help Our Caregivers

In 2019, Georgina Morley, PhD, MSc Nursing, RN (UK), nurse ethicist from Cleveland Clinic’s Center for Bioethics and Laura Longbrake, LISW from Caring for Caregivers developed Moral Distress Reflective Debriefs and Dialogues (MDRD), an intervention to help caregivers work through their experiences of moral distress. Morley’s doctoral research informed the definition of moral distress used to design MDRDs. In her dissertation, moral distress is defined as “the psychological distress that occurs due to a moral event such as moral conflict, moral dilemma, moral uncertainty, moral constraint or moral tension.” Left unaddressed, moral distress could affect the quality of patient care, job performance, satisfaction and engagement with work.

MDRDs are facilitated by an ethicist and an individual trained in helping individuals cope with psychological or emotional distress. MDRDs were created to provide caregivers an opportunity to reflect on the distressing moral event(s) attributed to a specific patient’s care. The primary aim of the MDRD is to mitigate the negative effects of moral distress by:

• Enhancing caregivers’ understanding of the ethical issues,
• Hearing other perspectives from team members, and
• Listening to each other describe their lived experience of the moral event.

Participants also describe successes and potential improvements, including organizational issues that affected responses to the moral event. These discussions provide a foundation for potential institutional changes. The Center for Bioethics will work with teams to explore potential institutional changes.

Under the leadership of Rosemary Field, Co-Chair of Marymount’s Ethics Committee, and Cristie Cole Horsburgh, Ethicist for Marymount Hospital, the first MDRD at Marymount Hospital took place in the Spring of 2019. MDRDs helped identify knowledge gaps, opportunities to improve teamwork and enhance communication skills. In 2020, the Center for Bioethics will continue to improve practices of MDRDs and measure its effect on participants and the moral culture of the organization. Marymount’s Bioethics Program will be a key participant in these efforts, utilizing MDRDs as another tool to support caregivers’ as they manage everyday ethical dimensions of patient care.

Advance Directives

“Advance Directives” can refer to any documents in which a person specifies ahead of time what they would wish to be done or not done in regard to their health care if they can no longer speak for themselves. This is an important way in which each patient’s right to self-determination (also referred to as patient autonomy) is honored and preserved.

There are two Ohio documents regularly used in hospitals: the Health Care Power of Attorney and the Living Will.

The first informs us whom a person chooses to make health care decisions for them if they can’t speak for themselves, and the Living Will applies if a patient is terminally ill. It is the patients way of saying they would not want CPR or other “heroic” measures which may add a short time to their life but not contribute to healing. A growing number of patients are choosing to complete these documents as they come to understand their importance to their care.
The *Ethical and Religious Directives* (see footnote 2, page 3) directive 24 includes: “…a Catholic health care institution will make available to patients information about their rights, under the laws of their state, to make an advance directive for their medical treatment …” This is required because of our commitment to the dignity of the person which promotes a professional-patient relationship that includes, among other things, mutual respect, trust, honesty, and appropriate confidentiality.

The presence of advance directive documents in a patient’s chart reduces the need for ethics consults at the end of life, as well as the experience of moral distress on the part of caregivers and family members. Nursing, Case Management, Patient Access, Pastoral Care and others were partners in the effort.

**Virtus: The Safety and Protection of our Children**

As required by the Bishop of Cleveland, every new employee is given basic information on the warning signs of child abuse and on each person’s responsibility to report. Marymount continues the additional on-line orientation required for all Marymount employees which was begun in 2017. The Virtus information and sign-off are included in the on-line orientation. Similarly, new physicians being afforded privileges are provided the information on Virtus and asked to sign that they have read and agree to follow its requirements. For more information on Virtus see [https://www.virtusonline.org/virtus/index.cfm](https://www.virtusonline.org/virtus/index.cfm).

**Fetal burial at Calvary Cemetery**

We connect not only with our faith but also with grieving parents and the wonderful Caregivers in our Lab and elsewhere who are part of our respectful care of fetal remains at Marymount Hospital. We live out our commitment to the sanctity of human life by arranging for burial annually at Calvary Cemetery. The remains are blessed by our Priest Chaplain and interred with prayers at the graveside. As part of their mission as a Catholic Cemetery, Calvary has provided burial space to the hospital for free since our beginning.
Marymount’s Executives Lead our Mission

A New Chief Operating Officer: Percival Kane Jr. named COO

In 2019 Percival Kane Jr. came to us as Chief Operating Officer of Cleveland Clinic Marymount Hospital, effective April 22. As such he is an integral member of Marymount Hospital’s executive team. With leadership, Kane partners to drive operational efficiency, enhance patient and caregiver engagement and introduce initiatives to grow service lines at Marymount.

Kane recently wrote to his Operations team:

Prior to joining Cleveland Clinic, he worked as the Chief Ambulatory Officer at North Oaks Health System in Baton Rouge, one of Louisiana’s largest hospital service district community-based health systems. While there, Kane established a wellness/population health program to improve quality outcomes and established a governance structure within the medical group focusing on the enhancement of financial, clinical, quality, provider compensation, business development and patient experiences efforts of the North Oaks Physician Group.

He holds a bachelor’s of science in public health administration from Dillard University and a master’s of health administration from Saint Louis University.14

As is apparent in his letter, his leadership, like that of all of Marymount’s executives serves all four of the foci of Care for our Patients, our Caregivers, our institution and our Community.

14 Based on an article in Caregiver Communications dated Tuesday, April 23, 2019
Chief Nursing Officer: Barbara Zinner, DNP

Nursing Excellence at Cleveland Clinic Marymount Hospital

This past year, nursing caregivers at Marymount Hospital have created an environment where teamwork is fostered, identified outcomes were achieved and caregivers have been personally and professionally empowered to have and use their voice in decision making initiatives. Fostering of teamwork can best be viewed in the 2019 Press Ganey Caregiver Survey results. Marymount nursing raised their engagement score from 4.12 in 2017 on a 5 point scale to 4.24 in 2019. We are especially proud of, second floor medical surgical units, nurse practitioners and nursing operations manager groups who were ranked as the highest tier engaged units in nursing. This accomplishment validates the unit’s commitment to co-workers, patients and the organization.

In 2019, multiple metrics pertaining to quality and safety were the focus for nurses to address in order to live out our Mission and continually put patient’s first. We are especially proud of the work nursing has done in keeping our patients safe. In reference to decreasing falls, the medical surgical units had a reduction in the fall rate from 1.99 rate/1000 patients in 2018 to 1.86 in 2019. Even more significant, was the reduction in falls for our vulnerable older adult behavioral patient population. The geriatric psychiatric unit, with their hard work and dedication, decreased the fall rate from 7.40 in 2018 to 5.37 in 2019. Another metric that the nursing caregivers zeroed in on was pressure ulcer reduction and elimination. The year to date 2019 hospital acquired pressure injuries (HAPI) was decreased from .9% in 2018 to .23% in 2019. Hospital acquired infections such as central line urinary tract infections (CAUTI’s) also were reduced by 40% in 2019. These statistically significant reductions are true examples of nursing rising to the task of keeping our patients safe and providing excellent, high quality care.

Empowering all nursing caregivers to find and use their voice is a resounding theme for nursing. It is the caregivers who provide and direct the care of our patients who know best when looking for the right solution to any identified problem. Listening to our nursing caregivers can be viewed in the preparation for our Journey to Magnet designation. Currently, nursing is compiling and writing multiple stories stemming from the caregivers perspective on how they impacted operations of the unit, decisions on the use of equipment or the actual care for our patients. The document must be completed and sent to American Nurses Credentialing Center (ANCC) Magnet by April 2020 and I am pleased to say we are on track with meeting the deadline. As you may be aware, the Magnet designation distinguishes the hospital and nursing department as an extremely high performing organization with the voice of the caregiver instrumental in the decision making process. The anticipated time frame for surveyors to arrive to assess our readiness status for Magnet designation is approximately early 2021. The Journey to Magnet has been one of awareness and fact finding of all the wonderful accomplishments and contributions of the nursing caregivers.
Chief Medical Officer: Douglas Kohler, MD

Douglas Kohler, MD, Chief Medical Officer, oversees Marymount’s Medical Staff to establish standards of care for the hospital. This includes credentialing; privileging; continuing medical education; ensuring adherence to Marymount’s Bylaws, Rules, Regulations and policies; and complying with government regulatory bodies.

Claire Overholt, Program Manager, Medical Staff office, works closely with him to see that these responsibilities are consistently met. Claire contributed the following Medical Staff Services Mission Report for 2019.

In 2019 Marymount Medical Staff experienced large growth and grew by 166 new physicians. This included a new Urologist, Darius Unwala, MD. Dr. Unwala was practicing in the Bahamas and joined Marymount in the beginning of 2019. Dr. Unwala’s patients claim that he is “outstanding, providing much passion and care.” He was named a Medical Staff Division Head for 2020.

Along with Dr. Unwala, Marymount added CCF Infectious Disease. There are four main Infectious Disease physicians that provide inpatient consults: Bethany Lehman, MD, Lulette Tricia Bravo, MD, Alan Taeg, MD and Steven Mawhorter, MD. These physicians provide coverage Monday – Friday, additional physicians provide weekend coverage and alternative coverage.

Marymount added a Palliative Medicine service line. Under the leadership of Laura Shoemaker, MD, Palliative Medicine Program Director, and Kathryn Richards, MD a team of Palliative Medicine physicians, nurses and social workers are available for patients at Marymount. This service provides an extra layer of support to the patients Monday- Friday. The Palliative Care department is able to facilitate discussions about care preferences, goals and plan, support hospital transitions and make recommendations for symptom management. Dr. Richards stated, “We’re very happy to be at Marymount and it has been a privilege to join the staff and care for their patients and families. Marymount has been a very welcoming place and provided the support and engagement of our services.”
Other physicians that were added to the Medical Staff included: Additional OB/GYN physicians, a new Cleveland Clinic General Surgeon, Emergency Medicine physicians, Cardiologists, and Pulmonary Disease physicians.

Medical Staff Leadership has continued their focus on doctor communication to ensure that patients are receiving the best possible care and to make sure patients feel they are respected, that they understand their plan of care and are treated with compassion. Weekly meetings are held with members of the Medical Staff to set expectations and share best practices. Plan of Care visits were also put in place to put patients first. Marymount is committed to improving teamwork, communication and quality. With Plan of Care visits, this established a strategy on how patients and caregivers collaborate, develop and communicate treatment plans. The physician, nurse and provider are able to communicate with every patient, every day, so that everyone on the team is clear of the care path.

The Medical Staff at Marymount also made large donations in 2019. They donated $20,000 towards the United Way campaign. Of this, $17,100 was able to be donated back to the Employee Care Fund at Marymount, which helps aid Caregivers and their dependents in emergency situations. The Medical Staff also donated gifts cards to all the volunteers at Marymount. A scholarship for the nursing department of $5,000 was donated and will be established in 2020. Lastly, the Medical Staff donated $2,000 towards the Indigent Care Fund that helps patients who need assistance upon discharge with medications.

The Medical Executive Committee wanted to provide a larger philanthropic service to Marymount and was looking for an area that would help their patients. The MEC voted on valet services at Marymount for the months of November 2019 through April 2020 to help patients in the cold winter months. Although valet is unable to be free, the MEC pays for the services to be offered at Marymount.

**Cleveland Clinic Priorities:**
Caring for Patients; Caring for Caregivers; Caring for the Community; Caring for Organization.

**The Mission of Cleveland Clinic Marymount Hospital:**
“to provide excellent health care guided by the Christian values of Service, Compassion, Dignity and Respect”, and

**The Ethical and Religious Directives**
each support those four areas. The rest of this report will tell that story.
Caring for Patients
with “service, compassion, dignity and respect.”

Journey to Magnet

Magnet designation is the highest level of recognition from the American Nurses Credentialing Center (ANCC) and is only been awarded to 8% of the hospitals in the United States.

This honor will not only formally recognize all the great work done at Marymount, but also attract new patients and nurses to join our team. It is the “gold standard” of nursing care. In 2019 the nursing department, led by program coordinator Denise Griffin, has put in countless hours writing our examples and preparing our teams for the survey that will occur after submitting for certification.

In 2020 we expect the Magnet Surveyors to arrive to Marymount and conduct several days of questioning and evidence gathering to approve our Magnet designation. Magnet designation includes showing a hospital’s commitment to patients and community, as well as the nurses’ commitment who care for both. This directly aligns with our mission of service to our patients and community.

Nursing Awards and Recognition

Cleveland Clinic
Marymount Hospital

is proud to recognize the organization’s extraordinary nurses with the DAISY award for providing exceptional patient care. The DAISY Award, an international recognition program founded by the family of J. Patrick Barnes in his memory, celebrates extraordinary nurses and the work they do every day for patients. The goal of this award is to ensure that nurses know how deserving they are of the DAISY Foundation’s profound respect for the education, training, brainpower, and skill they put into their work, and especially for the caring and compassion with which they deliver their care. This award also recognizes nurses for the powerful difference they make in others’ lives. Patients or their families or fellow caregivers can nominate a deserving nurse for the DAISY award. Marymount Hospital recognized six very deserving nurses in 2019 with the DAISY award.

Two Daisy Award Nominations Stories:

Robbysean Moore and Marlene Cooper

The nomination stories written for Robbysean Moore, RN-BC, Adult Behavioral Health, and Marlene Cooper, LPN, 3E/3W, exemplify nurses that live the Marymount Hospital mission.

Robbysean went above and beyond in her care for a patient on the Adult Behavioral Health unit. This patient described her experience with Robbysean as, “I was having a very difficult time adjusting to being on the Behavioral Health unit and Robbysean was so kind and patient even though I had made threats and swore at her. After a while I calmed down and Robbysean asked to speak to me. She was so sweet to me. I appreciated all her help and patience and I just want to say thanks for her kindness. She was very helpful, considerate, patient, kind, understanding, loving, God sent.”

Marlene went above and beyond in her care for a patient on her unit that was newly diagnosed with diabetes. He was unable to afford to buy a blood glucose monitor. Marlene was not assigned to this patient but heard him
say that he did not have any money. She went down to the hospital pharmacy and bought the patient a glucometer. She did not want the patient to know that she bought the glucometer for him. When the patient was given the blood glucose monitor, he began to cry. He said he could not believe someone would do that for him. Marlene truly went above and beyond to help this patient. She is a wonderful example of an extraordinary, compassionate nurse.

2019 Nursing Excellence Awards
The Stanley Shalom Zielony Institute for Nursing Excellence proudly honors nursing professionals for their outstanding achievements and dedicated commitment to the nursing profession with annual Nursing Excellence Awards. The phenomenal nurses who receive these awards epitomize Marymount Hospital's mission of delivering excellent health care with the Christian values of service, compassion, dignity and respect. These best-in-class nursing professionals work diligently to deliver world-class care to our patients and are among an elite group. Nurses are nominated for an Excellence Award by those who witness their commitment to excellence day in and day out – including fellow caregivers and physician colleagues, patients and volunteers. These awards are the organization's most prestigious honors for nurses and are announced during Nurses Week and formally celebrated during a fall banquet.

Enterprise Excellence Awards
Art of Nursing: Michelle McCain Bridge, BSN, RN-BC
Lifetime Achievement Award: Liza Szczepanik, BSN, RN

Local Excellence Awards
Novice Nurse: Jill Grell, BSN, RN
Nursing Excellence: Robert Leo, BSN, RN
Zielony Nursing Team: Ambulatory Surgery Center

Marymount Hospital Quality Department
The Marymount Hospital Quality Department oversees activities related to ensuring high quality clinical care of the patients we serve, including patient safety, accreditation and regulatory activities, quality improvement, and infection prevention.

2019 accomplishments include a year over year reduction in hospital acquired infections, hand hygiene compliance rates greater than 99%, a 56% reduction in pressure ulcers, and a greater than 50% reduction in death due to sepsis (infection in the blood) since 2016.

Due to continued high quality care, Marymount Hospital received several awards and high grades:
• ‘A’ grade from Healthgrades and received Healthgrades Patient Safety Excellence Award
• ‘A’ grade in both Spring and Fall 2019 from Leapfrog Hospital Safety Grades
• A 5-star rating from the Centers for Medicare & Medicaid Services (on a scale of 1-5, with 5 being the highest)
• Stroke Honor Roll Gold Plus Quality Award from the American Heart Association

Several successful regulatory surveys were completed in 2019, including:
• College of American Pathologists survey
• Ohio Department of Health Radiology survey
• The Joint Commission Stroke Recertification
• US Department of Health & Human Services Mammography survey
• American College of Radiology Magnetic Resonance Imaging (MRI) Accreditation
• American Association of Cardiovascular & Pulmonary Rehabilitation Accreditation

More than 300 employees and visitors attended our annual Patient & Caregiver Safety Event where they learned about safe practices that have been implemented in departments throughout the hospital.

**SolVE Projects**

There were two fall Solutions for Value Enhancement (SoLVE) projects which focused on patients.

Caregivers from Pharmacy and Inpatient Nursing formed a team to improve the bedside delivery discharge process. The team redesigned flyers and launched a new communication method for bedside delivery (iPhones on units).

- **Project Lead:** Adam Ritzler, PharmD, MS
- **Project Team:** John Allison, APRN-CNP, Lori Bakaeen, PharmD, Kelsee Carter, APRN-CNP, WOCN, Claudia Sorbin, CPhT
- **Coach:** Lisa Byron, BSN

**The SolVE Mobility Team**

The SolVE Mobility Team was formed with the goal of increasing the number of patients out of bed and in a chair between 11 a.m. - 2 p.m. by an average of two patients per day on 3 South. The results showed mobility increased on 3 South from 5 percent to 33 percent.

A New Service in 2019: PALLIATIVE CARE
Three Palliative Care physicians rotate in covering Marymount Hospital.

The following is a glimpse of their work provided by Patrick Range:

In Palliative Medicine, we often beat the drum of sitting with patients, awkwardly finding chairs wherever we can, putting them in corners or beside beds so we can sit down. I could cite some research about how this makes patients feel, but the truth is it is also nice to actually sit. Sitting with Bob and his wife was no exception. They made you feel at home when you came to sit, almost like you were sitting in their living room sharing old stories together. Bob had cancer. It was bad and he knew it. His search for treatment options was as resolute as it was for meaning in the midst of horrible disease. He spoke openly about this. He also shared consolations from his day, seeing the helicopter land, a joke from nurses and especially conversations with Marymount’s Priest chaplain, Fr. Dennis. Bob shared his love and admiration for, “That guy.” He appreciated wisdom Fr. Dennis left behind, some of it pulled from scripture. Here I saw an in. Conversations with Bob always felt meaningful. He shared about wanting his death to be, “Special and peaceful,” but I left wanting to offer more to this man who freely opened his soul to us on a regular basis. Bob’s connection with Fr. Dennis and scripture provided a window.

Luke 24: 13-35, The Road to Emmaus, is one of my favorite readings. Thanks to Fr. Dennis, I shared the story and my favorite part when Jesus meets the travelers on the road. Jesus basically asks, “What is going on?” Jesus meets the travelers where they are. He wants to hear their story. Bob expressed his appreciation for the reading and brought it up again while he remained at Marymount. He later transferred to another hospital for one more treatment. He died not long after. A few weeks later, Fr. Dennis told us that Bob died and his wife asked Fr. Dennis to give a reflection at one of Bob’s services. She asked Fr. Dennis to use The Road to Emmaus in the reflection. Bob connected with the reading. Fr. Dennis described that he was on the road and present to the resurrection in the breaking of the bread. His journey was accompanied by friends. Sometimes we sit, laugh, or joke. Sometimes we share inspirations and sometimes we listen to what hurts. Bob reminded us of our goal to walk and be with one another. You don’t have to be a chaplain to offer a

Prayer Shawls wrap our patients in love
Here are beautiful prayer shawls made by Karen Ledvina, RN, who works in the ASC PACU. She crocheted them so they could be given to patients through Pastoral Care.

The note placed with the shawls reads:

“May this shawl made with love, through prayer, be a mantle and sign of God’s healing presence. May it strengthen you when you are weary. May it surround you and ease your suffering. May it encircle you when you feel in pain. May it comfort you when you feel alone. May it remind you of God’s abiding love. Amen.”

— Gayle Carriero, Nurse Manager
Ambulatory Surgery Center
Caring for Caregivers
with “service, compassion, dignity and respect.”

Healing Touch relaxes and invigorates our Caregivers!
Throughout 2019 Nancy Strick, RN, HTCP, HTCI assisted by Gertrude Hensse, HTCP have provided Healing Touch for Caregivers once a month since 2018. Nancy, who owns the Hudson Center for Healing Touch, is a certified trainer of Healing Touch. She circulates to various Nursing units providing 10 minute relaxation sessions in the nurses break rooms or another available and quiet place.

Nursing Service and Compassion for Caregivers at Cleveland Clinic Marymount Hospital
Nurses at Cleveland Clinic Marymount Hospital support the organization’s mission values of service and compassion through volunteer opportunities, caring for fellow caregivers, and community service. The Nursing Practice Council adopted a fellow caregiver’s family in need and presented them with Easter baskets filled with food, gift cards and other holiday treats.

Marymount Clothes Pantry for Indigent Patients
While the Clothes Pantry is a huge contribution to patient care at the time of discharge, we often overlook what an important contribution it is to Caregivers. Without the possibility to clothe the patients who otherwise would be discharged with almost nothing, Caregivers would suffer profound moral distress. Caregivers are deeply concerned about patients and committed to their care. They live our Mission of compassion, respect and honoring the dignity of every patient. When they can’t do that it is very stressful in a way which shakes their core values.

“The Clothes Pantry is so good, we use it all the time when we discharge Behavioral Health patients who don’t have appropriate clothing, especially in the winter!”
— A Behavioral Health Caregiver

This moral commitment is why they provide what is needed. In 2019 Caregivers contributed enough clothing to provide for 424 different patients. More than once a day, seven days a week, Caregivers in any nursing unit are able to live their mission in this essential way. Under the faithful oversight of Lee Niro, CNP, the pantry is well organized and easy to use. Caregivers from our Emergency Department, Behavioral Health and all the units use it to provide for the dignity and safety of patients when they are discharged. Cleveland winters especially are not a time for anyone to be discharged without the protection of appropriate clothing!

Caregivers Help Other Caregivers through the Employee Care Fund
One of the largest and most impactful ways in which Caregivers care for other Caregivers is through the Employee Care Fund. This fund is supported entirely by donations from Marymount’s Caregivers, and exists to assist other Caregivers through times of financial crisis. In 2019 $15,552 was given as grants to co-workers. These gifts are typically needed to make a rent payment, keep utilities on, assist with illness costs, have transportation to work, etc. In 2019, 21 employees were assisted with an average grant of $741.
The Generosity of the Medical Staff

Already documented in Dr. Kohler’s report of the work of the Medical Staff at Marymount is their generous support of Caregivers. This included a generous contribution to the Employee Care Fund, gift cards to all the volunteers at Marymount, and a scholarship for the nursing department of $5,000.

In addition the Medical Staff awards two “Brad Davis Scholarships” to high-school seniors from Marymount’s employee’s families. On June 24, the Medical Staff awarded scholarships to two graduating high-school seniors. The scholarships honor U.S. Army Specialist Brad A. Davis, who was killed in the line of duty on April 22, 2009, near Baghdad, Iraq. Brad was the son of Marymount Hospital employee Terri Davis. The winners of the Brad Davis scholarships are Jake Szaniszlo, son of Susan Szaniszlo, RN, and Seth Samidan, son of Felicitas Samidan, RN.
Caring for our Organization with “service, compassion, dignity and respect.

Clinical Engineering reports on living their Mission:

In Clinical Engineering our model is based on the 4 Corners of CCF. We manage, maintain and repair all medical equipment that is used on a patient for medical care/treatment and diagnostic. Not only do we play a big part with the patients, we are in partnership with nursing as a support group for daily operations from ICU, Emergency Department the operating rooms and medical surgical floors to sterile processing, while we maintain a safe working environment for all.

Clinical Engineering incorporates Patients, Caregivers, Community and Organization in our daily operations. We can use this as a cost saving method throughout the enterprise as a whole when we share the same ideas and methods for operating the CE department sharing these standards across the CCF Enterprise. Clinical Engineering manages vendor items while servicing the hospital base with our own specialized skill sets and training. Clinical Engineering works standard 1st shift hours Monday – Friday but we also cover multiple sites on call 24-7 for a fraction of the cost of a third party vendor.

Clinical Engineering historically has been first line of support for nursing afterhours support and weekends. From total patient loss of patient monitors to staying late fixing feeding pumps so no patient goes without a meal. We have been nominated for Caregiver Celebration Awards over the years and our staff are proud recipients for going above and beyond the duty of call.

Our Vision:
To be globally recognized as partners in clinical care and innovators in process, service, and technology solutions.

Our Values:
Integrity
Accountability
Customer Focus
Mutual Support
Technical Excellence
Quality
Innovation

Our Mission:
To partner with caregivers to sustain and improve patient care and safety by providing high-value medical equipment services and seeking and developing innovative technology solutions.
Renewing Marymount's Nursing Units and Offices

2019 was an amazing year for the work done on our building throughout the Hospital.

The Blessing of Rehabed Nursing Units & Departments included:
- Marymount Laboratory – January 15
- 5 South Behavioral Health Unit – February 6
- Trudell Center Ground Behavioral Health Unit – July 23
- Cardiac Catheterization Lab. – August 8
- Trudell Center One Behavioral Health Unit – December 17

Also, Human Resources offices were moved into a renewed place and countless smaller upgrades and improvements in spaces were accomplished during the year.
Caring for our Community 
with “service, compassion, dignity and respect.

Community Outreach

“Life’s most persistent and urgent question is, what are you doing for others?” – Martin Luther King, Jr.

The Community outreach team for Marymount Hospital has been very busy, we were fortunate to partner with the Garfield Heights City Schools, Garfield Heights Kiwanis, and the Helping Hands Committee from the hospital on the following projects.

- School Supply Collection and Distribution
- Distribution of Dictionaries and Thesauruses for all the 5th grade students in the schools
- Collection and Distribution of hygiene supplies that were then distributed out amongst the schools.
- Collection and Distribution of Pre-Christmas Food Baskets to our community residents

We were also proud to have a very successful Healthy Community Initiative that kicked off in January.

Both Maple Heights and Garfield Heights participated in this eight week healthy wellness program. Over 170 residents were screened with blood pressure and BMI screening. Maple Heights tied in the top three for cities with most residents who participated.

Our partnerships with the local senior centers, and libraries continued to grow. We provided a wide variety of educational programming and also were able to offer glaucoma and skin cancer screenings.

The fostering of our partnerships with our cities and community partners continues to evolve over time. We are being very strategic in the programming we are offering. We also are very focused on our metrics and outcomes.

An additional opportunity was for some of our executive team to take time out of their busy schedules to serve dinner and share a meal with students and residents at Boys Hope Girls Hope. This is a local organization located in Garfield Heights. Their mission is to provide children from under-resourced communities with support to prepare them for post-secondary and career success.

Marymount’s Red Cross Blood Drives

Marymount was recognized for its Best Practices, specifically for sending personalized Thank You notes to each caregiver who donates at a drive.

Also, Marymount had the largest percentage increase of donations in the Cleveland Clinic during the fourth quarter of 2019:

- Hosted 6 events
- 124 Units of Blood were collected
- 140 individuals donated

— Michael Curry
Cleveland Clinic Marymount Hospital  
Nursing Service Cares for our Community  
The Practice Council participated in Cleveland Clinic Caregiver Community Service Time Off (CSTO) program on July 25, 2019 to provide service at the Cleveland Food Bank. Twenty Practice council nurses volunteered a total of 80 hours of community service.

Marymount’s Quality Department Serves  
Each of us is called to represent the Cleveland Clinic mission outside of the boundaries of our physical walls. We would like to see caregivers actively mining for these opportunities and celebrating our community care partners who help our neighbors and patients thrive.

The Zechariah House Project  
The Quality Department at Marymount is committed to outreach support and has volunteered with a number of community partners in the Cleveland area. Many of these agencies operate outside of Marymount’s immediate service area, so when the Zechariah House moved from Parma to Garfield Heights, we were moved to organize something to support this precious part of our own community. The Zechariah House is a shelter home for pregnant women who commit to learning the skills required to function independently while they are pregnant. Many of them continue to live in the shelter home for up to 9 months after their babies are delivered; after which, they are transitioned to the community. These women engage with a level of trust that is admirable. We were overwhelmed with both the donation support and the feedback we received from Marymount caregivers who had taken the time to research this community service and their mission.

Collecting Books for Kids  
In October 2019, our Quality team donated their time and effort to volunteer at the Cleveland Kids Book Bank. This company takes donated books and gives them to children that would otherwise not own a book of their own. This includes placing books in Lending Libraries, providing Day Cares with books for children to keep, and making books available through schools and agencies.
Nursing Institute Cereal Drive donations reach new milestone

During the June 3-7 Cereal Drive, the Nursing Institute collected more than 285,000 servings of cereal at many of our facilities across Northeast Ohio and Florida. That’s a 35% increase in donations to community food banks over last year!

The Cereal Drive, a national program among hospitals and health systems across the country, is held in June each year. Holding the drive each summer helps those children who are not receiving school meals during the break.

Congratulations to the Nursing Institute and to their main campus partner, food services vendor Morrison Healthcare. Cleveland Clinic achieved an impressive third place in this year’s rankings. And a big thank you to all the caregivers who organized the drive — and to those who so generously donated!

Pastoral Care Department: Charged with Serving All: Patient, Caregivers, Community, Organization

The Pastoral Care Department is responsible for the daily spiritual care of the patients, their families (most of whom are from our surrounding community) and the caregivers of Marymount and its affiliates, the Ambulatory Surgery Center and Marymount Urgent Care Center in Broadview Heights. Pastoral Care is a central and perhaps the most obvious sign of Marymount’s Catholicity. Pastoral Care provides spiritual care for all of our patients, their families and caregivers regardless of their beliefs, religious affiliation or lack thereof. Christ affirms the ancient commandment as the most important which includes: “…You shall love your neighbor as yourself.”

Chaplains strive to visit all patients. They provide spiritual support in culturally appropriate ways, seeking to assist patients, their families and caregivers through the stress of illness. Full-time Priest Chaplain Fr. Dennis Mrosso, AJ, PhD, is a priest of the Apostles of Jesus order who celebrates daily Mass and provides the Sacrament of Anointing of the Sick as well as general pastoral care.

The department sadly bade farewell to Chaplain Sr. Jo Ann Poplar, SSJ-TOSF, BCC on September 13, 2019. She served Marymount for 12 years. She discerned a call to serve as a hospice chaplain and we miss her greatly. We look forward to her position being refilled so that we can continue to provide the level and quality of care required in a Catholic Hospital.

Chaplain Janet McDonald, and Chaplain Joseph Rinderknecht, D. Min., BCC, fill out our staff. Chaplains Sahra Harding, Mark Berry, BCC, and Ikwo Umosen, BCC, all from the Cleveland Clinic main campus Spiritual Care staff provide overnight on-call coverage.

Volunteer Extraordinary Ministers of Holy Communion complete the department. They bring daily Holy Communion to Roman Catholic patients. The department connects personally with patients, their families and Marymount caregivers. They provide excellent pastoral care, emotional support and contribute to increased patient satisfaction, better outcomes and caregiver satisfaction.

Four times this year departments have asked that their staff be blessed. Particularly difficult events, concern for individuals in the department, whatever the reason...
Pastoral Care responds. In 2019 twelve departing Caregivers were given Farewell Blessings. Some of these were in farewell gatherings and some were done privately according to the person’s wishes. Hands of new employees and Nurses during Nurses’ Week are blessed. On Ash Wednesday ashes are distributed throughout the hospital, and affiliated locations. These practices remind Caregivers that their talents, their calling, and their ministry here are gifts from God.

Bereavement Ministry. Pastoral Care shares information and requests prayers throughout the hospital when a caregiver or their family member dies. Condolence cards are sent to employees on behalf of the hospital. Families of all patients who have died in Marymount are invited to a Bereavement Mass which is offered every 4 months. This complements the Cleveland Clinic regional memorial service to which they are also invited. A Physicians’ Mass on the Sunday nearest All Saints Day honors all.

“Blessings to you all for the comforting words and deeds of the Pastoral Care Team. Your graces touch many lives. In God’s love,

The _______ family.”

Marymount physicians especially remembering those who have died in the last year. This year four Physicians were added to those remembered. The Most Reverend Roger W Gries, OSB, Bishop Emeritus, presided.

Looking Forward

Due to changes in the governance structure of Cleveland Clinic’s Regional Hospitals, the relationship of Marymount to the Cleveland Clinic through the Regional Hospital Board needed to be reviewed to bring it into compliance with the original 1995 Definitive Agreement. After lengthy consideration on all sides the new governance structure and related documents have been approved. Along with structural changes and an increased participation of the Diocese of Cleveland, the new documents call on the Mission Committee of the Board of Trustees to produce two annual compliance reporting documents:

**Goals for 2020**

**Care for PATIENTS:** to inspire a deep sense of respect for the dignity of each patient and each family member as a person created in the image of God. The Ethical and Religious Directives remind us: “First, Catholic health care ministry is rooted in a commitment to promote and defend human dignity.”

**Care for CAREGIVERS:** to inspire commitment and to strengthen all Caregivers to be a Community of Care for the weak, the injured, the vulnerable as they come to us for healing and help. From Directive #2 “Catholic health care should be marked by a spirit of mutual respect among caregivers that disposes them to deal with those it serves and their families with the compassion of Christ…”

**Care for our COMMUNITY:** to raise in every Caregiver awareness of Marymount’s community impact and our community’s health needs. Again the ERDs: “the Biblical mandate to care for the poor requires us to express this in concrete actions at all levels of Catholic Health Care.”

**Care for our ORGANIZATION:** to lead and strengthen Marymount in being a leader among Cleveland Clinic Regional Hospitals. The ERDs: “Catholic Health Care ministry exercises responsible stewardship of available health care resources...to assure that the right of each person to basic health care is respected”

An annual Mission/Catholicity Audit detailing Marymount Hospital’s compliance with the Definitive Agreement and the revised Marymount Hospital Code of Regulations. The Audit is being conducted by Marymount Hospital Administration for review by the Marymount Health Care Systems Board of Trustees, and,

this Annual Mission Report summarizing mission goals, accomplishments, mission activities, “mission lived” examples and compliance with ERDs, ERD education, and the requirements of Bishop Perez.
What our Mission Statement means to us

“Jesus’ healing mission went further than caring only for physical affliction. He touched people at the deepest level of their existence: he sought their physical, mental, and spiritual healing (John 6:36, 11:25-27). He ‘came so that they might have life and have it more abundantly’ (John 10:10).”

A postscript: There are many more stories which could be told, many more people and departments whose excellent work exemplifies the Mission of Marymount. Size limits have required choosing. The profound gratitude of all Marymount Caregivers, Patients and our surrounding Community belong to everyone who serves here with their time, their talents, their hearts and minds.

Thank you Marymount caregivers for living our Mission!

The Mission of Cleveland Clinic Marymount Hospital is to provide excellent health care guided by the Christian values of service, compassion, dignity and respect.

22 ERD: General Introduction, 12

Cleveland Clinic
Marymount Hospital

12300 McCracken Rd.
Garfield Heights, OH 44125