



STATE OF **THE CLINIC** | 2015



INSIDE

- 1 Caregivers
- 5 Cleveland Clinic Clinical Activity
- 13 Cleveland Clinic Health System
- 16 Quality
- 19 Patient Experience
- 25 Research
- 28 Education
- 31 Market Analysis
- 32 Outreach
- 34 Financial
- 39 Completed in 2015
- 42 Future
- 46 2015 Sones Innovation Award

CEO'S ADDRESS

Dear Friend:

We're pleased to present the 2015 State of the Clinic Annual Report. This booklet gives you a comprehensive overview of Cleveland Clinic's performance over the past year. It reflects our commitment to transparency in administration, finance and operations.

The year 2015 was a busy one for Cleveland Clinic. We collaborated on new ways to enhance the value of our services. We improved outcomes and lowered costs in a number of areas. In the realm of access, we opened new doors through mobile apps, telemedicine and same-day appointments.

It was a year of significant expansion, locally, nationally and internationally. The Akron General Health System became a full member of the Cleveland Clinic family. The Egil and Pauline Braathen Center opened at Cleveland Clinic Florida, Weston. In the Middle East, Cleveland Clinic Abu Dhabi had its formal dedication. Ground was broken for a new Health Education Campus in Cleveland.

Looking ahead, Cleveland Clinic caregivers will continue to lead in the era of value-based incentives. We will innovate for better patient care. We will find new ways to reduce variability in quality, outcomes and cost, for individual patients and patient populations. Confident of the future, we reaffirm our commitment to our patients and the communities we gratefully serve.

I hope you find the 2015 State of the Clinic Annual Report interesting and informative.

Sincerely,

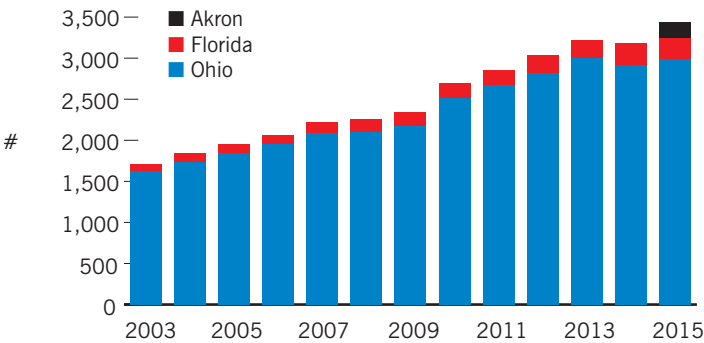
A handwritten signature in black ink, appearing to read 'DMC', with a stylized flourish at the end.

Delos M. Cosgrove, MD

CEO and President

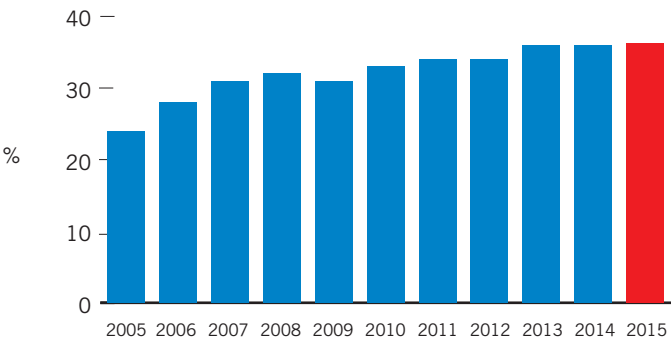
CAREGIVERS

Ohio and Florida Staff



Cleveland Clinic's professional staff of physicians and scientists now totals 3,432 across all locations, an increase of 9%, including 185 physicians from Akron General.

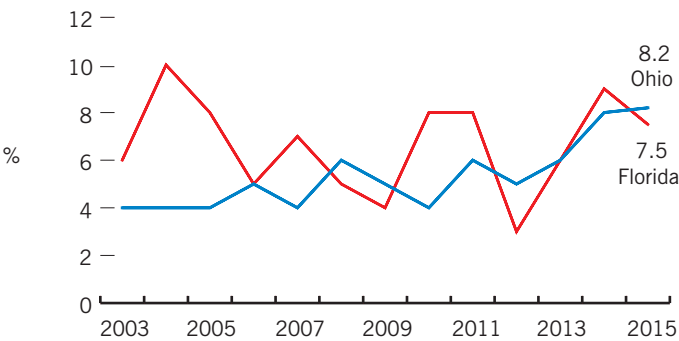
Women on Staff



Women continue to comprise 36% of the Cleveland Clinic professional staff.

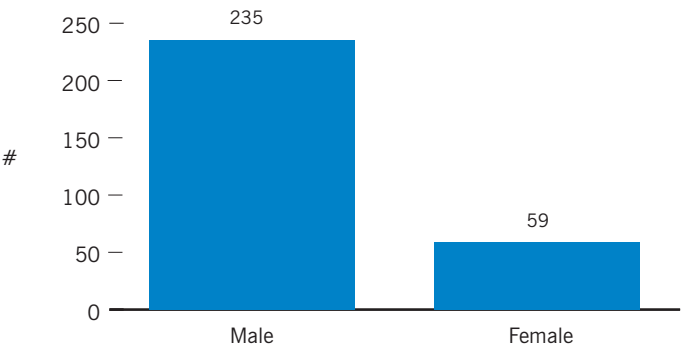
CAREGIVERS

Staff Turnover



Staff turnover rose slightly to 8.2% in Cleveland; in Florida, the rate was 7.5%.

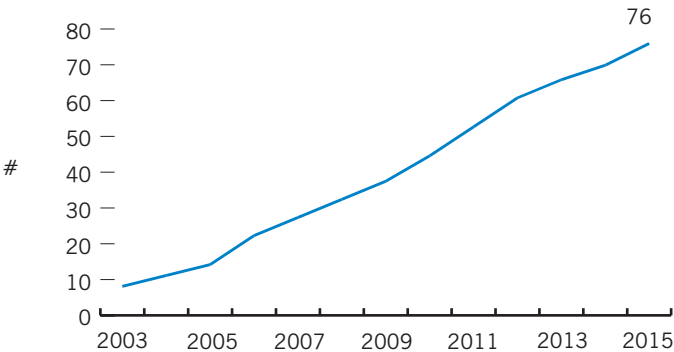
Physician Leaders



There was a total of 294 physicians in leadership roles this year, including 59 women.

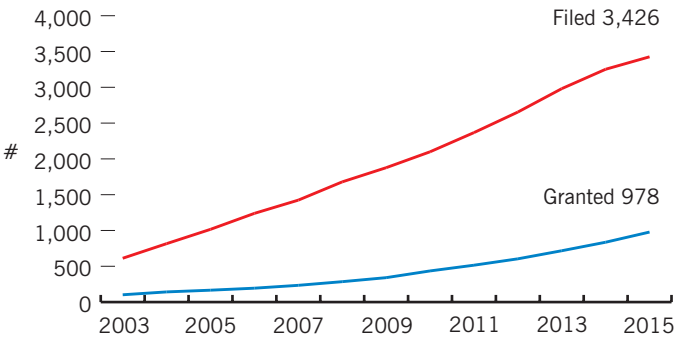
CAREGIVERS

Spin-Off Companies



Since its founding in 1997, Cleveland Clinic Innovations has spun off 76 companies from internally generated ideas.

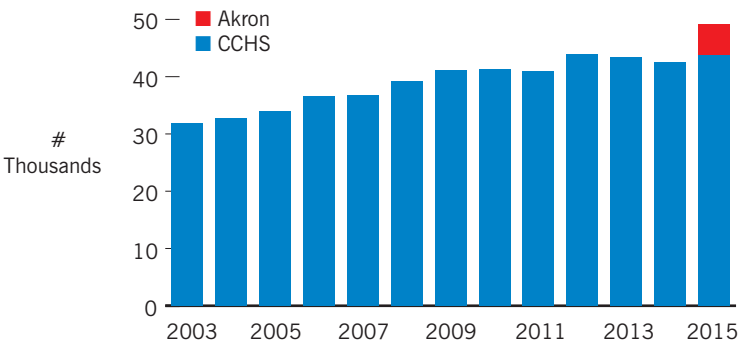
Patent Activity



Innovations has filed 3,426 patents over the years, of which 978 have been granted.

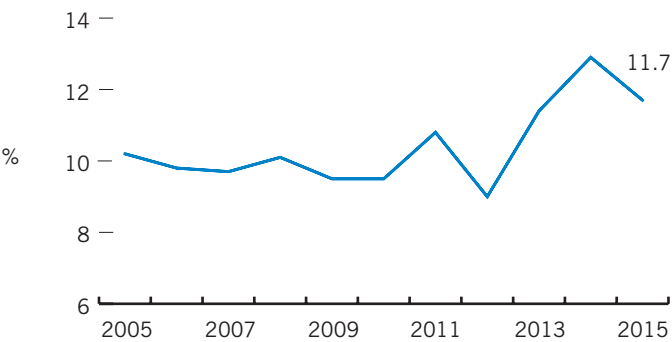
CAREGIVERS

Support Staff



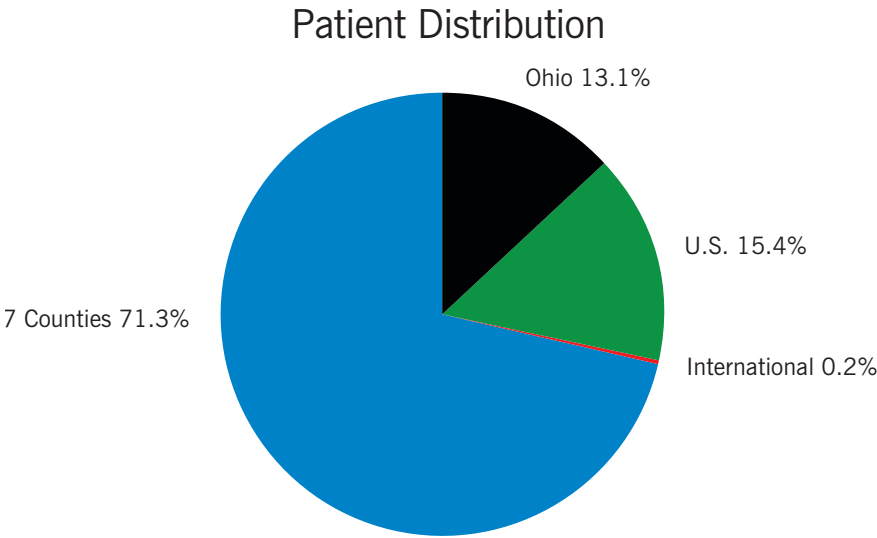
Support staff grew to 49,166, with the addition of 5,371 caregivers from Akron General.

Support Staff Turnover

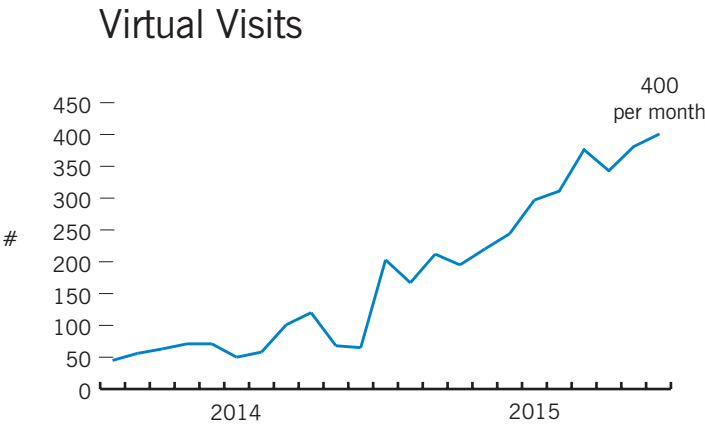


Only 11.7% of caregivers left Cleveland Clinic this year, better than the national benchmark of 12.3%.

CLEVELAND CLINIC CLINICAL ACTIVITY



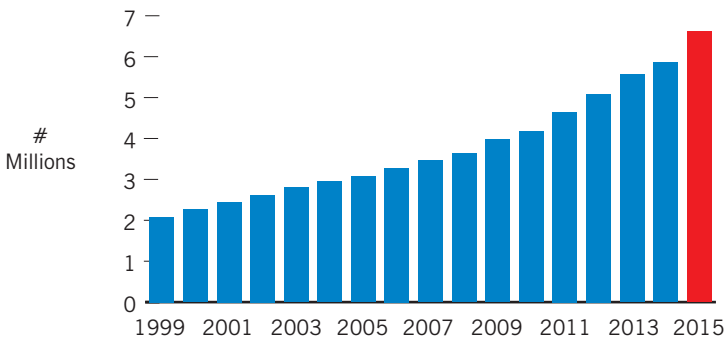
The vast majority of patients continues to come from Northeast Ohio. National patients have increased by 1%.



There were 4,200 virtual visits completed in 2014-2015. These include Express Care Online and postop visits, Telestroke acute stroke response, neurological inpatient consults, patient-requested second opinions and nutrition consults.

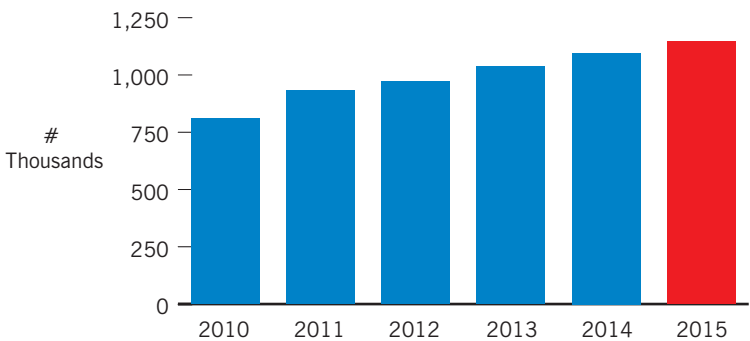
CLEVELAND CLINIC CLINICAL ACTIVITY

Outpatient Visits



The total number of outpatient visits for Cleveland Clinic health system exceeded 6.6 million in 2015. Akron General contributed 533,318 outpatient visits.

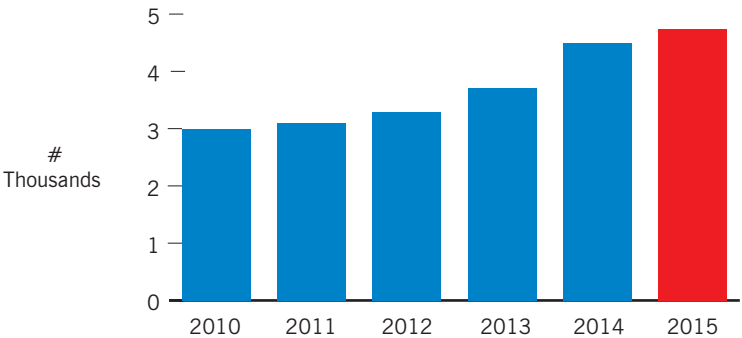
Same-Day Visits



Same-day visits increased 5% to 1.2 million.

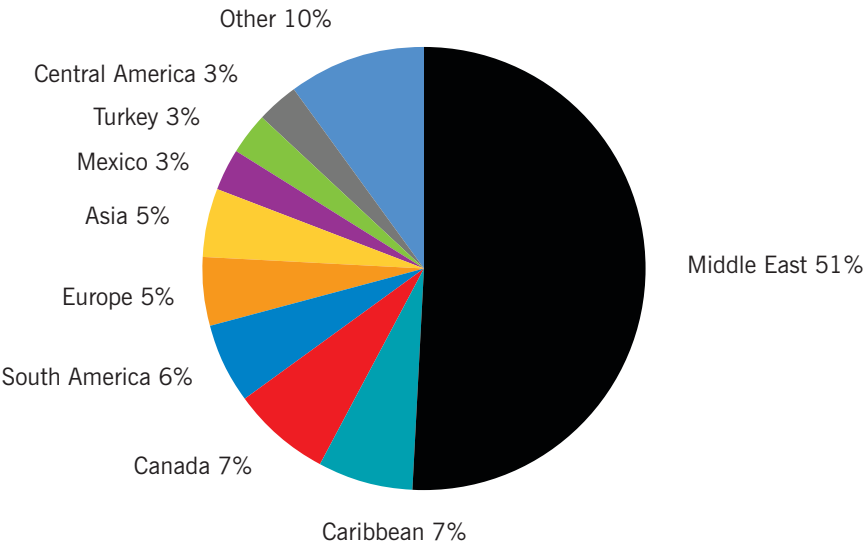
CLEVELAND CLINIC CLINICAL ACTIVITY

International Patients



Unique international patients rose by 6% and now exceed 4,700.

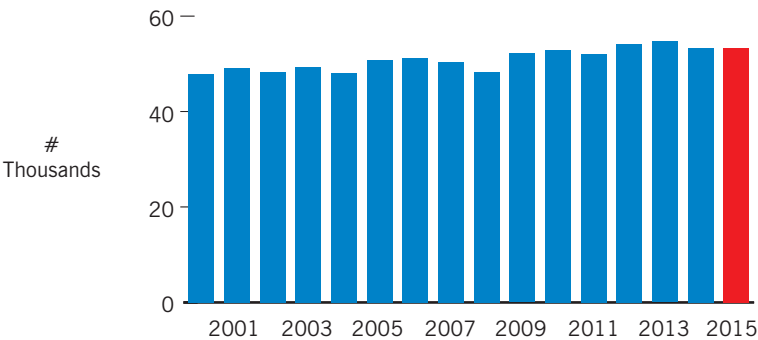
International Patients – Distribution



The Middle East now accounts for more than half of all international patient visits.

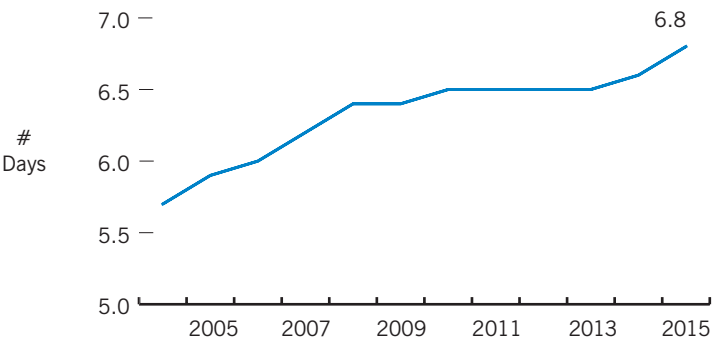
CLEVELAND CLINIC CLINICAL ACTIVITY

Acute Admissions



Main campus acute admissions held steady at 53,394.

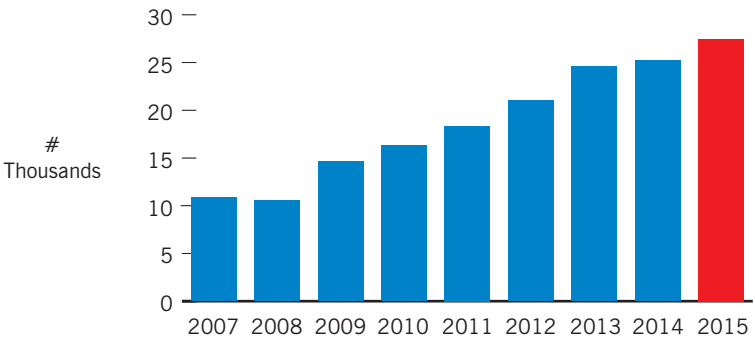
ALOS (Average Length of Stay)



Main campus average length of stay rose 3% to 6.8 days. This increase is due to a corresponding increase in the number of medical (versus surgical) patients on main campus. We will increase our focus on length of stay reduction in 2016.

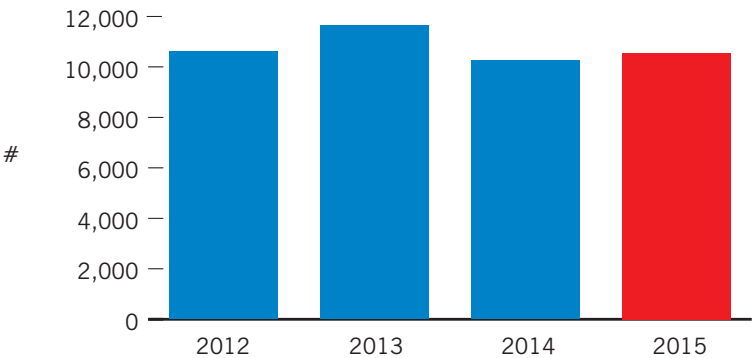
CLEVELAND CLINIC CLINICAL ACTIVITY

Hospital Transfers



Hospital transfers within the Cleveland Clinic system increased to more than 27,000.

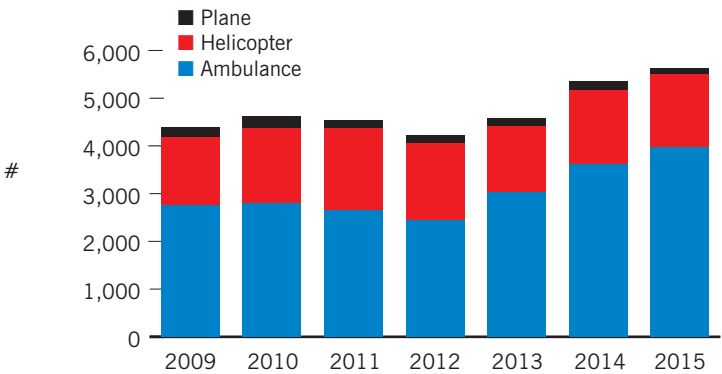
External Transfers into CCHS



Outside hospitals transferred 10,500 patients into the Cleveland Clinic system, a slight increase from the prior year.

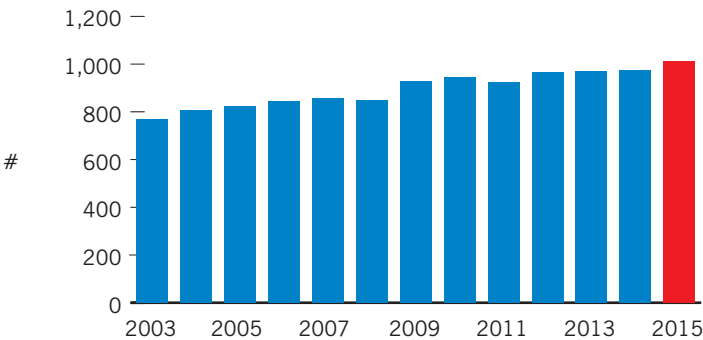
CLEVELAND CLINIC CLINICAL ACTIVITY

Critical Care Team Transports



More than 5,600 patients arrived by plane, helicopter or ambulance — a 5% increase over last year.

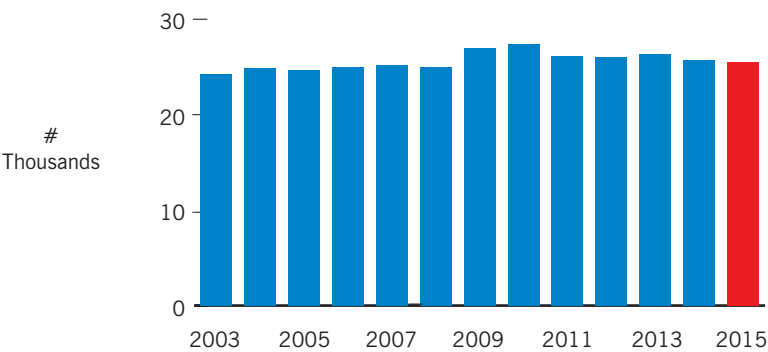
Average Daily Census



The main campus average daily census increased by 4% to 1,011, which correlates with the increase in average length of stay.

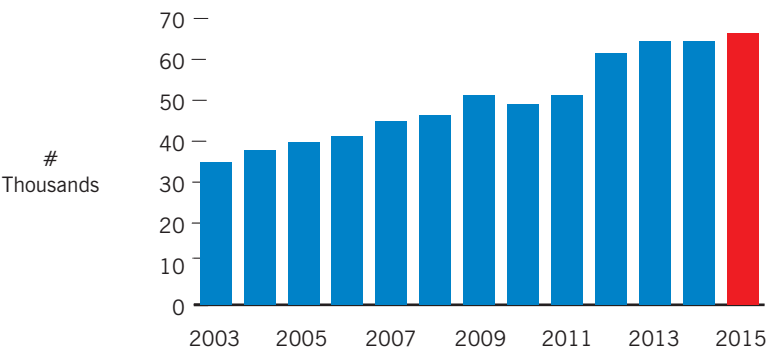
CLEVELAND CLINIC CLINICAL ACTIVITY

Surgical Cases – Inpatient



There were 25,470 inpatient surgeries on main campus, a 1% decrease. In recent years, there has been a shift from inpatient to outpatient surgical cases.

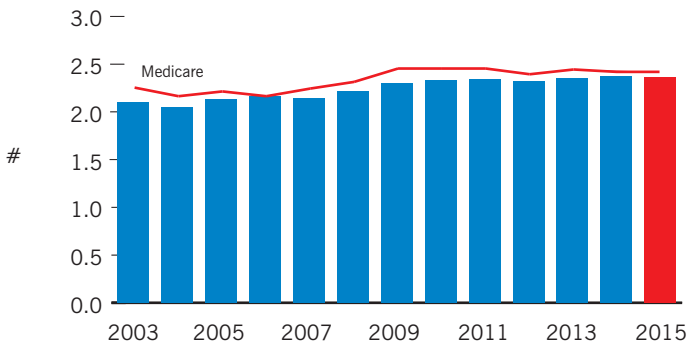
Surgical Cases – Outpatient



Main campus outpatient surgeries were up 3% to 66,261.

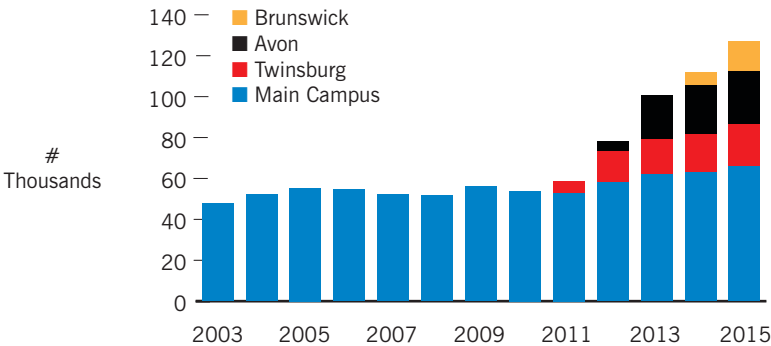
CLEVELAND CLINIC CLINICAL ACTIVITY

Case Mix



The average case mix at Cleveland Clinic decreased slightly to 2.36 while the Medicare case mix stayed at 2.47.

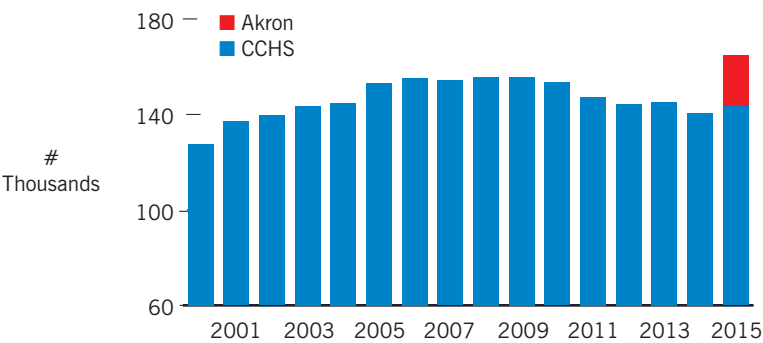
Emergency Department Visits



Emergency department visits rose 13% to 126,991 at main campus, Twinsburg, Avon and Brunswick. Main campus alone increased 5% to 65,972.

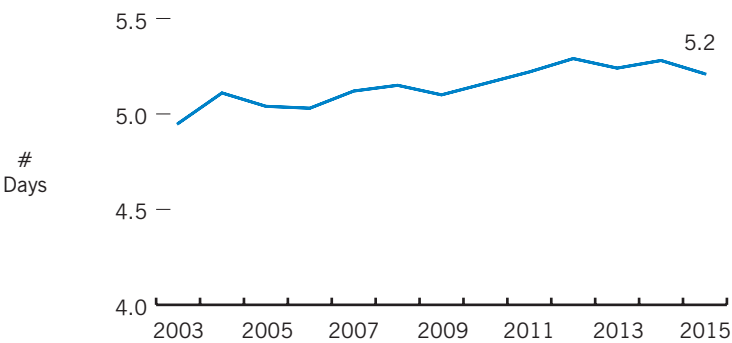
CLEVELAND CLINIC HEALTH SYSTEM

Acute Admissions



Adult acute admissions systemwide rose to 164,704, including 21,380 from Akron General.

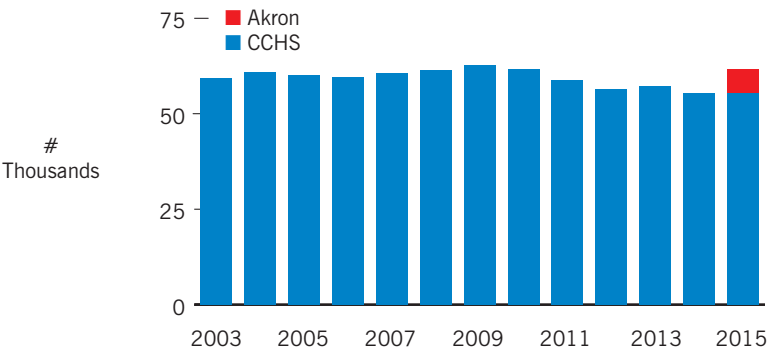
ALOS (Average Length of Stay)



Systemwide, the average length of stay decreased slightly to 5.2 days. On its own, Akron General averaged 4.4 days.

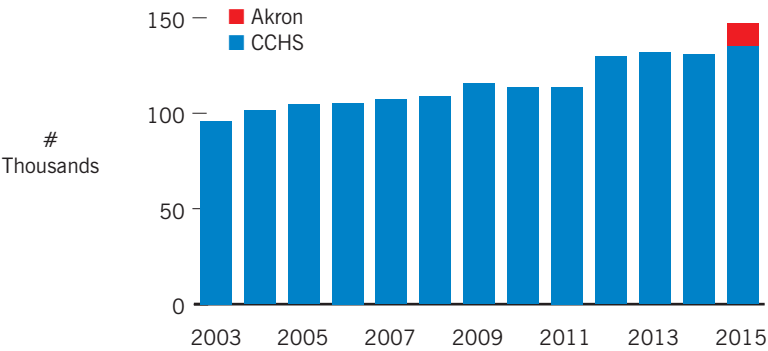
CLEVELAND CLINIC HEALTH SYSTEM

Surgical Cases – Inpatient



Inpatient surgery increased to 61,750 cases systemwide, with an additional 6,349 at Akron General.

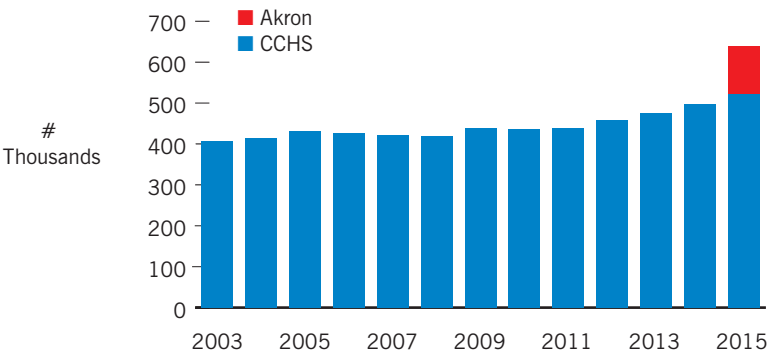
Surgical Cases – Outpatient



Outpatient surgeries reached 147,057 systemwide, with an additional 12,029 from Akron General.

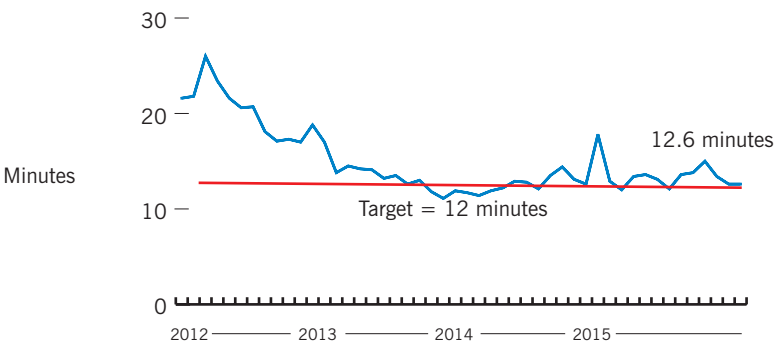
CLEVELAND CLINIC HEALTH SYSTEM

Emergency Department Visits



Emergency department visits across the system rose to 640,215. Akron General's emergency departments contributed 117,300 visits.

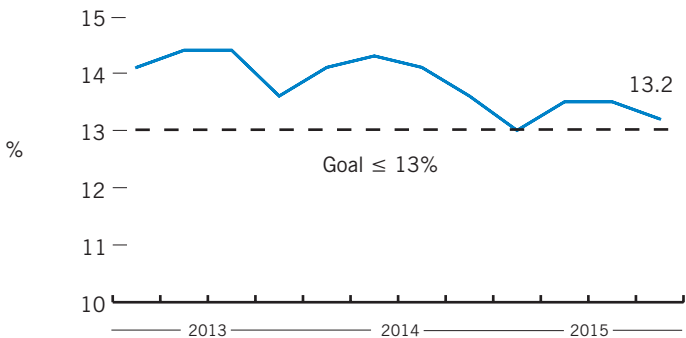
Emergency Departments – Door to Doctor Time



The time it takes to be seen by a physician or an advanced practice clinician is a key quality metric. The systemwide average was 12.6 minutes, close to the national 12-minute target.

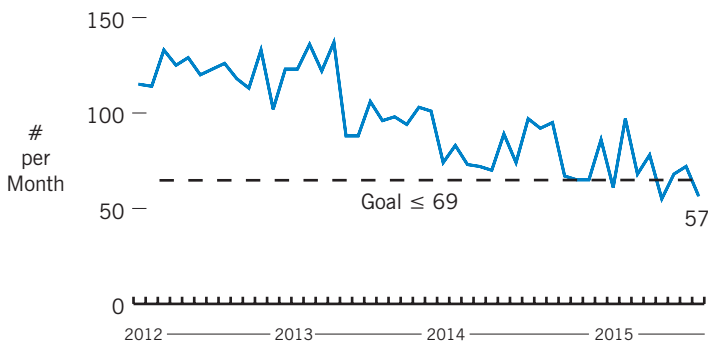
QUALITY

All-Cause Readmissions



Cleveland Clinic is focused on reducing all-cause readmissions.

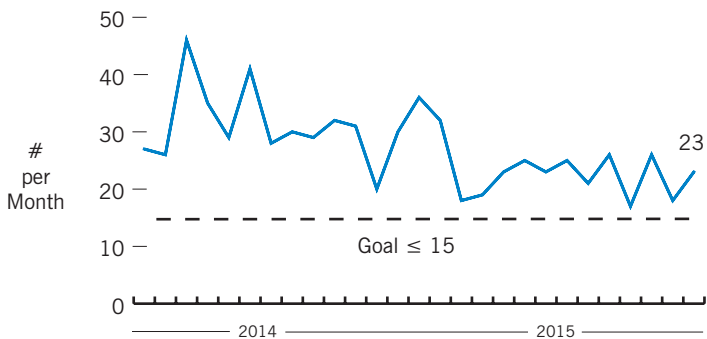
CCHS Patient Safety Indicators



Cleveland Clinic continues to make progress against preventable complications and adverse events.

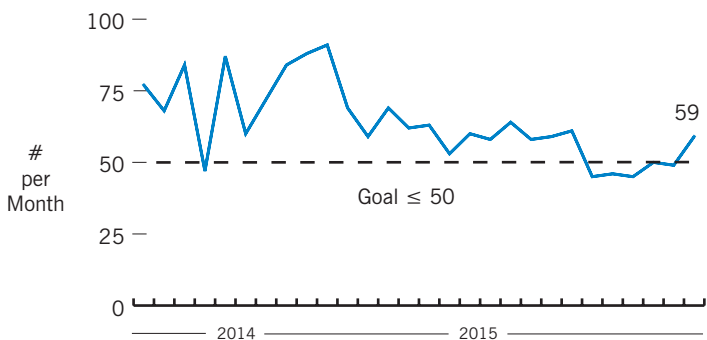
QUALITY

Hospital-Acquired Infections



Hospital-acquired infections are decreasing toward an enterprise goal of 15 or fewer per month.

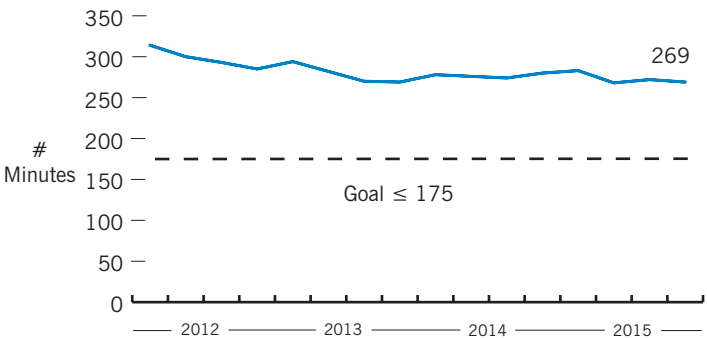
Hospital-Acquired Infections
C. Difficile



Initiatives to reduce *C. difficile* have reduced infection rates overall.

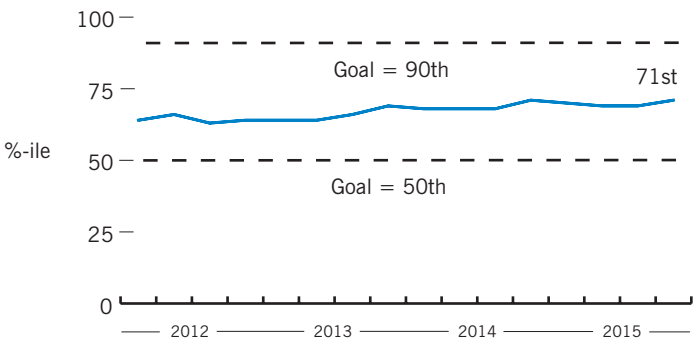
QUALITY

ED Length of Stay
Arrival to Admission



The time from when a patient enters the emergency department to hospital admission is a new quality metric. Caregivers are working to move it below 3 hours.

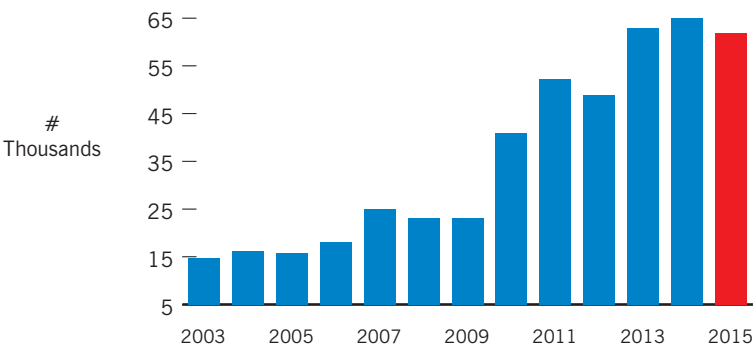
ACO Composite



The Accountable Care Organization (ACO) Composite compares ACO health systems using a checklist of measures including vaccinations, screenings and disease management. Cleveland Clinic has risen steadily to the 71st percentile.

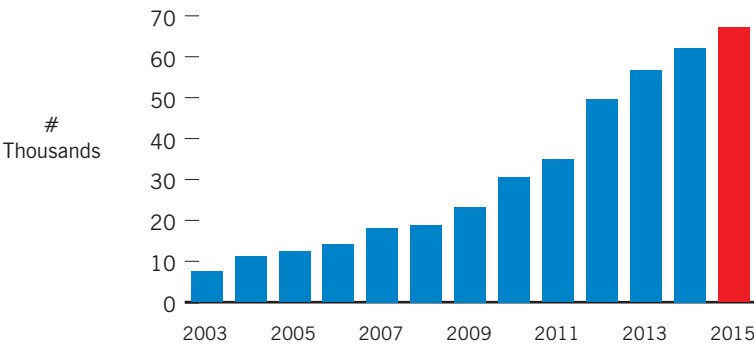
PATIENT EXPERIENCE

Web Contact Requests



There were nearly 62,000 live chats and web requests for additional information on clevelandclinic.org.

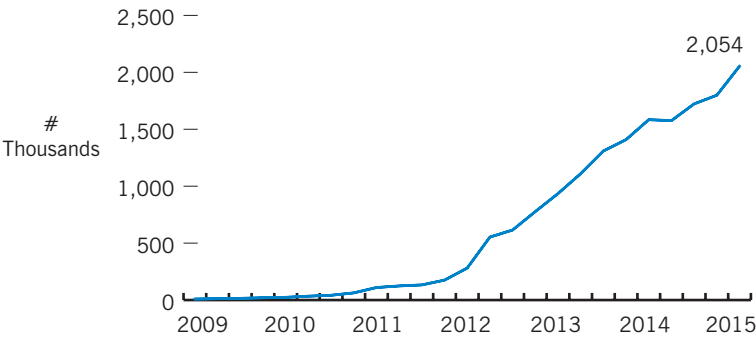
Online Appointment Requests



Online appointment requests totaled 67,078, an 8% increase.

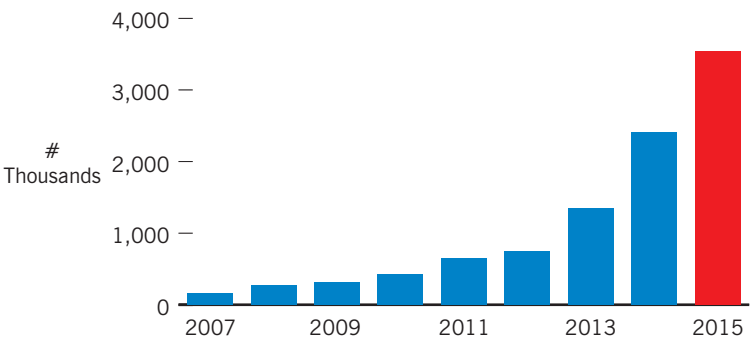
PATIENT EXPERIENCE

Social Media



Increasing numbers of people interact with Cleveland Clinic through social media. Cleveland Clinic Facebook fans and Twitter followers combined now exceed 2 million.

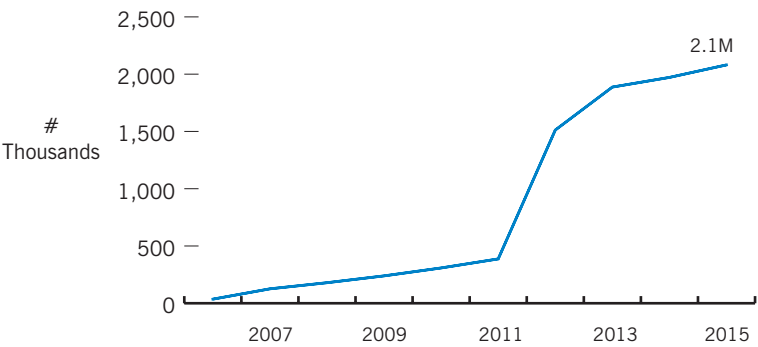
MyChart Messages



MyChart is the Cleveland Clinic interactive health record and mobile application. Patients and providers sent more than 3.5 million secure MyChart messages this year.

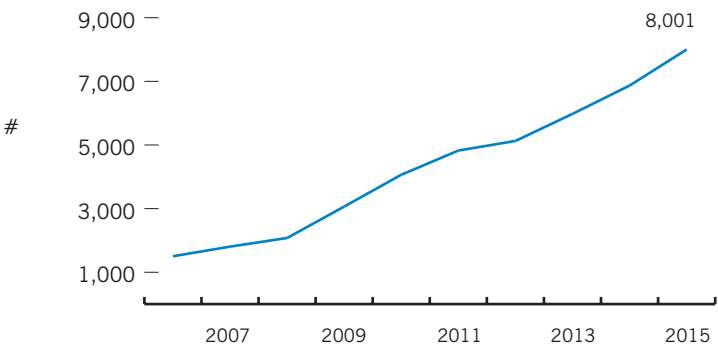
PATIENT EXPERIENCE

MyChart Users



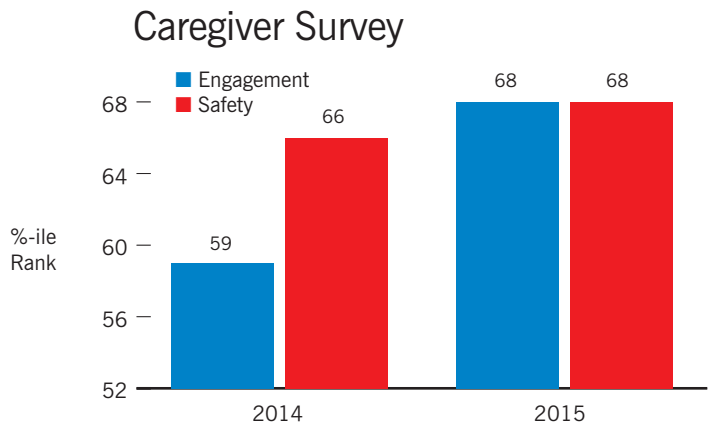
Beginning in 2013, all patients with an appointment were automatically enrolled in MyChart. Today, more than 2.1 million patients have MyChart accounts.

DrConnect Users

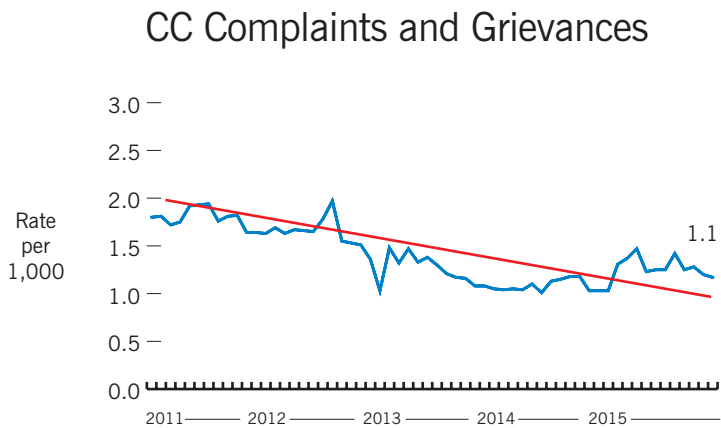


DrConnect now provides over 8,000 referring physicians with access to data on their patients referred to Cleveland Clinic.

PATIENT EXPERIENCE



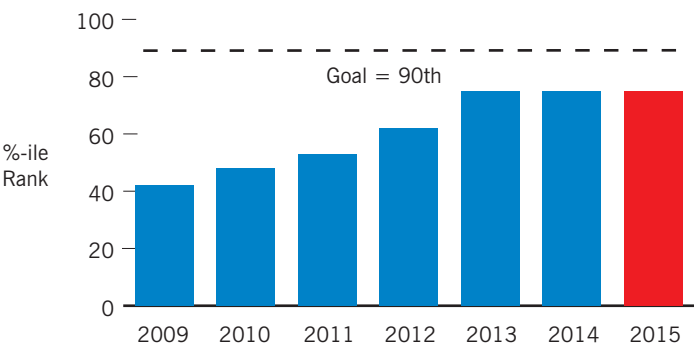
Impressions of both engagement and safety culture improved, according to the annual caregiver survey of 2015.



The rate of patient complaints and grievances is gradually trending downward.

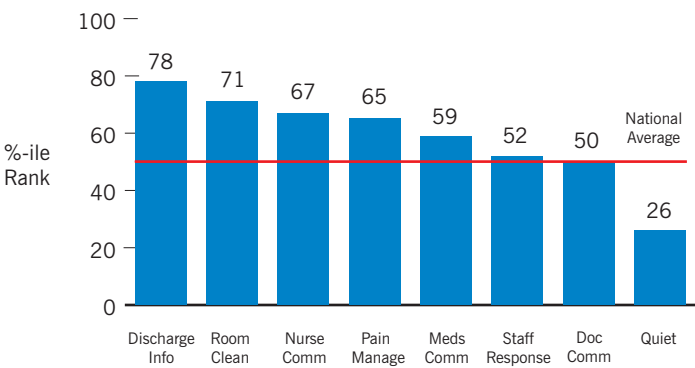
PATIENT EXPERIENCE

CCHS Patient Satisfaction



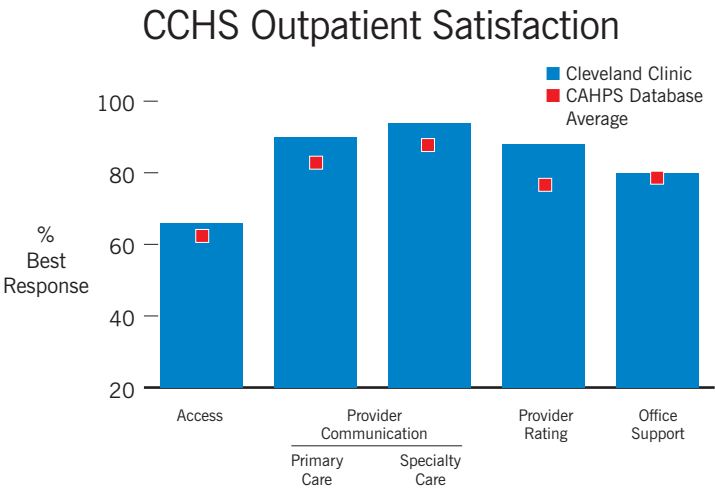
Patients continue to rate CCHS in the 75th percentile in patient satisfaction surveys. The goal is to reach the 90th percentile of all hospitals nationwide.

CCHS HCAHPS

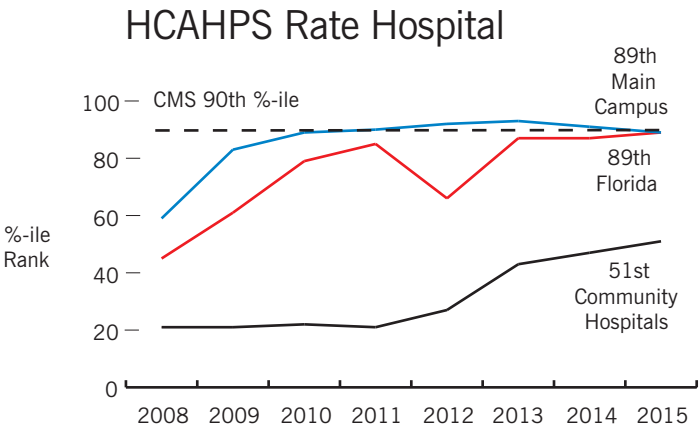


HCAHPS domain scores are steadily improving toward the 90th percentile goal.

PATIENT EXPERIENCE



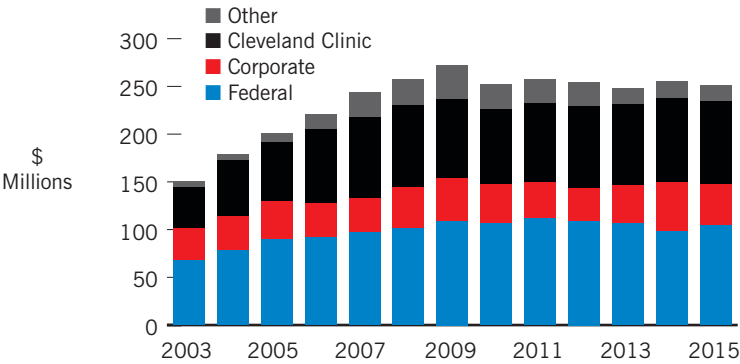
CCHS meets or surpasses the averages in the CAHPS survey, the Medicare patient satisfaction measure.



The main campus and Cleveland Clinic Florida hospitals are nationally ranked in the 89th percentile of HCAHPS scores.

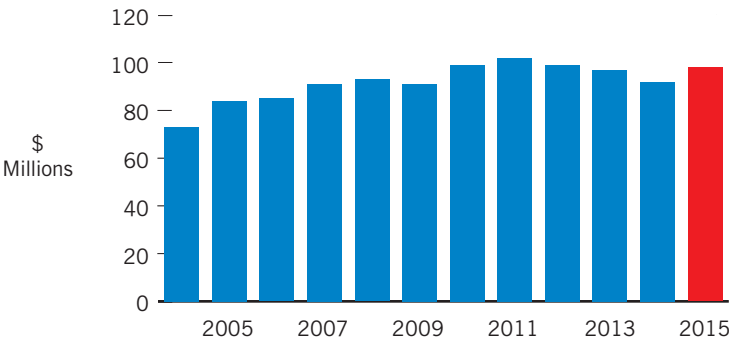
RESEARCH

Total Research Funding



Research funding from all sources totaled \$251 million — a 2% decline.

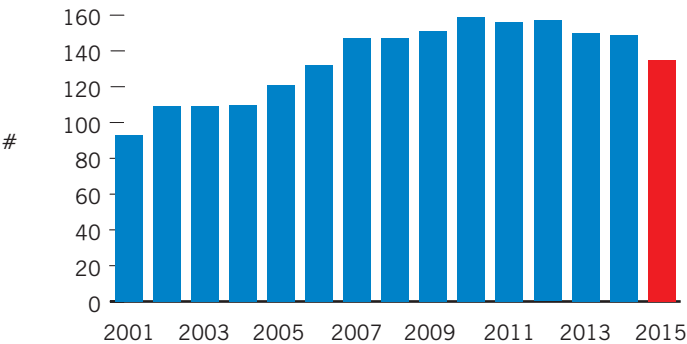
NIH Funding



National Institutes of Health (NIH) funding increased 7% to \$98 million.

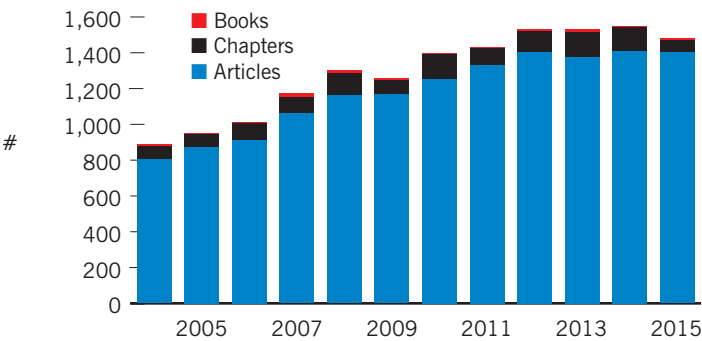
RESEARCH

Research Staff



The Lerner Research Institute (LRI) currently has 135 staff physicians and scientists.

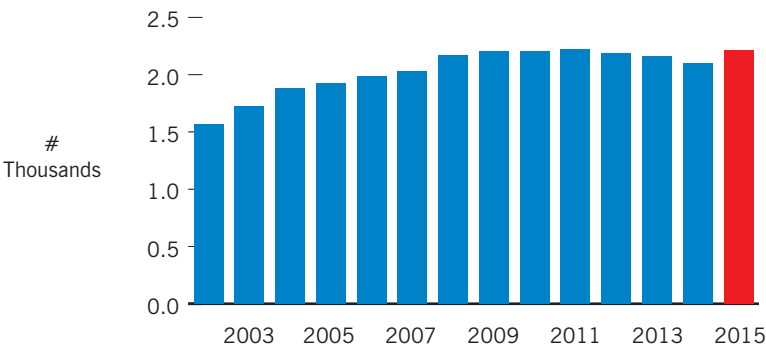
LRI Publications



The Lerner Research Institute had almost 1,500 publications in 2015.

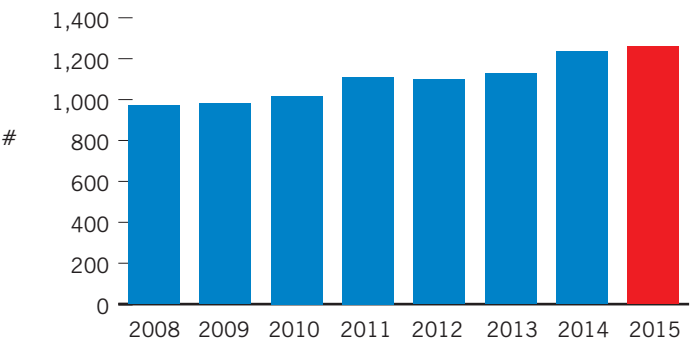
RESEARCH

Research Activity



Research activity increased by 5% to 2,200 projects.

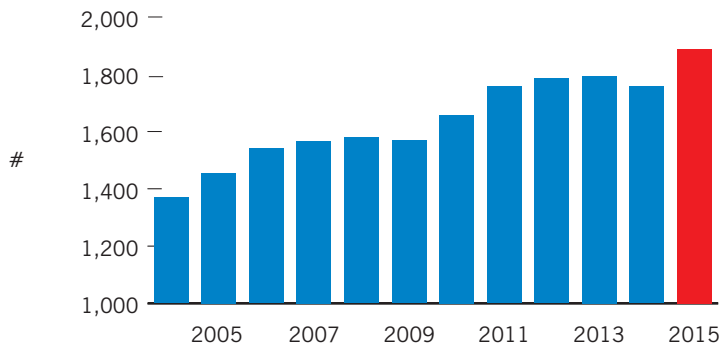
High-Impact Publications



High-impact journals are, by common agreement, the most influential in their field. Cleveland Clinic had 1,260 publications in high-impact journals this year.

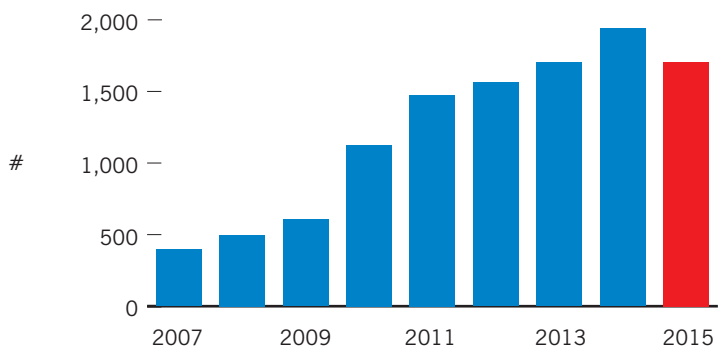
EDUCATION

Cleveland Clinic Health System Residents and Fellows



There are 1,888 clinical and research residents and fellows across the system, 155 of these from Akron General.

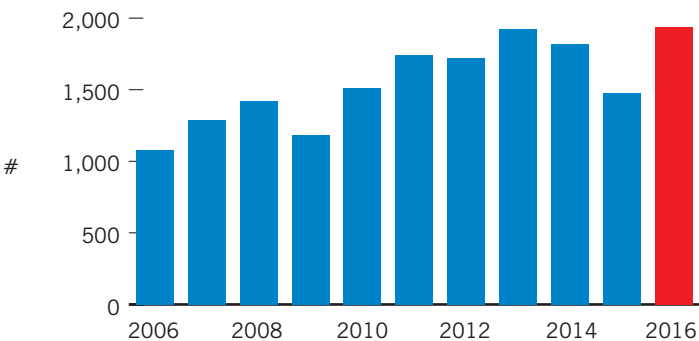
CME Activities



The Education Institute sponsored more than 1,700 continuing medical education (CME) activities in all media this year.

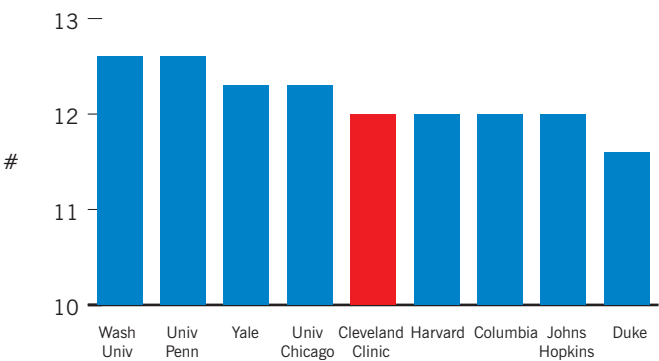
EDUCATION

Lerner College of Medicine – Applications



The Lerner College of Medicine received a record 1,938 applications for 32 positions in the 2016 class.

Lerner College of Medicine Comparative MCAT Scores

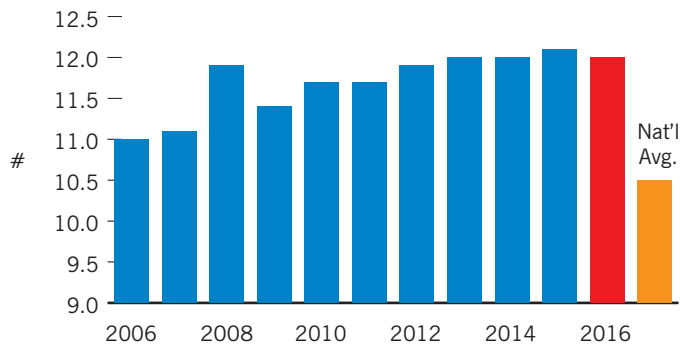


The 2014* MCAT scores of accepted Lerner College of Medicine medical students remain in the top five nationwide.

**indicates that the most recent validated year for MCAT scores data is 2014*

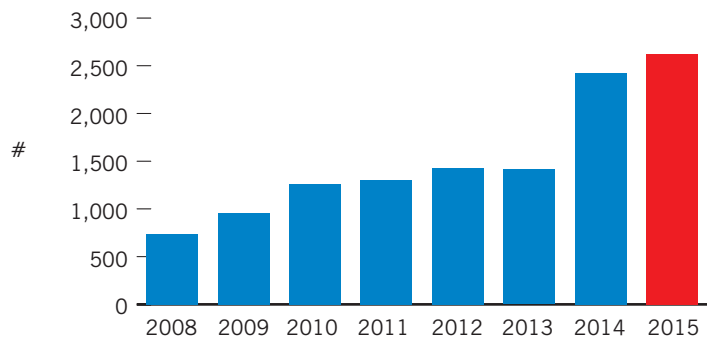
EDUCATION

Lerner College of Medicine MCAT Scores



The average MCAT score of accepted Lerner College of Medicine applicants for the 2016 class continues to be above the national average.

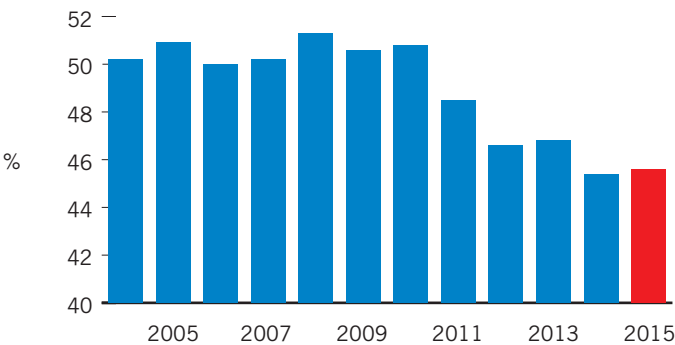
Cleveland Clinic Academy Participants



Cleveland Clinic Academy is a cohort-based learning opportunity teaching professional competencies and leadership skills. It welcomed 2,600 attendees in 2015.

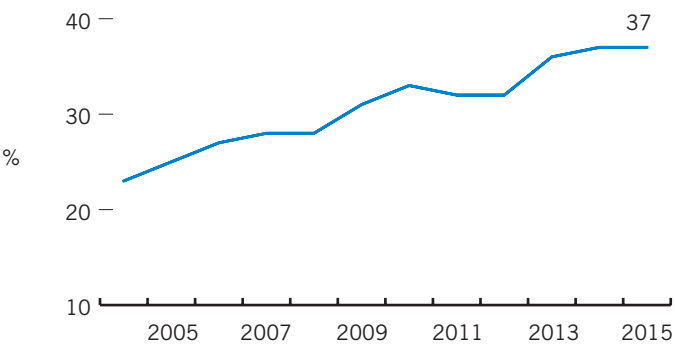
MARKET ANALYSIS

Cleveland Clinic Health System Market Share – Cuyahoga County



The Cleveland Clinic health system, including Akron General, grew its market share in Cuyahoga County slightly, to 46%.

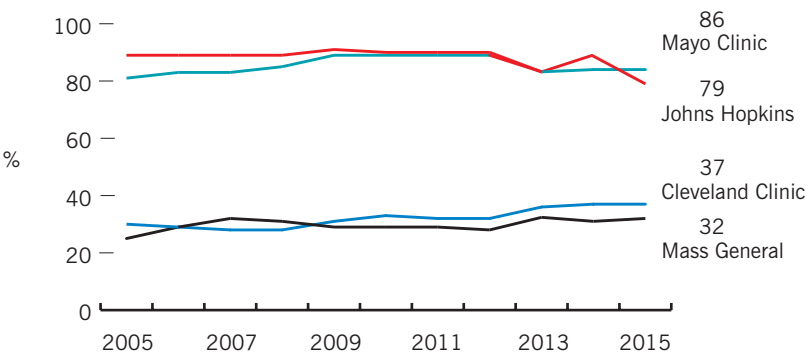
National Brand Awareness



Brand awareness is measured by a survey of name recognition. Nationwide, 37% of the general population recognize the name Cleveland Clinic.

MARKET ANALYSIS

Competitive Brand Awareness

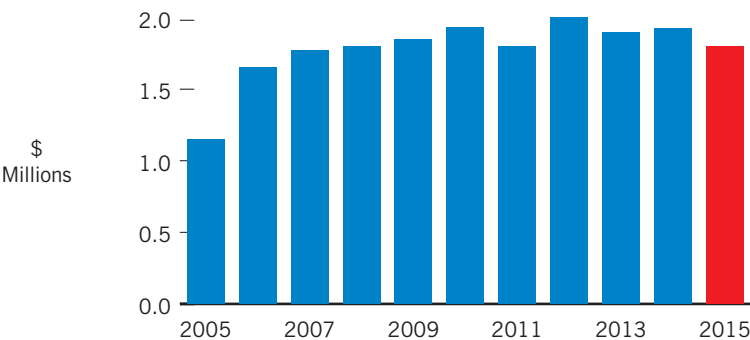


Cleveland Clinic name recognition continues to increase, although it is still substantially below that of the industry leaders.

OUTREACH

United Way

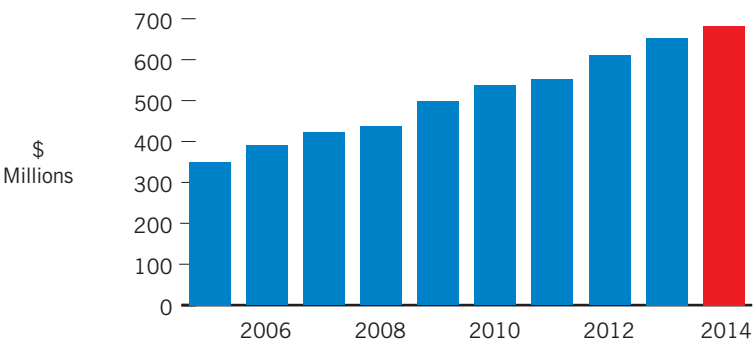
Goal = \$2 Million



Cleveland Clinic caregivers contributed \$1.8 million to the United Way in 2015.

OUTREACH

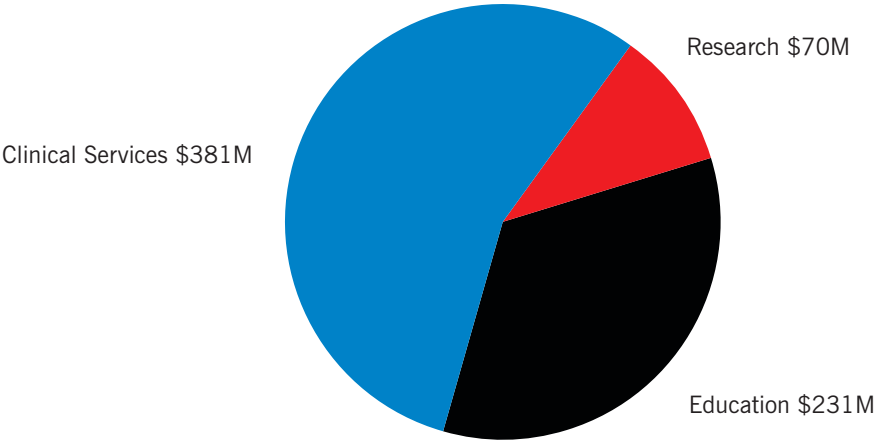
Community Benefit 2014*



The Community Benefit provided across the health system continues to increase each year. It totaled \$682 million in 2014.

Community Benefit 2014*

Total \$682 Million

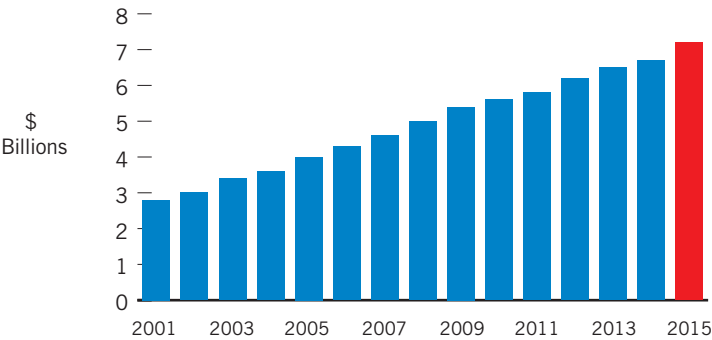


Cleveland Clinic provided over \$682 million in Community Benefit in 2014, including \$381 million in clinical services.

**indicates that the most recent validated year for Community Benefit data is 2014*

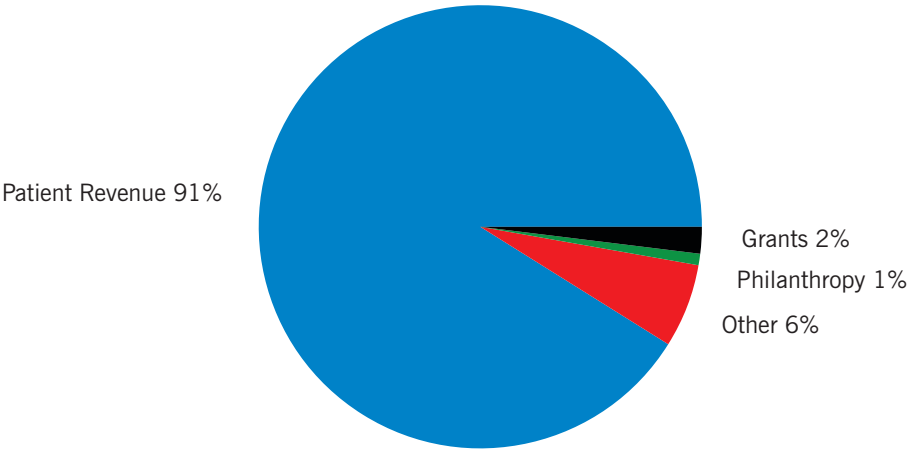
FINANCIAL

Total Operating Revenue



Total operating revenue increased this year by 7% to \$7.2 billion.

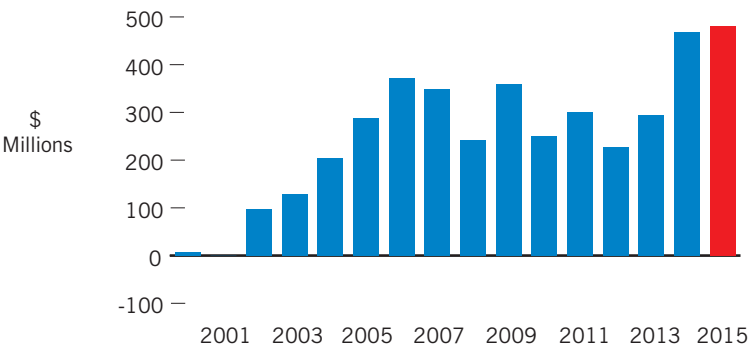
Operating Revenue Allocation



Patient care continues to account for 91% of all revenue.

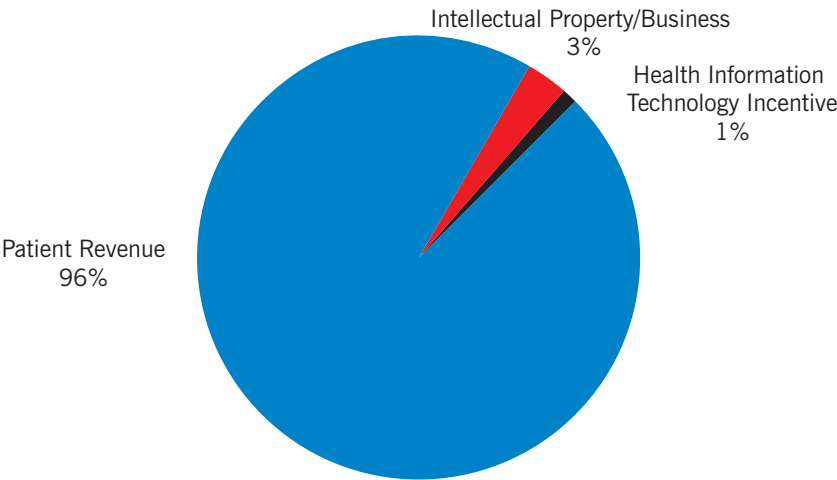
FINANCIAL

Operating Income



Operating income increased 3% to \$481 million.

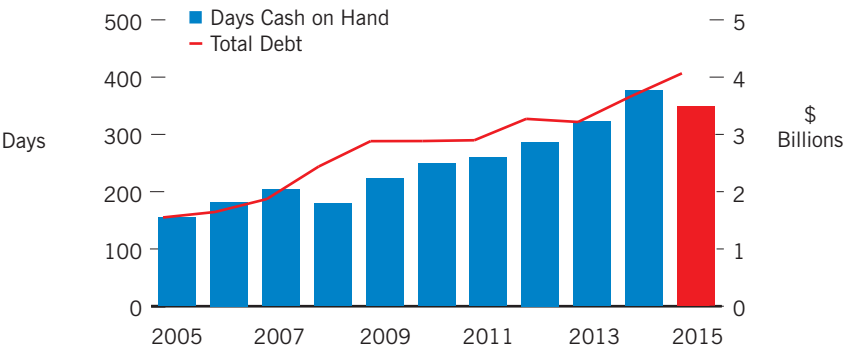
Operating Income



Of the \$481 million in operating income, \$461 million came from patient care.

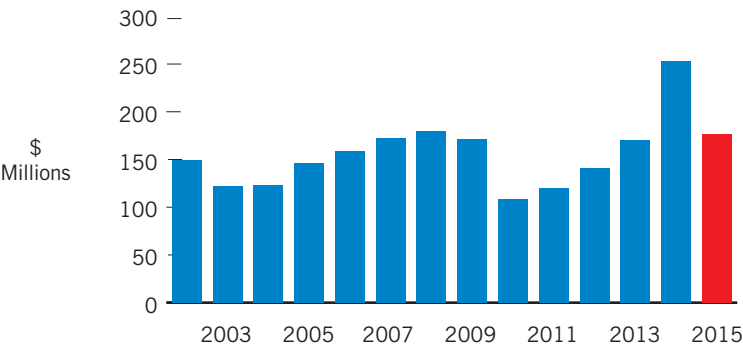
FINANCIAL

Days Cash on Hand and Debt



Total debt increased to \$4.1 billion, and days cash on hand was down 28 to 349.

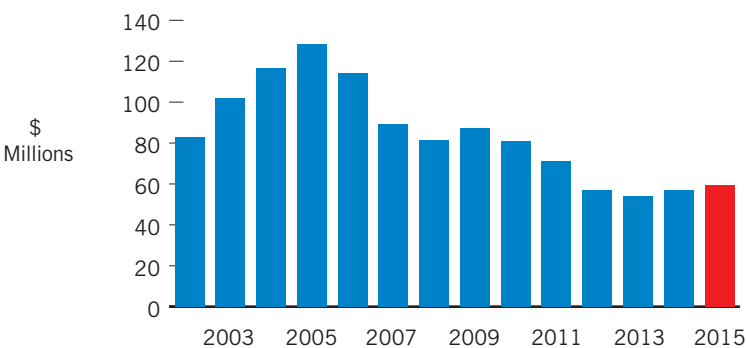
Philanthropy



Pledges and gifts from generous donors totaled \$176 million.

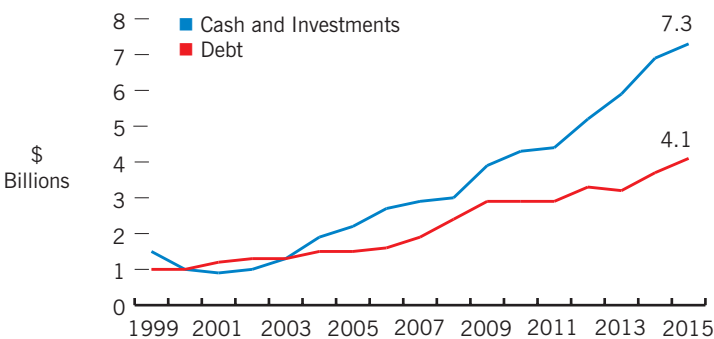
FINANCIAL

Malpractice Costs



Malpractice costs increased slightly to \$60 million.

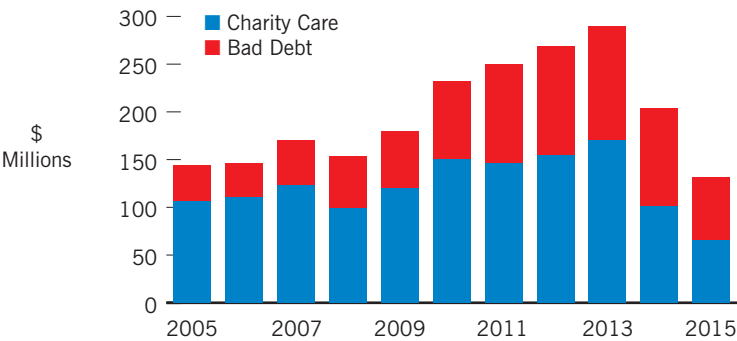
Cash, Investments and Debt



Total cash and investments increased to \$7.3 billion, as outstanding debt rose to \$4.1 billion.

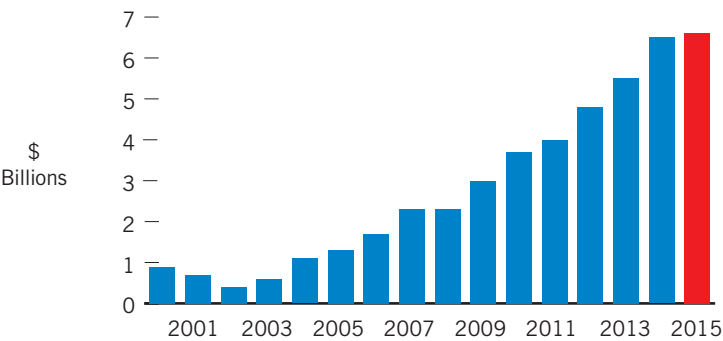
FINANCIAL

Uncompensated Care



Cleveland Clinic provided \$131 million in uncompensated care this year. The Affordable Care Act, Medicaid expansion and increased access to insurance have reduced the number of self-pay patients, accounting for the decrease from the prior year.

Long-Term Investments



Long-term investments total \$6.6 billion. The investment strategy continues to strive to balance risk and reward and to exceed industry benchmarks.

COMPLETED IN 2015

Cleveland Clinic Abu Dhabi



Formally dedicated in 2015, this 21-story facility includes a 365- to 490-bed hospital, clinic, 32 operating rooms, helipad and parking for 3,100 cars. Built in partnership with Mubadala Healthcare, it offers Cleveland Clinic care in more than 30 medical specialties.

Akron General Health System



Akron General Health System is now part of Cleveland Clinic. It includes Akron General, Lodi Community Hospital, Edwin Shaw Rehabilitation Institute, three health and wellness centers, and Justin T. Rogers Hospice Care Center and Visiting Nurse Service.

COMPLETED

Select Medical Rehabilitation Hospital – Avon



Cleveland Clinic Rehabilitation Hospital, in affiliation with Select Medical, stands adjacent to Cleveland Clinic's medical campus in Avon, Ohio. The 60-bed hospital will serve patients with ongoing medical needs who require intensive physical and occupational therapy services to maximize their recovery.

The Egil and Pauline Braathen Center, housing the Pauline Braathen Neurological Center and the Maroone Cancer Center



Opened at Cleveland Clinic Florida, Weston, this 155,000-square-foot facility includes a neurological clinic, procedural suite, infusion suite, cancer clinic and radiation oncology suite with linear accelerators.

COMPLETED

Lutheran Hospital Emergency Department



Lutheran Hospital completed an expansion of its emergency department, expanding to 14,000 square feet and 21 private rooms, a split-flow triage and treatment area, an additional X-ray machine and CT equipment.

“A patient is the most important person in the institution ... It is our job to satisfy them.”

William Lower, MD
Co-Founder, Cleveland Clinic

FUTURE

105th Street Parking Garage



Construction is underway on a nine-story, 3,000-space parking garage at East 105th Street between Cedar and Carnegie Avenues.

Akron General Emergency Department



Ground was broken for an emergency department scheduled to open in fall 2017. The 70,000-square-foot, two-story building includes 61 treatment areas, with four high-acuity trauma rooms, behavioral health, imaging and urgent care.

FUTURE

Avon Inpatient Bed Tower



This five-story, 126-bed inpatient facility will stand adjacent to the current Richard E. Jacobs Health Center in Avon, Ohio. The 212,000-square-foot facility will include two helipads and reflect the most advanced concepts in hospital design.

Cancer Building



This multidisciplinary cancer building will bring all outpatient cancer treatment together onto one main campus site. Designed to optimize patient experience and physician collaboration, the 377,000-square-foot facility is scheduled to open in 2017.

FUTURE

Health Education Campus



Ground was broken for a Foster + Partners-designed facility to house the Cleveland Clinic Lerner College of Medicine and Case Western Reserve University's School of Medicine, School of Dental Medicine and Frances Payne Bolton School of Nursing.

Holiday Inn



Construction is underway on a 276-room Holiday Inn hotel at Euclid Avenue and East 86th Street. The nine-story, 175,000-square-foot lodging facility is being built in partnership with a private developer and is scheduled to open in spring 2016.

FUTURE

Weston Expansion Phase II



New construction at Cleveland Clinic Florida includes capital improvements at Weston, with three new operating suites, additional hospital beds, new imaging and laboratory facilities, and an expanded emergency department. This expansion will double the hospital's critical care capacity. A new clinic and ambulatory surgery center will be built in Coral Springs, Florida.

London – 33 Grosvenor Place



Cleveland Clinic has acquired a long-term lease on a six-story, 307,000-square-foot building in London, England. The plan is to offer a mix of healthcare services complementing local offerings with an international focus.

2015

Philip Schauer, MD

SONES INNOVATION AWARD RECIPIENT

Philip Schauer, MD, Director of Advanced Laparoscopic & Bariatric Surgery for Cleveland Clinic's Bariatric and Metabolic Institute, in the Digestive Disease Institute, led groundbreaking studies demonstrating that bariatric surgery is a highly effective and durable treatment for Type 2 diabetes in obese patients, enabling nearly all surgical patients to be free of insulin and many to be free of all diabetic medications three years after surgery.

The F. Mason Sones Award is named for the innovator whose discovery of moving cine-coronary angiography at Cleveland Clinic launched the modern era of cardiovascular care. It comes with a \$50,000 prize.

NOTES



Every life deserves world class care.

9500 Euclid Ave. | Cleveland, OH 44195

Please visit our website at clevelandclinic.org.