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CEO’S ADDRESS

Dear Friends:

Welcome to the 2014 Cleveland Clinic State of the Clinic Annual Report. This yearly publication delivers key metrics on the full range of our clinical and operational activities. We share these data to be accountable and transparent to the communities we serve.

Cleveland Clinic continues to expand to meet the needs of our patients in Northeast Ohio, nationally and abroad. We have three new buildings underway on our main campus: a cancer treatment building, health education campus and hotel. In regional operations, we opened an emergency department in Brunswick, Ohio, and broke ground for a hospital tower in Avon, Ohio. Plans have been announced for a new health and wellness campus in Lakewood, Ohio. In Weston, Florida, we near completion of the Egil and Pauline Braathen Center that will house both the Pauline Braathen Neurological Center and the Maroone Cancer Center.

We are especially proud of Cleveland Clinic Abu Dhabi (cover), which will begin offering patient care services in 2015. To staff this 2.7-million-square-foot facility, we have successfully completed the largest physician-recruitment effort ever undertaken. Cleveland Clinic Abu Dhabi will have a strong positive impact on the health of its region, and will benefit the people of all our communities.

Medical providers everywhere are looking for ways to increase value and lower costs. Cleveland Clinic is at the forefront of data-driven quality and evidence-based care. We are committed to giving every patient the best outcome and experience at an affordable cost.

Thank you for your interest in the state of Cleveland Clinic. We wish you the best of health in the year ahead.

Sincerely,

Delos M. Cosgrove, MD
Chief Executive Officer
The professional staff and scientists at all locations now number 3,150, which is a 2% reduction from 2013.

Women accounted for 36% of all staff in 2014.
In 2014, there were 353 physicians in leadership roles, 20% of whom are women.

In 2014, professional staff turnover was 7.7% in Ohio and 9.2% in Florida, which included the largest number of retirees in our history.

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CAREGIVERS

Spin-Off Companies

Cleveland Clinic continues to generate new businesses based on its own innovations. A total of 71 have been spun off since 2001.

Patent Activity

Cleveland Clinic filed 2,722 cumulative patents and had 715 granted through 2014.
In 2014 the number of caregivers decreased to 42,523 at year-end.

Turnover among caregivers in support roles averaged 13% in 2014, which is higher than the national benchmark of 12.5%.
In 2014, 72% of patients came from Cleveland and the seven adjacent counties. This distribution has remained constant for the past several years.

Visits at our family health centers increased by 10% in 2014 to over 2.5 million.
Outpatient visits for Cleveland and Florida increased 6% in 2014 to more than 5.9 million.

Same-day visits increased by 22% over last year, improving access and exceeding 1.1 million.
Currently, 40% of international patients are from the Middle East.

The number of unique international patients increased by 22% in 2014 to 4,431.
Acute admissions at main campus decreased by 2% to 53,337.

The main campus average length of stay increased by 2% to 6.6 days.
In 2014 there were over 25,000 hospital transfers within the system.

Transfers into our hospital accounted for 33% of our total census in 2014.
The critical care transport team continues to transport a significant number of patients into Cleveland Clinic.

The average daily census at main campus remained consistent in 2014 at 969.
Inpatient surgery at main campus decreased 2% in 2014 to 25,727.

Outpatient surgical cases remained consistent at main campus in 2014 at 64,247.
The average case mix at Cleveland Clinic increased slightly to 2.37 while the Medicare case mix decreased slightly to 2.47.

In 2014, Cleveland Clinic opened a freestanding emergency department at Brunswick Family Health Center, which had 6,486 visits. Total emergency room visits at main campus, Twinsburg, Avon and Brunswick increased by 11% to 112,042. Main campus visits increased by 2% to 62,852.
Adult acute admissions across the system decreased by 3% in 2014 to 140,603.

Systemwide, length of stay increased slightly to 5.28 days in 2014.
The combined system occupancy rate declined slightly to 66.9% in 2014.

The number of acute patient days across the system decreased 2% in 2014 to 745,000.
Inpatient surgery across the system decreased by 3% to 55,560 cases in 2014.

Outpatient surgical cases decreased slightly in 2014 to 137,086.
Emergency room visits across the system increased 5% to 497,681.

The time it takes a patient to be seen by a physician in the emergency department (ED) is a key quality metric. Cleveland Clinic EDs averaged 17.8 minutes in 2014.
Reducing all readmissions will be a major focus in 2015.

A lower combined number of patient safety events is a prime goal in 2015.
Hospital-Acquired Infections

The combined infection rate continues to decrease over time.

Hospital-Acquired Infections
C. Difficile

The reduction of C. difficile infection will be an important patient safety goal in 2015.
PATIENT EXPERIENCE

Web Contact Requests

The number of people visiting and requesting additional information from our website and live chats remains strong.

Online Appointment Requests

Appointment scheduling requests via the Internet reached 62,140 in 2014, a 10% year-over-year increase.
Increasing numbers of people are interacting with us through social media. Our Facebook fan numbers continue an impressive increase to more than 1.2 million.

Twitter chats are more successful than ever this year. Our total number of followers has exploded to over 340,000.
MyChart enables patients to have an active role in monitoring their healthcare. Since 2012, all patients with an appointment have been enrolled in the application.

DrConnect provides referring physicians with access to data on their patients referred to Cleveland Clinic.
In 2014 the annual caregiver survey included both engagement and safety and will provide new data points for external comparison and rankings.

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

CCHS Patient Satisfaction

The percentage of patients rating Cleveland Clinic health system hospitals in the top performing categories continues to rise but is still well below our 90th percentile goal.

CCHS HCAHPS

The HCAHPS domain scores continue to make steady improvement but are still below the 90th percentile goal.
PATIENT EXPERIENCE

CCHS Outpatient Satisfaction

CAHPS is the outpatient patient experience survey. The results for 2014 exceed the national average for communication and overall provider rating.

CCHS Volunteer Hours

Volunteers provided over 190,000 hours of service to our patients and facilities in 2014.
Total research funding from all sources was $255 million in 2014. This represents a 3% increase over last year.

NIH funding decreased 5% from the previous year, totaling $92 million in 2014.
Research staff numbers in Lerner Research Institute remained nearly flat at 149 in 2014.

Lerner Research Institute generated over 1,500 publications in 2014.
Research activity was nearly consistent with last year, at slightly more than 2,100 projects.
There were 1,757 clinical and research residents and fellows across the system in 2014.

The number of CME activities sponsored by the Education Institute make Cleveland Clinic’s CME program one of the largest in the United States.
EDUCATION

Lerner College of Medicine – Applications

The medical school received 1,476 applications for 32 positions in the incoming 2015 class.

Lerner College of Medicine
Comparative MCAT Scores

The 2013 MCAT scores of accepted medical students at Lerner College of Medicine remained among the top seven in the United States.
MCAT scores of accepted applicants continue to surpass the national average.

Enrollment in classes at Cleveland Clinic Academy remained high, with four new class series added in 2014.
MARKET ANALYSIS

Cleveland Clinic Health System
Market Share – Cuyahoga County

Market share in Cuyahoga County decreased slightly in 2014 to 45.5%.

National Brand Awareness

Brand awareness is determined utilizing a survey that measures our name recognition. In 2014 the percentage of people who responded positively increased to 37%.
MARKET ANALYSIS

Competitive Brand Awareness

Although our name recognition has steadily increased, it remains substantially behind that of industry leaders.

OUTREACH

Community Benefit 2013*

The community benefit provided across the health system continues to increase each year. It totaled $653 million in 2013. *Year of the most recent available data.
In 2014, Cleveland Clinic caregivers contributed more than $1.9 million to United Way.

Cleveland Clinic provided over $653 million in community benefit in 2013, including $361 million in clinical services. *Year of the most recent available data.*
The total revenue increased by 4% to $6.7 billion in 2014.

Ninety-one percent of revenue came from patient care in 2014.
Total operating income increased 60% to $466 million in 2014.

Of the $466 million in operating income in 2014, $400 million came from patient care.
Days’ Cash on Hand

Days’ cash on hand continued to improve, ending the year at 376 days.

Philanthropy

Pledges and gifts totaled a record high of $255 million in 2014.
Malpractice Costs

Malpractice costs in 2014 increased slightly to $57 million.

Cash, Investments and Debt

Total cash and investments increased to $6.9 billion in 2014, while outstanding debt increased to $3.7 billion during the same time period.
Uncompensated care totaled $211 million in 2014. This 27% reduction from last year reflects an increase in Medicaid patients due to Medicaid expansion throughout Ohio and a resulting decrease in self-pay patients.

Long-term investments remained positive at $6.5 billion in 2014. The investment strategy continues to be balanced between risk and reward and strives to exceed industry benchmarks.
COMPLETED IN 2014

Brunswick Family Health Center
Emergency Department

The new $20 million ED includes 18 treatment spaces, including two fully equipped critical care rooms, separate entrances for patients and ambulances, imaging, laboratory services, and a rooftop helipad for quick transport of critical patients.

Global Center for Health Innovation

Cuyahoga County’s new exhibition facility welcomed the 2014 Cleveland Clinic Medical Innovation Summit; Patient Experience: Empathy + Innovation Summit; Martin Luther King Jr. Holiday Community Breakfast; and the VeloSano bike race, which brought 800 cyclists downtown.
“We are considering not only our duty to the patient of today, but no less our duty to the patient of tomorrow.”

George Crile Sr., MD
Co-Founder, Cleveland Clinic

FUTURE

Cleveland Clinic Abu Dhabi

Almost 3,000 Caregivers, including 175 physician staff, have joined Cleveland Clinic Abu Dhabi, a world-class multispecialty hospital in Abu Dhabi, UAE. The hospital will provide patients in the region direct access to the world’s best healthcare providers and Cleveland Clinic’s unique model of care, reducing their need to travel abroad for treatment.
FUTURE

Avon Hospital

Ground was broken for a 126-room “hospital of the future” designed for expedited stays, enhanced experience and operational efficiency. The $143 million, 221,500-square-foot neighbor to the Richard E. Jacobs Health Center will open in 2016.

Select Rehabilitation Hospital — Avon

Cleveland Clinic is partnering with Select Medical to open a 60-bed adult rehabilitation hospital near the Richard E. Jacobs Health Center. Select Medical will construct the building, scheduled to open in 2015.
FUTURE

Cancer Treatment Building

Ground was broken for a 377,000-square-foot, seven-floor center to consolidate all outpatient cancer services. The $276 million project will optimize patient experience and physician collaboration, and connect with other main campus buildings by skyway.

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

This five-story, $90 million facility opened in February 2015. The 143,000-square-foot building includes a neurointerventional lab, radiosurgery, chemotherapy and radiation oncology, as well as a pharmacy, rehabilitation gym, resource center, art therapy, and more.
FUTURE

Health Education Campus

A new home for Case Western Reserve University's schools of Medicine, Dental Medicine and Nursing and the Lerner College of Medicine is being designed by Foster + Partners. With four stories and a central atrium, it will promote interdisciplinary learning.

Holiday Inn

A private developer will build a 274-room hotel on a site leased from Cleveland Clinic, at Euclid Avenue and East 86th Street. The nine-story, 175,000-square-foot replacement for the Guesthouse should open in 2016.
FUTURE

Lutheran Hospital Emergency Department

This $17.5 million expansion doubles the current ED to 14,000 square feet and raises the bed total to 21, all private. It also adds entrances, behavioral health capacity, enhanced triage and emergency decontamination. It will open in 2015.
SONES INNOVATION AWARD RECIPIENT

Irene Katzan, MD, of the Neurological Institute, created the Knowledge Program (KP), an initiative to improve the collection of discrete clinical information within the Epic system and make it retrievable for research, quality improvement and patient care. KP gathers data before outpatient visits and consolidates them into a single database for analysis with Epic documentation. Today, 74 centers are using Dr. Katzan’s innovation for an expanding range of beneficial results.

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