At Cleveland Clinic, we view diversity as recognizing, respecting and understanding our similarities and differences.
We are continually investigating new ways to achieve a more diverse work force and measure our success. As the largest employer in Northeast Ohio (40,000 employees), with enterprises in Greater Cleveland, Florida, Nevada, Canada and the Middle East, we have the ability to lead the creation of an inclusive work force, and to bring its benefits to our patients, business partners and the community.

With the support of Cleveland Clinic leadership and the Board of Trustees, we have made diversity a system-wide initiative.

Our most important step has been to create the new executive position of Chief Community Relations and Diversity Officer, reporting directly to the CEO and President. This position oversees our new Division of Community Outreach and Diversity, which includes the offices of Diversity, Community Outreach, Civic Education Initiatives, Health Equity Initiatives, and Volunteerism. We believe this structure will strengthen our ability to promote wellness, education, economic empowerment, diversity, inclusion and access to world-class care.

Looking forward, we plan to use our position as a major economic presence in Northeast Ohio to enhance supplier diversity and fairness in purchasing. We are also planning exciting new programs to enhance educational opportunities for Greater Cleveland students – our 21st century work force.

Our goal is to reflect the face of our community as we provide every patient with the best possible outcome and experience. Thank you for looking at our 2008 Diversity Annual Report and joining us on this journey.

Anthony Stallion, MD
Chief Community Relations and Diversity Officer

Delos M. Cosgrove, MD
CEO and President
The MD Project is a multi-faceted program designed to increase the number of underrepresented physicians, research scientists and physician leaders.

The inaugural class of the Charles R. Drew Saturday Academy engaged African American and Hispanic/Latino high school students from Northeast Ohio who demonstrated high aptitudes in the sciences and math, and a desire to pursue a career in the field of medicine. Established through a working partnership with the Office of Professional Staff Affairs and Health Legacy of Cleveland, 30 students were selected through a rigorous academic application process. The curriculum involved 11 intense sessions on consecutive Saturdays and included physician speakers, tours, medical rounds, demonstrations and a mentoring component. Saturday Academy’s implementation of a public health project (an annual community blood drive in honor of Dr. Charles Drew), resulted in the collection of 15 productive pints of blood, which translated into 45 lives saved.
Saturday Academy graduate Alexis Crosby says curiosity led to her choice to be a doctor.

“I had many questions about how the human body worked and what the different machines in the doctor’s office did. My pediatrician was, thankfully, blessed with patience and answered all of the questions that I had. I became even more interested in medicine when I began to take science classes, particularly biology. I was fascinated by the way cells form and interact with each other and by genetic patterns. Though the journey to a career in the medical field is very hard, I have confidence that I can and will succeed.”

Alexis Crosby
Glenville High School ’08
Cleveland Metropolitan School District
Saturday Academy students learn early that good grades and academic extra-curricular activities pay off.

“I feel I am especially suited for a career in medicine since I am such a diligent, optimistic and very persistent person. Once I have my mind set on something I really want, few things stand in my way. I feel that if anyone wants to become anything in the medical field, they must be determined.”

**London Timothy Holt**
Collinwood High School ‘09
Cleveland Metropolitan School District
Saturday Academy Graduate ‘08

There is no denying that pop culture influenced the careers of some students.

“I first became interested in medicine when I started to watch television shows such as E.R., Grey’s Anatomy, and Law and Order. Watching how important medicine is to life fascinated me, and the more I watched these shows, the more I became interested.”

**But reality is the key.**

“The main event in my life that influenced me to pursue a career in medicine was the death of both of my best friends’ mothers. Losing them made me realize that I could make a difference and save many people from the pain that we all felt when they died from cancer.”

**Lillian Perez**
Jane Addams High School ‘09
Cleveland Metropolitan School District
Saturday Academy Graduate ‘08
Cleveland Clinic/Health Legacy of Cleveland Scholarship Recipient
The Mentorship Program for Residents and Fellows annually provides the opportunity to “match” underrepresented Cleveland Clinic physicians and medical and research students in informal mentoring relationships. This networking supports Cleveland Clinic’s offices of Professional Affairs and Diversity in efforts to recruit and raise awareness of opportunities at Cleveland Clinic.

All three of the Historically Black Colleges and Universities’ medical training institutions (Howard University, Meharry Medical College and Morehouse School of Medicine) are invited to send medical students to Cleveland Clinic for the Visiting Rotations Program. This four-week experience on our Main Campus allows residents to fulfill a portion of their training requirements through assignments at a multispecialty acute care hospital.

Cleveland Clinic recruitment efforts included conducting awareness forums at college career fairs. In cooperation with MetroHealth Medical Center, OneCleveland and University Hospitals, we hosted the Student National Medical Association’s Leadership Institute.

The 2008 conference was a companion event to Cleveland Clinic’s hosting of the annual meeting of the Society of Black Academic Surgeons. The SBAS encourages and supports professional development of black surgical residents and faculty and attempts to recruit the best and brightest medical students into surgical careers. With a membership of over 200 residents and surgeons throughout the United States, this group reaches out not only to African Americans but any prospective member with reputable surgical background or investigator profile who occupies a faculty position in a university department of surgery including Obstetrics and Gynecology. More than 300 African American surgeons traveled to SBAS in 2008.

The Aspiring Physicians and Research Scientists Conference (APRSC) is open to junior and senior pre-med and math majors from Historically Black Colleges and Universities, and Hispanic-serving institutions in addition to schools throughout Ohio. The two-day agenda includes presentations led by medical doctors and laboratory demonstrations by researchers. The clinical-immersion focus allows students, who are nearing time to apply to or enter medical schools or PhD programs, an up-close and hands-on experience in the field of healthcare. It also is an opportunity for students to present their scientific research in a competition for scholarships.
TRAINING

education
Our Language Acquisition Programs help physicians, nurses, administrators and allied healthcare professionals enhance their communication skills to improve patient relations. Some of our doctors and nurses take the Command Spanish course that teaches functional language skills for clinical settings. On campus, Vocational English as a Second Language classes develop communication skills for employees whose native language is not English.

The Health Literacy Sunday initiative was launched in 2008 to support Cleveland Clinic’s efforts to help improve equity in healthcare access. Nearly 1,800 community members were reached through seven local churches through the education program delivered in English and Spanish. Physicians visited the churches and discussed important information patients should consider when seeking emergency and primary care. Brochures on healthcare resources were distributed.

The Minority Men’s Health Center of Cleveland Clinic’s Glickman Urological & Kidney Institute had over 2,000 attendees at its annual health fair. The event has free preventive screenings for prostate cancer, diabetes, cholesterol, glaucoma, Sickle Cell, HIV, and other health conditions. In partnerships with researchers at our Lerner Research Institute, The MMHC pursues a wide variety of studies including immunology, molecular genetics, behavioral research and clinical trials of new therapies and diagnostics.
Many patients who speak Spanish know they can depend on the physicians and other healthcare workers at Lutheran Hospital’s medical offices to fully understand their needs.

“It is very important to provide bilingual services as it decreases the barriers to healthcare. We are able to increase patient compliance with the trust and education provided by bilingual staff. In speaking Spanish we are also able to decrease hospitalizations as we put the emphasis on prevention.”

Leonor Osorio, DO
Outreach

More than 2,000 people participated in downtown Cleveland’s Community Diversity Walk, which is a demonstration of equality through unity. Cleveland Clinic sponsored a Health and Wellness Pavilion as part of our collaboration with the Diversity Center of Northeast Ohio, which also promotes culturally competent healthcare.
Clinic Conversations

Community leaders from foundations, faith-based organizations, media and our current and potential vendor base were among those who attended a series of Clinic Conversations. The dialogues are an ongoing opportunity for Cleveland Clinic senior leadership to share our system’s initiatives while listening to the concerns and ideas of external stakeholders and civic neighbors. Clinic Conversations enhance the communication with our community partners and will lead to creating and strengthening our collaborations.

Nearly 500 people attended our Martin Luther King Day

Hundreds of Cleveland area residents joined Cleveland Clinic employees at the annual MLK Interfaith and Community Breakfast to celebrate and honor Dr. Martin Luther King Jr.’s legacy as a serving leader. As the keynote speaker, Harvard University’s Deborah Prothrow-Stith, MD, reflected on the Cleveland Clinic cornerstone value, “teamwork”. Renowned for her work in prevention programs, Dr. Prothrow-Stith called on healthcare institutions to assume significant roles as leaders and stakeholders in the community.
Columbus Woodruff keeps the printers running in his 18,000-square-foot warehouse to turn out more than 10 million postcards and flyers every week. Hotcards helps get out Cleveland Clinic’s message. The departments of Diversity, Supply Chain and Marketing linked with Mr. Woodruff and his Cleveland-based offset printing and direct mail company as part of a development project designed to increase local market shares for minority businesses. Hotcards, with 75 employees in 12 cities, had more than $6 million in sales in 2008.

“Having Cleveland Clinic as a client helped us gain credibility among other large organizations looking to do business with Hotcards. Our next step is to continue to grow our business by catering to the unique needs of some clients. This expansion is a direct result of the increased level of client confidence Cleveland Clinic is helping us establish.”

Columbus Woodruff
ECONOMIC empowerment
Cleveland Clinic’s Supplier Diversity program is a high impact, community-based initiative.

The program focuses on two primary areas: local vendor development and local work force development. Vendor development works to increase market share for qualified local minority- and female-owned businesses. Working with multiple partners across Northeast Ohio, Cleveland Clinic provides access to programming including mentoring, joint ventures, certification, matchmaker events and small business development assistance. Our construction and supply chain teams work to assist minority- and female-owned businesses gain opportunities to bid on projects and learn the processes of being a Cleveland Clinic vendor.

The work force development component of our Supplier Diversity program trains neighborhood residents for Cleveland Clinic construction jobs and union apprenticeship programs, and assists in other job placement opportunities. The flagship program, Union Construction Industry Partnership-Apprenticeship Skills Achievement Program (UCIP-ASAP@Cleveland Clinic) provides paid apprenticeships for local residents to learn multiple areas of facilities and construction operations including plumbing, painting, electrical and carpentry. These programs are developed and executed in partnership with the Fairfax Renaissance Development Corporation, City of Cleveland Ward 6 Representative Mamie Mitchell, UCIP-ASAP and the City/County Work Force Investment Board.

Our Supplier Diversity program is successful in forming critical community partnerships and alliances where it has the most impact, on the ground, right here in Cleveland with the businesses, leaders and residents in our own backyard.
by the NUMBERS

MINORITY & WOMEN BUSINESS ENTERPRISE

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All graphs pertain to Cleveland Clinic Main Campus unless otherwise noted.
Cultural Competency

The Office of Diversity continues to educate employees on diversity and inclusion through the use of the Diversity Tool Kit. The manual, distributed systemwide and available on the Cleveland Clinic Intranet site for use by employees, is designed as a resource for improving interpersonal relations, increasing understanding, improving patient satisfaction and furthering world-class service.

In addition to doctors and nurses providing direct patient care, this reference can be used by any Cleveland Clinic employee interacting with patients and families in our care. A brief but informative summary is provided for a range of cultures, religions and ethnicities to meet the needs of our diverse patients. Employees can quickly refer to the Tool Kit and its references for specific cultural needs, from meals and rituals to end-of-life care for our diverse patient population. This guide complements our comprehensive cultural competency training.

Diversity and cultural competency baseline training was provided to almost 11,000 employees and community members in 2008. That is an increase of 30% over 2007.

Diversity is introduced on day one of orientation for all new employees. Cleveland Clinic CEO and President Delos (Toby) Cosgrove, MD, and senior leadership detail our commitment to diversity and inclusion in a new DVD created for employee orientation. To further promote and enhance awareness of the importance of an inclusive work environment, the Office of Diversity partnered with the Center for Online Medical & Education Training to create an online training module for new hires and all employees that launched in 2009. In continuing efforts to address our patients’ diverse cultural needs, task forces research and review culturally specific resources and forms, such as advance directives.

Cleveland Clinic continues to respond to nationwide requests to share our best practices in diversity and cultural competency training. Presentations were made to nursing, hospice, palliative care, allied healthcare and other forums in Michigan, North Carolina and throughout Ohio.
TRAINING
At Cleveland Clinic, we work to recruit the best talent to provide the best care for patients.

Partnerships with African American and Hispanic/Latino professional organizations, Historically Black Colleges and Universities and Hispanic-serving institutions increase our talent network. Expanding relationships with women’s professional and civic associations furthers our outreach efforts.

In 2008, nearly a dozen Ohio colleges were represented by MBA and marketing and business students at Cleveland Clinic Solutions. Our think-tank session is designed for students to exchange information on challenges and opportunities in healthcare that specifically impact Cleveland Clinic’s current and future patient base. A component of the session includes a Case Competition with college students affiliated with targeted minority professional organizations. By the end of its second-year competition, Cleveland Clinic awarded more than $10,000 in college scholarships. New in 2008 was the opportunity for participants to network with hiring managers in their areas of expertise to discuss education and career pathing.
A diverse group of Cleveland Clinic employees, identified by their managers as aspiring and capable future leaders, made up the first **Mentoring Circles** class. The program is designed to enhance participants’ abilities to diagnose their development needs and assist them in identifying their growth opportunities through 10 one-hour sessions that begin with an orientation and conclude with a team workshop to review individual professional development and evaluate program results. Executive leaders and physicians at Cleveland Clinic lead informal talks on topics such as “Building Relationships at Work,” “Systems Thinking” and “The Art of Negotiating.”
Diversity Councils

Twenty-one Diversity Councils, reflecting clinical, administrative and frontline employees, serve in an advisory group capacity to Cleveland Clinic through the Office of Diversity. The Councils’ work manifests in projects as diverse as forums on work/life wellbeing and caring for aging parents to using sports as a vehicle for discussing the changing attitudes about race over time in American history.

A few examples of Diversity Council programs around the system

- Euclid Hospital: Interactive seminars focused on generational differences provided information to help improve relationships between employees and patients, co-workers, family members and friends.

- Lerner Research Institute: Film series on China promoted inclusiveness by educating and creating awareness among individuals on the importance of human relationships and historical events in diverse cultures.

- Westlake/Avon Family Health Center: Forum celebrated achievements of exceptional women and recognized their accomplishments from past history to present day.
The council at the Lerner Research Institute hosted James Wyche, PhD, of the National Science Foundation. In addition to presenting a seminar on “Creating an Environment for Success in Academic Diversity,” he shared tools for creating education alliances with other academic institutions and leading in the recruitment and retention of minorities.
Employee Resource Groups provide an open environment for professional and personal growth at Cleveland Clinic.

Employees network and expand their knowledge of opportunities to contribute to the success of the whole organization through educational, engaging and informative events. They help drive the mission, vision and values of Cleveland Clinic.

- African American Employees
- African American Physicians and Professional Staff
- Pan Asian Employees
- ClinicAbility – employees with disabilities
- ClinicPride – gay and lesbian employees
- Dual Physician Families – physicians married to or partnered with physicians
- G.O.A.L. (Group of Aspiring Leaders)
- Interfaith Network
- SALUD – Hispanic/Latino employees
- WISE (Women in Search of Excellence) – female employees
- WPSA (Women’s Professional Staff Association) – female physicians and professional staff
The existence of all of the Employee Resource Groups, including ClinicPride, speaks to the Cleveland Clinic’s commitment to diversity and support for its employees. I appreciate that a lot.

John Nolan
Office of External Affairs

ClinicPride means having a place where I know I can be myself, and bring my whole self to work. It means having a voice and a resource for LGBT employee issues, and knowing that Cleveland Clinic wants to hear what we have to say.

Margery Mazoh
Fiscal Services

Having a group like ClinicPride is a sign that it is safe for me to be gay and be working for Cleveland Clinic. It tells me that Cleveland Clinic leadership is committed to honoring the diversity of its employees and staff in all its aspects.

Omar Fattal, MD
Lutheran Hospital
### WORK FORCE DEMOGRAPHICS 2008

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Work Force Population: Cleveland Clinic employs more than 39,000 people; is the largest private employer in Northeast Ohio; the second largest private employer in the state
Data includes: main campus, regional hospitals and Florida
Nurses include direct and indirect patient care (excludes management)
Physicians include residents/fellows
At Cleveland Clinic we view inclusion as embracing our diverse strengths to work together to deliver world-class patient care.

Minority and female businesses played a significant role in our major construction projects in 2008 including, the Sydell and Arnold Miller Family Pavilion and Glickman Tower. Picture here are a few of those key partners:

Photo – Front row, left to right: Susan Solontay, Work Best Electric, Inc.; Tari Rivera, Regency Construction Services, Inc.; Cindy Friedman, The Dependable Paint Company; Sharon Brockman, Brockman + Godfrey Designs; Kathy Petrick, Samuel Supply. Back Row, left to right: Dave Price, Price Builders; Dominic Ozanne, Ozanne Construction; Marijo Mortaro, U.S. Communications; Lucinda Noel, Commercial Tile & Stone; Rajinder Singh, Gateway Electric; Daryl Lackey, Sr., Key General Contractors, Inc.