The evening of Sept. 12 began with a program celebrating the new Sydell and Arnold Miller Family Pavilion and the Glickman Tower and continued with 1,100 Cleveland Clinic supporters enjoying tours of the buildings, dining, dancing and dazzling fireworks that lit up the night.

Delos M. “Toby” Cosgrove, MD, Cleveland Clinic CEO and President, opened the festivities by welcoming guests to the event and extolling the completion of “the largest construction project in Cleveland Clinic’s history.”

He paid tribute to Floyd D. Loop, MD, CEO and Chairman of the Board of Governors from 1989 to 2004, as “the visionary who conceived and planned this project,” and to Cleveland Clinic founders William Lower, MD, Frank Bunts, MD, George Crile, MD, and John Phillips, MD. “Innovating to improve patient care has continued unabated for 87 years,” he said.

Philanthropist Carl Glickman, who, with his wife, Babs, endowed the Glickman Urological & Kidney Institute and provided major support for the Glickman Tower, spoke of his longtime devotion to Cleveland Clinic, where he has received his care, including a kidney transplant.

“I don’t know whether I was here to support the Clinic or they supported me, but it seemed to work out,” he said. “I’m proud to be here, but I’m telling you that the people (who provide the care) are the ones to be honored.”

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“Cleveland Clinic is here for generations to come, and I am so proud for us, my family and my grandchildren to be a part of this legacy.”

– Sydell Miller

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The Miller Family Pavilion, the innovative gateway to Cleveland Clinic, was made possible by the pioneering vision and generosity of Sydell Miller and her daughters, Lauren Spilman and Stacie Halpern.

“The Sydell and Arnold Miller Family Pavilion and Heart & Vascular Institute were dedicated in loving memory of my late husband, Arnold M. Miller,” said Sydell L. Miller.

Mrs. Halpern said, “Lauren, Mom and I feel that this has been an incredible experience, from the evolution of planning, groundbreaking and the various stages of construction, and now, this magical night.

Mrs. Spilman lauded their mother as "an incredible role model, successful business woman, innovator and philanthropist," and their father as a “charismatic leader, visionary, entrepreneur” and the family’s “guiding light and mentor.” She said their father believed in Cleveland and in making the world a better place. “Stacie and I are proud of this legacy that we leave him.”

Moved by her daughters’ tribute, Mrs. Miller said, “I am so proud that Lauren and Stacie have joined me in making this important commitment together. The Sydell and Arnold Miller Family Pavilion is a dream come true.”

Mrs. Miller continued, “This momentous day will begin a new era of advanced care at Cleveland Clinic. The Miller Family Heart & Vascular Institute was specially designed to facilitate world-class care for patients and their families in a healing environment. People in Cleveland, the United States and around the world will benefit. Cleveland Clinic is here for generations to come, and we are so proud to be a part of its legacy.”

To see a video presentation and photos of the event, please visit clevelandclinic.org/giving.
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Cleveland Clinic's commanding new entrance, the Sydell and Arnold Miller Family Pavilion, is innovative and patient-oriented, like the Sydell and Arnold Miller Family Heart & Vascular Institute it houses. At nearly 1 million square feet, the Miller Family Pavilion is the country's largest single-use facility for heart and vascular care, the new gateway to Cleveland Clinic and home to the largest and most experienced heart program. In 2007, nearly 300,000 patients received care at the Miller Family Heart & Vascular Institute.

Spacious and filled with natural light from its floor-to-ceiling exterior wall of windows, the Miller Family Pavilion is centered on the patient. All inpatient rooms are private and large enough for comfortable family visits. Medical equipment is hidden behind cabinet doors, and the rooms are equipped with plasma-screen TVs and pullout sofas for family members to spend the night.

A rooftop terrace with outdoor walkway and indoor plaza with seating for 150 offers a welcome retreat and a spectacular view of the city.

“\nThe Sydell and Arnold Miller Family Pavilion is truly an exciting advance in the overall future of Sydell and Arnold Miller Family Heart & Vascular Institute and in the treatment of cardiovascular disease. This is also a true testament of how Cleveland is establishing itself as a destination for exceptional healthcare, delivering the highest-quality patient care in a world-class facility."

– Bruce Lytle, MD, Chairman, Sydell and Arnold Miller Family Heart & Vascular Institute

Technology

The building and its clinical care areas are designed to enhance patient care: Physician offices are grouped to encourage collaboration; operating rooms are larger than average (650 square feet or more); and cath labs, intensive care units, cardiac radiology and nuclear medicine facilities and electrophysiology labs offer the most advanced medical technology available.
The Miller Family Heart & Vascular Institute has the most experience among major academic medical centers in robotic cardiac surgery. In its new robotics suite, the range of procedures includes mitral and tricuspid valve repairs and repair of congenital heart defects. Physicians also are exploring robotic instrumentation for treating atrial fibrillation and aortic valve disease.

**Medical expertise**
Miller Family Pavilion cath labs offer increased capacity, which improves patient access. Physicians provide leading-edge nonsurgical treatment that results in quicker patient recovery time than with traditional surgery. New technology includes robotically controlled X-ray equipment and 3-D and 4-D imaging of the heart and blood vessels.

**Information network**
The Miller Family Pavilion has a massive digital information network, linking the cath labs and physician offices to the echocardiography labs, radiology, conference rooms and Cleveland Clinic hospitals in Cleveland and Florida. It also has a connection to the largest known digital archive in any hospital system, capable of storing about 6 billion megabytes. These features allow physicians to access a patient’s images at any location in the Cleveland Clinic health system, eliminating healthcare delays and duplication.
Step inside the new Glickman Tower and you step into the future of medicine. The stunning new home of the Glickman Urological & Kidney Institute, the Glickman Tower brings together for the first time the full resources of the Departments of Urology and Nephrology in one location to create an interdisciplinary institute.

“This beautiful building embodies Cleveland Clinic’s institute model of care by fostering the collaboration among physicians that is its hallmark,” said Andrew C. Novick, MD, Glickman Urological & Kidney Institute Chairman. “By blurring departmental lines to work together, we can continue our momentum in pioneering advances in patient care and continuously improving patient outcomes.”

Enhancing the patient experience
From the helipad on the roof to the Health Education Center on the first floor, every detail of the 12-story, 330,000-square-foot tower is designed to enhance the patient’s experience and the delivery of leading-edge care that keeps Cleveland Clinic’s urology and kidney programs among the top in the nation.

This was what Carl D. and Babs Glickman envisioned when they made their leadership-level gift that launched the $60 million campaign to construct the Glickman Tower. Longtime friends of Cleveland Clinic, the couple made their gift in appreciation of the care that Mr. Glickman received.

Patients can enter the Glickman Tower through the Crile Mall entrance connecting the buildings. The Great Hall, a soaring, four-story space filled with light from skylights and windows, is enhanced by striking works of art. In the Glickman lobby, the “Three Swans” mural by Sarah Morris, the “Blue Berg” metal sculpture by Inigo Mangano-Ovalle and other thought-provoking artwork add elegance and style.

Innovative design
At the Glickman Tower elevator bank, patients and family members are whisked to the seventh-floor patient check-in area. On the way up, they pass four floors of shell space designated for future growth and Floor 6, home of the new, 21-bed, inpatient dialysis center. Totally different from most dialysis facilities by virtue of its bright, open floor plan, the center nearly doubles the patient capacity of the old dialysis unit.

Each roomy patient area on the unit has plenty of space for the patient’s visitors, and every bed has a view of the floor-to-ceiling windows that provide broad vistas of the Crile Mall and the city beyond.

The unit’s design, with the nursing station in the center, gives the nurses a direct line of sight to every patient.

On Floor 7, patients and family members arrive at the Institute’s patient registration area. A calming gray-and-white color scheme and carefully selected artwork, combined with the view from a window wall overlooking the Crile Mall and comfortable seating, make this a welcoming waiting area.

From here, patients are directed to exam or procedure rooms on floors 7, 8 or 9. Among the Tower’s 77 spacious exam rooms are 19 dedicated to nephrology, 54 for urology and kidney transplant patients and seven for female and pediatric urology patients.

Spacious rooms, new technology
Behind the scenes, radiofrequency identification technology helps monitor patient flow and room use. This, plus the physical layout of the three floors, helps improve the efficiency of medical exams and procedures. The area was planned with input from physicians and nurses to improve the patient experience and enhance physician collaboration.
Remembering Andrew C. Novick, MD

On October 18, only weeks after the building opening events, Andrew C. Novick, MD, Chairman of the Glickman Urological & Kidney Institute, passed away from complications of lymphoma.

“He will be forever remembered as an outstanding physician with an unwavering commitment to excellence for his patients,” Delos M. Cosgrove, MD, CEO and President, said. “He was a dedicated friend, mentor and advisor to us all.”

Dr. Novick joined the Cleveland Clinic staff in 1977 and helped build what is now the largest and most subspecialized urology program in the world. He pioneered nephron-sparing surgery (partial nephrectomy) for the treatment of kidney cancer and extracorporeal or “bench” kidney surgery for the repair of complex kidney disorders. Doctors in the Glickman Urological & Kidney Institute have performed more than 3,000 open partial nephrectomies, most of which were performed by Dr. Novick.

Dr. Novick held many leadership positions in urological and surgical societies and received numerous awards, becoming the most honored practicing urologist. Most recently, he received the Ramon Guiteras Award, the American Urological Association’s highest honor.

“Dr. Novick impacted the lives of so many over the years,” Dr. Cosgrove said. “We feel a tremendous loss and will be forever grateful for his accomplishments and contributions to clinical excellence.”

Four exam rooms convert to group-appointment rooms, where physicians can speak with 10 to 15 people at a time, and patients who choose this approach can discuss their common concerns. Studies show that this innovative approach can enhance patient satisfaction and reduce anxiety.

Floor 9 features 16 procedure rooms designed specifically for minor urological and kidney procedures. Four of the rooms are extra-large – more than 400 square feet – to accommodate larger surgical teams and technology such as robotics and computers. “The trend toward more technology will continue in the future, and we are well-prepared to accommodate these innovations as they develop,” stated Dr. Novick.

“The generosity and vision of the Glickmans and many other donors have given us a world-class facility that meets our needs today and is planned to meet our future needs,” he said. “We now have the facilities we need to continue to transform patient care and promote education and research for decades to come.”

For a virtual tour of the Glickman Tower, please visit meetthebuildings.com.

The building’s design makes use of natural light from skylights and floor-to-ceiling windows; patient waiting area (center)
Cleveland Clinic’s two new buildings benefit the local community by offering advanced medical care in state-of-the-art surroundings, drawing patients and visitors to Cleveland and bolstering recruitment of physicians, nurses, technicians and other healthcare professionals.

“These architecturally significant buildings will be a point of immense pride for both Cleveland Clinic and the broader communities,” says Oliver C. “Pudge” Henkel Jr., Cleveland Clinic’s Chief Government Relations Officer.

Community advantage
The new buildings will add 1,000 jobs to the main campus.

Each day of the buildings’ construction, between 600 and 700 workers were on the job sites. Construction jobs tend to provide higher-than-average earnings, and, in addition, an influx of workers creates financial opportunities for local businesses.

The Sydell and Arnold Miller Family Pavilion is the new main entrance to Cleveland Clinic and the home of the Sydell and Arnold Miller Family Heart & Vascular Institute, which encompasses the Robert and Suzanne Tomsich Department of Cardiovascular Medicine, the Department of Cardiovascular and Thoracic Surgery and the Department of Vascular Surgery. The nearly 1 million square feet of space in the Miller Family Pavilion accommodates 278 private patient rooms, catheterization labs and operating rooms, as well as a rooftop plaza.

“The Pavilion has been designed to put every consideration for our patients first, and the plaza, overlooking the central city, downtown and Lake Erie, will provide an unmatched healing environment by extending patients’ horizons and invigorating their sense of the future,” Mr. Henkel says.

Glickman Tower, the 200,000-square-foot home of the Glickman Urological & Kidney Institute, features advanced clinical technology and a rooftop helipad for critically ill and injured patients.

Both buildings consolidate patient services, making it easier and faster to receive treatment.

The Miller Family Pavilion’s main lobby is accessible through the Euclid Corridor public transportation project.

Specially selected pieces from the Cleveland Clinic Art Program displayed in the main lobby and in the Great Hall are designed to inspire patients, visitors, employees and the community.

From 2004 to 2006, construction activity on its main campus and facilities throughout the region generated:

- About 8,730 direct and indirect jobs in Northeast Ohio, an average of 2,910 jobs per year, and $332 million of payroll
- Nearly $918 million in total industry output, which represents the total value of goods and services generated in the economy because of Cleveland Clinic’s construction activities
- About 4,500 direct and indirect jobs in Northeast Ohio and nearly $170 million of payroll in 2006, alone
- Total construction spending from 2004 to 2006 was nearly $502 million, averaged to $167 million per year.

“The benefits of construction to the community underscore the fact that Cleveland Clinic is the economic driver for Northeast Ohio and that the City of Cleveland and the State of Ohio will benefit greatly well into the future because of the foresight and stimulating vigor of Cleveland Clinic’s strategic expansion,” Mr. Henkel says.
Cleveland Clinic Goes “Green”

Operation of both the Sydell and Arnold Miller Family Pavilion and Glickman Tower will support Cleveland Clinic’s program of environmental stewardship. This means that, among other “green” measures, a recycling program will be implemented, along with energy efficiency management and education and the use of environmentally friendly cleaning products and methods.

Moving forward, all new Cleveland Clinic buildings also will be green with regard to their construction. Future buildings, including an office building expansion and a new parking garage at Cleveland Clinic’s main campus, an expansion project at Hillcrest Hospital and the future Cleveland Clinic Twinsburg, are to be certified under the Leadership in Energy and Environmental Design (LEED) Green Building Rating System™. This is a nationally accepted measurement of sustainable construction, which verifies steps that are taken to protect the environment and the health of a building’s occupants through specific approaches to design, construction and long-term operation.

“Green building” is a relatively new but increasingly important initiative for Cleveland Clinic. In 2007, Cleveland Clinic made a major commitment to sustainability by establishing the Office for a Healthy Environment. The office has created a new and expanded recycling program that includes consumer, clinical and construction waste, already doubling Cleveland Clinic’s recycling rate in 2008.

The comprehensive program was recognized with 13 national awards for sustainable healthcare, given by Practice Greenhealth in 2008. More than 143,000 pounds of carpet were recycled in 2007, earning Cleveland Clinic the Tandus Environmental Stewardship award. Other initiatives include measuring and managing Cleveland Clinic’s carbon footprint, resource and energy conservation, waste management, promotion of locally grown food, environmentally preferred purchasing and greener cleaning with a microfiber mop system and cleaning chemicals and methods that meet the Green Guide for Health Care™ standards.

In addition, Cleveland Clinic and all of its regional hospitals donated 197,424 pounds of reusable medical equipment and supplies in 2008 to MedWish International, a Cleveland-based nonprofit organization dedicated to humanitarian aid. The equipment and supplies were diverted from local landfills and given to people in need. In the first half of 2008, Cleveland Clinic already had reached 134,000 pounds, nearly twice the total for all of 2007.

“Environmental health directly affects our communities’ health, and, as such, environmental stewardship is a logical extension of our healthcare mission,” says Christina Ayers, AIA, LEED AP, Director of Cleveland Clinic’s Office for a Healthy Environment. “Through outreach, education and substantive changes in our own business practices, we hope to make a difference in Northeast Ohio.”
The Sydell and Arnold Miller Family Pavilion and the Glickman Tower integrate the physical, emotional and spiritual through elegant landscaping and water elements, striking works of art, welcoming spaces in which to pray or meditate, a rooftop pavilion with breathtaking views of the city and other features that promote healing.

Landscaping
Prominent landscape architect Peter Walker's firm, PWP Landscape Architects, of Berkeley, Calif., designed the buildings' entrance and garden areas, transforming East 93rd Street between Chester and Euclid avenues into a boulevard lined with tulip trees and featuring six reflecting pools.

In the center of the circular drive before the main doors of the Miller Family Pavilion is a large, round fountain with water spilling over the sides, producing a calming effect. Patients and visitors entering the Miller Family Pavilion through the glassed-in Seidman Concourse from Euclid Avenue also can view the Vail Garden through the windows.

Soothing Spaces Enhance Patient Experience

There is no greater need for emotional and spiritual support than when a patient is diagnosed with a serious condition.

“We have designed our new buildings to treat patients as whole human beings and bring together all aspects of what a person needs for healing,” says M. Bridget Duffy, MD, Chief Experience Officer at Cleveland Clinic.
Artwork
The Miller Family Pavilion and the Glickman Tower, as well as the four-story, sky-lit Great Hall that connects them, feature works from Cleveland Clinic’s Art Program that are chosen to inspire viewers.

Cleveland Clinic's Art Program supports national and local arts communities and emphasizes contemporary art to foster creative excellence, encourage dialogue and challenge viewers to experience diverse points of view. Selections, including the innovative “Blue Berg”, an iceberg sculpture by Inigo Manglano-Ovalle, suspended from the ceiling in the Great Hall, reflect Cleveland Clinic’s cornerstones of innovation, teamwork and service.

Artwork is selected for themes including the human spirit and diversity, and for the use of innovative materials. “We try to be as inclusive as possible,” says Joanne Cohen, Executive Director and Curator, Cleveland Clinic Art Program. “We want the art to be uplifting, compelling, distracting, transportive and transformative. It should take your mind off the reason you’re here.”

The art is meant to inspire both the staff and the patients. Additionally, “It’s not all about beauty,” Ms. Cohen says. “If that were all it were about, it would have a wallpaper effect. We want it to be balanced, eclectic, unusual and in keeping with the high standards of Cleveland Clinic.”

Rooftop plaza
At 254 feet above street level, the rooftop plaza draws visitors to the ninth floor of the Miller Family Pavilion.

The plaza’s inviting outdoor walkway, the Kelvin and Eleanor Smith Rooftop Terrace, provides a tranquil setting featuring stunning, panoramic views of downtown Cleveland and Lake Erie. The rooftop plaza also offers indoor seating for 150 people.

Chapel and prayer room
The current Cleveland Clinic chapel, located in the main hospital area, seats 30 and serves hundreds of individuals of all faiths each week for both group and private prayer and meditation. A larger chapel soon will open on the first floor of the Glickman Tower. Named for Cleveland Clinic supporters Catherine and John Gallagher Sr. and family, the chapel will seat 50 people.

“The new chapel is intended to be a space in which anyone from any faith group can feel comfortable,” says the Rev. Dennis Kenny, Director of Spiritual Care. “It will be a very striking, centrally located place for people to come and pray.”

The current chapel is “used on a regular basis every day,” with employees stopping in at the start and end of their shifts and patients and visitors attending general worship services and mass, he says. “We have had some weddings and memorial services there, and it gets a tremendous amount and wide variety of use by different faith groups and individuals at almost all hours of the day or night.”

An Islamic prayer room, to be located across from the new chapel, also is being constructed through a philanthropic gift from another Cleveland Clinic supporter. Both the prayer room and chapel tentatively are scheduled for completion early this year.

Left: © Jaume Plensa, “Whispering” 2007-2008 (detail)
Right: © Inigo Manglano-Ovalle, “Blue Berg (r11i01)” 2007
Healing by Design

Both the Sydell and Arnold Miller Family Pavilion and the Glickman Tower were designed with patients in mind, says M. Bridget Duffy, MD, Chief Experience Officer at Cleveland Clinic.

“We feel that we have identified the areas of the physical environment that matter most to patients and families and have incorporated those into our new space,” she says. “We listened to our patients and designed spaces to enhance the experience for them and support the role of the family in the healing environment.”

Patient-friendly design of the buildings includes private rooms large enough for family members to visit comfortably. The 278 patient rooms in the Miller Family Pavilion offer plasma television screens and pullout sofas. More space and medical equipment hidden behind cabinet doors make the environment safer because with less clutter, there are fewer falls, Dr. Duffy says. An abundance of artwork and piped-in music in hospital rooms also help promote healing. The Glickman Tower’s inpatient dialysis center is dramatically different from most with its bright, open floor plan, spaciousness and views from each bed through the floor-to-ceiling windows.

“The physical space should be a healing instrument, in and of itself,” Dr. Duffy says. “Many studies show improved clinical outcomes based on how the space is designed. With private rooms, for instance, patients are able to sleep better, and we are able to reduce the risk of infection by having sinks in each room for hand washing.”

Traditional intensive care units often lack windows, causing patients to lose their sense of day and night. The new buildings feature large windows. “We know that when patients have natural light, they maintain their normal sleep-wake cycle, thereby minimizing the need for sleep medications, which can have some side effects and prolong length of stay,” Dr. Duffy says. “It also reduces depression. Natural light is critical to healing and maintaining the body’s normal biorhythm.”

Cleveland Clinic also is moving toward noiseless paging and reduced light and noise at night for hospitalized patients, Dr. Duffy says.

While other medical centers have incorporated some of these attributes, Dr. Duffy says, “it’s the scale of this one that is different. This may be the largest heart hospital to have state-of-the-art design for a patient-centered environment. These new buildings will set us apart from hospitals in the rest of the country and the world and help us to improve our clinical outcomes.”
A group of committed Cleveland Clinic supporters who each have donated $1 million or more to the Sydell and Arnold Miller Family Heart & Vascular Institute, the Medallion Society, was essential in making the Sydell and Arnold Miller Family Pavilion a reality.

Established with the help of Bob Tomsich, Chairman of the Miller Family Heart & Vascular Institute Leadership Commission and of the Medallion Society, the Medallion Society raises support for the institute’s priorities. The first members were inducted in 2004 to formally recognize their generosity toward what was then the heart center campaign.

“The Medallion Society was the very first group of donors to generously provide millions to begin construction of this state-of-the-art facility with superior technology and the best talent to provide the highest-quality patient care, now and into the future,” Mr. Tomsich says.

As of September 2008, the society alone had contributed $313 million in support of advancing research, education and treatment for heart conditions and also toward construction of the Sydell and Arnold Miller Family Pavilion.

“Bob and Suzanne Tomsich were instrumental in transforming the Miller Family Pavilion into a reality. Through the Medallion Society, their leadership, passion and drive helped support the most technologically advanced center for heart care.

Their inspiration will help thousands of patients in the years to come,” says Floyd D. Loop, MD, Cleveland Clinic’s CEO and Chairman of the Board of Governors from 1989 to 2004.

Worldwide Support
Ohioans contributed $261 million to complete the Miller Family Pavilion. Throughout the United States, nearly $129 million was donated by individuals, foundations and corporations. International donors also contributed $16 million toward the building’s construction.
Reflections from Friends of Cleveland Clinic

Terrance K. Donley
"After recently touring the Glickman Tower and the Sydell and Arnold Miller Family Pavilion, I was delightfully surprised to find a facility of this extraordinary scale to be so warm and inviting to visitors – from the convenient valet pickup/drop off to the excellent and easy to navigate way finding signage throughout. This is a truly beautiful and welcoming building. I offer my congratulations on your success in keeping the heart in your new heart center!"

William S. Kiser, MD
"I am greatly impressed by the beautifully artistic garden courtyard of stones, trees and water created by a master landscape architect, Peter Walker, as the spectacular new entrance and focal point of the Cleveland Clinic campus. The shimmering waters of the pools and elegant foundation of Cleveland Clinic’s new gateway will offer patients a serene, comforting, inspiring, spiritually uplifting welcome to the great center of healing that is Cleveland Clinic."

John Payiavlas
"To witness the openings of the Miller Family Pavilion and Glickman Tower was very exciting. Cleveland Clinic has had a tremendous impact on me over the years, and to see how it’s evolved truly is incredible. The culmination of these new buildings emphasizes the importance Cleveland Clinic puts on providing world-class care to all patients. It’s one of the greatest projects happening in Cleveland, Ohio."

Jane Seidman
"I think the new facilities are a spectacular investment in Cleveland and that we should be very proud. They are going to benefit people worldwide."

Irving Fine
"As an advocate of Cleveland Clinic, I followed with great interest the recent huge expansion at the main campus. The now complete Miller Family Pavilion and Glickman Tower are absolutely magnificent architectural triumphs, a treasure for our city that will undoubtedly have a long lasting, positive impact on Cleveland. If there is a level above first-class, Cleveland Clinic certainly has found it."

Cleveland Clinic Catalyst is published three times a year by Institutional Relations and Development for friends and supporters of Cleveland Clinic.

Cleveland Clinic, founded in 1921, integrates clinical and hospital care with research and education in a private, not-for-profit group practice. Cleveland Clinic depends on the generosity of individuals, families, corporations and foundations to ensure its continued excellence in patient care, medical research and education.

Cleveland Clinic realizes that individuals would like to learn more about its particular programs, services or developments. At the same time, we fully respect the privacy of our patients. If you do not wish to receive any materials containing this information, please write to us at: Institutional Relations and Development, Cleveland Clinic, 3050 Science Park Drive, AC/322, Beachwood, OH 44122.