

STATE OF THE CLINIC 2022



ABOUT THE COVER ART



Eight Cleveland Clinic intensive care unit (ICU) teams partnered with our Arts & Medicine Institute to create collaborative works of art. The works helped caregivers express their feelings during the COVID-19 pandemic, celebrating themes such as teamwork and depicting emotions from grief to hope.

The ICU teams gathered at an exhibit last year to share what inspired their works. The photos here are from that exhibit, depicting two works featured on the covers of this book and some of the team members who contributed to them. All of the art has been permanently installed in each team's ICU.



Front cover: *Fortitude: Courage Through Adversity*
by Cleveland Clinic Fairview Hospital ICU caregivers

Back cover: *Everyday Angels* by Cleveland Clinic
Euclid Hospital ICU caregivers



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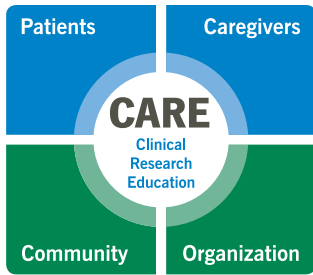
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The images in this book reflect current guidance on personal protective equipment (PPE). Masking guidelines may differ among states and countries. We encourage caregivers to follow our most recent PPE guidelines for their location.



DEAR FRIENDS:

At Cleveland Clinic, 2022 was brimming with achievements. They would be notable in an ordinary year; in the current challenging healthcare environment, they were remarkable — a testament to the skills, resilience and dedication of our 77,000 caregivers.

Safety, quality and patient experience are at the heart of our care. In 2022 we made significant progress in preventing deaths from sepsis and avoiding patient readmissions to the hospital.

We also developed more ways for patients to engage with caregivers and to be more involved in their treatment planning.

We are growing for the right reason: to make our high-quality care available to more patients.

We achieved two milestones in our international growth in 2022. Cleveland Clinic London opened, becoming our first European hospital. And Cleveland Clinic Abu Dhabi's Cancer Center treated its first patients, delivering comprehensive cancer care to the Middle East.

In our home communities, we are addressing many needs. Our main focus is eliminating dangerous lead paint in houses, reducing infant and maternal deaths, and providing access to healthy food.

On the research front, we launched the Cleveland Clinic Brain Study to uncover the origins of neurological diseases. We began installing the country's first quantum computer devoted to healthcare research, part of our efforts to rapidly accelerate discoveries using advanced computing.

Cleveland Clinic is a data-driven organization, so we rigorously quantify our progress in all of these initiatives. But metrics can't capture some of the most meaningful things that happened in 2022.

How can you measure the value of restoring a young girl's smile, as our plastic and reconstructive surgeons accomplished with a pioneering operation? How can you calculate the joy that Cleveland Clinic police officer Eric Hudson spreads each day as he exuberantly greets caregivers in the crosswalk he guards?

Our ultimate standard is the number of lives we touch. By that reckoning, 2022 was rich beyond measure.

Tom Mihaljevic, MD

CEO and President and Morton L. Mandel CEO Chair



DEAR CLEVELAND CLINIC COMMUNITY:

From the outside, it is easy to take Cleveland Clinic for granted.

Year after year, it remains atop numerous “best of” rankings. Notable clinical and research achievements happen every day. Its education programs consistently produce the country’s best physicians and scientists. New care sites open flawlessly. Community services continuously grow. And millions of Cleveland Clinic patients regularly receive world-class care in the communities where they live.

All of this happens without fanfare, which can make it seem routine. That is hardly the case.

In my role, I am privy to the immense amount of hard work and dedication it takes to keep Cleveland Clinic the best. This year in particular has posed daunting economic, logistical and public health challenges.

But Cleveland Clinic caregivers have responded as they always do — by supporting each other, facing hardships head-on, exceeding every expectation and putting patients first, no matter what.

They are inspiring. They are heroes.

Beth E. Mooney

Chair, Cleveland Clinic Board of Directors and Board of Trustees

WHAT GUIDES US



Mission

Caring for life.
Researching for health.
Educating those who serve.



Vision

To be the best place to receive
care anywhere and the best place
to work in healthcare.



Values

Safety & Quality | Teamwork
Empathy | Inclusion
Integrity | Innovation



Guiding Principles

Treat patients and fellow
caregivers as family, and Cleveland
Clinic as your home.



Care Priorities

Patients | Caregivers
Community | Organization



Strategic Goals

Transform Care | Engage Caregivers
Expand Reach | Embrace Digital
Optimize Resources

WHO WE ARE

CLEVELAND CLINIC FACTS AND FIGURES

Founded in 1921 by four physicians.

Guided by a mission of **caring for life, researching for health and educating those who serve.**

A **nonprofit organization and multidisciplinary care team** that serves patients through patient-centered institutes.

A **6,665-bed** healthcare system with **22 hospitals** and **275 outpatient locations.**

The system includes a **main campus** in Cleveland with **1,299 beds** and another **14 hospitals** in Northeast Ohio. It also includes **five hospitals** in Southeast Florida with more than **1,000 beds**, a **center for brain health** in Las Vegas, a **sports and executive health center** in Toronto, a **364-bed** hospital in Abu Dhabi, and a **184-bed** hospital and outpatient facility in London.

Caring for **3.4 million patients annually** with 14 million patient encounters in locations around the globe.



CARE FOR PATIENTS

PATIENT CARE

14.0M

patient encounters
worldwide

12.8M

outpatient
encounters

303K

admissions
and observations

270K

surgeries and
procedures

EDUCATION

2,063

residents
and fellows

110

accredited training
programs

RESEARCH

3,627

active research
projects

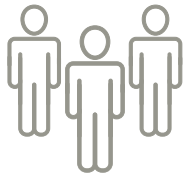
\$402M

research funding

CARE FOR CAREGIVERS

77K

caregivers
worldwide



including:

5,658

physicians
and scientists

15,471

nurses

CARE FOR THE COMMUNITY

\$1.4B

community benefit (2021)



\$34.6B

national economic
impact (2019)



CARE FOR THE ORGANIZATION



\$13B

operating revenue

-\$211M

income from operations

-1.6%

operating margin

Data reported in this publication are through Dec. 31, 2022, except where noted.



Care for **Patients**

Care for patients as if they are your family.

VISION: Be the undisputed best place for care anywhere.

Safety, quality and patient experience are at the heart of Cleveland Clinic care. In 2022 we made significant progress in preventing deaths from sepsis and avoiding patient readmissions to the hospital. We remain focused on other key metrics and expanding care access.



PATIENT EXPERIENCE

Plan-of-Care Visits –

Plan-of-care visits engage our hospitalized patients in their care and are central to patient experience. These daily discussions enable our doctors, nurses and other caregivers to form treatment plans collaboratively with patients and their families. Our patients self-reported having plan-of-care visits 68% of the time in 2022, which was up from 63% in 2021. This year we are starting to measure the quality as well as the quantity of these visits by asking patients and their families how helpful the visits are.

PATIENT SAFETY

Increased Vigilance on Safety Events –

The serious safety event rate reflects how well we protect patients from unintentional mistakes that cause harm. We substantially reduced serious safety events in 2020 and have since maintained a reduced level. We have achieved this while promoting a culture in which caregivers and patients feel empowered to speak up about safety events. We are using plan-of-care visits and daily huddles to make further progress to eliminate all preventable patient harm.

Focus on Central Line Infections –

Central line-associated bloodstream infections are potentially preventable events that can cause serious patient harm. Rates of these infections rose across the U.S. in 2022, including at Cleveland Clinic, where they remained above our target levels. Reducing these infections is a major priority for 2023. We have standardized over a dozen best practices to lower infections.

CARE QUALITY

Success Against Sepsis – Sepsis is a life-threatening response to infection that requires early detection and treatment. It is a leading driver of hospital deaths. In 2022 our sepsis emergency response teams brought renewed focus to timely sepsis diagnosis and treatment. This team-based approach dramatically reduced our sepsis mortality rate below our 2021 rate and our 2022 target level.

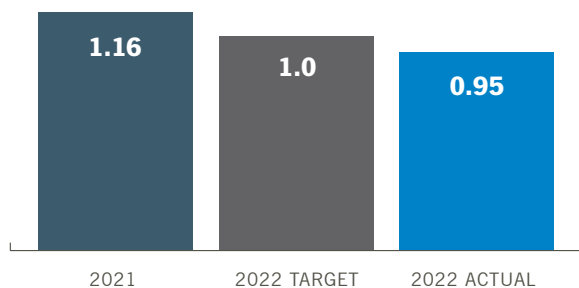
>400

lives saved in 2022
due to enhanced
sepsis management

Progress on Readmissions – Reducing the number of patients who return to the hospital soon after discharge is a challenge for many hospitals, including ours. In 2022 we reduced readmissions to our target level, 12.2%, for the first time in several years. We achieved this through increased bedside delivery of discharge medications, care coordination, timely follow-up appointments and similar initiatives.

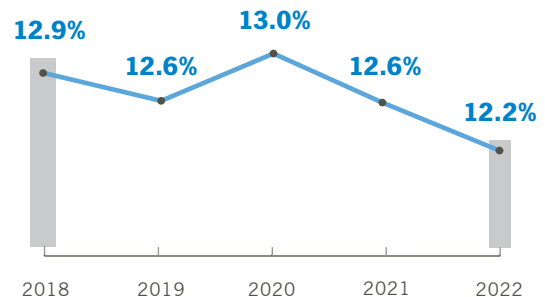
SEPSIS MORTALITY RATIO

OBSERVED TO EXPECTED (LOWER IS BETTER)



READMISSION RATE

(LOWER IS BETTER)



HIGH RELIABILITY

High reliability is fundamental to the safety and quality of care and positive patient experience. Highly reliable caregiving reduces unnecessary variation and prevents harm before it happens. It promotes learning from mistakes and resilience when mistakes occur. Between 2022 and 2023, all Cleveland Clinic leaders and caregivers will have received training in the principles of high reliability.

ENHANCING CARE ACCESS

High-quality care has the greatest impact when it is accessible to the most patients. We are sharpening our focus on connecting people with the care they need.

Expanding Outreach – Our initiative to proactively contact patients in need of recommended care led to 165,000 appointments in 2022, nearly a threefold gain from 2021. We expanded these efforts from reminders for recommended screening tests to follow-ups with patients referred for not-yet-scheduled specialty care visits.

Convenient Scheduling – Appointments scheduled online grew dramatically for our health system last year. Online scheduling helped fuel a record number of appointments overall and further enables patients to connect with us in the ways they choose.

Shared Medical Appointments – More of our patients are taking advantage of shared medical appointments, whether in person or virtually. These appointments allow patients to be seen sooner and to benefit from the support of other patients. Shared appointments often are associated with better outcomes in measures such as weight loss and control of diabetes or blood pressure.

>1.1M

appointments scheduled
online, up 47% from 2021



>230K

shared medical appointments
offered to date

OVERCOMING DAUNTING HEART DEFECTS

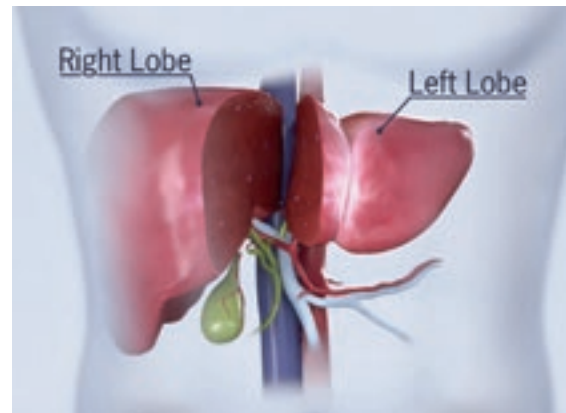
After being born three months premature, DJ Blake was referred to Cleveland Clinic with a daunting pair of congenital heart defects. A double-outlet right ventricle threatened his life by preventing normal blood circulation. And the typical repair for that defect was made impossible by an unusually located ventricular septal defect.

Without other options, our congenital heart surgery team tried a Cleveland Clinic-developed operation called the ventricular switch. The procedure had been performed only five times — and never in someone as young as 5-month-old DJ. The team used a 3D-printed model of DJ's heart to plan repair of both defects. The eight-hour surgery was successful, and DJ is now thriving at home. His mother says, "When he was born, I was told he probably wouldn't live a normal life, but look at him now! Nothing is out of his reach."



INNOVATIVE CLINICAL PROGRAMS

Improving Living Donor Liver Transplant – Living donor liver transplantation can increase the supply of donor livers, helping more patients benefit from transplants. The procedure leverages the liver's unique ability to regenerate itself, allowing a healthy person to give up a portion of their liver to save another person. Cleveland Clinic is a leading center for living donor liver transplantation. To improve safety for donors and recipients, our surgeons have perfected techniques unavailable in most centers. These techniques allow them to use the smallest possible segment of the donor liver — the left lobe — while maximizing its ability to function and grow in the recipient. Minimally invasive surgery is used to retrieve the donor liver through tiny incisions, reducing pain and speeding recovery.



Smoothing Transitions to Hemodialysis – When patients with end-stage kidney disease (ESKD) start dialysis in an unplanned fashion, it's called "crashing" into dialysis. Dialysis crashes don't allow patients to choose between home dialysis and in-center dialysis, and they are associated with worse outcomes. Our Department of Kidney Medicine launched a program to avoid dialysis crashes by helping patients smoothly transition to the best ESKD care option for their lifestyle. Even before this program, 20% of ESKD patients at Cleveland Clinic received home dialysis, surpassing the national average of 13%. This program further enhances patients' home therapy opportunities and helps them achieve the optimal therapy of kidney transplant.

Filling a Care Gap for Neuroendocrine Tumors –

Neuroendocrine tumors are rare cancerous tumors that start in cells linking the body's endocrine and nervous systems. In 2022 Cleveland Clinic established a program to centralize multidisciplinary expertise in managing neuroendocrine tumors. A coordinated team of specialists offers continuity of care from diagnosis through treatments and follow-up. The program cares for one of the largest cohorts of patients with these tumors in the U.S. and is developing a registry and biobank to better understand the disease.

EXTERNAL VALIDATION BY INDEPENDENT RATINGS

In 2022, our hospitals continued to perform well in ratings by outside organizations.



Newsweek ranked Cleveland Clinic the **No. 2 hospital in the world** in its “World’s Best Hospitals 2022” analysis. Cleveland Clinic Abu Dhabi, Fairview Hospital and Cleveland Clinic Weston were also recognized among the top 250 hospitals worldwide. Six Cleveland Clinic hospitals were ranked among the best in the U.S. In *Newsweek*’s separate “World’s Best Specialized Hospitals” analysis, Cleveland Clinic ranked among the top hospitals in the world for specialized care and as **the world’s No. 1 hospital for cardiac surgery and cardiology**. We also ranked No. 4 in *Newsweek*’s “World’s Best Smart Hospitals” analysis, which recognizes the use of technology to reimagine care delivery.



Cleveland Clinic was named the No. 4 U.S. hospital in *U.S. News & World Report*’s 2022-23 “Best Hospitals” rankings. **We are No. 1 in cardiology and heart surgery for the 28th straight year** and rank among the top 10 hospitals in nine specialties. Cleveland Clinic Children’s earned national recognition in nine ranked specialties. Four Cleveland Clinic hospitals ranked among the top seven in Ohio: main campus (No. 1), Hillcrest (No. 4), Fairview (No. 5) and Akron General (No. 7). Cleveland Clinic Weston ranked No. 1 in the Miami-Ft. Lauderdale metro area and No. 5 in Florida. Indian River and Martin Health were named top hospitals in Florida.



The Leapfrog Group grades hospitals on patient safety based on voluntary self-reported survey data and publicly reported metrics. **In fall 2022, six of our U.S. hospitals earned an A grade**, four earned a B and seven received a C. To improve, we are focused on reducing complications, preventing infections and enhancing patient experience.



The Centers for Medicare & Medicaid Services (CMS) rates hospitals on care quality, safety and patient experience. **Six of our U.S. hospitals received the maximum five stars** in the CMS Overall Hospital Quality Star Rating in 2022.



Vizient ranks U.S. hospitals on quality and value metrics. In 2022 **Cleveland Clinic Fairview Hospital ranked No. 1 among 127 hospitals** in its cohort of large specialized medical centers. Of our 15 U.S. hospitals ranked in each of the past two years, nine showed improved performance in 2022.



Fewer than 10% of U.S. hospitals have earned Magnet® designation from the American Nurses Credentialing Center. Two additional Cleveland Clinic hospitals achieved this designation in 2022, bringing our total to **10 hospitals with Magnet status**: Akron General, Avon, Cleveland Clinic Abu Dhabi, Euclid, Fairview, Hillcrest, Lutheran, main campus, Marymount and South Pointe. This is our highest count to date and reflects the quality of our nursing programs.



Care for **Caregivers**

Treat fellow caregivers as if they are your family.

VISION: Be the best place to work in healthcare.

Our caregivers worked harder than ever this year in the face of a workforce shortage and lingering exhaustion from the pandemic. We are making progress on recruitment and retention as well as workforce diversity. We are listening to caregiver feedback and committed to enhancing support for all caregivers.



PRESERVING A STRONG WORKFORCE

Healthcare organizations nationwide are contending with the largest healthcare workforce shortage in decades. Pandemic fatigue, economic uncertainty and other factors have left many workers burned out. This has prompted some to retire early or change careers.

Cleveland Clinic has been impacted by these challenges as well. Staffing shortages have weighed heavily on our caregiver teams, especially early in 2022 when a surge in COVID-19 cases crowded our hospitals and sidelined caregivers. Despite these adversities, we cared for a record number of patients last year. This is a testament to our caregivers' hard work and exemplary dedication to their calling.

Our workforce challenges peaked in the first three months of 2022. Since then, open positions and turnover have been declining, and the rate of new hires has been increasing. Our current turnover rate of 15.3% compares favorably with the national healthcare benchmark of 18.8%. Nursing and other mission-critical roles remain the focus of our recruitment and retention efforts.

77K

Cleveland Clinic caregivers,
the most ever



>12.8K

new hires in 2022

DIVERSITY AND INCLUSION

A diverse workforce promotes creativity, cultural awareness and a more positive experience for caregivers. In 2022 Cleveland Clinic took additional steps to build a workforce as diverse as the patients we serve and to advance a culture of belonging for all caregivers. These included new efforts as part of our participation in OneTen, a coalition of large U.S. employers to train, hire and promote 1 million Black Americans over 10 years.



1,019

hires and promotions of Black caregivers in 2022, exceeding our OneTen goal of 900



Skills-Based Hiring – Skills-based hiring focuses on the skills needed for success in a job rather than strict academic credentials. Cleveland Clinic rewrote more than 260 job descriptions to remove unnecessary degree requirements and emphasize the required and desired job skills. Building a skills-first culture improves workforce diversity and helps us fill jobs more quickly.

Learn and Earn – Apprenticeships can promote career mobility in underserved communities. We have launched “learn and earn” apprenticeships in pharmacy and information technology that offer on-the-job experience leading to career pathways.





LISTENING TO CAREGIVERS

Taking the Pulse – Over 42,700 caregivers shared feedback on their workplace experience in the 2022 Caregiver Pulse Survey. Caregivers highly rated their sense of belonging within the organization and on their teams. Limiting job stress is our greatest opportunity for improvement, along with bolstering support for caregivers, awareness of their concerns and recognition of their good work. We heard this input and are taking steps to improve caregivers' experience.



78%

of caregivers reported
feeling like they belong
at Cleveland Clinic

CULTIVATING LEADERS

Leading Forward – We are committed to helping caregivers grow and advance in their careers. Over 300 caregivers completed our Lead Forward development program in 2022, the highest count to date. The program is designed for caregivers at all levels who show a high potential for new or further leadership roles. It aims to cultivate a leader mindset and the ability to inspire teams. Lead Forward was expanded to our Florida locations last year and will be offered across all locations in 2023.

Support for Leaders – In 2022 we conducted our first Leader Pulse Survey. The findings will help us better support our leaders through development opportunities and identify ways that leaders can enhance connections with their teams.

82%

response rate to our first
Leader Pulse Survey



INSPIRING JOY

Police officer Eric Hudson may have been the most famous Cleveland Clinic caregiver in 2022. His exuberant dance moves and high fives while directing morning traffic on main campus went viral on social media and ran on major news networks. They also bring smiles to caregivers going to and from work and remind them of the joy at the core of caregiving. Officer Hudson says little moments of joy can make a big difference: “You’d be surprised how many people have said, ‘Thank you, thank you! I needed this.’”

WORKPLACE AWARDS

External organizations recognize our efforts to be the best place to work in healthcare. Honors received by Cleveland Clinic in 2022 include:

- Top Workplaces USA 2022 and Northeast Ohio Top Workplaces 2022 – Top Workplaces LLC
- 2022 NorthCoast 99 Award for top workplaces in Northeast Ohio (17th time) – Employers’ Resource Council
- 2022 World’s Most Ethical Companies® honoree (12th time) – Ethisphere
- America’s Best Large Employers 2022 and Best Employers in Ohio and Florida 2022 – *Forbes*
- America’s Best Employers for Diversity 2022 – *Forbes*
- No. 2 U.S. Hospital/Health System for Diversity – *DiversityInc*
- 2022 LGBTQ+ Healthcare Equality Leader designation for 10 U.S. Cleveland Clinic hospitals – Human Rights Campaign



Care for the **Community**

Treat our neighbors as family and our communities as home.

VISION: Heal, hire and invest to support our communities.

A community's health depends on more than medical care. While Cleveland Clinic continues efforts to meet pressing public health needs, we are working to improve our communities' health through employment, environment, education and opportunity.

HIRE

Over 58,000 of our 77,000 caregivers are in Ohio, making us the state's largest employer. We also are the leading employer in many communities we serve, yet there is more to do. In Cleveland, we are expanding our local workforce through increased use of skills-based hiring and the initiatives outlined below.

>1,700

city of Cleveland residents joined our workforce in 2022, the highest annual count ever



Career Expos –

We held three community career expos in 2022 to increase the efficiency of local hiring. As a result of the expos, 168 job offers for mission-critical roles were accepted by members of the communities we serve.

Canvassing the Community –

We have engaged employment recruiters to knock on doors in Cleveland neighborhoods to connect residents with meaningful healthcare career opportunities. Our recruiters also visit community centers and libraries to meet potential caregivers.

Talent Pipeline Partnership –

As a member of the Workforce Connect Healthcare Sector Partnership, we are collaborating with other Cleveland-area health systems on ways to overcome the shortage of healthcare workers, especially in nursing.

HEAL

Lead Safety Leadership – Exposure to lead poisons children, robbing them of their full potential. Removing lead paint from older homes is key to preventing this. In 2022 we partnered with the Lead Safe Cleveland Coalition and committed \$52.5 million to remove sources of lead exposure from city homes. Some of the funds are being used to pilot a lead-safe child care center. We also expanded lead screenings for children in Early Head Start programs.

~800

Cleveland children affected by lead poisoning each year

\$52.5M

committed by Cleveland Clinic to remove lead from Cleveland homes

Teaming Up for Pediatric Mental Health – In the wake of COVID-19, mental health concerns and suicide attempts among children and adolescents skyrocketed. Cleveland Clinic is developing a multidisciplinary integrated care model in response. When children present in crisis, a team will focus on acute intervention and stabilization. Children will later be managed in medical homes in the community. Our care model includes a suicide prevention center, mental health services in schools and embedded mental health providers in regional pediatric practices.

Reducing Risks to Babies – The infant mortality rate in Cleveland’s home county is one of the highest in the U.S., especially for Black babies. Our Center for Infant and Maternal Health operates “centering” programs that bring together expectant parents for prenatal care and parenting education. Obstetric navigators promote maternity care and help new parents with basic needs such as food and transportation. These programs lower preterm birth rates and increase breastfeeding.



Access to Reproductive Healthcare – Cleveland Clinic believes that reproductive healthcare decisions are best made between a patient and their healthcare provider. We remain committed to supporting women’s reproductive health while following the law. We began operating Saturday clinics dedicated to providing access to contraceptive care and counseling at seven of our Northeast Ohio locations. From July to November, these clinics accommodated over 350 patient visits.



Meeting Neighborhood Needs – Health depends on access to nutritious food and an affordable, safe place to live. We are working to provide both in a development called Innovation Square, adjacent to our main campus. With support from Cleveland Clinic and others, construction is underway on a mixed-use building containing a Meijer grocery market. A block away, construction has begun on another collaborative project financed with our help. The Aura at Innovation Square is a mixed-income apartment building with 82 one- and two-bedroom units. Both projects are expected to be completed in 2023.



Nurturing Nutrition – A healthy diet is a foundation for wellness. At our Langston Hughes Community Health and Education Center in Cleveland, we are adding amenities that will help neighborhood residents eat healthier foods. A new community garden will yield nourishing fruits and vegetables, and a fully equipped teaching kitchen will provide hands-on learning about nutrition and cooking.

1 in 4

Cleveland children lack sufficient food to meet their basic needs

Fighting Food Insecurity –

Cleveland Clinic Akron General opened a food pantry in 2022 to help people concerned about going hungry. The pantry provides free nonperishable food to patients who report being worried about affording food. Recipients obtain nutrition and health guidance along with help to address social needs. The goal is to expand the program to assist more outpatients, as well as hospital patients being discharged home. Funding comes from an Ohio Department of Medicaid grant.

INVEST

Helping Communities Thrive –

Our nonprofit health system contributed \$1.41 billion in community benefit from its operations in Ohio, Florida and Nevada in 2021.* This represents a \$100 million increase from our community benefit contribution in 2020. Cleveland Clinic serves our host communities in many ways: by working to improve public health, hiring and training local people, investing in neighborhood development projects, contracting with diverse suppliers, subsidizing healthcare costs for those in need, educating future caregivers and funding medical research.



Boosting Diverse Businesses –

We joined with University Hospitals in 2022 to launch the Diversity Equity Inclusion (DEI) Supplier Accelerator program. This business mentorship helps companies owned by underrepresented entrepreneurs — women, minorities, veterans and LGBTQ+ community members — succeed and grow. Five Northeast Ohio diverse businesses were chosen as the initial cohort. In addition to intensive training and networking opportunities for their owners, the businesses undergo a multidisciplinary review with feedback on how to further develop. Each business receives \$10,000 upon completion.

*Most recent year for which these data are available.

\$1.4B

in community
benefit in 2021*



ADDRESSING DISPARITIES IN OUR NEIGHBORHOODS

With no health insurance, 62-year-old Roy Humphrey could not afford his heart failure medication. Thanks to Cleveland Clinic Akron General's new ICARE (Integrating Clinical and Resource Evaluations) program, Roy and other residents of lower-income areas near the hospital are accessing resources to improve their health. Roy qualified for financial assistance, covering some of his medical care, medications, food and utilities. He also received help exploring insurance options. The ICARE program is a result of Akron General's Neighbor to Neighbor fundraising campaign addressing local health disparities.



Care for the **Organization**

Treat Cleveland Clinic as your home.

VISION: Invest in our mission and caregivers.

Despite financial and workforce challenges for all U.S. hospitals, we served more patients than ever before and continued taking steps to grow and touch more lives in the future.



NATIONAL HEALTHCARE HEADWINDS

Hospitals nationwide encountered serious economic challenges and uncertainties in 2022. Inflation, COVID-19's continuing burdens, workforce shortages, rising supply costs and other factors severely tested the nation's healthcare system. More than half of U.S. hospitals were projected to end the year with operating losses.

Cleveland Clinic was not immune to these pressures. Yet in our long history, when we have faced hard times, we have always prevailed, with teamwork and trust in each other. We stay true to our goals and never compromise our care.

We cut our spending, paused some administrative hiring, used fewer resources and executed a plan to serve more patients. Our recruitment and retention teams worked tirelessly, decreasing turnover and vacancies in mission-critical positions. With prudent actions, we reduced our operating loss from \$363 million at midyear to \$211 million at the end of the year.

With the steps we are taking, we expect to emerge from this demanding period stronger than before.

REDUCING WASTE AND SAVING MONEY

All of us have a responsibility to help reduce waste and save money for Cleveland Clinic. One team in the Information Technology Division did this by minimizing the number of unused iPhones across our U.S. locations. The team worked to better track iPhone use and begin new processes to either cancel or repurpose unused phones. From August 2021 through July 2022, these efforts saved more than \$500,000 for Cleveland Clinic.

PATIENTS SERVED



3.4M

unique patients worldwide



14.0M

patient encounters worldwide



12.8M

outpatient encounters



270K

surgeries and
procedures



303K

admissions
and observations



907K

emergency
department visits

FINANCIALS



\$13B

operating revenue



-\$211M

income from
operations



-1.6%

operating margin



HOW AND WHY WE GROW

Patients, families and communities benefit from our model of care. This is why growing our health system is an ethical imperative — so that more people in more places can take advantage of our specialized services and our caregivers' expertise. As an organization, it is important that we grow strategically, in the right ways. We must maximize our ability to do good while being responsible stewards of our resources.

WE GROW IN THREE WAYS:

- Organically, in our existing facilities and markets and in new areas where healthcare needs and opportunities align with our mission
- Through mergers and acquisitions
- Using digital tools

ORGANIC GROWTH

Cleveland Clinic is investing \$1.3 billion over several years in capital projects, including construction of new buildings and renovation of facilities across the enterprise. These projects will ensure that current and future patients receive leading-edge care and that caregivers have the resources to do their best work.

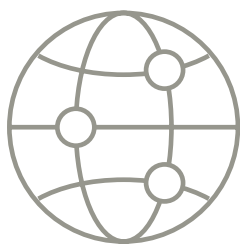




DIGITAL GROWTH

Data and digital tools help caregivers make better decisions and work more efficiently and effectively. They also help patients access our services and take a more active role in their healthcare.

Improving Hospital Care Delivery – Cleveland Clinic and Palantir Technologies, a software and data analytics firm, are implementing an operations platform to improve how we manage hospital care. This “Virtual Command Center” will use artificial intelligence and machine learning to help us predict patient admissions, discharges and transfers. Its recommendations should help us better utilize hospital resources, adjust staffing levels, reduce wait times and ultimately provide access for more patients.



Forming a Global Network – The Cleveland Clinic Connected program was launched in 2022 to allow hospitals around the world to benefit from our health system’s expertise in quality, safety and patient experience. Collaborating hospitals can obtain advice and support on complex cases and operational matters such as supply chain, finance and information technology. They also can access our continuous quality improvement services and receive education and training.



813M

visitor sessions on our website
in 2022, up 90% from 2021

Connecting People with Care –

Digital efforts to improve and expand how people connect with Cleveland Clinic accelerated in 2022.

On our website, we published hundreds of new condition-oriented care pages and thousands of Health Library articles providing comprehensive guidance and opportunities to schedule appointments. Teams are working to optimize our appointment scheduling, patient access navigation and external referral processes.

Serving Patients Online –

Our patients are more digitally connected than ever. Currently, 70% of Cleveland Clinic patients have an activated MyChart digital portal account, compared with 47% in 2019. And we are using digital technology to grow. Compared with pre-pandemic levels in 2019, our total number of virtual visits has increased more than twentyfold.



70%

of our patients have an
activated MyChart account



5-fold

increase since 2019 in patients who use
a virtual visit to begin their care with us

GROWTH ACROSS THE ENTERPRISE

LONDON



The March 2022 opening of Cleveland Clinic London, our first European hospital, marked a milestone in our international growth. The eight-story, 184-bed facility equipped with the latest technology brings Cleveland Clinic's model of specialized care to a new part of the world, advancing our goal of making the best healthcare global and inclusive.

The hospital has 29 intensive care unit beds, an acute admissions unit, eight operating theaters and a 41-bed neurological rehabilitation ward, as well as facilities for imaging, interventional radiology and pathology. Cleveland Clinic London's more than 1,300 caregivers include 186 physicians and 466 nurses. They treat a range of complex conditions, with a focus on heart and vascular disease, digestive disease, neurosciences and orthopaedics.

Our second London outpatient facility, located near the city center and providing diagnostic and clinical services, is expected to open in 2023.

1,620 and **47K** at Cleveland Clinic
surgical cases outpatient appointments
London since April 2022

ABU DHABI

A new era of advanced, comprehensive cancer care in the Middle East began in November 2022 with the admission of the first patients to Cleveland Clinic Abu Dhabi's new Cancer Center. Multidisciplinary caregiver teams working in the 10-story, 205,000-square-foot tower adjacent to the main hospital bring an integrated approach to diagnosing and treating cancer.



The approach is modeled on Cleveland Clinic's Taussig Cancer Center and adapted for the needs of people in the United Arab Emirates and the region. For example, women in the region are diagnosed with breast cancer at a much younger age than in the West, with more late-stage disease and higher mortality. The Cancer Center contains an area devoted to women's oncology services, in addition to 24 exam rooms, 24 chemotherapy infusion rooms and two procedure rooms. The building's design supports team-based care that accelerates the time to patients' first treatment.

OHIO

Cleveland Clinic Mentor Hospital is scheduled to open in 2023. Its innovative modular design allows for flexibility to meet current and future healthcare needs. The hospital is expected to serve patients with less-critical needs requiring shorter stays. A helipad will allow rapid transport of patients who require higher-acuity care.



Renovation work began in 2022 on former retail space in **Middleburg Heights** that will house our **next family health center**. The 93,000-square-foot building will offer convenient access to primary and specialty care, imaging services, a lab and a drive-through pharmacy. Opening is expected in 2023.

OHIO



Construction began in 2022 on the new 150,000-square-foot **Jeffrey and Patricia Cole Building** and the renovated 130,000-square-foot Cole Eye Institute building on our main campus. The facilities will create an integrated eye center delivering advanced care, research and education. The project features an ophthalmic surgical center with 12 operating rooms, three refractive surgery procedure rooms and 50 eye exam rooms. Plans also include expansion of the Louise Timken Ophthalmic Education Center.

Site preparation progressed for the new main campus **Neurological Institute** building, with construction expected to begin in 2023. The 1 million-square-foot building will consolidate inpatient and outpatient neurological care, imaging, surgical services and research laboratories. For efficiency, clinical services will be grouped on each floor by neurological condition. The building will house a sleep lab, a pharmacy, a rehabilitation gym and blood analysis labs.



Designs are underway for a planned renovation of **Cleveland Clinic Fairview Hospital** aimed at enhancing safety and experience for patients and caregivers.

FLORIDA



ICU Expansion, Safety Successes –

In response to increasing demand for care in Southeast Florida, Cleveland Clinic Weston completed expansion of its top hospital floor in 2022, adding 28 beds to accommodate high-acuity patients. Our Martin South and Tradition hospitals achieved notable results in efforts to protect patients from harm, with zero serious safety events for an entire year.



Research Leadership –

Our Florida Research and Innovation Center (FRIC) plays a key role in global efforts to fight infectious diseases and cancers. FRIC researchers made important discoveries in 2022, including how a previously unknown cellular mechanism triggers the immune system to respond to viral infections. That could lead to new therapies and vaccines.



LAS VEGAS

Cleveland Clinic deepened its collaboration with The Women's Alzheimer's Movement (WAM), founded by Maria Shriver. The relationship began with the 2020 opening of the nation's first Alzheimer's disease prevention center for women at our Lou Ruvo Center for Brain Health in Las Vegas. The enhanced partnership, WAM at Cleveland Clinic, combines the nonprofit organization's educational, advocacy and fundraising efforts to reduce women's risk for Alzheimer's disease with our medical expertise and research network. WAM at Cleveland Clinic will expand its mission to include all neurological diseases affecting women.



TORONTO

Cleveland Clinic Canada, in operation since 2006, was our first international location. Its more than 330 caregivers provide executive health and sports health services. Its relationship with the Canadian government facilitated an agreement in 2022 for Cleveland Clinic to help relieve a pandemic-caused backlog of orthopaedic surgeries in the province of Manitoba, where some patients have waited a year or more for surgery. Eligible Manitoba patients needing knee or hip replacements undergo the surgery at Cleveland Clinic Lutheran Hospital, with the government covering the cost. Shoulder and foot/ankle surgeries will be added in 2023. Hundreds of Manitobans are expected to take advantage of our care, regaining mobility and quality of life.



Research, Innovation & Education

Through research, innovation and education, we invent tomorrow's care.

RESEARCH AND INNOVATION

Managing some of the world's most challenging cases inspires our clinicians to imagine the best care possible. They work with our scientists to invent that care through research and innovation. We are sharpening our focus on research that matters most to patients and on conducting studies in diverse patient populations.

LAUNCH OF CLEVELAND CLINIC BRAIN STUDY



1 in 6

people worldwide have
a neurological disease

200K

target number of Brain Study
enrollees to be followed for
up to 20 years

Cures for brain diseases have been scarce, partly because intervention happens too late in the disease process. In 2022 our Neurological Institute launched an unprecedented study that aims to change that. The Cleveland Clinic Brain Study will comprehensively monitor up to 200,000 older adults without known brain disease over a 20-year period. Researchers hope to identify biomarkers of early-stage neurological diseases before symptoms develop. These may reveal new targets for preventing or curing diseases in their earliest phases. The findings promise to revolutionize neurological care for our children and grandchildren.

Cleveland Clinic's Philanthropy Institute has raised over \$20 million to support the Cleveland Clinic Brain Study. This includes gifts of \$250,000 or more from 10 generous donors. The goal is to raise \$120 million in the next five years to support the study's critical startup phase, until additional public and industry funding is secured.



CLEVELAND INNOVATION DISTRICT

Cleveland Clinic's footprint in the Cleveland Innovation District began to take shape in 2022 with design work on new research towers and construction of new labs in existing research buildings.

The Innovation District, adjacent to our main campus, is a collaboration involving government, medical, academic and business institutions to advance healthcare and digital technology, attract and create new businesses, and train high-tech workers. In the next decade, it is expected to generate 20,000 new jobs and have an economic impact of \$3 billion. Cleveland Clinic is the anchor institution.



DISCOVERY ACCELERATOR



The Discovery Accelerator is a landmark 10-year partnership between Cleveland Clinic and IBM to develop and apply advanced computing technologies to profoundly alter the pace of discovery and innovation in healthcare and life sciences.

The partnership couples Cleveland Clinic's research and clinical expertise with IBM's leadership in high-performance cloud computing, artificial intelligence and quantum computing. It was formed to achieve fundamental advances that will improve human health worldwide.

The Discovery Accelerator is home to the first private-sector, on-site, IBM-managed quantum computer in the U.S., and the first devoted to healthcare research. Installation of the computer began in 2022. It is expected to go online in 2023. The Discovery Accelerator will be a major catalyst for activities in the Cleveland Innovation District.

FOSTERING TOMORROW'S HIGH-TECH RESEARCHERS

Cleveland teen Mussa Wisoba, an immigrant from Tanzania who walked 3 miles to school every day, told a reporter about his interest in quantum computing and his desire to work for Cleveland Clinic. Months later, Mussa became Cleveland Clinic's first quantum computing intern, working with researchers in the Discovery Accelerator. The experience has paved the way for more interns — students like Mussa — who are vital to the future of medical research.



RESEARCH HIGHLIGHTS

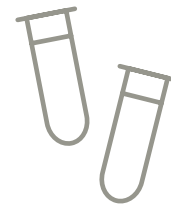
Bringing Big Data to Drug Discovery – Our genomic researchers are using artificial intelligence and machine learning to compare huge amounts of genetic and molecular data to identify biological targets for drugs. Their approach can cut years off the drug development process. Two existing medications identified in 2022 as having new potential are the diabetes drug metformin, which shows promise for treating atrial fibrillation, and the blood pressure drug telmisartan. Telmisartan might be repurposed for use against Alzheimer's disease specifically in Black adults.

Deciphering COVID-19 – Scientists in our Global Center for Pathogen & Human Health Research continued in 2022 to expand knowledge about SARS-CoV-2, the virus that causes COVID-19. One study examined a protein produced by the virus that helps trigger a powerful inflammatory response seen in severe COVID-19 cases. This protein could be a target for new drugs. Other research probed age- and gender-specific inflammatory responses to COVID-19 that may help explain why some people are at higher risk for severe illness and death. Drugs targeting those responses could reduce COVID-19 deaths.



\$423M

reinvested in research and education annually



>3,600

active research projects

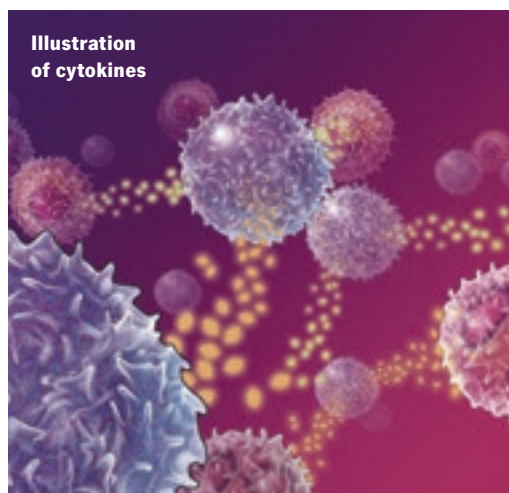


Illustration
of cytokines

Combating Cancer – Cleveland Clinic cancer research earned substantial federal support in 2022. Lerner Research Institute investigators won a \$12 million grant from the National Cancer Institute (NCI) to further their studies of cytokines — proteins key to the immune system's response to cancer. Insights on how cytokines function in specific cancer types could make treatments like immunotherapy more successful. Scientists in our Center for Immunotherapy and Precision Immuno-Oncology received a \$7.9 million NCI grant to study how the body responds to radiation therapy for bladder cancer and head and neck cancer, as well as the effectiveness of combining radiation and immunotherapy to treat those cancers.

EDUCATION

The Education Institute leads our mission to educate those who serve by developing future caregivers, providing a talent pipeline for our organization and standardizing educational best practices.



CULTIVATING FUTURE CAREGIVERS

Our curricula equip learners with the skills needed to provide healthcare today as well as a decade or more from now. One example is our Simulation and Advanced Skills Center, which trained nearly 36,000 learners in 2022. Another is our Health Education Campus, which marked four years of interdisciplinary education in collaboration with Case Western Reserve University. Our Lerner College of Medicine graduated its 14th class of physician investigators in 2022. Half of its graduates match at the nation's top hospitals.

PROVIDING A TALENT PIPELINE

During the 2021-22 academic year, our health system provided over 3,100 clinical placements or rotations for students in the health professions. Nine percent of our health professions students and 19% of our health professions residents and fellows have remained at Cleveland Clinic upon graduation. More than one-third of our Ohio and Florida staff physicians trained at Cleveland Clinic as a resident or fellow.

PROMOTING SYSTEMNESS IN EDUCATION

We are harmonizing our educational efforts across our global health system. Our Office of Educator and Scholar Development offers an online series that allows educators throughout the organization to take advantage of faculty development training at their own pace. And last year saw a pilot offering of virtual simulation training by our Simulation and Advanced Skills Center in Cleveland for caregivers at Cleveland Clinic London.

>24K

number of Cleveland Clinic Alumni Association members across 50 states and 77 countries

2,063

clinical/research residents and fellows

>2.1M

number of Cleveland Clinic learning encounters completed in 2022



Philanthropy

Fueling our mission through donor generosity.

The generosity of our donors sustains and inspires us, supporting our mission of caring for life, researching for health and educating those who serve. Contributions in 2022 enabled us to continue to meet healthcare's greatest challenges and pursue new priorities.

\$6.9M

raised by VeloSano 2022
to fund cancer research

RIDING FOR RESEARCH

VeloSano 2022 riders and other participants raised \$6.9 million — a new record — to fund cancer research at Cleveland Clinic. Since its 2014 debut, the fundraising initiative and its signature Bike to Cure event have generated more than \$37 million, with 100% of funds dedicated to finding cancer treatments and cures. Among the latest projects made possible by VeloSano are experiments that could help predict how Ewing's sarcoma, a deadly bone cancer, develops resistance to drugs over time. Such insights could lead to new therapies.



EMPOWERING LEADERSHIP

Two 2022 gifts will support leadership initiatives to foster innovation, care for caregivers and fulfill our mission of community service. A \$30 million donation from the Jack, Joseph and Morton Mandel Foundation established the Morton L. Mandel Innovation Fund and endowed the Morton L. Mandel CEO Chair, which is now added to the title of Cleveland Clinic's CEO. The innovation fund supports the CEO's vision and projects that help communities Cleveland Clinic serves.

A \$5 million gift made jointly by Robert and Melinda Rich, the Rich Family Foundation and the Dreamcatcher Foundation endowed the Rich Family Chief Caregiver Chair and will support projects identified by the Chief Caregiver Officer to create an engaging experience for caregivers.

FROM BRAINSTORM TO BEDSIDE

Donations to the Caregiver Catalyst Grants program help our caregivers implement their ideas for innovative medical research, patient services and community healthcare. Grants range from \$10,000 to \$100,000 and are awarded to proposals most likely to make an impact within one year.

One winning 2022 project will create a pilot program in the Cleveland Metropolitan School District to teach students how to reduce stress-related health problems. Another Catalyst-funded project impacting lives last year was Cleveland Clinic Indian River Hospital's Discharge with Dignity program, which provides indigent patients discharged from the hospital with a backpack, clothing and personal care items.

TAKING AIM AT AMD

Cleveland Clinic researchers' efforts to fight age-related macular degeneration (AMD) will be aided by a \$10 million gift from the Timken Foundation of Canton, Ohio. AMD is the leading cause of permanent blindness.

The Louise Timken Initiative for Age-Related Macular Degeneration Research funded by the gift will focus on finding new treatment targets, drugs and preventive measures for the eye disease. The gift also will help us recruit top AMD researchers and provide innovative care. The initiative honors Louise Timken (1910-1998), a pioneering aviator who served in the Civil Air Patrol in World War II. AMD grounded her in her 80s.



\$440M

in philanthropic
commitments in 2022



HELPING SPECIAL-NEEDS KIDS

For young patients with special needs like 7-year-old Hailey Maggard, adaptive tricycles offer a way to strengthen limbs, build confidence, and encourage exercise and play. The customized tricycles can be costly, however. Physical therapist Nathan Ogonek, PT, DPT, received a Caregiver Catalyst Grant from Cleveland Clinic's Philanthropy Institute in 2022 to purchase 29 adaptive tricycles for Hailey and other patients through a new program called Chance to Tryke. "We hope to get these tricycles to all kids who would benefit from them but whose families are unable to purchase one," he says.



2022 **Statistics**

CEO OKRs SCORECARD

OKRs are objectives and key results. These help define and measure what matters most to our patients, caregivers, community and organization.

CARE FOR PATIENTS

Objectives	Key Results	Metric	Intention	2022 Goal	2022 Year-End
Be the Best Place to Receive Care Anywhere	Serious Safety Events	Rate	Decrease	0.22	0.29
	Sepsis Mortality, Observed to Expected	Ratio	Decrease	1.00	0.95
	Plan-of-Care Visit Frequency (reported by patients)	% Usually/ Always	Increase	85%	68%
Double the Number of Patients Served	Patient Encounters – Ohio and Florida	Total Encounters	Increase	13.6M	13.1M
	Virtual Visits	% Outpatient Visits	Increase	20%	12%

CARE FOR CAREGIVERS

Objective	Key Results	Metric	Intention	2022 Goal	2022 Year-End
Be the Best Place to Work in Healthcare	Would Recommend as Place to Work	% Favorable	Increase	84%	76%
	Diversity of New Leaders	% Minority Leaders	Increase	26%	30%

CARE FOR THE COMMUNITY

Objective	Key Results	Metric	Intention	2022 Goal	2022 Year-End
Care for Every Community We Serve	Community Benefit	\$ Billions	Increase	\$1.3B	\$1.4B
	Local Hiring (city of Cleveland residents)	Number of Hires	Increase	1,200	1,748

CARE FOR THE ORGANIZATION

Objective	Key Results	Metric	Intention	2022 Goal	2022 Year-End
Care for the Organization as if It Were Our Home	Operating Revenue	\$ Billions	Increase	\$13.1B	\$13.0B
	Operating Margin	%	Increase	2.9%	-1.5%*
	Capital Spend Compared to Budget	%	On Track	90%	62%

RESEARCH, INNOVATION AND EDUCATION

Objective	Key Results	Metric	Intention	2022 Goal	2022 Year-End
Stay True to Our Mission	Research Revenue	\$ Millions	Increase	\$223M	\$288M
	Rate of Translating Invention Disclosures to Licenses	%	Increase	20%	37%
	Education Encounters	Number (millions)	Increase	1.85M	2.16M

*Adjusted to exclude certain activity related to prior years.

CARE FOR PATIENTS

PATIENT SAFETY AND QUALITY

Metric	Intention	2021	2022 Goal*	2022 Actual
Patient Safety				
Serious Safety Events	Decrease	85	81	101
Serious Safety Events (rate per 10,000 adjusted patient days)	Decrease	0.27	0.22	0.29
Falls with Injury	Decrease	28	22	15
Pressure Injuries (monthly rate per 1,000)	Decrease	1.18	0.72	1.36
Quality				
Mortality Ratio, Observed to Expected	Decrease	0.86	0.74	0.72
Sepsis Mortality Ratio, Observed to Expected	Decrease	1.16	1.00	0.95
Readmissions	Decrease	12.6%	12.2%	12.2%
Opioid Prescribing (morphine milligram equivalents)	Decrease	192M	264M	178M
Opioid Prescribing (rate of morphine milligram equivalents per encounter)	Decrease	21.9	28.5	21.6
Infection Prevention				
Central Line-Associated Bloodstream Infection (CLABSI) Ratio, Observed to Expected	Decrease	0.85	0.60	1.01
<i>C. difficile</i> Infections	Decrease	322	307	271
Hand Hygiene Compliance	Increase	93%	100%	93%
Population Health				
Patients with Hypertension Whose Blood Pressure Is Controlled	Increase	70%	90%	72%
Patients with Diabetes Whose Diabetes Is Controlled	Increase	70%	90%	74%

*Annual goals take into account prior performance, current healthcare conditions and national benchmarks. Goals are meant to drive progress but may not always reflect an improvement over the prior year.

PATIENT EXPERIENCE

Metric	2021 HCAHPS* % Who Would “Definitely Recommend”	2022 HCAHPS* % Who Would “Definitely Recommend”
Hospital Patient Satisfaction	73%	70%

*HCAHPS = Hospital Consumer Assessment of Healthcare Providers and Systems

PATIENT EXPERIENCE

Metric	2021	2022	% Change
Complaints and Grievances (rate per 1,000 encounters)	0.91	0.98	8%

NOTE: For the charts on pages 45-49, some numbers in the 2021 column (or other prior-year columns) have been revised since the 2021 *State of the Clinic* report due to post-publication data updates.

CARE FOR CAREGIVERS

CAREGIVERS

Metric	2021	2022	% Change
Caregivers Worldwide	72,479	76,711	6%
Professional Staff	5,050	5,658	12%
Advanced Practice Providers	3,131	3,533	13%
Registered Nurses	14,618	15,471	6%

CAREGIVER TURNOVER

Metric	2021	2022	Benchmark
Caregiver	18.8%	15.3%	18.8%
Professional Staff	6.2%	6.4%	N/A
Nursing	22.6%	15.6%	18.0%

CAREGIVER ENGAGEMENT

Metric	2021	2022
Engagement (% recommending Cleveland Clinic as a place to work)	81%	76%
Engagement Survey Participation	80%	63%

CAREGIVER DIVERSITY

Metric	2021	2022
Caregivers Who Identify as an Underrepresented Minority*	29%	30%
Leaders Who Identify as an Underrepresented Minority*	14%	15%
Professional Staff Who Identify as an Underrepresented Minority**	10.2%	10.5%
Professional Staff Who Identify as Female	39.4%	39.7%

*For caregivers and leaders, this includes people whose racial or ethnic makeup is one of the following: African American/Black, Asian, Hispanic/Latinx, Native American/Alaska Native/Native Hawaiian/other Pacific Islander, or two or more races.

**For professional staff, this is defined as underrepresented in medicine (URiM), which includes people whose racial or ethnic makeup is one of the following: African American/Black, Hispanic/Latinx, Native American/Alaska Native/Native Hawaiian/other Pacific Islander, or two or more races.

CARE FOR THE COMMUNITY

COMMUNITY BENEFIT

Metric	2020	2021*	% Change
Community Benefit	\$1,307,600,000	\$1,413,300,000	8%
Clinical	\$893,400,000	\$990,100,000	11%
Education	\$312,300,000	\$322,200,000	3%
Research	\$101,900,000	\$101,000,000	-1%

*The most recent year for validated community benefit data is 2021.

COMMUNITY IMPACT

Metric	2021	2022	% Change
Supplier Diversity (diverse spend)	\$86,847,332	\$163,075,312	88%

ECONOMIC IMPACT

Metric	2019*
United States	\$34.55B**
Ohio	\$21.63B
Florida	\$4.12B
Nevada	\$48.9M

*The most recent year for validated economic impact data is 2019.

**Economic impact in the United States exceeds the sum of impact in Ohio, Florida and Nevada because it includes economic activity involving suppliers, vendors and employees throughout the entire United States.

CARE FOR THE ORGANIZATION

PATIENTS SERVED

Metric	2021	2022	% Change
Unique Patients Worldwide	2,895,000	3,401,000	17%
Patient Encounters Worldwide	13,702,055	13,973,098	2%
Outpatient Encounters	12,603,460	12,818,199	2%
Outpatient E&M Visits*	6,776,857	7,071,400	4%
Observations and Acute Admissions (total)	303,510	302,736	0%
Observations	67,237	68,218	1%
Acute Admissions	236,273	234,518	-1%
Average Acute Daily Census	3,353	3,312	-1%
Surgeries and Procedures	259,774	269,776	4%
Outpatient	191,573	199,344	4%
Inpatient	68,201	70,432	3%
Emergency Department Visits	902,027	907,039	1%
Urgent and Express Care Visits	273,028	335,607	23%
Hospital Transfers	35,419	32,175	-9%
Critical Care Transports	7,139	6,684	-6%
Same-Day Visits	1,419,536	1,593,438	12%
International Patients	7,686	8,459	10%

*E&M = evaluation and management

CARE FOR THE ORGANIZATION

EFFICIENCY

Metric	2021	2022	% Change
Case Mix Index	1.93	1.92	-1%
Average Acute Length of Stay (days)	5.20	5.16	-1%
Average Emergency Door-to-Care Time (mins.)	14.6	23.8	63%

VIRTUAL ACCESS

Metric	2021	2022	% Change
Electronic Medical Record Patients	10,524,046	11,637,566	11%
MyChart Users	1,974,080	2,369,973	20%
Virtual Visits	841,463	813,870	-3%
Synchronous Virtual Visits	820,542	791,212	-4%
Asynchronous Distance Health	20,921	22,658	8%
Shared Medical Appointments	53,222	61,561	16%

FINANCIALS (as externally reported)

Metric	2021	2022	% Change
Operating Revenue	\$12,440,692,000	\$13,002,781,000	5%
Income	\$2,209,754,000	(\$1,219,658,000)	-155%
Income from Operations	\$746,260,000	(\$211,338,000)	-128%
Non-Operating Income	\$1,463,494,000	(\$1,008,320,000)	-169%
Operating Margin	6.0%	-1.6%	-
EBIDA Margin*	11.9%	4.3%	-
Days Cash on Hand	431	335	-22%
Long-Term Investments	\$13,545,536,000	\$11,981,965,000	-12%
Cash, Investments and Debt			
Cash + Investments	\$14,796,216,000	\$13,102,225,000	-11%
Debt	\$5,225,743,000	\$5,040,123,000	-4%

*EBIDA = earnings before interest, depreciation and amortization

PHILANTHROPY

Metric	2021	2022	% Change
Philanthropic Commitments	\$415,000,000	\$440,000,000	6%
Philanthropic Donors	64,464	53,975	-16%

GROWTH

Metric	2021	2022	% Change
Hospitals	21	22	5%
Beds	6,496	6,665	3%
Outpatient Locations	268	275	3%
Brand Awareness	47%	46%	-
Social Media Followers	4,972,000	4,939,000	-1%

RESEARCH, INNOVATION AND EDUCATION

RESEARCH

Metric	2021	2022	% Change
Fundamental and Clinical Researchers	297	310	4%
Active Research Projects	3,234	3,627	12%
Research Publications	6,657	6,128	-8%
Citations	273,196	290,807	6%
Research Revenue*	\$234,000,000	\$288,000,000	23%
National Institutes of Health Funding	\$116,000,000	\$152,000,000	31%
Research Funding**	\$335,000,000	\$402,000,000	20%

*Research revenue is research grants from external sources, including federal grants.

**Research funding includes research revenue plus all other funding that supports research, including treasury funds, philanthropic contributions and Cleveland Clinic investment funds.

INNOVATION

Metric	2021	2022	% Change
Invention Disclosures	176	218	24%
Patent Activity			
Filed (cumulative since 2000)	4,870	5,001	3%
Granted (cumulative since 2000)	2,194	2,303	5%
Spinoff Companies (cumulative since 2000)	100	103	3%

EDUCATION

Metric	2021	2022	% Change
Lerner College of Medicine			
Lerner College Applications	2,099	1,687	-20%
Average MCAT Score	518	517	0%
Graduates Since 2009	408	441	8%
Residents and Fellows			
Clinical/Research Residents and Fellows	1,982	2,063	4%
Accredited Residency/Training Programs	110	110	0%
Board Pass Rate	94%	96%	-
Other Educational Activities			
Youth Strategy Program Participants	28	34	21%
School-Based/Connected Learning Program Participants	15,184	10,735	-29%
Continuing Medical Education Activities	1,841	2,334	27%
Global Leadership and Learning Class Participants	2,112	2,352	11%

NOTE: Due to reporting variables, some data in the preceding charts may not reflect enterprisewide totals.

RESTORING A SMILE

Smiles come in a bevy of sizes, from tiny smirks to broad grins.

The grandest of them all is the Duchenne smile, a symphony of facial nerves and muscles simultaneously tugging up the corners of the mouth and crinkling the eyes in a supreme expression of joy. It's named for French anatomist Guillaume Duchenne, who studied smiling's intricate physiology.

Nine-year-old Nicole Serna-Gonzalez had a glorious Duchenne smile. But only on the left side of her face. A condition called unilateral congenital facial paralysis caused her right cheek and mouth to droop and kept her right eye from completely closing.

Although surgery to reanimate her face was an option, Nicole's parents, Carolina and Sergio, struggled with whether to proceed. They loved her as she was, but didn't want her to spend her life feeling self-conscious and having to explain why she looked different.

The family's trust in Patrick Byrne, MD, Chair of Cleveland Clinic's Head & Neck Institute, convinced them to go forward.

Traditional reanimation surgery involves transferring a single muscle or nerve from another part of the body to the face. Dr. Byrne and colleagues have improved the technique in numerous ways, including by splitting transferred muscles into multiple small strips to re-create the multiple vectors of movement in a smile and enliven more of the face. Their latest innovation: a "tri-vector" approach adding muscles and nerves to the midface and eye areas in addition to the mouth, for a more natural appearance.



Yet neither they nor anyone else had attempted the procedure in a child.

Dr. Byrne undertook the operation with plastic and reconstructive surgeon Dane Genther, MD, and a team of specialists. Over 12 hours they harvested a flap of muscle and nerves from Nicole's thigh and another from her lower leg and implanted them in her face. The team meticulously reconnected blood vessels, muscles and nerves using magnification and sutures thinner than hair.

Nicole recovered well. With physical therapy and her parents' encouragement, she practiced for months clenching and unclenching her face's newly active muscles.

Then, one day, it happened.

Her eyelids flickered. The corners of her mouth twitched up.

On both sides of her face.

It was the first blossom of a full Duchenne smile.



