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DEAR FRIENDS:

Cleveland Clinic made progress in 2020 toward becoming the best place for care anywhere and the best place to work in healthcare.

Our caregivers came together across all locations to heroically address the year's unprecedented challenges. Working as one Cleveland Clinic, we continued to care for our patients while meeting the demands posed by COVID-19.

We updated our historic mission statement — *To provide better care of the sick, investigation into their problems and further education of those who serve* — to reflect our growing emphasis on caring for people over the full course of their lives.

Our new mission statement is: *Caring for life, researching for health and educating those who serve.*

Our strategic priorities remain in place. We are touching more lives, becoming our patients' lifelong partners in health, functioning as a team of teams, embracing digital technologies and optimizing resource use.

We are finding new ways to keep patients and caregivers safe. Our quality protocols are improving outcomes. We are determined to make Cleveland Clinic the best and safest place for patients and the best place to work in healthcare.

The events of the past year revealed the resilience of the Cleveland Clinic model of care. Teamwork and preparedness enabled us to meet the needs of all our patients while keeping our communities safe. We launched new research programs in infectious disease and increased the pace of medical innovation.

Through it all, we have treated our patients and each other as family and treated Cleveland Clinic as our home.

Our organization is proud to lead in this time of rapid change. On behalf of Cleveland Clinic caregivers worldwide, I thank you for your confidence.

Tom Mihaljevic, MD
CEO and President

CLEVELAND CLINIC FACTS AND FIGURES

Founded in 1921 by four physicians to bring a novel group practice approach to patient care, research and caregiver training.

A nonprofit organization and multidisciplinary care team that cares for patients through 19 patient-centered institutes.

Caring for 2.45 million patients annually with 8.7 million outpatient visits in locations around the globe.



A **5,996-bed** healthcare system with a **main campus** in Cleveland, **18 hospitals** and over **220 outpatient locations**. This health system includes **five hospitals** in Southeast Florida with more than **1,000 beds**, a **medical center for brain health** in Las Vegas,

a **sports and executive health center** in Toronto and a **394-bed** hospital in Abu Dhabi. Cleveland Clinic London will open its **184-bed** hospital in 2022 following the fall 2021 opening of an outpatient facility.

CARE FOR PATIENTS

PATIENT CARE

8.7M

Outpatient visits

273K

Admissions and observations



217K

Surgeries and procedures

EDUCATION

1,952

Residents and fellows

107

Accredited training programs

RESEARCH

2,781

Active research projects

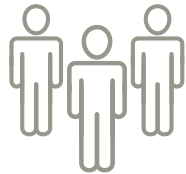
\$312M

Research funding

CARE FOR CAREGIVERS

68.7K

Caregivers worldwide



including:

4,640

Physicians and scientists

14,381

Nurses

CARE FOR THE ORGANIZATION



\$10.6B

Operating revenue



\$232M

Income from operations

CARE FOR THE COMMUNITY

\$1.16B

Community benefit (2019)



\$17.8B

Economic impact (2016)



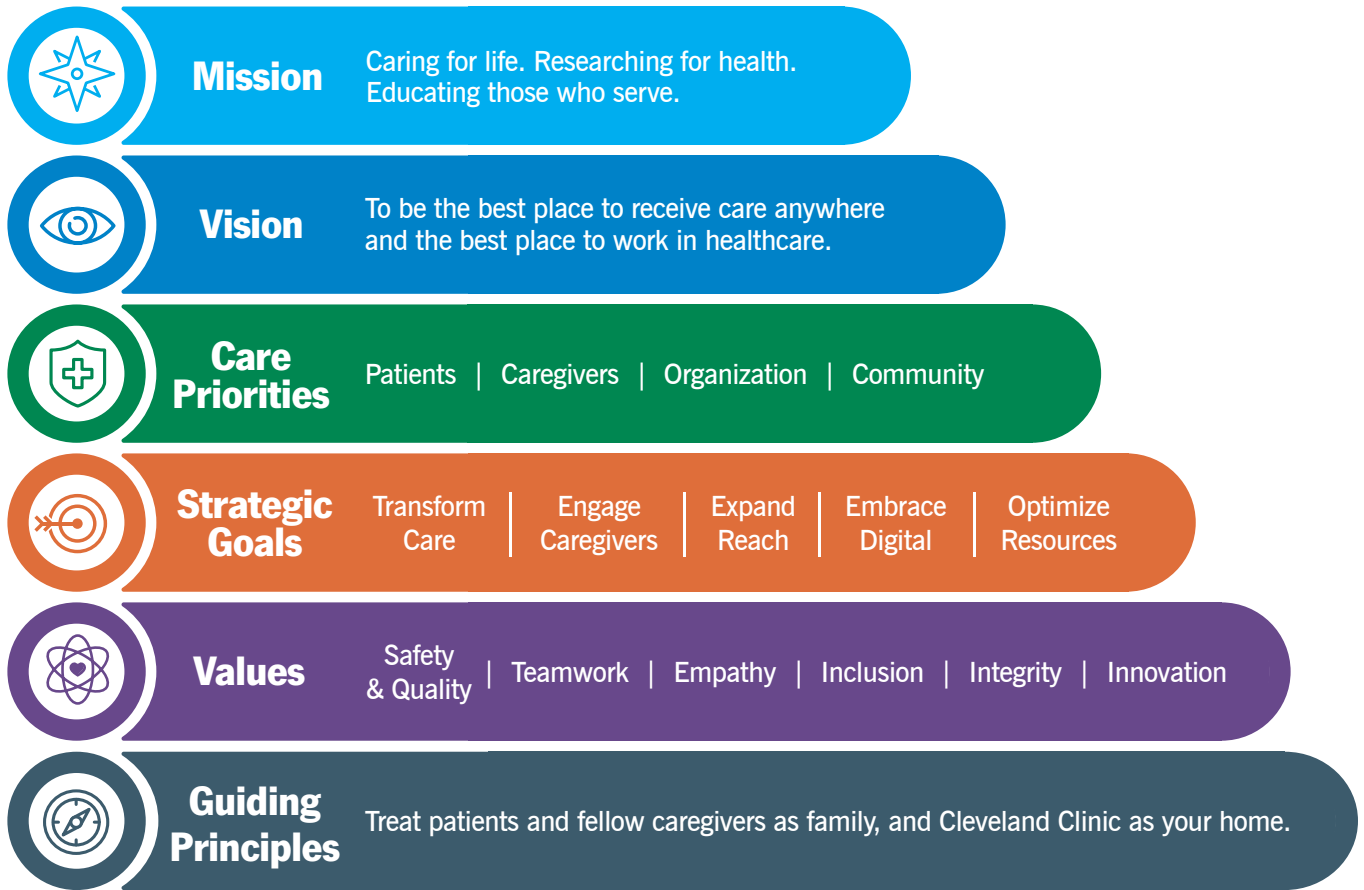
Data reported in this publication are through Dec. 31, 2020.



Who **We** Are

And where we want to go by 2024.

WHO WE ARE



STRATEGIC GOALS: WHERE WE WANT TO GO BY 2024



We will share our patients' lifetime health journeys, from prenatal to geriatric care.

Cleveland Clinic Community Care is our platform for transforming primary care and addressing the physical, social and emotional aspects of care. Community Care physicians are part of teams that include advanced practice providers, nurses, medical assistants, behavioral health social workers, pharmacists, care coordinators and navigators. Specialists work with these teams to integrate specialty care into the patient journey.



We will continue to treat our fellow caregivers as family.

Providing the best care requires a workforce that combines exceptional skills with unwavering empathy. Our organization's future depends on our ability to attract, engage and develop outstanding caregivers. The new Caregiver Office is committed to fostering peak caregiver engagement and preventing burnout.



We will double the number of lives we touch by 2024.

Cleveland Clinic will continue to grow to serve more patients in more ways and more places. In 2020 we added new locations, renovated facilities in Ohio and Florida, and continued construction of Cleveland Clinic London.



We will be at the forefront of digital care.

Digital technology will make care smarter, more affordable and more accessible. We are enhancing the electronic health record. We will understand our patients better through use of customer relationship management tools and increased adoption of augmented intelligence and predictive analytics. Our continuing expansion of virtual visits will provide convenience and access for more patients.



We will build a sustainable model for growth, reducing the cost of care.

We are finding new value by building a sustainable model of efficient care. This involves establishing metrics for efficiency in all areas. By analyzing buildings and their footprints, we are making the best use of clinical areas and administrative space. The result: increased reinvestment in our organization and communities.



Care for **Patients**

Care for patients as if they are your family.

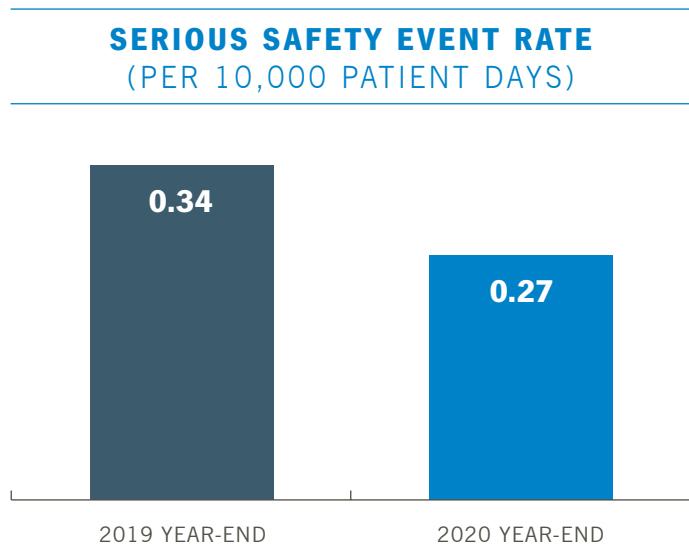
VISION: Become the best place for care, anywhere.

Our job is to take care of patients. We are known for exceptional care delivered by multidisciplinary teams. We challenge ourselves to get better every day. Our goals are to touch more lives, relieve suffering and give every patient the best outcome and experience.

PATIENT SAFETY AND QUALITY

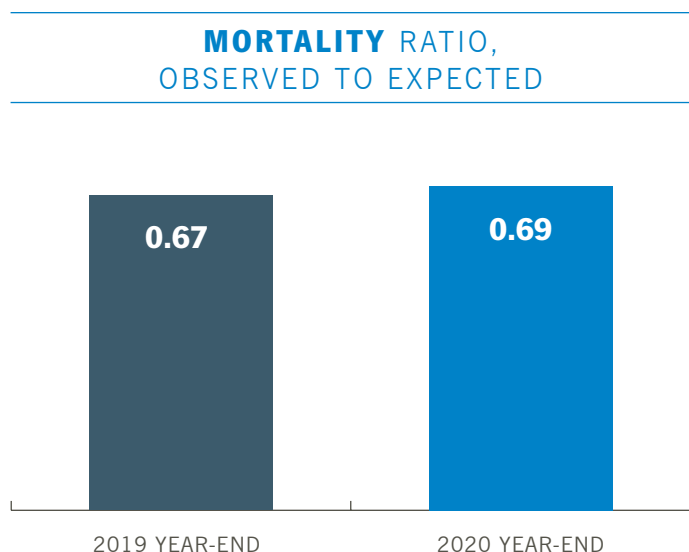
PROGRESS IN SAFETY EVENTS

The serious safety event rate measures how many potentially harmful events occur in relation to the number of patients we serve. This rate allows us to monitor progress toward our goal of being the safest place to receive care. By empowering and expecting caregivers to speak up when safety is at risk, we made progress on reducing harm in 2020.



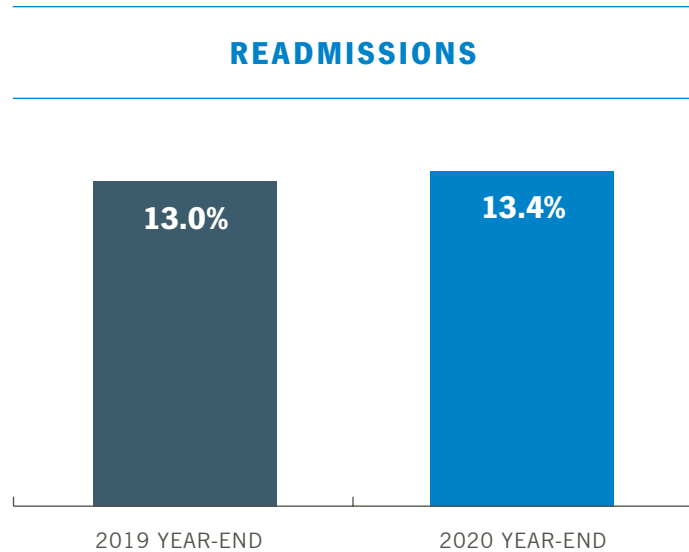
SUCCESS IN PATIENT SURVIVAL

The mortality ratio is a key measure of patient survival. It reflects the actual number of patient deaths versus the number of deaths expected based on the severity of illness. Cleveland Clinic continued to be a top-performing health system on this measure in 2020. Patients at our hospitals have a greater chance of survival than predicted based on national benchmarks.

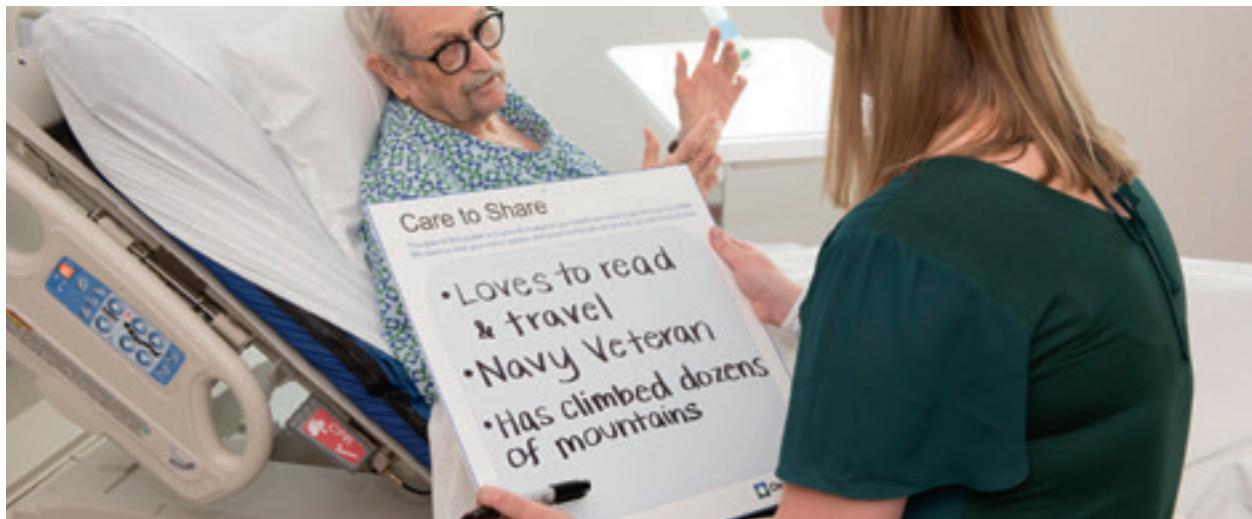


READMISSIONS REMAIN A FOCUS

Despite a sicker patient population in 2020, our readmission rate remained consistent with prior years. Even so, the number of patients who return to our hospitals soon after discharge continues to be a challenge. We are working to reduce preventable readmissions by enhancing care coordination and adopting new approaches in home care and virtual follow-up appointments.



PATIENT EXPERIENCE



What is most important to a patient's experience? Surveys reveal the answer: "Did you care about me as a human being?"

Patient experience improves when caregivers more deeply appreciate patients as individuals. In 2020, the Office of Patient Experience developed a new way to promote connections between patients and caregivers. Called "Care to Share," the evidence-based intervention includes a display board near the hospital bed that the care team and patient fill in with details about the patient as a person.

76%

of hospitalized patients across the enterprise said they would **"definitely recommend"** Cleveland Clinic

EXTERNAL VALIDATION BY INDEPENDENT RATINGS

Cleveland Clinic is regularly assessed by outside organizations. In 2020, our hospitals continued to be highly ranked in national ratings by third-party groups.



Cleveland Clinic was named the No. 2 U.S. hospital in *U.S. News & World Report's* 2020-21 “Best Hospitals” rankings. We are **No. 1 in cardiology and heart surgery for the 26th straight year** and rank among the top 10 hospitals in 13 specialties. Cleveland Clinic Children’s earned national recognition in 10 of 10 ranked specialties. Four Cleveland Clinic hospitals rank among the top seven in Ohio: main campus (No. 1), Hillcrest (No. 4), Fairview (No. 5) and Akron General (No. 7). Cleveland Clinic Weston tied as No. 1 in the Miami-Ft. Lauderdale metro area and as No. 5 in Florida. Indian River Medical Center and Martin Health were named top hospitals in Florida.



Newsweek ranked Cleveland Clinic the **No. 2 hospital in the world** in its “World’s Best Hospitals 2020” analysis. We also ranked among the best in six specialties, including No. 1 in the world in cardiology. Five Cleveland Clinic hospitals (Akron General, Cleveland Clinic Weston, Fairview, Hillcrest and main campus) were listed among the best hospitals nationwide. Cleveland Clinic Weston was ranked No. 2 in Florida.



The Leapfrog Group issues grades for patient safety performance and practices. The grades combine data from a voluntary self-reported survey and publicly reported metrics. In spring 2020, **12 of our U.S. hospitals received an A grade**, and five earned a B. In fall 2020, 10 of our hospitals earned an A, five earned a B and two received a C.

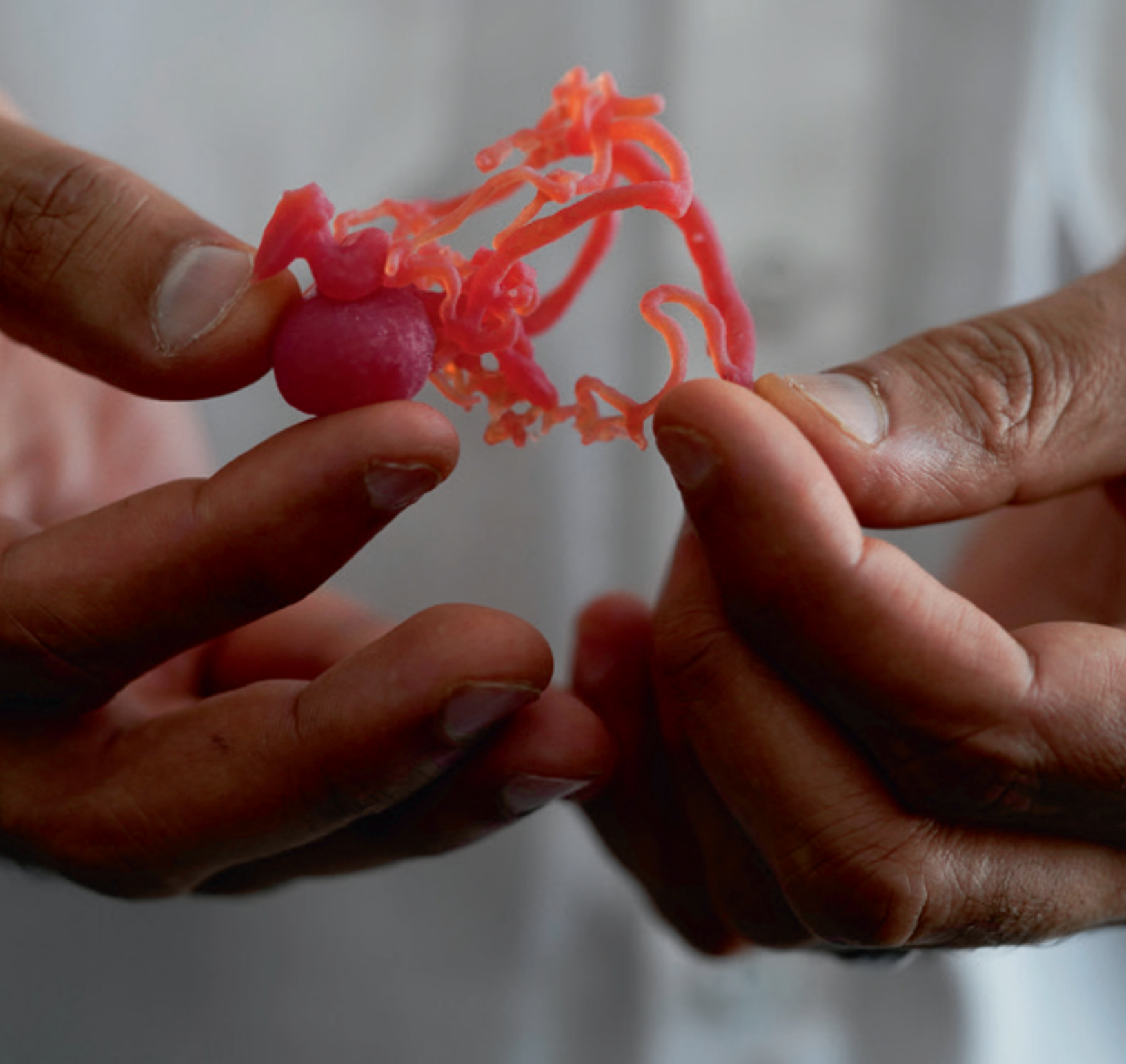


Vizient ranks U.S. hospitals on quality and value metrics. In 2020, three of the 11 Cleveland Clinic hospitals ranked by Vizient improved from 2019 in their peer-group rankings, while eight declined. We are **focused on improving care value and quality** in ways that impact various ranked metrics.



Several Cleveland Clinic hospitals have earned Magnet® designation from the American Nurses Credentialing Center: Akron General, Cleveland Clinic Abu Dhabi, Fairview, Hillcrest, main campus and South Pointe. This reflects the **quality of our nursing programs**, as fewer than 10% of U.S. hospitals have achieved Magnet status.

For a more complete listing of awards and external recognitions, visit clevelandclinic.org/2020awards.



Research, Innovation & Education

We integrate patient care with research, innovation and education to bring forth new treatments and educate tomorrow's caregivers.

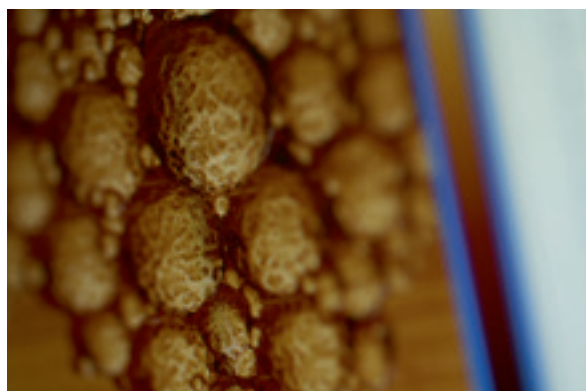
RESEARCH

Our research model brings together basic science researchers, clinical investigators and caregiver teams to address patients' unmet needs. Their research activity remained robust in 2020 despite the pandemic. Cleveland Clinic received \$312 million in research funding last year. The funds support 2,781 active research projects like those profiled below.



Gene Variant for Aggressive Prostate Metastasis Identified

Treatment for prostate cancer is becoming more personalized, thanks to a discovery led by Lerner Research Institute investigators. They found that a specific testosterone-related genetic variant is associated with faster cancer growth and shorter survival in men with metastatic disease. Testing for this gene variant may help identify patients most likely to benefit from more aggressive treatment. (Published in *JAMA Oncology*)



Using Nanoparticles to Halt Cancer Metastasis in Bone

A combination therapy regimen that includes nanoparticles loaded with a potent cancer drug can stop cancer bone metastasis in its tracks. So found a preclinical study from the Department of Biomedical Engineering in Lerner Research Institute. The combination therapy, delivered intravenously, could quickly translate into hope for many patients living with advanced-stage cancers. (Published in *Biomaterials*)

BIGGER AND BETTER BIOREPOSITORY



A new biorepository is under construction on Cleveland Clinic's main campus. The two-story building will house laboratory facilities and 400 freezers. It will double our capacity to store and analyze biological samples in support of targeted therapeutics development.

INNOVATION

Innovation to improve patient care has been in Cleveland Clinic's DNA since our founding 100 years ago. Our caregivers continued to make breakthroughs in 2020, including the examples here.



Record-Breaking Transplant Programs

In 2020, Cleveland Clinic became the first U.S. hospital to surpass 2,000 cumulative transplants in both heart and lung transplantation. Our transplant teams perform 50 to 60 heart transplants and more than 100 lung transplants nearly every year. This steady experience enables them to deliver patient survival rates that consistently exceed national averages.



3D-Printed Custom Airway Stent

A unique 3D-printed airway stent designed at Cleveland Clinic was introduced for clinical use in 2020 after receiving regulatory clearance in late 2019. The customizable device provides a more precise anatomic fit for patients with breathing disorders needing airway support. The stents are made using computed tomography scans and proprietary 3D visualization software.



First Postapproval Use of Tumor Ablation Technology

Cleveland Clinic surgeons were the first in the world to use a recently approved ablation technology designed to destroy large liver tumors. The minimally invasive procedure uses a needle, connected to a powerful microwave generator, to burn malignant tumors as large as an egg.

EDUCATION

Our Education Institute prepares the caregivers of today and tomorrow through a range of offerings to shape practice and promote health.



In 2020, the Lerner College of Medicine graduated its 12th class and welcomed 32 new students. Our Health Education Campus saw its second year of interdisciplinary education in collaboration with Case Western Reserve University. Over 450 new residents and fellows from 38 countries joined our graduate medical education program. Our Center for Continuing Education offers more continuing medical education activities and engages more participants than any other academic medical center ranked by *U.S. News & World Report*.

1,952 total residents and fellows

96% board pass rate

148 trainees hired

PHILANTHROPY

Cleveland Clinic strives to be the most deserving place for healthcare philanthropy.

In an unprecedented year, donors continued their compassionate — and passionate — support of Cleveland Clinic, with 100% of every gift going toward our mission. To date, the Power of Every One Centennial Campaign has raised \$2.15 billion to fuel the next 100 years of transformational healthcare. The campaign, which concludes at the end of 2021, has drawn donations from over 52,700 donors, all 50 states and 73 nations. Every gift makes a difference.

\$216
million

in total commitments
in 2020



CATALYST GRANTS

Our caregivers' brightest ideas for transforming patient care are funded by Catalyst Grants supported by donations of all sizes. One such grant funded an idea to help parents bond with their newborns in the neonatal intensive care unit. Parents record themselves reading and singing to their baby, and the recordings are played for the newborn when the parents cannot be there. The result: enhanced parent-child communication in the first weeks of life.



VIRTUAL VELOSANO

The annual VeloSano cancer research fundraising event went virtual in 2020, with more than 2,900 people participating worldwide. To date, VeloSano has funded over 150 research projects to bridge the cancer research funding gap.

>\$3 million

raised by VeloSano in 2020



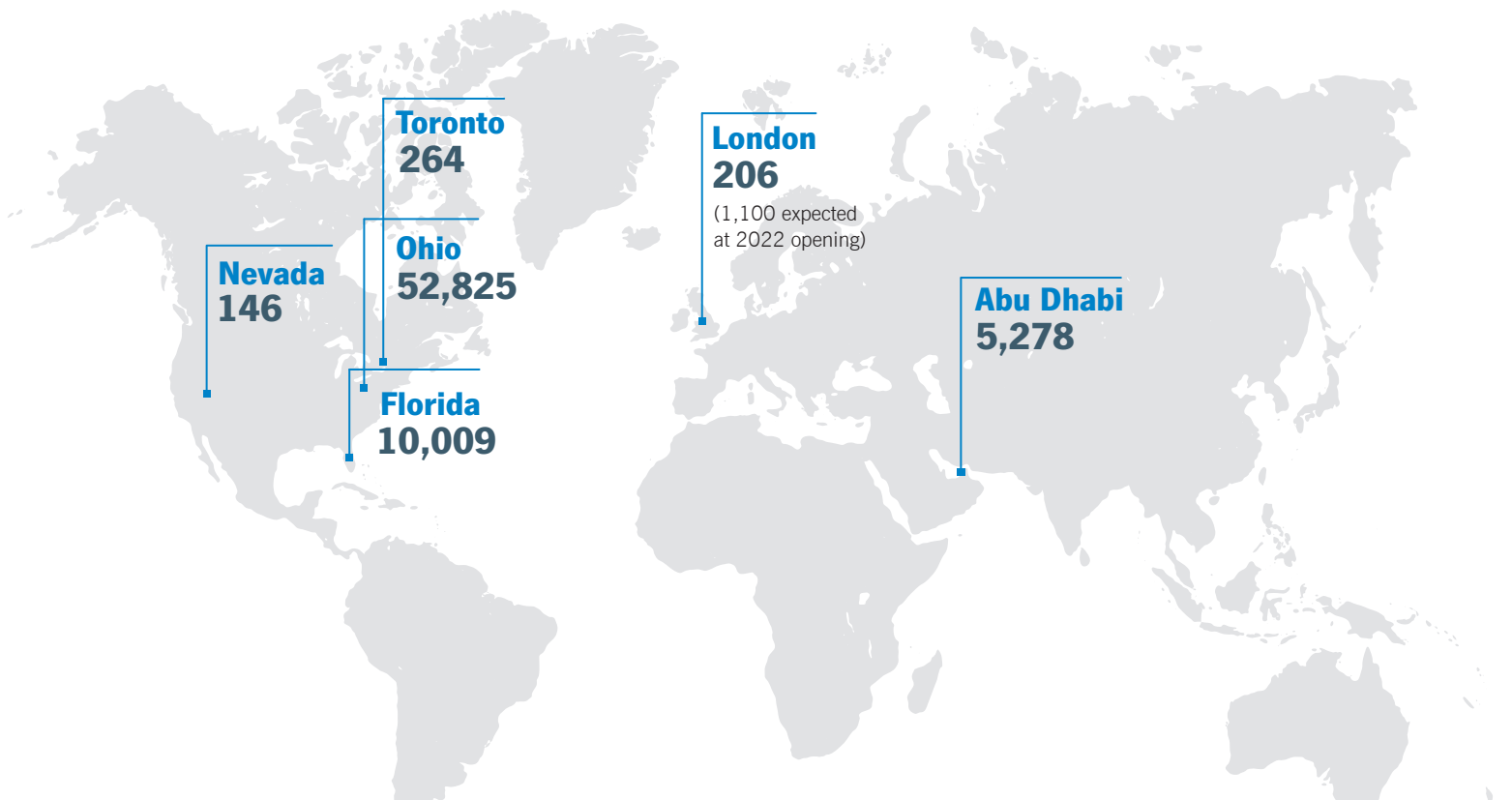
Care for **Caregivers**

Treat fellow caregivers as if they are your family.

VISION: Become the best place to work in healthcare.

To provide the finest patient care, we treat our fellow caregivers like members of our own family. We promote engagement by ensuring a safe working environment and fostering opportunities for caregiver growth.

NUMBER OF CLEVELAND CLINIC CAREGIVERS WORLDWIDE



LARGEST EMPLOYER IN OHIO



Cleveland Clinic continues to be Ohio's largest employer, with 52,825 employed caregivers in the state. Since 1924, our number of employed caregivers has doubled every 15 years. It now includes individuals at locations worldwide.



CAREGIVER OFFICE FORMED

The Office of Caregiver Experience was established in 2018 to promote the emotional, physical, spiritual and social well-being of all who work for Cleveland Clinic. In 2020, we expanded support for caregivers by forming the new Caregiver Office and appointing our first Chief Caregiver Officer. The office and position aim to foster caregiver engagement and enhance our culture of working as a team of teams.

ENGAGEMENT PULSE SURVEY

We take the pulse of our caregivers' engagement through an annual survey. In 2020 we achieved our highest engagement percentile to date. Our caregivers rate Cleveland Clinic for safe, highly reliable care at levels among the highest in all of healthcare.

85%



of caregivers would recommend Cleveland Clinic as a place to work

DIVERSITY & INCLUSION



Diversity is our strength. It helps us deliver better care. Respect for patients and each other makes Cleveland Clinic an inclusive place to work. We recognize that racial disparities harm the health of individuals and communities. We will continue our efforts to end structural racism in healthcare and build a workforce as diverse as the communities we serve.

75% of caregivers are female

27% of caregivers are minorities

LEADERSHIP DIVERSITY

Cleveland Clinic is acting on our declared commitment to having a leadership that reflects the teams it leads. This means recruiting for diversity. It also means creating sustainable pipelines to attract candidates from diverse backgrounds and cultivating an environment to develop, retain and advance them.

LIFT EVERY VOICE

In 2020, we launched a series of “Lift Every Voice” forums to give caregivers a platform to discuss the impact of racism and bias. More than 3,400 caregivers participated in 95 of these virtual forums. Ideas from the forums led to the formation of an Inclusion and Racial Equity Executive Council that will recommend diversity and inclusion priorities for our organization.



PATHWAY FOR FUTURE LEADERS

Last year saw the development of the Mandel Global Leadership and Learning Pathway, a training initiative for cultivating future Cleveland Clinic leaders. The pathway is designed to further develop caregivers with the greatest potential for leadership. Its curriculum will immerse these individuals in training to serve the next generation of patients and caregivers. The pathway is an initiative of the Jack, Joseph and Morton Mandel Global Leadership and Learning Institute and is funded by a grant from the Mandel Foundation.

WORKPLACE AWARDS

Cleveland Clinic is proud that third-party evaluators recognize our efforts to be the best place to work in healthcare. Here is a sampling of some recognitions received in 2020:

- › 2020 Best Places to Work in Healthcare – *Modern Healthcare*
- › Northeast Ohio Top Workplaces 2020 – *Plain Dealer*
- › Top Hospitals & Health Systems for diversity, equity and inclusion (11th year in a row) – *DiversityInc*
- › 2020 NorthCoast 99 Award for top workplaces in Northeast Ohio (15th award) – Employers' Resource Council (ERC)
- › Best Organizations for Leadership Development (BOLD) – National Center for Healthcare Leadership
- › America's Best Employers for New Graduates 2020 – *Forbes* and Statista
- › America's Best Employers for Diversity 2020 – *Forbes*



Care for the **Organization**

Treat Cleveland Clinic as your home.

VISION: Double the number of patients served.

A key part of caring for our organization is keeping it healthy to grow and touch more lives. We will continue our progress toward our goal to double the patients we serve by 2024.

LIVES TOUCHED



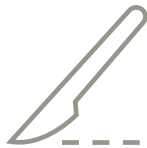
2.45M

unique patients



8.7M

outpatient visits



217K

surgeries and
procedures



273K

admissions
and observations



756K

emergency
department visits

Increasing our ability to touch more lives requires sufficient resources. This means reinvesting in the patient care, research and education that has been our mission since 1921.

FINANCIALS

\$10.6

billion

operating revenue

\$232

million

income from operations

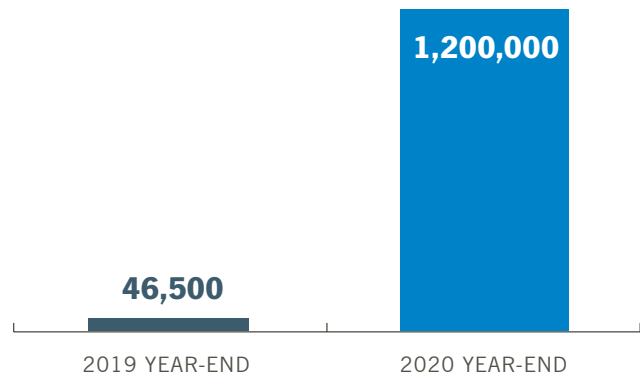
2.2%

operating margin

DIGITAL INFRASTRUCTURE



In 2020 Cleveland Clinic served more patients virtually than ever before, with virtual visits increasing approximately 25-fold from 2019. Expanding our ability to offer virtual appointments allows us to meet patients where they are and help them when they need us most. As a result, more patients can benefit from the time, travel and inconvenience saved by virtual visits.



CYBERSECURITY

Cyberattacks can be crippling to health systems. One malicious computer hack can bring a large medical system to a halt, jeopardizing the care and privacy of countless patients. A number of U.S. hospitals had their operations shut down in ransomware attacks in 2020. The heightened threat prompted the federal government to issue an unprecedented cyberattack warning to healthcare organizations.

We are entrusted by our patients to maintain the confidentiality of their medical information. For years, Cleveland Clinic has invested in cybersecurity tools to secure information, keep our systems resilient and withstand evolving cyberattacks. We recognize the need for continued vigilance against cyber threats to preserve our ability to fulfill our mission.

GROWTH

OHIO

The Sisters of Charity and Cleveland Clinic have signed an agreement for Mercy Medical Center to become a full member of the Cleveland Clinic health system. Mercy's 476-bed hospital and nine outpatient health centers serve the Stark County area. Operated by the Sisters of Charity, Mercy will retain its Catholic identity. The agreement will add Mercy's 2,700 caregivers to the Cleveland Clinic family.



LAS VEGAS

The Lou Ruvo Center for Brain Health continues to be a national leader in research and care of the aging brain. In 2020 it received a three-year, \$3.3 million grant from the National Institute on Aging to establish the Nevada exploratory Alzheimer's Disease Research Center. The center will focus on reducing disparities in dementia care in rural settings.



TORONTO

Cleveland Clinic Canada's unique Medical Director Program partners with businesses to improve employee health and safety. In 2020 this program announced a collaboration with a leading enterprise health operating system to provide a digital platform that gives customers' employees access to Cleveland Clinic Canada's healthcare expertise.

GROWTH



FLORIDA

Cleveland Clinic Weston performed its 1,000th organ transplant in 2020. It now has the fastest-growing transplant program in the state. A new cardiac electrophysiology lab was opened at Cleveland Clinic Martin Health, expanding the heart conditions it can manage. In September, Cleveland Clinic Indian River Hospital completed implementation of electronic health record capabilities to enhance integration of patient care.

The year also saw Cleveland Clinic Florida establish a strategic alliance with Lee Health, a not-for-profit public health system that operates four acute care and two specialty hospitals in Southwest Florida. The goal is to explore collaborative opportunities to strengthen patient care on Florida's west coast.

GROWTH

ABU DHABI

Patients served at Cleveland Clinic Abu Dhabi increased by 20% in 2020 over the prior year. The facility also expanded cancer services in preparation for the 2022 opening of its dedicated oncology building. This included the launch of a comprehensive Breast Health Clinic, which offers targeted diagnostic testing, genetic counseling, innovative therapies, and access to breast health and reconstruction specialists in one location.



LONDON

Construction of Cleveland Clinic London progressed despite a pause for several months due to the global pandemic. An outpatient location with an imaging suite and various specialty services is scheduled to open in September 2021. The 184-bed hospital is due to open in January 2022. In preparation, the Cleveland Clinic London team continued to welcome new caregivers in 2020.





Care for the **Community**

We are committed to the communities we serve.

VISION: Treat our neighbors as family and our communities as home.

Our goal is to help create the healthiest communities for everyone. We do this through actions and programs to heal, hire and invest for the future.

HEAL

Mental health – Mental health is a silent crisis for many in the communities we serve. In response, we are building on our offerings as the largest provider of mental health services in Ohio through expanded caregiver training. Cleveland Clinic Akron General announced plans to launch a psychiatry residency program in July 2021. The program will double the number of trained psychiatrists graduating in the Akron area each year. At Lakewood Family Health Center, our Center for LGBTQ+ Care expanded its offerings as a national leader in behavioral healthcare for adolescents and adults with needs specific to sexual identity.

258 mental health inpatient beds



Opioid addiction – We have new programs underway to address opioid addiction. An opioid management dashboard was created in the electronic health record to help primary care providers manage patients who have long-term opioid prescriptions. Cleveland Clinic Akron General expanded its Centering Pregnancy™ prenatal care program to help pregnant women with substance use disorders achieve recovery and better health outcomes for themselves and their babies.

HIRE



Diverse hiring – Cleveland Clinic creates rewarding jobs that broaden opportunities for people from all communities and at all skill levels. In 2020, we joined OneTen, a coalition of 37 large U.S. employers formed to train, hire and promote 1 million Black Americans into family-sustaining jobs with opportunities for advancement. The coalition pledged to achieve this goal in 10 years.



Local hiring – As part of the Cuyahoga County Workforce Funders Group, Cleveland Clinic is working to develop a deep pool of skilled labor for the healthcare sector and create opportunities for local residents. This involves collaborating with other local healthcare providers to expand our workforce development program, partner with community training programs and provide early exposure to healthcare careers.

INVEST



Food security – Eleven percent of Americans have limited or uncertain access to nutritionally adequate food. This impacts rates of diabetes, hypertension, metabolic syndrome and other diseases. To promote healthy eating in our community, Cleveland Clinic is exploring ways to make fresh food more available in neighborhoods around our main campus.



Broadband internet – Internet access is increasingly essential to employment, education and social connectedness. Yet countless households lack reliable broadband connections. To narrow this digital divide, Cleveland Clinic joined with local businesses and a nonprofit to provide affordable high-speed internet to residents of Cleveland's Fairfax neighborhood. The assistance includes equipment installation and subsidies for subscription fees.

\$1.16 BILLION COMMUNITY BENEFIT

Community benefit is the value of programs and services we provide to meet community needs. It ranges from charity care to education, medical research and community health initiatives. In 2019 (the most recent year reported), Cleveland Clinic's community benefit reached the highest level reported to date: \$1.16 billion.



Cleveland Clinic came together with businesses and community partners to donate Thanksgiving meals to 2,000 neighbors in the Fairfax and Hough communities surrounding our main campus.



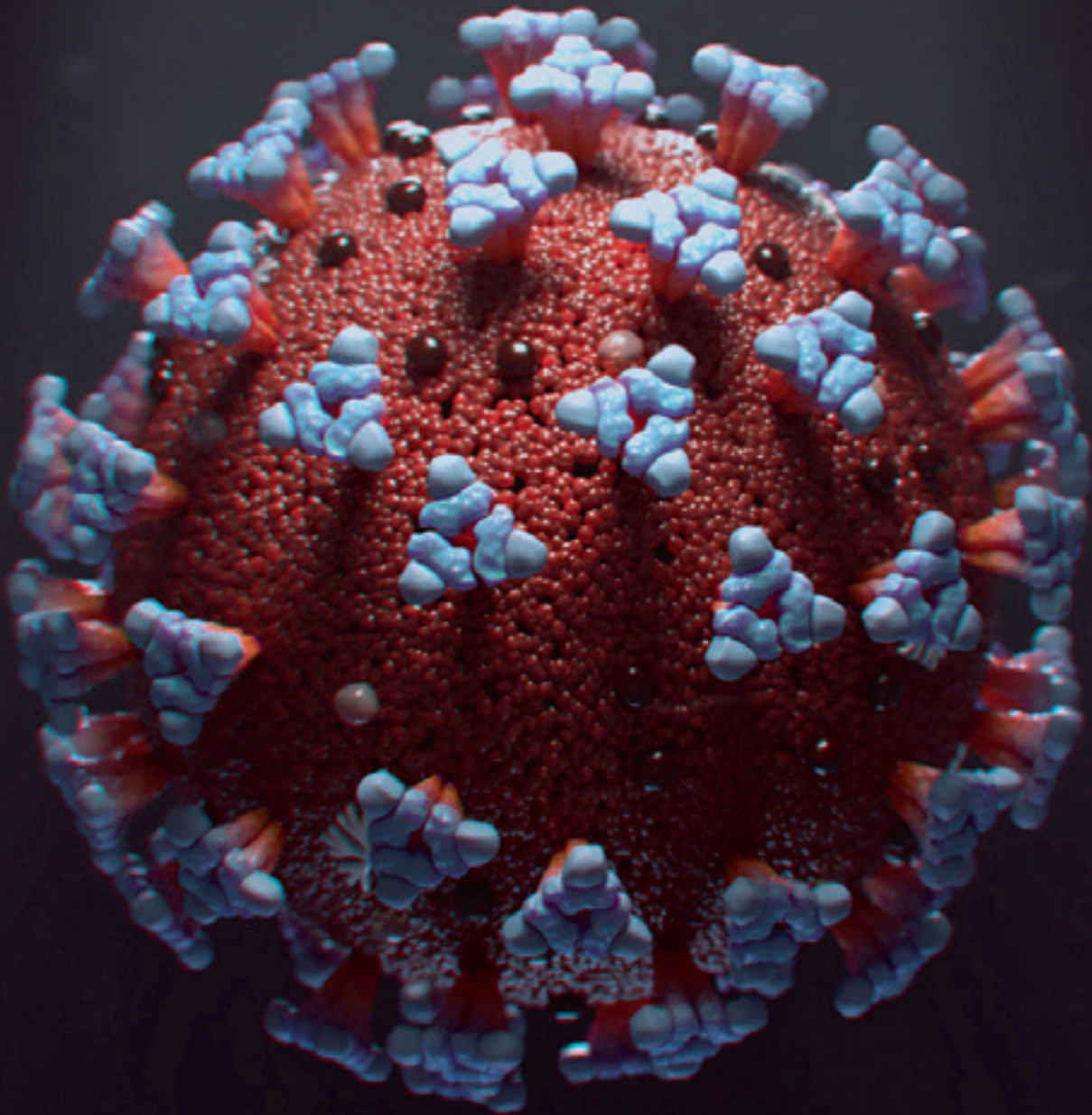
CLEVELAND CLINIC POLICE

The Cleveland Clinic Police Department is Ohio's seventh-largest police force. Its officers protect the safety of patients, visitors and caregivers 24/7. In 2020, the department continued to recruit diverse officers who reflect the community. All officers receive training in diversity, inclusion and unconscious bias. For the fourth straight year, the department was named one of the nation's top three security programs in healthcare in *Security Magazine's* "Security 500 Report."



PRESIDENTIAL DEBATE

Cleveland Clinic and Case Western Reserve University were honored to have the opportunity to host the first presidential debate of the 2020 general election. It was held in the Sheila and Eric Samson Pavilion at the Health Education Campus on our main campus. Cleveland Clinic also served as Health Security Advisor to the Commission on Presidential Debates throughout the 2020 general election.



COVID-19

Protecting our patients and caregivers while fulfilling our mission.

The pandemic tested Cleveland Clinic more than anything else in our organization's modern history. Our caregivers selflessly met the test at every turn. We stood together to keep our patients and each other safe while fulfilling our mission. We looked after our communities and accelerated innovations in response to new challenges. We will emerge stronger and more resilient.

COVID-19: CARE FOR PATIENTS

LIVES TOUCHED IN OHIO & FLORIDA

13,104

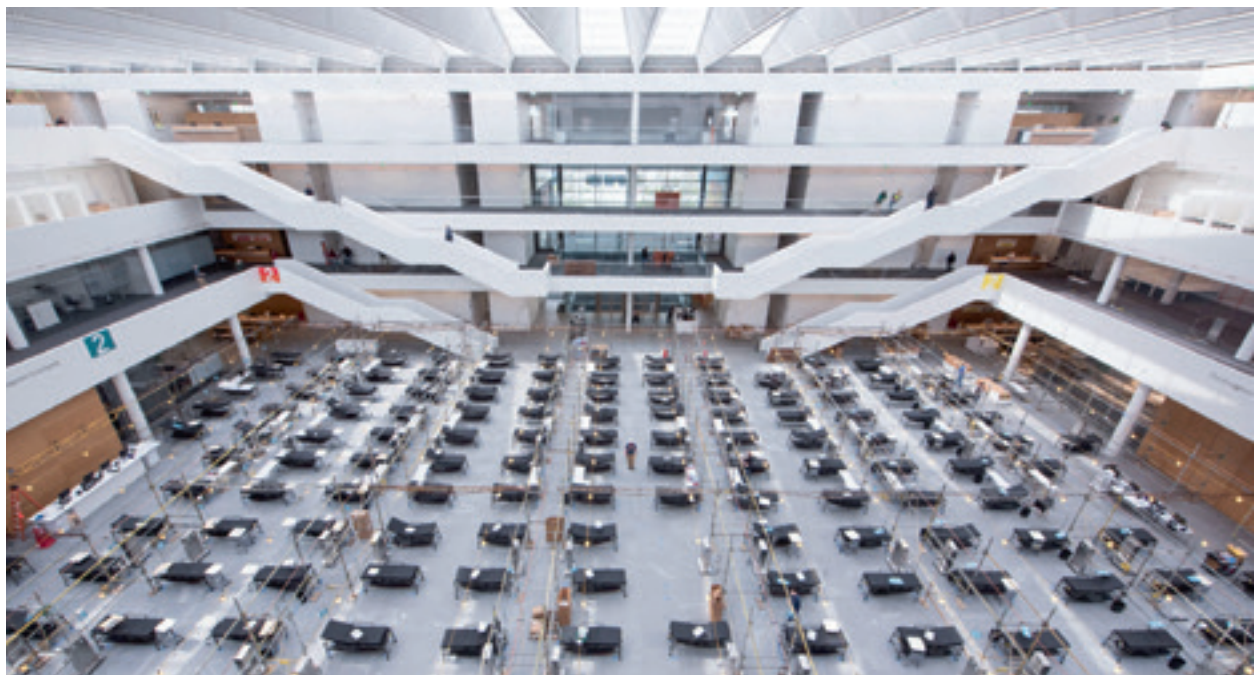
patients served for COVID-19

2,439

intensive care unit (ICU) admissions for COVID-19

81%

ICU survival rate among COVID-19 patients, better than the U.S. benchmark



PREPARATIONS TO PRESERVE CARE

Our first COVID-19 patients were cared for at Cleveland Clinic Abu Dhabi, which shared valuable lessons with the rest of our system on safe caregiving during the pandemic. In Ohio, we converted our Health Education Campus building to the 1,000-bed Hope Hospital to be ready for a surge of patients when the pandemic's course was most uncertain. Caregivers were redeployed to meet the most pressing care needs. Virtual visits skyrocketed, and our Las Vegas and Canada locations temporarily converted to all-virtual appointments.

SUPPLY CHAIN & PERSONAL PROTECTIVE EQUIPMENT

Early in the pandemic, supply chain and operations managers swiftly identified additional suppliers of personal protective equipment (PPE), solicited donated items and developed homemade options. Working with industry, our researchers validated a process to sterilize N95 masks, allowing multiple reuses. These and other efforts avoided PPE shortages and allowed caregivers to take care of all our patients safely.

>100K

N95 masks reprocessed



DIAGNOSTIC TESTING

Fast, reliable tests curb the pandemic's spread. Cleveland Clinic was one of the first U.S. medical centers to offer COVID-19 diagnostic testing. Pathology & Laboratory Medicine Institute caregivers worked 24/7 to process tests, reaching a capacity to complete 5,000 daily by November. Standard results were available in 13 to 15 hours. The tests include a PCR-based assay developed at Cleveland Clinic that received emergency use authorization in August.

>570K

patients tested for COVID-19



COVID-19: RESEARCH & INNOVATION

From the pandemic's earliest days, we worked to understand and combat it. We were one of the first organizations to create a registry and biobank specific to COVID-19. Our researchers developed COVID-19 risk prediction models and used artificial intelligence to identify existing drugs that might effectively treat the virus. We joined scores of national studies of proposed COVID-19 therapies, and initiated several studies of our own.

24 grants received for COVID-19 research, totaling \$7.3 million

>570 academic publications on COVID-19



PREPARING FOR THE NEXT VIRAL THREAT

In April, we established the Global Center for Pathogen Research & Human Health to accelerate discovery of treatments for future pandemics. Although planned before the current pandemic, the center was launched in time to address COVID-19. The center integrates investigations from Lerner Research Institute and the new Cleveland Clinic Florida Research and Innovation Center, which brings together top scientists in virology, immunology, genomics and population health. The latter center features a secure biosafety level 3 lab that allows handling of potentially deadly infectious agents such as the Zika and dengue viruses.



SAFE STRATEGY FOR PRESERVING PPE

Early in the pandemic, nurses frequently entered the rooms of COVID-19 patients in intensive care to closely monitor their intravenous pumps. This required fresh personal protective equipment (PPE) for each visit. Placing pumps in the hallways outside reduced PPE use, but the intravenous lines snaking across the floor posed a safety hazard. In response, nurses worked with Cleveland Clinic Innovations to develop the High-Line™, a ceiling-mounted cradle that suspends lines overhead, out of harm's way. Problem solved, and PPE conserved.



VACCINATION BEGINS

Vaccines are the most important public health measure we have to end the pandemic. As one of 10 “pre-positioned” vaccine sites in Ohio, Cleveland Clinic was among the earliest hospitals to administer the first vaccines for COVID-19. Following receipt of our first vaccines in mid-December, more than 10,000 frontline caregivers received their initial vaccination by year’s end. Our guiding principle is to distribute COVID-19 vaccines safely, equitably and transparently, recognizing that the greatest need is to maintain patient care.

>10K

frontline caregivers
vaccinated in
December 2020

COVID-19: PHILANTHROPY

The pandemic’s challenges were matched by generous offers of support from the community. In response, we launched the COVID-19 Community Response Campaign to produce the greatest impact by encouraging specific types of donations. Priorities included donating to COVID-19 research, making face masks, contributing hygiene supplies, giving blood and donating meals to those caring for patients. Support poured in from individuals and businesses. We are deeply grateful to our donors and community partners.

\$28
million

raised to support
COVID-19 research
and caregiver programs



COVID-19: CARE FOR CAREGIVERS



KEEPING CAREGIVERS SAFE AND WHOLE

As a family, we took proactive steps to keep each other safe and whole. We ensured sufficient personal protective equipment for safe caregiving and adopted universal pandemic precautions. As many U.S. healthcare workers faced employment disruption due to the pandemic, we chose to stand together as one organization and avoid layoffs, furloughs and pay cuts. For caregivers who could do their jobs at home, we provided flexible work-from-home options while preserving operations.

>7,000

caregivers transitioned to working from home



SUPPORT AT WORK

We recognized caregivers for their resolve and selflessness in the face of unprecedented stresses. Teams adopted daily “hero huddles” to celebrate caregivers for providing exceptional COVID-19 care. We established COVID-19 Heroes Awards for exemplary performance, drawing over 650 nominations. An online “kudoboard” was created to enable the community and colleagues to post expressions of thanks to caregivers. In our facilities, we set up comfort stations offering caregivers refreshments and a place to unwind.



SUPPORT AT HOME

Support for caregivers went beyond the workplace. We filled our communities with signs celebrating our caregivers as heroes. A 24-hour Caregiver Emotional Support Hotline was established, staffed by the Center for Behavioral Health. The Caregiver Hardship Fund was expanded, providing \$3.6 million in support and 75,000 meals to more than 3,000 caregivers. We offered temporary housing to those involved in direct COVID-19 care who had at-risk household members. Caregiver support teams provided meals and other aid to many of the more than 6,500 caregivers infected with COVID-19 at some point in 2020.



VOLUNTEER CAREGIVING

Caregivers' dedication and bravery extended beyond our communities. In April, teams of our physicians and nurses traveled to New York City and Detroit to help care for COVID-19 patients at overwhelmed hospitals. Others from our main campus flew to assist colleagues at Cleveland Clinic Abu Dhabi when it was hit hardest by the pandemic. Abu Dhabi nurses returned the favor at year's end by coming to help at Hillcrest Hospital in Ohio. Cleveland Clinic London caregivers were among early volunteers to assist the U.K.'s National Health Service in its COVID-19 response.

68

volunteers traveled to New York, Detroit and Abu Dhabi to aid in COVID-19 care

COVID-19: CARE FOR THE ORGANIZATION

FEDERAL FUNDING

Hard work, shared sacrifice and careful expense cuts helped our organization ease the pandemic's economic impact while maintaining services. Also key was \$388 million in federal CARES Act stimulus funding and \$67 million in Federal Emergency Management Agency (FEMA) funding for pandemic-related expenses.

\$388

million

in CARES Act funding

COVID-19: CARE FOR THE COMMUNITY



MEETING PANDEMIC-RELATED NEEDS

When COVID-19-related health disparities became clear, we cared for our communities with extra attention to the most vulnerable. Cleveland Clinic partnered with community organizations to sponsor COVID-19 testing events. We shared over 400,000 donated personal protective equipment items with more than 120 organizations, including over 40 Ohio schools. We donated meals as well as cleaning and safety supplies to nearby neighborhoods whose residents have felt the pandemic's economic toll.



CEO and President Tom Mihaljevic, MD, spoke outside the White House at the launch of the ventilator sharing program.

COORDINATION & COLLABORATION

Cleveland Clinic played critical roles in shaping responses to the pandemic at the local, state and national levels. In Northeast Ohio, we coordinated with other healthcare institutions to promote a unified message to the community urging practices to prevent virus spread. Our leaders worked closely with the governors and health departments in Ohio and Florida to monitor pandemic severity and guide planning. The Ohio Department of Health chose a Cleveland Clinic physician to lead the COVID-19 response in the northern third of the state. At the national level, we participated in a ventilator sharing program to lend these lifesaving machines to meet demand at U.S. hospitals facing severe patient surges.



HOME MONITORING PROGRAM

To care for COVID-19 patients whose condition does not require hospitalization, we developed a home monitoring program that features a follow-up care plan available through our MyChart app. Patients use the app to get health information, report symptoms and contact caregivers when needed. The program helped thousands recover safely while preserving hospital capacity.

36K COVID-19 patients monitored at home



PROMOTING SAFE RETURN TO WORK

As businesses reopened after pandemic shutdowns, Cleveland Clinic's AtWork program developed free resources to help them return their employees to work safely. Drawing on our growing understanding of COVID-19, we offered advice through a dedicated website for employers, a webinar series and industry-specific playbooks.

>150 organizations supported with return-to-work guidance



PUBLIC HEALTH EDUCATION

We took a national lead in promoting safe behaviors in public spaces. A prime example was our work to organize 123 U.S. health systems in the pandemic's largest national public health campaign, #MaskUp. It used creative tactics across social and traditional media to promote a simple message: Wear a mask and slow the spread of COVID-19.

In 1922, this motherless girl with juvenile diabetes was the first child in Cleveland to receive the then-pioneering therapy of insulin. Temporarily adopted by several of her Cleveland Clinic nurses, she was one of the first patients touched by the combination of innovation and empathy that has come to define our organization.



THE FUTURE OF HEALTHCARE SINCE 1921

Cleveland Clinic was born in war and tested in peace. In 1921, our founders were inspired by the teamwork of military medicine they experienced during World War I. The organization they built survived a disastrous fire and explosion in its earliest years.

This year, we faced yet another monumental test, in the form of an unprecedented worldwide pandemic. As we celebrate our centennial year, we can take pride in upholding the spirit of our founders.

We have met this historic challenge with the skill, resolve and compassion that made us one of the world's great medical centers.

This achievement is a testament to the dedication of our caregivers. That dedication is a bright light guiding us into our next century.

To learn more about our centennial, visit clevelandclinic.org/centennial.

2020 Statistics

CEO OKRs SCORECARD*

CARE FOR PATIENTS

Objectives	Key Results	2019 Metric	2020 Goal	2020	
Best Place to Receive Care Anywhere	Serious Safety Events (#)	100	81	72	Green
	Serious Safety Events (rate)	0.34	N/A	0.27	Grey
	Mortality, Observed to Expected (ratio)	0.67	0.66	0.69	Yellow
	HCAHPS Would Recommend (% yes definitely)	78%	78%	76%	Yellow
Double the Number of Patients by 2024	Unique Patients	2.40M	2.60M	2.45M	Yellow

RESEARCH AND EDUCATION

Objectives	Key Results	2019 Metric	2020 Goal	2020	
Stay True to Our Mission	External Research Funding	\$206M	\$213M	\$198M	Yellow
	Board Pass Rate	96%	100%	96%	Yellow
	Invention Disclosures	309	320	205	Red

CARE FOR CAREGIVERS

Objectives	Key Results	2019 Metric	2020 Goal	2020	
Best Place to Work in Healthcare	Would Recommend as Place to Work	84%	90%	85%	Yellow
	Regrettable Turnover	9.0%	8.3%	8.6%	Yellow

CARE FOR THE ORGANIZATION

Objectives	Key Results	2019 Metric	2020 Goal	2020	
Care for the Organization As If It Were Our Home	Operating Revenue	\$10.56B	\$11B	\$10.63B	Yellow
	Operating Margin	3.7%	2.9%	2.2%	Yellow
Growth	Capital Plans (milestone**)	N/A	Milestone	Delayed	Yellow
	London Milestones (% on track)	95%	95%	95%	Green
Digital Transformation	Virtual Visits	37,000	1.09M***	1.14M	Green

CARE FOR THE COMMUNITY

Objectives	Key Results	2019 Metric	2020 Goal	2020	
Care for Every Community We Serve	Community Benefit (latest reported)	\$1.04B	\$1.1B	\$1.16B	Green
	Opioid Prescriptions (morphine milligram equivalents per encounter rate)	29.7	33.1	28.9	Green

*OKRs are objectives and key results, which set goals and measure progress toward their achievement. Colors in this chart represent progress toward goals.

**Milestone-based goal. These goals receive green/yellow/red color coding based on whether they are on track/delayed/off track.

***This goal was adjusted in response to the COVID-19 pandemic.

N/A = not available

CARE FOR PATIENTS

PATIENT SAFETY & QUALITY

Metric	2019	Goal	2020
Patient Safety			
Serious Safety Events	100	81	72
Serious Safety Events (rate)	0.34	N/A	0.27
Falls with Injury	29	21.6	22
Pressure Injuries (monthly rate per 1,000)	1.33	0.72	1.06
Quality			
Mortality, Observed to Expected (lower is better)	0.67	0.66	0.69
Sepsis Mortality	16.9%	15.7%	19.2% (YTD Nov)
Readmissions	13.0%	11.7%	13.4%
Opioid Prescribing (morphine milligram equivalents)	237M	264M	218M
Opioid Prescribing (morphine milligram equivalents per encounter rate)	29.7	33.1	28.9
Infection Prevention			
Central Line-Associated Bloodstream Infections (CLABSI)	227	146	208
<i>C. difficile</i> Infections	332	307	260 (YTD Nov)
Hand Hygiene Compliance	93%	100%	93%
Population Health			
Blood Pressure Control	66%	90%	65%
Diabetes Control (lower is better)	16%	10%	28%

PATIENT EXPERIENCE

	2019 HCAHPS % Who Would "Definitely Recommend"	2020 HCAHPS % Who Would "Definitely Recommend"
Enterprise	77	76
Akron General Hospital	70	72
Ashtabula County Medical Center	66	62
Avon Hospital	85	84
Cleveland Clinic Main Campus	85	85
Euclid Hospital	73	66
Fairview Hospital	79	80
Hillcrest Hospital	74	75
Indian River Hospital	69	72
Lutheran Hospital	78	71
Martin Health (North, South, Tradition)	70	69
Marymount Hospital	69	65
Medina Hospital	71	72
South Pointe Hospital	61	62
Union Hospital	67	67
Weston (Florida)	83	82

NOTE 1: Some numbers in the prior-year columns have been revised from previous *State of the Clinic* reports due to post-publication data updates.

NOTE 2: For some metrics, a negative percentage change in 2020 was due to the impact of the COVID-19 pandemic.

PATIENT EXPERIENCE

Metric	2019	2020	% Change
Complaints and Grievances (per 1,000 encounters)	1.06	1.1	4%

RESEARCH, INNOVATION & EDUCATION

RESEARCH

Metric	2019	2020	% Change
Fundamental and Clinical Researchers	289	292	1%
Active Research Projects	2,488	2,781	12%
Research Publications	5,020	5,949	19%
Citations	183,487	233,432	27%
Research Funding (total)	\$307,000,000	\$312,000,000	2%
NIH Funding	\$111,000,000	\$109,000,000	-2%

INNOVATION

Metric	2019	2020	% Change
Invention Disclosures	309	205	-34%
Patent Activity			
Filed (cumulative since 2000)	4,549	4,655	2%
Granted (cumulative since 2000)	1,863	1,965	5%
Spinoff Companies (cumulative since 2000)	92	95	3%

EDUCATION

Metric	2019	2020	% Change
Lerner College of Medicine			
Lerner College Applications	1,964	1,849	-6%
Average MCAT Score	517	518	—
Total Number of Graduates	343	377	10%
Residents and Fellows			
Clinical/Research Residents and Fellows	1,964	1,952	-1%
Residency/Training Programs	106	107	1%
Board Pass Rate	97%	96%	—
Other Educational Activities			
Civic Education Interns	224	21	-91%
School-Based and -Connected Learning Program Participants	15,595	4,105	-74%
Continuing Medical Education Activities	1,658	1,588	-4%
Global Leadership and Learning Class Participants	4,870	4,503	-8%

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CARE FOR CAREGIVERS

CAREGIVERS

Metric	2019	2020	% Change
Caregivers Worldwide	67,554	68,728	2%
Professional Staff Physicians	4,381	4,640	6%
Female Professional Staff	1,612	1,758	9%
Advanced Practice Providers	2,524	2,892	15%
Registered Nurses	14,458	14,381	-1%

CAREGIVER TURNOVER

Metric	2019	2020	Benchmark
Caregiver	12.6%	12.9%	16%
Professional Staff	6.3%	5.9%	N/A
Nursing	12.1%	14.9%	13%

N/A = not available

CAREGIVER ENGAGEMENT

Metric	2019	2020
Engagement (% recommending Cleveland Clinic as place to work)	84%	85%
Engagement Survey Participation	84%	72%

CAREGIVER DEVELOPMENT

Metric	2019	2020
Caregivers with Development Plans (% with objectives and key results)	91%	86%

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CARE FOR THE ORGANIZATION

PATIENTS SERVED

Metric	2019	2020	% Change
Unique Patients	2,397,000	2,445,754	2%
Total Outpatient Visits	9,752,631	8,673,754	-11%
Outpatient E&M Visits	6,161,693	5,665,140	-8%
Observations and Acute Admissions Total	308,701	273,242	-11%
Observations	82,143	61,476	-25%
Acute Admissions	226,558	211,766	-7%
Average Acute Daily Census	3,010	2,853	-5%
Surgeries and Procedures	256,328	216,866	-15%
Outpatient	181,721	152,632	-16%
Inpatient	74,607	64,234	-14%
Emergency Department Visits	889,489	756,416	-15%
Urgent and Express Care Visits	364,020	195,388	-46%
Hospital Transfers	37,341	34,175	-8%
Critical Care Transports	7,049	7,002	-1%
Medical Hub Transfers	3,405	2,821	-17%
Same-Day Visits	1,473,838	1,399,167	-5%
Shared Medical Appointments	35,472	24,834	-30%
International Patients	9,150	4,939	-46%

EFFICIENCY

Metric	2019	2020	% Change
Case Mix Index	1.83	1.91	4%
Average Acute Length of Stay (days)	4.86	4.92	1%
Emergency Door-to-Care Time (min.)	13.5	9.6	-29%

VIRTUAL ACCESS

Metric	2019	2020	% Change
Electronic Medical Record Patients	9,028,206	9,661,802	7%
MyChart Users	1,290,843	1,604,664	24%
Virtual Visits	46,456	1,171,589	2,422%
Synchronous Virtual Visits	36,645	1,140,780	3,013%
Asynchronous Distance Health	9,811	30,809	214%
Shared Medical Appointments (virtual)	148	18,629	12,487%

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CARE FOR THE ORGANIZATION

FINANCIALS (as externally reported)

Metric	2019	2020	% Change
Operating Revenue	\$10,559,521,000	\$10,627,906,000	1%
Income	\$2,025,222,000	\$1,148,483,000	-43%
Income from Operations	\$390,205,000	\$232,370,000	-40%
Non-Operating Income	\$1,635,017,000	\$916,113,000	-44%
Operating Margin	3.7%	2.2%	—
EBIDA Margin	11%	9%	—
Days Cash on Hand	373	418	12%
Long-Term Investments	\$9,872,197,000	\$11,047,428,000	12%
Cash, Investments and Debt			
Cash + Investments	\$11,200,115,000	\$12,680,437,000	13%
Debt	\$5,323,894,000	\$5,273,891,000	-1%

PHILANTHROPY

Metric	2019	2020	% Change
Philanthropic Commitments	\$475,000,000	\$216,000,000	-55%
Philanthropic Donors	61,739	52,701	-15%

GROWTH

Metric	2019	2020	% Change
Hospitals	18	18	—
Beds	5,985	5,996	—
Outpatient Locations	>220	>220	—
Brand Awareness	40%	43%	—
Social Media Followers	4,300,000	4,800,000	12%

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CARE FOR THE COMMUNITY

COMMUNITY BENEFIT

Metric	2018*	2019*	% Change
Community Benefit (total)	\$1,038,100,000	\$1,162,900,000	12%
Clinical Care	\$667,200,000	\$770,500,000	15%
Education	\$293,200,000	\$303,600,000	4%
Research	\$77,700,000	\$88,800,000	14%

*The most recent validated year for community benefit data is 2019.

COMMUNITY IMPACT

Metric	2018	2019	2020
Supplier Diversity (diverse spend)	\$158,500,000	\$130,000,000	\$73,000,000

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Cleveland Clinic

Every life deserves world class care.