“Avon is a new kind of hospital for a new era in healthcare. The design reflects everything we’ve learned about 21st-century care.”

— Toby Cosgrove, MD
CEO and President
CEO’S ADDRESS

Dear Friend:

We are pleased to present the 2016 State of the Clinic Annual Report. This booklet is published each year in conjunction with our annual State of the Clinic address as part of our commitment to transparency, and to provide an overview of Cleveland Clinic’s performance across a range of key metrics.

Cleveland Clinic continues to serve a growing number of patients at all locations. We opened a new, full-service hospital in Avon, Ohio. We will be dedicating our new main campus cancer building in March 2017, as work continues on the Cleveland Clinic–Case Western Reserve University Health Education Campus on Euclid Avenue. At Cleveland Clinic Florida, building is underway for a new bed tower for our hospital in Weston.

This year, for the first time, Cleveland Clinic is ranked the No. 2 hospital overall in U.S. News & World Report’s annual “Best Hospitals” survey. We rank No. 1 in Cardiology & Heart Surgery; No. 2 in Urology, Nephrology, and Gastroenterology & GI Surgery; No. 3 in Diabetes & Endocrinology, Gynecology, Pulmonology, Rheumatology, and Orthopaedics; No. 6 in Neurology; and No. 8 in Cancer, Geriatrics and Ophthalmology; and are the No. 1 hospital in Ohio.

Cleveland Clinic is building for the future of patient care and the future of our communities. Looking ahead, we are transforming healthcare for the value-based era, expanding access, improving quality and working to make healthcare more affordable.

Our goal is to give every patient the best outcome and experience. Thank you for your interest in Cleveland Clinic.

Sincerely,

Delos “Toby” M. Cosgrove, MD
CEO and President
CAREGIVERS

Professional Staff

In 2016, the number of professional physician staff and scientists at all locations increased by 4% to 3,584.

Female Professional Staff

The percentage of women on Cleveland Clinic’s professional staff rose to 37% in 2016.
In 2016, staff turnover dropped to 5.5% in Cleveland; in Florida, the rate was 10%.

Turnover among main campus caregivers in support roles averaged 11% in 2016. Cleveland Clinic turnover is lower than the national benchmark of 13.4%.
In 2016, the number of caregivers increased to 51,487 at year-end. Akron General joined the health system in 2015.

In the annual caregiver survey from 2014 to 2015, caregiver impressions of both engagement and safety culture improved. The next caregiver survey will be completed in 2017.
CAREGIVERS

Advanced Practice Providers

In 2016, advanced practice providers across the health system totaled 1,623.

Nurses

Registered nurses across the health system totaled 11,862 in 2016.
In 2016, 70% of patients came from Cleveland and the adjacent seven counties. Patients from the rest of the United States increased in 2016.

The total number of outpatient visits for Cleveland Clinic health system exceeded 7.1 million in 2016, an increase of 7%. 
In 2016, adult acute admissions across the health system decreased slightly to 161,674 and observations increased to 58,385, for a total of 220,059.

CCHS average length of stay remained consistent from 2015 to 2016 at 5.2 days.
Inpatient surgery across the system decreased slightly to 59,760 cases in 2016.

Outpatient surgeries across the system increased slightly to 147,850 in 2016.
In 2016, emergency visits across the system increased to 652,196. Akron General joined the health system in 2015.

The health system had an average daily census of 2,302 in 2016.
The time it takes a patient to be seen by a physician or licensed independent practitioner in the emergency department (ED) is a key quality and throughput metric. Across the system, the EDs averaged 11.7 minutes in 2016, below the national target of 12 minutes.

The time it takes a patient to be admitted to the hospital from the emergency department continues to decrease.
In 2016, express care visits increased by 76% to 133,333 due to the opening of six new sites — Wadsworth, Solon, Broadview Heights, downtown Cleveland, Mentor and Olmsted Township. Urgent care visits across the system increased to 58,840.

In 2016, the critical care transport team transported more than 5,600 patients to Cleveland Clinic.
Hospital transfers increased to more than 28,600 in 2016.

In 2016, external transfers from other hospitals into CCHS dropped by 10% to 9,157 due to hospital consolidation across Northeast Ohio. Akron General is now a part of Cleveland Clinic health system, and its patients are counted as internal transfers.
In 2016, same-day visits increased 10% to almost 1.3 million.

There were 9,700 virtual visits completed in 2015-2016, peaking at almost 1,400 per month. These include Express Care Online and postop visits, Telestroke acute stroke response, neurological inpatient consults, dermatology tele-triage, patient-requested second opinions and nutrition consults.
Shared medical appointments bring patients with common diagnoses together in a setting that encourages asking questions and sharing concerns and experiences. In 2016, shared medical appointments grew 40% to over 17,700 visits.

A care path is an established, multidisciplinary care plan used to optimize the value of care by reducing unnecessary practice variation. As of 2016, 131 care path guides had been developed, with 35 care paths piloted and 17 fully embedded in the electronic health record.
In 2016, main campus unique international patients decreased 7% to 4,582.

The Middle East continues to account for nearly half of all international patient visits.
In 2016, main campus acute admissions totaled 52,020 and observations totaled 11,661.

In 2016, the main campus average length of stay increased 2% to 6.9 days.
CLEVELAND CLINIC MAIN CAMPUS

**Average Daily Census**

![Graph showing average daily census from 2004 to 2016. The average daily census decreased 2% to 982 patients in 2016.]

The 2016 average daily census at main campus decreased 2% to 982 patients.

**Case Mix**

![Graph showing case mix from 2006 to 2016. Cleveland Clinic’s average case mix index increased to 2.44 while the Medicare case mix increased slightly to 2.53 in 2016.]

Cleveland Clinic’s average case mix index increased to 2.44 while the Medicare case mix increased slightly to 2.53 in 2016.
Inpatient surgery at main campus decreased 2% in 2016 to 24,889 cases.

In 2016, main campus outpatient surgeries increased 2% to 67,299 cases.
QUALITY & SAFETY

All-Cause Readmissions

All-cause readmissions continue to be a focus area for quality efforts. In 2016, readmissions decreased slightly to 13.2%.

Patient Safety Indicators

Cleveland Clinic continues to work to reduce patient safety indicators, which are a set of measures that screen for adverse events. Our performance in these metrics is, on average, better than the national risk-adjusted average, though we continue clinical and documentation enhancements to improve further.
Hospital-acquired infections continue to decrease steadily toward our enterprise goal of 20 or fewer infections per month.

Improvements continue to be made toward our goal of 40 or fewer *C. difficile* infections per month.
QUALITY & SAFETY

Hand Hygiene

Hand hygiene is the most effective intervention to stop the spread of infections. Hand hygiene compliance continues to increase, reaching 92% in 2016.

ACO Composite

The Accountable Care Organizations (ACO) composite measures how Cleveland Clinic compares in selected screenings, vaccinations, disease management and process measures. As of 2016, Cleveland Clinic ranks at the 71st percentile compared to other ACO health systems.
PATIENT EXPERIENCE

Web Contact Requests

In 2016, there were over 63,000 web requests and live chats for additional information on the clevelandclinic.org website.

Online Appointment Requests

Online appointment scheduling requests increased to over 71,500 in 2016, a 7% increase from 2015.
Increasing numbers of people are interacting with us through social media. The combined number of Cleveland Clinic Facebook fans and Twitter followers totaled 2.8 million at the end of 2016.

DrConnect now provides over 8,900 referring physicians with secure online access to real-time information about their patients' treatment progress while at Cleveland Clinic.
Beginning in 2013, all patients with an appointment were automatically enrolled in MyChart. Nearly 2.2 million patients had MyChart accounts in 2016.

MyChart allows patients to send a secure message about a nonurgent medical concern to their established providers.
PATIENT EXPERIENCE

HCAHPS Patient Satisfaction

In 2016, patients rated Cleveland Clinic in the 79th percentile in patient satisfaction surveys. The goal is to reach the 90th percentile of all hospitals nationwide.

HCAHPS Rate Hospital

Main campus and Florida are rated at the top of all U.S. hospitals in HCAHPS scores, in the 92nd and 93rd percentiles respectively.
Steady improvement continues in the HCAHPS domain scores toward the 90th percentile goal. Discharge information ranks the highest at the 83rd percentile.

Physician star ratings show how individual physicians score on HCAHPS inpatient and outpatient surveys. All Cleveland Clinic physicians scored an average 4- or 5-star rating (of 5 available stars).
CG-CAHPS is the outpatient experience survey. Cleveland Clinic is above the national average and continues to improve in all domains of outpatient satisfaction.

The rate of patient complaints and grievances continues to trend downward, now at 1.1 per 1,000 patient encounters.
In 2016, the Lerner Research Institute had 137 research staff.

Research activity increased 12% to 2,474 active projects in 2016.
RESEARCH

Journal Publications

Cleveland Clinic had 3,817 journal publications in 2016.

High-Impact Publications

High-impact publications are those in the highest-rated scientific journals. In 2016, Cleveland Clinic researchers published 1,269 high-impact findings.
Total research funding from all sources was $260 million in 2016. This represents a 4% increase from 2015.

NIH funding for Cleveland Clinic research projects was $102 million in 2016, an increase of 4% from the prior year.
INNOVATION

Spin-Off Companies

Since its founding in 1997, Cleveland Clinic Innovations has spun off 77 companies from internally generated ideas.

Patent Activity

Since 2000, Cleveland Clinic has filed 3,681 cumulative patents with 1,178 granted.
EDUCATION

The Lerner College of Medicine received 1,796 applications for 32 positions in the 2017 class.

The average MCAT score of accepted Lerner College of Medicine applicants for the 2016 class continues to be above the national average.
There were 1,958 clinical and research residents and fellows in 107 accredited training programs across the health system in 2016.

The 2015* MCAT scores of accepted Lerner College of Medicine medical students remain among the highest in the nation.
In 2016, Cleveland Clinic residents and fellows achieved a board pass rate of 93%.

In 2016, over 220,000 participants took part in 1,568 continuing medical education activities sponsored by the Education Institute.
In 2016, Cleveland Clinic welcomed 216 high school, college and graduate civic education interns across the system. The Stokes Scholars Summer Internship Program, a workforce readiness program for at-risk Cleveland high school students, launched in 2016.

In 2016, 4,442 caregivers across the system participated in Global Leadership and Learning courses designed to build professional competencies and leadership skills.
MARKET ANALYSIS

Brand Awareness

Brand awareness is measured by a survey of name recognition. Nationwide, 39% of the general population recognize Cleveland Clinic.

Market Share – Cuyahoga County

Cleveland Clinic hospital inpatient and outpatient market share in Cuyahoga County remained consistent at 45.5%.
The Community Benefit provided across the health system continues to increase each year. It totaled $693 million in 2015.

Cleveland Clinic provided over $693 million in community benefit in 2015, including $369 million in clinical services.
Cleveland Clinic is committed to reducing energy usage by 20% by 2020. Our progress improves air quality, making our patients, caregivers and communities healthier.

By engaging caregivers to minimize waste sent to landfills, we are protecting the environment, reducing costs, and improving land, air and water quality in our communities.
OUTREACH

Supplier Diversity

Supplier diversity continued to increase in 2016, reaching 6% of supply chain and construction spend going to women, minority and small business enterprises.

Uncompensated Care

Cleveland Clinic provided $164 million in uncompensated care in 2016. The Affordable Care Act, Medicaid expansion and increased access to insurance have reduced the number of self-pay patients, accounting for the decrease from prior years.
Operating revenue increased 12% to $8 billion in 2016.

Patient care continued to account for 90% of operating revenue in 2016.
Unaudited earnings based on current operations totaled $243 million in 2016. Cleveland Clinic is experiencing the effects of nationwide healthcare transformation, with rising pharmaceutical costs and insurer changes.

Of the $243 million in earnings from operations in 2016, $218 million came from patient care.
Days Cash on Hand

Days cash on hand measures Cleveland Clinic’s financial strength. In 2016, this metric increased to 349 days.

Cash, Investments and Debt

Total cash and investments increased to $7.9 billion, as outstanding debt rose to $4.3 billion. Cleveland Clinic uses debt to invest in capital growth.
Long-term investments totaled $7.1 billion at the end of 2016. This increase from the prior year is attributable to strong cash flow from operations and positive investment returns.

Malpractice costs increased slightly to $61 million in 2016.
FINANCIAL

Care Affordability Savings

Care Affordability, the enterprise-wide cost transformation initiative, has delivered over $634 million of cumulative financial benefit.

Philanthropy

Pledges and gifts from generous donors increased 26% to $222 million in 2016.
Since its opening in 2015, the number of Cleveland Clinic Abu Dhabi (CCAD) caregivers has increased to 2,932 in 2016. CCAD caregivers represent 77 nationalities.

The number of physicians at Cleveland Clinic Abu Dhabi increased to 252 in 2016. 24% of CCAD physicians have been trained or worked at Cleveland Clinic in Ohio.
Outpatient visits per day for Cleveland Clinic Abu Dhabi averaged 1,184 as of December 2016. Currently, patients travel from over 60 countries for care at CCAD.

Cleveland Clinic Abu Dhabi’s inpatient census averaged 156 patients per day as of December 2016.
COMPLETED GROWTH

Facility Square Footage

Cleveland Clinic continues to grow, reaching 28.5 million square feet of facility space in 2016.

105th Street Caregiver Parking Garage

The nine-story caregiver parking garage was completed in November 2016. The project included additional features to enhance caregiver safety. The pedestrian skyway across East 105th Street will be completed in fall 2017.
COMPLETED GROWTH

Avon Hospital Roseann Park Family Tower

A new five-story “hospital of the future” has opened adjacent to the Richard E. Jacobs Health Center in Avon, Ohio, with 126 beds, six operating rooms, an intensive care unit, a catheterization lab and an expanded emergency department.

Express Care – Downtown

The first downtown Cleveland walk-in Express Care Clinic opened in October 2016 at 313 Euclid Ave., off Public Square. The facility includes six exam rooms and is staffed by a team of providers, including physician assistants and nurse practitioners. This location expands access for the growing population living and working downtown.
COMPLETED GROWTH

Holiday Inn

Opened in May 2016, this nine-story hotel at Euclid Avenue and East 86th Street includes 276 rooms, a fast casual restaurant and bar. The Holiday Inn offers additional accommodation options for patients and families who travel to main campus for care.

“You will either step forward into growth, or you will step backward into safety.”

~ Abraham H. Maslow
FUTURE GROWTH

Cleveland Clinic Akron General Emergency Department

The new facility will triple the size of the current emergency department to 59,000 square feet. This Level 1 trauma center includes 53 treatment bays, eight triage rooms and four high-acuity trauma rooms. The ED opens in November 2018.

Coral Springs Family Health Center

Design is underway for a 73,100-square-foot, three-story outpatient facility in Coral Springs, Florida, which will include four ambulatory surgery operating rooms and 42 exam rooms. The building is scheduled to open in summer 2018.
FUTURE GROWTH

Health Education Campus

The new home of the Cleveland Clinic Lerner College of Medicine, Case Western Reserve University (CWRU) School of Medicine, CWRU School of Dental Medicine and Frances Payne Bolton School of Nursing. The building is being designed by Foster+Partners in London and opens for first students in July 2019.

IBM Watson Health Building

The two-story, 43,000-square-foot building at 10500 Cedar Ave. will house the IBM healthcare data analytics enterprise. In 2016, Cleveland Clinic and IBM entered a five-year agreement to expand Cleveland Clinic's health information technology capabilities. The facility is scheduled to open in summer 2018.
FUTURE GROWTH

Lakewood Family Health Center

Designed as part of the Lakewood medical neighborhood, the three-story, 64,700-square-foot facility includes 60 exam rooms and 16 emergency department treatment bays. The building is scheduled to open in 2018.

Cleveland Clinic
Rehabilitation Hospital – Bath

Developed in partnership with Select Medical, the two-story, 72,500-square-foot facility includes 60 beds and is scheduled to open in late 2017. Cleveland Clinic and Select Medical have a joint venture to bring rehabilitation care closer to home.
FUTURE GROWTH

Cleveland Clinic
Rehabilitation Hospital – Beachwood

This 60-bed, 60,000-square-foot facility, developed in partnership with Select Medical, is scheduled to open in late 2017.

Taussig Cancer Center

The multidisciplinary outpatient cancer center will revolutionize treatment with advanced therapies, evidence-based protocols and patient-centered care. The seven-story, 377,000-square-foot building has 126 exam rooms, 98 infusion rooms and abundant natural light. The facility opens in March 2017.
FUTURE GROWTH

Weston Bed Tower – Expansion Phase II

To meet increasing patient volumes, Cleveland Clinic Florida is building a five-story tower with 74 beds, three operating rooms, and an emergency department with 40 treatment rooms and 24 observation bays. Opens July 2018.

Cleveland Clinic London

Cleveland Clinic is expanding globally with a location at 33 Grosvenor Place, London. This eight-story, 323,100-square-foot facility includes 205 beds and eight operating rooms. Scheduled to open in fall 2020, it will offer major medical specialties, CT, endoscopy suites, lab and pharmacy.
SONES INNOVATION AWARD RECIPIENT

Michael Kattan, PhD, Chair of Quantitative Health Services in Cleveland Clinic’s Lerner Research Institute, pioneered mathematical models (nomograms) that predict risk of disease recurrence or progression in prostate cancer and other conditions. He holds two patents for risk calculators, and he developed online calculators that address 34 different diseases. Dr. Kattan is a financial risk modeler and former stage IV cancer patient. His widely validated methodology has powerful clinical potential.

The award was established to recognize achievements that reflect the spirit of Dr. Sones and honor the Cleveland Clinic tradition of innovation for better patient care. It comes with a $25,000 prize.