Dear Friends:

Cleveland Clinic achieved significant milestones in 2015. We saw a record number of unique patient visits. We planned, built and opened new facilities in the United States and Abu Dhabi, and welcomed the Akron General Health System into the Cleveland Clinic family.

The Affordable Care Act of 2010 called for access, quality and affordability. Cleveland Clinic has responded in every domain. We have enhanced access to all our facilities — in person, online, by phone or tablet. We have innovated to improve patient care, increase safety and give every patient the best experience. Our caregivers have found new efficiencies and proposed hundreds of ways to reduce costs, freeing up funds for reinvestment in our communities and the future.

By any measure, 2015 was one of the most successful years in our history. In a time of unprecedented change, we remain true to our Founders’ mission: to care for the sick, investigate their problems and educate those who serve.

Our thanks to all of our patients, communities and supporters for making it possible for us to offer the finest in healthcare services wherever and whenever they are needed. We look forward to another year of outstanding care in 2016.

Sincerely,

Delos M. Cosgrove, MD
CEO and President | Cleveland Clinic

Director and Chairman of the Board
Cleveland Clinic introduced a new world of accessibility in 2015. Patients can now click in, walk in or call in for an appointment. And they have more locations to choose from — more than 150 patient care locations in northern Ohio, including Cleveland Clinic Akron General. We’ve opened ourselves up to the nation through high-impact alliances. We’ve expanded internationally through Cleveland Clinic Abu Dhabi and planned facilities in London. Cleveland Clinic is making healthcare better, more affordable and more accessible than ever.
The Sydell and Arnold Miller Family Heart & Vascular Institute’s volume of thoracic aorta surgeries has grown at least fourfold over the past 20 years. Today, it is the largest aortic surgery program in the world. It offers both open and leading-edge minimally invasive procedures. Diseases of the aorta — the body’s largest blood vessel — and its branch arteries can be particularly grave. Surgical correction of aortic aneurysms, dissections and diseases of the aortic root can involve some of the most technically challenging procedures in cardiovascular surgery. Yet Cleveland Clinic’s operative mortality rate is also among the lowest in the world, despite the fact that 29 percent of its surgeries are for complex, life-threatening emergencies.
AN ARTIFICIAL HAND THAT “FEELS”

Nearly 800,000 Americans have lost an upper limb. Many are young and active. Replacement prosthetics are good and getting better. But they still lack access to the neurological feedback that provides amputees with the sensations of touch and movement. Lerner Research Institute researchers are working closely with amputees to provide this feedback for artificial limbs. Restoration of these senses helps the brain perceive that the artificial limbs are part of the body, which helps these individuals feel more whole. Research is focusing on how the brain is organized and how it compensates for sensory loss, and on creating new metrics for assessing and ultimately improving these desperately needed devices.

Sensory feedback technology will allow a new generation of prosthetic limbs to perform everyday tasks, such as tying a shoelace, with increasing ease.
150
Number of Cleveland Clinic outpatient locations in northern Ohio
Cleveland Clinic was first in Ohio to implant an Argus II Retinal Prosthesis System that is capable of providing some new sight to adults who have completely lost their vision due to retinitis pigmentosa. The Argus II creates visual perception by electronically stimulating the part of the retina not affected by the disease. The patient wears glasses that contain a camera. Images are processed and wirelessly sent to an antenna and electronics case placed on the outside of the eye. These data are then communicated to the electrode array secured to the retina inside the eye. The Cole Eye Institute is the only site to routinely incorporate intraoperative optical coherence tomography in the process, allowing real-time surgical adjustments for better outcomes.

A team led by Alex Yuan MD, PhD, and Aleksandra Rachitskaya, MD (above), performed the Cole Eye Institute’s first Argus implantation procedure with successful results.

89 PERCENTAGE OF STUDY PARTICIPANTS WHO PERFORMED SIGNIFICANTLY BETTER WHEN THE DEVICE WAS TURNED ON
A neurosurgeon in the Neurological Institute has developed a device that is able to bypass the blood-brain barrier and infuse therapeutic agents directly into brain tissue. The device is called the Cleveland Multiport Catheter (CMC), and it permits use of a technique known as convection-enhanced delivery. With use of this technique, therapeutic agents are introduced directly into the brain via catheters, which are connected to low-rate infusion pumps. Following successful laboratory testing, the device concept was selected by a joint development group formed by Cleveland Clinic Innovations and Parker Hannifin to commercialize new technologies from Cleveland Clinic innovators. The CMC is currently in clinical trial for patients with brain tumors.
Cleveland Clinic Health Essentials is the No. 1 most-visited hospital blog in the nation.
Staff members of the Department of Pathobiology in the Lerner Research Institute have an unmatched commitment to inflammatory bowel disease (IBD). They pioneered cytokine therapy, now an established treatment, and were first to show how angiogenesis and its modulation can affect IBD. They are among the few investigating intestinal fibrosis, a major complication of Crohn’s disease, and received the first-ever NIH funding to study “sterile inflammation” as a trigger of IBD flare-ups. They were first to highlight the unique features of pediatric IBD, and now they are exploring the “IBD interactome,” a groundbreaking approach based on leading-edge systems biology bioinformatics to make personalized medicine a reality for IBD patients.

2 million
NUMBER OF AMERICANS AFFECTED BY INFLAMMATORY BOWEL DISEASE

Simultaneously acquired PET MR Enterography image as part of cutting-edge research being done by the Imaging Institute to distinguish between different types of Crohn’s disease.
Cleveland Clinic has joined Cleveland Mayor Frank Jackson and 11 other Northeast Ohio foundations, healthcare providers and government entities to form “First Year Cleveland,” a compact to reduce infant mortality across Cuyahoga County. Internally at Cleveland Clinic, an Infant Mortality Task Force has been formed by the Office of Government & Community Relations to unify current programs addressing infant safety, identify best practices and seek additional funding. The task force will focus on education, prevention strategies, healthy pregnancies and well-baby programs in the community. The goal is to leverage Cleveland Clinic’s organizational and clinical expertise to address this complex issue of regional concern, and ensure that every baby born in Greater Cleveland gets a chance at a healthy life.
ACCESS

1.2 million
Number of same-day appointments in 2015
Cleveland Clinic continues the transition from volume to value and is responding to strategic imperatives and market forces to transform the way that care is delivered. Fundamental to this transformation is ensuring that our focus remains on providing our patients with exceptional quality, safety, experience, affordability and access. Optimizing our integrated care model, we are able to standardize our care processes through care paths and episodes; formalize our management of rising-risk and high-risk patients through care coordination and our patient-centered medical homes; and improve the way that we deliver care through advances in wellness programming, technology and the use of data. We continue to create a value-driven community-based care system.

Jame Abraham, MD, of the Taussig Cancer Institute, is among the 3,432 staff physicians and scientists at Cleveland Clinic — all of whom are helping implement clinical transformation.

60,000
NUMBER OF LIVES ASSIGNED TO CLEVELAND CLINIC’S MEDICARE ACCOUNTABLE CARE ORGANIZATION
In the presence of His Majesty King Mohammed VI of Morocco, His Highness Sheikh Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces, officially inaugurated Cleveland Clinic Abu Dhabi, a multispecialty hospital on Al Maryah Island in Abu Dhabi, on Dec. 3, 2015. Cleveland Clinic Abu Dhabi began seeing patients in March 2015 and completed more than 54,000 appointments and 3,000 interventional procedures and surgeries the same year. In 2015, the new hospital employed 3,200 caregivers from more than 70 countries. A partnership with Mubadala Development Company, Cleveland Clinic Abu Dhabi is an extension of Cleveland Clinic’s model of care, specifically designed to address a range of complex and critical care requirements unique to the Abu Dhabi population.

Cleveland Clinic Abu Dhabi provides patients in its region direct access to the world’s best healthcare providers and Cleveland Clinic’s unique model of care, reducing their need to travel abroad for treatment.
ACCESS
6.6 million
Number of outpatient visits in 2015
The long-term effects of sport-related collisions and brain trauma are a growing concern, particularly for retired pro football players. The Trust, powered by the National Football League Players Association, established a relationship with Cleveland Clinic in 2014 as a medical partner for the Brain and Body program. Former players are hosted at main campus, Cleveland Clinic Florida and the Lou Ruvo Center for Brain Health in Las Vegas. Caregivers provide a comprehensive neurological and body system evaluation, and develop care plans to address potential functional changes. More than 400 former players from 32 states have been evaluated.
Patients don’t need an appointment at Express Care clinics located throughout Cleveland Clinic’s health system. Express Care clinics offer walk-in treatment for common acute health problems, and reassurance or referral as needed. Board-certified nurse practitioners and physician assistants are available to diagnose and treat common medical conditions, backed by the full resources of Cleveland Clinic. In 2015, Express Care centers expanded to cover all primary care conditions and extended hours from 6 a.m. to 9 p.m. Walk-in mammography is also now available at many Cleveland Clinic locations, and Express Care Online offers face-to-face visits with caregivers 24/7 — from home or anywhere via smartphone, tablet or computer.
AKRON GENERAL
HEALTH SYSTEM JOINS CLEVELAND CLINIC

Akron General Health System became fully part of Cleveland Clinic in November 2015. Cleveland Clinic has already begun developing and expanding services in the system, which includes Akron General Medical Center, Lodi Community Hospital, the Edwin Shaw Rehabilitation Institute, three health and wellness centers, the Justin T. Rogers Hospice Care Center, Partners Physician Group, and Visiting Nurse Service and Affiliates. Construction is underway on a new emergency department and outpatient facilities in Kent and Lodi, Ohio. Akron General is becoming part of Cleveland Clinic’s integrated electronic medical records system. Work teams are collaborating on clinical improvements, cost savings and the sharing of best practices.

1914
YEAR AKRON
GENERAL HEALTH
SYSTEM WAS FOUNDED

A bridge at Cleveland Clinic Akron General Medical Center proclaims a new day for regional healthcare.
We are One Cleveland Clinic. Across all locations. Changing lives. Putting patients first.
Cleveland Clinic Innovations

Cleveland Clinic Innovations (CCI) is the commercialization arm of Cleveland Clinic. CCI helps caregivers assess, strategize, protect, build and market their solutions for advancing patient care on a global scale. Since its inception in 2000, CCI has acted on approximately 3,400 new inventions, resulting in over 800 issued patents, over 450 licenses and 40 active spin-off companies.

Here is a quick look at just a few of these innovations:

- **Multiple sclerosis app** – In January 2015, CCI facilitated an exclusive license with a multinational biopharma company and market-leading provider of therapies for multiple sclerosis (MS) to complete development, clinical validation and deployment of the MS Performance Test (MSPT) tablet app. The app was invented by a team of experts from Cleveland Clinic’s Mellen Center for Multiple Sclerosis under the direction of Jay Alberts, PhD.

- **Explorys** – In April 2015, Explorys, a company that was spun off from Cleveland Clinic in 2009, was acquired by IBM. Explorys is a healthcare intelligence cloud company that has built one of the largest clinical data sets in the world. Explorys’ HIPAA-enabled cloud-computing platform is used by 26 healthcare systems and clinically integrated networks to identify patterns in diseases, treatments and outcomes.

- **Centerline Biomedical** – This Cleveland Clinic spin-off company raised seed capital in August 2015 to continue the development and testing of a surgical navigation system. This system uses catheters and guide wires with sensors to give surgeons a 3-D image of the organs and blood vessels on which they are operating. This system may be an alternative to the X-ray images currently used to guide surgeons’ instruments.

- **NaviGate Cardiac Structures Inc**. – In November 2015, Cleveland Clinic spin-off company NaviGate Cardiac Structures — which develops valved stents for replacement of incompetent mitral heart valves — announced that a first-in-human implant of its catheter-guided, mitral-valved stent into a beating heart was performed successfully. Invented by José Navia, MD, a surgeon in the Department of Thoracic and Cardiovascular Surgery, the novel stents offer a minimally invasive treatment option for patients suffering from mitral valve disease who are considered too high-risk to undergo open heart surgery.

**INNOVATION ACROSS INDUSTRIES**

In addition to CCI’s commercialization of Cleveland Clinic inventions, CCI’s Global Healthcare Innovations Alliance delivers its capabilities to a collaborative network of innovative healthcare and industry partners across the commercialization continuum. Three new members joined the Alliance in 2015: Cox Communications, The Lubrizol Corporation and NASA’s Glenn Research Center. In May 2015, Cleveland Clinic expanded its network internationally by becoming a member of eHealth Ventures LLC, an investment and development entity that will provide incubation services to promising early-stage health care technology companies in Israel.

**A SUCCESSFUL 13TH INNOVATION SUMMIT**

Cleveland Clinic Innovations hosted the 13th Annual Medical Innovation Summit in October 2015 at the Global Center for Health Innovation in downtown Cleveland. The focus of the Summit was new products and treatments for the brain and nervous system. The Summit drew more than 1,700 industry leaders, investors and entrepreneurs looking to network with fellow innovators, advance the latest technologies to market and strategize for the future of healthcare.
World-Class Nursing

The Stanley Shalom Zielony Institute for Nursing Excellence now oversees the practice and education of more than 14,000 nurses across all Cleveland Clinic locations. In 2015, Cleveland Clinic nurses innovated for better care, published substantial research, and addressed a wide range of quality, safety and community health issues.

AN EXPANDING FORCE

The number of Cleveland Clinic nurses grew substantially this year. A talent acquisition push called Nurses Right Now recruited 700 registered nurses to Cleveland Clinic in eight weeks. With the opening of Cleveland Clinic Abu Dhabi, 600 nurses from 37 countries were added (out of more than 6,000 nurses interviewed). Nurses from Akron General Health System have also joined Cleveland Clinic’s family.

IMPROVING CARE

Cleveland Clinic nurses are leading clinical transformation from administrative offices to the patient bedside. In 2015, they helped develop comprehensive care plans based on evidence-based care paths to reduce unnecessary readmissions and emergency department visits. They implemented bundled protocols that have reduced in-hospital falls by 41 percent. Obstetrics nurses have become part of a statewide effort to reduce infant mortality in the community through education and outreach. Nurses are leading continuous improvement initiatives that are improving processes, eliminating waste and standardizing operating procedures with “lean” tactics learned from industry.

REINVENTING OUR FUTURE

Lifelong learning is a hallmark of Cleveland Clinic nursing. Four Cleveland Clinic nurses recently earned their doctorate in nursing practice, including Executive Chief Nurse Kelly Hancock, DNP, RN, NE-BC.

“As nursing organizations move forward in 2016,” says Dr. Hancock, “the nurse-led model of care will continue to drive further refinement of the nurse’s role as well as the nurse’s influence on care delivery, general health policy and more.”
Cleveland Clinic is the largest employer in Northeast Ohio and the second-largest in the state. Human Resources at Cleveland Clinic supports a diverse workforce and patient care at all locations.

THE POWER OF EVERY ONE

In 2015, Human Resources improved engagement and enhanced inclusion through a campaign called the Power of Every One, generating a 9 percent increase in engagement scores with voluntary feedback from 38,000 caregivers. Seventeen thousand nurses and allied health professionals received pay adjustments, and minimum hourly pay was raised to $12. Accessibility was enhanced through a shared services model called One HR.

OUR NEWEST CAREGIVERS

Responding to an anticipated shortage of nurses, Human Resources quickly organized a new talent acquisition program, which hired 700 registered nurses in only eight weeks. More than 900 military veterans and reservists have joined Cleveland Clinic through Human Resources’ Hero Experience program since 2012, and nearly 3,000 students took part in Student Experience and other internship programs. More than 4,500 new caregivers were onboarded across the system in 2015, including over 3,800 caregivers for the opening of Cleveland Clinic Abu Dhabi.

TRAINING LEADERS FOR TODAY AND TOMORROW

A Global Leadership & Learning Institute was launched to train and inspire a new generation of leaders for Cleveland Clinic and the region, nation and world.

ENCOURAGING DIVERSITY AND ENGAGEMENT

Employee Resource Groups and Diversity Councils continued to promote inclusion and engagement. A Cleveland Clinic Center for Excellence — LGBT Healthcare website was launched, and gap analyses of health disparities data were performed. A dashboard was developed to collect data for key health equity indicators systemwide.
Clinical and Research Achievements

Cleveland Clinic physicians and scientists made 2015 another brilliant year of clinical and research breakthroughs. Here are a few examples of the hundreds of accomplishments that made the year special.

NEW APPLICATIONS FOR DEEP BRAIN STIMULATION

Deep brain stimulation (DBS) is the implantation of tiny electrodes into highly targeted brain tissue to affect neurological function by means of mild electrical stimulation. Andre Machado, MD, PhD, of the Neurological Institute, is at the forefront of using DBS to treat pain and severe movement disorders. He is continually investigating new ways to apply DBS to a range of neurological conditions, including:

• Thalamic pain syndrome – Dr. Machado and his colleagues conducted the first-ever prospective, randomized, double-blind, controlled clinical trial of DBS for the management of chronic pain. He demonstrated for the first time that it is safe to surgically intervene with DBS in the emotional networks of the brain in patients with chronic pain.

• Post-stroke rehabilitation – A preclinical study performed by Dr. Machado is the first to demonstrate DBS’s potential for selective nerve growth after focal injury. This study, showing that DBS may promote the formation of new neural connections during stroke recovery, was among the five winning abstracts in the International Neuromodulation Society’s inaugural best abstract competition.

USING DBS IN CONJUNCTION WITH fMRI

A collaborative group including Stephen Jones, MD, PhD, of the Imaging Institute; Howard Goldman, MD, of the Glickman Urological & Kidney Institute; and Jorge Gonzalez-Martinez, MD, PhD, of the Neurological Institute, has developed a technique to image the patterns of brain function associated with an electrode while stimulating the electrode as the patient undergoes functional MRI (fMRI) scanning. This novel technique is an improvement over standard DBS, which targets only the structural anatomy associated with neurological disorders. DBS enhanced by fMRI allows operators to visualize the effect of stimulation on whole neural networks. This innovation makes DBS more accurate and effective than ever, and opens it up to a new range of potential applications. It also allows the use of DBS in pediatric patients — an effort being led by Dr. Machado — because it reduces the need for conscious stimulation.

NEW CELLULAR TARGET MAY INHIBIT DEADLY BRAIN TUMOR

Shideng Bao, PhD, of the Lerner Research Institute, led a study investigating the role of tumor-associated macrophages (TAMs) in a type of lethal cancer known as glioblastoma multiforme (GBM) — a common, fast-growing, malignant brain tumor. TAMs are found in many types of tumors. They may either promote or inhibit tumor growth. The density of TAMs in GBMs correlated with the seriousness of the tumor, suggesting that TAMs may promote tumor progression in GBM. Dr. Bao and his team identified a factor, peristatin, which is secreted by glioma stem cells (GSCs) in GBMs to recruit the monocyte-derived TAMs. They discovered that silencing peristatin in GSCs reduced TAM density and markedly inhibited tumor growth in mice. They conclude that GSCB treatment in humans could be improved by targeting peristatin-mediated TAM recruitment. Published in Nature Cell Biology.

IDENTIFICATION OF ENZYME ESSENTIAL FOR NORMAL BLOOD PRESSURE

Corin is an enzyme in the heart. Qingyu Wu, MD, PhD, of the Lerner Research Institute, discovered corin almost 15 years ago. He has identified it as a likely cause of preeclampsia, or pregnancy-related hypertension. Now Dr. Wu has found that genetic variants of corin are also related to salt-sensitive hypertension, and that an enzyme called proprotein convertase subtilisins/kexin-6 (PCSK6) is responsible for activating corin. Lack of PCSK6 appears to be a cause of salt-sensitive hypertension, and a genetic mutation of the enzyme may increase risk of the disease. Published in Nature Medicine.

DRUG METABOLITE MORE POTENT VS. PROSTATE CANCER

Abiraterone is an effective drug that kills prostate cancer cells. But Cleveland Clinic researchers have learned something new about abiraterone. When you give abiraterone to patients with prostate cancer, the body converts the drug into an even more potent cancer fighter called D4A. A team led by Nima Sharifi, MD, an associate staff member of the departments of Hematology and Medical Oncology, Cancer Biology, and Urology, has shown that D4A, which is more effective than abiraterone at killing aggressive prostate cancer cells. Abiraterone works by blocking the production of androgens, or male hormones, which are required for the prostate tumor to grow. Dr. Sharifi’s team found that D4A also inhibits androgen synthesis, but does so by blocking several different pathways. These findings suggest that D4A might be a more effective alternative to its metabolic parent. Published in Nature Medicine.
Education Institute Highlights

The Education Institute oversees Cleveland Clinic’s educational mission, with a focus on addressing the ever-increasing educational needs of healthcare professionals around the globe.

GRADUATE MEDICAL EDUCATION

Cleveland Clinic maintains one of the largest graduate medical education programs in the country. In 2015, more than 1,500 clinical trainees (residents and fellows) trained at Cleveland Clinic, Fairview and South Pointe hospitals, Akron General Medical Center, and Cleveland Clinic Florida. Research trainees, including those at the Lerner Research Institute and Cleveland Clinic Florida, numbered 373. Cleveland Clinic offers 108 training programs approved by the Accreditation Council for Graduate Medical Education (ACGME), along with 92 fellowship programs outside of ACGME oversight. Nearly 16,000 alumni from our GME program have taken their knowledge home, practicing medicine in some 71 countries around the world.

CONTINUING MEDICAL EDUCATION

Physicians and other medical personnel around the world are required to keep their knowledge and skills up to date through participation in continuing medical education (CME) programs. Cleveland Clinic is a leading provider of CME courses in virtually all media and enjoys the highest Accreditation with Commendation. In 2015, the college drew 1,900-plus applicants for 32 positions. Graduates continue to experience enviable match results, with 52 percent going to their first-choice program and 77 percent going to one of their top three choices. In all, 65 percent matched to a top 10 U.S. News & World Report hospital. Six students are training at Cleveland Clinic. Ground was broken for the new Health Education Campus, which is expected to open in 2019 and will house CCLCM and the medical, nursing and dental schools of Case Western Reserve University.

STRATEGIC EDUCATIONAL COLLABORATIONS

In collaboration with Case Western Reserve University, the Education Institute offers the Cleveland Clinic-Weatherhead School of Management executive MBA in healthcare, designed to give high-potential healthcare professionals the opportunity to advance their leadership and management skills.

To give healthcare professionals educators the opportunity to further refine their teaching skills and strengths, the Education Institute offers a Master of Education degree in Health Professions Education in collaboration with Cleveland State University.

CLEVELAND CLINIC LERNER COLLEGE OF MEDICINE OF CASE WESTERN RESERVE UNIVERSITY

Cleveland Clinic Lerner College of Medicine of Case Western Reserve University (CCLCM) continues to attract exceptional students with MCAT scores well above the national average. In 2015, the college drew 1,900-plus applicants for 32 positions. Graduates continue to experience enviable match results, with 52 percent going to their first-choice program and 77 percent going to one of their top three choices. In all, 65 percent matched to a top 10 U.S. News & World Report hospital. Six students are training at Cleveland Clinic. Ground was broken for the new Health Education Campus, which is expected to open in 2019 and will house CCLCM and the medical, nursing and dental schools of Case Western Reserve University.

Here are additional highlights:

- Led by the Center for International Medical Education, Cleveland Clinic welcomed more than 350 international guests — the most to date — from 15 countries to the Patient Experience Summit. We also welcomed more than 850 international observers, whose goal is to be exposed to the latest clinical/surgical and technological advancements at Cleveland Clinic.
- Since both leadership development executives programs launched in 2011, the Samson Global Leadership Academy has attracted 114 executives from 23 countries, and the Executive Visitors’ Program has attracted 392 executives from 63 countries.
- The Lerner College of Medicine is collaborating with Microsoft to develop a prototype for medical student anatomy education using HoloLens, a device that shows 3-D hologram images of internal organs and systems.
- The Simulation and Advanced Skills Center attained accreditation by the Society for Simulation in Healthcare.
- More than 191 anatomical donations have been gratefully received by the Body Donation Program, a new record.
- More than 2 million healthcare professionals and consumers, nearly half of whom are international, are annually exposed to Cleveland Clinic Journal of Medicine in its print and digital formats.
- The Alumni Library was renamed the Floyd D. Loop Alumni Library in honor of the late Dr. Loop.
- The Center for Consumer Health Information is translating patient education materials into Arabic for use at Cleveland Clinic Abu Dhabi and throughout our health system.
- The Education Institute continued “Leading in Healthcare” as an integrated leadership development program with a current cohort of 70 professionals. To date, 537 caregivers have participated (nurses, administrators and staff).

Floyd D. Loop, MD
1936-2015

Dr. Loop was Chairman and CEO of Cleveland Clinic from 1989 to 2004. In 2015, the Alumni Library in the Education Institute was renamed the Floyd D. Loop Alumni Library in his honor.
Philanthropy Institute – Brilliant Generosity

The Power of Every One Centennial Campaign finished 2015 with $175.8 million in total commitments for the year. Launched in 2014, the historic $2 billion philanthropic campaign will continue until Cleveland Clinic’s 100th anniversary in 2021. Every gift that supports the campaign is helping to make the highest-quality healthcare accessible to the greatest number of people through projects and programs that put patients first, including the new Cleveland Clinic Cancer Center to open in 2017.

Excellence in medical care is achieved through the philanthropy made in 2015 toward the campaign’s priorities of supporting an endowment chair in the area of lung transplantation, the first chair holder is the surgeon who performed Mrs. Buoncore’s successful double-lung transplant, Atul Mehta, MD.

Following are just a few of the many generous gifts made in 2015 toward the campaign’s priorities of promoting health, advancing discovery, transforming care and training caregivers:

• The Health Education campus, a joint project with Case Western Reserve University, received major gifts from the Mandel Foundation ($8 million), the Marc A. and Rhonda L. Stefanski Foundation ($5 million) and the Timken Foundation of Canton ($5 million), and an anonymous gift of $4 million.

• Eugene Shvidler made a $2 million gift to the Glickman Urological & Kidney Institute supporting nephrology and hypertension.

• The Ralph C. Wilson, Jr. Foundation made a $4 million gift establishing the Ralph C. Wilson, Jr. Fellow Leadership Education Endowment and the Dr. Mehdi Razavi Education Endowed Chair.

• Rick and Lori Buoncore made a $2 million gift supporting an endowed chair in the area of lung transplantation. The first chair holder is the surgeon who performed Mrs. Buoncore’s successful double-lung transplant, Atul Mehta, MD.

• An anonymous donor made a $10 million gift supporting the Miller Family Heart & Vascular Institute.

• An anonymous donor made a $10 million gift supporting regional priorities.

NAMED CHAIRS

Philanthropy also created named chairs that help Cleveland Clinic’s most accomplished clinicians expand the scope of their research and train fellows, interns, residents and medical students. Through the years, generous benefactors have created a total of 120 named chairs.

SPECIAL EVENTS

Each year, well-attended events further Cleveland Clinic’s mission in Ohio, Florida and Nevada. In 2015, the biennial 1921 Society Dinner recognized 40 new industries, bringing the total number of 1921 Society members, who have made commitments of $1 million or more, to more than 440.

33 Grosvenor Place

Cleveland Clinic has signed a long-term lease on a 198,000-square-foot office building in London, England, and is converting it to a private medical hospital and clinic. The building, which is being completely renovated, will have more than 200 single-bed occupancy patient rooms. Organizationally, it will be integrated with Cleveland Clinic’s clinical, research and education programs, as well as Cleveland Clinic Innovations.

Medical School at South Pointe

The Ohio University Heritage College of Osteopathic Medicine opened a new campus in affiliation with Cleveland Clinic on the campus of South Pointe Hospital in Warrensville Heights to address the pressing need for more primary care physicians in Northeast Ohio and the rest of the country. The first class of 51 medical students arrived for classes on July 8, 2015.
2015 U.S. News & World Report Rankings

In the “HONOR ROLL” Top 5
Cleveland Clinic 5th | 17 years in a row

 Ranked No. 1
Cardiology & Heart Surgery 1st | 21 years in a row

In America’s Top 3
Gastroenterology & GI Surgery 2nd | 19 years in a row
Nephrology 2nd | 6 years in a row
Rheumatology 2nd | 8 years in a row
Urology 2nd | 17 years in a row
Diabetes & Endocrinology 3rd | 4 years in a row
Gynecology 3rd | 4 years in a row
Orthopaedics 3rd | 4 years in a row
Pulmonology 3rd | 6 years in a row

In America’s Top 20
Ophthalmology 6th | 16 years in a row
Ear, Nose & Throat 7th | 23 years in a row
Neurology & Neurosurgery 8th | 26 years in a row
Geriatrics 10th | 22 years in a row
Cancer 12th | 11 years in a row
Pediatric Pulmonology 14th | 2 years in a row
Pediatric Neurology & Neurosurgery 17th | 8 years in a row
Pediatric Cancer 20th | 2 years in a row
Pediatric Gastroenterology & GI Surgery 20th | 5 years in a row
Pediatric Orthopaedics 20th | 2 years in a row

In America’s Top 50
Pediatric Urology 22nd | 7 years in a row
Pediatric Cardiology & Heart Surgery 24th | 7 years in a row
Neonatology 33rd | 2 years in a row
Pediatric Diabetes & Endocrinology 40th | 7 years in a row
Pediatric Nephrology 44th | 2 years in a row

Selected 2015 Awards & Honors

FOR CLEVELAND CLINIC OVERALL

World’s Most Ethical Companies
From Ethisphere Institute

100 Great Hospitals in America
From Becker’s Hospital Review

No. 1 in the World for Scientific Activity — Ranking Web of Hospitals
From Cybermetrics Lab

150 Great Places to Work in Healthcare
From Becker’s Hospital Review

NorthCoast 99 — Northeast Ohio’s Best Places to Work (10-Year Legacy Award)
From the HR services organization ERC

DiversityInc Top 5 Hospitals and Health Systems
From DiversityInc

Top 25 U.S. Employee Resource Groups and Diversity Councils
From the Association of ERGs & Councils

Best Overall Recognition Program
From Recognition Professionals International, a workforce recognition association

CareerSTAT Frontline Health Care Worker Champion
From the National Fund for Workforce Solutions

Corporation of the Year (Class II)
From the Ohio Minority Supplier Development Council

Corporate Sponsor Award
From the National Black MBA Association
FOR SPECIFIC CLEVELAND CLINIC FACILITIES

Top Performer on Key Quality Measures®
From The Joint Commission
- Euclid Hospital
- Fairview Hospital
- Lutheran Hospital

Guardian of Excellence Award (Patient Experience)
From Press Ganey
- Richard E. Jacobs Family Health Center Emergency Department
- Twinsburg Family Health and Surgery Center Emergency Department

Magnet® Recognition
From the American Nurses Credentialing Center
- Cleveland Clinic main campus
- Cleveland Clinic Akron General
- Fairview Hospital
- Hillcrest Hospital

Pathway to Excellence® Designation
From the American Nurses Credentialing Center
- Cleveland Clinic Florida
- Euclid Hospital
- Lutheran Hospital
- Marymount Hospital
- Medina Hospital

Beacon Award for Excellence
From the American Association of Critical-Care Nurses
- Cleveland Clinic main campus — Coronary ICU and Heart Failure ICU (Gold)
- Cleveland Clinic Florida — ICU (Bronze)
- Hillcrest Hospital — Coronary Care Unit (Silver)

No. 2 in U.S. for Safety and Patient Experience
From Consumer Reports
- Lutheran Hospital

Most Connected Hospitals
From U.S. News & World Report
- Cleveland Clinic main campus
- Cleveland Clinic Florida
- Euclid Hospital
- Fairview Hospital
- Hillcrest Hospital
- Lutheran Hospital
- South Pointe Hospital

3-Star Rating in All 3 STS Categories of Adult Cardiac Surgery
From the Society of Thoracic Surgeons (STS)
- Cleveland Clinic main campus
- Fairview Hospital
- Hillcrest Hospital

3-Star Rating in All 3 STS Categories of Adult Cardiac Surgery
From the Society of Thoracic Surgeons (STS)
- Cleveland Clinic main campus
- Fairview Hospital
- Hillcrest Hospital

4-Star Rating in All 3 STS Categories of Adult Cardiac Surgery
From the Society of Thoracic Surgeons (STS)
- Cleveland Clinic main campus
- Fairview Hospital
- Hillcrest Hospital

Get With The Guidelines® Awards
From the American Heart Association and American Stroke Association
- Cleveland Clinic Florida
- Euclid Hospital
- Fairview Hospital
- Hillcrest Hospital
- Lakewood Hospital
- Marymount Hospital
- South Pointe Hospital

Stoke Gold Plus Achievement Award
- Cleveland Clinic Florida
- Fairview Hospital
- Hillcrest Hospital

Heart Failure Gold Plus Achievement Award
- Cleveland Clinic main campus

ACTION Registry® Gold Achievement Award
- Fairview Hospital
- Hillcrest Hospital

Resuscitation Silver Achievement Award
- Cleveland Clinic main campus
- South Pointe Hospital

Target: Stroke™ Honor Roll Recognition
- Cleveland Clinic Florida (Elite Plus)
- Hillcrest Hospital
- South Pointe Hospital

Fit-Friendly Worksites Gold Award
From the American Heart Association
- Cleveland Clinic Florida

International Board-Certified Lactation Consultant Care Award
From the International Board of Lactation Consultant Examiners and International Lactation Consultant Association
- Hillcrest Hospital

5-Star Rating — Ohio First Steps for Healthy Babies
From the Ohio Department of Health and the Ohio Hospital Association
- Fairview Hospital
- Hillcrest Hospital

ENVIRONMENTAL AWARDS

50 Greenest Hospitals in America
From Becker’s Hospital Review
- Cleveland Clinic main campus
- Cleveland Clinic Florida
- Euclid Hospital
- Fairview Hospital
- Hillcrest Hospital
- Lutheran Hospital
- South Pointe Hospital

Practice Greenhealth Awards
- Cleveland Clinic main campus
- Cleveland Clinic Florida
- Fairview Hospital
- Hillcrest Hospital
- Lakewood Hospital
- Marymount Hospital
- South Pointe Hospital

No. 2 in U.S. for Safety and Patient Experience
From Consumer Reports
- Lutheran Hospital

Commendable Hospitals
From The Leapfrog Group
- Cleveland Clinic main campus
- Cleveland Clinic Akron General
- Fairview Hospital
- Hillcrest Hospital
- Lutheran Hospital
- South Pointe Hospital

Awards for Environmental Excellence
- Cleveland Clinic main campus
- Cleveland Clinic Florida
- Fairview Hospital
- Hillcrest Hospital
- Lakewood Hospital
- Marymount Hospital
- South Pointe Hospital

Target: Stroke™ Honor Roll Recognition
- Cleveland Clinic Florida (Elite Plus)
- Hillcrest Hospital
- South Pointe Hospital

Fit-Friendly Worksites Gold Award
From The American College of Gastroenterology
- Cleveland Clinic Florida

COMMUNICATIONS AWARDS

Best Corporate Blog (for “Health Essentials” blog)
From The Content Marketing Institute
- Cleveland Clinic main campus
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HOSPITAL DESIGN AWARDS

Best Hospital Design
From Building Healthcare Middle East
- Cleveland Clinic main campus
- Cleveland Clinic Florida
- Fairview Hospital
- Hillcrest Hospital
- Lakewood Hospital
- Marymount Hospital
- South Pointe Hospital

Best Sustainable Hospital Project
From Building Healthcare Middle East
- Cleveland Clinic main campus
- Cleveland Clinic Florida
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Peoples’ Choice Award
From Building Healthcare Middle East
- Cleveland Clinic main campus
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## Financial and Statistical Highlights

### CLEVELAND CLINIC MAIN CAMPUS

#### PATIENT CARE

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outpatient visits</td>
<td>5,421,528</td>
<td>5,633,024</td>
</tr>
<tr>
<td>Emergency visits</td>
<td>112,048</td>
<td>126,991</td>
</tr>
<tr>
<td>Admissions</td>
<td>98,707</td>
<td>123,765</td>
</tr>
<tr>
<td>Acute</td>
<td>53,332</td>
<td>53,394</td>
</tr>
<tr>
<td>Nonacute</td>
<td>375</td>
<td>371</td>
</tr>
<tr>
<td>Surgical cases</td>
<td>89,978</td>
<td>91,731</td>
</tr>
<tr>
<td>Inpatient</td>
<td>25,725</td>
<td>25,470</td>
</tr>
<tr>
<td>Outpatient</td>
<td>64,253</td>
<td>66,261</td>
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#### EDUCATION

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
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</thead>
<tbody>
<tr>
<td>Residents and fellows in training</td>
<td>1,757</td>
<td>1,888</td>
</tr>
<tr>
<td>Continuing medical education</td>
<td>1,938</td>
<td>1,705</td>
</tr>
<tr>
<td>Activities</td>
<td>370,220</td>
<td>284,730</td>
</tr>
<tr>
<td>Participants</td>
<td>70</td>
<td>74</td>
</tr>
<tr>
<td>Accredited residency training programs</td>
<td>1,832</td>
<td>2,061</td>
</tr>
<tr>
<td>Allied health student rotations</td>
<td>65</td>
<td>65</td>
</tr>
<tr>
<td>Programs for allied health specialists</td>
<td>65</td>
<td>65</td>
</tr>
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#### RESEARCH

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
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</thead>
<tbody>
<tr>
<td>Grant and contract revenue</td>
<td>$168M</td>
<td>$166M</td>
</tr>
<tr>
<td>Federal revenue</td>
<td>$98M</td>
<td>$104M</td>
</tr>
<tr>
<td>Laboratory principal investigators</td>
<td>178</td>
<td>176</td>
</tr>
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</table>

### CLEVELAND CLINIC HEALTH SYSTEM (CCHS)

#### PATIENT CARE

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outpatient visits</td>
<td>5,852,700</td>
<td>6,620,152</td>
</tr>
<tr>
<td>Emergency visits</td>
<td>497,631</td>
<td>640,215</td>
</tr>
<tr>
<td>Admissions</td>
<td>152,504</td>
<td>178,528</td>
</tr>
<tr>
<td>Acute</td>
<td>140,596</td>
<td>164,704</td>
</tr>
<tr>
<td>Nonacute</td>
<td>11,908</td>
<td>13,824</td>
</tr>
<tr>
<td>Surgical cases</td>
<td>186,221</td>
<td>208,807</td>
</tr>
<tr>
<td>Inpatient</td>
<td>55,515</td>
<td>61,750</td>
</tr>
<tr>
<td>Outpatient</td>
<td>130,706</td>
<td>147,057</td>
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</table>

#### FINANCIAL HIGHLIGHTS

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating revenues</td>
<td>$6.7B</td>
<td>$7.2B</td>
</tr>
<tr>
<td>Operating income</td>
<td>$468M</td>
<td>$480M</td>
</tr>
<tr>
<td>Assets</td>
<td>$12.3B</td>
<td>$13.6B</td>
</tr>
<tr>
<td>Community Benefit</td>
<td>$682M</td>
<td>PENDING</td>
</tr>
</tbody>
</table>

**NOTE:** 2015 statistics include Cleveland Clinic Akron General (full year); 2014 statistics exclude Akron General.
Some figures for 2014 have been updated following revision of the 2014 annual report after its release.

### CLEVELAND CLINIC HEALTH SYSTEM (CCHS)

#### Outpatient Visits

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>In millions</td>
<td>5.1</td>
<td>5.6</td>
<td>5.9</td>
<td>6.6</td>
</tr>
</tbody>
</table>

#### Acute Admissions

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>In thousands</td>
<td>144.5</td>
<td>145.2</td>
<td>140.6</td>
<td>164.7</td>
</tr>
</tbody>
</table>

#### Outpatient Observations

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>In thousands</td>
<td>38.1</td>
<td>43.4</td>
<td>49.7</td>
<td>58.1</td>
</tr>
</tbody>
</table>

#### Surgical Cases Inpatient and Outpatient

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>In thousands</td>
<td>186.0</td>
<td>188.7</td>
<td>186.2</td>
<td>208.8</td>
</tr>
</tbody>
</table>

#### Emergency Department Visits

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>In thousands</td>
<td>458.3</td>
<td>475.8</td>
<td>497.6</td>
<td>640.2</td>
</tr>
</tbody>
</table>

#### Education — Residents and Fellows in Training

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>In thousands</td>
<td>1,785</td>
<td>1,793</td>
<td>1,757</td>
<td>1,888</td>
</tr>
</tbody>
</table>

#### Research Funding

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Millions</td>
<td>255</td>
<td>248</td>
<td>255</td>
<td>251</td>
</tr>
</tbody>
</table>

#### Caregivers (Employees)

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>In thousands</td>
<td>43.9</td>
<td>43.4</td>
<td>42.5</td>
<td>49.2</td>
</tr>
</tbody>
</table>

#### Professional Staff (Physicians)

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>In thousands</td>
<td>3,034</td>
<td>3,225</td>
<td>3,150</td>
<td>3,432</td>
</tr>
</tbody>
</table>

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Cleveland Clinic

CEO, Michael Kessel

Physician Partnership Alliance/Community Chair, Quality Operations Clinical Integration Associate Chief of Staff, Catherine Keating, MD and Family Health Centers President, Regional Hospitals Development Professional Staff Leadership Executive Director, J. Harry Isaacson, MD Rheumatologic Institute Chair, Orthopaedic & Joseph Iannotti, MD Chief Strategy Officer Ann Huston Business Development Chief of International Technology Division Chair, Information Chief Information Officer C. Martin Harris, MD Accounting Officer Controller and Chief Financial Officer Michael P. Harrington Main Campus Chief Nursing Officer, Executive Chief Nursing Officer DNP, RN, NE-BC K. Kelly Hancock, Maryland Hamilton Supervising Chief Nursing Officer

Nurse Practitioner狠 Head Nurse ACTOR Chief Human Resources Officer Linda McHugh Acting Chief Human Resources Officer Abd Mehta, MD President, Medical Staff Mike Michetti Executive Director, Professional Staff Affairs Tomislav Mihaljevic, MD CEO Cleveland Clinic Abu Dhabi Joshua Miller, DO VP, Regional Family Health Center Operations Michael T. Moore, MD Chief Clinical Transformation Officer Kristen Morris Chief Government and Community Relations Officer Peter O’Neill Executive Director, Cleveland Clinic Innovations Francis Papay, MD Chair, Dermatology & Plastic Surgery Institute William M. Peacock III Chair, Endocrinology & Metabolism Institute Executive Dean, Cleveland Clinic Lerner College of Medicine Nizar Zein, MD Chair, Global Patient Services Andrea Zwischenberger Administrative Director, Executive Administration Board of Governors *Senior Board of Governors members for 2016* Danya M. Congrove, MD Chair Brian Danley, MD Vice-Chair Elected/Voting Members Wael Benkra, MD Sinai Health System Sarpil Erez, MD, *Nancy Hoiby-Schwarz, MD Kathleen Franco, MD James Gutierrez, MD J. Harry Isaacson, MD Paul Krock, MD Daniel F. Martin, MD* Margaret Micalizzi, MD Ali Matta, MD Michael Phillips, MD Timothy Spina, MD Tina Yeates, MD Nizar Zein, MD Appointed Members Brad Benson, MD Ben Frank Steven C. Glass Thomas Hamilton, MD (Interim) K. Kelly Hanrecz, MD (President-elect/NCGS) William M. Peacock III David W. Rowan, MD Edmund Saffran Jr., MD James K. Stoller, MD, MS Regional Hospital Presidents *Affiliate hospital Michael Habesowu Antakalda Quality Medical Center* Brian Harti, MD Hillcrest Hospital Robert Juhaza, DO South Pointe Hospital Donald Malena, MD Lutheran Hospital Daniel Napierowski, MD Euclid Hospital Richard Parker, MD Maimont Hospital Neil Smith, DO Farme Hospital Rebecca Starck, MD Avon Hospital Tim Stover, MD Main General Hospital Thomas Tulasik, MD Medina Hospital

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