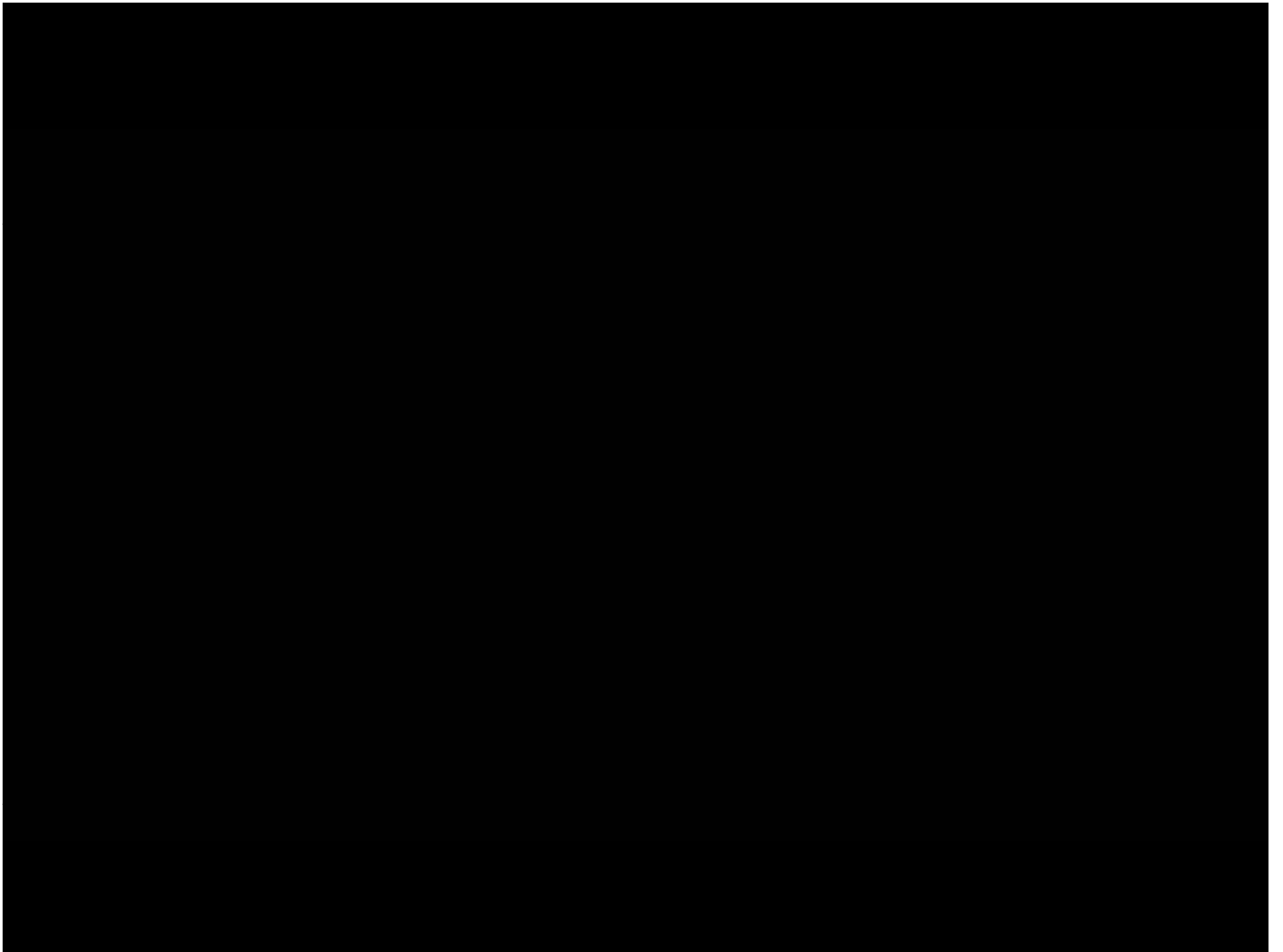


A photograph of the Cleveland Clinic building, a large modern structure with a curved glass facade, set against a clear blue sky. In the foreground, there is a large, rectangular pond with several large, dark rocks scattered across its surface. The water in the pond reflects the building and the sky. The overall scene is bright and clear, suggesting a sunny day.

Cleveland Clinic Health Care Model for the 21st Century

**The Health Industry Forum
March 11, 2013**





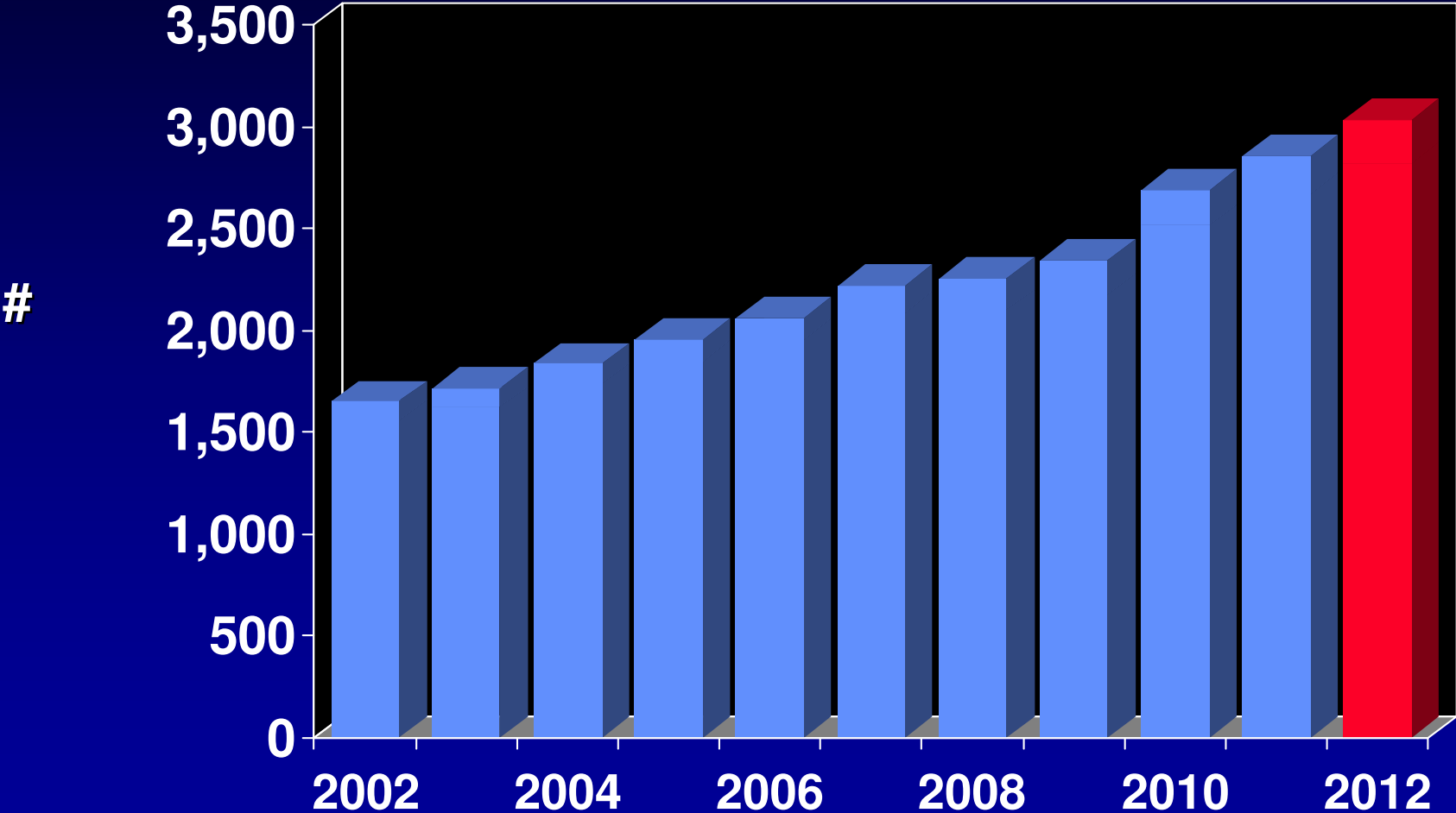
“**INNOVATION** is the only true long-term solution to **HIGH QUALITY AFFORDABLE** health care.”

Michael Porter

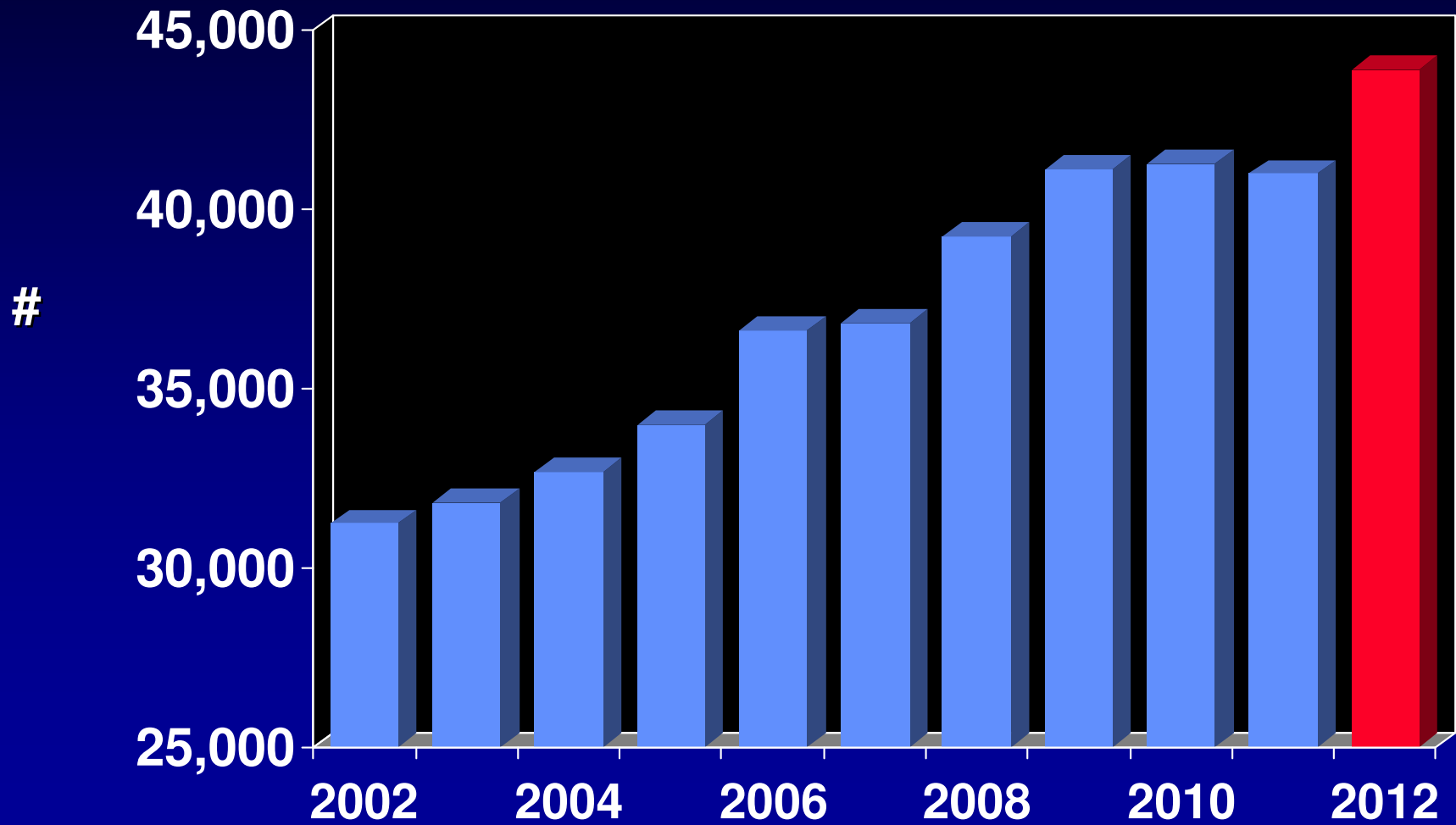
Organization Structure

- **Not for Profit**
- **Group Practice**
- **Physician Leadership**
- **Salaried**
- **Annual Professional Review**
- **1 Year Contract**

Professional Staff



Caregivers



Organization of Care Delivery

- **Profession Oriented**
 - **Division of Surgery**
- **Patient Oriented**
 - **Heart and Vascular Inst.**

Heart & Vascular Institute

- **Cardiac Surgery**
- **Cardiology**
- **Vascular Surgery**
- **Vascular Medicine**

Miller Pavilion



Cleveland Clinic NEO Family Health Centers



CCHS NEO Hospitals

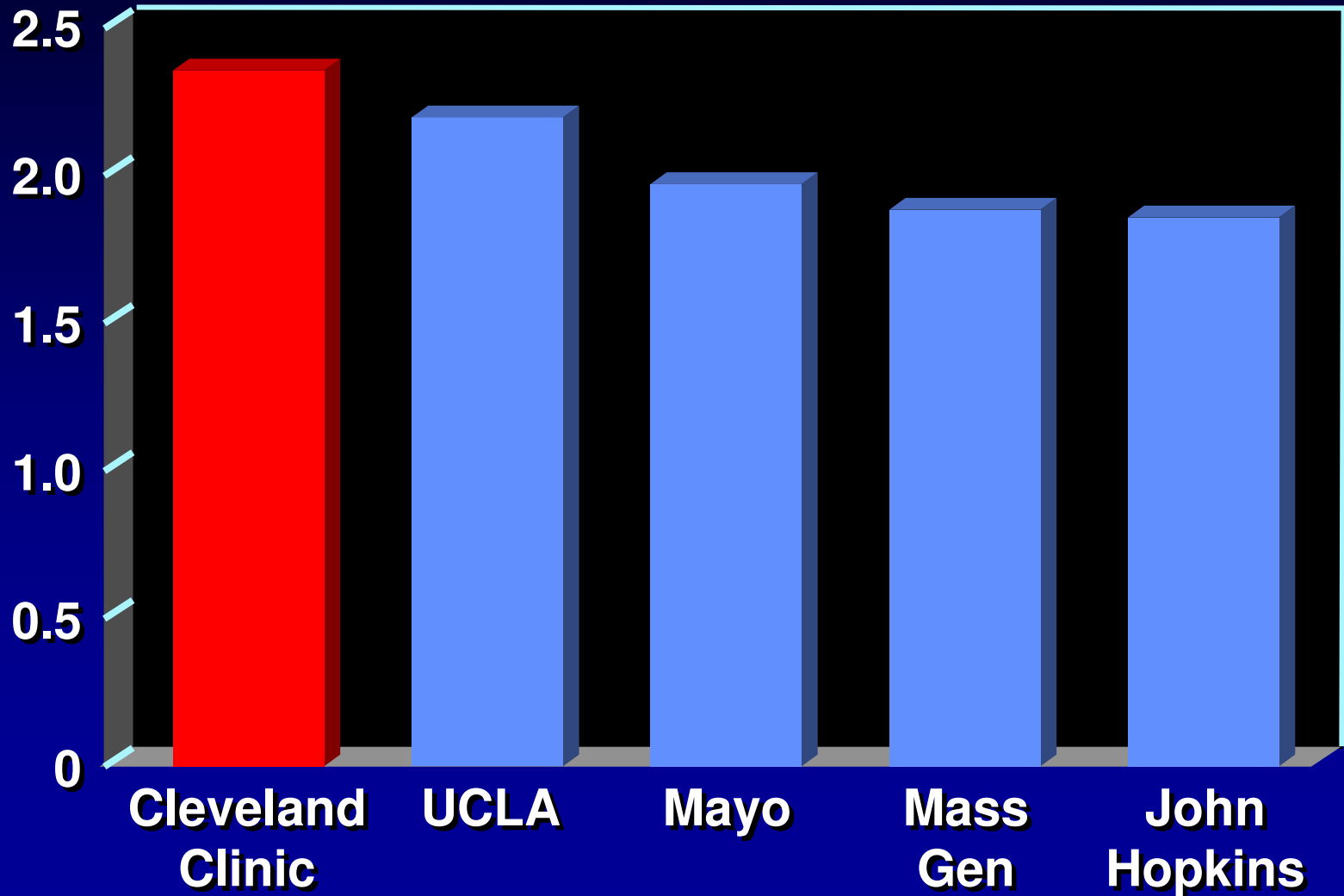




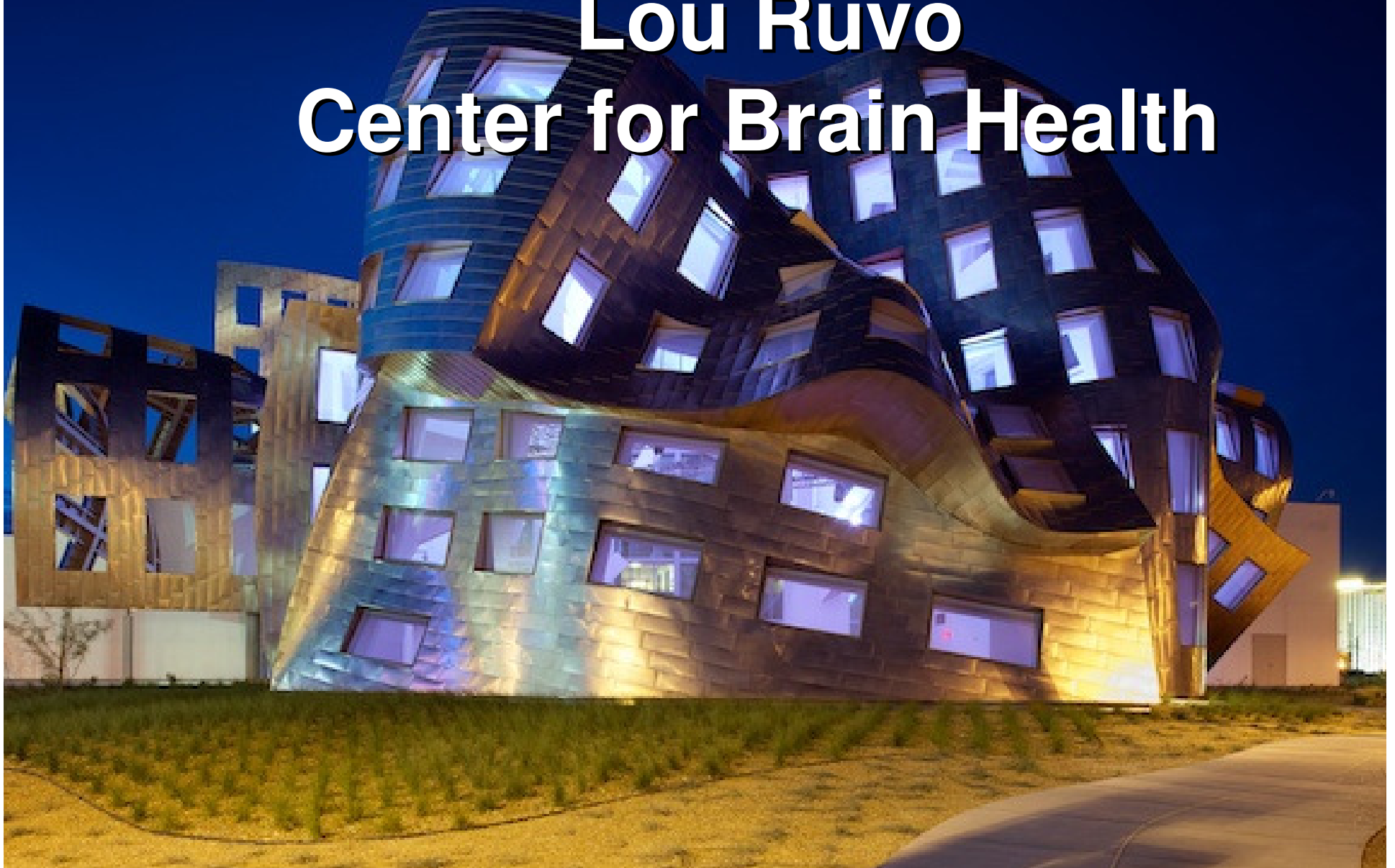


Cleveland Clinic Florida

Average Severity



Cleveland Clinic Lou Ruvo Center for Brain Health



Cleveland Clinic Canada

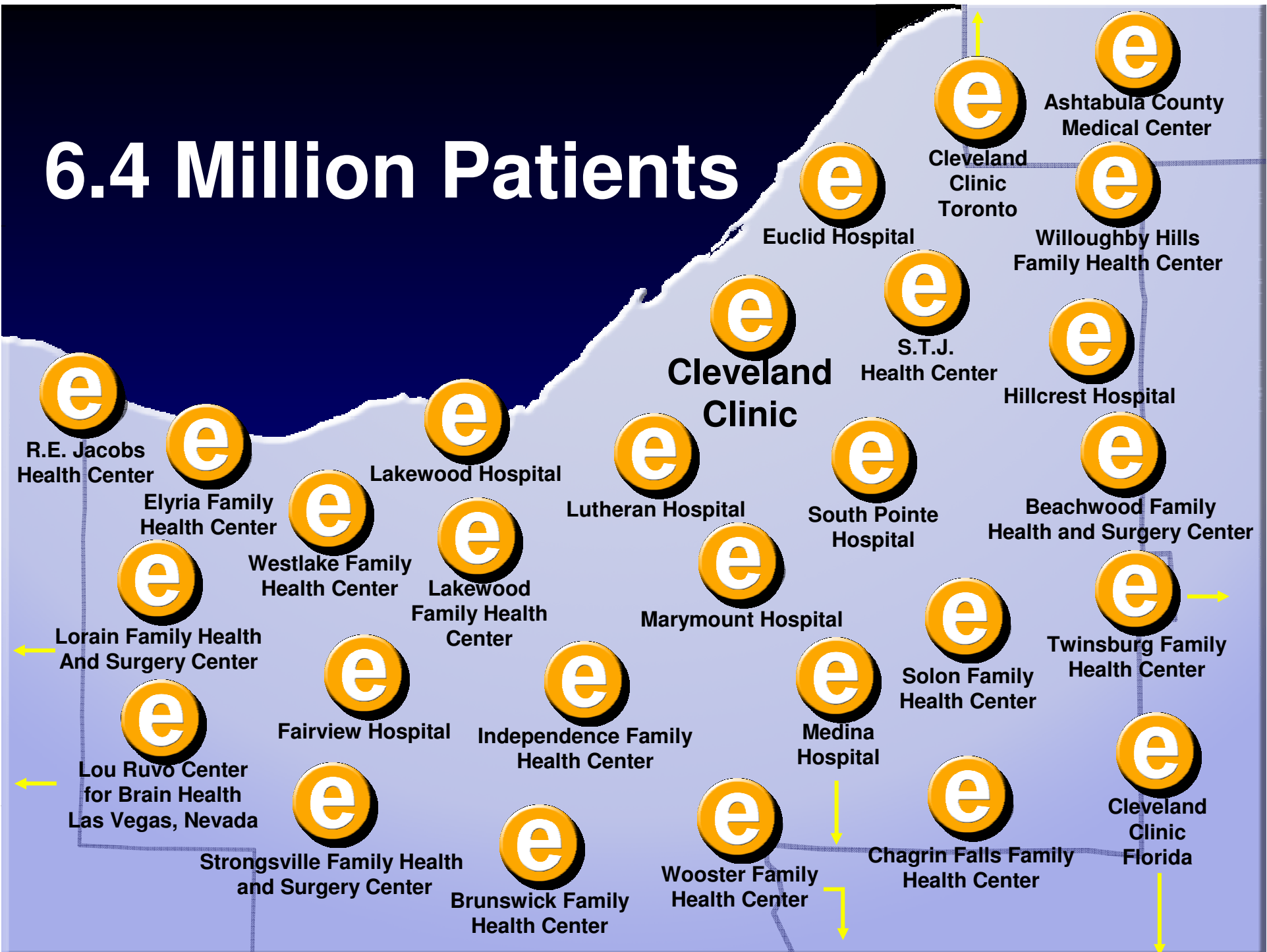


Sheikh Khalifa Medical City





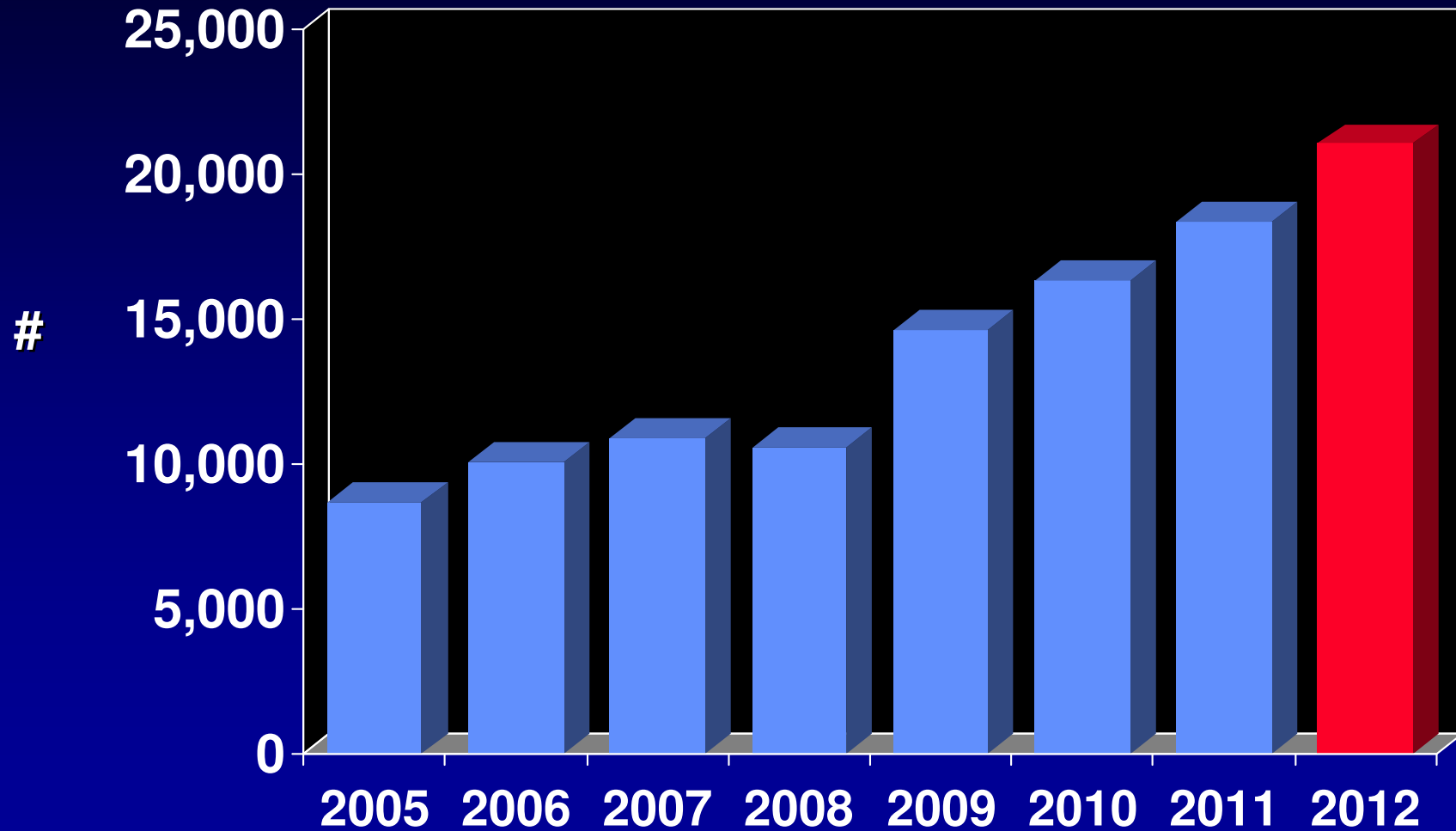
6.4 Million Patients



Transport Team



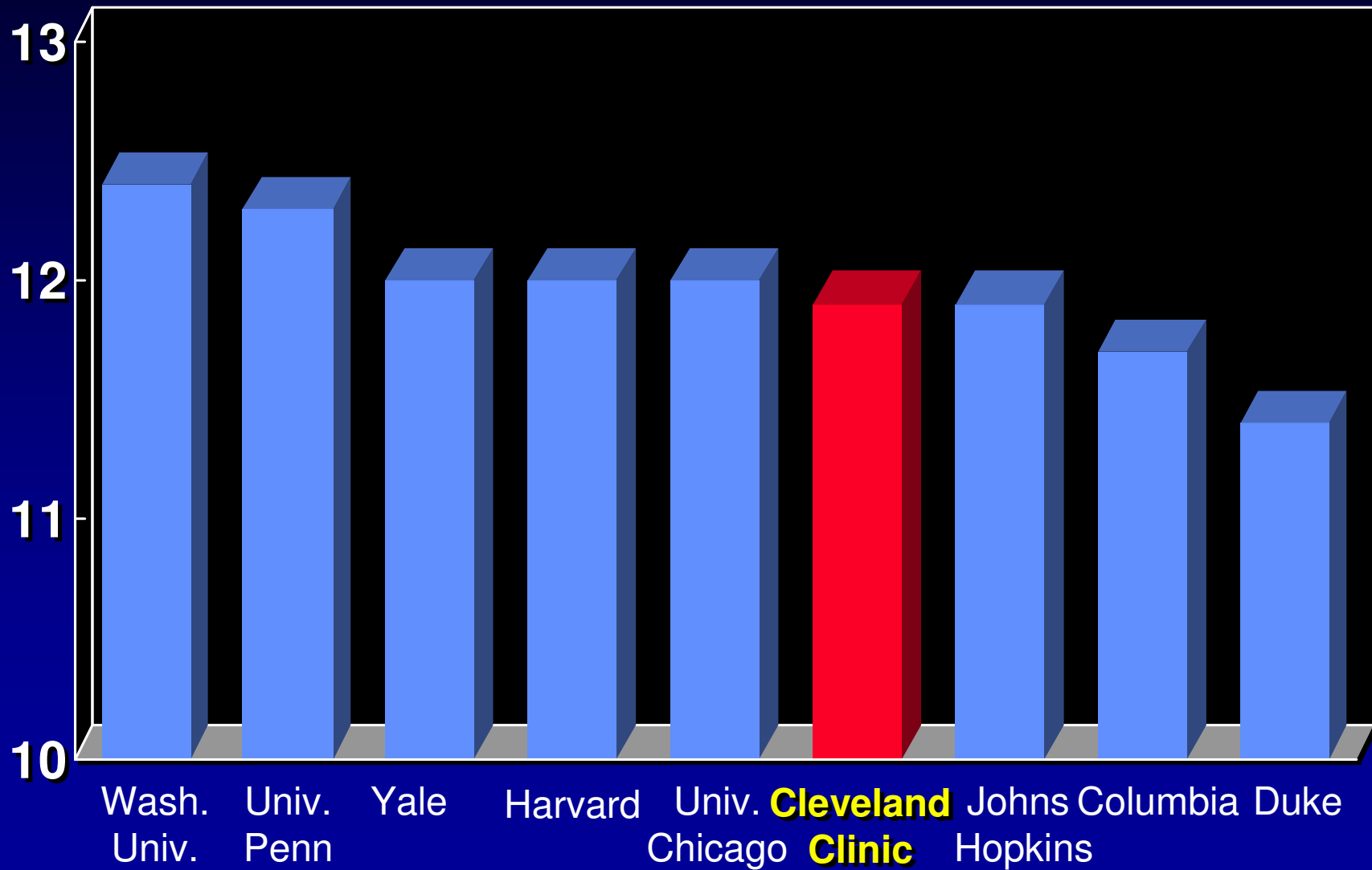
Hospital Transfers



Cleveland Clinic Lerner College of Medicine



2011 MCAT Scores



Strategic Direction

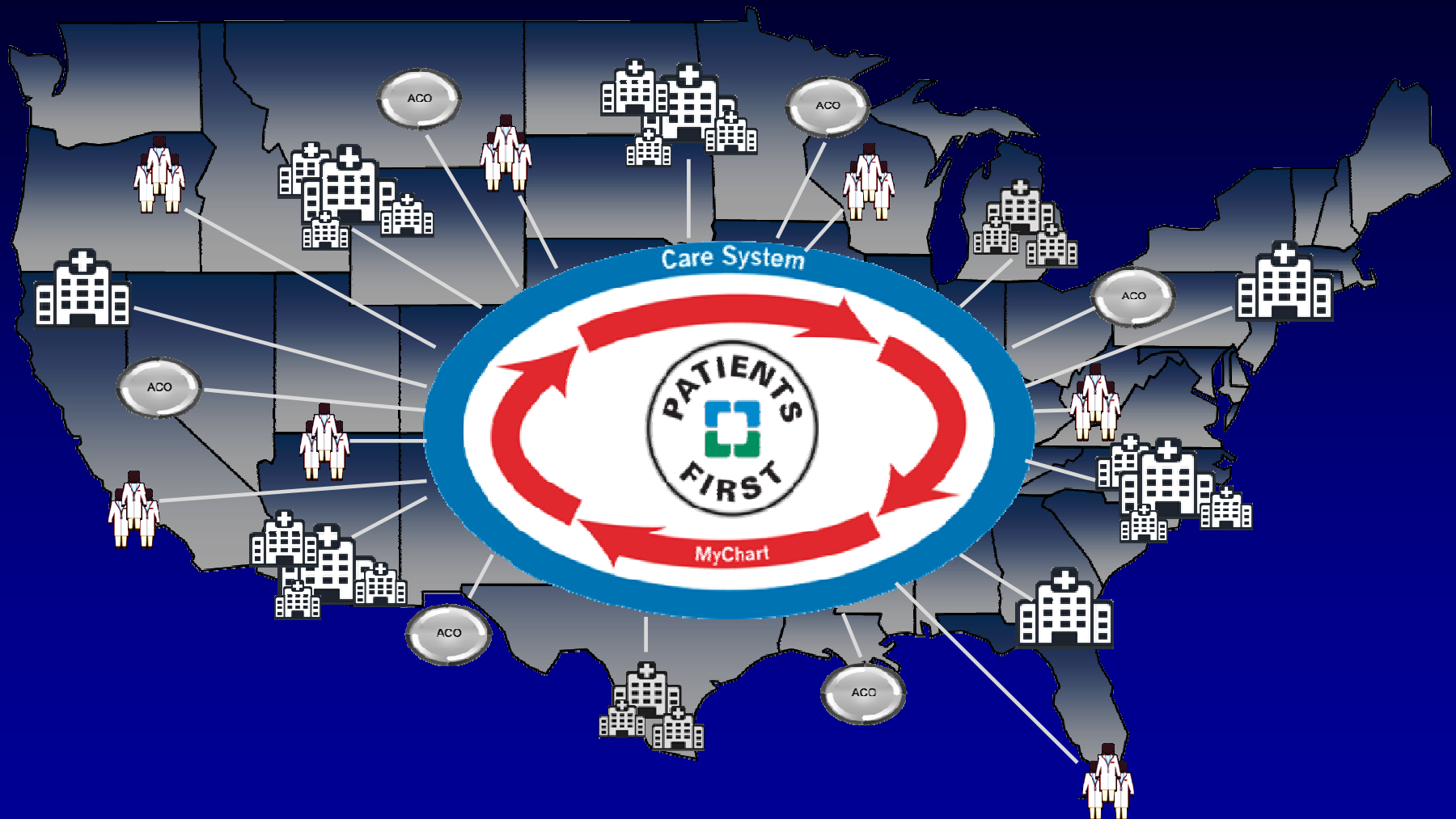
Striving to be the world's leader in patient experience, clinical outcomes, research and education.

- Referral center**
- Healthcare provider**
- Academic center**
- New models of value-based care**

Northeast Ohio Growth

- **Maximize volume**
- **Optimize assets**
- **Population health**
- **Regional planning**
- **Expanding service area**

National Network

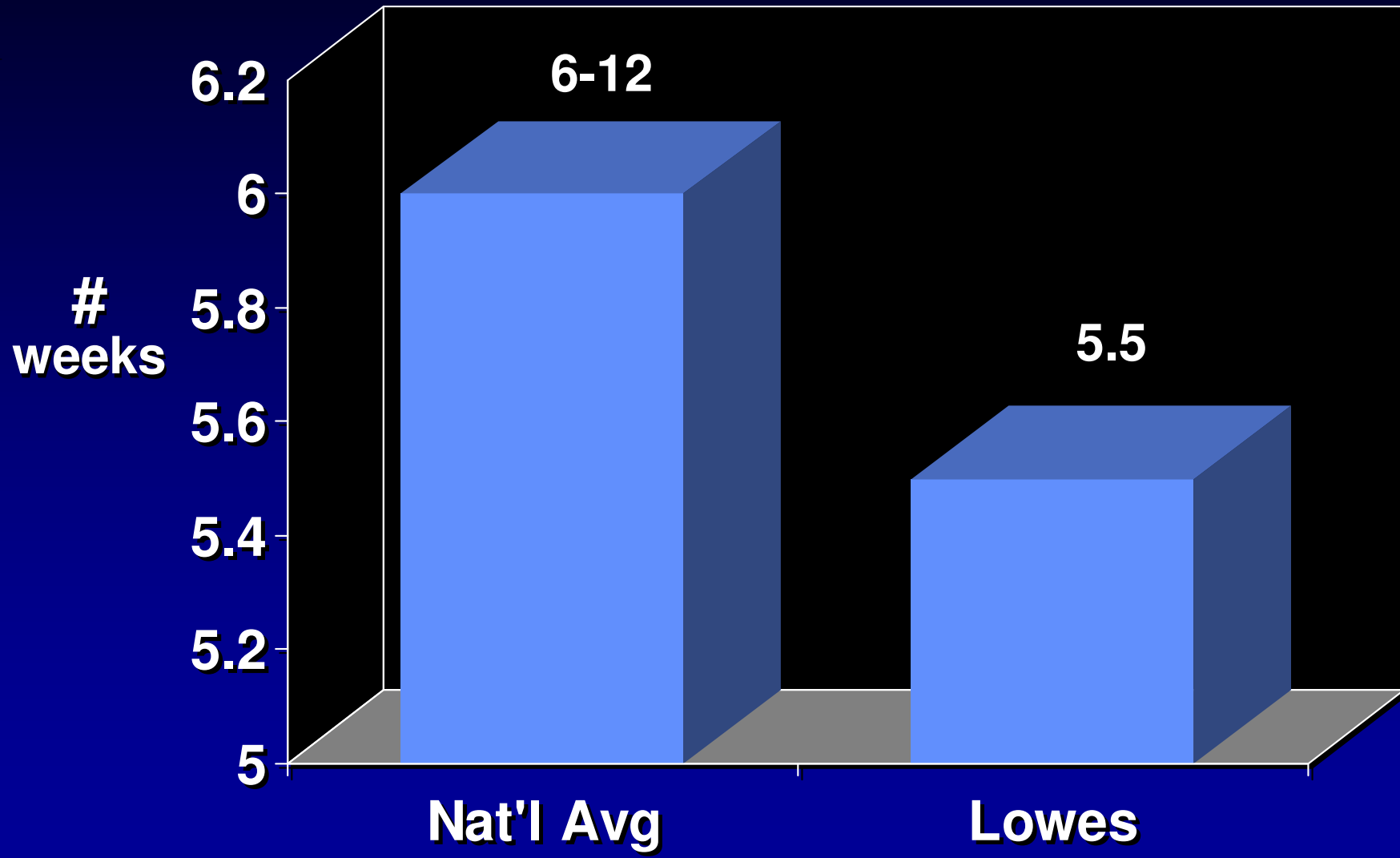


Owned & Partnered

Direct to Employer Bundled Contracts



Return to Work



International Growth

- **Abu Dhabi & Canada**
- **Referral offices**
- **Consulting & affiliations**

**“Execution eats
strategy for breakfast”**

Peter Thomson

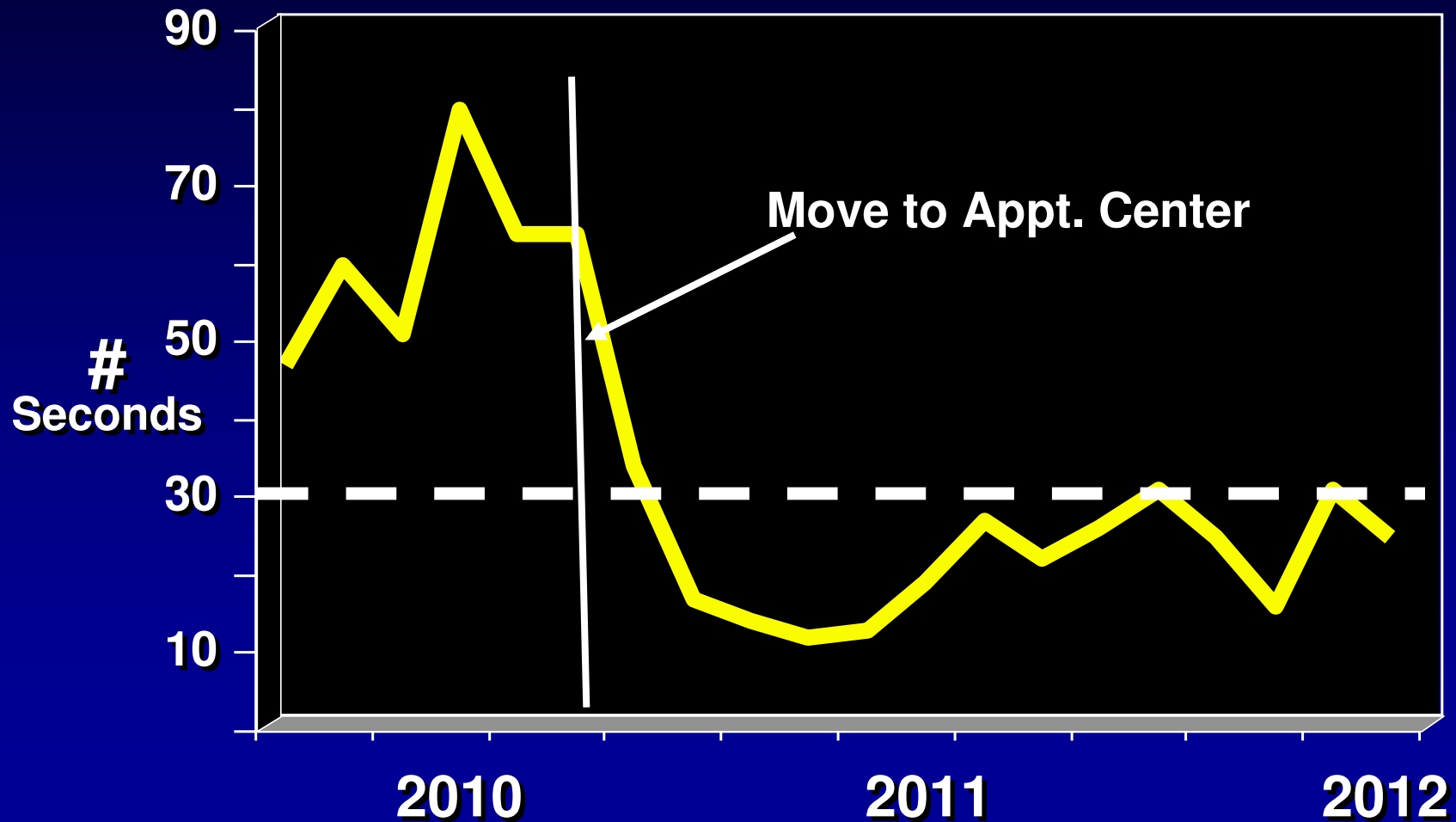
- **ACCESS**
- **Quality**
- **Cost**



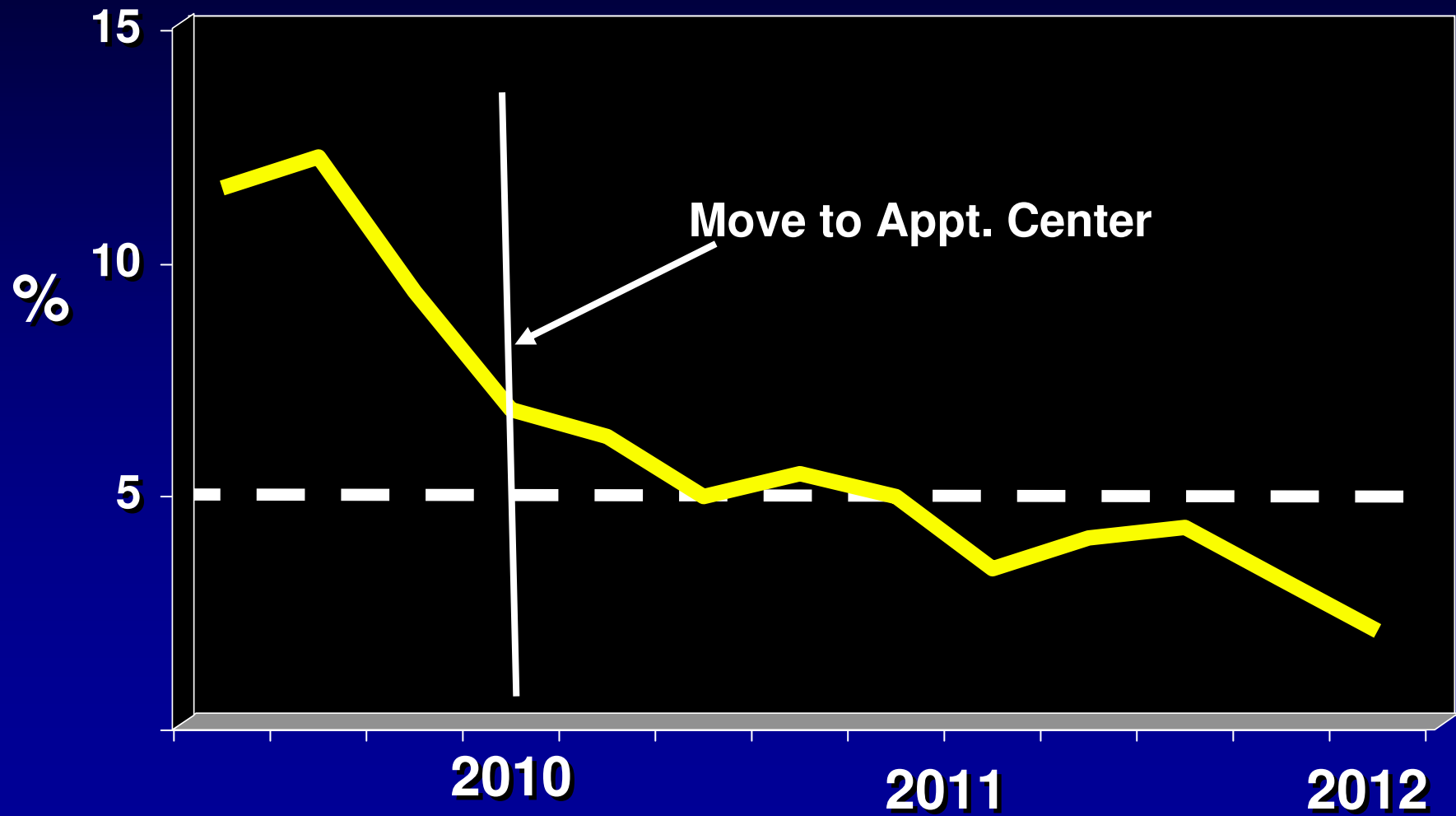
Nurse on Call

200,000

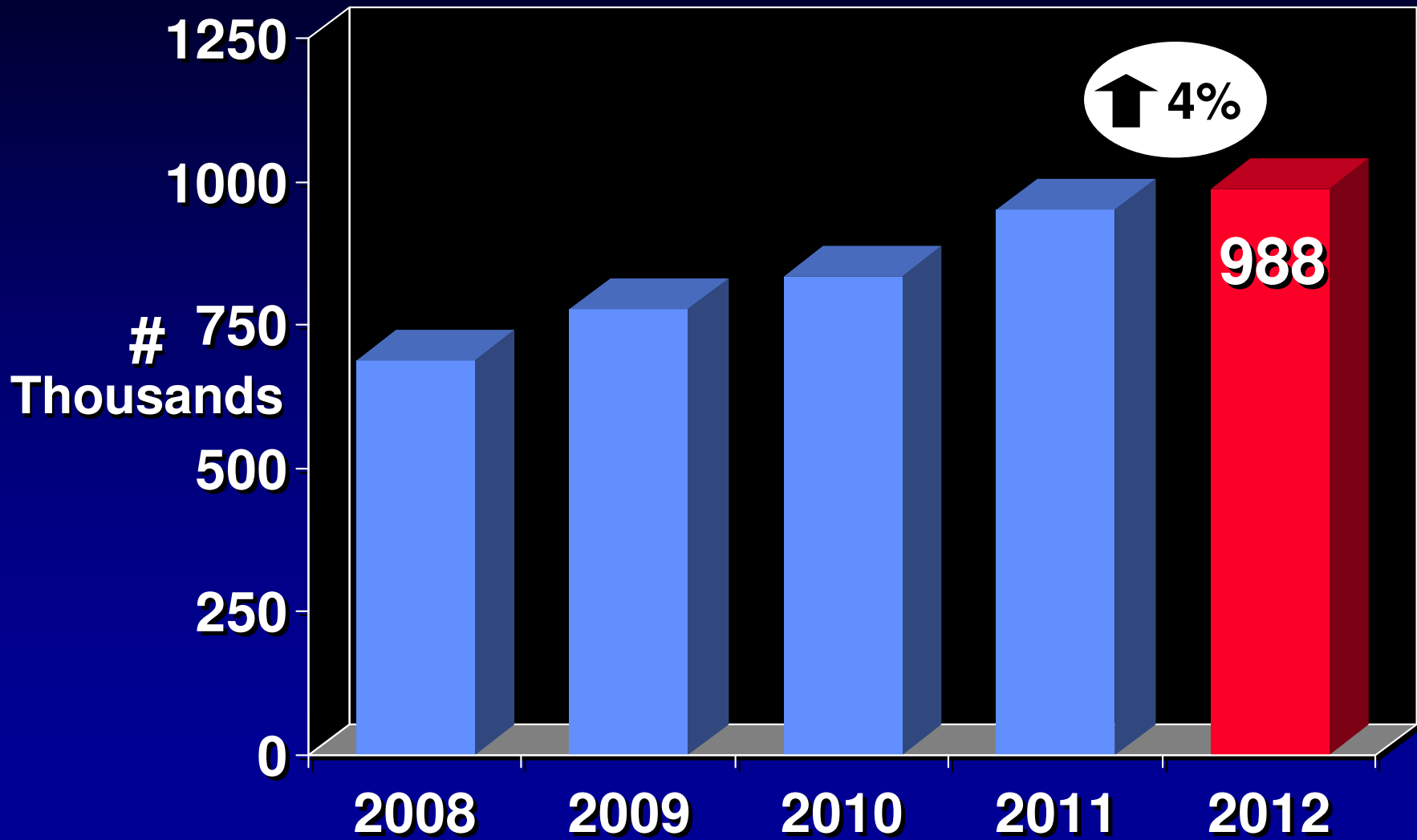
Women's Health Institute Speed of Answer



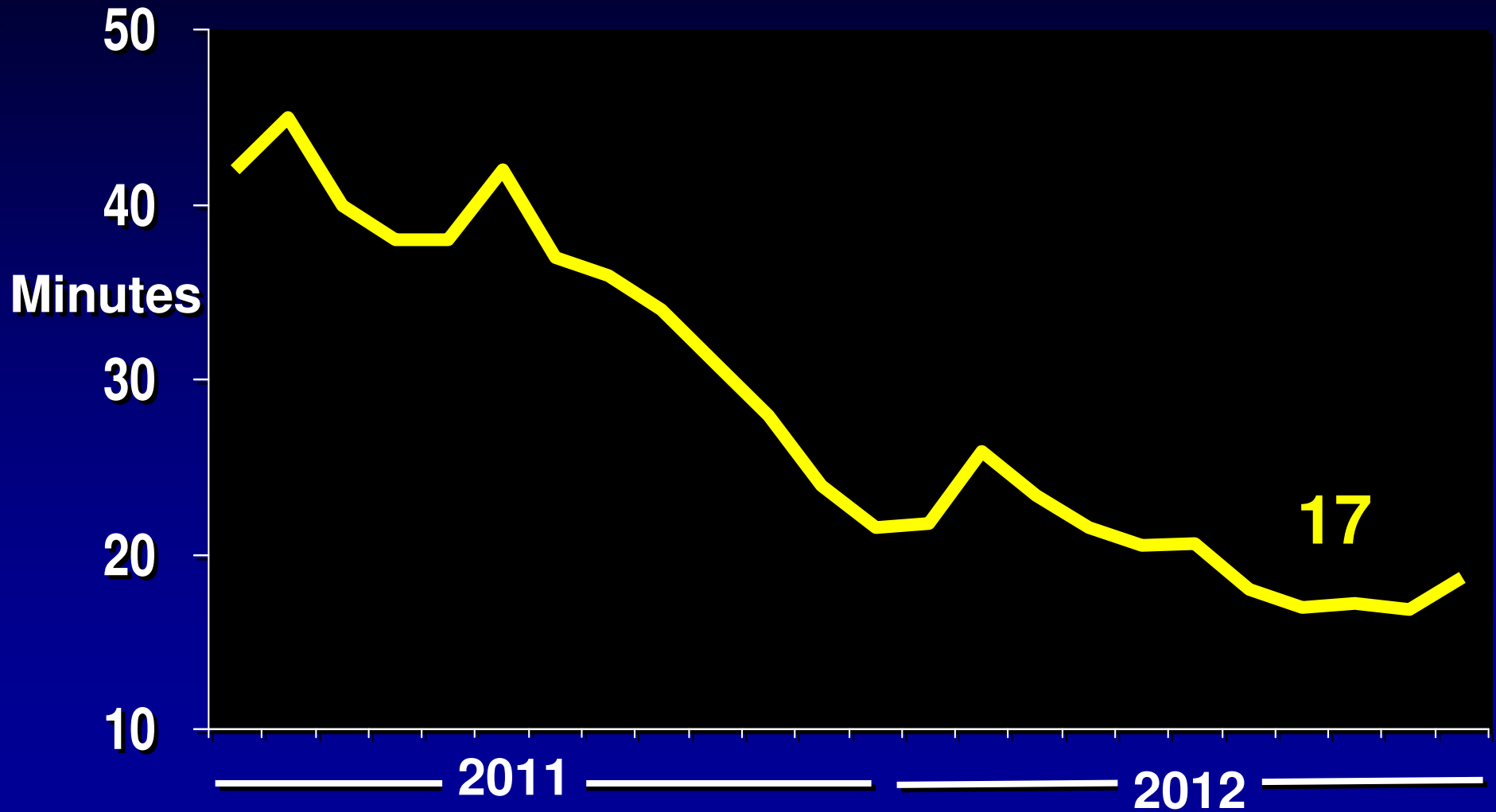
Independence Abandonment Rate



Same Day Visits



CCHS Emergency Departments Door to Doctor



- **Access**
- **QUALITY**
- **Cost**



Heart & Vascular Institute

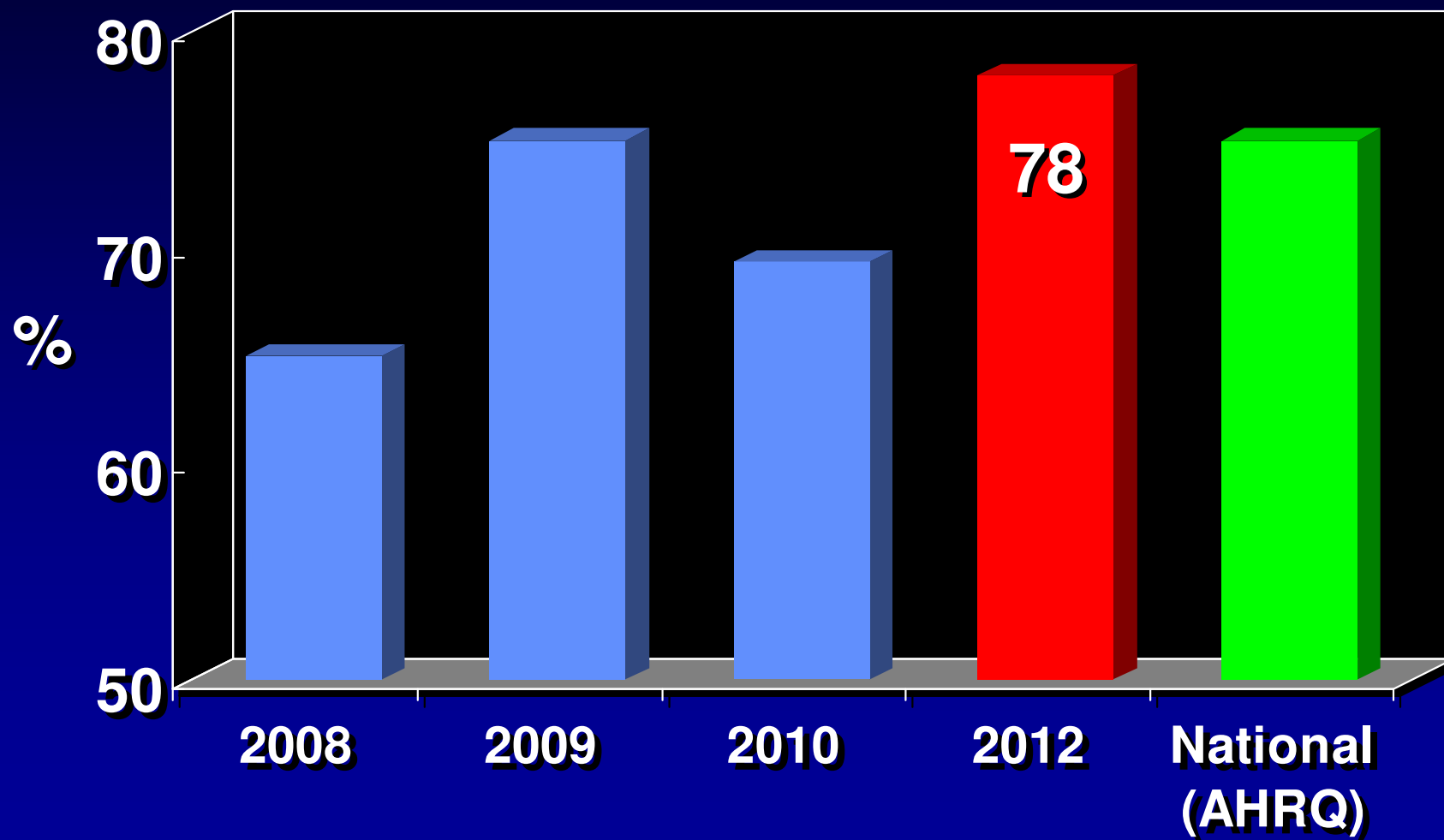
2011
Outcomes

 Cleveland Clinic
Sydell and Arnold Miller Family
Heart & Vascular Institute

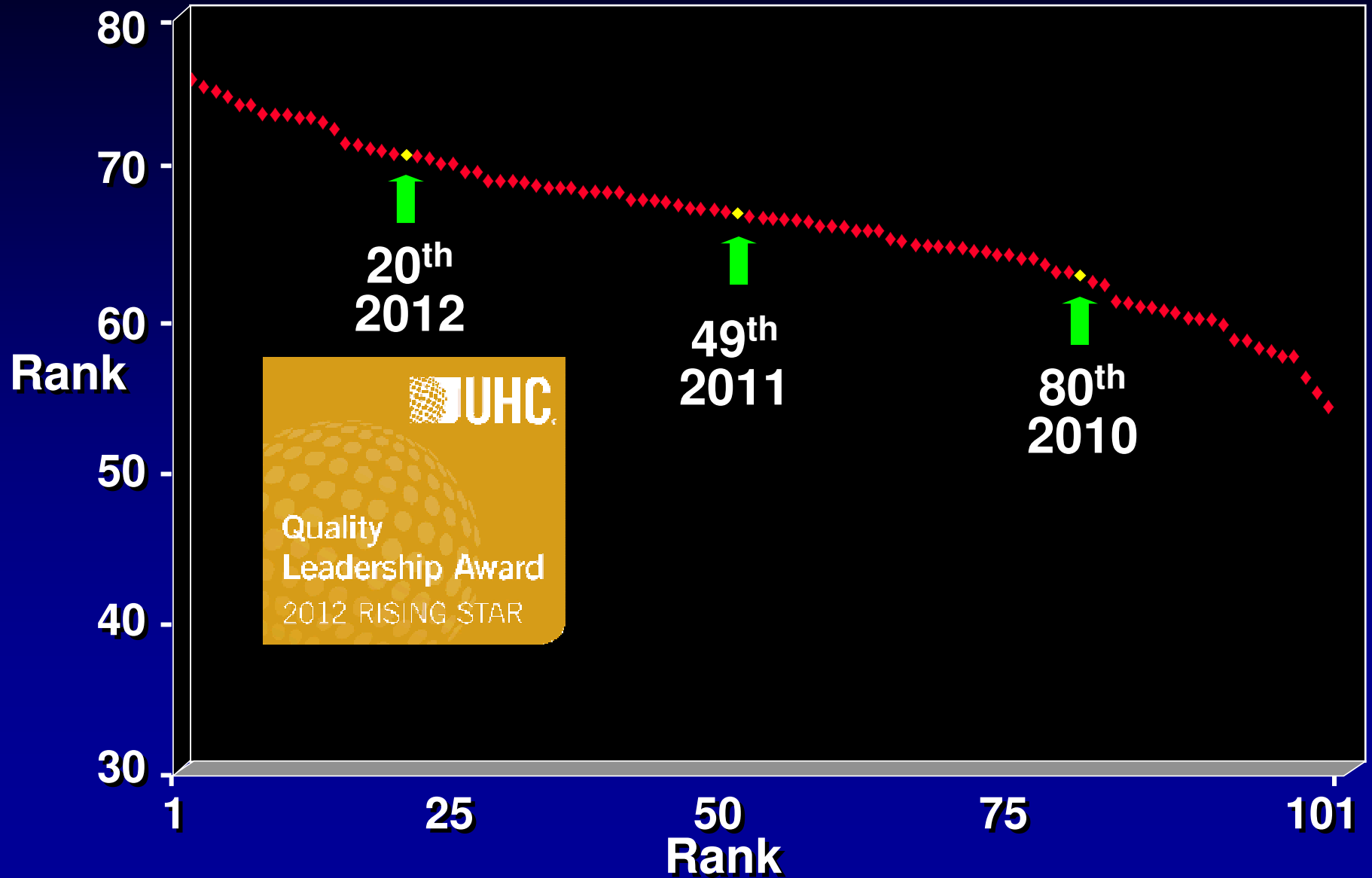
Open Medical Record



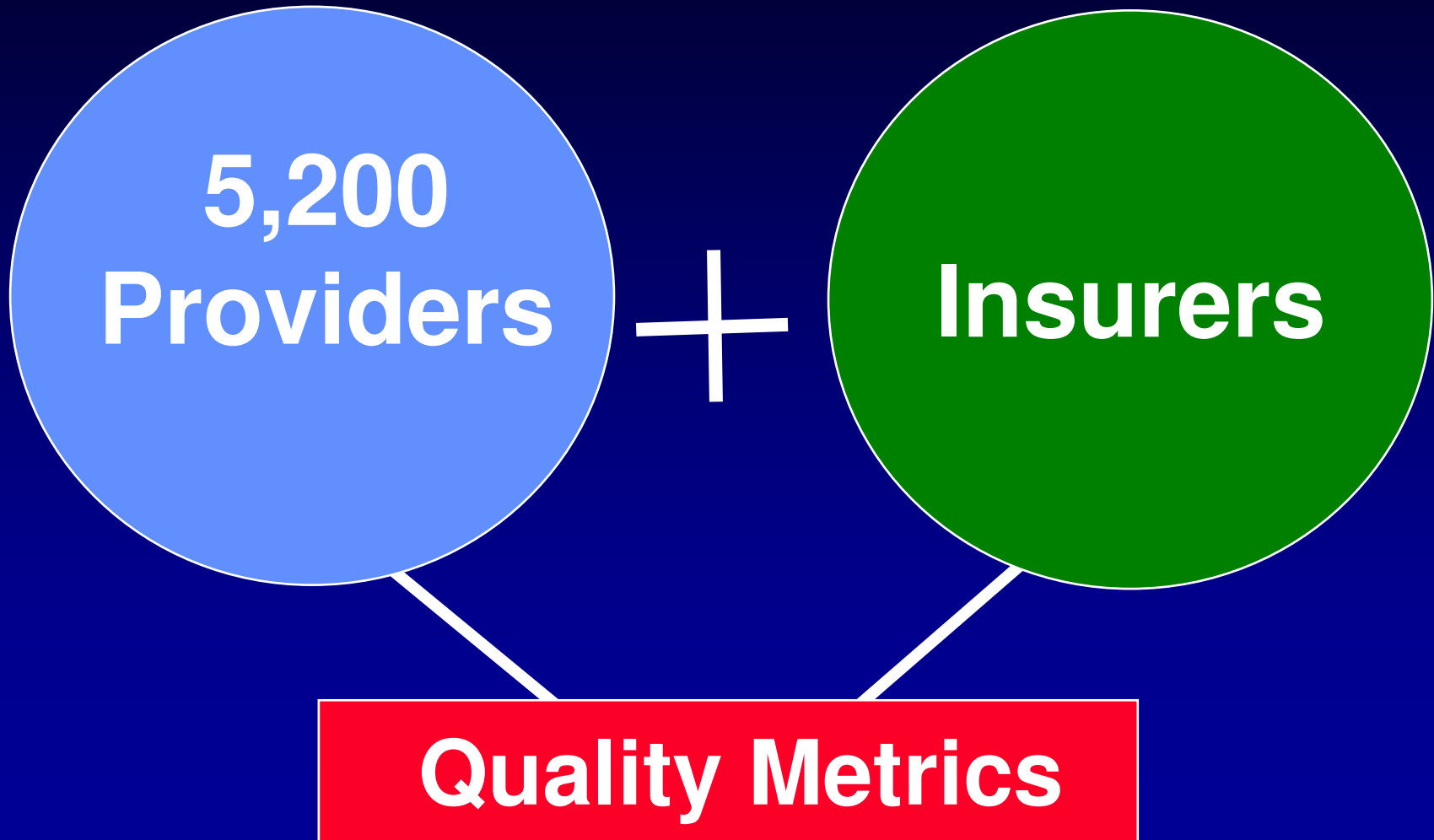
Patient Safety Survey



University Hospital Consortium Quality



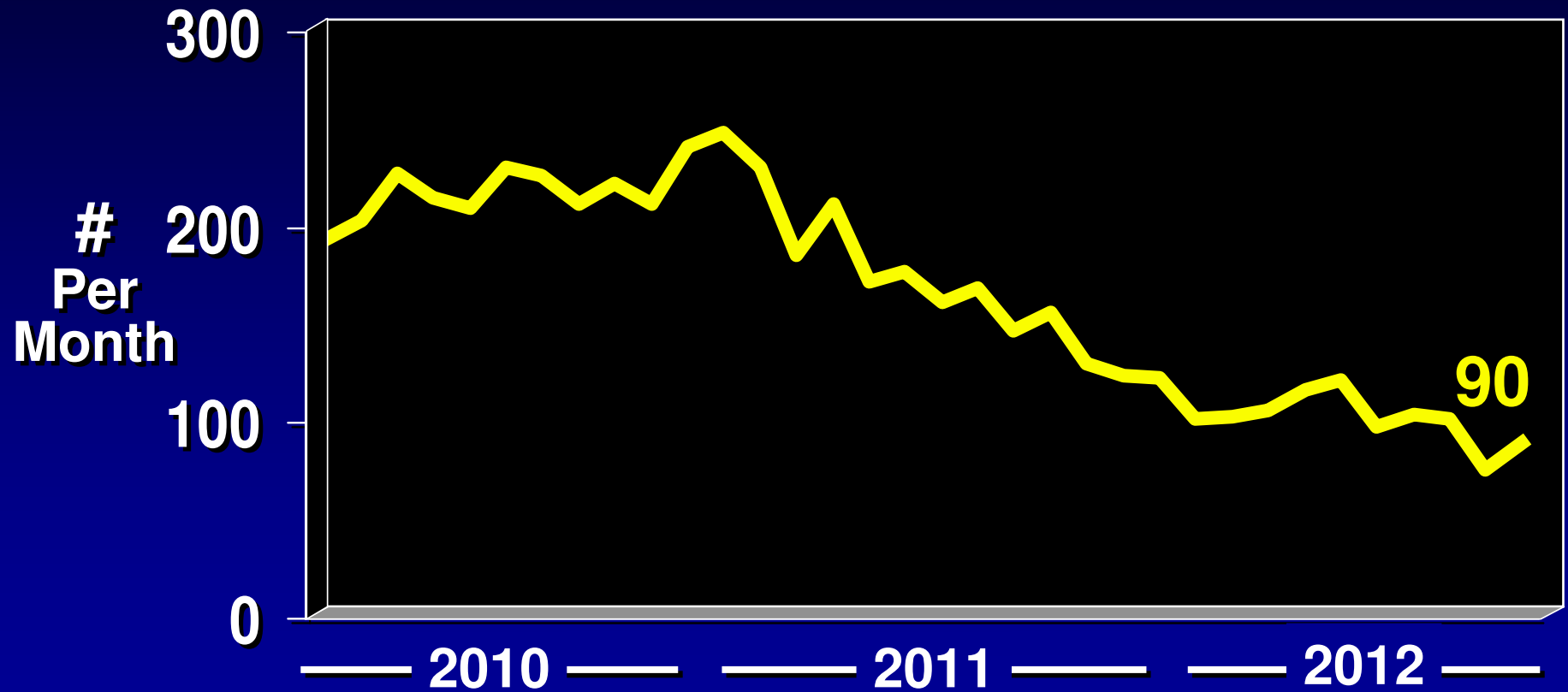
Quality Alliance



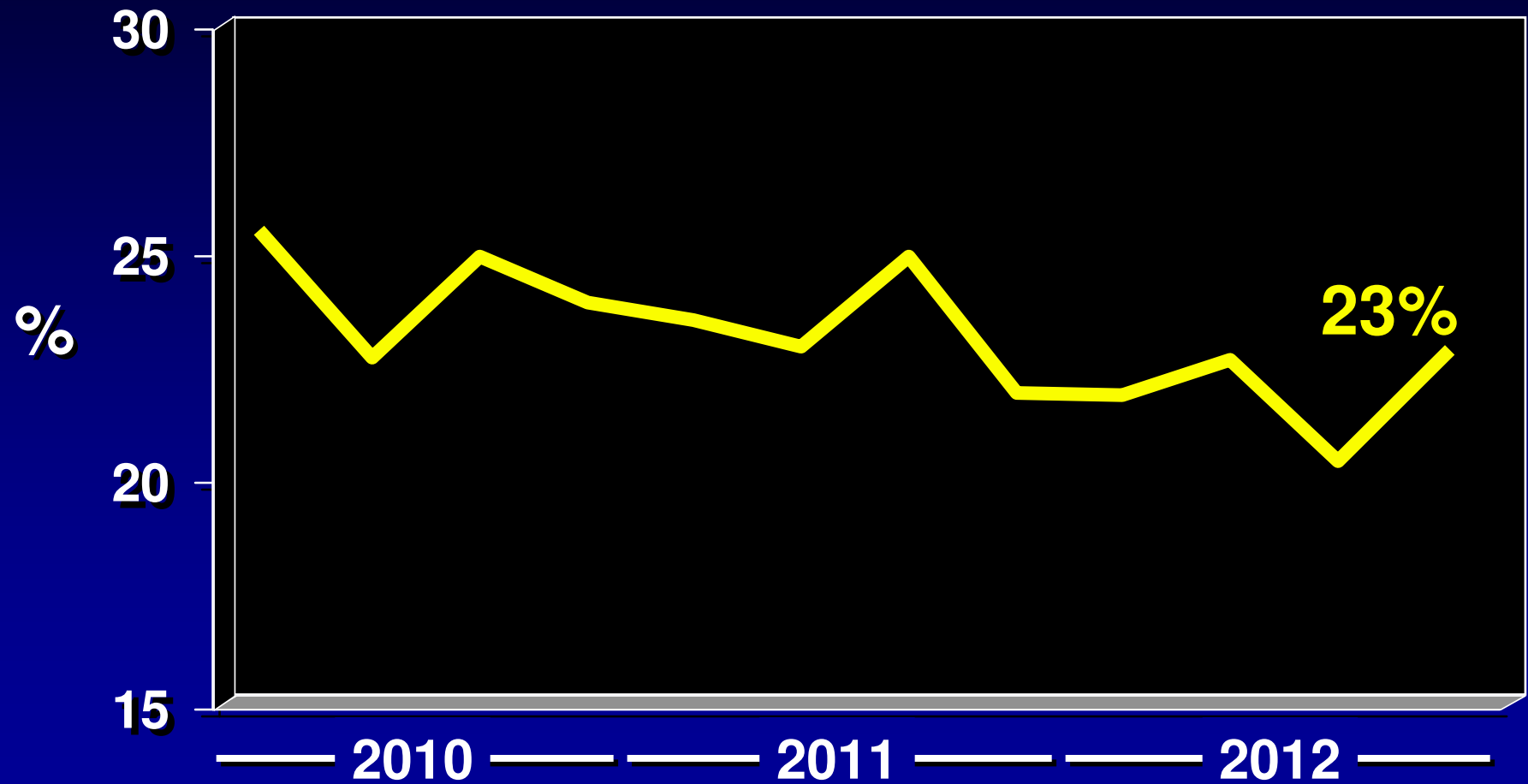
Care Paths

- **Stroke**
- **CHF**
- **Spine**
- **Joint**
- **OB**
- **Neurocognitive/concussion**

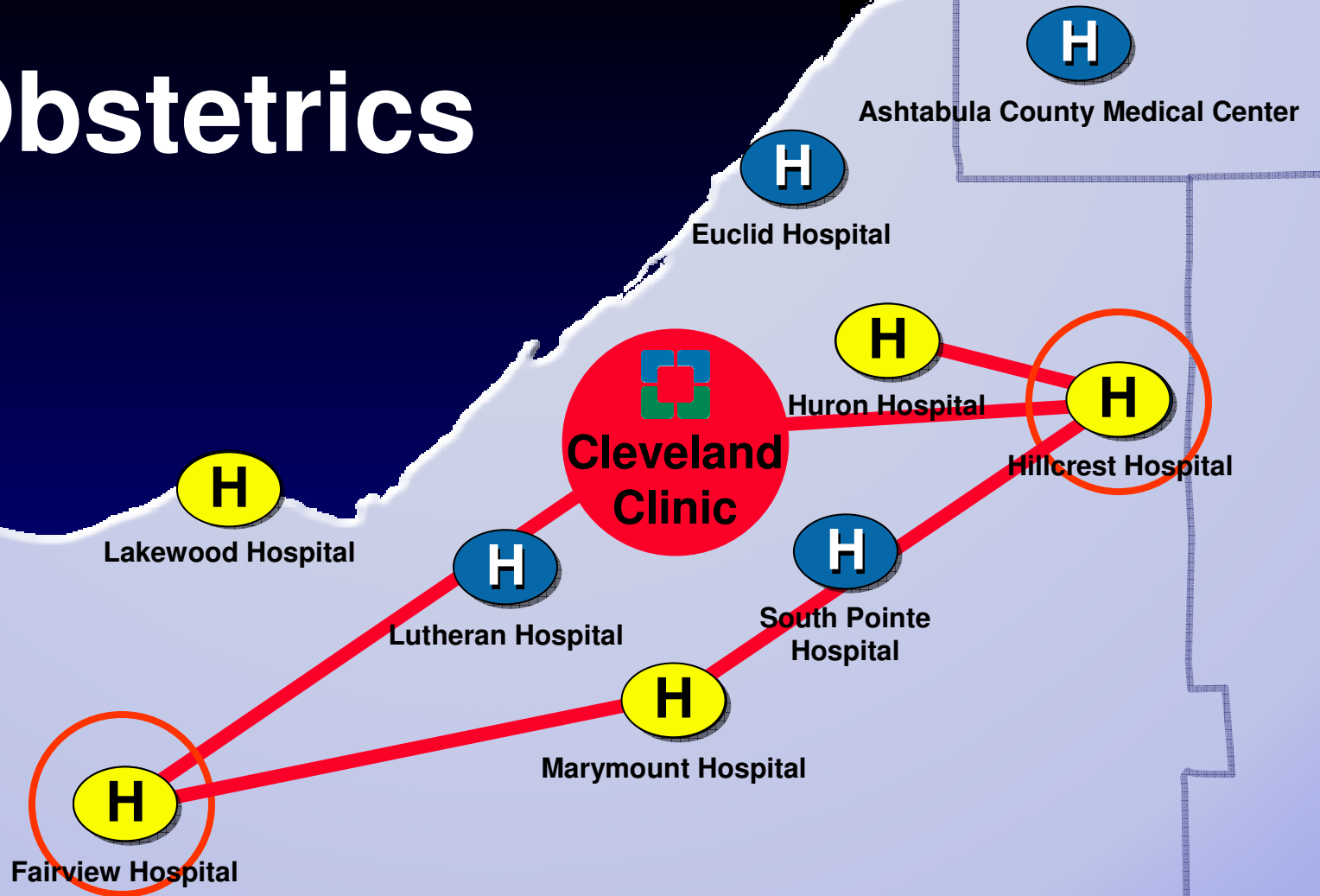
CCHS Patient Safety Indicators



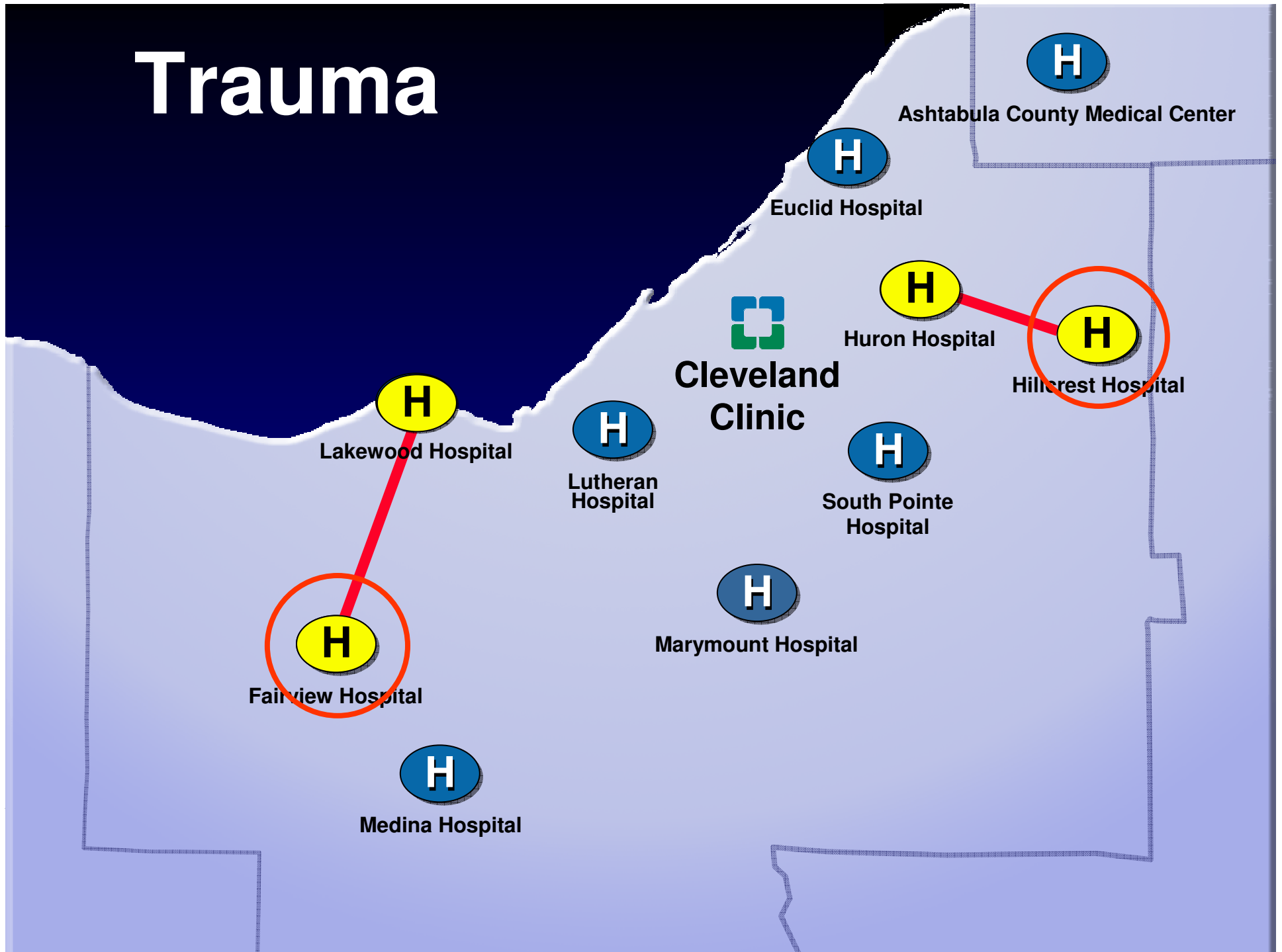
CCHS Heart Failure Readmissions



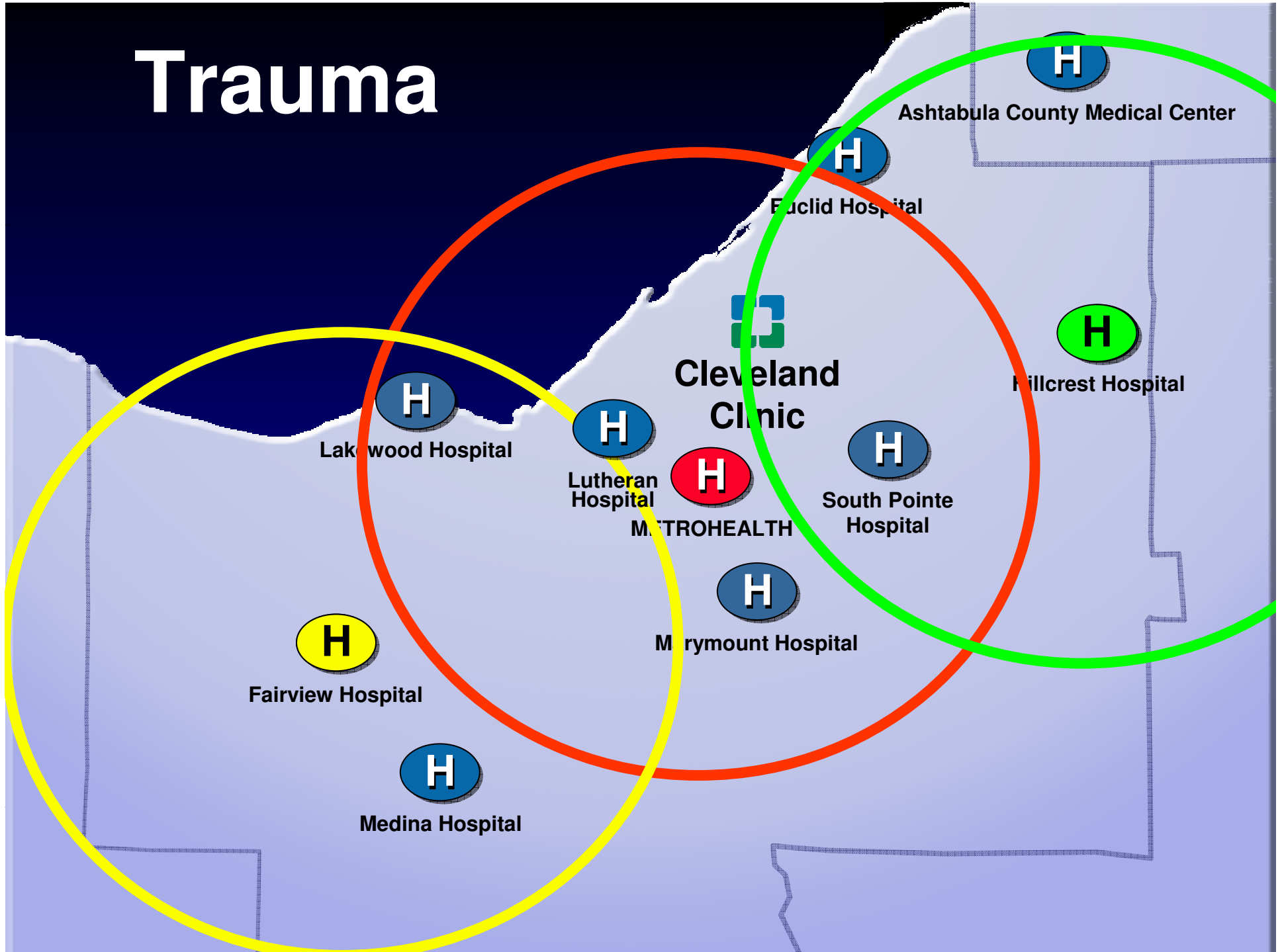
Obstetrics



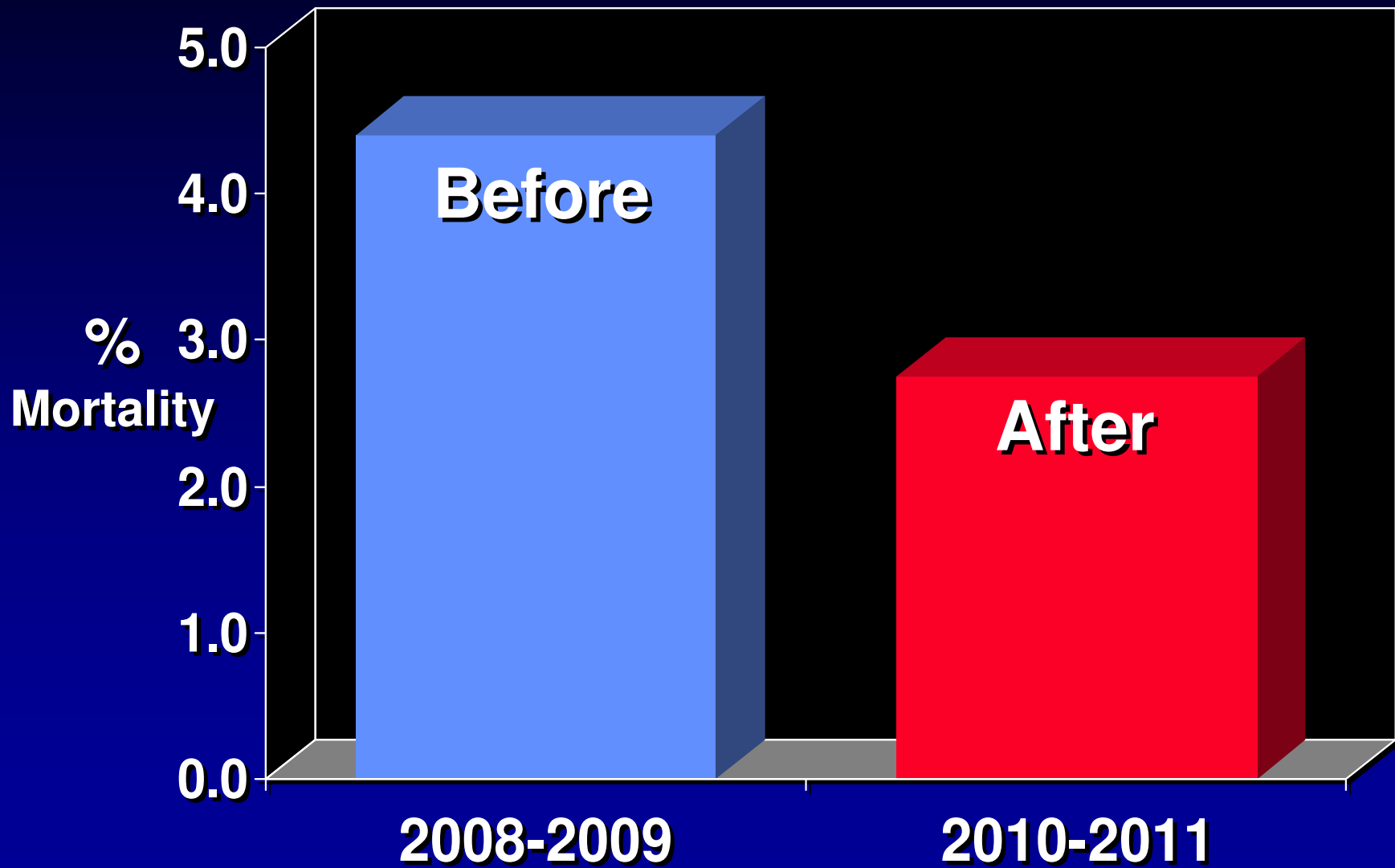
Trauma



Trauma



Northern Ohio Trauma System



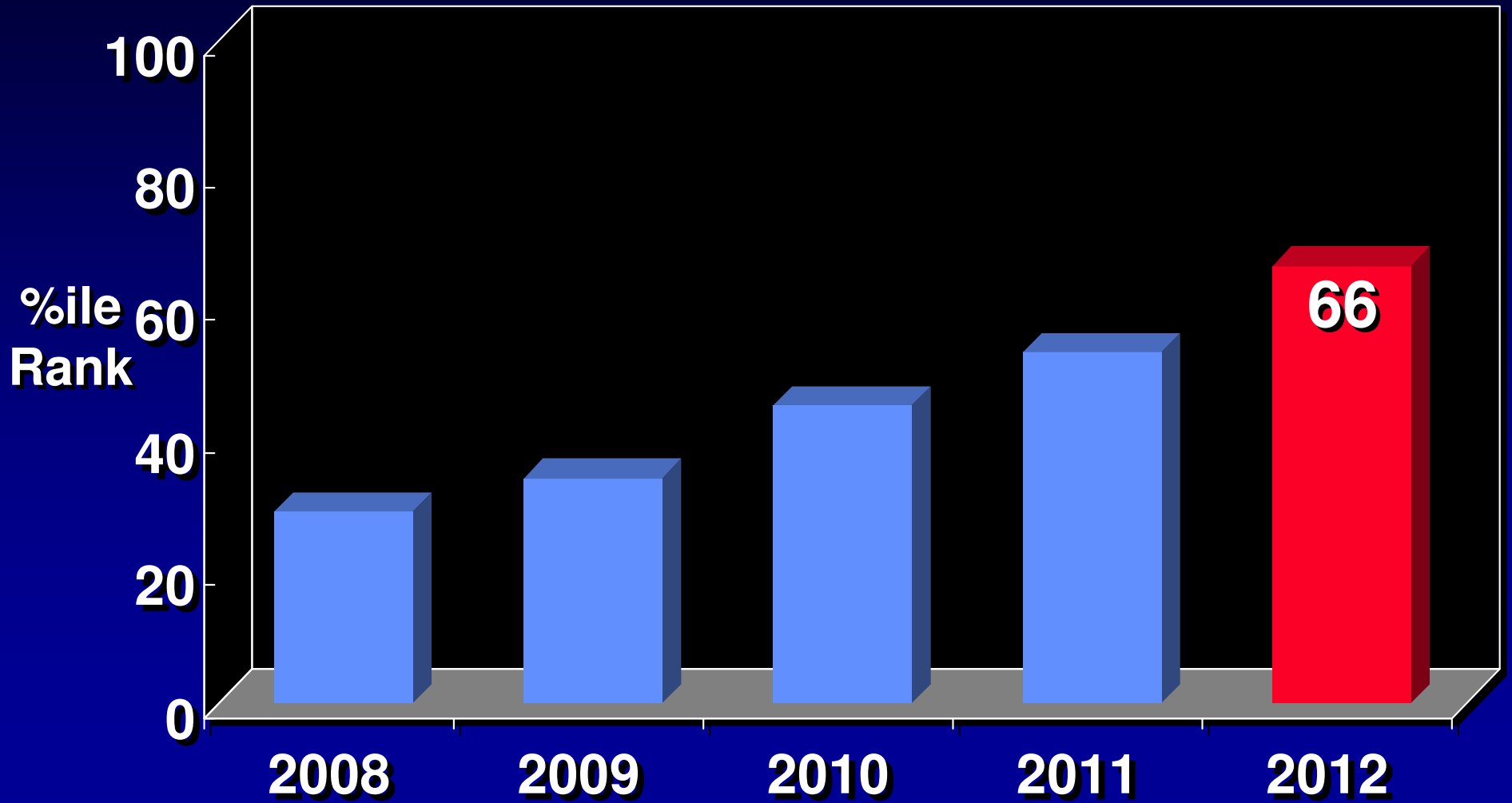
Art In Medicine





CC Experience

Patient Satisfaction Rate Hospital



- **Access**
- **Quality**
- **COST**

**We Care
About Your
Health**



Resolved to quit?

(Let us help.)



Now, until March 31st, Cuyahoga County smokers can receive counseling and **FREE nicotine patches** to help start 2007 "SmokeFree."

THE PLAIN DEALER

BREAKING NEWS: CLEVELAND.COM ★ ★ ★ ★ 41¢ HOME DELIVERY | 50¢ NEWSSTAND

THURSDAY, JUNE 28, 2007

Clinic will not hire any smokers

Testing begins July 1, no-hire policy Sept. 1

MARY VANAC
Plain Dealer Reporter

Smokers and chewers need not apply for work at the Cleveland Clinic.

Beginning Sept. 1, Ohio's second-biggest employer will no longer hire anyone who uses tobacco. The move ensures the Clinic will "walk the walk" of a healthcare institution that stands for wellness, Chief Executive Dr. Toby Cosgrove said Wednesday.

The policy, to be announced today, puts the Clinic among a handful of companies willing to tell even skilled applicants to look elsewhere if they use tobacco.

Cleveland health insurer Medical Mutual doesn't hire smokers. Scotts Miracle Grow Co. stopped hiring smokers about a year ago.

The Marysville maker of consumer lawn and garden products

"It is unjust to threaten smokers' livelihoods in order to induce them to quit," Johnson wrote in April 2006 in a policy paper posted on the organization's Web site. "Discrimination against smokers in the service of economic gains or public health goals ought not be tolerated."

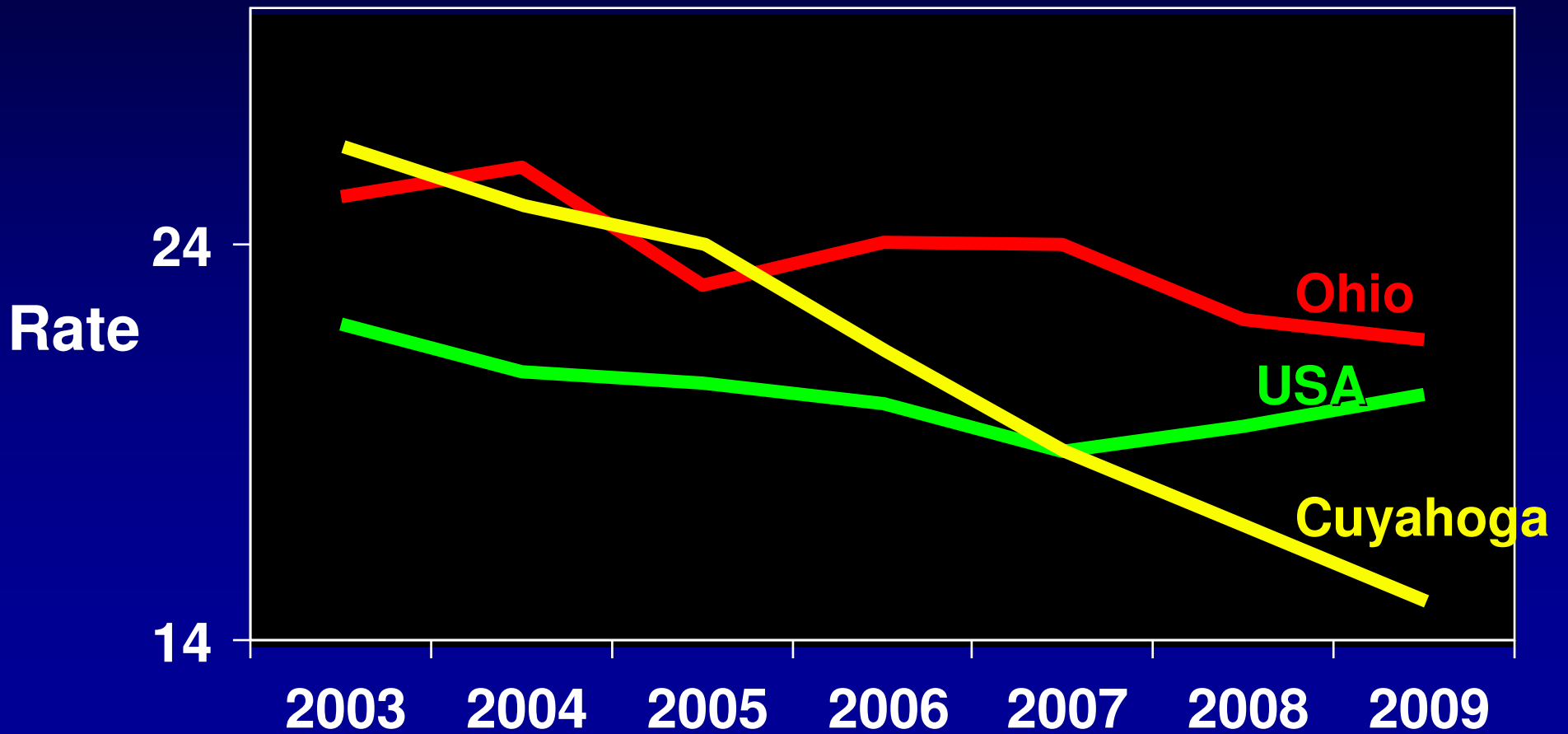
In Ohio, no law prevents employers from prohibiting employees to use tobacco, said Richard Selby, an attorney for Lake County law firm Dworken & Bernstein Co., who has a substantial employee rights practice.

Nineteen other states are in the same position, according to the Tobacco Public Policy Center in Columbus.

While people who are obese or disabled are protected under federal employment law, smokers are not, Cosgrove said.


In Okemos, Mich., none of the 175-plus employees at Weyco Inc. smoke, the tobacco policy center says. Ninety percent of employees' spouses are tobacco free as well.

Smoking Rates



A graphic of a prohibition sign. It features a white square background with a grey border. In the center is a red circle with a diagonal slash from the top-left to the bottom-right. Overlaid on this circle is the text "Trans Fats" in a bold, black, sans-serif font, with "Trans" on the top line and "Fats" on the bottom line. The sign is mounted on a grey vertical post. The entire graphic is set against a dark blue background.

**Trans
Fats**

A photograph of a salad bar. In the foreground, a clear plastic sign is attached to a metal stand. The sign is white with black text that reads "Spinach", "1 bowl", and "34 Calories". Behind the sign, there is a large metal tray filled with fresh green spinach leaves. The background is slightly blurred, showing other parts of the salad bar and kitchen equipment.

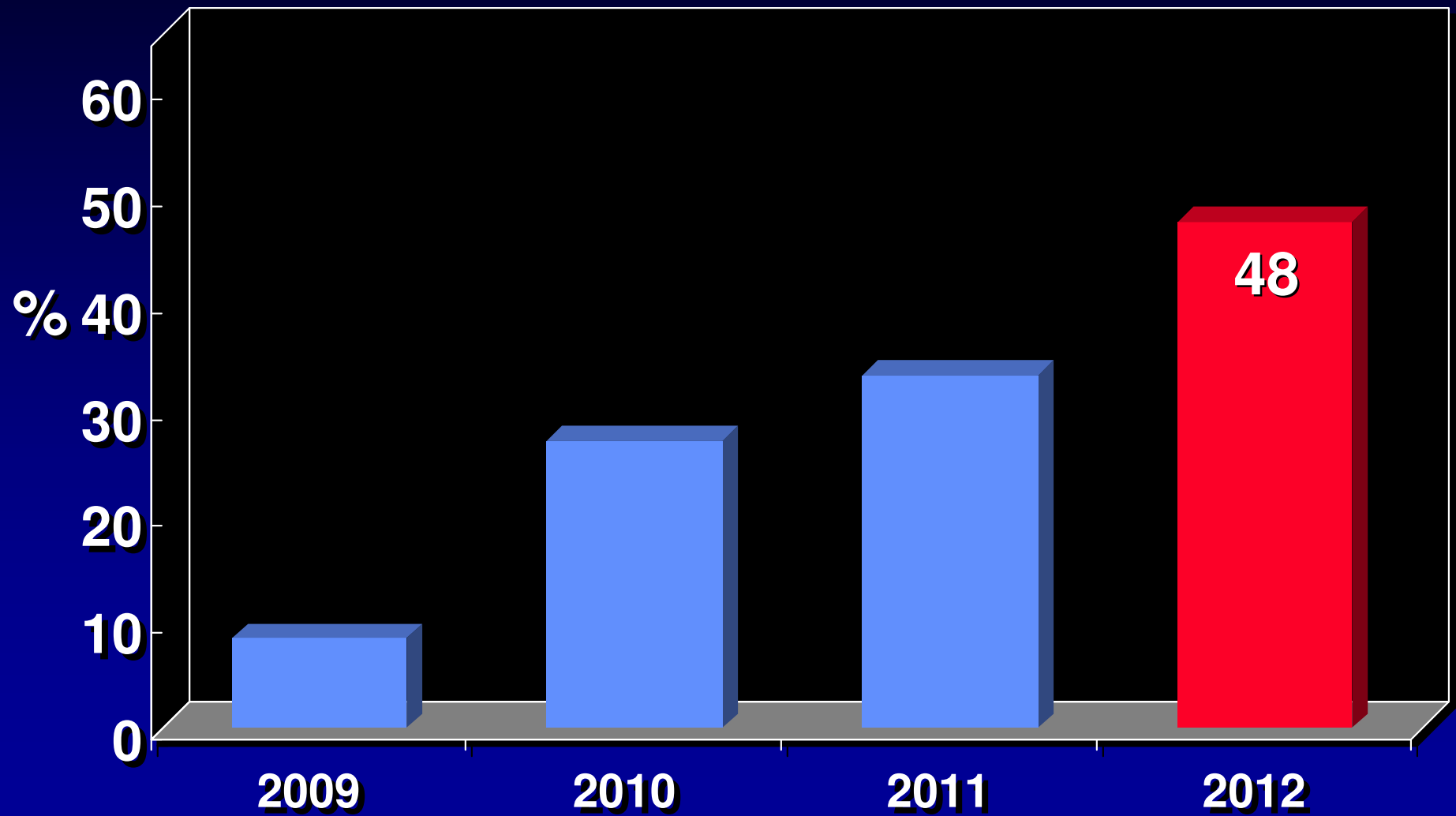
Spinach
1 bowl
34 Calories

Weight Management

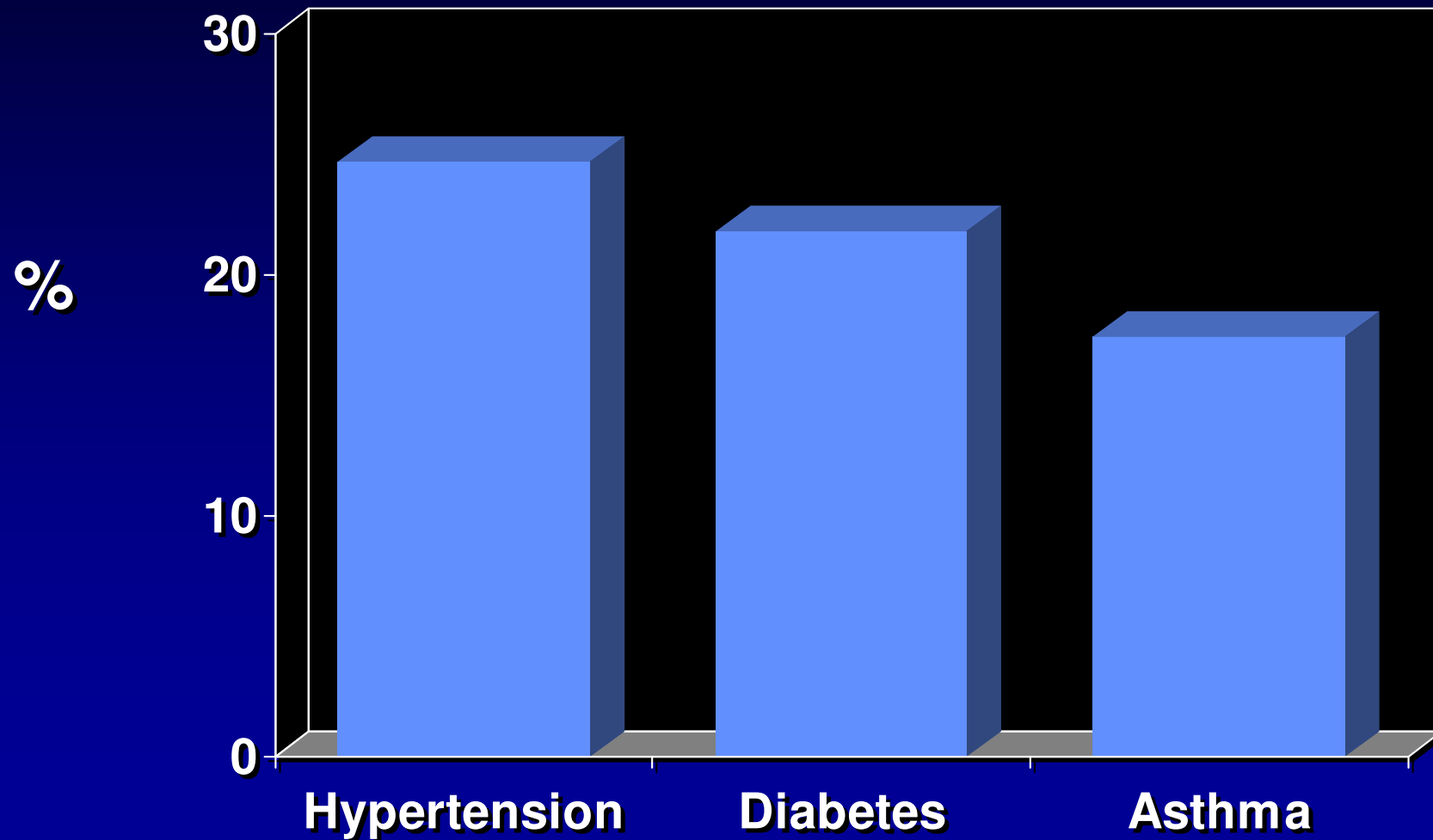


- Weight Watchers
- Yoga
- Curves
- Farmer's Markets
- 330,000 LBS Lost
- Shape Up & Go
- Vending Machines
- Fitness Centers
- GO! Foods

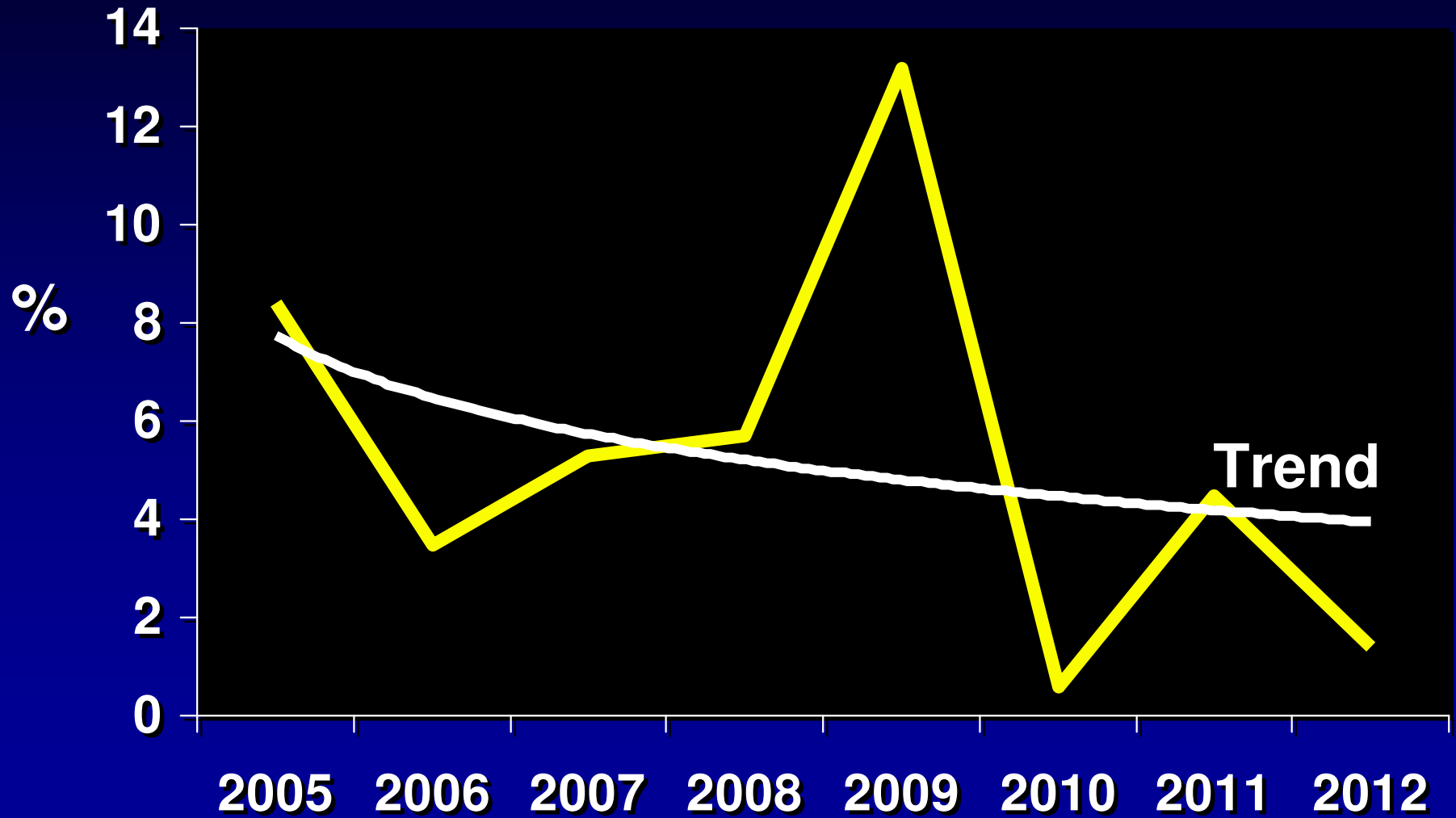
Chronic Disease Enrollment



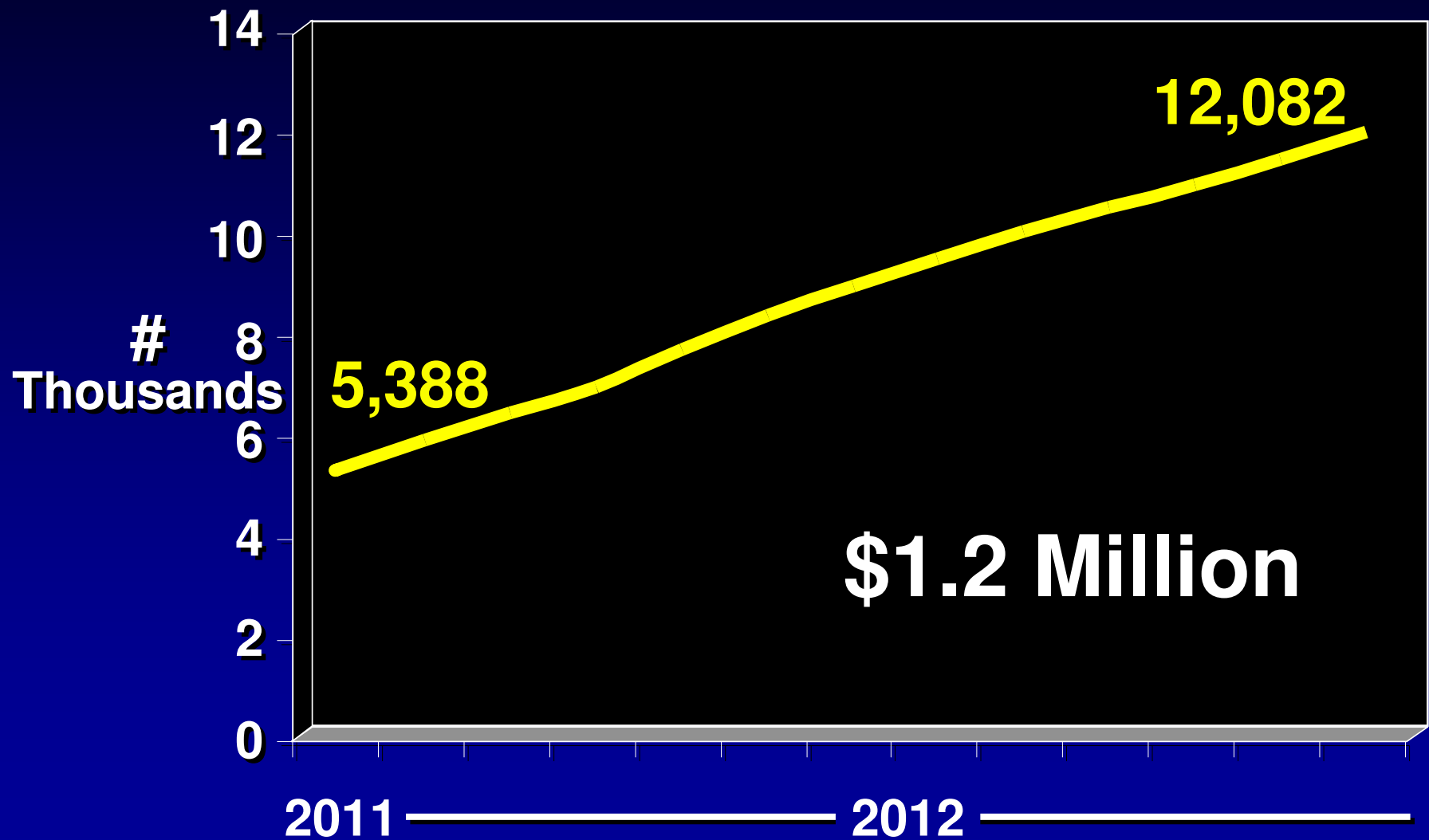
Chronic Disease Management % Decreased Admissions



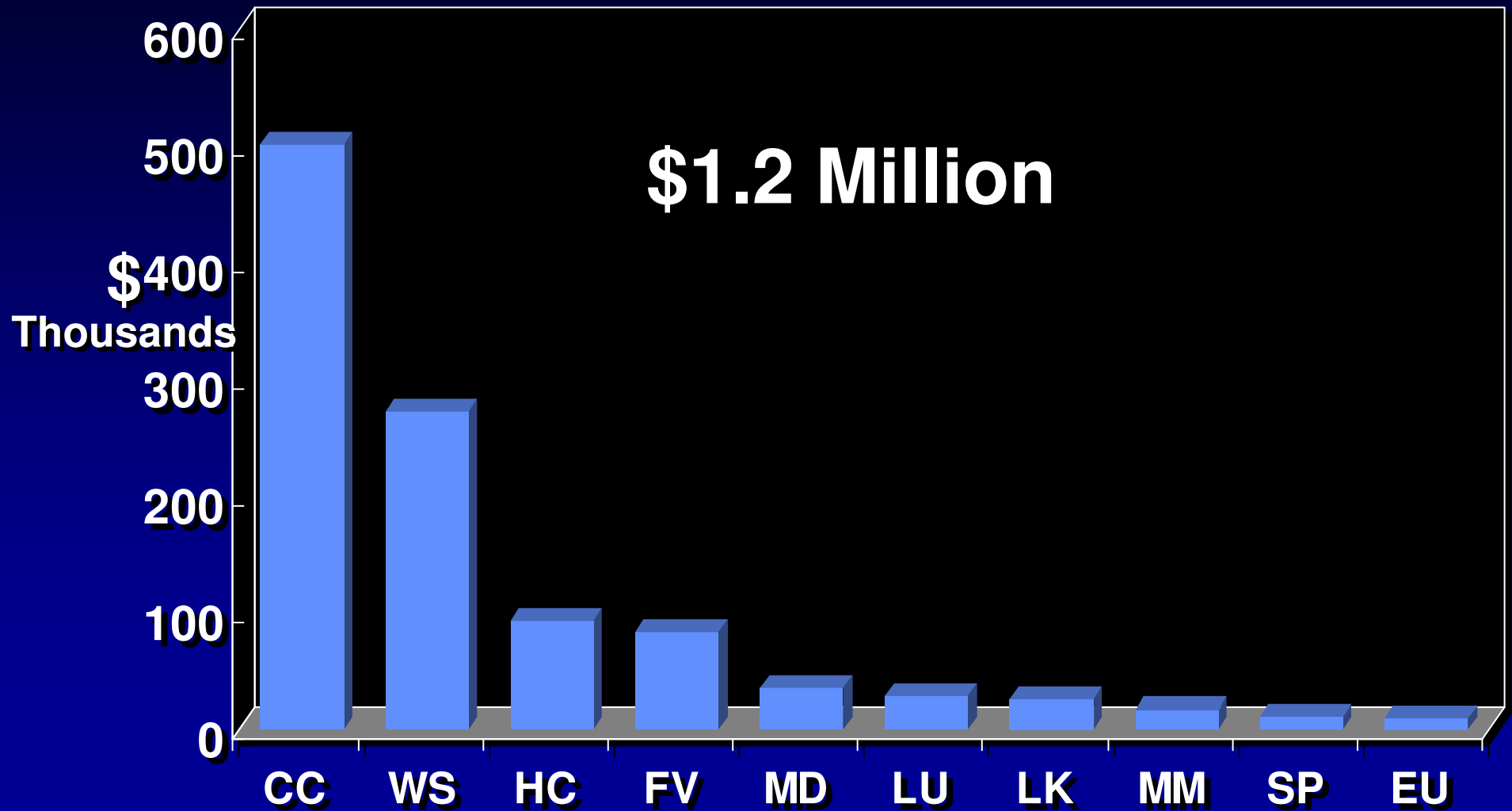
Employee Health Cost Increase



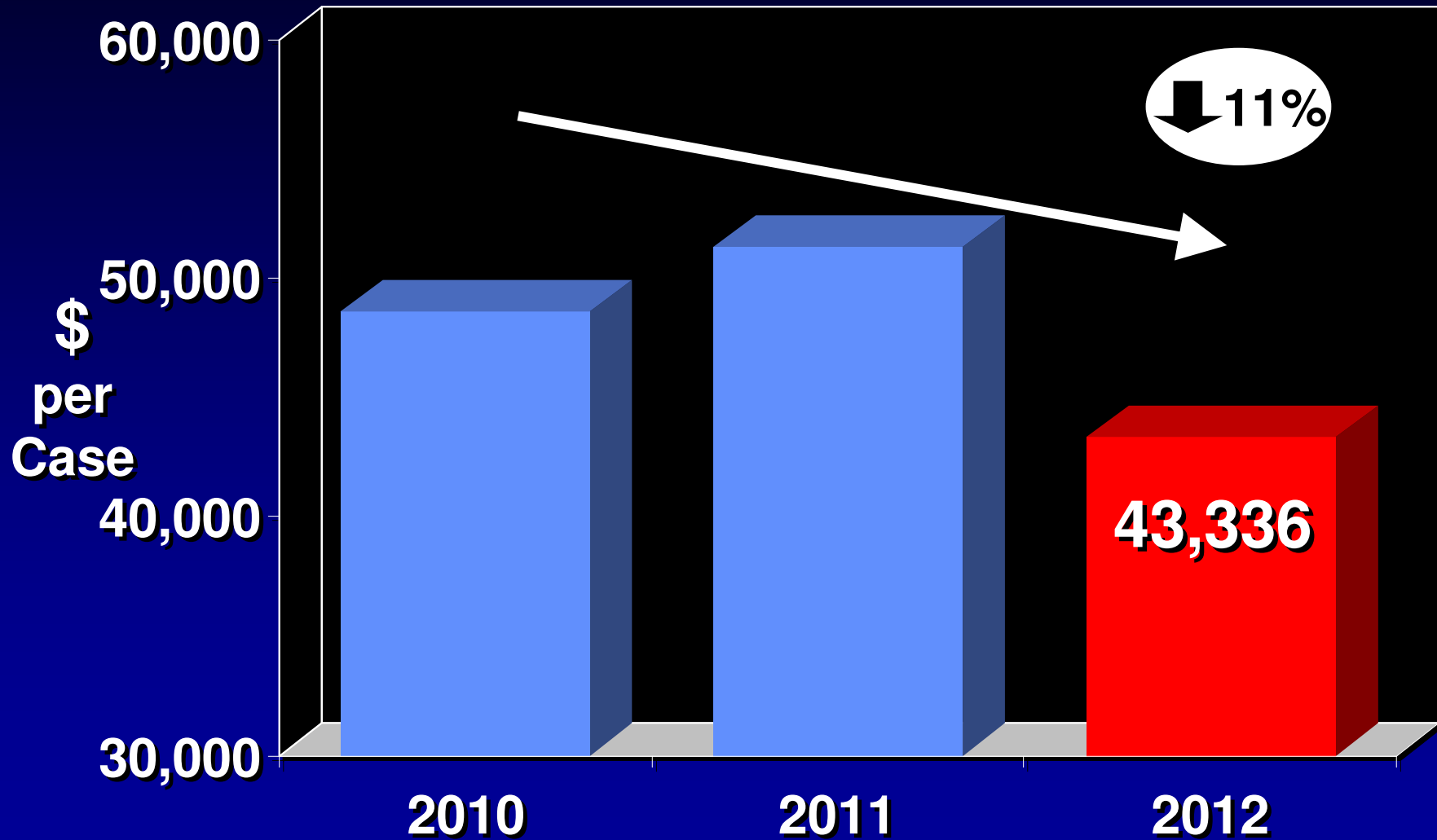
Lab Tests Avoided



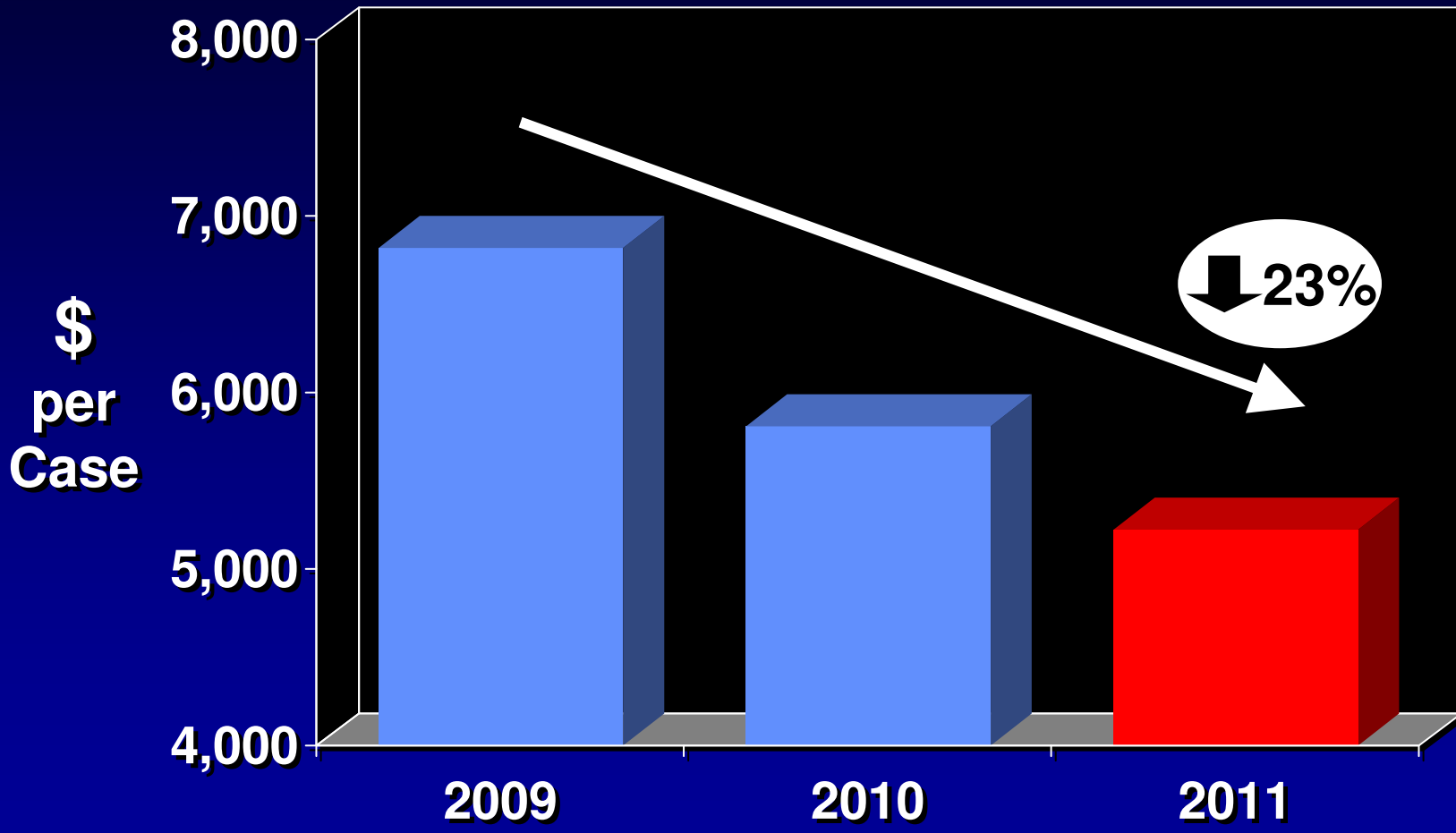
Reprocessing Savings



Lung Transplants

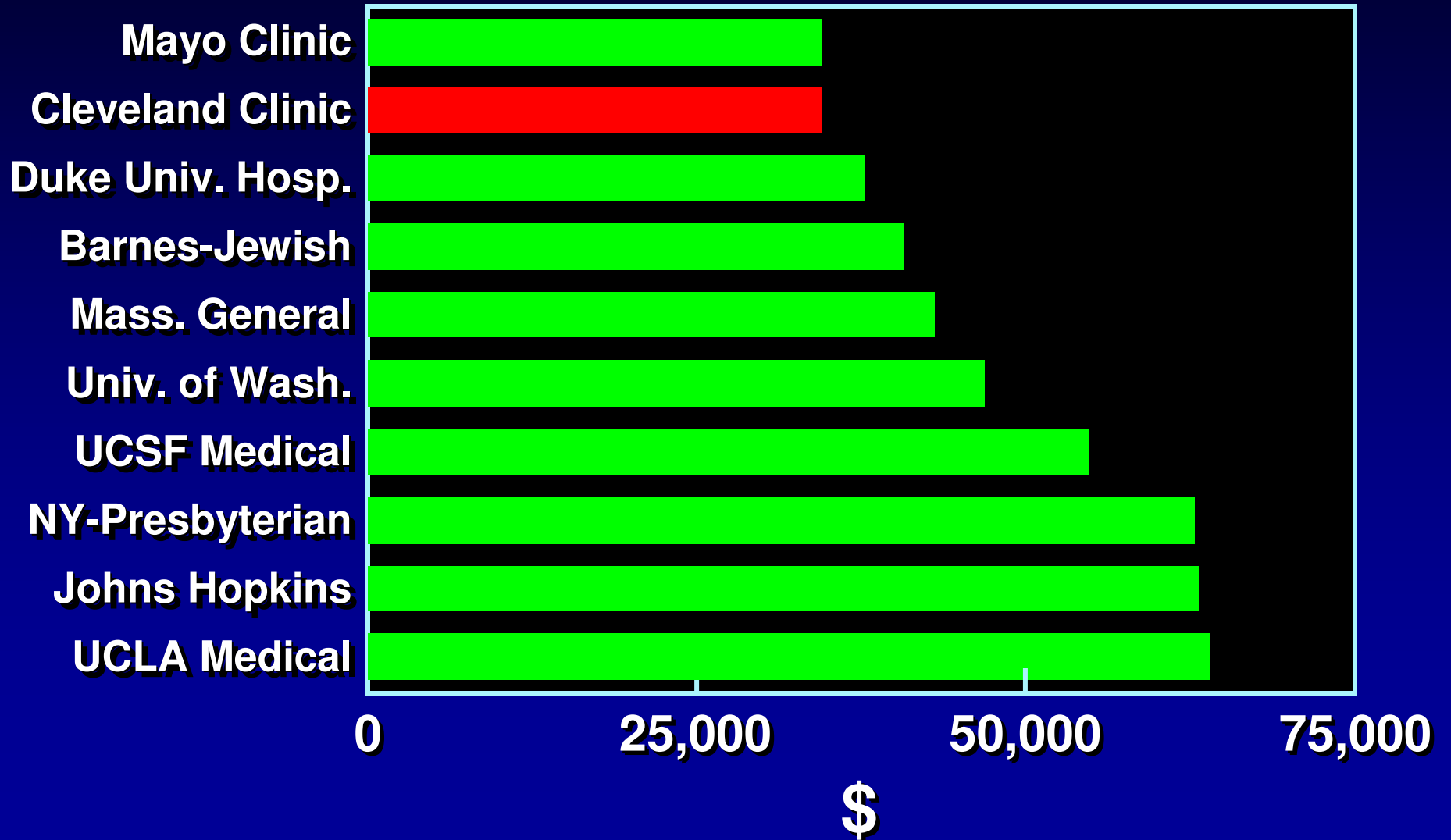


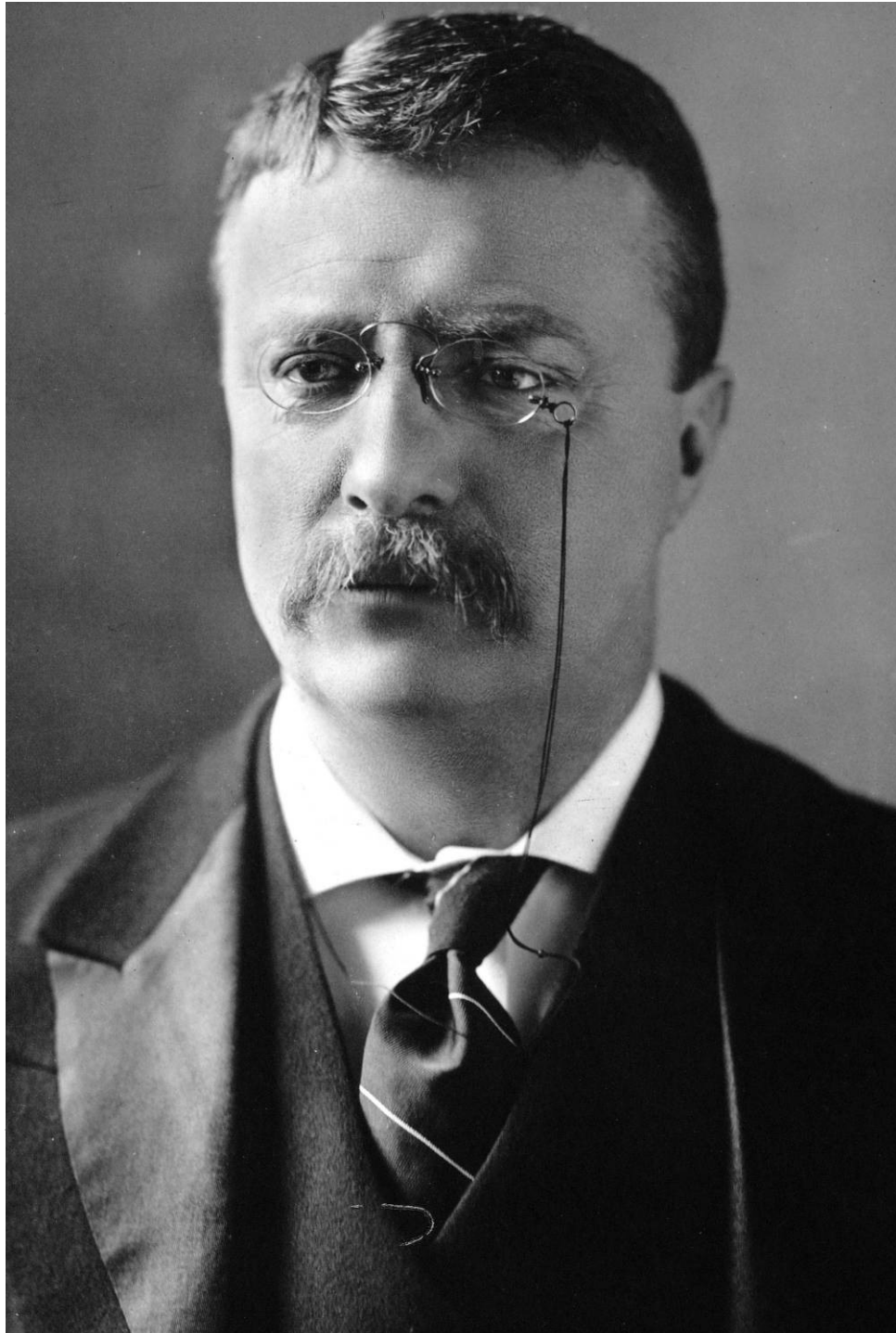
Prostatectomy All Cases



Cost

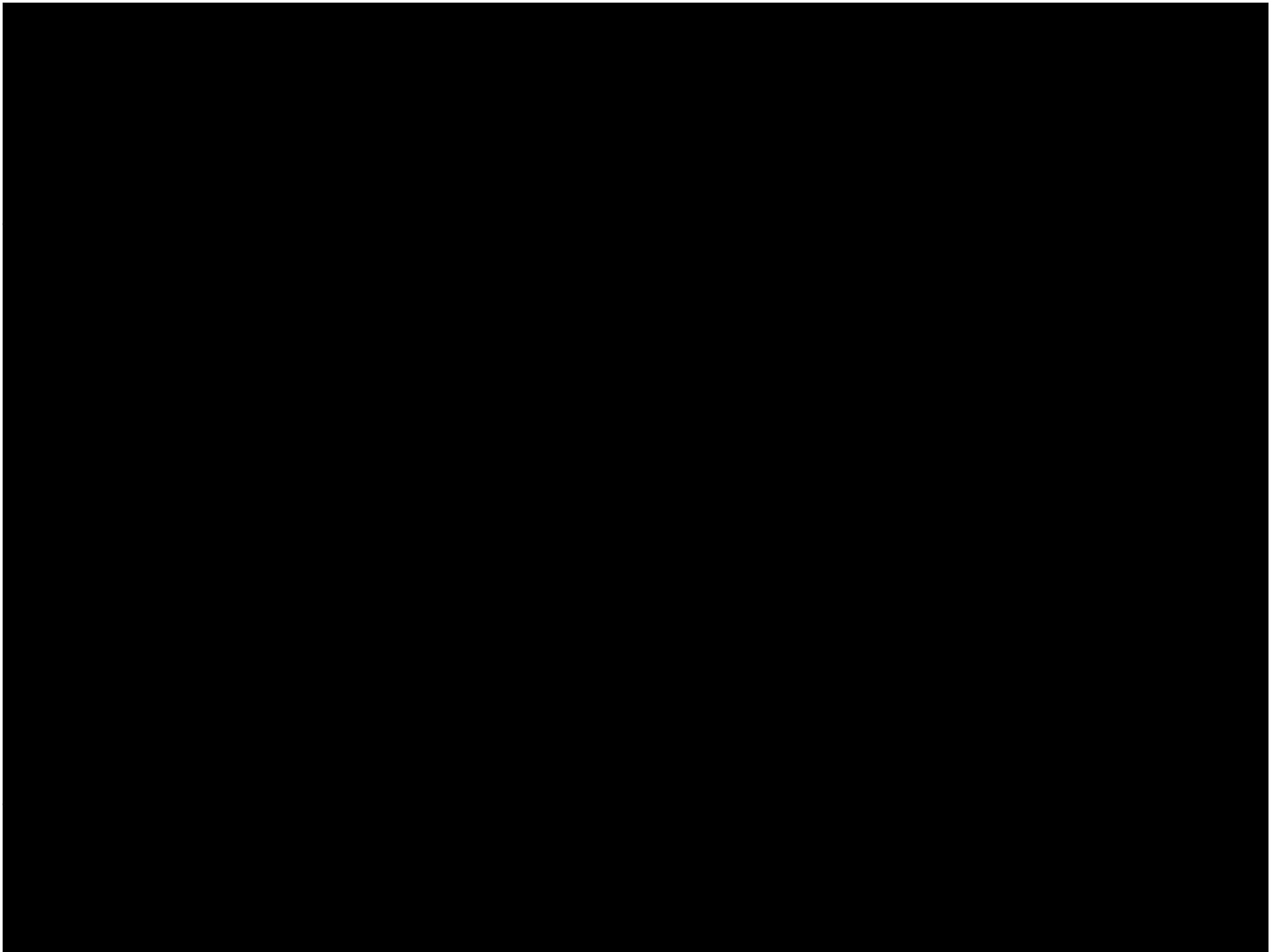
Last 2 Years of Life





**“No one cares
how much
you know,
until they know
how much
you care.”**

Theodore Roosevelt





Cleveland Clinic

Every life deserves world class care.