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
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
Average Severity

- Cleveland Clinic: 2.5
- UCLA: 2.0
- Mayo: 1.5
- Mass Gen: 1.0
- John Hopkins: 1.0
Sheikh Khalifa Medical City
Hospital Transfers

2005 2006 2007 2008 2009 2010 2011 2012

2005 2006 2007 2008 2009 2010 2011 2012

0 5,000 10,000 15,000 20,000 25,000
Cleveland Clinic
Lerner College of Medicine
2011 MCAT Scores

- Wash. Univ.
- Univ. Penn
- Yale
- Harvard
- Univ. Chicago
- Johns
- Columbia
- Hopkins
- Cleveland Clinic
- Duke
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

Lowe's
Boeing
Rich's
Alliance Coal, LLC
Kohl's
Return to Work

- Nat'l Avg: 6-12 weeks
- Lowes: 5.5 weeks
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

Move to Appt. Center
Same Day Visits


Thousands

2008: 4%
2009: 750
2010: 988
2011: 1250
2012: 1500

4% increase from 2011 to 2012
• Access
• QUALITY
• Cost
Open Medical Record
Patient Safety Survey

% of Improvement Over Time:
- 2008
- 2009
- 2010
- 2012
- National (AHRQ)

- 2008: 60%
- 2009: 70%
- 2010: 78%
- 2012: 78%
- National (AHRQ): 78%
University Hospital Consortium Quality

Rank

20th
2012

49th
2011

80th
2010

Quality Leadership Award
2012 1st Place AP
Quality Alliance

5,200 Providers + Insurers

Quality Metrics
Care Paths

- Stroke
- CHF
- Spine
- Joint
- OB
- Neurocognitive/concussion
CCHS Patient Safety Indicators

# Per Month

0 100 200 300

2010 2011 2012

90
Trauma

- Fairview Hospital
- Lakewood Hospital
- Lutheran Hospital
- Marymount Hospital
- Medina Hospital
- South Pointe Hospital
- Euclid Hospital
- Ashtabula County Medical Center
- Hillcrest Hospital
Northern Ohio Trauma System

Mortality

% Mortality

2008-2009 2010-2011

Before

After

2008-2009 2010-2011
• 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.”
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.
Trans Fats
Spinach
1 bowl
34 Calories
Weight Management

- Weight Watchers
- Curves
- Shape Up & Go
- Fitness Centers
- Yoga
- Farmer’s Markets
- Vending Machines
- GO! Foods

330,000 LBS Lost
Chronic Disease Enrollment


% Enrolled:
- 2009: 10
- 2010: 20
- 2011: 30
- 2012: 48
Chronic Disease Management

% Decreased Admissions

%  

% Hypertension | Diabetes | Asthma

0
10
20
30

Hypertension Diabetes Asthma
Reprocessing Savings

$1.2 Million

Thousands

CC  WS  HC  FV  MD  LU  LK  MM  SP  EU
“No one cares how much you know, until they know how much you care.”

Theodore Roosevelt
Cleveland Clinic

Every life deserves world class care.