



Focus on the Patient Experience

Office of Patient Experience | Spring 2011





2011 Patient Experience: Empathy and Innovation Summit

Cleveland Clinic is proud to host the second annual Patient Experience Summit on May 22–24, 2011.

Cleveland Clinic has been a pioneer in the rapidly-growing field of patient experience. We were the first major academic medical center to make patient experience a strategic goal, the first to appoint a Chief Experience Officer, and one of the first academic medical centers to establish an Office of Patient Experience. We recognize that a formula of empathic customer service plus high-quality, innovative medical care will lead to a better patient experience.

We are pleased to assemble a remarkable panel of experts for the 2011 Patient Experience Summit. This multidisciplinary conference is devoted to exploring patient experience as a key differentiator essential to the future of healthcare delivery.

The Summit provides participants from all disciplines the opportunity to identify shared challenges and inspire innovative solutions that will transform the patient experience and elevate customer satisfaction as a competitive differentiator.



patient experience **empathy**
innovation summit

Transforming Healthcare through
Empathy and Innovation

SAVE THE DATE

May 20-22, 2012

InterContinental Hotel & Bank of America Conference Center
Cleveland, Ohio

empathyandinnovation.com

discover
engage
collaborate
learn
design

About the Office of Patient Experience

“Patients First” is the guiding principle of Cleveland Clinic.

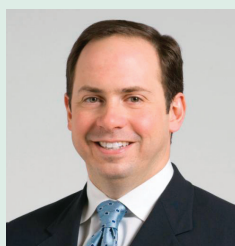
Patient experience is a key component of Cleveland Clinic’s strategic plan to achieve a coordinated delivery model that integrates patient-centered care with clinical outcomes, quality, safety and employee experience.

The Office of Patient Experience’s mission is to ensure care that is consistently patient-centered by partnering with caregivers to exceed the expectations of patients and families.

Our team of patient experience professionals serves as a patient experience advisory resource for critical initiatives across the Cleveland Clinic health system. In addition, we provide HCAHPS education, resources and data analytics; identify, support and publish sustainable best practices; provide holistic services for patients, families and employees; support employee experience service excellence and patient advocacy initiatives, and collaborate with a variety of departments to ensure the consistent delivery of patient-centered care. *See pages 4-7 for more information.*

LEADERSHIP

The Office of Patient Experience is jointly led by Chief Experience Officer James Merlino, MD, FACS, and Executive Chief Nursing Officer and Nursing Institute Chair Sarah Sinclair, RN, BSN, MBA, FACHE. Mary Linda Rivera, RN, ND serves as Executive Director. This collaborative physician/nurse management partnership mirrors the leadership structure implemented across the Cleveland Clinic health system.



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SARAH SINCLAIR,
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CLEVELAND CLINIC:

A History of Patients First

When Cleveland Clinic welcomed its first patients on February 28, 1921, its sense of mission was clearly in place: “Better care of the sick, investigation into their problems, and further education of those who serve.”

In 1921, Cleveland Clinic was a new kind of medical center: a not-for-profit group practice, dedicated to patient care enhanced by research and education.

Since then, Cleveland Clinic has grown into an integrated healthcare delivery system, with locations on both hemispheres, linked by information technology, critical care transport and a collaborative model of medicine.

Cleveland Clinic is still a not-for-profit group practice with a mission of patient care, research and education. It has grown through the years by adhering closely to that model and putting the needs of patients first. Today, Cleveland Clinic is one of the largest and busiest medical centers in the world.

FOR MORE INFORMATION

www.clevelandclinic.org

Office
of Patient
Experience

Programs



The Cleveland Clinic
Office of Patient Experience
has dedicated resources
and programs that enhance
the patient, family and
employee experience, while
also improving clinical outcomes.

Patient Survey Administration and Data Analysis

We collect and analyze patient feedback from several sources to provide greater insight about how our patients perceive their experience. We maintain a Patient Experience Dashboard for hospital leaders to monitor real-time survey results and feedback trends specific to their areas, and to help prioritize improvement initiatives.

Our inpatient data analysis efforts are driven by the HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) survey. HCAHPS, a national program established by the Centers for Medicare & Medicaid Services, is intended to increase transparency and to aid consumers in their health provider and hospital decisions.

Hospital survey results are publicly reported on www.hospitalcompare.hhs.gov and updated each quarter. The reported scores lag real time by 9 to 18 months, and the most recent results reflect the success of several initiatives implemented to improve the patient experience at Cleveland Clinic.

Employee Experience

The Office of Patient Experience supports several Human Resources initiatives to integrate an exceptional employee experience with a world class patient experience. *See pages 10-11 for more information about the Cleveland Clinic Experience initiative.*

Ombudsman

At Cleveland Clinic, we strive to anticipate the needs of our patients and families, but there are times when they have concerns or questions about their care.

The Ombudsman Office is the liaison between Cleveland Clinic and the patient in addressing concerns and resolving problems. An Ombudsman has the authority to investigate complaints independent of the departments involved.

See page 9 for more information.

Best Practices

Best practices are used in healthcare to deliver quality care that promotes optimal outcomes. The Office of Patient Experience has been identifying best practices throughout the enterprise to streamline patient experience initiatives, and a Best Practices Department was created in 2010.

The Best Practices Department has a Director and Patient Experience Specialists who serve as experts in each HCAHPS domain. They monitor national and local HCAHPS trends to identify how the top performing hospitals identify and maintain success. They consult with Cleveland Clinic institutes and community hospitals to identify, implement and promote best practices. They may also perform unit observations to sustain best practices.

Identified best practices are promoted and shared so that other areas of Cleveland Clinic may replicate.

Examples of best practices recently implemented at Cleveland Clinic include:

- **HUSH (Help Us Support Healing) protocol** provides a consistent, comprehensive approach to reduce nighttime noise and ensure a quiet, healing environment between 9 pm and 7 am. An interdisciplinary improvement team developed standard guidelines, identified specific interventions and created a toolkit for implementation. The goal of the HUSH initiative is to improve Quiet at Night HCAHPS scores throughout the Cleveland Clinic health system.
- **Purposeful Hourly Rounding** is an evidence-based, proactive tactic used by nursing care teams to improve staff responsiveness.

The steps of purposeful hourly rounding include: Introduction (tell the patient your name and your role); explain the purpose of rounding (for first visit); and assess the “Four Ps” — Pain, Position, Potty (toileting needs) and Possessions/Personal items. Nurses are also encouraged to ask the patient, “Is there anything else I can do for you?” and explain that a nursing staff member will return within the hour. *See page 14 for more information.*

Service Excellence and Patient Advocacy

Proactive, innovative programs are provided by the Service Excellence and Patient Advocacy Team in the Office of Patient Experience to positively impact the Cleveland Clinic culture and support our caregivers in their efforts to provide outstanding service to our patients, families and to each other. We provide customized training and coaching, as well as support for these programs and services:

- Communicate with H.E.A.R.T. (*see page 7*)
- Voice of the Patient Advisory Councils (*see page 8*)
- Health literacy education and solutions (*see page 7*)
- Patient experience educational forums
- Employee recognition, including Exceptional Healing Partners
- Patient navigation assistance
- Multidisciplinary patient experience team development
- Volunteer support for nursing units
- Targeted initiatives for nursing
- New employee orientation

Patient Experience Forums

Patient Experience Forums serve as an opportunity for all employees to participate in deeper discussions about key patient experience issues. There was an overwhelming response to the November 2010 event with more than 300 participants, and more than 250 participants attended the April 2011 event. Attendees from several clinical and nonclinical areas participated, including representatives from every Cleveland Clinic community hospital, the outpatient family health centers and main campus.

Patient Experience Teams

Patient Experience Teams are multidisciplinary, collaborative teams of unit-based caregivers who meet regularly to review patient comments from the patient satisfaction surveys in order to celebrate successes and identify opportunities for improvement.

Action plans are developed to address negative comments as necessary. Additional caregivers are involved in developing solutions, depending on the issues being addressed. The Patient Experience Teams support employees in their efforts to provide the best possible experience for our patients.

Exceptional Healing Partners

Exceptional Healing Partners is a recognition program that celebrates employees who embrace each patient as a whole person (mind, body and spirit); consistently anticipate and exceed patient and family expectations; and embody the Cleveland Clinic values of Quality, Teamwork, Innovation, Service, Integrity and Compassion. Every year, 12 employees are selected, based on nominations from their peers and patients, and are honored at a special reception and during the year.

2010-2011 Exceptional Healing Partners

Jim Scully, RN, Staff Nurse, Cleveland Clinic

Steven Andresen, DO, Staff Physician, Taussig Cancer Institute, Cleveland Clinic

Hank Kraft, Scrub Tech, Pediatric Surgery, Cleveland Clinic

Lisa Griffin, Manager, Appointment Center, Access to Care, Cleveland Clinic

Jermaine Crayton, Activities Coordinator, Lutheran Hospital

Tony Terry, Data Analyst, Office of Patient Experience, Cleveland Clinic

Zora Jefferson, Environmental Services, Cleveland Clinic

Alan Lipsyc, Pharmaceutical Care Manager, Beachwood Family Health Center

Sandra Liptow, Director of Nutrition Services, Huron Hospital

Vina Logan, PCNA, Metabolic Surgery, Cleveland Clinic

Arnold Padrique, RN, Staff Nurse, Sheikh Khalifa Medical City, Abu Dhabi

Sr. Marianne Saucier, RT/Music Therapist, Behavioral Health, Marymount Hospital



2009 Exceptional Healing Partner recipient Alan Lichtin, MD (center), staff physician, Hematologic Oncology & Blood Disorders, Taussig Cancer Institute, with medical secretary Marge Dvorsack (right) and Dr. Lichtin's family.

Health Literacy Education and Solutions

The Office of Patient Experience recognizes the impact of health literacy and serves as a resource by providing information and education.

Health literacy includes both written and verbal health instructions and is defined as “the capacity to obtain, process and understand basic health information and services needed to make appropriate health decisions.”

Health literacy is not dependent on a patient’s education level. In fact, nearly nine out of 10 adults have difficulty using everyday health information.

Health literacy is a key component of patient safety and patient satisfaction. Adults with limited health literacy have a higher risk for hospitalization and readmission, have an average two-day longer length of stay, have a higher risk of medication/medical errors, and are less likely to be compliant with their plan of care. It is our responsibility as caregivers to communicate in plain language and to eliminate barriers to clear understanding.

Communicate with H.E.A.R.T.

Cleveland Clinic’s service training programs, including S.T.A.R.T. with Heart and Respond with H.E.A.R.T.®, make up Cleveland Clinic’s Communicate with H.E.A.R.T. model.

S.T.A.R.T. with Heart

The S.T.A.R.T. with Heart program is Cleveland Clinic’s new customer service training program. This program provides practical skills and tools for employees to use as standards of behavior for all patient, family and caregiver interactions.

The S.T.A.R.T. with Heart program is being offered in conjunction with the Respond with H.E.A.R.T.® service recovery program.

The critical components of this program are outlined in the box to the right.

Respond with H.E.A.R.T.®

An innovative service recovery program, Respond with H.E.A.R.T.® helps employees address patient and family concerns and questions at the point of service. This effective approach empowers individuals to consistently and promptly respond in an empathetic way, while maintaining professionalism, composure and confidence in all interactions.

The critical components of this program are outlined in the box to the right.

RESPOND WITH

H.E.A.R.T.®

Hear the Story

Listen attentively

Empathize

“I can imagine how frustrated you must feel.”

Apologize

“I’m sorry you were disappointed.”

Respond to the Problem

*“Here is what I can do...”
or “What can I do to help?”*

Thank Them

*“Thank you for taking the time to talk with me about this.”
“Is there anything else I can do for you?”*

S.T.A.R.T.

with Heart

Smile and greet warmly

Tell your name, role and what to expect

Active listening and assist

Rapport and relationship building

Thank the person

How We Use

Patient Feedback



Listening to the people we serve is the best way to identify areas for improvement so we can continue to deliver excellent patient care and improve the patient experience.

Voice of the Patient Advisory Councils

Cleveland Clinic has more than 15 Voice of the Patient Advisory Councils (VPACs) that meet regularly to discuss and impact a variety of issues and challenges affecting patients and family members. VPACs include employees and patients and are a great resource to hear directly from the people we serve.

This advisory resource empowers patients and families to take an active role in improving the patient experience at Cleveland Clinic and provides real-time feedback and creative solutions to specific challenges.

Our VPACs have reviewed several hospital policies, including patient visitation and discharge information, helped define the expected service behaviors of all employees, renovated family areas, and developed educational materials for different nursing units.

A multidisciplinary Advisory Council oversees the activities of all VPACs.

For more information, contact the Service Excellence Department in the Office of Patient Experience at 216.444.7500 or 800.223.2273 ext. 47500.

Ombudsman Office: Responding to Patient Concerns

The Ombudsman Office is the liaison between Cleveland Clinic and the patient in resolving problems that may arise during the course of treatment. An Ombudsman has the authority to investigate complaints independent of the departments involved and the administration. They document patient concerns that occur in the realm of patient care and work proactively with doctors and nurses to make improvements.

Each Cleveland Clinic community hospital has one or more Ombudsmen. In 2010, consistent education and training was provided to align the efforts of all Ombudsman Offices.



Online Patient Panel

The Cleveland Clinic Online Patient Panel was developed internally by the Market Research Department and is used to answer questions about a variety of strategic and tactical issues.

Panel members are contacted via email once or twice each month and are asked to complete short online surveys on a wide variety of healthcare-related topics, such as the following:

- How to improve the patient experience
- Concept testing for new product and service offerings
- Testing of advertising materials and marketing collateral
- Opportunity to be included in various online discussion boards
- Invitation to participate in live focus groups

By joining, patients have the opportunity to influence decision-makers at Cleveland Clinic. Patients are informed that their responses are kept confidential and the information provided will always be reviewed along with that of other panel members, not on an individual basis.

Approximately 4,000 patients currently participate in the Online Patient Panel.

Panel members are patients from the local Northeast Ohio market, contiguous states surrounding Ohio, as well as all across the nation.

For more information, visit www.clevelandclinicpatientforum.org

Comments from Online Patient Panel Members

"Thank you very much. I really enjoy doing your surveys. It makes me feel like I help in some of the decisions that are made at the Cleveland Clinic."

"This is useful in that it makes me feel the Cleveland Clinic actually cares about its patients and their concerns."

"I have had an enjoyable experience ever since being invited and signing up for the Cleveland Clinic Patient Panel. Being a long standing patient of Cleveland Clinic has allowed me to see the growth and opportunity over the years."



Cleveland Clinic Experience

In September 2010, Cleveland Clinic's entire workforce began participating in "Cleveland Clinic Experience," an enterprise-wide initiative developed to enhance and transform the culture at Cleveland Clinic by integrating exceptional employee and patient experiences.

This formula was used to identify the initiative:

Exceptional Employee Experience

+

World Class Patient Experience

Cleveland Clinic Experience

"Caregivers from all disciplines and locations across the enterprise participate in interactive learning sessions to discuss our mission, values, what it means to be a caregiver and our expectations of how we serve our patients and each other," Dr. Merlino explains.

Employees are now called "caregivers" because every person who works at Cleveland Clinic, regardless of job title, has an important responsibility, along with the organization, to positively impact the patient experience.

Research conducted by the Gallup organization has shown a strong correlation between overall employee engagement and patient satisfaction.

In the name of empathy, patient satisfaction and employee engagement, "Cleveland Clinic Experience" was introduced in 2010 to continue building a strong base of engaged and committed caregivers who are dedicated to fulfilling Cleveland Clinic's mission of putting Patients First.

Objectives

The objectives of Cleveland Clinic Experience are to provide an opportunity for all caregivers to align themselves with Cleveland Clinic's mission, values, expected service behaviors, Respond with H.E.A.R.T.® service recovery model (*see page 7*) and serving leadership principles in order to put Patients First and deliver World Class Care.

Development Team

Cleveland Clinic Experience was developed by Cleveland Clinic employees from all levels and departments across the enterprise. It is a collaborative effort between the Office of Patient Experience, the Office of Learning and Performance Development, the Digestive Disease Institute, the Operations Division, Human Resources, Marketing and many other departments.

Interactive Learning Sessions for All Caregivers

Cleveland Clinic Experience consists of three interactive learning sessions. All caregivers are expected to attend the "Exploring Cleveland Clinic Experience" session, a three-hour interactive learning session that uses a learning map as a visual aid to assist table facilitators in guiding small group discussions. Nearly 500 participants attend the sessions at a time and tables of 8 to 10 caregivers from different backgrounds, departments and locations



Engaged employees lead to satisfied patients.

Learn how Cleveland Clinic Experience aims to enhance and transform the culture of Cleveland Clinic by integrating exceptional employee and patient experiences to achieve future success.

share ideas and opinions. Everyone has the opportunity to have their voice heard. The dialogue focuses on Cleveland Clinic's mission, values, expected service behaviors, service recovery and supporting each other.

Cleveland Clinic Experience represents the first time that all Cleveland Clinic caregivers, including physicians, were brought together in the same setting to participate in the learning sessions. Participants have provided many comments about the positive impact of such a diverse group of professionals represented in the table discussions.

For example, one female physician who participated first commented that the session content "Seemed like common sense." However, later she pointed to the caregiver side of the learning map and said, "This is me coming to work. I'm rushing to drop my kids off and I'm thinking about my cases for the day. I don't have time to stop and smile and say hi to people in the hallway." At the end of the session she mentioned that she didn't realize the effect she had on others, while she definitely had a great effect on everyone at her table. Her goal was to smile and say hello to others more often.

At the end of the "Exploring Cleveland Clinic Experience" sessions, all participants are invited to wear a CAREGIVER badge backer to represent their support of the Cleveland Clinic Experience initiative. Session evaluations represent a positive response rate of nearly 90 percent.

Interactive Learning Sessions for Leaders

In addition to the "Exploring Cleveland Clinic Experience" session, leaders attended two other sessions. The four-hour preparatory session, "Cleveland Clinic Experience: Leading the Way," featured serving leadership principles as well as employee engagement and performance management topics.

The "Coaching for Outstanding Performance: Sustaining Cleveland Clinic Experience" eight-hour session demonstrated practical coaching and sustaining techniques for leaders. This session included a discussion about how to role model the expected service behaviors and uphold Cleveland Clinic's values. Leaders also learned how to hire for culture and fit, manage performance and reward and recognize their staff.

Participation

- More than 300 caregivers were trained to facilitate the "Exploring Cleveland Clinic Experience" sessions.
- More than 2,000 leaders attended the introductory "Leading the Way" session.
- Nearly 35,000 caregivers have participated in the "Exploring Cleveland Clinic Experience," interactive learning sessions, including caregivers at Cleveland Clinic Canada. The program is also being introduced at Cleveland Clinic Florida locations, Cleveland Clinic Lou Ruvo Center for Brain Health, as well as Cleveland Clinic Abu Dhabi and Sheikh Khalifa Medical City, Abu Dhabi.
- More than 1,350 managers have attended the Coaching session.

Sustainability

Cleveland Clinic Experience, our cultural transformation, is now part of new caregiver, nursing and resident orientations. This Spring, the principles of Cleveland Clinic Experience were an integral part of the performance management process.

A close-up photograph of several purple flowers with green stems and leaves, set against a soft, out-of-focus background.

Healing Services Program

The Healing Services Program provides holistic care experiences for patients, families and employees. Healing Services enhance inpatient clinical outcomes, reduce costs and complete the continuum of care.



Healing Services practitioner and staff chaplain
Rev. Brian A. Shields, M.Div. delivers Reiki at the bedside

Healing services are offered free of charge to patients, families and employees, and include Reiki, Healing Touch™, personal aromatherapy, guided imagery, spiritual practices and Code Lavender. Light massage and reflexology are also offered, with a physician's order.

Healing Services are provided by holistic nurses, Spiritual Care chaplains, licensed massage therapists and Reiki and Healing Touch™ practitioners and volunteers. Services can be requested by the patient, family and any member of the clinical team.

CODE LAVENDER

Code Lavender is a personalized, rapid-response holistic care service provided by the Healing Services and Spiritual Care teams.

Code Lavender is called when a patient, family member, employee or employee team would benefit from immediate well-being support.

The Code Lavender Team provides holistic, supportive healing services to help individuals who are experiencing a stressful or extreme event. Those involved select from a menu of Healing Services.

Supportive services are offered for 72 hours after the Code Lavender is called. The CONCERN® Employee Assistance Program (EAP) team may also be a part of Code Lavender for employees.

Code Lavender services offered at Cleveland Clinic main campus include:

- Guided imagery
- Instruction on relaxation exercises
- Aromatherapy for personal use
- Reiki and Healing Touch™
- Light massage therapy
- Spiritual care support
- Water and snacks
- Other services as needed

Cleveland Clinic provides about 3 to 4 Code Lavenders per month at main campus. Three of the Cleveland Clinic community hospitals are also now offering Code Lavenders.

2010 Healing Services Encounters

There were 18,600 Healing Services encounters at Cleveland Clinic main campus in 2010. An encounter is defined as a visit with an inpatient, family member or employee.

Nearly half of these were patient encounters, one-third were family encounters and the remaining were employee encounters. The team saw each patient an average of 2.5 times, while visits to families and employees were usually single encounters.

Decreased Pain

Of patients who had pain, 31 percent reported a significant decrease in pain after receiving a Healing Service. Additional pain management studies are currently being conducted.

Code Lavenders

Healing Services supported 38 employee Code Lavenders in 2010, impacting 1,800 employees.



Massage Education Program

Manual Therapies for the Hospitalized Patient is a medically-based course taught by a licensed massage therapist from the Healing Services team. The course teaches licensed massage therapists the skills necessary to safely adapt massage or touch therapies to meet the specific needs of a wide range of patient populations.

The course includes 50 hours of class instruction and 50 hours of hands-on clinical instruction, provided in several specialties.

For more information, contact the Healing Services Team at 216.445.9543 or 800.223.2273 ext. 59543.

Rounding with Purpose Improves Patient Satisfaction

Feedback from Cleveland Clinic patients about nurse responsiveness confirmed what most nurses know — that regular rounding increases patients' satisfaction. Of the patients who responded to the HCAHPS survey, 89 percent said that a nurse visited them at least every two hours. They rated the effectiveness of the regular visits as “very good” or “good.” Patients who were always visited at least every two hours rated their satisfaction at or above the 90th percentile in most patient satisfaction areas.

These positive scores show that the rounding initiative led by Cleveland Clinic Executive Chief Nursing Officer Sarah Sinclair, RN, BSN, MBA, FACHE has made a difference. More than a year ago, Sinclair began emphasizing “rounding with purpose,” which means “proactively meeting and anticipating the needs of the patient and the family.”

“It’s not just peeking your head in,” says Lisa A. Bell, BSN, Nurse Manager, Pediatrics and Pediatric Epilepsy Monitoring. Cleveland Clinic nurses are expected to make patient rounds every hour during the day and every two hours at night.

Since implementing purposeful rounding, pediatrics has seen a dramatic decrease in the use of patient call lights. As a result, the pediatrics nursing staff can better plan their schedules and spend more time getting to know patients and their families. “In pediatrics, we take care of the whole family. Our families get admitted to the hospital over and over again and get close to nurses. They really appreciate the interest we take in them,” says Kristen Powaski, BSN, Assistant Nurse Manager, Pediatrics.

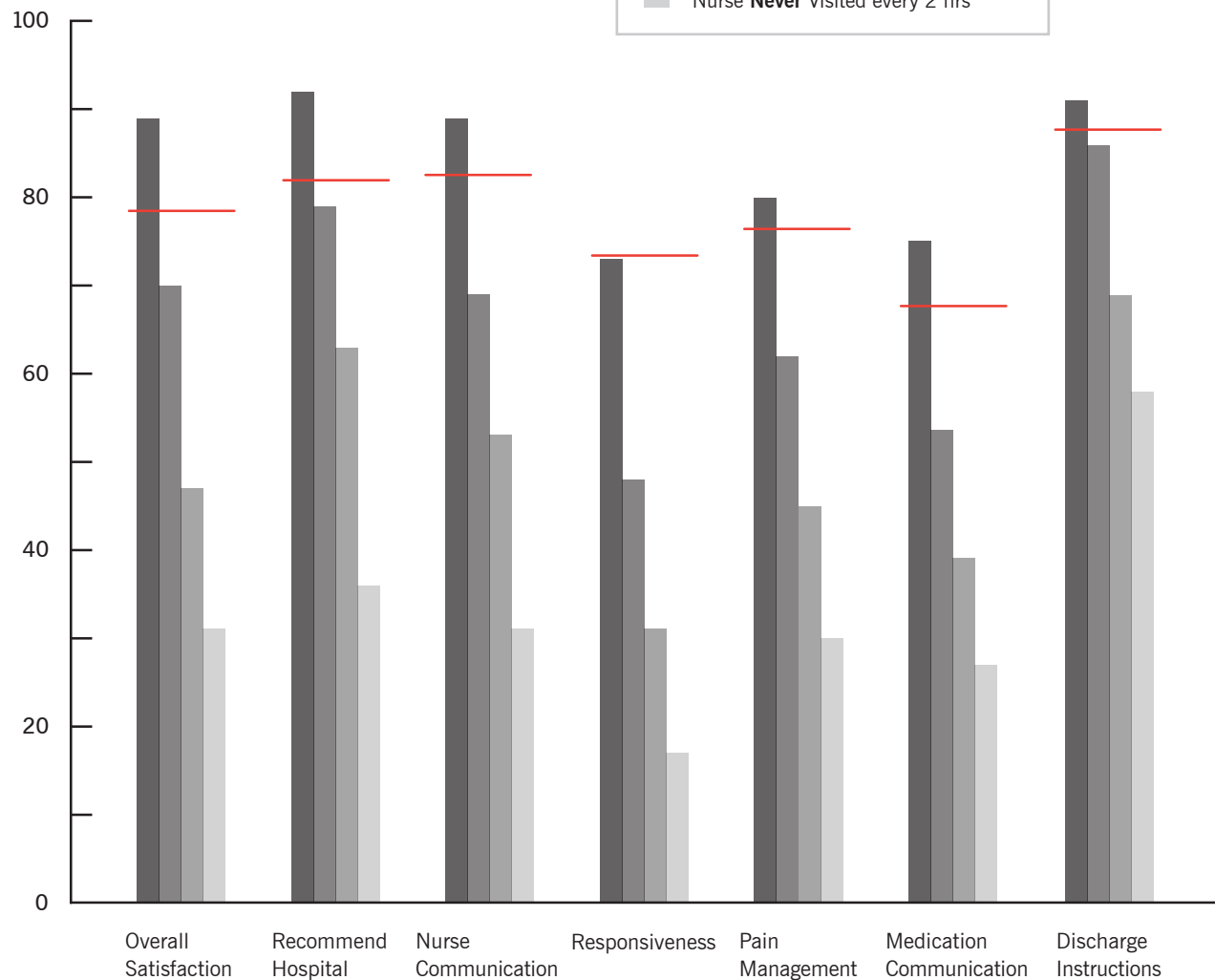
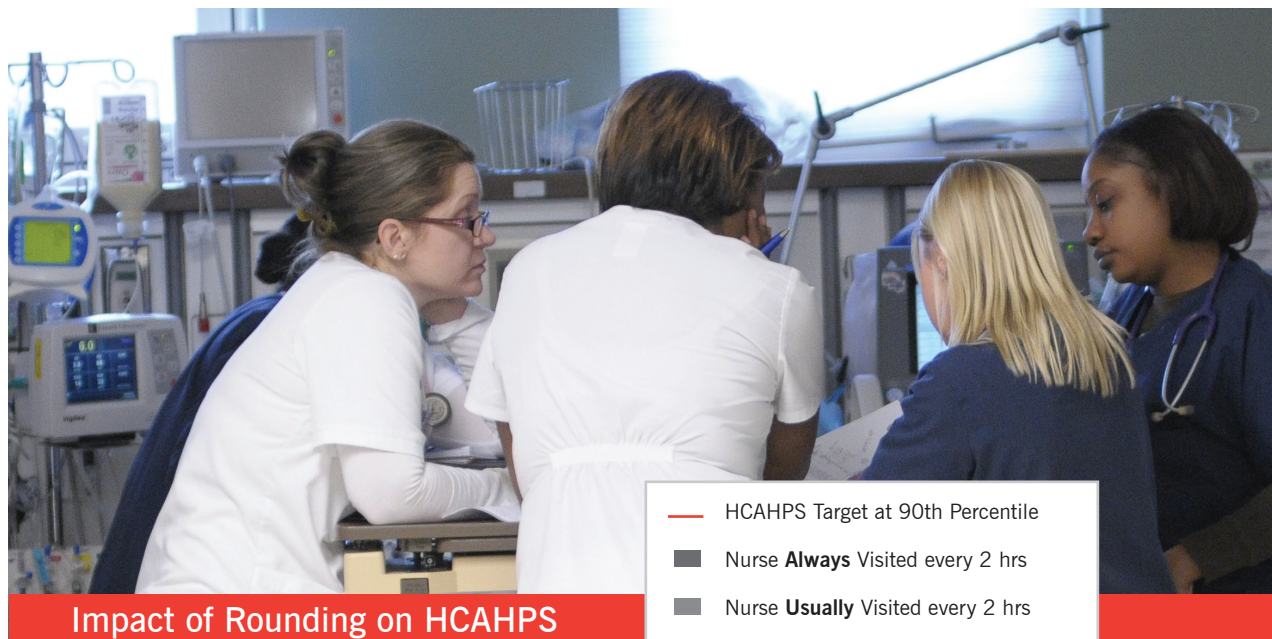
On the cardiac stepdown units, rounding is discussed at weekly and monthly meetings. During each patient visit, nurses fill out rounding checklists to confirm that they have attended to the four Ps — potty, position, pain and placement. The nurse managers model purposeful rounding and ask patients if their needs are being met.

“When we execute rounding properly, you can feel it on the floor. We have very positive, happy patients,” says Josalyn R. Meyer, BSN, Nurse Manager, Cardiac Stepdown.

Rounding helps nurses identify problems before they become serious or life-threatening. While making rounds, a pediatric nurse observed a 13-month-old brain cancer patient suddenly become irritable and feverish. She recognized that he was septic and immediately called a physician; the patient was transferred to the ICU, where he was placed on intravenous antibiotics. “She saved his life,” says Bell. “The physicians here really respect the nurses because they know they will call them if something isn’t right.”

Frequent visits help nurses prevent patient falls and skin breakdowns and manage pain more effectively. “We can stay on top of pain because we’re in there so often. We adjust the pain medications as soon as the patient’s pain level increases,” says Bell. Meyer agrees that “it’s very important to look at pain. Judging what [symptoms] patients present with from hour to hour is critical in the cardiac population.”

Beyond medical care, rounding greatly contributes to patients’ peace of mind. “People want to feel safe. When they are checked often, they feel that you are looking out for them,” says Powaski.



Cleveland Clinic main campus, July - November 2010

Article reprinted with permission from the Spring 2011 issue of *Notable Nursing*

Photo credit: Tom Merce



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Patients
First



clevelandclinic.org/90years

About Cleveland Clinic

Celebrating its 90th anniversary, Cleveland Clinic is a nonprofit multispecialty academic medical center that integrates clinical and hospital care with research and education.

Cleveland Clinic was founded in 1921 by four renowned physicians with a vision of providing outstanding patient care based upon the principles of cooperation, compassion and innovation. Cleveland Clinic has pioneered many medical breakthroughs, including coronary artery bypass surgery and the first face transplant in the United States. *U.S. News & World Report* consistently names Cleveland Clinic as one of the nation's best hospitals in its annual "America's Best Hospitals" survey.

About 2,800 full-time salaried physicians and researchers and 11,000 nurses at Cleveland Clinic represent 120 medical specialties and subspecialties. Cleveland Clinic health system includes a main campus near downtown Cleveland, nine community hospitals and 15 Family Health Centers in Northeast Ohio, Cleveland Clinic Florida, the Lou Ruvo Center for Brain Health in Las Vegas, Cleveland Clinic Canada, and opening in 2013, Cleveland Clinic Abu Dhabi. In 2010, there were more than 4 million visits throughout the Cleveland Clinic health system and 155,000 hospital admissions. Patients came for treatment from every state and from more than 100 countries.

Visit Cleveland Clinic at clevelandclinic.org.

Follow us at www.twitter.com/ClevelandClinic.