

## 2023 CEO Objectives + Key Results (OKRs)



### Care for Patients

Objective	Key Results	2022 Goal	2022 Year-End	2023 Goal
Be the Best Place to Receive Care Anywhere	Serious Safety Events Rate	0.22	0.31	0.216
	Sepsis Mortality Observed to Expected	1.00	0.95	0.95
	Central Line Associated Blood Stream Infections (CLABSI)	N/A	1.01	0.48
	Plan-of-Care-Visit Helpfulness (as Reported by Patients)	N/A	52%	56%
	Patient Encounters	11.1 M	13.1 M	13.6 M

### Care for Caregivers

Objective	Key Results	2022 Goal	2022 Year-End	2023 Goal
Be the Best Place to Work In Healthcare	Leader Communication and Action Planning for Caregiver Survey	N/A	72%	90%
	Turnover	N/A	15%	14%
	Leadership Diversity	N/A	15%	16%

### Care for Community

Objective	Key Results	2022 Goal	2022 Year-End	2023 Goal
Care for Every Community We Serve	Community Benefit	\$1.3 B	\$1.4 B	\$1.4 B

### Care for Organization

Objective	Key Results	2022 Goal	2022 Year-End	2023 Goal
Care for the Organization As If It Were Our Home	Operating Revenue	\$13.1 B	\$13.0 B	\$14.1 B
	Operating Margin	2.9%	-1.5%	0.4%
	EBIDA Cost Per Encounter	N/A	\$950	\$949
	Capital Spend (Compared to Budget)	90%	62%	90%

### Research, Education + Innovation

Objective	Key Results	2022 Goal	2022 Year-End	2023 Goal
Stay True to Our Mission	Research Revenue	\$223 M	\$288 M	\$280 M
	Education Encounters	1.9 M	2.2 M	2.1M
	License Agreements	35	35	38

2023 Objectives + Key Results (OKRs)  
CFO - Finance



Care for Patients

Objectives	Key Results (Drive Metrics)	2023 Goal
Improve the Patient Experience	Expand patient adoption of touch-less patient experience - from Pre-check-in to kiosk/Hello Patient	25%

Care for Caregivers

Objectives	Key Results (Drive Metrics)	2023 Goal
Engage our caregivers and leaders by driving a supportive, respectful and inclusive culture	Improve caregiver retention	Benchmark for 1st year turnover: 35%
	Improve diversity of Finance leadership	18%
Mature lean, agile, design based thinking and automation capabilities	Expand participation in structured improvement work (Kaizen, A3/SoIve, SWAT, etc.) generating revenue, cost and time savings	\$12M

Care for the Community

Objectives	Key Results (Drive Metrics)	2023 Goal
Support our communities' evolving needs and combat health disparities	Partner with Clinical Operations on the development of clearly defined quality measures to support the Ohio Comprehensive Maternal Care Program	Report out quality measures by Dec 2023
	Leaders to participate in community support initiatives	2 events

Care for the Organization

Objectives	Key Results (Drive Metrics)	2023 Goal
Be a good steward of our resources, grow responsibly and drive business performance	Achieve Enterprise Operating Budget	6.5% EBIDA
	Achieve Division of Finance operating budget	\$334M EBIDA
	Partner with Clinical Leadership and ITD to improve accurate capture of the clinical course, complexity of patients, and risk score through accurate documentation and coding	Achieve incremental revenue of \$14M
	Support organization's transition towards integrated strategy, capital, budgeting and operating plans	tbd

## 2023 FL CEO Objectives + Key Results (OKRs)



### Care for Patients

Objective	Key Results	2022 Goal	Q3 2022 YTD	2023 Goal
Be the Best Place to Receive Care Anywhere	Serious Safety Events Rate	0.22	0.25	
	Mortality Observed to Expected	0.71	0.62	
	Sepsis Mortality Observed to Expected	0.94	0.93	
	Central Line Associated Blood Stream Infections (CLABSI)	0.60	0.83	
	Plan of Care Visit Helpfulness (as Reported by Patients)			
	New Patient Encounters			

### Care for Caregivers

Objective	Key Results	2022 Goal	Q3 2022 YTD	2023 Goal
Be the Best Place to Work In Healthcare	Would Recommend As a Place to Work	73%	TBD	
	Turnover	N/A	18.0%	17.3%
	Leadership Diversity	5%	35%	37%

### Care for Community

Objective	Key Results	2022 Goal	Q3 2022 YTD	2023 Goal
Care for Every Community We Serve	Community Benefit	100.0%	100.0%	
	Philanthropic Funding	60.0%	80M	

### Care for Organization

Objective	Key Results	2022 Goal	Q3 2022 YTD	2023 Goal
Care for the Organization As If It Were Our Home	Operating Revenue	1.996B	1.49B	2,151M
	EBIDA Margin	8.0%	-8.0%	-0.6%
	Productivity			

### Research, Education + Innovation

Objective	Key Results	2022 Goal	Q3 2022 YTD	2023 Goal
Stay True to Our Mission	Research Revenue	3.86M	5.4M	
	Board Pass Rate	100%	98%	
	Peer Reviewed Research Publications	189		

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2023 Objectives + Key Results (OKRs)  
Chief Research & Academic Officer



Care for Patients: Be the Best Place to Receive Care Anywhere

Objectives	Objective Goal	Key Results (Drive Metrics)	2023 Goal
Implement evidence-based practices to improve clinical care outcomes	Complete milestones for three (3) studies on Healthcare Delivery Research	Mixed Methods Evaluation of Geriatric Diabetes Care Transitions from Hospital to Home	100%
		Study of Medical Neighborhood Implementation and Adaptation in Care Delivery	100%
		Prospective Evaluation of Plan of Care Visit Initiative	100%
	≥ 3400 Active Clinical Research Protocols	New IRB-Approved Studies Seeking Patient Participation	400

Care for Caregivers: Be the Best Place to Work in Healthcare

Objectives	Objective Goal	Key Results (Drive Metrics)	2023 Goal
Would Recommend as Place to Work	Research, Innovations, Education, Pross-Ganey Engagement Score at 85th percentile or greater	Caregiver Controllable Turnover Rate	15%
		Diversity of CRAD Caregivers	43%

Care for the Organization: Care for the Organization As if It Were Our Home

Objectives	Objective Goal	Key Results (Drive Metrics)	2023 Goal
Grow leading-edge research capabilities	Complete construction of two (2) facilities for Quantum Computing and Cell Therapies	Quantum Computing System One, S toward construction completion and deployment	100%
		Cell Therapy Facility Construction % on Target per Project Plan	100%

Care for the Community: Care for Every Community We Serve

Objectives	Objective Goal	Key Results (Drive Metrics)	2023 Goal
Accelerate economic development in the community	Four (4) progress reports toward fulfilling objectives of State of Ohio agreement	New Ohio Jobs Created (Innovation District)	300
		New Partnerships (Innovation District) moving to formal agreement	2

Research, Innovation and Education: Stay True to Our Mission & Innovate Tomorrow's Care

Objectives	Objective Goal	Key Results (Drive Metrics)	2023 Goal
Increase Research Revenue (Ohio + Florida FRIC & Weston)	\$280M	Research Expansion: NA2/NA3 Renovation Completion and Move-In	1
		Total Dollars Awarded of Grants over \$1M Dollars	\$125M
Increase Education Encounters	2,100,000	Bi-Specimen Samples Available in Bi-Repository to Researchers	110,000
		On-line External Courses Accessible to Global Audience	175
License Agreements	36	Degrees and Training Certificates Awarded (Innovation District)	835
		First-Time Inventors	120
		CC-Innovations Investment in New Ideas/New Technologies	\$25M
		Translation Rate of Invention Disclosures to Licenses	22%

\* Key Results receive a green / yellow / red status based on whether they are meeting goal / trending favorable / not meeting goal

2023 Objectives + Key Results (OKRs)  
Cleveland Clinic London CEO



Care for Patients

Objectives	Key Results (Drive Metrics)	Metric	2023 Goal
<b>Deliver excellent outcomes</b> - Exceed recognised quality standards and continuously improve	Outstanding CQC rating	Overall CQC rating across all domains (MAPP & 33GP)	Outstanding
	90th+ percentile of likelihood to recommend	IWGC patient likelihood to recommend	90th percentile
	Zero serious safety and never events	Serious safety and never events	0
	Plan of Care visit helpfulness (patient reported)	IWGC patient reported POCV helpfulness	51%

Care for Caregivers

Objectives	Key Results (Drive Metrics)	Metric	2023 Goal
<b>Empower caregivers</b> - Develop our people, drive accountability and fulfil our purpose	90%+ Caregiver engagement score	Caregiver engagement survey	90%+
	85%+ of Caregivers fully compliant with all mandatory and statutory training	Caregivers 100% compliant with all mandatory and statutory training	85%+
	<15% Vacancy rate	Annual vacancy rate	<15%
	100% Caregivers with Objectives & Key Results	Caregivers with OKRs	100%
	<20% Turnover rate	Annual Turnover rate	<20%

Care for the Community

Objectives	Key Results (Drive Metrics)	Metric	2023 Goal
<b>Enhance impact</b> - Commit to a sustainable future	Obtain Sustainability accreditation	BSI 140001 Accreditation	Achieve accreditation
	Participate in 10 volunteering projects to serve the local community	Total number of community projects	10

Care for the Organization

Objectives	Key Results (Drive Metrics)	Metric	2023 Goal
<b>Drive growth and efficiency</b> - Scale our operations efficiently, open City MDR and increase fees served	> £150m+ Clinical Revenue	Annual clinical revenue	> £150m+
	< (£60m) EBITDA	Annual EBITDA	< (£60m)
	Double our brand recognition	CCL brand awareness amongst UK Private healthcare consumers (Kantar survey)	225%+
	57k+ outpatient episodes	Annual outpatients episodes	57k+
	3k+ inpatients admissions	Annual inpatients admissions	3k+
	6k+ day cases	Annual day cases	6k+
	Serve first City MDR patient	City MDR CQC registration; project plan critical milestones; opening date	Facility opened

Research, Innovation and Education

Objectives	Key Results (Drive Metrics)	Metric	2023 Goal
<b>Enhance impact</b> - Expand research and education programmes	Establish 10+ educational programmes	Total number of education programmes (clinical and nursing)	10+
	Achieve 6+ approved research projects	Total number of research projects	6+

2023 Objectives + Key Results (OKRs)  
(Area Here)



Care for Patients

Objectives		Key Results (Drive Metrics)	Metric	2023 Goal
Make CCAD the Best Place to Receive Care	Create Patient Promoters	Likelihood to recommend (Inpatient)	%	≥83.7%
		Likelihood to recommend (Outpatient)	%	≥79.5%
		Likelihood to recommend (Ambulatory Surgery)	%	≥90.5%
		Likelihood to recommend (Emergency)	%	≥75.8%
		How well staff cared about you as a person	%	≥81
	Pursue Zero Harm	HAPIs	%	≤1.33
		Falls	Ratio	≤0.48
		CLABSI	Ratio	<0.52
		Plan of care visits helpfulness	%	≥80
		SSI	Ratio	≤1.02
	Optimize Access to Care	New patients offered within 7 days	%	≥75

Care for Caregivers

Objectives		Key Results (Drive Metrics)	Metric	2023 Goal
Make CCAD the Best Place to Work in Healthcare	Align CCAD Culture	CCAD culture program (Caregiver completion)	%	100
	Enhance Caregiver Wellbeing	CCAD Best Place to Work	%	>75
		CCAD Wellbeing Index	Index	≥3.37

Care for the Community / Research, Innovation and Education

Objectives		Key Results (Drive Metrics)	Metric	2023 Goal
Advance Healthcare in the UAE	Advance Research	Growth in funded contracts	%	≥20
	Precision Medicine	Number of clinical precision medicine initiatives within CCAD COE	Number	2
	Promote Emiratization	Seniority Emiratization %age CHCO	%	> 9.5

Care for the Organization

Objectives		Key Results (Drive Metrics)	Metric	2023 Goal
Make CCAD a Sustainable Organization	Grow Sustainably	Cost per Adjusted Admission	AED	≤119,417
		Average Length of Stay (Days)	Ratio	≤7.4
		% Target - Outpatient Visits	%	≥98
		% Target - OR Cases	%	≥98
		% Target - Inpatient Discharges	%	≥98
		Establish proposal for the Center for Global Medical Education	Date	Q4 2023
	Increase Productivity	Overall Physician Productivity (E&Ms Only)	%	>63
		Overall Nursing Productivity	%	≥80
		Overall Allied Health Productivity	%	≥80
	Make CCAD preferred destination for complex	% of Visits coming from physician referrals (Growth)	%	≥25
		% of Unique international patients (Growth)	%	≥10

**2023 Objectives + Key Results (OKRs)**  
**Chief Caregiver Officer**



**Care for Patients**

Objectives	Key Results (Drive Metrics)	Metric	2023 Goal
Be the Best Place to Receive Care Anywhere (Safety, Quality, and Experience)	Serious Safety Events	Rate	0.216
	Sepsis Mortality O:E	Rate	0.95
	CLABSI	Rate	0.48
	Plan of Care Visit Helpfulness (as Reported by Patients)	%	56%

**Care for Caregivers**

Objectives	Key Results (Drive Metrics)	Metric	2023 Goal
Be the Best Place to Work in Healthcare	Turnover	%	14%
	Average Annual Fills per TA FTE	Average # per Month	144
	Open Positions	# of Open Positions	6,000
	Experience (Leader Communication and Action Planning for Caregiver Survey)	%	90%
	Reduce WPV Injury (OSHA reported)	# of Injury Events	121
	Leadership Diversity (Enterprise)	%	16%
	Leadership Diversity (Caregiver Office)	%	13.5%
	Well-Being (Leader Decompression: I Can Enjoy My Personal Time without Focusing on Work Matters)	Score	3.29
	Leadership Development (Essentials Education Required Learning)	% Complete	50%
	Health (EHP Members Participating in Healthy Choice)	%	52%
	Pay (Maintain Overall Competitive Market Position)	% On-Track	100%
	Benefits (Design A La Carte Benefits Plan Customizable for each Caregiver) Phase Two	% On-Track	100%
Recognition (Caregiver Celebrations Awarded)	# of Awards	210,000	

**Care for the Community**

Objectives	Key Results (Drive Metrics)	Metric	2023 Goal
Care for Every Community We Serve	Local Hiring (City of Cleveland Residents)	#	1,450
	Community Service Time Off (Caregiver Participation)	# Caregiver Hours Served	6,860

**Care for the Organization**

Objectives	Key Results (Drive Metrics)	Metric	2023 Goal
Care for the Organization as if it were our Home	Financial (Enterprise Wage-Based Productivity)	%	≥100%
	Workforce Planning (FTE Capacity Identified & Implemented)	# FTEs Identified; Implemented	500;100
	Analytics (Implementation of Self-Service Workforce Analytics)	% On-Track	100%

**2023 Objectives + Key Results (OKRs)**  
**Ohio Hospital President and FHC's**



**Care for Patients**

Objectives	Key Results (Drive Metrics)	2023 Goal
Be the Best Place to Receive Care Anywhere	Serious Safety Event Rate	0.209
	Sepsis Mortality O:E	0.95
	30 day Readmission	12.00%
	CLABSI SIR (VBP)	0.48
	Plan of Care Visit Helpfulness (as Reported by Patients)	56%
	Would Recommend	75%
	Total Regional Hospital Surgical Encounters	133K
	Total Regional Outpatient Encounters	3.3M

**Care for Caregivers**

Objectives	Key Results (Drive Metrics)	2023 Goal
Best Place to Work in Healthcare	Total Turnover	16%

**Care for the Community**

Objectives	Key Results (Drive Metrics)	2023 Goal
Care for Every Community We Serve	Community Events	41

**Care for the Organization**

Objectives	Key Results (Drive Metrics)	2023 Goal
Care for the Organization As If It Were Our Home	Operating Revenue	3.7B
	EBIDA	0.4B
	Total Average Length of Stay	4.46
	Cost per Encounter Hospital	\$9,702
	Reduce Energy use Index (EUI)	6.7%



2023 Objectives + Key Results (OKRs)  
Clinical Transformation



Care for Patients

Objectives	Key Results (Drive Metrics)	Metric	2023 Goal
Improve care outcomes by reducing unnecessary variation.	Serious Safety Event Rate	Rate per 1K adjusted patient days	≤0.22
	Central Line Associated Blood Stream Infections	SIR	≤0.48
	Sepsis Mortality	O:E Ratio	≤0.95
	Plan of Care Visit Helpfulness (patient reported)	Top Box %	≥56%
	Would Recommend	Top Box %	≥73.2%
	SOPE KPIs improving over 2022 baseline	Percentage	100%
	Implement Health Equity Strategy	Milestone Execution	Complete
High Reliability Organizing	High Reliability Training Effectiveness	Top Box %	≥80%
	Implementation of the CART process and new survey readiness tracking tool.	Milestone Execution	Complete

Care for Caregivers

Objectives	Key Results (Drive Metrics)	Metric	2023 Goal
Best Place to Work in Healthcare	Would recommend as a good place to work (CT)	Score	≥4.16
	CT People leaders participating in leadership development supporting engagement, performance management and diversity and inclusion.	Percentage	100%
Hire and retain Diverse Leader Pipeline	Management band recruitment with under-represented minority candidates in people leader selection stage	Percentage	≥50%
	Clinical Transformation Diversity Council Programs	Count	≥4

Care for the Community

Objectives	Key Results (Drive Metrics)	Metric	2023 Goal
Community Benefit	CT caregivers participating in Caregiver Giving Program (e.g., UW, VeloSano, Community Service Time)	Percentage	≥30%

Care for the Organization

Objectives	Key Results (Drive Metrics)	Metric	2023 Goal
Financial Stewardship	Budget Variance	dollars	≤\$0

Research, Innovation and Education

Objectives	Key Results (Drive Metrics)	Metric	2023 Goal
Stay True to Our Mission	Fellows, Interns, and Student Embeds	Count	≥10
	Clinical Transformation Fellowship	Milestones Execution	Complete

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Operations Division Objectives + Key Results (OKRs) | 2023  
Chief Operating Officer

Care for Patients

Objective	Key Results	Units	2023 Goal
Support Patient Care	Drive 2023 E-Consultation on QIC.org	Units	1.7M
	Improve Patient Satisfaction (PSAT) Score	Count	3,300 (vs 3,300) (vs 3,300)
Provide Great Patient Experience	Improve Enterprise eNPS "Always Great" FICR/PS Score	% Top Box	75.0%
	Improve Enterprise Press Ganey Overall Foot Score	% Top Box	45.0%
Optimize Patient Safety	Reduce CQO average response times to 9-11 min	Minutes	2:30

Research, Education & Innovation

Objective	Key Results	Units	2023 Goal
Support Research & Education	Education Initiatives	Count	33,000
	Reduce New Research & Education Commitments	\$ Millions	\$150M

Care for Colleagues

Objective	Key Results	Units	2023 Goal
Enhance the Employee Experience	Reduce time employees take to resolve issues	Average hours	7.0
	Increase the Diversity of Committees leaders	% Diverse Leaders	22.0%
	Reduce Category Turnover	%	5%

Care for Organizations

Objective	Key Results	Units	2023 Goal
Drive Efficiency & Cost Reductions	Reduce Pre-gen Care Reverts	\$ Millions	\$0.4M
	Reduce on Capital Spend Compared to Budget	% on Track	90%
	Reduce our Energy Use Intensity (EUI)	Count	100
Increase Funding & Revenue	Reduce New Pharmaceutical Commitments	\$ Millions	\$125M
	Increase ID Contribution Margin (includes London)	\$ Millions	\$75.0M

Care for the Community

Objective	Key Results	Units	2023 Goal
Grow Our Community Benefit Impact	Increase spend with Tier 1 & Tier 2 diverse suppliers	\$ Millions	\$100M
	Increase participation in Community Service Time Off (CSTO) program	Hours	2,300

2023 Chief of Staff Objectives + Key Results (OKRs)



Care for Patients

Objectives	Key Results (Drive Metrics)	2022 Baseline	2023 Goal
Be the Best Place to Receive Care Anywhere	Serious Safety Events Related to Not Following Universal Protocol	13	0
	Sepsis Mortality O:E	1.13 (Nov YTD)	1.13
	CLABSI SIR (VBP)	1.40 (Nov YTD)	0.59
	Plan of Care Visit Helpfulness (as Reported by Patients)	60%	63%
	Total Encounters	8.1 M	8.7 M
	Days Wait - New to Institute	13	7

Care for Caregivers

Objectives	Key Results (Drive Metrics)	2022 Baseline	2023 Goal
Be the Best Place to Work in Healthcare	Leadership Diversity	8%	9%
	% URIM Recruitment	10.4%	11%
	"Would Recommend as Place to Work" Pulse Survey (Physicians)	72%	85%

Care for the Community

Objectives	Key Results (Drive Metrics)	2022 Baseline	2023 Goal
Care for Every Community We Serve	Health equity measure in each institute	N/A	100%

Care for the Organization

Objectives	Key Results (Drive Metrics)	2022 Baseline	2023 Goal
Care for the Organization As If It Were Our Home	Gross Revenue	\$14.8 B	\$15.4 B
	EBIDA Margin	24.2%	28.2%
	Documentation Optimization	N/A	\$15 M
	Cost Per Episode of Care	\$405	\$395
	Treasury Fund Spend	20% (Nov YTD Ann.)	25%
	Physician Productivity	54th	60th
	Capital Spend (Execute NI, Cole Eye 2023 Milestones)	45%	90%

Research, Innovation and Education

Objectives	Key Results (Drive Metrics)	2022 Baseline	2023 Goal
Stay True to Our Mission	Research Revenue	\$146 M	\$124 M
	US News & World Report - Main Campus Score	415	429
	Distinct Clinical Inventors	136	150

2023 Objectives + Key Results (OKRs)  
Legal Division



Care for Patients

Objectives	Key Results (Drive Metrics)
Best Place for Care	Provide legal support to OKRs for Quality, Patient Experience and Clinical Risk Management
	Support Stand Up for Safety protocols and initiatives
	Provide a voice for issues important to caregivers, including workforce initiatives and patient-impacting legislation
	Advocate for Florida expansion plans with state government

Care for Caregivers

Objectives	Key Results (Drive Metrics)
Be the Best Place to Work in Healthcare	Advocate telemedicine growth efforts at federal level
	Provide legal and government relations support to achieve CEO OKR key results
	Support best hiring and retention practices

Care for the Community

Objectives	Key Results (Drive Metrics)
Community Advocacy	Continue Legal Aid clinics at Stephanie Tubbs Jones staffed by Law Department
	Support local collaboration and share expertise to further community goals such as smoking cessation and facility development efforts
Diversity Equity & Inclusion	Identify & promote opportunities for Law Dept to participate in care for our community through United Way, AHA
	Support DEI efforts in organization and community
	Utilize Legal-DEI Come to develop hiring practices
	Develop DEI OKR initiatives with unconscious bias and inclusive language team training

Care for the Organization

Objectives	Key Results (Drive Metrics)
Care of the Organization	Integrate CC London with onsite legal representation
	Support IT and cybersecurity efforts and contracting
Legal Initiatives	Support implementation of new operations model
	Team with ITD-Cyber to create model plan for e-discovery processing in legal matters
	Integrate legal international invoicing with Oracle
	Source document management systems for use by Legal Division

Research, Innovation and Education

Objectives	Key Results (Drive Metrics)
Clinical Research Advocacy	Advocate at local, state and federal levels to build awareness and support for top priorities, including virtual health, workforce, social determinants of health, food and nutrition security and mental health
	Support Data Advisory Council (DAC) initiatives