

University Hospitals

2023 Annual Report

An Epic Year of Caring for Our Community



University Hospitals





MISSION

To Heal. To Teach. To Discover.



VISION

Advancing the Science of Health and the Art of Compassion.

CORE VALUES



Service Excellence



Integrity



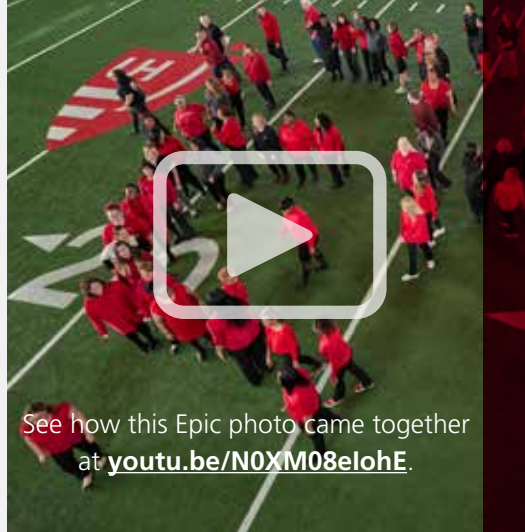
Compassion



Belonging



Trust

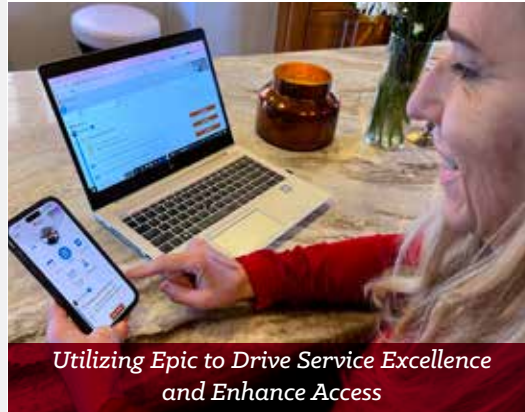


See how this Epic photo came together at youtu.be/NOXM08eloHE.

About the cover

In 2023, University Hospitals attained two monumental achievements: the successful implementation of Epic – an advanced digital nervous system that will revolutionize our health system – and the opening of our expanded state-of-the-art UH Ahuja Medical Center campus, significantly enhancing care for our community. This photo features some of our dedicated caregivers gathered on the football field of the UH Drusinsky Sports Medicine Institute, a symbol of innovation and teamwork. These professionals, who played a crucial role in integrating Epic, embody the spirit of progress and dedication that defines UH. Their unified presence on the field not only marks a celebration of past accomplishments, but marks a commitment to future excellence and community service.

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Dear Friends,

As we reflect on the pivotal moments of 2023, it is with great pride and enthusiasm we share University Hospitals' remarkable journey – which was an epic year of profound achievement in enhancing the care and experience we provide our valued patients.

Importantly, it was also a year of challenges – including the persistent rise in supply chain costs and the imperative to fill critical positions within our clinical workforce – which made our accomplishments stand out even more. Yet even against the backdrop of a tumultuous industry landscape, we improved our financial position and were able to innovate while also enhancing operational efficiency in remarkable ways.

On the following pages, we share just a few examples of our collective efforts, commencing with our successful implementation of Epic – an entirely new electronic health record for UH. This transformative shift – wholeheartedly embraced by our clinicians, caregivers and patients – completed in September with minimal business and patient disruptions, while also coming in significantly under budget. Already we have more than 600,000 patients using MyChart.

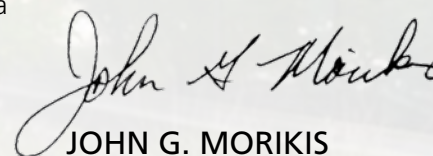
In addition, we highlight below other incredible milestones we've reached as a team:

- **Developed** and deployed a Systems of Care operating model to drive service excellence and enhance care access;
- **Advanced** workforce innovation and contemporized our approach to work processes, including the launch of the Veale Initiative for Health Care Innovation;
- **Further differentiated** our culture and caregiver value proposition, which included maturing our Office of Community Impact, Equity, Diversity and Inclusion;
- **Maintained** visibility and engagement in critical community benefit initiatives, developing a new framework and accountability measurements for Community Health Investment;
- **Advanced** the UH mission in numerous ways, including opening UH Ahuja Medical Center Phase 2 and executing a joint venture with WellStreet Urgent Care to enhance access; expanding our affiliation with Northeast Ohio Medical University, which demonstrates our commitment to train the next generation of physicians and clinical caregivers; expanding our agreement with University of Oxford to find cures for rare diseases; and managing more than 3,400 active clinical trials and research studies while increasing patient enrollment by 20% year over year and attaining a record \$197 million in research funding;
- **Affirmed** our bond ratings from Moody's and S&P, demonstrating the strength of our strategic plan and agility in responding to an evolving industry landscape; and,
- **Raised** nearly \$230 million as part of the \$2 billion *Because of You* fundraising campaign – a record and a clear testament to the unwavering support from our community, for which we are deeply grateful.

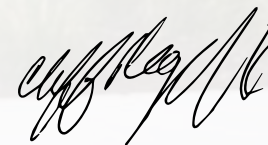
In closing, we want to express our deepest gratitude to the heartbeat of our organization – our exceptional caregivers. Their steadfast commitment and tireless efforts have not only propelled us to new heights but have also solidified our position as a premier healthcare provider in Northeast Ohio. Our success story is intricately woven with the dedication and resilience of each team member, transforming us into the undisputed “Hometown Team” that our community not only turns to but relies upon with resolute trust. Their passion for excellence, compassion for our community and their relentless pursuit of innovation have set a standard that defines us as a healthcare provider of choice. We are not just a team; we are a family, united by a common goal to make a meaningful impact on the lives we touch.

In extending our heartfelt appreciation, we also recognize that our caregivers' hard work and dedication are significantly enhanced by our village of community supporters. Together, we are advancing our legacy of exceptional care and service that goes beyond the ordinary, and for that, we owe all of you a debt of gratitude.

Sincerely,



JOHN G. MORIKIS
Chair, UH Board of Directors



CLIFF A. MEGERIAN, MD, FACS
Chief Executive Officer, University Hospitals
Jane and Henry Meyer Chief Executive Officer Distinguished Chair



*L-R: John G. Morikis, Chair, UH Board of Directors;
Cliff A. Megerian, MD, FACS, Chief Executive Officer, University Hospitals*

A Message to our Community and Caregivers







Utilizing Epic to Drive Service Excellence and Enhance Access

UH Makes an Epic Move in 2023

University Hospitals reached a transformational milestone in 2023 with the transition to the Epic electronic health record (EHR). The new EHR is already helping to advance patient care and safety, increase access for patients through the robust MyChart patient portal, and enhance our delivery of personalized, kind and compassionate care.

Providers and caregivers say the ability to view a patient's entire care journey in one comprehensive record is one of the most exciting features of Epic. No matter where the patient receives care – in the hospital, at a provider's office or even at other systems across the country – our providers now see the entire care picture.

"For many years, our caregivers have had to coordinate the best care for our patients using tools in nearly 20 different computer applications," said Robert K. Eardley, MBA, UH Chief Information Officer.

"Moving all of that care to a single integrated record with Epic allows our exceptional caregivers to more efficiently find the right information and more easily document the best next step of care for that individual."

The comprehensive patient record, along with improved data tracking and record management, is especially helpful for managing the health of specific groups of



patients and the community as a whole. Epic allows us to aggregate and analyze patient data across our system; better identify and help at-risk patients; better communicate the next step of care to the patient; and address patient needs right at the point of care.

Data that tracks the same patients over the course of many years will guide us to make the best treatment decisions based on actual, real-life experiences from patients similar to the individual needing care. These powerful population health management features aid in preventing illness, promoting better health outcomes and lowering care costs for patients and the community as a whole.

“This all enhances the personalized and compassionate approach to care for which we are known. Our patients deserve this.”

– Robert K. Eardley

Epic Makes Life Easier for Patients and Parents

Like many moms, Jennifer Rowell keeps track of doctors appointments for her three children, her husband and herself.

Most of those are at University Hospitals, though there have been other physician visits throughout Northeast Ohio. But her role as the family's "appointment manager" has become much easier since the new Epic electronic health record became available at UH this past autumn.

Rowell, who lives in Lakewood, is a technology consultant, so she has always been savvy about software systems. She and her family frequently visit UH providers and locations in the western suburbs.

"It used to be so frustrating to deal with all the records and bills and different emails for each of the kids," she said. "It was hard to keep track."

She was familiar with Epic from the time she was a patient at another Cleveland healthcare institution, and knew it was simpler to work with. But now that UH has it, the ease is amplified.

"Before, I'd have to look up each child to see when they had their physicals, their last vaccines, surgeries, emergency room visits, and I'd have to go into two or three different systems," Rowell said.

Today, Epic contains all the information she might need for her family, regardless of where someone was treated. "That consolidation is huge for me," she said.

What else does she like?

"For one, I can now email the doctor, which I could not do at all before," she said. "Also, we get appointment reminders in a logical place, and they tell you exactly who it's for, unlike the texts I used to get."

"I can see test results almost immediately and I can access my diagnostic images. And at the top of one page, you see the categories of information you need most – upcoming visits, the message center, medication and test results."

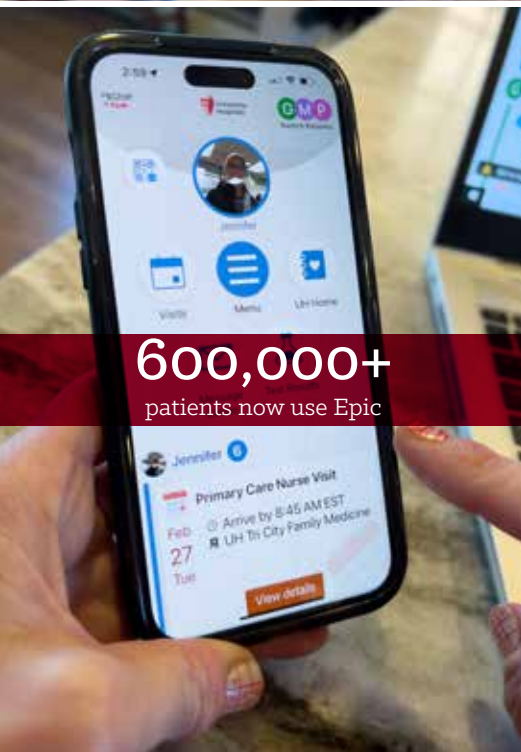
Beyond convenience, Epic allows her to monitor her health.

"I can look at my numbers over a period of time, so I can see trends over months or years. Or if there's an anomaly, I'll notice that."

And in the big picture, she appreciates that anytime she sees doctors, they too have all her medical information at their fingertips.

Among all the features that MyChart offers is simplicity in receiving, understanding and paying bills, as well as better access to high-quality care for UH patients.

More than 600,000 patients are now relying on it, and the numbers keep growing each day.



Epic Means Getting Time Back, and Gaining Patients' Trust

Before joining University Hospitals in 2018, Khalid Elamin, MD, MRCP, MBA, had worked at two other Cleveland area healthcare institutions that used Epic as their electronic health record (EHR).

Dr. Elamin, a hospitalist at UH Portage Medical Center, was immensely pleased when he heard that UH would be switching from its former EHR system to Epic. Because of his previous experience, UH leadership tapped him to become an Epic champion to assist his colleagues with the shift and to serve on the Epic implementation committees.

A hospitalist serves as the primary care physician for admitted patients and works with other specialists to monitor and coordinate all aspects of a patient's treatment.

And every minute counts when managing multiple patients who collectively have a significant number of providers.

UH's switch to Epic has been a life-changing experience for him, he said. "The patient information is now easily accessible, and so is the ease of documentation."

"Because of that, I've probably gained two hours of time each day – which means additional time for the patients. Now, with Epic, we are able to multi-task, and with less disruption."

Just as important, he can see how the patient has been treated previously, and where – whether at UH or at another institution.

"Many times a patient cannot speak for themselves, as they are not versed in medical technology or because they are very ill," he said. "For example, previously I would not have been able to see documents from their oncologist who was in a different system."

But now he has access to everything on the patient's chart, even if they were treated out of state – which is sometimes the case with Ohioans who winter in Florida.

"This is a monumental advancement in the quality of care we are providing. As you would imagine, our patients' satisfaction and trust have also greatly increased."

– Khalid Elamin, MD



A New Frontier in Delivering Care

University Hospitals has thrived for nearly 160 years by adapting to change, as well as driving it – including through our growth from a single hospital to a healthcare system that spans 16 counties.

Now we are well on our way to further innovation, which will not only ensure our future far into the 21st century, but more importantly, that we serve our patients in the way that makes the most sense for them – based on where they live, and what kind of care they need.

We are redesigning the way we deliver healthcare to our patients. This multi-year process, which began in late 2022 but made significant progress in 2023, is called **Systems of Care**.

“We know that for clinical care, patients want to stay in their community,” said Danielle Chickerella, MSM, RD, UH Chief of Clinical Strategy and System Delivery. “They want to be there for surgery or treatment, for recovery, for recuperation, for rehab – they want to be close to where they live. So we are emphasizing strategies that make that possible.”

Just as vital is that patients be seen in a facility with the optimal resources for their treatment – a center of excellence. In part, that means concentrating the expertise of specialty physicians in several medical centers around the region, rather than scattering a few at every single hospital.

“By ‘optimal resources,’ we also mean that in addition to the providers, specialized facilities, equipment, and support staff and services are at these locations,” Chickerella said.

It also means offering advanced service lines in locations where they had not been available before – for example, expanding high-level cardiovascular services at UH Lake West Medical Center.

“We are creating a cardiovascular center of excellence for the East region,” said Mehdi H. Shishehbor, DO, MPH, PhD, President of the UH Harrington Heart & Vascular Institute; Angela and James Hambrick Chair in Innovation. “We are improving and restructuring the clinical areas and bringing the latest technologies to our operating rooms and cardiac catheterization laboratories.

“We also are staffing and operationalizing the new program, recruiting new physicians and improving the alignment between existing physicians. Ultimately, we will deliver complex, high-quality, patient-centric cardiovascular care using the latest technologies for our patients in the East region.”

A new vascular suite for patients with vascular diseases and a new diagnostic testing facility and program have already opened. “Our vision and strategy is to bring the highest quality cardiovascular care to our communities, so patients don’t need to be transferred outside of their community, and they can be treated near their families,” said Dr. Shishehbor.

Another center of excellence – this one in delivering babies – opened at UH Ahuja Medical Center in Beachwood in July. Before the Steve and Loree Potash Women & Newborn Center opened, women in the eastern suburbs of Cleveland might see their obstetricians at UH Ahuja throughout their pregnancy, but travel the 15 or so miles to UH MacDonald Women’s Hospital in University Circle to give birth. The new Potash Center is already on track for 1,200 deliveries in 2024.

Demographics were one thing that drove this change at UH Ahuja.

“While birth rates in the United States have mostly declined in recent years, the rates of severe maternal morbidity – unexpected outcomes of labor and delivery that result in significant short- or long-term consequences to a woman’s health – have steadily increased,” said Patti DePompei, RN, MSN, President, UH Rainbow Babies & Children’s and UH MacDonald Women’s hospitals and Rainbow Babies & Children’s Foundation Chair in Leadership and Innovation.

“In addition, there is a rising national shortage of medical residents choosing obstetrics and gynecology. We have carefully consolidated birthing centers of excellence across the UH system to assure that each site has consistent patient volumes with the necessary personnel and equipment resources to support maternal and newborn needs.”



L-R: Woosup Michael Park, MD, Director of Vascular Services at UH Lake West Medical Center; surgical technologist Bridget Hagwood; Nick Marut, RN; Pablo Ruda Vega, MD, Director of Cardiac Surgery Services at UH Lake West Medical Center

That is also why the delivery unit at UH Lake West Medical Center shifted to UH TriPoint Medical Center, which also had maternity services. This ensures that UH TriPoint will have more than 1,000 deliveries a year, which is considered the ideal minimum from a safety standpoint, said DePompei.

“You want a site that is consistently busy, where you have the expertise and where clinicians are constantly getting the experience and maintaining their highly technical competencies, and that is what we have now at UH Ahuja and UH TriPoint.”

All of these ongoing innovations in our system are designed to bring long-term sustainability to UH and ensure that we will continue to serve our patients and communities with the highest-quality care.



Hometown Help When You Need It Most

When Painesville resident Darryl Lawson was having his second heart attack in 15 years in September 2023, help and the latest approach to minimally invasive bypass surgery were just 10 minutes away at University Hospitals Lake West Medical Center.

“The ambulance took me to UH Lake West, I got two stents and was discharged two days later,” he said.

But that was just the beginning of Lawson’s journey. Cardiac surgeon Pablo Ruda Vega, MD, Medical Director of Cardiac Surgery at UH Lake West, performed a minimally invasive direct coronary artery bypass (MIDCAB) as part of a two-part process to heal Mr. Lawson’s ailing heart. UH is a national leader in the procedure, ranking fourth in volume nationwide, but it’s among the new and expanded heart and vascular offerings at UH Lake West.

Both patients and doctors are fans of MIDCAB. By surgeons accessing the heart through an incision on the left side of the chest and opening a small area between the ribs, it helps patients avoid the pain and recovery time of a large cut through the breastbone.

Today, Mr. Lawson says he’s feeling good. He’s back at work as maintenance supervisor for a large apartment complex in Painesville. He says he’s finding it easier to walk the property, which is saying something since it includes more than 500 units.

He’s grateful for the innovative care he received – and that it was available almost literally in his backyard. He recalls his late father having to travel nearly 70 miles from Ashtabula to Cleveland to receive the care he needed.

“The care at UH Lake West was excellent – the nurses, the doctors and everyone in the operating room were great. They took care of me and made sure I got everything I needed.” – Darryl Lawson

Twins Lives Begin in the New Birthing Unit at UH Ahuja Medical Center

Autumn Mehring lives in Cleveland Heights, so when she found out in the winter of 2023 that she was pregnant with twins, she thought the soon-to-open Steve and Loree Potash Women & Newborn Center at University Hospitals Ahuja Medical Center in Beachwood might be an ideal place to welcome her new babies.

“When I was about five months along, I found out from my providers about the new center that would be opening at UH Ahuja,” she said. “I had always had a good experience there, so I anticipated this would be the same.”

The unit is part of the major new expansion at UH Ahuja that was unveiled last summer. It has nine labor and delivery rooms, two C-section rooms and 11 postpartum rooms, with the adjacent Level 2 Richard Horvitz and Erica Hartman-Horvitz Neonatal Unit for babies who need extra medical support, so that mom is nearby. Twins can be a high-risk delivery, and the Potash Center had the team and resources at the ready if there were complications.

UH Ahuja’s addition of the Potash Women & Newborn Center is part of UH’s strategy to offer large concentrated centers of excellence. In the case of maternity care, a center like this is safer for moms delivering babies. Though it was open only since July, about 600 babies were delivered there in 2023 and twice that many are anticipated for 2024.

Also, the very spacious unit, which features a lot of light, felt like an especially peaceful environment for Mehring. “I liked that the birthing suites were large and comfortable,” she said.

The unit is staffed with board-certified obstetricians and certified nurse-midwives, a dedicated certified registered nurse anesthetist and in-house pediatrics to care for its patients.

“Everyone was very gentle,” said the first-time mom. “It was quiet and I felt very at ease.”

On August 22, her twin boys – Genesis Ishaan Antonio and Quest Leonidas – arrived just minutes apart, and were the first twins born at the Potash Center.

“Both were out in six minutes, tops! It was a fantastic experience.”





Making Access Easy

Access Nearly at the Speed of Light – New Technology and Epic Pave the Way

A call center for a hospital system – anywhere – used to operate quite simply. A patient would call for an appointment, usually spend time on hold, perhaps face a few other frustrations, then either get an appointment or, quite likely, have to call back.

Now, a “call center” – at least the one at University Hospitals – features compassionate caregivers, many who are custom-trained in various disease states and service lines, such as cancer. In addition, they are supported by state-of-the-art technology that houses comprehensive information about the

patient and locations for service across the UH system.

It takes only a couple of clicks.

At UH, Lisa E. Griffin, UH Chief Consumer Officer, is a key leader behind the dramatic improvement. She has developed an enterprise within UH named **Care Connections Access**. Central Scheduling and Referral Management are two of several areas encompassed in its makeup. Through the revamp, the contact center is poised to provide seamless access to a clinical appointment when and where the patient desires.

Many of the advanced capabilities are due to upgrades in the technology used by Central Scheduling, aided by the use of Epic.

Supervisors and leaders work together in Central Scheduling to make sure that a caller or patient is getting the information and help that he or she needs. For example, technological upgrades alert a supervisor if a call is going longer than it should so they can offer assistance if needed.

“We can get on the call by using an interrupt feature,” Griffin explained. “The operator can ask us questions and get clarification as well by using instant messaging – or we can take over the call and support them. Our goal is to ensure a 5-star customer experience for our patients at every point of contact. Our call recording also allows us to use screen capture to assess if additional training or coaching is needed once the call ends.”

When it comes to physician referrals, patients will also have an easier time, which means they won’t forget to make that appointment. If the patient has seen a physician, the referral can immediately be scheduled at their doctor’s office. But if for some reason it isn’t, the patient receives a text reminding them of the referral.

Then, the patient can click on the text message to speak to someone and schedule it, or in most cases have the option to schedule it themselves through the text message. If they don’t, Epic will note that in their chart, and after two days they will receive additional reminders.

One of the highest priorities at UH has been to create more appointment availability so that patients do not have to wait long for access. Epic has increased visibility of open physician appointments across the system for schedulers.

“We can make the appointment entirely based on patient preference,” Griffin said. “If someone wants only a Westside location, we can narrow it down. If they want the first appointment available anywhere, we can check the entire UH region. This used to be done manually and it took some time – now it’s a click.”

Additionally, we have utilized Epic to implement best practices for scheduling emergency department (ED) and hospital discharge follow-ups. For example, we streamlined workflows in Epic and designed an ED track board that alerts our check-out staff when the patient is ready to schedule a follow-up visit. This helps ensure care continuity.

Another time-saving convenience for callers that Epic brings: If a patient calls for an appointment and doesn’t have an insurance card handy when they enter the call queue, Epic quickly performs a powerful scan that will find the health insurance associated with the caller’s demographics, through a process called ‘coverage detection.’

Additionally, thanks to Epic, a caller can get an estimate of the cost of their upcoming appointment. “We can say, based on the services you are coming in for, here is the estimate, and then it also allows us the ability to offer them a payment plan, take the payment or clear them for financial assistance,” said Griffin. “If the patient has insurance, we can let them know if pre-authorization is needed from their insurer as well as what their co-pay will be, which enhances transparency and builds trust with our community members.”

All of these upgrades and many more will dramatically improve the ease in how patients interact with UH – from their initial access and throughout their relationship with our hospital system.



“Our goal is to ensure a 5-star customer experience for our patients at every point of contact.”

– Lisa E. Griffin



Opposite page: Lisa E. Griffin with Care Connections Access team members

UH Cutler Center for Men Inspires Father-Son to Change their Approach to Health

“I tell my friends, you may feel healthy, but get checked anyway. You don’t want to get to the point where you don’t know you’re sick until it’s too late.”

– Andrew Youtz

Today, Andrew Youtz calls it a transformative experience, for both him and his father, but it was a frightening one too. In March 2023, Jay Youtz was struck by a sudden blood clot in his lungs. Surgery saved his life.

Jay, now 72, moved to an independent living facility in Aurora. Andrew, who lives in Twinsburg, reached out to Joe Emery, a clinical liaison lead for the UH Cutler Center for Men. He connected Jay to Roy Buchinsky, MD, a primary care physician at University Hospitals Ahuja Medical Center and the UH Cutler Center.

Since then, Jay and Andrew have been getting regular check-ups with physicians, something that neither had done for quite a few years.

“Now my dad gets his blood work done, his blood pressure checked and is getting physical therapy,” said Andrew. “I don’t think my dad would be here today if he wasn’t doing all that.”

Andrew, 37, and his wife have two young children, and being a busy dad was one of the reasons he deferred check-ups. But now he’s a convert, realizing that the stress that comes with work, being a dad and helping take care of his father was taking its toll.

Last summer, he wasn’t feeling well so he made an appointment with Dr. Buchinsky too, and now sees him quarterly; he monitors his anxiety levels, his blood pressure, the way he eats and has increased his exercise.

“It’s so easy to forget to take care of your health and to get check-ups, but life has a way of reminding you,” Andrew said.

The UH Cutler Center makes it easy to stay on track, especially through “The Joe Team” of concierges, who make it seamless for patients to make appointments and follow up with referrals. They’ll send texts to see how your appointment went, or how you are doing, and you’ll get an automatic text reminding you they can schedule a diagnostic screening.

“I tell my friends, you may feel healthy, but get checked anyway,” said Andrew. “You don’t want to get to the point where you don’t know you’re sick until it’s too late.”

Since UH Cutler’s inception, and the generous gift from Sandy and Sally Cutler a few years ago, more men from around Northeast Ohio seem to be heeding such advice since the center officially opened early in 2023. Today there are more than 2,000 engaged members across the UH system and the flagship location at UH Ahuja Medical Center’s UH Drusinsky Sports Medicine Institute.

“It’s just one more way that UH is proactive about the health of people in our communities,” said Greg Hall, MD, Medical Director, UH Cutler Center for Men. “Patients are always better off with us finding anything wrong early, and with the Cutler Center for Men, we’re being deliberate about screening and prevention.”



L-R: Andrew Youtz; Jay Youtz; Joe Emery



Urgent Care: The Unsung Hero of Families Everywhere

It's 5:30 p.m. on Friday, and your child comes to you in tears with intense ear pain and feels feverish. You recognize the symptoms of an ear infection, but your pediatrician's office is closed and your child won't be able to wait for the office to reopen Monday morning. You dread the thought of waiting hours in an emergency room, and of the bill that would follow.

Then you remember: a brand-new University Hospitals urgent care opened up just down the block earlier this year. Urgent cares are an important part of our care delivery model for exactly these types of situations.

"Urgent cares provide the most convenient and valuable care for our patients," said UH Chief Operating Officer Paul Hinchey, MD, MBA. "For patients who need immediate, non-life-threatening medical attention, an urgent care is a more convenient, more affordable option than an emergency department. By offering more urgent care locations, we can relieve the burden on ERs and reduce wait times so our emergency medicine teams can focus on critical cases."



Earlier in 2023, UH entered into a joint venture with WellStreet Urgent Care to open three new locations and to renovate or relocate 12 existing locations. With increased efficiency in these new locations, urgent care visits rose from 3,100 per month to nearly 17,500, an increase of more than 450%. Plans to continue expanding the UH urgent care footprint in 2024 include nine new facilities and relocating six others.

“Our goal is to remove obstacles to care while delivering exceptional patient experiences,” UH Urgent Care President Lee Resnick said.

“By increasing access to urgent care services, we aim to make a positive impact on the lives of individuals and families throughout the region, providing them with the prompt and effective care they deserve in retail locations where they live, shop and work.” – Lee Resnick

2023 UH urgent care visits increased from

3,100

per month to nearly

17,500

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450%

Imagine a World Where... Tackling Healthcare's Biggest Challenges for Future-Forward Transformation

“The Veale Initiative for Health Care Innovation is a truly unique undertaking with the potential for incredible impact.”

– Peter J. Pronovost, MD, PhD

Imagine a world where healthcare's biggest problems intersect with the world's best technology in a culture of innovation. That's the goal of the Veale Initiative for Health Care Innovation at University Hospitals, established in 2023 through the support of a \$10 million visionary gift from The Veale Foundation.

“The healthcare industry as a whole harms too often, costs too much and improves too slowly,” explained Peter J. Pronovost, MD, PhD, UH Chief Quality and Clinical Transformation Officer, Veale Distinguished Chair in Leadership and Clinical Transformation, who is leading this initiative. “We are building a first-of-its-kind model that we hope will transform healthcare organizations around the world into dramatically safer and far more cost-effective systems.”

UH is a longtime leader in developing and advancing standards of care as well as improving quality and safety through disciplined problem-solving and rapid learning – validated by the American Hospital Association's awarding the Quest for Quality Prize to UH in 2022.

“With the Veale model, we will systematically identify complex problems and pilot solutions using the best technologies. If we see meaningful savings, improved patient outcomes or operational efficiency, and our caregivers find it useful, then we will scale across our system,” explained Brandon Cornuke, Executive Director of the Veale Initiative. “Backed with rigorous clinical studies, we'll share our learnings with other health systems and ecosystem partners. In doing so, we'll amplify our learning and, hopefully, help advance the healthcare industry. This information can also serve to inform government policy decisions.”

Some of the first areas prioritized for assessment include challenges with nurse labor productivity, healthcare access and chronic disease management. What does that look like in reality?

“With the industry-wide nursing shortage, our nursing resources are like gold – every precious minute of their time is highly valued,” Cornuke continued. “The way the system is set up today, nurses spend a lot of time waiting,

moving and coordinating. Whether they're waiting for a fellow nurse to help with a procedure or running from one call for assistance to another, all that additional time reduces their ability to provide bedside care. This also exacerbates the frustration of an already-strained workforce and can lead to attrition. But what if we could create an 'intelligent hospital room' that combines remote monitoring of patients and artificial intelligence to act as a force multiplier for our nurses? From assisting with discharges and medication verification to facilitating specialist visits and proactively averting falls, virtual nurse supporting our bedside staff could be a game-changer. One of our projects is actively exploring this type of platform."

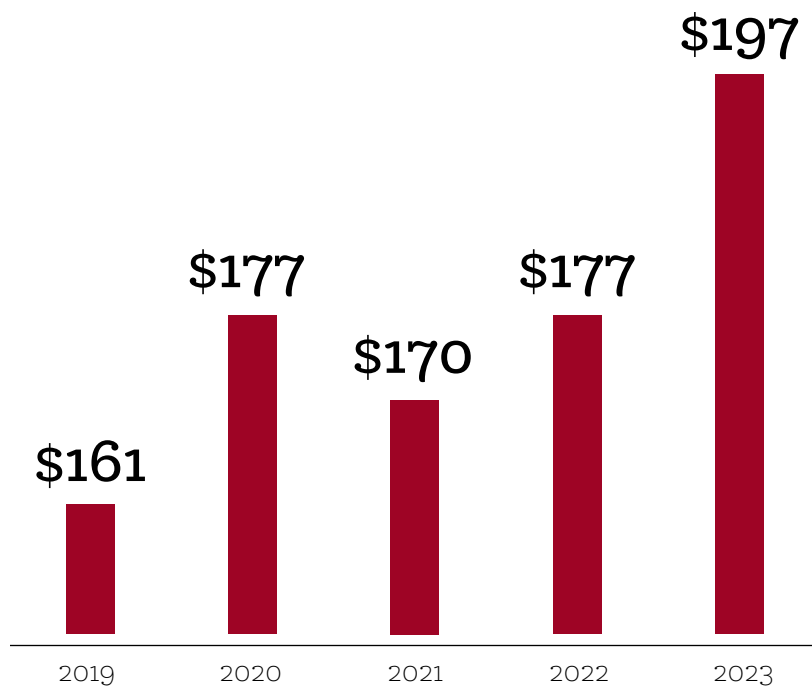
The Veale Initiative is also helping UH elevate its existing improvement projects by adding talent, focus and resources. For example, to improve labor productivity, we looked at tasks performed by our caregivers and asked what we can stop doing; what can be automated; what can be done by another caregiver to ensure we are utilizing people at the top of their license; what can be done remotely; and what is sacred and needs to remain at the bedside. With this project, our nurses revised more than 80 policies where the burden exceeded the benefit. We then changed the 1,200 processes that were linked to these policies, freeing up millions of dollars in staff time.

"The Veale Initiative for Health Care Innovation is a truly unique undertaking with the potential for incredible impact," said Dr. Pronovost. "A key component of our initiative is ensuring a positive return on investment (ROI), and we are currently estimating over \$150 million ROI by the end of 2029. This large return is possible because U.S. healthcare waste is significant – currently estimated to be \$1.3 trillion. Innovation is in our DNA and we owe it to our fellow Americans to explore this transformative opportunity."



L-R: Brandon Cornuke; Peter J. Pronovost, MD, PhD

2023: A Record Year for Research



Why is Research important?

Research...

- Offers HOPE for patients with “no options”
- Enhances health system differentiation
- Attracts patients
- Improves healthcare outcomes
- Attracts top talent
- Produces intellectual property
- Drives philanthropy
- Creates biomedical ecosystem impact

Research Funding (\$ in millions)

The amounts represent research funding to the UH clinical departments through the Case Western Reserve University School of Medicine and the research conducted at UH Cleveland Medical Center, including clinical trials.



Two UH Physician-Scientists Received 2024 Top 10 Clinical Research Achievement Awards from the Clinical Research Forum



Recently, two of our physician-scientists received recognition for their profound contributions to advancing clinical research in 2023. UH was the only health system to have two honorees earning a 2024 Top 10 Clinical Research Achievement Award by the Clinical Research Forum.

Research teams led by Mehdi Shishehbor, DO, MPH, PhD, and Amrou Sarraj, MD, were honored for their significant clinical advancements impacting the health and wellness of humanity.

Amrou Sarraj, MD, UH Stroke Systems Director and George M. Humphrey, II Chair in Neurology, was honored for his randomized controlled trial to optimize patient's selection for endovascular treatment in acute ischemic stroke.

Comparing to standard medical management, thrombectomy procedure is three times more likely to result in functional independence and two times more likely to achieve independent ambulation.



Mehdi Shishehbor, DO, President of UH Harrington Heart & Vascular Institute and Angela and James Hambrick Chair in Innovation, was honored for his research that's now giving hope to thousands of patients who suffer from chronic limb-threatening ischemia.

These patients face loss of a limb, which in turn causes significant morbidities and the risk of an early death. Minimally invasive LimFlow provides an innovative new option, allowing 76% of patients to avoid amputation and experience wound healing.





Harrington Discovery Institute Deepens Partnership with University of Oxford to Cure Rare Diseases



L-R: Jonathan Stamler, MD; Cliff A. Megerian, MD; David Cameron, former U.K. Prime Minister; Ronald G. Harrington, entrepreneur and philanthropist

Top L-R: Paul VanValkenburgh, Deputy General Counsel & VP, Health Sciences & Research, Harrington Discovery Institute; Daniel Simon, MD; Stathis Antoniadis; Jonathan Stamler, MD; Bradley Bond; Cliff A. Megerian, MD

Rare diseases are one of medicine’s greatest challenges. Although these largely genetic conditions affect more people than one might think, only 5% have an FDA-approved treatment. The bottom line is that a person living with a rare disease today faces a lifelong, often life-threatening condition with little hope for a cure, or even an effective treatment.

For Harrington Discovery Institute at University Hospitals, this status quo is unacceptable. It has joined with University of Oxford – its partner in the Oxford-Harrington Rare Disease Centre established in 2019 – to double-down on rare diseases research and therapy development. A new, first-of-its-kind, transatlantic Therapeutics Accelerator, launched in the U.K. in fall 2023 with UH leaders in attendance, is working to identify, fund and advance innovative projects from academic partners in the U.K. and U.S. Its goals are ambitious – to deliver 40 new potentially life-changing therapies for rare diseases into clinical trials over the next 10 years, targeting multiple approvals in key markets.

New to the Therapeutic Accelerator project are Oxford Science Enterprises, a large, independent investment company, and the leadership of former U.K. Prime Minister David Cameron, who serves as Founding Chair of the Oxford-Harrington Rare Disease Centre Advisory Board. Cameron lost his son to a rare disease and is a champion for accelerated research.

“At Harrington Discovery Institute, our commitment is to major unmet needs in society to better the world,” said Jonathan Stamler, MD, President and Founder of Harrington Discovery institute and Robert S. and Sylvia K. Reitman Family Foundation Distinguished Chair in Cardiovascular Innovation. “This new Accelerator and extended collaboration with Oxford and Oxford Science Enterprises represent a major step forward for finding the best medicines that improve outcomes for the millions of individuals and families affected by rare diseases.”

A Matter of Time:

UH Seidman Cancer Center Offers the Latest Leading-Edge Radiation Therapy

Fewer than 5% of the cancer centers across the nation have the vast array of radiation therapy technologies that are available at University Hospitals Seidman Cancer Center. From proton therapy and brachytherapy to image-guided radiation therapy and stereotactic radiosurgery, UH cancer patients benefit from a myriad of options. UH Seidman Cancer Center has the most robust portfolio of advanced technology in Northeast Ohio, and we are excited to be adding even more.

Time and convenience matters.

In 2023, UH added the latest version of Varian Edge, a highly accurate radiation therapy device that delivers an ultra-precise dose of a radiation in a fraction of the time needed compared to other common forms of radiation therapy. The tumor is carefully treated with therapeutic doses of radiation in a matter of seconds or minutes, greatly reducing the chance that a patient's breathing or movement will affect the treatment.

The enhancement to patient quality of life is dramatic. Multiple types of brain tumors and brain metastases are historically treated with a cobalt form of radiation that has been around for more than 40 years called GammaKnife. While it is effective, it often requires the use of a rigid frame that is bolted to a patient's skull, and also typically takes multiple hours, potentially spread out over days, to receive the treatment. In contrast, with the Varian Edge, we can offer an equally effective treatment in just a few minutes without needing any invasive device secured to the patient's skull – it is totally non-invasive.

Prostate cancer patients who once faced up to 45 separate treatments over nine weeks now receive as few as five treatments that last only six minutes each. In lung and pancreas cancer cases, the rapid dosing of Varian Edge allows the radiation oncologist to be even more accurate and account for things moving during breathing.

“We are very proud here at University Hospitals Seidman Cancer Center to offer one of the broadest and deepest arrays of technology – including the Varian Edge, which is a highly accurate, very precise rapid dose rate where we can treat patients in only minutes. This is a major advantage compared to some other technologies for the treatment of brain tumors that take hours to deliver the same highly effective treatment.”

– Daniel Spratt, MD, Chairman, Department of Radiation Oncology, Vincent K. Smith Chair in Radiation Oncology



L-R: Shearwood McClelland, MD; Prashant Vempati, MD, MS; Radiation Therapist Carlee Zygarlicke; Angela Jia, MD, PhD; Radiation Therapist Elise DeMartino



What Else Is In That Scan?

UH Radiologists Capturing and Troubleshooting Unexpected Images

Sometimes in medicine, you find things you weren't looking for. A patient's CT scan from an injury-related trip to the emergency room, for example, may reveal a previously undetected spot on their lung.

"We're finding things that could be potentially life-altering if not managed properly," said University Hospitals radiologist Jennifer Sommer, DO.

At UH, Dr. Sommer and colleagues are using a new process to ensure every unexpected finding on a radiology scan gets the attention it deserves – a process that sets UH apart. The team detailed the new plan in the *Journal of Digital Imaging* in 2023. In place at every UH medical center, the new workflow has identified at least 10 previously unknown cancers.

Here's how it works: When an unexpected finding appears on a patient's scan during an emergency department visit, the ED provider receives an alert and explains next steps to the patient. Meanwhile, a special "incidental findings" navigator messages the patient's primary care provider. After a short time, she checks documentation in the electronic health record to make sure the patient has gotten the recommended follow-up care – "closing the loop."

The new Epic electronic medical record has already accelerated this process – with more improvements to come.

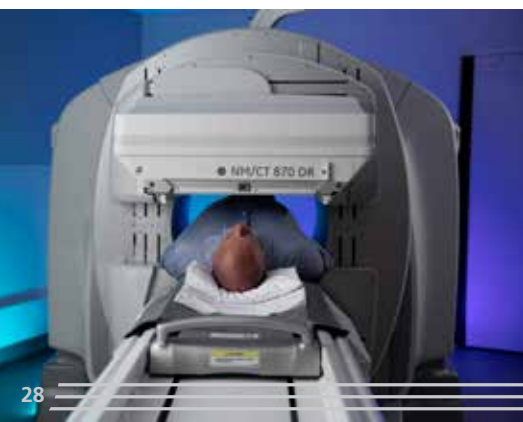
"Since we're all on Epic, it has made it very nice that I can just send providers a message," said navigator Kelly Joyce. "They'll take care of it and follow up with the patient."

Dr. Sommer said that with the implementation of Epic at UH, this success will likely accelerate.

"It will make things easier for the providers," she said. "If we have a specific recommendation, they will be presented with the order for a follow-up imaging exam, and they can just click on it."

A simple, elegant process – with a big potential pay-off for patients.

"If we find a cancer and we catch it early and treat it, we can save lives." – Jennifer Sommer, DO



Using Technology to Transform and Enhance Nursing

In our personal lives, we rely on technology to help make things easier: we can see who is at our front door when we aren't at home, have a face-to-face conversation with a friend in another state or turn on the lights using only our voice.

Technology is also dramatically changing the way nurses do their jobs.

At the height of the pandemic, UH nurses watched over COVID-19 patients who were at home using a wearable technology that measured their heart rate and oxygen levels in their blood.

That was just one step in the journey.



The future of technology in nursing will focus on the things that matter most to us: increasing safety, optimizing resources and enhancing the patient and caregiver experience.

UH is investing in Nursing Informatics. Jennifer Carpenter, DNP, RN, Vice President and Chief Nursing Officer, UH Rainbow Babies & Children's and UH MacDonald Women's hospitals, was recently named UH Chief Nursing Informatics Officer.

"Step one in our technology journey is digitizing wherever possible and ensuring technology can easily interface with our equipment," said Carpenter. "Why have a machine that captures vital signs digitally if it doesn't have the ability to import them into the patient's electronic health record? We are expanding that automation."

Step two is using existing technology and adapting it to meet current needs. "We can use a FaceTime-like software to check in with a patient to see if they are ready for the physical therapist or to review discharge instructions with the patient and their family member," Carpenter continued.



Finally, step three is exploring groundbreaking technology like Artificial Intelligence (AI). "In healthcare, AI needs humans to guide it. Our nurses will 'teach' the software as it monitors digital signals and makes inferences – what kind of movement means a patient is rolling over versus trying to get out of bed too soon after surgery," Carpenter noted.

Just as we have come to expect technology in our personal lives, nurses expect a high-tech working environment. And we are providing it.



Sanjay Rajagopalan, MD



Christopher Bailey, PhD





UH Working to Understand and Temper Neighborhood Stressors on People's Health

The neighborhood where you live has a lot to do with how healthy you'll be. A 2023 study from researchers at University Hospitals Harrington Heart & Vascular Institute, for example, looked at heart health and neighborhood social vulnerability – a rough measure of how well a neighborhood can handle stressors like natural disasters or disease outbreaks.

The results?

"Neighborhoods with high social vulnerability are at disproportionately increased risk of coronary heart disease and its risk factors," said Sanjay Rajagopalan, MD, Chief of Cardiovascular Medicine for UH Harrington Heart & Vascular Institute and the Herman K. Hellerstein, MD, Professor of Cardiovascular Research.

Researchers from the UH Neurological Institute in 2023 have also shown that neighborhood status affects the accuracy of the neurological tests athletes take before a sports season begins. These "baseline" tests are a key way to tell whether an athlete has suffered a concussion during a game or match and to help clinicians decide when they are ready to return to sport, providing crucial "before" data to compare with "after."

"If an athlete has a history of different sorts of adversity, especially poverty and neighborhood deprivation, then it increases the risk that we may not get accurate data on them," said UH neuropsychologist Christopher Bailey, PhD.

Fortunately, teams at UH are using these new findings to develop solutions. The UH Concussion Management Program is a collaboration between the UH Drusinsky Sports Medicine Institute and the UH Neurological Institute and provides concussion baseline testing to more than 70 high schools and seven Northeast Ohio colleges, as well as the Cleveland Browns and Cleveland Monsters. The policy is to always repeat every invalid baseline test, Dr. Bailey says, thereby reducing the risk of additional health disparity from a history of social adversity.

And with the recent opening of UH community wellness centers in Glenville and Bedford, the goal is to promote healthier neighborhoods all can enjoy.

"Many health inequities result from long-standing disinvestment in redlined neighborhoods, which disproportionately affect Black communities in our region," said Celina Cunanan, MSN, APRN-CNM, UH's Chief Diversity, Equity & Belonging Officer. "With our community wellness centers, UH is creating collaborative partnerships and making purposeful and thoughtful investments to help our communities improve their health"



University Hospitals Leads the Way in Sports Medicine Research and Innovation

University Hospitals Drusinsky Sports Medicine Institute opened its doors at University Hospitals Ahuja Medical Center in the summer of 2023, offering athletes of all ages a one-stop shop for comprehensive orthopedic services including performance training, on-site surgical services, physical and occupational therapy, and more.

What is happening in sports medicine research at UH is equally exciting as our sports medicine physicians work to transform sports medicine in the National Football League (NFL), youth sports and for athletes of every age and ability. Significantly, in the fall of 2023, a visionary \$20 million gift from Dee and Jimmy Haslam established the new University Hospitals Haslam Sports Innovation Center led by James E. Voos, MD, Chair, UH Department of Orthopedic Surgery, and Jack & Mary Herrick Distinguished Chair, Orthopedics and Sports Medicine.

The new center will strategically identify, support and invest in the world's best innovations in sports medicine, providing a catalyst to improve performance, reduce injury risk and promote healing for stronger, healthier professional and recreational athletes.

Dr. Voos, who serves as the Head Team Physician for the Cleveland Browns, was also honored in 2023 with the NFL Physicians Society's highest research award. The annual Arthur C. Rettig Award for Academic Excellence recognizes an NFL team physician who exemplifies excellence in academic research and advances the health and safety of players in the NFL. Dr. Voos was recognized for his research "Return to Play Assessment after ACL Reconstruction Using Wearable Technology," a groundbreaking study that could reshape how athletes and doctors treat ACL injuries.

Return to play and injury prevention assessment using wearable technology

Dr. Voos' research looked closely at how the body uses oxygen following ACL reconstruction surgery. Sensors attached to the knee collect data. The oxygen sensor is held in place with an elastic band and uses near-infrared spectroscopy to measure oxygenation and deoxygenation in capillaries and muscle tissue. Utilizing the wearable muscle oxygen sensor, an athlete will do a standardized workout at six, nine and 12 months post-surgery. As muscles in the repaired leg are more able to use oxygen, we know that the ACL is recovering.



Data pertinent to player movement from wearable devices is also being used to inform coaches of their players' workout load to indicate which players are at a higher risk to suffer a soft-tissue injury or those that should be sidelined to prevent the occurrence or reoccurrence of an injury during high-acuity training periods.

UH Drusinsky Sports Medicine Institute advances the science of regenerative medicine

UH Drusinsky Sports Medicine Institute is one of the few U.S. institutions to obtain FDA approval to multiply and grow stem cells for arthritis treatment with the goal of harnessing the body's restorative functions. The study has set UH on a path to become a national leader in musculoskeletal regenerative medicine with Phase 3 trials now underway.

Looking to the future

"Opportunities to improve player performance and injury recovery as well injury prevention come from several directions; another is in the operating room as we develop new surgical procedures to help our athletes get back out on the field. Whether we're talking about our weekend warriors, professional athletes and everyday patients that may have had an injury," said Dr. Voos. "This is a very exciting and gratifying time to be in the field of sports medicine."



James E. Voos, MD





Alex Chinnici has worked diligently to recover from a torn ACL that occurred while playing lacrosse. Chinnici's surgeon Jacob Calcei, MD, said, "Alex is a superstar and has done an amazing job through her recovery. New technology provides us with the extra data point to ensure she is as ready as can be to safely return to play." That technology, called Moxy, provides insights into ACL injuries and recovery processes. By utilizing Moxy, physicians can directly assess how oxygen returns to the muscles affected by ACL injuries and gain a more detailed and objective perspective compared to traditional external observations or imaging techniques.





Building a Sense of Belonging for Caregivers

Amplifying Caregiver Voices

UH Office of Community Impact, Equity, Diversity and Inclusion launches Employee Resource Groups in 2023

Diversity, equity, inclusion and belonging (DEIB) are ideals and pillars upon which University Hospitals builds a healthcare ecosystem that serves everyone equitably. One might think by “serve” that means service to patients and community, but equally important is service to UH’s 32,000+ caregivers.

In 2023, UH strategically positioned newly established Employee Resource Groups (ERGs) as a vital component of its talent development strategy. These ERGs, representing diverse constituencies within the health system, transcend their role as mere forums for open dialogue, support and collaboration – they emerge as powerful engines of positive change, integral to the organization’s talent development.

Above: UH Flourish Employee Resource Group, Women in Healthcare: Barriers to Advancement and Keys to Success Panel Discussion

The creation of ERGs isn't solely about achieving representation; it's a deliberate move to amplify the voices of caregivers within UH. These groups provide a dynamic platform where experiences, ideas and insights are not only shared, but contribute significantly to shaping a more inclusive and responsive organizational culture. By fostering a culture of open communication and collaboration, ERGs play a pivotal role in talent development – empowering employees to grow, excel and contribute their unique perspectives to UH's collective success.

Launched by UH's Office of Community Impact, Equity, Diversity and Inclusion (CEDI), the inaugural ERGs include African American, LGBTQ+ (PRIDE), Nurses of Color, Women (FLOURISH), Military/Veterans and Minority House Staff, with plans to expand and represent more groups in the future. The groups are led by caregivers and supported by UH's executive team members who offer their time as executive sponsors. Already well underway, these groups are growing and offer caregivers opportunities to meet in person at social events and speaker forums as well as virtually for monthly membership meetings.



UH Nurses of Color Employee Resource Group

“ERGs provide our caregivers with opportunities to connect, develop leadership skills, build strong ties with our communities and expand views on diversity. They are just one more way UH is enacting change to solidify the health system as a great place to work.”

– Celina Cunanan, MSN, APRN-CNM, UH's Chief Diversity, Equity & Belonging Officer



Investing in our Communities

Local Residents Who Use UH Food for Life Markets® Getting Healthier



University Hospitals Food for Life Markets®, which now number five across Northeast Ohio, have twin goals. They provide access to nutritious food for people who need it – and in great numbers. Since 2018, more than 8,000 people have received more than 457,000 pounds of healthy groceries to combat food insecurity. And, these markets are also creating healthier outcomes for patients.

Results from 2023 show that people referred to the UH Food for Life Markets lowered their blood pressure and pregnant women gained less excess weight. At the same time, people with diabetes improved their A1C scores – a measure of diabetes control.

UH CEO Cliff A. Megerian, MD, FACS, Jane and Henry Meyer Chief Executive Officer Distinguished Chair, said this is just the beginning.

“We know we can and must do more, which is why in 2024, University Hospitals will be opening a sixth Food for Life Market,” he said. “With our current efforts, and our plans for expansion over the next five years, our commitment to address food insecurity is estimated to total approximately \$18 million.”

Above: Juliana Brahce, RD, LD,
UH Community Outreach Dietitian

UH Food for Life Markets®



8,000

People have received healthy groceries

457,000+

Pounds of food

\$18 million

Commitment to address food insecurity over the next 5 years



This past November, UH teamed up with Cleveland Clinic to provide more than 3,700 Northeast Ohio families with nourishing Thanksgiving dinners, with residents in Glenville and Bedford receiving food items at the UH Glenville Wellness Center and Mt. Zion Oakwood Village Church, respectively. A collaboration between UH and a local urban farm, Rid-All Green Partnership, yielded fresh produce and Giant Eagle donated non-perishable food items. Each family also received a \$20 gift card to Giant Eagle. In Richmond Heights, UH provided turkeys to residents by partnering with the city during its monthly drive-through food pantry.



Joanne Conroy, MD, AHA Board Chair and Celina Cunanan, MSN, APRN-CNM

UH Food for Life Markets® received the American Hospital Association's 2024 Dick Davidson NOVA Award for improving community health.

This award recognizes hospitals and health systems for their collaborative efforts toward improving community health status through healthcare, economic or social initiatives.

"One secret of the markets," said Celina Cunanan, MSN, APRN-CNM, UH Chief Diversity, Equity and Belonging Officer, and who accepted the Nova award on behalf of UH, "is the active participation of dietitians. That is a nice, wonderful way for our patients to get an individualized, tailored approach to their visit and form that relationship with the dietitian, because every month they come back and they see that same dietitian who can then check in on them."

University Hospitals' Medical-Legal Partnership Lends a Needed Hand to Patients



Maternal & Child Health



Nearly six years ago, University Hospitals opened the UH Rainbow Babies & Children's Ahuja Center for Women & Children in Cleveland's Midtown neighborhood. Our aim was to make healthcare accessible to this underserved area.

We also found that many of our patients were struggling to stay healthy because they were dealing with other social challenges, such as a utility shut-off, eviction or enduring domestic violence, which require legal help.

To promote health equity and assist our Midtown neighbors with daily life struggles, we created a Medical-Legal Partnership with the Legal Aid Society of Cleveland and the Cleveland law firm

Benesch – our founding community partner and lead benefactor. In 2023 alone, 390 cases were referred to a medical-legal attorney, and these cases and the assistance provided, ultimately improved the lives of 1,350 individuals. Program impact has been augmented by additional philanthropy and the Vorys law firm.

One of the patients helped was a woman we'll call Tabitha, who learned that her SNAP benefits had been terminated – benefits needed so she and her child could eat.

She was told it was because she had missed an appointment with Ohio's Jobs and Family Services (JFS) department, but it was one for which she had

never been notified. When she mentioned this to her UH healthcare provider, she was referred to the Medical-Legal Partnership to discuss her options with an attorney.

That attorney requested copies of necessary documents, as well as a state hearing with JFS. Following the hearing and a meeting with Tabitha, her benefits were reinstated and she received back pay of more than \$2,000.

This is just one of myriad ways that UH's investment in our communities has made a life-changing difference in maternal and child health.

Career Ladder at UH Turns Student into Teacher

When personal determination finds an outlet that makes career progress possible, amazing things can happen.

Mytrice Thomas enjoyed her job in Environmental Services at University Hospitals Seidman Cancer Center – a position she earned three years before through the Step Up to UH career readiness program. But as she worked cleaning the second-floor pharmacy at UH Seidman, she says she felt drawn to complete her pharmacy technician certification, begun years before, and chart a different career path.

“I knew that pharmacy was a career for me,” she says. “This is always what I wanted to do.”

The first time Thomas applied to UH’s new and demanding 16-week “earn-and-learn” Pharmacy Tech Training Program, the program was full. But that didn’t stop her. Her second application was successful, setting the stage for a new job at UH as a pharmacy tech – and a string of three quick promotions. In just over two years, with the help of coaching and mentoring, she’s progressed from Pharmacy Tech 1 all the way to Peer Educator in the

training program, starting in December 2023, teaching new students who were in her shoes just a few short years ago.

“That’s the goal of our workforce development strategy,” says Adrienne Shadd, Manager of Workforce Development at UH.

“Individuals from the community ‘skill up’ into other career paths. This is the epitome of the idea we have with our workforce development philosophy.”

Shadd credits Thomas for her tenacity and willingness to learn and use the resources available to her – even when things were challenging. Maybe especially then.

Chelsea Jones, Program Manager of the Pharmacy Tech Training Program, agrees.

“She put in the work. Mytrice was really able to do this for herself and build herself up. Now she is reaping the benefit from it, so I’m just very proud of her.”



Economic Opportunity



Five Years of Record-Breaking Generosity

Last year marked the fifth consecutive record-breaking year of generosity at University Hospitals, with friends and supporters contributing nearly \$230 million to advance the UH mission. Gifts in 2023 ranged in size and scope, but every dollar made a difference:

- Established an unparalleled 15 new endowed positions, helping us continue to attract and retain excellent caregivers
- Provided essential support to UH’s full slate of departments, programs and services
- Propelled the UH Ahuja Phase 2 expansion to completion
- Commenced **Because of You: The Campaign for University Hospitals**, which aspires to raise \$2 billion and advance the UH mission on a historic scale.



Because of You is the most ambitious campaign in UH history and will advance the care of patients in every corner of our community. Launched publicly in September 2023 and co-chaired by Dee Haslam and Shelly Adelman, the comprehensive campaign will impact caregiving across UH.

6,699

donors supported UH in 2023

4,157

new UH donors

62%

were first-time donors to the health system





L-R: Warren R. Selman, MD; David M. Rosenberg MD, MPH; Steve and Loree Potash; Pamela Butler Keefe and Stephen Keefe

Annual Society of 1866 Celebration

Nearly 500 University Hospitals friends and benefactors gathered on Oct. 9, 2023 for the Annual Society of 1866 Celebration. **Pamela Butler Keefe** and **Stephen Keefe** were honored alongside **Steve and Loree Potash** with Samuel L. Mather Visionary Awards. **David M. Rosenberg MD, MPH**, and **Warren R. Selman, MD**, received the 2023 Distinguished Physician Award.

Our history is intertwined with Pamela Keefe's family tree. Pamela's grandfather, George M. Humphrey, wrote the articles of incorporation for the modern UH. Pamela and Steve are strong supporters of the UH Rainbow Babies & Children's Ahuja Center for Women & Children and established the Pamela Butler Keefe and Stephen T. Keefe Chair of Excellence in Academic Pediatrics.

Improving access to literacy is at the heart of Steve and Loree Potash's business and philanthropy. Steve and Loree founded Overdrive, the world's leading service for eBooks, audiobooks and digital media. The Potashes established the Steve and Loree Potash Women & Newborn Center at UH Ahuja Medical Center and helped launch Baby's First Books, a literacy program for newborns.

David M. Rosenberg, MD, MPH, specializes in pulmonary diseases, internal medicine and occupational medicine. Known for his energy, extraordinary expertise and personalized approach, Dr. Rosenberg directs the UH Ahuja Medical Center's Lung Center and is Medical Director of the COVID Recovery Clinic. He and his wife, Enid, are generous UH supporters and Samuel Mather Society members.

A nationally recognized neurosurgeon, Warren R. Selman, MD, has spent the entirety of his incredible career at UH. He is currently the Neurosurgeon-in-Chief and was the inaugural director of the UH Neurological Institute. Grateful patients and friends established the Warren R. Selman Chair in Neurosurgery in his honor.



Dee and Jimmy Haslam Champion Sports Health with New UH Haslam Sports Innovation Center



Dee and Jimmy Haslam

A visionary \$20 million gift from Dee and Jimmy Haslam has established the **University Hospitals Haslam Sports Innovation Center** led by James E. Voos, MD, Chair, UH Department of Orthopedic Surgery, and Jack and Mary Herrick Distinguished Chair, Orthopaedics and Sports Medicine. Dr. Voos is the architect behind the UH Drusinsky Sports Medicine Institute as well as the newly elected President of the NFL Physician's Society and Head Team Physician of the Cleveland Browns.

The UH Haslam Sports Innovation Center identifies, supports and invests in the world's best innovations in sports health – improving performance, reducing injury risk and promoting healing for professional and recreational athletes.

"This transformational investment builds on Dee and Jimmy's commitment to the overall health of athletes and to the Northeast Ohio community and puts a national spotlight on the groundbreaking work of Dr. James Voos," said Cliff A. Megerian, MD, FACS, UH Chief Executive Officer and Jane and Henry Meyer Chief Executive Officer Distinguished Chair.

"In so many ways, Dee and Jimmy are champions for Cleveland, the families and schools of this community and athletes around the world," said John G. Morikis, Chairman, UH Board of Directors and Chairman and CEO of Sherwin-Williams Co.

The UH Haslam Center's collaborative approach, along with the Haslams' deep industry relationships and experience as investors in the NFL's Cleveland Browns, the NBA's Milwaukee Bucks and the MLS's Columbus Crew, will bring national exposure to new technologies and research in sports health.

"The health and well-being of our athletes and our communities is of the utmost importance to us. We are inspired by Dr. Voos – his incredible drive and vision to continually innovate, searching for cutting-edge opportunities, while providing world-class care."

– Dee and Jimmy Haslam



A Legacy Continues Through Transformational Gift to UH Rainbow

A transformational gift of \$15 million from the late Robert J. Jursich, Sr. of Akron, has established the **Robert and Marthe Jursich Care for Children Fund at University Hospitals Rainbow Babies & Children's**, supporting the people, programs and facilities that ensure advanced pediatric care for patients and families. University Hospitals Rainbow Babies & Children's will name the Robert and Marthe Jursich Tower at its landmark location on the UH Cleveland Medical Center campus, just west of UH Rainbow's main entrance in Horvitz Tower.

“The legacy Robert J. Jursich, Sr. leaves with this incredibly generous gift is that when a family comes to UH Rainbow looking for a miracle, they will find extraordinary care, compassion and hope.”

– Patti DePompei, RN, MSN, President, UH Rainbow Babies & Children's and UH MacDonald Women's hospitals, and Rainbow Babies & Children's Foundation Chair in Leadership and Innovation.

The Jursich Care for Children Fund will support areas of need at UH Rainbow and fuel advancements in clinical care, technology and research for the benefit of patients and families, while aiding the recruitment and retention of excellent pediatric caregivers.

Meeting the Biggest Challenges in Healthcare with Innovation

Through a \$10 million gift to establish the **Veale Initiative for Health Care Innovation at University Hospitals**, the Veale Foundation is pushing forward UH's legacy of developing and advancing new standards of care to meet healthcare's biggest challenges.

Peter J. Pronovost, MD, PhD, UH Chief Quality and Clinical Transformation Officer, Veale Distinguished Chair in Leadership and Clinical Transformation, will lead the initiative.

Dr. Pronovost and his team are known for putting innovative ideas into practice. Recently, they assessed the emotional experience of patients awaiting breast cancer diagnoses and drafted new, patient-focused standards to improve that experience, which are now required at accredited breast centers.

"This initiative – a big idea with potential for incredible impact – is in complete alignment with the vision Tink Veale had for his foundation and Northeast Ohio," said Daniel P. Harrington, Chairman of The Veale Foundation. "If Tink were alive, he would have found a kindred spirit in Dr. Pronovost and admired him as a fellow exemplar of the difference transformative leadership can have on our community and world."



Peter J. Pronovost, MD, PhD and Daniel P. Harrington



Estate Gift Expands Emergency Medicine Across UH

A significant estate gift of \$6.5 million from the late Arthur D. and Kazuko Maine will support emergency medical care across UH, expanding the now named **Arthur D. and Kazuko Maine Trauma Unit at UH Ahuja Medical Center**, while also establishing the first two endowed positions within emergency medicine at UH and supporting an endowed chair for orthopedic trauma. Mrs. Maine worked closely with her trusted advisors, Sandra Sparber and Jodi Nead, at Key Private Bank to plan this impactful gift.

"Kazuko and Arthur Maine's generosity mean the world to me and to all of us in emergency medicine," said Vicki Noble, MD, Chair, Center for Emergency Medicine, UH Cleveland Medical Center, and the inaugural Arthur D. and Kazuko Maine Endowed Chair in Emergency Medicine Leadership. "Our amazing caregivers' passion and abilities will now be magnified greatly by the resources this gift provides. The beneficiary is not just UH, but the Northeast Ohioans we serve."



Foundation's Leadership Gift Enhances Care for Lake County Residents

A \$5 million leadership gift from **Lake Health Foundation** celebrates its 40th anniversary and underscores its dedication to community health.

Since Lake Health joined the University Hospitals health system in 2021, the foundation has supported enhancements at UH Lake West and UH TriPoint medical centers. The first major renovation for UH Lake West Medical Center since 2005, the current project includes a hybrid cardiac and vascular lab, a high-complexity endoscopy/bronchoscopy suite, renovation of the surgery waiting room, expanded surgery areas and new patient transfer elevators. A renovated birthing center at UH TriPoint Medical Center will feature a Neonatal Intensive Care Unit and additional delivery suites.

“For 40 years, Lake Health Foundation has inspired philanthropy and modeled community investment,” while providing world-class care. – Cliff A. Megerian, MD, FACS, UH Chief Executive Officer and Jane and Henry Meyer Chief Executive Officer Distinguished Chair.

“With this support, our goal is to provide residents of Lake County the most comprehensive and compassionate care right in their backyard,” said Kathleen Thompson, Chair of Lake Health Foundation.

2023 Endowed Positions

Endowed Chairs, Directors and Master Clinicians are among the highest honors at University Hospitals. They provide support and recognition for those among the “best of the best” in their field. Reserved for those making contributions across all areas of the UH mission, from patient care to teaching and research, these positions also reflect the wishes of our friends and supporters to express appreciation for excellent care or to commemorate a loved one.

Last year, our supporters established 15 new endowed positions across UH. To learn more, visit UHGiving.org/endowedpositions.



Sarah Christy Dickenson Chair in Pediatric Craniofacial and Plastic Surgery

Established: Feb. 8, 2023

- Donors: Frances and David Dickenson with matching funds from the Rainbow Babies & Children’s Foundation

Lauren Rich Fine Endowed Director for Expressive Therapies

Established: Feb. 8, 2023 | Appointee: Seneca Block, MA, MT-BC

- Donors: Lauren Rich Fine with matching funds from the Connor Foundation

Jane and Jon Outcalt Chair in Pediatric Radiology

Established: Feb. 8, 2023

- Donors: Jane and Jon Outcalt

Veale Distinguished Chair in Leadership and Clinical Transformation

Established: Feb. 8, 2023 | Appointee: Peter Pronovost, MD, PhD, FCCM

- Donors: The Veale Foundation

Kimberly and Joseph Wesley Chair in Immunotherapy

Established: Feb. 8, 2023

- Donors: Kimberly and the late Joseph Wesley

Alex Concepcion and Gretchen and Gregg Levy Family Chair in Orthopedic Trauma

Established: March 23, 2023 | Appointee: John Sontich, MD

- Donors: Jeff Concepcion and Gretchen and Gregg Levy with matching funds from the late Arthur D. and Kazuko Maine

Gretchen and Gregg Levy Family Chair in Sports Medicine

Established: March 23, 2023 | Appointee: Michael J. Salata, MD

- Donors: Gretchen and Gregg Levy with matching funds from Michael and Grace Drusinsky

Judy Ardelean Berkowitz Endowed Director in High-Risk Ovarian Cancer

Established: May 15, 2023

- Donors: Anonymous

Arthur D. and Kazuko Maine Endowed Chair in Emergency Medicine Leadership

Established: Aug. 16, 2023 | Appointee: Vicki Noble, MD

- Donors: The late Kazuko and Arthur D. Maine

Adelman Family Endowed Director for UHConnect

Established: Sept. 21, 2023 | Appointee: Sam (Sandra) Lucarelli MSN, RN, NE-BC

- Donors: Terry and Shelly Adelman

Ruth and Donald Goodman Chair in GI Oncology

Established: Sept. 21, 2023 | Appointee: Amit Mahipal, MD, MPH

- Donors: Donald J. and Ruth W. Goodman Philanthropic Fund of the Cleveland Foundation

Sally and Bob Gries Distinguished Chair in Cardiac Surgery

Established: Dec. 14, 2023 | Appointee: Joseph F. Sabik III, MD

- Donors: Sally and the late Bob Gries

Arthur D. and Kazuko Maine Endowed Director for Quality in Emergency Medicine

Established: Dec. 14, 2023 | Appointee: Robert Hughes, DO

- Donors: the late Arthur D. and Kazuko Maine

Cliff A. Megerian, MD, Chair in Excellence in Otolaryngology

Established: Dec. 14, 2023 | Appointee: Sarah Mowry, MD, FACS

- Donors: John Morikis and many colleagues and friends

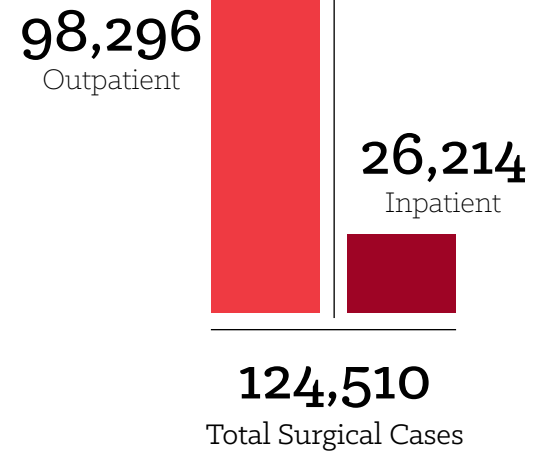
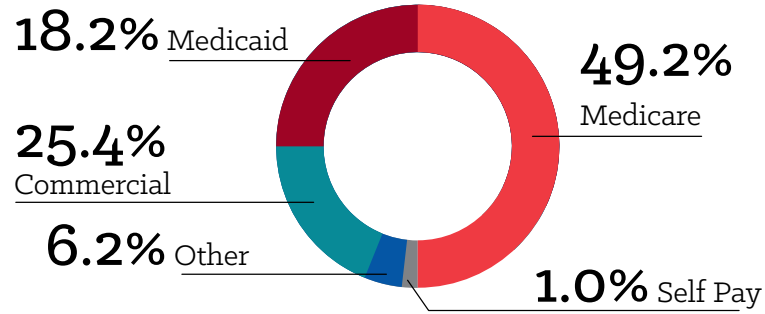
Jackie and Fred C. Rothstein, MD, Endowed Director of Art Curation

Established: Dec. 14, 2023 | Appointee: Thomas V. Huck

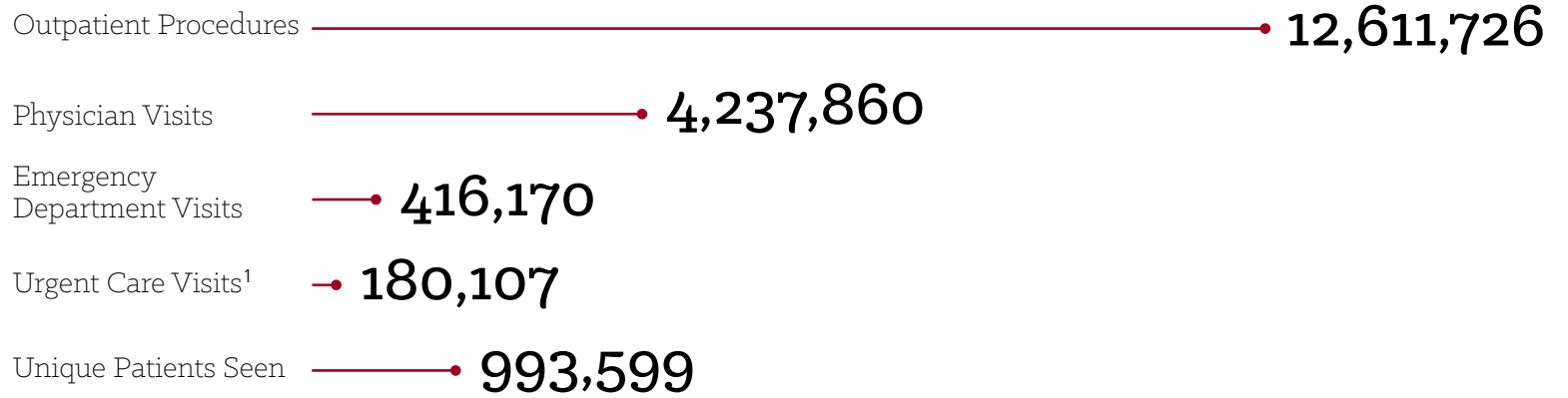
- Donors: Jackie and Fred C. Rothstein, MD

System at a Glance

Payor Mix



Patient Care



136,478 Total Discharges



100,990
Acute



27,184
Observations



575
Post-acute



7,729
Newborns

Key Financial Statistics

\$5.9 billion

Total Operating Revenues

\$(84) million

Net Operating Loss²

(1.4)%

Operating Margin²



Education

1,186

Residents and Fellows

110

Residency Training Programs

6,476 Total UH Providers



5,490

UH Providers (UHMP and UHMG)³



986

Independent Providers⁴

26,675

Total Non-physician Employees

Employment



\$92 million

Joint UH-CWRU clinical & translational research (includes NIH grants to CWRU School of Medicine attributable to UH Cleveland Medical Center)

\$105 million

Sponsored research funding to UH Cleveland Medical Center (including industry-sponsored clinical trials)

\$197 million Total Research Portfolio⁵



Research

¹ Urgent Care visits include joint venture activity.

² Operating income is adjusted for certain non-recurring charges which mainly pertain to the installation of Epic, the system's new electronic health record.

³ Includes UH Medical Practices (UHMP) and UH Medical Group (UHMG) providers at UH-owned practices, plus residents, fellows and allied-health providers.

⁴ Includes MD, DDS, DO, PhD and DMD at the medical centers and freestanding ambulatory surgery centers who are not UH-employed providers.

⁵ The amounts represent research funding to the UH clinical departments through the CWRU School of Medicine and the research conducted at UH Cleveland Medical Center, including clinical trials.

Statistical data excludes joint ventures, except where noted.

Awards & Accolades

A Top Employer



2nd

largest healthcare employer in Ohio¹



7th

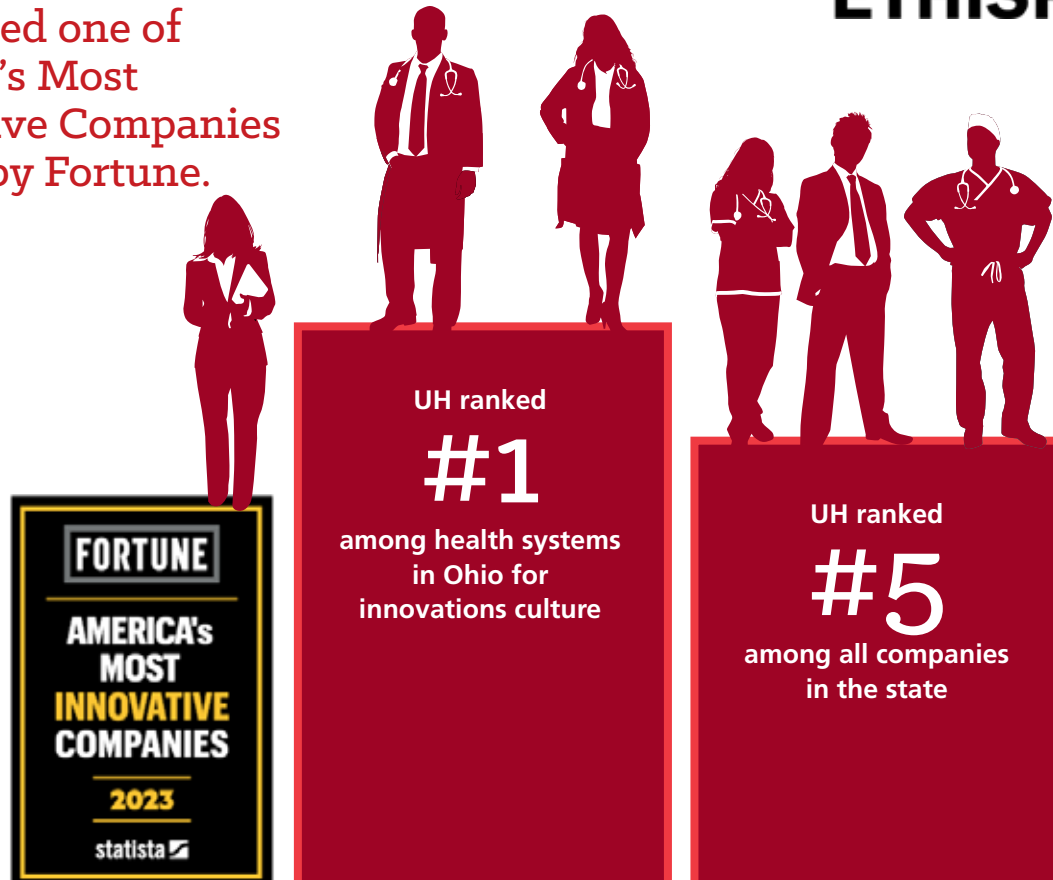
largest employer in the state of Ohio¹

¹2022 Ohio Department of Development Health Major Employers Report

UH named one of Ethisphere's **World's Most Ethical Companies** **12** times.



UH named one of America's Most Innovative Companies in 2023 by Fortune.



Nationally Recognized Medical Centers

University Hospitals Rainbow Babies & Children’s Hospital has been recognized as a **Best Children’s Hospital for 2023-2024** by U.S. News & World Report. UH Rainbow ranks among the nation’s top 50 children’s hospitals in all 10 specialties, eight of which rank in the top 30. The 10 medical and surgical specialties include: diabetes & endocrinology (9), neonatology (10), orthopedics (12), pulmonology & lung surgery (13), cardiology & heart surgery (27), urology (28), cancer (29), nephrology (30), neurology & neurosurgery (41), and gastroenterology & GI surgery (42).

U.S. News & World Report again names UH Cleveland Medical Center among the nation’s **Best Hospitals for 2023-2024**, an achievement it has made 25 years in a row. It also tied for third among all hospitals in Ohio.

UH ranked one of the **30 most-trusted healthcare brands in the United States** by branding agency Monigle.

UH Rainbow Babies & Children’s Hospital verified as a **Level 1 Children’s Surgery Center** from the American College of Surgeons Children’s Surgery Verification Program.

UH Cleveland Medical Center is ranked as **#28 Academic Medical Center in the World** and **#14 Academic Medical Center in the United States** according to Brand Finance.¹

Brand Finance®

¹ As of May 2024



2023 Becker’s Healthcare

Great Oncology Programs

Great Heart Programs

Spine and Neuroscience Programs

Innovation Programs

Great Community Hospitals (UH Ahuja, UH Parma, UH Samaritan)

100 of the Largest Hospitals and Health Systems in the US

Great Hospitals in America

150 Top Places to Work in Healthcare



Modern Healthcare 100 Most Influential People in Healthcare

UH CEO Cliff A. Megerian, MD, FACS, Jane and Henry Meyer Chief Executive Officer Distinguished Chair, was named one of the **100 Most Influential People in Healthcare** by Modern Healthcare. This prestigious recognition program acknowledges and honors individuals who are deemed by public voting and the senior editors of Modern Healthcare to be the most influential figures in the industry in terms of leadership and impact. The list, according to Modern Healthcare, honors the C-suite decision-makers who have used “their clout and influence to lead their organizations and make sweeping changes that affect patient care.” Importantly, this acknowledgment highlights the great work done by our UH caregivers. When considering the other esteemed leaders among this cadre of honorees, University Hospitals takes pride in knowing that our hometown team is earning such national praise.





The UH Distinguished Physician Class of 2023

In 2023, University Hospitals honored 17 exceptional physicians with the Distinguished Physician title, bringing the total of this elite class to 245 distinguished physicians. These physicians were recognized by their peers for their exceptional clinical skills, dedication to patient care, and serving as the top role models and mentors in the training of the next generation of physicians, including medical students, residents and fellows. These 'distinguished physicians' also set standards for quality, safety and patient experience, incorporating evidence-based guidelines to prevent and treat disease utilizing the latest technological advances along with compassionate and personalized care.

Anesthesia

Peter M. Matgouranis, MD

Dermatology

Adrienne E. Callahan, MD

ENT

Sarah E. Mowry, MD

Medicine

Teresa L. Carman, MD

Steven J. Filby, MD

Sona S. Kirpekar, MD

OB/GYN

Ellie S. Ragsdale, MD

Oncology

Brett E. Glotzbecker, MD

Orthopaedics

Steven J. Fitzgerald, MD

Pathology

Sylvia L. Asa, MD, PhD

Pediatrics

Princess U. Ogbogu, MD

Keith L. Ponitz, MD

Psychiatry

Cathleen A. Cerny-Suelzer, MD

Radiology

Sree H. Tirumani, MD

Radiation Oncology

Daniel E. Spratt, MD

Surgery

Cristian R. Baeza, MD

Urology

Shubham Gupta, MD



The 2023 Class of UH Distinguished Nurses and Nurse Leaders

Angela Cavasinni, RN

UH MacDonald Women's Hospital
and UH Ahuja Medical Center

Michelle Chom, LPN

UH Madison Health Center

Eileen Coleman, RN

UH Rainbow Babies &
Children's Hospital

Alexandra Eaton, RN

UH Cleveland Medical Center

Amir Durrah, RN

UH Cleveland Medical Center

Tasheiana Hammond, LPN

UH Cleveland Medical Center

Heather Hayes, LPN

UH Geauga Medical Center

Maria Isabel Yuzon Hilliard, RN

UH Cleveland Medical Center

Linda Jirik, LPN

UHPS Ambulatory Pediatrics, Retired

Kim Kapis, RN

UHPS Neurology

Jacqueline Keenan, RN

UHPS Ambulatory Colorectal Surgery

Anna Kirsopp, RN

UH Ambulatory Pediatric
Endocrinology

Kathleen Lanigan, RN

UHPS Ambulatory Otolaryngology

Marcella Lash, BSN

UH Rainbow Babies &
Children's Hospital

Catherine Pamer, RN

UH Cleveland Medical Center

Diane Rinas, RN

UH Enterprise System Staffing

Kathleen Steiger, RN

UH Enterprise System Staffing

Yolonda Moore, LPN

UH Euclid Health Center

Deborah Walsh, RN

UH Home Care

Rochelle Wolf, LPN

UH Portage Medical Center

In 2023, University Hospitals recognized the exceptional work of 20 nurses with the UH Distinguished Nurse Award and five nurse leaders with the UH Distinguished Nurse Leader award. Nominated by their peers, the UH Distinguished Nurse Award recognizes direct-care nurses who distinguish themselves in their knowledge, compassionate care, professional development, teamwork, teaching and service. Additionally, the UH Distinguished Nurse Leader Award recognizes nurse leaders who exemplify the UH Leadership promise: to inspire, innovate and achieve.

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Rainbow Babies & Children's Foundation
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Paul R. Hinchey, MD, MBA
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Arthur E. (Ted) Keegan, MBA
Chief Marketing Officer



Brian S. Monter, MSN, RN, MBA
Chief Operating Officer, West Market



Alan J. Papa, MBA, FACHE
Chief Operating Officer, East Market



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Chief Quality & Clinical Transformation
Officer; Veale Distinguished Chair in
Leadership and Clinical Transformation



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Hambrick Chair in Innovation



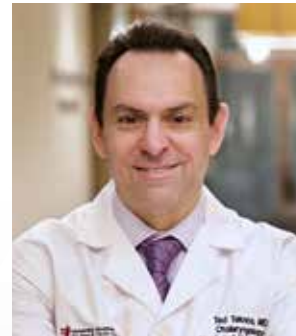
Daniel I. Simon, MD
President, Academic & External Affairs
and Chief Scientific Officer
Ernie and Patti Novak Distinguished Chair
in Health Care Leadership



Thomas D. Snowberger
Chief Administrative Officer



David Sylan
Chief Strategy & Innovation Officer
and President, UH Ventures

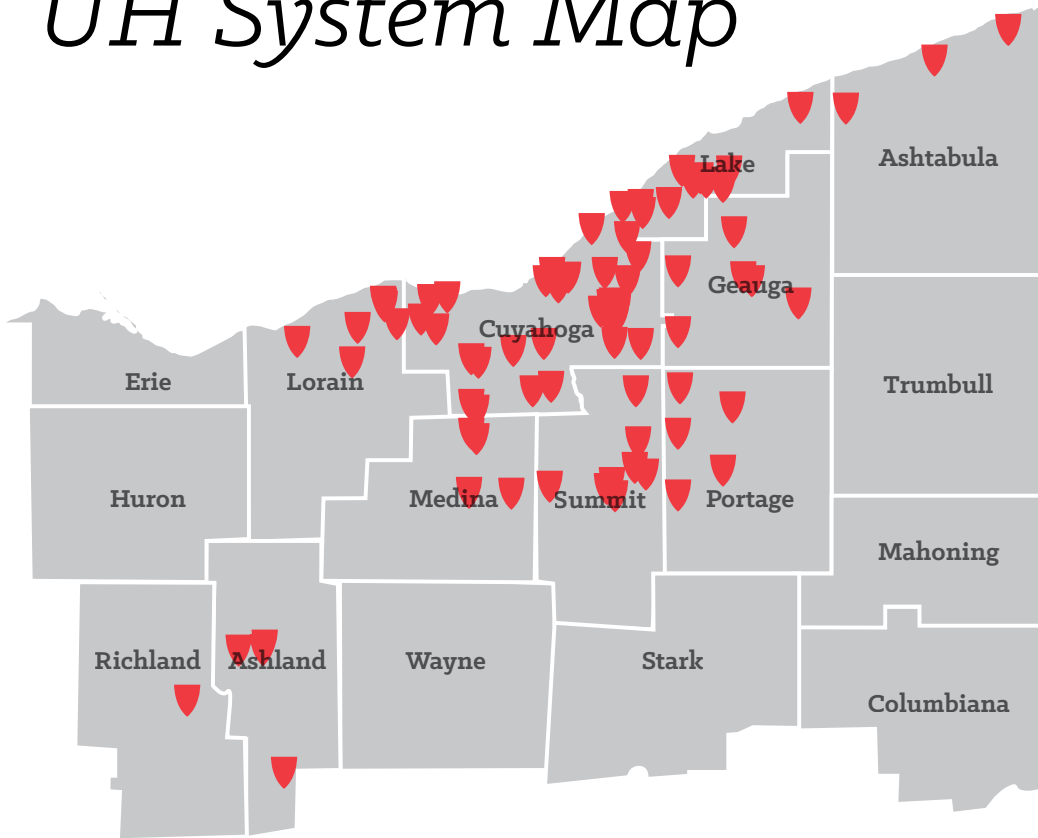


Theodoros N. Teknos, MD
President, UH Seidman Cancer Center
Jane and Lee Seidman Chair in
Cancer Innovation



◀ *Scan to learn more
about our leadership*

UH System Map



Ashland

- UH Samaritan Medical Center
- UH Baney Road Health Center
- UH Samaritan Health Center
- UH Kettering Health Center

Ashtabula

- UH Conneaut Medical Center
- UH Geneva Medical Center
- UH Ashtabula Health Center

Cuyahoga

- UH Ahuja Medical Center
- UH Beachwood Medical Center
- UH Cleveland Medical Center
- UH Parma Medical Center
- UH St. John Medical Center
- UH Broadview Heights Health Center
- UH Euclid Health Center
- UH Foley ElderHealth Center
- UH Independence Health Center
- UH Landerbrook Health Center

- UH Mayfield Village Health Center
- UH Minoff Health Center at Chagrin Highlands
- UH North Olmsted Health Center
- UH Otis Moss Jr. Health Center
- UH Rainbow Babies & Children's Ahuja Center for Women & Children
- UH St. John Health Center
- UH Solon Health Center
- UH Suburban Health Center
- UH Westlake Health Center

- UH Bedford Wellness Center
- UH Glenville Wellness Center
- UH Richmond Wellness Center

Medina

- UH Medina Health Center
- UH Sharon Health Center

- Highland Springs Hospital
- UH Rehabilitation Hospital
- Southwest General Health Center
- Southwest General
- Strongsville Medical Center

- Southwest General
- Brunswick Medical Center

Portage

- UH Portage Medical Center

Geauga

- UH Geauga Medical Center

- UH Aurora Health Center
- UH Kent Health Center
- UH Mantua Health Center
- UH Streetsboro Health Center

- UH Bainbridge Health Center
- UH Chardon Health Center
- UH Chesterland Health Center
- UH Evans Middlefield Health Center
- UH Geauga Health Center

Richland

- UH Samaritan Richland Health Center

Lorain

- UH Elyria Medical Center

Summit

- UH Cuyahoga Falls Health Center
- UH Fairlawn Health Center
- UH Hudson Health Center
- UH Twinsburg Health Center

- UH Avon Health Center
- UH Amherst Health Center
- UH North Ridgeville Health Center
- UH Sheffield Health Center

- Western Reserve Hospital
- Western Reserve Hospital Urgent Care

- UH Avon Rehabilitation Hospital

Lake

- UH Lake West Medical Center
- UH TriPoint Medical Center
- UH Brunner Sanden Deitrick Wellness Center
- UH Concord Health Center
- UH Lake Continuing Care Center
- UH Lake SOM Health Center
- UH Madison Health Center
- UH Mentor Health Center
- UH Mentor Hopkins Health Center
- UH Perrico Health Center
- UH Willowick Health Center

