New 2013 IRS regulations require that hospitals offset externally (grant) funded programs when reporting net community benefit expenditures.

ABOUT UNIVERSITY HOSPITALS

University Hospitals is a comprehensive health system committed to providing national leadership and neighborhood care. Our community trusts UH’s 25,000 physicians and employees to provide the highest-quality health care and wellness advice at every stage of life through UH’s integrated system of 14 hospitals, 28 outpatient health centers, nine urgent-care centers, and physician offices across Northeast Ohio. To learn more about how UH can help you, go to UHhospitals.org.

Our mission: To Heal. To Teach. To Discover.

UH Community Benefit: 2012 and 2013

<table>
<thead>
<tr>
<th></th>
<th>2013 in millions</th>
<th>2012 in millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charity Care</td>
<td>$59</td>
<td>$53</td>
</tr>
<tr>
<td>Medicaid Shortfall</td>
<td>$68</td>
<td>$90</td>
</tr>
<tr>
<td>Research</td>
<td>$58</td>
<td>$49</td>
</tr>
<tr>
<td>Education and Training</td>
<td>$53</td>
<td>$50</td>
</tr>
<tr>
<td>Community Health Improvement</td>
<td>$46</td>
<td>$43</td>
</tr>
<tr>
<td><strong>Total Community Benefit Expenditures (Gross)</strong></td>
<td><strong>$284</strong></td>
<td><strong>$285</strong></td>
</tr>
<tr>
<td>Less Hospital Care Assurance Program</td>
<td>($11)</td>
<td>($12)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$273</strong></td>
<td><strong>$273</strong></td>
</tr>
<tr>
<td>Less Externally Sponsored Funding*</td>
<td>($33)</td>
<td>($32)</td>
</tr>
<tr>
<td><strong>TOTAL COMMUNITY BENEFIT (NET)</strong></td>
<td><strong>$240</strong></td>
<td><strong>$241</strong></td>
</tr>
</tbody>
</table>

*New 2013 IRS regulations require that hospitals offset externally (grant) funded programs when reporting net community benefit expenditures.

ON THE COVER:
Evelene Anderson and Nicholas Cohen, MD, team up to keep her healthy and out of the hospital. See page 6.
This chart totals net community benefit for 2013 of $240 million.

*Under IRS guidelines, we subtracted $11 million from Medicaid Shortfall to reflect funding we receive for community-benefit programs from the federal Hospital Care Assurance Program

**We subtracted $33 million in restricted grant funding from outside organizations from Education and Training, Research, and Community Health Improvement, as required by new IRS reporting for nonprofit hospitals. UH’s gross community benefit investment for 2013 was $284 million.

UH Parma and UH Elyria medical centers joined the University Hospitals system on Jan. 1, 2014. The value of their community-benefit programs are not reflected in UH’s 2013 totals.
People expect hospitals to bring the sick back to health.

Yet University Hospitals is going beyond healing individuals. We’re pioneering ways to care for our entire community.

UH is working with our neighbors and community partners to create jobs in Cleveland and stimulate the regional economy. We are making creative commitments to buy local, support diverse suppliers and train workers for in-demand careers.

“UH is one of Northeast Ohio’s largest employers and one of Ohio’s largest buyers of goods and services,” said Chief Administrative Officer Steven D. Standley. “Over the last several years, we have asked ourselves, ‘How can we do business in smarter ways? How can we use our dollars and our civic influence to better serve UH’s patients, our employees and our community?’”

A concerted Buy Local focus is one answer.

Here’s the biggest example: UH buys tens of millions of dollars’ worth of goods from Fortune 500 medical supplier Owens & Minor Inc. In discussions with UH, Owens & Minor agreed to move its operations, 35 jobs and tax dollars from an undersized suburban facility to a new building in the city of Cleveland. The firm, collaborating with UH and the city, broke ground in 2013 on a spacious, energy-efficient building.

“It made sense,” said Owens & Minor General Manager Jay Moellering. “We kept our biggest customer in the region happy. We’re getting a bigger, better building that’s four miles from UH’s main campus. And we’re helping to strengthen Cleveland.”

UH policies that favor local businesses encourage out-of-town firms to establish operations here, Mr. Standley says. Those firms and their employees spend their dollars locally, multiplying the Buy Local impact and creating still more local jobs. And people who have steady jobs tend to be healthier and take better care of themselves.

“The reality is that without a strong core city, we cannot have a strong Northeast Ohio,” Mr. Standley contended. “There is only so much that government can do, or that social services can do. We’re showing that charitable institutions like UH can find better ways to do business that builds their communities.”
UH + OH: We’re Great Together

University Hospitals is a powerful engine for progress in Ohio. We are our home state’s fifth-largest nongovernmental employer, with 25,000 physicians and employees. An analysis by Cleveland-based Silverlode Consulting finds:

• UH generated almost $5 billion in economic output in 2013.
• Our jobs are high-paying, with average earnings of $57,000 annually.
• Spending by UH and our employees supports another 21,000 Ohio jobs.
• UH’s economic output generates $245 million in state and local taxes.

UH helps to inspire high school students to pursue health careers by teaming with College Now Greater Cleveland, a nonprofit that provides guidance and access to scholarships to encourage teens to attend college. Funded by a grant from UH, Early Action for Allied Health Careers is a three-week summer “boot camp” on the Case Western Reserve University campus for 40 seniors-to-be from schools in Cleveland and its inner-ring suburbs. Students learn about health-career opportunities and prepare for college entrance exams.
In early 2013, Evelene Anderson’s trips to the emergency room had become weekly. She suffers from asthma, chronic obstructive pulmonary disease, anemia and heart failure, and each time she felt short of breath, it triggered an anxiety attack.

Before year’s end, the emergency visits had all but stopped: In one six-month span, she visited the emergency department only once.

What made the difference? A unique patient activation and coaching program at University Hospitals is helping patients listen to and take advice from the real experts in their care – themselves.

“We’re not going to sit in a clinic to wait for someone to show up with a problem,” said Nicholas Cohen, MD, who founded the outreach program at UH Case Medical Center in 2013. “Our coaches proactively engage each patient and help them focus their energy toward a better relationship with their health.”
UH’s SUPER (SUPporting Engagement and Resilience) program targets patients—especially those from underserved urban communities—who wind up in the hospital or emergency department 20 or more times per year. Major goals are to help participants improve their health, follow care plans and take care of themselves. Volunteer medical providers and coaches in a special van visit patients at home. About 80 premedical student volunteers educate hospitalized patients.

The UH SUPER program is one of several community-outreach programs aimed at helping recently discharged patients stay healthier. Another, serving patients in Ashtabula and eastern Lake counties, is called the Hospital to Home Program. Run by UH Geneva Medical Center, it helps patients make that sometimes-difficult transition by having nurses visit patients prior to discharge, then following up at their homes to assess needs and schedule appointments.

“We want to be sure they’re comfortable in their home environment, where they and their families can best manage their health,” said Lori Kingston, BSN, RN, CCM, Manager of Community Outreach at UH Conneaut and Geneva medical centers. “When we’re successful, our patients identify concerns earlier and seek appropriate care instead of making an unnecessary trip back to the hospital. And that’s better for everyone.”

The program’s early results are promising: In 2013, the SUPER program reduced participants’ emergency visits by 74 percent and cut hospitalizations dramatically.

Ms. Anderson, 82, says Dr. Cohen helped her control situations that used to end with a trip to the ED. “It’s my responsibility to stay well and I’m more confident in my own home,” she said. “I’ve got a good doctor, but I can manage a lot of this on my own now. We’re a good team.”

$44 million

University Hospitals contributed to community health improvement services and programs in 2013

The Hospital to Home Program at UH Geneva Medical Center assesses at-home conditions and coordinates follow-up care for patients such as Sherman Werstler. The extra attention after discharge helped Mr. Werstler evade pneumonia recurrence, set health goals and avoid rehospitalization. Mr. Werstler and his wife, Jean, reside in Conneaut.
A new recipe for good health

When Destiny Hall was found to be overweight during her annual checkup at University Hospitals Rainbow Babies & Children’s Hospital’s Rainbow Ambulatory Pediatrics Clinic, her pediatrician didn’t just tell her to eat healthier – she showed Destiny the way.

The first step was right outside the clinic door, where UH’s Healthy Harvest program sells affordably priced bags of healthful, locally farmed produce to hospital neighbors and employees. Destiny’s dad, John Kado, bought a bag filled with fruits and vegetables, recipes and information on where to buy more healthy foods.

That green bag packed with veggies and inspiration wound up putting the two on a path to a healthier future.

“We tried the recipes, including one for smoothies made with kale, which are delicious,” said Mr. Kado. “We’re both eating healthier at an inexpensive price – and having fun doing it.”

From June through October, various University Hospitals locations host weekly farmers markets where employees, patients, visitors and neighbors can buy fresh, locally grown produce. The markets provide easy access to healthy food alternatives, especially to those living in lower-income neighborhoods where fresh produce can be scarce. The market at UH Case Medical Center accepts electronic payment cards from the federal Supplemental Nutrition Assistance Program (SNAP) and the Special Supplemental Nutrition Program for Women, Infants and Children (WIC).
Shortly after Susan Juris was named president of University Hospitals Ahuja Medical Center in 2012, she struck up a conversation about wellness with Warrensville Heights Mayor Bradley Sellers, a former NBA basketball player. The mayor expressed dismay at how many local middle-school graduates were overweight. From that discussion sprouted the UH Ahuja Medical Center New Leaf Salad Bar at Warrensville Heights Middle School. In its first full school year, students gobbled up 6,500 bowls of fresh fruit and veggies.

“Healthy Harvest is more than just a bag of vegetables – it is a way to introduce people to fresh, locally grown foods, and to motivate a lifestyle that includes them,” said Aparna Bole, MD, UH Sustainability Manager and a pediatrician at UH Rainbow Babies & Children’s Hospital.

“Our goal is to inspire sustained commitments to healthy eating, and to strengthen our local food systems,” Dr. Bole added. “By helping parents and children make healthier food choices, we are able to change the course of young lives like Destiny’s.”

Fruits and vegetables from Healthy Harvest replaced sugary cereals and drinks. The family made produce a priority, and learned about nearby farmers markets and other high-value places to buy it. And Destiny’s weight is healthier: On a follow-up visit to her doctor, it was unchanged even though she had grown taller – exactly the outcome her pediatrician wanted.

“Between the salad bar offerings and cooking demonstrations I’ve conducted at the school, we’re helping children and teachers turn over a new leaf by giving them an opportunity to learn about and eat healthy foods.”

“Healthy Harvest is more than just a bag of vegetables – it is a way to introduce people to fresh, locally grown foods, and to motivate a lifestyle that includes them,” said Aparna Bole, MD, UH Sustainability Manager and a pediatrician at UH Rainbow Babies & Children’s Hospital.

“Our goal is to inspire sustained commitments to healthy eating, and to strengthen our local food systems,” Dr. Bole added. “By helping parents and children make healthier food choices, we are able to change the course of young lives like Destiny’s.”

“Healthy Harvest is more than just a bag of vegetables – it is a way to introduce people to fresh, locally grown foods, and to motivate a lifestyle that includes them,” said Aparna Bole, MD, UH Sustainability Manager and a pediatrician at UH Rainbow Babies & Children’s Hospital.

“Our goal is to inspire sustained commitments to healthy eating, and to strengthen our local food systems,” Dr. Bole added. “By helping parents and children make healthier food choices, we are able to change the course of young lives like Destiny’s.”

“Between the salad bar offerings and cooking demonstrations I’ve conducted at the school, we’re helping children and teachers turn over a new leaf by giving them an opportunity to learn about and eat healthy foods.”
NAVIGATING PATIENTS TO BETTER HEALTH

Sherithia Boyd and patient navigator, Jillian Sprenger, discuss sickle-cell treatment options at UH Seidman Cancer Center.
Sherithia Boyd of Lakewood says the Sickle Cell Disease Clinic at University Hospitals Seidman Cancer Center “is like a little family to me.”

Mrs. Boyd, a mother of five, suffers from sickle cell disease, an all-but-incurable blood disorder. Her red blood cells that should be squishy and round are instead crescent-shaped. They carry too little oxygen and hook together in clots that block blood flow to Mrs. Boyd’s extremities and organs.

For sickle-cell patients, excruciatingly painful “episodes” cause strokes, organ failure and premature death. Mrs. Boyd and many sickle-cell patients are frequent emergency-department users and are often hospitalized. Further complicating their lives: A symptom-reducing drug they take has potential side effects that require regular clinical monitoring.

So family – or family-like help – is invaluable. UH Sickle Cell Navigator Jillian Sprenger helps Mrs. Boyd and about 240 other adult patients obtain the care they need. Said Mrs. Sprenger: “I try to find out whatever barrier they have to getting an appointment or test, and then eliminate it.”

For example, brain damage from mini-strokes renders many sickle-cell patients extremely forgetful. So Mrs. Sprenger calls her patients – sometimes repeatedly – to remind them of appointments. The disease’s impact makes it hard for some patients to work, so they can’t afford cars. Mrs. Sprenger arranges rides.

And because of transportation and cognitive issues, sending patients to several different provider offices can be “like asking them to travel to another state,” Mrs. Sprenger said. So UH consolidates specialists most needed by patients – in cardiovascular medicine, gynecology, pulmonology and others – in one clinic and during one appointment.

Since UH created the Sickle Cell Navigator position and hired Mrs. Sprenger in 2012, no-show rates at the sickle-cell clinic have plummeted from 30 percent to 18 percent, and completion of needed diagnostic testing and symptom care are improving sharply. And for Mrs. Boyd, the caring attention has helped reduce crisis episodes by about 40 percent.
Cancer had invaded Paula Hlucky’s body and rocked her confidence, so she expected devastating news when she arrived at University Hospitals Parma Medical Center’s Emergency Department.

UH Parma and UH Elyria medical centers joined the University Hospitals system on Jan. 1, 2014. The value of their community-benefit programs are not reflected in UH’s 2013 totals, but these stories reflect their contributions in 2013.
“I thought I would die,” said Ms. Hlucky, of Parma Heights.
One reason: Ms. Hlucky had no health insurance. She assumed treatment was beyond her reach.

Compassionate caregivers connected her with the Parma Health Ministry, a safety net supported by UH Parma Medical Center for patients in four of its founding communities. For nearly two decades, the ministry has served the working poor in Parma, Parma Heights, Seven Hills and North Royalton.

UH strives every day to help uninsured patients connect with government insurance and other options for health care security. In 2013 alone, we provided $59 million worth of charity care.

In Parma, physicians led by Medical Director Rosetta Rowbottom, MD, volunteer at the ministry’s monthly clinics at the hospital. For qualifying patients, UH Parma Medical Center picks up the tab for ancillary services and hospital stays. The Parma Hospital Health Care Foundation funds the ministry’s operating budget.

The ministry covered Ms. Hlucky’s surgery, hospitalization and treatment. Today, she is recovering – and grateful.

“I would not have survived if not for the Parma Health Ministry,” said Ms. Hlucky. “I’m lucky to be here.”

RECOVERY RESOURCING

For some people suffering drug or alcohol addiction, it takes hospitalization for illness or injury to send a wake-up call. When the call comes, University Hospitals Elyria Medical Center is ready to help them answer it.

The hospital provides addicted patients with special services to help turn their lives around. Physicians and physician assistants trained in addiction medicine address withdrawal symptoms such as disorientation, seizures, tremors, nausea and vomiting, agitation and even aggressiveness.

Then, as patients approach discharge, social workers connect them to local recovery resources. Medical Intensive Care Unit nurse Linda Robbins, RN, BSN, CCRN, says she has seen the program’s saving grace. “It’s wonderful to have protocols in place for treating these individuals,” she said, “and it’s equally wonderful to have a doctor here who truly understands what the patient is going through.”

Nurse Linda Robbins and social worker Megan Kinder
FOR THE DISABLED: A Way to the Workplace

Nutrition Services Assistant Edward Buchanan is quick with a broom and a smile, two traits that make him popular with diners as he keeps University Hospitals Case Medical Center clean and welcoming.

Northeast Ohio’s tight job market is especially tough for Mr. Buchanan and others with developmental disabilities and cognitive disadvantages. So UH and a Cleveland rehabilitation nonprofit called Vocational Guidance Services teamed up to help Mr. Buchanan and other VGS clients join the mainstream workforce with UH and other employers.

Select VGS clients participate in a 10-week job-readiness program at UH Case Medical Center and UH Ahuja Medical Center. VGS counselors and UH colleagues teach job-keeping skills as clients gain experience in UH’s Nutrition Services and Environmental Services Departments. Clients emerge with proven track records and promising opportunities – for themselves and for employers.

“We find the typical individual referred from Vocational Guidance Services as a potential UH employee is eager to learn, eager to please and a team player,” said Michelle A. Angelozzi, CHT, FMP, Operations Manager, Nutrition Services, UH Case Medical Center.

Since the program’s launch in 2012, more than 40 individuals have completed the program, and nearly half earned jobs at UH.

VGS Program Coordinator Judy Kobick says UH is an outstanding setting for training and a welcoming workplace. “The hospitals reflect the community,” she said. “They are multicultural, and our consumers feel comfortable in that environment – they fit in and feel embraced.”

Edward Buchanan
University Hospitals works to improve and benefit Northeast Ohio in many ways, but for one reason: It is our home. Here are just a few of the countless programs and initiatives that we gladly undertake under the umbrella of community benefit.

- Children in low-income neighborhoods receive free dental exams, basic treatment and education each year through the Ronald McDonald Care Mobile® of northern Ohio. This mobile dental clinic within a 42-foot-long truck is an affiliation between the Irving and Jeanne Tapper Pediatric Dental Center at University Hospitals Rainbow Babies & Children’s Hospital and Ronald McDonald House Charities® of Northeast Ohio. It served almost 2,000 patients in 2013.

- Through UH Geauga Family Health and Safety Day, UH unites many community organizations to provide free health screenings and education to more than 1,500 attendees. UH Geauga Medical Center, the United Way, Geauga County Health Department, Alzheimer’s Association and other participants provide screenings for depression, breast cancer, skin cancer, bone density, cholesterol and blood pressure, and connect people with community resources to address concerns.

- Breast cancer can usually be treated successfully if caught early. So breast-cancer screenings and education are a UH priority. UH Richmond Medical Center, a campus of UH Regional Hospitals, participates in Richmond Town Square Mall’s Paint the Mall Pink, a month-long event that also features other health screenings. Targeting underserved African-American communities, in 2013, Project TEMPLE reached nearly 900 women. And our Colleges Against Cancer program trained 17 Case Western Reserve University students as breast health educators and deployed them at health fairs and community events.

- Parkinson’s patients, family members and caregivers learn everyday skills in managing Parkinson’s disease and its symptoms at the UH Northeast Ohio Parkinson’s Boot Camp™. In 2013, more than 600 attendees came to this complimentary one-day program from all across Ohio, and from Pennsylvania, Kentucky, Tennessee, Florida and North Dakota. Participants learned through interactive activities, breakout sessions and question-and-answer sessions.

- The Age Well Be Well Club offered through UH Bedford Medical Center, a campus of UH Regional Hospitals, offers seniors free life-enriching activities such as therapeutic yoga classes, a walking club, a diabetes support group and Dinner and a Movie outings.
Among the nation’s leading academic medical centers, University Hospitals Case Medical Center is the primary affiliate of Case Western Reserve University School of Medicine, a nationally recognized leader in medical research and education.