

# \$2 BILLION

UH's community benefit in the past 10 years alone surpasses \$2 billion.

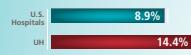
## ABOUT UNIVERSITY HOSPITALS

University Hospitals is a comprehensive health system with a nearly 150-year commitment to leading by example in addressing the community's most concerning health needs. UH provides national leadership and neighborhood care through its integrated system of 16 hospitals, more than 30 outpatient health centers and 10 urgent care centers. Our 26,000 physicians and employees are dedicated to offering the highest-quality health care and wellness advice at every stage of life for the people of Northeast Ohio. To learn more about how UH can help you, go to [UHhospitals.org](http://UHhospitals.org).

**OUR MISSION:**  
To Heal. To Teach. To Discover.



## A NATIONAL LEADER IN LOCAL POSITIVE IMPACT



When it comes to community benefit, University Hospitals is among the nation's leaders. Our community benefit is typically **more than 1.6 times higher than the national average**, based on the standard measure of community benefit as a percentage of operating expenses.\*\*

## UNIVERSITY HOSPITALS COMMUNITY BENEFIT\*\*



\*\* Based on 2011 figures, the most recent available. Source: American Hospital Association and Ernst & Young.  
\*\*\* UH added UH Parma and Ohio medical centers in 2014.  
\*\*\*\* Under Internal Revenue Service Guidelines, we subtracted \$14 million from Medicaid Medicaid to reflect net funding received from the State Hospital Care Assistance Program.  
\*\*\*\*\* We subtracted \$1 million in restricted grant funding from outside organizations from Education and Training, Research and Community Health Improvement, as required by IRS reporting guidelines for nonprofit hospitals. UH's gross community benefit investment for 2014 was \$211 million.

UH demonstrates commitment to the community through organized and sustainable community benefit programs that provide free and discounted care to those unable to afford health care; care to low-income beneficiaries of Medicaid and other government programs; and services designed to improve community health, increase access to health care, and train the next generation of medical professionals. UH follows very strict IRS guidelines in determining what counts as community benefit.

## UNIVERSITY HOSPITALS 2014 COMMUNITY BENEFIT \$266 MILLION

### COMMUNITY HEALTH IMPROVEMENT

Our outreach programs provide no-cost health screenings and help thousands of people understand their health and ways to maintain and improve it. We also invest in the community's health by supporting health-related community causes.\*\*\*

### EDUCATION AND TRAINING

UH ensures high-quality health care for our community through graduate medical education of more than 1,000 physician residents and fellows each year. We train thousands of nurses and other health professionals, and prepare youth to pursue health careers.\*\*\*\*

### RESEARCH

UH serves our community and nation by engaging in and undertaking clinical research, in conjunction with Case Western Reserve University School of Medicine and medical companies, our professionals elevate care standards and develop new ways to diagnose, prevent, treat and care for diseases and injuries.\*\*\*\*

### CHARITY CARE

Some people, through no fault of their own, do not have the means to pay for essential health care. Throughout our nearly 150-year history, University Hospitals has always provided care without regard to one's ability to pay.

### MEDICAID SHORTFALL

Medicaid reimbursements to UH cover only a portion of the cost of treating each patient covered under this state federal insurance program. UH underwrites the remainder of the bill, reflecting our commitment to our community.\*\*\*\*



## SYNERGY SAVES LIVES

For heart attack patients, timing is everything. In more than 2,000 CPR courses taught in high schools and community centers across 15 Northeast Ohio counties, University Hospitals EMS Training & Disaster Preparedness Institute is equipping residents of all ages with the ability to save lives.

"Studies show that you can improve heart attack outcomes when more bystanders know CPR," says Dan Ellenberger, who directs the institute. "It's our goal to touch every high school student in the region. It's all part of building lifesaving communities."

The institute also teaches about 2,000 courses to the region's paramedics and educates them on the aggressive heart attack protocols developed by UH cardiologists. Squads receive the most advanced equipment courtesy

of UH: the LUCAS device to deploy uninterrupted chest compressions, cardiac monitors that transmit the patient's ECG directly to the hospital, and the intracranial to detect bleeding in the brain.

"UH care begins in the patient's living room, not the hospital," says Ellenberger. "It's the synergy between UH and the paramedics that make it work. We're partners in care."

## A GIFT THAT KEEPS GIVING

Just two hours after completing their training on a new lifesaving LUCAS device they were given by UH, East Cleveland paramedics saved the life of a man suffering a heart attack.

The UH EMS Training & Disaster Preparedness Institute has supplied LUCAS devices to paramedics across the region.

"This lifesaving equipment really makes a difference for members of our community," says Shaker Heights fire chief Pat Sweeney. "It's been a godsend for us more times than I can count."

For people experiencing sudden cardiac arrest, CPR is their lifeline, pumping crucial blood and oxygen to their brain, lungs and other organs. But for paramedics, the effort it takes to perform continuous, high-quality chest compressions means they can't perform other lifesaving tasks, such as initiating IVs and administering medications.

### When MINUTES MATTER

Residents of Cleveland's Eastside communities will soon have more rapid access to high-level trauma services, thanks to University Hospitals' new regional trauma initiative. A key part of the plan is establishing UH Case Medical Center as a Level I trauma center.

Currently, there is no Level I trauma center on the Eastside for adults, though UH Rainbow Babies & Children's Hospital is the only designated Level I trauma center in northern Ohio for pediatric patients.

Over the past 20 years, four Eastside trauma centers have closed, including two Level I facilities. These centers provide the highest level of total care for every aspect of injury, concentrating providers in all specialties to provide trauma care 24/7.

"When it comes to trauma, time is a life-or-death matter," says Michael Anderson, MD, MBA, Chief Medical Officer of University Hospitals. "We are making a major commitment to providing all trauma victims the highest level of care they need and deserve, and doing it quickly and efficiently."



# IMPROVING HEALTH INSPIRING HOPE

2014 COMMUNITY BENEFIT REPORT



# GREENING UH for a HEALTHY COMMUNITY

## 2015 SUSTAINABILITY PROGRESS REPORT SUMMARY

### SAFER CHEMICALS and GREENER PURCHASING

Clean air and water are essential to a healthy life.

#### Greener purchasing momentum in 2015:

- Enhanced commitment to buying furniture free of harmful flame-retardant chemicals, a goal that was established in September 2014, through collaboration with vendors, facilities and construction services staff, and fire safety officials.
- Purchase of green cleaning chemicals in the areas of all-purpose, glass, bathroom and carpet.
- Improved vendor engagement around the systems-wide goal of purchasing furniture and medical products free of DEHP, PVC, formaldehyde, perfluorinated compounds and flame retardants.

**Meet Marc:** An insightful manager from the Department of Engineering Services, Marc has worked to improve his hospital's landscaping practice from a conventional one using synthetic chemicals to one using organic materials free of chemicals of concern. This approach reduces chemical pollution in storm-water runoff, positively impacting patient, employee and public health as well as the integrity of our region's water system. Throughout 2015, nonchemical organic applications were used at UH Case Medical Center and training for in-house staff is expanding in 2016.

**Meet Karen:** A passionate green team member and purchasing contract manager working with outside vendors that supply UH with goods and services. In 2015, Karen's incredible persistence in communicating with suppliers and internal stakeholders helped UH to make great strides in healthy interiors purchasing efforts that protect patients and employees by eliminating potentially harmful chemicals from furniture and building materials.

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## Creating a Healthful Living Space

Many people say they want to live more healthfully. Two UH employees are taking powerful actions to do just that. When you walk into the Eastside suburban backyard of Anna and Mike Cifranic, it opens a world of possibilities for anyone looking to create a healthful living space: in the backyard, chickens peck at the lush grass, vegetable and herb plants tower from a kitchen garden, bees from the backyard hive are busy at work in the garden and, not far beyond, a small greenhouse, fruit trees and climbing tomatoes march down the rest of the yard, nourished by rain water and fertilized through home "grown" compost. There is a growing life cycle occurring here and each step is carefully laid out to support the next. The Cifranics do not live in the country, where such an undertaking might be the norm. Rather, their home sits across from a sprawling and aging mall along a busy stretch of road – a location that may not seem likely to house such a complex mini-ecosystem.

In December 2015, Anna, an analyst at UH Harrington Heart & Vascular Institute, and Mike, a clinical nurse at UH Seidman Cancer Center, both co-chairs of the UH Case Medical Center Green Team, were recognized as "Green Health Heroes" by the Greening UH Sustainability team. This honor is for their inspiring dedication to environmental stewardship in their daily work and their leadership among UH peers.

**Meet the Cifranics, 2015 Green Health Heroes of UH Case Medical Center**

**Anna Analyst,**  
UH Harrington Heart & Vascular Institute.  
**Mike RN, ACN,**  
UH Seidman Cancer Center, Floor 5;  
Co-chairs of the UH Case Medical Center Green Team

**How do you find time?** "We are both tired when we come home, but there is something about going out to the garden, or walking around the orchard, or collecting fresh eggs and seeing the chickens run around that gives us a boost of energy. Connecting with the Earth on a basic level seems to recharge us and that is how we find the time."

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## TRANSPORTATION

### PEDALING, WALKING and RIDING our way to a Healthier UH.

UH encourages walking, biking, taking public transit and carpooling among employees because these modes of transportation improve individual, public and environmental health through increased exercise as well as decreased air pollution and greenhouse gas emissions (GHG). Healthy transportation efforts have often focused on UH Case Medical Center due to the urban density of its location in University Circle and multiple opportunities to leverage partnerships building in the surrounding neighborhoods and business district.

**2015 Initiatives**

- Moving Greater University Circle Working Group – plan to improve all modes of transportation
- Prioritization of Patient Parking – simplified visitor and patient parking for ease of access
- University Circle "Walkable Destinations" Fair – local businesses connect with employees
- National Bike Challenge – employees earn discounts off health insurance premium for biking

**Meet Kathy:** an exercise physiologist in UH Harrington Heart & Vascular Institute. Kathy is an active bike rider who takes every opportunity to commute to work as a way to exercise and engage with others in her community. She also participates in the UH Transportation Working Group, a multidisciplinary committee reflecting employees, patients and other stakeholders that meets quarterly to discuss opportunities, ideas and goals related to healthier modes of transportation.

**UH Employee Bike Challenge**

136 Bicyclists riding over 5 months avoided ~7.5 tons of carbon

Driving 77,215 miles

**Climate ACTION**

**Meet Kristie:** As a pediatric pulmonologist, she sees firsthand how the health impacts of climate change affect kids. For example, the negative effects of climate change on air quality disproportionately impact children, especially those with chronic conditions like asthma, which affects thousands of kids in Cleveland. Kristie is an active advocate for a healthy environment, because kids need safe and healthy places to live, walk and play in order to thrive. Locally, Kristie is a member of the Cuyahoga County Healthy Homes Advisory Council, which works to provide education to property owners, landlords and residents on triggers in the home environment that can impact respiratory health and to connect families with local services that safely eliminate home hazards. She also is a member of the American Thoracic Society Environmental Health Policy Committee, advocating for policies that mitigate climate change on the state and national level.

**TRANSPORTATION, EMPLOYEE ENGAGEMENT and LOCAL LIVING**

The UH GREATER UNIVERSITY CIRCLE EMPLOYEE RESOURCE GROUP encourages hospital employees to live as close to work as possible through the Greater Circle Living Initiative, which provides financial incentives to live near UH Case Medical Center in a walkable community.

The NATIONAL BIKE CHALLENGE platform was used for the second year to increase bike riding as a mode of commuting and recreation among employees. One hundred and thirty-six employees actively participated in this program that culminated in over 75 tons of CO<sub>2</sub> emissions avoided and \$24,487.49 saved in fuel expenses.

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# UH healthy

UHHOSPITALS.ORG/FITNESS | WINTER/SPRING 2016



## Fitness



### WINTER/SPRING 2016

**GET ENLIGHTENED**  
A success story from our Enlighten weight management program

**TAKE THE CHALLENGE**  
Avon and Avon Lake vie for healthiest city

**WEARABLES**  
Link your device to our equipment

**QUENCH IT**  
A massage at Exhale Spa can rehydrate your dry, winter skin

**WALKING THE WALK**  
Family physician Ernest DeGidio, DO, takes his own advice

## CONNECTING YOUR WEARABLES

Anyone who uses a fitness tracking device has discovered that the precise record they keep of your progress can be highly motivating. Knowing how far you've come can help propel your activity into even higher numbers.

Early adopters started wearing fitness tracking devices – also known as “wearables” – about eight years ago. Brad Calabrese, general manager of the Fitness Center at University Hospitals Avon Health Center, has been wearing one since 2009. But the popularity of these devices – which include such styles as Fitbit®, Jawbone®, Mio™ and now the Apple® Watch – is still growing. Part of the reason is that they've become smaller and easier to wear. Armbands that wrapped around the bicep have given way to wrist-watch style monitors. The Fitbit Zip™ is especially small – about one-quarter the size of a playing card – and easily clips onto a waistband.

“For Christmas 2014, the popularity of all these devices just exploded,” says Calabrese.

So he wanted to make the Fitness Center's equipment coordinate with wearables and the workout specifics they provide. This year, the Fitness Center will have 30 pieces of cardio

equipment, including stationary bicycles, treadmills and climbers – that will allow you to connect with your tracking device. These wireless connections will tell the person working out precisely what they have accomplished – in terms of steps climbed, or revolutions made on a bike. People can also retain that information on their devices. That makes it more convenient to monitor increasing progress and much simpler than keeping track in a notebook.

“This allows people to set goals and take their workouts to a new level, with the knowledge from past

workouts that is specific to the individual,” says Calabrese. “You'll get details, such as what your stride length was on a treadmill.”

If you find this a little overwhelming, there are plenty of people working at the Fitness Center ready to help you out. You also can learn more about connecting your device to the cardio equipment by attending a free talk at the Fitness Center, in the first floor conference room on Tuesday, Jan. 12, from 11:30 a.m. – 12:15 p.m. or from 6 – 6:45 p.m. Call **440-988-6801** today to reserve your spot.



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## EXHALE



## DRY WINTER SKIN? QUENCH IT WITH A MASSAGE.

Those of us who live in Northeast Ohio know how the long, cold winters can affect our bodies. One consequence of the weather can be dry, itchy and even cracked skin. Read on to learn how a massage at Exhale Spa at University Hospitals Avon Health Center can help.

“The skin is the largest organ in your body,” said Margo Gemperline, Licensed Massage Therapist at Exhale Spa. “It needs to be nourished.” Exhale Spa clients can choose from a variety of massage techniques, and all creams, lotions and oils used are organic. “For dry skin, I often suggest our massage oil that contains a blend of seed oils, such as grape seed, sesame seed, avocado and Jojoba,” said Margo. “This oil provides antioxidants and vitamins that dry skin needs.”

The benefits to skin from massage extend far beyond relief of dry skin, including increased circulation, improved tone, rejuvenation of cell-producing collagen and improved elasticity.

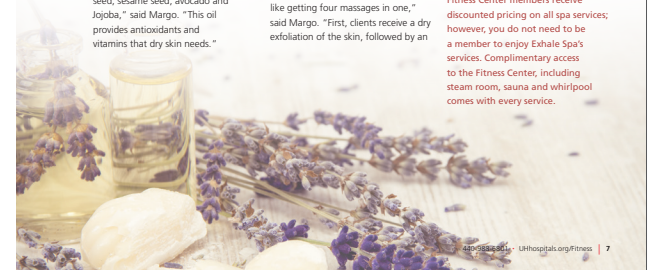
Elaine Boudreau has been an Exhale Spa client for three years. An arthritis sufferer, she receives massages from Margo regularly, as often as weekly after a recent surgery. “I don't know where I'd be without Margo,” said Elaine. “She has a magic touch, and after a session with her, my body is in alignment and I feel like I'm 12 feet tall.”

For an even more immersive skin experience, try one of Exhale Spa's seaweed wraps. “Our seaweed wrap is like getting four massages in one,” said Margo. “First, clients receive a dry exfoliation of the skin, followed by an

application of warm, French clay combined with marine-based spa products. Then, wrapped in a thermal sheet, you'll receive a relaxing 20-minute head/neck, neck and foot massage. Finally, the “seaweed mud” is removed with warm towels and the treatment concludes with a light massage using a hydrating cream.” For those who prefer, Exhale Spa also offers shea butter wraps.

For a complete menu of services and costs, visit [UHhospitals.org/Spa](http://UHhospitals.org/Spa). If you would like to make an appointment, call **440-988-6811**.

Fitness Center members receive discounted pricing on all spa services; however, you do not need to be a member to enjoy Exhale Spa's services. Complimentary access to the Fitness Center, including steam room, sauna and whirlpool comes with every service.



440-988-6811 | UHhospitals.org/Fitness | 7



## STRONGWOMEN, HEALTHY HEARTS

Women are the caretakers of the family, but in order to have the strength to do so, they need to make their own health a priority. That's where StrongWomen – Healthy Hearts comes in.

The daily demands of life – spouses, kids, jobs, community involvement – can take their toll on women, and often leave no time during the day to exercise. The StrongWomen – Healthy Hearts program was designed for women 40 and over, who currently get little or no exercise. The 12-week program brings women together for one hour, twice per week, to help reduce their risk of heart disease – the nation's leading killer of women – through fitness and nutrition education.

The first half of each class features leader-directed discussion around eating for heart health and includes hands-on cooking activities. “The curriculum focuses on establishing an eating pattern that is rich in fruits, vegetables, low-fat or nonfat dairy products, fish, whole grains and legumes,” said Renee Barrett, certified personal trainer and program manager at the Fitness Center at University Hospitals Avon Health Center.

“It encourages participants to prepare meals that include leaner meats and poultry, with less refined carbohydrates and saturated or trans fats.” During the last 30 minutes of each class, participants will engage in aerobic activities, such as walking or dancing. The intensity of each workout progresses with each class, as participants' endurance improves. Gentle stretching prior to each activity will also be included.

Piloted in Kansas and Arkansas, StrongWomen – Healthy Hearts is currently being implemented across the United States by extension trainers. The Fitness Center is pleased to offer our members this program in 2016.

To learn more about StrongWomen – Healthy Hearts or to register for the upcoming session, please call **440-988-6822** or log on to [UHhospitals.org/Fitness](http://UHhospitals.org/Fitness).



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## WALKING THE WALK (AND HITTING THE COURT)

Does your doctor set a good example by exercising regularly? Ernest DeGidio, DO, board-certified in family practice, “walks the walk.”

When Ernest DeGidio, DO, joined University Hospitals Elyria Medical Center in July, he hadn't played racquetball for a dozen years. He exercised regularly, but it wasn't until he opened his practice at UH Sheffield Health Center that he seized the opportunity to start again.

“I'm really happy that I joined the Fitness Center at UH Avon Health Center,” said Dr. DeGidio. “Once I settled into my practice, I realized how convenient it is to start my day there three times a week.”

As a primary care physician, Dr. DeGidio understands the importance of exercise in maintaining a person's health and wellness. “When I discuss diet and exercise with my patients, they often convey that they're too busy to work out, and that eating right on the go can be a challenge,” he said. “It sometimes helps them to know that I'm able to find the time to exercise, and even look forward to my time on the racquetball court.”

Dr. DeGidio had no trouble finding people to play racquetball with him at the Fitness Center. “It's a very social place, and everyone is friendly,” he said. “One day I walked in and just started talking to a group of people that were sitting in the lounge area in front of the courts. They asked me to join them and we've been playing together ever since.”

In addition to racquetball, Dr. DeGidio has also played basketball in the full-sized gymnasium at the Fitness Center and utilized the vast array of fitness equipment throughout the facility. Be sure to say hello if you see him there!

To speak to a membership representative at the Fitness Center, please call **440-988-6801**.

440-988-6801 | UHhospitals.org/Fitness | 11

# FORGING MEDICINE'S FUTURE

**UNIVERSITY HOSPITALS  
SEIDMAN CANCER CENTER AT  
UH CASE MEDICAL CENTER**



In 1996, UH created a clinical trials office at what is now UH Case Medical Center. At the time of its creation, the focus and management of clinical trials was managed by a small staff. This team was charged with the fiscal management of a handful of clinical trials, as well as regulatory oversight of human subject protections. By 2000, the office became known as the UH Research Institute. From 1996 to 2003, the clinical research enterprise at the academic medical center continued to expand, resulting in exponential growth of both the staff and the research activity managed. The institute grew into a much broader support department and became the **Center for Clinical Research and Technology (CCRT)**, which consists of seven offices dedicated to developing a standardized platform ensuring the responsible conduct of research for patients through scientific, regulatory, legal, ethical and fiscal review. The CCRT now provides infrastructure, programmatic, personnel and administrative support for all research activities performed at UH by UH medical or scientific staff. These medical scientists are national and international leaders in their respective fields and are committed to identifying standards of excellence and potential areas for improvement to promote and facilitate clinical and translational research.

*To learn more about the Center for Clinical Research and Technology directly, visit [UHospitals.org/Clinical-Research](http://UHospitals.org/Clinical-Research), call 216-844-5576 or email [ClinicalResearch@UHospitals.org](mailto:ClinicalResearch@UHospitals.org).*

By 2013, the CCRT activities amounted to over \$42 million at UH and \$167 million of UH activity related to the affiliation between UH and Case Western Reserve University School of Medicine. These funds emanate from nearly 1,200 active grants and contracts at UH and nearly 700 additional grants that annually fund the shared faculty of UH and the School of Medicine through nearly 2,300 active human research protocols.

**UH Case Medical Center  
CENTER FOR  
CLINICAL RESEARCH  
AND TECHNOLOGY**

Clinical research has always driven the practice of medicine to new heights and, as such, is deeply embedded within the very mission statement of University Hospitals:

**To Heal. To Teach. To Discover.**



head and neck, soft tissue and bone. Radiologists can obtain simultaneous PET and MRI images, rather than the alternate approach of performing a PET/CT scan on one day and MRI on another day in the same patient. The simultaneous images allow radiation oncologists to provide the best information about the tumor location, as well as evidence about the staging of the disease and potential metastatic extension at the same time.

The high-field-strength intraoperative MRI unit allows regular use of the MRI equipment at the same time as the OR is in use, thanks to an MRI-compatible door that can open and close while the MRI magnet is operational and is airtight to prevent bacterial contamination from spreading into the OR from the MRI instrument and vice versa.

**Andrew Sloan, MD,** Director, Brain Tumor & Neuro-Oncology Center, Peter D. Cristofani Chair in Neurosurgery, UH Case Medical Center, and Associate Professor, Case Western Reserve University School of Medicine, and a team of neurosurgeons have been employing this new tool in neurosurgery. With the intraoperative MRI unit, they can remove a brain tumor according to images obtained immediately prior to surgery, and then, with the patient still under anesthesia and the cranium still open, they can move the patient back into the MRI machine for another image to verify that all cancerous tissue has been removed.



Dr. Pablo Ros

**Using PET/MRI in  
Cancer Detection and  
Intraoperative MRI in  
Cancer Treatment**

**The Harrington Project for Discovery & Development** is a \$250 million national initiative to accelerate the development of medical breakthroughs by physician-scientists into medicines that benefit patients. It is a unique model that aligns, through mission and structure, nonprofit and for-profit resources into a system for drug development. The Harrington Project thereby addresses a set of major challenges in medicine that have created a development gap for promising discoveries.

**The Harrington Discovery Institute** at University Hospitals Case Medical Center, the nonprofit component of The Harrington Project, enables physician-scientists to translate their clinical insights and research into novel therapies that benefit patients and society. Through an annual competition, the Harrington Discovery Institute selects a group of medical innovators known as Harrington Scholar-Innovators whose projects are funded and actively guided by drug discovery experts toward the clinical realm.

**HARRINGTON DISCOVERY INSTITUTE  
AT UNIVERSITY HOSPITALS CASE MEDICAL CENTER**

## A CATALYST FOR A NEW MODEL IN DRUG DEVELOPMENT

- 2014 SCHOLARS**
- The 2014 class of Harrington Scholar-Innovators selected by the institute's scientific advisory board are:
- Mayaroshing Ambatic, MD, University of Kentucky
  - Darren Carpio, MD, PhD, Rutgers Cancer Institute of New Jersey
  - Garret FitzGerald, MD, University of Pennsylvania
  - Mark Humayan, MD, PhD, University of Southern California
  - John Khuri, MD, Harvard University
  - Rahul Kohli, MD, PhD, University of Pennsylvania
  - Gavril Pasternak, MD, PhD, Memorial Sloan-Kettering Cancer Center
  - Irina Petrescu, MD, Indiana University
  - David Rowitch, MD, PhD, University of California, San Francisco
  - Jean Tang, MD, PhD, Stanford University
  - David Wald, MD, PhD, Case Western Reserve University

*To learn more, visit [HarringtonDiscovery.org](http://HarringtonDiscovery.org).*



**THE HARRINGTON SCHOLAR-INNOVATOR GRANT PROGRAM:  
CHANGING THE STATUS QUO**

**Roger Greenberg, MD, PhD,** Harrington Scholar-Innovator 2013, University of Pennsylvania, Philadelphia, Pa. Hereditary breast and ovarian cancer

Dr. Greenberg, associate professor in the University of Pennsylvania's Perelman School of Medicine, has discovered an enzyme that is required to repair certain types of DNA damage that occur during the development of hereditary breast and ovarian cancer. He believes that he can inhibit this enzyme to create irreparable DNA damage in the cancer cells, causing the cells to die. This mechanism could be the foundation for new, more effective chemotherapy drugs.

**"The support provided by the Harrington Discovery Institute is very unique and very special."**

Through the relationship-building opportunities that the Harrington Discovery Institute offers, he hopes to lay the groundwork for translating his laboratory work into a powerful new cancer treatment. "To develop the necessary expertise to do this on our own would be tremendously time-consuming, difficult to assemble and prohibitively expensive," he notes. "The support provided by the Harrington Discovery Institute is very unique and very special." Read more at [HarringtonDiscovery.org/Scholar-Innovator2013](http://HarringtonDiscovery.org/Scholar-Innovator2013).

*To be notified of the next Harrington Scholar-Innovator Grant call for proposals, email [Natalie.Haynes@UHospitals.org](mailto:Natalie.Haynes@UHospitals.org).*



**A Strategy to Overcome Resistance**

**2015 Scholar-Innovator**

**Robert A. Bonomo, MD**  
Case Western Reserve University  
Louis Stokes Cleveland VA Medical Center  
Cleveland, Ohio  
Infectious Diseases

**"The best part of my field is the connection between bedside and bench."**

The need to take care of patients is deeply embedded in the soul of Robert A. Bonomo, MD. As an infectious diseases specialist at the Louis Stokes Cleveland VA Medical Center, where he is also Chief of the Medical Service, his patients are some of the sickest, usually with poor immune systems, often with multiple medical problems, complicated by one or more bacterial infections.

"My persona is like a surgeon's," he says. "I get in there and do something difficult. There is little margin for error with acute bacterial infections. It's a high-risk, high-reward field, and the rewards are very immediate. My wife are on the line with every patient."

**Important Connections**

When he isn't taking care of patients, Dr. Bonomo is in his lab, looking to develop a more better treatment for infections. "I need to do something to help people," he says, explaining his dedication to both the clinic and the lab. "The best part of my field is the connection between bedside and bench." Lab samples from the patient, take it to the lab and dissect it down to find out why this organism is antibiotic-resistant.

Dr. Bonomo, who is also Professor of Medicine, Pharmacology, Biochemistry, Molecular Biology and Microbiology at Case Western Reserve University School of Medicine, has participated in the development of four drugs that are now available commercially. He believes he is on the verge of a potential fifth drug discovery with his current research project, a new beta-lactamase inhibitor. These inhibitors are commonly given with beta-lactam antibiotics like penicillin, derivatives and cephalosporins to prevent the bacteria from developing drug resistance.

But the pressure is on — a recently released competing drug however targets beta-lactamase inhibitors. "We want ours to be better, and that's where the Harrington Discovery Institute helps us," Dr. Bonomo says. "We need the Harrington Discovery Institute because we do not know how to move our discovery to the next level."

**An Unexpected Connection**

A high-energy, detail-oriented man born in the Bronx in the shadow of Yankee Stadium, baseball player like Mickey Marfil and Yogi Berra were the idols of his youth. A career in medicine was not even on his radar. An indifferent student through high school, he did not excel during his undergraduate career at Hamilton College.

It wasn't until he was married and working at New York University that he first considered a medical career. There, he encountered a physician-scientist who was dedicated to taking care of his patients and in developing a vaccine. For the first time, the young Robert Bonomo visualized a new world of opportunity.

He enrolled at Case Western Reserve University School of Medicine at the age of 25. As a resident at University Hospital, he met physician-scientist and microbiologist David Shinn, MD, PhD, and the course of his future was set. "I looked up wanting for an infectious disease fellowship and became a research fellow working under Dr. Shinn," Dr. Bonomo recalls.

Twenty years later, he hasn't lost his love for basic science or his zeal for patient care. Managing both past demands on his time and energy, but Dr. Bonomo thrives on it. "I can't imagine my life without this blend of clinical and research activities."

**2014 | 2015**

**EXPLORING NEW DIRECTIONS**

**2015 Scholar-Innovator**

**Geoffrey S. Pitt, MD, PhD**  
Duke University  
Durham, North Carolina  
Osteoporosis

**"Discovery [is] what takes me to work in the morning."**

**Unexpected Discoveries**

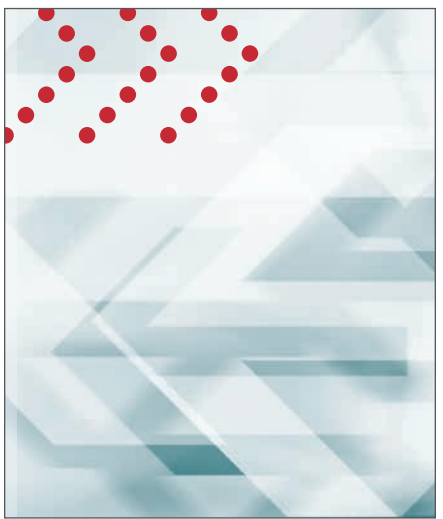
As a cardiologist, Dr. Pitt continuously seeks connections between patients and his lab research with the goal of translating his research to patient treatments. When he read a report that a number of patients with arrhythmic heart rhythm disorder caused by a cardiac calcium channel disorder also had syndromic, a fusion of their genes, it triggered his scientific imagination. "I began to wonder how that calcium channel disorder in the heart affects limb development," Dr. Pitt says.

A link between bone and calcium channels in the heart became obvious as he and his team started to discover the calcium channel disorder associated with other physical defects in arrhythmic patients, such as a large lower jaw. They also discovered that the calcium channel disorder could produce disease in other organs.

From there, he hopes to synthesize and test new compounds with support from the Harrington Discovery Institute and the Harrington Support Center and, ultimately, design a new drug to treat osteoporosis, a disease that affects some 50 million Americans. Dr. Pitt views his relationship with the Harrington Discovery Institute as a "wonderful opportunity" to move discovery from the lab bench to the clinic and make a lasting difference in the everyday lives of possibly millions of people.

**THE HARRINGTON PROJECT**  
FOR DISCOVERY & DEVELOPMENT

**Harrington Discovery Institute**  
University Hospitals | Cleveland Ohio



**2015 Scholar-Innovator**

**Geoffrey S. Pitt, MD, PhD**  
Duke University  
Durham, North Carolina  
Osteoporosis

**In Pursuit of Discovery**

**"The secret to inspiration and serendipity is to reach deep into the areas that fascinate and enthrall you and wake you up in the morning."**  
*The Little Book of Thinking Big, Richard Newton*

**Unexpected Discoveries**

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**2015 Scholar-Innovator**

**"When you get to an obstacle, you have to choose whether to go over, around, under or through it."**

**A Revolutionary Approach**

Barry S. Collier, MD, the David Rockefeller Professor of Medicine, Rockefeller University, New York, still vividly remembers the patient who, more than 40 years ago, sparked his interest in stroke and heart attack research and unknowingly set his life's direction.

**Emergency Preparedness**

Four decades later, the fascination continues. As a Harrington Scholar-Innovator, he envisions a totally new approach to prehospital treatment for heart attack based on his small molecule BUC-A, which prevents platelets from aggregating and initiating clots. "BUC-A is extremely stable and so could be given by auto-injector by emergency medical services personnel for a severe heart attack, thus preventing further heart damage," Dr. Collier says, explaining its potential for the emergency setting.

**Long Road to Success**

His first experience with drug discovery and development was that serendipity to the first BUC-A in 1981 with his discovery of a monoclonal antibody that blocks platelet binding sites to prevent blood clotting. That discovery led to 14 years of basic research, clinical testing and regulatory submissions in collaboration with scientists at Centocor.

The U.S. Food and Drug Administration approved BUC-A, the drug based on Dr. Collier's discovery in 1994. It is still under the hood to prevent platelets from initiating blood clots in high-risk patients undergoing renal dialysis in a coronary artery.

Dr. Collier is now focused on finding a treatment that fills the gap in care between home and hospital for heart attack victims. "We need a revolution in advancing prehospital care for people with heart attacks," he explains. He believes that BUC-A, with help from the Harrington Discovery Institute, holds the promise of advancing that revolution.

In the early years between that first paper in 1971 and the BUC-A project, Dr. Collier has learned to accept the challenges of research. "When you get to an obstacle, you have to choose whether to go over, around, under or through it," he says.



THE HARRINGTON PROJECT FOR DISCOVERY & DEVELOPMENT | Harrington Discovery Institute | University Hospitals | Cleveland, Ohio

# HARRINGTON SCHOLARS

<p><b>HARRINGTON DISTINGUISHED SCHOLAR (Early Career Award)</b></p> <p>Guoqiang Han, MD, PhD</p>	<p><b>2014 HARRINGTON SCHOLAR-INNOVATORS</b></p> <p>Gregory S. Gorman, MD, PhD          Daniel A. Gochman, MD, PhD          Mark S. Huhajda, MD, PhD          John W. Kistner, MD, PhD          Wolfgang B. Lindner, MD, PhD          Jennifer D. Powers, MD, PhD          Larry S. Schwergel, MD, PhD          Robert E. Wilson, MD, PhD</p>	<p><b>2015 HARRINGTON SCHOLAR-INNOVATORS</b></p> <p>Jayashree Ambati, MD, PhD          Daniel E. Caplan, MD, PhD          George A. Fichtelberg, MD, PhD          Mark S. Huhajda, MD, PhD          Rajul M. Kishore, MD, PhD          Gerald W. Patterson, MD, PhD          Lisa M. Ryznar, MD, PhD          David B. Vogel, MD, PhD</p>	<p><b>ADDF-HARRINGTON SCHOLARS</b></p> <p>2016: Christopher G. Gentry, PhD          2014: Thomas G. Gentry, PhD          2015: Carol A. Cohen, PhD          2013: Jeff M. Rhee, PhD</p>	<p><b>GUIND-HARRINGTON SCHOLARS</b></p> <p>2015: Albert R. J. Sparks, MD, PhD          2015: Konstantin Petukhov, PhD          2015: Donald J. Zales, MD, PhD</p>	<p><b>OXFORD-HARRINGTON SCHOLARS</b></p> <p>2016: Albert J. Benson, MD, PhD          2015: Hans-Martin Jahn, PhD          2015: Claudia M. Maresca, MD, PhD</p>
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**Nicole Calakos, MD, PhD**  
 DUKÉ UNIVERSITY  
 Nervous System Movement Disorders

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**Geoffrey S. Pitt, MD, PhD**  
 DUKÉ UNIVERSITY  
 Osteoporosis

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**John C. Burnett Jr., MD**  
 MAYO CLINIC  
 Heart Failure

## THE CENTER FOR CLINICAL RESEARCH AND TECHNOLOGY

*"To responsibly grow research and scientific innovation to improve patient care."*

### Advancing Clinical Research for the Improvement of Patient Care

**BIOMEDICAL RESEARCH AT UH AND CASE WESTERN RESERVE UNIVERSITY SCHOOL OF MEDICINE**

**FAST FACTS**

- 23** UH clinical research departments
- \$44.8m** UH clinical research expenditures
- 1,200** UH active clinical studies
- \$208m** Total sponsored research funding to School of Medicine including NIH grants awarded at UH
- 2,200** UH and the School of Medicine active contracts and grants
- 3,000** UH and the School of Medicine active human subject protocols

**TABLE OF CONTENTS**

- Discover the Tradition of Research: 4
- Discover the Excellence in Administration: 6
- Discover the Translational Research Resources: 8
- Discover the Case Research Services: 10

**QUOTE:** "The goal is to responsibly grow research and scientific innovation to improve patient care for every patient served at University Hospitals and around the world. We are committed to ensuring research knowledge benefits for the advancement of patient care through translational research. In this endeavor, we look forward to expanding our partnerships through collaborations with life science industry partners. We welcome your inquiries and look forward to having your name added to our list of collaborators."

**FRED C. ROTHSTEIN, MD**  
President, University Hospitals Case Medical Center

**PHILIP A. COIA, MA**  
Vice President, Research and Technology, Center for Clinical Research and Technology

### Discover the Core Research Services

Growing research and innovation is accomplished by providing physicians, scientists and their research teams with the very best tools and information necessary. The Case Research Services at UH is one way to accomplish that goal while benefiting patients all over the world.

**CARDIOVASCULAR IMAGING CORE LABORATORY**

- In-depth analysis and evaluation of image resolution by manually reviewed physician-scientists
- World leader in CCT with the largest national CCT registry and the largest CCT database
- World leader in processing and analyzing the results of CCT testing
- Other invasive imaging techniques include CTA, CVD, T10, and also noninvasive imaging through computed tomography (CT) and magnetic resonance imaging (MRI)

**PATHOLOGY LABORATORIES**

Full-service laboratories providing human and animal tissue services and a wide variety of tissue-based services to investigators.

- Primary source of human biopsies at the School of Medicine and UH Case Medical Center
- Prospective and retrospective tissue procurement
- Malignant, benign, diseased and normal tissues

**RETINAL DISEASES IMAGE ANALYSIS READING CENTER (RDARC)**

RDARC provides clinical trial evaluation of the pathology of fundus photographs, fluorescein angiograms or other retinal imaging modalities.

RDARC has expertise in trials studying:

- Neovascular AMD
- Non-neovascular AMD
- Nonproliferative cystoid macular edema

**CORNEA IMAGE ANALYSIS READING CENTER (CIARC)**

CIARC provides standardized observations of corneal endothelial cell density and morphology from specular reflectance images and qualitative and quantitative assessment of the corneal endothelium and stroma from confocal images.

Endothelium is analyzed to help to evaluate the safety of:

- Spectralis/Zeiss/Carl Zeiss Meditec
- Intraocular imaging solutions
- Corneal preservation media
- Intraocular devices
- Aqueous flow surgical techniques
- Epithelium and stroma parameters measured
- Real epithelium
- Epithelial epithelium
- Quantitative changes over time
- Density
- Reflectivity (light scattering)
- Scattering changes over time
- Density reflectivity (light scattering)

### Discover the Tradition of Research

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 and is part of a prestigious group of U.S. News & World Report "America's Best Hospitals" that includes all 12 methodology-related specialties, including Top 20 in cancer, gastroenterology, eye, nose and throat, and orthopedics. In addition, UH Rainbow Babies & Children's Hospital has been consistently ranked as one of "America's Best Children's Hospitals" for over two decades. With more than 1,000 registered beds, UH Case Medical Center provides primary, specialty and subspecialty medical and surgical care. Located in the heart of Cleveland's University Circle on a 35-acre campus, UH Case Medical Center is the major hub of University Hospitals, an integrated health care system with the Northeast Ohio's largest network of primary care physicians, outpatient centers and hospitals.

**UH CASE MEDICAL CENTER PHYSICIAN SCIENTISTS AT THE FOREFRONT OF CLINICAL RESEARCH**

- Serve as faculty at Case Western Reserve University School of Medicine
- Thought leaders in their respective fields and their ongoing clinical research programs push the boundaries of medical progress
- Strong emphasis on translational research and personalized medicine means newly developed treatments transfer more rapidly from the research stage to benefiting patient care

**PRIMARY AFFILIATE OF CASE WESTERN RESERVE UNIVERSITY SCHOOL OF MEDICINE**

- A leader among independent research universities
- The School of Medicine is among the leading recipients of National Institutes of Health (NIH) research and ranks in the top 25 among U.S. research-oriented medical schools as designated by U.S. News & World Report
- The School of Medicine has trained medical students, across the country and beyond, at the forefront of discovery in Cleveland for more than 100 years
- In addition to being one of the foremost medical schools, Case Western Reserve University School of Medicine has established itself as a research powerhouse and its research program dates back to 1887

**BEST HOSPITALS**  
2014-2015

**BEST CHILDREN'S HOSPITALS**  
2014-2015

With its innovative research and training capabilities, University Hospitals serves as the nation's leader in clinical trials, offering 38 percent of all open studies registered at [clinicaltrials.gov](http://clinicaltrials.gov). Full list located in Cleveland.

**UNIVERSITY HOSPITALS AT A GLANCE**

- Emergency department visits: 206,470
- Outpatient visits: 5.8 million
- Registered beds: 1,752
- Discharges: 68,003
- Surgical cases: 60,151
- Operating revenues: \$2.3 billion
- Pediatric inpatient visits: 9,268\*
- Pediatric outpatient visits: 560,425\*
- Pediatric emergency department visits: 37,409\*

### Discover the Excellence in Administration

The cores and services of the Center for Clinical Research and Technology are administered by 10 areas of expertise. Each of these units has a distinct responsibility with respect to clinical research conducted at University Hospitals regardless of the funding source for individual projects, and incorporates training and/or formal education into its activities.

**OFFICES AND SUPPORT CORES WITHIN THE CENTER FOR THE MANAGEMENT OF CLINICAL RESEARCH**

- Grants & Contracts: Pre-Award
- Institutional Review Board Administration
- Grants & Contracts: Post-Award
- Compliance and Education
- Investigational Drug Services
- Research Support Core
- Tissue Procurement and Histology Core
- Technology Management
- Research Finance
- William T. Dahms Clinical Research Unit

**SPECIALTY SERVICES PROVIDED BY THE CASE Human Research Protection:**

- Managed through the UH Institutional Review Board (IRB) administration offices
- Review all biomedical research protocols through two general boards and one focused on cancer protocols
- Daily consultation, falling all the regulatory requirements and diversity
- Comply with the guidelines established under Federal Clinical Practice and the International Conference on Harmonization (ICH)
- A part of the Ohio University Patient Review System allowing one IRB of record for sponsored multi-site clinical trials
- **Recognitions:** 2012 recipient of the Health Improvement Institute Excellence in Human Research Protection for Best Practice

**Research Compliance and Education:**

- Prospective and retrospective research compliance monitoring, ensuring regulatory research
- Customized educational programs for investigators who study call on the principles of research ethics best practices
- Regulatory/IRB (FDA/Agency) support
- **Clinical Trials Support:** University Hospitals Case Medical Center UH provides the following key support services:
  - Research-based team, laboratory and bioanalysis staffing to support:
    - Phase IV clinical trials
    - Adult and pediatric protocols in all medical disciplines and specialties
    - Expertise in oncology, infectious disease, cystic fibrosis, child health, obesity and sleep disorders
  - Seamless integration with study teams

**Bioprocession Sample Processing Core:**

- Supports investigational clinical trials, competitively priced sample processing and shipping service provided by research-trained and ISO-certified laboratory professionals in a CLIA-certified research lab
- Personalized service on complete processing services
- Capability to deliver samples in a secured location (streamlined) in accordance with GDP standards for batch shipments
- Manage coordination of shipping with sponsor
- Electronic data uploads to sponsor databases

**Contracting, Finance and UH Case Support:**

- Rapid protocol implementation
- Customized physician studies to ensure adherence to protocol standards
- Paper delays and study-design problem solving
- Dedicated Facility Highlights:
  - The William T. Dahms Clinical Research Unit provides 24/7 support and expertise capabilities
  - The Coleman Clinical Research Unit provides equipment and diversity facilities for oncology clinical trials
  - UH Southern Center Center
  - Three community-based clinical trials sites in urban and suburban locations
- Multinational assessment and preclinical data management
- Anticipatory expertise in assessment of materials
- 24 dietary meals using USDA
- Preparation of nutritional research meals, weighed and nutrition calculated
- Contracting, Finance and UH Case Support:
  - Real budget development, including coverage analysis
  - Contract legal review and approval
  - Real-time monitoring and billing
  - Confidentiality protection
  - Intellectual property protection

**As required by the U.S. Food and Drug Administration:**

Through the UH Research Compliance Institute (Cleveland, Ohio), University Hospitals Case Medical Center, in partnership with the University of Akron and Case Western Reserve University, is pleased to announce that it is a designated research site for the following studies:

- "Continuously Ranked by the National Institutes of Health (NIH) since 2012"
- UH Alpha Medical Center (UH Rainbow Medical Center), campus of UH Rainbow Hospital
- UH Case Medical Center

University Hospitals Case Medical Center  
Rainbow Babies & Children's Hospital  
SCHOOL OF MEDICINE  
CASE WESTERN RESERVE UNIVERSITY

# INNOVATIONS IN PEDIATRICS

**A Longitudinal Look** page 4

**3** A Difficult Diagnosis

**6** Laser Dentistry

**7** Data-Driven

SPRING 2015

## A Difficult Diagnosis

When patients resemble Vera Alameddji, MD, and Steven J. Shih, MD, the team usually finds it difficult to determine the cause of the patient's symptoms. In this case, the patient's symptoms were not what you would expect from a patient with a difficult diagnosis. The patient's symptoms were not what you would expect from a patient with a difficult diagnosis.

**FINELY HONED CLINICAL SUSPICION, TEAMWORK PAY OFF BIG FOR YOUNG PATIENT**

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## A Longitudinal Look

UH RAINBOW EXPERTS CONTINUE LONG-STANDING RESEARCH INTO INFANTS BORN EXTREMELY PREMATURE

Research shows that differences between the LBW and normal birth-weight children, with effects traced back to the womb before birth. However, some differences between the two groups have not been traced back to the womb. In fact, the researchers found that the two groups were similar in many ways, including behavior and learning, especially for the LBW with more extreme prematurity.

Dr. Hahn, these findings confirm the struggles that LBW kids continue to face in their lives. The researchers found that the two groups were similar in many ways, including behavior and learning, especially for the LBW with more extreme prematurity.

## DATA-DRIVEN

Newly published report describes most up-to-date U.S. statistics for childhood brain and CNS tumors

Childhood brain and CNS tumors represent the most common solid tumor cancer in children. In 2012, there were 10,000 new diagnoses of brain and CNS tumors in children under the age of 19. The most common type of brain and CNS tumor in children is a glioma, which accounts for 30 percent of all cases. Other common types include meningiomas, medulloblastomas, and ependymomas.

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## New Laser Technology Takes the Pain Out of Dentistry

Children's Hospital Rainbow Babies & Children's Hospital has introduced a new laser technology for dental procedures. This technology allows for painless and precise treatment of various dental conditions, including cavities, gum disease, and orthodontic issues. The laser technology is safe and effective, providing a more comfortable experience for young patients.

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## CRACKING THE CODE

RESEARCH IDENTIFIES GENETIC MECHANISMS UNDERLYING COLON CANCER IN AFRICAN-AMERICANS

It has long been known that African-Americans are disproportionately affected by colon cancer. In fact, they are 20 percent more likely to die from the disease. Researchers at Case Western Reserve University have identified genetic mechanisms that may explain this difference. The study found that African-Americans have a higher frequency of certain genetic mutations that increase the risk of colon cancer.

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## FROM THE DIRECTOR

MAKING THE CASE FOR PARTICIPATION IN YOUR CHILD'S CARE IS A CRITICAL COMPONENT OF HIGH-QUALITY PATIENT CARE.

As the director of the Center for Pediatric Research, I am proud to announce that we have received a grant from the National Cancer Institute to support our research on pediatric cancer. This grant will allow us to conduct a large-scale study of pediatric cancer patients and their families, with the goal of improving the quality of care and outcomes for these young patients.

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## INNOVATIONS IN CANCER

Derivative of the spice turmeric shows promise against mesothelioma, squamous cell lung cancer

Amiga's research, mesothelioma response, the second annual UH Cancer Conference, the second annual UH Cancer Conference, the second annual UH Cancer Conference.

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## Getting with the Guidelines

Pelvic lymph node dissection underused in radical prostatectomy study finds

Although pelvic lymph node dissection is a common procedure during radical prostatectomy, a new study finds that it is underused. The study analyzed data from a large clinical trial and found that only 30 percent of patients underwent lymph node dissection. This is a concern because lymph node dissection can help identify if the cancer has spread beyond the prostate gland.

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2nd Annual  
UH Rainbow Babies & Children's Hospital  
**Spring Celebration**  
In honor of Leonard Horvitz



The UH Rainbow Babies & Children's Hospital Spring Celebration has been made possible through the generosity of UH friend and benefactor, Joan Horvitz, in honor of her husband, Leonard Horvitz.

**The Congenital Heart Collaborative** | University Hospitals  
Rainbow Babies & Children's  
Nationwide Children's Hospital





2014 Annual Report  
to the Rainbow Babies &  
Children's Foundation



Submitted to:  
Jill Goubeaux Clark, President  
Rainbow Foundation

Monday, May 18, 2015



For every question,  
every kid,  
There's only  
one Rainbow.



216-UH4-KIDS (216-844-5437)  
**OnlyOneRainbow.org**  
#ThisIsRainbow |   

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Rainbow at  
UH Ahuja  
Medical Center



**University Hospitals Ahuja Medical Center**  
3999 Richmond Road, Beachwood, Ohio 44122  
216-593-5440 | UHAhuja.org/Rainbow

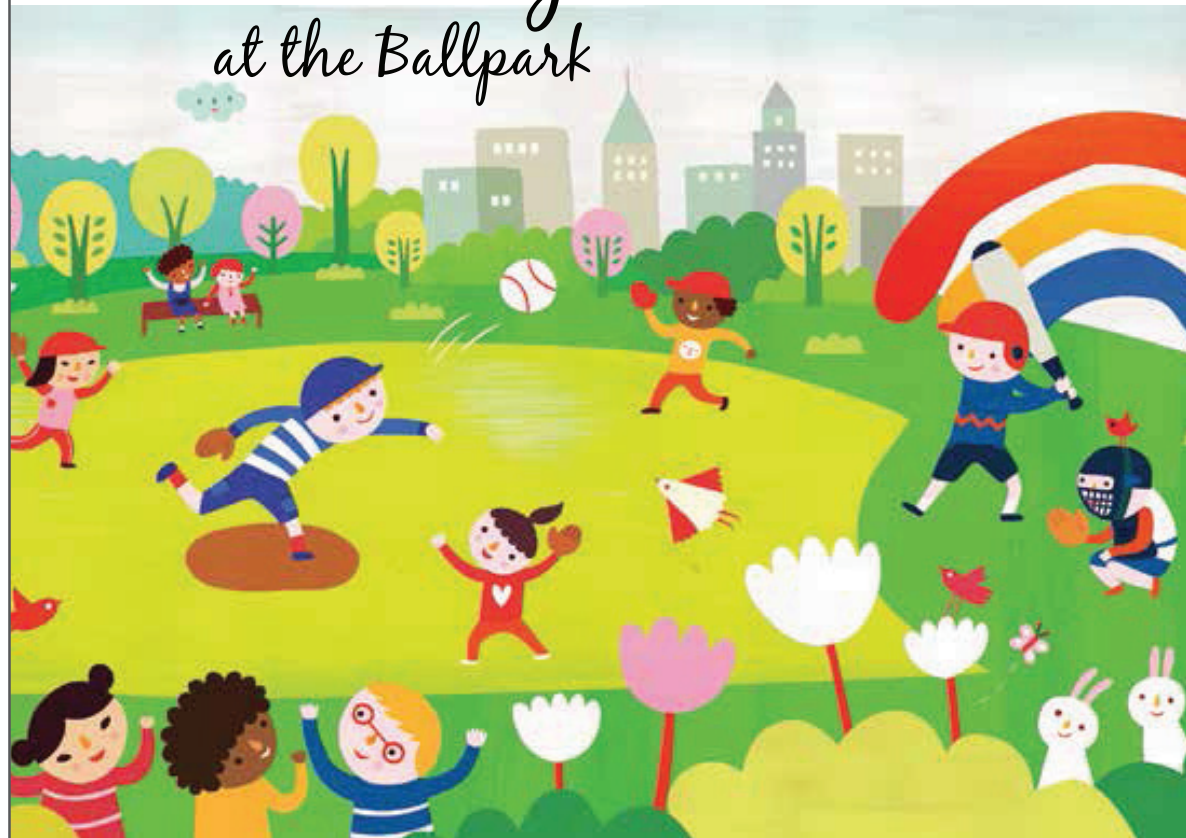
**ASK RAINBOW  
After-Hours Pediatric  
Nurse Help Line:**  
216-844-5437 Select option 3

EMERGENCY SERVICES • OUTPATIENT SURGERY • INPATIENT CARE

For every question, every kid,  
There's only one Rainbow.



# 125<sup>th</sup> Anniversary Celebration at the Ballpark



Patricia DePompei, President,  
Michael W. Konstan, MD, Chairman of Pediatrics,  
and Edward M. Barksdale Jr., MD, Surgeon-in-Chief,  
University Hospitals Rainbow Babies & Children's Hospital,  
cordially invite you to a special evening at  
Progressive Field as we commemorate  
our 125th anniversary.

CLEVELAND INDIANS  
VS. KANSAS CITY ROYALS  
SATURDAY, JULY 13, 2013  
Ceremonial first pitch at 7:05 p.m.  
Fireworks following the game.

*Tickets enclosed.  
Please confirm attendance to  
Suzanne Fortunato at 216-844-0411.*

# Angie's Institute

## Angie's Institute

At a Glance  
2015 Statistics



The **Angie Fowler Adolescent & Young Adult Cancer Institute** at University Hospitals Rainbow Babies & Children's Hospital – fully integrated with University Hospitals Seidman Cancer Center and Case Comprehensive Cancer Center – is specifically designed to provide a new and better “continuum of care” so essential for successful cancer treatment for every patient; from tiny babies to 30-year-olds. Internationally recognized for basic, clinical and translational research in pediatric hematology and oncology, the institute integrates advanced treatment, breakthrough clinical trials, nationally recognized physicians and research programs in a new facility featuring the latest technologies embedded in truly comfortable, age-appropriate environments for pediatric as well as adolescent and young adult patients with cancer and blood disorders.



and research programs in a new facility featuring the latest technologies embedded in truly comfortable, age-appropriate environments for pediatric as well as adolescent and young adult patients with cancer and blood disorders.

**5,386**  
INPATIENT  
VISITS

**4,603**  
OUTPATIENT  
VISITS

**22 BONE  
MARROW  
TRANSPLANTS**

**76**  
CLINICAL  
TRIALS



### FOUNDED

1953  
Division of Pediatric  
Hematology & Oncology

2012  
Angie Fowler Adolescent  
& Young Adult  
Cancer Institute

### LEADERSHIP

**John J. Letterio, MD**  
Director, Angie Fowler Adolescent  
& Young Adult Cancer Institute  
Division Chief,  
Pediatric Hematology & Oncology,  
UH Rainbow Babies & Children's Hospital  
Jane and Lee Seidman Chair  
in Pediatric Cancer Innovation,  
Professor, Case Western Reserve University  
School of Medicine

### LOCATIONS

UH Ahuja Medical Center  
UH Sharon Health Center  
UH Westlake Health Center  
UH Rainbow Physicians  
& Surgeons – Youngstown  
Geauga County  
Hematology Clinic

### FACULTY

**Sanjay Ahuja, MD, MS**, Director  
Center for Hemostasis & Thrombosis

**Jennifer Anderson, PhD**  
Clinical Psychologist/  
Behavioral Oncology

**Jignesh Dalal, MD**  
Director, Blood & Marrow  
Transplantation

**Peter DeBlank, MD**  
Hematology/Oncology

**Rachel Egler, MD, MS**, Director  
Outpatient Services and  
Community Oncology

**Deborah Gold, MD**  
Pediatric Neurology

**Alex Huang, MD, PhD**, Director  
Fellowship Program

**David Mansur, MD**  
Radiation Oncology

**Yousif Matloub, MD**, Director  
Adolescent & Young Adult Cancer Center

**Robin Norris, MD**, Director  
Center for Developmental Therapeutics

**Irina Pateva, MD**  
Hematology/Oncology

**Agne Petrosuite, MD**  
Hematology/Oncology

**Connie Piccone, MD**, Director  
Sickle Cell Anemia Center

**Ayman Saleh, MD**  
Hematology/Oncology,  
Youngstown

**Duncan Stearns, MD**, Director  
Neuro-Oncology

**Anuradha Viswanathan, MD**  
Pediatric Endocrinology



**University Hospitals**  
Seidman Cancer Center

**Rainbow Babies  
& Children's Hospital**

Angie Fowler Adolescent & Young Adult Cancer Institute

### CENTERS OF EXCELLENCE

Angie Fowler Adolescent & Young Adult Cancer Center  
Center for Developmental Therapeutics  
Center for Survivors of Childhood Cancer  
Children's Cancer Center  
Hemostasis & Thrombosis Center  
Jennifer Ferchill Brain Tumor Center  
Musculoskeletal Oncology Center  
Pediatric Blood & Marrow Transplant Center  
Sickle Cell Anemia Center

**MULTIDISCIPLINARY APPROACH** Oncology/Hematology, Neurology, Endocrinology, Radiation Therapy, Pediatric Surgery, Psychology, UH Seidman Cancer Center adult oncology specialists, Nutrition, Pain Management, Palliative Care, Child Life, Art Therapy, Music Therapy and Horticulture Therapy

**MEMBERSHIPS** Children's Oncology Group (COG), Therapeutic Advances in Childhood Leukemia (TACL) and Case Comprehensive Cancer Center

**ACCREDITATIONS** First pediatric bone marrow transplant program in northern Ohio to be accredited by the Foundation for the Accreditation of Cellular Therapy (FACT), as well as a member of the National Pediatric Blood and Marrow Transplant Consortium. Our 100-day patient survival rate for BMT patients is nearly 100 percent.

UH is the first Ohio medical provider to offer proton therapy for patients with solid tumors, or tumors located near critical organs or vital structures



### PROTON THERAPY

### BRAIN TUMORS/NEURO-ONCOLOGY

Aggressive approaches including minimally invasive biopsy, the latest radiation therapy technologies, intraoperative MRI and access to proton beam therapy which is technology available at only a few centers nationwide.

### HEMOSTASIS AND THROMBOSIS

One of only a few federally funded centers of its kind in Ohio, providing diagnosis and treatment for children and adults with a variety of congenital bleeding disorders, including hemophilia A and B, von Willebrand's disease and other rarer diseases.

### NATIONALLY RANKED

**#19 Cancer**  
**#22 Neurology/Neurosurgery**  
by U.S. News & World Report

**CENTER FOR DEVELOPMENTAL THERAPEUTICS** Only regional access to Phase I and II clinical trials specifically for children, adolescents and young adults and trials offered only through the Case Comprehensive Cancer Center.

**SICKLE CELL ANEMIA CENTER** With the largest sickle cell patient population in Northeast Ohio, we offer genetic counseling, diagnosis, newborn screening, inpatient/outpatient management and treatment.

### CENTER FOR SURVIVORS OF CHILDHOOD CANCER

Advanced survivorship includes access to superior clinical care, patient advocacy, education, survivorship research and life-long continuity of medical records. In addition, patients have access to a wide array of support services to address their unique psychosocial needs. These include support groups for patients and for caregivers; consultations with teachers and professors to help AYA students successfully complete high school or college; programs to help AYA patients prepare for life after cancer; and counseling about national programs and opportunities for AYA cancer patients and survivors.

UH Rainbow Babies & Children's Hospital is the primary pediatric affiliate of Case Western Reserve University School of Medicine and fully integrated with UH Seidman Cancer Center, part of a National Cancer Institute (NCI) designated Comprehensive Cancer Center at Case Western Reserve University. Other affiliations include Teen Cancer America, Stupid Cancer and Critical Mass.



### AFFILIATIONS



For more information about the Angie Fowler Adolescent & Young Adult Cancer Institute at UH Rainbow Babies & Children's Hospital or to schedule an appointment, call **216-844-3345**; to reach the Nurse Advice Line, call **216-844-1400** or visit us at [Rainbow.org/AngiesInstitute](http://Rainbow.org/AngiesInstitute).



One of America's Best Children's Hospitals for Cancer and Neurology/Neurosurgery care.

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There's only one Rainbow.



216-UH4-KIDS (216-844-5437)

OnlyOneRainbow.org | #ThisIsRainbow |

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 Annual  
 Society of 1866  
 Celebration  


  
 Annual  
 Society of 1866  
 Celebration  
  
 THURSDAY EVENING  
 OCTOBER 2, 2014  
  
 The Cleveland Museum of Art  
  


<p>2014 SAMUEL MATHER VISIONARY AWARD HONOREES</p>  <p><i>Richard W. and Patricia R. Pogue</i></p> <p>In July, Richard ("Dick") and Pat Pogue celebrated their 60th wedding anniversary, a lifelong partnership founded on happiness, respect and empathy. Guided by these values, Dick and Pat have raised three children together and become devoted guardians of the Greater Cleveland community.</p> <p>For more than 50 years, Dick has provided expert leadership to numerous organizations in Northeast Ohio, including University Hospitals, United Way of Greater Cleveland, Cleveland Institute of Art and The Kalas Foundation. A former UH Board Chair, he has been a dedicated UH Director since 1975, and has actively led and participated on the Executive, Development and Finance Committees.</p> <p>Pat, meanwhile, has been a defining influence in the Shaker Heights community since the early 1960s. An early member of the Welcome Wagon, she eagerly shared her love of the Eastside with newcomers. Pat later founded her own organization, the Welcome Basket, with the mission to help new Clevelanders adjust to their new homes. Today, the organization is known as the Eastside Welcome Club and is a valued community asset.</p> <p>A graduate of Cornell University, Dick earned his law degree from the University of Michigan and retired as managing partner of Jones Day in 1994. His altruistic nature has helped raise millions of dollars for deserving causes and encouraged others to make similar commitments. Dick's efforts to safeguard the future of health care at UH, in combination with Pat's passionate drive to build a strong community, led to the creation of the Richard W. and Patricia R. Pogue Chair in Auditory Surgery and Hearing Sciences in 2008.</p> <p>Dick and Pat's compassion for those around them and the generations that will follow, is inspiring to many. On behalf of all those they have touched, UH is honored to recognize them tonight.</p>	<p>2014 SAMUEL MATHER VISIONARY AWARD HONOREES</p>  <p><i>John C. and Sally S. Morley</i></p> <p>While attending Yale University, John C. Morley started dating an acquaintance from his hometown of Saginaw, Michigan – Sally Ann Spence, an economics major at nearby Smith College. In 1954, the two were married and began their 60-year-long life together. Over the years, they raised six sons and lived, at various times, in California, Michigan, Connecticut, Peru, Florida, Greece and Texas before settling in Cleveland in 1981.</p> <p>John and Sally's commitment to our local community has been profoundly inspiring. Sally, with her lifelong passion for education and selfless devotion to others, became an indispensable asset to Ursuline College, Beechbrook and the Carer Initiative Center. John became actively engaged at UH and, since 1983, has provided invaluable leadership on the board and many of its committees, including leading the search committee that appointed Tom Zentz as CEO.</p> <p>Through their kind philanthropy and thoughtful insight, the Morleys have strengthened the community. Their generosity has impacted UH as well as Case Western Reserve University, Cleveland Museum of Art, Cleveland Institute of Music, Urban Community School and many others.</p> <p>Prior to retiring in 2005, John was a corporate executive at such companies as Exxon, USA; Reliance Electric Company; and Evergreen Ventures LTD. Today, he remains a committed UH Director and serves on the Development Committee and Psychiatry Leadership Council. Sally, Sally passed away earlier this year following a courageous battle with cancer.</p> <p>In honor of John and Sally's compassionate commitment to our community, UH is proud to recognize the Morleys this evening.</p> <p><i>*Honored posthumously</i></p>
--	---

  
 SAVE THE DATE  
  
 Annual  
 Society of 1866  
 Celebration  
  
 THURSDAY EVENING  
 OCTOBER 2, 2014  
  
 The Cleveland Museum of Art  
  
 PRESENTATIONS of  
 THE SAMUEL MATHER VISIONARY AWARDS  
 and UNIVERSITY HOSPITALS  
 DISTINGUISHED PHYSICIAN AWARD  




**FirstEnergy**<sup>®</sup>

PRESENTS



***Fourth of July Fireworks***

Tuesday, July 4<sup>th</sup> at Sundown ★ Launched over Lake Erie

Head into Downtown Cleveland for the annual 4th of July fireworks celebration!  
Come early with your family and stay late to view the sundown fireworks display over Lake Erie!

**VIEWING AREAS:**

**FLATS EAST BANK | VOINOVICH PARK | WHISKEY ISLAND | WENDY PARK**  
From the Jacobs Pavilion at Nautica to Shooters and the Nautica Boardwalk on the Flats West bank, Settlers Landing on the East Bank, Superior Viaduct and Whiskey Island. Site lines also include Edgewater Park to the west and Kirtland Park to the east.

**Downtown Cleveland Alliance™**





WINTER  
Wine & Ale  
FEST

SATURDAY  
NOVEMBER 18, 2017  
8 – 11 P.M.

GLOBAL CENTER FOR  
HEALTH INNOVATION

TO PURCHASE TICKETS, VISIT [DOWNTOWNCLEVELAND.COM/WWAF](http://DOWNTOWNCLEVELAND.COM/WWAF)

Downtown Cleveland Alliance™

WINTER  
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WINTER  
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FEST

WINTER Wine & Ale FEST

SATURDAY,  
NOVEMBER 18, 2017  
8 – 11 P.M.

WINTER  
Wine & Ale  
FEST

SATURDAY  
NOVEMBER 18, 2017  
8 – 11 P.M.

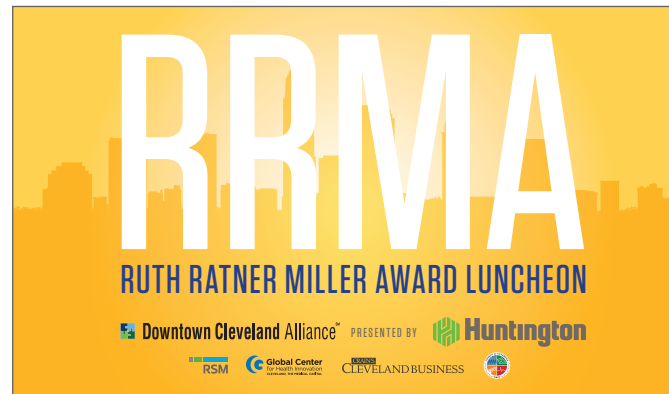
GLOBAL CENTER FOR  
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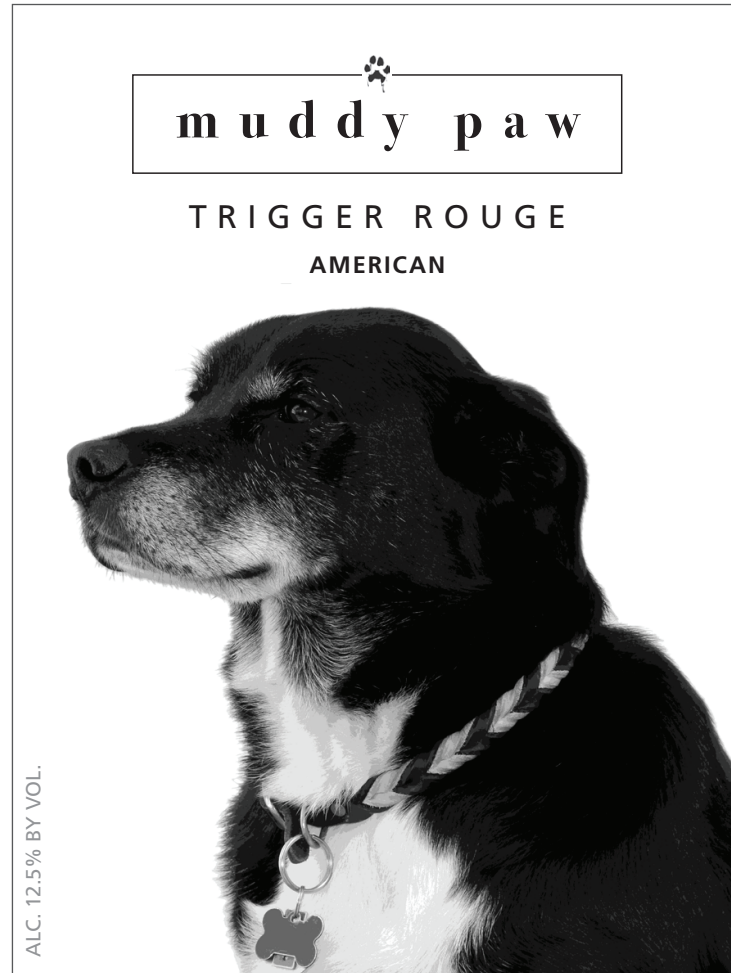
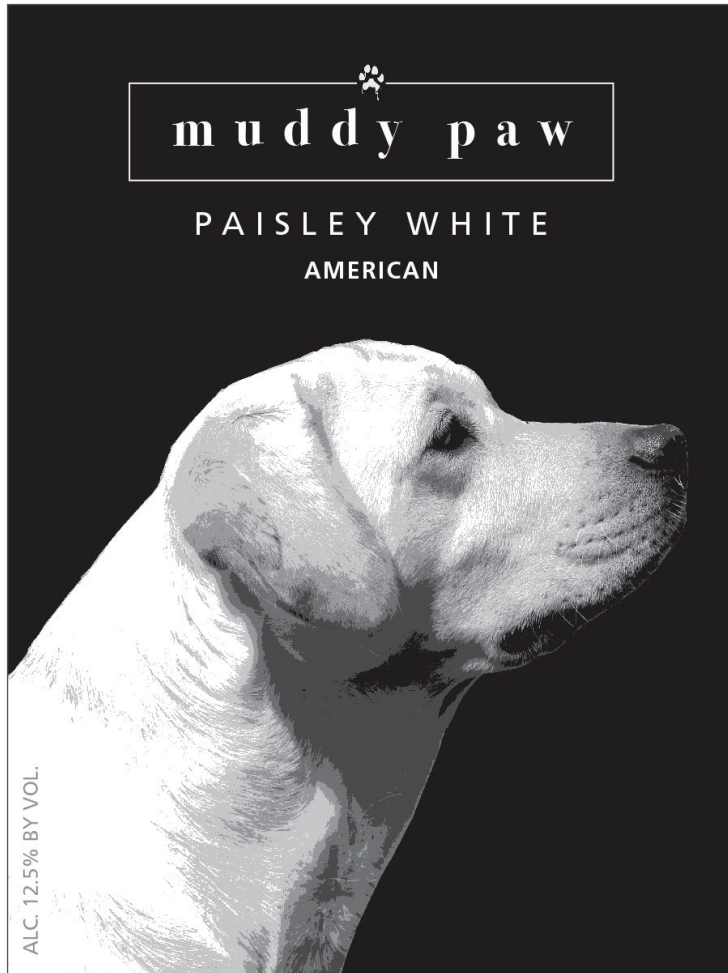
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Examples show print ad, poster, digital ads and images for social media use

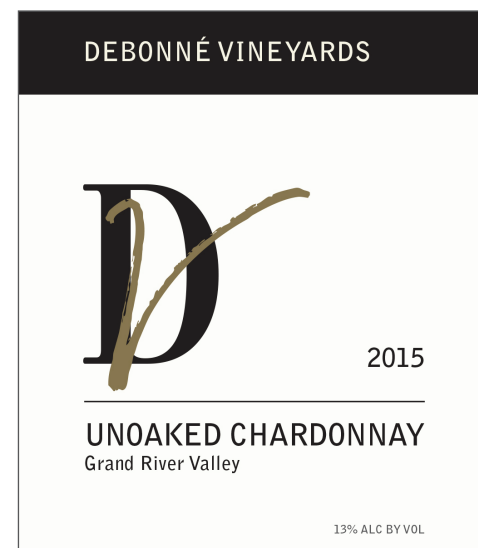
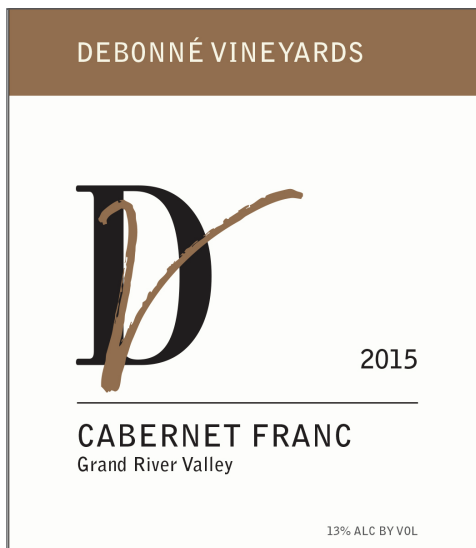
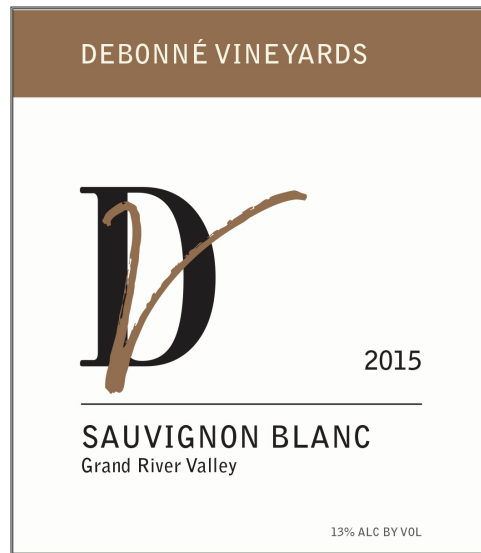
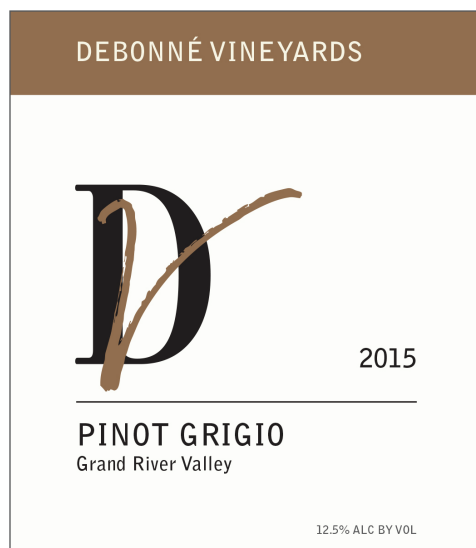
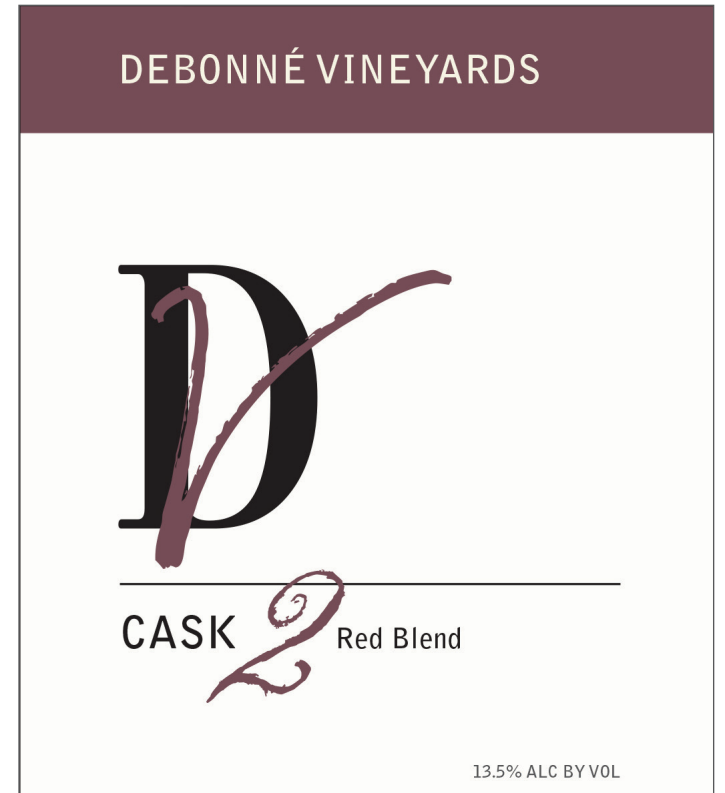
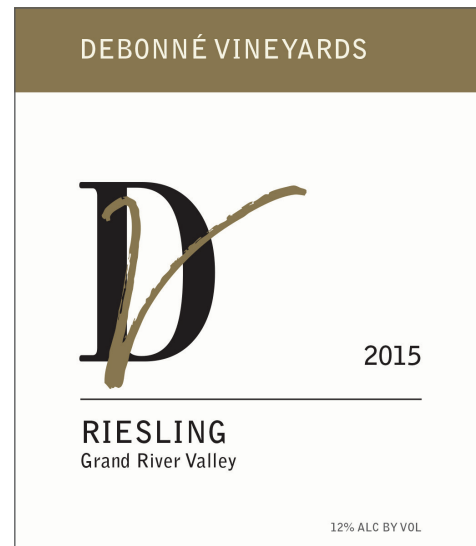
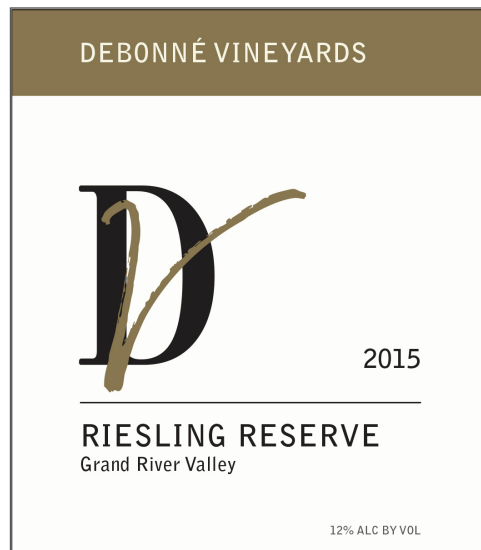
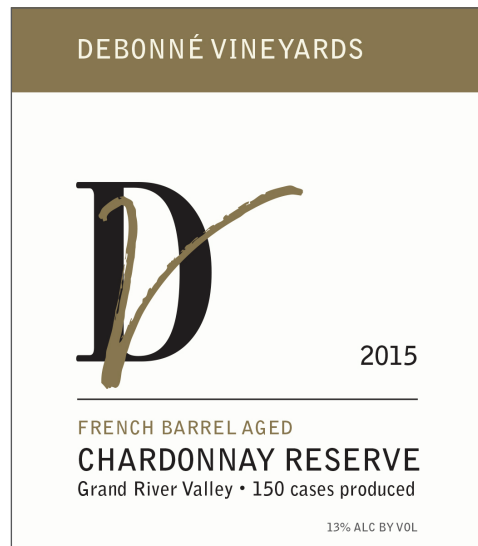


*Examples show invitation,  
e-newsletter header  
and Power Point pages*



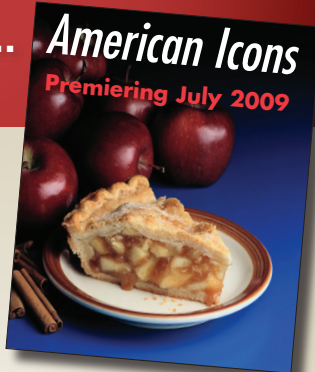


*Wine labels for a small winery with a portion of proceeds benefitting the local humane society*



# Share the Spotlight with Classic American Icons

Introducing ... **American Icons**  
Premiering July 2009



Consumers continue to demand these long-standing American icons, and restaurateurs are knocking themselves out trying to reinvent them over and over again, in ways that are fresh, irresistible and profitable.

RESTAURANT HOSPITALITY comes to their rescue in July. A new supplement, *American Icons: How to Profit from Classic Menu Items*, takes these five crowd-pleasers, along with five additional classics identified by our editors, and offers an idea-packed section on each.

Each of the 10 sections will include:

- Introduction: From menu item to American icon
- Regional interpretations of the item
- How and where it appears in pop culture
- Cooking tips
- How to take these icons to excellence
- Celebrity recipes
- A buyers' resource – ingredients, accompaniments, equipment and more

The recent white paper *Taste America*, published by The Beard Foundation, identifies five dishes as quintessentially American:

- Burgers
- Barbecue
- Fried Chicken
- Mac & Cheese
- Apple Pie

A Special Supplement to



Your brands belong in this special, high-visibility supplement, sure to be saved and referenced for months to come. Talk with your RESTAURANT HOSPITALITY representative about special placement and rate opportunities.

Publishing Date	Closing Dates	Advertising Rates
July 2009	Insertion Orders April 15, 2009 Materials June 5, 2009	1-Page \$ 7,940 gross Spread \$11,910 gross

(See the reverse side for more details.)

## Food Management Puts You Face-to-Face With Your Customers

FOOD MANAGEMENT's FM Live!, held during selected major onsite association events, is actually two events comprised of a roundtable discussion and an informal dinner that bring together leading operators to exchange ideas, address important issues, and spark new business connections.



- Learn about current issues impacting the segment, look-up key decision-makers on the free night and interface with operators during a relaxing dinner with a limited number of other sponsors present
- Roundtable discussion with six FSDs and an evening of dining with operators
- In addition, sponsors receive:
  - The opportunity to provide input into roundtable questions
  - Use of product (where applicable) in menu items featured at the dinner
  - Registration for two sponsor representatives
  - Branding exposure on all pre-event mailings and signage at dinner
  - Summary of the roundtable discussion
  - Product exclusivity
- Sponsorships are limited and information is not published elsewhere



Call or Email for Date and Location

For more information: Call Lauren Carroll at (216) 931-9714 or email lauren.carroll@penton.com.

## Food Management Puts You Face-to-Face With Your Customers

The FOOD MANAGEMENT Ideas Conference is a strategy-generating event that will bring together operators from all onsite segments of foodservice to discuss common challenges and extraordinary solutions, ideas and approaches.



Call or Email for Date and Location

For more conference information:  
Call Lauren Carroll at (216) 931-9714, email lauren.carroll@penton.com or log onto www.fmideas.com.

## What if you could change the world with one ad? You can.

Introducing *Sustainability Solutions*



FOOD MANAGEMENT's special July supplement, *Sustainability Solutions*, will give readers a look into the latest best practices related to this emerging trend. It also offers you the opportunity to share insights and perspectives on how onsite operators can create a sustainable kitchen through local purchasing and procurement, organics, energy-efficient equipment, composting, recycling, LEED certification and more.

Sustainability is more than just a buzzword: It's a movement that's shaping the onsite foodservice world as it relates to building/facility design and renovation, food trends and specification, equipment and supplies, and distribution. Sustainability affects both the front and back of the house as operators become increasingly involved in forward-thinking, earth-friendly solutions.

- Reach operators who are committed to adopting sustainable practices
- Share your own insights into sustainability, including the role your brand/service can play
- Be a part of the solution!



This special supplement, which will be polybagged with the July issue of Food Management, offers you a free full-page advertorial with your paid single-page ad. And since you'll be submitting your advertorial as a pdf, word count, photo choices and design are up to you. You have complete freedom to design your advertorial as you'd like it to appear.

Closing Dates:	Advertising Rates (Gross):	Additional Information:
Insertion Orders April 1, 2009 Materials April 15, 2009	Full Page (4-Color) \$8,735 or Advertiser's Earned Rate	Advertorial must be a pdf (1-page format) Spread layout recommended (1-page advertorial and 1-page advertisement)

(See the reverse side for more details.)



## PROJECT MANAGEMENT MATURITY

A Roeder Consulting White Paper by Tres Roeder and Natasha Smith

### EXECUTIVE SUMMARY

Organizations increasingly turn to project management to deliver strategic results. Roeder Consulting, an expert in Project Management Maturity, has developed a unique tool to measure and track organizational project management abilities. Roeder's tool analyzes five attributes: strategic alignment, culture, project manager skill level, tracking & reporting, and standards. More mature project organizations are shown to deliver 30% more of their projects on time, 28% more of their projects within budget, and 21% more of their projects within scope<sup>1</sup>. These benefits deliver significant improvements to an organization's bottom line.



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### WHAT IS PROJECT MANAGEMENT MATURITY AND WHY SHOULD IT BE A FOCUS?

For anyone not directly involved in the industry, the term "project management" can often be perceived as vague jargon. To us, though, "project management" isn't just a phrase to throw around – it's our expertise. Throughout our different projects, clients have different language to talk about our collaborative services. Some have used words like "implement" or "execution", while others describe it simply helping them follow through with their plans. At Roeder Consulting we deploy project management as a tool to create "positive change". Project management maturity, then, is the degree to which your organization can convert its strategic ideas into outcomes.

Research from Boston University and Roeder Consulting shows the importance of project management in organizations. Drs. Stephen Leybourne and Virginia Greiman write, "There is a need for constant re-organization and re-invention. Change is necessary, as it disrupts competitors, affects market ecosystems, with a corresponding adverse effect on other competitors in that marketplace."<sup>2</sup> Involving project managers in development of organizational vision and strategy results in successful implementation.



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*Sample pages of a white paper document developed for digital use*

### ROEDER CONSULTING'S PROJECT MANAGEMENT MATURITY MODEL

Roeder Consulting's Model for Project Management Maturity consists of five scales. We look critically at client organizations and understand where they land,

*"Success looks very different depending on the organization."*

### INCREASING PROJECT MANAGEMENT MATURITY

Success looks very different depending on the organization, and a successful level of project management maturity depends on the organization, too.

But achieving a higher number on the scale won't happen overnight. Though it may sound easy to add in extra procedures, train team members, and start reaping the benefits of having higher project management maturity, change is hard. Most people agree that change needs to happen in their organization, but when it comes to saying who needs to change, people typically point at anyone but themselves. It's not an easy task to implement a change in procedure – even a small one – for people who are all used to things going "a certain way" and didn't have a say in the new way things will be done. In fact, the human element of change is often the one organizations struggle with the most. For that reason, Roeder Consulting believes that Step 1 of increasing project management maturity is establishing buy-in.

Through our experience across many clients, industries and organizations of all sizes, one thing is almost always the same – buy-in is most effective when it starts at the top. Without the enthusiastic support of high-level management and the C-Suite, a project is almost always doomed from the start. Whether it's conscious or not, most members of an organization



look to management for cues on how to behave at work. Other than influencing their work ethic and enthusiasm, high-level management also influences how receptive people are to change.

To create buy-in, Roeder Consulting follows its tested and established "Include – Observe – Respond" model<sup>3</sup>. Once people get energized by the change, and see that they are able to have a positive impact on their organization, it will shift the organizational culture in a big way. People won't be upset when they run into obstacles – they'll be excited at the chance to have a positive impact and get rid of the obstacles entirely, for themselves and for their team. During a project, this kind of attitude should be nurtured. When people are excited to spearhead and follow through with change in-house, less money will be needed to spend on outside consultants, and training new employees when experienced employees lose interest in an organization that doesn't listen to its team.

### THE CIRCLE OF SUPPORT™



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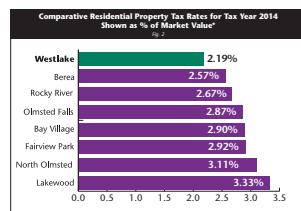
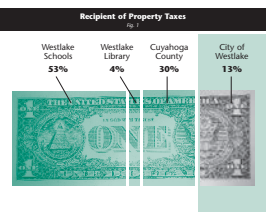
## Financial Review

### Understanding Property Taxes

A fundamental difference between the City of Westlake and the Westlake School District is the main funding source used by each entity for operating purposes. The City of Westlake primarily receives its income tax revenues which equalled 43 percent of the City's annual source of income during 2014. The Westlake School District is mostly funded by taxes paid on property that falls within its district.

Property tax in Westlake, administered by Cuyahoga County, is based on the county-assigned value of all parcels of land within each taxing district. The Cuyahoga County Auditor determines an assessed value which is 35 percent of the separated market value for each parcel. The value is updated every three years based on the value within the previous three-year period. Every six years, the Auditor revisits all properties to re-assess the value of each piece of land based on any building additions or major improvements. Ohio law requires a full reappraisal every six years. An optional reappraisal take place for sales paid in 2013 to be followed by a full appraisal in 2018.

For tax year 2014, a homeowner in Westlake paid 2.19 percent of market or appraised value of their home in property taxes (see Figure 2).



**Explanation of Cuyahoga County Property Tax Rates**

Tax as a Percentage of Market: A simple percentage is used to estimate total property taxes for a property. Multiply the market value of the property by the percentage listed for your taxing district.

**Example:** Taxes for a \$100,000 home in Westlake: \$100,000 x 2.19% = \$2,190 annual property tax bill

**Example of Property Tax Distribution:** Using \$100,000 Home Value: Total Property Tax = \$2,190

Distributed as follows:

Entity	Amount	Percentage
Westlake Schools	\$1,158	53%
Cuyahoga County	\$649	30%
City of Westlake	\$296	13%
Library	\$87	4%
Total	\$2,190	100%

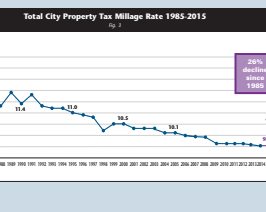
### Westlake's City Property Tax Rate

The City of Westlake has been widely recognized for several financial rating agencies, including Moody's Investors Service, Standard & Poor's and Fitch Ratings, for its excellence in financial management. One area that has been commended is the City's ability to keep its tax rates low as compared to other cities, while providing high quality services.

The City has been able to achieve low tax rates through long term financial planning and conservative fiscal management. The City annually reviews its revenue projections and adjustments to the operating year and adjusts the tax rate to correlate with the needs of the projected expenditures.

Since 1985, the City of Westlake has reduced the property tax rate to Westlake residents by over 26 percent (see Figure 3). The adjacent chart provides a history of the City's portion of the property tax.

If you are interested in learning more about the City's finances, please visit the Finance Department page on the City's website or contact City Hall.



## Financial Review

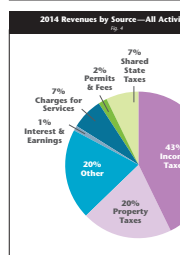
### Where the Money Comes From...

The following is an overview of the City's financial statements for the fiscal year ending December 31, 2014. The data included in this review is not prepared in accordance with Generally Accepted Accounting Principles (GAAP) as only a portion of the City's financial statements are presented. Most of the data is, however, compiled from the City's Comprehensive Annual Financial Report (CAFR). The City's audited financial statements are generally completed approximately six months after the end of the fiscal year, with the official audit report completed soon thereafter. More detailed information regarding the City's finances is available on the City's website, ([www.cityofwestlake.org](http://www.cityofwestlake.org))

### Where the Money Goes...

Major sources of revenue for the City include income tax, property tax and state shared taxes (see Figure 4). Total revenue for fiscal year 2014 was \$57,410,272 increasing by \$8.3 million in comparison to 2013. Income tax accounted for 43 percent of total revenues while property tax combined with state shared taxes totaled 27 percent. Property taxes rose due to an increase in the percentage of delinquent taxes collected. Income taxes increased by over 8 percent with gains in withholding and net profit collections. Contributions and donations increased primarily due to payments made by American Coinings and Crocker Park in the amount of \$6.1 million in accordance with the agreements made between the parties as part of their share in the public private partnership project currently underway.

Source	2014	2013
Property Taxes	\$11,671,818	\$11,192,764
Income Taxes	24,613,001	22,704,304
State Shared Taxes	4,317,776	4,908,569
Charges for Services	3,762,633	4,006,691
Permits and Fees	1,183,422	884,372
Interest Earnings	289,616	293,643
Other	11,588,966	3,058,938
<b>TOTAL REVENUES</b>	<b>\$57,410,272</b>	<b>\$49,165,267</b>



For simplicity purposes, the tables are compiled using the fund financial statements for Governmental Funds. These are the funds through which most government functions are financed. Governmental funds are comprised of the following:

**GENERAL FUNDS:** The fund used to account for all financial resources except those required to be accounted for in another fund.

**SPECIAL REVENUE FUNDS:** Funds that account for specific revenue sources that are legally restricted to expenditures for specific purposes.

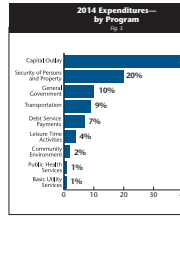
**DEBT SERVICE FUNDS:** Funds used to account for accumulation of resources for, and the payment of, long-term debt principal and interest.

**CAPITAL PROJECT FUNDS:** Funds used to account for the construction or acquisition of major capital facilities and/or infrastructure.

### Where the Money Goes...

Expenditures for 2014 totaled \$78,102,880, an increase of \$11.3 million in comparison to 2013. The largest increase of \$26.5 million was in Capital Outlay due to the construction of four parking garages at Crocker Park and Debt Service Payments also due to the issuance of bonds used to finance the construction (see Figure 5). In 2014, an aerial fire truck costing just under \$900,000 was purchased and several vacant Police and Fire positions were filled increasing expenditures for the Security of Persons and Property category.

Program	2014	2013
General Government	\$7,821,827	\$6,900,546
Security of Persons and Property	15,845,373	14,444,676
Public Health Services	1,041,101	862,932
Transportation	4,982,598	2,211,192
Community Environment	1,669,156	1,541,973
Basic Utility Services	770,242	900,172
Leisure Time Activities	3,259,832	3,492,494
Debt Service Payments	5,497,664	2,779,033
Capital Outlay	33,240,489	8,703,922
<b>TOTAL EXPENDITURES</b>	<b>\$78,102,880</b>	<b>\$46,795,568</b>

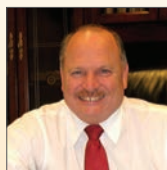


## City of Westlake, Ohio for the year ended December 31, 2014

# COMMUNITY REPORT

[www.cityofwestlake.org](http://www.cityofwestlake.org)

## Citizens of Westlake...



The purpose of this community report is to provide residents and businesses with pertinent information regarding the City's fiscal operations along with an insight into many projects and initiatives that were undertaken during the past year and those that are planned for the current year. This administration and staff consider it an honor to serve our citizens and we believe that this report enhances the level of our accountability to you, our taxpayers.

It is with great pride and pleasure that I submit to you this Community Report for the City of Westlake. The City is a very desirable location to live, work, raise a family and enjoy a great quality of life. In fact, Cleveland Magazine continues to rank Westlake in the "Top Ten Suburbs" year after year.

Since taking office in 1986, our administration has worked diligently with City Council to maintain a vibrant economy in our community through proactive planning and management of the City's finances. These efforts have been recognized by all three rating agencies which have afforded their highest bond rating of AAA to the City. This superior rating allows the City to obtain the lowest interest rates possible when issuing bonds for capital projects, and consequently saving thousands of dollars in borrowing costs. These savings are often used to provide additional services or to expand the ones already being provided.

Our efforts in providing detailed and meaningful financial reports to our citizenry have also been recognized by outside sources such as the Government Finance Officers Association (GFOA). Westlake's Community Reports have received the annual GFOA award for thirteen years. We will continue to strive for the same excellence in reporting for the benefit of our residents. These awards are in addition to the thirty-one consecutive Excellence in Financial Reporting awards, seventeen consecutive Distinguished Budget awards, and numerous other awards from the State and Auditor's Office.

Please visit the City's website at [www.cityofwestlake.org](http://www.cityofwestlake.org) to gain additional valuable information. The website is a very useful tool for both residents and businesses and is an extensive source of information about all the programs and services the City offers.

As always, we welcome any input or comments you may have regarding this report. Please contact us at 440-871-3300.

*Dennis M. Clough*  
DENNIS M. CLOUGH  
Mayor



## City Council

- |  |   |  |   |   |  |   |   |
|--|---|--|---|---|--|---|---|
| <br>Michael F. Killen<br>Council President<br>2465 Pettibonck<br>440-331-3910 | <br>Lynda M. Appel<br>Ward 1<br>1395 Frisco<br>Council President<br>Charlie Avenue<br>440-771-9157 | <br>Nick C. Nunnari<br>Ward 2<br>2890 Margaretta<br>Drive<br>440-263-2215 | <br>Dennis J. Sullivan<br>Ward 2<br>903 Dover Center<br>Road<br>440-833-8661 | <br>Michael F. O'Donnell<br>Ward 2<br>26475 Strawberry<br>Road<br>440-777-7814 | <br>Kenneth R. Brady<br>Ward 5<br>1677 Sperry's<br>Forest Trail<br>440-892-1177 | <br>Mark R. Getzky<br>Ward 6<br>3096<br>Bellevue Court<br>440-360-7418 | <br>Denise L. Rosenbaum<br>Clerk of Council<br>440-617-4053 |
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## Economic Development Activity in our Community

The following is a list of businesses that have opened, expanded or relocated within Westlake during 2014:

- 7-Eleven
- All Kinds of Signs
- Ambrosia Restaurant & Lounge
- Arden Courts
- Articles Consignment
- Benchmark Automation Software & Engineering
- Chase Bank
- Costal Group - Yvee Street
- Corporate United
- Paul Culler Insurance
- CVS Pharmacy
- Damon's Grill Westlake
- Do Blow Dry Bar
- The Danc Group
- E & A Locksmith
- Elka Jennings
- Eric Shores Credit Union
- European Wax Centers
- Evereve
- Finney Farm
- Fleet Feet Sports Store
- Forest Brook Condos
- Carley BMW
- Hockey House Sports Pub & Grill
- Hyland Software (Building 3)
- Infinity Home Health Services
- Jersey Mike's
- J. JB
- LA Fitness
- LakeShore Adult Center
- Lakewood Country Club
- Lutheran Home Occupational Health Clinic
- Massage Heights
- Matrix Prime Group
- Micro Systems Management
- Mind Body Life (Yoga Studio)
- Monsieur's Children's School
- Greenhouse
- Mr. Hero
- My Personal Trainer
- Nick Mayer Lincoln
- Pat O'Brien
- The Pasta Co-op
- Ruffians
- SpyClass
- St. Bernadette's
- Stone Creek Village
- Trendi Paws
- Timeless Laser & Skin Care
- Title Boxing Club
- Travel Centers of America
- Uncle Bob's Self Storage
- Velocity Advisors
- Westhampton
- Whitmer's Lighting



## Police And Fire Community Programs

The Westlake Police and Fire Departments are committed to improving the quality of life in our City by identifying and resolving public safety concerns, but they are equally dedicated to improving our community through the numerous programs they provide. Working in partnership with Westlake, the departments offer educational and service programs that enhance the lives of the residents in our City. Numerous hours are devoted to ensure that residents and businesses have the proper training to live and work in a safe environment. In addition, our safety forces reach out to residents in need helping to improve their lives.

In 2014, the Police Department celebrated its 20th annual Community Police Academy. Citizens who live or work in Westlake attend classes that increase their knowledge of the Police Department and learn basic policing skills. For twelve weeks, attendees are given "hands-on" demonstrations and even offered the chance to ride along with an officer. The Explorers Club is a branch of the Boys and Girls Scouts who are interested in law enforcement. Students age 14-21 attend semi-monthly meetings where speakers discuss careers. Field trips have included the Cleveland FBI Headquarters and the Cuyahoga County Medical Examiner's Office. Numerous other safety programs are provided. Safety Town teaches pre-kindergarten students the skills to safely begin school and the D.A.R.E. Program provides elementary students with drug resistance training. The Operation Medicine Cabinet Program allows residents to safely dispose of unwanted prescription and over-the-counter drugs. The new "MILICE" training (Alert/Lockdown/Inform/Counter/Evacuate) educates residents and businesses on the skills needed to survive an "active shooter" situation. The Ride and Walk to School Programs teaches students how to safely travel to and from school.

The Police Department also dedicated resources to residents in need. The Shop-with-a-Cop Program is an annual Christmas program. Residents are given assistance and taken to local businesses to select gifts for their families. Breakfast with Santa and lunch are also provided. This year the department also adopted a local family. Employees made donations to purchase gifts that were distributed to the family at Christmas. The Fire Department offered 99 classes in 2014 that were attended by 2,541 participants. CPR classes were held at numerous locations and various groups including all Safety Town attendees were treated to tours of the fire stations. The department's interactive Smoke Education Trailer was taken to local schools where students learned how to handle a fire and smoke situation. The department gave talks throughout the City on fire safety. In 2014, two fire personnel worked in conjunction with the St. John Medical Center Community Outreach program to bring the Play Safe Be Safe program to Westlake. This fun program emphasizes the basic principles of fire safety for pre-school and kindergarten age children.