



SHARING THE VISION  
SHAPING THE FUTURE

September 2006

**UniversityHospitals  
HealthSystem**

## MESSAGE FROM THE PRESIDENT AND CEO



**[ Thomas F. Zenty III ]**

President and CEO, University Hospitals

Vision 2010 is a defining milestone for University Hospitals. Our strategic plan represents the single largest endeavor that University Hospitals has taken in our 140 year history.

At University Hospitals, we're proud to be leaders ensuring that we're leading our community to accommodate ever changing circumstances into the future. This region has benefited from our history of bold plans and day-to-day vigilance, resulting in an exceptional level of care.

Throughout our history, we've asked a simple but important question: what are the healthcare needs of the future? And our answers have typically reflected a spirit of innovation.

Vision 2010 represents another step in our rich history. As a result of this strategic plan, we will be better positioned to provide good healthcare for this community and influence the future of medicine worldwide.

First, we're building on our strengths. As we build a new cancer hospital, a new Neonatal Intensive Care Unit at Rainbow Babies & Children's Hospital, and expand our Center for Emergency Medicine, we celebrate the innovation we've shown in each of those areas.

Second, we're seeking to be more responsive. The day-to-day healthcare needs of the people who live right here are considerable, and growing. We need to be positioned to handle those needs with superior medicine.

Through Vision 2010, we'll have more opportunities to show leadership and to fuel innovation – leading the way for the hospitals in this country and around the world.

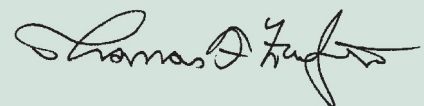
Today, healthcare is marked by considerable challenges. But, it also represents

tremendous opportunities – in clinical research, innovative healthcare techniques, and in the search for cures and effective treatments.

As an academic medical center – and as a community – we must be equipped to seize those opportunities. Our reward is the renewed hope of a grateful patient, the smile of a relieved family member, and the assurance that we will maintain the best care in the world for this region.

I'm eager to see this vision realized. Most of all, I look forward to the spirit of partnership that will be created as our friends and supporters join us in this effort. Just as our past has been molded by overwhelming community support, our future will be shaped by the generosity of those who share our commitment to excellence in healthcare.

Yours in good health,



**Thomas F. Zenty III**  
President and CEO  
University Hospitals

THE NEW CANCER HOSPITAL



[ Stanton Gerson, M.D. ]

**What does it mean to be a leader in cancer care?**

1. Vision: The Ireland Cancer Center at University Hospitals is the result of a vision of what cancer care should be.

We envision cancer treatment will combine the best technologies, the most effective protocols and the latest findings. Patients will be comfortable in their environment – one that promotes healing and is also welcoming to family and friends.

2. Commitment: At Ireland, all of our actions are guided by the desire to provide the best cancer care possible.

3. Boldness: Leadership is never static. And at the Ireland Cancer Center, we know that to be leaders in the future, we must be willing to take decisive steps today. Vision 2010 articulates the steps we must take to lead cancer care in the 21st century.

**Leadership Here at Home**

Today, the Ireland Cancer Center is Cleveland's leading cancer treatment facility.

- Ireland is one of only 40 Comprehensive Cancer Centers in the nation – a designation that is the gold standard for cancer treatment.
- Ireland is consistently ranked among the nation's top 25 cancer centers (out of more than 6,000 hospitals) by *U.S. News & World Report*.
- Ireland-based research teams are supported by \$235 million in grants for cancer research – making us the largest single entity for cancer research in the region.
- In 2005, *U.S. News* reported that Ireland had the best mortality rate among the top 50 cancer centers.

While we're understandably proud of what we do for cancer patients, we can't rest on our laurels. There's no time to stand still – the needs of tomorrow demand our best effort today.

THE NEW CANCER HOSPITAL



[ The needs of tomorrow demand our best effort today. ]

We're proud to be among the nation's top 20 cancer centers, but the fact remains we've achieved that distinction with more modest resources than our peer institutions.

Ireland is the only cancer center among the nation's top 20 that does not have a free-standing cancer building. As a result, we've used whatever space was available, but we're rapidly outgrowing it. Today at Ireland:

- Facilities are overcrowded.
- Patients are shuttled to multiple locations in the UH campus to receive services and treatments.
- The distance between treatment sites impedes physician collaboration.
- We lack adequate space to accommodate patient family and friends.
- We can't offer as many diversions (TV, Internet, café, and complementary therapies) to patients undergoing extended treatment.

**The Challenge of Cancer in Ohio and Beyond**

Present realities tell us that our facilities need to be updated. And that message is even louder when we look at this region's anticipated needs.

- In the U.S., cancer is now the number one killer of adults under age 85.
- Each year, cancer is diagnosed in more than 59,000 Ohioans of all ages.
- Each year, more than 8,000 new cancer patients choose to receive their care at the Ireland Cancer Center.
- There are over 200,000 patient visits to Ireland each year.
- Northeast Ohio, with a large aging population, has higher-than-average incidences of breast, lung, genitourinary, and colorectal cancers.

For the Ireland Cancer Center, our reach extends beyond the city limits of Cleveland . . . past the surrounding counties of this region . . . even beyond the borders of Ohio. Indeed, Ireland is a health destination for people living hundreds or thousands of miles away. And our facilities must be equipped to serve anyone, and everyone, who chooses us.

THE NEW CANCER HOSPITAL



[A free-standing cancer hospital is something that this community needs and deserves.]

**What does it mean to be a leader in cancer care?**

At the Ireland Cancer Center, we've used every available resource to provide the kind of exceptional care our patients need and deserve. We've grown into a number of departments and services in various locations. Given our sprawling campus, this arrangement has worked remarkably well.

But it isn't convenient for today's patients, and it's not prepared for the patient loads of tomorrow. Physicians, likewise, need a cancer hospital that will accommodate the latest treatment protocols and the most advanced diagnostic, therapeutics and information technologies – so that they can remain on the leading edge of care. Ireland needs a hospital that will help attract the leading physicians and scientists of this and succeeding generations.

To address our very real challenges, we're laying the groundwork for a new cancer hospital that will stand as a beacon of healing for the patients we serve.

**The Future of Cancer Care Takes Shape on Euclid Avenue**

Located on the UH campus along Euclid Avenue, the new cancer hospital will house diagnostic, outpatient treatment, surgical and research facilities entirely devoted to cancer. The new hospital will triple our bed capacity and square footage – we will have 200 patient beds inside a 320,000 square-foot, free-standing hospital that is connected to the Mather surgical pavilion.

It's a \$220 million investment that will centralize all Ireland departments and services – currently scattered in seven areas of the UH campus – under one roof. The new cancer hospital will be convenient for patients and will foster and facilitate interdisciplinary collaboration among physicians.

*“Right now, a free-standing cancer hospital does not exist in northeast Ohio. It's something that this community needs and deserves. We do an effective job in treatment, research and teaching. We need an environment that allows us to be even more effective in those tasks.”*

*– Thomas F. Zenty III  
President and CEO, UHHS*

THE NEW CANCER HOSPITAL



Rendering of the new Cancer Hospital

The new cancer hospital will feature designated spaces for specific patient populations, including those undergoing treatment for breast cancer, skin cancer, lung/esophageal cancers and many other conditions.

In addition, the new facility will have glassed-in areas, allowing patients and visitors a rare glimpse into research labs.

**Superior Care In A Superior Environment**

The new cancer hospital offers a fitting environment for the kind of leading care that distinguishes Ireland Cancer Center: It's a new concept that incorporates a number of patient-centered features to:

- Minimize stress-inducing environmental factors.
- Provide patient privacy and dignity.
- Include life-affirming features such as artwork, plants and natural finishes that can be soothing to people battling serious diseases.
- Allow for efficient use of the cancer care team's time with the patient and of the patient's time in the facility.
- Dedicate space to complementary therapies that address spiritual, psychological, and emotional aspects of cancer care and treatment.

**The Opportunity is Now – For Our Patients and Our Partners**

The time is right. The opportunities are limitless. The new cancer hospital will be recognized as the epicenter for innovative cancer research, medical breakthroughs, landmark clinical trials and exceptional medical training.

Ireland is currently a leader in clinical trials – 18% of our cancer patients participate in clinical trials, versus the national average of 4% – and a model of multi-disciplinary care teams for each patient. The added space and features of the new cancer hospital, including facilities that will better support our belief in treating the whole patient, will enable us to positively impact that many more lives.

“Patients are going to benefit from this quite measurably,” says Stanton Gerson, M.D., director of the Ireland Cancer Center. “They are going to benefit from earlier diagnosis. Their anxiety level is going to fall. They are going to know that they have a treatment plan immediately, and this will help us achieve our mission to cure cancer.”

Construction will be completed by October 2009. But we are asking our friends and partners to join us in this exceptional, necessary effort today. The opportunity to establish the future of cancer care is a once-in-a-lifetime event that we want to share with this community.

# RAINBOW'S NICU : SPECIALIZED CARE FOR OUR LITTLEST PATIENTS

# 2010

## NEONATAL INTENSIVE CARE UNIT



[ Rainbow's NICU provides the best care in the world. ]

Few Cleveland institutions enjoy the same outstanding reputation as Rainbow Babies & Children's Hospital. To say we're proud is an understatement.

At Rainbow, we know there's no greater honor than to impact health in a life that is just beginning. The Neonatal Intensive Care Unit (NICU) at Rainbow is where the world's most specialized pediatric care meets the most serious health challenges.

And because the most fragile bodies often present the greatest needs, we've made a long commitment to investing in a NICU that is capable of doing amazing things for our amazing patients. After all, Rainbow has a history of leading medicine into dramatic new territory.

### A Rich History of Innovation

Rainbow has provided the best pediatric care to generations of children. Our history is distinguished by a commitment to innovation:

- In 1958, Dr. Benjamin Spock began his groundbreaking child-rearing study.
- In the 1960s, Dr. John Kennel and Dr. Marshall Klaus conducted revolutionary parent/child bonding studies promoting parental interaction with their infants in the NICU.
- By the 1970s, Rainbow pioneered the first controlled use of continuous positive airway pressure (CPAP), leading to the development of nasal prongs for neonates in respiratory distress.
- In the 1980s, Rainbow researchers and physicians designed the jet ventilator. In 1987, Rainbow's extracorporeal membrane oxygenation (ECMO) center – to help save babies with pulmonary and cardiac problems – was among the nation's first regional ECMO centers.
- Rainbow neonatologists Dr. Avroy Fanaroff and Dr. Richard Martin wrote the definitive medical text book on newborn care and many of the world's leading neonatologists trained at Rainbow.
- Rainbow operates the only Level I Regional Pediatric Trauma Center (the highest level) in Greater Cleveland.
- Rainbow is one of four founding members of the National Institutes of Child Health and Human Development Neonatology Research Network, which has pioneered collaborative research for 20 years.

## NEONATAL INTENSIVE CARE UNIT



[ Michelle Walsh, M.D. and Avroy Fanaroff, M.D. ]

The Neonatal Intensive Care Unit (NICU) at Rainbow is the first home for thousands of babies. And as you might expect, it becomes a second home for mothers, fathers and other loved ones who maintain long bedside vigils as their little ones heal.

The NICU at Rainbow is a leader in managing the health needs of babies who need highly specialized care during their most critical moments.

- Our NICU is the leader in the U.S. and around the world – in 2003, *Child* magazine named Rainbow's NICU the best in America.
- The NICU has realized outstanding neonatal survival rates – the best in the nation.
- We've conducted the country's longest studies of neonates, spanning 30-plus years.
- The NICU is an international leader in the treatment of critically ill babies and extremely low birth-weight babies.
- The National Institutes of Health named the NICU as a Neonatal Research Center.
- Physicians trained in Rainbow's NICU are now leading programs across the nation and around the world.

### Heavy Demand and Strained Resources

Families from an ever-wider geographic area have come to rely on the expertise of the NICU at Rainbow. And providing such a high level of service inevitably creates strains – on staff, technology, and facilities.

Today, Rainbow's NICU serves a 12-county area in Northeast Ohio with a pediatric population of nearly one million. We're crowded with babies and family members, and we fully expect the trend to continue.

### A Facility Bursting at the Seams

A unit that was state-of-the-art 19 years ago is no longer so. The NICU is currently configured in several overcrowded nurseries with clustered isolettes for premature babies and critically ill newborns. And privacy, essential for patients and families, suffers in this crowded environment.

In the spirit of Rainbow, we're addressing these problems with bold moves . . .



# PREPARING THE NICU FOR THE NEEDS OF TOMORROW

# 2010

## NEONATAL INTENSIVE CARE UNIT



[ The new NICU represents another pioneering step for Rainbow. ]

The idea is simple: Rainbow's NICU will deliver the best care in the world – and we'll do it in a facility that models the most comfortable place in the world: home.

As a key component of Vision 2010, we've outlined an ambitious expansion of the NICU, representing a \$25.2 million investment. A 38-bed Intensive Care Unit will link on the same floor to a 44-bed neonatal transitional unit, just steps away from the delivery rooms at MacDonald Women's Hospital. The new unit will have its own neonatal surgical suite and improved imaging capabilities for diagnosing our tiny patients.

**These improvements ensure that Rainbow's NICU remains at the forefront of pediatric care and research.**

### Another Remarkable Advance from Rainbow

The new NICU represents another pioneering step for Rainbow. It's part of an innovative philosophy that merges state-of-the-art technology with timeless human touches – all of which are essential to effective care.

For children's healing, basic elements are vital. The touch of a mother's hand, the presence of family, the peace of a controlled and secure environment – these are irreplaceable moments that babies need in order to fully develop.

In our new NICU, we're using medical, technological and architectural advances to push back time for our patients – replicating the darkness and stillness of the womb, inviting family members to stay close to the child, and eliminating unnatural noises, like the beeps and pings of equipment or the stray hallway noise.

It's a concept that has never been achieved anywhere else – and in our spirit of pioneering care for children, we're thrilled to lead the way in this effort.

NEONATAL INTENSIVE CARE UNIT



[ We have a vision for state-of-the-art upgrades to our NICU. ]

**At Rainbow, we believe in waiting on babies hand and foot.**

For example, the new NICU will provide ECMO treatment (extracorporeal membrane oxygenation) right in the unit, so babies don't have to move from their comfortable surroundings. ECMO is an advanced technology that functions as a temporary replacement for a critically ill neonate's heart and lungs. It sustains a newborn awaiting surgery, or gives a child's organs time to recover from heart surgery or disease. Rainbow is Northeast Ohio's regional leader for ECMO treatment and serves as the ECMO referral center for the area.

In addition, the new NICU will replace crowded areas with several private and semi-private rooms, which offer an ideal environment for babies and their families. These rooms will be grouped near an operating suite so procedures can be performed nearby – greatly reducing the transport distance for fragile newborns.

**Why Babies Need Partners Like You**  
**Babies can't talk, but they tell us so much.**

At Rainbow, we've spent decades learning from our babies. Most of the time, we've simply given babies what they want – kind words from their caregivers, nourishing food, comfort and security, and all the time they need to rest and become healthy.

Sometimes, that's radical. For instance, parents were never allowed in the NICU until Rainbow insisted on it in the late 1960s and proved that it generally yielded better outcomes.

Today, we're still advocates for giving babies what they want and need the most. Not only do we have a vision for state-of-the-art upgrades to our NICU – we're committed to a model of care that puts baby closer to its mother's heart than any other model has ever attempted. It's a vision worthy of Rainbow Babies & Children's Hospital.

THE CENTER FOR EMERGENCY MEDICINE



[ Edward Michelson, M.D. ]

**This is where medicine is most vital.**

When you walk through the doors of the Emergency Department, you hope for the best. For relief from an unexpected problem. For a quick return to health. For expertise that only highly-trained nurses and doctors can provide.

At University Hospitals, we know the Emergency Department is our “front door” – the place where our skills meet this community’s urgent needs. And keeping that entry point open and effective is one of our highest priorities.

**How Do We Keep  
Our Community Healthy?**

Emergency medicine relies on frank assessments of a patient’s current health. In the ED there’s no time to sugar-coat the truth. Diagnoses must be thorough. Treatment must be immediate.

We are equally candid when we look at our adult and pediatric emergency facilities. And we know we are stretched beyond our limits. A space designed to handle 40,000 annual visits now treats 73,000 adults and children each year. Often, patients are treated on gurneys in hallways during busy times.

Predictably, privacy is all too rare for our patients. And it’s not much better for our exceptional doctors and nurses who do heroic work in cramped quarters.

Perhaps most troubling, we’re assessing our ability to handle crisis situations. Today, catastrophes can no longer be dismissed as merely theoretical possibilities. As we’ve witnessed in recent years, emergencies ranging from natural disasters to terrorist attacks can quickly overtake us.

And Emergency Departments can compound the tragedy if they’re unprepared or ill-equipped.

THE CENTER FOR EMERGENCY MEDICINE



Rendering of the new Emergency Department

The Emergency Department at UH is a key gateway to health for thousands of patients in our community:

- Our Rainbow Emergency Department is the only Level I Pediatric Trauma Center in Northeast Ohio.
- Each year, 73,000 patients are treated in the ED.
- The ED is the second-busiest in Northeast Ohio.
- As nearby health campuses closed in the 1990s, UH stepped up to treat more emergency care patients.

### Investing in Health

The ED at UH is an essential service to this community. That's why we're investing \$40 million to expand our ability to care for the critical needs of those who enter our doors.

Vision 2010 plans will more than double current ED space. Bed capacity will likewise increase. The Adult and Rainbow Emergency Departments will be located in a single facility.

We'll be better equipped to handle disaster situations. Today's clinical skill will be complemented by adequate facility space to handle a potential sudden influx of critical care patients.

And we'll be strategically positioned to care for the aged in our community. Today, with the aging of the U.S. population, the need for emergency medical services will continue to grow. The elderly are more likely to require emergency medical care than their younger counterparts.

### Your Partnership Makes an Immediate Impact on Cleveland's Health

We're asking our partners to join us as we prepare for the future of emergency medicine. Your philanthropy, which provides a state-of-the-art ED at UH, gives this community the assurance that we'll always be there, ready and able to meet their most critical health needs.

SHARE OUR VISION OF TOMORROW

**We enjoy a rich history at University Hospitals.** Spanning 140 years, we've treated generations of Clevelanders with a level of care that's among the highest in the world.

Our patients, family, friends and partners have always been eager to show their appreciation for this great care. We're grateful for the spirit of gratitude that has existed from our earliest days – outpourings of support that have enabled us to grow and expand in patient care, medical education, and clinical research.

As a result, we're one of Cleveland's most vital institutions. We're one of the largest employers in the region, as well as a catalyst for development, growth and progress – in addition to our lifesaving medical role.

**We Share this Vision**

Vision 2010 is a critical next step in our history. And it's an opportunity for partners like you to play one of the most important roles in UH history. This is the single largest endeavor we have undertaken in our 140 years of caring for Cleveland. It will forever impact this great community.

The only way this vision can take shape is if you respond to this call to action today. Your philanthropy and support continue to provide essential momentum for University Hospitals.

Ultimately, this is your hospital – a remarkable place of healing that your generosity has built. We look forward to standing alongside you as we continue to build for tomorrow.

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and Development**

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