



April 6, 2010

City of Lakewood  
c/o The Honorable Edward FitzGerald, Esq.  
12650 Detroit Avenue  
Lakewood, Ohio 44107

Dear Mayor FitzGerald:

Lakewood Hospital (the "Hospital") is committed to the Lakewood community and will continue to maintain its status as the city's major employer. We're proud of the fact that nearly 1,300 Cleveland Clinic health system employees reside in the City of Lakewood and contribute nearly \$900,000 in the aggregate annually in payroll taxes to the City of Lakewood. We plan to maintain this civic leadership role through the implementation of a plan outlined in this letter that will strengthen and improve Lakewood Hospital and elevate the level of care for the Lakewood community and all communities we serve.

On February 11, 2010, the Board of Trustees of Lakewood Hospital Association ("LHA") held a Special Meeting to discuss an exciting strategic direction for Lakewood Hospital and to receive the recommendation of a Special Committee of the Board that had been established to review an independent third party's report on the same subject. After considerable discussion, the Board of Trustees unanimously voted to approve and implement a bold comprehensive plan (the "Plan") to advance Lakewood Hospital's *Vision for Tomorrow*. The Plan will address the sustainability of Lakewood Hospital, while simultaneously making available the finest services typically provided by hospitals in communities similar to Lakewood. The Plan further aligns Lakewood Hospital with Cleveland Clinic services to create a health delivery system for today's and tomorrow's community health needs.

The agreements between the City of Lakewood and LHA unite the City, the Hospital, and the Cleveland Clinic in a relationship of mutual commitment to serve the community. These agreements, including the Lease (the "Lease"), not only bind us together but recognize that hospital services evolve and change over time. In the spirit of our partnership, we write this letter to describe our Plan, which involves many components. One of the Plan's components involves transitioning the Hospital's trauma service and inpatient pediatrics service to a sister hospital, Fairview Hospital, and affects the Lease as described below. The transition will enable us to expand existing services and transfer new clinical services to Lakewood Hospital. This letter is intended to tell you, members of City Council, others in City administration, and our community about the Board's Plan and why we believe the Plan constitutes a comprehensive framework that will improve Lakewood Hospital's ability to serve the Lakewood population.

### **Process Behind the Plan**

Before reviewing the Plan, we would like to describe the dedication and involvement that was given by the Lakewood community members of our Board, the members of Lakewood Hospital's Medical Staff, and others in formulating the Plan. The Board's Executive Committee, at a meeting on November 5, 2009, established a Special Committee (the "Committee") to review and assess this Plan. Utilizing all available resources, an operational and strategic assessment was conducted which included interviews of more than 40 key Hospital leaders. The Committee had 11 members and included representation from the Board's Executive Committee, Finance Committee, and Medical Staff. The Committee met several times and, with the assistance of management, thoroughly discussed and reviewed the Plan. At its last meeting, the Committee recommended approval of the Plan to the full Board, which adopted it on February 11, 2010. The Plan in part affirmed Lakewood Hospital's *Vision for Tomorrow* plan, which is a multi-year strategic plan shaped to better meet the changing needs of the Lakewood community that was adopted by the Board in 2008.

## **Positioning Lakewood Hospital for the Future**

Lakewood Hospital's *Vision for Tomorrow* and the Plan positions and strengthens our services around four centers of clinical excellence – **Neurosciences, Orthopedics, Diabetes and Geriatrics**; ensures the highest level of care for our patients; creates improved coordination of care on the West Side; and positions the Hospital for long-term stability.

Lakewood Hospital and Fairview Hospital have long served overlapping areas, and as you know we recently announced a unified leadership structure involving the two hospitals. This structure better positions us to provide the highest level of care in Lakewood and the communities we serve; ensures care is provided in the right setting; creates better coordination of services throughout our health system; and strengthens both hospitals' financial outlooks.

### **Inpatient Pediatrics**

We believe focusing our care for children at Lakewood Hospital on outpatient services and emergency care meets the changing needs of patients using our services. In developing the Plan, we found that inpatient pediatrics was under-utilized at Lakewood Hospital. Last year, for example, we averaged one to two patients daily on a 12-bed unit.

This trend is not unique to Lakewood Hospital; nationally pediatric subspecialty care is becoming increasingly concentrated in large regional children's hospitals. In fact, finding one major pediatric center serving an entire metro market, or in some cases an entire state, is not unusual. (A 2004 Survey of Pediatricians, backed by American Hospital Association annual survey, 1992-2004, found a 50% decline in pediatric bed space.)

We believe our pediatric patients will be best served just 3.5 miles away at Fairview Hospital for inpatient care. Fairview Hospital provides full pediatric resources and services, as well as pediatric subspecialty care not currently offered at Lakewood Hospital, to meet the needs of children. The relocation of inpatient pediatric services, moreover, provides needed facility space for acute rehabilitation and geriatric services as contemplated by other components of the Plan.

### **Trauma**

We will continue to provide full-service 24-hour emergency care at Lakewood Hospital for patients of all ages with all types of illnesses and injuries. However, Lakewood Hospital has experienced a decline in the number of trauma cases. To clarify, a trauma is a very serious injury or shock to the body, from violence or an accident that requires immediate and highly specialized care. In fact, out of the 34,801 total emergency patients seen at the Hospital last year, more than 99% were *not* trauma-related. In 2009, we treated 25 trauma patients at Lakewood Hospital. We believe the right approach for patients in this region is to take them to the best trauma center for their care. We are privileged to have two trauma centers (Level I – Metro Health and Level II – Fairview Hospital just 3.5 miles away) in close proximity to the City of Lakewood.

Nationally, research has shown that combining trauma centers increases patient volumes resulting in better outcomes for patients. In addition, consolidation of trauma centers saves money by eliminating duplication of expensive resources. [*Journal of the American Medical Association (JAMA)*, 2001; 285:1164-1171 – results indicated that a strong association exists between trauma center volume and outcomes, with significant improvements in mortality and length of stay; *Journal of the American Medical Association (JAMA)*, Vol. 289, No. 12, Mar. 26, 2003 – the concentration of the most severely injured patients in a limited number of specialty care facilities (i.e., Level I or II trauma centers) will increase patient volumes and experience at these centers and thus improve patient outcomes.]

We take pride in the accreditations we've earned that support our emergency services in chest pain certification and stroke accreditation, and we plan to continue to maintain these exceptional services at Lakewood Hospital.

## **Expansion of Services**

In 2008, Cleveland Clinic expanded and extended the care and services of its Neurological Institute (CCNI) to Lakewood Hospital. This represented a significant investment in Lakewood Hospital by Cleveland Clinic. The Neurological Institute provides patients on the West Side with access to a multi-disciplinary team of specialists who provide a broad spectrum of neurological care, including medical and surgical treatment for stroke and neurosurgery. Our outpatient services facilities and inpatient neurological intensive care unit were improved with capital investments totaling \$3.3 million over the last two years.

Cleveland Clinic continues to extend Neurological Institute offerings at Lakewood Hospital. In 2009, we brought 10 Cleveland Clinic Neurological Institute specialists to Lakewood in a variety of specialties, including Headache/Pain; Neurorehabilitation/ Spasticity Management; Vascular Neurology/ Stroke; Movement Disorders; Multiple Sclerosis; Adult and Pediatric Epilepsy; and Neuromuscular Medicine to complement our community physician staff members. Additional physician recruitment is planned in 2010.

According to the World Health Organization, neurological diseases, ranging from epilepsy to stroke to headache, represent the largest and fastest growing unmet medical need: affecting more than 1 billion people worldwide. It is anticipated that as the population continues to age, this number will continue to rise.

We recently began alignment of inpatient acute rehabilitation from Cleveland Clinic's other West Side hospitals to Lakewood Hospital, enabling the Hospital to serve as the hub for this needed service in this market, complementing Lakewood's centers of excellence in neuroscience and orthopedics. Inpatient rehabilitation will bring a significant financial benefit to the Hospital and will provide intensive physical and occupational therapy so patients can return home to activities of daily living as quickly as possible.

As part of our Plan, we are excited about patient referrals from Cleveland Clinic facilities coming to Lakewood Hospital. We continue to make great strides in orthopedics, including opening a new, \$3.2 million 16-bed orthopedic unit with private rooms. We have developed strong relationships in Lorain County with the Cleveland Clinic facilities and physicians which have resulted in bringing orthopedic surgeries that were previously performed in non-Cleveland Clinic hospitals to Lakewood Hospital.

We also continue to implement strategies to strengthen our geriatric services by broadening our geographic reach through our relationship with medical directors and affiliated physicians caring for patients in assisted living and/or long-term care facilities. This aging patient population benefits from our expanded SeniorCare program offerings, which has long been a strong foothold for Lakewood Hospital. We are expanding our reach beyond Cuyahoga County to care for these patients.

Finally, we have engaged in discussions to align West Side diabetes programs with the goal to develop a regional center at the Hospital in conjunction with the Cleveland Clinic Endocrine Institute.

## **Reviewing the Lease Provisions**

As you can see, the vast majority of the Plan builds upon or adds to the services provided and services we are expanding, but as we indicated above one component of the Plan involves transitioning Lakewood Hospital's trauma service and inpatient pediatric service to Fairview Hospital, which we plan to do on or after June 15, 2010. Below are details regarding the provisions of the Lease, which we believe are important to acknowledge.

The Lease was developed over 25 years ago – in a spirit of collaboration, energy, and trust among the participants. The Lease provides that LHA is required to provide certain services within the City of Lakewood during the entire 30-year term of the Lease. The definition of those services requires that LHA provide hospital services “of the nature then generally provided by a community hospital in communities comparable to the City [of Lakewood].” The Lease further provides that LHA must continue to provide such services within the City, that it will not terminate them unless it first gives notice to the City (which LHA is doing with this letter), and the City does not object to the service changes.

The Lease was intended to be a living document that would contemplate emerging scientific technologies, medical breakthroughs, and evolving service levels. What may have been a service generally provided by a community hospital in the past may not hold for the future. While trauma and inpatient pediatrics may have been standard services for community hospitals when the Lease commenced, they are no longer, and the language of the Lease supports viewing such services in real time, not locked in the past. Further, the LHA Board of Trustees recognized a responsibility, in this changing healthcare environment, to maintain its governance oversight over the services transitioned to assure that access, value and quality are continued.

### **Continued Commitment to Lakewood**

Over the past three years, we have invested \$24.4 million into Lakewood Hospital for a variety of projects that support the *Vision for Tomorrow* plan, including major renovations in Orthopedics, intensive care units, the Neurological Institute, as well as significant infrastructure improvements. We remain committed to investing in facilities and programs at Lakewood Hospital.

### **Meeting the Community's Changing Health Needs**

This community is fortunate to have both Lakewood Hospital and Fairview Hospital so close together, and it's our responsibility to determine how we can optimize the care, value and services we provide on the West Side to meet the evolving needs of those who entrust us with their care – both today and in the future.

We believe you will agree that our Plan will ensure that the services Lakewood Hospital provides will continue to meet community health needs, reflect the changing needs of the Lakewood residents, and more deeply align Lakewood Hospital with Cleveland Clinic services to create a health delivery system for today's and tomorrow's community health needs.

Sincerely,



Mousab Tabbaa, M.D.  
Chairman of the Board of Trustees  
Lakewood Hospital Association



Fred DeGrandis  
President and CEO  
Cleveland Clinic Regional Hospitals



Janice Murphy  
President  
Lakewood Hospital and Fairview Hospital

cc: Members of City Council of Lakewood, Ohio  
City of Lakewood, Ohio, Attention: Director of Finance (via certified mail, return receipt requested)  
City of Lakewood, Ohio, Attention: Mayor (via certified mail, return receipt requested)  
City of Lakewood, Ohio, Attention: Director of Law (via certified mail, return receipt requested)  
City of Lakewood, Ohio, Attention: Clerk of Council (via certified mail, return receipt requested)  
Lakewood Hospital Association, Attention: Michael J. Meehan, Esq. (via certified mail, return receipt requested)  
National City Bank, Attention: Corporate Trust Administration (via certified mail, return receipt requested)  
KeyBank National Association, Attention: Corporate Trust Dept. (via certified mail, return receipt requested)  
The Cleveland Clinic Foundation, Attention: Delos M. Cosgrove, M.D. (via certified mail, return receipt requested)  
The Cleveland Clinic Foundation, Attention: David W. Rowan, Esq. (via certified mail, return receipt requested)