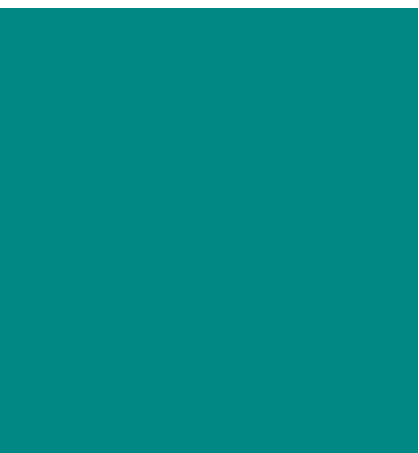


The People of Cedars-Sinai:
Making One of the World's
Great Medical Institutions Even Better.



Report to Our Community 2004





Barbara F. Bentley
Chair, Board of Directors

Thomas M. Priselac
President & CEO

- 3 [Patient Care](#)
- 13 [Research](#)
- 19 [Education](#)
- 23 [Community Outreach](#)
- 27 [Facilities](#)
- 31 [Contributions](#)

Leadership Message

By many different measures, Cedars-Sinai has, over the past hundred years, become one of America's best medical centers. When you've reached that level, a key question arises: What next?

You can find the answer to that question in virtually every corner of our medical center and physician network by simply observing any one of the more than 12,000 people – physicians, nurses, researchers, other staff, volunteers and community supporters – for whom complacency is a term that doesn't exist.

Every day, the people of Cedars-Sinai take a great institution and work to make it even better. They are not only extremely skilled at what they do, but perhaps even more importantly, bring an amazing passion and focus for serving the community and leading the quest for health.

In the following pages, you will read not only about the many achievements of our institution, but will also get a glimpse into just a few of the more than 12,000 people who made them happen, told in their own words: Why they work for Cedars-Sinai...What they do here... What motivates them as they serve our patients and the community, and support the institution's mission.

As the people of Cedars-Sinai continue to take a great institution and make it even better, we are operating in a very challenging environment for healthcare. At a time when hospitals around the state are closing due to financial constraints, our mission of providing access to quality healthcare becomes even more important.

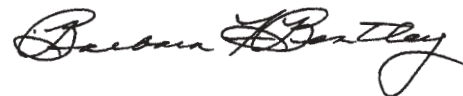
For example, last year, we contributed approximately \$100 million in community benefit through free and part-pay care for the uninsured and those with limited means, the unpaid costs of

government programs and by providing hundreds of community service programs in local schools, homeless shelters and community centers.

The upcoming opening of the Suzanne and David Saperstein Critical Care Tower which will provide additional ICU beds and other clinical facilities, crowns an era of expansion and renewal that is symbolic of our community's support, and will help us to meet the increasing demand for Cedars-Sinai medical care.

Our challenge is to continue to fulfill our mission of providing access to quality healthcare for the community, while ensuring that we maintain the institution's financial viability so that we can continue to serve for the next hundred years and beyond. This is, for all hospitals, an increasingly difficult balance.

Despite the challenges ahead, both of us remain extremely optimistic about the future at Cedars-Sinai for one paramount reason, our biggest asset: the people who have, over the past 102 years, enabled this institution to emerge as a leader in quality care, research and community service.



Barbara F. Bentley, Chair, Board of Directors



Thomas M. Priselac, President & CEO

Better Patient Care

Some of the most important indicators of quality care are completely unscientific. Like the smile of a dad whose baby sleeps, protected in the [Neonatal Intensive Care Unit](#). The gentle squeeze from the hand of a grandmother as she returns to her family after surgery. Or the words of thanks from the individual who hadn't planned a trip to the Emergency Room, but was grateful for the attention received.

Witnessing the results of their work brings meaning to the lives of those who devote their efforts to others. These are measures of quality recorded quietly, one patient at a time.



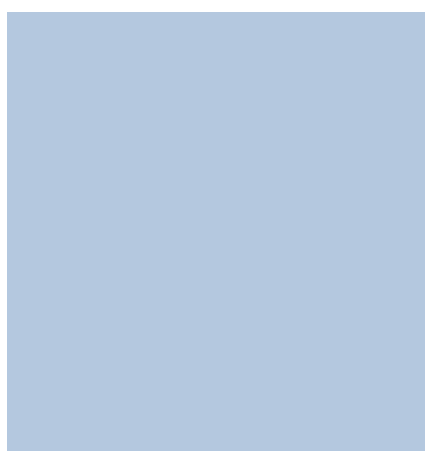
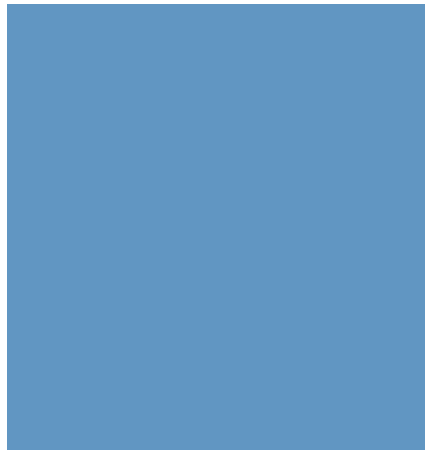
Peachy Hain, RN, Nurse Manager

"I believe co-workers are like a second family. You have to like, if not love, the people you work with, and I think that's what we have developed through the years. Earlier in my career when I worked at other hospitals on my days off, I realized that there is a big difference in how our administration cares about its employees. Nurses here have a lot of autonomy, and I believe Cedars-Sinai's management genuinely listens. At every level the message is: 'Tell me what I can do to help you do your job better.'"

But at Cedars-Sinai, we also measure quality – and continually work to improve it – through rigorous reviews by outside experts.

Cedars-Sinai's nurses recently received one of their profession's most prestigious honors when the medical center was re-awarded Magnet designation by the American Nurses Credentialing Center (ANCC). In 2000, Cedars-Sinai was the first medical center in Southern California to receive Magnet designation, and is still one of only four Magnet organizations in the state, 118 nationwide.

ANCC determines Magnet designation based on 14 strict criteria. Independent nursing experts conduct on-site visits, nurse surveys and a thorough examination of programs and systems. They also interview patients, area residents and leaders of community agencies and organizations.



Better Patient Care

Not surprisingly, excellent nursing programs have been found to translate into quality patient care. Research shows that compared to other hospitals, Magnet facilities have lower mortality and infection rates, with higher patient satisfaction.

Local, Regional and National Recognition for Quality

For the 17th consecutive year, area residents named Cedars-Sinai their first choice for healthcare. In National Research Corporation's annual Healthcare Market Guide[®] survey, Cedars-Sinai was chosen the "Most Preferred Hospital for All Health Needs."



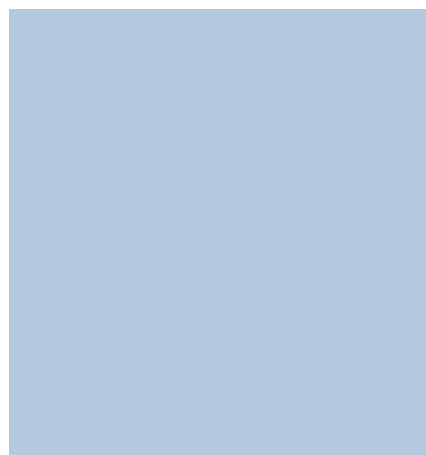
John G. Harold, MD, Chief of Staff

"I first chose Cedars-Sinai when I was looking at the best places to do my fellowship in cardiology. My original thought was to return to New York after the fellowship, but I enjoyed working at Cedars-Sinai so much that I never went back. This is a wonderfully unique place to work, with an outstanding medical staff of over 2,000 physicians. Because quality care is a team process, we have created programs that are increasing participation and collaboration between physicians and nurses, and we're seeing very good results in the working environment and in the delivery of care."

It also ranked first for:

- Best Overall Quality
- Best Doctors
- Best Nurses
- Most Personalized Care
- Best Image and Reputation
- Best Accommodations and Amenities

On a national level, Cedars-Sinai was among 34 medical centers designated a "Premier Hospital" by the independent firm Best Doctors. The medical center's high concentration of top physicians, services for international patients and dedication to excellence contributed to this achievement.



Better Patient Care

In addition, several of Cedars-Sinai's medical programs have risen in national prominence, based on the 2004 "Best Hospitals" issue of *U.S. News & World Report*, which recognized Cedars-Sinai's services in [Heart and Heart Surgery](#), [Orthopedics](#), [Digestive Disorders](#), [Respiratory Disorders](#), [Gynecology](#) and [Hormonal Disorders](#).

These and other votes of confidence reflect the quality of the hearts and hands that generously serve Cedars-Sinai's patients and guests. Behind the front lines of patient care – the clinicians, physicians, nurses and therapists – is a support



Howard Wynne, MD, Internal Medicine

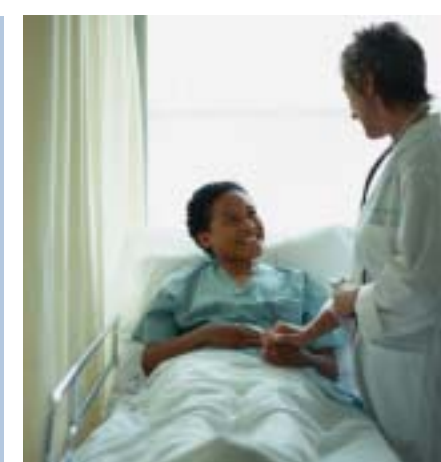
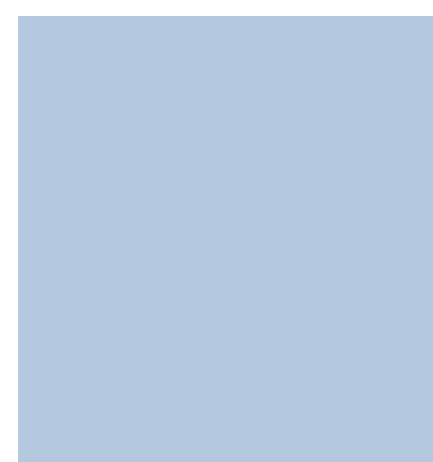
"When I finished my residency and was looking for a job, Cedars-Sinai was the first place I looked. I'm very proud of the way we deliver healthcare. I have time to sit down and talk to patients, get to know them, provide them with good quality care. When I look at my schedule in the morning and see who's coming in, a lot of times I smile. I really like to see my patients, and I'm glad they're coming. I enjoy spending time with them."

team devoted to quality. Throughout the Cedars-Sinai Health System is an unparalleled focus on offering the best – then devising a way to make it even better.

Working to Make Excellent Care – and Excellent Caregivers – Even Better

More than 1,100 employees have participated so far in "It's All About Caring," a new initiative designed to help them reconnect to their passion for providing care. The two-day program takes a multimedia approach, with videos, movies and music designed to help employees learn, laugh and look within.

It gives them an opportunity to be nurtured and nourished away from their everyday pressures, with the philosophy that when people feel cared for they are empowered to care for others. Participants go back to work energized and ready to resume their caregiving roles. Because of the initiative's



Better Patient Care



popularity and value to the lives of both caregivers and patients, the number of monthly programs has been increased to be sure everyone can attend.

Another way to improve the quality of care is to give nurses more time to care for their patients. “Time in motion” studies conducted on one patient-care unit showed that by implementing new charting procedures, the amount of time devoted to paperwork per day dropped from 36 percent to 24 percent, giving nurses more time for patient care. This is one aspect of a recently developed “Patient Care Model” that places the patient at the center of all activities at the medical center.

Building Better Patient Care in Southern California and Beyond

Cedars-Sinai is one of 13 centers participating in the second phase of a national pilot project called “Transforming Care at the Bedside.” It is designed to create one or more models of care that will transform patient care and service, improve staff retention and increase efficiency.

The project is an element of the Hospital Consumer Assessment Health Provider Survey, which resulted from



Cedars-Sinai’s nurses recently received one of their profession’s most prestigious honors when the medical center was re-awarded Magnet designation.

national recommendations by the Institute of Medicine and the National Quality Forum that a standardized tool be developed to measure patient perspectives on care.

Cedars-Sinai’s [Nursing Division](#) is contributing to better healthcare not only locally but also throughout the state. The **Department of Nursing Research and Development**



continues to provide data collection and analysis for the California Nursing Outcomes Coalition. CalNOC, which currently includes about 150 hospitals, measures a variety of factors affecting nursing, patient care and outcomes in an effort to improve quality and safety. The program is scheduled to expand its coverage in the Bay Area with a \$1.4 million grant to the University of California, San Francisco School of Nursing.

Focus Remains on Patient Safety

As a key participant in the medical center's ongoing Medication Safety Collaborative, [Pharmacy Services](#) is helping to develop and implement innovative approaches to patient safety. Strategies include increasing pharmacist participation in the management of high-risk populations, encouraging the use of information management tools and evaluating problem-prone processes. Efforts are underway to create a non-punitive culture that will increase reporting of errors and near misses, and lead to the development of interventions that will prevent future problems. The collaborative also encourages a multifaceted approach to education and participation in research.

Among other recent initiatives is a physician awareness campaign that is supported by the medical staff and designed to identify potential medication problems and solutions. Also, "Prevent the Drug Event" is an institution-wide educational effort to increase nursing awareness of medication safety.

Several new measures have been taken to increase patient safety. From executive safety "walk-arounds" to added safety checks in the operating rooms, patient safety continues to be a top priority throughout Cedars-Sinai.

Patients Benefit from the Latest Medical Advances

A number of recent advances continue to enhance patient care throughout the institution:

- A new-generation magnetic resonance imaging system gives surgeons in the [Maxine Dunitz Neurosurgical Institute](#) real-time images during surgery.

Better Patient Care

Designed to be stored out of the surgical team's way until needed, the system allows surgeons to be sure they accomplished their objectives before the patient leaves the operating room.

- A new therapy for patients who need kidney transplants modulates the immune system to make many more transplants possible, even for high-risk patients with "highly sensitized" immune systems. Transplant immunotherapy has successfully moved from the realm of research to that of patient care and has dramatically



Alec Borden Foundation

When breast cancer took his wife, Alec Borden directed his energy and resources toward women's health issues. Since his passing, the directors of his foundation – Robert Briskin, Bradley Cohen (at left) and Mark Corff – continue to focus on health issues. In the past three years, the foundation has given \$400,000 for women's cancer research at Cedars-Sinai and recently contributed \$500,000 to support research into more advanced treatments for cancer and other diseases of the colon.

increased transplant success rates, whether organs come from cadavers or living donors. The therapy, pioneered at Cedars-Sinai, is now covered by Medicare.

- Men with prostate cancer may be eligible for a new minimally invasive procedure that removes the gland through small incisions. Available in the [Minimally Invasive Urology Institute](#), this approach offers less pain, fewer days in the hospital and quicker recovery.
- Surgeons in the [Institute for Spinal Disorders](#) have developed a new approach for fusion surgery on the difficult-to-access upper lumbar region of the spine. It is safer for major blood vessels and abdominal organs, reducing the risk of serious complications.
- When surgery is one of the treatment options for disorders of the digestive tract, including colorectal cancers, minimally invasive procedures at Cedars-Sinai

are making recovery times shorter and complications fewer.

- In the [Orthopedic Center](#), a new approach to hip replacement surgery using fiber optics and small surgical instruments allows surgeons to navigate between muscles, tendons and ligaments – reducing pain and recovery and rehabilitation time. Patients leave the hospital in just a few days and return to their normal routines quickly.
- Growing by reputation and recommendation, the [Bariatric Surgery Program](#) enters many lives as a last resort and the first real chance of long-term success in the struggle against obesity. Combining Cedars-Sinai’s experience in weight management programs with its innovative work in minimally invasive surgical procedures, the Bariatric Surgery Program offers medical intervention as well as educational, nutritional and behavioral support to those whose lives may be shortened by up to 20 years by a chronic disease with many causes and no simple explanations.
- Specialists in the [Comprehensive Transplant Center](#) are urging their colleagues nationwide to include a liver biopsy as one of the evaluative tools used in screening liver donors. Their analysis shows that this relatively simple step can be instrumental in finding abnormalities that may lead to complications.
- The [Surgery Department](#) has developed several initiatives that are being shared with other departments as models of team-building and patient care.
- One of the nation’s most respected and innovative programs for the surgical

treatment of thoracic aorta conditions launched a comprehensive patient education website. Through the site provided by the [Heart Center](#), patients around the world can access the most up-to-date information on aortic disorders and treatments.

Medical Network Services Expands Access to Healthcare

Another major benefit to our patients is Cedars-Sinai’s Medical Network Services, which consists of the [Cedars-Sinai Medical Group](#) (CSMG) and [Cedars-Sinai Health Associates](#) (CSHA).

Several new physicians have joined CSMG, which now has more than 70 physicians practicing primary care and other specialties. CSHA, an independent physician association, has more than 90 primary care physicians and 450 specialists.

In response to findings of focus groups and surveys about patient needs and expectations, the Medical Network Services has updated its two websites and created a variety of reader-friendly patient guides and newsletters. Through a new affiliation with Health Net, network physicians are even more accessible to seniors.

By the Numbers

July 1, 2003 - June 30, 2004:

Patient Days	285,679
Outpatient Visits	244,253
Inpatient Visits	46,854
Emergency Department Visits	72,120
Psychiatry and Mental Health Inpatient Visits	23,072

Better Research

The quality of an organization's research efforts can be judged in a variety of ways: the amount of competitive federal funding received, the volume of research articles accepted for publication in major scientific journals and the significance of the discoveries that benefit society and attract investors' funds.

Under the auspices of the [Burns and Allen Research Institute](#), Cedars-Sinai researchers have again achieved distinction – by any measure. Grants from the National Institutes of Health grew from \$22.8 million in fiscal year



[Maria Castro, PhD, Co-Director, Board of Governors Gene Therapeutics Research Institute](#)

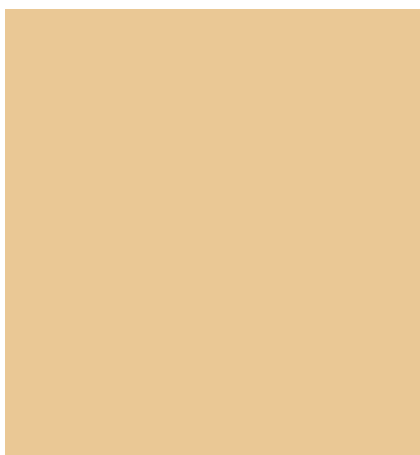
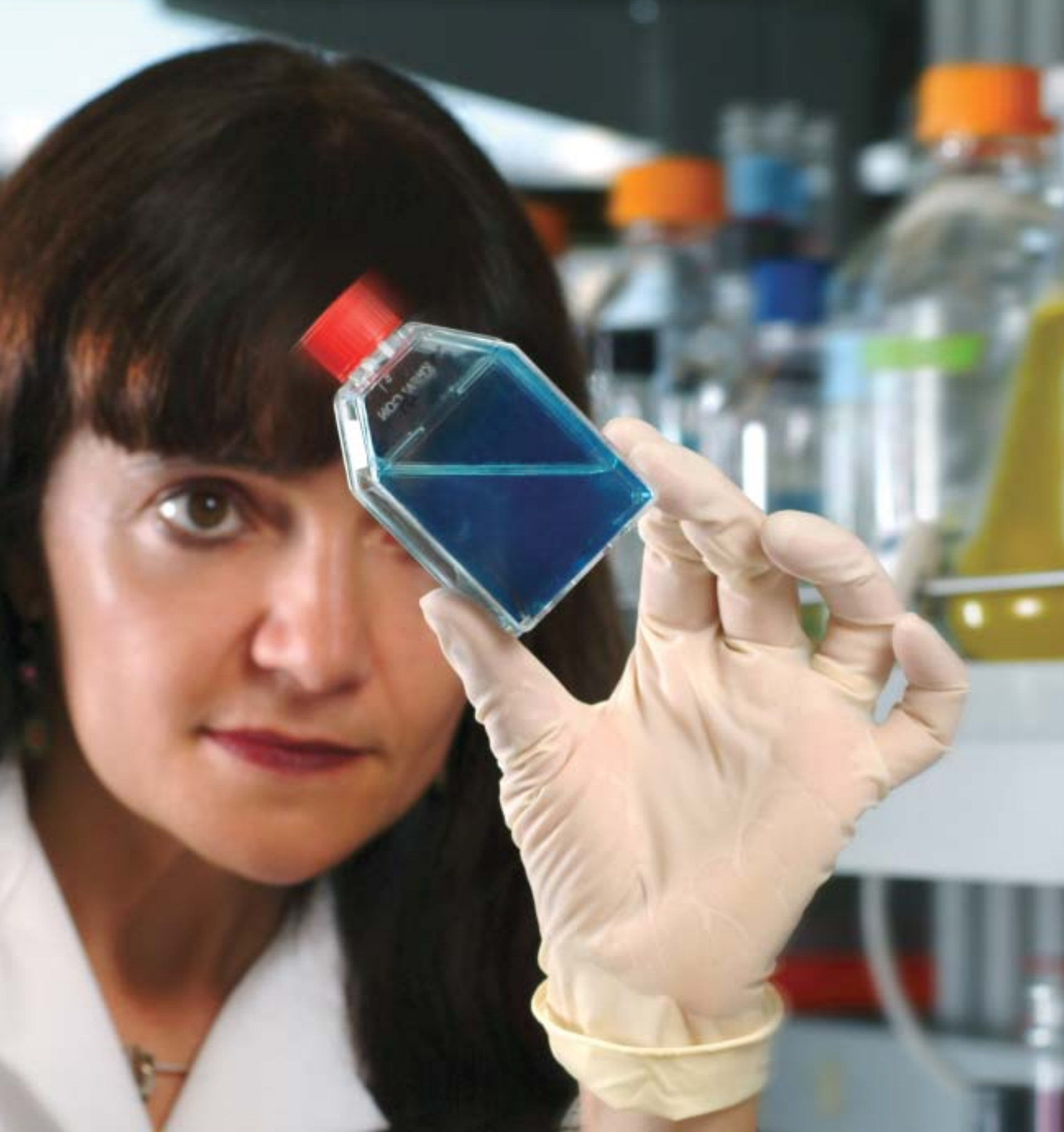
"I used to be a 'basic' scientist, interested in mechanisms and how things worked. There came a point where I wanted to do something more meaningful, to use my scientific knowledge to develop cures for diseases that currently have no treatment. I chose Cedars-Sinai because it is in a prime position to do translational research that could be applicable to humans. The research facilities are superb, the technology is the very latest and the ability to collaborate with other scientists is incredibly good."

2003 to \$24.5 million. This places the medical center among the highest ranked non-university academic medical centers nationwide. These are substantive statistics considering the fact that the government funding process is extremely competitive, with research grant applications coming from the world's most respected academic centers – and only a fraction receive funding.

More than 250 research articles bearing the names of Cedars-Sinai and its researchers appeared in highly respected peer-reviewed journals, and technology transfer – the financial value of inventions and discoveries – reached \$15.5 million.

Discovering New Approaches to Diagnosis and Treatment

In the past year, Cedars-Sinai research teams have reported many important findings. Some will have an immediate impact in the way medicine is practiced. Others, such as advances in the "basic" sciences of genetic and molecular



Better Research



mechanisms, may lead to innovations and treatments that today are only on the horizon.

Researchers in the [Board of Governors Gene Therapeutics Research Institute](#) found that two proteins prevented the progressive degeneration of nerve cells in the brain that cause Parkinson's disease. A genetically engineered virus was used to deliver the proteins into the brains of laboratory rats.

With a major NIH grant, medical geneticists continue to search for genes that contribute to heart disease in Mexican American, African American and Chinese American populations in the United States. One in four Americans has insulin resistance, a syndrome that may lead to development of diabetes and heart disease, and Mexican-Americans have the highest prevalence. Now researchers in [Medical Genetics](#) and the **Common Disease Genetics Program** have identified a gene that is linked to insulin resistance in this population. In the future, therapies may be developed to target the gene and prevent disease.

A major study having a direct influence on today's healthcare was recently completed at 20 centers in the United States and Europe. The bioartificial liver, developed by researchers in the [Department of Surgery](#), reduced mortality by 44 percent in acute liver-failure patients.

A natural protein called GLP-1 not only stimulates the insulin-making capacity of the islet cells in the pancreas, but it also makes new insulin, according to researchers in the [Diabetes Program](#). This increases the growth of new islet cells and prevents overworked islet cells from dying prematurely. GLP-1 may be useful in delaying or preventing the onset of type 2 diabetes.

[Cardiology](#) researchers isolated a key step in the mechanism that leads to vascular plaque buildup and blood clot formation. They hope that by attacking the first link in a complex chain of events they will be able to shut down a deadly process before it begins.

A mutant gene called apolipoprotein A-1 Milano, the subject of years of research led by Cedars-Sinai cardiologists, has been found to actually remove bad cholesterol, even from sites on arteries where plaque had accumulated. The human

Grants from the National Institutes of Health grew from \$22.8 million in fiscal year 2003 to \$24.5 million. This places the medical center in the top 20 independent hospitals and well within the top 200 institutions nationally receiving NIH grants.

study, conducted at the Cleveland Clinic, builds on the preliminary work and animal studies performed over the past decade in Cedars-Sinai labs.

Stress tests may not adequately screen for latent atherosclerosis, according to a study conducted by researchers at the [S. Mark Taper Foundation Imaging Center](#). Many patients who have normal stress tests could benefit from additional screening for coronary calcium with CT scanning technology. Researchers studied 1,195 patients without any known heart disease who underwent stress testing followed by coronary calcium scanning within six months. They found that patients who had normal imaging stress tests often had extensive plaque buildup that was revealed by coronary calcium scanning.

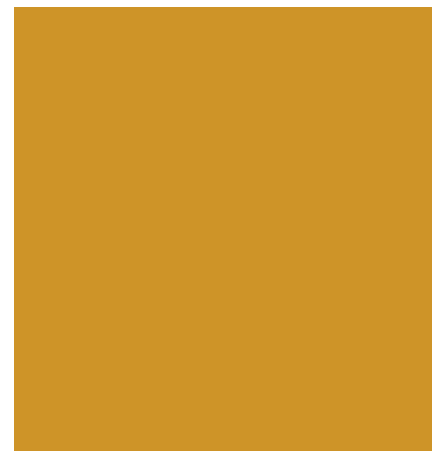
Cedars-Sinai cardiologists were among the first in the nation to evaluate the effectiveness of cardiac resynchronization therapy devices to reduce the risk of death and hospitalization among patients with advanced heart failure.

Body mass index appears to be a poor tool for predicting both existing coronary artery disease and future risk of adverse events in women, according to a study conducted by the [Preventive and Rehabilitative Cardiac Center](#) and [Women's Health](#). A more valuable predictor is a woman's self-reported assessment of physical activity and functional capacity.

In a human clinical trial of a cancer vaccine (immunotherapy) developed at the [Maxine Dunitz Neurosurgical Institute](#) (MDNSI), the two-year survival rate increased from eight percent to 45 percent among patients with the most aggressive type of brain tumor. In a related study, a combination of immunotherapy and chemotherapy significantly slowed tumor progression and extended survival.

MDNSI researchers developed a technique to grow neural stem cells from the bone marrow of adults, bypassing the need to use fetal material as a source for stem cells. They also:

- Identified a subset of neural stem cells that target and track deadly brain tumors, making these cells attractive transporters of cancer-killing agents.



Better Research

- Used new technology that shuts down a specific gene to regulate immune system proteins and boost production of cells that seek and destroy cancer cells.
- Identified several antigens in malignant brain tumors that previously were associated with other cancers and appear to be good targets for immunotherapy.
- Reported several findings on laminin-8, a gene that is up-regulated in malignant brain tumors. Blocking the gene's expression in laboratory tests reduced tumor cells' ability to aggressively invade neighboring tissue.



Lynda Oschin

[Samuel Oschin Comprehensive Cancer Institute](#)

Samuel Oschin had accomplished so much during his lifetime in his own quiet style, his wife Lynda sought a fitting way to pay tribute when she lost him not long ago. She found her answer in establishing an institute aimed at bringing an end to the threat of cancer. The Samuel Oschin Comprehensive Cancer Institute at Cedars-Sinai will bring together into a single institute the many world-class programs throughout the medical center that are researching and treating a wide variety of cancers.

- Identified abnormalities in the immune system's tumor-infiltrating T-cells.
- Identified a molecular mechanism that causes cell death of cancer-fighting lymphocytes as they infiltrate a brain tumor.
- Described a cell-level process that allows malignant brain tumors to protect themselves by damaging the thymus.

Traditionally, a patient's age at the time of diagnosis of malignant brain tumors has been the most reliable predictor of recurrence and survival, resulting in the term "age-dependent outcome." Now MDNSI researchers have found that the number of new cancer-fighting cells produced by the thymus is the underlying factor.

The Brain Tumor and Air Pollution Foundation, with funding from the South Coast Air Quality Management District, commissioned MDNSI to explore a possible link between brain cancer and air pollution.

MDNSI and the **Minimally Invasive Surgical Technology Institute** (MISTI) are collaborating on the development of a device that may use light to diagnose brain tumors instantaneously during surgery. When molecules in cells are stimulated by light, they respond by re-emitting light of varying colors (fluorescence) that can be captured and measured by highly sensitive optical equipment.

Another new device pioneered by the MISTI, the Hyperspectral Imaging Endoscope, enables physicians to noninvasively survey and sample an entire area of tissue within the body.

Researchers in the [Esophageal Center](#) developed uniform standards for performing and interpreting a diagnostic test called esophageal manometry, making it possible for physicians in any location to share data.

After conducting the single largest study on the subject of polycystic ovary syndrome, researchers in [Obstetrics and Gynecology](#) reported that its prevalence may be much higher than previously believed. This complex hormonal disorder affects the reproductive and metabolic function of premenopausal women. The research team also found that combination hormonal therapy can improve most symptoms associated with androgen excess in women.

In addition the scientists found that:

- Women with excessive levels of “male” hormones often suffer from such symptoms as acne, weight gain, excessive hair growth in male patterns, menstrual dysfunction, and infertility.
- Many women with ovulation problems who do not become pregnant after using the fertility pill clomiphene citrate should have a laparoscopic evaluation rather than an X-ray procedure before undergoing further

treatment. This may allow them to avoid the cost and frustration of months of unneeded treatment.

- A thin testosterone patch worn on the abdomen significantly increased sexual desire and the frequency of sexual activity in women experiencing low libido after the removal of the ovaries.

Accreditation Recognizes Safety Standards for Patients

Cedars-Sinai has become one of the first medical centers in the nation and the first in California to receive full accreditation from the Association for the Accreditation of Human Research Protection Programs, Inc[®]. The Association of American Medical Colleges and several professional societies established this nonprofit organization to improve the quality of research through a voluntary accreditation process. Accreditation signifies adherence to a rigorous set of standards and is valid for three years. Organizations are required to submit reports each year on the status of their human research protection programs.

Physicians and research scientists throughout the medical center are passionate in their quest for knowledge and their drive to bring new and better technologies to patient care.

Better Education

Educating the next generation of physicians and healthcare providers is one of the major missions of Cedars-Sinai. Through our 14 medical residency programs and 49 fellowship programs, many of the brightest young physicians have an opportunity to learn from some of the most experienced and respected specialists in the world.

As part of the training program, many medical residents provide care to patients in clinics and other community settings. Through these programs, residents gain experience and perspective that may not be available in their regular



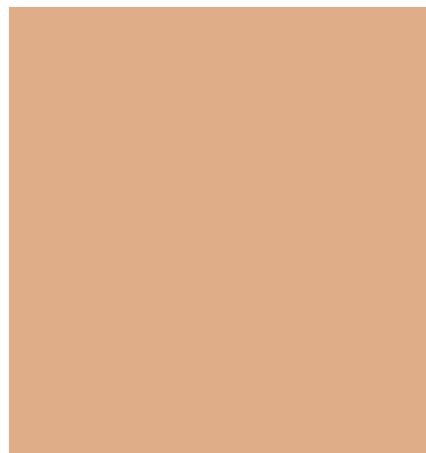
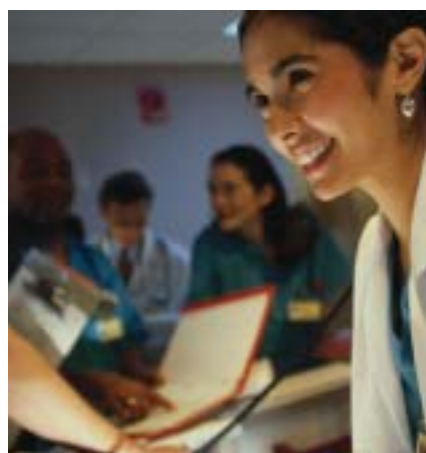
[Mark Noah, MD](#), Director, [Medicine Residency Training Program](#)

"I've been in much smaller community hospitals that have neither the level of clinical expertise nor the commitment to medical education that Cedars-Sinai has. I've also been in academic institutions where full-time faculty have minimal involvement with community physicians. Cedars-Sinai is unique in its ability to achieve a balance between those different settings. I think this institution also has an uncommon commitment to our community. Our medical residents provide care, for example, in a number of underserved areas. The hospital considers it part of the mission, and I appreciate that."

hospital rotations. At the same time, they provide an important community service, extending Cedars-Sinai quality care to patients who might not otherwise have access to medical services.

Resident "Matching" Program Attests to Quality

The quality reputation of Cedars-Sinai's [Graduate Medical Education](#) programs is confirmed in the fact that 100 percent of available positions were filled through the National Resident Matching Program. NRMP provides an impartial venue for matching program directors' preferences with those of the more than 30,000 applicants vying for choice positions.



Better Education

Among the residency programs offered at Cedars-Sinai are [Internal Medicine](#), [Obstetrics and Gynecology](#), [General Surgery](#), [Pediatrics](#) (Tri-Campus Program), [Radiology](#) and [Psychiatry](#).

In addition to providing the residency programs, fellowships and other educational opportunities on our campus, many Cedars-Sinai faculty members serve as professors at area medical schools. Our residents and fellows are encouraged to participate in a wide range of creative scholarly activities. As a major teaching hospital for the UCLA School of



Larry and Eris Field The Eris M. Field Chair in Diabetes Research

It has been about 20 years since Eris Field was diagnosed with diabetes at Cedars-Sinai. This is where she learned the skills to cope with the disease and continue to lead her life. So many lives in her family have been touched by diabetes: mother, sister and grandmother. Now she wants to spare younger generations the challenges she knows so well. Through their extraordinary philanthropy, the Fields impact many lives. Today, the Eris M. Field Chair in Diabetes Research at Cedars-Sinai is devoted to the well-being and hope of this generation and those to follow.

Medicine, the medical center has second-, third- and fourth-year medical students assigned to its Departments of Medicine, [Obstetrics and Gynecology](#), [Pediatrics](#), [Psychiatry](#), [Radiology](#) and [Surgery](#) on a regular basis.

With its support of education and its commitment to excellence, Cedars-Sinai has a positive influence on the quality of healthcare in communities around the world.

Nursing Institute Supports the Core of Cedars-Sinai Care

Cedars-Sinai's **Institute for Professional Nursing Development**, which opened in 2002 to provide educational and advancement opportunities for nurses, already has exceeded expectations. The only program of its kind in the state, the institute is supported by grants from private and

government agencies and includes nursing education at entry and advanced levels.

Institute personnel are working to:

- Expand nursing education programs by collaborating with agencies, colleges and universities.
- Expand leadership development opportunities.
- Expand research opportunities and innovation that will improve patient care quality and safety.
- Create programs to reach young people and those seeking second careers.
- Develop nurse volunteers to support community programs.
- Improve nursing retention through career development and nursing recognition programs.

One of the institute's goals is to help relieve the nursing shortage through its support for nurses and the nursing profession. About 375 baccalaureate and specialty nurses will graduate from Institute programs during its first three years. Once fully implemented, the program will graduate 150 new bachelor's-level nurses and provide advanced training for another 135 nurses each year.

In just the first six months of 2004:

- 50 nursing students were involved in a work-mentoring program.
- 34 new graduate nurses participated in internships.
- 52 nurses attended basic or advanced preceptor workshops.

- 81 nurses enrolled in specialty internship training.
- 161 nurses participated in internship programs.
- 2 new internships – chemotherapy and pediatric ICU – were added to the 12 in existence.
- 104 nurses participated in mentor incentive awards, with a total of 16,239 mentoring hours.
- 101 staff nurses participated in a two-day "Taking Charge" leadership development seminar.
- 243 nurses participated in a six-session leadership development series.
- 164 nurse managers participated in the Advisory Board's leadership and development program.

Through its support of the personal and professional aspirations of nurses at all levels, Cedars-Sinai is investing in the quality care of tomorrow, as well as today.

Better Community Outreach

Cedars-Sinai's Community Outreach programs served 207,925 people this fiscal year in 85 programs, services, ongoing events, clinics, support groups and health fairs. Between these programs, free and part-pay care for the uninsured and those with limited means, and the unpaid costs of government programs, Cedars-Sinai contributed \$103.3 million in community benefit in fiscal year 2004.

The Board of Directors and management team have identified community service as one of the medical center's key areas of focus. This is in keeping with Cedars-Sinai's tradition of



Pamela Moore, Education Program Coordinator

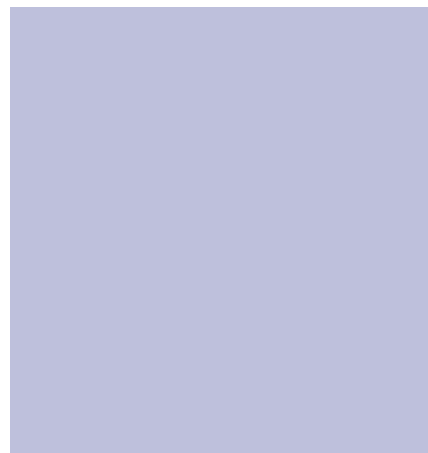
"I have never seen a medical center that offers the number and scope of community service programs that Cedars-Sinai does, which is one of the reasons I'm so proud to work here. In addition to our jobs, many of us also devote time as volunteers in community programs: cholesterol screenings, CPR classes, support groups and many more."

addressing community needs through an extensive array of community programs, services and partnerships.

Collaborating with medical center staff and outside partners, the [Community Health and Education Department](#) focuses on initiatives for maternal and child health, school-based health, and prevention and management of chronic diseases in older adults. While caring for the community's needs is the single focus of the Community Health and Education Department, community outreach is a medical center-wide effort, involving more than 20 departments and dozens of healthcare specialists throughout Cedars-Sinai.

Among the many programs offered:

- [Community Outreach Assistance for Children's Health \(C.O.A.C.H. for Kids and Their Families®\)](#), the program that provides primary care and mental health services



Better Community Outreach

to children in underserved communities, celebrated its 10th anniversary. C.O.A.C.H.[™], which operates two mobile medical units and helps connect families to resources for job training, housing and other needs, received the American Hospital Association's NOVA Award[™] in 2003.

- The [Youth Employment and Development \(YED\) Health Academy Program](#), which assists economically disadvantaged high school students interested in the healthcare industry, also celebrated its 10th year of



Donna Estes Antebi

[C.O.A.C.H. for Kids and Their Families[®]](#)

A half-million children in Los Angeles County live in poverty, often without access to medical care. For these children there is C.O.A.C.H. for Kids and Their Families[®], which operates two fully equipped clinics on wheels, providing free medical and preventive services to children and adults in low-income and underserved areas. C.O.A.C.H.[™] reaches these members of our community through the passionate leadership of Chair Donna Estes Antebi and a devoted team that has raised more than \$5 million since 1998.

service. Students earn high school credit, are exposed to a variety of careers, are mentored by Cedars-Sinai staff and receive paychecks from the medical center. Ninety-five percent of YED's participants have completed high school, and many have pursued healthcare careers at Cedars-Sinai and elsewhere. YED is offered through a partnership with the Los Angeles Unified School District.

- Every Thanksgiving Day, volunteers from the [Department of Nursing](#) and many other Cedars-Sinai departments come together to provide blood pressure checks, vision tests, dental checks and other health screenings for the homeless and working poor as part of a community-wide event held at the Santa Monica Civic Center. The true spirit of giving is demonstrated in the commitment and passion employees have for the community.

- The **Hospice Program** offers information and referrals, pastoral care, and individual and group support services without charge. Support groups include Family Loss, Widows and Widowers, Caregivers and General Loss.
- **Lifeline**, the 24-hour emergency response system that enables the frail elderly, disabled and financially challenged to live independently at home, celebrated its 20th anniversary. A push of a button calls help immediately, and now Lifeline has an added reminder feature to help subscribers remember to take medications or go to an appointment. Lifeline now has more than 1,000 subscribers throughout the area. Three hundred are more than 90 years old. Six have celebrated at least 100 birthdays. Cedars-Sinai is the only hospital in Los Angeles to maintain an emergency response system through the years.
- **TEEN LINE**, a teen-to-teen hotline and outreach program affiliated with Cedars-Sinai, recently earned a three-year certification from the American Association of Suicidology. TEEN LINE, which receives approximately 800 calls each month, was founded in 1981 to provide a confidential hotline to help teenagers cope with problems inherent in adolescence, including depression, problem relationships, suicide, pregnancy and drug abuse. The teen listeners, who go through a comprehensive 60-hour training program, help callers define their problems, explore options and, if needed, access referrals to local resources. Volunteer mental health professionals provide on-site supervision and support to the teen listeners.
- **The Bridges to Health Program**, created by

Cedars-Sinai's Community Health Planning Initiative, provides three Los Angeles schools and a community partner with group therapy for children in kindergarten and first grade, parenting classes and support groups, assistance to teachers in identifying students who need help, and referrals to appropriate services. Parents become partners in improving their children's well-being by participating in parenting groups offered by Cedars-Sinai.

- As part of our Maternal and Child Health Initiative, women who received prenatal care at the Los Angeles Free Clinic were able to participate in the "New Mom-New Baby" education and support group. Said one new mom, "It has been a wonderful experience that has made mothering even more joyful and enjoyable. The information has been so helpful and useful. The feeling of camaraderie from all the other moms has been rewarding. I love this class!"
- Preventing and managing chronic diseases and mental health for the elderly is another important and ongoing effort. During the past year, more than 27,000 seniors participated in Cedars-Sinai's Senior Health programs, whose goal is to provide education, prevention, screening and referrals for common diseases in older adults. This is done in collaboration with community-based organizations and providers, and includes health fairs and promotions, lectures, immunization programs and much more. Participants in this program received health education information and a variety of screenings, including cardiovascular, diabetes, hypertension and more. Mental health education, screening and appropriate referrals were also provided for older adults, as were influenza and pneumococcal vaccinations.

Better Facilities

It was little more than a mental image just a few years ago, outlined in the 1999 Master Facilities Plan. But the state-of-the-art campus offering the most advanced medical programs in the region is clearly taking shape.

The Suzanne and David Saperstein Critical Care Tower, which replaces the Schuman and Brown buildings severely damaged in the 1994 Northridge earthquake, will be completed in 2005. The 250,000-square-foot structure, will initially contain 72 intensive care beds, a 48-bed Direct Observation Unit, 30 acute-care beds and space for future expansion.

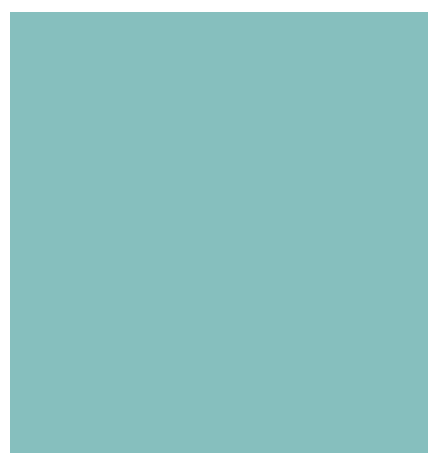


Peter Hendrickson, AIA, Director
Facilities Planning, Design & Construction

"There are interesting similarities between the science of healthcare and the art of architecture. Healthcare providers and architects both want to create an environment that is comforting and healing. Our focus is on designing spaces and facilities that are esthetically pleasing and flexible enough to accommodate ever-changing technologies. There is a shared vision among the Board, the administration, the clinicians and the employees to make this hospital an example for others to follow. It's unique, and I see it here every day."

Patient rooms in the Saperstein Critical Care Tower were designed in consultation with Cedars-Sinai physicians and nurses, who made numerous recommendations to enhance the quality of patient care provided in the facility. For example, most hospitals build their patient rooms around shared plumbing access, causing adjacent rooms to have mirror-image floor plans. But our nurses and physicians told us that they could provide better and more efficient care if patient rooms had an identical floor plan, where every piece of equipment and every control is located in the same position in each room.

In fact, the rooms will be equipped with the latest electronic monitoring equipment, with space to allow imaging and other technologies to be brought to the patient, reducing the number of times patients must be disturbed to go for tests or X-rays. The spacious rooms



Better Facilities

with large windows, indirect lighting and private bathrooms will provide a comfortable, healing environment.

So our nurses can spend more time in direct patient care, we're putting new technology to work – running errands. Computer-guided carts will automatically navigate certain areas of the hospital to deliver food, linens and other supplies to patient floors and other areas. The automatic guided vehicle system is now under construction throughout the hospital to replace the outdated materials management system.



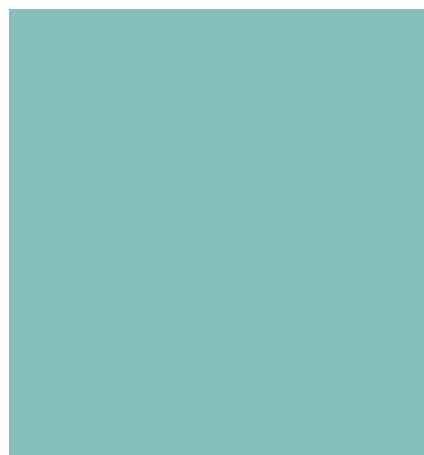
Suzanne and David Saperstein The Suzanne and David Saperstein Critical Care Tower

Now nearing the final stages of construction, the Suzanne and David Saperstein Critical Care Tower will crown several years of growth and renewal on the Cedars-Sinai campus, providing much-needed ICU beds and other facilities for patients. With their generous contribution to the building's construction – the largest donation in Cedars-Sinai's history – the Sapersteins have demonstrated the type of philanthropic leadership and commitment that has been a hallmark of the medical center's development over the years.

The seven-bed Andy and Evelyn Heyward Fast Track Suite was dedicated in the [Ruth and Harry Roman Emergency Department](#). Because every patient is important, but some needs are less urgent, the suite provides efficient service for patients whose injuries and illnesses are significant but not life threatening.

The new Central Plant is now fully operational, as is the new, more efficient pneumatic tube system. Expansion of the [Cardiac Catheterization Laboratory](#) was completed in the spring.

From the upgrading of elevator systems to the creation of robot-assisted surgical suites and the rise of multi-story buildings, many structural and technological improvements continue to be realized as Cedars-Sinai strives to provide the highest levels of care, comfort and compassion to our growing community.



Contributions

How different would Cedars-Sinai's campus look without the generosity of those who provide support? How different would the programs and services be? What would a patient's experience in the medical center be like?

Without question, the renowned quality of Cedars-Sinai's patient care, research, teaching and community involvement would not be possible without the commitment of those who volunteer or provide financial contributions in support of the institution's mission and values.

Support groups are among the medical center's most dynamic, enduring sources of inspiration and support. Here are some highlights from their activities this year.

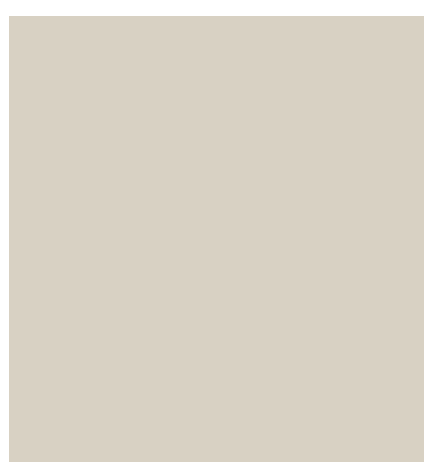
Good Beginnings provides emotional and educational support for parents with infants in the [Neonatal Intensive Care Unit](#) (NICU) and sponsors events and projects to enhance quality of care. When the NICU holds its annual Good Beginnings reunion, the graduating class now ranges from infancy to early 20s. This year's event welcomed 800 graduates and their families.

Continuing a dynamic tradition of support for diabetes research, the annual Monty Hall/Merchant of Tennis Diabetes Tennis Tournament honored Mr. and Mrs. Stanley Black. The honorees capped the lively event with a major gift of their own.

Over the past 46 years, the Women's Guild of Cedars-Sinai has raised more than \$16 million for patient care, equipment, research and educational projects focused on women's health. Late last year, the Guild presented its Woman of the 21st Century Award to Sharon Osbourne. Diagnosed with colon cancer in 2002, Osbourne has since worked to increase public awareness of the vital importance of education, prevention and research for a cure by creating the [Sharon Osbourne Colon Cancer Program](#) at Cedars-Sinai.

The Heart Fund of Cedars-Sinai honored entertainment industry legend Norman Brokaw with a star-studded gala that raised major funding for advanced cardiac research. Celebrity guests included Sidney Poitier, Bill Cosby, Berry Gordy, Mary Hart, Ivana Trump and Kim Novak.





Contributions



Sports Spectacular passed the \$14 million mark with their 19th annual event in support of the [Sports Spectacular Endowed Medical Genetics-Birth Defects Center](#). The institute provides outpatient diagnosis, treatment and management for all forms of hereditary disorders and birth defects.

The Thaliens 48th annual ball benefited the [Thaliens Mental Health Center](#). Debbie Reynolds, Hugh O'Brien, David Wolper, Ruta Lee, Bob Petersen and other celebrities launched an extraordinary new initiative to focus attention on mental illness. Over the years they have raised more than \$28 million for the center.



A wonderful tradition continued with the Fashion Industries Guild Dinner Dance. The Guild has now contributed more than \$18 million in support of many Cedars-Sinai projects including: the GUESS?/Fashion Industries Guild Chair in Community Child Health; the Ruth Bregman Fashion Industries Guild Special Children's Program; the Ruth Bregman Pediatric AIDS Outpatient Clinic; expansion of the Neonatal Intensive Care Unit; and the new Fashion Industries Guild Child Neurology and Neurodevelopment Program.

The [United Hostesses' Charities](#) celebrated its 62nd year of service. This dynamic group of women has raised more than \$9 million to support advanced heart research and other vital projects. UHC recently established the United Hostesses' Charities Cardiac/Stroke Emergency Care in the [Ruth and Harry Roman Emergency Department](#).

[Camp Rainbow](#) turned 20 this year. Sponsored by the Amie Karen Cancer Fund for Children, the week-long camp hosts children ages seven to 17 who have cancer, blood diseases, sickle-cell disease, HIV infection and other chronic illnesses. The staff of the [Pediatric Hematology/Oncology Department](#) helps these young people build their self-esteem and sense of belonging.

This year marked the 75th anniversary of [Helping Hand](#) of Los Angeles. In addition to supporting research and clinical care, members bring toys, balloons, cookies and dreidels to



hospitalized children of all faiths during Hanukkah. This year's Mother of the Year Luncheon honored Mary Hart.

The newly established [Pauletta and Denzel Washington Family Gifted Scholars Program in Neuroscience](#) enables talented students to participate in research fellowships, under the direction of researchers in the [Maxine Dunitz Neurosurgical Institute](#). Areas of focus include the blood-brain barrier, immunology, gene therapy, gene discovery and advanced surgical technology.

In that this was a presidential election year, members of the [Volunteer Services Department](#) were busy helping hospital patients get their votes counted. The Volunteer Workroom became Election Central in early November as members assisted with the Absentee Ballot Program. The department offers a wide range of services and programs throughout the year, provided by its 2,000 members, who range in age from teens to seniors.

Through their dedication to the medical center, Cedars-Sinai's 15,000 fundraising support group members and 2,000 volunteers are building a healthier future. They are a crucial part of the people of Cedars-Sinai – bringing world-class medicine to our community and beyond.



LEADING THE QUEST FOR HEALTH®

Officers 2004

*Barbara F. Bentley
Chair, Board of Directors*

*Thomas M. Priselac
President & CEO*

*John C. Law
Vice Chair*

*James A. Nathan
Secretary*

Board of Directors

*John Bendheim
William W. Brien, MD
Steven D. Broidy*
Achilles A. Demetriou, MD
Robert M. Eller
Irving Feintech*
Chester Firestein
Michael R. Forman
Joel Geiderman, MD
Marilyn Gilfenbain
Julian A. Gold, MD
Mark S. Greenfield
Linda Griego
Paul B. Hackmeyer, MD
John G. Harold, MD
Philip E. Hixon
Sue Neuman Hochberg
Jeffrey Katzenberg
Sally Kurtzman
Thomas J. Leanse
John W. Mack
Edward Meltzer
Todd M. Morgan
Lawrence B. Platt
Lawrence Powell
Marc Rapaport
M. Michael Shabot, MD
Mark S. Siegel
Ronald J. Silverman
Robert Silverstein**

**Past Chair, Board of Directors*

*Steven Spielberg
Theodore Stein, MD
Leslie Vermut
Jay S. Wintrob
Walter Zifkin*

Life Trustees

*Richard S. Brawerman
Bernard Briskin
Norman R. Brokaw
Judy Carroll
Armand Deutsch
Mel Dorfman
Maxine N. Dunitz
Aaron R. Eshman
Stanley M. Freeman
Ernest J. Friedman*
Bram Goldsmith
Marvin Goodson
Stanley Grinstein
Irwin Hoffman, MD
Rexford S. Kennamer, MD
Marion Laurie
Muriel Lipsey
Jane Lipstone
Stuart J. Marylander
Frieda Meltzer
Walter Mirisch
Joseph N. Mitchell*
Bruce W. Rabin
Sidney W. Schuman
Milton Slotkin
Antony Trattner
Carmen H. Warschaw
Sanford B. Weiss
Ben Winters
Elaine Winters*

Honorary Life Trustee

Suzanne P. Cummings

Executive Management

*Peter E. Braveman, Esq
Senior Vice President for
Legal Affairs*

*Jeanne Flores
Senior Vice President for
Human Resources and
Organization Development*

*Mark Gavens
Senior Vice President for
Clinical Care Services and
Chief Operating Officer*

*Thomas D. Gordon
Senior Vice President for
Medical Network*

*Richard B. Jacobs
Senior Vice President for
System Development*

*Michael L. Langberg, MD
Senior Vice President for Medical
Affairs and Chief Medical Officer*

*Shlomo Melmed, MD
Senior Vice President for
Academic Affairs*

*Arthur J. Ochoa, Esq
Senior Vice President for
Community Relations*

*Edward M. Prunchunas
Senior Vice President for Finance
and Chief Financial Officer*

Our Mission

Cedars-Sinai Health System, a nonprofit, independent healthcare organization, is committed to:

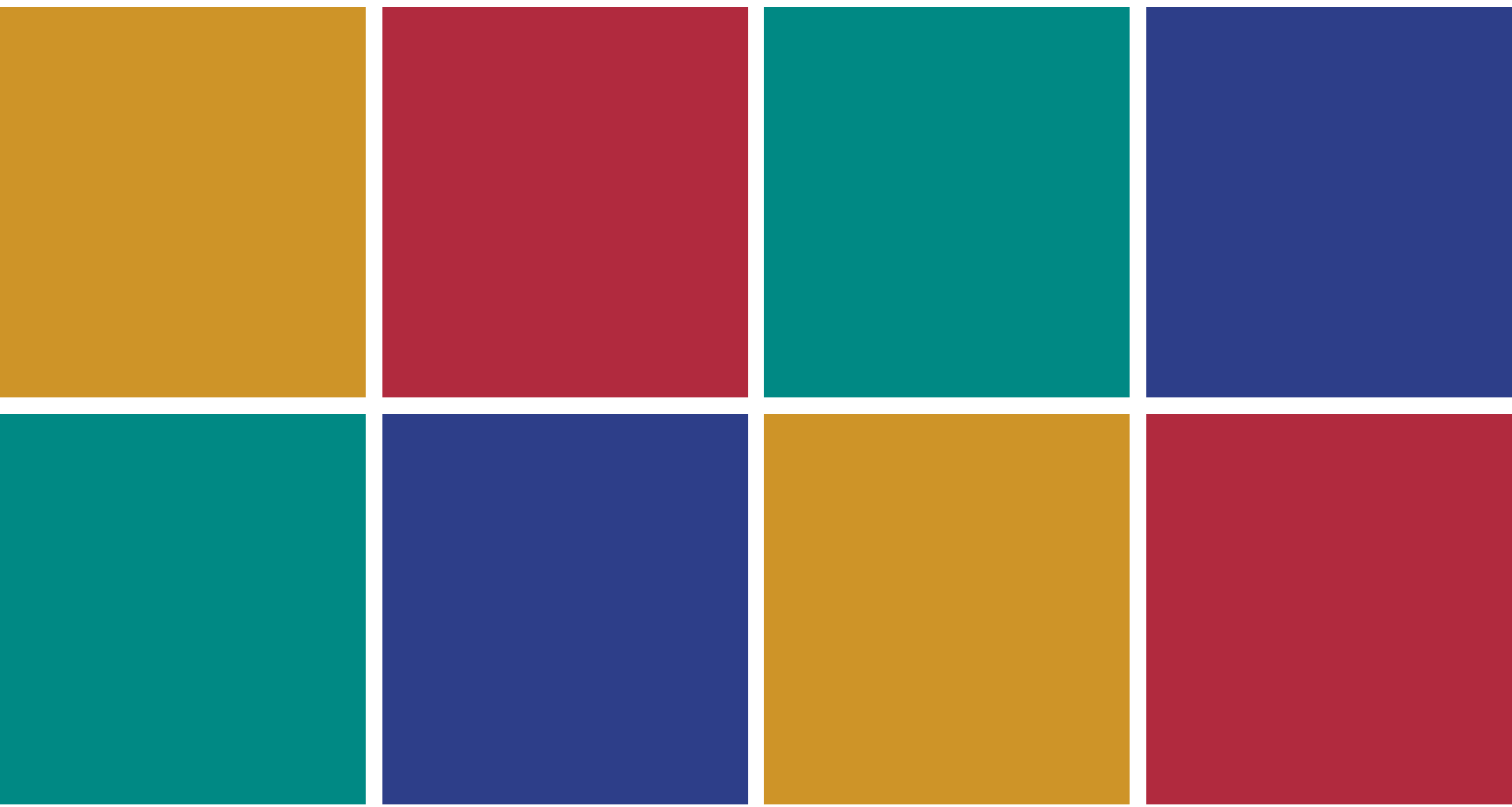
Leadership and excellence in delivering quality healthcare services.

Expanding the horizons of medical knowledge through biomedical research.

Educating and training physicians and other healthcare professionals.

Striving to improve the health status of our community.

Quality patient care is our priority. Providing excellent clinical and service quality, offering compassionate care, and supporting research and medical education are essential to our mission. This mission is founded in the ethical and cultural precepts of the Judaic tradition, which inspires devotion to the art and science of healing, and to the humanistic treatment we give our patients and staff.



LEADING THE QUEST FOR HEALTH®

8700 Beverly Boulevard, Los Angeles, CA 90048
1-800-CEDARS-1 www.cedars-sinai.edu