

*The People of Cedars-Sinai:
Improving the Health
of Those We Touch.*



Our Report to Our Community 2003

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 inspire devotion to the art and science of healing, and to the humanistic treatment we give our patients and staff.

The People of Cedars-Sinai



This year's community report introduces just a few of the over 11,000 people who make up our extraordinary Cedars-Sinai family. We are a large team of caring professionals, with a spectrum of individual talents, each committed to providing outstanding quality patient care to our community.

It is through our high standards of excellence, compassion and leadership that this goal is achieved every day.

- 2** Introduction
- 4** Leadership Message
- 5** Patient Care
- 11** Research
- 15** Community Outreach
- 17** Facilities
- 19** Contributions



Barbara F. Bentley, Chair, Board of Directors

Thomas M. Priselac, President & CEO

Leadership Message

At a time when more than half of California's hospitals are struggling, and operating at a loss, Cedars-Sinai continues to grow and expand in meeting the needs of our community. We credit the high quality of care provided by our physicians and staff, state-of-the-art facilities and technologies, as well as generous philanthropic support and a proactive stance, as factors that will help us continue to weather the challenges confronting the healthcare industry.

Cedars-Sinai is recognized as one of the largest medical centers in the country, with local, regional and international draw for patient services. We are fortunate to have the dedication of 8,000 employees, 1,800 physicians, and 2,000 volunteers, supported by the generosity of many donors – all of whom make it possible for Cedars-Sinai to provide award-winning care and continue to earn our community's trust.

Again this year, Cedars-Sinai received the prestigious "Consumer Choice Award" from the National Research Corporation (NRC), and the latest The American Association of Retired Persons (AARP) Consumers' Checkbook survey ranked Cedars-Sinai the number two hospital among leading metropolitan hospitals *nationwide*.

To continue to meet patient needs, we are making major investments to improve our facilities and usher in a new generation of technologies. We are working to reconfigure our services to accommodate short-term demand. We are refocusing on core strengths and reevaluating programs to ensure contribution to organizational stability. And, as always, we are reinforcing two basic components that have led to our success: quality care that results in patient satisfaction, and concern for employees that rewards dedication and hard work.

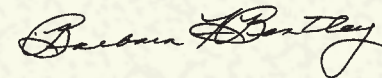
The Medical Staff has been pursuing a number of goals related to quality and best outcomes. Significant progress has been made towards achieving these goals. One initiative focused on achieving

Joint Commission for Accreditation of Healthcare Organization (JCAHO) Core Measures, another on reduction of medication errors, while another looked at developing measures for improving physician-medical center staff relations with a "Compact". Clinical processes were developed for supporting new JCAHO Core Measures in critical care, as well as other areas of the organization.

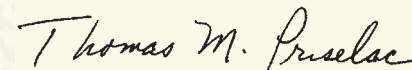
Our Nursing Department maintains its national leadership position in the development, recruitment and retention of a qualified nursing work force. Designated by the American Nurses Credentialing Center, we continue as a "Magnet" facility – one of a selected few healthcare organizations nationwide recognized for excellence in nursing service.

In keeping with of our mission of providing excellent care, Cedars-Sinai is dedicated to nurturing caregivers and all support staff. One initiative, "It's All About Caring," is designed to rekindle the passion for caregiving and allow staff and physicians to explore how to better take care of others and themselves. Among other measures designed to improve employee satisfaction, we have upgraded our employee retirement benefit plans, devised ways to decrease employee case loads, and stepped up recruitment efforts.

We are thankful for the employees, physicians, volunteers and donors who contribute to the success of Cedars-Sinai, and we are grateful for the confidence expressed by patients throughout the region and the nation who entrust their lives to us.



Barbara F. Bentley, Chair, Board of Directors



Thomas M. Priselac, President & CEO

Patient Care

The science of medicine is catching up to the fiction only imagined years ago. Diagnostic imaging systems scan so quickly they can freeze the motion of the heart and provide a clear view without the need for an invasive procedure. In surgery, robotic arms respond to voice commands and precisely perform repetitive motions.

In moments of joy and times of uncertainty and pain, families come to Cedars-Sinai for care, comfort and understanding.

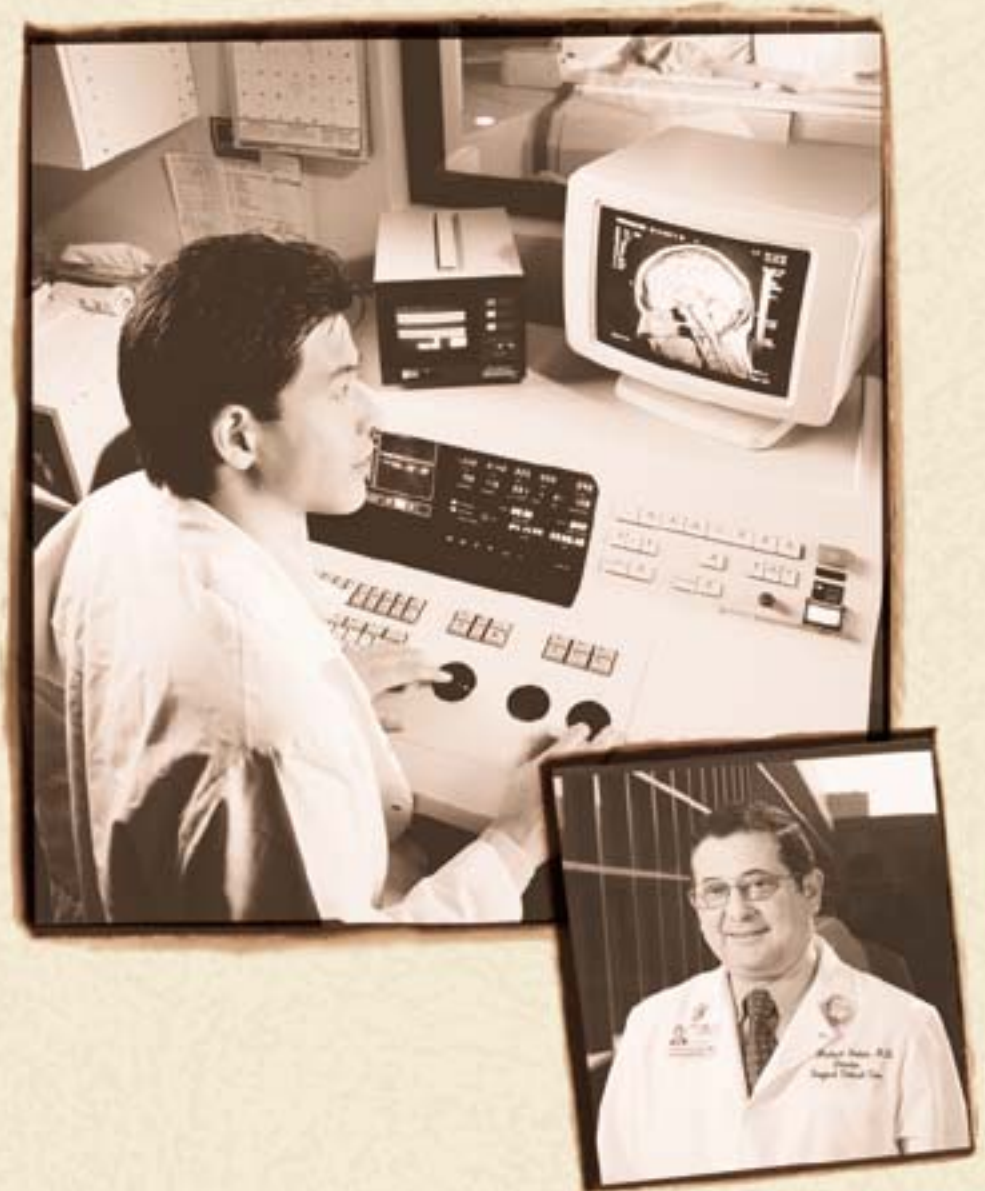
While the wonders of modern healthcare capitalize on the miracles of technology, they will always be dependent on human insight, touch and compassion. In moments of joy and times of uncertainty and pain, families come to Cedars-Sinai for care, comfort and understanding.

Grandparents get their first look at a newborn who has her mother's eyes. A father wraps an arm around a son whose elbow took the impact when a scooter took an unfortunate turn. A wife holds a husband's hand as he wakes up with a repaired heart and a new outlook on the rest of his life.

During this fiscal year, Cedars-Sinai delivered 7,044 babies – more than any other Southern California hospital. In fact, in states west of the Mississippi River, only one multi-campus hospital system delivered more babies than Cedars-Sinai.

Total inpatient visits during the fiscal year climbed to 46,854 from 44,887 the previous fiscal year, with outpatient numbers rising from 158,092 to 194,172 visits.

The **Ruth and Harry Roman Emergency Department** recorded 72,407 emergency room visits and 1,550 trauma visits. **Psychiatry and Mental Health** inpatient days totaled 23,072,



*M. Michael Shabot,
MD, FACS, FCCM, FACMI
Chief of Staff*



with 62,224 outpatient visits. Cedars-Sinai's **Ambulatory Care Center** served 34,844 patients.

Throughout Cedars-Sinai, efforts are always underway to continuously improve patient care and satisfaction. The Nursing Division created the **Institute for Professional Nursing Development** to increase educational and job opportunities for nurses. In the past year, the institute helped educate new nurses, provided support services to beginning nurses, and made scholarships, mentorships and preceptorships available to 590 individuals.

Devoting attention and resources to patient needs is not limited to the hospital campus. Cedars-Sinai's patient-friendly emphasis even extends to the bills that arrive in the mailbox at home.

Patient Financial Services adopted a new billing and collection process after reviewing the content, format and timing of bills, statements and letters. The flow of information was redesigned, and new software was developed.

For patients around the world who have questions about thoracic aortic aneurysms, dissections and related topics, answers are only an electronic click away. **Cardiothoracic Surgery's** Thoracic Aortic Surgery Program now offers educational information on the Internet. With patients and families volunteering to help in its development, the website contains a comprehensive section devoted to frequently asked questions. The surgeons developed one of the most respected and innovative programs for thoracic surgical treatment, have seen a steady increase in the number of patients referred from other institutions across the country, and have presented 30-year statistics documenting excellent outcomes.

Advancing diagnostic capabilities also enhance the quality of patient care. A new scanner acquired by the **S. Mark Taper Foundation Imaging Center** – 10 times faster in taking images than

“I JOINED *the medical staff at Cedars-Sinai because of the excellence in patient care that is so strongly imbued in everyone here.*

This drive for excellence involves physicians, nurses, pharmacists, technicians, employees, administrators and volunteers, and extends right up to the Board of Directors.

This commitment to the latest technologies, innovations, research and caring serves as the foundation to our medical delivery and care.”

- M. Michael Shabot, MD

a conventional CT scanner – produces clear pictures of the heart despite its constant motion and a patient’s heart rate. The GE e-Speed™ scanner is used by physicians in **Cardiac Imaging** to perform noninvasive coronary angiograms on selected patients.

A number of advances are increasing efficiency and safety while improving surgical outcomes at Cedars-Sinai. In **Minimally Invasive Surgery**, surgeons performed the nation’s first Zeus® robotic system-assisted gastric bypass surgery. Zeus is a multi-armed, highly evolved system that can repeat a surgeon’s hand motions with great precision and without fatigue or tremor.

Liver transplant physicians in the **Multi-Organ Transplant Program** now order biopsies of potential donors’ livers before surgery. Reviewing cases in 2001 and 2002, they found that biopsies often detected abnormalities that might go unnoticed with the usual laboratory and imaging tests. These abnormalities might cause complications before or after a transplant operation. Although only a small percentage of transplant centers nationwide require donor liver biopsies, Cedars-Sinai’s specialists have presented their findings at medical conferences, urging all transplant centers to consider using the tool as a way to ensure the greatest chances of success.

An outpatient procedure performed by specialists in the **Colorectal Center** uses a circular stapling device to lift hemorrhoidal tissue up to its original position and trim out a band of tissue above the “pain” line. Patients experience minimal discomfort, and recovery usually occurs within hours or days, instead of weeks or months.

The number and complexity of operations performed by the multidisciplinary teams in **Pediatric Surgical Specialties** also continue to increase. In a 10-hour operation, for example, surgeons reconstructed the urinary system of a toddler born



*Imelda Pichon-Queja, RN
Crisis Nurse, Nursing Resources*



with prune-belly syndrome or Eagle-Barrett syndrome. The syndrome occurs in only one in 80,000 births and typically results in muscular, urinary and reproductive system abnormalities.

In a new minimally invasive procedure, vascular surgeons apply radiofrequency (or heat) directly into the wall of the saphenous vein in the legs, cutting off the source of blood to varicose veins. Patients go home the same day, experiencing very little pain and disruption in their daily lives.

Life-saving and therapeutic capabilities continue to evolve at a rapid pace throughout the Medical Center. With the ever-increasing number and depth of pediatric specialties, for example, medical and surgical interventions and the high quality care found in the **Pediatric and Neonatal Intensive Care Units (PICU and NICU)** allow for new treatment options for some of the smallest, most vulnerable patients.

Pathology and Laboratory Medicine now offers specialized, diagnostic expertise in all systems of the body. The department is completely specialized, with 28 experienced pathologists, all certified by the American Board of Pathology and many having two or three board certifications. In **Transfusion Medicine**, the **Rita and Taft Schreiber Blood Donor Facility** now has automated blood component testing which allows for more efficient collection of blood and blood components. As demand for blood and blood products increases, multiple components can be collected from each donor, increasing collections and ensuring adequate supply. New instrumentation in **Microbiology** can provide results on urine culture studies in hours, instead of one or two days – a capability that may significantly reduce patient length of stay. Department staff have also developed the capability to rapidly detect emerging and dangerous microbes

“**NURSING IS** *not just a science,*

but an art, and I found that the best way

for me to express myself is by caring for the sick.

After graduating from nursing school,

I wanted to be in an environment where

*I could advance my skills, and Cedars-Sinai gave me
the professional training opportunities I needed*

to make me the nurse I am today.

*With the institution's highly skilled professionals,
numerous specialty areas*

and commitment to community service,

I've been able to achieve the

deepest level of job fulfillment.”

- Imelda Pichon-Queja, RN

including the SARS virus and the West Nile virus. **Anatomic Pathology** implemented a special reporting form for prostate cancer biopsies, providing physicians and patients with key diagnostic and prognostic information. The lab also introduced “thin-smear” Pap smear technology and is installing a new computer system that will greatly enhance the ability to document and report morphologic diagnoses.

A number of advances are increasing efficiency and safety while improving surgical outcomes.

Among our efforts to ensure ongoing attention to quality of care, Cedars-Sinai launched a pilot project, an initiative of the Institute for Health Care Improvement, in **Rehabilitation and Post Acute Care**. Although organizations must increasingly be conscious of costs and efficiency, quality care remains the highest priority. The Workforce Development Project is a nationwide initiative to increase staff satisfaction and retention, key requirements for an environment of quality care. The model used in the pilot project is now being refined and introduced to other areas of the organization.

The **Inpatient Rehabilitation Unit** was awarded the highest level of accreditation by the Commission on Accreditation for Rehabilitation Facilities (CARF). After a rigorous peer review process, CARF gave the three-year accreditation with zero recommendations, an indication of the quality and stability of the unit’s programs and services.

Cedars-Sinai Medical Network provides care, education and prevention services to the community through the Cedars-Sinai Medical Group, with offices in Beverly Hills and Los Angeles, as well as Cedars-Sinai Health Associates, a network of individual



*Jennifer Paulk
Operations Supervisor
Cedars-Sinai Medical Network*



physicians. On the 2003 Consumer Assessment Survey, conducted by the independent Pacific Business Group on Health, Cedars-Sinai Medical Group physicians ranked among the top physicians in the overall rating of care for a personal physician or nurse. Physicians were also rated high in the categories of doctor-patient communication and preventive counseling.

As part of an ongoing effort to improve quality and communication, Cedars-Sinai Medical Group established a patient newsletter and, with Cedars-Sinai Health Associates, conducted focus groups comprising of current patients and community members, to learn more about improving access and delivery of care.

Cedars-Sinai Medical Group also recruited a Russian-speaking hematologist/oncologist and four internists, added an esthetician in the Cosmetic Dermatology program, and launched two new disease management programs – Hepatitis C and Travel Medicine. A new Cedars-Sinai Medical Group women's health practice opened, offering women access to obstetrician/gynecologists, internists, and specialists in endocrinology and internal medicine at a single location. Additional services and specialties are being developed.

For more than 100 years, Cedars-Sinai's determination to provide the latest technologies and excellent patient care has never wavered. This commitment continues today because there are new generations of babies to be delivered, big brothers and sisters who need urgent attention from time to time and families who trust their community hospital to be ready and waiting with care and compassion.

“IT’S BECAUSE *of the*

tremendous support from management,

the physicians and fellow staff

that I enjoy working for Cedars-Sinai so much.

In my department

all the team members take the time to share

their expertise and knowledge;

that’s why

Cedars-Sinai Medical Network

runs so efficiently and makes it such

a pleasant experience for our patients.

It’s truly an honor

to be part of the Cedars-Sinai family.”

- Jennifer Paulk, Operations Supervisor

Research

Over 600 major research projects are underway in Cedars-Sinai laboratories and facilities. In fiscal year 2003, researchers affiliated with the **Cedars-Sinai Burns and Allen Research Institute** received research expenditures of \$49 million, \$22.8 million (46 percent) of which was awarded by the National Institutes of Health (NIH).

Because heart disease and stroke continue to take a high toll in death and disability, studies of vascular disease and treatments remain a high priority.

The **Medical Genetics-Birth Defects Center** has become the West Coast site for multi-center enzyme replacement trials in Fabry's disease and Pompe's disease. Experiencing their most productive grant year to date, the **Medical Genetics** and **Pediatrics** departments saw grant revenues increase to \$11.8 million, with 38 active federally funded projects, 17 industry-supported studies, and 11 foundation awards. One of these, the Medical Genetics UCLA Intercampus Postdoctoral Training Grant, provided training for 130 postdoctoral fellows, who now work in clinical and research programs around the world. Medical geneticists involved in the four-center, 10-year Multi-Ethnic Study of Atherosclerosis (MESA) received an \$8.5 million government award – one of the largest in the Medical Center's history – to expand research. Meanwhile, the **Division of Maternal Fetal Medicine Research** is involved in a federally funded project to survey labor and delivery units in California, describing resources, staffing and clinical policies associated with maternal and neonatal outcomes.

Because heart disease and stroke continue to take a high toll in death and disability, studies of vascular diseases and treatments remain a high priority. The **Cardiothoracic Surgery Department** is



*Kimberly Gregory, MD, MPH
Director, Maternal-Fetal Medicine
Women's Health Services*



one of 10 centers participating in a study of a ventricular assist device that may provide improved mobility and quality of life for patients whose hearts need temporary support.

Researchers in **Cardiology** and **Women's Health** reported that neither the use of statins – prescription medications that reduce blood cholesterol – nor low blood cholesterol levels significantly affected reproductive hormone levels in pre-, peri-, or postmenopausal women. Findings from **Cardiac Imaging** and the **S. Mark Taper Foundation Imaging Center** indicate that an adenosine stress test provides a quick, safe and effective means for identifying both men and women with potentially fatal heart disease. Meanwhile, software for new generations of advanced cardiac imaging is being developed in the **Artificial Intelligence in Medicine Program**.

Studies in the **Cardiac Electrophysiology Research Laboratory** found that atrial fibrillation, which can cause heart attacks and strokes, often results from problems in a ligament that surrounds the heart. Investigators in the **Atherosclerosis Research Center** isolated a key step in the development of vascular plaque buildup and blood clot formation, and published a study that eventually may lead to a childhood vaccine against heart attacks and strokes.

Innovators in minimally invasive thoracic surgery in the **Division of Cardiothoracic Surgery** and specialists in **Pulmonary and Critical Care Medicine** participated in the government-funded National Emphysema Treatment Trial (NETT) to identify which patients are good candidates for lung-volume reduction surgery.

With a \$1 million grant from the Office of Naval Research, the **Department of Surgery** launched the Minimally Invasive Surgical Technology Institute (MISTI) to develop, test and introduce noninvasive technologies into everyday surgical practice.

A number of research efforts are focused on many types of cancer. In the **Division of Hematology/Oncology**, researchers are

“**CEDARS-SINAI'S** *research, cultural richness, diversity and personalized care for each patient made working here a natural fit for me.*

I take care of high-risk obstetrical patients, and many times it requires a multidisciplinary collaboration with subspecialists and the use of state-of-the-art technology.

It's reassuring to know that I have these resources

available to me at Cedars-Sinai,

24 hours a day, seven days a week.

Research is my other passion, and without new thinking and new techniques, there is never growth.

For me, it's all about bringing healthier babies

into the world and

providing them with a stronger start.”

- Kimberly Gregory, MD

finding genetic abnormalities and devising novel therapies in brain, breast, endometrial, lung and pancreatic cancers, as well as leukemias and lymphomas. A newly discovered vitamin D compound that has an anticancer effect is now in a clinical trial for patients with pre-leukemia.

Clinical trials translate the latest findings and technologies into patient care, while safety studies improve the quality of that care.

Researchers in the **Louis Warschaw Prostate Cancer Center** reported that in early clinical trials, an experimental drug that targets a growth signaling pathway in cancer cells was effective in shrinking or slowing tumors of several types of cancer. In a study of a drug that targets a signaling pathway in lung cancer cells, researchers at the prostate cancer center and the **Cedars-Sinai Comprehensive Cancer Center** found that a molecular test could be used to identify a panel of genes that correlates with tumor response. Researchers in the **Neuroendocrine Tumor Center** documented that a specific nuclear protein receptor plays a role in tumor development.

Maxine Dunitz Neurosurgical Institute scientists are continuing to find genetic links and develop novel methods for treating brain tumors. They discovered that deadly gliomas damage the thymus, the gland in which some of the immune system's T cells develop, and reported that stem cells from whole adult bone marrow can be differentiated into several types of cells of the central nervous system. The institute is now working with the South Coast Air Quality Management District to investigate possible links between air pollution and brain cancer.

Highlights from the **Women's Cancer Research Institute** include expansion of novel imaging studies for women at risk for



*Jose Morales
Research Assistant, Nuclear Medicine
former Youth Employment and Development (YED) student*

experts have found that some strokes originating from blood clots due to abnormal heart rhythm occurred because patients were told to stop taking a common anti-clotting drug before undergoing invasive surgical procedures.

In the **Department of Medicine's Autoimmune Disease Unit**, researchers – who first cloned the genes for Hashimoto's thyroiditis – are working to develop new proteins that will help physicians find antibodies in the blood, a process that may lead to new treatments for other diseases, such as diabetes and multiple sclerosis.

Researchers in the **Inflammatory Bowel Disease (IBD) Center** continue to identify responsible genes and build a foundation for the creation of gene therapies that may control and even prevent IBD.

Scientists in the **Liver Support Research Laboratory** have found that by infusing adult bone marrow derived stem cells, they are able to salvage livers rejected after transplantation. Scientists in the **Ophthalmology Research Laboratory**, the **Biophotonics Laboratory** and the **Wound Healing Laboratory** continue to carry out innovative studies on diabetes, atherosclerosis and other complex disease processes.

A new **Biomechanics Laboratory** has been established to investigate spine and musculoskeletal disorders. An artificial disc being studied as a replacement for damaged discs of the spine has moved into Phase II trials by the **Cedars-Sinai Institute for Spinal Disorders**.

Rehabilitation is conducting a study to evaluate “constraint-induced therapy” (CIT), a non-traditional approach that may prove to help stroke survivors better participate in daily activities.

Activity in the Clinical Trials Unit of the **Department of Psychiatry and Mental Health** has doubled. One of several NIH-funded projects is a multi-site study on the genetics of treatment response in depression as it relates to ethnicity.

Members of the **Department of Pathology and Laboratory**

Medicine contributed 45 peer-reviewed scientific papers.

Microbiologists identified a serious infectious agent, a new strain of antibiotic-resistant staphylococcus aureus.

Specialists in **Immunopathology/Molecular Testing** recently completed a year-long evaluation of computer-assisted image analysis instruments that allow even more precise measurement of vital components in the determination of therapy for women with breast cancer.

Cedars-Sinai continues to take a leading role in programs to improve patient safety. **Nursing Research and Development**, home of the California Nursing Outcomes Coalition's (CalNOC) data repository, is collecting data on nurse staffing and patient safety from more than 140 hospitals throughout the state. Reports enable individual hospitals to compare their performance with others. Analyses also provide information on the number of nursing hours required to ensure safe care for hospitalized patients.

Molecular and genetic research seek to discover and correct the mechanisms responsible for diseases. Clinical trials translate the latest findings and technologies into patient care, while safety studies improve the quality of that care. Cedars-Sinai's investment in broadening the medical and healthcare information base is enhancing the quality of lives throughout the organization, as well as around the world.

**More than 600
major research projects are
underway in Cedars-Sinai
laboratories and facilities.**

breast and ovarian cancer, further investigation into environmental and genetic links to cancer, and clinical trial opportunities for leading-edge therapeutics for cancer patients. Researchers in **Gynecologic Oncology** are focusing on the impact of BRCA gene mutations in both ovarian and breast cancer cell lines. They recently reported that improved survival among patients with hereditary BRCA-associated ovarian cancer may result from a greater sensitivity and response to treatment with chemotherapy.

The newly founded **Center for Reproductive Medicine** and the **Center for Androgen-Related Disorders** offer comprehensive diagnostic and treatment services and conduct extensive research. The Center for Reproductive Medicine studies endometriosis, polycystic ovary syndrome, fibroids and other reproductive system disorders. The Center for Androgen-Related Disorders investigates both androgen excess and androgen deficiency in women. In one series of ongoing clinical trials, testosterone patches have appeared effective in improving the sense of well-being and sexual desire in postmenopausal women.

Partnering with Medical Center researchers in a variety of disciplines, the internationally recognized scientists of the **Board of Governors Gene Therapeutics Research Institute** have established “home-grown” clinical trials to explore the promise of gene therapy. Gene therapy studies are currently underway to address Parkinson’s disease, brain tumors in adults and children, heart disease and many other disorders.

New proteins and genes that play a role in the onset of Parkinson’s disease have been identified by researchers in **Neurology**. Researchers in the **Seizure Disorders Program** are mapping the precise locations in the brain where seizures originate while their colleagues in the **Stroke Center** are conducting trials of new medications to treat acute stroke and to prevent recurrence. Stroke

“FROM EARLY ON,

*I knew that I really liked helping people and was
looking for a way to make a difference.*

*When I was in my junior year at Fairfax High School,
my guidance counselor told me about the
YED Program at Cedars-Sinai.*

*After filling out an application and interviewing,
they told me I was accepted and I said ‘yes’ right away.*

I was placed in the Nuclear Medicine Imaging Department.

*It was such a great experience,
and it’s there that I met my mentor.*

*After graduating high school, I started full-time
as a research assistant. My goal is to become a paramedic.”*

- Jose Morales, Research Assistant

Community Outreach

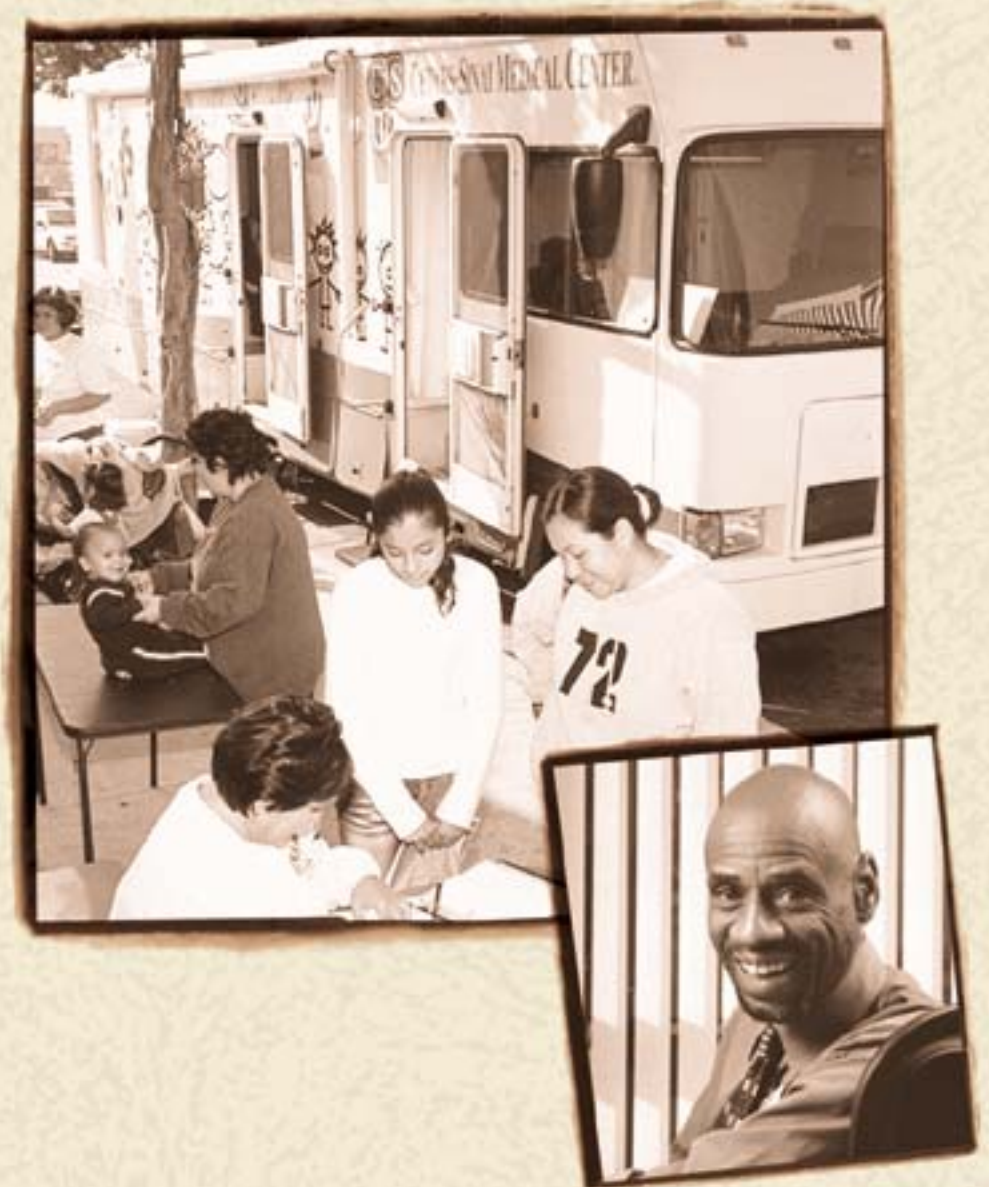
An expectant mother receives information on steps she can take to protect her unborn baby and undergoes a physical exam – not in the hospital or at a doctor’s office, but at a clinic near her home. A child traumatized by a violent domestic situation receives professional counseling services – at school. A grandfather has his blood pressure and blood sugar checked while his wife is given a flu shot – at a health fair.

*Cedars-Sinai is a major partner
and the lead institution of the
Los Angeles Best Babies Collaborative.*

“Striving to improve the health status of our community” is one of four key commitments identified in Cedars-Sinai’s mission statement and emphasized at all levels of the organization.

While more than 20 departments and dozens of specialists are involved in community outreach, the **Department of Community Health and Education** is responsible for ensuring an organized and sustained approach. Target populations include the elderly, minority households, women, children, the poor, Medi-Cal and Medicare beneficiaries, and the uninsured.

Every three years, the Medical Center conducts a thorough assessment of community needs as part of an extensive community health strategic planning process. Based on assessments, Cedars-Sinai determined five priority areas: 1) access to clinical and preventive services, including immunizations; 2) maternal and child health; 3) mental health care, including alcohol and drug abuse; 4) diabetes and chronic conditions, including asthma; and 5) heart disease and stroke.



*Donald Washington
Emergency Medical Technician (EMT)
C.O.A.C.H. Operator*

screening to its list of services. The C.O.A.C.H. program received the prestigious 2003 NOVA Award™ from the American Hospital Association. This national award honors selected hospitals and health systems each year for efforts to improve the health status of their communities.

Among other ongoing community health initiatives for young people are Children's H.E.A.L.T.H. (Health Enables All Learning to Happen), a partnership of the Ahmanson Pediatric Center, the Los Angeles Unified School District and the Division of Community Child Health; the **Psychological Trauma Center** for school children, offered through the **Department of Psychiatry and Mental Health**; and **TEEN Line**, a teen-to-teen hotline affiliated with Cedars-Sinai.

Celebrating its tenth year of service, **Youth Employment and Development (YED)**, coordinated through the **Human Resources Department**, offers students at Fairfax High School educational credits for paid work experience. Fifty students are participating this year, and about 600 have been involved during the decade of YED's existence, with many graduates returning to accept full-time positions.

Also, Camp Rainbow, held each year for kids with cancer or other chronic or life-threatening disorders, is sponsored by Cedars-Sinai's Amie Karen Cancer Fund and offered by **Pediatric Hematology/Oncology**. Brainworks is an annual one-day event sponsored by the **Maxine Dunitz Neurosurgical Institute** and designed to encourage selected seventh- and eighth-grade students to develop an interest in science.

Through the Prevention and Management of Chronic Diseases and Mental Health for the Elderly Initiative, the Medical Center provided free lectures throughout targeted communities, implemented comprehensive screening programs for cardiovascular disease and diabetes, and offered vaccinations against influenza and

pneumonia. Hospital departments, such as Community Health and Education, Nursing, Psychiatry and Mental Health provided services to 22,634 seniors during the fiscal year.

Lifeline is an ongoing program that serves a growing client base. The 24-hour personal response system, which allows seniors and people with certain disabilities to live independently at home, is a joint effort between the Medical Center and Lifeline Systems, Inc.

Additional services for vulnerable populations of all ages are offered by the **Department of Psychiatry and Mental Health** at the **Thalians Mental Health Center**. And researchers in **Gynecologic Oncology** are continuing to increase access to specialized care through screening and treatment programs for underserved women. They offer programs in the **Ambulatory Care Center** and area clinics to provide long-term treatment and follow-up for women with cervical cancers.

Advanced Practice Nurses recently created and implemented a breast cancer screening and education program. The departments of **Nursing Education** and Community Health and Education collaborated with the Los Angeles Department of Health's Immunization Program to create an influenza and pneumococcal vaccine program for at-risk members of the community.

The C.O.A.C.H. program received the prestigious 2003 NOVA Award™ from the American Hospital Association.

The resulting Community Health Initiatives focus on the following three areas:

1. Maternal and Child Health
2. School-Based Health
3. Prevention and Management of Chronic Diseases and Mental Health for the Elderly

The Maternal and Child Health Initiative improves health and quality of life for pregnant women and young children. Because many new mothers come from low-income homes, the Medical Center, in partnership with the L.A. Free Clinic, provides prenatal care to low-income women. **Obstetrics and Gynecology** is heavily involved in programs to improve birth outcomes. Cedars-Sinai is a major partner and the lead institution of the Los Angeles Best Babies Collaborative. Funded by First 5 LA, the collaborative provides planning, technical assistance and network support for the Healthy Babies Initiative.

“Bridges to Health” is a school-based Community Health Initiative that involves several medical center departments. With the support of licensed social workers, Bridges to Health provided ongoing children’s therapy groups, parenting groups and individual counseling for kindergartners and first graders in two low-income elementary schools.

The Bridges to Health caseworker helps families apply for public health insurance coverage programs and works with **C.O.A.C.H. (Community Outreach Assistance for Children’s Health) for Kids and Their Families** and the **Ahmanson Pediatric Center** to provide access to physical health assessments and appropriate referrals.

C.O.A.C.H. provides mobile medical, mental health and case management services to low-income families. In fiscal year 2003, C.O.A.C.H. provided 16,488 visits and added dental health

“NINE YEARS AGO, I began
working as a driver for Cedars-Sinai’s C.O.A.C.H.
for Kids® and Their Families.
The program had just been established.

After retiring as a truck driver and having had previous
experience as an EMT, I knew I wanted to
work in the medical field and to give back to the community.

Because the C.O.A.C.H. program cares for children,
it makes my job at Cedars-Sinai even more rewarding.
It’s extremely satisfying to help make
the lives of underprivileged and challenged
children in Los Angeles a bit brighter.

Just seeing the children leave with a smile on their faces
and feeling better makes my day, every day.”

- Donald Washington, EMT

Facilities

Construction has started on the **Suzanne and David Saperstein Critical Care Tower**, the replacement for the Schuman and Brown buildings that were severely damaged in the 1994 Northridge earthquake. The tower will provide state-of-the-art intensive care, monitored medical-surgical patient rooms and other services that will increase both quality and capacity of inpatient care. Glass-enclosed bridges at the upper floors will connect the tower to the existing main hospital building.

The Infrastructure Improvement Program is making many significant upgrades behind the scenes to enhance safety and convenience.

The tower is one of the major projects envisioned in the 1999 Master Facilities Plan, a comprehensive renovation and expansion program designed to produce a state-of-the-art healthcare campus.

The recently completed **Central Plant** enhances the Medical Center's capabilities for cooling and emergency power. Housed in an underground 26,500-square-foot concrete vault, the plant provides 10,000 kilowatts of emergency power and 4,500 tons of new cooling capacity for all existing and future buildings on the campus.

Featuring a hybrid system that is compatible with Cedars-Sinai's participation in the "Green Los Angeles" program, it allows the use of either electric or natural gas-driven equipment, a strategy for reducing energy costs and preserving resources.

The 24-bed **Stroke Unit** has been renovated, supported by a generous donation from the S. Mark Taper Foundation. The



*Raymond Cheng, AIA
Manager of Construction
Facilities Planning, Design and Construction*



Cardiac Catheterization Laboratory was expanded to include seven modern labs, and a fast-track patient area was added in the **Ruth and Harry Roman Emergency Department**. Seven new stations free up existing beds for more acute patients and increase the total number of beds in the department to 39.

The **5th Floor Surgery Operating Rooms and Post Anesthesia Care Unit (PACU)** renovation is in the design stages. This project will increase the number of operating rooms by six and boost the number of pre-op/post-op and PACU beds. Design has also begun on Phase 1 of a phased **Cedars-Sinai Comprehensive Cancer Center** expansion.

Aware that busy schedules keep many women rushing from morning to night, the staff of the new **Women's Health Resource Center** offers early morning, evening and even some Saturday appointments. In addition to wellness screening programs and professional consultations, the center provides books, tapes and Internet access to help women find accurate and timely health and medical information.

To improve one-location access to a variety of outpatient programs, many **Outpatient Rehabilitation** services have been relocated. Brain Injury Rehabilitation, Stroke and Neurologic Rehabilitation, Driving Program, Vision Assessment, Dysphagia Program, Hand Therapy Clinic, Joint Replacement Rehabilitation, and Orthopedic and Sports Injury Rehabilitation are now available in the Mark Goodson Building.

Although they may not always be immediately visible, the **Infrastructure Improvement Program** is making many significant upgrades behind the scenes to enhance safety and convenience. The elevator modernization project was completed in July, with two new elevators added and 22 modernized.

“MOST RECENTLY,

I've been working on the Master Facilities Plan architectural projects.

Knowing that the highest quality of care is always a priority at Cedars-Sinai, it is very challenging to build these projects while the hospital continues to operate.

It requires a lot of concentration and dedication from our staff. But when I see the successful completion of projects and patients getting well, in part because of the hard work of our team, the rewards are tremendous, which make it all worthwhile.”

- Raymond Cheng, AIA

Contributions

The generosity that supports the healing mission of Cedars-Sinai comes in many sizes and forms, from hours volunteered in the service of others to financial contributions that make new programs and facilities possible.

Cedars-Sinai recently received the largest donation in our history when David and Suzanne Saperstein made a generous contribution to the construction of the new patient care tower, scheduled for completion in 2005.

Cedars-Sinai recently received the largest donation in our history when David and Suzanne Saperstein made a generous contribution to the construction of the new patient care tower, scheduled for completion in 2005. **The Suzanne and David Saperstein Critical Care Tower** will offer advanced technology and experienced staff to care for the most fragile patients.

Contributions generated by the work of the Cedars-Sinai Campaign Cabinet will bring Phase II of the “Campaign for the 21st Century” total to \$225 million at the conclusion of 2003. The combined total for Phase I and Phase II of the campaign will be \$365 million, bringing the Medical Center closer to our ultimate goal of \$500 million.

Thirty-eight fundraising groups, comprising more than 16,000 individuals, devoted themselves to bringing the blessings of 21st century medicine to Cedars-Sinai patients. These forward-thinking women and men gave of themselves in substance and spirit to advance world-class research and care in heart disease, cancer, women’s health, children’s health, diabetes and many other areas. Their generosity helped create breakthroughs in gene therapeutics, imaging, minimally invasive surgery and other frontiers.



*Henry and Adrienne Cole
Volunteers in HIV and Cardiac areas – POOCH Program*

imaging (MRI), high-speed CT screening, extremely sensitive positron emission tomography (PET) and digital mammography. The **Louis Warschaw Prostate Cancer Center** includes research facilities and a treatment program with specialists in surgery, radiology, radiation therapy, oncology, pathology and other disciplines.

The philanthropic vision of Cedars-Sinai's donors enabled the Medical Center to inaugurate several new programs.

The Walter and Shirley Wang Chair in Pediatric Surgery was dedicated in March, and Steve C. Chen, M.D., associate director of Pediatric General Surgery and director of Pediatric Trauma, was named the inaugural holder. Funding will support ongoing research in minimally invasive pediatric techniques, the search for new ways to correct birth defects, the exchange of information with surgeons worldwide and the provision of crucial surgery for children whose families cannot afford it. **The Bram and Elaine Goldsmith Chair in Gene Therapeutics** was dedicated in November, with Pedro Lowenstein, MD, PhD, named chair holder. Dr. Lowenstein directs the Cedars-Sinai Board of Governors Gene Therapeutics Research Institute. The new chair will fund continuing research to identify genetic relationships and interventions for a number of conditions, including neurologic disorders and brain tumors.

With more than 2,000 volunteers making a positive difference in the lives of patients, the **Volunteer Services Department** continues to expand its services and opportunities each year. A makeup artist is now available once a week to women undergoing chemotherapy, giving their appearances and their spirits a lift. More

than 300 teens attended a town hall meeting to learn about and enlist in the 2003 Summer Teen program, and a group of premed students from the University of Southern California now volunteers at Cedars-Sinai.

Forty-three pet teams in the POOCH (Pets Offer Ongoing Care and Healing) program visit patients in Pediatrics, Rehabilitation, the AIDS and Immune Disorder Center and Cardiology. The tail-wagging volunteers in this award-winning program have received Standing Ovarations and appreciative letters from family members.

Many employees quickly responded when recently invited to serve in two Volunteer Services programs. Forty-four employees answered within 10 minutes of one offer, joining the Music for Healing program, which brightens patients' days through song. Nineteen employees joined Mealtime Mates to provide assistance and companionship to patients too fragile to dine alone.

Large or small, all contributions come together to create hope for patients and the communities served by Cedars-Sinai.

Again in 2003, Cedars-Sinai was voted #1 for "Most Preferred Hospital" for All Health Needs, "Best Overall Quality," "Best Doctors," "Best Nurses" and "Most Personalized Care" in Los Angeles.

The philanthropic vision of Cedars-Sinai's donors enabled the Medical Center to inaugurate several new programs, including **The Eisner Program for Cardiovascular Research**. The technique of imaging calcium in the coronary arteries with ultra-fast CT scanning provides very early detection of coronary atherosclerosis plaque. Several distinct but related studies funded by the Eisner Foundation are now determining which patients are most appropriate to benefit from this technology.

The Fashion Industries Guild Child Neurology and Neurodevelopment Program is helping the growing number of infants and children in Los Angeles facing serious developmental and brain abnormalities, such as seizures, mental retardation, muscular weakness and a variety of social, cognitive and psychological disorders.

The United Hostesses' Charities Cardiac/Stroke Emergency Care was established in the Emergency Department. Cedars-Sinai is one of just two Level I trauma centers in the metropolitan Los Angeles area to offer this specialized care.

The Adler\Nail & Cedars-Sinai Research for Women's Cancers P.E.T. Center offers precision diagnostic capabilities with nuclear medicine positron emission tomography (PET) and other highly advanced technologies. Researchers are conducting studies to develop new diagnostic agents and tools that may detect disease at its earlier stages.

The **Winnick Family Clinical Research Center** provides clinical research infrastructure and high-tech tools, including a mobile unit for sample collection, a tissue repository and a sample processing laboratory.

Two major facilities were formally dedicated in 2003. The **S. Mark Taper Foundation Imaging Center** provides highly sophisticated imaging technologies, including magnetic resonance

“I BEGAN *volunteering*
in high school; it has always been a part of my life.

*When I heard about the
POOCH Volunteer Program at Cedars-Sinai,
I thought it would be an excellent fit
for my dog Henry and me. And I was right.
Henry and I have been volunteering at Cedars-Sinai
for over three years now.
I love being able to make someone feel better,
even for just a minute or to bring a smile to a face.*

*Henry makes people feel good,
and I think he knows it.
He loves the job as much as I do.”*

- Adrienne Cole, Volunteer



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