

74 MINUTES

827 RESEARCH PROJECTS

204,607 VOLUNTEER HOURS

1,600 TRAUMA PATIENTS

\$350,138,000 COMMUNITY BENEFIT CONTRIBUTION

10,524 GIFTS

35 APPLICANTS FOR EACH RESIDENCY POSITION

Every Number Tells a Story



REPORT TO THE COMMUNITY 2010

CEDARS-SINAI BY THE NUMBERS

July 1, 2008 – June 30, 2009

958 Licensed Acute
and Intensive Care Beds

279,021 Patient Days
(approx. 764 per day)

385,083 Outpatient Visits
(approx. 1,055 per day)

49,134 Inpatient Visits

79,624 Emergency Department Visits
(approx. 218 per day)

116,733 Patients Cared for by
Cedars-Sinai Medical Delivery Network

16,690 Psychiatry and Mental Health
Patient Days (51 beds)

827 Research Projects

\$35.7 million in NIH Research Funding

386 Medical Residents Trained

\$66.3 million Donations

204,607 Volunteer Hours

\$350.1 million Community Benefit
Contribution

(Includes free and part-pay care for the uninsured and those with limited means, the unpaid costs of government programs such as Medicare and hundreds of community service programs at the Medical Center and in local schools, homeless shelters and community centers.)



There is a special quality about Cedars-Sinai that goes beyond the numbers.

While we certainly have all the strengths that define a world-class medical center, if you read between the lines, you'll discover something more—an extra factor that amounts to the big difference in what we do for patients.

Every number in this Annual Report tells a different story about why Cedars-Sinai stands out as a national leader in the healthcare field.

It's not just *what* we do, but *how* we do it that sets Cedars-Sinai apart. On a daily basis, our medical staff, employees, volunteers and donors demonstrate passion, integrity, commitment and caring in countless ways. We're grateful for the many people—both at Cedars-Sinai and throughout the community—whose dedication adds up to the unquantifiable but powerful extra factor that puts Cedars-Sinai in a class by itself.

Thank you for sharing our commitment.

MARK S. SIEGEL
Chairman, Board of Directors

THOMAS M. PRIELAC
President and CEO

74 Minutes

Time is muscle. A heart attack alert—Code White—mobilizes a hospital team that keeps these words constantly in mind. The faster patients get from the Emergency Department (ED) to the Cardiac Catheterization Laboratory to have blocked arteries opened, the less likely they are to have permanent damage to their heart muscle.

The national goal for restoring blood flow to the heart with a procedure such as balloon angioplasty is within 90 minutes after a patient enters the ED. Cedars-Sinai's "door-to-flow" time averaged 74 minutes over a recent one-year period.

The search for time-saving measures never stops. Already in place is a system that gives the hospital team a head start. Paramedics perform EKGs and report when they are transporting a patient who is having a heart attack. The ED immediately sets in motion a process that involves instant communication and a swift and precise orchestration of a number of different hospital departments. A crisis nurse takes charge of coordinating a quick patient transfer from the ED to the "cath lab," where the procedure is performed by a cardiologist assisted by nurses and technologists.

This system for speeding up door-to-flow time contributes to Cedars-Sinai's ranking as one of only 25 hospitals in the nation that outperform the U.S. rate on three mortality measures: heart failure, heart attack and pneumonia. Less than 1% of hospitals achieved this distinction.



“Our team races against the clock to minimize damage to the heart so we can maximize the patient’s chances for a full recovery.”

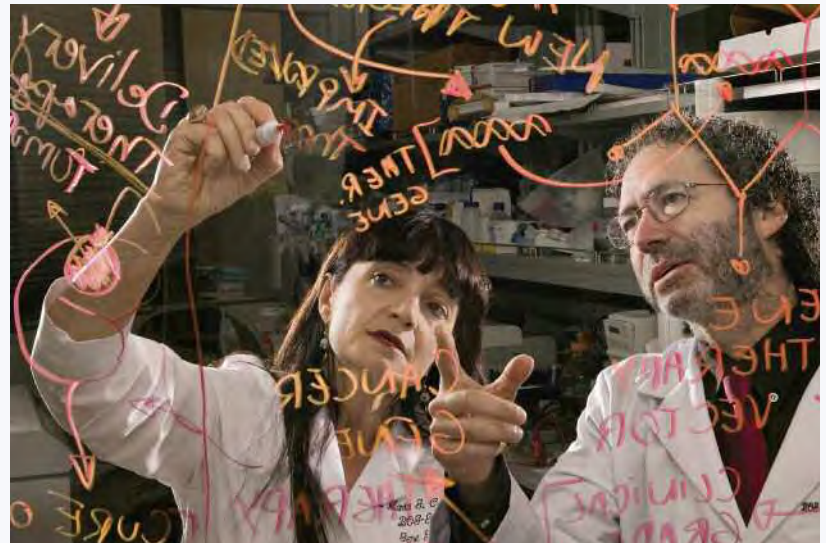
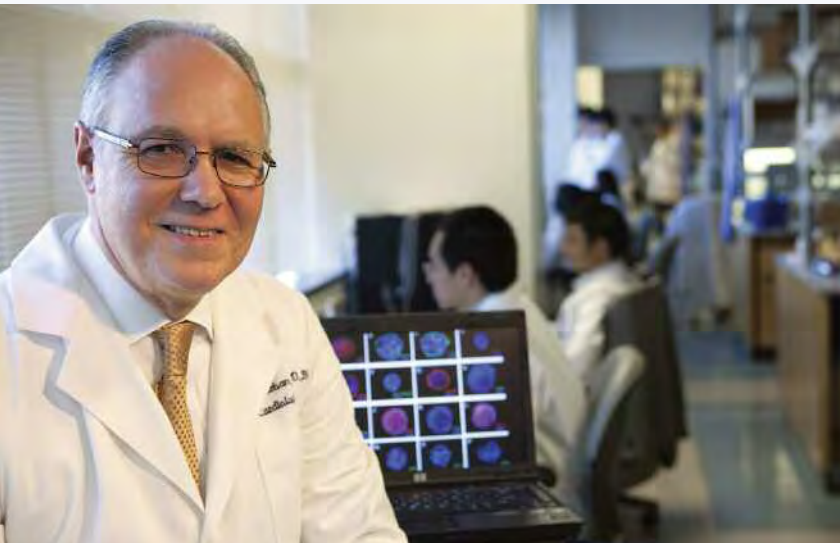
RAJ MAKKAR, MD, director, Interventional Cardiology and Cardiac Catheterization Laboratory



Not a minute is wasted from the moment a heart attack patient enters the Emergency Department to the time blood flow to the heart is restored in the Cardiac Catheterization Lab. Raj Makkar, MD, and Saibal Kar, MD, use imaging technology as a guide while performing a minimally-invasive procedure to widen narrowed or obstructed blood vessels.

827

Research Projects



While Eduardo Marbán, MD, director of the Cedars-Sinai Heart Institute, develops stem cell therapy that could revolutionize treatment for heart attack patients, Maria Castro, PhD, and Pedro Lowenstein, MD, PhD, test novel gene therapies in their pursuit of a cure for brain cancer. Lowenstein is director and Castro is co-director of the Board of Governors Gene Therapeutics Research Institute. In the field of “personalized medicine,” colon and lung cancer cell samples are analyzed for genetic mutations, enabling doctors to select the most effective medication for each patient.

“It’s very rewarding as a clinical scientist to see patients benefit from research discoveries. I was attracted to Cedars-Sinai by the hospital’s commitment to quickly bring new findings from bench to bedside.”

EDUARDO MARBÁN, MD, director of the Cedars-Sinai Heart Institute, and the Mark Siegel Family Foundation Professor

Breakthroughs begin with original thinking. A medical study may start at a microscopic level, but it’s usually driven by a big idea.

Until just recently, it was considered impossible for a damaged heart to repair itself. That changed in June 2009, when Eduardo Marbán, MD, director of the Cedars-Sinai Heart Institute, performed the first procedure using adult cells from a patient’s own heart in an attempt to heal muscle damage caused by a heart attack. This treatment is still experimental. But Marbán’s bold challenge to the belief that heart damage is irreversible could offer new hope to patients with heart disease.

Through 827 major projects at Cedars-Sinai’s Burns and Allen Research Institute, clinical scientists are also developing new therapies for cancer, neurological and metabolic disorders and many other conditions. The Medical Center ranks among the nation’s top non-university hospitals for competitive research funding from the National Institutes of Health.

A major focus of inquiry across many disciplines is the role of genetics in causing and potentially treating a wide range of diseases, including diabetes, inflammatory bowel disease and cancer. For example, researchers are using gene therapy in an effort to destroy cancerous brain cells. And a “personalized medicine” program that is being developed at Cedars-Sinai saves precious time getting cancer patients on the most effective medication, based on their unique genetic makeup.

Regardless of their field, physician-scientists at Cedars-Sinai have one thing in common: a willingness to challenge conventional wisdom that leads to surprising discoveries and innovative medical care.



204,607

Volunteer Hours

The healing power of sharing. Volunteers give millions of small moments that make a big difference for patients. In one year, their work—a labor of love—adds up to 204,607 hours.

More than 2,000 volunteers, ages 14 to 102, perform a remarkable variety of duties that have a positive impact throughout the hospital. They often connect directly with patients in ways that lift their spirits—and contribute to healing.

Andrew Klein, MD, director of the Comprehensive Transplant Center and the Esther and Mark Schulman Chair in Surgery and Transplant Medicine, has seen powerful results from his patients' interactions with "transplant ambassadors"—former patients who have returned to share their stories. "These volunteers provide a perspective patients can't get from their doctor. I tell them what will happen medically, but the former patient walks them through what's going to happen, and that has incredible potential for healing. It helps eliminate the fear of the unknown so patients can focus on immediate steps to recovery."

Former patients from other medical units also provide this kind of encouragement. Among them is Beverly Tiffany, who is cancer-free seven years after being treated at Cedars-Sinai for non-Hodgkin's lymphoma. She offers emotional support and practical information to patients at Cedars-Sinai's Samuel Oschin Comprehensive Cancer Institute. "Sometimes they just need to talk about their fears, and I'm there to listen," she says. "Many get a lift just seeing a healthy-looking person who has survived cancer."

“If patients ask whether I’ve had cancer and what I went through in treatment, I share my experience and make sure they know about all the resources that are available to help them.”

BEVERLY TIFFANY, volunteer and former patient



Volunteer Beverly Tiffany gives 100% of herself, but observes a 5% rule during her regular visits with patients at Cedars-Sinai’s Samuel Oschin Comprehensive Cancer Institute. The cancer survivor tries to limit her side of the conversation to 5% so patients such as Steve Beal can talk about whatever is on their mind.

1,600

Trauma Patients



Cedars-Sinai's trauma team rushes a critically injured patient to surgery. The team, led by Daniel Margulies, MD, is always prepared to respond instantly and provides the highest level of trauma care. They follow up during daily rounds in surgical intensive care and other units, overseeing treatment until patients are ready to leave the hospital.

“Trauma injury is the third leading cause of death overall in the U.S.—and the leading cause for people ages 1 to 45. The tragedy is magnified by the fact that many of these injuries could have been prevented, so we get a lot of satisfaction from educating the public on safety.”

DANIEL MARGULIES, MD, director of Surgical Critical Care and Trauma Service



Level I in every way. Cedars-Sinai Medical Center is the only private hospital in Los Angeles County with a Level I Trauma Center and one of only four such centers in the entire region.

The Trauma Service provides highly specialized surgical trauma care and oversees every aspect of care, from admission in the Emergency Department to rehabilitation. In fiscal year 2009, 1,600 patients were treated. The most common causes of injuries were motor vehicle crashes and falls.

The trauma staff also works to save lives *before* injuries occur. They promote safety for kids, discourage teens from drinking and driving, and help older people prevent falls. And they screen every trauma patient for signs of substance abuse.

“Our social workers do screening for alcohol and offer referrals. These are teachable moments. A brief intervention can be a turning point in a patient’s life,” says Trauma Program Manager Heidi Hotz, RN.

The program has earned the highest recognition from the American College of Surgeons, which verifies whether the strict standards for a Level I Trauma Center have been met. A crucial requirement is a comprehensive approach that includes the most advanced treatment, injury prevention, professional education, research on new treatments for critical injuries, and surgical training.

The Trauma Service is led by board-certified critical care surgeons. They work collaboratively with emergency physicians, trauma nurses, radiologists and social workers. Specialists in orthopaedic surgery, neurosurgery and other fields are called in as needed. Together, they provide Level I care—the best there is.

\$350,138,0

Community Benefit Contribution

Good neighbors look out for each other. And in the region near Cedars-Sinai that encompasses some of Los Angeles County's neediest neighborhoods, the Medical Center looks out for the health of the community.

The Medical Center's community health activities include an innovative medicine-on-wheels program that brings fully equipped medical vans to elementary schools and other sites to deliver vital services to children in low-income areas. Some other examples: Hospital employees mentor high school students who are interested in healthcare careers. Exercise programs motivate older people to stay active—and even have 80-year-olds taking regular walks around a shopping mall. And each year, the Medical Center provides millions of dollars in services at little or no cost to patients who can't afford healthcare or insurance.

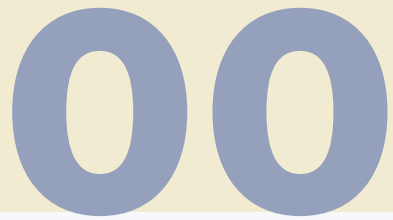
Through these and thousands of other efforts, Cedars-Sinai expresses its commitment to improving community health. A large share of the Medical Center's \$350.1 million Community Benefit contribution in fiscal year 2009 funded charity care and unpaid costs of Medi-Cal and Medicare for thousands of people. These funds also supported 5,700 preventive and educational programs involving nearly 200,000 participant encounters.

Cedars-Sinai maximizes the impact of these programs by partnering with community-based organizations, providing resources and training so they can do even more in the future.



“Improving access to healthcare and health education for the underserved in our community is a core part of Cedars-Sinai’s mission. Our wide-ranging efforts to promote community health are a natural extension of our commitment to quality patient care.”

THOMAS M. PRISELAC, President and CEO,
and the Warschaw Law Chair in Health Care Leadership



Among hundreds of community health programs Cedars-Sinai offers for people of all ages is a Healthy Habits for Kids workshop that provides ongoing lessons to encourage second-graders to eat well and exercise. On this day at Arlington Heights Elementary School, the subject is dairy products. Joyce Culwell, MSPH, talks about nutrition, and the kids make a healthy snack—low-fat yogurt with peaches and whole-grain cereal.

107



Physicians and Specialists

House calls may be a thing of the past, but Hadassa Gilbert can count on receiving highly personal treatment when she visits Cheryl Charles, MD, at Cedars-Sinai Medical Group. Good communication is the foundation of their 15-year doctor-patient relationship.

“Dr. Charles never discounts what I say, and I never feel rushed. From the first moment I met her, I have felt that she genuinely cares about my health.”

HADASSA GILBERT, Cedars-Sinai Medical Group patient



Partners in good health. This is how the 107 physicians and specialists in Cedars-Sinai Medical Group define their role in patients' lives. Being a true partner means making decisions *with* patients, not *for* them. It means listening. And earning trust.

The Medical Group—ranked among the top performers in the state by the Integrated Healthcare Association—provides a full spectrum of services at eight locations near Cedars-Sinai Medical Center.

Among the group's patients is Hadassa Gilbert. She met her doctor, Cheryl Charles, MD, by chance 15 years ago. While taking a walk one day, Gilbert suffered an asthma attack, and Charles suddenly appeared at her side—with stethoscope and inhaler in hand. Gilbert calls it “fate” that she stopped in front of the doctor's house. She's been Charles' patient ever since, and her asthma has long been under control.

“Our physicians make it a priority to get to know their patients so they can provide the best care for each individual,” says Tom Gordon, CEO of the Cedars-Sinai Medical Delivery Network. “And as a group, we continually expand and enhance our services to meet the needs of a growing patient population.”

The Medical Group is part of the Cedars-Sinai Medical Delivery Network. This network also includes the Cedars-Sinai Health Associates, which is composed of 600 independent physicians throughout Los Angeles. Both groups are consistently ranked among California's best for clinical quality and patient satisfaction.

35

Applicants for Each Residency Position

Talent inspires talent. They come because they want to learn from the best. Cedars-Sinai's graduate medical education program offers 386 residents and fellows the opportunity to be mentored by world-renowned physicians and scientists. Admission is highly selective, with an average of 35 applicants for each training position in a program that includes more than 50 specialties and subspecialties.

Clinical experience with a diverse patient population goes beyond the hospital's walls as residents and fellows develop skills in a variety of healthcare settings, including community free clinics around Los Angeles. They also pursue new discoveries as partners in biomedical research.

Advanced technology is another major attraction. It's one of the strengths that brought third-year surgical resident Karen Zaghiyan, MD, to Cedars-Sinai. "It's exciting to learn in an environment that is so technologically innovative," she says. "The complexity of cases where surgeons use minimally-invasive techniques is particularly impressive."

Zaghiyan says she's experienced just the right combination of hands-on learning and close supervision. "I want to be supervised, but I also want to be allowed to think and make decisions on my own. We're encouraged to do that," she says.

She's also learned about bedside manner: "Several surgeons I've observed have an amazing rapport with their patients. They take the time to explain everything during morning rounds, and you can tell their patients feel well taken care of. These surgeons have taught me how important it is to build trust with your patients."



“Education is part of Cedars-Sinai’s core mission, so our medical staff is deeply committed to teaching. What’s really special is the quality of the mentoring they provide. For our residents and fellows, that means getting a world-class education.”

MARK NOAH, MD, medical director, Graduate and Continuing Medical Education, and the Melvin Brody, MD, Chair in Medical Education



Karen Zaghiyan, MD (above left), assists her mentor, Farin Amersi, MD, in performing a minimally-invasive surgical procedure. The surgical resident is considering her mentor’s specialty—surgical oncology.

10,524

Gifts

A passion for giving. The desire to accelerate medical progress is a powerful motivation for giving. So is gratitude. Many of Cedars-Sinai's donors are former patients and family members whose experience at the Medical Center inspired them to give back. Cedars-Sinai received 10,524 gifts in fiscal year 2009.

Philanthropy takes many forms. Through the *Circle of Friends* program, grateful patients make contributions to thank doctors, nurses and others who gave them special care. These funds go where the need is greatest. Donors also include grandparents like the couple who created a professional development fund for the Neonatal Intensive Care Unit staff. Their twin grandsons, born prematurely, spent three months in the unit before being sent home in good health.

Gratitude goes a long way, whether it is expressed through a personal gift or a major pledge such as the Board of Governors' commitment to raise \$20 million to support heart stem cell research and Women's Guild campaign to raise the same amount to fight pulmonary disease.

Giving as individuals and in groups, donors make all the difference. The annual 5K "Run for Her" was created by a woman whose mother was a patient at Cedars-Sinai. The event has inspired thousands to run for ovarian cancer research, raising more than \$2 million for the Women's Cancer Research Institute at the Samuel Oschin Comprehensive Cancer Institute since 2005.

Gifts in 2009 totaled more than \$66.3 million. Every contribution has an impact that will ultimately benefit patients.

“Dr. Cohen took quick action that saved my husband’s life. I’m glad to be able to say thank you through a program that helps the hospital fulfill its mission to provide the best quality and most advanced medical care.”

NANCY SENTER GROSFLAM, *Circle of Friends* member



Nancy Senter Grosflam expressed gratitude to Jason Cohen, MD, through a gift to Cedars-Sinai’s *Circle of Friends* program. Leo Gordon, MD, who assisted with her husband’s complex surgery, presents *Circle of Friends* pins when medical staff are recognized by grateful patients, families and friends.

Patient Care

The combined efforts of the **more than 2,000 physicians on the medical staff at Cedars-Sinai** are a key reason for the Medical Center's consistently high rankings for quality of patient care. In addition to the direct clinical care they provide to patients, medical staff members are involved in many other aspects of the Medical Center, including ongoing work on committees to review and enhance numerous aspects of clinical quality. In addition, many medical staff members participate in initiatives such as the Medical Center's MD/RN Collaborative, where physicians and nurses work together to identify ways to improve patient care.

Cedars-Sinai ranked 11 specialties in *U.S News & World Report's "America's Best Hospitals."* Of the 4,861 hospitals in the nation, only 174 scored high enough to be recognized in even one specialty. Cedars-Sinai ranked in heart and heart surgery, neurology and neurosurgery, cancer, orthopaedics, digestive disorders, gynecology, endocrinology, geriatric care, kidney disease, respiratory disorders and urology.

Cedars-Sinai is receiving national recognition from other hospitals and the media for innovation in its comprehensive **campaign to eliminate hospital-acquired infections**. The Medical Center has launched numerous infection control initiatives involving medical staff and employees in virtually every department. Among many hospital-wide changes are the use of fluorescent gel by facilities staff to check rooms or surfaces for contaminants and the use of privacy curtains with an antimicrobial coating in patient rooms. A hand hygiene campaign includes custom-designed kiosks in visitor waiting areas that provide hand-sanitizer dispensers, masks and tissues, and display the message, "The power is in your hands. Please help us protect our patients' health." As many as 20,000 one-liter bags of hand sanitizer are used throughout the hospital in one year.

The **Cedars-Sinai Medical Group** was awarded "elite" status by the California Association of Physician Groups, the highest possible designation for quality care given by the organization. This is the third consecutive year Cedars-Sinai Medical Group has achieved the recognition, ranking it among the top 20 physician organizations in the state. Cedars-Sinai Health Associates, an independent practice association, received an "exemplary" ranking for quality of care. Cedars-Sinai Medical Group and Cedars-Sinai Health Associates were among 85 medical groups and independent physician associations surveyed for the annual "Standards of Excellence" program.

Cedars-Sinai's **Medical Genetics Institute and Department of Pathology and Laboratory Medicine** were the first to offer genetic screenings for four common inherited disorders within the Persian Jewish population. The screenings, held in synagogues and other community centers, test for an anesthesia sensitivity, salt-losing disorder, a multiple hormone deficiency and a hereditary muscle disorder. The testing effort is expected to be extended to populations in New York and Israel.

Cedars-Sinai Medical Center is the leader in performing **minimally-invasive surgery of the lung**. Surgeons at the Women’s Guild Lung Institute developed video-assisted thoracoscopic lobectomy (VATS), a minimally-invasive cancer operation that removes a lobe of the lung. More than 2,000 of these surgeries have been performed at Cedars-Sinai since 1992. When compared to traditional surgery, this procedure offers patients a shorter hospital stay, less risk and quicker recovery without compromising the completeness of the cancer operation. Thoracic surgeons from around the world come to Cedars-Sinai for training in how to perform this technique.

New technology available at Cedars-Sinai enables physicians **to identify certain types of potential cancers and tumors in real time at the patient’s bedside**. Physicians use a microscope no bigger than the head of a pin to examine the cells in a patient’s digestive tract. This tiny probe attaches to an endoscope—a medical device consisting of a long, thin tube with a light and a video camera—and magnifies up to 1,000 times, enabling doctors to do bedside examinations on a cellular level.

Cedars-Sinai received its third consecutive **Magnet designation for nursing excellence**, making it the hospital with the longest-running Magnet designation in California. The prestigious designation is given by the American Nurses Credentialing Center, which found that Cedars-Sinai’s nursing services “represent the highest standards in the nation and internationally.”

With the recruitment of new physicians and expansion of clinical facilities, the **Clinical Electrophysiology Section at the Cedars-Sinai Heart Institute** has successfully expanded capabilities to perform complex, minimally-invasive radiofrequency ablation procedures for the treatment of heart rhythm disorders such as atrial fibrillation and ventricular tachycardia. During radiofrequency ablation, heat waves are emitted and delivered via the tip of a catheter to the inside surface of the heart to treat the source of the heart rhythm problem.

Spine surgeons at Cedars-Sinai use the newest technology—the O-arm Imaging System—to increase their precision in the operating room. The new system provides real-time, 3-D images, as well as multi-plane, 2-D and fluoroscopic imaging. Using these images, surgeons can monitor the status of the surgery and verify the surgical changes before the patient leaves the surgical suite. As a result of this new technology, patients undergoing spinal procedures may need less invasive surgeries, recover faster and have improved outcomes.

Chaplains of many faiths made **more than 30,000 visits with patients and their families** this year, offering them spiritual support as they confronted illness and treatment. Patients and family members may request visits with a chaplain of their choice at any time during their hospital stay.

Neurology, previously a division of the Department of Medicine, has evolved into the **Department of Neurology**, with an inaugural chair renowned for research on cerebrovascular disease and potential treatments for stroke.

Patient Care

The **Maternal-Fetal Medicine Division** provides the earliest prenatal diagnosis available in the first trimester. Cedars-Sinai is one of only two institutions nationwide with the ability to conduct a detailed anatomic survey of a baby at 12 weeks gestation.

The **Thyroid Cancer Center** at Cedars-Sinai is one of the first of its kind on the West Coast. The center offers care that incorporates the latest research and most advanced treatments for thyroid cancer and other thyroid conditions. According to the Thyroid Cancer Survivors' Association, more than 37,000 new cases of thyroid cancer are diagnosed each year, and the disease is on the rise.

Cedars-Sinai is providing **advanced treatment for Barrett's Esophagus**, a pre-cancerous condition that increases the chances of developing esophageal cancer by 40 times. Physicians use a special catheter to burn away abnormal cells in the esophagus, leaving the healthy cells intact. Before development of this treatment, called radio-frequency ablation, the only option available was a "watch and wait" approach. This treatment can often eradicate the disease entirely—before it becomes esophageal cancer.

The **Prenatal Diagnosis Center** at Cedars-Sinai offers leading-edge care in prenatal testing, genetic counseling and high-risk pregnancy consultation. Highly specialized services include prenatal ultrasounds, chorionic villi sampling (CVS), genetic counseling and fetal echocardiography. CVS testing is handled by some of the most experienced staff in the nation.

The **Center for Androgen Related Disorders** provides healthcare for women with Polycystic Ovary Syndrome and also conducts research to advance treatment. Leading experts at the center focus on both fertility issues and long-term health implications of the condition, such as heart disease, stroke and diabetes.

The **Samuel Oschin Cancer Center** underwent the first phase of a major remodel, which includes a new short infusion center with lighting that mirrors daybreak and sunset, individual chemotherapy bays, inspiring artwork and other amenities that provide a relaxing and healing environment for the 9,000 patients treated at the center each year. The center provides treatment and patient support 24 hours a day, seven days a week.

Cedars-Sinai, a national leader in using technology to improve patient care, is developing a centralized information system that will **integrate the many different aspects of a patient's medical record electronically**. Physician orders, medications, lab results, billing information—all will be available to the healthcare team in a single, secure medical record once the CS-Link information technology system is completed. This system will enable physicians, nurses, pharmacists and other healthcare professionals to get fast, secure access to information on patients at any time, from any location in the world.

The **Center for Minimally Invasive Gynecologic Surgery** at Cedars-Sinai provides women with innovative options when surgery is necessary due to uterine fibroids, endometriosis, ovarian cysts, cancer or other conditions. The center's offerings include laparoscopic myomectomy, a minimally-invasive procedure that removes fibroids through a few small incisions, often resulting in shorter hospital stays, less pain and a quicker return to normal activities.

Cedars-Sinai is equipped to provide **continuity of care for high-risk pregnancies**, from early prenatal diagnostic and genetic testing to treatment in a comprehensive neonatal intensive care unit (NICU). The eight-bed Maternal-Fetal Care Unit provides extended hospital care from a team of nurses with special training in high-risk pregnancies. The 45-bed NICU is staffed by a multidisciplinary team of specialists and provides comprehensive diagnostic and therapeutic services.

The **Department of Pathology and Laboratory Medicine** is one of the few laboratories in the nation offering a novel molecular urine test that can sometimes give physicians answers when prostate cancer is suspected even though a standard biopsy comes back negative.

The newly-opened **Advanced Preventive Women's Clinic** at the Cedars-Sinai Heart Institute's Women's Heart Center offers comprehensive cardiac risk assessments designed specifically for women who are in menopause. The clinic also offers the latest screening techniques and personalized medicine therapies, as well as high-risk hormone counseling for women seeking ways to relieve menopause symptoms while taking steps to prevent heart problems.

In an innovative county-wide program to ensure that emergency stroke patients get as quickly as possible to centers that can provide the most appropriate treatments, Cedars-Sinai has been named **one of nine Primary Stroke Centers** by the Los Angeles County Department of Health Services and Department of Emergency Medical Services. The Medical Center's Stroke Program is also certified as a Primary Stroke Center by The Joint Commission, and recently received its second consecutive Gold Performance Achievement Award from the American Stroke Association. The award is presented for sustained performance in meeting national standards designed to improve outcomes for stroke patients.

Cedars-Sinai was re-designated as a **Level IV Epilepsy Center** by the National Association of Epilepsy Centers. Centers that qualify for Level IV designation must provide the more complex forms of intensive neurodiagnostic monitoring, as well as more extensive medical, neuropsychological and psychosocial treatment. Fourth-level centers also offer a complete evaluation for epilepsy surgery, including intracranial electrodes, and provide a broad range of surgical procedures for epilepsy.

The Board of Governors Gene Therapeutics Research Institute continued its groundbreaking research on **gene therapy for glioblastoma multiforme, the deadliest form of brain cancer**. Laboratory studies of the new approach, which trains immune system cells to destroy brain cancer cells, will pave the way for Phase 1 clinical trials for humans, which are scheduled to start in 2010.

A new therapy developed at Cedars-Sinai **improves transplant rates and outcomes** for the 30 percent of patients awaiting kidney transplantation whose immune systems are classified as “sensitized” to transplant antigens called HLA. Intravenous gammaglobulin (IVIG) plus rituximab improves the chances for successful transplantation in high immunologic-risk patients.

Research scientists at Cedars-Sinai’s Maxine Dunitz Neurosurgical Institute are exploring a **possible strategy for fighting both benign and malignant tumors**. They isolated stem-like cells in benign (pituitary) tumors and used these “mother” cells to generate new tumors in laboratory mice. Cells generated from pituitary tumor cells had the same genetic makeup and characteristics as the original tumors and were capable of generating new tumors. This study suggests that stem-like cells exist in benign tumors as well as in malignant tumors, and targeting the cells of origin is seen as a possible strategy in the fight against both.

Cedars-Sinai is one of 20 medical centers nationwide participating in a study to determine the **safety of organ transplantation** for patients diagnosed with HIV, the virus that causes AIDS.

The **Women’s Cancer Research Institute** at the Samuel Oschin Comprehensive Cancer Institute is conducting basic research to identify the genes involved in the origins of ovarian cancer. Very little is known about how this type of cancer proliferates; basic research like this can lead to new insights that may help treat the deadly disease in the future.

Researchers at Cedars-Sinai’s Department of Psychiatry and Behavioral Neurosciences are **examining whether two polyunsaturated Omega-3 fatty acids are effective treatments for depression**. Major depression affects at least 15 percent of the adult population. Unlike normal emotional experiences of sadness, loss or passing mood states, major depression is persistent and can significantly interfere with an individual’s thoughts, behavior and physical health.

Scientists at Cedars-Sinai Heart Institute’s **Women’s Heart Center** found that women who transition more quickly through menopause were at increased risk for preclinical atherosclerosis, narrowing of the arteries caused by thickening of the arterial walls. The study involved 203 women.

A research team is studying a specific molecule and **“signaling pathway” that may allow the immune system to defend the brain against West Nile virus**, a disease transmitted to humans by mosquitoes that has become a worldwide public health concern. Most people who contract the virus have few if any symptoms, but an infection can result in life-threatening brain disease, particularly in the elderly and those with compromised immune systems. These laboratory and animal studies—involving the Maxine Dunitz Neurosurgical Institute, the Department of Neurosurgery and the Department of Biomedical Science—suggest that drug therapies could be developed to improve success in treating West Nile and other viral forms of encephalitis.

New stem-cell-based treatments for heart patients are being developed at Cedars-Sinai Heart Institute’s Board of Governors Heart Stem Cell Center. Researchers are focused on using stem cells to strengthen and heal heart muscle damaged by cardiac arrest. In June 2009, Cedars-Sinai Heart Institute doctors completed the first procedure in which a patient’s own heart tissue was used to grow specialized heart stem cells that were then injected back into the patient’s heart in an effort to repair muscle damage after a heart attack.

Pathologists often have difficulty distinguishing whether a mass in the liver is cancerous or benign, but a study in the **Department of Pathology and Laboratory Medicine** has found a marker that helps make diagnosis clearer. A protein on the cell surface is over-expressed in liver cancer, and may be a marker for determining whether lesions in the liver are malignant or benign.

Cedars-Sinai is participating in the **Cancer Genome Atlas project**, a collaborative effort of the National Cancer Institute and the National Human Genome Research Institute to accelerate understanding of the molecular basis of cancer through the application of genome analysis technologies. The goal of the project is to improve the ability to diagnose, treat and prevent cancer. Cedars-Sinai is one of nine centers selected to contribute specimens of these highly aggressive brain tumors.

Cedars-Sinai Heart Institute researchers have discovered that the most common cardiac anomaly, Bicuspid Aortic Valve, tends to run in families. The study showed that 32 percent of relatives of patients with this condition are likely to have enlarged aortas, a potentially serious condition that can only be detected by undergoing transthoracic echocardiograms. The research draws attention to the importance of screening for this condition.

Studies at the Maxine Dunitz Neurosurgical Institute have found that medications commonly prescribed for erectile dysfunction opened a mechanism called the blood-brain tumor barrier and **increased delivery of cancer-fighting drugs to malignant brain tumors**. The drug selectively increased chemotherapy transport to tumors without affecting normal tissues. A human clinical trial is in the planning stages.

The Cedars-Sinai Regenerative Medicine Institute brings together basic scientists with specialist clinicians, physician scientists and translational scientists across multiple medical specialties to **translate fundamental stem cell studies into patient treatments**. Stem cell studies at the institute may prove useful in a variety of Cedars-Sinai medical research programs that are examining causes of and treatments for diseases of the brain, heart, eye, liver, kidney, pancreas and skeletal structures, as well as cancer and metabolic disorders. This research focuses on using cells from a patient's own body to heal damaged organs such as the liver, heart or kidney without the risk of rejection.

An eight-year study of **coronary artery calcium CT scanning** at Cedars-Sinai's S. Mark Taper Foundation Imaging Center and the Cedars-Sinai Heart Institute is the largest research project of its kind, with more than 2,000 patients. The Eisner Study has already generated more than 20 peer-reviewed publications and abstract presentations.

Using an engineered virus to deliver a protein that glows green when exposed to blue light (green fluorescent protein, or GFP), a research team from Cedars-Sinai's Maxine Dunitz Neurosurgical Institute and Lund University in Sweden are studying gene delivery as a way to generate new cells as **therapy for neurodegenerative diseases and brain injuries**. The researchers used this technology in laboratory rats to study "newborn" cells in an area of the brain affected by Parkinson's disease.

The Women's Cancer Research Institute—part of Cedars-Sinai's Samuel Oschin Comprehensive Cancer Institute—was recognized as **one of the nine top centers in the U.S. for gynecologic oncology** by Advanstar, a company that produces nationally-distributed publications geared toward specialty and general physicians. The award recognizes institutions for overall expertise as well as for leadership in research, patient care and community outreach.

The South Coast Air Quality Management District is funding an air pollution study led by researchers at Cedars-Sinai's Maxine Dunitz Neurosurgical Institute. The Brain Tumor and Air Pollution Foundation launched the study in 2003 to **explore a possible link between certain air pollutants and brain cancer**. Of particular interest are ultrafine particles, including diesel soot and other combustion products that are small enough to lodge deep in the lungs and even enter the bloodstream.

Community Outreach

Physicians, nurses and thousands of other employees and volunteers throughout Cedars-Sinai's many departments participate in a wide range of Community Benefit programs that make a significant contribution toward **improving the health status of the community**. These programs, which involve collaborative partnerships with many community-based organizations, added up to a total investment of \$350.1 million in fiscal year 2009. This Community Benefit contribution supported free or low-cost care for the needy, community health clinics and education programs, biomedical research, and training for the next generation of healthcare professionals, among many other programs and services.

Cedars-Sinai offers a wide range of **community health education and screening programs** that reach the most vulnerable, underserved populations in the region near the Medical Center. Medical staff present lectures on preventive health topics and conditions such as cardiovascular disease and obesity, delivering vital health information to thousands of people in the community each year. The Medical Center also participates in health fairs in collaboration with community organizations to provide immunizations, education and screenings for specific conditions. The screenings, performed by Cedars-Sinai nurses, can lead to early diagnosis and referrals. For example, 16 of the 30 women who received breast exams at the 2009 Senior Health Fair in West Hollywood were given referrals for further evaluation. A total of 600 seniors attended the annual event, where Cedars-Sinai provided a team of healthcare professionals to perform health screenings and give seniors health information and referrals.

A group of 240 participants in the **Center Strutters** program walked a total of nearly 25,000 miles last year. Sponsored by an indoor shopping mall and Cedars-Sinai, the program provides a safe, indoor environment for walkers to put in miles three mornings a week. Participants include a couple in their 80s who have been getting regular exercise through this program for 18 years, as well as a woman in her 90s who has been walking at the mall with her daughter for nearly 15 years. Lectures on health topics are also provided at Cedars-Sinai as part of the Center Strutters program, which recently celebrated its 20th anniversary.

Through the **COACH for Kids and Their Families**[®] program, Cedars-Sinai brings no-cost, quality healthcare to underserved, low-income children. Medical Center professionals provide services on two fully-equipped mobile medical units that visit economically disadvantaged neighborhoods in Los Angeles County on a regular basis. Services include preventive care such as immunizations and screenings in addition to diagnosis and treatment of acute illnesses. Last year, COACH assisted more than 28,000 individuals through approximately 1,000 healthcare service and prevention activities.

Prescription Counseling Services at Cedars-Sinai helps ensure that low-income patients get the medications they need. In the past fiscal year, 3,656 prescriptions were provided at little or no cost to patients who qualified for this assistance.

Community Outreach

Children who live in remote areas of California gain access to psychiatric consultations that can improve their quality of life through Cedars-Sinai's innovative **Telepsychiatry Developmental Disabilities Service**. Every Thursday morning, a child psychiatrist and a small group of residents and fellows in the Child Psychiatry Training program gather in a conference room at Cedars-Sinai that is equipped for interactive videoconferences. The child and his or her parents, physician, behavior therapist and others gather at a local site for the "teleclinic" arranged through California Department of Developmental Services regional centers around the state. These sessions link children with experts who have the latest knowledge on how to treat psychiatric disorders related to autism, Asperger's syndrome, attention-deficit/hyperactivity disorder and mental retardation, among other developmental disabilities.

Cedars-Sinai has partnered with the **Los Angeles Urban League** to offer a community Grocery Store Tour program in the Crenshaw area. This is part of a comprehensive, five-year League initiative to improve quality of life for residents in a 70-block area through programs encompassing education, employment, safety, health and housing. The four-week Grocery Store Tour program helps participants make healthier choices by teaching them how to prioritize their shopping and use food labels as guides. Two sessions are held at community sites and two at the local grocery store. Cedars-Sinai has also supported the League's neighborhood initiative by providing health screenings and other services at community health fairs in the Crenshaw area.

In fiscal year 2009, more than 385 lessons on healthy eating were provided to elementary schoolchildren on an ongoing basis throughout the school year. Cedars-Sinai's **Healthy Habits for Kids** program involved more than 7,680 encounters in schools in low-income neighborhoods, primarily in the Mid-City area. Each one-hour session of the program includes hands-on activities that make learning fun as children are introduced to healthy behaviors.

Thanks to the community's support, **Cedars-Sinai Blood Services** collected more than 25,500 blood products in the last year for surgeries, transplants, leukemia treatments and other life-saving treatments. That is an increase of nearly 3,250 units over the previous year, in part thanks to the help of the community mobile blood collection program. Mobile blood donor units visited more than 130 sites throughout the community last year, including Eagle Rock High School, Sony Pictures Studios and City National Bank headquarters in downtown Los Angeles.

The **Wasserman Breast Cancer Risk Reduction Program** at the Samuel Oschin Comprehensive Cancer Institute was launched as part of the Saul and Joyce Brandman Breast Center—a Project of Women's Guild. The program is committed to reducing the incidence of breast cancer in the community by providing comprehensive risk-assessment services, including medical management recommendations tailored to each patient's level of risk.

For 29 years, Cedars-Sinai's **Teen Line** has been offering teen-to-teen peer counseling to support adolescents who are dealing with trauma and stress. The hotline's extensive outreach service includes presentations to schools, youth groups and agencies that serve teens. Specialized workshops are given on such issues as teen suicide, teens and tolerance, and growing up gay. Over the past year, Teen Line had encounters with more than 22,500 participants through more than 240 activities.

Care for Cedars-Sinai's tiniest patients extends beyond their stay in **the Neonatal Intensive Care Unit (NICU)**. Good Beginnings, a support group for the NICU, provides a number of services and programs that benefit families and staff. Services include a variety of weekly forums for parent-to-parent support and infant-care education.

Cedars-Sinai hosts a **Young Person's Stroke Support Group** that has become a model for hospitals across the country. The group, which meets monthly, is for stroke survivors between ages 18 and 55, who face challenges such as completing their education, re-entering the job market and regaining independence. The Medical Center also offers a monthly stroke support group called "Yes I Can" for survivors of all ages.

In fiscal year 2009, 53 at-risk students from Fairfax High School were recruited to Cedars-Sinai's **Youth Employment and Development program**, which provides job training and mentoring for juniors and seniors who are interested in healthcare careers. Students gain experience in a variety of programs and departments at Cedars-Sinai and receive paychecks for the work they do. Each student is paired with an employee who provides one-on-one mentoring. Many come from disadvantaged homes and difficult environments, but nearly all who participate earn high school diplomas and pursue higher education.

The **Psychological Trauma Center**, which is affiliated with Cedars-Sinai, helps children, teachers, families and other victims cope with traumatic events. The center offers crisis intervention/consultation, training and prevention programs at schools and community organizations that have experienced or observed trauma. Through a school-based "Share and Care" outreach program, counselors use art therapy to encourage children who have experienced violence and tragedy to express their feelings.

For more than two decades, Cedars-Sinai has offered a **Senior Shape Up** program that helps older people increase strength and flexibility and improve balance. The one-hour aerobics class is held twice a week at the Park La Brea Recreation Center in Los Angeles.

The **Lifeline service**, a low-cost, home-based personal response system managed by Cedars-Sinai, allows people in the community to send a signal at the push of a button when medical care is needed. Geared toward older or disabled individuals, Lifeline is available 24 hours a day.

Education

Cedars-Sinai is home to **one of California's largest Internal Medicine Residency programs**. With 134 residents, this program is also among the largest nationwide and includes every subspecialty in internal medicine. The recent integration of the Department of Veterans Affairs Greater Los Angeles Healthcare System residency program into Cedars-Sinai's Internal Medicine Residency expands opportunities for residents to gain clinical experience in diverse settings. In addition to training at Cedars-Sinai, residents have the opportunity to rotate at the West Los Angeles VA and the Sepulveda VA's PACE clinics, as well as community free clinics.

Nine PhD students from across the nation have completed their first year in Cedars-Sinai's new **Graduate Program in Biomedical Sciences and Translational Medicine**. The four-year program offers a comprehensive curriculum focused on transferring medical discoveries from the laboratory to clinical care. The program connects researchers directly with scientists, physicians and their patients in a hospital setting.

Medical residents, fellows and young faculty at Cedars-Sinai who aspire to become clinical scientists receive education and career guidance through the innovative **Clinical Scholars Program**. The program includes a part-time curriculum in translational medicine and clinical research and concludes with a year of full-time research under the supervision of an experienced mentor at Cedars-Sinai.

Educational symposiums are held throughout the year at Cedars-Sinai **to provide physicians with the latest information on medical advances**. About 1,500 physicians and 700 allied health professionals attend these courses each year. Thousands of physicians also participate in multiple tumor boards, case conferences and grand rounds series that offer educational sessions several times a month.

Cedars-Sinai is committed to addressing the nation's growing nursing shortage by providing opportunities for continued education and professional development. Since 2002, the **Geri and Richard Brawerman Nursing Institute** at Cedars-Sinai has provided free educational programs and financial assistance for training to nurses at the Medical Center. Cedars-Sinai sponsors free baccalaureate and master's classes for employees through an on-site nursing school affiliated with California State University, Los Angeles, and offers specialty certification review courses and exams. In the past year, nearly 2,900 nurses participated in training and education programs, logging more than 358,840 hours.

The Department of Neurology continues to serve as an **information and referral center for the American Parkinson Disease Association**. The APDA Information & Referral Center helps people better understand the disease and links them with community resources to help them manage daily needs.

Hundreds of Central and Eastern European scientists have gained insight into the best research practices since the **Cedars-Sinai International Research and Innovation Program** was launched in 2003. Through a consortium formed with six countries (Croatia, Czech Republic, Hungary, Romania, Slovakia and Ukraine), Cedars-Sinai has been helping physicians, researchers and scientists share discoveries and develop ways to better care for patients.

Cedars-Sinai's Samuel Oschin Comprehensive Cancer Institute and Saint John's Health Center began a joint **two-year surgical oncology fellowship program**. Surgeons training in this specialized field spend a year at each institution and are mentored by senior surgeons. The program is one of the first of its kind.

Cedars-Sinai is one of several institutions that partnered with Western Governors University to develop the **nation's first accredited online baccalaureate degree nursing program**. Nursing students will take most classes from their home computers, and do clinical practice training at partner hospitals, including Cedars-Sinai. Despite the nursing shortage, nearly 50,000 applicants to nursing schools have been turned away due to a shortage of educational programs. This innovative new approach to nursing education—called the Multi-State Approach to the Preparation of Registered Nurses, or MAP-RN—was created to address this problem.

Medical students and residents have the opportunity to gain hands-on experience in Cedars-Sinai's **Surgical Simulation and Training Laboratory**. Part of the Division of Surgical Research, the laboratory includes equipment that develops basic skills as well as sophisticated, computerized simulators for practicing laparoscopic operations and endoscopic procedures.

The Department of Neurosurgery continues to support the scientists of tomorrow. About **120 seventh- and eighth-grade students from Los Angeles area schools attended "Brainworks"** in February 2009 and had many hands-on opportunities to imagine themselves as brain surgeons and research scientists. In May, the sixth annual Pauletta and Denzel Washington Family Gifted Scholars in Neuroscience Awards were presented to three young neuroscientists—one medical school student and two undergraduates. The program provides scholarships and the opportunity to work during the summer with world-renowned physicians, neurosurgeons and scientists.

The Cedars-Sinai Medical Group offers a **variety of diabetes education classes** for patients throughout the year. The classes are conducted by a nurse practitioner/diabetes educator who also sees patients individually, providing education and guidance in managing all types of diabetes.

Philanthropy

In a year when non-profit organizations in California and across the nation struggled with difficult financial times, the Cedars-Sinai philanthropic community rose to the challenge with determination and generosity. In 2009, their contributions to *Discovering for Life: the Campaign for Cedars Sinai* totaled \$66.3 million—one of the best fundraising years in Cedars-Sinai history.

“If adversity tests a community’s commitment, our donors passed with flying colors. They have made philanthropy a vital partner in the Cedars-Sinai mission, an indispensable source of vision and support,” says Campaign Chair Larry Platt.

This year’s gifts included an historic pledge to establish the **Board of Governors Heart Stem Cell Center**. Under the leadership of acclaimed cardiologist Eduardo Marbán, MD, director of the Cedars-Sinai Heart Institute and the Mark Siegel Family Foundation Professor, the center focuses on new ways to use patients’ own stem cells to regenerate damaged heart muscle. “Philanthropy is an incredibly important part of the puzzle,” notes Marbán. “Historically, we have found that it can be pivotal in successfully recruiting leaders in their field to help in cultural transformation. Endowment is especially vital because it gives new talent the assurance that their work will be sustained over time, and that, in turn, affords us a real competitive advantage in attracting the best and the brightest.”

Other donors trained their sights on helping defeat cancer. The **Cookie and Ron Markowitz Endowment for Cancer Research and Education** will drive vital scientific and medical progress. “Cancer research is interdisciplinary. A discovery in one area of research can have applications in multiple areas of treatment. The gift from Ron and Cookie Markowitz allows us to use the funds where they will do the most good,” says Steven Piantadosi, MD, PhD, director of the Samuel Oschin Comprehensive Cancer Institute and Phase ONE Foundation Chair.

Donors made 2009 a banner year for endowed chairs with the creation of **five new endowments**, including the Janis and William Wetsman Family Chair in Inflammatory Bowel Disease, the Rita and Taft Schreiber Chair in Transfusion Medicine, and the Abe and Claire Levine Chair in Pediatric Inflammatory Bowel Disease. These and other forward-looking endowment gifts brought the Medical Center’s roster of endowed chairs to 44.

In 2009, the **Medical Center’s family of support groups** once again had a deeply positive impact. Their contributions in the midst of a very tough economy—as fundraisers, as volunteers and as good will ambassadors to the community—were remarkable. The tradition of successful events continued, with many groups adapting the staging of their events to the shifting financial times.

The year also saw the birth of a new group called **Circle of Friends**, a community of grateful patients, their friends and their families, who express their appreciation to Cedars-Sinai team members who made a difference in their lives. Gifts from the *Circle of Friends* support the Medical Center in fulfilling its mission.

Discovering for Life: the Campaign for Cedars Sinai was launched in 2005. The goal: Raise \$350 million over seven years, with an emphasis on endowment funds to support research. As the fourth year of the campaign drew to a close in 2009, the gift total surpassed \$300 million, **putting the campaign on pace to achieve its goal in just five years**. Equally encouraging, the percentage of endowment gifts has risen significantly, providing an essential source of continuity and support for research that leads to new treatments and cures as Cedars-Sinai's clinical scientists seek solutions for today's biggest healthcare challenges.

Leadership Gifts to The Campaign for Cedars-Sinai

JULY 1, 2008 – JUNE 30, 2009

Sharon and Robert H. Blumenfeld	Jean Rosenbaum Katz
Cedars-Sinai Board of Governors	John R. Singleton
The Saul Brandman Foundation	Maria Cristina Schott
Jack Sr. and Marusia Enyart	Janis and William Wetsman
Lenore S. and Bernard A. Greenberg	Cedars-Sinai Women's Cancer Research Institute
The Heart Foundation	<i>Cedars-Sinai Medical Center is also grateful for the generosity of those individuals and families who chose to remain anonymous.</i>
Claire Levine	
The Lincy Foundation	
Cookie and Ron Markowitz	
Andrew M. McIntyre	

Visit discoveringforlife.org to learn more about the Campaign and how you can partner with Cedars-Sinai to translate research into cures.



discovering for life
THE CAMPAIGN FOR CEDARS-SINAI

LEADERSHIP 2009

Mark S. Siegel
*Chairman,
Board of Directors*

Thomas M. Priselac
President and CEO

Lawrence B. Platt
Vice Chairman

Robert M. Eller
Secretary

Board of Directors

John Bendheim
William W. Brien, MD**
Steven D. Broidy*
Robert Davidson
Irving Feintech*
Julian A. Gold, MD
Mark S. Greenfield
Vera Guerin
John G. Harold, MD
Andy Heyward
Sue Neuman Hochberg
Sheila Kar, MD
Beth Karlan, MD
Jeffrey Katzenberg
John C. Law*
Thomas J. Leanse
John W. Mack
Edward Meltzer
Todd M. Morgan
Zab Mosenifar, MD
James A. Nathan
Steven B. Nichols
Luis Nogales
Lynda Oschin
Richard Powell
Marc Rapaport
Antony P. Ressler
Steven Romick
David Saperstein
Paul Silka, MD
Robert Silverstein*
Steven Spielberg
Leslie Vermut
Joseph H. Wender
Jay S. Wintrob
Phillip Zakowski, MD
Walter Zifkin

Life Trustees

Barbara F. Bentley*
Richard S. Brawerman***
Bernard Briskin
Norman R. Brokaw
Judy Carroll
Maxine N. Dunitz
Aaron R. Eshman
Chester Firestein
Michael R. Forman
Stanley M. Freeman
Marilyn Gilfenbain
Bram Goldsmith
Stanley Grinstein
Philip E. Hixon
Irwin Hoffman, MD
Rexford S. Kennamer, MD
Sally Kurtzman
Marion Laurie
Jane Lipstone
Stuart J. Marylander
Frieda Meltzer
Walter Mirisch
Bruce W. Rabin
Milton Slotkin
Carmen Harvey Warschaw
Sanford B. Weiss
Elaine Winters

* *Past Chairs of the Board*

** *Chief of Staff*

*** *Deceased*

Executive Management

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

Darren Dworkin
*Vice President for Enterprise
Information Systems and
Chief Information Officer*

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

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

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

Richard B. Jacobs
*Senior Vice President for
System Development and
Chief Strategy Officer*

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

Shlomo Melmed, MD
*Senior Vice President for
Academic Affairs,
Chief Academic Officer and
Dean of the Medical Faculty*

Arthur J. Ochoa, Esq.
*Senior Vice President for
Community Relations and Development
and Chief Development Officer*

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 care we give our patients and staff.



8700 Beverly Boulevard
Los Angeles, California 90048

1-800-CEDARS-1
www.cedars-sinai.edu

