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Appendix A: Campus Map ......................... A
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Where policies are indicated, we provide a link to the specific policy. Complete policies may be found on the Cedars Sinai intranet at http://cshsppmweb. The procedures, practices, policies and benefits described here may be modified over time as needed.
Welcome

We are happy to welcome you to Cedars-Sinai and our world-class faculty. During the early days of your new assignment, we want to ensure that you have an opportunity to meet your faculty colleagues, our leadership and staff. We look forward to assisting you during your transition so that you can excel in fulfilling your mission in clinical care, teaching, research and community service. You will learn and be involved in our significant, ongoing efforts to transform the delivery, quality and cost of health care and be an important part of the outstanding team that is leading the way. This handbook provides an overview of Cedars-Sinai’s mission, vision, values, key initiatives and policies. We hope that this information will be helpful to you as you navigate the first few months here. Your department leadership and administration look forward to assisting you during your transition to your new position.

Warm Regards,

Shlomo Melmed, MD
Senior Vice President for Academic Affairs
Dean of the Medical Faculty

CEDARS-SINAI MISSION STATEMENT

Cedars-Sinai, a non-profit, independent health care organization, is committed to improving the health status of the communities we serve by:

• Providing 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
• Enhancing access to care and providing community benefit to underserved populations

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 care we give our patients and staff.

OUR VISION FOR NATIONAL LEADERSHIP

Cedars-Sinai has pursued a successful strategy over the past five years. This direction should be continued going forward, subject to appropriate course adjustments. In building on the current strategy, Cedars-Sinai can focus on enhancing its status as a leader among the nation’s top healthcare institutions. This status is defined as being the preferred healthcare system as rated by physicians and patients, indispensable to payers, and attractive to patients regionally, nationally and internationally. However, the healthcare industry is in the midst of unprecedented change and fundamental transition. Public and private payers, as a result of budgetary pressures, are changing how they pay providers. Payers want to improve the effectiveness and efficiency by which clinical conditions are treated and patients are cared for and managed.
Consequently, both hospitals and physicians are beginning to work and interact with one another differently. The regional market is anticipated to undergo significant consolidation, likely resulting in additional partnerships, affiliations and other structural changes. Cedars-Sinai’s direction will need to develop further to maintain the organization’s exceptionally strong position.

A challenge for Cedars-Sinai is the transition from volume-driven, fee-for-service reimbursement to a model in which reimbursement is based on the organization’s ability to manage a given population’s health* and other risk-based payment mechanisms. Specifically, Cedars-Sinai, together with its associated physicians, will need to assume higher levels of responsibility and risk for population health management and deliver high-quality, cost-effective healthcare services. With the support of advanced information technology and innovations in healthcare delivery, Cedars-Sinai will need to deliver, monitor and report on an expanding set of transparent quality and cost-performance metrics to demonstrate high performance and greater value.

* Population health management is defined as a healthcare system or network of providers working in a coordinated manner to improve the overall health and well-being of patients across all care settings under a risk-bearing financial arrangement.

To advance Cedars Sinai’s strategy, the following three strategic balances must be achieved:

1. **Strike the best balance between the clinical, research, educational and community service missions.**

   There is little question that Cedars-Sinai’s accomplishments in the research and educational arenas have contributed to the success of the institution and differentiated it from other large tertiary hospitals. This qualitative differentiation serves a meaningful community need, provides for stronger referral opportunities, enhances physician and professional staff recruitment and retention, and creates a range of philanthropic opportunities.

   The strategic challenge is to continue to advance the research and teaching efforts at Cedars-Sinai without eroding the economic resources of the clinical enterprise. Given competing clinical priorities, this is also a major mission issue. All leading academic medical centers with medical schools have a parity of mission across education, research and clinical care. Cedars-Sinai today has clinical care as the priority in these relationships, and that priority must be maintained while also advancing excellence in the teaching and research arena.

2. **Strike the best balance between primary/secondary and tertiary/quaternary program growth and investments.**

   Cedars-Sinai is a very large health system, and this fact, coupled with its community service desires and obligations, requires that a broad range of clinical programs continue to be offered. The ongoing challenge is to advance and grow these programs while navigating the coming changes in the market. This new reality may lead Cedars-Sinai to make difficult choices regarding its future portfolio of programs and services.

3. **Strike the best balance in the alignment between physicians and the health system to ensure ongoing delivery of quality patient care in a cost-effective manner.**

   Cedars-Sinai’s strategy going forward must build upon the strength of its physician community by valuing and engaging all physician constituencies. All elements of the physician community have made major contributions to the status and performance of the health system. This is likely to be the case over the coming five to ten years and beyond.

   One strategic challenge affecting all physician practice models relates to the degree of emphasis given to the internal development and/or recruitment of physicians needed to support high-priority programs. Physician development will need to occur in the context of Cedars-Sinai’s pluralistic physician practice models, including faculty, foundation (group, IPA and clinically integrated models), voluntary
physicians, and other new models and/or approaches, as needed.

A second challenge is balancing physician development requirements with the need to address effectively the research, teaching and clinical programs of the health system. These programs play a vital and increasingly important role in positioning Cedars-Sinai for success at the national level.

A third challenge relates to the need for both the health system and physicians to demonstrate superior quality at a justifiable cost to patients and payers. In an environment of increasing healthcare costs, all efforts must be taken to continue improving quality, outcomes, safety, evidence-based practice and resource management to provide greater value. Increasingly, economic alignment between physicians and health systems is needed to push performance to required levels.

STRATEGIC VISION

Cedars-Sinai will continue as the leading healthcare organization in Los Angeles, while enhancing its position as a recognized leader among the nation’s most respected, admired and trusted healthcare organizations. In fulfilling this role, we will:

• Demonstrate national leadership in providing high-value healthcare and delivering excellent clinical quality, patient safety and service.

• Drive transformation and innovation in care delivery, and more fully engage our patients in their wellness and care.

• Advance the frontiers of medicine and science through a major ongoing commitment to biomedical research and medical education.

• Expand and strengthen its regional, national and international position as a model health system that delivers high-value services at all sites of care, including physical interactions in physician offices and clinics, ambulatory and outpatient centers, and inpatient facilities, as well as through electronic and other remote linkages.

To achieve this, Cedars-Sinai will:

• Attract and enhance relationships with the best and most respected physicians, scientists, nurses, other healthcare professionals and staff, sharing institutional commitments to leadership, quality and value.

• Reach out to a broader and more diverse Los Angeles community, serving as a model for other healthcare organizations in providing a wide range of community benefit and community service programs.

• Provide superior facilities, as well as leading-edge medical and information technology.

• Maintain a secure financial base including a growing endowment, enhancing Cedars-Sinai’s long-term ability to achieve its mission and vision.

• Consider partnerships and affiliations with other leading, high-quality healthcare organizations and other industry participants.
OUR VALUES

In the pursuit of this vision, the following values will guide the actions of Cedars-Sinai’s leadership, staff and physicians:

• Integrity
• Excellence
• Teamwork and collaboration
• Respect
• Compassion
• Innovation
• Stewardship
• Efficiency
• Diversity

STRATEGIC GOALS

**Strategic Goal #1** — Advance Cedars-Sinai’s national leadership in the provision of high-value patient care, and demonstrate superior quality, safety and service for inpatient, outpatient, physician and related healthcare services.

**Strategic Goal #2** — Build on Cedars-Sinai’s strengths in providing tertiary and quaternary services that attract broad geographic referrals and enhance ambulatory, primary and secondary care for populations served in the region.

**Strategic Goal #3** — Strengthen biomedical research activities and maintain excellence in biomedical and professional education in support of Cedars-Sinai’s pursuit of national leadership in healthcare.

**Strategic Goal #4** — Collaborate and align with the best physicians by promoting a culture of patient care excellence and establishing structures and relationship models for effective physician and health system clinical and economic integration.

**Strategic Goal #5** — Attract, retain, develop and optimize the performance of the best and most respected staff, positioning Cedars-Sinai as the preferred healthcare employer in the Los Angeles region.

**Strategic Goal #6** — Enhance major philanthropic initiatives to secure the financial base essential to advance research, education and community service.

**Strategic Goal #7** — Ensure that Cedars Sinai’s overall financial performance continues to keep pace with the operating and capital requirements needed to advance the mission and vision.

NATIONAL PATIENT SAFETY GOALS

The purpose of the National Patient Safety Goals is to improve patient safety. The goals focus on problems in healthcare safety and how to solve them. These are the 2014 goals:

• Identify patients correctly
• Improve staff communication
• Use medicines safely
• Use alarms safely
• Prevent Infection
• Identify patient safety risks
• Prevent mistakes in surgery
Organization Charts

Cedars-Sinai is a large and complex organization, and it will likely take a few months for you to feel fully oriented. Here are the organization charts that will be most relevant to you:

- Health System (Priselac)
- Academic Affairs and Research Institutes (Melmed)
- Service Line Operations (August) Service Line Operations (Croft)

Medical Staff Leadership

- 2014 Medical Executive Committee
- 2014 Chairs, Division Directors, and Department and Division Clinical Chiefs

Academic Affairs

Our Dean of the Medical Faculty and Senior Vice President of Academic Affairs is Shlomo Melmed, MD, MB. The Vice Dean for Academic Affairs is Bruce Gewertz, MD, surgeon-in-chief and chair of the Department of Surgery. Leon Fine, PhD, is vice dean for research and graduate medical education and chair of the Department of Biomedical Sciences. Sarah Kilpatrick, MD, PhD, is the chair of the Department of Obstetrics and Gynecology and is associate vice dean for faculty development. Mark Daniel, MBA is Vice President, Research Administration.

Cedars-Sinai is a top-tier research center that ranks among the top independent hospitals in this country receiving funding from the National Institutes of Health. We have more than 775 sponsored research projects underway, with 800 members of our staff involved in studies. Our scientists publish more than 475 papers each year in peer-reviewed journals. The scope of research conducted at Cedars-Sinai encompasses a wide spectrum of disease-related investigations ranging from molecular genetics, biochemical analysis and comparative animal studies to clinical research, therapeutic trials and patient care outcomes research.

For more than 100 years, we have offered quality care, a gold-standard level of service and compassion that attracts patients from around the globe and earns us the highest grades in a range of consumer surveys. The faculty provide leading-edge clinical work. Innovative and nationally recognized programs are evident in virtually every area of medicine. This commitment includes developing new medical and surgical therapies and translating basic science discoveries to benefit patients and relieve suffering. Our faculty also provide leadership of large and highly regarded programs in post-graduate medical education in virtually every specialty.

Office of Faculty Development

The Office of Faculty Development supports faculty academic and professional success, promotes diversity and provides resources for Cedars-Sinai advancement and external achievement. The office hosts several faculty engagement events throughout the year: a bi-monthly speaker series on topics such as Cedars-Sinai leadership and Cedars-Sinai academic appointments, new faculty luncheons, and bi-monthly faculty discussion group sessions. Resources include a faculty newsletter and the Faculty Mentorship Guide. Additionally, the office selects and supports faculty attendance at national leadership development conferences. For information on upcoming events and faculty resources please visit the website:

http://web.csmc.edu/research-and-education/faculty-development/

Professorial Appointments

Cedars-Sinai offers academic appointments for clinicians, researchers and administrators who participate in the education
and training of medical, graduate and postdoctoral students, or make other contributions to scholarship. Academic titles at Cedars-Sinai are honorific and conferred through peer review in a separate process from the Professional Services Agreement or Medical Staff Privileges. For information on academic appointments, please visit: [http://web.csmc.edu/research-and-education/academic-appointments/csmc-appointments](http://web.csmc.edu/research-and-education/academic-appointments/csmc-appointments).

Unique Training Programs at Cedars-Sinai

**Cedars-Sinai PhD Program In Biomedical Sciences and Translational Medicine**

The Cedars-Sinai Graduate Program in Biomedical Sciences and Translational Medicine has been accredited by the Western Association of Schools and Colleges, an affirmation that the PhD-awarding educational effort meets the most rigorous standards of higher learning. The graduate program at Cedars-Sinai seeks to train scientists to develop laboratory discoveries for understanding disease pathogenesis and new patient therapies. Its students, supported by a diverse faculty of scientists and physicians, train in Cedars-Sinai laboratories, where more than 900 research projects are underway in areas including molecular genetics, immunology, molecular and cellular oncology, cardiovascular biology, neurosciences, regenerative medicine, metabolism and therapeutic trials. Students are involved in investigating an array of illnesses, including Alzheimer’s disease, antibiotic-resistant infections, diabetes, cancer and diseases of the heart, lung and bowel.

**Clinical Scholars Program**

- Cedars-Sinai’s mission includes service to the community and the education and training of healthcare professionals and medical research personnel. We are pleased to offer formal clinical research training, through our Clinical Scholars Program, to those aspiring to academic and research careers. The primary goals of the program are to:

- Educate physicians and other doctoral-level clinical healthcare professionals about the broad foundations of clinical and translational research, in a spirit of creativity and independence, so as to optimize their chances of success in becoming productive clinical researchers.
- Highlight the relevance of basic scientific knowledge to human disease, teach clinical scholars how such knowledge can be effectively translated into research, and develop clinician-investigators focused on research related to prediction, prevention, diagnosis and treatment of human disease.

For more information on the Clinical Scholars Program, visit: [http://web.csmc.edu/research-and-education/education/office-of-graduate-research-education/clinical-scholars-program](http://web.csmc.edu/research-and-education/education/office-of-graduate-research-education/clinical-scholars-program).

**Faculty Annual Performance Appraisal Tool**

Annual goals for faculty are set on an academic calendar year. Each year begins on July 1 and ends on June 30 of the following year. Department chairs and institute directors work with each faculty member to set performance and incentive goals. Each faculty member receives an annual performance appraisal. The annual performance assessment process serves to encourage ongoing constructive conversation and to: 1) assess performance; 2) assist in identifying objectives for future accomplishment; 3) promote individual development; and 4) provide an opportunity for dialogue about support needed to advance Cedars-Sinai and the department’s or institute’s strategic objectives. It is also meant to ensure alignment of individual performance and goals to those objectives.

The Web-based Faculty Annual Performance Appraisal (FAPA) tool provides Cedars-Sinai with a single digital record of information to easily track, assess and generate reports with a streamlined submission and approval process. Each faculty member’s FAPA is prepopulated with content from a number of sources. Faculty are responsible for completing their self-
appraisal, including the proposed goals sections. In addition, faculty should discuss past fiscal-year performance and proposed goals for the new fiscal year with the academic department chair before finalizing the self-appraisal.

Faculty may access the FAPA system through the Cedars-Sinai Intranet by using their NT login ID and password at: http://raa.csmc.edu/platform3/#app=FAPA. Faculty who choose to use the system off campus will be required to log in using their VPN/secure ID card.

If you have any technical questions or issues while completing your online self-assessment, please call the FAPA technical help line at 323-866-2700. Should you have questions related to content of the form or prepopulated data, please call Academic Human Resources at 310-423-5539.

Academic Human Resources

Your Academic Human Resources consultant can assist you with a wide range of human resource needs. Specific expertise includes initial preparation and renewal of contracts, compensation and benefits, coaching, counseling, employee relations, performance management and development. In addition, Academic Human Resources can assist you in hiring personnel for your clinics and research areas, including international staff and short-term student and research visitors. All hiring must be in conformance with Cedars-Sinai hiring policies. Please call 310-423-5539 to speak to an Academic Human Resources team member, or visit us online: http://web.csmc.edu/research-and-education/academic-human-resources/about-us.aspx.

Research Administration

Research Administration at Cedars-Sinai is a part of the Office of the Dean and is led by Mark Daniel, Vice President for Research Administration. Our goal is to support the Cedars-Sinai faculty and their research programs by creating an environment in which hypotheses can be explored, advancements in medicine can be made and the mission of the institution can be fulfilled. We work with our research faculty, vice deans, department chairs, and research institute directors in a broad spectrum of activities, including coordinating and planning new Clinical and Translational research initiatives; developing and submitting grant proposals; helping disseminate results and ensure that important work is published; managing grants, contracts, and Cedars-Sinai’s research funding portfolio; and providing research core facilities, space, and support systems.

RESEARCH ADMINISTRATION INSTITUTIONAL OFFICES AND RESOURCES

Sponsored Research and Funds Administration (SRFA)

This office is responsible for a wide range of grants management and financial support services (pre and post-award). SRFA is organized into teams with one or more grant officers and grant accountants who are assigned to support award management from inception and account set up in PeopleSoft to expenditure reporting, closeout and post audit for a given academic department. These teams provide expertise in the areas of grant application and proposal development; electronic proposal submission via sponsor-based systems; contract and subcontract negotiation; primary advocacy and liaison support with Federal agencies, corporate sponsors, non-profit organizations, and sub-recipient institutions; guidance, instruction and informational
resources to investigators and staff; billing and financial reporting to sponsors. SRFA also conducts a full range of grants management training programs for faculty and staff.

Research funding sources that SRFA administers include Federal and non-federal sponsors, as well as internal sources, including donor funds.

**Industry Sponsored Research Office (ISRO)**

This team is responsible for the negotiation of clinical trial contract agreements and budgets, as well as other sponsored research agreements with industry/commercial sponsors. They can provide advice and templates to aid research faculty in clinical trial budgeting. They also handle the execution of Material Transfer Agreements (MTAs) and Confidentiality Disclosure Agreements (CDAs) on behalf of CSMC research faculty.

For more information on SRFA or ISRO call (323) 866-6942.

**Office of Research Compliance and Quality Improvement (ORCQI)**

This office is the central administrative unit responsible for coordinating and supporting regulatory compliance with all human and animal research activities conducted at Cedars-Sinai. ORCQI also develops and maintains the WEBRIDGE system, the Medical Center’s centralized online IRB and IACUC submission, tracking and review system.

Since May 3, 2004, the CSMC Human Research Protection Program (HRPP) has been fully accredited by the Association for the Accreditation of Human Research Protection Programs (AAHRPP). Since May 5, 1967, the CSMC Animal Care and Use Program has been fully accredited by the Association for the Assessment and Accreditation of Laboratory Animal Care, International (AAALAC). These accreditations confirm the institution’s adherence to rigorous standards of human and animal subject protections.

**Clinical Research Support and Compliance**

ORCQI consists of four dynamic, well-coordinated teams that support clinical researchers conducting human subjects research; four IRBs; and the institutional human research protection program. The four teams include

1. Operations & Education Team
2. Post-Approval Monitoring (PAM) Team
3. Medicare Coverage Analysis (MCA) team
4. Investigator Submission Assistance Program (ISAP) team

The Director of ORCQI serves as the designated institutional Human Protections Administrator. Under the direction of the ORCQI Director, the CSMC IRB is the entity responsible for overseeing all research activities involving human subjects conducted on the CSMC campus. The CSMC IRB operates under a Federal-Wide Assurance (FWA) approved by the Department of Health and Human Services, Office of Human Research Protection. This formalized commitment requires CSMC to conduct human subjects research in accordance with the ethical principles of the Belmont Report: respect for persons, beneficence and justice.

Of the four IRBs at CSMC, three review all types of research studies with the exception of the human stem cells protocols, while the fourth committee, the SCRO-CANCER IRB, specializes in stem cell research and early phase oncology trials. The mission of the CSMC IRBs is to protect the rights and welfare of human subjects involved in research at CSMC. In order to accomplish this mission, the IRBs conduct thorough reviews of each research study prior to its initiation, and at regular intervals thereafter to ensure that the research conforms to and abides by all applicable federal regulations, state law, ethical principles, and institutional policies.
The ORCQI/PAM Team performs IRB post-approval audit activities and site initiation visits for investigator-sponsored IND/IDE studies. These monitoring activities ensure that the Medical Center and the IRB fulfill their oversight responsibility for protection of the rights and welfare of research volunteers at CSMC.

The Clinical Research Office (CRO) within the Samuel Oschin Comprehensive Cancer Institute (SOCCI) provides specialized support for investigators conducting clinical research studies in cancer. This office can be reached at extension 3-2773.

For Clinical Research support and related compliance questions, please email the Office of Research Compliance and Quality Improvement at irb@cshs.org or call 310-423-3783.

Animal Research Compliance
The Institutional Animal Care and Use Committee (IACUC) oversees the institutional animal care and use program at Cedars-Sinai. The ORCQI/IACUC Analyst Team plays two key roles: (1) assisting researchers in every step of submission, review, and approval of their animal research protocols; (2) ensuring IACUC’s compliance with all applicable regulations, policies and principles. The CSMC IACUC operates under an Animal Welfare Assurance (AWA) approved by the National Institute of Health, Office of Laboratory Animal Welfare. The AWA requires CSMC to conduct animal research in accordance with all applicable regulations, policies and principles governing the care and use of laboratory animals in research, teaching, and testing.

For questions regarding the IACUC, please email the ORCQI at iacuc@cshs.org or call 310-423-3783

Department of Comparative Medicine
The institutional research animal care and use program is coordinated through the Department of Comparative Medicine. The program has been fully accredited by the Association for Assessment and Accreditation of Laboratory Animal Care (AAALAC International) since 1967. The Department of Comparative Medicine is dedicated to the facilitation of biomedical research utilizing animals, while striving to maintain the highest quality of ethical, humane and appropriate animal care. The Department is committed to continue to improve the quality of services provided to research investigators for the purpose of improving the health of humans and animals.

For more information, please contact Comparative Medicine directly at 310-423-7684.

Research Facilities Office
This office is responsible for lab and lab support space and physical plant facilities in the AHSP, Davis, Spielberg and Atrium buildings as well as dedicated research office space in several other locations across the CSMC campus. Contact: 310-423-7602

Office of Academic and Research Finance
This team oversees the Institution’s academic budgeting and accounting processes including new faculty start-up funds as well as research and academic capital budgeting and oversight. Contact: (310) 423-4080

Clinical and Translational Science Institute (CTSI)
Cedars-Sinai is a partner institution in the UCLA CTSI, an academic-clinical-community partnership designed to accelerate scientific discoveries and clinical breakthroughs to improve health in the most populous and diverse county in the United States. Our mission is to create a borderless clinical and translational research institute that brings UCLA innovations and resources to bear on the greatest health needs of Los Angeles. It is one of 62 CTSAs supported by the National Center for Advancing Translational Sciences (NCATS) at NIH.
This partnership brings together the resources of four major Los Angeles institutions:

- UCLA
- Cedars-Sinai Medical Center
- Charles Drew University of Medicine and Science
- Los Angeles Biomedical Institute at Harbor UCLA Medical Center

In addition, we partner with community service organizations, advocacy groups, health delivery networks, churches and schools that are already activated and attuned to issues of health care access, affordability and quality.

We are working together to support clinical and translational science that is responsive to the needs of our Los Angeles community. The UCLA CTSI program is bridging disciplinary and institutional boundaries to create transdisciplinary teams focused on the greatest opportunities as well as the greatest needs in our region.

CTSI provides the infrastructure to accelerate the translation of scientific discoveries to patient benefit. It provides a broad range of support to investigators in study design and conduct, as well as educational opportunities, grant submission assistance and funding opportunities.

For more information regarding the CTSI, contact: 310-423-8965.

Research Grant Development Team

This team helps to identify new targeted grant funding opportunities for research faculty and coordinates the development of large, inter lab/departmental grant proposals such as program project grants and institutional training and instrumentation grants. For more information, contact Research Administration at 310-423-6252.

SCIENTIFIC AND RESEARCH CORE FACILITIES

More complete information on the Research Core Facilities at Cedars-Sinai is available at: [http://www.Cedars-Sinai.edu/Research/Research-Cores](http://www.Cedars-Sinai.edu/Research/Research-Cores)

Animal Models Core

The Animal Models Core consists of two subdivisions, the Mouse Genetics Core and the Biobehavioral Research Core. We provide comprehensive services for a variety of animal research projects on genetically modified rodents and animal behavior.

Biobank & Translational Research Core

The vision for the Biobank is to establish an enterprise-wide state-of-the-art biorepository that provides biospecimens for research, a pipeline of assays, and digital image analysis tools to perform quantitative measurements in tissue.

We want to arm researchers with necessary resources so they can translate laboratory discoveries into patient care in the most expedited way.

Biomarker Discovery Platform Core

The Biomarker Discovery Platform strives to provide high-quality services to researchers interested in applying mass spectrometry-based proteomics and metabolomics technologies to address their biomedical research questions. The core provides fee-based services for protein identification and quantification, post-translational modification analysis and metabolite analysis. The core is also available to the research community for grant funded collaborative research inside and outside of Cedars-Sinai.

Biostatistics & Bioinformatics Core

The Biostatistics and Bioinformatics Core is a shared institutional resource for biostatistical and bioinformatics consulting and
related methodological research. It is recognized as a critical component of the research infrastructure at Cedars-Sinai and serves as a focal point from which institute investigators may draw statistical expertise for planning, management and analysis of their studies. Faculty and staff also develop, test and implement various techniques of statistical analysis, including mathematical modeling, applicable to medical research. Types of research supported include clinical trials, translational research, epidemiology, and behavioral and basic science.

Confocal & Two-Photon Fluorescence Microscopy Core

The mission and purpose of the Two-Photon Fluorescence Microscopy Core is to educate, train and support the Cedars-Sinai research community in in vivo imaging of small animal models (e.g., tumor biology, immunology, stem cell tracking, vascular imaging, senescence imaging, etc.).

The core instrument is built around a Leica SP5 upright microscope and Spectra-Physics Mai Tai femtosecond laser. The confocal core provides imaging services for researchers at Cedars-Sinai. The core can help image live and fixed samples such as cells and tissue sections. We offer a wide variety of imaging techniques such as spectral imaging, FRET and FRAP.

Flow Cytometry Core

Flow cytometry is widely used in areas of research that require analysis or isolation of cells from suspension. This technology makes use of fluorescent probes targeted to specific cell-associated molecules to characterize the diversity and function of complex cell populations. In addition to analysis, fluorescence-activated cell sorters can individually identify and isolate live cells with defined phenotype that can later be expanded and/or further studied.

The Cedars-Sinai Flow Cytometry Core is equipped with state-of-art equipment for cell analysis and sorting. Specialized staff is available Monday through Friday to assist users in analysis and to perform cell sorting. The core is open for independent acquisition by trained users 24 hours a day, seven days a week.

In addition to providing flow cytometry-related services and consultation, the core seeks to make the newest advances in flow cytometry technology available to the research community. With institutional support, the core sponsors and organizes technology seminars and flow cytometry-related basic courses for Cedars-Sinai users. The core is under the direction of Gislaine Martins, PhD, who is a member of the F. Widjaja Foundation Inflammatory Bowel and Immunobiology Research Institute and an assistant professor at the Department of Medicine and the Department of Biomedical Sciences Research, Division of Immunology. Research in the Martins Laboratory focuses on T lymphocyte function in health and disease.

Genomics Core

The Genomics Core is focused on gathering gene expression, regulatory, and sequence information on a genome-wide scale for investigators. Our mission is to make these complex technologies accessible and biologically interpretable for clinical and basic scientists.

The Genomics Core enables investigators with little experience in sample preparation, quality control, or analysis to interrogate the genome. To facilitate this, we have developed general but complete wetlab and analysis pipelines to accommodate standard needs and enable most genome-wide investigations. For more sophisticated or custom designs, we work actively in collaboration with other Cedars-Sinai cores and resources to facilitate investigations.

The Genomics Core now offers new applications for microbiome profiling, RNA sequencing for transcriptome analyses, and
targeted resequencing with rapid turnaround times using both a brand-new Ion Torrent™ Personal Genome Machine and an IonProton™ Sequencer. These sequencers deliver better, faster and less expensive data than current next-generation sequencing machines.

**Imaging Core**

The Imaging Core of the Biomedical Imaging Research Institute is an advanced imaging center that provides comprehensive imaging services for the basic and clinical research community at Cedars-Sinai. Designed for human and animal research subjects, this state-of-the-art imaging facility exists to support researchers addressing important questions in cardiovascular diseases, cancer, neuroscience, regenerative medicine and more.

The 7,000 plus square feet facility houses comprehensive facilities for human and large animal (MRI, PET/CT) and small animal imaging (MRI, PET, SPECT, CT, X-ray and bioluminescence/fluorescence), along with ancillary support space including wet lab space, a cell and chemical preparation room, a radiolaboratory, image processing workstations, animal holding rooms and rooms for human volunteer preparation and procedures.

**Induced Pluripotent Stem Cell (iPSC) Core**

The Induced Pluripotent Stem Cell (iPSC) Core Facility at the Regenerative Medicine Institute (RMI) uses the latest techniques to reprogram, expand and characterize human iPS cells from human skin or blood tissues of healthy subjects and diseased patients. We then turn the iPS cells into specific cells of the human body, including components of the nervous system, eyes, blood, bones, heart, gut, liver and pancreas, for use by researchers. Some applications of this technology includes human “disease modeling-in-a-dish,” developing human reporter cell lines via genetic modification, drug screening on pathological human cell types and potentially developing cell replacement or regenerative therapies.

**Molecular Therapeutics Core**

The goal of the Molecular Therapeutics Core is to provide a campus-wide, cross-disciplinary resource for researchers engaged in structural biology, therapeutics development and drug discovery research.

**Research Informatics and Scientific Computing Core**

Research information technology (IT) requirements often differ from administrative and patient-care requirements; the Research Informatics and Scientific Computing Core (RISCC) was established to provide the research community with streamlined access to research-specific IT resources at Cedars-Sinai.

The RISCC provides centrally managed disk space, virtual servers, high performance computing (HPC), tools for collaboration with other institutions, access to specialized software for researchers (such as EndNote and MATLAB) and consulting/database and application development services.

**Viral Vector Core**

The purpose of the Viral Vector Core is to provide preclinical grade, low-cost, ready-to-use viral vectors to the research community for the advancement of basic and translational research efforts.

- Provide vectors of lenti and adeno viral origins.
- Evaluate and optimize vector constructs.
- Provide small- or large-scale vector production services, including packaging the vector constructs, concentrating viral particles, measuring viral vector titer (p24/ml, TU/ml), and quality control.
• Make available pre-made vectors carrying reporter genes, including fluorescent markers or luciferase.
• Provide, under special circumstances, whole genome or pathway-specific cDNA or shRNA containing lenti vector libraries of human and mouse origins for high-content screening.
• Provide custom vector services, including cloning requested gene (cDNA) or shRNA into appropriate vector and providing sequence analysis, protein expression verification and vector production.

Other Important Resources

INFORMATION TECHNOLOGY SUPPORT

The Research Informatics and Scientific Computing Core (RISCC) was setup to assist investigators with access to information systems technology at Cedars-Sinai. The RISCC provides access to centrally-managed data storage, virtual servers, a High Performance Computing (HPC) cluster, site-licensed software such as MATLAB and EndNote, database development tools, and consulting services. More information is at: http://web.csmc.edu/research-and-education/research-informatics-and-scientific-computing-core/

TECHNOLOGY TRANSFER OFFICE

The Technology Transfer office at Cedars-Sinai helps researchers move new innovations, inventions, and technologies from inception through licensure, development, and ultimately commercialization, while protecting the interests of the creators and the institution. Once an inventor(s) files an invention disclosure form with the office, the invention is evaluated by a market assessment firm that provides insights on the market potential of the technology.

The Technology Transfer Office supports the commercialization efforts of Cedars-Sinai Medical Centers discoveries and technologies with specific activities:

• Review inventions before any submissions or public disclosures,
• Evaluate whether an invention or technology has enough public or market value to warrant patent prosecution funding,
• Determine whether an invention can be patented,
• Commercialize the technology,
• Evaluate the technology’s performance,
• Protect patent prosecution.

The Technology Transfer Office is available to answer questions you may have regarding Intellectual Property, and to assist you with resources throughout the commercialization process. They can be contacted on 310-423-0326. More information is available at CStechtransfer@cshs.org or visit the website at www.cedars-sinai.edu/techtransfer.

MEDICAL LIBRARY

Hours: Monday-Friday 8am– 8pm
Closed Saturday and Sunday

www.Cedars-Sinai.edu/Medical-Professionals/Graduate-Medical-Education/Medical-Library.aspx

The Medical Library is available for use by Cedars-Sinai medical and research faculty, employees, and students in the medical center's training programs. Once registered, users can access information from their own computer via the library's intranet. The library offers electronic and print journals and books; education and consulting on how to fully access the library's
databases; literature searches; document delivery; and computers for searching databases and the Internet.

Work & Life Matters

Work & Life Matters (Employee Assistance Program) is an employee benefit, provided at no cost to our faculty, staff and immediate family members. Work & Life Matters provides the support, resources and education employees need to be their best at work and at home. The many services include personal consultations about workplace or personal concerns, family/relationship issues, career issues, parenting concerns and child and eldercare problems. Consultations with the Work & Life Matters staff are strictly confidential.

For more information or to schedule a consultation call Work & Life Matters at 310-423-6447 or 800-319-8111. You can email the program staff at worknlifematters@cshs.org. Work & Life Matters intranet site can be found at http://web.csmc.edu/csms-resources/employee-tools/work-and-life-matters/. The Work & Life Matters external site is www.Cedars-Sinai.edu/workandlifematters.

Workplace Expectations

CONFIDENTIALITY

Our patients entrust Cedars-Sinai with important information about their health. Our policy regarding patient confidentiality is that all information considered confidential will not be disclosed to external parties or to employees without a “need to know.” If an employee questions whether certain information is considered confidential, the employee should first check with his or her immediate supervisor.

All inquiries from the media must be referred to Communications: communications@cshs.org.

CODE OF CONDUCT

Faculty members are expected to maintain the highest quality of patient care and professional conduct.

Interactions with all Cedars-Sinai patients, visitors, employees, physicians or any other individual shall be conducted with courtesy, respect and dignity.

Our faculty are expected to refrain from conduct that may be reasonably considered offensive to others or disruptive to the workplace or patient care. Offensive conduct may be written, oral or behavioral, and includes, but is not limited to, ethnic slurs, gender-specific comments or any comments that would offend someone on the basis of his/her age, race, color, marital status, sex, sexual orientation, religion, national origin, ancestry or physical or mental handicap.

Failure to comply with the policy may result in peer review and/ or disciplinary action.

ANTI-HARASSMENT POLICY

Each individual has the right to work in a professional atmosphere that promotes equal employment opportunities and prohibits unlawful discriminatory practices, including harassment.

Therefore, Cedars-Sinai expects that all relationships will be business-like and free of bias, prejudice and harassment.

Harassment is prohibited at Cedars-Sinai on the basis of race, religious creed, color, national origin, ancestry, physical disability, mental disability, legally protected medical condition (including pregnancy and childbirth), marital status, sex, age over 40,
veteran status, sexual orientation or any other basis protected by
federal, state or local law.

Harassment includes unwelcome verbal, nonverbal, physical or
visual conduct that creates an intimidating, offensive or hostile
work environment, or that unreasonably interferes with work
performance.

Sexual harassment is unwelcome conduct of a sexual nature,
including unwelcome sexual advances, requests for sexual favors,
and other verbal, nonverbal, physical or visual conduct.

Cedars-Sinai encourages reporting of all perceived incidents
of discrimination or harassment. Cedars-Sinai’s policy is to
promptly and thoroughly investigate such reports. Cedars-Sinai
prohibits retaliation against any individual who reports
discrimination or harassment who participates in an
investigation of such reports.

Confidentiality will be maintained throughout the investigatory
process to the extent consistent with adequate investigation and
appropriate corrective action.

CONFLICT OF INTEREST

As employees of Cedars-Sinai, faculty members should avoid any
situation that involves or appears to involve a conflict between
the interests of Cedars-Sinai and personal interests. Faculty
must avoid any relationship or activity that might impair, or even
appear to impair, their ability to make objective and fair decisions
when performing their jobs. At times, a faculty member may be
faced with situations in which business actions taken on behalf
of Cedars-Sinai may conflict with the faculty’s own personal
interests. Cedars-Sinai property, information or business
opportunities may not be used for personal gain.

Faculty members are required to complete an annual Conflict of
Interest (COI) Disclosure each year through our Passport System:

Questions and concerns regarding conflict of interest should be
directed to the chief compliance officer at 323-866-7875.

GIFT POLICY

In no case may a faculty member accept gifts of cash from any
past, current or potential hospital vendors.

Faculty should not accept nonperishable gifts with a total value
in excess of $50. The total value of multiple gifts from a single
person or entity in any 12-month period should not exceed $50.

Gifts of a perishable nature such as food and flowers are not
subject to any specific dollar limitation, provided the value of the
gift is reasonable and proportionate for a business setting.

Gifts involving work-related educational benefits for the recipient
(e.g., textbooks) are not subject to any specific dollar amount,
provided the value of the gift is reasonable and proportionate for
business settings.

Faculty should seek prior approval for all gifts whose value
appears to be unreasonable or disproportionate for a business
setting before accepting such a gift.

Should you have any questions regarding the appropriateness of a
gift, contact the chief compliance officer at 323-866-7875.

PROFESSIONAL APPEARANCE

Employee appearance affects how Cedars-Sinai patients and
families perceive the quality and professionalism of services
they receive. It is important that the personal appearance of
faculty members be professional and consistent with the business
environment.

Appropriate professional attire must be consistent with
the community’s standards of healthcare, and not attract
undue attention or serve as a distraction to others. It must be
appropriate to the type of work being performed and take into account the expectations of the customers served.

Grooming standards are to be maintained at all times while on duty. Hair must be neat, clean and well-trimmed. Hair styles may not be extreme or serve as a distraction to others. Facial hair is acceptable but must be neat, clean and well-trimmed.

While on duty, all Cedars-Sinai personnel must display their identification badges at or above the waist. In the event of a lost ID badge, faculty must report it to their manager. It is expected that lost badges will be replaced by the second day.

**ELECTRONIC COMMUNICATION AND INTERNET USE**

All technology and company-related work records supplied by Cedars-Sinai belong to Cedars-Sinai and not to the employee. Cedars-Sinai routinely monitors use of company-supplied technology. Inappropriate or illegal use or communications may be subject to disciplinary action, up to and including termination of employment.

*Cedars Sinai Information Security Handbook*

**EMPLOYEE PERSONNEL FILE**

Faculty personnel files are maintained in department offices and are considered confidential. Chairs, directors, managers and the designee may only have access to personnel file information on a need-to-know basis. Faculty personnel files are not taken outside the department.

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**Work Schedules And Pay**

**WORK SCHEDULE**

The work week begins at 12:01 a.m. Sunday and ends at midnight the following Saturday. Faculty are exempt employees and are expected to fulfill the responsibilities and duties of their positions regardless of hours worked. Faculty compensation is covered in each faculty member’s Professional Services Agreement (PSA).

**TIME AND EFFORT**

Cedars-Sinai faculty staff, non-faculty staff and principal investigators, including employee physicians who are supported by research, grant and federal (Medicare) funds, are required to report their time and effort in compliance with federal regulations and mandates as provided by the Centers for Medicare and Medicaid Services, the Department of Health and Human Services, and the National Institutes of Health. It is Cedars-Sinai’s policy to require faculty to complete time and effort reporting in compliance with the regulations mentioned above and the provisions of this policy. Individual faculty members are personally responsible for the accuracy and reasonableness of their time and effort reporting.

Time and effort is recorded and certified via the Web-based Time and Effort reporting application, which also performs basic calculations such as allocating the time by percentages to cost centers, activity IDs and paid time off.
Time and Effort Users Guide

The Time and Effort User Guide includes time and effort regulations, roles and responsibilities, and step-by-step instructions for the Time and Effort application.

Time and Effort Users Guide
Time and Effort Reporting
Changes to Time and Effort Reporting
Time and Effort Certification Schedule for Calendar Year 2014

To ensure accurate reporting, faculty members are required to attend the time and effort training. Time and effort training is scheduled through the Time and Effort team. To schedule an appointment, call 323-866-6951.

Faculty are required to certify their time and effort in a timely manner. Each pay period contains two weeks, beginning on Sunday at 12:01 a.m. and ending on Saturday at midnight.

Every Friday at noon an email reminder to certify is sent to faculty, reminding them to certify their report for that week. Both reporting weeks must be certified by 3 p.m. on the first Monday after the close of the pay period. After 3 p.m. on the certification Monday, the system closes and will not allow users to log in until the following Wednesday.

Questions regarding time and effort should be directed to the Time and Effort team at 323-866-6951.

PAYDAYS AND PAYCHECKS

Cedars-Sinai is on a biweekly payroll schedule (two-week periods) that begins Sundays and ends on Saturdays. Paychecks are dated six days later on Friday following the end of the pay period. There are 26 pay periods in a year. The distribution of paystubs/paychecks is on Thursday following the end of the pay period.

When a payday falls on one of our observed holidays, paystubs/paychecks will be issued on the last workday before the holiday.

Employees may be paid by check or through direct deposit of funds at the financial institution of their choice.

In the event of a lost paycheck, the Payroll Department must be notified as soon as possible before a replacement check can be issued.

You can direct questions and concerns regarding your paystub/paycheck to the Payroll Department at 323-866-8500.

VACATION ANNUAL PAYOUT OPTION

Faculty may elect to receive a payout of up to 80 percent of their annual vacation accrual, in increments of 10 percent. A minimum of 80 hours must remain in the vacation account after the payout.

At the end of the calendar year (December), faculty who elect a Paid Time Off (PTO) payout must complete the request form and submit it to the Payroll Department. Payouts occur either twice a year (June and December) or in one payment in December.

Vacation that is paid out in cash is considered taxable income.

You can direct questions regarding vacation payout to the Payroll Department at 323-866-8500.
Time Off/Leaves Of Absence

HOLIDAYS

Cedars-Sinai observes the following six national holidays each year:

New Year’s Day
Memorial Day
Independence Day
Labor Day
Thanksgiving
Christmas Day

In addition, employees are entitled to four floating holidays each year. The maximum holiday hours that can be accrued is 80 hours. If 80 hours are reached, holiday accrual will stop until holiday days are used.

Faculty who take time off during a holiday will note “HOLIDAY” on their time and effort form.

PAID TIME OFF (VACATION)

Eligible faculty accrue vacation hours beginning with their first day of work, and accrue a specific number of hours each pay period.

Please see your benefit handbook for the schedule of Paid Time Off/Vacation that you are entitled to receive.

Faculty requesting time off must ensure that there is enough paid time off available to cover the dates requested. Vacation hours are viewable in biweekly paycheck stubs. Vacation can be used only after it is earned.

If a faculty member leaves Cedars-Sinai, accrued and unused vacation time earned through the last day of active employment will be paid at the faculty’s base rate of pay at the time of separation. In the event of the faculty member’s death, earned unused vacation hours will be paid to the faculty’s estate or designated beneficiary.

PAID TIME OFF FOR EDUCATION

Requests for paid time off to attend selected scientific and educational meetings, conferences, conventions and seminars in North America may be taken as long as they are within your department’s education time-away policy and are reported in your time and effort submittals. Pre-approval for travel is not needed within these parameters. Travel that will require large expenditures or travel outside the United States should be reviewed with your chair or institute director in advance of travel. [http://cshppmweb.csmc.edu/dotNet/documents/?docid=26039&mode=view](http://cshppmweb.csmc.edu/dotNet/documents/?docid=26039&mode=view)

EXTENDED SICK LEAVE

Please see your benefit handbook for the schedule of Paid Time Off/Vacation that you are entitled to receive.

In the event of a faculty member's own illness, faculty should apply for leave through the Leave and Disability Management system: [http://myleave.itimebank.com](http://myleave.itimebank.com). Faculty will be placed on leave of absence and will not be required to certify time and effort because the faculty member will migrate to the Kronos system. The division's Kronos editor is responsible for editing the faculty member's time in the payroll system to ensure accurate pay records.
Faculty applying for leave of absence will receive information from the leave administrator on how to apply for state disability insurance (SDI). If the requested leave is for the faculty’s own illness, Payroll will integrate hours with SDI on the fifteenth day of absence. However, faculty members may opt to integrate on the eighth day of absence by informing their department administrator.

Faculty members should communicate with the Leave and Disability Management team and with the division for any change(s) in their leave status.

**Family Care And Medical Leave Of Absence (FCML)**

Faculty may request paid time off under FCML in the following circumstances:

- Their own personal illness
- Care of any sick family members
- Birth of a child
- Placement of a child for adoption or foster care
- Supplement bereavement pay for loss of an immediate family member

Faculty are eligible to take a total of up to 13 weeks of FCML within a 12-month period. See the Attendance: Family Care and Medical Leave of Absence Policy. Direct any questions or concerns regarding FCML to the Leave and Disability Management team at 310-248-8718 or Academic Human Resources at 310-423-5539.

**Pay During Leave Of Absence**

Faculty members may receive payment during leave of absence from different pay benefit sources (vacation, holiday, sick and salary continuation, if eligible) dependent on their FTE and benefit status. Faculty may also be eligible for supplemental pay from the state of California through the State Disability Insurance (SDI) program. For questions regarding pay during a leave of absence, contact the Leave and Disability Management team at 310-248-8718 or your human resources business partner.

**BEREAVEMENT**

Faculty are eligible to take paid time off for bereavement in the event of a death of a member of your immediate family. Bereavement leave is granted in the following circumstances:

a. The deceased is a member of the faculty’s immediate family, defined as: spouse, domestic partner, parent, step-parent, child, step-child, brother, sister, parent-in-law, legal guardian, grandparent, grandchild, current sister-in-law, brother-in-law, uncle, aunt or cousins. Bereavement hours up to a maximum of 24 work hours should be noted on time and effort reports. If the faculty member travels 500 miles or more away from home in connection with the death, the faculty will be paid for 32 work hours.

b. If the deceased is not a family member, subject to approval, the faculty may be granted time off. Vacation/holiday hours should be noted on the time and effort form.

**JURY DUTY**

Employees who are required by means of a summons or equivalent order to serve as a juror or a court witness will be granted time off to do so, in accordance with the applicable law. Cedars-Sinai will provide regular full-time employees 40 paid hours per calendar year to serve as juror or witness.

Jury duty hours should be entered and certified on time and effort reports.
VOTING LEAVE

Faculty should be able to vote either before or after regular work hours. However, when this is not possible due to work schedule, faculty will receive up to two hours during the work day to vote.

MILITARY LEAVE OF ABSENCE

Cedars-Sinai supports and complies with all federal and state requirements for absences due to military service.

Mandatory Competencies

Healthcare organizations are heavily regulated by their governing bodies (e.g., federal, state, county, city and accrediting).

The goal is to continuously improve the safety and quality of care provided to the public through the provision of healthcare accreditation and related services that support performance improvement in healthcare organizations. Following are mandatory training requirements.

LOS ANGELES CITY FIRE CARD

To meet the City of Los Angeles’ standard of safety, each faculty member is required to have a current L.A. City Fire Card certification. The fire card requires renewal every four years. It is each faculty member’s responsibility to fulfill this requirement. Your division safety representative can help you register for the class. When completed, a copy of the fire card is given to the division staff development advisor (SDAN) to enter the competency into the Lawson system and employee file.

ANNUAL SAFETY CERTIFICATION

To meet The Joint Commission standard of safety, all faculty are required to complete annual safety training. It is important that all faculty members be aware of the safety hazards that may surround them and be prepared to act in case of an emergency.

The safety assessment must be taken each year. It is the faculty’s responsibility to fulfill this requirement. Safety training is completed via Cedars-Sinai’s Intranet: http://web.csmc.edu/administrative/compliance/safety-net/healthstream.aspx.

CORPORATE COMPLIANCE

All faculty are required to complete annual corporate integrity training. Corporate compliance defines the standards of conduct that all employees are expected to uphold in fulfillment of the institution’s mission. Corporate compliance also describes the elements of the Corporate Compliance Program adopted by the board to assure that those standards of conduct are met.

Training must be completed on or before the end of the fiscal year (June 30). Additional training may be conducted for other members of the Cedars-Sinai community on an as-needed or per-request basis.


ANNUAL HEALTH CLEARANCE

All faculty are required to undergo an annual health clearance and screening for tuberculosis. Employee Health Services (EHS) conducts the assessment.

Each department is assigned a specific month in which all employees must schedule their screenings. It is the responsibility of the faculty to fulfill this requirement.
Faculty may opt to have the medical clearance and tuberculosis screening at their primary care doctor’s office. Forms are provided by EHS. Upon completion of the History and Physical paperwork and the QuantiFERON-TB Gold In-Tube reading by the primary care physician, the forms are sent to EHS.

For annual health clearance, contact Employee Health Services at 310-423-3322.

**COMPLIANCE COLLEGE**

Academic Affairs requires all clinical faculty members to complete training on radiation safety, significant adverse event (SAE) and core measures. The training is available on the Cedars-Sinai Intranet: [http://web.csmc.edu/research-and-education/compliance-college.aspx](http://web.csmc.edu/research-and-education/compliance-college.aspx).

**JOB HAZARD ANALYSIS**

Faculty may be exposed to various hazards in the work environment. All faculty members are required to read the Job Hazard Analysis for their job description and understand the hazards to which they may be exposed. Faculty are required to read the Job Hazard Analysis and sign the acknowledgement form annually.

If you become aware of any hazard while performing your job responsibilities, you must notify your Safety Representative so that a description of the hazard may be included in the Job Hazard Analysis and Safe Work Practices.

**SEXUAL HARASSMENT PREVENTION TRAINING**

Starting in 2005, California law (AB 1825) requires employers to provide all supervisors (at all levels up to and including the president/CEO) with a minimum of two hours of mandatory sexual harassment prevention training every two years.

Cedars-Sinai considers all faculty “supervisors” regardless of whether or not they formally have any direct reports.

Each new faculty must be trained within six months of assuming responsibilities. Faculty members who fail to complete this requirement by the deadline provided will be placed on unpaid administrative leave.

You may opt to complete the training online or attend a two-hour classroom session.

- For online training, contact Academic Human Resources at 310-423-5539.
- For a classroom session, contact Human Resources Organizational Development at 310-423-4834.

**ANNUAL FLU SHOT**

All full-time and part-time faculty members are required by state law to either receive the flu vaccine or formally decline the vaccine in writing. To receive the flu vaccine, faculty members may go to Employee Health Services (EHS) or any Cedars-Sinai designated flu shot location.

To decline the flu vaccine, faculty members must complete “Flu School” in HealthStream and take their completion form to EHS or any Cedars-Sinai designated flu shot location where they will sign the declination form. A recent policy change may require reassignment of clinical faculty and nursing staff for patient care areas for those who are not vaccinated during the flu season.

You can direct questions or concerns regarding the mandatory competencies to your department administrator or your division staff development advisor (SDAN).
Workplace Safety

DRUG-FREE WORKPLACE

Cedars-Sinai has a longstanding commitment to providing a safe and productive work environment. Alcohol and drug abuse pose a threat to the health and safety of patients, visitors and employees - and to the security of our equipment and facilities. For these reasons, we have a zero-tolerance policy toward drug and/or alcohol use and abuse in the workplace.

ACCIDENT PREVENTION AND PERSONAL SAFETY

All faculty members share responsibility for keeping their work area safe, orderly, neat and clean. In addition, it is the responsibility of faculty members to perform their jobs in a safe manner.

REPORTING OCCUPATIONAL INJURIES

In the event a faculty member is injured on the job, no matter how slight the injury, it must be reported at once to the division manager. The Employee Accident Report will be completed and then signed by the manager. The signed Employee Accident Form will be taken to Employee Health Services or the emergency department with the faculty member. Work-related injuries are covered under workers’ compensation insurance, so these procedures must be followed when reporting the injury and subsequent treatment.

RESEARCH LAB SAFETY

The CSMC Environmental Health and Safety Department supports an integrated safety program for our labs that includes radiation, chemical, and biological safety.

INFECTION CONTROL

Standard Precautions

Blood and body fluid precautions should be used consistently for all patients regardless of their blood borne infectious status. Under standard precautions, all patients are considered potentially infectious for human immunodeficiency virus (HIV), Hepatitis B virus (HBV) and other blood-borne diseases.

Protective barriers such as gloves, masks/protective eyewear, mouthpieces, resuscitation bags, or other ventilation devices and hoods are used to protect the faculty from anticipated contact with blood, body fluids, mucous membranes or non-intact skin of all patients.

Hand Washing

Hand washing is the single most important aspect of infection control. Hands should be washed before and after all patient care activities. If gloves are worn, hands must be washed carefully before putting on gloves and after they are removed.

Reporting Exposures

All exposures should be reported to the Epidemiology Department and Employee Health Services (EHS). This will initiate an investigation of the exposure.

- The Epidemiology Department can be reached at 310-423-5574.
- EHS can be reached at 310-423-3322.

EHS will conduct a follow-up investigation. The healthcare worker will immediately receive a confidential medical evaluation and follow-up, if required.
SMOKING IN THE WORKPLACE

Cedars-Sinai, in compliance with California state law, prohibits smoking in the workplace. Failure to adhere to this policy may result in disciplinary action up to termination. Smoking is also not permitted in outdoor areas of the campus.

EMERGENCY CODES

Fire Safety: Code Red

It is Cedars-Sinai’s legal and moral responsibility to prevent and fight fires that may threaten the lives of the patients, visitors and personnel. While not a common occurrence, fire and smoke conditions unfortunately do occur. For this reason, it is important that every employee know how to respond in the event of a fire/smoke situation to protect your life and the lives of others.

Immediately upon discovering smoke or fire (SKATE):

Safety of life — remove people in danger
Keep fires from spreading — close door
Activate fire alarm
Telephone extension 423-5511, give the exact location. If you are not in the medical center, call 911.
Extinguish fire if safe to do so, or Evacuate

Immediately upon hearing code red paged overhead:

If you are in the area specified by code red:

• Clear hallways to permit safe passage of any emergency responders.
• Close hallway doors to contain possible fire.
• Search area for signs of smoke, fire, a smoke detector in alarm, or odor of something burning.
• Activate SKATE as appropriate.

• Direct emergency responders and/or fire department to the fire or area.
• Evacuate the area as appropriate, taking records, as safety permits.
• Prepare to move to your designated department assembly area, as directed.

If you are in an area above, below or adjacent to the area stated in Code Red, prepare to:

• Close hallway doors to reduce smoke travel.
• Assist in evacuating area, receiving evacuation traffic or evacuating, as appropriate.

If you are in an area distant from the area stated in Code Red:

• Clear area hallways to permit safe passage of any emergency responders.
• Prepare to close hallway doors to reduce smoke travel.
• Prepare to support area in alarm, if required to do so.

Code Green

Code green is called for a fire drill, call extension 423-5511 to report.

Code Blue

Code blue is called in the event of a cardiac or respiratory arrest. Call extension 121, give the location and specify if it is an adult or child patient.

Code Pink

Code pink is called when an infant or child is taken from the nursery/pediatric unit. Upon hearing code pink, personnel are to immediately stop all non-critical work and cover all interior stairwell doors, elevator areas and doors that exit near their work area.
Look for suspicious persons who seem to be panicked or in a hurry carrying a large bundle, tote bag, gym bag or an infant. Do not approach the person but observe and report to security the gender, race, attire, height, weight, direction of travel and mode of travel. Call extension 423-5511 to report your observations.

**Code Yellow**
Code yellow is called when a person is down or suffers a minor injury (i.e., trips, falls, fainting). Call extension 121 to report.

**Code Gray**
Code gray is called for security assistance on an immediate (STAT) basis for verbal or physical workplace violence. Call extension 423-5511 for assistance.

**Code Orange**
Code orange is called as a housewide response to multiple locations reporting an unknown odor. Call extension 423-5511 to report.

**Code Triage — Internal Or External**
Code triage is a disaster notification. Call extension 423-2800 to report.

**Code Silver**
Code silver is called when there is an attacker with a lethal weapon or when there is workplace violence. Call extension 423-5511 to report.

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**VIOLENCE IN THE WORKPLACE**

All patients, visitors, vendors, business associates and employees must be treated with courtesy and respect at all times. Faculty and employees are expected to refrain from conduct that may be dangerous to others.

Conduct that threatens, intimidates or coerces another employee, patients, visitors, vendors or business associates will not be tolerated. Cedars-Sinai treats threats coming from an abusive personal relationship as it does other forms of violence.

Indirect or direct threats of violence, incidents of actual violence and suspicious individuals or activities should be reported as soon as possible to senior management, security personnel or Human Resources. Cedars-Sinai will promptly investigate the incident. Cedars-Sinai may suspend employees suspected of workplace violence or threats of violence, either with or without pay, pending investigation.

Anyone found to be responsible for threats of or actual violence or other conduct that is in violation of these guidelines will be subject to prompt disciplinary action up to and including termination of employment.

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**DISASTER PREPAREDNESS**

A disaster can be anything from a major traffic accident to an earthquake. Given the possibility disasters and the number of casualties, it is essential that we are able to respond in a quick and effective manner.

To facilitate our ability to respond immediately and appropriately to a disaster, we have implemented the Hospital Incident Command System (HICS), known as Command Aware.

Note: For detailed information regarding HICS, refer to the Cedars-Sinai Fire/Disaster Manual.
It is essential that you know what your responsibilities are as they relate to disaster. These include knowing what you need to do to prepare for a disaster, as well as what you should do in the event that a disaster occurs, whether you are at the medical center or at home.

Each department has a disaster-specific response plan. Faculty are expected to respond according to the procedures outlined in the plan.

**IDENTIFICATION BADGE**

It is the policy of the medical center that all employees wear their photo identification badges at all times while on the premises. The photo identification badge is to be worn with the photograph visible and on the outermost article of clothes between the collar and the waist.

**Travel Approval And Expense Reimbursement**

During your orientation week, your department’s travel and expense reimbursement policies will be reviewed.

**Spiritual Care**

Cedars-Sinai Spiritual Care Department is here to help patients and families draw on their spiritual resources, whatever their faith tradition. While our chaplains are strongly grounded in their own primary faith traditions, they are also committed to respecting the spiritual beliefs of each person with whom they come in contact.

Patients may request visits with a Cedars-Sinai chaplain of their choice at any time during their hospital stay. Spiritual counseling appointments may also be arranged with concerned family members or staff. Patients, visitors and staff are welcome to ask for help and guidance from the chaplains.

**WEEKLY CHAPEL EVENTS**

<table>
<thead>
<tr>
<th>DAY</th>
<th>TIME</th>
<th>PROGRAM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday</td>
<td>12:00-12:30 pm</td>
<td>Catholic Mass</td>
</tr>
<tr>
<td>Tuesday</td>
<td>12:00-1:00 pm</td>
<td>Fundamentals of Jewish Thought</td>
</tr>
<tr>
<td>Wednesday</td>
<td>12:00-12:30 pm</td>
<td>Catholic Mass</td>
</tr>
<tr>
<td>Wednesday</td>
<td>1:00-1:30 pm</td>
<td>Christian Worship and Fellowship</td>
</tr>
<tr>
<td>Friday</td>
<td>12:00-12:30 pm</td>
<td>Catholic Mass</td>
</tr>
<tr>
<td>Friday</td>
<td>1:00-2:00 pm</td>
<td>Muslim Prayer Service</td>
</tr>
<tr>
<td>Friday</td>
<td>3-3:15 pm</td>
<td>Kabbalat Shabbat Service</td>
</tr>
<tr>
<td>Saturday</td>
<td>9:30-11:30 am</td>
<td>Shabbat Services (once a month)</td>
</tr>
<tr>
<td>Sunday</td>
<td>1:30-2:00 pm</td>
<td>Catholic Mass or Communion Service</td>
</tr>
</tbody>
</table>

All events with the exception of Muslim Prayer Service and Shabbat Services are broadcast to patient room TVs on Channel 50.

**HISTORY AND TRADITIONS**

As our history is deeply rooted in the Jewish faith and observances, the following information is provided to foster an understanding of important traditions.

**Shabbat and Holidays**

Shabbat is the Jewish Sabbath. It commemorates God’s resting from the creation of the universe on the seventh day and is observed by emulating God through ceasing various activities (e.g., using electrical appliances, going to work, handling money and writing), resulting in a restful and spiritual atmosphere. Shabbat begins before sundown every Friday night and lasts until well after sundown on Saturday night. Careful and precise fidelity to the intricate rules of Shabbat is tremendously important to traditionally observant Jews.
Jewish holidays, such as Passover, Shavuot, Sukkot, Rosh Hashanah and Yom Kippur have restrictions and observances similar to those for Shabbat. The major differences between them are that during festivals, cooking, lighting a fire from a pre-existing flame and carrying objects outdoors are generally permitted. On Sukkot, a beautiful Sukkah is erected outside on the Plaza Level every year.

**Sabbath Elevators**

Since one cannot use electricity on the Sabbath, Cedars-Sinai has Sabbath elevators located in the North Tower (elevator #13), and in the Saperstein Critical Care Tower (#38). The Sabbath elevators are programmed to stop automatically at every floor of the medical center on the Sabbath and holidays, allowing people to step in and out without having to press any buttons.

**Mural**

In the Harvey Morse Auditorium, the “Jewish Contributions to Medicine” mural lines the wall, created by Terry Schoonhoven, an L.A. artist who has passed away. The mural’s opening panel depicts a snake wrapped around a staff, an image from the Bible that has been associated with the healing arts. The artwork goes on to celebrate early and contemporary Jewish scholars and scientists, as well as the importance of the Talmud which expands upon and explains biblical references to health and well-being.

**Chapel**

The center spot of the medical center is our synagogue, which functions as an interfaith chapel and broadcasts programming live to patient rooms. It also contains the verse from Genesis that is our motto: “And Be a Blessing.”

**Mezuzahs**

You may have noticed the thin rectangular boxes affixed to every doorway of the medical center. These small cylinders are called Mezuzahs. They contain scrolls with biblical verses (Deuteronomy 6:4-9 and 11:13-21), reminding all who pass through these doors of the sanctity of each space and of each individual within. The first word on this scroll is “Shema,” which means “listen” in English and serves as a lesson that as we enter a patient’s room we should not just hear what patients say, but actually listen and be fully present.

**CHAPEL CALENDAR**

http://web.csmc.edu/administrative/documents/cs_calendar_06_rev_2-15941.pdf

For more information on the Jewish Religious Observances, please visit: http://web.csmc.edu/clinical/clinical-departments/chaplaincy/jewish-religious-observances.aspx

For Catholic and other Christian sacraments and items, please visit: http://web.csmc.edu/clinical/clinical-departments/chaplaincy/catholic-and-other-christian-sacraments--items.aspx
# Recap of Faculty Mandatory Training

## COURSE DESCRIPTION

<table>
<thead>
<tr>
<th>Course</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department-level Orientation</td>
<td>First week of employment. Schedule to be provided by the department administrator. Faculty handbook must be read and acknowledged.</td>
</tr>
<tr>
<td>CS-Link training</td>
<td>For inpatient faculty, training should be completed by start date. For outpatient clinics, CS-Link training is scheduled within two weeks of hire.</td>
</tr>
<tr>
<td>Physician billing training (PBT)</td>
<td>Initial class should be taken within one month of hire. Modules sent by Patient Billing Services (PBS).</td>
</tr>
<tr>
<td>Time and effort training (T&amp;E)</td>
<td>Should be completed within a month of hire. Contact Brent Meinders to schedule 1:1 training.</td>
</tr>
<tr>
<td>Fire safety training</td>
<td>Required every four years. Initial class should be completed within three months of hire. See fire class schedule.</td>
</tr>
<tr>
<td>Sexual harassment prevention training (SHPT)</td>
<td>Required every two years. Initial class should be completed within six months of hire or promotion. Taken on HealthStream or through classroom training offered by Human Resources Consulting.</td>
</tr>
<tr>
<td>Corporate compliance</td>
<td>Required annually, completed in the Passport System.</td>
</tr>
<tr>
<td>Health and safety</td>
<td>Required annually. Taken in HealthStream.</td>
</tr>
</tbody>
</table>
Appendix A: Campus Map
Appendix B: Greater LA Map

Cedars-Sinai Medical Center
1. Advanced Health Sciences Pavilion, 127 South San Vicente Blvd
2. Cedars-Sinai Medical Center, 8700 Beverly Blvd
3. Comprehensive Transplant Center, 8900 Beverly Blvd
4. Emergency Department, 8700 Beverly Blvd
5. Los Angeles Cardiology Associates, 1245 Wilshire Blvd
6. Mark Goodson Building, 444 South San Vicente Blvd
7. S. Mark Taper Foundation Imaging Center, 8705 Gracie Allen Dr
8. Samuel Oschin Cancer Center, 8700 Beverly Blvd
9. Saperstein Critical Care Tower, 8720 Beverly Blvd
10. Spielberg Building, 8723 Alden Dr
11. Thalians Health Center, 8730 Alden Dr
12. Tower Hematology Oncology, 9090 Wilshire Blvd
13. S10 Building, North San Vicente Blvd
14. 8631 West Third St (East Tower)
15. 8635 West Third St (West Tower)

Cedars-Sinai Medical Network
16. Le Doux Medical Plaza, 8536 Wilshire Blvd
17. Urgent Care, 8501 Wilshire Blvd
18. 99 S LaCienega Blvd
19. 200 S Robertson Blvd
20. 250 S Robertson Blvd
21. 8737 Beverly Blvd
Acknowledgement of New Research Faculty Orientation Handbook

I have read the new faculty orientation handbook and understand that if I need clarification on its contents or any policy described therein, I can contact my department chair, my division chief, my department administrator or Academic Human Resources. This handbook and the information in it should be treated as confidential. No portion of this handbook should be disclosed to others except Cedars-Sinai employees and others affiliated with Cedars-Sinai whose knowledge of the information is required in the normal course of business.

PLEASE PRINT AND RETURN THIS PAGE TO YOUR DEPARTMENT ADMINISTRATOR.

__________________________  _______________________
Signed                      Date