

A large, stylized graphic of the number '2019' is positioned in the background. The '2' is teal, the '0' is yellow, the '1' is dark blue, and the '9' is light green. The text 'REPORT TO THE COMMUNITY' is overlaid on the '0' and '1'.

REPORT TO THE COMMUNITY



CEDARS-SINAI®

CEDARS-SINAI IS

An Innovation Pioneer 2
A Community Partner 6
An Educator 10
Grateful 14

The Numbers 18
Where We Are 20
Accolades 22
Financial Snapshot 23
Leadership 2018 24



CEDARS-SINAI IS a place where one plus one often equals more than two. We see this multiplier effect every day at the bedside and in clinics where world-class healthcare professionals work together in ways that add up to profound and lasting benefits for our patients. We see it in our research labs where we combine forces to maximize positive impacts on patients' lives. In far-reaching initiatives—such as Cedars-Sinai Precision Health and the Cedars-Sinai Accelerator—collaborations with innovative biotechnology companies boost lifesaving advances in medicine.

We also partner with hundreds of community organizations to help them fight health disparities. Our caregivers offer free health screenings and education to community sites throughout Los Angeles. And we provide ongoing grants and trainings for community clinics across the city to bolster L.A.'s safety net.

Our alliances in the community also include our recent pioneering affiliation with Torrance Memorial. In this case, one plus one equals a dramatic leap in South Bay residents' access to the best medical care. While we continue to operate as separate entities, we also work together on new opportunities for coordination of care and resources and joint programs to give more people access to the medical services they need. South Bay residents also have expanded access to promising cancer treatments, as Torrance Memorial specialists are now part of Cedars-Sinai's extensive cancer clinical trials program.

We are moving medicine forward and expanding healthcare options through many other alliances as well. Cedars-Sinai Marina del Rey Hospital now operates as a robust community hospital, and the Cedars-Sinai Kerlan-Jobe Institute scores a touchdown for patients seeking the most advanced sports medicine and orthopaedic care in Los Angeles.

In this Report to the Community, you'll find more examples of the remarkable results we're getting as we work to create a better future for patients in our community and across the globe. We couldn't do all this without the support of the many individuals who partner with us as donors. The profound, shared connection between Cedars-Sinai and those who support our work is a singular gift that has its own multiplier effect.

Thank you for everything you do to make Cedars-Sinai stronger.



MARC H. RAPAPORT
Chair, Board of Directors



THOMAS M. PRISELAC
President and CEO

CEDARS-SINAI IS

593

active clinical trials

2,400

publications

\$311.1 million

in technology transfer revenue

AN INNOVATION PIONEER

A *nything is possible. No idea is too outlandish.
If it's never been done before, maybe now is
the time.* This is the mindset it takes to be an innovation
pioneer. Our culture supports daring thought and action
that disrupts the status quo to achieve life-changing
discoveries. By sharing knowledge across disciplines,
we leverage advances in each field to accelerate
progress in others. It also helps open new paths in
medical science for healthier futures around the globe.
This is how innovators become pioneers.

OB-GYN

Virtual reality (VR) can aid in relaxing the mind and altering perceptions of pain. **A Cedars-Sinai study uses VR to help women cope with contractions during labor.**

Women rate their pain before and after wearing VR goggles for a 30-minute virtual experience of their choice—from swimming in the ocean to flying through outer space—to relieve discomfort and hopefully reduce the need for medications.

BRAIN

Cedars-Sinai neuroscientists found that Alzheimer's disease affects the retina—the back of the eye—and that an investigational, noninvasive scan could detect key signs of the disease years before symptoms appear. **Using a high-definition eye scan developed especially for the study, researchers detected amyloid-beta deposits, the telltale buildup of toxic proteins found in the brains of Alzheimer's patients.** The findings represent a major advance toward identifying people at high risk and providing early interventions.

ORTHOPAEDICS

A Cedars-Sinai patient was the first in Southern California to undergo osseointegrated prosthetic limb surgery, a new procedure for leg amputees. Surgeons implanted a titanium stem inside the femur (thigh bone). In a second surgery, they attached a bolt to the stem that extends outside the thigh. The prosthetic lower leg slides into the bolt and locks in place, allowing stability and range of motion without the irritation and instability of the traditional suction-cup prosthetic.

PERSONALIZED MEDICINE

Scientists at Cedars-Sinai and Emulate Inc. have created an Intestine-Chip that mimics real gut activity. Lined with cells that replicate a patient's unique intestinal lining, the AA-battery-sized chip can be used to analyze an individual's normal or diseased biology in a controlled environment, where the gut cells can be exposed to drugs and blood cells. **The technology opens the door to personalized testing of drug treatments for disorders of the intestines and other organs.**

HEART

A Smidt Heart Institute patient was the first in the country to receive a new device, the MitraClip, to fix a leaky heart valve. The condition, known as mitral valve regurgitation, forces the heart to work harder, leading to shortness of breath, fatigue, and increased risk of cardiac disease and failure. The device was implanted during a 30-minute minimally invasive procedure in Cedars-Sinai's Cardiac Catheterization Lab.

CANCER

The most common prostate cancer, adenocarcinoma, generally responds to therapies, including those that target androgen—a hormone that stimulates tumor growth. But scientists at the Samuel Oschin Comprehensive Cancer Institute found that some adenocarcinoma cells transform into rare and aggressive cancer cells that do not respond to this treatment. **Investigators are devising a targeted blood test aimed at detecting when androgen-targeted therapy is failing so care can be appropriately adjusted.**

CEDARS-SINAI IS

\$685 million
in Community Benefit contribution

5,700
targeted Community Benefit programs and activities

180,617
health education, training and service encounters for
the most underserved members of the community

A COMMUNITY PARTNER

For more than a century, Cedars-Sinai has traveled two parallel paths. One is the journey of an international leader in healthcare. The other is that of a community partner committed to a healthier Los Angeles. We work closely with hundreds of local organizations, joining them at events to offer free health screenings and education, while also providing grants that enable them to support more underserved residents. These collaborative efforts help reduce health disparities, increase access to care and empower people to adopt healthier lifestyles.

CHILDREN

Cedars-Sinai has teamed up with the Los Angeles Rams to promote health and wellness for kids. **At home games, in local schools and throughout communities, health educators and NFL players highlight the importance of exercise, healthy eating, preventive care and health education.** Additionally, Cedars-Sinai physical therapists provide on-the-field assistance to children attending Los Angeles Rams summer camps.

THE UNINSURED

Cedars-Sinai COACH for Kids®—a program of the Maxine Dunitz Children’s Health Center—brings free primary and preventive care to underserved families in 20 Los Angeles communities. **COACH recently put two new, fully equipped units on the road to deliver immunizations, dental checkups, health and nutrition education, and more to some of the city’s neediest neighborhoods.**

AT-RISK POPULATIONS

A landmark Cedars-Sinai clinical trial that stationed pharmacists in 52 black-owned L.A. barbershops helped African-American men lower their blood pressure. Led by the late Ronald Victor, MD, who was director of the Hypertension Center at the Smidt Heart Institute, the study shows the benefits of bringing healthcare directly to communities. Hypertension causes more deaths among African-American men than any other race, ethnic or gender group in the United States. **Of study participants who met with pharmacists every two to three weeks and took medication, nearly two-thirds lowered their blood pressure to normal levels.**

HEALTH DISPARITIES

A new program in the Samuel Oschin Comprehensive Cancer Institute aims to minimize racial and economic disparities in cancer research and care. The Research Center for Health Equity will sync cancer research with community engagement and outreach efforts in underserved populations and neighborhoods in an effort to reduce cancer diagnoses and mortality. **The center aims to increase clinical trial participation among underrepresented Latino, Asian, LGBTQ and immigrant populations.**

SAFETY NET

Cedars-Sinai awarded \$5.9 million in grants to programs that address physical and behavioral health needs for the most vulnerable residents of Los Angeles. **The grants benefit community health centers and mental health organizations that serve homeless individuals, at-risk youth, immigrants and other underserved populations.** This is Cedars-Sinai's fourth round of grants to strengthen the social safety net by supporting area clinics.

SCHOOLS

A simple walk around the block can be a powerful step toward fitness: This is the idea behind the Cedars-Sinai Healthy Habits™ step and sweat program, which encourages parents to walk and exercise together while their kids are in school. **Step and sweat is offered in about 15 Mid-City schools as part of the Healthy Habits educational program for parents.** A grant from Cedars-Sinai allowed the Los Angeles Unified School District to launch a similar effort in 45 schools.

CEDARS-SINAI IS

13

residency
programs

72

fellowship
programs

36

enrollees in the PhD program in
Biomedical and Translational Sciences,
including 9 new students admitted
in the 2017-18 academic year

AN EDUCATOR

One of Cedars-Sinai's most important roles as a nonprofit academic health organization is to ensure the future of healthcare is in good hands. We do this through graduate medical residency and fellowship programs that attract the best of the best to develop specialized skills across many disciplines. We also maintain innovative master's and PhD programs and robust curricula for nurses, pharmacists and other allied health professionals as well as postdoctoral scientists. High school students also get introduced to healthcare careers through Youth Employment and Development and Teen Volunteer programs.

NURSING

In FY2018, the Geri and Richard Brawerman Nursing Institute provided clinical training for more than 800 undergraduate and graduate nurses. **Since 2004, the program has helped increase the number of Cedars-Sinai nurses with specialty certification from 11 percent to 86 percent, a number that significantly exceeds the national average** (the national nursing certification rate average for U.S. Magnet hospitals is 54 percent). Each year, the institute provides more than 100 continuing education courses as well as preceptor experiences and clinical rotations for students from more than 20 affiliate nursing schools.

RESEARCH

The Research Internship Program facilitates educational opportunities for aspiring young biomedical scientists with a structured and mentored curriculum that supports learning in basic, translational and/or clinical research. **This year, 174 research interns—undergraduate, graduate and medical students from local and national universities—were placed with 76 faculty in 11 departments.** This includes 28 high school participants.

TEAMWORK

Cedars-Sinai's OR360, a project with the U.S. military to improve trauma care, has added an interactive puzzle-solving area to its facility.

The Escape Room uses special effects and props to transport participants into scenarios in which they must work together to save themselves—and the world.

The experience is part of OR360's investigations into factors driving team performance in healthcare.

FELLOWSHIPS

A new Cedars-Sinai fellowship in clinical informatics, a two-year, ACGME-accredited program, is now open to residency graduates from any specialty. Upon completion, fellows will become eligible for board certification in clinical informatics.

The fellowship program includes rotations throughout Cedars-Sinai, working with clinician informaticists across several specialties and practice settings, including physicians board-certified in clinical informatics.

TRAINING

Through highly competitive residency and fellowship programs, growing master's and PhD programs, specialized training for nurses and a number of forward-thinking educational activities, Cedars-Sinai provides young clinicians with numerous opportunities to enhance their skills. **Medical students completed nearly 850 rotations in 10 departments during FY2018.** With 437 residents and fellows enrolled, Cedars-Sinai's renowned graduate medical education programs span 85 specialty areas.

HEALTH DELIVERY

Thirty-six students are enrolled in Cedars-Sinai's recently accredited master's degree in health delivery science, which prepares future healthcare leaders to leverage emerging technologies and biomedical innovations. Students are assigned project mentorship teams, work closely with those at the forefront of practice, are embedded directly within a major healthcare system and culminate their work with an applied capstone project. The inaugural class graduates in April 2019.

THE CAMPAIGN FOR CEDARS-SINAI

CEDARS-SINAI IS



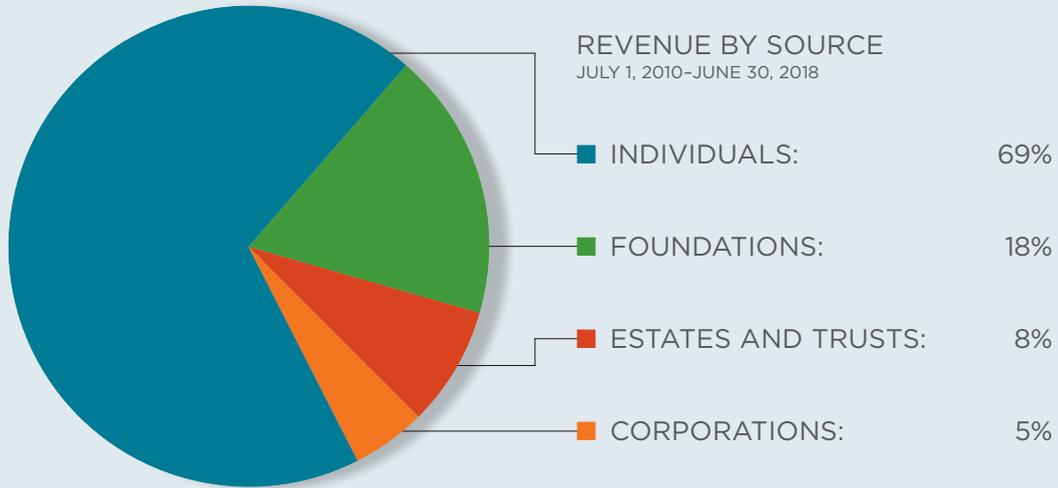
GRATEFUL

In 2010, Cedars-Sinai launched an ambitious eight-year, \$600 million fundraising campaign that focused on sustaining and advancing leading-edge discovery. Built around five strategic themes—disease prevention and control, precision health and targeted therapies, aging and longevity, innovations in healthcare technology, and education and training—*The Campaign for Cedars-Sinai* took a comprehensive approach to research and understanding of disease to discover new frontiers of medicine.

Every breakthrough, every discovery, every improvement ultimately begins with donors. Together with these philanthropic partners, the campaign exceeded its ambitious goal by \$15 million, enabling us to continue to forge a new era of hope and discovery for patients everywhere. We are grateful for this support, which fueled the achievement of this historic endeavor.

CAMPAIGN FACTS

TOTAL NUMBER OF GIFTS: **171,552**



ACCELERATING DISCOVERY

DONORS FUNDED:

- 450** RESEARCH PROJECTS
- 19** ENDOWED CHAIRS
- 5** ENDOWED FELLOWS
- 3** INSTITUTES
- 3** CENTERS
- 2** PROGRAMS

EMPLOYEE GIVING

MORE THAN
\$2.6 million
RAISED FROM NEARLY
5,000 EMPLOYEES
EMPLOYEE DONORS
INCREASED FROM
2% TO 19%*

*AVG. NATIONAL PEERS EMPLOYEE GIVING PROGRAM PARTICIPATION IS 2%-4%.

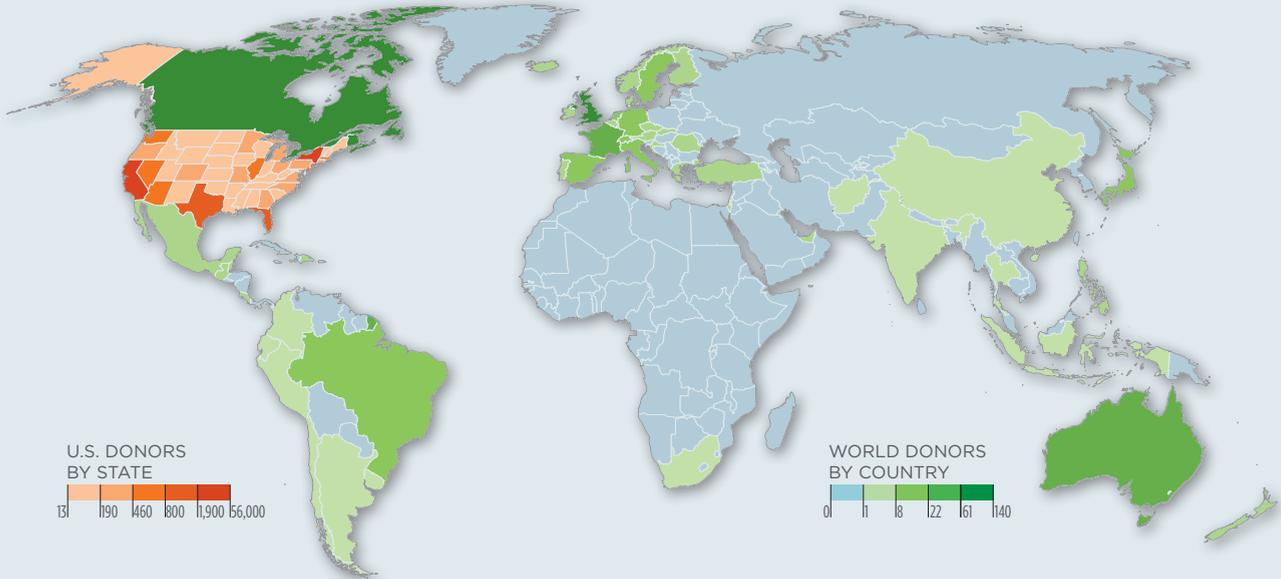
75%
of donors are
grateful patients

80%
of donors gave
less than \$250

74%
of funds raised went to endowment

DONORS WORLDWIDE

73,405 unique donors across all 50 states and the District of Columbia, and in 59 countries other than the United States.



THE NUMBERS JULY 1, 2017-JUNE 30, 2018



ADMISSIONS:
50,300 | 6,336*



**PHYSICIANS ON
MEDICAL STAFF:**
2,166 | 458*



PATIENT DAYS:
263,201 | 13,822*



FULL-TIME EMPLOYEES:
14,525 | 483*



EMERGENCY VISITS:
91,064 | 32,097*



**RESIDENT AND
FELLOW POSITIONS:**
437



LICENSED BEDS:
886 | 133*



OUTPATIENT VISITS:
794,317



**PATIENTS CARED FOR
BY CEDARS-SINAI
MEDICAL NETWORK:**
280,297

* CEDARS-SINAI MARINA DEL REY HOSPITAL



**RESEARCH
PROJECTS:
1,845**



**TECHNOLOGY
TRANSFER REVENUE:
\$31.1 million
INVENTION
DISCLOSURES:
78**



**ACTIVE VOLUNTEERS:
2,952
VOLUNTEER HOURS:
166,427
VOLUNTEER PROGRAMS:
41**

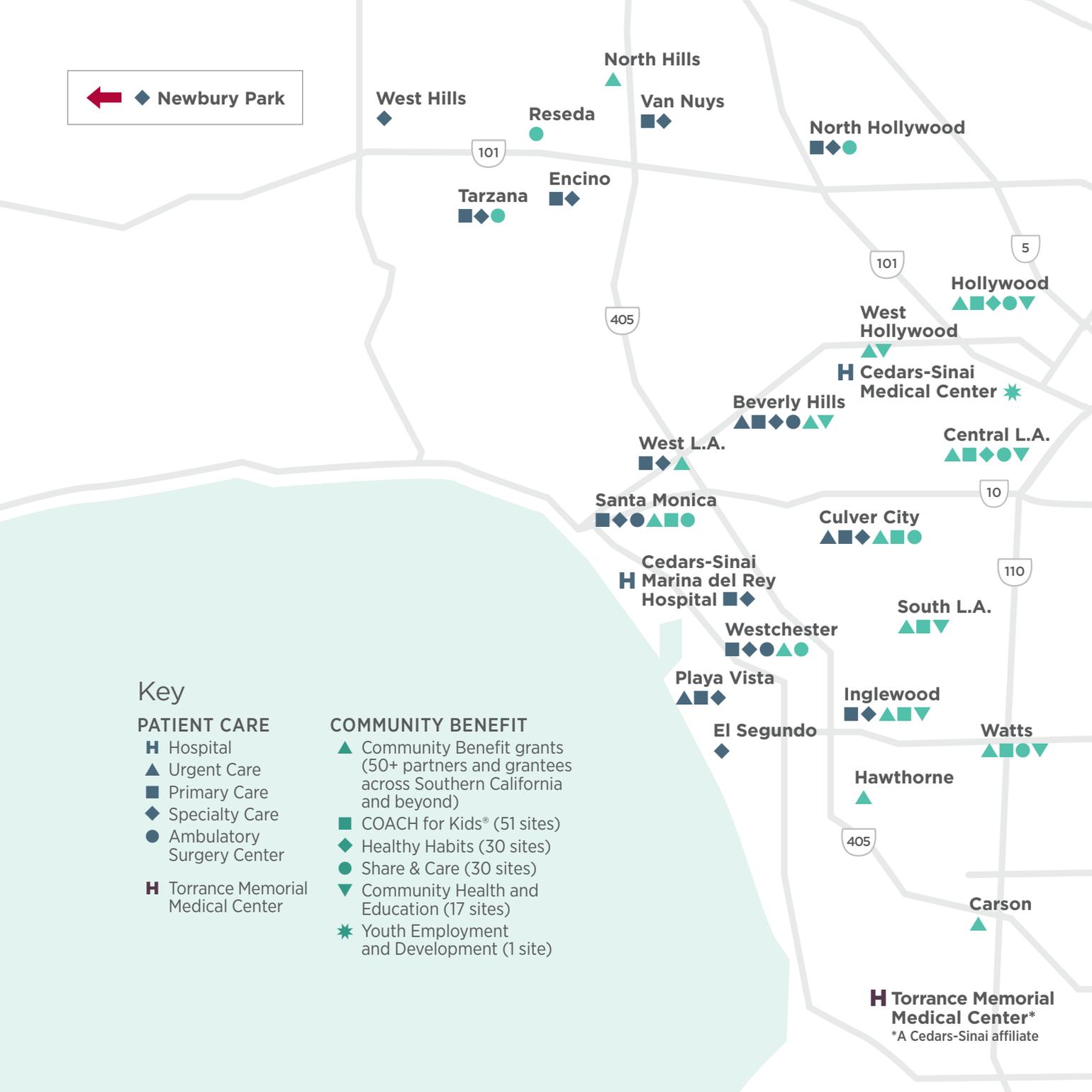


**CONTRIBUTION FOR
COMMUNITY BENEFIT:
\$685,583,000**

CEDARS-SINAI IS Saving Water While Saving Lives

A groundbreaking water treatment facility at Cedars-Sinai has slashed the medical center's use of city-supplied water by **29 million gallons annually**—equal to supplying 267 single-family homes with water for a year. Los Angeles Mayor Eric Garcetti toured the underground water system with executives from the Los Angeles Department of Water and Power and the Metropolitan Water District of Southern California, highlighting Cedars-Sinai's system as an example of innovative conservation.

← ◆ Newbury Park



Key

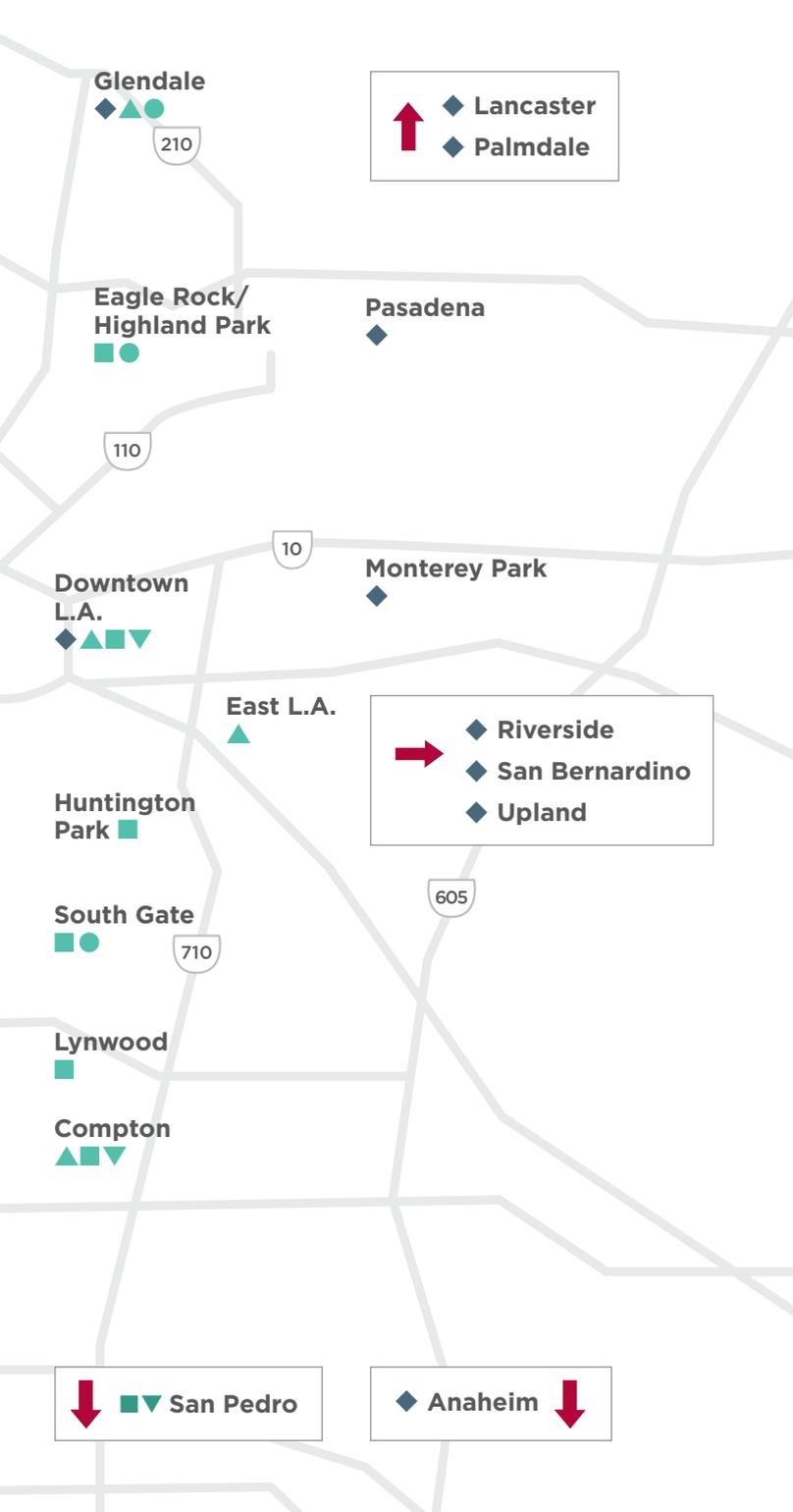
PATIENT CARE

- H** Hospital
- ▲** Urgent Care
- Primary Care
- ◆** Specialty Care
- Ambulatory Surgery Center
- H** Torrance Memorial Medical Center

COMMUNITY BENEFIT

- ▲** Community Benefit grants (50+ partners and grantees across Southern California and beyond)
- COACH for Kids® (51 sites)
- ◆** Healthy Habits (30 sites)
- Share & Care (30 sites)
- ▼** Community Health and Education (17 sites)
- ★** Youth Employment and Development (1 site)

H Torrance Memorial Medical Center*
*A Cedars-Sinai affiliate



CEDARS-SINAI IS In Your Neighborhood

To provide access to quality care close to where people live and work, Cedars-Sinai has expanded primary, urgent and specialty care services to sites in Playa Vista, Culver City and the San Fernando Valley. Growth also continues at Cedars-Sinai Marina del Rey Hospital, while new partnerships have been forged for ambulatory surgery in Beverly Hills, with new joint ventures for outpatient diagnostic imaging at several Los Angeles-area locations. In addition, the hiring of 40 new physicians supports many more patients at 11 specialty practices across the Cedars-Sinai Medical Network.

ACCOLADES

Diversity Distinction

BlackDoctor.org named Cedars-Sinai to its 2018 Top Hospitals for Diversity List, noting Cedars-Sinai's strong commitment to promoting equity and inclusion in health system operations, programs, services and staffing. The honor recognizes Cedars-Sinai's ongoing commitment to building and sustaining excellence in its diverse academic and medical community.

Outstanding Achievement in Cancer Care

The American College of Surgeons' Commission on Cancer presented an Outstanding Achievement Award to the Samuel Oschin Comprehensive Cancer Institute at Cedars-Sinai. The institute is one of just 16 accredited cancer programs in the U.S.—and the only one in California—to earn the distinction. Only 7 percent of programs surveyed by the commission receive the award.

Top Marks

Cedars-Sinai has been recognized by *U.S. News & World Report* as one of the 10 best hospitals in the nation in its Best Hospitals 2018–19 rankings. The medical center ranked No. 8 in a select group of 20 Honor Roll hospitals. Among its 12 medical specialties that were ranked nationally, two specialties—cardiology and heart surgery, and gastroenterology and GI surgery—both ranked No. 3 in the U.S.

Tech Excellence

In 2017, for the fifth year in a row, Cedars-Sinai was named to HealthCare's 2017 Most Wired list, published annually by the College of Healthcare Information Management Executives. The designation is based on a survey representing more than 2,100 hospitals around the country and measures how hospitals are using information technology to improve performance and patient care.

Magnet Recognition in Nursing

In 2018, Cedars-Sinai achieved Magnet recognition for excellence in nursing for the fifth consecutive time from the American Nurses Credentialing Center, one of only nine hospitals in the world—and one of just two in the Western U.S.—to receive the prestigious designation five times in a row. The Magnet Recognition Program honors medical centers that meet the most rigorous standards of nursing in patient care, research, leadership and community service. Of the 6,300 hospitals in the U.S., just 6 percent have achieved Magnet recognition.

FINANCIAL SNAPSHOT

INCOME AND EXPENSES

Revenue from patient care and other sources	\$ 3,470,222,000
Expenses	\$ 3,164,509,000
Operating income	\$ 305,713,000
Investment income	\$ 114,973,000
Net income to reinvest in Cedars-Sinai's mission	\$ 420,686,000

USES OF NET INCOME

Long-term debt to be repaid	\$ 1,263,696,000
Capital expenditures for facilities, renovation, technology, other	\$ 258,722,000
This year's payment on long-term debt	\$ 29,615,000

COMMUNITY BENEFIT CONTRIBUTION

Unreimbursed cost of direct medical care for the poor and underserved (excludes the unreimbursed cost of caring for Medicare patients)	\$ 93,237,000
Charity care and uncompensated care for the underinsured/uninsured \$23,809,000	
Unreimbursed cost of caring for Medi-Cal patients \$69,428,000	
Unreimbursed cost of specialty government programs	\$ 2,148,000
Unreimbursed cost of direct medical care for Medicare patients	\$ 401,478,000
Community Benefit programs, charitable contributions, and education and training for physicians and other health professionals (includes hundreds of free community education and medical screening/immunization programs offered at the medical center and in local schools, homeless shelters and community centers)	\$ 112,113,000
Research programs	\$ 76,607,000
Total cost of research \$213,662,000	
Less: Research funding from grants (\$137,055,000)	
Net cost of research \$76,607,000	
Total quantifiable community benefit	\$ 685,583,000

LEADERSHIP 2018

Thomas M. Priselac
President and CEO

Marc H. Rapaport
Chair, Board of Directors

James M. Lippman
Vice Chair, Board of Directors

Leslie Vermut
Secretary, Board of Directors

BOARD OF DIRECTORS

Mohamed (Mike) Ahmar
Michael Alexander, MD
Robert K. Barth
John Bendheim
Laura W. Brill
Dale Cochran
John Coleman
Ari Engelberg
Abby Feinman
Deborah Freund, PhD
Russell Goldsmith
Mark S. Greenfield
Vera Guerin*
Andy Heyward
Eric Holoman
David B. Kaplan
Scott Karlan, MD
Jeffrey Katzenberg
Stewart Kwoh
Thomas J. Leanse
Jose de Jesus Legaspi
Joshua Lobel
Philomena McAndrew, MD
Peggy Miles, MD
Zuri Murrell, MD
Christopher Ng, MD
Lawrence B. Platt*
Antony P. Ressler
Richard Riggs, MD
Steven Romick
Mark S. Siegel*
Richard Sinaiko
Steven Spielberg
Clement Yang, MD**

* Past Chair of the Board
** Chief of Staff

LIFE TRUSTEES

Bernard Briskin
Steven D. Broidy****
Judy Carroll
Robert C. Davidson
Maxine N. Dunitz
Robert M. Eller
Aaron R. Eshman
Lawrence N. Field***
Chester Firestein
Michael R. Forman
Marilyn Gilfenbain
Philip E. Hixon
Sue Neuman Hochberg
Irwin Hoffman, MD
Steven Koh
Sally Kurtzman
Marion Laurie
John C. Law*
Don Levin***
John W. Mack****
Cookie Markowitz***
Edward Meltzer
Walter Mirisch
Todd M. Morgan
James A. Nathan
Steven Nichols
Luis Nogales
Lynda Oschin
Bruce W. Rabin****
David Saperstein
Barbra Streisand
Sanford B. Weiss****
Walter Zifkin

*** Honorary Life Trustee
**** Deceased

EXECUTIVE MANAGEMENT

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

Linda Burnes Bolton,
DrPH, RN, FAAN
Senior Vice President, Nursing
and Chief Nursing Executive

Bryan Croft
Senior Vice President, Operations

Darren Dworkin
Senior Vice President, Enterprise
Information Services and
Chief Information Officer

Richard B. Jacobs
Executive Vice President,
System Development and
Chief Strategy Officer

John E. Jenrette, MD
Executive Vice President,
Cedars-Sinai Medical Network

Jill Martin
Senior Vice President and
Chief Operating Officer,
Cedars-Sinai Medical Network

Shlomo Melmed, MBChB
Executive Vice President,
Academic Affairs,
Dean of the Medical Faculty
and Professor of Medicine

Rekha Murthy, MD
Vice President, Medical Affairs
and Acting Chief Medical Officer

Arthur J. Ochoa, JD
Senior Vice President, Advancement
and Chief Advancement Officer

Andrew Ortiz
Senior Vice President, Human
Resources and Organization
Development and Learning

Edward M. Prunchunas
Executive Vice President, Finance
and Chief Financial Officer

Jeffrey A. Smith, MD, JD, MMM
Executive Vice President,
Hospital Operations and
Chief Operating Officer, Medical Center

Scott Weingarten, MD
Senior Vice President,
Chief Clinical Transformation Officer
and Professor of Medicine

David M. Wrigley
Senior Vice President, Finance

OUR MISSION

Cedars-Sinai, 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 (1-800-233-2771)
cedars-sinai.org