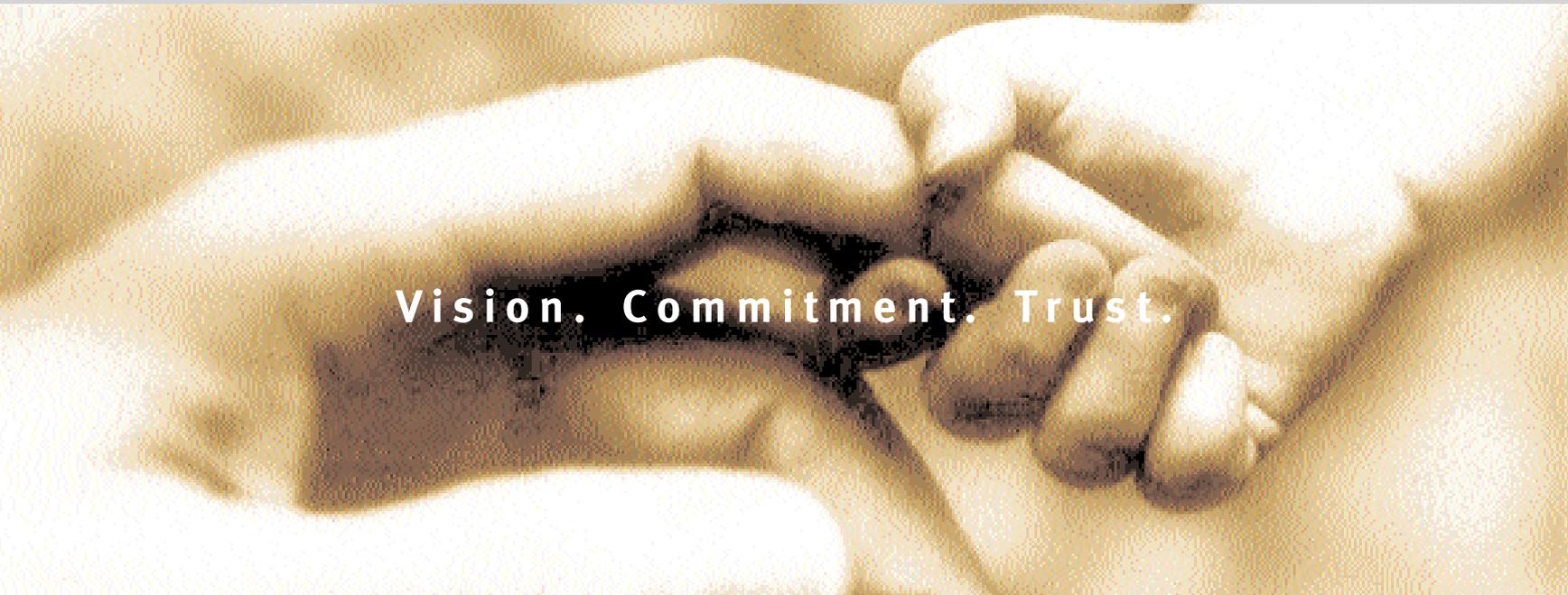




Report to the community 2001



Vision. Commitment. Trust.

Leading to the  
**Centennial**  
celebration



## our mission

health system  
leadership  
message  
page 1

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

medical & nursing  
leadership  
message  
page 2

**Leadership and excellence in delivering quality healthcare services,**

patient care  
page 4

**Expanding the horizons of medical knowledge through biomedical research,**

research  
page 10

community  
outreach  
page 14

**Educating and training physicians and other healthcare professionals,**

facilities  
page 18

contributions  
page 21

**Striving to improve the health status of our community.**

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

## health system leadership message

In the same month that our Cedars-Sinai family began the 12-month countdown to our 100th anniversary celebration, tragedy befell our country.

Like the rest of the nation, we gradually absorbed the unimaginable, then vowed to confront life after September 11 with a spirit of optimism. As we enter the year of our centennial celebration, we rely on values that have served us well since 1902. We build on strategies designed to carry us well into a new era in our history.

Even as plans target long-range goals in growth and stability, we enjoy many measures of day-to-day success. Our research program, for instance, ranks among top independent hospitals nationwide in National Institutes of Health funding. And we're providing care for a growing percentage of our area's residents.

Furthermore, we have again received several prestigious awards. We accepted top honors in the California Award for Performance Excellence (CAPE) Eureka competition, recognizing Cedars-Sinai for our "commitment to primary care, superior outpatient care, and a progressive management approach to healthcare." We were named one of the top 100 "most wired" hospital and health systems in Hospitals and Health

Networks, which noted that hospitals using leading-edge information technologies gained a number of advantages over their less-connected counterparts. And the National Research Corporation (NRC) announced that Cedars-Sinai received its Consumer Choice Award as the preferred hospital among residents of the greater Los Angeles region. For more than a decade, the Medical Center has earned NRC's top position across quality and image categories, including



Steven D. Broidy, Chairman of the Board, Barbara F. Bentley, Chair-Elect,  
Thomas M. Priselac, President and CEO

Most Preferred Hospital, Best Overall Quality, Best Image and Reputation, Most Personalized Care, Best Doctors and Best Nurses.

We always look for ways to improve, and constantly seek physician, employee, patient and family input. We also participated in the voluntary 2001 Patients' Evaluation of Performance

in California (PEP-C), a study that provided objective critiques, many positive responses and information that is helping us focus quality improvement initiatives into areas that can benefit most.

Within the pages of our 2001 Report to the Community, we offer a glimpse of the future and a snapshot of Cedars-Sinai's progress at this the beginning of our 100th year of caring for the community.

Steven D. Broidy, Chairman of the Board

Barbara F. Bentley, Chair-Elect

Thomas M. Priselac, President and CEO

## medical & nursing leadership message

Call it "high-tech, high-touch" care or "bench-to-bedside" medicine, the borders between medical research and patient care increasingly overlap as Cedars-Sinai physician-researchers make new discoveries and put them into practice.

Even community outreach is drawn into the mix as researchers share their time and expertise in clinics and support groups. Our specialists review charts and films from patients across the country, providing reassurance or recommendations in the form of complementary second opinions.

Cedars-Sinai experts in the field of genetics, for instance, have worked with others around the world in developing the map of the human genome and are credited with numerous discoveries. From this foundation in basic science rises a number of detection, prevention and treatment services.

In addition to sharing their knowledge with patients, our experts also provide the community with free seminars for community residents and organizations.

Cedars-Sinai scientists are conducting ever-increasing numbers of studies that benefit both science and patients. In fact, funding for research from federal and corporate sources has increased significantly in the past few years.

In addition to discoveries in science, we are putting new emphasis on the art of communication in the patient care setting. Effective communication is critical because patient well-being often depends on the rapid relay of accurate information, an immediate understanding of a physician's intentions and the efficient teamwork of physicians, nurses and others on the healthcare team.

As part of this initiative, we continue to address physicians' handwriting skills, offering innovative classes to help improve penmanship. We work to improve patient safety and decrease the number

of calls pharmacists and nurses need to make when deciphering physician orders.

The ultimate goal of every improvement program is to offer an even higher quality of patient care. One tool for assessing quality is a patient survey, and we continue to utilize the respected Picker National Teaching Survey to look for ways to further our efforts.

We identified three areas that we saw deserving extra attention and will be concentrating our improvement efforts in the areas of "Emotional



**1901**

One of our founding physicians requested dark scarlet geraniums to beautify the grounds and walkways. This color became Cedars-Sinai red.

Support," "Information and Education" and "Continuity of Care and Transition" for our patients and their families.

We also initiated performance improvement measures in the areas of efficiency, functional outcomes and issues related to quality of care, and we defined several process improvement priorities related to patient flow, antibiotic utilization and pain management.

The Medical Center's nursing leadership has worked to bolster recruiting efforts here at Cedars-Sinai and improve staffing and patient safety issues at the state level.



**Paul B. Hackmeyer, MD**  
Chief of Staff

**Linda Burnes Bolton, DrPH, RN, FAAN**  
Vice President and  
Chief Nursing Officer

**Stephen C. Deutsch, MD, FACP**  
Medical Director, Cedars-Sinai  
Medical Care Foundation

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

**Shlomo Melmed, MD**  
Senior Vice President  
for Academic Affairs  
Professor and Director,  
Burns & Allen Research Institute

Our Department of Nursing Research and Development houses the California Nursing Outcomes Coalition's (CalNOC) data repository. We collect and analyze data from more than 75 hospitals throughout the state and generate reports on staffing and patient safety, helping institutions compare and improve their performance.

As we move into a new century of research and patient care, we are committed to strengthening Cedars-Sinai's excellence as a community-based medical center with teaching and research expertise.



**1901**

The journey began in a clapboard Victorian house overlooking downtown Los Angeles, with a part-time staff of five and 12 beds.

## patient care



Neighbors told neighbors; friends talked to friends, and our reputation for compassion and medical excellence grew.

While the technology of today's medicine is a thousand times more powerful than that known at Kaspare Cohn Hospital in 1902, the heart with which it is administered remains the same. Likewise, the science of 2102 is beyond our comprehension, but the passion, energy and

ingenuity we invest today shapes the body and soul of Cedars-Sinai for the century to come.

In the fiscal year ending June 30, 2001, the Cedars-Sinai team invested efforts on behalf of the 44,637 inpatients and 137,581 outpatients who came through our doors. We delivered 6,824 babies. We responded 78,737 times when patients rushed into our Emergency Department, providing trauma care during 1,390 of those visits.



**1919**

We opened a public clinic giving poor people a chance to secure expert medical attention free or at 10 cents per visit.

Although patient care typically takes place at bedsides and in treatment rooms, the procedures, processes and quality of that care are influenced by policies originating in administrative offices and conference rooms. The issue of patient safety is receiving national attention, and Cedars-Sinai has implemented an organization-wide program that integrates all patient, employee and visitor safety activities.

The Medical Center has put into practice a Core Measures program that supports evidence-based medicine in which healthcare decisions are based on the best information in medical literature. We have also launched the MIDAS

electronic database system to facilitate multidisciplinary quality improvement activities across the organization.

We are implementing the Web Viewing System, which allows physicians to access a wide variety of clinical information from the hospital, their offices or homes. In addition, a major new computerized system, PCX (also known as Patient Care Expert), will be fully operational in late spring 2002 and used by all of our physicians and staff. From preadmission through physician order entry, charge capture and patient financial services, PCX will integrate the information required to improve quality of care and service to patients.

The ultimate measure of systems, procedures and actions doesn't show up in reports or on graphs. It's reflected in the faces of patients and their families in every department, in every unit, on every floor. A sample of accomplishments we've enjoyed and initiatives we've launched in recent months:

In **Cardiothoracic Surgery**, while awaiting a heart-kidney transplant, a 59-year-old patient became the first in California and one of the first in the nation to take advantage of a new portable artificial heart. Weighing only 21.6 pounds, the

portable ventricular assist device is the size of a briefcase, compared to the conventional 450-pound console.

Two new systems in the **Cardiovascular Intervention Center** use intracoronary radiation (brachytherapy) to treat growth of scar tissue inside stents (restenosis). Recent advances in Electrophysiology include a catheter-based ultrasound guiding system for intracardiac arrhythmia mapping and ablation, biventricular pacing for the treatment of heart failure and a pacemaker that reduces the risk of atrial fibrillation.

Cedars-Sinai's **Maxine Dunitz Neurosurgical Institute** opened its Pediatric Neurosurgery Program

to meet the growing need in the greater Los Angeles area for specialized care of pediatric brain tumors and other central nervous system disorders.

Specialists in the **Department of Obstetrics and Gynecology** have developed a number of specialty clinics, including the Women's Continence and Pelvic Health Program and the Clinic for Gynecologic Infections, which is the only such program in Southern California. "Project Cradle," a prenatal clinic, is offered in conjunction with the L.A. Free Clinic, and is staffed by medical students and residents from our training program. The patients deliver their babies at Cedars-Sinai.



### 1929

Kaspary Cohn Hospital evolved into Cedars of Lebanon Hospital. At the same time, a modest hospice in Boyle Heights would become Mt. Sinai.

In **Pediatrics**, new programs and services were established in Pediatric Orthopedics and Pediatric Pulmonology. Pediatric Nephrology and Transplant Immunology, and Pediatric Infectious Diseases continue to translate ground-breaking research into ground-breaking treatment. The new Center for Pediatric Inflammatory Bowel Diseases is one of the first of its kind in the world, and Pediatric Neurology is developing a neonatal neurology center, a muscular dystrophy clinic, and a muscle pathology center to provide services not available elsewhere in Southern California.

With the opening of a new **Pediatric General Surgery Program**, children have access to

minimally invasive, laparoscopic and thoracoscopic procedures. Laparoscopic appendectomies take only about 30 minutes, and kids go home the next day.

The **Division of Pulmonary and Critical Care Medicine** established a step-down ventilator unit to care for patients who do not need to be in intensive care. A physician, respiratory therapist and nurse help wean patients off the ventilator, and results have shown significant decrease in ventilator time and improvement in patient care.

**GenRISK**<sup>®</sup>, the only program in California that specializes in identifying genetic risks for many common diseases of adults, received Myriad Genetic Laboratories' recognition as a Center of Excellence.



## 1940

During WWII, ignoring the threat of cost overruns, administrators promised free treatment to every man and woman.

An **Internal Medicine** pilot project that was started in preparation for flu season has been continued, expediting flow through the Emergency Medicine Department and improving patient access at times of high census.

The **Multi-Organ Transplant Program** performed what is believed to be the first lung-liver transplant in the Western United States. A 30-year-old patient, who had been on the lung transplant waiting list for three years, received two lungs and a liver.

One of our newer programs, the **Cedars-Sinai Institute for Joint Replacement**, has quickly developed a reputation for providing revolutionary techniques. Of particular focus are hip arthroscopy

and knee replacement surgery that allow patients to return to productive lifestyles in remarkably little time. Because of the surgeons' expertise, they are called upon when previous joint replacement operations have failed.

The **Kidney Transplant Program** is performing more than 75 transplants per year and is on pace to perform more than 90 in this next year. Many donor organs come from living donors who can now help save a life more easily than ever before. Because the need for donated organs remains far greater than the number available, surgeons in our transplantation and endourology programs are using innovative approaches that enable friends and relatives to share their healthy organs and the gift of life. Video-assisted laparoscopic nephrectomy, for example, makes it possible for a donor to share a kidney without long incisions and weeks or months of recovery.

Physicians in the **GI Motility Program** specialize in treating Irritable Bowel Syndrome (IBS), a condition that afflicts about 20 percent of adults. Since announcing the discovery of a possible cause of IBS in late 2000, researchers have been studying new approaches to treatment that will help patients achieve better results.

Through our **Hyperhidrosis Center**, people who suffer from excessive sweating are offered a new outpatient procedure that is performed through four tiny incisions. Instruments include a three-millimeter scope with a camera lens on the end, and a "harmonic scalpel" that is extremely precise, minimizing damage to surrounding tissues.

Thanks to our research laboratories and clinic, the **Multiple Myeloma and Bone Metastases Program** offers Cedars-Sinai patients early access to new therapies that yield greater effectiveness with less toxicity. Community and physician-oriented meetings are making more patients aware that these novel approaches exist.





In an innovative **Cardiothoracic Integrative Therapies Medicine** program, some patients undergoing heart bypass operations have had access to guided imagery, massage and acupuncture techniques. These were initially offered in a pilot study in preparation for more formal research projects. Now, a randomized study on the effect of guided imagery on pain, anxiety and length of stay after cardiac surgery has been launched.

In 2001, the **Department of Pathology and Laboratory Medicine** was awarded an accreditation with distinction by the Commission on Laboratory Accreditation of the College of American Pathologists.

The **Rehabilitation Department**, through the cooperative efforts of professional staff and former patients, has developed programs and resources to assist patients and family members who are dealing with disabilities. The Rehab/Post Acute Care Community Advisory Committee has produced a community resource guide, visitation program and speakers bureau.

In addition to our ongoing efforts to improve quality of care in the hospital setting, Cedars-Sinai seeks to improve care in the community through the **Cedars-Sinai Medical Network**. The organization

access to 200 primary care physicians, 1,000 medical specialists and 600 staff members.

A Cosmetic Dermatology program and two general surgeons joined CSMG this year, and the Obstetrics and Gynecology and Pediatrics programs expanded. The Medical Group has been recognized by the industry as the leader among Southern California medical groups in quality of care.

The Medical Network provides treatment and a series of educational programs to help people who have chronic diseases live long, full lives. Many programs include reviews of medications, lifestyle management and instruction on diet and exercise. The Asthma Management class now offers in-house visits to identify triggers and explain signs and symptoms of asthma attacks.

Through our efforts to deliver the highest level of care, both in the hospital and in physicians offices, Cedars-Sinai strives to maintain the community's trust and selection as the first choice for medical care in the region.

coordinates the efforts of physicians and insurers to provide excellent care, health education and prevention services throughout the community.

The Medical Network provides medical services through a 65-member physician group, Cedars-Sinai Medical Group (CSMG), and a network of individual physicians with offices throughout Los Angeles. Together, these doctors provide a full range of care for adults and children.

Many individual physicians have joined Cedars-Sinai Health Associates as an Independent Physician Association (IPA) affiliated with the Medical Network. Together, the Network provides



**1945**

Physicians helped many survivors of the Holocaust, including two Polish women who were victims of Dr. Mengele's surgical experiments.



## research

Ever-better methods of prevention, diagnosis and treatment come from the inspiration and creativity of researchers grounded on medical science.

Extramural funding, from outside sources, awarded to Cedars-Sinai scientists through the Burns and Allen Research Institute has grown to almost \$80 million, up from \$30 million a few years ago. Our innovative research has resulted in 14 patents issued to our scientists in 2001.

Among the many projects taking place at Cedars-Sinai:

In **Coronary Care**, 1,440 patients have been enrolled in a landmark trial of anti-chlamydia antibiotics to prevent recurrent heart attacks. The study was designed and completed by



**1946**

We pioneered research that explored the relationship between kidney disease and hypertension.

Cedars-Sinai with a group of international investigators.

The **Cedars-Sinai Wound Care Program** was selected as one of 30 sites nationwide to study a bioartificial skin substitute for the treatment of chronic venous ulcers by the application of a cryopreserved artificial skin made from cultured human cells.

The **Cedars-Sinai Institute for Spinal Disorders** is one of nine centers nationally and one of two in Southern California offering artificial disc replacement clinical trials. World-renowned orthopedic surgeons and neurosurgeons at the Institute have extensive experience in spine care, research and technology. Their areas of expertise

include state-of-the-art endoscopic surgery, robotics, kyphoplasty, bone morphogenic protein studies and complex spinal reconstructions.

The **Multiple Myeloma and Bone Metastases Program** has demonstrated abnormalities of specific signaling pathways for recently developed drugs for targeting abnormally expressed myeloma proteins, and also demonstrated the presence in tumor cells of proteins that drive bone loss.

The **Blood and Marrow Transplant Program** has performed studies in the use of transplantation technology without blood transfusion.

Our **Nephrology** researchers are studying viruses as a cause of renal disease and the use of hyperimmune globulin to treat immunologic renal disease. They are also investigating causes of high blood pressure.

The **Cardiovascular Intervention Center's** research teams have begun a study using stem cell implants to replace heart tissue after a heart attack. Another study is assessing the use of drug-coated stents to prevent restenosis. A non-surgical, catheter-based technique to close certain types of holes in the heart has been initiated.

**Endocrinology** scientists are studying autoimmune thyroid disease, osteoporosis, pituitary tumor



**1948**

Clinics specializing in areas of epilepsy, hypertension, chest surgery, hematology, psychiatry and speech defects were added as fast as space and resources allowed.

development and therapy, and genetic susceptibility to diabetes.

The **Division of Pulmonary and Critical Care Medicine** was chosen as a site to study a novel agent to treat a crippling disease called Idiopathic Pulmonary Fibrosis. The Division is also one of 17 sites in the country participating in the National Institute of Health (NIH)-funded National Emphysema Treatment Trial.

**Medical Genetics-Birth Defects Center** scientists participated in the Human Genome Project map and prepared landmark papers published in the journal *Nature*. They also established an Integrated BAC (Bacterial Artificial Chromosome) resource that covers the human genome and serves as a tool for prenatal and cancer diagnosis.

**Obstetrics and Gynecology** and **Women's Health** conducted the "Our Behavior in Pregnancy Study," supported by the NIH. They found that stress – work-related and/or psychosocial – is associated with a greater risk of delivering a small, preterm baby. Our Division of Gynecologic Oncology conducts cancer research, that leads to advances in diagnosis and treatment methods. This research also identifies women who are at highest risk and provides the latest technologies and approaches to care.

The **Department of Psychiatry and Mental Health's** Clinical Trials Unit doubled in size over the past year to accommodate investigations for psychiatric disorders, mechanisms of addiction, new devices and treatments for schizophrenia and depression, and the genetics of treatment response in depression.

The **Maxine Dunitz Neurosurgical Institute's** first human study of dendritic cell immunotherapy for patients with deadly brain tumors, called gliomas, provided encouraging results. This "vaccine" aids the immune system in finding and killing cancer cells.

The **Cedars-Sinai Prostate Cancer Center** is

developing novel therapies for patients resistant to other treatments.

Our **Inflammatory Bowel Disease** research group is world renowned for translational and clinical research projects to understand Inflammatory Bowel Disease.

Cedars-Sinai has an active **Liver Transplant Program**, which maintains state-of-the-art care by leading clinical research related to the care and treatment of patients with diseased livers. Cedars-Sinai also has been one of the cutting-edge programs to develop a bioartificial liver for end-stage liver disease.

Our leading scientists in **Hematology and Oncology** are studying the fundamental causes of a variety of malignancies by identifying key secreted proteins and exploring novel forms of treatment applicable to cancer.

With our state-of-the-art research facilities and world-renowned physicians and scientists – plus medical training opportunities that include 16 residency and 30 fellowship programs – the largest nonprofit community hospital in the West is in a unique position to quickly translate the results of laboratory studies and clinical research into patient bedside care.



**1961**

Cedars of Lebanon and Mt Sinai hospitals merge to create Cedars-Sinai Medical Center.



## community outreach



**1965**

ABC-TV aired "Heart Attack", a half-hour profile of Cedars-Sinai's Intensive Care Unit.

A six-year-old child giggles and spins on a merry-go-round. A seventh-grade student gazes into a microscope. Both are common occurrences, except for several facts.

The child at the carnival suffers from leukemia and is one of more than 100 kids attending Camp Rainbow, a camp for children with cancer and serious blood diseases. Sponsored by our Division of Pediatric Hematology and Oncology, this year's event included real carnival rides and arcades, underwritten by Nickelodeon.

The student at the microscope learned about brain tumor cells – and was taught by some of the best scientists in the country. Brainworks, a one-day event provided by the Maxine Dunitz Neurosurgical Institute each May, is intended to spark an interest in the sciences within students – especially those from inner-city areas. The Institute will expand the program to high school students and add a mentoring component.

Cedars-Sinai's Human Resources Department coordinated another mentoring program, Youth Employment and Development (YED), that combines mentoring and employment. Fifty students currently participate in the program, and more than 500 have been involved during the 10-year history of YED,

which now receives a grant from VHA Health Foundation and Novartis U.S. Foundation.

YED participants – primarily juniors and seniors at Fairfax High School – work for pay in a variety of programs at the Medical Center. Although many come from backgrounds that make achievement a challenge, nearly all earn high school diplomas, and most go on to higher education. Many eventually join the Medical Center's full-time ranks.



### 1974

A significant grant was earned when the National Heart, Lung and Blood Institute decided to support a new Specialized Center for Heart Disease at Cedars-Sinai.



### 1966

Gold Brick campaign commenced. Donors received a gold-painted brick inscribed with, "I helped build Cedars-Sinai." It raised \$500,000.

The Department of Community Health & Education coordinates numerous programs and services, including Community Screening and Preventive Health Services, Senior Services, Community Outreach Assistance for Children's Health (C.O.A.C.H. for Kids), Lifeline, and Community Benefit Health Initiatives.

C.O.A.C.H. for Kids provides mobile clinical, mental health and case management services to economically disadvantaged children and families. This year, several new services were added, and a second mobile medical clinic, C.O.A.C.H. II, took to the streets, expanding the service area.



## 1980

Treatment for patients with cardiac disease is revolutionized with the famed Swan-Ganz Catheter to monitor cardiac function in critically ill patients.



Lifeline, the 24-hour personal response service that enables seniors to live independently in their homes, now serves more than 900 subscribers within the greater Los Angeles region.

In 2001, the work of tactical teams for Community Benefit Health Initiatives brought the program through the planning and organizing stages and into the early implementation phase. It addresses four health issues: care and support for pregnant/parenting women and their children, prevention and management of chronic disease for the elderly, mental health for the elderly, and comprehensive school-based physical and mental health services for children in elementary school. The Initiatives adopt a holistic and comprehensive approach to complex health needs.

Cedars-Sinai's Weight Management Program recently received national recognition from Health Management Resources, Inc. (HMR), a leading provider of medically supervised weight-loss programs in the United States. In four areas of behavioral data among our weight-maintenance patient population, the program achieved HMR's gold standard, which is well above the national average.

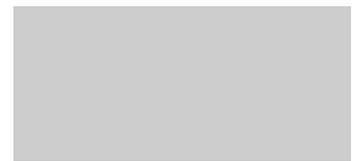
Our Department of Pediatrics has established a four-year partnership with the Los Angeles Unified School District called Children's H.E.A.L.T.H. (Health Enables All Learning To Happen). The program increases children's access to healthcare insurance programs and primary care providers. It also provides advocacy for appropriate care for children with unmet health needs. Department personnel from a variety of disciplines offer consultation services at schools, then coordinate physical, mental and dental health services.

With many departments extending expertise to meet a specific need in the community,



Cedars-Sinai's touch reaches lives in unconventional and countless ways. Thousands of area residents are served monthly through the many community benefit programs and services that Cedars-Sinai provides.

The Community Health & Education Department alone provides or co-sponsors such diverse services as a food distribution program, preschool and infant parenting services and senior low-impact exercise classes. Our reach extends to the San Fernando Valley, East Los Angeles, downtown Los Angeles and the Inglewood community, offering health screenings, immunizations, clinical care, nutrition counseling, substance abuse counseling and health education lectures.



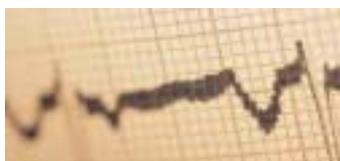
### 1990-present

Founders wall. Those who built and contributed to the Medical Center are inscribed on the north wall of the hospital's plaza lobby.

## facilities

Most grand opening events stir cheers and applause from the crowd. This was the case at the opening celebration for a 45-bed unit at Cedars-Sinai, but there were also a few squeals and a cooing noise or two.

Cedars-Sinai's Neonatal Intensive Care Unit boasts all the amenities that premature babies and those who need advanced surgical or medical treatment could want: individual lighting controls, plenty of space, acoustic supports to reduce noise levels and exposure to cycles of natural light.



### 1994

Northridge Earthquake.

Within minutes of the quake, the Medical Center's Emergency plan was activated. Cedars-Sinai remained open, accepting evacuees from other hospitals.

Nearly 7,000 babies are born each year at Cedars-Sinai, and a growing number are premature or suffering from birth defects. In fact, with the babies born here and those referred from other hospitals, the number of infants needing intensive care at Cedars-Sinai jumped 40 percent last year alone.

The Department of Psychiatry and Mental Health also inaugurated a new unit, a 17-bed facility for geriatric patients and those who need treatment for both psychiatric and chemical dependency diagnoses. The department also opened a Dual Diagnosis Intensive Outpatient Program. With these additions, Psychiatry and Mental Health offers a complete continuum of care.

Construction and renovation are frequent reminders of the progress taking place at Cedars-Sinai. They are, in a sense, synonymous with our progress. Throughout the history of the institutions that evolved into Cedars-Sinai, every time an expansion program came to an end, the growing needs of our community brought architects and contractors together again.

To ensure a steady, deliberate and well-conceived approach to future expansion, the Medical Center's Master Facility Plan was formulated as part of the Strategic Plan 2000-2004, and some of the major components are well on their way to completion.

Workers last May positioned the last steel beam of the S. Mark Taper Foundation Imaging Center and Department. Remaining construction is on schedule for a fall 2002 opening date. The 125,000 square-foot total project is a combination of renovated lower floors of the Becker Building and a three-story build-out. It will be one of the most advanced and comprehensive diagnostic and therapeutic imaging complexes in the world. Because all-digital instruments will virtually replace diagnostic film, Imaging Center diagnosticians will be able to transmit reports and images to referring physicians in seconds.



### 1996

The lab-to-bedside tradition shone brightest as the Burns and Allen Research Institute was one of the few selected nationwide to receive funding from the National Institutes of Health.



Construction of the North Care Tower is set to begin next June for an end of 2004 completion. The 227,000 square-foot project will add 120 intensive care beds and 30 others. Bridges will connect the new tower to the existing North Professional Tower.

Plans for the Diagnostic and Treatment Center are in development. The 11-story facility will house Pathology, Rehabilitation, Pediatrics,

Genetics, Women's Services, Heart and Lung Services, and Surgical Services.

When the entire building campaign is complete, many existing facilities will be revitalized, and four new major buildings will rise to present a bold profile as Cedars-Sinai begins a new century of service.



S. Mark Taper Foundation Imaging Center and Department is currently under construction.

## contributions

With a growing number of cranes and hardhats silhouetted on the sky, the fact that Cedars-Sinai is built on the long-term partnership and generosity of our friends is now more evident than ever.

Generous support from the community helps fund our care, growth and mission even as the healthcare industry weathers constant change and an unsettled economic forecast. The medical center's major fundraising initiative, the Campaign for the 21st Century, Phase II, has passed the \$150 million mark, already surpassing the \$140 million raised in Phase I.

The Campaign is steadily moving toward our \$360 million goal, thanks to new commitments and major contributions, including \$5 million from the Board of Governors for the Gene Therapeutics Research Institute, which was dedicated in October.

Nine million dollars was committed for the Cedars-Sinai Research for Women's Cancers Institute, with another \$1.5 million committed by Helping Hand of Los Angeles for its Chair in Obstetrics and Gynecology. The Sports Spectacular contributed \$6 million for the Endowed Medical Genetics-Birth Defects Center, and Saul and Joyce Brandman donated \$2 million,

which combined with a \$1 million commitment by Women's Guild, provided \$3 million for the Saul and Joyce Brandman Breast Center - A Project of Women's Guild. A \$5 million commitment was also given by The Winnick Family Foundation for the establishment of the Winnick Family Clinical Research Center.

In a refocusing of strategy, a new Campaign Cabinet began to develop six working groups, each pinpointing a different aspect of the Phase II Campaign, including planned giving, major gifts, and foundation and corporate grants.

Cedars-Sinai's 40 fundraising support groups – more than 16,000 members strong – experienced their most successful year ever in 2001. Their

commitment of time, effort and talent, combined with the generosity of the members of our community, brought nearly \$10 million to the cause.

Thanks to our many contributors, Cedars-Sinai is able to provide new services and facilities. Among recent developments:

The Saul and Joyce Brandman Breast Center dedication was held in January 2001.

The Fredrick W. Ilfeld, MD, Bridge Canopy was dedicated in April. The canopy shelters those crossing the Plaza Level bridge between the Medical Center and the Medical Office Towers.

The Marilyn Fortner Nursery Viewing Room was dedicated in June, and the Marilyn Andrea Fortner Memorial Fund was established.

A July 2000 reception celebrated the founding of the new Cedars-Sinai Prostate Cancer Center.

The new Ambulatory Care Center was dedicated in October 2000.

The Joseph Drown Foundation made a generous donation to the new Board of Governors Gene Therapeutics Research Institute. Board of Governors member Sally Magaram facilitated the gift. She and her sister, Barbara Kalish, co-founded the Cedars-Sinai support group F.R.I.E.N.D.S of Neurology in 1996.



### 1998

The new master facility plan was initiated and includes enhancements of existing facilities and new construction.



The Al and Hedi Azus Pediatric Virtual Community became a reality, offering computer technology that helps address psychological and social concerns related to children's hospitalization and medical care. The couple previously provided funds for the remodeled Al and Hedi Azus Pediatric Recovery Room.

The Diabetes Outpatient Treatment and Education Center opened in the new Ambulatory Care Center, providing many services to the community. Funding came from a variety of sources, including major contributors such as The Alfred Jay Firestein Chair in Endocrinology, Diabetes and Metabolism, The Merchant of Tennis/Monty Hall/Cedars-Sinai Tennis Tournament, and Max and Anna Webb and Family.

Several new endowed chairs also have been dedicated. The James R. Klinenberg, MD, Chair in Medicine, named in memory of the former Senior Vice President for Academic Affairs, was dedicated in December 2000. Department of Medicine Chairman Glenn D. Braunstein, MD, was named chair holder.

On June 6, 2001, Edward H. Phillips, MD, FACS, Director of Endoscopic Surgery and Co-Director of the Saul and Joyce Brandman Breast Center, was

named holder of the Karl Storz Endowed Chair in Minimally Invasive Surgery in Honor of George Berci, MD, FACS.

Robert J. Siegel, MD was announced on October 17 as holder of the Rexford S. Kennamer, MD, Chair in Cardiac Ultrasound.

In addition to these new chairs, C. Noel Bairey Merz, MD, was named holder of the Women's Guild Chair in Women's Health in early 2001, and was appointed Director of the Women's Health Program.

Cedars-Sinai benefits not only from those giving financial means but also from a team of 1,700 to 2,000 volunteers. In the most recent fiscal year, volunteers worked 170,000 hours, providing numerous services in a variety of programs.

The Volunteer Services Department has started several new programs and expanded many others during the past year. A few examples:

The Patient and Family Care program, which provides emotional support and companionship, has grown from 11 to 30 volunteers to cover evening and weekend shifts in addition to normal business hours.

Volunteer Musicians, a new feature, was created to soothe patients and lift their spirits. Employees enjoy these visits too, sometimes singing with a volunteer to a patient.

FoxSports and several corporations and community agencies now support the Board of Governors' Patient Magazine Program.

Through the combined generosity of those giving time, talent and monetary gifts, Cedars-Sinai is preparing to reach new standards in a new century, caring for those within our walls and in our growing community.



## 2000

For more than a decade, Cedars-Sinai has been voted to have the best doctors, best nurses, and most personalized care in Los Angeles - *National Research Corporation, Independent Survey.*

## officers 2001

Steven D. Broidy  
Chairman of the Board

Thomas M. Priselac  
President and CEO

Barbara F. Bentley  
Vice Chair, Chair-Elect

John C. Law  
Secretary

## board of directors

Irene K. Barnett, MD  
John Bendheim  
Glenn Braunstein, MD  
Norman Brokaw  
Judy Carroll  
J. Louis Cohen, MD  
Myles J. Cohen, MD  
Irving Feintech\*  
Chester Firestein  
Michael R. Forman

Marilyn Gilfenbain  
Mark S. Greenfield  
Stanley Grinstein  
Paul Hackmeyer, MD  
Sue Neuman Hochberg  
Arthur I. Johnson, MD  
Jeffrey Katzenberg  
Sally Kurtzman  
Sherry Lansing  
Marion Laurie  
John C. Law  
Thomas J. Leanse  
Jane Lipstone  
John Mack  
Edward Meltzer  
Todd Morgan  
James Nathan  
Lawrence B. Platt  
Thomas M. Priselac  
Mark S. Siegel  
Ronald Silverman  
Robert Silverstein\*  
Steven Simons, MD  
Steven Spielberg  
Antony Trattner  
Alan W. Weinberger, MD

## executive management

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

Thomas D. Gordon  
Senior Vice President for Medical Network

Richard B. Jacobs  
Senior Vice President for System Development

Michael L. Langberg, MD  
Senior Vice President for Medical Affairs

Gary A. Leo  
Senior Vice President for Development

Shlomo Melmed, MD  
Senior Vice President for Academic Affairs

Edward M. Prunchunas  
Senior Vice President for Finance, Chief Financial  
Officer and Treasurer Executive Management

Marilyn Sharpe (retired July 2001)  
Jeanne Flores  
Senior Vice President for Human Resources and  
Organization Development

Thomas F. Zenty, III  
Executive Vice President for Clinical Care Services  
and Chief Operating Officer

\* past chairperson

1911 Annual Report

Receipts

Dues.....\$6,586.10  
Donations..... 523.00  
Pay Patients..... 755.00  
Rec'd Merchants Nat. Bank..2,500.00  
10,364.10  
Bal. on hand 105.66

-----  
Disbursements

For Foods.....\$ 1,839.16  
For Medical Supplies..... 516.20  
For Fuel and Light..... 485.57  
For Laundry..... 602.01  
For Equipment and Household  
Supplies..... 2,973.07  
For Incidental Expenses, for  
vegetables & transient  
help, defrayed by Supt. 503.76  
Repairs..... 13.60  
For Ptg. & Stationary..... 79.95  
For General Expenses..... 447.29

-----  
TOTAL RECEIPTS.....\$10,469.76  
TOTAL DISBURSEMENTS.....\$10,447.31  
Balance on hand.....\$ 22.45

**how times change**

The hospital's first annual report.  
Today \$22.45 may buy popcorn  
and a movie at the Beverly Center.

