



Report to the community 2002

Expertise. Innovation. Caring.



Celebrating
a Century
of leadership



health system leadership message



Barbara F. Bentley, Chair, Board of Directors Thomas M. Priselac, President and CEO

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The work that began in much smaller, more humble quarters 100 years ago now impacts tens of thousands of lives each year. Our admissions increased in fiscal year 2002 to 44,887, with 158,092 outpatient visits.

In our primary service area, Cedars-Sinai leads in adult discharges by a large margin over the next provider. While other medical centers are seeing their market share of patients shrink, our percentage of total discharges continues to rank right at the top in Los Angeles County.

From the honors we receive, such as the "Consumer Choice Award" from the National Research Corporation, AARP Consumers' Checkbook placement at #2 nationally, and in conjunction with our "Magnet Excellence in Nursing" designation, it is clear that patients and our community residents recognize and appreciate the dedication to excellence they find in those who work and serve at Cedars-Sinai.

But as we know from 100 years of experience, in the practice of healthcare there is never a time for complacency. Throughout our organization, we set high standards for excellence, and we strive to provide visible, measurable evidence of performance. We work to provide the very best care, of course, and also programs and services that add quality and value to life in our community.

We are very proud of the teamwork that resulted in Cedars-Sinai receiving high marks in our recent survey by the Joint Commission on Accreditation of Healthcare Organizations. The surveyors were very impressed with the quality of care our staff and physicians provide on a daily basis.

Our organization is also taking steps to further enhance the lives of our employees. According to results of a recent survey, employee workplace satisfaction has increased in several key areas, although some important challenges remain.

We are also seeking to attract additional staff, increasing efforts to recruit nurses from throughout the United States

and Canada, as well as intensifying our employee referral program. These measures have been supported by a large-scale recruitment campaign called "Heroes Like You" that emphasizes the rich cultural diversity found at Cedars-Sinai.

As a result of these initiatives, we have been able to fill registered nursing positions in fiscal year 2002 at the same rate as in 2001, during a time when most hospitals reported a 20 percent reduction in new hires. Despite the national crisis, our nursing turnover rate is significantly lower than the national average.

Providing medical education and health professional education will continue to be one of our highest priorities. We now have more than 300 residents and clinical fellows participating in a number of specialty programs. The caliber of our research and teaching programs is nationally recognized.

In celebrating a century of service, it is with great pride that we recognize our 9,526 employees, 1,857 physicians and 2,015 volunteers. Our physicians, nurses and staff are among the very best in the nation, and we will be working even more closely with our medical staff as we enter a new century of partnership. We thank everyone at Cedars-Sinai for their dedication in providing unsurpassed leadership and compassionate care.

We also wish to acknowledge our Board of Directors and Life Trustees, whose vision over the last century has created the great institution we are today.

Barbara F. Bentley, Chair, Board of Directors

Thomas M. Priselac, President and CEO

medical & nursing leadership message



<p>Shlomo Melmed MD Senior Vice President, Academic Affairs and Director, Burns & Allen Research Institute</p>	<p>Linda Burnes Bolton DrPH, RN, FAAN Vice President and Chief Nursing Officer</p>	<p>Michael L. Langberg MD, FACP Senior Vice President, Medical Affairs and Chief Medical Officer</p>	<p>M. Michael Shabot MD, FACS, FCCM, FACMI Chief of Staff</p>	<p>Stephen C. Deutsch MD, FACP Medical Director, Cedars-Sinai Medical Care Foundation</p>
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An emphasis on collaboration among physicians, nursing staff and hospital administration is providing a sharper focus as Cedars-Sinai prepares to meet the healthcare needs of future generations.

With a commitment based on mutual respect and the recognition that common goals can best be attained when there is unity, Cedars-Sinai management continues to be involved in medical staff meetings and issues, and physicians have taken a more active role in strategic and master facility planning. These challenges are in addition to the myriad of clinical teaching and research programs which we undertake continually.

The medical staff has also implemented a “goals dashboard” related to safety issues, medical error

reduction, antibiotic utilization and other clinical and professional areas. One of the key elements has been ensuring the certification of physicians in using the Patient Care eXpert (PCX), a computerized physician order entry and patient management system. As this system is implemented throughout the hospital, it will have a significant impact on patient care, patient safety and efficiency.

Cedars-Sinai has created the Institute for Professional Nursing Development, one of only a handful of nursing institutes in the nation, to address four key areas: 1) recruitment and retention, 2) education and career development of nurses from novice to expert, 3) recognition and community service, and 4) research and



“Advances in medical technology and cutting-edge research are leading to more effective treatments. However, as sophisticated as medicine becomes, compassion will remain at the heart of quality medical care.”

Glenn D. Braunstein, MD
Chair, Department of Medicine

scholarship to advance the science of nursing while improving patient outcomes.

To help increase the number of qualified nurses joining the workforce, the Institute will support the expansion of the Bachelor of Science in Nursing program at California State University, Los Angeles (CSULA), funding 20 additional students and providing students with clinical experience. Institute leadership also plans to support educational programs that will boost the ranks of registered nurses who provide specialty and critical care.

In addition to providing educational tools for new nurses, the Institute and Medical Center leadership are offering additional opportunities for nurses and other employees to participate in problem-solving and operations issues. These and other programs are expected to further increase employee satisfaction. A number of initiatives – such as cultural diversity training in healthcare – have dual objectives of helping employees feel more comfortable in new situations while increasing patient satisfaction.

The actions we are taking and decisions we are making every day, from the boardroom to the physician’s office to the nursing unit, focus on a single goal: ensuring that those who put their trust in Cedars-Sinai will always receive the very finest care.

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patient care

The National Research Corporation, in its annual ratings of hospital quality and image in the Los Angeles metropolitan service area, again named Cedars-Sinai the "Most Preferred Hospital Overall," with the "Best Image and Reputation," "Best Overall Quality," "Best Doctors," "Best Nurses" and the "Most Personalized Care."

With a commitment to improving quality, we have launched several initiatives and invested in innovative technologies.

The PCX system – Patient Care eXpert – is well on its way to full implementation throughout the Medical Center. One of the goals is to improve the accuracy of timeliness of physician orders, thereby reducing



"The science of pain management is yielding an enhanced understanding of 'pain triggers' – the chemical and physical causes of pain. This will result in increasingly targeted and highly effective pain treatment."

Julian A. Gold, MD and Ronald H. Wender, MD
Co-chairs, Department of Anesthesiology

potential errors and improving safety and quality patient care. The computerized physician order entry (CPOE) automates orders and double-checks them. The integrated Web Viewing System allows physicians to access clinical information whether they are in the hospital, their offices or homes – all using a specially designed, secure connection.

Already implemented is the CareVue system, which provides wireless networking throughout all critical care areas.

In addition to offering added convenience and efficiency, Cedars-Sinai's integrated systems have a significant impact on patient safety, providing an extra set of eyes and ears, as well as checks and cross-checks to drastically reduce the risk of errors.

The Medical Center is also an active member of the Leapfrog Group, an organization that encourages hospitals to adopt patient safety practices. This is a national coalition of major employers providing healthcare coverage to more than 24 million people across the

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country. In January 2002, the Leapfrog Group released initial results of their survey of hospitals implementing their recommended safety practices. Because of Cedars-Sinai's leadership and commitment to quality initiatives, Medical Center representatives were invited to participate in the Leapfrog Group's national press conference to address patient safety practices.

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The Medical Center has also adopted an innovative surgical training tool to help surgeons reduce errors.

Cedars-Sinai has also joined 55 other organizations in becoming a charter member of a multi-national network aimed at improving healthcare quality. The network, known as IMPACT, was created by the Institute for Healthcare Improvement (IHI) in Boston. The Medical Center is focusing on patient safety and has previously participated in IHI's Quantum Leaps In Patient Safety Collaborative.

Cedars-Sinai's Surgery Department is reinventing its operating rooms with such features as robotic equipment

integration, a voice-activated control system, computer access to patient data, Internet connectivity, enhanced video capabilities and a streamlined distribution system for supplies and equipment. Robotic equipment performs some routine functions better than humans, freeing up staff to better utilize their professional skills.

The Medical Center has also adopted an innovative surgical training tool to help surgeons reduce errors. Based on an educational model described by the National Academy of Sciences, the Morbidity and Mortality Matrix is a progressive approach to identifying and assessing medical errors and changing medical behavior.

Through the combined strength of the **Division of Cardiothoracic Surgery** and the **Division of Cardiology**, Cedars-Sinai was one of 10 hospitals in California to record better-than-expected outcomes among heart attack patients in the last three reports compiled by the California Office of Statewide Health Planning and Development. This is considered "a consistently superior outcome over an eight-year span."

In response to the growing needs of the community and the rising demands on the Medical Center's trauma



program, a new director of orthopedic surgery has been named to strengthen the **Orthopedic Program** and coordinate all orthopedic trauma care.

Thanks to the expertise of specialists at the **Cedars-Sinai Institute for Spinal Disorders**, the number of minimally invasive procedures available to patients continues to grow. New approaches to disc repair and replacement, for example, enable patients to resume active lives and provide better relief in much less time than before.

As **Cedars-Sinai's Multi-Organ Transplant Program (MOTP)** increases in the number and sophistication of the procedures it offers, some of the patients cared for are even more vulnerable. A 13-month-old baby of only 20 pounds became Cedars-Sinai's smallest and youngest kidney transplant recipient. Just a few months later, an infant weighing 10.5 pounds received a liver, the smallest baby to receive an organ transplant at the Medical Center.

Not only are Cedars-Sinai transplant specialists performing more pediatric and adult liver and kidney transplants, employing techniques that are available at only a few centers, outcomes surpass national averages. Cedars-Sinai has moved into the top 12 transplant centers in the United States with regard to the number of living donor liver transplants.

The new director of neuro-oncology at the **Maxine Dunitz Neurosurgical Institute** is board-certified in both neurology and psychiatry, and has extensive experience in both cancer care and research.

As part of the Medical Center's expanding complement of **Pediatric Services**, a new director of pediatric orthopedic surgery brings additional expertise in such conditions as scoliosis, spinal deformity, hip dysplasia, clubfoot, fractures, limb deficiencies and arthrogyrosis.

The **Division of Hematology/Oncology**, with its reputation for employing the latest technologies and approaches to treatment, provides care for more cancer patients each year than any other private facility in Southern California.



"We expect to shift from minimally invasive to truly noninvasive surgery as surgeons and engineers advance robotics, navigation systems, optics, multidimensional cameras, intraoperative imaging, fiber optics and miniaturization."

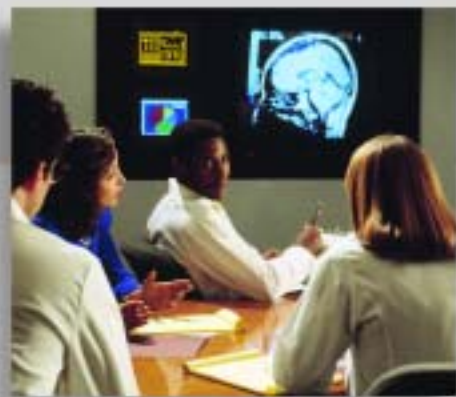
Achilles A. Demetriou, MD, PhD
Chair, Department of Surgery

In addition to dealing with the diverse issues of both inpatient and outpatient primary care issues, the faculty members of the **Division of General Internal Medicine** have developed specialty expertise in the areas of disease prevention and health maintenance, alternative and complementary medicine, bioethics, critical care, clinical informatics, HIV, ultrasound and interventional internal medicine.

A pioneer in the delivery of Hospitalist-based inpatient services, Cedars-Sinai's program is currently in its seventh year of operation, demonstrating superior quality indicators.

“Computer technologies and a growing understanding of the brain’s ability to reorganize after injury are making ‘adaptive’ therapies increasingly effective. With progress in cell-repair research, we envision ‘restorative’ therapies.”

Richard V. Riggs, MD
Chair, Department of Physical Medicine
and Rehabilitation



Executive Medical Services has developed relationships with more than 25 corporations in Southern California and routinely receives national and international referrals. Services include personalized health assessment, individualized diagnostic and screening evaluation, and comprehensive recommendations and coordination of follow-up evaluations.

The **Procedure Center** continues to grow and evolve. Physicians in the Vascular Access Service, for example, perform more than 1,800 PICC insertions each year and have developed expertise that provides a range of options for central line insertions.

Through its work with RAND® and the Southern California Evidence Based Practice Center, the **Integrative Medicine Service** has become a leader in the evaluation of complementary and alternative medicine.

Through the **Rehabilitation Department’s** Rehab Support Visitation Program (RSVP) patients are offered the opportunity to be introduced to an individual or family

member who has experience dealing with a similar diagnosis or disability. This year RSVP expanded into a Rehab Community Support Group – a free resource group for current and former Rehab/Post Acute Care patients.

The Voice and Speech Program at the Outpatient Rehabilitation Center was developed to address voice and speech disorders, providing the most advanced services for those who need specialized voice care.

Cedars-Sinai Medical Network coordinates the efforts of physicians to provide excellent care, health education and preventive services throughout the community.

The Medical Network provides medical services through the 70-member Cedars-Sinai Medical Group (CSMG) and a network of individual physicians, the Cedars-Sinai Health Association, with offices in Beverly Hills, Los Angeles, Sherman Oaks and Encino. Together, the Network includes 200 primary care physicians and 650 medical specialists.

Cedars-Sinai Medical Group recently expanded its orthopedic surgery practice, adding two surgeons, and



developed an emphasis on orthopedic sports medicine. Obstetrics and Gynecology also added two physicians, increasing the practice to eight doctors and one nurse practitioner. Along with several women internists, this expanded resource has moved into a new office space and established a women’s health practice. It offers women a single location for primary OB/GYN care, as well as access to rotating specialists for consultation in nutrition, endocrinology and dermatology.

CSMG’s General Surgery team is developing specialized programs in several areas, including hernia and condylomata. The Cosmetic Dermatology practice also continues to add services.

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research

Cedars-Sinai researchers published 244 articles in the highest quality peer-reviewed journals in fiscal year 2002. Extramural funding is at an all-time high, with the National Institutes of Health (NIH) providing \$23.7 million of the \$47 million total awards. Over the past decade, NIH awards to Cedars-Sinai researchers have increased at a greater rate than the average awarded to institutions nationwide.

Intellectual property royalties – a measure of innovative work and creative accomplishment – increased by almost 50 percent in one year to \$13 million in fiscal year 2002.

Completing its first full year of operation, the **Board of Governors Gene Therapeutics Research Institute (GTRI)** has made remarkable progress and received significant professional recognition. Articles have been published in influential journals, and researchers have been awarded NIH grants to pursue studies of gene therapy in the treatment of Parkinson's disease and other degenerative diseases.

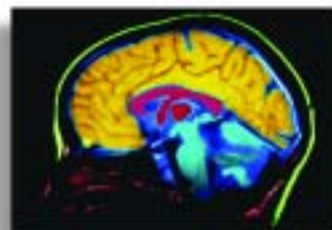
The Eisner Heart Study has recruited more than 800 participants in a unique project conducted through the **S. Mark Taper Foundation Center and Imaging Department**. The efficacy of cardiac CT scanning for coronary artery calcium is being assessed for altering behavior and outcomes of adults with the earliest forms of coronary artery disease.

The nuclear cardiology group has developed the largest and most comprehensive outcomes database of patients who have had a cardiac SPECT scan using Tc-99 sestamibi tracer.

New methods are being developed for noninvasive coronary angiography using the latest generation of CT scanners and noninvasive assessment of atherosclerotic plaque in the carotid arteries using MRI.

Cardiology investigators continued to make a number of scientific breakthroughs, including the first large-scale, randomized clinical trial testing that Chlamydia pneumoniae infection may contribute to recurrent acute coronary syndromes.

In-stent restenosis the regrowth of a blockage in a stent that has been inserted to keep a coronary artery open, is a common problem that occurs after balloon angioplasty and is being investigated. As part of the Cardiology Division's ongoing studies of Apo A-I milano, the anti-atherosclerosis gene's impact was described at the Annual Scientific Sessions of the American Heart Association.



"Powerful, precise radiation technology, combined with leading-edge research, enables us to target and treat tumors with minimal damage to surrounding tissues. This will allow us to change the way we treat many of today's cancers with the hope of improving cure rates."

James Fontanesi, MD
Chair, Department of Radiation Oncology



Cardiology, in collaboration with **Pediatrics**, recently demonstrated that a specific toll-like receptor – a mechanism at the cellular level – can play a role in the blood vessel inflammation that is a precursor to atherosclerosis.

Cardiothoracic surgeons and cardiologists specializing in electrophysiology are involved in the development and testing of next-generation pacing devices.

A number of departments are pursuing new methods for diagnosing and treating many types of cancer. Discoveries made in **Hematology/Oncology** labs and related research programs are transformed into patient-care testing.

Oncology research is currently focusing on the discovery and use of compounds for treating of prostate cancer and myeloma. Several novel molecules important in cell growth and differentiation have been cloned, likely leading to new cancer treatments.

Researchers in the **Louis Warschaw Prostate Cancer Center** found that a potent new drug inhibits the growth of prostate cancer in mice early in the treatment process.

They are investigating molecular mechanisms involved in the development of drug resistance that targets a key growth signaling pathway in cancer.

The research program in the **Department of Psychiatry** includes an active clinical trials program, testing new agents for depression, schizophrenia, personality disorders, dementia and drug abuse. Also occurring are pharmacogenomic studies on the effects of early stress on the brain.

The **Women's Cancer Research Institute** found that aggressive ovarian cancer may be linked to the presence of thrombocytosis, a blood disorder characterized by high platelet cell counts.

The **Multiple Myeloma and Bone Metastasis Programs** reported that treatment with a steroid improves the overall survival of patients with multiple myeloma, a cancer of the bone marrow plasma cells.

In **Endocrinology**, new molecular mechanisms causing pituitary tumors and Cushing's disease have been discovered and are now being applied in clinical trials.

Maxine Dunitz Neurosurgical Institute scientists found

that a cytokine attached to a genetically modified virus as a delivery system significantly prolongs survival in mice with an extremely deadly type of brain cancer. Institute researchers also identified a new mechanism critical in the development of malignant brain tumors that may help predict tumor progression and more accurately determine patient prognosis.

In **Neurology**, in association with colleagues at a research center in Cuba, investigators identified a gene that affects the severity and onset of a rare brain disease,

spinocerebellar ataxia, caused by a gene mutation and characterized by a loss of balance and coordination.

Neurology Division's Stroke Program found that dental X-rays may provide a new tool to screen for potentially life-threatening heart conditions and stroke. Panoramic dental X-rays can be used to spot carotid artery calcification.

Pulmonary and Critical Care Medicine is conducting an investigation of interferon gamma-1b for treating of idiopathic pulmonary fibrosis, a degenerative lung disease that often results in death three to five

years after diagnosis.

Cedars-Sinai is one of 17 sites participating in the National Emphysema Treatment Trial, funded and overseen by the NIH's National Heart, Lung, and Blood Institute, in conjunction with the federal agency that manages Medicare.

In **Rheumatology**, the treatment of osteoarthritis and the use of immunosuppressing drugs to treat immune-mediated sudden deafness is studied.

Cedars-Sinai received a five-year funding renewal for the **General Clinical Research Center**, with a total budget of \$13.4 million. **Endocrinology** and **Genetics**, partnering with UCLA and UC San Diego, secured funding for a multi-campus, NIH-supported Diabetes Education and Research Center.

Investigators in **G.I. Motility** in **Gastroenterology** have demonstrated that intestinal bacteria overgrowth plays a

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central role in symptoms associated with Irritable Bowel Syndrome, which affects up to 25 million Americans.

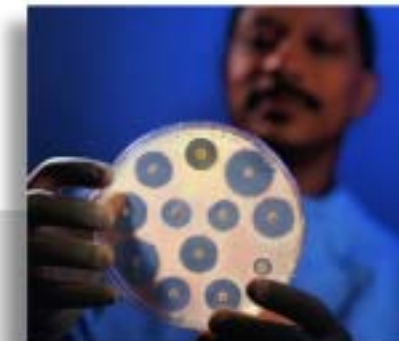
Gastroenterology, Inflammatory Bowel Disease Center and **Medical Genetics** published that mutations in a specific gene are associated with a subset of Crohn's disease patients who experience severe complications of the disease.

In **Gastroenterology**, a novel video technology, Video Capsule Endoscopy, has been used in the diagnosing and managing of gastrointestinal bleeding and inflammatory bowel diseases.

Research in the Common Disease Programs of the **Medical Genetics Birth Defects Center** is working to identify genes contributing to such common diseases as coronary heart disease, diabetes, hypertension and inflammatory bowel diseases, which will lead to new methods of treatment and prevention.

Pathology and Laboratory Medicine is pursuing research in breast cancer gene mutations, lung cancer, liver neoplasms and hepatitis C.

Already recognized for its leadership in minimally invasive procedures, **Surgery** is advancing these techniques and technologies across many specialties. Studies repeatedly show that less-invasive approaches achieve the same objective as open surgery with less patient discomfort and shorter recovery periods.



"Research will play a key role in Obstetrics and Gynecology, helping to prevent premature births, enhancing reproduction potential for older women and unlocking genetic codes that can help predict and prevent reproductive cancers."

Ricardo Azziz, MD, MPH, MBA
Chair, Department of Obstetrics and Gynecology

community outreach

C.O.A.C.H. for Kids, one of the services of the **Department of Community Health & Education**, provides mobile medical, mental health and case management services to children and families of limited means within the greater Los Angeles area. With the addition of a second van, C.O.A.C.H. (Community Outreach Assistance for Children's Health) delivered more than 16,000 visits in 2002, an increase of 52 percent over the previous year.

Other outreach efforts include community screening and preventive health services, and senior services such as Lifeline. New Community Benefit health initiatives are focusing on school-based programs, maternal and child health programs and services for those with chronic diseases.

In collaboration with public and private agencies, Cedars-Sinai provides comprehensive education, screening and clinical preventive care services for seniors of several communities. Health maintenance programs also allow seniors to maintain independent living and manage chronic conditions such as diabetes, coronary heart disease, stroke and cancer. Each year more than 10,000 people participate in exercise programs, nutrition counseling, immunization programs and many other activities.

About 20,000 participants attend senior services programs that are designed to help them enjoy longer lives and better health. Events include screenings, educational and self-help programs, health fairs, immunization clinics and exercise programs.

Lifeline, a 24-hour personal response service, allows seniors and people with certain disabilities to live

independently at home. A joint effort between the Medical Center and Lifeline Systems, Inc., the service has more than 950 subscribers throughout the City of Los Angeles, the San Fernando Valley and a large section of L.A. County.

Another Community Benefit health initiative addresses healthcare and support services for pregnant/parenting women and their children through two years of age; prevention and management of chronic disease among the elderly, mental health for the elderly and comprehensive school-based services for children in elementary schools.

Other Medical Center departments also offer programs that address the health needs of vulnerable populations. Several programs provide services for infants, children and adults living with HIV/AIDS, and an educational resource is available to help parents and care providers understand mental health risks of young children. Cedars-Sinai also provides care through collaborations with the L.A. Free Clinic and the Venice Family Clinic.

Cedars-Sinai's **Ambulatory Care Center** has been offering quality patient care for more than a quarter of a century. Last year, the Center had more than 33,000 patient visits, a seven percent increase over fiscal year 2001. The facility is staffed by medical residents specializing in medicine, surgery, pediatrics, obstetrics/gynecology medicine/pediatrics and dentistry, under the supervision of Cedars-Sinai faculty and attending physicians. It provides preventive, acute and ongoing care to a diverse and underserved patient population.

The **Department of Obstetrics and Gynecology**, lead



"With the 'graying' of our population, demands on Emergency Department services will rise dramatically. Investments in personnel and technology will be critical in caring for more patients who are more acutely ill."

Joel M. Geiderman, MD, and James J. Loftus, MD
Co-chairs, Department of Emergency Medicine

agency of the Los Angeles "Best Babies Collaborative," received \$2.5 million from the Los Angeles County Children and Families First – Proposition 10 Commission. The Collaborative was established to address causes of poor birth outcomes among diverse communities and promote healthy births in the county. Camp Rainbow, sponsored by Cedars-Sinai's Amie Karen Cancer Fund, part of **Pediatric Hematology/Oncology**, is an annual camp for kids who have cancer or certain other chronic disorders or life-threatening diseases. Supervision and medical attention



are always nearby, but the kids have a chance to play and have fun in a new environment for a while.

Brainworks is an annual one-day event sponsored by the **Maxine Dunitz Neurosurgical Institute**. Seventh- and eighth-grade students, many of whom come from disadvantaged homes, are chosen by their teachers to attend a fun, educational event where they meet world-renowned Cedars-Sinai scientists.

Each year, Cedars-Sinai's **Human Resources**



"Advances in imaging, combined with research into new classes and combinations of medications will enable us to better diagnose and treat depression, attention deficit disorder, certain dementias and more."

Thomas F. Trott, MD, PhD, FAPA
Interim Chair, Department of Psychiatry
and Mental Health

Department helps 50 juniors and seniors at Fairfax High School learn about careers in healthcare. They work in a variety of programs and departments at the Medical Center and receive paychecks for their contributions. Many come from disadvantaged homes and difficult environments, but nearly all who participate earn high school diplomas and pursue higher education.

The **Department of Pediatrics** partners with the Los Angeles Unified School District (LAUSD) and the Division of Community Child Health to address several issues of children's health through the Children's H.E.A.L.T.H. (Health Enables All Learning to Happen) program. An interdisciplinary team is stationed at four elementary schools that serve children of low-income families. The team helps parents find appropriate primary care providers, attempts to enroll children in health insurance programs and evaluates children who have physical, developmental, behavioral, dental and mental health problems that may be interfering with learning.

The Psychological Trauma Center (PTC) affiliated with

The Ambulatory Care Center had more than 33,000 patient visits. The Center provides preventative, acute and ongoing care to a diverse and underserved patient population.

the **Department of Psychiatry and Mental Health**, provides free crisis intervention and consultation to public and private school communities that have been affected by a traumatic event. It also offers prevention programs in nine schools throughout the greater Los Angeles area.

The **Thalians Mental Health Center**, also part of the Department of Psychiatry and Mental Health, offers crisis intervention, counseling, therapy, day treatment and long-term care – all on a sliding-fee scale based on the ability to pay.

TEEN LINE, a teen-to-teen hotline staffed by trained teen volunteers and affiliated with Cedars-Sinai, receives calls from teens across the nation.

Cedars-Sinai serves a community of many diverse populations, separated by access to financial resources, language barriers, cultural backgrounds, age, educational levels, physical abilities, and mental and emotional challenges. Despite all these differences, everyone needs access to quality care. And Cedars-Sinai continues to find new ways to meet that need.

Cedars-Sinai also provides care through collaborations with the L.A. Free Clinic and the Venice Family Clinic.



facilities

Cedars-Sinai continues to make great progress in its program of facilities expansion, renovation and improvement. Based on the 1999 Master Facilities Plan, the goal of creating a state-of-the-art healthcare campus, with the most advanced medical programs in the region, is well on its way.

The **S. Mark Taper Foundation Imaging Center and Department**, which houses the most sophisticated array of digital imaging technology available, was completed in fall 2002.

The Imaging Center uses the Picture Archive Communication System, a completely filmless

technology that results in less waiting time, faster exams, fewer repeat tests and no lost films. Patients can even take home a PC-compatible disk of their tests.

Among the imaging technologies available are Computed Tomography (CT) and Electron Beam Scans (EBCT), which provide virtual photographs of the interior of the body; High-Field Magnetic Resonance Imaging (MRI), which can visualize any area of the body and distinguish between healthy tissue and diseased tissue; Digital Subtraction Angiography, which subtracts the background of bone and soft tissue to reveal detailed images of arteries and veins; and Positron Emission Tomography (PET) and Single Photon Emission Computed Tomography (SPECT), which allow physicians to see how the body, organs, tissue and cells are functioning.

The expertise of board-certified imaging physicians, as well as dedicated nurses, technologists and staff, ensures precise, detailed interpretation.

Designed to promote efficiency and consolidated services, the facility includes more than 125,000 square feet, encompassing renovated lower floors of the Becker Building and a portion of the Professional Tower, plus a new three-level building.

Cedars-Sinai's new Central Plant, due to be completed in the fall of 2003, will greatly enhance the Medical Center's capabilities for cooling, hot water and emergency power. The system will consolidate emergency power generation for the entire campus and feature a hybrid system allowing the operator to use either electric or natural gas-driven equipment.

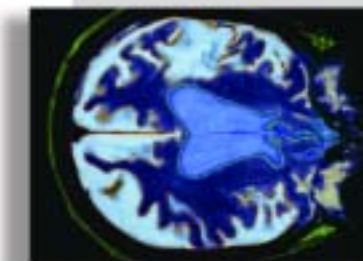
These design considerations are in keeping with



"Moving into the 21st century, digital imaging capabilities, coupled with advanced digital technology, will become increasingly streamlined, precise and powerful, enabling us to diagnose at earlier stages, when many diseases can be prevented or more effectively treated."

Barry D. Pressman, MD, and Alan D. Waxman, MD
Co-chairs, Department of Imaging

The goal of creating a state-of-the-art healthcare campus, with the most advanced medical programs in the region, is well on its way.



The Medical Center's participation in the Green L.A. program and ongoing efforts to adopt alternative energy sources, reduce costs and preserve resources. For these initiatives, Cedars-Sinai has been a recipient of the Los Angeles Department of Water and Power's "Renewable Company of the Year" Award.

The Medical Center has also completed a number of other projects. More than 50 patient rooms, including a 28-bed **Inpatient Rehabilitation Unit**, have been renovated, and a Rehab gym in the North Tower has

been remodeled. The **Heart Catheterization Laboratory** has been upgraded and expanded. Third Street, near the intersection of San Vicente Boulevard, has been widened with new sidewalks, curbs, lighting and traffic signals.

Cedars-Sinai's commitment to providing quality healthcare includes creating the most efficient and comfortable environment and facilities for its patients, visitors and staff.



"Molecular Pathology technology will dominate laboratory testing in the coming years, allowing for greater specificity and sensitivity in diagnosis. Results of tests will enhance our ability to select therapies based on individual genetic characteristics."

Stephen A. Geller, MD
Chair, Department of Pathology
and Laboratory Medicine

More than 50 patient rooms, including a 28-bed Inpatient Rehabilitation Unit, have been renovated, and a Rehab gym in the North Tower has been remodeled.



The Medical Center was named one of the nation's "Most Wired" hospitals and health systems for the second consecutive year.

contributions

Those who give of themselves to Cedars-Sinai – in spirit, time and resources – are instrumental in saving lives and nurturing hope throughout our community.

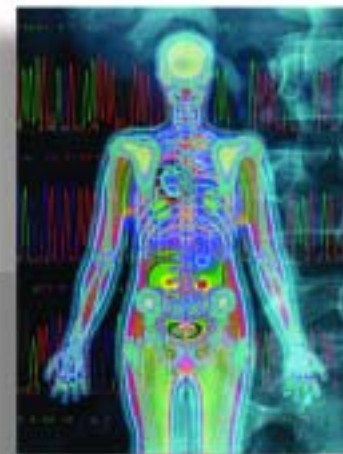
Through the Campaign for the 21st Century and 35 fundraising support groups, comprised of more than 16,000 members, \$38 million was raised in fiscal year 2002 to support research, education and facilities. The Campaign total reached \$178 million at the end of the fiscal year and more than \$185 million by the end of the calendar year.

The Campaign Cabinet, with more than 60 community leaders in six working groups, has completed a strategic fundraising plan for the development of major gifts, planned giving, and foundation and corporate grants. At its core, the Campaign for the 21st Century is a blueprint for the health and well-being of our community. Its successful completion will benefit people of all ages for generations to come.

Although federal funding accounts for about 50 percent of Cedars-Sinai's research dollars, nearly 10 percent comes from industry sources, nine percent from donor gifts and 13 percent from foundations.

Our donors are instrumental in supporting research and patient care in vital areas, such as heart disease; women's health; diabetes; brain, prostate, breast, ovarian and other cancers; children's health, and inflammatory bowel disease. Their generosity leads to breakthroughs in advanced imaging techniques, minimally invasive procedures, gene therapeutics, medical genetics and many other disciplines. Their willingness to become involved brings world-class care to communities throughout the Los Angeles area.

Often, the tireless, behind-the-scenes efforts of our donors don't become visible until new programs and facilities are dedicated for service. This past year brought the dedication of some extraordinary new resources, including the **S. Mark Taper Foundation Imaging Center and Department**, the **Louis Warschaw Prostate Cancer Center**, the **Women's Cancer Research Institute**, and several other vital new programs and facilities. Each of these major new healthcare landmarks marks a turning point in the health and well-being of patients and families for decades to come.



"We will increasingly replace broad-spectrum therapies with individualized treatments designed to target the very specific genetic subtype of each disease a patient has. One size will not fit all!"

David L. Rimoin, MD, PhD
Chair, Department of Pediatrics



This year our donors created three new endowed chairs to advance the science of medicine. The **Estelle, Abe and Marjorie Sanders Chair in Cardiac Surgery** was dedicated in June. Alfredo Trento, MD, director of Cardiothoracic Surgery, was installed as the inaugural chair holder. In November, Ricardo Azziz, MD, was named holder of the **Helping Hand of Los Angeles Chair in Obstetrics and Gynecology**. In December, Vice President for Academic Affairs Shlomo Melmed, MD, became holder of the **Helene A. and Philip E. Hixon Chair in Investigative Medicine**.

Cedars-Sinai's **Volunteer Services Department**, which manages more than 2,000 volunteers, has expanded many programs during the past year.

The Music for Healing program, for example, continues to generate a great deal of interest with more and more employees adding their voices and instruments to lift patients' spirits. The Teen volunteer program is also growing, introducing more than 500 teens from high schools throughout the community to a world of opportunities. And the Independent Student program has more than 200 students. Volunteers interested in gaining experience in social work, dietary, research, physical therapy, occupational therapy, imaging, billing and coding, and other areas related to healthcare may participate. These volunteers often serve as interns.

the evolution of cedars-sinai health system

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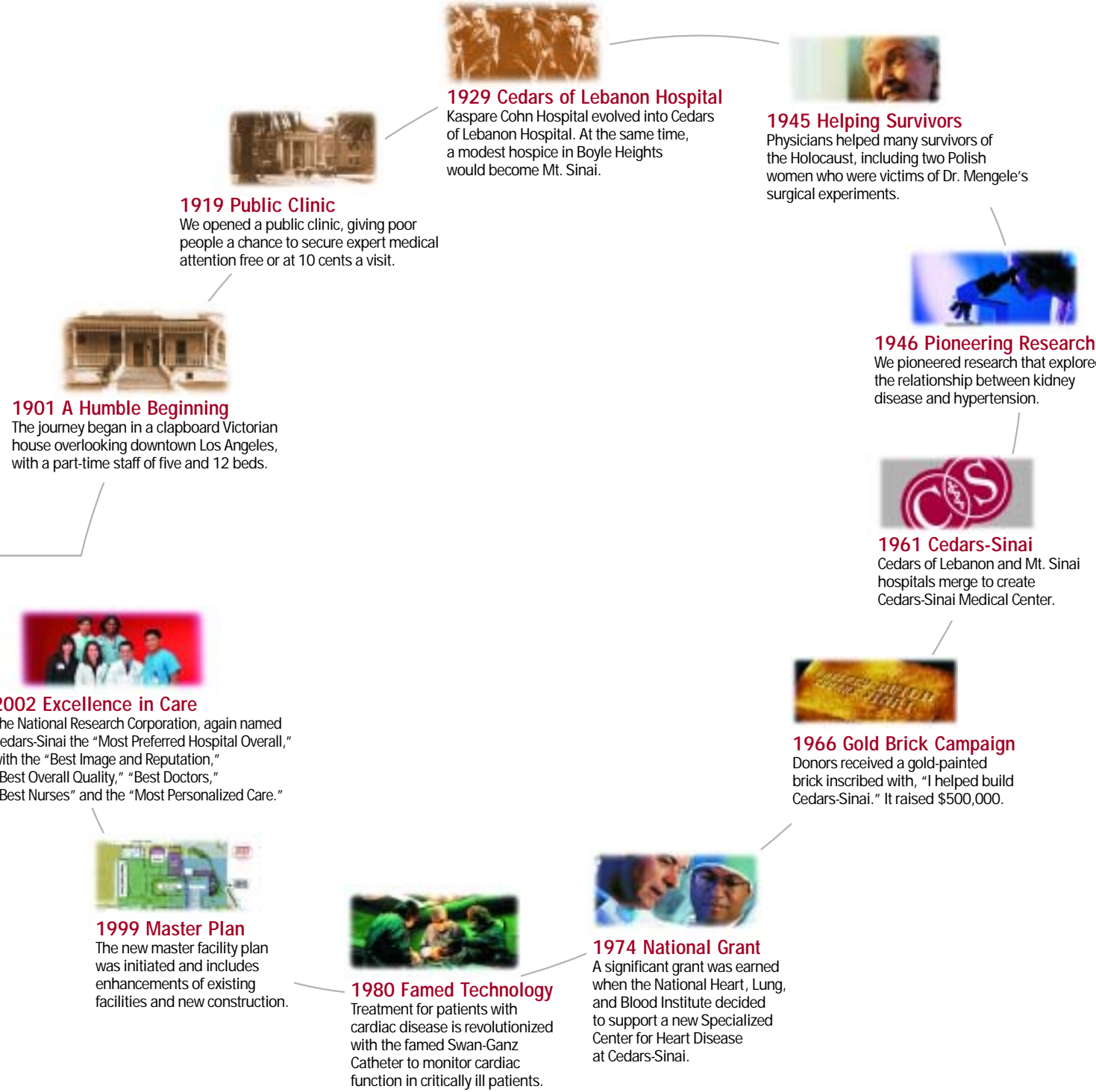
Thomas F. Zenty, III
Executive Vice President for Clinical Care Services and Chief Operating Officer

our mission

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

- Leadership and excellence in delivering quality healthcare services,
- Expanding the horizons of medical knowledge through biomedical research,
- Educating and training physicians and other healthcare professionals,
- Striving to improve the health status of our community.

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





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