



the *hands*  
of cedars-sinai

OUR REPORT TO THE  
COMMUNITY | 2005

 CEDARS-SINAI.  
LEADING THE QUEST FOR HEALTH



## **Cedars-Sinai by the Numbers**

July 1, 2004–June 30, 2005

Patient Days:

281,976

Outpatient Visits:

301,691

Inpatient Visits:

54,161

Emergency Department Visits:

77,942

Patients Cared for by Cedars-Sinai Medical Care Foundation:

130,000

Psychiatry and Mental Health

Inpatient Visits:

18,096

Approximate Total Number of Research Projects:

600

Total NIH Research Funding:

\$27.8 Million

Total Number of Residents

Trained:

336

Donations:

\$45.1 million

Total Volunteer Hours:

Approximately 200,000

Community Benefit

Contribution:

\$130 million

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



Mr. Law and Mr. Priselac stand in front of a scale model of the new Saperstein Critical Care Tower, a major addition to the Cedars-Sinai campus. The tower significantly expands Cedars-Sinai's ability to meet the community's growing healthcare needs, and consolidates intensive-care units in a patient-centered environment.

# Leadership Message

As a major academic medical center, the scope of what occurs on a daily basis at Cedars-Sinai is hard to capture briefly in words and pictures. With literally thousands of outstanding programs in patient care, research, teaching and community service, a mere list of programs and accomplishments doesn't really tell the whole story of who we are and what distinguishes Cedars-Sinai Health System, comprising Cedars-Sinai Medical Center, the Burns & Allen Research Institute and the Cedars-Sinai Medical Care Foundation.

The publication you are now holding is an attempt to move beyond a catalog of achievements and instead provide a sense of the people of Cedars-Sinai—who they are, what they do, what drives them, and why they are here—since they are truly the core of this institution. They are the differentiating factor, enabling us to continually set new standards in quality and innovation in patient care, research, teaching and community service.

As you will see in the pages ahead, the people of Cedars-Sinai comprise a wide array of professions and backgrounds: physicians and nurses, technicians, pharmacists, philanthropists, researchers, educators, mental health clinicians and volunteers, to name just a few. And because of the limited number of pages in this publication, there is simply not room to feature the thousands of others like them who work throughout Cedars-Sinai—the 9,000 other employees, 2,000 other physicians on our medical staff and 2,000 other volunteers whose commitment to Cedars-Sinai and to the highest standards of quality are equally strong.

In 2005, as Cedars-Sinai continued to receive increasing national and international recognition for the quality of our programs, we were frequently asked, “What is the secret to establishing and maintaining this organizational culture?” While there are many things that contribute to this, the essence of the organizational culture at Cedars-Sinai is our people. There is an intangible thread running through all of them, and this is why they choose to work here, to learn here, to volunteer here, to support us and to practice medicine here.

**John C. Law**  
Chairman, Board of Directors

**Thomas M. Priselac**  
President and CEO



## *“There is a huge unmet need for pancreas transplants*

in this part of the country. I have a strong personal interest in this work, because one of my nieces developed diabetes at age 2, and another niece was diagnosed at age 17. They are in their 30s now, and so far they’ve been spared the more serious problems, but the disease takes its toll. It’s wonderful to see what transplantation can do for young people. One patient sends me a photo on each anniversary of her transplant. She does a 30-mile bike ride to celebrate, and in her latest photo she’s wearing her bike uniform and she’s smiling as she holds up eight fingers for each year since her transplant. She looks terrific.”

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[Donald Dafoe, M.D.](#), is director of the [Pancreas Transplant Program](#) and the Eris M. Field Endowed Chair in Diabetes Research at Cedars-Sinai. Pancreas transplantation helps type 1 diabetes patients fight secondary complications like kidney failure, hardening of the arteries and blindness. Type 1 diabetes, once known as juvenile diabetes, is usually diagnosed in children and young adults.





*“When I play my harp for patients, I try to create*

beautiful vibrations to soothe them and help them forget their pain for a while. Usually,

I will start with an old chestnut like ‘Greensleeves’ and then try a variety of music until

I make a connection that puts a spark in their eye and makes them smile. Some patients

don’t want to listen at first. One cancer patient told me he had given up playing guitar

because of his illness. He was feeling low, and I stood up with my Irish pushiness and said,

‘You relax and I will play a Spanish guitar piece for you, and you tell me if you like it.’

He loved it. He brought his relatives in to hear me the next day. He looked so happy.

His attitude was transformed. I see that all the time—music really seems to help people heal.”

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*Una O’Donovan is a volunteer musician who plays for Cedars-Sinai patients as part of the Medical Center’s Music for Healing program. She is a former principal harpist for the Royal Philharmonic in London.*





*“We work behind the scenes in Central Processing,*

but everything we do is for the patients. We sterilize the instruments for the entire Medical Center, and it all has to be just right. We make sure the instruments are not only clean but also functioning properly. And then they must be handled very carefully as they are delivered to the operating rooms. I’m a detail-oriented person, and that helps in this job. I also love people, and I jump in and help wherever I can. If we get a request for something that is needed right away, we set up an assembly line and work as a team to get it done. It makes me feel good to know that I’ve helped patients by making sure that the surgeons have everything they need.”

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*Ruby Carrier is a supervisor/technician in Central Processing at Cedars-Sinai.*





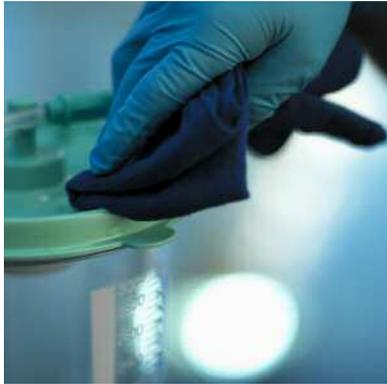
*“I want surgeons to be sensitized to every aspect of*

patient safety. Preventing surgical errors has always been the goal of the weekly Surgical Morbidity and Mortality Conference held at most hospitals around the country. Unfortunately, this conference often becomes a blamefest of little educational value. With a growing national concern about patient safety and medical errors, I decided it was time to change the nature of this essential conference. I attempted to do what had never been done before—develop an ongoing patient safety curriculum to capture the lessons from this essential conference. The M+M Matrix provides the mechanism that was missing—a cyclical curriculum of lessons to reduce errors and complications. This educational process sensitizes residents to errors and complications early in their careers. These surgeons will commit fewer errors and, when complications arise, they will detect them sooner and treat them more effectively.”

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[Leo Gordon, M.D.](#), is the associate director of Surgical Education at Cedars-Sinai. He developed the M+M Matrix in the [Department of Surgery](#) in 2001. Dr. Gordon speaks around the country on this method of transforming the weekly morbidity and mortality conference into an ongoing patient safety curriculum.





## *“My job is to keep the Emergency Room clean*

and to train new employees and make sure everything gets done the way it is supposed

to be. I ask the head nurses if there are any special needs, and then I help wherever I can.

If a patient asks me for a blanket, I’ll get one. This job has helped me a lot with my life.

I get a lot of support and encouragement from nurses and doctors who know I’m going

to school at night to study architecture. I enjoy interacting with them. And working in a

hospital has helped me see life differently. It’s made me more open-minded. It has also

made me realize how important it is to enjoy life day by day.”

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Nicolas Ruan is part of Cedars-Sinai’s Environmental Services staff. He works as a group leader in the [Emergency Department](#).





## *“The parenting classes I teach in the community give*

parents practical skills they can use to help their children become successful adults. These are poor families struggling with basic survival issues. Many of the parents don't speak English. We talk about everything from good communication to preventing drug and alcohol abuse. We also deal with practical issues like homework. Many of the parents are concerned about how long it's taking their kids to complete their homework. The parents need to talk to the teacher, but the language barrier makes it difficult. I encourage them to be advocates for their kids. I've even offered to go with them and translate. The parents in the class also encourage each other. Teaching these classes is very rewarding, especially when you see how much better the children do as their parents gain confidence and get more involved.”

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*Georgina de la Torre is a mental health clinician in Pediatrics who teaches parenting classes in the community twice a week. She also does case management as part of the team in Cedars-Sinai's [C.O.A.C.H. for Kids and Their Families](#) mobile medical unit, which travels to schools in underserved areas of Los Angeles to provide free medical services. C.O.A.C.H. stands for Community Outreach Assistance for Children's Health.*





*“Many people in this country are so fortunate, but*

just around the corner there is someone who is not so fortunate. I’ve always wanted to do something about that. As a society, we don’t always stop and think about where we should put our resources. One of my passions is doing research on how healthcare resources can be managed more effectively, because I want to make sure that the care we provide makes sense and that we give patients the best value for their money. Cedars-Sinai is very committed to the community and dedicated to quality, and that means constantly searching for better ways to use resources to improve health outcomes for patients. It’s refreshing to work at a hospital where this commitment comes from the top down.”

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[Kimberly Gregory, M.D., M.P.H.](#), a specialist in maternal-fetal medicine, is vice chair of Women’s Healthcare Quality and Performance Improvement at Cedars-Sinai. She has served on boards and committees for such agencies as the U.S. Public Health Services Prevention Task Force, the California Department of Health Services Office of Women’s Health and the March of Dimes.





## *“My goal is to help our orthopedic surgeons*

do their best work. I’ve been here for 25 years, and I’ve developed a tremendous rapport with the surgeons. I make sure they have the correct instruments for procedures like hip replacements and scrub in to provide an extra pair of hands during surgery. To work in this environment, you have to be able to deal well with stress. The surgeons need to be able to count on having support from people who have a lot of experience with the procedure and don’t get rattled. It’s very gratifying to be able to give them confidence that, if they get into a tight spot, they can count on me and the rest of our team to stay cool and function at a very high level.”

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*Eugene Crawford is a specialty technician who serves as coordinator in the Operating Room for orthopedic surgeries.*





*“The biggest influence in my life has been my mother,*

who was imprisoned in Auschwitz as a young woman. She taught me the value of being well-educated and self-sufficient and finding work that makes a contribution to society. I was drawn to my field by the opportunity to help patients. My whole career has been about ensuring patient safety. At Cedars-Sinai, pharmacists check every prescription that is ordered. We may call the doctor to clarify an order or suggest a change in dose or another medication. Sometimes we even go on rounds with the physicians and make recommendations about drug therapy. My mother taught me the importance of being happy in what you do with your life. I’ve spent my entire career at Cedars-Sinai, because this is a place where I’ve been able to fulfill my dream of improving patient care by making the pharmacist an integral part of the healthcare team.”

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[Rita Shane, Pharm.D.](#), director of [Pharmacy Services](#) at Cedars-Sinai, oversees nine pharmacies at the Medical Center and a staff of about 200. The 90 pharmacists on her staff include specialists for intensive care, oncology, pediatrics, infectious diseases and psychiatry, among other areas. A leader in promoting patient safety, she gives talks on this subject at national and international forums.





## *“Growing up in poverty in the Philippines*

has made me particularly sensitive to other people’s suffering. If patients are in pain, or in need in any way, I’m willing to do whatever it takes to help them. In a crisis situation, I’m the primary nurse who makes sure everything is in order. Every day, I go to work knowing it’s not going to be an easy day, but I want to go home knowing that I gave my best. I’ll sit and hold a patient’s hand and say, ‘I’m here to answer all your questions, and I’ll be with you as long as you need me.’ And I’ll tell the family that my goal for the day is to make things easier for them any way I can. I fell in love with my profession when I saw how much I could do for others. I find my work very fulfilling.”

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*Imelda Pichon-Queja, R.N., is a crisis nurse who helps care for critically ill patients and also works in the patient Transfer Center. She has been honored by Cedars-Sinai for her dedication to community service.*





*“Every year we have a Transplant Survivors Day,*

and we get to see how we’ve made a difference in people’s lives. To see our former patients—many of whom originally came to us with very aggressive forms of cancer—doing so well in the years after their bone-marrow transplant is incredibly gratifying for all of us. The most rewarding part of my work is talking to patients, giving them hope and doing everything I can to cure them. The patients in our program are very sick, so if we can make things better for them in their day-to-day interaction with the hospital and remove some of their worries, we can help them concentrate on what they need to do to get well. What I particularly like about being at Cedars-Sinai is that I can also continue my cancer research here, working to move new treatments from the laboratory to the patient’s bedside. Continually expanding my knowledge enables me to do more for my patients—and to give them more hope.”

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[Michael Lill, M.D.](#), is medical director of Cedars-Sinai’s [Blood and Marrow Transplant Program](#) and [Outpatient Cancer Center](#) at the [Samuel Oschin Comprehensive Cancer Institute](#). He is also chair of the Bone Marrow Transplant Committee at Cedars-Sinai, which reviews cases presented for transplantation.





*“It means a lot for a hospital that is recognized as*

one of the best in the nation to be willing to say there are still things we can improve. That’s what

Cedars-Sinai’s ‘Transforming Care at the Bedside’ initiative is all about—trying new processes and

making fast-track changes to provide better care. Cedars-Sinai is constantly working to improve

quality. I saw what this means for patients when I went through two major surgeries here. The care

I received was absolutely the best.” —Vernon Henderson

“We’re very grateful for the care Vernon received. When he retired, he said, ‘It’s pay-back time.’

Now we both volunteer, helping patients in small ways that free the nursing staff to do other things.

And we are pleased to be involved in the initiative to improve care. It’s a good feeling to know that we

are contributing to an effort to make the level of care at Cedars-Sinai even higher.” —Leah Henderson

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*Leah and Vernon Henderson volunteer on 8 South every Monday. They are participants in the “Transforming Care at the Bedside” initiative that involves a wide range of people at the Medical Center. Cedars-Sinai is one of 13 centers nationally engaged in the second phase of this national pilot project, which is designed to create models that will transform patient care and service, improve staff retention and increase efficiency.*

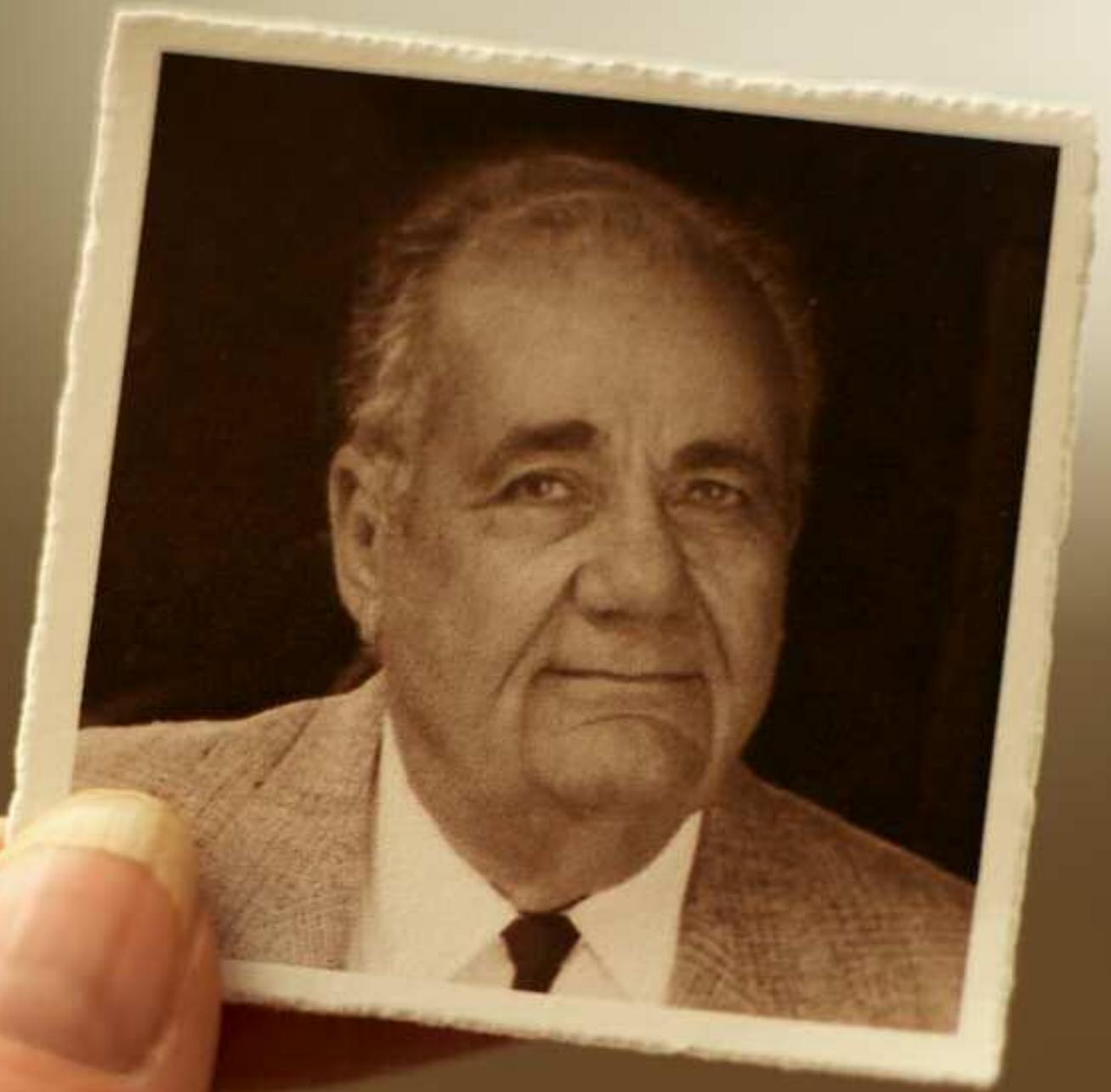


## *“My husband had heart problems as well as cancer*

so we spent a lot of time at Cedars-Sinai. It’s a special place, and the people make it that way. When my husband was diagnosed with stomach cancer, Dr. Silberman saved his life. He is superior in every way, and so is his team. They really care. My husband had four different cancers in his lifetime, so funding a chair to support Dr. Silberman’s research on why some people get multiple cancers seemed the natural thing to do. Bob was a fighter, and he and Dr. Silberman clicked from the beginning. The doctor would come in and say, ‘Hey, Buddy, we’re going to beat this thing.’ Bob did what he was asked to do, but first he wanted a detailed explanation and he always got it. Dr. Silberman was there when we needed him, no matter what the hour. The man is a marvel.”

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*Suzanne Gottlieb, a prominent Los Angeles philanthropist, and her late husband, Robert, shared a distinguished history as donors to Cedars-Sinai. Mrs. Gottlieb recently funded the Robert J. and Suzanne Gottlieb Endowed Chair in Surgical Oncology. The chair is held by [Allan Silberman, M.D.](#), whose research currently focuses on genetic analysis of patients with multiple primary malignancies.*



# Selected Highlights, 2005

## PATIENT CARE

- The opening of the 250,000 square foot, 150-bed Saperstein Critical Care Tower represents a major milestone in Cedars-Sinai's 103-year history. The Saperstein Critical Care Tower dramatically expands Cedars-Sinai's intensive care services to meet the community's growing demand.
- Cedars-Sinai Medical Center achieved national rankings in seven specialty categories in the U.S. News & World Report list of "America's Best Hospitals." Specifically, [Digestive Disorders](#), [Gynecology](#), [Heart and Heart Surgery](#), [Hormonal Disorders](#), [Kidney Disease](#), [Neurology and Neurosurgery](#), and [Orthopedics](#) specialties ranked among the top 50 hospitals in the nation.
- The American Nurses Credentialing Center re-designated the Medical Center a Magnet hospital for nursing, finding that Cedars-Sinai's nursing services "represent the highest standards in the nation and internationally."
- Cedars-Sinai Health System's two physician groups that provide primary care and multi-specialty care—[Cedars-Sinai Health Associates](#) and [Cedars-Sinai Medical Group](#)—each ranked among the top five medical groups in Los Angeles for clinical quality, patient satisfaction and use of information technology, according to an independent review organization.
- Cedars-Sinai was once again named by Los Angeles consumers as the Most Preferred Hospital Overall. Cedars-Sinai has received the National Research Corporation's Consumer Choice Award for 18 consecutive years by ranking highest in each of the survey's six categories, including Best Overall Quality, Best Image and Reputation, Most Personalized Care, Best Doctors, Best Nurses, and Most Preferred Hospital Overall.
- Cedars-Sinai was one of just seven hospitals in California and 100 in the nation recognized as the "most wired" hospitals, according to a survey by *Hospitals & Health Networks*, a journal of the American Hospital Association.

## RESEARCH

- Cardiologists at the [Cedars-Sinai Heart Center](#) began conducting a Phase I clinical trial into the use of a patient's own bone-marrow-derived stem cells as a potential therapy to rebuild heart muscle damaged by a heart attack.
- An immune-modulating therapy pioneered for transplant patients at Cedars-Sinai improved kidney transplantation rates even among "highly sensitized" patients whose immune systems have prevented them from receiving donated organs.
- Researchers at Cedars-Sinai's [S. Mark Taper Foundation Imaging Center](#) found that treadmill stress tests may not adequately screen for latent atherosclerosis—a hardening of the arteries due to plaque build-up—and the leading cause of heart disease.
- Cedars-Sinai brought together stem cell research experts from Israel and Southern California to present a major two-day stem cell research symposium at the Medical Center.
- Researchers at Cedars-Sinai found that variations in four genes controlling inflammation are linked to insulin resistance in Mexican Americans.
- Researchers in the [Louis Warschaw Prostate Cancer Center](#) at the [Samuel Oschin Comprehensive Cancer Institute](#) identified a protein, EMP-1, that is present in the tumors of patients who fail to respond to treatment with gefitinib, or Iressa,<sup>™</sup> a drug that has limited success in the treatment of non small-cell lung cancer—the most common and deadly form of the disease. The discovery may ultimately help physicians identify patients who would benefit from treatment with the drug.
- Researchers at the [Maxine Dunitz Neurosurgical Institute](#) linked three cancer-related antigens to the deadliest type of malignant brain tumors, and then targeted those antigens with an immune-based vaccine. The dendritic cell vaccine, currently in a Phase II trial, was developed at the Institute.

- Using gene therapy combined with chemotherapy in laboratory rats, researchers at the [Board of Governors Gene Therapeutics Research Institute](#) were able to successfully eradicate one of the most serious and prevalent types of brain tumors, glioblastoma. The study may provide a useful approach for treating these types of brain tumors in humans, although additional studies are needed.
- Researchers identified neural stem cells that have the ability to track deadly brain cancer cells as they migrate from a tumor to form new satellites. They also described a mechanism that turns on the tumor-tracking activity. The cells are seen as potential transporters to deliver cancer-killing agents.

## **EDUCATION**

- Cedars-Sinai established a Neurosurgery Residence Program to train academic neurosurgeons. Cedars-Sinai also offers a fellowship program in Neurosurgery—a one- or two-year post-residency program providing highly specialized training.
- Cedars-Sinai Medical Center began partnering with the Veterans Affairs Greater Los Angeles Healthcare System (VA) to expand its internal medicine residency program—now one of the largest in the United States—to provide residents with education and experience to help them effectively treat patients of the 21st century.
- Cedars-Sinai’s pioneering Institute for Professional Nursing Development expanded its programs to provide innovative nursing education programs on-site at the Medical Center. The Institute provides a wide variety of continuing education for Cedars-Sinai nurses as well as training for students who will be entering the field.

## **COMMUNITY OUTREACH**

- In FY 2005, Cedars-Sinai Health System’s community benefit contribution totaled more than \$130 million. This includes free and part-pay care for the uninsured and those with limited means, the unpaid costs of government programs and literally hundreds of community service programs at the Medical Center and in local schools, homeless shelters and community centers.

- Cedars-Sinai reached more than 28,000 seniors with health fairs, exercise programs, and screening programs for conditions such as cardiovascular disease, diabetes and hypertension, and offered immunizations, lectures and workshops.
- Cedars-Sinai formed new community collaboratives with the Alzheimer's Association, the city of Beverly Hills, the city of Los Angeles' Department of Aging, and the Delta Senior Center in Los Angeles to provide clinical and educational services such as screenings, immunizations and lectures. Continuing community partner organizations include the city of West Hollywood, 2nd A.M.E. Church, 88th Street Church of God in Christ, Park La Brea community, People Coordinated Services, and Temple Beth Am.
- Cedars-Sinai's C.O.A.C.H. for KIDS, a mobile medical unit that provides primary healthcare services for children in under-served areas of Los Angeles, traveled to Houston to offer assistance to children displaced by Hurricane Katrina.

## CONTRIBUTIONS

- Dynamic donors, foundations, and support groups again played a vital role in the progress and accomplishments of the Medical Center. Their remarkably generous contributions made this the second-best year for philanthropic contributions in the institution's history.
- The response from the community was tremendous, including visionary gifts from the Gibson family, Suzanne Gottlieb, the Lincy Foundation, Marion and Guy Martin, the Mashouf Foundation and many other forward-looking families and foundations. A dynamic array of support groups distinguished themselves with exciting events that brought new energy and support to the Medical Center and its mission.
- Throughout the year, loyal friends and supporters funded leading-edge research, advanced technologies, expanded patient care services, and state-of-the-art facilities. In partnership with dedicated caregivers and scientists, the philanthropists of Cedars-Sinai continued an enduring tradition of bringing life-saving treatments and cures to the community and beyond.

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## Our Mission

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

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

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





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1-800-CEDARS-1 [www.cedars-sinai.edu](http://www.cedars-sinai.edu)