



8700 Beverly Boulevard, Los Angeles, CA 90048

1-800-CEDARS-1 www.cedars-sinai.edu



Leading the Quest for Health



Our Mission

Cedars-Sinai Health System, a non-profit, independent health care organization, is committed to:

- Leadership and excellence in delivering quality health care services,
- Expanding the horizons of medical knowledge through biomedical research,
- Educating and training physicians and other health care professionals, and
- 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.

Chairman's & President's Message
page 1

Medical & Nursing Leadership Message
page 2

Clinical Care & Research
page 4

Medical Network
page 10

Community Outreach
page 13

Facilities
page 17

Contributions
page 19

Chairman's & President's Message

From an institutional standpoint, the year that opened the new millennium marked a period of great progress for Cedars-Sinai, during which major long-range plans formulated in the prior year began to come to fruition.

Four plans of significant importance were finalized and approved by the Board of Directors during 1999:

- The Health System's Strategic Plan for the years 2000-2004, designed to be a high-level "road map" for the organization;

- A long-range Financial Plan to guide operations and help allocate our financial resources;

- A plan to extend the Medical Center's major fund-raising initiative, Campaign for the 21st Century, into a second phase with a \$360 million goal to fulfill the \$500 million goal set for the campaign; and

- A master plan for "Building for the 21st Century", the Cedars-Sinai facility expansion and renovation program to provide a state-of-the-art campus for the practice of leading-edge medicine.

In 2000, these plans were activated, ensuring that all new and on-going efforts within our organization are well-coordinated

and purposeful, soundly financed, and contribute significantly to our mission: to provide our community with the very highest level of health care available anywhere. The pages of this annual Report to the Community furnish considerable detail on the advances and accomplishments for which the strategic, financial, fund-raising, and facilities plans provided such a solid foundation.

At this time when our country as a whole enjoys a sense

of economic well-being, the climate for hospitals and other providers of health care is not so uniformly favorable. In this difficult financial climate, Cedars-Sinai has experienced not only institutional stability, but remarkably, significant growth.

We firmly believe that the organization's constant self-assessment and continual planning are instrumental to this

unprecedented success. In "leading the quest for health," our theme supporting our commitment to high quality, state-of-the-art health care, you can be assured that in the coming years, we will continue to assess and plan constantly, adjusting our efforts accordingly, so that we are always in the best position possible to provide unequalled care to our patients and our community.



Steven D. Broidy

Steven D. Broidy, Chairman of the Board

Thomas M. Priselac

Thomas M. Priselac, President and CEO

Medical & Nursing Leadership Message

At Cedars-Sinai, our first priority has always been, and will continue to be, to improve and enhance the high quality of care that our patients receive. This commitment to quality improvement is overriding, and permeates every aspect of our organization. It has led to the creation of a whole series of interlocking action groups and committees that take their lead directly from Cedars-Sinai's Board of Directors and President and CEO, Thomas M. Priselac. Their charge goes far beyond regulatory requirements, encompassing all that can be done to assure that our patients receive the highest level of care possible.

Our commitment to quality patient care includes not only taking immediate corrective action when a problem occurs, but also, identifying potentially problematic situations ahead of time and taking preventive action so these situations never arise. And the commitment also includes listening to patients themselves. Cedars-Sinai has participated in patient satisfaction initiatives for many years, and in the year 2000 has joined with hospitals throughout the



state in PEP-C, a patient satisfaction survey whose results will be announced in 2001.

Such intense concentration on the quality of patient care has resulted in recognition of Cedars-Sinai's excellence, both from within the health care industry, and from outside evaluators. Just a few of the major honors received in the past 12 months are:

- Cedars-Sinai was designated a Magnet Nursing Service hospital by the American Nurses Credentialing Center. The prestigious magnet hospital award has been bestowed on just 19 of the nation's 5,000 medical institutions.

- Cedars-Sinai has been re-accredited a Level One Trauma Center and a Pediatric Critical Care Center, the only private hospital in Los Angeles County with both of these designations. Level One is the highest classification attainable.

- A hallmark of excellence for a biomedical research program is the amount of federal funding that it receives. Cedars-Sinai laboratory and clinical research conducted through the Burns & Allen Research Institute receives more than 50 percent

of its funding from federal grants, a remarkably high percentage.

■ *U.S. News & World Report* listed three Cedars-Sinai specialties among its “America’s Best Hospitals” rankings, which list only the top 50 institutions in the country in each category. These were cardiology/cardiac surgery, gynecology and digestive orders.

■ Recent survey results by the Pacific Business Group on Health ranked the Cedars-Sinai Medical Care Foundation tops in Los Angeles for overall quality of care, overall patient satisfaction, thoroughness of treatment, doctors’ communication skills and preventive care counseling.

Such honors notwithstanding, our top priority for the years ahead will continue to be to raise the level of Cedars-Sinai patient care higher still. We are proud to work with the fine team of physicians, professional and support staff, and volunteers in “leading the quest for health” at Cedars-Sinai.



Paul B. Hackmeyer, M.D.
Chief of Staff



Michael L. Langberg, M.D., FACP
Sr. Vice President for Medical Affairs
Chief Medical Officer



Linda Burnes Bolton, DR. P.H., R.N., FAAN
Vice President and Chief Nursing Officer



Shlomo Melmed, M.D.
Sr. Vice President for Academic Affairs
Professor and Director, Burns & Allen
Research Institute



Stephen C. Deutsch, M.D., FACP
Medical Director, Cedars-Sinai
Medical Care Foundation

Clinical Care & Research

A health care organization firmly based in the community, Cedars-Sinai is also an academic medical center where future generations of physicians, nurses and other caregivers are trained, and where world-class biomedical research takes place both in the laboratory and via clinical trials. This unique, multi-pronged approach to medicine translates to superior care for our patients.

With the complexity and sophistication of medical care increasing rapidly, the trend in health care today is toward an intense degree of teamwork. Thus, several recently formed Cedars-Sinai centers and institutes are multi-disciplinary, representing collaborations of numerous clinical and service departments and divisions. Another trend, particularly visible in the cancer field, is to organize care around specific disease sites — at Cedars-Sinai, the formation of centers for prostate cancer and another for breast cancer are two good examples. By having all aspects of diagnosis and all the treatment modalities available in one location at the same time, the patient benefits.



Given the depth and breadth of Cedars-Sinai's sophisticated programs and services, it would be impossible to list all of the year's significant medical achievements and research discoveries. The listing below is a representative sampling.

Anesthesiology - The Anesthesiology Pain Center has dramatically expanded its ability to deliver therapies with the addition of two fluoroscopy procedure rooms.

Cancer - Many disciplines come together for the diagnosis and treatment of the more than 100 types of cancer. Outstanding progress includes:

In bone marrow transplantation (BMT), the number of allogeneic transplants and the quality of treatment

received has substantially increased.

The newly opened Saul and Joyce Brandman Breast Center, a project of Women's Guild, offers state-of-the-art care to women with breast cancer. The Center is unique in having been designed with input from breast cancer survivors.

The new Prostate Cancer Center makes it possible for men

to be diagnosed and to consult with specialists in all the treatment modalities in a single, convenient location. Research into the effectiveness of new cancer-fighting drugs and drug combinations conducted there will improve future treatment options.

The Gilda Radner Ovarian Cancer Detection Program has reorganized to focus on the highest risk women — those with an inherited BRCA gene mutation. Past findings have helped to shape current NIH recommendations for ovarian cancer screening.

Myeloma treatment has been expanded with the recruitment of a well-known authority in that field.

The advanced capabilities of the Department of Radiation Oncology were enhanced by augmenting the enormously precise equipment that delivers radiation treatment. This now includes three linear accelerators capable of IMRT (intensity modulated radiation therapy), and special equipment to allow interstitial implantation into regions not previously performed (such as the lung), for treating skin cancer patients, and for stereotactic radiation for bone malignant and benign brain tumors.

Women's cancer researchers are conducting 25 clinical trials for ovarian, uterine, cervical and vulvar cancer patients.

Pediatric cancer researchers are conducting clinical trials

involving acute lymphocytic leukemia, acute myeloid leukemia, brain tumors, bone cancer, soft tissue sarcomas, neuroblastoma, Wilms tumor, Hodgkin's disease and lymphomas as well as biology and genetic studies into the cause and treatment of cancer.

"The electrophysiology research team demonstrated for the first time how certain drugs can work on the electrical properties of heart tissue and abort life-threatening disturbances of heart rhythm."

— Glenn Braunstein, M.D.
Chairman, Department of Medicine

In the basic science laboratory, investigators have discovered transferrin receptor 2, one of the proteins that allows iron (essential for normal cell growth) to get into cells, and whose over-expression can lead to malignancy.

Cardiology/Cardiothoracic Surgery – Cedars-Sinai heart care was rated the best in Southern California, and second in the state, by *U.S. News & World Report*.

The Medical Center is the first site in California to perform a new FDA-approved therapy called LDL apheresis to treat patients

"In July, surgical teams performed the first double lung/liver transplantation in the western United States, giving a patient with cystic fibrosis a new lease on life."

— Achilles Demetriou, M.D., Ph.D.
Chairman, Department of Surgery

with severe hypercholesterolemia, or extremely elevated bad cholesterol that doesn't respond to medication, diet and exercise.

The Cardiovascular Intervention Center performed the first septal ablation in Southern California for treatment of hypertrophic obstructive cardiomyopathy. This non-surgical approach has a rapid recovery time.

The use of radial arteries (instead of the veins in the legs) for bypass surgery has been perfected, significantly decreasing symptoms and length of patients' stay.

The capabilities of the Advanced Heart Failure & Transplantation Program were expanded with recruitment of a surgeon specializing in the installation of artificial heart pumps known as VADs (ventricular assist devices).

Emergency Medicine - More than 78,000 patients now receive treatment in the Emergency Department annually, an average of 215 a day. This vast experience has allowed the department's researchers to contribute to the field through such

studies as a comparison of emergency medicine systems in 36 countries, and another on the causes and effects of paramedic traffic diversion in a large urban system.

Endourology Institute - A pioneer in the field of endourology has been recruited and has initiated a highly successful Endourology Institute. A major innovation is laparoscopic donor nephrectomy, a far less invasive procedure than ever before available that greatly facilitates living liver donation.

Imaging - The S. Mark Taper Foundation Imaging Center and Department, known for the sophistication of its imaging capabilities, has a successful positron emission tomography (PET) scanning program, and has also implemented a picture archiving and communication system (PACS). Among many research accomplishments was a demonstration that combined assessment of heart muscle blood flow and heart muscle pumping function from routine nuclear cardiology studies. This procedure enhances non-invasive identification of patients at risk for serious cardiac events.

Gastroenterology - Cedars-Sinai was ranked among the 50 best hospitals in America for digestive disorders by



U.S. News & World Report. Based on the recent discovery here of a key mechanism by which food is transported through the gastrointestinal system, a new therapeutic approach has been developed to slow the speed of transit to optimize nutrient absorption. Other productive lines of research have led to improved diagnostic and therapeutic approaches to Crohn's disease, irritable bowel syndrome and fibromyalgia.



Liver Disease - The Cedars-Sinai Hepatology Program and Division of Neurology have been recognized internationally as one of three U.S. Centers of Excellence in Wilson's disease.

Medical Genetics - Among the many significant genetic discoveries made by teams of Cedars-Sinai investigators are:

Demonstration that insulin resistance is genetically related to hypertension and identification of a chromosomal location for a major contributing gene.

Significant findings that provide a basis of understanding of mitochondrial mutations, responsible for such human diseases as neuromuscular disorders, deafness, blindness, cardiomyopathies, diabetes, skin lesions, aplastic anemia, Parkinson's disease and aging in general.

Publishing of major genome mapping resources that will aid in the detection of cancer/genetics breakpoints. These will be included in the similar resource about to be published by the National Cancer Institute and Human Genome Project.

Neuroscience - One of the most prestigious research prizes awarded by the NIH has been presented to the director of the Maxine Dunitz Neurosurgical Institute. Major strides have been made by the Division of Neurology in elucidating the mechanisms underlying neurodegeneration.

Nursing - The Nursing Services Department completed its Millennium Nursing Strategic Plan, a blueprint for attracting and retaining the most qualified nurses in the United States to provide quality care to Cedars-Sinai patients and the community. Included is the launching of an endowment for nursing practice and research.

Obstetrics & Gynecology - Both clinical and research advances were made during the year 2000:

The Department opened a Lactation Education Center, providing new mothers with guidance on the benefits of

"We are proud to be recognized for the excellence of Cedars-Sinai gynecology, including obstetrics, by being ranked third in the entire state and 25th in the nation in U.S. News & World Report's 'America's Best Hospitals'."

— Lawrence Platt, M.D.

Chairman, Department of Obstetrics & Gynecology

breastfeeding, as well as training and support during the entire period that they breastfeed their infants.

The 10,000th chorionic villus sampling (CVS) was performed by faculty of the Division of Maternal-Fetal Medicine, a landmark achievement in light of the test's importance in diagnosing birth defects. Using CVS, advances in prenatal therapy permit parents to prepare for a safe birthing, and makes it possible to treat some birth defects even before birth.

In conjunction with other world-renowned centers of obstetrical research, Cedars-Sinai has been studying the sensitivity of a first-trimester screening for Down's syndrome and certain other chromosomal abnormalities. Preliminary results of the testing demonstrate a Down's syndrome detection rate as high as 90 percent.

"A unique new program developed with the Department of Medicine for long-term treatment of individuals with inherited, life-threatening hypercholesterolemia utilizes new technologies to allow selective removal of cholesterol from their blood."

— Stephen A. Geller, M.D.

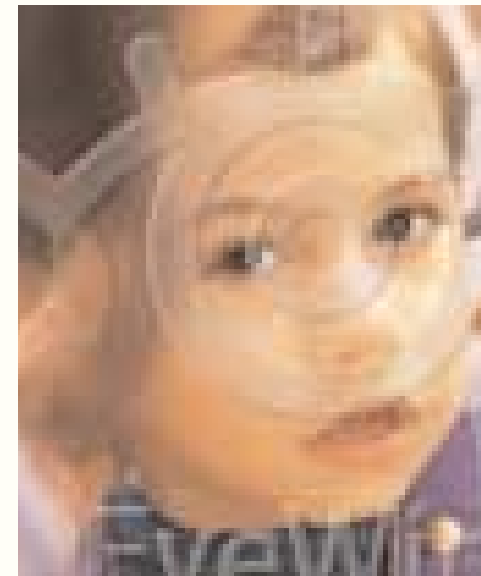
Chairman, Department of
Pathology & Laboratory Medicine

Ophthalmology – Ophthalmology researchers continue to make exceptional contributions to the field, with major discoveries published in prestigious biomedical journals.

Pathology & Laboratory Medicine – New tests for disorders in blood clotting that identify mutations on three different genes were developed and implemented for routine diagnosis. The renal biopsy service continues to serve large numbers of patients throughout the Southwest and remains the busiest of any hospital in the country.

Pediatrics – The Division of Primary Care Pediatrics expanded its school-linked health care program to four schools in the Los Angeles Unified School District, serving more than 2,500 low-income children. A new pediatric child development program serves children with developmental and behavioral programs.

Pharmacy Services – The department received the first- and second-place National Hospital Pharmacy Quality Awards, sponsored by Abbott Laboratories, for accomplishments in pharmacist management of medication-related problems in hospitalized clinic patients, and for a multidisciplinary approach to pain management. The Pharmacy is a key player in the area of



medication safety, practicing throughout the Medical Center, Medical Delivery Network and at the Ambulatory Care Center, and providing consultations to physicians, nurses and other health professionals.

Pituitary Center – This new center offers comprehensive hormonal evaluations, and a novel type of minimally invasive endoscopic surgery pioneered at Cedars-Sinai. Research

on the clinical aspects of pituitary disease is also conducted, including testing of a novel genetically engineered drug for the treatment of acromegaly, a condition that causes enlargement of the extremities.

Physical Medicine & Rehabilitation – In order to effectively quantify and improve rehabilitation and post-acute care outcomes, the department is participating in innovative outcome studies of liver transplant, craniotomy and heart transplant patients who require rehabilitation.

Pulmonary and Critical Care – Cedars-Sinai is one of 17 sites for the National Emphysema Treatment Trial (NETT) to evaluate the efficacy of lung volume reduction surgery. Other significant studies include the evaluation of insulin-like growth

factor (IGF-1); an investigation of interferon gamma-lb for treatment of idiopathic pulmonary fibrosis, a degenerative lung disease; and basic research to evaluate cellular and biochemical mechanisms that cause changes in breathing and leg muscles in emphysema, malnutrition and kidney failure, impairing the ability to exercise.

Psychiatry – A psychiatric research program was established, and important studies include one on the neurobiology of addictive disorders.

Transplantation – Cedars-Sinai has been designated the lead center in a clinical trial of hepatic (liver) tumor chemo-embolization funded by the NIH.

Wound Care Center – Opened in March 2000, the center treats patients with long-standing, difficult-to-treat chronic wounds.

“We have been able to reduce the median ‘door-to-treatment’ time for heart attack patients so greatly that it has been ranked among the top in the country.”

— James Loftus, M.D., and Joel Geiderman, M.D.
Co-chairs, Department of Emergency Medicine



Medical Network

Accessing health care today requires a number of partners, working together on a patient's behalf. Coordinating the roles of the various partners is the vital role of the Cedars-Sinai Medical Network.

The Medical Network continues to serve Los Angeles-area residents through its four medical groups and IPAs: Cedars-Sinai Medical Group, Cedars-Sinai Health Associates, Greater Valley Medical Group and Greater Valley Physician Association. The Medical Network has more than 10 medical group offices, 200 primary care physicians, contracts with 1,000 medical specialists, and 600 staff members, all of whom have helped thousands of men, women and children maintain their good health or find a road to recovery.

Through contracts with all of the major insurance carriers, including Aetna, Blue Cross, Blue Shield, Health Net, Maxicare, and PacifiCare, the Medical Network serves a large segment of the population. Knowing that the status of California's medical groups and of health care in general is of vital concern to patients, the Medical Network has worked closely and successfully with all of the insurance carriers in improving patient care. By setting appropriate reimbursement and risk levels, new contracts signed during the past year have significantly increased the Medical Network's ability to serve managed care patients.

The year 2000 also saw the development of new self-care management, education and specialty care programs for Medical Network patients.

Ambulatory Case Management - This program assists patients who suffer from chronic conditions — congestive heart failure, chronic obstructive pulmonary disease, diabetes, end-stage renal disease and AIDS — to manage their self-care. Incorporating various disciplines, the program increases the continuity of care from hospital to home, educates patient and family on care options, involves family in making decisions on care, and improves communication between patient and caregivers.

Health Education - Each month, the Medical Network's Health Education program offers patients an average of 15 classes and seminars on such pertinent health topics as stroke, back pain, asthma and diabetes care, women's health, prenatal care, pain management, physical activity and exercise, CPR and health care power of attorney.

Travel Medicine Program - Patients can obtain a comprehensive range of travel advisory services through this new program begun in the fall. Patients are advised regarding travel vaccines, safe food and water, insect protection, emergency medications and procedures.





Community Outreach

Since its founding in 1902 as Kaspare Cohn Hospital, Cedars-Sinai has been committed to the good health of the community — not just to the health of some members of the community, but to all its members, regardless of their ethnicity, religion, sex, age, neighborhood of residence or economic status.

This commitment is eloquently articulated in the Cedars-Sinai mission statement. And it is powerfully demonstrated by the 80-plus health and education programs that are serving the community. The annual cost of these community benefit programs is in excess of \$60 million.

But how do we ensure that the programs actually provide the services that the community wants and needs? And that segments of the population are not missed, or that other segments in some geographic regions do not receive duplicative services? In 2000, the Department of Community Health, in collaboration with the Office of Strategic Planning, oversaw the development of a Community Health Strategic Plan to guide and focus Cedars-Sinai's community outreach efforts. While they continued to administer the vital community programs already in place. It was the year's outstanding community achievement.

The strategic planning process that culminated in the plan's creation drew upon the expertise and commitment of a number of dedicated individuals and groups, both within the Medical Center and in the greater Los Angeles area.

Within Cedars-Sinai, it is the Board of Directors that has spearheaded the plan's development, working through its Community Benefit Committee and subcommittees. Executing

"A Community Advisory Committee that includes former patients and their families provides input on inpatient rehabilitation at Cedars-Sinai. Their ideas and recommendations have truly strengthened our program."

*— Richard Riggs, M.D.
Director, Department of Physical
Medicine and Rehabilitation*

the mandates of this body is the Community Health Planning Committee, which drafted the strategic plan and developed a complementary communications plan.

In addition, external resources were instrumental to the planning process. One was the formation of the Western Area Community Benefits Consortium (WACBC) in 1997. With

Cedars-Sinai President and CEO Thomas M. Priselac leading the way, the top executives of five other hospitals/health care systems have embraced the process.

A significant area of accomplishment was the consortium's completion of a Community Needs Assessment, which it submitted to the Department of Health Services in 1998. Based on this Needs Assessment, five priority health areas for collaboration were identified in 1999.

Of the priority health areas identified by the Community Needs Assessment, Cedars-Sinai has targeted three for intense focus, and tactical teams are in place to fulfill the Strategic Plan's concentrated efforts in each area of focus:

- Mental Health
- Prevention and Management of Chronic Diseases
- Maternal and Child Health

Mental health was chosen as an area of concentration because health planners found that it is a major unmet health need in Los Angeles County, and that barriers to obtaining mental health care include cost, lack of education and awareness, and cultural mores.

Among major chronic diseases of particular concern to health planners, heart disease, stroke, cancer, and diabetes comprise the second area of Cedars-Sinai's concentration. Despite improvement in overall death rates, heart disease remains the leading cause of death in Los Angeles County.

"As the U.S. population ages, the need for geriatric services continues to increase. We believe our newly established geri-psychiatry program, 'Seasons,' fills a real need in the community."

— Peter Panzarino, M.D.
Chairman, Department of Psychiatry and Mental Health

Cancer is the second leading cause of death in Los Angeles County, with large differences in rates among ethnic groups. And with the aging population in Los Angeles, management of chronic disease such as diabetes is of growing concern, as is the disproportionately high death rate from diabetes among African-Americans and Latinos.

Although countywide trends for maternal and infant health are quite positive, these rates are below the county average in many of the areas that Cedars-Sinai serves, and well below a national goal that 90 percent of women receive prenatal care in the first trimester of their pregnancy. In addition, the infant mortality rate (IMR) in certain of the Medical Center's service areas is higher than the national goal, as is the number of babies born with a low birth weight. The Cedars-Sinai Strategic Plan targets these aspects of maternal and child health, concentrating efforts in neighborhoods where these health challenges are most prevalent.

Making a favorable impact in these three areas of community health will be the continued focus of Cedars-Sinai outreach efforts in 2001 and beyond.



Facilities

With a head start from the late 1990s, Cedars-Sinai's carefully planned facilities expansion and improvement program, "Building for the 21st Century," began in earnest in the year 2000. Formally announced early in the year to the Cedars-Sinai family, business and governmental leaders, and the community at large, the building program is based upon the Master Facility Plan approved in 1999. Upon its completion in the latter part of the decade, "Building for the 21st Century" will provide Cedars-Sinai with a state-of-the-art-campus to rival that of any health care facility in the region.

Two of the four new structures that will surround the core Medical Center building rose from the ground in 2000. The Research Pavilion (*pictured at right*) at George Burns and Beverly Boulevard was completed, adding more than 70,000 square feet of functional space for investigational activity to the existing Marvin and Barbara Davis Research Building's capacity. Two floors will be allocated to the Department of Comparative Medicine, with other large areas devoted to cardiology, endocrinology, neurosurgery and oncology research.

At the eastern end of the Medical Center, the 65,000 square foot S. Mark Taper Foundation Imaging Center broke ground.

"OGS, a type of nuclear cardiology study developed by a Cedars-Sinai team to non-invasively assess patients with known or suspected coronary artery disease, is now used by 80 percent of clinicians throughout the world."

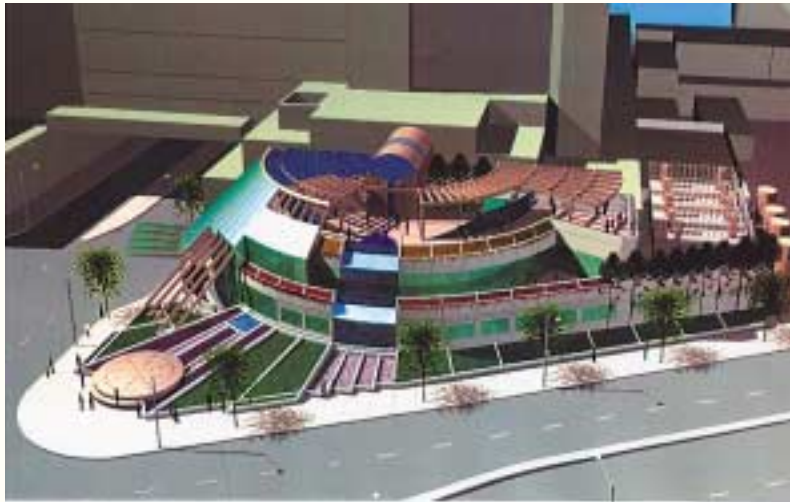
— Barry D. Pressman, M.D. and Alan Waxman, M.D.
Co-chairs, Department of Imaging

During the course of the year, site excavation was completed, a contractor was selected, and construction began with the pouring of concrete support caissons and erection of steel framing. Another major part of the imaging project is the retrofitting of 65,000 square feet of adjacent, existing space within the core Medical Center building, so that the 21st century imaging can be housed in a centralized location that serves both in- and outpatients conveniently.

This retrofit was also begun in 2000.

Another major project was the enlargement and renovation of a large section of the Steven Spielberg Building to accommodate a newly relocated Ambulatory Care Center, a variety of Medical Center support functions and a pediatric genetics research laboratory.





S. Mark Taper Foundation Imaging Center

Completed in the spring, the multipurpose facility concentrates ambulatory services in a single, convenient, easy-to-reach location.

These include Employee Health, Pharmacy, Pediatrics, Adult/Obstetrics, a Procedure Center and a Wound Care Center, a Diabetic and Weight Management Clinic, the Executive Medical Program and Dental Laboratory services. Also located in the renovated Spielberg Building are Health System support services: Human Resources, Finance, Interpretive Services, Security, and Environmental Safety.

New clinics and facilities were also opened over the course of the year in Cedars-Sinai's off-campus Mark Goodson Building.

- A division of the S. Mark Taper Foundation Imaging Department now serves outpatients at that location, and provides both CT scan and MRI capabilities.

- The Institute for Spinal Disorders provides spine-related outpatient services that include a rehabilitation gymnasium.

- The Cedars-Sinai Eye and Laser Center, which contains the Eleanor and Arthur Ellis Eye Center, specializes in eye examination and corrective surgery, including laser vision correction.

A ribbon-cutting ceremony in late fall commemorated the opening of a new Employee Bridge. This bridge connects the staff and volunteer parking structure with the Plaza Level of the Medical Center, lessening street-level pedestrian traffic.

For world-class medicine to be practiced, world-class facilities are needed. With the year's accomplishments, and with some projects actually ahead of schedule as well as on budget, "Building for the 21st Century" is well on its way to a successful and timely completion.

Contributions

In the auspicious year that opened both a century and a new millennium, an equally auspicious event took place in the area of Cedars-Sinai gifts and giving. The Medical Center's Campaign for the 21st Century, Phase II was initiated, with an ambitious goal of \$360 million that brings the Campaign's total goal to an impressive \$500 million. Furthermore, the Campaign was launched with close to \$100 million of the Phase II goal already raised.

Members of the Cedars-Sinai donor family officially celebrated the Campaign's successful launch in April. The public was made aware via a press conference in May.

Former Board Chairmen Irving Feintech and Robert Silverstein are Campaign for the 21st Century co-chairmen. Todd Morgan and Lawrence Platt are vice-chairs. And the charismatic television personality, Mary Hart, host of *Entertainment Tonight*, is the Campaign's honorary chairman.

Campaign for the 21st Century, Phase II focuses on two main areas, facilities expansion/improvement (\$200 million of the goal) and biomedical research (\$160 million). Both are vital to Cedars-Sinai's ability to provide the community it serves with the leading-edge medical care it deserves.

The recently initiated Cedars-Sinai facilities improvement program, "Building for the 21st Century," anticipates the

construction of four major structures in the next five years, as well as a revitalization of existing facilities to accommodate 21st century needs and technologies. Campaign support is a vital component of the financial plan to ensure completion of the ambitious building plan, which will keep the Cedars-Sinai physical plant at the forefront of the region's medical centers.

At the same time, Campaign support for medical education and biomedical research programs will allow Cedars-Sinai to continue excelling in its unique role as a leading academic center that is also community-based and closely tied to the community it serves. The following high-priority program areas have been identified for the Campaign:

- Biomedical and molecular research
- Cancer
- Cardiovascular disease
- Diagnosis and treatment
- Metabolic disorders
- Neurosciences and neurobehavior
- Pediatrics and medical genetics
- Pulmonary and thoracic disorders
- Transplant and minimally invasive surgery
- Women's health



During the Campaign's first phase, the Endowed Chair Program enriched the Medical Center's ability to provide support for individual physician-researchers and for medical programs of exceptional value to the community. Endowed chairs continue to play an important role in Phase II.

The first chair in the new phase — and the first of the new century — was dedicated in June. The Warschaw, Robertson, Law Families Chair in Prostate Cancer is held by urologist Stuart Holden, M.D. The gift marks the first time that three generations and branches of a family have come together to endow a chair at Cedars-Sinai: Carmen and Louis Warschaw, their daughter Susan and husband Carl Robertson; and daughter Hope and her husband John Law. Dr. Holden heads the newly formed Cedars-Sinai Prostate Cancer Center, which offers a multidisciplinary approach to the diagnosis and treatment of the disease.

A second chair, the Klinenberg Chair in Medicine, was announced in late 2000. The chair is dedicated to the memory of James Klinenberg, M.D., a brilliant rheumatologist and medical educator who was senior vice president for Academic Affairs at Cedars-Sinai. The holder of the Klinenberg Chair will be reproductive endocrinologist Glenn Braunstein, M.D., chairman of the Department of Medicine, who has provided leadership to numerous professional societies including the American Board of Internal Medicine, the Endocrine Society and the FDA.

"The newly opened, state-of-the-art Neonatal Intensive Care Unit, a Level 3 tertiary care center, combines high tech and high touch to help us save the lives of more critically ill newborns than ever before."

— David L. Rimoin, M.D., PH.D.
Chairman, Department of Pediatrics

Thanks to generous prior gifts made to Cedars-Sinai, several new structures and centers were able to open their doors in 2000. In January, a groundbreaking ceremony was held for the Frederic W. Ilfeld, M.D., Bridge-Canopy, designed to shield patients, visitors and staff from inclement weather as they cross from Cedars-Sinai Medical Center to the privately owned medical office towers on Third Street. Dr. Ilfeld, a member of the Emeritus Medical Staff, is an orthopedic surgeon best known for inventing splints for tennis players and for congenital hip dislocation.

A ribbon-cutting ceremony for a new, state-of-the-art Neonatal Intensive Care Unit took place in June. On hand were grateful NICU "grads" and their parents, as well as representatives of Good Beginnings and the Fashion Industries Guild, the two support groups whose generosity made the new unit possible.

In October, a dedication was held for another medical resource of critical importance to the community because it provides medical treatment to the underserved of all ages. The Ambulatory Care Center, long housed in the Medical Center's



"We possess the clinical expertise and experience in both technical and professional areas to provide our patients, referring physicians, and the community with services not found elsewhere, in an environment that is caring and comforting."

— Ronald Thompson, M.D.

Director, Department of Radiation Oncology

North Tower, has moved to modern, easily-accessible new quarters in the Steven Spielberg Building.

A Plastic and Reconstructive Surgery Center opened this year, with Randy Sherman, M.D., at its helm. The center was established with a generous donation by philanthropist Audrey Skirball-Kenis and will provide an academic, educational and research base for the Division of Plastic Surgery.

Gifts from individual supporters as well as yearly contributions from the Medical Center's dedicated support groups play a significant role in Cedars-Sinai's fund-raising. In 2000, the extraordinary fund-raising efforts of 41 support groups garnered \$5.6 million for the Medical Center. Numerous individual gifts were also received, adding significantly to the total.

Another kind of gift, that of precious volunteer time and life experience, also contributed significantly to the Medical Center's bottom line. More than 2,000 volunteers accepted more

than 400 assignments in various departments of the Medical Center, and contributed an average of 18,000 hours per month. The enormous difference that volunteers make was recognized by the City of West Hollywood, in awarding Outstanding Community Service Certificates to four projects: Home Hospice Program, Board of Governors Patient Magazine Project, Early Morning Escort Program and AIDS Volunteer Programs. The city awarded Angels Amidst Awards to several individuals, as well.

The generosity and abundance of both kinds of contribution — financial resources and volunteer service — clearly indicate that Cedars-Sinai is fulfilling its mission to provide the community with the finest health care available anywhere. An auspicious way to open the new century and new millennium, for which Cedars-Sinai is very grateful.

"Teaching and research programs are central to our department. We now train residents from six institutions. Our joint research program with another university has produced publications in all the major anesthesia journals. And our fellows have won multiple research prizes."

— Julian Gold, M.D. and Ronald Wender, M.D.
Co-chairs, Department of Anesthesiology



Officers 2000

Steven D. Broidy
Chairman of the Board

Thomas M. Priselac
President and CEO

Barbara Factor Bentley
Vice Chair of the Board

Walter Zifkin
Secretary

Board of Directors

Irene Barnett, M.D.
John Bendheim
Barbara Factor Bentley
Glenn Braunstein, M.D.
Steven D. Broidy
Judy Carroll
J. Louis Cohen, M.D.
Myles Cohen, M.D.
Irving Feintech*
Chester Firestein
Michael Forman
Ernest J. Friedman*
Marilyn Gilfenbain
Mark S. Greenfield
Stanley Grinstein
Paul Hackmeyer, M.D.
Sue Neuman Hochberg
Arthur I. Johnson, M.D.
Jeffrey Katzenberg

Sally Kurtzman
Sherry Lansing
John C. Law
Thomas J. Leanse
Jane Lipstone
Edward Meltzer
Joseph N. Mitchell*
Todd Morgan
James Nathan
Lawrence B. Platt
Thomas M. Priselac
Mark Siegel
Ronald Silverman
Robert Silverstein*
Steven M. Simons, M.D.
Steven Spielberg
Antony Trattner
Alan W. Weinberger, M.D.
Walter Zifkin

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, M.D.
Senior Vice President for
Medical Affairs

Gary A. Leo
Senior Vice President
for Development

Shlomo Melmed, M.D.
Senior Vice President for
Academic Affairs

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

Marilyn Sharpe
Senior Vice President for
Human Resources and
Organization Development

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

Ex Officio

Linda Burnes Bolton,
DR P.H., R.N., FAAN

Michael Shabot, M.D.

**past chairperson*

