



REPORT TO THE COMMUNITY

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As Cedars-Sinai strives to enhance the human condition here and around the world, we know we are only as good as our people.

All those who help us fulfill our mission share a commitment to saving and improving lives—and to working collaboratively to realize a shared vision.

Together we heal, we innovate, we empower, we learn, we inspire and we grow. That's what this Report to the Community is all about. It highlights some of the latest treatments, innovations and programs Cedars-Sinai is pursuing to ensure a better tomorrow for our patients.

Cedars-Sinai's outstanding fiscal year 2019 extended throughout the institution, including extraordinary growth and achievements in our academic programs (major research findings and a record number of advanced degrees awarded in the Graduate School of Biomedical Sciences). And strong donor support helped our development team raise a record \$120 million in philanthropy. Many of these gifts, small and large, came from grateful patients, reflecting their appreciation for the compassionate expertise of our physicians, nurses, pharmacists, other health professionals and support staff.

Meanwhile, we cared for more outpatients and inpatients than ever before throughout Southern California. This was due to several factors, including the continued growth and geographic expansion of our network in Santa Monica and the Valley and clinical enhancements at Cedars-Sinai Marina del Rey Hospital. Our affiliation with Torrance Memorial Medical Center and a joint venture partnership with Providence St. Joseph Health also created new opportunities for coordination of care and shared expertise that benefit patients and the community at large.

It's an exciting time to be part of the Cedars-Sinai family. Together we are creating a brighter, healthier future.

Marc H. Rapaport
MARC H. RAPAPORT
Chair, Board of Directors

Thomas M. Priselac
THOMAS M. PRISELAC
President and CEO

250+

primary and specialty care locations
throughout Los Angeles County

716,665

outpatient visits

3,191

nurses on staff

Together, **WE HEAL**

Everything we do at Cedars-Sinai grows out of a longstanding commitment to improving the health of our diverse community and providing the highest-quality care for every patient. We constantly seek new treatments that are more effective and less invasive, that provide hope for patients who previously had limited options and that not only extend life but also improve its quality. Our expansion throughout Southern California is making it easier for more people to access convenient, quality primary care and specialized care for complex and advanced diseases.

AGING

In partnership with the AARP Foundation, Cedars-Sinai offers free group exercise classes to those 50 and older. The Leveraging Exercise to Age in Place (LEAP) program seeks to prevent falls and combat loneliness through evidence-based exercise classes and a chronic-disease management class at seven locations. **Nearly 1,000 individuals throughout the community participated during LEAP's first year, as they became more socially connected while improving their health.**

DIAGNOSIS

Mysteries in real life are seldom as fun as those in fiction—especially when rare or chronic health conditions leave physicians baffled and patients in pain. Cedars-Sinai's new Center for the Undiagnosed Patient teams up diagnostic sleuths to solve medical conundrums so patients can get answers and, hopefully, relief. **The center includes cardiologists, geneticists, neurologists, endocrinologists, gastroenterologists and infectious-disease experts who collaborate to create personalized treatment plans for patients of all ages.**

CANCER

Improvisation has taken center stage in helping women recover from breast cancer. A Cedars-Sinai clinician created an improv comedy class for patients and is evaluating its therapeutic benefits. Participants say it aids in reducing stress and self-judgment while forming authentic connections with others going through similar experiences. The course leader is a two-time breast cancer survivor, comedian and Emmy-nominated writer whose credits include *Saturday Night Live*.

OB-GYN

Up to 1 in 5 new mothers reports symptoms of postpartum depression. Cedars-Sinai proactively addresses the issue through the Postpartum Depression Screening, Education and Referral Program, which aims to evaluate all of the more than 6,500 women who give birth at the medical center each year. **Women showing signs of moderate-to-severe depression receive referrals for interventions that can include talk therapy, support groups, medication and lifestyle changes.**

HEART

An 85-year-old Smidt Heart Institute patient was the first in the world to undergo a pioneering, minimally invasive procedure to treat an aortic aneurysm. We also demonstrated that catheter-based repair of regurgitant mitral valves can improve survival and enhance quality of life in patients with severe heart failure. **These less invasive, more effective treatment options for people too elderly or frail to endure open-heart surgery are revolutionizing cardiac care and becoming part of routine clinical practice.**

BRAIN

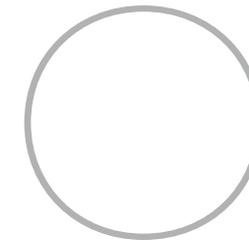
One of the most common causes of stroke is atherosclerotic disease, in which plaque buildup narrows the arteries leading to the brain. A Cedars-Sinai-led clinical trial tested the effectiveness of a surgical technique that reroutes arteries from the scalp and membranes that cover the brain to segments of the brain at risk of stroke. **This advanced technique for high-risk patients creates new paths to the brain for blood and oxygen.**

3,210
publications

573
active clinical trials

174
patents filed

Together, **WE INNOVATE**



Our investigators are always on the alert for the next new insight that will push the boundaries of scientific knowledge into uncharted territory. They tirelessly explore and test novel approaches to longstanding challenges across the spectrum of disease, harnessing technology and the power of big data to pursue discoveries that can transform biomedicine and save lives. We collaborate across disciplines and institutions to accelerate the pace of medical progress and share new knowledge globally so people everywhere can benefit from our research.

OB-GYN

The pregnancy disorder preeclampsia remains a leading cause of maternal mortality. The only cure is delivery of the baby—and the placenta, where the disease process begins. But what helps the mother could harm the baby, as preeclampsia is a major cause of preterm birth. **A Cedars-Sinai team is leading a national study of a diagnostic test it developed that could help guide medical decisions, such as how long delivery can safely be delayed.**

ORTHOPAEDICS

A new method developed at Cedars-Sinai may harness stem cells to regrow tissue damaged by major trauma, such as traffic accidents or war wounds. By injecting microbubbles mixed with a patient's DNA into the affected area and applying ultrasound waves, the patient's stem cells can be activated to regenerate missing tissue and heal injuries without invasive surgery. The tissue-regeneration technique earned federal grants totaling nearly \$8 million.

CANCER

Pancreatic cancer is the third-leading cause of cancer-related deaths in the U.S., with a five-year survival rate of just 7%. It remains hard to treat because the cancer cells prompt healthy cells to produce scar tissue that blocks anticancer therapies. A study led by **Cedars-Sinai has discovered a drug that can prevent the most common form of the disease from growing and spreading** in laboratory mice, while offering protection against resistance to treatment. Investigators are developing a version of the drug to test in humans.

DIGESTIVE DISEASES

Clinician-scientists in the Medically Associated Science and Technology program at Cedars-Sinai are **accelerating development of novel drugs, devices and therapies to improve treatments for patients with gastrointestinal and metabolic diseases** through their work on disorders of the microbiome—the naturally occurring ecosystem in the human gut. They are focusing on areas of the microbiome linked to irritable bowel syndrome and small intestinal bacterial overgrowth, a condition in which excessive bacteria causes chronic diarrhea and related illnesses.

HEART

Smidt Heart Institute scientists discovered a biomarker with the potential to benefit millions who suffer from heart failure with preserved ejection fraction (HFpEF), a condition that predominantly affects women. **Thanks to the discovery, HFpEF can now be diagnosed earlier.** Meanwhile, our investigators have elucidated the mechanisms of sudden death in a preclinical model of HFpEF, which may help in understanding why this disease is so resistant to conventional therapies.

NEUROLOGY

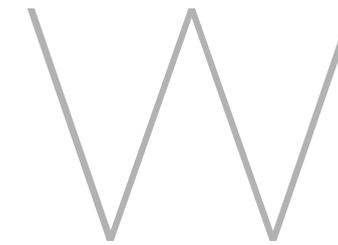
A recent Cedars-Sinai study revealed how nickel particles and other airborne matter influence genetics in a potentially damaging way. Prolonged exposure to air pollutants triggers inflammation and activates genes that could make people more susceptible to cancer and neurological disorders. Although the investigation focused specifically on air quality in the Los Angeles Basin, its findings also could apply to other major cities.

\$673 million
in Community Benefit contribution

\$15 million
in grants to more than 100 nonprofit programs and organizations that address homelessness and other critical needs

7,591
community programs impacting more than 150,000 lives

Together, **WE EMPOWER**



While Cedars-Sinai provides global leadership in healthcare, we remain deeply committed to our Greater Los Angeles community. We partner with hundreds of local organizations to prevent health problems and improve outcomes for the most vulnerable Angelenos. Our collaborative outreach efforts range from free health education, screenings and immunizations to grants that expand the capabilities of organizations dedicated to helping the underserved. We combine strengths to reduce health disparities, increase access to care, and empower individuals and families to lead healthier lives.

HEALTH EQUITY

Los Angeles is home to one of the country's most diverse populations, including underserved groups that experience higher rates of cancer, chronic illness and death. A lack of resources and culturally ingrained reticence to discuss serious health issues can take a heavy toll. The Samuel Oschin Comprehensive Cancer Institute Research Center for Health Equity tackles the problem by **analyzing environmental, cultural and genetic factors to understand disparities in cancer rates and promote prevention and early detection** through tailored outreach in a number of languages.

CHILDREN

Cedars-Sinai COACH for Kids®—a program of the Maxine Dunitz Children's Health Center—again supported the city's Summer Night Lights program, which provides meals, activities and other family services each summer. **COACH for Kids offers free immunizations for children, dental and blood pressure screenings, nutrition education and lessons on pedestrian safety.** Now in its 10th year, the series is an important project of the city's Gang Reduction and Youth Development program.

INCLUSION AND EQUALITY

As a **co-sponsor of the Health and Wellness Village during the 2019 LA Pride celebration,** Cedars-Sinai staffed a booth next to the festival grounds that included representatives and information from departments across the health system. Cedars-Sinai also organized a group to march in the 49th annual pride parade.

SCHOOLS

Since its beginnings in 1981 as the Psychological Trauma Center, Cedars-Sinai's Share & Care program has addressed the needs of students, teachers and families affected by trauma and stressors through crisis intervention, consultation, training and prevention. **Counselors work with staff at school sites throughout Los Angeles to identify children who are at risk emotionally and academically.** This specialized prevention and early intervention program offers a series of 12-week art therapy groups that focus on social-emotional learning and provide a supportive environment that aids in the healing process.

HEALTHY COMMUNITIES

As the official health partner of the Los Angeles Clippers, Los Angeles Dodgers and Los Angeles Rams, **Cedars-Sinai's collaborations with major sports organizations are helping build healthier communities throughout the region.** Highlights include athletes visiting hospitalized pediatric patients, teaching the benefits of physically active lifestyles, and bringing local middle and high school students from underserved communities to Cedars-Sinai to participate in simulated surgeries.

SAFETY NET

Cedars-Sinai continues to deepen our commitment to the health and wellbeing of underserved populations. **This year, we contributed \$15 million to 108 nonprofit programs and organizations that foster housing stability, provide sustainable programs for those experiencing homelessness, and build clinical and financial capacity at community clinics.** The grants also support mental health training, services for LGBTQ+ and veterans' groups, and a range of social services provided by several Jewish organizations.

299

residents

146

fellows

45

students enrolled in the PhD program in
Biomedical and Translational Sciences

Together, **WE LEARN**

Fundamental to Cedars-Sinai's role as a large nonprofit academic health organization is our dedication to developing future healthcare leaders. We learn from each other as we mentor and train talented physicians, and this synergy leads to better care for our patients. We continue to expand and enhance our educational offerings—from our highly selective medical residency and fellowship programs to our innovative curricula for nurses and pharmacists, and from our master's and PhD degrees to unique learning opportunities that create a pipeline of professionals from underrepresented backgrounds. And the Women's Guild Simulation Center for Advanced Clinical Skills strengthens collaboration and expertise in both newly minted clinicians and senior team members.

FELLOWSHIPS

Primary care providers are on the front line of mental health treatment nationwide, despite a gap in psychiatric training. To fill that need, Cedars-Sinai funded the 2019 Los Angeles cohort of the nationwide Train New Trainers Primary Care Psychiatry Fellowship. **The program strengthens participants' ability to conduct psychiatric assessments and administer the most effective treatments for common psychiatric conditions.** Clinicians leave prepared to share their newfound skills with colleagues to help meet the mental health needs of the underserved.

ADVANCED DEGREES

The Graduate School of Biomedical Sciences bestowed a record number of advanced degrees at its seventh annual commencement. Five doctoral and 20 master's degrees were awarded, bringing the total number to 65 since the program's first commencement in 2013. The rigorous program combines basic scientific and medical understanding with an emphasis on research that is relevant to preventing, diagnosing and treating diseases.

NURSING

Each year, the Geri and Richard Brawerman Nursing Institute provides more than 100 continuing education courses as well as preceptor experiences and clinical rotations for students from some 20 affiliated nursing schools. **In FY 2019, it provided training for more than 800 nurses.** Since 2004, the program has helped increase the number of Cedars-Sinai nurses with specialty certification from 11% to 86%, which significantly exceeds the national average of 54% for U.S. Magnet hospitals.

DIVERSITY

The Cedars-Sinai Biomedical Education Pipeline Initiative was created for undergraduate students from diverse and underrepresented backgrounds who are interested in pursuing graduate school, medical school or both. The program offers paid, 10-week internships that include mentoring by Cedars-Sinai faculty and hands-on laboratory experience through projects related to basic, translational or clinical research.

VIRTUAL REALITY

Doctors can now receive accredited training in gastrointestinal surgery techniques via a fully immersive virtual reality (VR) experience. A VR headset shows trainees a 360-degree panoramic view of the operating room, with multiple angles and digital overlays such as patient imaging. **The course offers 25 hours of high-definition, fully narrated surgical procedures that feature the latest in laparoscopic and robotic techniques demonstrated by Cedars-Sinai experts.**

GRADUATE RESIDENCY

The Geri and Richard Brawerman Nursing Institute at Cedars-Sinai developed a 12-month nurse residency curriculum—incorporating 24 clinical orientation shifts—as part of its commitment to ensuring the successful transition of new graduate nurses into the practice environment. Every new graduate participates in the yearlong program, which includes monthly workshops, mentoring and hands-on skills labs. **This ongoing support equips new graduates with a strong foundation of nursing excellence to become skilled clinicians and provide safe patient care.**

\$120 million

marks our most successful fundraising year

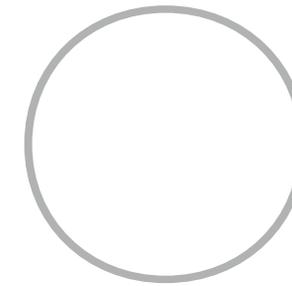
20%

highest-ever participation rate in Employee Giving Program

75%

of donors are grateful patients

Together, **WE INSPIRE**



Over the last year, Cedars-Sinai raised a record-breaking \$120 million—the most successful fundraising year in our history.

Because of the extraordinary generosity of philanthropists here and across the country, our investigators and physicians made tremendous strides—from identifying the genetic and environmental causes of challenging diseases to developing healthcare technology that advances how we diagnose, treat and prevent illness. From concept to cure, the partnership of our visionary donors moved vital research and patient-centered care forward, speeding critical laboratory discoveries into practical use in clinics everywhere.

AUTOIMMUNE DISEASES

The Kao Family Foundation is establishing the **Kao Autoimmunity Institute** to advance knowledge in the field. Within the institute, a Scleroderma Program will be developed to provide patients with comprehensive, interdisciplinary care. Autoimmune conditions—in which the body’s immune system attacks its own cells rather than fending off illness—affect an estimated 24 million people in the U.S., according to the National Institutes of Health. These diseases include lupus, rheumatoid arthritis, multiple sclerosis, inflammatory bowel disease and Type 1 diabetes.

INNOVATION

Cedars-Sinai Board of Governors has launched a \$50 million initiative to establish the **Board of Governors Innovation Center**. Scientists and physicians at the center will focus on uncovering the personal, comprehensive, genomic and cellular profile of a particular disease. Using state-of-the-art technology, they will develop personalized, lifesaving treatments based on an individual’s diseased cell characteristics. Emphasis will also be placed on using this individualized knowledge for prevention and early detection of cancer and other diseases.

ENHANCED FACILITIES

A gift from the Watt Companies—a diversified real estate development enterprise—is supporting capital improvement of the Cedars-Sinai Marina del Rey Hospital. This nine-story facility will feature all private rooms, expanded treatment facilities and new technology to support specialized services for patients. It also will allow those who live and work in Marina del Rey and the surrounding community to receive high-quality care in their neighborhood.

NEUROLOGY

The Women’s Guild Neurology Project will support innovative research and education for the understanding and treatment of complex neurological disorders, including stroke, Alzheimer’s disease, Parkinson’s disease, multiple sclerosis, amyotrophic lateral sclerosis, dementia, epilepsy and migraine. Cedars-Sinai neurologists will collaborate with experienced care teams and neurosurgeons to improve patient outcomes. The project also will support a distinguished chair for the Department of Neurology and a fund for programmatic expansion.

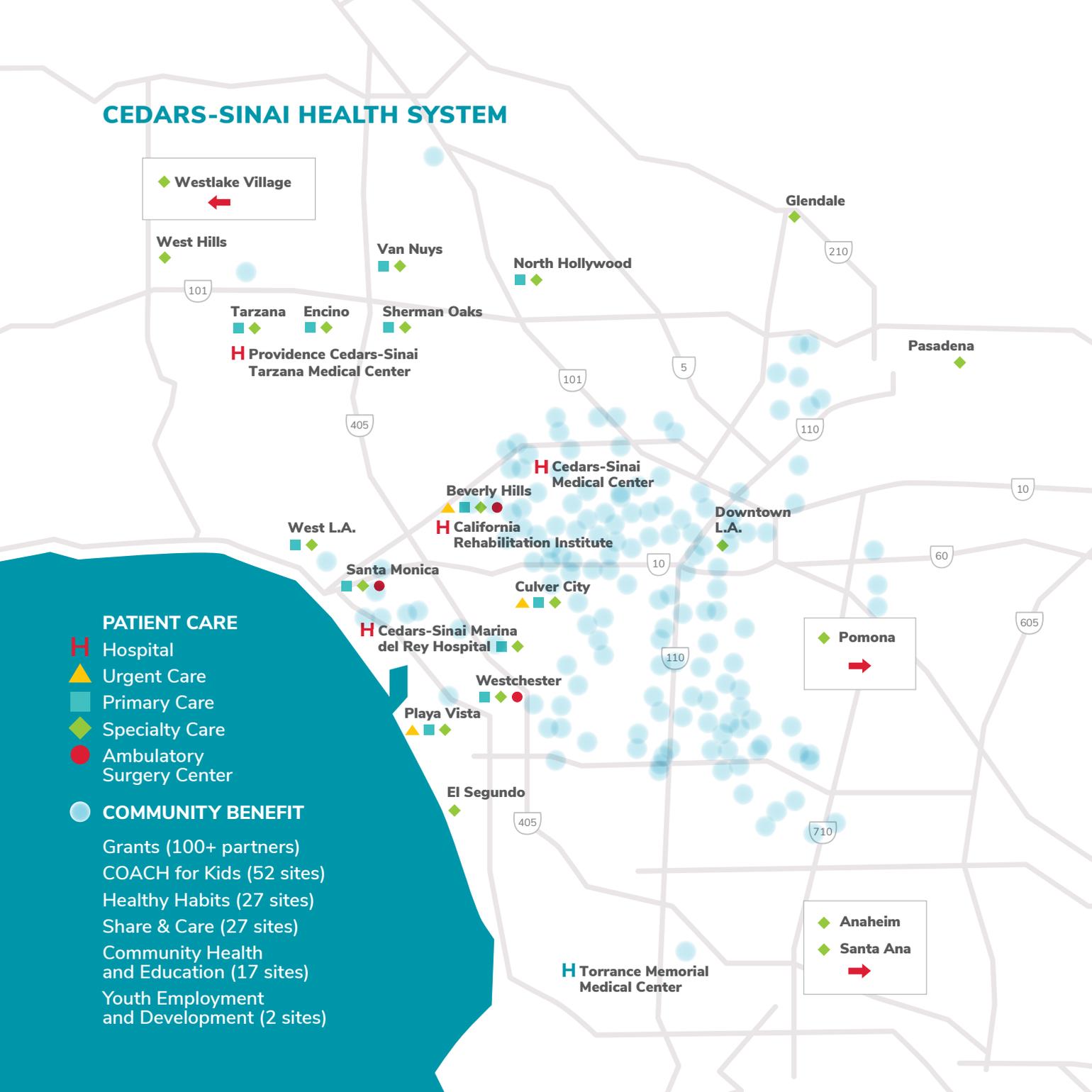
MEMORY DISORDERS

Andrea Goldrich Cayton and Melinda Goldrich have established the **Jona Goldrich Center for Alzheimer’s and Memory Disorders** in memory of their late father, a Holocaust survivor and prominent real estate developer. The Goldrich gift will support recruitment of additional physician-scientists to develop new therapies to address the challenges of the rapidly growing population of patients with Alzheimer’s and other memory disorders. The number of Americans with Alzheimer’s is projected to triple to nearly 14 million by 2060.

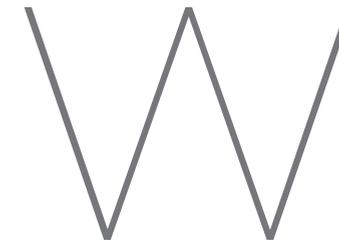
CARDIOTHORACIC SURGERY

Support for the **Irina and George Schaeffer Cardiac Surgery Intensive Care Unit** will provide resources to develop and improve innovative and compassionate approaches to cardiac surgery. The couple also established the Irina and George Schaeffer Distinguished Chair in Cardiothoracic Surgery in honor of Alfredo Trento, MD. Their partnership will enable the Smidt Heart Institute to continue accelerating the pace of discovery and raising the bar on clinical care well into the future.

CEDARS-SINAI HEALTH SYSTEM



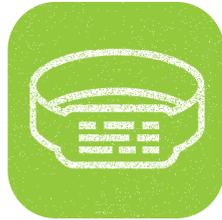
Together, WE GROW



We are rebuilding Cedars-Sinai Marina del Rey Hospital into a state-of-the-art facility and extending our primary and specialty care services in Santa Monica. Torrance

Memorial Medical Center, a Cedars-Sinai Health System affiliate, is opening a new, 37,000-square-foot cancer center. This collaboration with Cedars-Sinai cancer specialists will provide patients with access to the latest clinical trials and to subspecialists who treat more than 60 types of common, rare and complex cancers. We also have established a joint venture with Providence St. Joseph Health to own and operate Providence Cedars-Sinai Tarzana Medical Center and redevelop the campus with a new patient-care tower with all private rooms, an expanded emergency department, and enhanced outpatient and diagnostic services. These are just a few examples of how we are increasing access to high-quality healthcare close to where people live and work.

THE NUMBERS JULY 1, 2018–JUNE 30, 2019



ADMISSIONS:
50,646
4,687*



**PHYSICIANS ON
 MEDICAL STAFF:**
2,112
465*



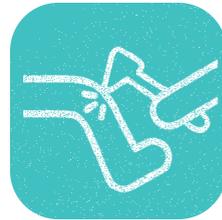
**FULL-TIME
 EMPLOYEES:**
14,121
717*



**ACTIVE
 RESEARCH
 PROJECTS:**
2,145



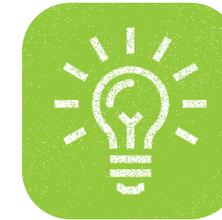
PATIENT DAYS:
268,011
15,798*



OUTPATIENT VISITS:
802,354
15,017*
716,665**



FELLOWS:
146
RESIDENTS:
299



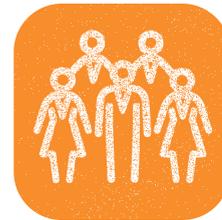
**TECHNOLOGY
 TRANSFER REVENUE:**
\$37.5 million
**TOTAL ACTIVE
 TECHNOLOGIES:**
465



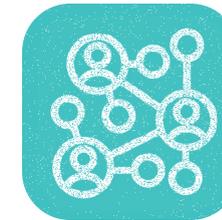
LICENSED BEDS:
886
133*



EMERGENCY VISITS:
91,014
34,751*



ACTIVE VOLUNTEERS:
3,548
VOLUNTEER HOURS:
180,234
VOLUNTEER PROGRAMS:
41



**CONTRIBUTION FOR
 COMMUNITY BENEFIT:**
\$673,478,000

*Cedars-Sinai Marina del Rey Hospital **Cedars-Sinai Medical Network

ACCOLADES

Best Hospitals

Cedars-Sinai has again been honored by *U.S. News & World Report* as one of the nation's best hospitals. The medical center ranked No. 8 nationally among the "Best Hospitals 2019–20," joining only 19 other institutions nationwide. Additionally, 12 Cedars-Sinai medical specialties ranked nationally for clinical excellence, including cardiology, gastroenterology and gastrointestinal surgery, and orthopaedics. The *U.S. News* rankings are based on such metrics as patient outcomes, patient experience, technology and reputation.

Adult Heart Transplants

The Smidt Heart Institute once again ranked first for completing the most adult heart transplants in the U.S., with 122 heart transplants during the 2018 calendar year, including two combined heart and kidney transplants. Every year since 2010, the Smidt Heart Institute has performed more adult heart transplants than any other U.S. medical center.

Healthcare Equality

Cedars-Sinai earned the maximum score of 100 and status as a "Leader in LGBTQ Healthcare Equality" in the Healthcare Equality Index (HEI). HEI is the national benchmarking tool that evaluates healthcare facilities' policies and practices related to the equity and inclusion of LGBTQ+ patients, visitors and employees.

Infection Prevention

Cedars-Sinai earned the highest ranking from the state for the ability to prevent four types of infections commonly contracted in healthcare settings. Cedars-Sinai is one of only two hospitals to achieve this in the most recent ranking. The California Department of Public Health publishes ratings annually using data collected by the Centers for Disease Control and Prevention.

Patient Survival Rates

For the 10th consecutive year, Cedars-Sinai earned the highest ranking for the rate of patient survival 30 days after hospitalization for treatment of three common conditions: pneumonia, heart failure and heart attack. Cedars-Sinai is one of only three hospitals in the U.S. to accomplish this 10 years in a row.

Liver Transplant

The Scientific Registry of Transplant Recipients (SRTR) named Cedars-Sinai's Liver and Transplant Program as having the best one-year survival outcomes of all hospitals in California, with 96% of patients surviving beyond the one-year milestone. The program is one of only six in the nation—and the only one west of Texas—to receive the SRTR designation of "better than expected" results.

FINANCIAL SNAPSHOT JULY 1, 2018–JUNE 30, 2019

INCOME AND EXPENSES

Revenues from patient care and other sources	\$4,277,947,000
Expenses	\$3,878,640,000
Operating income	\$ 399,307,000
Investment income	\$ 141,132,000
Net income to reinvest in Cedars-Sinai's mission	<u>\$ 540,439,000</u>

USES OF NET INCOME

Long-term debt to be repaid	\$1,221,688,000
Capital expenditures for facilities, renovation, technology, other	\$ 337,141,000
This year's payment on long-term debt	\$ 31,045,000

COMMUNITY BENEFIT CONTRIBUTION

Unreimbursed cost of direct medical care for the poor and underserved (excludes the unreimbursed cost of caring for Medicare patients)	\$ 99,013,000
Charity care and uncompensated care for the underinsured/uninsured \$29,301,000	
Unreimbursed cost of caring for Medi-Cal patients \$69,712,000	
Unreimbursed cost of specialty government programs	\$ 1,893,000
Unreimbursed cost of direct medical care for Medicare patients	\$ 357,497,000
Community benefit programs, charitable contributions, and education and training for physicians and other health professionals (includes hundreds of free community education and medical screening/immunization programs offered at the medical center and in local schools, homeless shelters and community centers)	\$ 128,230,000
Research programs	\$ 86,845,000
Total cost of research \$227,281,000	
Less: Research funding from grants (\$140,436,000)	
Total quantifiable community benefit	<u>\$ 673,478,000</u>

LEADERSHIP

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James M. Lippman
Vice Chair, Board of Directors

Leslie Vermut
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Hospital Operations, and
Chief Operating Officer

David M. Wrigley
Senior Vice President, Finance

OUR MISSION

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

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

Quality patient care is our priority. Providing excellent clinical and service quality, offering compassionate care, and supporting research and medical education are essential to our mission.

This mission is founded in the ethical and cultural precepts of the Judaic tradition, which inspires devotion to the art and science of healing, and to the care we give our patients and staff.

* Past Chair of the Board ** Chief of Staff *** Honorary Life Trustee



8700 Beverly Blvd.
Los Angeles, CA 90048

1-800-CEDARS-1 (1-800-233-2771)
cedars-sinai.org