

Uniquely Committed to Our Community's Health



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**MISSION** — To improve the health of the individuals and communities we serve

**VISION** — To be the national model for the delivery of urban healthcare

**VALUES** — We do this with:

### RESPECT

We create an atmosphere of mutual respect and fairness, treating each person with dignity, recognizing we all have unique talents.

### INTEGRITY

We hold ourselves accountable for our actions and are honest and ethical in all our dealings.

### QUALITY

We continuously improve our services as measured by the best practices in the industry.

### SAFETY

We foster an environment that focuses on protecting our patients, visitors and caregivers from harm or injury.

### TEAMWORK

We celebrate the opportunity to come together as caregivers in an inclusive workplace where diversity and open communication are valued.

**MISIÓN** — Mejorar la salud de los individuos y de las comunidades a las que servimos.

**VISIÓN** — Ser el modelo nacional para la entrega del cuidado de salud a nivel urbano.

**VALORES** — Haremos esto con:

### RESPECTO

Crearemos una atmósfera de respeto mutuo y justicia, tratando a cada persona con dignidad, reconociendo que todos tenemos talentos excepcionales.

### INTEGRIDAD

Nos hacemos responsables de que nuestras acciones sean honestas y éticas en todas nuestras relaciones.

### CALIDAD

Mejoraremos continuamente nuestros servicios siguiendo las mejores prácticas de la industria.

### SEGURIDAD

Fomentamos un ambiente que se enfoque en proteger nuestros pacientes, visitantes y cuidadores del daño o lesión.

### TRABAJO EN EQUIPO

Celebramos la oportunidad de unirnos como cuidadores en un lugar de trabajo inclusivo, donde se valoran la diversidad y la comunicación abierta.



**Steve Koch**  
Chairman of the Board, Sinai Health System  
Presidente de la junta de Administración  
Sistema de salud Sinai



**Alan H. Channing**  
President and CEO, Sinai Health System  
Presidente y director ejecutivo  
Sistema de salud Sinai

## To Patients, Caregivers, Friends and Colleagues:

Whenever either of us is asked, “What makes Sinai special?” this is how we often respond. “Sinai is uniquely committed to our community’s health.” Unique commitment is the message underlying patient and caregiver stories highlighted in this year’s annual report: using music to obtain unobtainable results for patients learning to walk again; reducing disparities in breast health among minority women and saving lives; managing dialysis with optimism; investing in the health of young lives through neonatal intensive care and nutrition programs.

Quality is an expression of Sinai’s unique commitment to patients and to the communities we serve. Over the last six years Sinai has elevated attention to quality, systematically “raising the bar.” Our culture of quality has evolved and touches all 3,000 of our caregivers. As a result, Sinai has received national and regional recognition for quality patient care, quality programs and quality caregivers.

For example, this summer we earned The Gold Seal of Approval™ when a team of Joint Commission expert surveyors evaluated Mount Sinai Hospital (MSH) for compliance with standards of care specific to the needs of patients, including infection prevention and control, medication management and leadership. During the year, MSH was recognized for outstanding progress through the Surgical Care Improvement Project (SCIP), a quality program sponsored by the Centers for Medicare & Medicaid Services in collaboration with the American Hospital Association, Centers for Disease Control and Prevention, the Institute for Healthcare Improvement, The Joint Commission and others.

On September 20 the Illinois Hospital Association gave Sinai two awards: one for MSH’s performance in a statewide campaign on elimination of hospital-acquired infections; and a second for breast cancer disparities community outreach (Sinai Urban Health Institute and MSH breast health imaging). Additionally, throughout the year MSH received recognition as a designated primary stroke center, an accredited chest pain center and an accredited obstetrical-gynecological ultrasound program.

Sinai’s unique commitment to our community’s health extends to The Sinai Tomorrow Project, Sinai’s plan to bring innovative healthcare and new housing to the west side of Chicago. Sinai caregivers and members of the community have contributed to the first design phase for the planned outpatient and inpatient pavilions. The next phases are completion of detailed building designs, continuation of the funding campaign and the start of construction, pending federal, state and city approvals.

The Chicago Housing Authority (CHA), in collaboration with Sinai, has completed construction and received residents in Park Douglas, the 137-unit mixed-income housing development located adjacent to the north side of the outpatient pavilion site. Park Douglas is the first of 300 CHA units that will be constructed in our community over several years.

With your support, Sinai’s unique commitment and dedicated caregivers will continue to have remarkable positive effects on our community’s health in the years and decades to come.

## A los pacientes, cuidadores, amigos y colegas:

Cada vez que a alguno de nosotros se nos pregunta, “¿qué hace a Sinai especial?”, así es como respondemos a menudo. “Sinai está excepcionalmente comprometido con la salud de nuestra comunidad.” Compromiso excepcional es el mensaje esencial de las historias de los pacientes y cuidadores que se resaltarán en el reporte anual de este año: el uso de la música para obtener los resultados imposibles de conseguir en los pacientes que están aprendiendo a caminar de nuevo; reduciendo las disparidades en la salud del seno entre la minoría femenina y salvando vidas; manejando el diálisis con optimismo; invirtiendo en la salud de las vidas jóvenes a través del cuidado intensivo neonatal y programas de nutrición.

Calidad es una expresión del compromiso excepcional de Sinai a los pacientes y las comunidades que servimos. En los últimos seis años Sinai ha incrementado atención a la calidad, sistemáticamente “exceder el precedente.” Nuestra cultura de calidad ha evolucionado y toca a los 3,000 de nuestros cuidadores. Como resultado, Sinai ha recibido reconocimiento nacional y regional por la calidad en el cuidado del paciente, calidad de programas y calidad de cuidadores.

Por ejemplo, este verano nos ganamos “The Gold Seal of Approval™” cuando un equipo de expertos peritos de la Comisión Conjunta evaluaron al hospital Mount Sinai (MSH por sus siglas en inglés) en cumplimiento a la calidad del cuidado específico a las necesidades de los pacientes, incluyendo control y prevención de infecciones, manejo de los medicamentos y liderazgo. Durante el año, MSH fue reconocido por el progreso sobresaliente a través del proyecto perfeccionamiento en el cuidado quirúrgico (SCIP por sus siglas en inglés), un programa de calidad patrocinado por los centros de servicios de Medicare y Medicaid en colaboración con la Asociación Americana de Hospitales, centros para el control y prevención de las enfermedades, el instituto para el mejoramiento de la salud, la Comisión Conjunta y otros.

En 20 de septiembre la asociación de hospitales de Illinois le concedió a Sinai dos premios: uno por su desempeño en una campaña a lo largo del estado en la eliminación de las infecciones adquiridas en los hospitales; y un segundo por las disparidades en el cáncer de seno promoción comunitaria (instituto urbano de salud Sinai y MSH diagnóstico por imágenes para la salud del seno). Adicionalmente, a través del año MSH recibió reconocimiento al designarlo como el centro de recuperación primario de accidentes cerebro vascular, un acreditado centro de dolor torácico y un acreditado programa de ultrasonido obstétrico-ginecológico.

El compromiso excepcional de Sinai con nuestra comunidad se extiende al proyecto Sinai del mañana, un plan de Sinai para traer un cuidado de salud innovador y vivienda nueva al oeste de Chicago. Los cuidadores de Sinai y los miembros de la comunidad han contribuido con la primera etapa de diseño planeada para los pabellones de pacientes externos e internos. La próximas etapas son la finalización de los diseños detallados del edificio, continuar con la campaña de financiación y el inicio de la construcción, en espera de la aprobación federal, estatal y de la ciudad.

La autoridad de vivienda de Chicago (CHA por sus siglas en inglés), en colaboración con Sinai, han terminado la construcción y recibieron inquilinos en el parque Douglas, la urbanización de 137 viviendas de ingreso mixto localizada contiguo al lado norte del pabellón de pacientes externos. El parque Douglas es el primero de 300 viviendas CHA que se construirán en nuestra comunidad a lo largo de varios años.

Con su apoyo, el compromiso excepcional de Sinai y sus dedicados cuidadores continuarán haciendo notables efectos positivos en la salud de nuestra comunidad en los años y décadas venideras.

## SINAI HEALTH SYSTEM

Located on the west side of Chicago, Sinai Health System (Sinai) is comprised of Mount Sinai Hospital, Sinai Children's Hospital, Schwab Rehabilitation Hospital, Sinai Medical Group, Sinai Community Institute and Sinai Urban Health Institute.

Sinai was established in 1919 to serve Eastern European Jewish immigrants in the area, and today Sinai Health System continues to focus on the needs of the surrounding community. Caregivers at Sinai are committed to the tradition of *tikkun olam*—a Hebrew phrase that means “repairing the world.” Sinai’s 3,000 caregivers believe that by their actions they offer a healing and caring presence for patients, families and the community.

### Commitment to the Community

- Sinai provides over \$90 million a year in community benefits, including charity care, subsidized health services, language assistance, education, research, donations and volunteer services.
- With 3,000 caregivers, Sinai is among the largest employers and economic engines on Chicago’s West Side.
- Through The Sinai Tomorrow Project, Sinai is bringing new and improved healthcare to the community, mixed-income housing in collaboration with the Chicago Housing Authority and a spirit of renewal to our community.



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## SINAI URBAN HEALTH INSTITUTE:

Discovering what's needed, where it's needed

As a champion of urban health equality, Sinai Urban Health Institute (SUHI) has made it its mission to delve deeply into the “hows and whys” of diseases and health concerns that affect the people living in our community. Epidemiologists, research assistants and health educators at SUHI work together and with other health partners—like the Avon Foundation for Women—to study local and urban health trends, identify key health disparities and improve healthcare access among the people we serve.

*“Helping Her Live” program Patient Navigator Wanda Rodriguez and Anngell Jones, M.D., meet with a patient.*



*“If I hadn't gone to the workshop, I probably wouldn't have had a mammogram and they may not have found my cancer in time. I'm so grateful to Sinai and the 'Helping Her Live' program.”*

Adela Prado, breast cancer patient

## Giving her help—and hope: Adela's story

Adela Prado is a 42-year-old mother and resident of Chicago's North Side. She is living proof of how the partnership with Avon and the “Helping Her Live” outreach program has not only touched, but saved the lives of women who may not have sought out health information and medical attention on their own.

“A friend asked me to go with her to a workshop given by Sinai at the Grand school in my neighborhood,” says Adela. “I never wanted to get a mammogram, but the people there told me how important it is, so they made an appointment for me right then and there.” Her first mammogram came back clear, but because of the education she received, Adela was able to recognize something wasn't right a few months later.

Her concern about a lump she felt during a self-exam brought her back to her primary doctor at Sinai, who immediately sent her for another mammogram. It indicated an abnormality that wasn't there just a few months before. Subsequent diagnostic tests revealed the unwanted news: Adela had Stage II breast cancer.

“The whole process went so fast and I started chemo shortly afterwards. I was glad the doctors here at Sinai didn't waste any time and everyone was so professional and helpful.”

*“The Sinai staff was so caring and compassionate. I never thought I'd be taken care of so well. They really lifted my spirits. I'm so grateful.”*

### SUHI and Avon Foundation for Women Partnership: “Helping Her Live”

Through a number of grants from the Avon Foundation for Women totaling more than \$5 million, SUHI has developed the “Helping Her Live” (HHL) Program, an innovative breast health awareness and navigation program. Its goal is to bring education and community navigation to two communities in Chicago (North Lawndale and Humboldt Park) in an effort to eliminate racial and ethnic disparities in breast cancer morbidity and mortality.

Funding has allowed SUHI to install information kiosks in several locations throughout the community. At these kiosks, women can conduct a breast cancer risk self-assessment and call directly to a program coordinator who can schedule them for a mammogram.

The patient navigator program connects women to essential health services throughout the Sinai Health System and walks them through each step, providing social and emotional support as well.

In FY 2011 alone, more than 700 women were assisted through our navigator program and about 2,700 participated in more than 200 HHL community education and outreach events.

## LEADING THE WAY

The Avon Foundation for Women has provided a multimillion-dollar grant to SUHI for “Helping Her Live,” which funds our patient navigator program as well as a variety of outreach initiatives. Specially trained patient service advocates walk women like Adela through the system, ensuring that patients make and keep appointments and understand what is happening. Navigators also connect women with additional health or social services if necessary. Wanda Rodriguez was and continues to be Adela’s navigator, advocate and friend.

“Wanda is just wonderful. She was there with me every step of the way. She called me constantly and held my hand through every chemo treatment and before and after my mastectomy. I wasn’t as scared anymore.”

Wanda acted as Adela’s Spanish language interpreter as well, so that she and all of her caregivers could understand each other, which helped relieve some of Adela’s fears and anxiety. From diagnosis and treatment to surgery and follow-up, Wanda guided and cheered Adela through every twist and turn.

“Adela was fearful that she wouldn’t be around for her children,” says Wanda, “but I was so impressed with how brave and strong she was throughout. She became my inspiration for doing my job and how I and other patient navigators can really make a difference. Sometimes just being there to listen and hold their hand is what patients need most.”

Adela has finished her chemotherapy and radiation treatments and is awaiting reconstructive surgery. She has come a long way and, best of all, is cancer-free.

“I really thought I was going to die, but now I feel wonderful. I would like to help other women by being a ‘testimony’ for them. I would tell them that no matter how bad things are, there’s always hope.”



## SINAI URBAN HEALTH INSTITUTE

Sinai Urban Health Institute (SUHI) is a public health-focused entity made up of a diverse group of epidemiologists, research assistants and health educators who use data-driven research to study chronic disease prevalence that is unique to the communities served by Sinai Health System. The mission of SUHI is grounded in the belief that in order to serve its neighbors well, it’s important to understand not only patients, but the entire community. The results of research shape its programs so that better community engagement, disease prevention and treatment will help eliminate disparities and bring greater health equality.

Extensive research has led to the development of some ambitious and successful community programs:

### AT A GLANCE

- Avon “Helping Her Live” Breast Cancer Project—Funded by Avon, this program provides breast health education outreach initiatives and patient navigator services. In FY 2011, SUHI made contact with more than 6,000 women, many of whom went on to have mammograms for the first time.
  - Chicago Westside Pediatric Asthma Intervention—This home visit-based program is designed to ease the asthma burden experienced by many Westside Chicago families. It provides resources and support needed to more thoroughly address the issues that impede a family’s ability to effectively manage a child’s asthma.
  - North Lawndale Diabetes Intervention—With one of the highest diabetes rates in the city of Chicago, North Lawndale has been selected for SUHI’s diabetes outreach program, “Block by Block.” Community health workers visit homes throughout the neighborhood with the goal of increasing early detection rates and encouraging better self-management of diabetes.
  - Humboldt Park Diabetes Intervention—Diabetes prevalence and mortality among Puerto Ricans in Humboldt Park is disproportionately higher than other communities in Chicago and the United States. A task force was developed to identify people with diabetes and effectively address diabetes prevalence in this neighborhood.
  - Avon Breast Cancer Navigator Project—Specially trained patient navigators assist women through the Sinai system to obtain breast health services, including screening mammograms, follow-up to abnormal mammograms, services for women with breast symptoms and any treatment as needed.
  - West Rogers Park Obesity Intervention—SUHI is fighting an increase in childhood obesity in the West Rogers Park area with programs that, for example, award grants to schools for the purchase of physical education equipment and educational materials.
- Award in FY 2011**
- Environmental Protection Agency’s Leadership in Environmental Asthma Management Award
  - American Hospital Association NOVA Award for excellent work in the area of Pediatric Asthma
  - Premier Cares Award Finalist (Asthma project)
  - Greening of Paseo Boricua Award for support of the Greater Humboldt Park Community Health Initiative
  - The Henry P. Russe, MD Citation for Exemplary Compassion in Healthcare from The Institute of Medicine of Chicago and Rush University Medical Center

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## SINAI COMMUNITY INSTITUTE:

Reaching further to help those who need it most



*"I feel I'm destined to give of myself. The Sinai WIC program fits into that purpose perfectly."*

Steven Foley, SCI Director of Family Services



Sinai Community Institute's (SCI's) programs are designed to meet the most challenging ongoing needs in a community where many people would not otherwise have access to key social, health and wellness services. The WIC (Women, Infants and Children) program is a particularly important and far-reaching service that helps feed some of the community's most vulnerable members.

### Nourishing body, mind and soul

As a registered dietician, professionally trained chef and ordained minister, Steven Foley is uniquely equipped to direct the WIC program at SCI, which provides nutrition education and access to healthy foods for pregnant and nursing women, infants and children up to five years old.

"I know for sure it's my mission in life to feed others—nutritionally and spiritually." Steven, who is the Director of Family Services and has been with SCI for 22 years, does just that and so much more.

He and his staff look beyond the nutritional requirements of clients to assess their total needs. Clients are connected with other integrated services throughout Sinai Health System like prenatal care, primary care or other SCI programs such as parenting education.

The Sinai WIC program's primary focus is ensuring that every infant receives the proper nutrition during that vital first year of life and then as a toddler. Taking a proactive approach, staff members visit new mothers in Mount Sinai Hospital's Mother-Baby unit to determine eligibility and enroll them in the program. Mothers are always encouraged to breastfeed and they can be connected easily to breastfeeding support services, if needed.

### Sinai WIC Program

WIC is a federally funded program whose mission is to improve the health and nutritional status of women, infants and children; to reduce the incidence of infant mortality, premature births and low birth weight; to aid in the development of children; and to make referrals to other healthcare and social service providers. Sinai Community Institute's WIC program opened its doors to the surrounding community in 1986 and, because of the tremendous needs of its underserved population, has grown into an essential nutrition resource for young mothers and their children.

Currently, it provides nutrition education and access to nutrition services to more than 13,000 clients. That number is expected to increase to more than 18,000 with the addition of another site. Since Sinai WIC has become a successful, recognized model of WIC services, the State of Illinois often uses it as training location for many of its new staff members. Also, Sinai WIC has a location on the premises of a foreign consulate, the Chicago Mexican Consulate, a unique distinction among WIC programs in the United States.



Kimberly Wordlaw, RN (left), and Steven Foley, RD



WIC Health Educator Stacey Towle and a client.

### NUTRITION NOW AND FOR A LIFETIME

Steven and Assistant Director of Family Services Kimberly Wordlaw, RN, continually think about how the program can meet individual and community needs. Many innovative programs have been designed and implemented with that goal in mind.

One example of this community-centric thinking is the Smart Shopper program, in which once a month, a group of ten women are brought by bus to Whole Foods Market. There, a chef demonstrates how to cook healthy, cost-conscious meals, often introducing the women to different types of foods. Participants are also given tips on making better food choices while shopping and saving money.

“Since many of our clients are accustomed to shopping at small food markets where prices are high, we expose them to a supermarket where buying the store brand is often less expensive,” says Steven. “There are simple things they can do to save money and eat better, so that’s why it’s important to teach them that they have choices.”

### SINAI COMMUNITY INSTITUTE

Sinai Community Institute (SCI) provides education, employment counseling, case management and nutrition services that address the social and economic factors affecting the health of the community’s most vulnerable members—infants, children, adolescents and older adults. Of the 30,000 annual client visits, approximately 98 percent are for low-income minority women and children.

Operating within the nurturing environment provided by Sinai Health System and located on the campus of Mount Sinai Hospital, SCI has a proven track record of delivering successful services through an array of programs—all of which are committed to helping families and individuals improve their health status and level of functioning. Despite complex and difficult community problems, SCI is committed to creating solutions that focus on developing the neighborhood’s most vital resource: its community members. By leveraging resources such as local volunteers and in-kind funding opportunities, SCI improves the overall health and wellness of its program participants.

### AT A GLANCE

#### FAMILY

- Sinai Parenting Institute/The School for Parents
- Family Development Initiative
- Elder Abuse and Neglect
- Chicago Family Case Management
- Illinois Subsequent Pregnancy Program in Lawndale

#### CHILDREN

- The Learn Together After School Program
- Sinai All Kids
- North Lawndale Immunization Project
- SCI’s Juvenile Intervention Support Center (JISC)

#### HEALTH

- Women, Infants and Children (WIC) program
- Whole Foods Market Smart Shopper Initiative
- Sinai Healthy Living Initiative
- Supplemental Nutritional Assistance
- How Healthy is your Zip Code™ events

#### COMMUNITY

- Sinai Community Institute Technology Center powered by Magic Johnson Enterprises
- Work Force Development, Construction Trades Training, Youth Career Development Center
- Sinai Senior Services
- Illinois Poison Center Program

A new, exciting program under development is a large teaching kitchen right on SCI’s premises where a chef will conduct hands-on cooking classes. While participants are preparing their meal, they will be videotaped so that when they get home, they can watch what they were taught and replicate it in their own kitchen. Since some people have a limited supply of cooking equipment, there will be a class on cooking healthy with a Crock-Pot, for example, so that this program will be accessible for everyone interested.

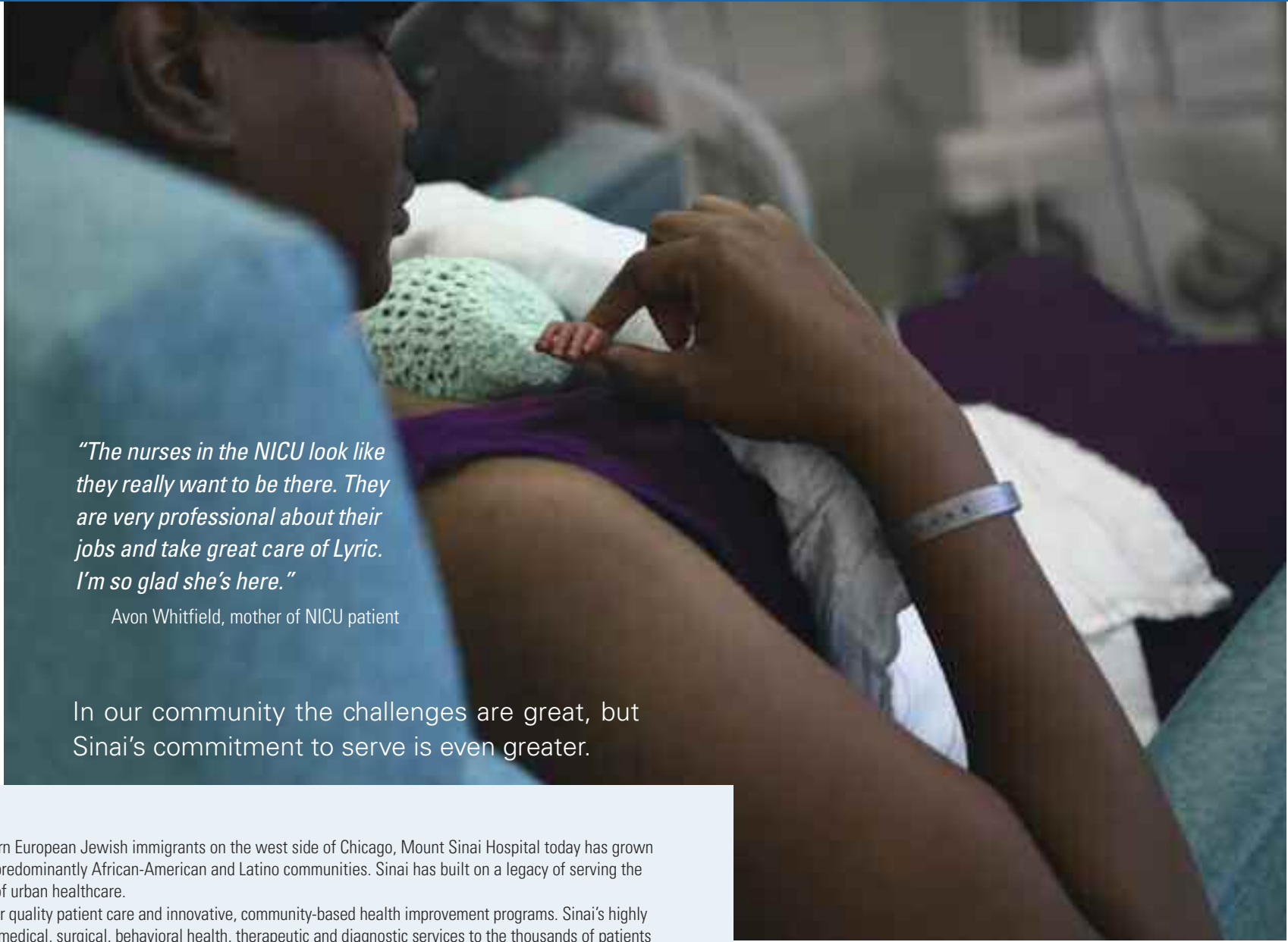
Kimberly, who has been with the Sinai WIC program for more than ten years, prides herself on its innovative programs, but feels it’s the one-on-one connection that really makes it all work.

“I’m the assistant director, but I’m also a registered nurse. It’s in my nature to help and care for people, so that’s why I love my job because it lets me do just that.”

It’s important for Kimberly to step out from behind her desk and be hands-on—literally. “Everyone here knows that when a mom comes in with a newborn, I have to hold the baby. I just have to.”



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*"The nurses in the NICU look like they really want to be there. They are very professional about their jobs and take great care of Lyric. I'm so glad she's here."*

Avon Whitfield, mother of NICU patient

In our community the challenges are great, but Sinai's commitment to serve is even greater.

Since we first opened our doors, we have served a population of great need—from Eastern European Jews in the early twentieth century to African Americans and Latinos today. The faces of our patients might have changed, but our commitment to help, heal and support has remained steadfast.

Today we are still a community-based hospital, but we have become so much more. We care for adults and children by providing exceptional medical, surgical, behavioral health, therapeutic and diagnostic services. Our patients come to us for routine preventive primary care as well as lifesaving therapies using leading-edge technologies.

Sinai's Level I Trauma Center, Level III Neonatal Intensive Care Unit (each having the highest designation level there is) and our capabilities in stroke and chest pain care are validated by national accrediting organizations.

Yes, the challenges are great, but with forward thinking, skill, commitment and compassion, we will continue to deliver excellent healthcare to all our patients.

**MOUNT SINAI HOSPITAL**

Founded in 1919 as a 60-bed hospital to serve the needs of Eastern European Jewish immigrants on the west side of Chicago, Mount Sinai Hospital today has grown to a 319-bed teaching, research and tertiary care facility serving predominantly African-American and Latino communities. Sinai has built on a legacy of serving the underserved and is proud to be a national model for the delivery of urban healthcare.

Mount Sinai Hospital is recognized nationally and regionally for quality patient care and innovative, community-based health improvement programs. Sinai's highly skilled physicians and caregivers consistently provide exceptional medical, surgical, behavioral health, therapeutic and diagnostic services to the thousands of patients who walk through its doors each year.

**AT A GLANCE**

- Level I Trauma Center for adult and pediatric emergencies—highest level of care (one of only four designated trauma centers in Chicago)
- Level III Neonatal Intensive Care Unit Center—highest level of care for fragile newborns
- Pediatric Intensive Care Unit—specialized care for children with serious or life-threatening injuries or illnesses
- Sinai Children's Hospital (located within the hospital) includes pediatric cardiology, gastroenterology, nephrology, allergy, endocrinology, urology, physical medicine and rehabilitation, and neurology
- Specialty services include cardiovascular services, cancer care center, stroke center, orthopedics, minimally invasive surgery, diabetes, geriatrics and more
- Routine and innovative cardiology and cardiovascular surgery
- Cardiac Catheterization Laboratory
- Comprehensive Cancer Care Center provides integrated services to oncology patients
- Inpatient and outpatient behavioral health
- Advanced imaging technology includes 1.5T MRI, digital mammography and 64-slice CT
- Major teaching hospital that trains more than 700 healthcare professionals through undergraduate, graduate, residency and fellowship programs
- Sinai Interpreter Services, Deaf Access Program and Illinois Video Interpreter Network (IVIN) make health-related communications available 24/7 for patients who are deaf or hard of hearing and patients who do not speak English

**Neonatal Intensive Care Unit**

**EXCEPTIONAL CARE FOR OUR TINIEST TREASURES**

After having had two full-term, healthy babies in the last ten years, Avon Whitfield, 30, of DuPage County, never thought her third pregnancy would be any different. She couldn't have been more wrong.

In the 20th week of pregnancy, an ultrasound revealed that Avon had a short cervix—a condition that can lead to premature labor. She was immediately put on strict bed rest and prescribed medication to delay labor until closer to the baby's due date. The regimen worked for about six weeks, but then baby girl Lyric wouldn't wait any longer and arrived 14 weeks early, weighing in at approximately one and a half pounds.

"Her lungs were underdeveloped, which the doctors said is normal for a preemie, but, still, it's pretty frightening," says Avon. "I've never had experience with a preemie before."

Lyric's nurses in Sinai's Neonatal Intensive Care Unit (NICU) tend to her around the clock, prepared to handle any situation. Avon says both the nurses and doctors prep her for everything that's going to happen and, as far as any questions she has, "they answer every last one."

Avon brings breast milk in every day and the nurses taught her how to do "kangaroo care," where she places little Lyric on her chest "skin-to-skin." This way of bonding also helps babies maintain body temperature, regulate heart and breathing rates, sleep more soundly and gain weight.

Avon is so grateful she's at such a top-notch NICU, even though she must travel an hour each way every day to see her daughter.

"I was seeing a doctor at the Lawndale Christian Health Center for prenatal care when I was living in the area. When he saw that the medication for my condition wasn't helping, he sent me right to Sinai. Now I live an hour away, but I don't mind driving the distance. I wouldn't want Lyric cared for anywhere else."

Avon and her family look forward to welcoming Lyric home, but that will still be awhile—she needs to be a healthy four and a half pounds before she can go home. In the meantime, Avon knows her little girl is in the best place she can be.

**Neonatal Intensive Care**

Mount Sinai Hospital's NICU is a true model of advanced healthcare for fragile newborns. Cutting-edge equipment and technology combined with highly trained doctors and nurses have earned the unit its designation as Level III—the highest possible level for a NICU. Licensed for 39 bassinets, the NICU cares for infants with the most complex of diagnoses.



Sita Sharma, Certified Renal Dialysis Technician, and dialysis patient Charles Reed.

### Dialysis Center

Sinai Health System offers dialysis services to chronically ill patients at its outpatient facility at the main hospital, and to acutely ill patients at the hospital and at Schwab Rehabilitation Hospital. Each month, we perform more than 875 chronic treatments and more than 125 acute treatments.

## Mount Sinai Hospital's Dialysis Services

### FOCUSING ON LIFE, NOT KIDNEY DISEASE

One might expect that someone receiving dialysis treatment three days a week for end-stage kidney disease would be sad and depressed. Not so for Charles Reed, though; he's upbeat and appreciative.

"When people find out that I'm on dialysis, they usually feel sorry for me. But I tell them not to because I feel blessed that I can go to a place like Mount Sinai Hospital and get this treatment to help me. Not everyone has access to this kind of care and I'm really grateful for it."

Charles started receiving hemodialysis—a process that removes wastes and extra fluids from the blood—in November of 2009 and has kept his strict schedule of three days a week, four hours a day, ever since. He compares it to having a job—it's just something he's committed to doing and he makes it a priority.

Long-term high blood pressure, a heart arrhythmia and type II diabetes all contributed to his kidney disease, although the blood pressure and diabetes are well controlled now. Charles is awaiting treatment to correct his arrhythmia and then he can get on a kidney transplant waiting list. In the meantime, he'll continue to come to Mount Sinai Hospital's dialysis center because it keeps him feeling well and healthy.

"The nurses and technicians are great and the nephrologists I see each time I visit know everyone's 'story,'" says Charles. "The dietitians keep up with me to make sure I stay on track with my diet. They all take great care of me."

Charles compares the atmosphere in the center to a work environment where you have "a really great group of co-workers." He appreciates the extra mile they go to make him feel welcome and comfortable.

"I know I'll be coming here for quite awhile since the average wait for a kidney transplant is five years. Until then, I know I can continue to live my life and be active with the help of Mount Sinai Hospital."

*"There are dialysis centers that are closer and more convenient to my home, but I go to Mount Sinai Hospital because of the level of care of I receive. It's just a great place."*

### Accreditations and Certifications

- The Joint Commission Gold Seal of Approval™: Quality and safety are core values at MSH as evidenced through earning The Joint Commission Gold Seal of Approval and high national quality measure composite scores for fiscal year 2011.
  - Acute Myocardial Infarction: 99.4/100
  - Heart Failure: 99.5/100
  - Pneumonia: 98.3/100
  - Surgical Care Improvement Project: 98.2/100
- Accreditation, College of American Pathologists; Certification, CMS Clinical Laboratory Improvement Amendments (CLIA)
- Emergency Department Approved for Pediatrics Certification (EDAP)
- American College of Surgeons Commission on Cancer
- Ultrasound Practice Accreditation, American Institute of Ultrasound in Medicine
- Accredited Chest Pain Center by the Society of Chest Pain Centers
- Primary Stroke Center designation by The Joint Commission

### Additional Quality Recognitions

- Surgical Care Improvement Project (SCIP)
- Innovation in Quality Award (Illinois Hospital Association)
- Illinois Hospital Association Pledge Quality Achievement Award

**Mount Sinai Hospital**  
Ogden at California Avenue  
Chicago, IL 60608  
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[www.sinai.org](http://www.sinai.org)

## UNDER THE RAINBOW: LIGHTING THE WAY FOR CHILDREN IN NEED

Family crisis intervention and the diagnosis, treatment and prevention of child abuse and neglect have always been key services of Sinai's Child and Adolescent Behavioral Health (CABH) program, "Under the Rainbow." Today, we also offer a full range of outpatient services that address a variety of mental health issues that impact youth in the neighborhoods we serve.

Mirna Ballestas, Psy.D., Clinical Psychologist and Manager of "Under the Rainbow," and her staff work together to treat children and families who face the daily challenges of chronic poverty, street violence, lower educational levels, substance abuse and domestic violence. She finds her interaction with the children both emotionally difficult and rewarding at the same time.

"Although it can be difficult to work with children who have been through painful experiences, I feel full of energy and passion when I interact with them," says Dr. Ballestas.

*"To have the opportunity to offer a child a different experience and open the window of 'it could be different' to a child full of fear, anger and pain makes my day very meaningful."*

"If I can provide them with my full attention, safety, care and advocacy, sometimes that's enough to make a 50-minute difference in a child's day and, thus, his or her life."

Through a variety of therapeutic interventions including art, play and talk therapies, Dr. Ballestas and the clinical staff at "Under the Rainbow" provide different avenues for children to talk about or re-create the situations that may be negatively affecting their lives. Unique and skill-building methods are always welcome at "Under the Rainbow"—one of the staff clinicians developed a popular Tae Kwon Do therapy to help children with self-control, concentration and anxiety.

Although patients are seen in the office, case managers and counselors occasionally accompany children to court dates or meet with school administrators to ensure that the child is supported in all aspects of his or her life. "Under the Rainbow" staff members conduct group outreach workshops at schools and other community locations, educating and supporting the adults who can make a difference in the life of a child.

"The fact that the 'Under the Rainbow' program is part of a larger system—Sinai Psychiatry and Behavioral Health, which includes adult programs—gives us the capacity to help these families through many levels of care and makes our work more successful."



Tara Gill, Ph.D.  
"Under The Rainbow" Child and Adolescent Behavioral Health program psychotherapist

Mirna Ballestas, Psy.D.  
"Under The Rainbow" Child and Adolescent Behavioral Health program manager

Richard Macur-Brouil, Psy.D.  
"Under The Rainbow" Child and Adolescent Behavioral Health program director

### "Under the Rainbow"

"Under the Rainbow" evaluates and treats most childhood and adolescent psychological disorders and provides outpatient mental health services for children up to age 18 and their families. Individual, family and group therapy as well as case management are provided by psychologists, social workers, child development specialists, psychiatrists and graduate students.

As the first accredited rehabilitation hospital in the Midwest, Schwab Rehabilitation Hospital has become synonymous with exceptional, innovative care with a singular purpose: ensuring that every patient reaches his or her maximum potential. With that commitment in mind, Schwab has incorporated creative, expressive therapies like music and horticulture into some of its inpatient therapy sessions. These activities add a new dimension to traditional functional therapies by motivating, energizing and soothing patients at the same time.

HEALING THE WHOLE PERSON WITH EXPRESSIVE THERAPIES

“Our bodies like rhythm. The brain uses it to send messages to its muscles to move in sequence. It also helps make connections in the brain that may have been damaged from stroke or another injury. Music is a perfect complement to neurologic rehabilitation therapies, especially,” says Kristin Lindaman, music therapist at Schwab Rehabilitation Hospital (SRH). She brought her knowledge of neurologic music therapy here in the spring of 2010 to establish another creative, effective expressive therapy, in addition to horticultural and recreational therapies.

With an autoharp in hand, Kristin is often seen walking backwards in front of a patient who is practicing walking—called gait training—with a physical therapist. Her music and beautiful singing provide structure for the patient, resulting in smoother steps, increased stamina and improved gait.

“The rhythm of the music stimulates the brain to sequence the steps,” says Kristin. “I also use a similar method in a group balance class to help time their movements. It’s amazing how much better and longer they can do the exercises when they’re following the rhythm of the music. Plus they simply enjoy the music.”

The majority of the patients who participate in music therapy have sustained some degree of neurological and functional loss from a stroke, spinal injuries or brain injuries. However, music is an effective therapeutic tool for many types of disabilities.



*“Schwab is truly an amazing rehabilitation hospital and we are proud of the unique therapies we offer along with the traditional ones. Our patients are very appreciative and they deserve it.”*

Kris Vertiz, Director of Extended Services including Expressive Therapies



Music therapist Kristin Lindaman and rehab patient Jerry Knight



Physical therapist Andrea Remick and rehab patient Jerry Knight

## Expressive therapies

Integrated with traditional, functional therapies, expressive therapies add tremendous value to the entire program:

### Recreational therapy

To relearn leisure activities under supervision, patients visit restaurants, movies and stores. We also support our patients' participation in summer camps like "Moving Mountains," a three-day adventure that offers rock climbing, sailing and biking for patients with spinal cord injuries.

### Horticultural therapy

Using gardening activities like planting, weeding and flower arranging, patients practice skills to develop motor coordination, balance and concentration, which are essential to their recovery. There are also several therapy groups that hold sessions on the rooftop garden to enhance mobility, relaxation and sensory stimulation.

### Music therapy

The rhythms of live music and singing are incorporated into individual and group therapy sessions to improve neurological and physical function. In addition to its role in physical recovery, music therapy improves the mood, lifts the spirit and encourages greater therapy participation.



Rehab patient Deloris Potts and horticultural therapist Laurie Dettmers

## PLANTING THE SEEDS OF INDEPENDENCE

Many Schwab patients have the opportunity to spend time in Schwab's award-winning rooftop garden where horticultural therapist Laurie Dettmers incorporates the wonders of nature into their therapy. The garden's 10,000 square feet include colorful plantings, a smooth walkway, a water feature and a basketball half-court to encourage patients to practice physical movements, learn life skills, and just relax and enjoy nature.

Activities like planting seeds, making wreaths, and cutting, drying or arranging flowers integrate seamlessly with physical, occupational, speech, music and recreational therapies.

"We tailor activities to patients with varying levels of abilities so that there's something for everyone," Laurie says. "They build function, mobility and independence by having patients practice standing, walking, fine and gross motor skills, hand-eye coordination, concentration, and so much more."

This special private retreat was developed to give patients a safe environment to build the skills they need to return to their lives. Laurie shares her beautiful garden with the other therapists because it is such an inviting, nurturing backdrop where patients can enjoy the serenity of the garden.

"Being out in nature gives our patients a tremendous sense of well-being," says Laurie. "One day Kristin sang in the garden to some of our patients and one commented, 'That was the highlight of my time here!' It was wonderful to hear that."

## SCHWAB REHABILITATION HOSPITAL

For more than 25 years, Schwab Rehabilitation Hospital (Schwab) has offered comprehensive inpatient and outpatient rehabilitation services to adults and children and is one of only three freestanding rehabilitation hospitals in the Chicago area. With 102 licensed beds (81 acute; 21 sub-acute), Schwab's intensive inpatient rehabilitation program includes three hours of therapy on five or more days a week, helping patients attain functional goals more quickly.

Schwab also provides a therapeutic environment with seven treatment gyms featuring state-of-the-art equipment, a warm-water indoor therapy pool and an award-winning rooftop garden. Its highly skilled staff of board-certified physiatrists and physical, occupational and speech therapists—along with music, horticultural and recreational therapists—work in tandem to maximize patient outcomes. Schwab has the only fully accessible computer lab for people with disabilities on the west side of Chicago.

Schwab has been an academic partner of the University of Chicago for more than 10 years. Schwab faculty have academic appointments in the University of Chicago Pritzker School of Medicine and annually teach a course for primary caregivers at the University of Chicago Medical Center.

### AT A GLANCE

#### CORE PROGRAMS

- Stroke
- Brain Injury
- Spinal Cord Injury
- Amputation
- General Neuromuscular and Musculoskeletal/Orthopedics
- Pediatrics

#### LEVELS OF CARE

- Inpatient acute rehabilitation
- Sub-acute rehabilitation
- Outpatient physician clinics
- Outpatient therapy services
  - Physical, occupational and speech therapy: pediatric and adult
  - Hand therapy
  - Lymphedema treatment
  - Wheelchair clinic
  - Audiology evaluations and hearing aid management
  - Video fluoroscope swallow studies
  - Spasticity clinic
  - Pain clinic
  - Musculoskeletal clinic
  - Spinal cord injury clinic

#### OUTCOMES

- Top 10 percent nationwide for Functional Independence Measure (FIM) gains
- Length of stay that outperforms regional and national benchmarks
- Consistently outperforms similar hospitals in patient satisfaction scores for overall quality of care
- Excellent discharge-back-to-the-community rate

#### MAJOR ACCREDITATIONS

- The Joint Commission
- Commission on Accreditation of Rehabilitation Facilities (CARF) Three-Year (demonstrates exemplary conformance to the standards in 12 areas)



## THE SINAI TOMORROW PROJECT:

Continuing the commitment

With a plan to fit the needs of an evolving healthcare and residential landscape, The Sinai Tomorrow Project is moving forward. The Chicago Housing Authority's Park Douglas, an innovative 137-unit mixed-income rental housing development, welcomed its first residents in September. The renovation of existing hospital facilities and the construction of a new outpatient pavilion as well as an inpatient pavilion are set to follow, as we work toward completion of this ambitious plan.



*"I am so impressed with the greatness and commitment of Sinai's leadership and its staff. It really speaks to the value Sinai brings to this community of tremendous need."*

Alan Solow, Board member and Chairman of the Philanthropy Committee

Jason C. Ervin, 28th Ward  
Alderman, at the Park Douglas  
construction site

PROJECT PLANNING  
AND DESIGN

NEW CONSTRUCTION  
AND RENOVATION

NEW AND RENOVATED  
FACILITIES OPEN

Our outreach efforts for project funding during this past year have been met with enthusiastic support from local donors as well as nontraditional sources beyond the Chicago area. Alan Solow, Board member and Chairman of the Philanthropy Committee, has been successfully spearheading this effort, which is currently more than halfway to its \$20 million goal.

Alan is a respected leader in the Jewish community and has a longstanding relationship with Sinai. He feels his role in The Sinai Tomorrow Project fulfills the Jewish obligation to "repair the world" and assist others who are less fortunate. His creative and tireless pursuit of financial support is fueled by his passion for public service and healthcare equality.

"Sinai Health System is a national model for urban healthcare delivery, but it's also a vital and necessary beacon of hope and help in this community," says Alan. "I am personally committed to helping this great institution build on its legacy of not only helping the underserved, but also providing the kind of quality, advanced healthcare that will allow all patients to be adequately and equally served."



## THE SINAI TOMORROW PROJECT:

### The Campaign for a Healthier Chicago

Sinai Health System thanks the many individuals, families, corporations and organizations whose thoughtful generosity will enable us to construct a new Outpatient Care Pavilion Ambulatory Care Center as the first phase of a major campus redevelopment project.

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- Asst. Sect. for Preparedness & Response/  
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- City of Chicago/Department of Public Health/Division of HIV/AIDS
- Illinois Attorney General's Office for Violent Crime Victims Assistance
- Illinois Department of Commerce & Economic Development
- Illinois Department of Human Services
- Illinois Department of Human Services/Division of Mental Health
- Metropolitan Chicago Healthcare Consortium
- National Institutes of Health
- National Institutes of Health/International Material Pediatric Adolescent AIDS Clinical Trials Group/ Children's Memorial Hospital
- U.S. Department of Housing and Urban Development
- National Institutes of Health
- Centers for Disease Control and Prevention
- Illinois Department of Public Health

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- Illinois Attorney General's Office
- Illinois Coalition Against Domestic Violence
- National Institute on Drug Abuse Clinical Trials Network
- Project Safe Neighborhood

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- Illinois Department of Human Services
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### Sinai Health System Fiscal Year 2011 Financial Statement *(in thousands)*

	2011	2010
	Audited	Audited
Inpatient care	\$585,457	\$544,470
Outpatient care	516,835	571,143
<b>Total patient care revenue</b>	<b>1,102,292</b>	<b>1,115,613</b>
Free care	(80,833)	(70,341)
Shortfall—Medicaid, Medicare and other payers	(645,456)	(671,556)
<b>Total allowances</b>	<b>(726,289)</b>	<b>(741,897)</b>
<b>Net patient care revenue</b>	<b>376,003</b>	<b>373,716</b>
Other operating revenue	31,718	32,165
Community health grants	(2,000)	(1,851)
Non-operating revenue	3,140	1,436
<b>Total revenue</b>	<b>408,861</b>	<b>405,466</b>
Salaries	209,064	203,387
Supplies and other	104,049	96,124
Insurance	9,323	11,860
Interest	5,587	5,788
Provider tax	17,081	17,081
Depreciation	12,736	12,796
Bad debt	50,623	57,860
<b>Total expenses</b>	<b>408,463</b>	<b>404,896</b>
<b>Revenue (less than) in excess of expenses</b>	<b>\$398</b>	<b>\$570</b>

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