

USC buys two hospitals in historic \$275 million deal

By Jane Brust

The Trojan Family has grown by two with USC's acquisition of the USC University Hospital and USC Norris Cancer Hospital, effective April 1.

The deal in which USC purchased the two private hospitals from Tenet Healthcare Corp. for \$275 million closed March 31.

USC, one of the world's leading private research universities, and UCLA are now the only two Los Angeles-area universities owning hospitals. USC's purchase includes 471 inpatient beds and 1,600 hospital employees. Planning is already under way for recruiting additional physicians, hiring additional nurses and other personnel, refreshing facilities and enhancing patient amenities.

With the hospital acquisition, USC's faculty physicians will care for private patients at two hospitals owned and managed by the university, allowing for greater physician direction of clinical programs and acceleration of innovative therapies and surgical techniques for

cardiovascular and thoracic diseases, urologic disorders, neurological issues, organ transplantation, cancer treatment, disease prevention and other health concerns.

USC President Steven B. Sample credits key members of the USC Board of Trustees with helping to bring the acquisition to a successful conclusion.

"Our trustees were crucial to this intricate and exacting process. Our current chairman, Ed Roski, like so many of his board colleagues, wholeheartedly believed that USC's clinical enterprise would flourish remarkably once the university owned and integrated its academic medical center," Sample said. "And our immediate past chairman, Stanley Gold, likewise lent his zeal and considerable talent to the project for two years, proving himself an



Phil Manly, USC University Hospital chaplain, flashes a victory sign in front of a banner announcing the hospitals' change of ownership. He said, "We're looking forward to being a huge family serving our community, as we have faithfully, down through the years. We have some of the best doctors, nurses, therapists, social workers, chaplains, volunteer department—we have it all here. We have the potential to really make a difference."

©Brook Photography

astute chief negotiator for USC in this landmark acquisition."

Negotiations have been under way

since April 2008, when USC and Tenet signed a non-binding letter of intent for

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Got Spirit? Let's Hear It! — Keck School fetes students on 'Spirit Day'



By Sara Reeve

Students from the Keck School of Medicine enjoyed Trojan Spirit Day on March 30, complete with food, folks and fun courtesy of the Keck School.

Keck School Dean Carmen A. Puliafito welcomed students on the sunny spring afternoon, and invited them to enjoy the free lunch. "Welcome to the Keck School of Medicine Spirit Day," he said. "Let's have a round of applause from all the fans of our friends at In-N-Out Burger!"

An In-N-Out Burger cookout trailer stationed in the Harry & Celesta Pappas Quad provided free soda, hamburgers, cheeseburgers and grilled cheese sandwiches. Students who needed a sugar rush could also visit the build-your-own ice cream sundae table.

As music played and a game of volleyball began in the court, students filed out of classes to line up for lunch. "We just finished exams on Friday, so the timing is perfect," said Jenessa Nyvall, a first-year student at the Keck School. "It's also really nice to celebrate and come together as a class—it's a welcome break from the everyday routine."

The student band "Sunday Grunge Club" entertained students with a medley of late-90s hit songs while students listened for their raffle ticket number to be read as a winner for one of the many USC spirit prize packages.



Jon Naick

Above, Keck School students line up for free In-N-Out burgers as part of its annual Trojan Spirit Day. Left, members of the Sunday Grunge Club band—(from left) Chris Coyne, Davy Cohen, Juan Espinoza and Justin Wagner belt out tunes at a lunchtime show in Harry and Celesta Pappas Quad.

A new day, a new Weekly

As the USC Trojan Family expands with the purchase of the USC University Hospital and USC Norris Cancer Hospital, our weekly campus publication is expanding in its coverage of our new hospitals and its reach to the staff who work there.

Watch for the debut of the new *Weekly* on April 10, featuring a new graphic design, a larger size and tabloid format. This special edition will serve as a commemorative issue focused on the hospital acquisition and its significance to the work of our faculty, staff and students.

It's a new day on the USC Health Sciences Campus.

USC School of Dentistry marks end of Harold Slavkin era with 'heartfelt gratitude'

By Beth Dunham

On March 26, the USC School of Dentistry celebrated the deanship of Harold Slavkin, who led the school from 2000 through 2008.

Faculty, staff, alumni, family and friends marked the occasion with a reception in the University Club, complete with a performance by members of the Trojan Marching Band. Acting dean Sigmund Abelson welcomed attendees and lauded Slavkin as a visionary, innovator and great communicator.

"You are admired and loved by your School of Dentistry," Abelson said. "We are all the better because of your caring."

Ralph Allman, chair of the School of Dentistry's Board of Councilors, saluted Slavkin's "lifetime of achievement" while Executive Vice President and Provost C. L. Max Nikias conveyed his

and President Steven B. Sample's "heartfelt gratitude" for Slavkin's leadership.

"The School of Dentistry will be building on the solid foundation you have laid for years to come," Nikias said. "The university did not achieve this lofty standing through magic or luck; USC's success is part of his exceptional legacy."

Slavkin's grandson Max Slavkin, a USC senior majoring in political science, recalled accompanying his grandfather to his laboratory as well as to academic functions overseas and getting a sense of the respect and admiration Slavkin received from his peers. He added that his grandfather's career and philosophies have made an impact on his life and goals as he approaches graduation.

"It's all about leaving the world a little bit better than we found it," he said.



Acting dean Sigmund Abelson, left, and longtime dean Harold Slavkin.

Slavkin, who will have spent more than four decades at USC when he returns as a School of Dentistry faculty member in 2010, thanked everyone for their support as well as the opportunity

to be a part of the school's community.

"After all is said and done, it's a human endeavor," Slavkin said. "Thank you for letting me be a part of your lives."

Postdoctoral fellow receives prestigious Giannini Medical Research Fellowship

By Ina Fried

Developing a novel in utero gene therapy for cystic fibrosis (CF) is the goal of a research project that has led to a prestigious award for Suparna Mishra, a Keck School of Medicine postdoctoral fellow.

Mishra has been selected to receive a Medical Research Fellowship for up to three years from the A. P. Giannini Foundation. Her fellowship is one of only seven being awarded for 2009.

CF is the most common genetic disease in the United States, affecting one out of 2,500 live births per year. CF is caused by mutations in the CFTR gene, which leads to an ion/water imbalance in the lungs, intestines and other organs, Mishra explained. Consequently, sticky mucus blocks the lungs and intestinal tract, leading to chronic infections and malnutrition.

There is no cure for CF, and patients have an average lifespan of 36 years. The main cause of mortality is lung failure. However, Mishra said, it has been determined that as little as 5 percent correction of the mutated CFTR gene can restore the ion/water balance.

Mishra works in the division of immunology/bone marrow transplant at Childrens Hospital Los Angeles in the laboratory of Carolyn Lutzko, assistant professor of pediatrics. Lutzko's labora-

tory has developed a system in which a 'test' gene can be transferred to the lung and intestine of a normal mouse fetus. They have found that after birth, up to 14 percent of the epithelial cells in the mouse's lung have the 'test' gene.

Mishra aims to use this approach to evaluate whether transferring the normal CFTR gene to mouse fetuses with CF can prevent the development of CF disease. These studies may be able to

provide the important proof-of-principle for novel in utero therapy for CF in humans.

It has been 20 years since USC last garnered one of the Giannini Medical Research Fellowships. Each year the A. P. Giannini Foundation invites promising young postdoctoral investigators in the early stages of their careers to apply to the program. Out of a large number of initial applicants, the foundation

invited 19 candidates for interviews.

Based on a presentation about her research, Mishra received a top ranking.

The foundation, formerly the Giannini Family Foundation, was established in 1945 by A. P. Giannini, founder of the Bank of America. Since 1951, the foundation has awarded 600 fellowships to postdoctoral biomedical researchers at California's eight accredited medical schools.

USC study links football losses to heightened risk of fatal heart attacks

By Meghan Lewit

A study by Robert Kloner, professor of medicine at the Keck School of Medicine and heart researchers at Good Samaritan Hospital found that football fans in the U.S. are at increased risk for heart attack death, especially following a losing Super Bowl game.

The finding was presented March 28 at the American College of Cardiology annual meeting in Orlando, Fla.

"Stress may trigger cardiovascular events," Kloner said. "Emotional stress involving a local sports team, especially in a highly publicized rivalry as in the Super Bowl, is no exception.

Both losing a Super Bowl game and the intensity of the game may play a role."

Researchers analyzed post-game deaths on the day of and for two weeks after the Los Angeles Rams lost to the Pittsburgh Steelers in 1980 and when the Los Angeles Raiders defeated the Washington Redskins in 1984. They also looked at data from the Super Bowls between 2000 and 2004 when Los Angeles did not have a professional football team.

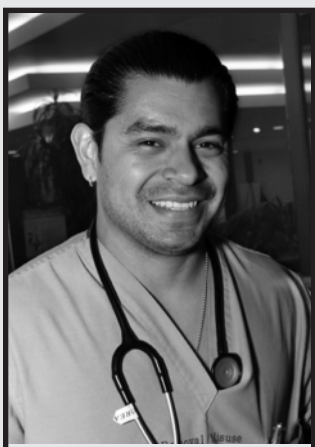
Los Angeles County total death rates and those caused by heart disease and heart attacks were significantly higher on days related to the losing 1980 game compared to non-Super

Bowl related control days. Death rates were also higher for circulatory deaths, cardiovascular deaths and heart attacks.

On the other hand, there was a lower death rate in 1984 when the LA Raiders won the game and in 2000 to 2004 when Los Angeles did not have a professional football team.

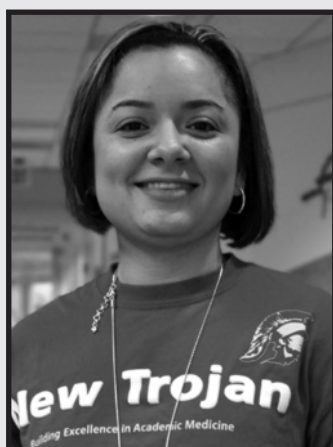
The increase in deaths and cardiac deaths associated with the losing 1980 game could be related to emotional stress, Kloner noted. The decrease in deaths in 1984 may be related to the euphoria of victory, and the slight decrease in death surrounding the 2000-2004 games may be related to a decrease in physical activity.

Employees hail change in hospital ownership to USC: 'It's like a brand new day!'



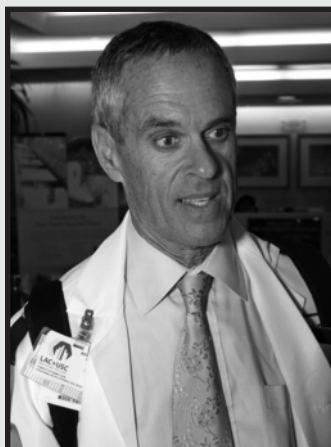
Alex Corea, USC University Hospital respiratory therapist

'It feels good to be a USC employee. I expect the hospital to move forward in the medical field with innovation. It's a positive move forward for us, especially in these economic times, to actually see more patients being admitted. More employees are taking pride, wearing their USC Trojan shirts, and feeling more ownership.'



Doris Arroyo, USC Norris registered nurse, intensive care unit

'It's not an easy transition, but I think everyone is willing to do their part, so I think that is important. Everyone is excited to pitch in, and that makes a big difference.'



Michael Kline, USC University Hospital gastroenterologist and GI fellowship program director

'Having the hospital under our leadership is going to add to the quality of the fellows that apply to our program—we're seeing that already.'



Alba Luzuriago, USC Norris Direct Care Partner and phlebotomist

'It feels good to be a Trojan. I've got big smiles today. I've been at Norris 14 years, and the spirit here has always been very positive, but with Tenet, we lost that Norris spirit—it went away. I'm looking forward to the return of good feelings to Norris. We feel like a family in this place.'



Michael Godinez, USC Norris admitting representative

'I'm so excited, in light of the new outlook and the changes that we've heard will take place. I have a lot of hope for the future. It's already a lot better—it's like a brand new day.'

Photos: Brook Photography and Veronica Jauriqui

HOSPITALS: Creem assumes role as chief executive officer, seeks to enhance patient services

Continued from page 1

the university to acquire the two hospitals. Throughout the negotiations, USC has been advised by Moelis & Company. The University filed a lawsuit in August 2006 seeking to end the relationship with Tenet, and Tenet filed a counterclaim against the University seeking monetary damages. The litigation was set aside a year ago as negotiations began.

"The hospital acquisition is an historic investment by USC and a strategic move to create an integrated academic medical center," said USC Executive Vice President and Provost C.L. Max Nikias. "We look forward to enhancing the patient service that comes with the outstanding care provided by our Doctors of USC. In so doing, we will elevate the Keck School of Medicine of USC to a nationally acclaimed leader among the nation's medical schools."

Effective April 1, Mitchell R. Creem became Chief Executive Officer of the two hospitals following a nationwide search led by Nikias. A seasoned hospital administrator widely known for his experience in revitalizing academic medical centers, Creem joined USC as Vice Provost in June.

With 25 years of management experience, Creem has influenced all aspects of the health care industry, including hospital, research and faculty group practice management.

As CEO, Creem reports to Nikias and will work collaboratively with Keck School of Medicine Dean Carmen A. Puliafito, who also reports to Nikias.

In an e-mail memo April 1, Creem

welcomed hospital employees to the Trojan Family. "Now, the work of running our hospitals begins as we create our new USC academic medical center," he said. "We will be working together in new and different ways to improve existing systems, create and expand our patient-focused programs and enhance our services throughout the clinical enterprise."

"I am privileged to have the opportunity to carry the USC tradition of quality and excellence to these two hospitals," Creem said. "Together, with our faculty physicians, nurses, hospital staff and Keck School leadership, we will lead the USC University Hospital and the USC Norris Cancer Hospital into a new era of excellence in academic medicine."



Technology specialists in "IT Transition Team" shirts worked around the clock prior to April 1 to help with the transition from Tenet Healthcare Corp. to a USC patient records system. By 5 p.m. April 1, the transition was completed. From left: Christina Henson, Kim Thompson, Isabell Schneider, Susan Perry and Cynthia Barber.

Puliafito has commented that Creem brings keen medical center expertise and a collaborative leadership style to the new academic medical center model. "Mitch already has cultivated productive relationships with our Keck School of Medicine faculty physicians, and we look forward to working with him to create the integrated academic medical center that we all envision for USC."

Facilities at the 411-bed USC University Hospital include the new 10-story Norris Inpatient Tower, which provides 11 new operating rooms and 150 inpatient rooms, many of which have never been used. Facilities at the USC Norris Cancer Hospital include 60 beds. When USC opens the new inpatient beds at University Hospital,

the Doctors of USC will be caring for patients throughout a 1,400-bed system, including the 600-bed Los Angeles County+USC Medical Center and the 317-bed Childrens Hospital Los Angeles.

USC's more than 500 Doctors of USC are well known for the care they have provided to patients at LA County's LAC+USC facilities for more than 100 years, building the largest academic training program in the country with more than 900 residents and fellows.

In recent decades, the Doctors of USC also have built private practices at the USC Norris Cancer Hospital and the USC University Hospital. The acquisition of the two private hospitals will allow the Keck School of Medicine to recruit additional world-renowned academic physicians who are committed to excellence in patient care both at the County facilities and at the private hospitals, while also committing to excellence in medical education and clinical research.

USC University Hospital opened in 1991 under the ownership of National Medical Enterprise Inc., which later became Tenet. An acute care hospital, USC University Hospital currently tracks 7,700 inpatient visits and 56,000 outpatient visits each year.

Tenet acquired Norris Cancer Hospital in 2003. Devoted exclusively to the treatment of patients with cancer, the hospital is affiliated with the USC Norris Comprehensive Cancer Center, one of the original eight such centers in the U.S.

Veronica Jauriqui

Calendar of Events

The HSC Calendar is online at www.usc.edu/hscalendar

Friday, Apr. 3 – Friday, Apr. 10

Global Health Awareness Week. This week's program features a series of guest lectures and a diverse range of events. Info: <http://ghaw.info>

Monday, Apr. 6

NOON. "Case Presentations," Shahrooz Bermanian, USC. DNT B3B105. Info: (323) 409-7995

NOON. "NEPHSAP: Hypertension," Mitra Nadim, USC. GNH 4420. Info: (323) 226-7307

Tuesday, Apr. 7

9 A.M. Neurology Grand Rounds. "Inflammation and Neurodegeneration: Insights From the Study of Multiple Sclerosis," Wendy Gilmore, USC. ZNI 112. Info: (323) 442-7686

Wednesday, Apr. 8

NOON. "What Conscience Rights for Healthcare Workers," Laila Muderspach, USC and Fr. Juan Velez. NOR Medical Library. Info: (818) 450-4720

Thursday, Apr. 9

11:30 A.M. "What Has Genetics Taught Us About Alzheimer's Disease?" Rudy Tanzi, Harvard. UPC Andrus Gerontology Ctr. Info: (213) 740-1354

Friday, Apr. 10

8 A.M. CHLA Grand Rounds. "New Frontiers in Diabetes," Eba Hathout, Loma Linda Univ. CHLA Saban Research Auditorium. Info: (323) 361-2935

NOON. "Case Presentations," John Kim, USC. OPT A5C129. Info: (323) 409-7995

Monday, Apr. 13

NOON. "NEPHSAP: Fluid, Electrolyte and Acid-base Disturbances," Alan Yu, USC. GNH 4420. Info: (323) 226-7307

NOON. "Case Presentations," Shahrooz Bermanian, USC. DNT B3B105. Info: (323) 409-7995

Tuesday, Apr. 14

8:45-NOON. The 19th Annual Cancer Surveillance Program Educational Symposium. "From Surveillance to Prevention," Various speakers. NOR Aresty Conference Ctr. RSVP: csymposium@usc.edu

11:30 A.M. Psychiatry Grand Rounds. "Body Dysmorphic Disorder," Katharine Phillips, Brown Univ. ZNI 112. Info: (323) 442-4000

Thursday, Apr. 16

NOON. Cellular Homeostasis Lecture Series. "PPARs, Macrophage Activation and Insulin Resistance," Ajay Chawla, Stanford. MCH 156. Info: (323) 442-3121

Friday, Apr. 17

8 A.M. CHLA Grand Rounds. "Challenges of Protecting Children: It's not all 'Law and Order' and 'CSI,'" Karen Kay, USC/CHLA. CHLA Saban Research Auditorium. Info: (323) 361-2935

NOON. "Case Presentations," Yi Zheng, USC. OPT A5C129. Info: (323) 409-7995

Monday, Apr. 20

NOON. "NEPHSAP: Transplant," Yasir Qazi, USC. GNH 4420. Info: (323) 226-7307

Notice: Deadline for calendar submission is 4 p.m. Monday to be considered for that week's issue—although three weeks advance notice of events is recommended. Please note that timely submission does not guarantee an item will be printed. Send calendar items to HSC Weekly, KAM 400 or fax to (323) 442-2832, or e-mail to ebalauw@usc.edu. Entries must include day, date, time, title of talk, first and last name of speaker, affiliation of speaker, location, and a phone number for information.



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CELEBRATING LEADERSHIP—At a reception honoring internationally renowned cardiothoracic surgeon Vaughn Starnes upon his appointment as chairman of the expanded Keck School of Medicine Department of Surgery are, from left: USC Executive Vice President and Provost C. L. Max Nikias; Starnes; his wife, Julie; and Keck School Dean Carmen A. Puliafito. Speaking at the March 24 reception held at the California Club, Puliafito, who hosted the event, praised Starnes as an outstanding physician and administrator who is "totally committed to USC." Starnes, who is also the H. Russell Smith Foundation Chair for Cardiovascular Thoracic Research and surgeon-in-chief of the USC University Hospital and USC Norris Cancer Hospital, thanked Tom DeMeester, his predecessor as chairman, for "setting the building blocks in place" for growth of the department.

5k 'Walk for Keck' slated for April 16

The USC University Hospital Guild will host its annual "Walk the 5k for Keck" on April 16 to raise money for scholarships for Keck School students and medical research.

The group invites students, staff, faculty and friends to participate in the event, which will run from 11 a.m. to 3 p.m. at Harry and Celesta Pappas Quad. Entry costs \$10 and participants will receive a t-shirt, energy bar, water and lunch.

For more information or to register, e-mail Candy Duncan at cdadsc@aol.com or call (310) 545-2239.

In Case of An Emergency...

Visit the USC Web:
<http://emergency.usc.edu>

This page will be activated in case of an emergency. Backup Web servers on the East Coast will function if the USC servers are incapacitated.

Call the Emergency Information Phone:
213-740-9233

The emergency telephone system can handle 1,400 simultaneous calls. It also has a back up system on the East Coast.

HSC NEWSMAKERS

Complete listing at: www.usc.edu/uscnews/usc_in_the_news/

A March 30 *USA Today* article highlighted research by cardiologist **Robert Kloner** presented during the American College of Cardiology meeting in Orlando. Kloner and colleagues found that fans of losing Super Bowl teams are more likely to die than fans of winning teams. *U.S. News & World Report*, the *Los Angeles Times*, Reuters, KABC-TV and HealthDay News also covered the research.

A March 30 *San Diego Union-Tribune* article cited epigenomic expert and USC Norris Comprehensive Cancer

Center director **Peter Jones** in a story on epigenomics, the study of chemicals that control gene regulation.

A March 30 *Los Angeles Times* article remembered kidney disease expert and professor emeritus **William Schwartz**.

A March 26 *Los Angeles Times* article cited a USC study linking highway pollution to stunted lung growth in children.

A March 25 *Newsweek* article featured a new study by environmental health experts

Carrie Breton and **Frank Gilliland** on secondhand smoke susceptibility. A variation within a single gene can determine how susceptible children will be to secondhand smoke, even in utero, the study found. *U.S. News & World Report*, *Forbes* and HealthDay News also covered the story.

On March 25, ABC News' "Good Morning America" interviewed fertility expert **Karine Chung** about a woman who did not realize she was pregnant before going into labor.

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