

Jackiewicz emphasizes need for strategic growth

‘We have a tremendous opportunity to build our reputation and expand our reach. We need to focus our investments and make strategic choices about how and where we are going to grow.’

—Tom Jackiewicz, senior vice president and chief executive officer for USC Health



Jon Nalick

During a Jan. 13 meeting with staff leaders, Tom Jackiewicz, senior vice president and chief executive officer for USC Health, discusses his plans to create a fully integrated Keck Medical Center of USC.

By Tania Chatila

Meeting with invited staff leaders from throughout the Keck Medical Center of USC, Senior Vice President and CEO for USC Health Tom Jackiewicz outlined plans to build on nearly three years of accomplishments since the University’s acquisition of the two hospitals nearly three years ago.

Jackiewicz discussed efforts to focus on strategic planning, growth and integration of the medical center at a Jan. 13 presentation at Keck Hospital of USC. More than 120 directors, administrators and physicians from the two USC hospitals and USC Care Medical Group filled the Norris Inpatient Tower Cafe to hear him speak about his new role and plans for the future.

“The foundation for this organization has been established,” Jackiewicz said, referring to the faculty recruitment and clinical, staff and

program development that has been achieved since USC’s acquisition of the hospitals in April 2009. “Now we must build upon our accomplishments to further integrate the organization and position us as a leader in health care.”

Jackiewicz said strategic planning will focus on two areas: clinical program growth and facility planning. Moving forward, the medical center will be making important decisions around growth and key areas for investment, he said.

“We have a tremendous opportunity to build our reputation and expand our reach,” Jackiewicz said. “We need to focus our investments and make strategic choices about how and where we are going to grow.”

Jackiewicz emphasized integration and collaboration across the medical enterprise as a critical component in supporting those strategic planning efforts and that organizational growth.

“A large part of our success will depend on our ability to truly function as

one entity – one Keck Medical Center of USC,” Jackiewicz said. “Our physicians, practice plan administrators, hospital leaders and staff must all partner together.”

He recognized the recent \$150 million gift from the W. M. Keck Foundation as a significant step in fostering that unity. In acknowledging that fundraising milestone, he also recognized the more recent \$15 million donation from the Kenneth T. and Eileen L. Norris Foundation toward the Norris Healthcare Consultation Center.

“The investments in this organization are huge and represent our unique and extraordinary potential to become a global leader in the health care field,” Jackiewicz said. “Our continued collaboration around strategic planning and growth will help us get there.”



Scott Evans

Scott Evans named interim hospitals CEO

Effective Jan. 20, Scott Evans has assumed the role of interim chief executive officer of Keck Hospital of USC and USC Norris Cancer Hospital—in addition to his role as the chief operating officer of the hospitals.

In a memo to Keck Medical Center of USC staff and physicians, new Senior Vice President and CEO for USC Health Tom Jackiewicz expressed his confidence in Evans’ leadership as the organization moves toward a more fully integrated Keck Medical Center of USC.

In his interim CEO role, Evans reports to Jackiewicz and works closely with Keith Gran, CEO of USC Care Medical Group.

“Those of you who have worked with Scott know that he has done an outstanding job leading the daily operations of our hospitals fostering collaboration and

See **EVANS**, page 3

Nikias to address faculty Feb. 8

USC President C. L. Max Nikias will present his annual address to the faculty on Wednesday, Feb. 8, in the Aresty Auditorium, Harlyne J. Norris Cancer Research Tower. A reception will begin at 7 a.m., followed by the address at 7:30 a.m.

Invited faculty who cannot attend and staff and students may view a live webcast online at <http://tinyurl.com/735axut>.

Book by Keck School researcher David Agus touts new view of health



Leslie Ridgeway

David Agus, left, discusses a scanning procedure with Bill Weir, ABC Nightline host, who participated in medical tests as part of a television interview with Agus.

By Leslie Ridgeway

A new definition of health and how to achieve it is the subject of a new book written by David B. Agus, a faculty physician and researcher in the Keck School of Medicine.

Agus, professor of medicine and engineering at the Keck School and the USC Viterbi School of Engineering, also heads the USC Norris Westside Cancer Center and the USC Center for Applied Molecular Medicine. *The End of Illness* is the culmination

of knowledge gained during more than two decades of fighting cancer on the front lines. The book is intended to help readers transform their views of their bodies, learning to see them as complex, whole systems instead of focusing on a single issue such as a genetic mutation, a germ, a deficiency or a number such as blood pressure, weight or cholesterol.

“In an era where the explosion of medical

See **AGUS**, page 2

Mark Humayun named among USC’s newest University Professors

Humayun and his collaborators implanted the first microelectronic retinal implant into the eyes of 36 blind patients with end-stage retinitis pigmentosa, enabling the long-term study of various electrical and mechanical parameters in these blind patients.

USC president C. L. Max Nikias has appointed Mark Humayun as a new University Professor, an honor reserved for faculty members who have displayed significant accomplishments in several disciplines.

Nikias also named Larry Swanson as a new University Professor and awarded P. Daniel Dapkus and Midori as Distinguished Professors—an honor given to professors whose accomplishments have brought special renown to the university.

Humayun, holder of the Cornelius J. Pings Chair in Biomedical Sciences and professor of ophthalmology, biomedical engineering, and cell and neurobiology at the Keck School of Medicine and USC Viterbi School of Engineering, also serves as associate director of research at the Doheny Retina Institute at USC.

He is a member of the Institute of Medicine and the National Academy of Engineering, as well as a fellow of the American Institute for Medical and Biological Engineering. He is a leading ophthalmology expert with a special focus on bioelectrics and the retina.

Humayun and his collaborators implanted the first microelectronic retinal implant into the eyes of 36 blind patients with end-stage retinitis pigmentosa, enabling the long-term study of various electrical and mechanical parameters in these blind patients. The group’s Argus II retinal implant was the first in the world to have regulatory approval.

Swanson is the Milo Don and Lucille Appleman Professor of Biological Sciences, and professor of biological sciences, neurology and psychology at the USC Dornsife College of Letters, Arts and Sciences.

Dapkus, William M. Keck Distinguished Professor of Engineering, is professor of electrical engineering and physics and astronomy at the USC Viterbi School of Engineering. He is director of the Center



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for Energy Nanoscience at USC and director of the Center for Energy Nanoscience and Technology.

Midori, holder of the Jascha Heifetz Distinguished Chair in Violin, is chair of the

strings department at the USC Thornton School of Music. She made her orchestral debut with the New York Philharmonic at age 11 and by her early teens was an internationally acclaimed violinist.

The Weekly Etcetera

Amytis Towfighi, assistant professor of neurology, has received the prestigious Robert G. Siekert New Investigator Award in Stroke from the American Heart Association and will present her research at the International Stroke Conference in New Orleans at the end of the month.

Towfighi is chair of the Neurology Department at Rancho Los Amigos National Rehabilitation Center and director of its acute neurology/acute stroke unit. The award, named for Robert G. Siekert, founding chairman of the American Heart Association’s International Conference on Stroke and Cerebral Circulation, encourages new investigators to undertake or continue stroke-related research.

AGUS: New book *The End of Illness* calls for ‘a new way to make personal health choices’

Continued from page 1
information has far outstripped our ability to process it, we need a new way to make personal health choices,” writes Agus in the book. “What have we been missing

when it comes to decoding the mystery of disease?”
The End of Illness, Agus’ first book, clarifies the systemic viewpoint that has encouraged him to challenge conventional ideas about health and how to care for the human body. The book covers and confronts topics such as vitamin supplements, exercise, inflammation, medications, sleep and nutrition.
“As a most dynamic

oncologist and researcher, Dr. Agus has devoted his life to finding new ways to approach and attack cancer,” said Keck School Dean Carmen A. Puliafito. “That willingness to look beyond established viewpoints will, I believe, unlock the secrets of cancer and the progression of other diseases that affect our quality of life.”
The book features long-term, big-picture assessments, as well as many easy-to-implement suggestions for personal health, from wearing comfortable shoes to eating lunch at the same hour every day.
Among the notable individuals praising the book are Vice President Al Gore, Michael Dell, founder and CEO of Dell Inc., Steve Jobs’ biographer Walter Isaacson, and seven-time Tour de France winner Lance Armstrong.
“*The End of Illness* reframes the entire discussion of sickness and health,” writes Danny Hillis, professor of research medicine at the Keck

School. “Instead of thinking about disease, Agus thinks about the system that is the human body, and what we need to do to guide it toward health. Before you take your next vitamin, read this book.”
The End of Illness details Agus’ frustration with the lack of progress in many areas of medicine today, especially cancer. The book describes what he sees as the medical community’s shortsightedness when it comes to looking at the body. He explains how some doctors may inflict harm on their patients, making errors ranging from inappropriate therapies and prescribing supplements to failing to prevent disease. He also shows how easy it is to fall prey to scare tactics that circulate in the media and how to scrutinize and many times dismiss wild claims.
More information about *The End of Illness* is available at the website (www.theendofillness.com), as well as on Facebook (www.facebook.com/theendofillness) and Twitter (@davidagus).

The Weekly

Next Issue: Feb. 3

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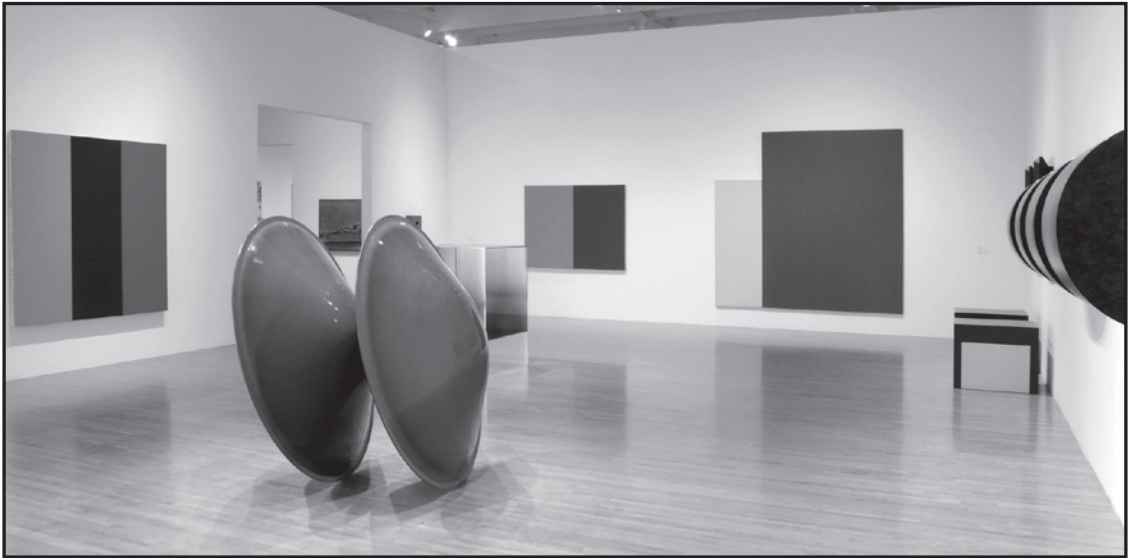
Medical students benefit from observing contemporary art

By Amy E. Hamaker
Imagine a group of students discussing the meaning of a contemporary sculpture in an art gallery. Now imagine that group using similar language and techniques to discuss a medical diagnosis.

This is the aim of the Art and Medicine Focus Experience, which encourages second-year medical students to develop new thinking processes, pattern recognition, visual diagnostic skills, communication skills, and empathy and awareness by discussing their feelings and observations about works of art. The program is an example of a recent trend of medical schools adding art observation into curricula.

Tolerance of ambiguity and comfort with uncertainty are two of the goals of the program. “Contemporary art is not always straightforward and can make you uncomfortable,” said Schaff. “Students could see that several people might respond very differently to a work of art, and it isn’t that one was right and one was wrong. Contemporary art is complex, and in the same way, there’s nothing more complex and messy than a real patient.”

The program, begun in 2004, was originally conducted at the USC Fisher Museum of Art, said Pamela B. Schaff, assistant dean for curriculum and director of the Program in Medical Humanities, Arts, and Ethics at the Keck School of



Keck School second-year medical students use their observations of contemporary art to inspire new thinking processes in medical diagnosis. (Photo: Installation view of MOCA Permanent Collection Masterworks 1945-1975 at MOCA Grand Avenue, Nov. 27, 2011-ongoing.)

Medicine. In 2008, the Keck School of Medicine began partnering with the Los Angeles Museum of Contemporary Art (MOCA) for the experience. Since then, more than 20 groups of second-year Introduction to Clinical Medicine students have participated.

Experience sessions last approximately three hours each and are done in several stages:

- Groups of 12 students observe a group of art pieces, choose one and write a list of words or phrases that describe their emotional response to the piece. Lists are read aloud, and students are asked to pinpoint which piece of art is being described, note differences in descriptions of the same piece and discuss thinking processes used in

their choices.

- Students then participate in guided conversations about specific artwork, focusing on interpretations and the value of group discussions.
- Groups of students explore a piece of art on their own, using the techniques they have developed during the first two parts of the session.

After the session, students are given 30 minutes to explore MOCA individually.

For medical students, the program allows them to practice developing cooperative and interpretive skills without worry over life-or-death consequences for patients. “Medicine is a team sport, and when you think together with others, you learn more,” said Schaff.

Ten student groups can be accommodated each year; the program has proven so popular that 20 of the 28 student groups requested participation in it during the 2010-2011 academic year. Schaff hopes to expand the program and include a series of sessions at MOCA.

The program was outlined in the article “From Contemporary Art to Core Clinical Skills: Observation, Interpretation, and Meaning-Making in a Complex Environment,” which ran in the October 2011 issue of the *journal Academic Medicine*. Schaff was the lead author, with Robert Tager, clinical professor of family medicine and gerontology at the USC Davis School of Gerontology, and Suzanne Isken of MOCA.

‘Contemporary art is complex, and in the same way, there’s nothing more complex and messy than a real patient.’

—Pamela B. Schaff, assistant dean for curriculum at the Keck School of Medicine

EVANS: Assumes new role as interim CEO of USC hospitals

Continued from page 1

teamwork among hospital directors, medical staff and leadership,” Jackiewicz wrote. “He is known as a problem solver, understands the critical role of physician leaders and is highly respected for his abilities to work across all levels of the organization.”

Jackiewicz also recognized Mitch Creem, who served as hospitals CEO since April 2009, for his “leadership during a very pivotal time for USC’s medical enterprise. He played a crucial role before and after the hospitals acquisition and made a significant and lasting contribution to our hospitals and our university.”

The Weekly NEWSMAKERS

A Jan. 20 article by the Center for Health Reporting noted that **Fred Weaver**, professor of surgery at the Keck School, is the medical director of the SoCal Vascular Outcomes and Improvement Collaborative, a partnership of hospitals in the region sharing data on surgical complications. Weaver said seven hospital systems, including the Keck Medical Center of USC, have signed up so far.

A Jan. 20 report in the Associated Press quoted **Rangasamy Ramanathan**, professor of clinical pediatrics, about sending home the world’s third-smallest baby ever born. He helped deliver the baby at Los Angeles County+USC Medical Center in August. He

was quoted by ABC News’ **Good Morning America**, NBC News Los Angeles affiliate KNBC-TV, KPCC-FM and **Long Beach Press-Telegram**. The AP report was picked up by **USA Today**, **Time** and **The Washington Post**, among other news outlets.

ABC News featured a special series of health stories based on the Jan. 17 release of **David Agus’** book, **The End of Illness**, which encourages readers to take a new look at health. Interviews with Agus, professor of medicine at the Keck School, aired on **World News with Diane Sawyer**, **Nightline** and **Good Morning America**. Fast Company featured a profile on Agus, while **The Wall Street Journal** published an excerpt from his book. The book also was reviewed in

Medical Progress Today, **Publishers Weekly**, **Maclean’s** (Canada) and **The Boston Globe**.

A Jan. 17 article in the **Los Angeles Times** quoted **Heinz-Josef Lenz**, professor of medicine and preventive medicine at the Keck School, about a new colorectal cancer drug being reviewed by the Food and Drug Administration for approval this year. “I think this is a new tool in the armamentarium for patients with this disease,” Lenz said of the findings, which were reported on Jan. 17. “In colon cancers, we’ve seen significant changes. Patients who have been treated for years are in good shape, and when they fail one treatment they demand more treatment.”

A Jan. 16 article in the **Los Angeles Daily News** quoted **Rob McConnell**, associate professor of preventive medicine at the Keck School, and **Andrea Hricko**, associate professor of preventive medicine, about environmental health research that links traffic-related air pollution to health problems. McConnell is expected to publish new research later in January that examines the number of asthma cases in Los Angeles County that can be attributed to freeway proximity. The story also appeared in the **Long Beach Press-Telegram** and **Contra Costa Times**.

A Jan. 11 CBS News story featured interviews with **John Lipham**, associate professor of surgery at the Keck School, and a patient of

his about an experimental medical device studied at the Keck Medical Center of USC to treat reflux disease. The story was broadcast by CBS News affiliates across the country including Los Angeles affiliates KCBS-TV and KCAL-TV.

A Jan. 11 ABC News story quoted **Richard Paulson**, director of USC Fertility, about the factors considered when deciding how many embryos to transfer during in-vitro fertilization. “Specifically, a good prognosis patient might be counseled to have fewer embryos transferred,” said Paulson.

“In contrast, if the embryos do not exhibit favorable characteristics, or the patient has other poor prognostic factors, this patient might be counseled to have three embryos transferred.”

Calendar of Events

This Calendar of Events is also online at www.usc.edu/hscalendar for the Health Sciences Campus community

Tuesday, Jan. 31

Noon. Psychiatry Grand Rounds. “Putting OCS into Perspective: A Mother and Son’s Story of Hope,” Michele Pato and Barbara Van Noppen, USC. ZNI 112. Info: (323) 442-4065

5:30 – 8:30 p.m. HSC IM 3x3 Basketball deadline. Games played at HSC Fitness Center: SSB Courtyard, \$40/team. Register online at IMLEAGUES.COM Info: (213) 740-5127

Friday, Feb. 3

11:45 a.m. Southern CA Environmental Health Sciences Center Seminar. “Environmental Factors and Developmental Origins of Breast Cancer Based on a 50 Year Follow-up of the Child Health and Developmental Studies Pregnancy Cohort,” Barbara Cohn, Center for Research on Women’s and Children’s Health. SSB 116. Info: (323) 442-1096

Noon. Medicine Grand Rounds. “Murine Typhus,” Erin Newman, USC. IPT Conference Room B. Info: (323) 226-7556

Wednesday, Feb. 8

Noon. ZNI Seminar. “Illuminating Experience-Dependent Regulation of Cortical Circuits,” Kuan Hong Wang, NIH. ZNI 112. Info: (323) 442-2144

9 a.m. – 3 p.m. Center for Excellence in Research Workshop. “Mastering Public Presentations,” Tim Miller, USC. UPC: Davidson Conference Ctr. Workshop, continued on Feb. 9. Info: (213) 740-6709

Monday, Feb. 13

6 p.m. Medical Monday Lecture Series. “Asthma: A Chronic Lung Disease that Inflames and Narrows the Airways,” Edward Hu, USC. San Marino Crowell Library. Info: (323) 226-6571

Tuesday, Feb. 14

Noon. Women in Management Guest Speaker Series and Luncheon. “Understanding Power and Projecting Confidence,” Florence Clark, USC. NRT LG503/504. Cost: \$15 members, \$18 nonmembers and guests. Info: (323) 865-0669

Wednesday, Feb. 15

3 – 5 p.m. Center For Excellence in Research Workshop. “Developing Funded Research Programs,” Randolph Hall, USC. NML West Conference Rm. Info: (213) 740-6709

Tuesday, Feb. 21

11 a.m. Keck Hospital Guild of USC Speaker Series and Luncheon. “Knowing Your Numbers: Risk Factors and Prevention of Heart Disease in Women in the 21st Century,” Helga Van Herle, USC. DEI 3rd Floor Auditorium. Luncheon following program: \$25. Info: (323) 254-0600

Friday, Feb. 24

8 a.m. Department of Pathology and Laboratory Medicine Grand Rounds. “HistoMosaic: A Novel PCR-Based Technique for Tissue Analysis,” Emil Kartalov, USC. NOR 7409. Info: (323) 442-1180

Saturday, Mar. 3

6 p.m. KSOM Medical Faculty Family and Friends and the Salerni Collegium Alumni Assoc. Annual Scholarship Benefit Dinner. “Miracles are Happening Every Day,” honoring Jim and Mindy Halls, Vaughn and Julie Starnes and the 2012 Scholarship Recipients. The Jonathan Club. Cost and information: <http://keck.usc.edu/scholarshipdinner>

Wednesday, Mar. 7

3 p.m. Nephrology Lecture. “Showing Nephropathy Progression: New Twists on Old Ideas,” George Bakris, University of Chicago. BCC 101. 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 *The Weekly*, KAM 400 or fax to (323) 442-2832, or email to eblaauw@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.



Jon Nalick

Chelsea Hartwig, a first-year physician assistant student at the Keck School of Medicine, practices laparoscopic surgery techniques at a workshop at the Jan. 21 Women’s Health Symposium, held at the Health Sciences Campus.

Symposium tackles key issues in women’s health care

By Jon Nalick

More than 100 medical students from throughout the region flocked to the Health Sciences Campus on Jan. 21 for a women’s health symposium that included a wide range of lectures and hands-on surgical workshops.

The five-hour symposium, organized by the Keck School of Medicine’s Ob/Gyn Student Interest Group and the Student Surgery Interest Group, covered topics including adolescent women’s health, HIV and pregnancy, heart disease, breast cancer, hormone replacement therapy and laparoscopic surgical skills.

Keck School of Medicine Dean Carmen A. Puliafito welcomed attendees in Mayer Auditorium, and lauded both the medical students “who organized this event and the wonderful faculty mentors who gave them tremendous encouragement.”

Puliafito said he was impressed with the quality and diversity of workshops and especially that the symposium was spearheaded by the students themselves, adding, “As dean of the medical school I really love these student-driven activities.”

Keynote speaker Laila Al-Marayati, visiting assistant professor of clinical obstetrics and gynecology, discussed the far-flung places she has traveled—Chiapas, Mexico, and the Gaza Strip among them—to aid the sick and teach other physicians.

She described the desperate need for basic medical services such as birth control and dental care for women in Chiapas and the wrenching poverty and near-total lack of medical care in Gaza refugee camps, where many children suffer from post-traumatic stress disorder because of their frequent exposure to deadly violence.

Personally facing such a bottomless well of need can be discouraging, Al-Marayati said, but added. “Even if we feel like we are not making a difference individually, [our work] touches people in ways they can’t describe.”

Al-Marayati also described the obstacles to proper care in a Palestinian refugee camp in northern Lebanon, where she went to offer instruction to health care providers who lived with the populace. One of the Palestinian nurses, a man named Melad, reported that, when the camp was under siege and no one could leave, he had to manage a complicated breech delivery—a dangerous and challenging proposition for an experienced obstetrician in a hospital, let alone for a less-experienced health worker. But he reached inside the mother and turned the baby around, and delivered the baby head-first.

Impressed by Melad’s adaptability under extreme circumstances, Al-Marayati

reported, “I closed my laptop and said, ‘I have nothing to teach you.’”

At the symposium, laparoscopy skills workshops provided medical students with a hands-on introduction to the challenges of both gynecologic and general surgery.

Other seminars included a trauma and pregnancy workshop that examined a multidisciplinary approach to making accurate assessments and interventions in acute and life-threatening situations and offered the viewpoints of a trauma surgeon, emergency medicine attending and obstetrician-gynecologist.

Neda Ghaffari, a fourth-year resident in obstetrics and gynecology who helped organize the event, said she was proud of the student organizers and the faculty for putting on “such an inspiring and educational event. The workshops highlighted our passion for excellent multidisciplinary clinical care, teaching and mentorship at USC.”

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