



ChildrensHospitalLosAngeles

International Leader in Pediatrics

Walter W. Noce, Jr.
Chief Executive Officer

Dear Friend,

Childrens Hospital Los Angeles, acknowledged for its leadership in pediatric and adolescent health, has evolved into one of the world's finest pediatric academic medical centers, due in large part to its association with the University of Southern California (USC), now for almost three-quarters of a century. This relationship has matured over the years and is stronger than ever.

Today, the children and families of Greater Los Angeles benefit because these two great institutions share a common mission to improve the health and well being of the children of our community. Although separately governed, there is a robust and increasingly more active and productive spirit of cooperation and collaboration as the leaders of both institutions realize that the next wave of medical advances will require the talents of traditional medicine, along with mathematics, engineering, information technology and many other disciplines. To that end, both institutions have committed to seamlessly tie Childrens Hospital Los Angeles with the University's Health Sciences and University Park campuses into what is best described as a "...three-campus network." We are exploring ways to facilitate this work together and sponsor innovative joint programs, building from a position of great strength, as this letter will attest, with benefits that will reach throughout this community and well beyond.

Our Partnership Begins with People

Our affiliation with USC has its roots in the School of Medicine, now the Keck School of Medicine, but now includes synergies with the USC Marshall School of Business, the USC School of Dentistry, the USC Annenberg School for Communication, the USC Viterbi School of Engineering, the USC School of Pharmacy, the USC School of Social Work and many other schools and academic programs of the university.

Childrens Hospital Los Angeles, working in concert with USC, has been able to attract the very best pediatric physicians, surgeons, physician-scientists and researchers – and we will continue to do so. These talented and committed people bring their many and varied skills to the benefit of our patients and their families; and they contribute in any number of ways to the strength and stature of the Hospital, the School and the University.

Our medical leadership is heavily involved in the workings of the university, which is precisely why we are able to attract faculty leaders, like Roberta G. Williams, MD, Henri R. Ford, MD, Marvin Nelson, MD, FACR, Timothy Triche, MD, PhD, and Randall Wetzel, MB, BS, MSB, FAAP, FCCM.

Dr. Williams, for example, is vice president for academic affairs and chair of both the Department of Pediatrics at Childrens Hospital Los Angeles and the Department of Pediatrics at the Keck School of Medicine, with responsibilities for 193 full-time members of the faculty at Childrens Hospital Los Angeles, 51 faculty at Women's and Children's Hospital at Los Angeles County Hospital, 11 faculty working in medical education on the USC Health Sciences campus and another member of the faculty working in student health on the USC University Park campus. Together, this structure brings a critical mass of clinical expertise, scientific talent and research capability to advance both child health and academic pediatrics.

Respect • **Service** • **Excellence** • **Knowledge** • **Teamwork**

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Dr. Williams is supported in her work by talented colleagues, like Robert Adler, MD, who is vice chair for administration and education in the Department of Pediatrics and director of medical education at Childrens Hospital Los Angeles; Stuart E. Siegel, MD, who is vice chair for faculty affairs in the Department of Pediatrics, director of the Childrens Center for Cancer and Blood Diseases at Childrens Hospital Los Angeles and associate director of the USC/Norris Comprehensive Cancer Center; Lawrence Opas, MD, vice chair for administration and education at Women's and Children's Hospital; Charles Gomer, PhD, vice chair for faculty development in the Department of Pediatrics; and Yves De Clerck, MD, who is vice chair for research in the Department of Pediatrics, director of The Saban Research Institute of Childrens Hospital Los Angeles and head of the Tumor Biology Section at the Norris Cancer Center. It is clear that these multiple roles reinforce the synergy between programs at Childrens Hospital Los Angeles and the Keck School of Medicine.

Dr. Ford, who came to us in January 2005 from Children's Hospital of Pittsburgh and the University of Pittsburgh School of Medicine, has demonstrated truly exceptional leadership in pediatric surgery and has conducted, perhaps, the definitive studies on pediatric trauma in the United States. He is not only a leading authority on pediatric trauma, but also, his scientific studies have generated novel insights into the pathogenesis of necrotizing enterocolitis, the most common and most lethal disease affecting the gastrointestinal tract of newborn infants. He has made an impact as vice president for surgery, surgeon-in-chief and chair of the Department of Surgery at Childrens Hospital Los Angeles, as well as vice chair for clinical affairs in the Department of Surgery at the Keck School of Medicine.

There are many other examples of top tier faculty who have been recruited to Childrens Hospital Los Angeles and USC in recent years, including Michele D. Kipke, PhD, a nationally-known researcher and policy expert on children, youth and families, from the Institute of Medicine of the National Academies, who is heading a new research initiative at Childrens Hospital Los Angeles that will focus on promoting the healthy development and the delivery of quality care services to children and adolescents; Istvan Seri, MD, PhD, from the University of Pennsylvania School of Medicine and Children's Hospital of Philadelphia, as head of the USC Division of Neonatal Medicine at its locations at Childrens Hospital Los Angeles and Los Angeles County/USC Medical Center, who has collaborated with the Department of Obstetrics and Gynecology to create the Institute for Maternal and Fetal Health; Ivan Vesely, PhD, an expert in tissue engineering, from the Cleveland Clinic, who is director of the Cardiovascular Research Program and the H. Russell Smith Foundation Endowed Chair in Cardiothoracic Research at The Saban Research Institute of Childrens Hospital Los Angeles, as well as professor of cardiothoracic surgery at the Keck School of Medicine; Jonathan Finlay, MD, who brings considerable expertise in neuro-oncology to the Childrens Center for Cancer and Blood Diseases, from the New York University Cancer Institute; and Richard B. Simerly, PhD, a senior scientist at the Oregon National Primate Research Center and Oregon Health & Science University, who is now the director of the new Neuroscience Program at The Saban Research Institute.

National Leadership in the Profession

The Medical Staff at Childrens Hospital Los Angeles includes 528 physicians – 92 percent are board-certified in their specialty or specialties. Members of the faculty continue to provide leadership within the profession at the highest level – many among our faculty hold leadership positions with national organizations, advocacy groups and NIH committees – to the credit of both Childrens Hospital Los Angeles and USC. Some provide leadership at the very highest level – among them, Francine R. Kaufman, MD, Vernon T. Tolo, MD, and Donald B. Kohn, MD.

Dr. Kaufman is head of the Division of Endocrinology and Metabolism and director of the Center for Endocrinology, Diabetes and Metabolism at Childrens Hospital Los Angeles and a past president of the **American Diabetes Association**. She is professor of pediatrics at the Keck School of Medicine.

Dr. Tolo is head of the Division of Orthopaedic Surgery and director of the Childrens Orthopaedic Center at Childrens Hospital Los Angeles, and is a past president of the **American Academy of Orthopaedic Surgeons**. He is the John C. Wilson, Jr., Professor of Orthopaedic Surgery at the Keck School.

Dr. Kohn is head of the Division of Bone Marrow Transplantation and Research Immunology at Childrens Hospital Los Angeles and director of the Gene, Immune and Stem Cell Therapy Program and co-director of the Childrens Center for Cancer and Blood Diseases, and he is the immediate past president of the **American Society of Gene Therapy**. Dr. Kohn, who is professor of pediatrics and molecular microbiology and immunology at the Keck School of Medicine, is a member of the steering committee of the Keck MD/PhD Program, and many other members of our faculty participate.

Teaching the Next Generation of Pediatricians and Pediatric Surgeons

We believe the very best pediatricians and pediatric surgeons are trained at Childrens Hospital Los Angeles. There are 270 medical students, 84 full-time residents, and 75 fellows – who collectively reflect the diversity of our patient population and the city of Los Angeles – at work here.

We are able to attract the very best and brightest in an increasingly more competitive marketplace. Our residency program, for example, acknowledged as one of the leading teaching and training programs in the United States, annually receives more than 700 applications for only 27 first-year positions. Physicians-in-training receive the broad-based foundation for future practice, subspecialty training, teaching and research through a continuum of primary and tertiary care experiences – and the flexible curriculum expands options for elective rotations in primary care and specialty areas, including the opportunity to participate in clinical research and managed care settings. Over the last six years, each and every resident graduating from our program passed the American Board of Pediatrics exam on the first attempt, far above the national average.

This simply would not be possible without a close working relationship with the Keck School of Medicine.

Finding the Means to Diagnose, Treat and Prevent Pediatric Disease and Promote Child Health

The research mission of Childrens Hospital Los Angeles is strongly supported by its administration and the Childrens Hospital Los Angeles Board of Trustees, and it is reinforced by USC's commitment to be a leading research university. It draws strength from the hospital's large and comprehensive clinical programs, a wealth of established scientists and a diverse and intellectually stimulating environment - one that attracts the brightest young people – and it provides the necessary leadership and resources to nurture and shelter them during the early stages of their careers as scientists and academicians.

The Saban Research Institute of Childrens Hospital Los Angeles is among the largest and most productive pediatric research facilities in the United States, with 100 investigators engaged in 251 laboratory studies, clinical trials and community-based research and health services. Members of the faculty have developed programs in cancer, developmental biology, cardiovascular research, endocrine and bone disease, research imaging, gene therapy, hematopoietic stem cell transplantation, cardiac and lung transplantation, pediatric AIDS, health outcomes and intervention research and more. Some of the clinical advances pioneered by members of the faculty include allogeneic bone marrow transplantation for immune deficiencies and metabolic diseases, living-related lung transplantation, gene therapy for primary and acquired immunodeficiencies, drug and laser treatment of intra-ocular tumors and autologous bone marrow transplantation for neuroblastoma.

Scientists and physicians at The Saban Research Institute, members of the faculty of the Keck School of Medicine and other schools at USC, collaborate with the basic science departments at USC's Health Sciences and University Park campuses, as well as at California Institute of Technology and the Jet Propulsion Laboratory. These men and women received \$36.6 million in extramural funding for biomedical research in FY '05, including more than \$32.7 million from federal sources – the National Institutes of Health (NIH), the Centers for Disease Control and Prevention (CDC) and the U.S. Department of Defense. NIH funding has increased at Childrens Hospital Los Angeles for six consecutive years.

The studies conducted at The Saban Research Institute contribute in a meaningful way to the research enterprise at USC, working to create a world in which all children are healthy – a world in which they are no longer threatened by such diseases as cancer, congenital heart defects, diabetes, sickle cell anemia, epilepsy, immune deficiencies and respiratory disorders. They ask basic questions about human biology, find new ways to see inside the body, explore genetic mysteries, develop promising drug treatments and test preventive strategies – scientific inquiries that benefit both children and adults everywhere.

Academic Innovation and Cooperation Between the Hospital and the University

The USC-CHLA Institute for Pediatric Clinical Research (IPCR) was established more than a year ago at Childrens Hospital Los Angeles with an anonymous gift of \$15 million to conduct research, with a particular emphasis on developing new treatments and strategies to combat serious childhood diseases. It combines resources from both Childrens Hospital Los Angeles and the Keck School of Medicine, and we believe it will become the most active and productive pediatric clinical trials program in the United States. Drs. Williams and Siegel are the co-principal investigators.

The IPCR was made possible in large part because of the dedication and commitment of USC President Steven B. Sample and Co-Chair of the Childrens Hospital Los Angeles Board of Trustees Walter B. Rose. Dr. Sample said at the time of the announcement, “The [IPCR] is a manifestation of the shared goals and vision of USC and Childrens Hospital to create a truly world-class organization in this area of great need. By combining our institutions’ strengths and resources, we are confident that we can make a significant impact on childhood diseases by finding breakthrough treatments and cures.”

The Keck Diabetes Prevention Initiative (KDPI) also began its work about a year ago with a \$2 million grant from the W. M. Keck Foundation to support an initial two-year planning process to identify and address the interrelated factors that lead to obesity and diabetes in East Los Angeles and South Los Angeles – factors that contribute to decisions about diet, physical activity and health care within these communities. The planning process for the KDPI will advance an eight-year intervention in partnership with the Edward Roybal Comprehensive Health Center in East Los Angeles and the Hubert Humphrey Comprehensive Health Center in South Los Angeles. The co-principal investigators of the KDPI are Dr. Kaufman and Anne Peters Harmel, MD, professor of medicine at the Keck School of Medicine and director of the USC Clinical Diabetes Program.

The multidisciplinary nature of the KDPI also will involve other USC graduate schools, including the Annenberg School for Communication, the School of Policy, Planning and Development and the School of Social Work, as well as the Division of Research on Children, Youth and Families at Childrens Hospital Los Angeles.

Our People Contribute to Innovative Programs

We enjoy an active, productive relationship with the Keck School of Medicine and the larger university, including important research and education programs:

The Developmental Biology Program is under the direction of David Warburton, DSc, MD, FRCP, who is professor of pediatrics and surgery at the Keck School of Medicine and professor of craniofacial molecular biology at the School of Dentistry, and who has been studying human organ development with more than 25 years of continuous support from the NIH. Our investigators are working on lung, heart, kidney, gut, liver and skin organogenesis, the stage of embryonic development when the body’s organs develop, and regeneration. These studies focus on understanding the contribution of stem cells to tissue development, repair and regeneration. This initiative includes members of the faculty from the departments of Pediatrics and Surgery collaborating with colleagues at the USC School of Dentistry and the departments of Cell and Neurobiology and Pathology within the Keck School of Medicine.

This program interacts closely with the Childrens Hospital Los Angeles Stem Cell Project, one of the premier collections of physician-scientists and researchers in the United States, developing and applying the clinical potential of stem cells to treat human diseases. More than 30 research groups within The Saban Research Institute of Childrens Hospital Los Angeles are at work contributing a wide range of complementary expertise in human embryonic and adult stem cells, gene therapy, developmental biology, tissue engineering and clinical transplantation. These investigators are increasing the understanding of stem cell biology and applying that knowledge to the treatment of such conditions as diabetes, cancer and leukemia, thalassemia and sickle cell disease, immune deficiency disorders, cystic fibrosis and congenital lung and heart disease. The Childrens Hospital Los Angeles Stem Cell Project is under the direction of Gay Crooks, MD, who has been studying human stem cells in bone marrow and umbilical cord blood for 14 years. Dr. Crooks is an associate professor of pediatrics at the Keck School of Medicine.

Knowledge of the human genome and multiple other organisms has become essential to all biomedical research, and it has had enormous impact on allied fields, including computational biology and mathematics, engineering, physics and chemistry. The Provost's Genomics Advisory Group at USC, led by Dr. Triche, has developed a wide-ranging series of resources and collaborations across all three campuses of the university, including Childrens Hospital Los Angeles. This initiative has made genomic technology and information widely available to all collaborators – and the scale and scope of genomics technology has been enhanced with core support for gene expression, genomic structure and protein expression. In addition to his responsibilities at Childrens Hospital Los Angeles, Dr. Triche is professor of pathology and pediatrics and vice chair of the Department of Pathology at the Keck School of Medicine.

There is close interaction and collaboration between the Childrens Center for Cancer and Blood Diseases and the USC/Norris Comprehensive Cancer Center, a national resource for cancer research, treatment, prevention and education. Dr. Siegel is associate director of the Norris Center. Dr. De Clerck is co-principal investigator of a joint training grant in oncology; and Drs. Kohn and Robertson Parkman collaborate on a program grant on gene therapy in cancer.

The Institute for Maternal and Fetal Health seeks to improve reproductive outcomes, facilitate the best management of birth defects, create new knowledge about the origin of disease and educate community providers to better recognize and manage reproductive problems. It is a collaboration between Childrens Hospital Los Angeles and the Keck School of Medicine's departments of Obstetrics and Gynecology, Pediatrics, Surgery and Radiology. Dr. Seri and the Center for Newborn and Infant Critical Care at Childrens Hospital Los Angeles take the lead-organizing role in this collaboration, supported by our divisions of Cardiology and Health Outcomes in the Department of Pediatrics.

The Division of General Pediatrics at Childrens Hospital Los Angeles includes General Pediatric Services (GPS) and the USC Center of Excellence in Developmental Disabilities (USC UCEDD). GPS runs a large ambulatory care service, and, in addition, has a large hospitalist program, providing a significant amount of the in-patient services at Childrens Hospital, as well as a major share of the training responsibilities for pediatric residents and USC medical students.

The USC UCEDD is a grouping of federally funded programs providing interdisciplinary leadership training, model programs and advocacy for Children with Special Health Care Needs (CSHCN) and Developmental Disabilities (DD). The USC UCEDD has become a recognized leader in its field for its work in developing and supporting quality systems and services for children who are at risk for behavioral, developmental and special care needs, and their families. It is organized into three academic and service units: the Center for Child/Family Health Initiatives and Leadership Development (the CHILD Center), which focuses on pre-service interdisciplinary training, continuing education, research and a vast array of hospital and community-based services; the Center for Community Mental Health, which works closely with GPS to serve children with severe emotional and behavioral

disturbances, as well as at-risk children and families, including CSHCN and DD; and the Center for Disability Studies and Community Inclusion, which has a longstanding collaborative relationship with the State Council on Developmental Disabilities and Protection and Advocacy, Inc. Robert A. Jacobs, MD, MPH, the head of the Division of General Pediatrics/USC UCEDD, has served on the State Council on Developmental Disabilities since 1991, appointed by Governor Wilson and reappointed by Governor Davis. He serves on the Executive Committee of the SCDD, and is the former chair of its planning and program development committee.

Conclusion

Hospitals must sustain and grow their patient care, teaching and research missions in an increasingly difficult economic climate. For hospitals, like ours, that have a commitment to set the standard for pediatric medical care, to train the very best pediatricians and pediatric nurses in the country and conduct the most important pediatric research, the stakes are much higher, when coupled with an increasingly sophisticated medical environment – nanotechnology, genomics, robotics, new drugs and devices and computer-controlled diagnostic imaging and interventions.

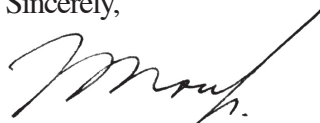
There is no question that the children and families we serve – and children everywhere – are best served when the relationship between this children’s hospital and the venerable university it has partnered with for nearly three-quarters of a century is viable, and I believe that relationship has never been better.

There is close interaction between academic leaders at Childrens Hospital Los Angeles and the Keck School of Medicine, and other schools at USC, in teaching, research and on policy issues, and we are engaged in important joint programming that will improve the care available to children today, and the means to diagnose, treat and prevent pediatric diseases and to promote child health tomorrow.

Childrens Hospital Los Angeles and the University of Southern California – two great institutions in Los Angeles that share a common mission to improve the health and well being of children everywhere.

It is a relationship of great value.

Sincerely,



Walter W. Noce, Jr.
Chief Executive Officer