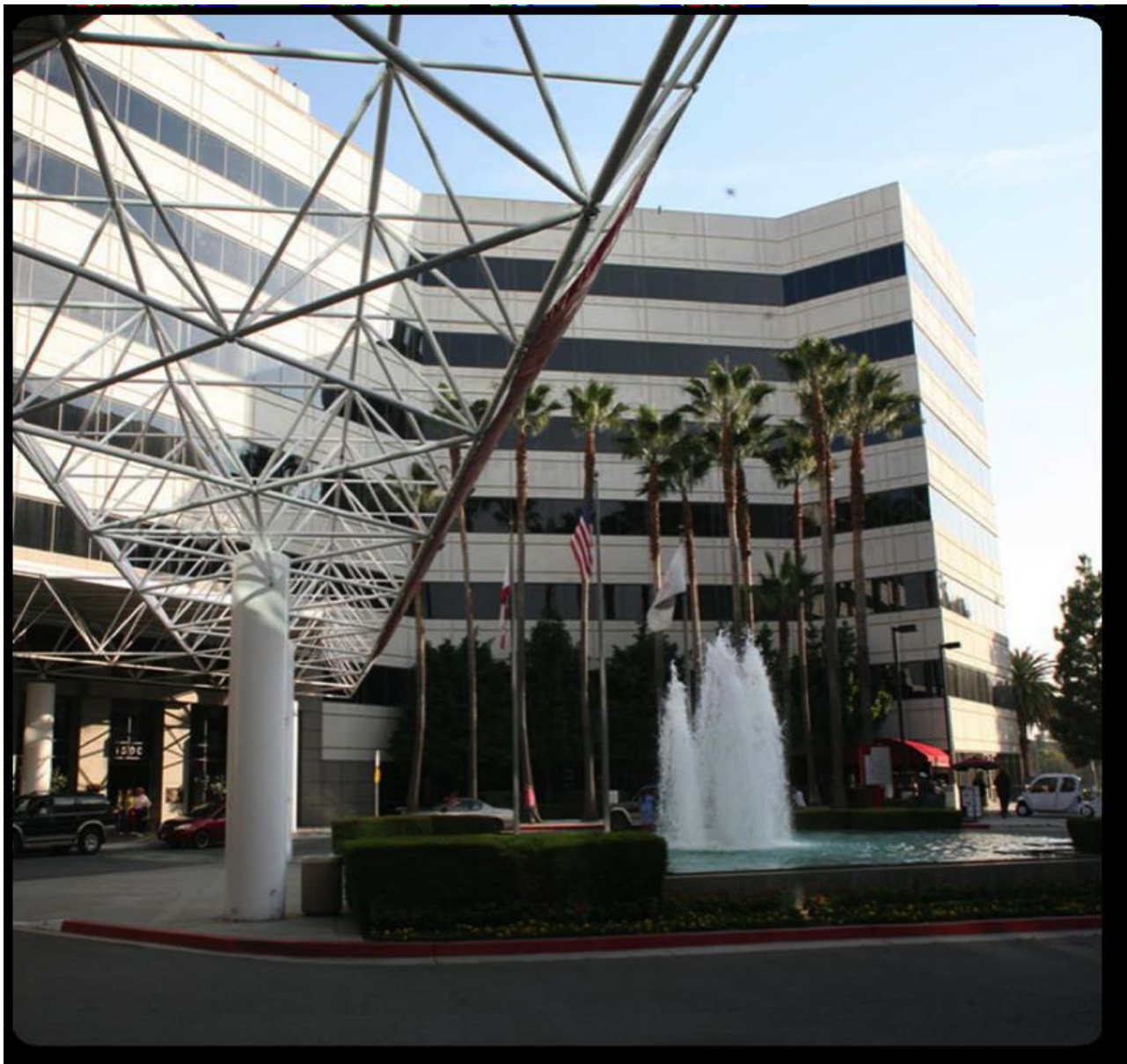


2017

Keck
Hospital
of USC



Keck Hospital of USC

Annual Report and Plan for **COMMUNITY BENEFIT**

Fiscal Year 2017

(July 1, 2016 – June 30, 2017)

Submitted to:
Office of Statewide Health Planning & Development
Healthcare Information Division
Accounting and Reporting Systems Section
Sacramento, California

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KECK MEDICINE OF USC

Keck Medicine of USC is the University of Southern California's medical enterprise. Encompassing academic excellence, world-class research and state-of-the-art clinical care, we attract internationally renowned experts who teach and practice at the Keck School of Medicine of USC, the region's first medical school.

We operate the Keck Medical Center of USC, which includes two acute care hospitals: Keck Hospital of USC and USC Norris Cancer Hospital. The enterprise also owns the community hospital USC Verdugo Hills Hospital, and it includes more than 40 outpatient facilities, some at affiliated hospitals, in Los Angeles, Orange, Kern, Tulare and Ventura counties. In addition, we operate USC Care Medical Group, a medical faculty practice.

In 2017, U.S. News & World Report ranked Keck Medical Center of USC among the Top 10 hospitals in the state and among the Top 50 hospitals in the United States in five specialties: ophthalmology, urology, cancer, geriatrics and orthopaedic surgery.

Keck Hospital of USC

Keck Hospital of USC is a private, nonprofit 401-bed acute care hospital. The hospital offers some of the most sophisticated technology available. Keck Hospital of USC provides innovative care for complex medical and surgical issues. Among the hospital's advanced services are neuro-interventional radiology, minimally invasive cardiothoracic surgery, robotic surgery and interventional cardiology. Surgical specialties include organ transplantation and neurosurgery, as well as cardiothoracic, bariatric, esophageal, orthopedic, and plastic and reconstructive surgeries.

In addition to patient care, Keck Hospital of USC is a site for clinical research, supporting patients participating in cutting edge clinical trials. Keck Hospital of USC is also strongly committed to education. As a member of the USC family, it is a teaching hospital, training residents and fellows in graduate medical education. Keck Hospital of USC is also a highly regarded clinical rotation site for local nursing and allied health programs.

MISSION STATEMENT

We are the Keck Medical Center of USC. We strive to be the trusted leader in quality health care that is personalized, compassionate and innovative.

- We stand for empowerment, integrity, respect, collegiality and vitality.
- We commit to authenticity.
- We commit to excellence in clinical care, teaching and research.

You can count on us to be fully present in the delivery of uncompromising health care.

VALUES

- We deliver quality health care through uncompromised service excellence.
- We show compassion while building positive relationships with our colleagues, our patients and their families.
- We contribute to innovation through collegial collaboration.
- We are empowered to improve the performance of the organization.
- We have integrity and are accountable to the highest professional standards.
- We demonstrate respect for our environment by our demeanor, actions, and personal appearance.
- We demonstrate vitality by being fully present and engaging others.
- We are responsible for authentic communication with our colleagues, our patients and their families.
- We provide a private, safe and secure environment.
- We commit to personalizing the “KNOWN” Service Standards™ –
 - Kind greeting
 - Notice needs
 - Own it
 - Wow them
 - Next steps

GOVERNANCE

Keck Hospital of USC and USC Norris Cancer Hospital Governing Board

Chairperson

Thomas E. Jackiewicz

Senior Vice President and Chief Executive Officer for Keck Medicine of USC

Vice-Chair

Laura Mosqueda, MD

Interim Dean, Keck School of Medicine

Secretary

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Holly Muir, MD
Vaughn Starnes, MD
James Staten
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Mark Todd
Alan Wayne, MD

OUR COMMUNITY

Keck Hospital of USC is located east of downtown Los Angeles on USC's Health Sciences Campus at 1500 San Pablo Street, Los Angeles, California 90033. Keck Hospital of USC is located in the Boyle Heights neighborhood of Los Angeles in L.A. County Service Planning Area (SPA) 4. The hospital draws primarily adult patients regionally from Southern California, with a primary service area of Los Angeles County, California.

The population of L.A. County is 9,974,203. Children and youth (ages 0-17) make up 23.6% of the population; 40.2% are 18-44 years of age; 24.7% are 45-64; and 11.5% of the population are older adults, 65 years of age and older. The majority population race/ethnicity in the Los Angeles County is Hispanic or Latino (48.1%). Whites make up 27.2% of the population. Asians comprise 13.8% of the population, and African Americans are 8% of the population. Native Americans, Hawaiians, and other races combined total 2.8% of the population. In LA County, Spanish is spoken in 39.4% of the homes, 43.2% of the residents speak English only, and 10.8% speak an Asian language.

Educational attainment is considered a key driver of health status with low levels of education linked to poverty and poor health. In the county, 76.8% of the adult population, 25 years and older, have obtained a high school diploma or higher education. This is lower than the state rate of 81.5%. The rate of poverty in the county is 18.4%, which is higher than in the state (16.4%). Poverty increases for the population at or below 200% of FPL as 40.9% of county residents are at 200% of FPL. In Los Angeles County, children suffer with higher rates of poverty than the general population. In the service area, 26% of children, under age 18 years, are living in poverty. Among families where there is a female head of household and children under 18 years old, 38.9% in the county live in poverty.

COMMUNITY HEALTH NEEDS ASSESSMENT

In 2016, Keck Hospital of USC conducted a Community Health Needs Assessment (CHNA) as required by state and federal law. California Senate Bill 697 and the Patient Protection and Affordable Care Act and IRS section 501(r)(3) direct tax exempt hospitals to conduct a CHNA and develop an Implementation Strategy every three years. This CHNA was carried out in partnership with USC Norris Cancer Hospital.

The CHNA incorporated components of primary data collection and secondary data analysis that focus on the health and social needs of the service area. Secondary data were collected from a variety of sources. Fifteen targeted interviews gathered information and opinions from persons who represented the broad interests of the

community served by the hospital. Interviewees included individuals who are leaders and representatives of medically underserved, low-income, and minority populations, or regional, State or local health or other departments or agencies that have “current data or other information relevant to the health needs of the community served by the hospital facility.” Input was obtained from Los Angeles County Department of Public Health officials.

Priority Health Needs

The analysis of secondary data yielded a preliminary list of significant health needs, which then informed primary data collection. The primary data collection process was designed to validate secondary data findings, identify additional community issues, solicit information on disparities among subpopulations, ascertain community assets to address needs and discover gaps in resources. The identified significant health needs were prioritized with input from the community and resulted in the following prioritization of the significant health needs:

1. Access to care
2. Chronic diseases
3. Overweight/obesity
4. Mental health
5. Substance abuse
6. Cancer
7. Safety and community violence
8. STD/HIV/AIDS
9. Dental health

The complete Community Health Needs Assessment and the sources of data can be accessed at www.keckmedicine.org/community-benefit/.

COMMUNITY BENEFIT SERVICES SUMMARY FY2017

Community benefit services promote health and healing and are focused on addressing the identified unmet health needs of the community. For a program or service to be considered a community benefit it must: improve access to health care; or enhance the health of the community; or advance medical or health care knowledge; or reduce the burden of government or other nonprofit community efforts.

Community Health Improvement Services

Activities carried out to improve community health, available to the public, which address a community need.

Community Health Education

Health education classes and events were made available to the public at no cost. Community health education targeted the community at large, populations with, or at risk of, chronic disease, and populations with health disparities. Examples of community health education activities included:

- In partnership with the American Heart & Stroke Association, Keck Hospital sponsored a teaching garden at Hollenbeck Middle School for the purpose of teaching students about healthy eating, nutrition and health and general health promotion principles.
- Keck Hospital of USC hosted education seminars and workshops on a variety of topics open to the public and provided health education informational materials.
- Public health education in the media and community health awareness events to encourage healthy behaviors and prevent chronic and communicable diseases.
- The community was served by a number of support groups, open to the public and offered free of charge, which included:
 - Caregiver Support Group
 - Deep Brain Stimulation Support Group
 - Mindfulness Support Group
 - Parkinson's Support Group
 - Pulmonary Hypertension Support Group
 - Stroke Support Group
 - Transplant Recipient and Caregiver Support
 - Ventricular Assist Device (VAD) Support Group
- The hospital supported a twice monthly Farmer's Market at Hazard Park in East Los Angeles by providing fresh fruits and vegetables to local families. They also hosted a Farmer's Market twice a month on the campus of the Keck School of Medicine located in Boyle Heights.
- The 20th Proyecto Pastoral Women's Health Conference was held at the Dolores Mission in Boyle Heights. Keck Medicine of USC was a sponsor of this year's event. Over 400 women attended workshops and lectures that focused on

health, wellness and personal empowerment. Blood pressure screenings were provided to 80 attendees.

- Sidewalk education events at LAC+USC and Union Station provided disease prevention education.
- The annual Carnival of Love on Skid Row provided services for homeless Los Angeles residents. Keck Medicine of USC participated and distributed hygiene kits, sunscreen, health education materials, and blood pressure screening for 175 persons.

Community Based Clinical Services

- The Roxanna Todd Hodges Stroke Clinic offered screening events in the community that provided blood pressure screening for 101 persons. In addition to the screenings, health education was provided on stroke prevention.
- At the Mariachi Festival held in Boyle Heights, Keck Hospital of USC nurses provided flu shots, blood pressure checks and health education. Approximately 500 persons received health information and resources.
- Keck Medicine of USC supported the Health Pavilion at the 2017 Los Angeles Times Festival of Books, attracting tens of thousands of guests for a weekend of screenings and health-related activities.
- LA Marathon – the hospitals and doctors of USC provided medical support and supplies for the runners in the LA Marathon.

Health Care Support Services

- Taxi vouchers were made available to patients and families for whom accessing transportation is a barrier to obtaining care.
- Keck Medicine of USC provided access to an electronic health library available to the public on its website. The site provided information on health conditions, wellness and prevention.

Telemedicine

- Keck Hospital of USC provided access to health care through telemedicine services, which reduced geographic barriers to care. In FY17, Keck Medicine launched its Virtual Care Committee (VCC) to advance the centralized coordination and development of the Hospital's telemedicine and telehealth initiatives. The VCC was charged with creating a telehealth platform to expand access to care, and improve quality and clinical effectiveness.
- During this fiscal year, Keck contracted to provide tele-stroke consultations to several California emergency departments. This enabled patients to access critical specialty services, regardless of their ability to pay.

Health Professions Education

Educational programs for physicians and medical students, nurses and nursing students, and other health care professionals and students.

Graduate Medical Education

The USC Hospitals are clinical settings for Interns, Residents and Fellows from the USC Keck School of Medicine. Clinical faculty at the Keck School of Medicine directs a broad range of accredited residency and fellowship training programs.

Nursing Education

177 nursing students from area colleges and universities were precepted by the nursing staff.

Other Health Professions Education

- 4 Speech Therapy students obtained precepted internships at the facility.
- USC Pharmacy students were assigned pharmacist preceptors and received onsite training.
- 159 Occupational Therapy students received precepted training.
- 4 graduate students in social work were provided with precepted experiences.

Continuing Education

On May 9, 2017, Keck Medicine, in partnership with the American Heart & Stroke Association held its first annual Target BP Symposium. The symposium was offered free to physicians and other providers from local health clinics serving patients in East LA. Speakers included the Heart Association's National Medical Director for Preventive Medicine and several experts from the Keck School of Medicine. The focus was to reduce the risk of heart attack and stroke through comprehensive, active management of patients diagnosed with high blood pressure.

The hospital hosted education events made available to health providers throughout the USC Keck School of Medicine, hospital staff and the provider community. The hospital offered guests lectures presented to the at-large clinician community and to health sciences students in Southern California.

Research

Clinical and community health research, and studies on health care delivery that are generalizable, shared with the public and funded by the government or a tax-exempt entity; does not include the costs of proprietary research.

Clinical trials take place at the USC Health Sciences Campus. Administration and oversight are provided for all research studies that involve hospital patients and

facilities. Much of the research performed is made possible by grants and other philanthropic support. In compliance with Federal regulations, research expenses are reported after applying the restricted research specific offsetting funding revenue.

Cash and In-Kind Donations

Funds and in-kind services donated to community groups and other nonprofit organizations.

Come Read with Me

Literacy is a foundational component of the social determinants of health. USC Keck Medical Center supported Come Read with Me, a program of the USC Caruso Family Center. The Come Read with Me Summer Literacy Intervention is a pilot program targeting young children struggling with early literacy, their families, and their teachers. Designed to address gaps in research and extend training in early literacy skills, the aim of the project is to develop a model to support the acquisition of literacy skills during critical transitional periods in the pre-school, kindergarten and early elementary years. The program targets low-income families of children with hearing loss who use English as a second language. The goal is to develop literacy skills within the entire family unit. We also support teachers of the deaf and hard of hearing by providing seminars, one-on-one mentoring, and in-classroom experiences, rooted within a Balanced Literacy approach.

Proyecto Pastoral

A grant from Keck Medicine of USC funded a range of programs to improve the health and wellbeing of people living in Boyle Heights. Some of the money helped fund Proyecto Pastoral's annual Community Women's Conference, which provided women and girls with information on preventive health practices and advocating for the wellbeing of their entire family. More than 400 women attended the most recent conference, held in June, where they participated in workshops and lectures focused on health, wellness and personal empowerment. The USC Stroke program provided participants with free blood pressure screenings and stroke education, as well as sunscreen and hygiene kits.

The grant from Keck Medicine of USC also supported the Guadalupe Homeless Project, which Proyecto Pastoral started to help the growing needs of elderly homeless women in Boyle Heights. Keck Medicine of USC provided the cost of a monthly dinner service for these women and for dozens of homeless men who live at a nearby shelter. A team from Keck Medicine of USC prepared the meal and dined with the group.

The grant also funded Proyecto Pastoral's participation in Promesa Boyle Heights, a coalition of 22 organizations whose goal is to boost high school graduation rates at area

schools and enrollment in four-year colleges. The funds from Keck Medicine of USC supported a wellness program at Mendez High School, which sponsors wellness talks and brings mobile clinics to the site.

Dorr Institute for Arthritis: Operation Walk

Operation Walk is a volunteer medical services organization founded and run by Keck Medicine of USC's Dr. Lawrence Dorr. The nonprofit is dedicated to providing life improving care for arthritis and other debilitating bone and joint conditions for individuals who do not have health insurance. In its fifth year, the hospital hosted Dr. Dorr's team and provided an operating room, anesthesiology, medications, medical supplies and staff to perform two bilateral hip replacements and three knee replacements on uninsured individuals who reside in Los Angeles County.

Through the Operation Walk organization, the hospital also hosted a team of nurses and technicians to assist with joint surgeries for the medically needy in Honduras. They completed 57 knee and hip joint surgeries. The hospital donated the medications and supplies for this charitable mission. <http://www.operationwalk.org/portfolio-item/san-pedro-sula-honduras-2016/>

National Health Foundation Pathway Recuperative Care and Bridge Housing Program

The program provided access to case management, housing options and comprehensive social services, in addition to medical oversight for homeless individuals. The funding from the hospital system supported temporary housing, housing placement assistance, food, supplies and transportation for persons needing recuperative care after hospitalization.

Additional Support to Community Partners

Contributions and in-kind donations were made to nonprofit organizations that support community benefit efforts.

Community Building Activities

Activities that support the community by offering the expertise and resources of the hospital.

Workforce Development

Keck Medicine of USC continued its efforts to engage students from local Los Angeles schools that typically enroll underserved students. 200 students from the Bravo Medical Magnet High School participated in a job shadowing and mentoring program. Each semester, three classes of students spend 7.5 hours a week working with staff in a variety of roles and departments.

Established in 1970, USC's Med-COR Program, which stands for Medical Counseling Organizing and Recruiting, works with high school students of color to help prepare them for careers in the health professions. 65 students were provided structured academic enrichment in the areas of mathematics, science, and English as well as academic counseling, SAT assistance, and summer internships at local hospitals. The program serves students from four local schools: Francisco Bravo Medical Magnet High School, King-Drew Medical Magnet High School, Orthopaedic Hospital Medical Magnet High School and Van Nuys High School.

A high school immersion program engaged local students in a series of lectures about health care. The students heard from hospital staff and toured the hospital. They viewed a surgery and got to see the behind the scenes work of a number of departments, including the laboratory and pharmacy.

Keck Medicine and Keck Hospital worked with AltaMed Health Services (a Federally Qualified Health Center) to co-sponsor AmeriCorps interns. The focus is to promote health career development in local schools and job training.

FINANCIAL SUMMARY OF COMMUNITY BENEFIT

Keck Hospital of USC, USC Norris Cancer Hospital and USC Verdugo Hills Hospital community benefit funding for FY17 (July 2016 – June 2017) are reported as a combined entity and summarized in the table below.

Community Benefit Categories	Net Benefit
Charity Care Financial Assistance ¹	\$4,179,837
Unpaid Costs of Medi-Cal and Other Means Tested Government Programs ²	\$39,322,916
Health Professions Education and Research ³	\$26,067,073
Other for the Broader Community ⁴	\$1,762,763
TOTAL COMMUNITY BENEFIT PROVIDED Excluding Unpaid Costs of Medicare	\$71,332,589
Unpaid Costs of Medicare	\$122,246,290
TOTAL COMMUNITY BENEFIT PROVIDED Including Unpaid Costs of Medicare	\$193,578,879

¹ Charity Care - Includes traditional charity care/financial assistance to eligible patients at reduced or no cost based upon the individual patient's financial situation.

² Unpaid costs of public programs include the difference between costs to provide a service and the rate at which costs are determined based on the overall cost to charge ratio. This total includes the Hospital Provider Fees (HPF) paid to the State of California.

³ Costs related to health professions education programs, including graduate medical education and clinical training for students, and research that the hospital supports.

⁴ Includes non-billed activities, such as community education, screenings, support groups and health support services; community benefit operations; and grants and in-kind donations to support community health.

COMMUNITY BENEFIT PLAN FOR FY2018

In FY16, Keck Hospital of USC in conjunction with USC Norris Cancer Hospital completed a Community Health Needs Assessment and identified priority health needs: access to care; chronic diseases and overweight/obesity. As required by federal IRS guidelines, an Implementation Strategy was developed to address the priority health needs. This plan spans the time period FY16-FY18. For FY18, the hospital plans to continue to meet the identified priority health needs through a commitment of resources with the following programs and services.

Healthy Aging Project

Background

Older adults in Metropolitan Los Angeles / Service Planning Area 4 (SPA 4), the region in which Keck Medical Center of USC resides, fare poorly on many health measures. This is due, in part, to inequitable social, economic and environmental conditions. The majority of these residents are foreign born (65.7%) and they have some of the lowest median household incomes in all of Los Angeles County. Chronic conditions and serious psychological distress are prevalent in this population. Additionally, SPA 4 has fewer allied health professionals (psychologists, RNs, respiratory care practitioners, LCSWs, OTs) when compared to other areas in Los Angeles County.

Strategies

Health professional students from USC will work with faculty to promote healthy aging in the community near the Health Sciences Campus. Emphasis will be placed on education, exercise and the importance of social connectedness—all associated with healthy aging. Students and faculty will establish collaborative relationships with community members to ensure that the project's goals are aligned with community-identified needs.

Access to Health Care and Focus on Chronic Diseases

Strategies

Keck Hospital of USC plans to address access to care and chronic diseases by means of the following multipronged strategy:

- **Telemedicine:** Keck Medicine's VCC will select, contract with and deploy a telehealth platform, which will expand access to services in multiple departments and improve quality and clinical effectiveness. Keck Hospital will begin using the telemedicine platform in four clinical services areas.
- **Partnerships with Safety Net Providers and Agencies:** The Hospital will develop work plans in collaboration with selected safety net provider organizations and agencies, including Arroyo Vista Family Health Centers and Proyecto Pastoral at Dolores Mission, which will support sustainable improvements in access to care and the management of selected chronic diseases.

- **Ongoing Community Grant Program:** In 2013, Keck Medical Center of USC and Norris Cancer Hospital established a community grant program, which has provided funding to community programs that address our priorities. Since that time, the Keck/Norris Community Grant Program has funded selected programs and projects in Los Angeles County with special attention given to agencies that serve the East Los Angeles community where the hospitals are located. For fiscal years 2017-2019, we will continue the focus on funding programs that focus on the following areas:
 - Health disparities
 - Disease management
 - Disease prevention and health promotion, with a special focus on chronic diseases and overweight/obesity
- **Community Education on Chronic Disease Prevention & Management:**
 - Through its ongoing partnership with the American Heart and Stroke Association, Keck Hospital will provide education to primary care providers on cardiac disease and stroke prevention.
 - The hospital will continue its support for health education workshops, support groups and an annual women's health conference.
 - The hospital will continue to provide links to health resources through multiple media, including its website and offer preventive screenings at community events.
- **Financial Assistance:** The hospital will continue to provide financial assistance through both free and discounted care for health care services, consistent with the hospital's financial assistance policy.

Overweight and Obesity

Strategies

Keck Hospital of USC plans to address obesity by supporting a weekly Farmer's Market at Hazard Park Recreation Center to provide fresh fruits and vegetables for our local community. We will donate fresh fruits and vegetables to the families in the local neighborhood where there are few local markets. USC will also collaborate with the Los Angeles Police Department to increase security and safety in Hazard park/local neighborhood to encourage exercise and outdoor activities. The hospital will support programs at the East Los Angeles YMCA and the Hazard Park Recreation Center for young people to increase activity levels.

Education in our Neighborhoods

Strategies

For many years, USC has committed to minority education in the health sciences. To support this priority need, Keck Hospital of USC will support health care employment opportunities and a health care Mentorship/Training in partnership with Legacy LA.

Plan Effectiveness

Keck Medicine of USC convenes an internal leadership team that annually reviews the Community Benefit plan and its effectiveness. The Advisory Committee reports to the Governing Board on community benefit efforts and program effectiveness.

Measuring Impact

Keck Hospital of USC will monitor and evaluate the programs and activities outlined above. The hospital anticipates that the actions taken to address significant health needs will improve health knowledge, behaviors, and status; increase access to care; and help support good health. The hospital is committed to monitoring key initiatives to assess impact. An evaluation of the impact of the hospital's actions to address these significant health needs will be reported in the next scheduled Community Health Needs Assessment.