

2019

**USC Norris**  
**Cancer Hospital**  
Part of the Keck Medical Center of USC



# USC Norris Cancer Hospital

Annual Report and Plan for  
**COMMUNITY BENEFIT**  
Fiscal Year 2019

(July 1, 2018 – June 30, 2019)

Submitted to:  
Office of Statewide Health Planning & Development  
Healthcare Information Division  
Accounting and Reporting Systems Section  
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**TABLE OF CONTENTS**

KECK MEDICINE OF USC..... 2

USC NORRIS CANCER HOSPITAL..... 2

MISSION STATEMENT ..... 3

VALUES ..... 3

GOVERNANCE ..... 3

OUR COMMUNITY ..... 5

COMMUNITY HEALTH NEEDS ASSESSMENT ..... 6

COMMUNITY BENEFIT SERVICES SUMMARY FY2019 ..... 9

FINANCIAL SUMMARY OF COMMUNITY BENEFIT ..... 14

COMMUNITY BENEFIT PLAN FOR FY2020 ..... 15

EVALUATION OF IMPACT ..... 16

CONTACT INFORMATION ..... 18

## **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 2019, *U.S. News & World Report* ranked Keck Medical Center of USC among the top 5 hospitals in the state and among the Top 50 hospitals in the United States in nine specialties: urology (No. 4, tie), ophthalmology (No. 11), geriatrics (No. 6), gastroenterology & GI surgery (No. 13), nephrology (No. 13), neurology and neurosurgery (No. 16), cancer (No. 21, tie) pulmonology & lung surgery (No. 33), and cardiology and heart surgery (No. 11).

Additionally, Keck Medicine was recently recognized by the Human Rights Campaign, for their commitment to LGBTQ patient-centered care and the American Nurses Credentialing Center (ANCC) awarded the center as a Magnet institution.

## **USC NORRIS CANCER HOSPITAL**

USC Norris Cancer Hospital is a private, nonprofit, 60-bed acute care hospital staffed by the faculty at the Keck School of Medicine of the University of Southern California. One of only a few facilities in Southern California, USC Norris Cancer Hospital is built exclusively for cancer research and patient care. The hospital features a designated bone marrow transplantation unit and a surgical unit with specially trained staff who strive to meet the unique needs of cancer patients and their loved ones.

USC Norris Cancer Hospital is affiliated with the USC Norris Comprehensive Cancer Center – a National Cancer Institute-designated comprehensive cancer center. The close affiliation between the Hospital and Cancer Center offers access to the latest breakthroughs in cancer prevention and treatment. Staffed by physicians, who are also faculty at the Keck School of Medicine of the University of Southern California, USC Norris Cancer Hospital offers advanced treatment devoted to cancer treatment and research. Treatment options include surgery, radiation therapy and chemotherapy, and newer approaches to cancer management, such as immunotherapy and gene therapy.

In addition to patient care, USC Norris Cancer Hospital is a site for clinical research, supporting patients participating in cutting edge clinical trials. USC Norris Cancer Hospital 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.

## **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 my 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**

USC Norris Cancer Hospital and Keck Hospital of USC Governing Board

Thomas E. Jackiewicz, Chairman

Laura Mosqueda, MD, Vice Chairman

John Brodhead, MD

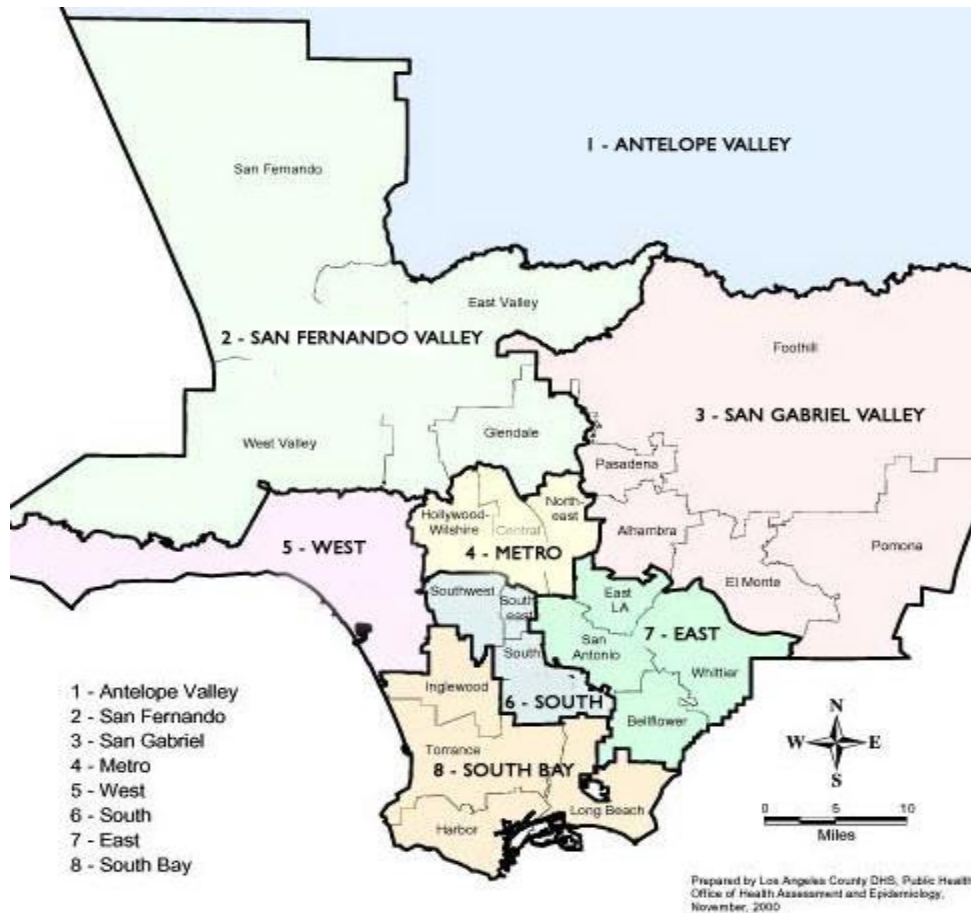
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## OUR COMMUNITY

USC Norris Cancer Hospital is located east of downtown Los Angeles on USC's Health Sciences Campus at 1441 Eastlake Avenue, Los Angeles, California 90033. The Hospital treats adult cancer patients. It is located in the Boyle Heights neighborhood of Los Angeles in LA County Service Planning Area (SPA) 4. While the hospital draws patients regionally, statewide and internationally, its primary service area is Los Angeles County, California.

**Map of Los Angeles County by Service Planning Areas 1-8**



The population of LA County is 10,057,155. Children and youth (ages 0-17) make up 22.8% of the population; 39.9% are 18-44 years of age; 25.0% are 45-64; and 12.2% 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 (48.3%). Whites make up 26.72% of the population. Asians comprise 14.1% of the population, and African Americans are 8% of the population. Native Americans, Hawaiians, and other races combined total 2.9% of the population. In LA County, Spanish is spoken in 39.4% of the



homes, 43.3% of the residents speak English only, and 10.9% 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, 77.7% 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 82.1%. The rate of poverty in the county is 22.6%, which is higher than in the state (15.8%). Poverty increases for the population at or below 200% of FPL as 45% 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, 30.4% 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, 26.3% in the county live in poverty.

## **COMMUNITY HEALTH NEEDS ASSESSMENT**

USC Norris Cancer Hospital completed a Community Health Needs Assessment (CHNA) in 2019 as required by state and federal law. The Community Health Needs Assessment is a primary tool used by USC Norris Cancer Hospital to determine its community benefit plan, which outlines how it will give back to the community in the form of health care and other community services to address unmet community health needs. The assessment incorporated components of primary data collection and secondary data analysis that focus on the health and social needs of the service area. The CHNA examined up-to-date data sources for the service area to present community demographics, social determinates of health, access to health care, leading causes of death, maternal and infant health, disease and disability, health behaviors, mental health, substance use and misuse, and preventive practices. When applicable, these data sets were presented in the context of California and compared to the Healthy People 2020 objectives.

Targeted interviews were used to gather information and opinions from persons who represent the broad interests of the community served by the hospital. USC Norris Cancer Hospital completed eight (8) key community stakeholder interviews from February to March, 2019. Interviewees included individuals who are leaders and/or representatives of medically underserved, low-income, and minority populations, local health or other departments or agencies that have current data or other information relevant to the health needs of the community. Input was obtained from the Los Angeles Public Health Department.

### **Community Engagement**

In addition, Keck Medicine of USC commissioned the National Health Foundation (NHF) to conduct a Community Environmental Scan in FY2019 to create a three-dimensional

picture of the hospital communities, including their social, economic and physical barriers to healthy living, and engage the community for their perspectives on these issues.

This community engagement strategy was designed to gather community input on disparities within the hospital's service area, understand community resources, gauge gaps in services, clarify and enhance the community profile and provide recommendations for strategies and investments that could address community concerns and health disparities. Data collection occurred in three phases: community canvassing; focus groups; and community stakeholder surveys.

Community canvassing occurred at two large events across the hospital's service area. The canvassing events engaged 111 residents. During these canvassing events, community residents were recruited for focus groups in multiple languages. Ten (10) focus groups engaged 108 persons and were conducted from November 2018 to March 2019.

Finally, community stakeholders were identified during these community canvassing and focus group recruitment events. The responding eleven (11) stakeholders represented a broad range of interest in the hospital's service area and included leaders in community organizations and schools.

Stakeholder surveys were developed and disseminated once canvassing and focus group themes emerged. The surveys summarized the needs and concerns of community residents, which allowed the NHF team to ask stakeholders more direct questions regarding the severity of the emerging issues.

### **Priority Health Needs**

Health needs were identified from secondary data using the size of the problem (relative portion of population afflicted by the problem) and the seriousness of the problem (impact at individual, family, and community levels). 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. Interviewees were asked to rank the order of the health needs according to highest level of importance in the community. The total score for each significant health need



(possible score of 4) was divided by the total number of responses for which data were provided, resulting in an overall average for each health need.

Housing and homelessness, mental health, and preventive practices were ranked as the top three priority needs in the service area. The calculations of the community input resulted in the following ordering of the significant health needs:

1. Housing and homelessness
2. Mental health
3. Preventive practices
4. Chronic diseases
5. Access to health care
6. Sexually transmitted infections
7. Cancer
8. Overweight and obesity

The 2019 CHNA can be accessed at [www.keckmedicine.org/community-benefit/](http://www.keckmedicine.org/community-benefit/).

## **COMMUNITY BENEFIT SERVICES SUMMARY FY2019**

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:

- USC Norris Cancer Hospital 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 were conducted to encourage healthy behaviors and prevent cancer.
- The community was served by a number of support groups, open to the public and offered free of charge, which included:
  - Adolescent and Young Adult Cancer Support Group for Parents and Caregivers
  - Bladder Cancer Support Group
  - Caregiver Support Group
  - Mindfulness Support Group
  - Prostate Cancer Support Group
- Look Good Feel Better is an American Cancer Society-affiliated program open to all women with cancer who are undergoing chemotherapy, radiation, or other forms of treatment.
- The hospital supported a weekly Farmer's Market at Hazard Park in East Los Angeles. Profits from the market provided funding for fresh fruits and vegetables for the local community. Additionally, a weekly Farmer's Market was held on the campus of the Keck School of Medicine located in Boyle Heights, providing fresh fruits and vegetables to local families.
- The 22<sup>nd</sup> 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 women empowerment. Blood pressure screenings and stroke

education were offered to over 260 attendees, teaching the community about stroke warning signs, risk factors and stroke prevention.

- Sidewalk education events at LAC+USC and Union Station provided disease prevention education to 500 participants.
- Monthly, more than 20 staff members spent an afternoon to purchase, prepare and serve healthy meals to more than 60 elderly men and women receiving shelter at the Dolores Mission.
- 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 200 persons.
- The hospital distributed education materials at the Pasadena Marathon and LA Marathon Expo.
- At the Women's Health Expo at the Long Beach Convention Center, hospital staff provided educational materials to 59 individuals.
- Over 175 persons with cancer engaged in yoga classes to increase relaxation and flexibility.
- Cancer survivors shared their personal stories through their written work as part of our Survivor Author Series
- Provided cancer survivors with opportunities to express their cancer journey through art.

#### Community Based Clinical Services

- The Roxanna Todd Hodges Stroke Clinic offered screening events in the community that provided blood pressure screening for 200 persons. In addition, health education was provided on stroke prevention.
- Keck Medicine of USC supported the Health Pavilion at the 2019 Los Angeles Times Festival of Books, attracting tens of thousands of guests for a weekend of screenings and health-related activities. Over two days, the pavilion served 1200 guests, providing patient education and administering 350 blood pressure screenings.

#### 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.
- *CancerHelp* is a computer-based cancer education program from the National Cancer Institute. This program is available to patients, staff and the public.

- The Patient Education and Community Outreach Center (PEOC) and Jennifer Diamond Cancer Resource Library is a state-of-the-art facility with print and electronic cancer education and resource materials devoted to patients, their families and community members seeking information on cancer. The center also provided outreach activities and conducted informational programs.

### **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

212 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.
- 11 Masters of Social Work interns received precepted clinical training.
- 194 Occupational Therapy students received precepted clinical training.

#### Continuing Education

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.

Examining the current and future state of patient-centered care was the focus of the fourth annual USC Choi Family Patient-Centered Care Symposium. The event is one element of the USC Choi Family Excellence in Patient-Centered Care Endowment established in 2016 by Keck Medicine of USC through a generous contribution from the Choi family. The daylong seminar attracted Keck Medicine of USC staff members, as well as health care workers and patients throughout Southern California. Panel discussions covered a wide-range of topics, including relationship-based care, moral distress and its impact on patient safety, and finding resilience in the face of cancer.

## **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.*

Contributions and in-kind donations were made to nonprofit organizations that supported community benefit efforts, including:

- Keck Medicine of USC supported the American Heart Association's development of Healthy for Good, a revolutionary healthy living movement to inspire everyone to create lasting change in their life and health, one small step at a time: eat smart, add color, move more, be well.

## **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. 68 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. 12 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.

An internship experience engaged 12<sup>th</sup> grade Pasadena Unified School District 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 was to promote health career development in local schools and job training.

Keck Medicine worked with LA Hire Youth to employ 12 students over the summer, providing them the skills and confidence needed to pursue a job in the health care field.

Demonstrating our commitment to building a diverse workforce, Keck Medicine of USC supported the National Organization of Gay and Lesbian Scientists and Technical Professionals Inc.'s (NOGLSTP) Out to Innovate Summit to promote an educational and supportive environment for career development for the LGBTQ+ community. Additionally, we sponsored the 4<sup>th</sup> annual National Diversity Council's Latino Leadership Conference, supporting diversity in hospital administration leadership.

## FINANCIAL SUMMARY OF COMMUNITY BENEFIT

USC Norris Cancer Hospital, Keck Hospital of USC and USC Verdugo Hills Hospital community benefit funding for FY19 (July 2018 – June 2019) are reported as a combined entity and summarized in the table below.

Community Benefit Categories	Net Benefit
Charity Care Financial Assistance <sup>1</sup>	\$3,154,173
Unpaid Costs of Medi-Cal and Other Means Tested Government Programs <sup>2</sup>	\$28,143,100
Health Professions Education and Research <sup>3</sup>	\$30,072,223
Other for the Broader Community <sup>4</sup>	\$1,583,299
<b>TOTAL COMMUNITY BENEFIT PROVIDED Excluding Unpaid Costs of Medicare</b>	<b>\$62,952,795</b>
Unpaid Costs of Medicare	\$84,362,456
<b>TOTAL COMMUNITY BENEFIT PROVIDED Including Unpaid Costs of Medicare</b>	<b>\$147,315,251</b>

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

<sup>2</sup> 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 quality assurance fee paid to the State of California.

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

<sup>4</sup> 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 FY2020**

In FY2019, USC Norris Cancer Hospital conducted a Community Health Needs Assessment (CHNA) to assess the significant health needs for the hospital area. Priority health needs were identified that the hospital has chosen to address through its Implementation Strategy.

### **Cancer Care and Treatment**

USC Norris Cancer Hospital will address cancer care and treatment by taking the following actions:

- Through its ongoing partnership with the Leukemia & Lymphoma Society, the hospital will offer health education and outreach to the greater Los Angeles community.
- Norris Cancer Survivorship series will showcase the exceptional work of artists diagnosed with cancer and provides opportunity for patient to share their stories as cancer survivors to patient, families, staff and faculty.
- Norris Cancer Hospital's Annual Festival of Life will increase awareness of cancer survivorship. The Festival will host leading cancer organizations and support groups to promote health education on a variety of topics related to health and wellness, cancer management, healthy eating, and physical activity.
- The Image Enhancement Center at USC Norris Cancer Hospital will assist with appearance and body image issues for men and women as a result of cancer treatment. Services will continue to be open to the community and include mastectomy prosthesis fittings.
- Host health/wellness fairs, including screenings at the Mariachi Festival, Skid Row Carnival of Love, and Taste of Soul.
- Design and implement strategies to foster a welcoming environment for LGBTQ community members facing cancer care and treatment.
- Provide grant funding and in-kind support to encourage cancer prevention and treatment.

### **Overweight and Obesity**

USC Norris Cancer Hospital will address overweight and obesity by taking the following actions:

- Offer community health education, community lectures, presentations and workshops.
- In conjunction with the American Heart & Stroke Association and Hazard Park Recreation Center, USC Norris Cancer Hospital will provide a reoccurring free produce market, *A Tu Salud*, to help address food access and affordability for the surrounding community. In addition, the hospital will host a weekly Farmers Market to provide fresh fruits and vegetables for the local community and donate fresh fruits and vegetables to families in need.

- AmeriCorps Interns will lead ongoing nutritional workshops within the local community such as at the Boys & Girls Club in Ramona Gardens.
- In collaboration with the American Heart & Stroke Association, USC Norris Cancer Hospital will continue the innovative school-based Teaching Garden program education students on healthy lifestyle habits and eating habits.
- Ensure equitable and inclusive care of lesbian, bisexual, transgender and queer (LGBTQ) community members facing overweight and obesity issues and concerns.
- Provide grant funding and in-kind support to increase overweight and obesity awareness and access to care.

### **Preventive Practices**

USC Norris Cancer Hospital will address preventive practices by taking the following actions:

- Collaborate with the Department of Dermatology to provide the Los Angeles Fire Department with free skin cancer screenings.
- Host health and wellness fairs, including screenings at the Mariachi Festival, Skid Row Carnival of Love, and Taste of Soul.
- In collaboration with the Street Medicine program at Keck School of Medicine of USC, USC Norris Cancer Hospital will address the circumstances that undermine the physical well-being of the community's homeless population.
- Provide education and resources focused on healthy living and disease prevention.
- Increase access to specialty care through telehealth screening services in partnership with safety net clinics and hospitals in the Los Angeles Region through the California Telemedicine Network.
- Ensure staff members are equipped with the skills and knowledge to provide nondiscriminatory patient-centered preventive care.
- Provide grant funding and in-kind support to increase preventive health services.

### **EVALUATION OF IMPACT**

USC Norris Cancer Hospital will monitor and evaluate the programs and activities outlined above. The hospital anticipates 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 and has implemented a system to track the implementation of the activities. Reporting processes include the collection and documentation of tracking measures, such as the number of people reached/served and collaborative efforts to address health needs. An evaluation of the impact of the hospital's actions to address these significant health needs will be reported in the next scheduled CHNA.

### Fostering Community Partnerships

We are committed to fostering partnerships with community-based organizations, community clinics, government agencies, schools and school districts, the faith community, public health, and public safety agencies. Our community benefit plan includes maintaining current partnerships and exploring opportunities to engage with new partners.

## **CONTACT INFORMATION**

### Address of Hospital Campus

USC Norris Cancer Hospital  
1441 Eastlake Avenue  
Los Angeles, California 90033

### Web Address

<https://www.keckmedicine.org/about-keck-medicine/usc-norris-comprehensive-cancer-center/>

### Community Benefit Contact

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