



**Annual Report and Plan for Community Benefit
USC Norris Cancer Hospital
Fiscal Year 2022 (July 1, 2021 - June 30, 2022)**

Submitted to:
Department of Health Care Access and Information
Accounting and Reporting Systems Section
Sacramento, California

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About USC Norris Cancer Hospital

Keck Medicine of USC

Keck Medicine of USC is the University of Southern California's medical enterprise, a university-based medical system in the Los Angeles area. Keck Medicine combines best-in-class physicians, access to cutting edge research, and state-of-the-art facilities to provide highly specialized care for our patients. Our renowned physicians provide world-class patient care at Keck Hospital of USC, USC Norris Cancer Hospital, USC Verdugo Hills Hospital and more than 80 outpatient locations in Los Angeles, Orange, Kern, Tulare, and Ventura counties.

USC Norris Cancer Hospital

USC Norris Cancer Hospital has been at the forefront of the fight against cancer for more than 40 years. The 60-bed hospital is one of the eight original comprehensive cancer centers designated by the National Cancer Institute and has a mission to translate scientific discoveries into innovative therapies for its patients. USC Norris Cancer Hospital focuses on 13 key areas of cancer treatment: breast cancer, gastrointestinal cancer, genetic counseling, gynecological cancers, head and neck cancers, hematology, lung cancer, melanoma, neuro-oncology, radiation oncology, sarcoma, skin cancer and urologic oncology. USC Norris Cancer Hospital offers access to hundreds of innovative clinical trials and extensive patient education, empowering patients to take an active role in their health care.

Awards

USC Norris Cancer Hospital is the recipient of the following awards and accolades:

- *U.S. News & World Report* Best Hospitals
 - Ranked in the top 3 in Los Angeles County and top 10 in California
 - Nationally ranked #18 in Cancer
- Magnet® designated by American Nurses Credentialing Center's (ANCC) Magnet Recognition Program® for nursing excellence.
- Healthcare Equality Index Leader Designation, the highest award granted by the Human Rights Campaign to hospitals that have demonstrated a commitment to LGBTQ+ patient centered care, inclusive employee policies and benefits, engagement and public commitment to the LGBTQ+ patient community.
- Earned 2021 Leapfrog Top Teaching Hospital award.
- Pasadena Magazine Top Doctors ranked 136 physicians associated with Keck Medicine in the magazine's roster of Top Doctors, representing 41 specialties.
- *Los Angeles Business Journal* named Marty Sargeant, CEO of Keck Medical Center, Hospital Chief Executive Officer of the year in FY22. Chris Allen, CFO for Keck Medical Center, was named the 2022 Rising Star CFO of the Year Honoree.

Mission and Values

Mission

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

The USC Health System Board provides strategic, financial, and operational oversight to the USC Health System and clinical care activities across the University and its health professional schools, enables the USC Health System to be nimble and thrive in a competitive Los Angeles health care market, and continues to ensure patient access and experience meet the highest levels of safe and quality care.

USC Health System Board

Wanda M. Austin, PhD

Tia Bush

Carol L. Folt, PhD

Rod Hanners

Gerald Hickson, MD

John Kusmiersky, JD

Leonard D. Schaeffer

Steven D. Shapiro, MD

William E.B. Siart

Jim Staten

Charles F. Zukoski, PhD

The Board of Directors provides organizational leadership for community benefit. The Board functions as an oversight and policy-making body for the hospital's community benefit commitments, efforts and strategic alignment with community needs. The Board has accountability for community benefit performance.

Keck Hospital of USC and USC Norris Cancer Hospital Governing Board

Tammy Capretta, MPH, RN

Michael Gallagher

Stephanie Hall, MD

Rod Hanners

Caryn Lerman, PhD

Holly Muir, MD

David Peng, MD, MPH

Marty Sargeant

Steven D. Shapiro, MD

Steven Siegel, MD, PhD

Vaughn Starnes, MD

James Staten

Annette Sy, DNP, MSN, RN

Mark Todd, PhD

Alison Wilcox, MD

Caring for our Community

USC Norris Cancer Hospital recognizes its obligation to provide service above and beyond its role as a healing facility. This report demonstrates tangible ways in which the hospital is fulfilling its mission to improve the health and wellbeing of our community and provide personalized, compassionate and innovative health care. USC Norris Cancer Hospital provides financial assistance to those in the community who cannot afford services, or whose health insurance does not cover all services rendered. In addition, USC Norris Cancer Hospital invests in the community to increase access to health care services and improve health.

Service Area

USC Norris Cancer Hospital is located east of downtown Los Angeles on the USC Health Sciences Campus at 1441 Eastlake Avenue, Los Angeles, California 90033. The hospital is located in the Boyle Heights neighborhood of Los Angeles in LA 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.

Community Snapshot

The population of Los Angeles County is 10,087,570. Children and youth make up 22% of the population, 64.8% are adults, and 13.3% are seniors, ages 65 and older. Among adults, 7.9% in Los Angeles County identify as part of the Lesbian Gay Bisexual (LGB) community.

In the service area, 48.5% of residents are Hispanic or Latino, 26.2% of residents are White, 14.4% of residents are Asian, and 7.8% of area residents are Black or African American. Persons who are Native American, Native Hawaiian/from other Pacific Islands, or of other or multiple races make up 3.1% of the area population. In Los Angeles County, Spanish is spoken in 39.2% of the homes, 43.4% of the residents speak English only, and 10.9% speak an Asian language in the home. Linguistic isolation is defined as the population, ages 5 years and older, who speaks English “less than very well.” In the service area, 23.6% of the population is linguistically isolated.

Among county residents, 14.9% are at or below 100% of the federal poverty level (FPL) and 34.8% are at 200% of FPL. In Los Angeles County, children suffer with higher rates of poverty (20.8%) compared to the state (18.1%). Low levels of education are linked to poverty and poor health. In the county, 79.8% 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 84%.

Within LA County, 92.1% of the total population has health insurance coverage. 24% of the population had Medi-Cal coverage and 47.8% had employment-based insurance.

During the 2020 Los Angeles County homeless count, 63,706 persons experiencing homelessness were counted; 76% were adults and 19% were families. Of these persons, 72.3% were unsheltered and 27.7% were sheltered.

People with a disability have difficulty performing activities due to a physical, mental, or emotional condition. Among adults, 24.6% in Los Angeles County reported a physical, mental or emotional disability. 14.7% of children were reported to have special health care needs.

Los Angeles air quality averages a US AQI or air quality index rating of “moderate.” Monthly averages in 2019 varied from AQI 32 (“good”) in February to AQI 64 (“moderate”) in November. Despite seemingly optimistic ratings, Los Angeles’s air pollution is among the worst in the United States, both for PM2.5 and ozone. The American Lung Association State of Air report rated Los Angeles County has unhealthy under Ozone, Particle Pollution (24 hours), and receiving a FAIL grade for annual particle pollution. In 2021, Los County’s water met and surpassed all federal and state drinking water standards set by the U.S. Environmental Protection Agency (U.S. EPA) and the State of California, Water Resources Control Board – Division of Drinking Water.

Community Health Needs Assessment

USC Norris Cancer Hospital completed a Community Health Needs Assessment (CHNA) in 2022 as required by state and federal law. The CHNA is a primary tool used by the hospital facility 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 focused 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 determinants of health, access to health care, leading causes of death, disease and disability, COVID-19, health behaviors, mental health, substance use and misuse, and preventive practices. When applicable, these data sets were compared to the Healthy People 2030 objectives.

Targeted interviews were used to gather information and opinions from persons who represent the broad interests of the community served by the hospital. Thirteen (13) interviews were completed during January and February 2022. 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 County Department of Public Health.

Significant 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 needs included (in alpha order):

- Access to health care
- Cancer (screening, early detection, and treatment)
- Chronic diseases
- COVID-19
- Economic insecurity
- Food insecurity

- Housing and homelessness
- Mental health
- Overweight and obesity
- Preventive practices
- Sexually transmitted infections and HIV/AIDS
- Substance use
- Violence and injury

The identified significant health needs were then prioritized with input from the community. The community stakeholders were asked to rank order the health needs according to highest level of importance in the community. Among key stakeholder interviewees, access to care, mental health, cancer, overweight and obesity and COVID-19 were ranked as the top five priority needs in the service area.

The complete CHNA report and the prioritized health needs can be accessed at <https://www.keckmedicine.org/community-benefit/>. We welcome feedback on the Community Health Needs Assessment and Implementation Strategy. Please send your feedback to: BenefitandOutreach@med.usc.edu.

Addressing Priority Health Needs

In FY22, USC Norris Cancer Hospital engaged in activities and programs that addressed the priority health needs identified in the FY20-FY22 Implementation Strategy. The hospital has committed to community benefit efforts that address cancer care and treatment, overweight and obesity, and preventive practices. Selected activities and programs that highlight the USC Norris Cancer Hospital commitment to the community are detailed below.

Access to Cancer Care and Treatment

Cancer care includes the entire continuum, which includes prevention, diagnosis, treatment, survivorship and end-of-life care.

Response to Need

Patient Perspective Series

The Patient Perspective Series explored the cancer journey from diagnosis to survivorship and built community among cancer patients and their loved ones. The Patient Perspective Series featured cancer survivors who are authors, artists, academics, and motivational speakers whose narratives serve to destigmatize cancer, as well as mentor fellow cancer patients and educate and inform the public. Topics included The Promise of Precision Medicine, A Conversation on Post-Traumatic Growth, Riding the Cancer Wave, Health Reporting in the Media, and Inspirational Survivor Stories. The Patient Perspective Series was offered free of charge to the public.

Support Groups

The community was served by several support groups, open to the public and offered free of charge, which included:

- Bladder Cancer Support Group
- Prostate Cancer Support Group
- Adolescent and Young Adult Cancer Support Group for Parents and Caregivers

CancerHelp

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)

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.

Festival of Life

Hosted the 32nd Annual Festival of Life, the first in-person event since June 2019. The event celebrated the strength, resilience and tenacity of cancer survivors. Education on cancer, self-care and wellness were provided by Norris Comprehensive Cancer Center departments.

Image Enhancement Center

The Image Enhancement Center is designed to help men and women cope with cosmetic and physical challenges related to undergoing chemotherapy and/or radiation therapy. Services included providing wigs, breast prosthesis, and mastectomy bra fittings by certified fitters, as well as non-metallic deodorant and sunblock and skin care products.

LGBTQ Healthcare Equality Leaders

The Human Rights Campaign Foundation (HRC), the educational arm of the nation's largest LGBTQ civil rights organization, designated Keck Medicine's hospitals — Keck Medical Center of USC, which consists of Keck Hospital of USC and USC Norris Cancer Hospital, and USC Verdugo Hills Hospital — as LGBTQ Healthcare Equality Leaders for the sixth time.

The HRC's Healthcare Equality Index provides health care facilities information and resources that help ensure that LGBTQ people have access to nondiscriminatory, patient-centered care. The report is used to applaud facilities that have shown their commitment to LGBTQ patient-centered care, with scores based on the services and programs offered to the LGBTQ community.

Community Support

Support of community organizations focused on cancer prevention awareness and treatment. Some of the community partners included:

- Melanoma Research Foundation
- Leukemia & Lymphoma Society
- GO2 Foundation
- Cancer Support Group Pasadena

Overweight and Obesity

Overweight and obesity are common conditions that are defined as the increase in size and amount of fat cells in the body. Obesity is a chronic health condition that raises the risk for heart disease and is linked to many other health problems, including type 2 diabetes and cancer.

Response to Need

Food Assistance

In collaboration with the American Heart Association, USC Norris Cancer Hospital supported food

security measures in East LA neighborhoods by increasing SNAP incentives for fruit and vegetable purchase, providing grocery vouchers, increasing grocery store access and hosting Farmers Markets. Over the past year, more than 85,000 families were provided with immediate food assistance. Programs included:

- Lincoln High School garden and Farmers Market
- Hollenbeck Middle School garden and “Meet a Doctor” event
- White Memorial Senior Center and Lincoln High School Community Building Day
- Boyle Heights Farmers Market community pop-up market
- Keck Nutrition Workshops at Lincoln High School
- Lincoln High School STEM workshop and Go Red STEM program
- Weingart East LA YMCA Nutrition Security Resource Center.

The hospital supported a weekly Farmer’s Market at Hazard Park in East Los Angeles. Additionally, a weekly Farmer’s Market was held on the campus of Keck School of Medicine located in Boyle Heights, providing fresh fruits and vegetables to local families.

Nutrition for Health & Longevity Community Program

Norris supported this Community Program to educate individuals on how obesity impacts health and increases risk for chronic diseases, the importance of maintaining a healthy BMI, learning about healthy lifestyle changes through nutrition, reading nutrition labels, as well as helping to address food insecurity through distribution of healthy food vouchers.

Preventive Practices

Routine health care includes screenings, check-ups, and counseling to prevent illness, disease, or other health problems. Individuals, who receive services in a timely manner, have a greater opportunity to prevent or detect disease during earlier, treatable stages.

Response to Need

Health Education and Outreach

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 treat cancer. Provided access to an electronic health library available to the public on its website. The site provided information on health conditions, wellness and prevention.

Food Resources

In partnership with the American Heart Association, Keck Medicine provided Weingart East Los Angeles YMCA additional food resources in FY22 which helped the YMCA to establish a Nutrition

Security Resource Center. Since its launch, the YMCA has continued to giveaway food as well as help the homeless with watch centers, clothes, job training opportunities and career development support.

TransLatin@ Coalition

Keck Medicine of USC collaborated with The TransLatin@ Coalition to improve access to specialized care for the transgender community, recognizing the importance of personalized, compassionate health care for all. The collaboration includes a patient/peer navigator, education and training opportunities for faculty and staff, as well as community engagement, focus groups and forums to advance dialogue, share progress and solicit input and feedback.

Los Angeles Times Festival of Books Health and Wellness Pavilion

Participated in the Los Angeles Times Festival of Books with a health and wellness pavilion offering health education and screenings for skin cancer, blood pressure, glucose, BMI, sleep apnea and dental health. Nearly 34,000 community members participated.

Community Support

Support of community organizations focused on preventive practices. Some of the community partners included:

- American Heart Association
- Hazard Park

Other Community Benefit Services

USC Norris Cancer Hospital provided community benefit services in addition to those programs focused on addressing priority health needs.

Health Professions Education

Definition: education programs for physicians, nurses, nursing students, and other health professionals.

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 direct a broad range of accredited residency and fellowship training programs.

Lectures and continuing medical education were presented to the at-large health professional community and to health sciences students in Southern California.

Other Health Professions Education

Health professions students in occupational therapy and pharmacy were educated and performed their clinical hours and/or internship rotations at the hospital. Additionally, the Speech Therapy department held several seminars for health professionals.

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

Definition: funds and in-kind services donated to community groups and nonprofit organizations.

Cash Donations

Funds were donated to nonprofit community groups and local organizations. The support of these organizations furthered the hospital's mission and addressed the community health needs

identified through the CHNA. Some of the community partners that received donations included:

- Los Angeles Pride
- Community Partners for Latino Equality Alliance

In-Kind Donations

- Donated cots and chairs to the Midnight Mission

Community Benefit Operations

Definition: direct and indirect costs associated with assigned staff, community health needs assessments, community benefit planning, tracking, reporting, evaluating and operations.

Reported costs included:

- Community benefit staff salary, benefits and expenses
- Administrative support for community benefit
- Community Health Needs Assessment
- Community benefit consultants

Community Building Activities

Definition: activities that support community assets by offering the expertise and resources of the hospital organization. These activities may address the root causes of health problems or the determinants of health, such as education, homelessness, poverty and the environment.

Workforce Development

USC Norris Cancer Hospital participated in numerous health professions outreach activities to encourage youth to enter the medical field including:

LA Hire Youth

Worked with LA Hire Youth to employ 10 students over the summer. An initiative between USC and the city of Los Angeles, the program provided local youth an opportunity to get real-world, professional experience and provided them with the skills and confidence needed to pursue a job in the health care field.

Day of Discovery

This Annual Educational Series welcomed high school students and families from East Los Angeles and the local community to listen to guest speakers and discuss careers in the health care industry.

Med-COR

The Medical Counseling, Organizing, and Recruiting program (Med-COR) seeks to increase the pool of high school students of color committed to the pursuit of health professional careers. Through the Med-Cor program, supported 17 students from disadvantaged backgrounds and helped prepare them academically to be competitive for admission to college and to commit themselves to a career in health.

Financial Summary of Community Benefit

The USC Norris Cancer Hospital financial summary of community benefit for FY22 (July 1, 2021 to June 30, 2022) is summarized in the table below. The Hospital's community benefit costs comply with Internal Revenue Service instructions for Form 990 Schedule H. Costs are determined as part of the VHA Community Benefit Package and are based on the Hospital's overall cost to charge ratio.

Community Benefit Categories	Net Benefit
Charity Care/Financial Assistance ¹	\$1,680,863
Unpaid Costs of Medi-Cal ²	\$3,251,577
Others for the Economically Disadvantaged ³	\$296,804
Education and Research ³	\$3,758,670
Other for the Broader Community ⁴	\$353,393
Total Community Benefit Provided Excluding Unpaid Costs of Medicare	\$9,341,307
Unpaid Costs of Medicare ²	\$12,520,612
Total Quantifiable Community Benefit	\$21,861,918

¹ Financial Assistance includes traditional charity care write-offs to eligible patients at reduced or no cost based on the individual patient's financial situation. Financial Assistance or Charity Care does not include costs for patients who had commercial insurance, but could not afford their out of pocket costs.

² Unpaid costs of public programs include the difference between costs to provide a service and the rate at which the hospital is reimbursed.

³ Includes other payors for which the hospital receives little or no reimbursement (e.g., County indigent program).

⁴ Costs related to the health professions education programs and medical research that the hospital sponsors.

⁵ Includes non-billed programs such as community health education, screenings, support groups, support services, cash and in-kind donations, and community benefit operations.

Community Benefit Plan FY23

USC Norris Cancer Hospital continues to implement activities and programs to address the priority needs in our service area.

Significant Needs the Hospital Intends to Address

USC Norris Cancer Hospital intends to take actions to address the following health needs that were identified in the FY22 CHNA and detailed in the FY23-FY25 Implementation Strategy:

- Cancer care and treatment
- Mental health
- Preventive practices

Access to Cancer Care and Treatment

Goal: Increase access to programs to reduce the impact of cancer on health and increase the focus on early detection, prevention and treatment education.

Strategies

1. The hospital will offer health education and outreach to the greater Los Angeles community.
2. The Patient Perspective series will showcase the exceptional work of artists diagnosed with cancer and provide opportunities for patients to share their stories as cancer survivors to other patients, families, staff and faculty.
3. Provide support groups for persons experiencing cancer and their caregivers.
4. USC 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.
5. 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 are open to the community and include mastectomy prosthesis fittings.
6. Host health/wellness fairs, including screenings at the Mariachi Festival, Skid Row Carnival of Love, Taste of Soul and Adolescent and Young Adult ZooPendous.
7. Design and implement strategies to foster a welcoming environment for LGBTQ community members facing cancer care and treatment.
8. Provide grant funding and in-kind support to encourage cancer prevention and treatment.

Mental Health

Goal: Increase access to mental health care resources, services and education. Decrease the stigma associated with seeking mental health care.

Strategies

1. 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 mental, and emotional well-being of the community's homeless population.
2. Offer community health education, community lectures, presentations and workshops.
3. Ensure equitable and inclusive care of lesbian, bisexual, transgender and queer (LGBTQ) community members facing mental health issues and concerns.
4. Support collaborative efforts that support access to mental health including partnering with the Department of Psychiatry for continuous care.
5. Increase community awareness of prevention efforts and availability of resources to address mental health concerns.
6. Provide grant funding and in-kind support to increase mental health awareness and access to care.

Preventive Practices

Goal: Improve community health through preventive practices.

Strategies

1. Host health and wellness fairs, including screenings at the Mariachi Festival, Skid Row Carnival of Love, and Taste of Soul.
2. Provide education and resources focused on healthy living and disease prevention.
3. Provide COVID-19 vaccines.
4. 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.
5. Ensure staff members are equipped with the skills and knowledge to provide nondiscriminatory patient-centered preventive care.
6. Provide grant funding and in-kind support to increase preventive health services.

Evaluation of Impact

USC Norris Cancer Hospital is committed to monitoring and evaluating key initiatives to assess the programs and activities outlined in this Implementation Strategy. We have implemented a system for 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 USC Norris Cancer Hospital actions to address these significant health needs will be reported in the next scheduled CHNA.

Needs the Hospital Will Not Address

USC Norris Cancer Hospital cannot directly address all the health needs present in the community, we will concentrate on those health needs that can most effectively be addressed given our areas of focus and expertise. Taking existing hospital and community resources into consideration, USC Norris Cancer Hospital will not directly address the remaining health needs identified in the CHNA, including access to health care, chronic diseases, economic insecurity, food insecurity, housing and homelessness, overweight and obesity, STIs/HIV/AIDS, substance use and violence and injury.

Contact Information

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