

**2016**

## USC Norris Cancer Hospital Implementation Strategy



## INTRODUCTION

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USC Norris Cancer Hospital is a private, nonprofit acute care hospital staffed by the faculty at the Keck School of Medicine of the University of Southern California. On November 1, 2011 we introduced the Keck Medical Center of USC – world-class medicine encompassing USC Norris Cancer Hospital and Keck Hospital of USC (formerly USC University Hospital), and 500 renowned faculty physicians from the Keck School of Medicine of USC.

In 2016, USC Norris Cancer Hospital conducted a Community Health Needs Assessment (CHNA) in partnership with Keck Hospital of USC to comply with state and federal regulations guiding tax exempt hospitals. The CHNA is posted on the hospital website and can be accessed at <http://www.keckmedicine.org/community-benefit/>. Public comment on the CHNA is encouraged and comments are used to inform this work. This 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 gathered a broad spectrum of data derived from interviews with community stakeholders and public data, which identified a demographic profile, social and economic factors, health access, mortality, cancer incidence and mortality, chronic disease, health behaviors, mental health, and preventive practices. It included collection and analysis of input from persons who represented the broad interests of the community served by the hospital, including those with special knowledge of public health. Based on the results of the primary and secondary data collection, health needs were identified.

## PRIORITY HEALTH NEEDS

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The health needs identified from the CHNA were prioritized through a structured process using defined criteria. This Implementation Strategy addresses the health needs identified through the CHNA.

The needs that will be addressed by USC Norris Cancer Hospital through its community benefit programs and activities are:

- Cancer
- Access to care
- Chronic diseases
- Overweight/obesity

## ADDRESSING THE HEALTH NEEDS

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USC Norris Cancer Hospital plans to meet the identified priority health needs through a commitment of resources with the following programs and services. For each health need the hospital plans to address, the Implementation Strategy describes: actions the hospital intends to take, including programs and resources it plans to commit, and planned collaboration between the hospital and community organizations; and anticipated impacts of these actions.

### **CANCER CARE AND TREATMENT**

#### **Goal**

Reduce the impact of cancer and increase the focus on prevention and treatment.

#### **Strategies**

USC Norris Cancer Hospital will continue its support of the USC Norris Comprehensive Cancer Center to provide cancer research, treatment, prevention and education. USC Norris partners with the American Cancer Society to offer health education and outreach to the greater Los Angeles community. We will provide health education and support groups that focus on a variety of topics related to health and wellness, cancer management, healthy eating, and physical activity. CancerHelp is a computer-based cancer education program from the National Cancer Institute. This education tool is made available to patients, staff and the public. The Image Enhancement Center at USC Norris Cancer Hospital assists 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.

#### **Impact**

Through these strategies, the hospital will improve cancer detection by increasing public awareness and adherence to cancer prevention and early detection recommendations. As well, these efforts will increase availability of supportive resources for individuals with cancer and their families.

### **HEALTHY AGING PROJECT**

#### **Background**

Older adults in Metropolitan Los Angeles / Service Planning Area 4 (SPA 4), the region in which USC Norris Cancer Hospital and Keck Medical Center of USC resides, fare poorly on many health measures. This is due, in part, to inequitable social, economic and environmental conditions. Older adults in the region surrounding Keck Hospital (SPA 4) have one of the lowest median household incomes in all of Los Angeles. The

majority of these people are foreign born (65.7%). 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 SPAs in Los Angeles County.

### **Goal**

Improve the quality of life for seniors living in SPA 4.

### **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.

### **Impact**

Through these strategies, seniors will have increased availability to needed health care resources.

## **ACCESS TO HEALTH CARE AND FOCUS ON CHRONIC DISEASES**

### **Goal**

Increase access to health care and reduce the impact of chronic diseases on health.

### **Strategies**

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

- **Telemedicine** As a leader in health care delivery, Norris provides access to health care through telemedicine services, which reduce geographic barriers to care. In addition to the ongoing development of its own telemedicine program, Norris Cancer Hospital will participate with Keck in its collaboration with the California Telemedicine Network (CTN), which will involve leading a proposed LA regional telehealth initiative. The CTN initiative is designed to provide telemedicine delivered specialty care into LA safety net clinics and hospitals. Norris and Keck Hospitals will partner with CTN to research and analyze the needs of safety net providers for telemedicine services, develop strategies for providing specialty coverage and work with payers to develop sustainable solutions.
- **Partnerships with Safety Net Providers & Agencies** The Hospital will develop work plans in collaboration with selected safety net provider organizations and

agencies, including the 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. As they are developed, these work plans along with accountability matrices and measurement tools, will be incorporated into the this Implementation Strategy document as Attachment A.

- **Ongoing Community Grant Program** In 2013, Keck Medical Center of USC and Norris Cancer Hospital established a community grant program, which has provided limited 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.
  - **Grant Priorities**  
For fiscal years 2017-19, 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 or overweight/obesity
- **Community Education on Chronic Disease Prevention & Management**
  - 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 health fairs.
- **Financial Assistance, Free & Discounted Care** 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.

### **Impact**

Through these strategies, the hospital will increase availability and access to health care services. Additionally, the impact of these actions will increase the identification and treatment of chronic diseases and improve compliance with disease self-management practices.

## **OVERWEIGHT AND OBESITY**

### **Goal**

Reduce obesity and the incidence of individuals being overweight through opportunities to increase physical activity and improve healthy eating options.

### **Strategies**

USC Norris Cancer Hospital 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.

### **Impact**

Through these strategies, the hospital will increase availability and access to healthy foods and opportunities for physical activity.

## **EDUCATION IN OUR NEIGHBORHOODS**

### **Goal**

Increase opportunities for minority and under-represented populations to obtain employment in the health care field.

### **Strategies**

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

### **Impact**

Through these strategies, the hospital will increase career paths in the health professions.

## **OTHER HEALTH NEEDS**

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The Implementation Strategy adopted by USC Norris Cancer Hospital actively addresses health needs that were identified in the CHNA as "priority health needs." Certain other health needs were identified but are not specifically addressed in the Implementation Strategy. These include, for example: dental health, mental health, community safety, STDs and substance abuse.

While we address these issues on a day to day basis in the normal course of our operations, we have chosen not to focus this Implementation Plan on these other needs because we believe we can have a greater impact on the priority health needs that we selected. These other health needs are less aligned with the Hospital' strategic

initiatives. Deployment of our existing resources and infrastructure toward achievement of sustainable improvements in the areas selected will more effectively meet the community health needs that have been prioritized.