

2017

**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 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.

## **USC NORRIS CANCER HOSPITAL**

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. One of only a few facilities in Southern California built exclusively for cancer research and patient care, USC Norris Cancer Hospital is a 60-bed inpatient facility providing acute and critical 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 patients seeking 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

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

Lil Delcampo

Associate General Counsel for Health Sciences, USC

Members

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Jay Lieberman, MD

Laila I. Muderspach, MD

Holly Muir, MD

Vaughn Starnes, MD

James Staten

Annette Sy, RN, MSN

Mark Todd

Alan Wayne, MD

## **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 is located in the Boyle Heights neighborhood of Los Angeles in L.A. County Service Planning Area (SPA) 4. The hospital treats adult cancer patients. While the hospital draws patients regionally, statewide and internationally, its primary service area is 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, USC Norris Cancer Hospital 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 Keck Hospital of USC.

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/](http://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:

- 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 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:
  - Bladder Cancer Support Group
  - Caregiver Support Group
  - For Men Only Prostate Cancer Support Group
  - Lung Cancer Support Group
  - Mindfulness 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 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 20<sup>th</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 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.
- LA Marathon – the hospitals and doctors of USC provided medical support and supplies for the runners in the LA Marathon.
- Festival of Life – the annual Festival of Life celebration was hosted by USC Norris Cancer Hospital and touched the lives of over 1,000 participants. The Festival is a celebration held for cancer survivors and their families and is open to the public. The Festival included inspirational speakers, testimonials, cancer prevention and treatment information, and other events.

#### 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 provides outreach activities and conducts informational programs relevant to the communities it serves.
- The Image Enhancement Center assists with appearance and body image issues as a result of cancer treatment. Services are open to the community and include mastectomy prosthesis fittings. The Center engages a Mastectomy Fitter. In the

past year, the Center provided 73 post-surgical breast prosthesis fittings and 64 wig fittings.

## **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

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.*

### USC Norris Comprehensive Cancer Center

Support of the USC Norris Comprehensive Cancer Center provided cancer research, treatment, prevention and education.

### 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.

### 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.

## FINANCIAL SUMMARY OF COMMUNITY BENEFIT

USC Norris Cancer Hospital, Keck Hospital of USC 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 <sup>1</sup>	\$4,179,837
Unpaid Costs of Medi-Cal and Other Means Tested Government Programs <sup>2</sup>	\$39,322,916
Health Professions Education and Research <sup>3</sup>	\$26,067,073
Other for the Broader Community <sup>4</sup>	\$1,762,763
<b>TOTAL COMMUNITY BENEFIT PROVIDED Excluding Unpaid Costs of Medicare</b>	<b>\$71,332,589</b>
Unpaid Costs of Medicare	\$122,246,290
<b>TOTAL COMMUNITY BENEFIT PROVIDED Including Unpaid Costs of Medicare</b>	<b>\$193,578,879</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 Provider Fees (HPF) 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 FY 2018**

In FY16, USC Norris Cancer Hospital in conjunction with Keck Hospital of USC completed a Community Health Needs Assessment and identified priority health needs: access to care, cancer, 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**

USC Norris Cancer Hospital plans to address access to care and chronic diseases by providing links to health resources and offering preventive screenings at community events. The hospital will continue its support for health education workshops, support groups and an annual women's health conference. The hospital will also explore partnership opportunities to support programs and services at Arroyo Vista Family Health Center and Proyecto Pastoral at Dolores Mission that will increase access to care and address chronic disease management. As a leader in health care delivery, Keck Hospital of USC will provide access to health care through telemedicine services that reduce geographic barriers to 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.

## **Cancer Care 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.

## **Overweight and Obesity**

### **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.

## **Education in our Neighborhoods**

### **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.

## **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**

USC Norris Cancer Hospital 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.