



Keck
Medicine
of USC

BEYOND EXCEPTIONAL MEDICINE™

**Annual Report and Plan for Community Benefit
Keck Hospital of USC
Fiscal Year 2023 (July 1, 2022 - June 30, 2023)**

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

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About Keck Hospital of USC

Keck Medicine of USC

Keck Medicine of USC is the University of Southern California's medical enterprise, one of only two university-based medical systems in the Los Angeles area. Keck Medicine combines academic excellence, world-class research, and state-of-the-art facilities to provide highly specialized care for some of the most acute patients in the country. Our internationally renowned physicians and scientists provide world-class patient care at Keck Hospital of USC, USC Norris Cancer Hospital, USC Verdugo Hills Hospital, USC Arcadia Hospital and more than 100 unique clinics in Los Angeles, Orange, Kern, Tulare, and Ventura counties.

Keck Hospital of USC

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

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

Awards

Keck Medical Center of USC, which includes Keck Hospital and USC Norris Cancer Hospital, is among the top 50 hospitals in the country in 10 specialties, as well as the top three hospitals in metro Los Angeles and top 10 hospitals in California, according to U.S. News & World Report's 2023-24 Best Hospitals rankings. In addition, Keck Hospital was recently recognized as having a 5-star quality rating (the highest possible) from the Centers for Medicare and Medicaid Services 2023 quality start rating report.

Other 2023-24 highlights include:

- Our 2023-2024 rankings are higher than last year in four specialties, including Cancer.
- Keck Medical Center is now ranked in the top 50 in the nation in three new specialties — Obstetrics & Gynecology, Neurology & Neurosurgery and Rehabilitation.
- Our medical center rated High Performing (the highest rating possible) in 15 common procedures and conditions that were evaluated nationally, including heart bypass surgery, colon cancer surgery and hip and knee replacement.
- For the first time, U.S. News & World Report evaluated hospitals in Leukemia,

Lymphoma & Myeloma and Keck Medical Center was rated High Performing.

Since, 2015, The Human Rights Campaign (HRC) Foundation, the educational arm of the nation's largest LGBTQ+ civil rights organization, has designated Keck Medical Center of USC as LGBTQ+ Healthcare Equity Leaders.



Mission and Values

Mission

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 oversight and governance over Keck Medicine of USC and all clinical care activities at USC, allowing for agility in what is often a rapidly changing health care environment. Leonard D. Schaeffer serves as chairman, and Amy A. Ross, PhD, serves as vice chair of the USC Health System Board. Both Schaeffer and Ross also serve as USC Board of Trustee members. Below is a complete list of USC Health System Board members.

USC Health System Board

| | |
|-------------------------|-----------------------|
| Carol L. Folt, PhD | Amy A. Ross, PhD |
| Rod Hanners | Paul B. Rothman, MD |
| Gerald Hickson, MD | Leonard D. Schaeffer |
| John Kusmiersky, JD | Steven D. Shapiro, MD |
| Carolyn Meltzer, MD | William E.B. Siart |
| William (Tres) Petmecky | |

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, MDP, RN | Steven D. Shapiro, MD |
| Michael Gallagher | Steven Siegel, MD, PhD |
| Stephanie Hall, MD | Vaughn Starnes, MD |
| Rod Hanners | James Staten |
| Caryn Lerman, PhD | Annette Sy, DNP, MSN, RN |
| Holly Muir, MD | Mark Todd, PhD |
| David Peng, MD, MPH | Alison Wilcox, MD |
| Marty Sargeant | |

Caring for our Community

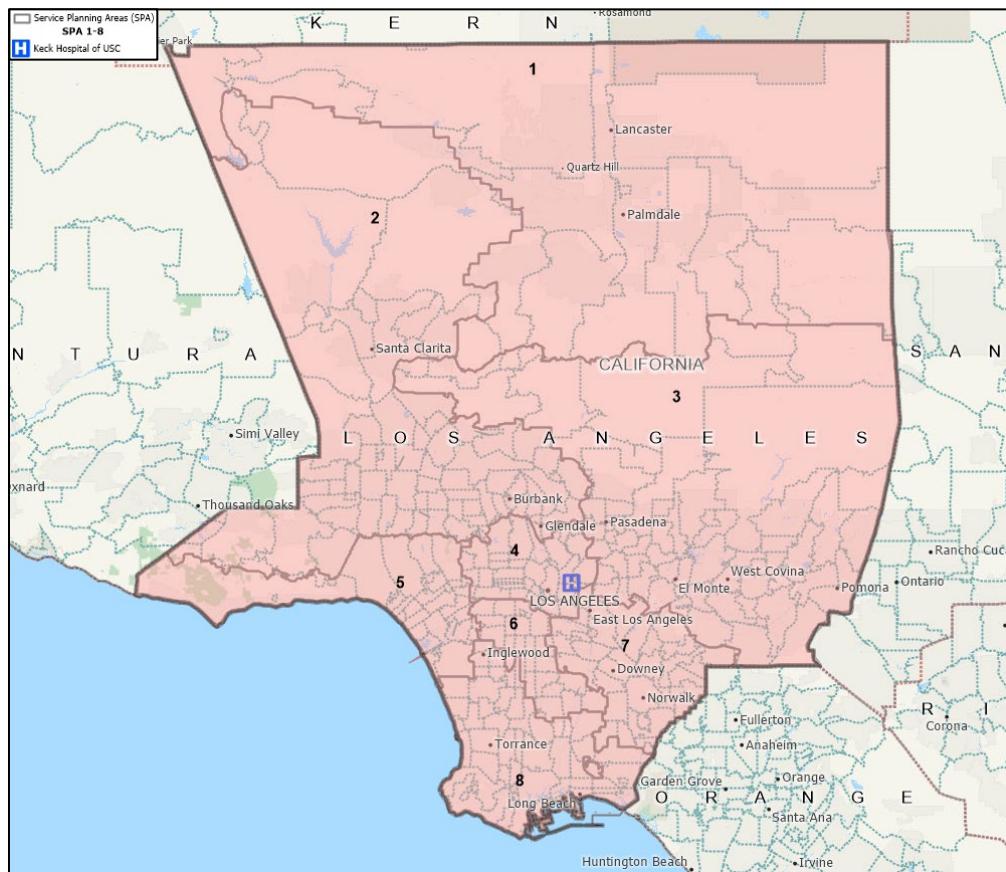
Keck Hospital of USC recognizes its obligation to provide community service above and beyond its role as a healing facility. This report demonstrates tangible ways in which Keck Hospital of USC fulfills its mission to improve the health and wellbeing of our community and provide personalized, compassionate,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

Service Area

Keck Hospital of USC is located east of downtown Los Angeles on the USC Health Sciences Campus at 1500 San Pablo Street, Los Angeles, California 90033. Keck Hospital of USC is 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.

Exhibit 1 portrays the community, ZIP Code boundaries, Service Planning Area (SPA 1-8) boundaries, and the location of Keck Hospital of USC.

Exhibit 1: Keck Hospital of USC Community by ZIP Code and SPA



Source: County of Los Angeles Public Health and Caliper Maptitude, 2023.

Community Snapshot

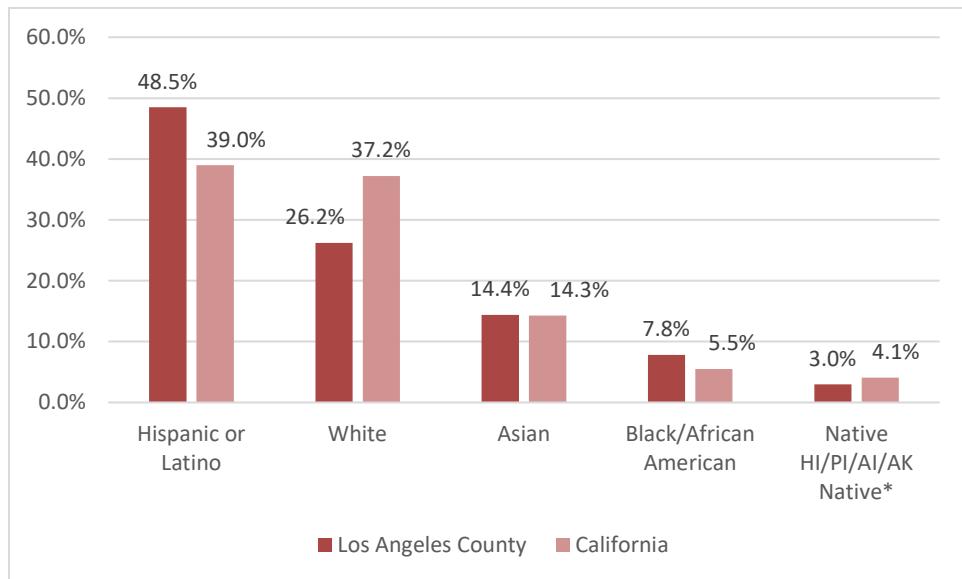
Population

The population of Los Angeles County was 10,087,570. Children and youth made up 22% of the population, 64.8% were adults, and 13.3% were seniors, ages 65 and older. Among adults, 7.9% in Los Angeles County identified as part of the Lesbian Gay Bisexual (LGB) community.¹

¹ Keckmedicine.org/community-benefit/

Race and Ethnicity

Exhibit 2: Population by Race and Ethnicity, 2019



Source: U.S. Census Bureau, American Community Survey, 2015-2019, DP05. <https://data.census.gov>

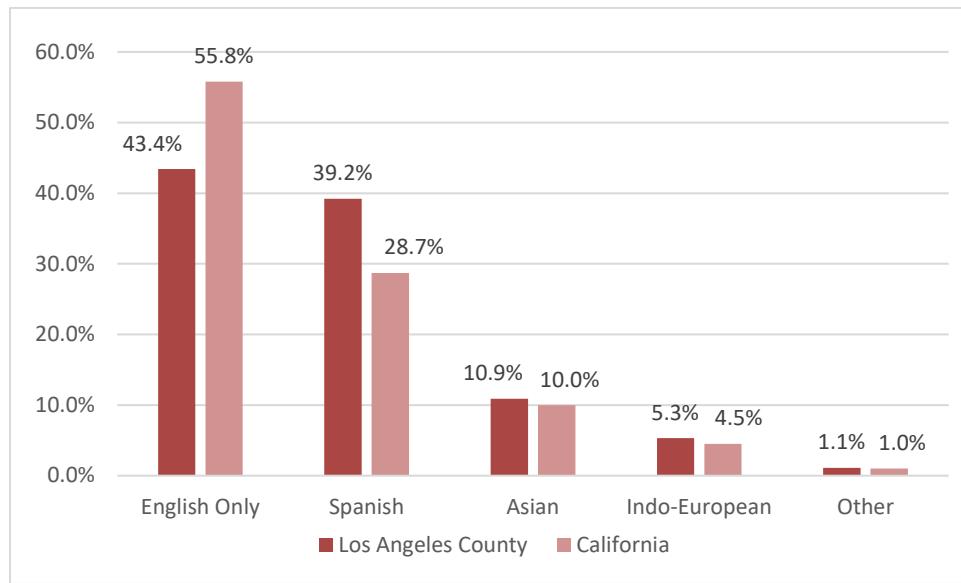
*Native Hawaiian, Pacific Islander, American Indian, Alaska Native, or other or multiple races.

Exhibit 2 presents the percentage distribution of the population by race for Los Angeles County and for the state of California.

- In 2019, Los Angeles County had a higher percentage of the population identifying as Hispanic or Latino, and Black or African American compared to the state.
- Los Angeles County had a lower percentage of the population identifying as White compared to the state.

Language

Exhibit 3: Language Spoken at Home for the Population, Ages 5 and Older, 2019



Source: U.S. Census Bureau, American Community Survey, 2015-2019, S1601. <https://data.census.gov>

Exhibit 3 presents the language spoken at home for the population, age 5 years and older in Los Angeles County.

- In 2019, Spanish was spoken in more homes in Los Angeles County compared to the state of California.
- Los Angeles County had a lower percentage of homes where only English is spoken compared to California (43.4% and 55.8%, respectively).

Social Determinants of Health

Exhibit 4: Ratio of Income to Poverty, 2019

| Area | Below 100% Poverty | Below 200% Poverty |
|--------------------|--------------------|--------------------|
| Los Angeles County | 14.9% | 34.8% |
| California | 13.4% | 31.0% |

Source: U.S. Census Bureau, American Community Survey, 2015-2019, S1701. <http://data.census.gov/>

Exhibit 4 presents the ratio of income to poverty.

- Los Angeles County had a higher percentage of the population living in poverty compared to the state of California.

Education

Low levels of education are linked to poverty and poor health.

Exhibit 5: Educational Attainment, 2019

| Indicator | Los Angeles County | California |
|----------------------------------|--------------------|------------|
| High school graduation or higher | 79.8% | 84.0% |

Source: U.S. Census Bureau, American Community Survey, 2019, S1501. <http://factfinder.census.gov>

Exhibit 5 portrays the high school graduation rate for adults, ages 25 and older, for Los Angeles County and California.

- In 2019, Los Angeles County had a lower rate of adults, ages 25 and over, obtaining a high school diploma than the state of California.

Additionally, the 2022 Keck Hospital of USC CHNA had the following findings:²

Health Insurance Coverage

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

Homelessness

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.

Disability

People with a disability have difficulty performing activities due to their 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.

Environmental Factors

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 was 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.

² <https://www.keckmedicine.org/community-benefit/#implementation-strategy-and-health-needs-reports>

Community Health Needs Assessment

Keck Hospital of USC 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 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, maternal and infant health, 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 people 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



A *Tu Salud* weekly produce incentive program, on the corner of San Pablo and Alcazar, addressing food insecurity in the community.

identified significant needs included (in alpha order):

- Access to 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



USC and Henry Mayo partner to deliver, "Girl Talk", a health series connecting women with medical experts.

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 [Community Benefit and Outreach - Keck Medicine of USC](#). 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 FY23, Keck Hospital of USC engaged in activities and programs that addressed the priority health needs identified in the FY23-FY25 Implementation Strategy. Keck Hospital of USC has committed to community benefit efforts that address **chronic diseases, food insecurity, mental health, and preventive practices**. Selected activities and programs that highlight the Keck Hospital of USC commitment to the community are detailed below.

| Health Need: Chronic Diseases | | | |
|---|--|----------------------------|---|
| Goal: Reduce the impact of chronic diseases and increase the focus on chronic disease prevention and treatment education. | | | |
| Strategy | Description of Activities to Address the Need | Collaborators | Measurable Outcomes and Impact |
| Offer community health education. | Provided lectures, presentations, and workshops, including the Annual Proyecto Pastoral Women's Conference (focused on health, wellness, and women's empowerment). Topics included fighting mental health stigma and shame, spirituality, building financial assistance. Assistance was provided for Medi-Cal coverage renewal. | Proyecto Pastoral | 163 people attended workshops, received information, assistance, and resource referrals. |
| | Actively supported the Los Angeles Heart & Stroke Walk by providing blood pressure screenings, education, walking with the community, and raising funds for research. | American Heart Association | Total # of participants: 1,806 248 walkers from Keck Medicine of USC Keck Medicine of USC's mission impact raised over \$27,000 |
| Provide education to community members and primary care providers on cardiac disease and stroke prevention. | Provided community health education classes on heart disease and stroke prevention and chronic disease management. | American Heart Association | More than 7,000 families (most from under resourced communities), in greater Los Angeles, received heart and stroke education. |

| Health Need: Chronic Diseases (Continued) | | | |
|--|---|--|--|
| Strategy | Description of Activities to Address the Need | Collaborators | Measurable Outcomes and Impact |
| | Presented the Target: BP Symposium which focused on improving the continuum of care between healthcare providers, patients, and community-based organizations regarding hypertension. | American Heart Association | Educated 103 medical providers, public health, and community experts. 38 participants received Continuing Education (CE) credit. |
| Address the circumstances that undermine the physical health of the community's homeless population. | USC Street Medicine advances care and justice for the unhoused through an interdisciplinary team combining medical care, social service outreach, and research to meet the unique needs of the unhoused community in Los Angeles. Medical and healthcare professionals meet patients in their lived reality to provide care. | Keck School of Medicine of USC California Street Medicine Collaborative | Reduced hospital admissions by 75% Decreased length of hospital stay from 12 to 7.9 days Housed 42% within a year of first "office visit" on the street ³ |
| Provide chronic disease support groups. | Hosted the following support groups to the public, free of charge: <ul style="list-style-type: none"> • Lung Transplant Support Group • Transplant Caregiver Support Group • Stroke Support Group • Deep Brain Stimulation Support Group • USC Brain Tumor Caregiver Support Group • Bariatric Support Group • Mindfulness Support Group • Multiple Sclerosis Support Group • Parkinson's Disease Support Group • Ventricular Assist Device (VAD) Support Group | Keck School of Medicine of USC | Ten monthly support groups (120 sessions) provided |

³ [About - Street Medicine \(usc.edu\)](#)

| Health Need: Chronic Diseases (Continued) | | | |
|---|---|--|------------------------------------|
| Strategy | Description of Activities to Address the Need | Collaborators | Measurable Outcomes and Impact |
| Foster a welcoming environment for LGBTQ community members facing chronic diseases. | Actively participated in the Calavera LGBTQ Festival at Mi Centro, LGBTQ Community Center. Keck Medicine provided health education on topics such as tobacco cessation, substance use, harm reduction, and gender-affirming care. | Latino Equality Alliance Los Angeles LGBT Center | 500 community members participated |
| | Hosted a health education table at the LifeCycle SoCal Expo providing gender affirming care services. | Los Angeles LGBT Center | 250 community members participated |
| | SoCal LGBTQIA+ Health Conference featured speakers, workshops, and panels aimed at promoting inclusivity and understanding within the healthcare environment. | Kaiser Permanente Bernard J. Tyson School of Medicine | 300 community members participated |

| Health Need: Food Insecurity | | | |
|--|--|---|---|
| Goal: Reduce the impact of food insecurity in the local community in collaboration with nonprofits. | | | |
| Strategy | Description of Activities to Address the Need | Collaborators | Measurable Outcomes and Impact |
| Address food access and affordability. | Eligible community members, USC students, and employees received \$10 tokens to redeem fruits and vegetables at the weekly <i>A Tu Salud</i> produce stand. | American Heart Association Hazard Park Recreation Center | 90 Participants 731 Tokens Distributed \$7,310 of fruits and vegetables distributed |
| Provide fresh fruits and vegetables for the local community and donate fruits and vegetables to families in need. Educate students on healthy lifestyle habits and eating habits. | Students experienced and learned farming practices, nutrition, business, and management skills and how to increase healthy food accessibility in communities known as food deserts through the Teaching Gardens Farmers Market. | American Heart Association Lincoln High School, Boyle Heights Neighborhood | 4,036 students served 58,000 pounds of produce distributed. 3,790 families served ⁴ |
| Support food security measures in East LA neighborhoods. | Provided nutrition, in the form of fresh produce and hot meals to hungry individuals and families at the weekly Weingart YMCA food distribution. Community members received linguistically appropriate health education on hypertension and storing fresh produce at home. Older adults were provided with grocery carts to assist with transporting groceries home as many residents walk to the distribution. | Weingart East Los Angeles YMCA | 1,200 families served in produce distribution lines each month 100 grocery carts disbursed Over 1.7 million pounds of produce infused into the community ⁵ |

⁴ 2022-2023 AHA/Keck Year-End Mission Impact Report

⁵ 2023 Weingart East LA YMCA Impact Report

| Health Need: Mental Health | | | |
|--|--|--|---|
| Goal: Increase access to mental health care resources, services, and education. Decrease the stigma associated with seeking mental health care. | | | |
| Strategy | Description of Activities to Address the Need | Collaborators | Measurable Outcomes and Impact |
| Address the circumstances that undermine mental and emotional wellbeing of the community's homeless population. | USC Street Medicine advances care and justice for the unhoused through an interdisciplinary team combining medical care, social service outreach, and research to meet the unique needs of the unhoused community in Los Angeles. Medical and healthcare professionals meet patients in their lived reality to provide care. | Keck School of Medicine of USC California Street Medicine Collaborative | Reduced hospital admissions by 75% Decreased length of hospital stay from 12 to 7.9 days Housed 42% of those experiencing homelessness within a year of first "office visit" on the street ⁶ |
| Offer community health education, community lectures, presentations, and workshops. | Provided lectures, presentations, and workshops, including the Annual Proyecto Pastoral Women's Conference (focused on health, wellness, and women's empowerment). Topics included fighting mental health stigma and shame, spirituality, building financial assistance. Assistance was provided for Medi-Cal coverage renewal. | Proyecto Pastoral | 163 people attended workshops, received information, assistance, and resource referrals. |
| | "Girl Talk" educated women in the Santa Clarita community on women's health. Topics included heart health, expectant mothers and their village, gut health, breast cancer, and lung health. | Henry Mayo Newhall Hospital | ~200 participants |
| Ensure equitable and inclusive care of lesbian, bisexual, transgender, and queer (LGBTQ) community members facing mental health issues and concerns. | Offered programs and services for the transgender, transsexual, gender-diverse, and intersex (TGI) community to improve access to comprehensive care management, daily food distribution, transitional housing, and case management. | The TransLatin@ Coalition (TTLC) | ~5,000 LA community members served annually |

⁶ [About - Street Medicine \(usc.edu\)](#)

| Health Need: Preventive Practices | | | |
|--|---|---|---|
| Goal: Improve community health through preventive practices. | | | |
| Strategy | Description of Activities to Address the Need | Collaborators | Measurable Outcomes and Impact |
| Promote a healthier community. Host health/wellness fairs and screening events. | Keck Medicine of USC hosted and participated in many community health events to provide information and resources, health education, and health screenings. 2023 highlights include: <ul style="list-style-type: none"> • The Healthy Neighborhood Resource Fair • The Los Angeles Korean Festival Foundation | | Over 500 community members received health education, resources, and health screenings |
| | Actively supported and participated in the AIDS Walk Los Angeles, benefiting APLA Health, improving access to care for LGBTQ community members. | AIDS Walk LA APLA Health | 10,000 participants (including the Keck Pride Team) |
| | Provided a livestream event that educated the Los Angeles public on the history of epidemics and the role of evolving medical knowledge in countering them. Helped participants understand how to protect themselves from epidemics such as COVID-19 and potential future threats. | Los Angeles World Affairs & Town Hall (LAWACTH) | 300 participants including leaders from business, education, healthcare, arts, entertainment, technology, government, and non-profit sectors. |

Collaboration and Community Engagement

Keck Hospital of USC collaborates with community non-profit organizations and affiliated USC organizations whose programs align with the strategic priorities identified in the hospital's Community Health Needs Assessment and Implementation Strategy. In FY23, Keck Hospital of USC collaborated with the following organizations to offer programming and services and/or provide financial and in-kind support:

- AIDS/Lifecycle (ALC)
- American Heart Association
- Camp Kesem
- Clinica Romero
- Korean American Medical Association
- LA! Pride
- LA Urban League
- Latino Equality Alliance
- National Association of Hispanic Nurses
- National Medical Fellowship
- Partners in Care Foundation
- Proyecto Pastoral
- TransLatin@Coalition
- Weingart East LA YMCA



Community members receiving fresh fruits and vegetables at the weekly Weingart YMCA food distribution.



Keck Hospital of USC hosts, sponsors, and participates in a variety of initiatives to promote health and wellbeing and community engagement. Several of these initiatives are described below.

Annual Adopt a Family Program

Keck Medicine of USC departments adopted 16 families from Santa Teresita Elementary School and Hazard Park Recreation Center, both in the Boyle Heights neighborhood, to provide material support and to foster a sense of community, unity, and shared responsibility during the holiday season.

USC Good Neighbors Campaign

USC Good Neighbors grants provide financial support to university-community partnerships involving collaboration between USC faculty and staff and local nonprofit organizations that have an impact on the surrounding neighborhoods. USC faculty and staff donated over \$80,000 to support 57 community organizations aiding over 15,000 residents (2023-2024).⁷ Some of the funded partner programs include:

- Farm Fresh LA
- PUENTE's College and Career Program
- USC Readers Plus
- Social Emotional Wellness and Community Care Initiative at Ramona Gardens
- Troy Camp
- USC Dental Screening for Foster Children
- Inclusive Pathway to Healthcare Workforce

Keck Medicine of USC's Toy Drive

Keck Medicine of USC demonstrated its commitment to community well-being by hosting a health system-wide toy drive. The initiative garnered overwhelming support from employees, resulting in the collection of approximately 500 toys. These generous donations aimed to bring joy and comfort to various recipients, including those affiliated with the Hazard Park Recreation Center, Oscar Clinica Romero Marengo and Alvarado Clinics, and the Evergreen Early Education Center.

Other Community Benefits

Keck Hospital of USC provides a variety of community benefits in addition to those programs focused on addressing priority health needs. This section provides a description of some of these community benefits. See "Economic Value of Community Benefits" (page 23 of this document) for net benefit provided to the community, in FY23.

⁷ <https://sites.usc.edu/goodneighbors/>

Financial Assistance

Keck Medicine of USC, which includes Keck Hospital of USC, USC Norris Cancer Hospital, and USC Verdugo Hills Hospital, provides compassionate, quality care to everyone regardless of their ability to pay. The Financial Assistance Program makes medically necessary services available to community members, including people who don't have health insurance and can't pay their hospital bill and patients who have insurance but are unable to pay the portion of costs not covered by insurance.

Unpaid Cost of Medi-Cal and other Government-Sponsored Means-Tested Health Care

Keck Medicine of USC incurs losses in providing access to health care for Medi-Cal patients and low-income individuals participating in other government sponsored programs. These shortfalls are counted as community benefit because they improve access to care for individuals who are underinsured and cannot afford to pay for services.

Patient Assistance Drug Program

Keck Medicine of USC assists patients in finding financial assistance for hospital administered drugs that are not covered by their insurer in the form of manufacturer provided free drugs. Manufacturers offer free drugs to patients whose insurer does not offer coverage to certain high-cost treatments if the patient meets manufacturer specific strict criteria related to a patient's clinicals and financials. Our FY23 efforts have allowed us to obtain over \$4,000,000 in free drug assistance for patients who meet these criteria.

340B Drug Pricing Program

Keck Hospital of USC and USC Norris Cancer Hospital are eligible to participate in the 340B program because our medical centers provide care to a disproportionate share of low-income Medicare and Medi-Cal (Medicaid) patients. The savings gained through our participation in the 340B program help fund vital medical services and care for low-income, underinsured, or uninsured patients in our community; health education; community benefit operations; and other programs. The cost of prescription medications — in particular oncology medications for patients diagnosed with cancer — can be a source of financial strain for many patients, especially for those from low-income households. Our savings also help us extend access to specialized oncology services throughout Southern California.

Cash and In-Kind Donations

Keck Hospital of USC supports non-profit community groups and local organizations with funds and in-kind donations to advance work that furthers the hospital's mission and addresses the community health needs identified through the CHNA. Some of the community partners that received donations included:

- AIDS/LifeCycle
- Community Partners for Latino Equality Alliance
- Doctors for Diversity

- Los Angeles Pride
- National Medical Fellowship
- Proyecto Pastoral
- TransLatin@Coalition
- Weingart East LA YMCA

Community Building Activities

Community Building Activities 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.

One important component of community building is workforce development. Keck Hospital of USC participated in and supported community programs that encouraged careers in the health professions.

- *National Medical Fellowship* – provides financial assistance to Black, Indigenous, and People of Color (BIPOC) students.
- *Doctors for Diversity* – promotes interest in careers in medicine amongst 5th graders from Animo Legacy in South Los Angeles.
- *National Association of Hispanic Nurses* – ensures high quality health care delivery to Hispanic communities and promotes professional excellence among bilingual and bicultural nurses.
- *Korean American Medical Association* – supports the Annual Scientific Convention which focuses on promoting diversity, particularly women in medicine, and on increasing international collaboration with physicians in Korea to drive innovation and find new cures.
- *LA Urban League's Annual Gala* – promotes economic empowerment through education, job training, housing and community development, workforce development, entrepreneurship, health, and quality of life.
- *LGBTQ Youth Scholarship* – provides opportunities to LGBTQ students who are pursuing healthcare careers. This scholarship is provided in partnership with the Latino Equality Alliance and Keck Medicine of USC.
- *PA Pathways Program* - provides healthcare career exposure and workforce development for students in medically underserved areas. Students received a first-hand account of what Human Resources professionals look for when recruiting for healthcare positions with specific tips for how to show up for interviews. Students also participated in a blood



2023 PA Pathways Program Participants

pressure check clinical case encounter and practiced bandaging and splinting different types of injuries. Over 1,000 students were served with opportunities for college readiness, workforce preparation, clinic visits and mentoring.

Health Professions Education

Educational and training programs for physicians, nurses, nursing students, and other health professionals in which the education is required for state licensure or certification by a board in the specialty.

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, including:

- HNC Symposium USC
- Stroke and TIA Journal Club
- In partnership with the American Heart Association, hosted the *Target: BP Symposium* for over 100 practitioners from hospitals, medical practices, and health service organizations.

Nursing Education

275 undergraduate and graduate level nursing students participated in precepted clinical rotations at Keck Hospital of USC. Students participated from California State University, Los Angeles, Mount Saint Mary's University, and UCLA School of Nursing.

Other Health Professions Education

A total of 50 occupational therapy students were educated and performed their clinical hours and/or internship rotations at the hospital. In addition, the Occupational Therapy (OT) Department hosts fifty students each year for a summer OT Immersion Program, fifty students twice a year for OT Labs, thirty-five master's students annually, and five students from Taiwan annually.

Fourteen USC Price Master of Health Administration students completed a residency program as Keck Hospital in 2023. Residents complete 1,000 hours in an experiential program, mentored by hospital administrative staff, in the areas of information services, quality and outcomes management, risk management, international health, patient and family experience, and office of performance and transformation.

Economic Value of Community Benefits

The Keck Hospital of USC economic value of community benefits for FY23 (July 1, 2022 to June 30, 2023) is summarized in the table below. The Hospital's community benefit costs comply with Internal Revenue Service instructions for Form 990 Schedule H and are based on the Medicare cost report adjusted for the Form 990 reporting period.

| Community Benefit Categories | Net Benefit |
|---|----------------------|
| Financial Assistance ¹ | \$992,780 |
| Medi-Cal Shortfall ² | - |
| Other Means-tested Government Programs ³ | - |
| Community Health Improvement Services ⁴ | \$235,108 |
| Health Professions Education ⁵ | \$31,247,899 |
| Subsidized Health Services | - |
| Research | - |
| Contributions for Community Benefit ⁶ | \$374,151 |
| Community Building | \$106,651 |
| Subtotal: Community Benefits before Medicare | \$32,956,589 |
| Medicare Shortfall ² | \$101,462,624 |
| Total Community Benefits including Medicare | \$134,419,213 |

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 Includes non-billed programs such as community health education, support groups, and support services.

⁵ Costs related to the health professions education programs that the hospital sponsors.

⁶ Includes cash and in-kind donations.

Community Benefit Plan FY24

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

Significant Needs the Hospital Intends to Address

Keck Hospital of USC 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:

- Chronic diseases
- Food insecurity
- Mental health
- Preventive practices

Chronic Diseases

Goal: Reduce the impact of chronic diseases and increase the focus on chronic disease prevention and treatment education.

Strategies

1. Collaborate with Proyecto Pastoral to offer community health education, community lectures, presentations, and workshops, including the Annual Proyecto Pastoral Women's Conference.
2. Through its ongoing partnership with the American Heart & Stroke Association, Keck Hospital will provide education to community members and primary care providers on cardiac disease and stroke prevention.
3. Host health/wellness fairs, including screenings at the Mariachi Festival and Taste of Soul.
4. In collaboration with the Street Medicine program at Keck School of Medicine of USC, Keck Hospital will address the circumstances that undermine the physical health of the community's homeless population.
5. Provide support groups to assist those with chronic diseases and their families.
6. Design and implement strategies to foster a welcoming environment for LGBTQ community members facing chronic diseases.
7. Provide grant funding and in-kind support to encourage chronic disease prevention and treatment.

Food Insecurity

Goal: Reduce the impact of food insecurity in the local community in collaboration with nonprofits.

Strategies

1. In conjunction with the American Heart & Stroke Association and Hazard Park Recreation Center, Keck Hospital will provide a reoccurring free produce market, A

Tu Salud, to help address food access and affordability for the surrounding community.

2. 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.
3. In collaboration with the American Heart & Stroke Association, Keck Hospital of USC will continue the innovative school-based Teaching Garden program education students on healthy lifestyle habits and eating habits.
4. Support food security measures in East LA neighborhoods and increasing SNAP incentives for fruit and vegetable purchase.
5. Prepare and serve healthy meals to vulnerable men and women receiving shelter at the Dolores Mission.

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, Keck 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/wellness fairs, including screenings at the Mariachi Festival and Taste of Soul.
2. Provide COVID-19 vaccines.
3. The hospital will seek out a community group or organization to collaborate with on the design and implementation of new activities such as "Walk with a Doc" to promote a healthier community.
4. Through its ongoing partnership with the American Heart & Stroke Association, Keck Hospital will provide education to community members and primary care

- providers on cardiac disease and stroke prevention.
5. Provide education and resources focused on healthy living and disease prevention.
 6. Increase access to primary and specialty care through telehealth services. Collaborate with local and regional clinics and hospitals in the Los Angeles Region on innovative expansion of telemedicine services to underserved patients.
 7. Ensure staff members are equipped with the skills and knowledge to provide nondiscriminatory patient-centered preventive care.
 8. Provide grant funding and in-kind support to increase preventive health services.

Evaluation of Impact

Keck Hospital of USC 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 Keck Hospital of USC's actions to address these significant health needs will be reported in the next scheduled CHNA.

Needs the Hospital Will Not Address

Since Keck Hospital of USC 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, Keck Hospital of USC will not directly address the remaining health needs identified in the CHNA, including access to health care, economic insecurity, housing and homelessness, overweight and obesity, STIs/HIV/AIDS, substance use, and violence and injury.

Contact Information

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