



**Annual Report and Plan for Community Benefit  
Keck Hospital of USC  
Fiscal Year 2024 (July 1, 2023 - June 30, 2024)**

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

## Contents

About Keck Hospital of USC.....	2
Mission and Values.....	4
Governance .....	5
USC Health System Board .....	5
Keck Hospital of USC and USC Norris Cancer Hospital Governing Board .....	5
Caring for our Community.....	6
Service Area Description .....	6
Community Snapshot .....	7
Community Health Needs Assessment .....	9
Significant Health Needs.....	9
Addressing Priority Health Needs .....	11
Collaboration and Community Engagement.....	17
Other Community Benefits .....	20
Economic Value of Community Benefits.....	23
Community Benefit Plan FY25 .....	24
Significant Needs the Hospital Intends to Address .....	24
Evaluation of Impact.....	26
Needs the Hospital Will Not Address .....	26

## 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 and Recognition

Keck Medical Center of USC, which includes Keck Hospital and USC Norris Cancer Hospital, is among the top 50 hospitals in the country in eight adult specialties (including cancer, cardiology, heart & vascular, ear, nose, & throat, gastroenterology & GI surgery, geriatrics, neurology & neurosurgery, rehabilitation, and urology), 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 2024-2025 Best Hospitals rankings.<sup>1</sup> In addition, Keck Hospital earned a 5-star quality rating (the highest possible) from the Centers for Medicare and Medicaid Services quality star rating report for the second year in a row (2023 and 2024).

Other highlights include:

- In Fall 2024, Keck Hospital of USC earned an "A" Hospital Safety Grade from The Leapfrog Group, an independent national nonprofit watchdog focused on patient

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<sup>1</sup> <https://health.usnews.com/best-hospitals/area/ca/keck-hospital-of-usc-6930042>

safety. This is the ninth “A” grade the hospital has received since 2019, placing the hospital among the safest in the nation.

- U.S. News & World Report rated Keck Medical Center of USC “High Performing” (the highest rating possible) in 18 common procedures and conditions that were evaluated nationally, including heart bypass surgery, colon cancer surgery, back surgery (spinal fusion), and stroke.
- 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+ Health Care Equity Leaders.
- In 2024, the American Heart Association recognized Keck Hospital of USC with Get With The Guidelines Stroke Silver Plus award for Type 2 Diabetes, Get With The Guidelines Heart Failure Gold Plus award for Heart Failure and Type 2 Diabetes, and Get With The Guidelines Resuscitation Gold-Adult award.
- Keck Medicine of USC earned 14 awards in 2024, from the Los Angeles Chapter of the Public Relation Society of American (PRSA-LA), including awards of excellence for Diversity, Equity, and Inclusion, Corporate/Business, , Internal Communications/Employee Relations, and Multicultural Communications.
- In 2024, Keck Hospital of USC received the Bernard A. Birnbaum, MD, Quality Leadership award, by Vizient, Inc., which distinguished Keck Hospital as one of the top 14 out of 115 comprehensive academic medical centers nationally and awarded a five-star rating for The Vizient Quality and Accountability Study, which evaluates hospitals for safety, mortality, effectiveness, efficiency, patient centeredness, and equity of care.



## 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 Keck Hospital of USC and USC Norris Cancer Hospital Governing Board 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 attention to community needs. The Board has accountability for the hospital's community benefit performance. Below is a complete list of Governing Board members.

### 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

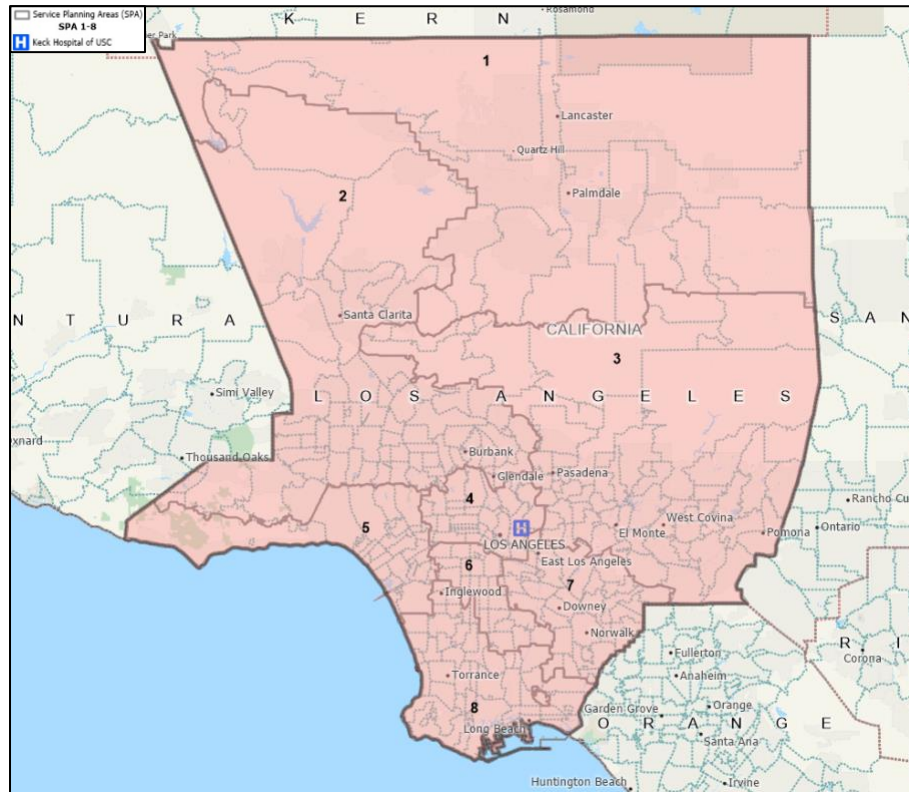
Keck Hospital of USC recognizes its obligation to provide community service above and beyond its role as a healing facility. This report demonstrates tangible ways in which Keck Hospital of USC fulfills its mission to improve the health and wellbeing of our community and provide personalized, compassionate, 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. Keck Hospital of USC also invests in the community to increase access to health care services and improve health.

### Service Area Description

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. The hospital's primary service area is Los Angeles County, California.

The map below portrays the primary service area, including ZIP Code boundaries, Service Planning Area (SPA 1-8) boundaries, and the location of Keck Hospital of USC.

**Keck Hospital of USC Community by ZIP Code and Service Planning Area**



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

## Community Snapshot

This section presents demographic and socioeconomic characteristics of the people living in the hospital's primary service area.

### Demographic and Socioeconomic Characteristics, 2023

Demographics	Los Angeles County	California
Total Population	9,663,345	38,965,193
<b>Gender</b>	<b>Percent</b>	
Female	50.1%	50.5%
Male	49.9%	49.5%
<b>Age</b>	<b>Percent</b>	
Children (<18 years)	21.7%	20.2%
Older Adults (>65 years)	16.2%	15.7%
<b>Race</b>	<b>Percent</b>	
White alone	69.6%	70.4%
Black alone	9.0%	6.5%
American Indian and Alaska Native alone	1.5%	1.7%
Asian alone	16.0%	16.5%
Native Hawaiian and Other Pacific Islander alone	0.4%	0.5%
Two or More Races	3.4%	4.3%
<b>Ethnicity</b>	<b>Percent</b>	
Hispanic or Latino	48.6%	40.4%
<b>Population Characteristics and Socioeconomic Indicators</b>		
<b>Education and Income</b>	<b>Percent</b>	
Adults with a High School Diploma	80.7%	84.6%
Persons in Poverty (Below 100% FPL)	13.7%	12.1%
<b>Other Social and Economic Factors</b>	<b>Percent</b>	
Population with any Disability	6.9%	7.3%
Population with Limited English Proficiency	22.9%	17.1%
Persons without Health Insurance (under age 65)	9.4%	7.4%

Source: U.S. Census Bureau, American Community Survey, 2023.

In 2023, the population of Los Angeles County was 9,663,345. Children and youth (0 to 18 years of age) comprised 21.7% of the population, 16.2% were seniors (65 years of age and older), and 62.1% were adults (19 to 64 years of age).

A higher percentage of the population identified as Hispanic or Latino and Black/African American than in the state. A lower percentage identified as White. Los Angeles County also had a higher percentage of the population with Limited English Proficiency (LEP).

Los Angeles County also had proportionately more people living in poverty and without a high school diploma.



In 2023, more than 9.0% of the county's population was uninsured, compared to 7.4% in California.

## Community Health Needs Assessment

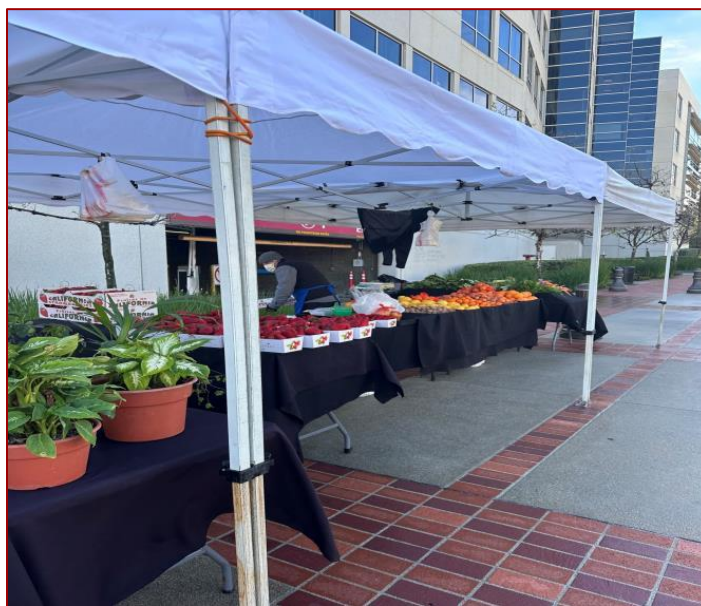
Keck Hospital of USC completed a Community Health Needs Assessment (CHNA) in 2022, as required by state and federal law. The CHNA is used by the hospital to inform its community benefit plan, which outlines how it will address significant community health needs. The CHNA incorporated community input and analysis of secondary data focused on the health and social needs of the service area.

The CHNA examined up-to-date data sources for the service area to assess 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 possible, community health indicators were compared to Healthy People 2030 objectives.

Interviews gathered 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. Staff from the Los Angeles County Department of Public Health and from other local organizations with information about community health needs participated in the process.

### Significant Health Needs

Significant health needs were identified based on secondary data that helped establish the size of the problem (relative portion of population experiencing the problem) and the seriousness of the problem (impacts at individual, family, and community levels). That analysis yielded a preliminary list of significant health needs, which then informed the analysis of learnings from community input. That primary data collection process was designed to validate secondary data findings, identify additional community issues, solicit information regarding health disparities experienced by subpopulations, inventory community assets to address needs, and discover resource gaps. The identified significant needs were (in alphabetical order):



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

- 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

These needs then were prioritized with input from the community. Community stakeholders were asked to rank order the health needs according to highest level of importance in the community. On that basis, 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 can be accessed at [Community Benefit and Outreach - Keck Medicine of USC](#). Keck Medicine welcomes feedback on the Community Health Needs Assessment and Implementation Strategy. Feedback can be sent to: [BenefitandOutreach@med.usc.edu](mailto:BenefitandOutreach@med.usc.edu).



2<sup>nd</sup> Annual Community Health Fair hosted by the La Voz employee resource group (ERG), in celebration of Latinx Heritage Month – Fall 2024

## Addressing Priority Health Needs

In FY24, Keck Hospital of USC engaged in activities and programs that addressed the priority health needs identified in the 2022 CHNA and 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 designed to help address these priority health needs are summarized 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.	<p>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.</p> <p>Provided assistance for Medi-Cal coverage renewal.</p>	Proyecto Pastoral	300 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	<p>Total # of participants: 3,638</p> <p>311 walkers from Keck Medicine of USC</p> <p>Keck Medicine of USC's mission impact raised over \$24,500</p>
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.	<p>American Heart Association</p> <p>Community FQHCs</p>	<p>184,000 people in greater Los Angeles were trained in Hands-Only CPR</p> <p>37 FQHCs provided blood pressure equipment to patients</p>

Health Need: Chronic Diseases (Continued)			
Strategy	Description of Activities to Address the Need	Collaborators	Measurable Outcomes and Impact
Address the circumstances that undermine the physical health of the community's homeless population.	<p>Keck Hospital supports the highly regarded USC Street Medicine program.</p> <p>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 health care professionals meet patients in their lived reality to provide care.</p>	<p>Keck School of Medicine of USC</p> <p>California Street Medicine Collaborative</p>	<p>Reduced hospital admissions by 75%</p> <p>Decreased length of hospital stay from 12 to 7.9 days</p> <p>Housed 42% within a year of first "office visit" on the street<sup>2</sup></p>
Provide chronic disease support groups.	<p>Hosted the following support groups for the public, free of charge:</p> <ul style="list-style-type: none"> <li>• Lung Transplant Support Group</li> <li>• Transplant Caregiver Support Group</li> <li>• Stroke Support Group</li> <li>• Deep Brain Stimulation Support Group</li> <li>• USC Brain Tumor Caregiver Support Group</li> <li>• Bariatric Support Group</li> <li>• Mindfulness Support Group</li> <li>• Multiple Sclerosis Support Group</li> <li>• Parkinson's Disease Support Group</li> <li>• Ventricular Assist Device (VAD) Support Group</li> </ul>	Keck School of Medicine of USC	Ten monthly support groups (120 sessions) provided

<sup>2</sup> [About - Street Medicine \(usc.edu\)](https://usc.edu/streetmedicine/about)

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 health care 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	132 Participants  1,685 Tokens Distributed  4,753 pounds 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	500 families served  16,756 pounds of produce distributed <sup>3</sup>
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 <sup>4</sup>

<sup>3</sup> 2023-2024 AHA/Keck Year-End Mission Impact Report

<sup>4</sup> 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.	<p>Keck Hospital supports the highly regarded USC Street Medicine program.</p> <p>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 health care professionals meet patients in their lived reality to provide care.</p>	<p>Keck School of Medicine of USC</p> <p>California Street Medicine Collaborative</p>	<p>Reduced hospital admissions by 75%</p> <p>Decreased length of hospital stay from 12 to 7.9 days</p> <p>Housed 42% of those experiencing homelessness within a year of first "office visit" on the street<sup>5</sup></p>
Offer community health education, community lectures, presentations, and workshops.	<p>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.</p> <p>Provided Medi-Cal coverage renewal assistance.</p>	Proyecto Pastoral	300 people attended workshops, received information, assistance, and resource referrals.
Ensure equitable and inclusive care of lesbian, bisexual, transgender, and queer (LGBTQ) community members facing mental health issues and concerns.	TTLIC and KUMSC partnered to develop a state-of-the-art Gender Affirming Care Program for transgender, transsexual, gender-diverse, and intersex (TGI) people to improve access to culturally competent, sensitive care, daily food distribution, transitional housing, and case management.	The TransLatin@ Coalition (TTLIC)	~5,000 LA community members served annually

<sup>5</sup> [About - Street Medicine \(usc.edu\)](https://usc.edu/streetmedicine)

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. 2024 highlights include: <ul style="list-style-type: none"> <li>• The Healthy Neighborhood Resource Fair</li> <li>• La Voz Community Health Fair</li> </ul>		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 and APLA Health	10,000 participants (including the Keck Pride Team)

## 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 FY24, 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
- APLA Health
- Clinica Romero
- Crenshaw Family YMCA
- LA Urban League
- La Voz Community Health Fair
- Latino Equality Alliance
- Partners in Care Foundation
- Proyecto Pastoral
- TransLatin@Coalition
- Weingart East LA YMCA
- National Association of Hispanic Nurses



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

Keck Hospital of USC also 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 21 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 \$76,000 to support 54 community organizations aiding over 52,000 families (2024-2025).<sup>6</sup> Some of the funded partner programs include:

- 24<sup>th</sup> Street Theatre
- Neighborhood Music School
- 32<sup>nd</sup> Street/LAUSD USC Visual & Performing Arts
- F.B. Alliance
- Vermont Avenue Elementary School
- LA Commons
- Redeemer Community Partnership
- Building Skills Partnership
- PUENTE Learning Center
- The Jester & Pharley Phund
- Boys & Girls Club of West San Gabriel Valley and Eastside

Please visit [2024-2025-grantees](https://sites.usc.edu/goodneighbors/) for a full list of grantees.

#### *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 700 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.

#### *Sustainability Program*

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<sup>6</sup> <https://sites.usc.edu/goodneighbors/>

Keck Medical Center of USC is committed to sustainability efforts and has been recognized in recent years for water, food, and energy conservation and waste reduction. These efforts include a variety of projects across the system including retrofitting all lighting to utilize LEDs, installing electronic vehicle (EV) chargers in parking lots and structures, utilizing sustainable food products (organic, locally grown produce), eliminating single-use plastic bottles and utensils, and collecting and reprocessing single-use medical devices used in patient care.



## Other Community Benefits

As described below, Keck Hospital of USC provides a variety of other community benefits. See “Economic Value of Community Benefits” for net community benefit expenses incurred by Keck Hospital in FY24.

### *Financial Assistance*

Keck Medicine of USC 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 or otherwise provided free of charge.

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. Efforts in FY24 allowed the hospital 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 the hospitals 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 the 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. The savings also help Keck Medicine of USC 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 that enable them to provide community benefits. Some of the community partners that received donations included:

- AIDS/LifeCycle
- Community Partners for Latino Equality Alliance
- APLA Health
- Proyecto Pastoral
- TransLatin@Coalition
- Weingart East LA YMCA

### *Community Building Activities*

Community Building Activities improve health and wellbeing by enhancing social and economic conditions. These activities help address root causes of health problems or the determinants of health, such as education, homelessness, poverty, neighborhood conditions, and the environment.

Workforce development is an important community building objective. Keck Hospital of USC participated in and supported community programs that encouraged careers in the health professions, including:

- *National Medical Fellowship* – provides financial assistance to Black, Indigenous, and People of Color (BIPOC) students.
- *National Association of Hispanic Nurses* – ensures high quality health care delivery to Hispanic communities and promotes professional excellence among bilingual and bicultural nurses.
- *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 health care careers. This scholarship is provided in partnership with the Latino Equality Alliance and Keck Medicine of USC.
- *Health Care Horizons Day* - provides health care 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 health care positions with specific tips for how to show up for interviews. Students also participated in a blood 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.



**2024 Health Care Horizons Day**

### *Health Professions Education*

These are educational and training programs for physicians, nurses, nursing students, and other health professionals needed to obtain or maintain licensure or certification to practice in

California.

### Graduate Medical Education (GME)

Keck Medicine of USC Hospitals provide clinical settings for interns, residents, and fellows from the USC Keck School of Medicine. Clinical faculty at the Keck School of Medicine supervise and direct a broad range of accredited residency and fellowship training programs.

### Nursing Education

In FY 2024, 735 undergraduate and graduate level nursing students participated in precepted clinical rotations at Keck Medical Center of USC. Students participated from American University of Health Sciences, Azusa Pacific University, California State University - Los Angeles, Glendale Community College, Mount St. Mary's University, Pasadena City College, The Marsha Fuerst School of Nursing – Glendale, University of California – Los Angeles, and West Coast University.

### Other Health Professions Education

In addition to educating physicians and nurses, Keck Hospital serves as a clinical training site for a wide array of students in other health professions. For example, 50 occupational therapy students were educated and performed their clinical hours and/or internship rotations at the hospital in 2024. 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. Physical Therapy (PT), Respiratory Therapy, Pharmacy, Physician Assistant, Radiology Technology, Operating Room Scrub Technician, and other health professions students also train at the hospital.



## Economic Value of Community Benefits

The Keck Hospital of USC economic value of community benefits for FY24 (July 1, 2023 to June 30, 2024) is summarized in the table below. The Hospital's community benefit costs were determined based on instructions for IRS Form 990 Schedule H and also include certain data from the hospital's Medicare Cost Report.

Community Benefit Categories	Net Benefit
Financial Assistance <sup>1</sup>	\$1,022,110
Medi-Cal Shortfall <sup>2</sup>	\$26,863,893
Other Means-tested Government Programs <sup>3</sup>	-
Community Health Improvement Services <sup>4</sup>	\$123,516
Health Professions Education <sup>5</sup>	\$36,008,121
Subsidized Health Services	\$4,288,047
Research	\$714,559
Contributions for Community Benefit <sup>6</sup>	\$440,450
Community Building	\$63,032
<b>Subtotal: Community Benefits before Medicare</b>	<b>\$69,523,728</b>
Medicare Shortfall <sup>2</sup>	\$185,684,996
<b>Total Community Benefits including Medicare</b>	<b>\$255,208,724</b>

<sup>1</sup> Financial Assistance includes traditional charity care write-offs to eligible patients at reduced or no cost based on the individual patient's financial situation.

<sup>2</sup> Unpaid costs of public programs include the difference between costs to provide health care services and the rate at which the hospital is reimbursed.

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

<sup>4</sup> Includes non-billed programs such as community health education, support groups, and support services.

<sup>5</sup> Costs related to the health professions education programs that the hospital sponsors.

<sup>6</sup> Includes cash and in-kind donations.

## Community Benefit Plan FY25

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 impact of programs and activities outlined in this Implementation Strategy. The hospital has 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 hospital's 2025 CHNA.

### **Needs the Hospital Will Not Address**

Keck Hospital of USC cannot directly address all the significant health needs present in the community. Accordingly, the hospital is concentrating on addressing 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 economic insecurity, cancer, COVID-19, economic insecurity, housing and homelessness, overweight and obesity, STIs/HIV/AIDS, substance use, and violence and injury.

## Contact Information

Keck Hospital of USC  
1500 San Pablo Street  
Los Angeles, California 90033

[http://www.keckmedicine.org/community-benefit/  
benefitandoutreach@med.usc.edu](http://www.keckmedicine.org/community-benefit/benefitandoutreach@med.usc.edu)