



**Annual Report and Plan for Community  
Benefit USC Norris Cancer Hospital  
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 USC Norris Cancer Hospital.....	3
Mission and Values .....	5
Governance .....	6
USC Health System Board .....	6
Keck Hospital of USC and USC Norris Cancer Hospital Governing Board .....	6
Caring for our Community .....	7
Service Area Description .....	8
Community Snapshot .....	9
Community Health Needs Assessment.....	11
Addressing Priority Health Needs.....	13
Collaboration and Community Engagement .....	19
Other Community Benefits .....	21
Economic Value of Community Benefits.....	25
Community Benefit Plan FY25.....	26
Significant Needs the Hospital Intends to Address .....	26
Evaluation of Impact.....	27
Needs the Hospital Will Not Address .....	27

## About USC Norris Cancer Hospital

### 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.

### USC Norris Cancer Hospital

USC Norris Cancer Hospital has been at the forefront of the fight against cancer for more than 40 years. The 60-bed hospital is one of the eight original comprehensive cancer centers designated by the National Cancer Institute and has a mission to translate scientific discoveries into innovative therapies for its patients.

USC Norris Cancer Hospital delivers exceptional, personalized care in fourteen key areas of cancer treatment: breast cancer, cancerous brain tumors, gastrointestinal cancer, genetic counseling, gynecological cancers, head and neck cancers, hematology, lung cancer, melanoma, neuro-oncology, radiation oncology, sarcoma, skin cancer and urologic oncology.

As an integral part of a university-based medical center, USC Norris Cancer Hospital offers access to hundreds of innovative clinical trials and extensive patient education, empowering patients to take an active role in their health care.

## Awards 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, 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>

Other highlights include:

- 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 leukemia, lymphoma & myeloma, colon cancer surgery, gynecological cancer surgery, lung cancer surgery, and prostate cancer surgery.
- 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.



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

## 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	

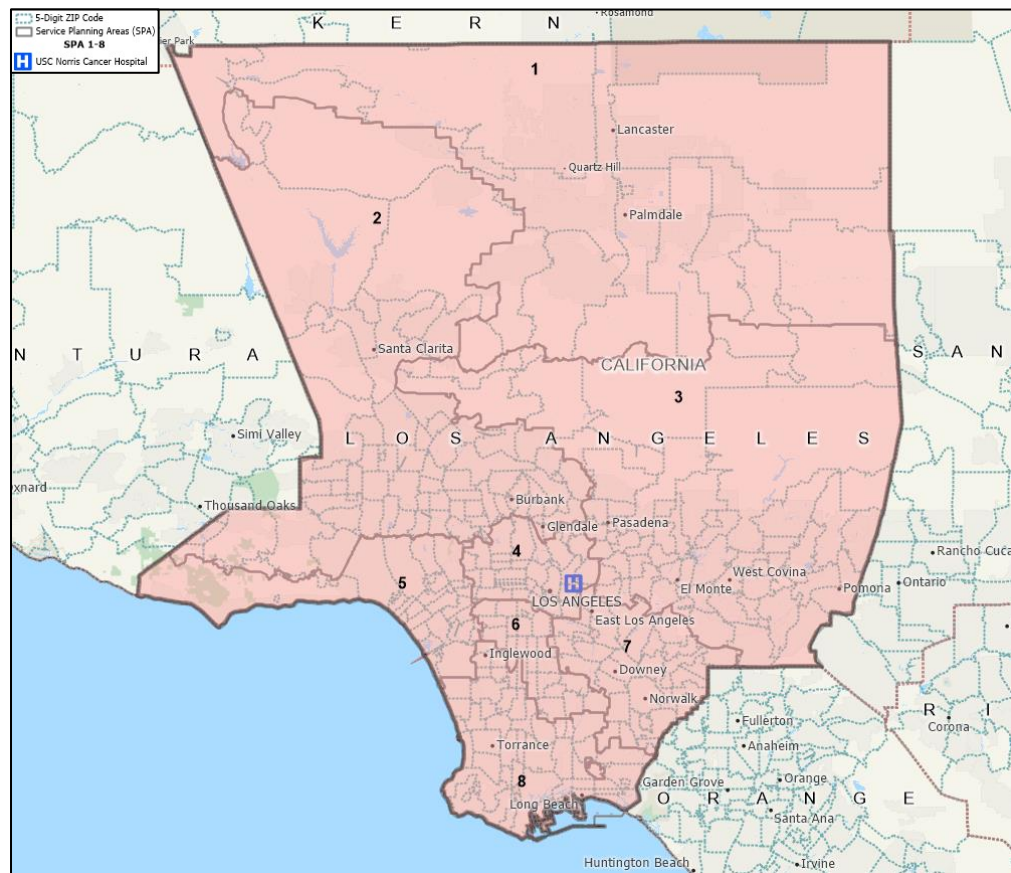
## **Caring for our Community**

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

## Service Area Description

USC Norris Cancer Hospital is located east of downtown Los Angeles on the USC Health Sciences Campus at 1441 Eastlake Avenue, Los Angeles, California 90033. USC Norris Cancer Hospital 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.

The following map portrays the community, ZIP Code boundaries, Service Planning Area (SPA 1-8) boundaries, and the location of USC Norris Cancer Hospital.



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

USC Norris Cancer Hospital 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):

- Access to health care
- Cancer (screening, early detection, and treatment)
- Chronic diseases
- COVID-19
- Economic insecurity
- Food insecurity
- Housing and homelessness
- Mental health
- Overweight and obesity
- Preventive practices
- Sexually transmitted infections and HIV/AIDS



2024 Santa Clarita Relay for Life

- 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 and the prioritized health needs can be accessed at <https://www.keckmedicine.org/community-benefit/>. USC Norris Cancer Hospital welcomes feedback on the Community Health Needs Assessment and Implementation Strategy. Please send your feedback to: [BenefitandOutreach@med.usc.edu](mailto:BenefitandOutreach@med.usc.edu).

## Addressing Priority Health Needs

In FY24, USC Norris Cancer Hospital engaged in activities and programs that addressed the priority health needs identified in the 2022 CHNA and the FY23-FY25 Implementation Strategy. USC Norris Cancer Hospital has committed to community benefit efforts that address **access to cancer care and treatment, mental health, and preventive practices**. Selected activities and programs that highlight USC Norris Cancer Hospital's commitment to the community are detailed below.

Health Need: Access to Cancer Care and Treatment			
Goal: Increase access to programs to reduce the impact of cancer on health and increase the focus on early detection, prevention, and treatment education.			
Strategy	Description of Activities to Address the Need	Collaborators	Measurable Outcomes and Impact
Provide opportunities for cancer survivors to share their stories and showcase artwork through the Patient Perspective series.	The Patient Perspective program provides peer support, mentoring, and education to cancer patients from cancer survivors and clinicians and medical staff. The series includes six one-hour events available to the public, free of charge, featuring cancer survivors who are authors, academics, and motivational speakers discussing their personal experiences related to living with cancer.	Jennifer Diamond Library  Lazarex Foundation  Keck School of Medicine	650 patients attended the Survivor Art Series
Offer health education and outreach to the greater Los Angeles community.	Provide support for the Light the Night event to raise awareness of leukemia and lymphoma research and treatment options to eliminate cancer.	Leukemia & Lymphoma Society	Over 2,500 participants
	Co-hosted the Cancer Awareness & Resource Expo (CARE) to educate on cancer prevention, screening, early detection, and recovery.	Henry Mayo Newhall Hospital	40 community members participated
	The Journey Forward, a six-week cancer recovery program, provides cancer survivors with comprehensive support and resources for their survivorship journey. The program includes educational and fitness sessions as well as access to the Henry Mayo Fitness Center.	Henry Mayo Newhall Hospital	Served 60 individuals across different oncological, social, and economic backgrounds
	Actively supported and participated in Santa Clarita Relay for Life to celebrate survivors, remember lost loved ones, and to improve opportunities for prevention, detection, and treatment of cancer.	American Cancer Society	Over 1,100 community members participated

Health Need: Access to Cancer Care and Treatment (Continued)			
Strategy	Description of Activities to Address the Need	Collaborators	Measurable Outcomes and Impact
Offer health education and outreach to the greater Los Angeles community. (Continued from above)	Norris Social Services provides referrals to community resources to assist patients with health and social needs.	American Cancer Society Cancer Support Community Cancer Hope Network Tower Cancer Research Foundation Magnolia House CancerCare The Center for Cancer Counseling Fran's Place Imerman Angels Walk with Sally WeSPARK Cancer Support Center	Over 500 patients are referred for services annually
Provide support groups for persons experiencing cancer and their caregivers.	Host the following support groups to the public, free of charge: <ul style="list-style-type: none"> <li>Prostate Cancer Support Group</li> <li>Norris Cancer Survivorship Advisory Council</li> <li>Bladder Cancer Support Group</li> <li>Neuro-Oncology Caregiver Support</li> <li>Adolescent and Young Adult for Parents and Caregivers</li> </ul>	Keck School of Medicine of USC	Five monthly support groups (60 sessions) provided

Health Need: Access to Cancer Care and Treatment (Continued)			
Strategy	Description of Activities to Address the Need	Collaborators	Measurable Outcomes and Impact
Host the Annual Festival of Life to increase awareness of cancer survivorship.	Celebrates the strength, resilience, and tenacity of cancer survivors. Provides education on cancer, self-care, and wellness.	USC Comprehensive Cancer Center  Keck School of Medicine of USC	500 community members participated
Assist with appearance and body image issues for men and women because of cancer treatment through the Image Enhancement Center.	Assists patients to cope with the cosmetic and physical challenges related to undergoing chemotherapy and radiation therapy. Provides wigs, breast prosthesis, and mastectomy bra fittings.	Trulife  Amoena	~45 fittings provided
Host health and wellness fairs, including screenings.	Keck Medicine of USC hosted and participated in many community health events to provide information and resources, health education, and health screenings. The following highlights some of our 2024 community outreach: <ul style="list-style-type: none"> <li>• Taste of Soul Family Festival</li> <li>• La Voz Annual Community Health Fair</li> </ul>	Keck School of Medicine	~800 community members received health education, resources, and health screenings
Design and implement strategies to foster a welcoming environment for LGBTQ community members facing cancer care and treatment.	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: 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 the mental and emotional well-being 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 <sup>2</sup>
Ensure equitable and inclusive care of lesbian, bisexual, transgender and queer (LGBTQ) community members facing mental health issues and concerns.	Actively participated in the Calavera LGBTQ Festival at Mi Centro, LGBTQ Community Center. Keck Medicine of USC 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

<sup>2</sup> [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
Host health and wellness fairs, including screenings.	Keck Medicine of USC hosted and participated in many community health events to provide information and resources, health education, and health screenings. The following highlights some of our 2024 community outreach: <ul style="list-style-type: none"> <li>• Taste of Soul Family Festival</li> <li>• La Voz Annual Community Health Fair</li> </ul>	Keck School of Medicine	~800 community members received health education, resources, and health screenings
Provide education and resources focused on healthy living and disease prevention.	Provide health education and cancer prevention information to community organizations including: <ul style="list-style-type: none"> <li>• Homeboy Industries</li> <li>• PUENTE Learning Center</li> <li>• LA-All Stars</li> <li>• LA Downtown Women's Shelter</li> <li>• Miles for Melanoma, Los Angeles</li> <li>• USC Neighborhood Academic Initiative</li> <li>• House of Ruth Women's Shelter</li> </ul>		Over 500 community members educated



# 2024 Festival of Life



## Collaboration and Community Engagement

USC Norris Cancer Hospital 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, USC Norris Cancer Hospital collaborated with the following organizations to offer programming and services and/or provide financial and in-kind support:

- GO2 Foundation
- Melanoma Research Foundation
- American Cancer Society
- Cancer Hope Network
- Cancer Support Community Pasadena
- CancerCare
- Henry Mayo Newhall Hospital
- Imerman Angels
- Jennifer Diamond Library
- Korean Festival Foundation
- APLA Health
- Latino Equality Alliance
- Lazarex Foundation
- Leukemia and Lymphoma Society
- Norris Social Services Team
- The Center for Cancer Counseling: Fran's Place
- Tower Cancer Research Foundation Magnolia House
- TransLatin@Coalition
- WeSPARK Cancer Support Center



Jasveer Virk, PhD as a featured artist at the Survivor Art Series Exhibit. Dr. Kirk began work in ceramics as a healing modality after her diagnosis of stage III breast cancer and subsequent brain metastasis.

USC Norris Cancer Hospital 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>3</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](#) 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*

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.

#### *Festival of Life*

Since 1991, USC Norris Comprehensive Cancer Center has hosted the annual Festival of Life celebration to recognize cancer survivors, to raise awareness of the ongoing challenges cancer survivors face, and to celebrate life. The 2024 event featured inspirational speakers, including a physician who shared her experiences as a doctor and offered words of advice to patients and cancer survivors who shared stories related to their cancer journey. The event included a ritual releasing of white doves, in celebration of all cancer survivors and remembrance for lives lost to cancer.

---

<sup>3</sup> <https://sites.usc.edu/goodneighbors/>



## Other Community Benefits

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

### *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*

USC Norris Cancer Hospital 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 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.

### *Transportation*

Transportation vouchers were made available to patients and families for whom accessing transportation is a barrier to obtaining care.

### *Cash and In-Kind Donations*

USC Norris Cancer Hospital 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:

- The Leukemia and Lymphoma Society
- The Patient Perspective Series
- Korean Festival Foundation
- Korean American Medical Association
- Cancer Support Community Pasadena
- Henry Mayo Newhall Hospital
- American Cancer Society

### *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. Norris Cancer Hospital participated in and supported community programs that encouraged careers in the health professions, including:

- *Korean American Medical Association* – supports the Annual Scientific Convention which focuses on promoting diversity, particularly women in medicine, and on increasing



**2024 Santa Clarita Relay for Life**

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.
- *Healthcare Horizons Day* - 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 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 Healthcare Horizons Day**

USC Norris Cancer Hospital provides the following resources to the community:

- Access to an electronic health library providing information on health conditions, wellness, and prevention.
- *CancerHelp*, a computer-based cancer education program, from the National Cancer Institute.
- The Patient Education and Community Outreach Center (PEOC) and Jennifer Diamond Cancer Resource Library, a state-of-the-art facility with print and electronic cancer education and resource materials devoted to patients, their families and community members seeking information on cancer. The center also provided outreach activities and conducted informational programs.
- Cancer Wellness HUBs in the greater Los Angeles area. The Cancer Wellness HUBs will be situated within diverse communities. USC Norris staff will enhance community engagement and provide a local resource for cancer-related education and navigation support for cancer services, ranging from prevention to survivorship.

### *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.

USC Norris Cancer Hospital is a clinical setting for interns, residents, and fellows from the USC Keck School of Medicine. Clinical faculty at the Keck School of Medicine supervise these physicians in training. The hospital also serves as a clinical training site for nursing students and trainees in a variety of other health professions, including Pharmacy.



### *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.



## Economic Value of Community Benefits

The USC Norris Cancer Hospital 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 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 <sup>1</sup>	\$268,164
Medi-Cal Shortfall <sup>2</sup>	\$4,435,064
Other Means-tested Government Programs <sup>3</sup>	-
Community Health Improvement Services <sup>4</sup>	\$104,603
Health Professions Education <sup>5</sup>	\$2,782,373
Subsidized Health Services	\$5,968,326
Research	-
Contributions for Community Benefit <sup>6</sup>	\$42,091
Community Building	\$27,500
<b>Subtotal: Community Benefits before Medicare</b>	<b>\$13,628,121</b>
Medicare Shortfall <sup>2</sup>	\$10,427,378
<b>Total Community Benefits including Medicare</b>	<b>\$24,055,499</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 a service 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

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

### Significant Needs the Hospital Intends to Address

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

- Access to Cancer Care and Treatment
- Mental Health
- Preventive Practices

### Access to Cancer Care and Treatment

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

#### Strategies

- The hospital will offer health education and outreach to the greater Los Angeles community.
- The Patient Perspective series will showcase the exceptional work of artists diagnosed with cancer and provide opportunities for patients to share their stories as cancer survivors to other patients, families, staff, and faculty.
- Provide support groups for persons experiencing cancer and their caregivers.
- Norris Cancer Hospital's Annual Festival of Life will increase awareness of cancer survivorship. The festival will host leading cancer organizations and support groups to promote health education on a variety of topics related to health and wellness, cancer management, healthy eating, and physical activity.
- The Image Enhancement Center at USC Norris Cancer Hospital will assist with appearance and body image issues for men and women because of cancer treatment. Services are open to the community and include mastectomy prosthesis fittings.
- Host health/wellness fairs, including screenings at the Mariachi Festival, Skid Row Carnival of Love, Taste of Soul and Adolescent and Young Adult ZooPendous.
- Design and implement strategies to foster a welcoming environment for LGBTQ community members facing cancer care and treatment.
- Provide grant funding and in-kind support to encourage cancer prevention and treatment.

### Mental Health

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

#### Strategies

- In collaboration with the Street Medicine program at Keck School of Medicine of USC, USC Norris Cancer Hospital will address the circumstances that undermine the mental, and emotional well-being of the community's homeless population.

- Offer community health education, community lectures, presentations and workshops.
- Ensure equitable and inclusive care of lesbian, bisexual, transgender and queer (LGBTQ) community members facing mental health issues and concerns.
- Support collaborative efforts that support access to mental health including partnering with the Department of Psychiatry for continuous care.
- Increase community awareness of prevention efforts and availability of resources to address mental health concerns.
- 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**

- Host health and wellness fairs, including screenings at the Mariachi Festival, Skid Row Carnival of Love, and Taste of Soul.
- Provide education and resources focused on healthy living and disease prevention. • Provide COVID-19 vaccines.
- Increase access to specialty care through telehealth screening services in partnership with safety net clinics and hospitals in the Los Angeles Region through the California Telemedicine Network,
- Ensure staff members are equipped with the skills and knowledge to provide nondiscriminatory patient-centered preventive care.
- Provide grant funding and in-kind support to increase preventive health services.

## **Evaluation of Impact**

USC Norris Cancer Hospital is committed to monitoring and evaluating key initiatives to assess the programs and activities outlined in this Implementation Strategy. We have implemented a system for the collection and documentation of tracking measures, such as the number of people reached/served, and collaborative efforts to address health needs. An evaluation of the impact of USC Norris Cancer Hospital's actions to address these significant health needs will be reported in the next scheduled CHNA.

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

Taking existing hospital and community resources into consideration, USC Norris will not directly address the remaining health needs identified in the CHNA including chronic diseases, COVID-19, economic insecurity, food insecurity, housing and homelessness, overweight and obesity, STIs/HIV/AIDS, substance use, and violence and injury. USC Norris chose to concentrate on those health needs that can most effectively be addressed, given the organization's capabilities. USC Norris will continue to look for opportunities to address community needs and help where we can make a meaningful contribution.

## Contact Information

USC Norris Cancer Hospital  
1441 Eastlake Avenue  
Los Angeles, California 90033

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