

Keck Hospital of USC

Implementation Strategy

FY 2026-2028



Keck Hospital of **USC**
Keck Medicine of **USC**

Keck Hospital of USC CHNA Implementation Strategy

This Implementation Strategy describes how Keck Hospital of USC (Keck Hospital or the hospital) plans to address significant needs described in the Community Health Needs Assessment (CHNA) published by the hospital on June 30, 2025. See the CHNA report at <https://www.keckmedicine.org/community-benefit/>. Keck Hospital of USC plans to implement the initiatives described during fiscal years 2026 through 2028.

Conducting the CHNA and developing this Implementation Strategy were undertaken by the hospital to assess and address significant health needs in the community served by Keck Hospital, and in accordance with Internal Revenue Service regulations in Section 501(r) of the Internal Revenue Code.

This Implementation Strategy addresses the significant community health needs described in the CHNA report. This document identifies the significant needs the hospital plans to address through various strategic initiatives and explains why the hospital does not intend to address certain other significant needs identified in the CHNA report.

This document contains the following information:

1. About Keck Hospital of USC
2. Definition of the Community Assessed by Keck Hospital of USC
3. Summary of Significant Community Health Needs
4. Implementation Strategy to Address Significant Health Needs
5. Significant Community Health Needs Keck Hospital of USC Will Not Address
6. Adoption of the Implementation Strategy by Keck Hospital of USC Authorized Body

1. About 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. 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 nursing and other allied health professions programs.

The hospital is part of Keck Medicine of USC (the University of Southern California's clinical

enterprise) and is one of 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. USC's 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 clinics located in Los Angeles, Orange, Kern, Tulare, and Ventura counties.

USC Norris Cancer Hospital and Keck Hospital of USC together operate as Keck Medical Center (KMC) and have defined their communities to be the same. However, because the hospitals offer different services, they each have developed their own CHNA reports.

2. Definition of the Community Assessed by Keck Hospital of USC

For purposes of this CHNA, the community is defined as Los Angeles County, California. This CHNA also assesses a Community Benefit Service Area (CBSA) comprised of local neighborhoods proximate to Keck Medical Center. The community was defined by considering the geographic origins of the inpatient discharges and outpatient visits during the year ended June 30, 2024. The CBSA was defined based on certain unique demographic and socioeconomic characteristics of the hospital's local neighborhoods (Boyle Heights/ZIP Code 90033, Lincoln Heights/ZIP Code 90031, El Sereno/ZIP Code 90032, and East LA/ZIP Codes 90022, 90023, and 90063).

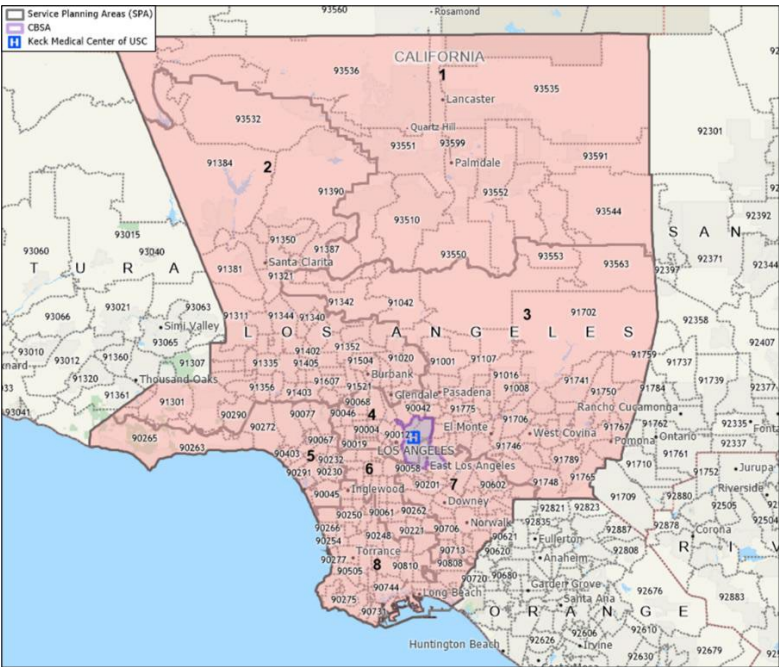
For the year ended June 30, 2024, Los Angeles County accounted for 62.3 percent of Keck Hospital's inpatient cases and 80.9 percent of its outpatient cases. The CBSA accounted for 3.4 percent of Keck Hospital's inpatient cases and 5.3 percent of outpatient cases.

In 2023, Los Angeles County was home to approximately 9.8 million people. Substantial variation in socioeconomic conditions exists across Los Angeles County. For example, in 2023 the poverty rate in the CBSA was approximately 19.0 percent while the rate in many other Los Angeles County ZIP Codes was under 5.0 percent.

Assessing a CBSA allows Keck Medical Center to understand and potentially address unique community health needs in local neighborhoods and to build on KMC's role and impacts as an anchor institution.

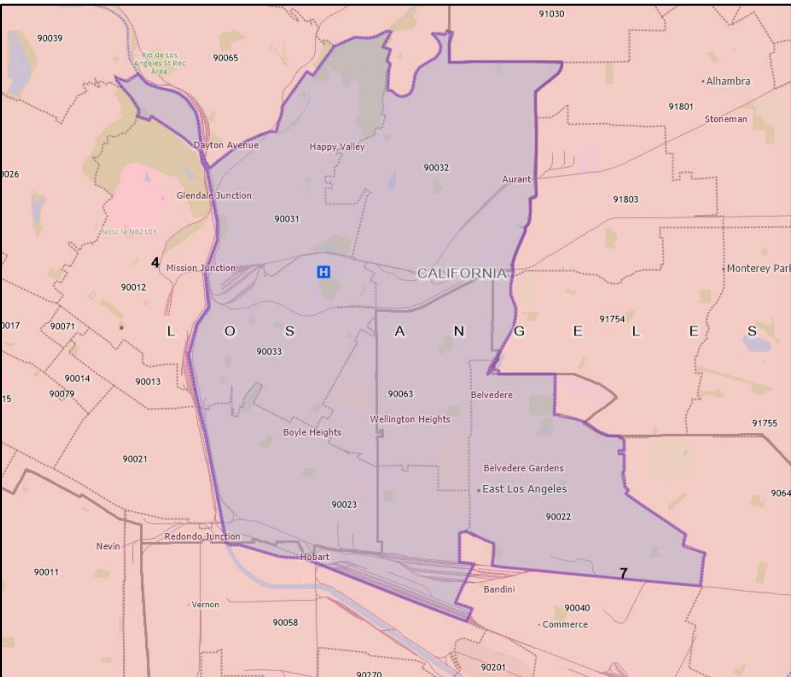
The following maps portray the community that was assessed (including the CBSA) and the hospital's location.

Map of Los Angeles County, the CBSA, and Keck Hospital of USC



Source: Los Angeles County Department of Public Health and Caliper Maptitude, 2024.

Map of the CBSA and Keck Hospital of USC



Source: Los Angeles County Department of Public Health and Caliper Maptitude, 2024.

3. Significant Community Health Needs

As determined by analyses of quantitative and qualitative data, the hospital has identified the

following significant community health needs:

- Access to Health and Preventive Services
- Health Literacy
- Mental Health
- Nutrition, Physical Activity, and Chronic Conditions
- Social Determinants of Health
- Substance Use

The 2025 CHNA report describes each of the above community health needs and why they were determined to be significant.

4. Implementation Strategy to Address Significant Health Needs

This Implementation Strategy describes how Keck Hospital plans to address the significant community health needs identified in the 2025 CHNA report. A committee consisting of Keck Hospital and university staff and leadership reviewed findings in the CHNA report and identified significant community health needs that the hospital intends and does not intend to address during fiscal years 2026 through 2028.

As part of that decision-making process, the committee considered criteria such as:

- Whether the need is being addressed by other organizations;
- The extent to which the hospital has expertise or competencies to address the need;
- The availability of resources and evidence-based interventions needed to address the need effectively;
- The frequency with which stakeholders identified the need as a significant priority; and
- The potential for collaborations with other community organizations to help address the issue.

By applying these criteria, Keck Hospital determined that it will implement initiatives to address the following significant community health needs:

- **Access to Health and Preventive Services**
- **Mental Health**
- **Social Determinants of Health**

The following pages describe the actions Keck Hospital intends to implement to address each of the significant needs, the resources the hospital plans to commit, and any planned collaborations between the hospital and other organizations. The planned collaborations listed for the following initiatives include known and potential collaborators. With a focused commitment to the local CBSA, KMC will be seeking new and enhanced relationships with community partners who align with the goals and strategies outlined in this plan.

Access to Health and Preventive Services

1. Goal: Increase access to comprehensive, high-quality health and preventive services for vulnerable populations.

1.1 Support community members accessing healthcare services regardless of their ability to pay	
Initiatives	Anticipated Impact
<ul style="list-style-type: none"> Educate community members on how to qualify for financial assistance (charity care) based on the Keck Medicine of USC financial assistance policy Assist community members to enroll in financial assistance, health insurance, and prescription drug programs 	<ul style="list-style-type: none"> Increased number of community members who have health insurance coverage and understand their benefits Financial assistance is provided to eligible patients who are uninsured and underinsured
Planned Collaboration	Hospital Resources
<ul style="list-style-type: none"> FQHCs LA General Medical Center USC Care and other primary care clinics Community-based organizations 	<ul style="list-style-type: none"> Staff time IT support Promotional items and materials Interpreter services for those with limited English proficiency (LEP)
Measurement	
<ul style="list-style-type: none"> Number of people assisted/enrolled in coverage (Conifer) 	
1.2 Strengthen coordination, navigation, and connection of CBSA residents to health and preventive services	
Initiatives	Anticipated Impact
<ul style="list-style-type: none"> Develop and maintain a list/map of CBSA-based partners and an annual outreach plan Collaborate with healthcare partners to strengthen referral networks and enhance access to primary care and follow-up services after community screening events Enhance the capacity of social work and discharge teams to deliver patient education and conduct post-discharge follow-up, with the goal of improving health literacy 	<ul style="list-style-type: none"> Increase the number of CBSA residents who can get healthcare, support services, and supplies when needed Increase the number of CBSA residents who understand their treatment plan
Planned Collaboration	Hospital Resources
<ul style="list-style-type: none"> FQHCs LA General Medical Center Norris Comprehensive Cancer Center COE Ralph Lauren Center Southern California Clinical Translational Science Institute (CS CTSI) 	<ul style="list-style-type: none"> Clinical and non-clinical staff time Promotional items and materials Educational materials Interpreter services for those with limited English proficiency (LEP)
Measurement	
<ul style="list-style-type: none"> Partner list created and maintained Annual outreach plan coordinated with CB Council/Steering Committee 	

Mental Health

2. Goal: Promote positive mental health by focusing on the drivers of wellbeing and mental distress.

2.1 Improve access to mental health services within the CBSA	
Initiatives	Anticipated Impact
<ul style="list-style-type: none"> Collaborate to expand community-based, accessible mental health support, healing, and resiliency programming (art, mindfulness, walking groups, and support groups) Participate in mental health coalitions and consortiums focused on the CBSA 	<ul style="list-style-type: none"> Improved access to mental health treatment and resources for CBSA residents Enhanced collaboration and partnerships for delivery of mental health care in the CBSA
Planned Collaboration	Hospital Resources
<ul style="list-style-type: none"> Faith-based organizations and churches LA Unified Division of Adult and Career Education Vive Variety Boys & Girls Club 	<ul style="list-style-type: none"> Clinical and non-clinical staff time Budget for educational and promotional materials
Measurement	
<ul style="list-style-type: none"> Number of participants/people served Number of events/programs offered 	
2.2 Ensure equitable and inclusive mental health care and support	
Initiatives	Anticipated Impact
<ul style="list-style-type: none"> Continue to provide support and funding for vulnerable community members including gender affirming care and improved access to culturally intelligent care and local access to social driver of health support needs Provide grant funding to improve access to care for those with coexisting mental health and substance use disorder Provide mental health support and improve access to care through mission support funding and skills-based volunteering in partnership with community partners 	<ul style="list-style-type: none"> Community members receive culturally intelligent care and support for basic needs Enhanced access to treatment, services, and resources for mental health and substance use disorders
Planned Collaboration	Hospital Resources
<ul style="list-style-type: none"> Keck School of Medicine Latino Equality Alliance TransLatin@ Coalition Vive Variety Boys and Girls Club 	<ul style="list-style-type: none"> Clinical and non-clinical staff time Resources for education, training, and promotion Mission support funding
Measurement	
<ul style="list-style-type: none"> Number of people served/number of participants MOUs established and funding dedicated Community feedback 	

Social Determinants of Health

3. Goal: Apply **anchor mission strategies** through an intentional commitment of Keck Medicine of USC's place-based economic power to create social, physical, and economic environments that promote attaining full potential for health and wellbeing.

3.1 Enhance commitment to ensuring institutional and operational resources are aligned with clinical mission	
Initiatives	Anticipated Impact
<ul style="list-style-type: none"> Continue Healthcare Anchor Network membership and explore and implement anchor mission strategies in the FY2026-2028 KMC Implementation Strategies Explore opportunities to formalize dedication of mission support funding for community health improvement initiatives that improve access to care, including: <ul style="list-style-type: none"> Street Medicine Program Initiatives to build primary care capacity USC Student-Run Clinic Oral and mobile health clinics Telebehavioral Health Clinic SC CTSI Community Health Workers/Promotores (CHW/Ps) 	<ul style="list-style-type: none"> Enhanced alignment of institutional and operational resources with clinical mission A stronger local economy that sustains a healthier community
Planned Collaboration	Hospital Resources
<ul style="list-style-type: none"> Keck School of Medicine SC CTSI USC School of Dentistry USC School of Social Work 	<ul style="list-style-type: none"> Mission support funding Budget for Healthcare Anchor Network membership, training, and education
Measurement	
<ul style="list-style-type: none"> MOUs for mission support funding established Funding dedicated 	

3.2 Increase access to high quality education and learning experiences for CBSA residents	
Initiatives	Anticipated Impact
<ul style="list-style-type: none"> Collaborate with and support KSOM and other university partners to increase academic and healthcare career exploration for CBSA youth through programs such as: <ul style="list-style-type: none"> Day of Discovery Educación Primero Med-COR Healthcare Horizons LABEST Young Adult and Workforce Academy Collaborate with community partners that are local or in medically underserved areas to expand access to job placement opportunities for industry recognized credentials, such as CPR, phlebotomy, medical assistance, nursing assistant, and sterile processing 	<ul style="list-style-type: none"> CBSA residents have improved access and opportunities for educational experience and career development Improved development of healthcare workforce in high need areas Improved relationships with partners and residents in the local community A stronger local economy that sustains a healthier community
Planned Collaboration	Hospital Resources
<ul style="list-style-type: none"> Keck School of Medicine East LA Skills Center East LA Occupational Center LAUSD Adult Education Local Community Colleges 	<ul style="list-style-type: none"> Clinical and non-clinical staff time Resources for education, training, and promotion Mission support funding
Measurement	
<ul style="list-style-type: none"> Number of participants from CBSA ZIP Codes Number of partnerships from CBSA ZIP Codes Number of industry recognized credentials earned 	
3.3 Collaborate to address workforce development and create career pathways	
Initiatives	Anticipated Impact
<ul style="list-style-type: none"> Work with partners to expand job access and opportunities for applicants from local and medically underserved communities Develop career advancement pathways and bridge programs for high need positions such as nursing, radiology technicians, phlebotomy, and surgical technicians) Identify, understand, and reduce barriers to hiring and onboarding Implement a pilot mentoring program with wrap-around support to enhance retention 	<ul style="list-style-type: none"> Improved job access and career advancement opportunities for CBSA residents and other medically underserved communities A stronger local economy that sustains a healthier community

3.3 Collaborate to address workforce development and create career pathways (continued)	
Planned Collaboration	Hospital Resources
<ul style="list-style-type: none"> • East Los Angeles College • LA Unified Division of Adult and Career Education • Los Angeles Trade Technical College • Pasadena City College • Propel 	<ul style="list-style-type: none"> • Clinical and non-clinical staff time • Resources for education, training, and promotion • Mission support funding
Measurement	
<ul style="list-style-type: none"> • Percentage of participants from CBSA and medically underserved communities • Number of established programs/pathways • Number of people completing career pathways 	
3.4 Invest in local communities to improve health, wellness, and quality of life	
Initiatives	Anticipated Impact
<ul style="list-style-type: none"> • Advance place-based investments in healthy food access, including continuation of: <ul style="list-style-type: none"> • The A Tu Salud program • Teaching Gardens Farmers Market • YMCA food distribution sites • Support and promote nutrition, cooking, and exercise classes locally • Partner with local community partners to explore options for providing health education, screenings, and other support • Serve as a leader and convener to foster dialogue relevant to health 	<ul style="list-style-type: none"> • Improved access to healthy food and nutrition education • Improved access to health education, screenings, and other preventive services • Improved relationship with the local community

3.4 Invest in local communities to improve health, wellness, and quality of life (continued)	
Planned Collaboration	Hospital Resources
<ul style="list-style-type: none"> American Heart Association American Cancer Society Boyle Heights Neighborhood City of LA Department of Recreation and Parks Keck School of Medicine Lincoln High School Los Angeles Police Department The Wellness Center YMCAs of Metropolitan Los Angeles 	<ul style="list-style-type: none"> Clinical and non-clinical staff time Resources for education, training, and promotion Mission support funding
Measurement	
<ul style="list-style-type: none"> Number of participants Number of events and partnerships Community partner discussion and feedback 	
3.5 Continue to identify social needs and connect residents to resources	
Initiatives	Anticipated Impact
<ul style="list-style-type: none"> Continue SDOH screening and connect those in need with resources and navigation assistance Partner with other clinical providers and community-based organizations to improve SDOH screening rates and build referral networks 	<ul style="list-style-type: none"> Improved access and connection to social support services
Planned Collaboration	Hospital Resources
<ul style="list-style-type: none"> Local hospitals Local FQHCs Community Partners Coordinated and social care networks, e.g., Unite Us and Find Help USC Norris Comprehensive Cancer Center 	<ul style="list-style-type: none"> Clinical and non-clinical staff time Resources for education, training, and promotion
Measurement	
<ul style="list-style-type: none"> Number of people screened and connected to services Number of partnerships Reduction in SDOH need 	

5. Needs Keck Hospital of USC Will Not Address

Keck Hospital has selected three of the six significant health needs identified in its 2025 Community Health Needs Assessment (CHNA) to focus on in this Implementation Strategy. This Implementation Strategy outlines specific initiatives set forth to address specific health needs identified in the 2025 CHNA. Keck Hospital of USC engages in many other community benefit, preventive, and wellness activities with the goal of improving the health and wellbeing of the diverse communities served and although some significant needs were not included in this strategy with direct initiatives, there is overlap and work being done to address these health concerns. The following provides the rationale for why certain significant needs were not selected as a focus for this Implementation Strategy.

Health Literacy was not selected as a focus of this Implementation Strategy due to the need having a relatively low priority compared to other needs and this need is included in initiatives targeted for other priorities such as access to health and preventive services.

Nutrition, Physical Activity, and Chronic Conditions was not selected as a focus of this Implementation Strategy due to resource constraints or limitations, and this need is included in initiatives targeted for other priorities such as social determinants of health.

Substance Use was not selected as a focus of this Implementation Strategy due to relatively low priority compared to other needs and this need is included in initiatives targeted for other priorities such as mental health.

6. Implementation Strategy Adoption

The Keck Medical Center's Governing Board of Directors reviewed and adopted this Implementation Strategy on October 23, 2025.