

USC Norris Cancer Hospital Implementation Strategy FY 2026-2028



USC Norris Cancer Hospital
Keck Medicine of **USC**

USC Norris Cancer Hospital CHNA Implementation Strategy

This Implementation Strategy describes how USC Norris Cancer Hospital (Norris Cancer Hospital, Norris 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/>. USC Norris Cancer Hospital 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 Norris Cancer 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 USC Norris Cancer Hospital
2. Definition of the Community Assessed by USC Norris Cancer Hospital
3. Summary of Significant Community Health Needs
4. Implementation Strategy to Address Significant Health Needs
5. Significant Community Health Needs USC Norris Cancer Hospital Will Not Address
6. Adoption of the Implementation Strategy by USC Norris Cancer Hospital Authorized Body

1. About USC Norris Cancer Hospital

USC Norris Cancer Hospital is a private, nonprofit, 60-bed comprehensive cancer center. USC Norris Cancer 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. The hospital delivers 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.

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 USC Norris Cancer Hospital

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).

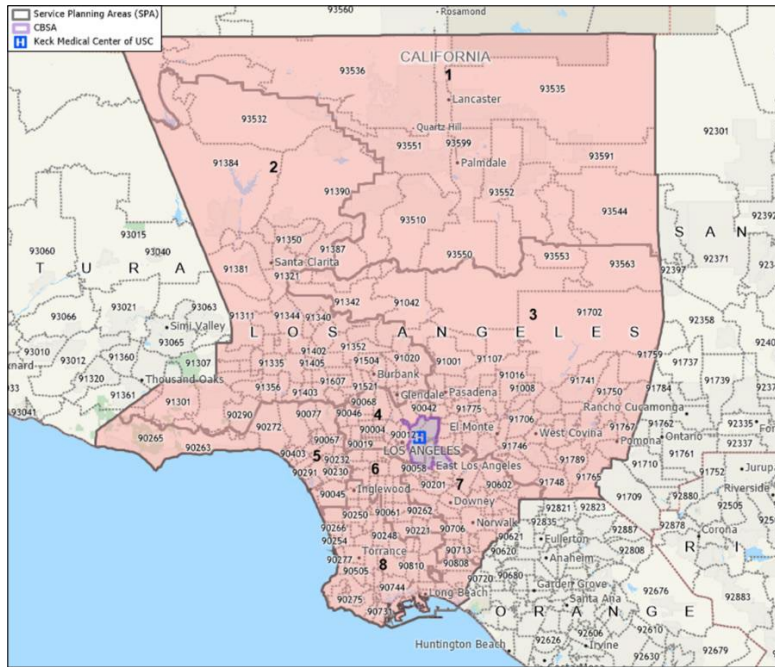
For the year ended June 30, 2024, Los Angeles County accounted for 66.0 percent of Norris Hospital's inpatient cases and 67.6 percent of its outpatient cases. The CBSA accounted for 3.1 percent of Norris Hospital's inpatient cases and 3.4 percent of outpatient cases.

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 KMC 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.

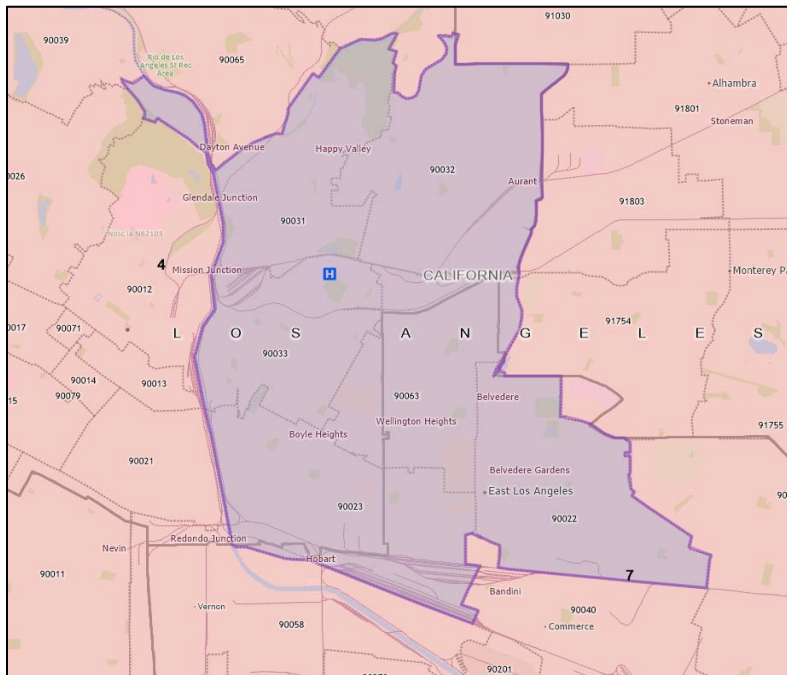
The following maps portray the community that was assessed (including the CBSA) and the hospital's location.

Map of Los Angeles County, the CBSA, and USC Norris Cancer Hospital



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

Map of the CBSA and USC Norris Cancer Hospital



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 Cancer Care and Preventive Services
- Cancer-Related Risk Factor Management
- Cancer Screening and Early Detection
- Environmental Exposures
- Health Literacy
- Mental Health and Psychosocial Support
- Social Determinants of Health

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 Norris Cancer Hospital plans to address the significant community health needs identified in the 2025 CHNA report. A committee consisting of Norris Cancer 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, Norris Cancer Hospital determined that it will implement initiatives to address the following significant community health needs:

- **Access to Cancer Screening and Early Detection**
- **Access to Cancer Care and Preventive Services**
- **Environmental Exposures**
- **Social Determinants of Health**

The following pages describe the actions Norris Cancer 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. 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 Cancer Screening and Early Detection

1. **Goal: Increase the proportion of CBSA residents who receive evidence-based, recommended cancer screenings.**

1.1 Improve awareness of cancer signs, symptoms, and screening recommendations for the most common cancers (female breast, prostate, colorectal, and lung) in the CBSA	
Initiatives	Anticipated Impact
<ul style="list-style-type: none"> • Continue to provide continuing education on evidence-based screening recommendations to providers and other organizations within the CBSA • Continue the Es Tiempo campaign to improve cervical cancer screening rates 	<ul style="list-style-type: none"> • CBSA residents have improved knowledge of signs, symptoms, and screening recommendations for the most common cancer types • Providers within the CBSA have increased awareness of evidence-based cancer screening recommendations
Planned Collaboration	Hospital Resources
<ul style="list-style-type: none"> • American Cancer Society • Girl Talk • Go2 for Lung Cancer • Latino Equality Alliance • Lazarex Cancer Foundation • Local FQHCs • Local Hospitals • Melanoma Research Foundation • Patient and Family Caregiver Perspective Series • USC Norris Comprehensive Cancer Center, Office of Community Outreach and Engagement (COE) 	<ul style="list-style-type: none"> • Clinical and non-clinical staff time • Promotional items and materials • Resources and budget for screening equipment, supplies, and educational materials
Measurement	
<ul style="list-style-type: none"> • Number of participants/people served • Number of continuing education events • Number of partnerships 	

1.2 Increase access to cancer screening for CBSA residents	
Initiatives	Anticipated Impact
<ul style="list-style-type: none"> • Collaborate to provide low or no-cost cancer screenings to uninsured and underinsured CBSA residents • Identify new partners and strengthen existing relationships to host community-based screening events within the CBSA • Explore partnerships to expand mobile cancer screening initiatives in the CBSA 	<ul style="list-style-type: none"> • CBSA residents have increased access to evidence-based, recommended cancer screenings
Planned Collaboration	Hospital Resources
<ul style="list-style-type: none"> • Mobile clinics • USC Street Medicine Program • Faith-based and community-based organizations • Local FQHCs and hospitals 	<ul style="list-style-type: none"> • Clinical and non-clinical staff time • Promotional items and materials • Resources and budget for screening equipment, supplies, and educational materials
Measurement	
<ul style="list-style-type: none"> • Number of screening events • Number of screenings/people served • Number of partnerships 	

2. Goal: Improve cancer screening and early detection education and outreach in the Greater Los Angeles community.

2.1 Improve awareness of cancer signs, symptoms, and screening recommendations for the most common cancers (female breast, prostate, colorectal, and lung) in Los Angeles County	
Initiatives	Anticipated Impact
<ul style="list-style-type: none"> • Collaborate with the annual Cancer Awareness & Resource Expo (CARE) • Collaborate with the annual Cancer in the Community Conference • Participate in monthly grand rounds 	<ul style="list-style-type: none"> • Los Angeles County residents have improved knowledge of signs, symptoms, and screening recommendations for the most common cancer types • Providers have an increased awareness of evidence-based cancer screening recommendations
Planned Collaboration	Hospital Resources
<ul style="list-style-type: none"> • American Cancer Society • Henry Mayo Newhall Hospital • USC Norris Comprehensive Cancer Center COE 	<ul style="list-style-type: none"> • Clinical and non-clinical staff time • Promotional items and materials • Resources and budget for screening equipment, supplies, and educational materials
Measurement	
<ul style="list-style-type: none"> • Number of participants/people served • Number of continuing education events • Number of partnerships 	

Access to Cancer Care and Preventive Services

3. Goal: Promote evidence-based cancer prevention strategies in the CBSA.

3.1 Provide education and awareness campaigns to improve health knowledge, attitudes, and perceptions related to cancer risk and modifiable lifestyle factors	
Initiatives	Anticipated Impact
<ul style="list-style-type: none"> Expand partnerships with clinical and community organizations to provide cancer risk and prevention education (nutrition, physical activity, tobacco cessation) in the CBSA Provide community benefit grants to CBSA-based organizations addressing cancer care and preventive services Provide skills-based volunteers to CBSA-based organizations addressing cancer care and preventive services 	<ul style="list-style-type: none"> CBSA residents have improved knowledge of lifestyle factors and behaviors that increase cancer risk CBSA-based organizations have increased capacity to address cancer care and preventive services
Planned Collaboration	Hospital Resources
<ul style="list-style-type: none"> American Cancer Society Community and faith-based organizations USC Neighborhood Academic Initiative Variety Boys and Girls Club – Boyle Heights 	<ul style="list-style-type: none"> Clinical and non-clinical staff time Promotional items and materials Community benefit grant funding
Measurement	
<ul style="list-style-type: none"> Number of participants/people served Number of events/programs offered 	

4. Goal: Reduce disparities in cancer outcomes.

4.1 Provide navigation support and services for community members facing cancer treatment	
Initiatives	Anticipated Impact
<ul style="list-style-type: none"> Expand partnerships for cancer support referral networks within the CBSA and in medically underserved areas Continue to provide support and navigation assistance through Norris Social Services to connect patients with essential resources Continue to partner with CBSA-based organizations to host cancer support groups 	<ul style="list-style-type: none"> Community members have improved access and ease in navigating health and social support services

4.1 Provide navigation support and services for community members facing cancer treatment (continued)	
Planned Collaboration	Hospital Resources
<ul style="list-style-type: none"> Community and faith-based organizations Southern California Clinical Translational Science Institute (CS CTSI) USC Norris Comprehensive Cancer Center COE 	<ul style="list-style-type: none"> Clinical and non-clinical staff time IT support Promotional items and materials
Measurement	
<ul style="list-style-type: none"> Number of people served/referrals Number of participants in support groups 	
4.2 Educate providers, community members, and leaders on cancer health disparities	
Initiatives	Anticipated Impact
<ul style="list-style-type: none"> Continue to provide continuing education on cancer health disparities for clinical providers Educate community leaders on disparate cancer outcomes Continue to provide the speakers series via the Cancer Wellness HUBs Continue to cohost the annual Cancer in the Community Conference 	<ul style="list-style-type: none"> Increased awareness of cancer health disparities among clinical providers, community members, and leaders
Planned Collaboration	Hospital Resources
<ul style="list-style-type: none"> American Cancer Society USC Norris Comprehensive Cancer Center COE Lazarex Cancer Foundation 	<ul style="list-style-type: none"> Clinical and non-clinical staff time IT support Promotional items and materials
Measurement	
<ul style="list-style-type: none"> Number of participants/people served CMEs provided 	

5. Goal: Improve access to cancer care and preventive services for the Greater Los Angeles community.

5.1 Provide education and support for community members impacted by cancer in Los Angeles County	
Initiatives	Anticipated Impact
<ul style="list-style-type: none"> Support the Light the Night event to raise awareness of leukemia and lymphoma Host the annual Festival of Life to increase awareness of cancer survivorship Support the Girl Talk program 	<ul style="list-style-type: none"> Increased awareness and knowledge of cancer prevention and treatment strategies
Planned Collaboration	Hospital Resources
<ul style="list-style-type: none"> American Cancer Society Blood Cancer United Keck School of Medicine Lung Cancer SoCal Melanoma Research Foundation 	<ul style="list-style-type: none"> Clinical and non-clinical 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 participants/people served Number of events/programs offered 	

6. Goal: Increase quality of life for cancer survivors in the Greater Los Angeles community.

6.1 Provide education and support for cancer survivors in Los Angeles County	
Initiatives	Anticipated Impact
<ul style="list-style-type: none"> • Provide peer support, mentoring, and education through the Patient Perspective Series • Provide educational and fitness sessions through The Journey Forward cancer recovery program • Host monthly community cancer support groups for prostate cancer, bladder cancer, neuro-oncology, and adolescent and young adult cancer patients, and cancer survivors • Continue to help cancer patients rebuild strength, manage symptoms, and lead healthy lives after cancer treatment via the Cancer Survivorship Program 	<ul style="list-style-type: none"> • Cancer patients and their loved ones receive the information and support they need during treatment and recovery
Planned Collaboration	Hospital Resources
<ul style="list-style-type: none"> • Blood Cancer United • Keck School of Medicine • Lung Cancer SoCal • Melanoma Research Foundation • Ralph Lauren Center 	<ul style="list-style-type: none"> • Clinical and non-clinical 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 participants/people served • Number of events/programs offered 	

Environmental Exposures

7. Goal: Promote healthier environments through sustainability programs.

7.1 Reduce toxic pollutants released into the environment	
Initiatives	Anticipated Impact
<ul style="list-style-type: none"> • Reduce anesthetic gas use through implementation of flow rate control system • Utilize proper waste segregation practices, recycling program, supply optimization, and implementation of reusables • Reduce emissions by transitioning to purchased renewable energy, implementing energy efficiency practices, and prioritizing green procurement practices 	<ul style="list-style-type: none"> • A reduction in toxic pollutants released into the environment • Achieve 50% total waste avoided or diverted by 2035 • Achieve 50% reduction in regulated medical waste per Adjusted Patient Day by 2035 versus 2024 • Reduce emissions by 25% every 5 years
Planned Collaboration	Hospital Resources
<ul style="list-style-type: none"> • Keck School of Medicine • Keck Medical Center of USC 	<ul style="list-style-type: none"> • Sustainability Department staff time
Measurement	
<ul style="list-style-type: none"> • Achieve a 1.0 flowrate and 80% utilization of End Tidal Control (EtC) compared to 2024 • Total waste compared to baseline year of 2023 • Total Greenhouse Gas Emissions compared to baseline year 2023 	

8. Goal: Create neighborhoods and environments that promote health and safety.

8.1 Invest in maintenance, sustainability, safety, and beautification of neighborhoods and businesses in the CBSA	
Initiatives	Anticipated Impact
<ul style="list-style-type: none"> • Coordinate community events focused on cleanup of local parks and public spaces, food security, and other initiatives that support wellbeing and safety for CBSA neighborhoods • Coordinate an annual, public e-waste event • Make Keck Medical Center's used furniture and equipment available to CBSA-based non-profit organizations at low or no-cost 	<ul style="list-style-type: none"> • Improved sustainability, safety and beautification of CBSA neighborhoods and businesses • Lowered emissions and improved congestion in the community
Planned Collaboration	Hospital Resources
<ul style="list-style-type: none"> • Community based organizations • LA food Bank • Latino Equality Alliance 	<ul style="list-style-type: none"> • Staff time • Budget for incentives • Promotional materials
Measurement	
<ul style="list-style-type: none"> • Number of participants/people served • Number of events/programs offered 	

Social Determinants of Health

9. 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.

9.1 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 	<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 	

9.2 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 healthcare career exploration for CBSA youth through programs such as: <ul style="list-style-type: none"> Day of Discovery Med-COR Healthcare Horizons LABEST Young Adult and Workforce Academy Collaborate with local educational institutions to expand job placement opportunities for CBSA residents 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 Number of successful job placements 	
9.3 Collaborate to address workforce development and create career pathways	
Initiatives	Anticipated Impact
<ul style="list-style-type: none"> Work with partners to increase job access and opportunities to hire applicants from local communities and medically underserved populations 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 Develop and implement a pilot mentoring program with wrap-around support for new hires 	<ul style="list-style-type: none"> Improved job access and career advancement opportunities for CBSA residents and other underserved populations A stronger local economy that sustains a healthier community

9.3 Collaborate to address workforce development and create career pathways (continued)	
Planned Collaboration	Hospital Resources
<ul style="list-style-type: none"> • East Los Angeles College • Healthcare Horizons • Keck School of Medicine • LA Unified Division of Adult and Career Education • Los Angeles Trade Technical College • Pasadena City College • TELACU Education Foundation 	<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 hires from target ZIP Codes and populations • Number of established programs/pathways • Number of people completing career pathways 	
9.4 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 weekly nutrition, cooking, and exercise classes • Partner with community organizations 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
Planned Collaboration	Hospital Resources
<ul style="list-style-type: none"> • American Cancer Society • Boyle Heights Neighborhood • City of LA Department of Recreation and Parks • 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 	

9.5 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 	<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 	

5. Needs USC Norris Cancer Hospital Will Not Address

Norris Cancer Hospital has selected four of the seven 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. Norris Cancer Hospital 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.

Cancer-related risk factor management 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 cancer screening and early detection.

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 cancer care and preventive services.

Mental health and psychosocial support was not selected as a focus of this Implementation Strategy due to other needs ranked as a higher priority and other facilities and organizations are already addressing this need. Mental health and psychosocial support is included in initiatives targeted for other priorities such as access to cancer care and preventive services.

6. Implementation Strategy Adoption

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