

# COMMUNITY BENEFIT REPORT 2025





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# WELCOME

Dear Colleagues,

We are excited to share the 2025 Community Benefits Report with you.

2025 was another momentous year for Keck Medicine of USC and the Keck School of Medicine of USC. In addition to progressing forward in our cutting-edge research and infrastructure projects, our organizations continued to be recognized nationally, obtaining honors in a wide array of categories for clinical innovations and our adherence to the highest quality and safety standards.

Across all initiatives, our one constant was our commitment to patient care — a commitment that we believe is essential to ensuring the long-term health and prosperity of our communities. Cultivating a community where physical and emotional wellness is at the heart of our mission. Moving forward, our goal is to strengthen and build upon our community connections so that we may promote and sustain innovation, compassion, and camaraderie.

In the following pages, you will learn about the clinical care, research, and education performed by Keck Medicine and the Keck School that benefitted our communities in 2025.

We thank you for your attention and support, and we look forward to continuing our limitless approach to care together.



**Rod Hanners**  
Chief Executive Officer  
Keck Medicine of USC



**Armand Dorian, MD,  
MMM, FACEP, FACHE**  
Chief Executive Officer  
USC Verdugo Hills Hospital

**Keck Medicine  
of USC**

# ABOUT USC VERDUGO HILLS HOSPITAL

USC Verdugo Hills Hospital (USC VHH) is a private, nonprofit, community hospital that has been serving the cities of Glendale and La Cañada Flintridge, and the surrounding foothill communities of Southern California, for more than 40 years.

The hospital's services include a 24-hour emergency room, a primary stroke center, weight loss surgery, orthopedic surgery, occupational, physical and speech therapy, gastroenterology services, geriatric services, urology, women's health, wound care services, cardiac rehabilitation, and imaging and diagnostic services. The USC VHH team also includes patient navigators who offer guidance and education, and coordinate care to ensure patients are well informed and prepared every step of the way.

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.



## AWARDS AND RECOGNITION

USC Verdugo Hills Hospital is nationally recognized as a leader in equity, patient safety, and high-quality care holding the following awards and accolades for 2024-2025:

**In July 2024**, USC VHH was nationally recognized with the American Heart Association's "Get with the Guidelines" Silver Plus quality achievement award for stroke care.

**In July 2024**, USC VHH received the Choi Family Awards of Excellence in Patient & Family Centered Care.



Annette Sy, DNP, RN, NE-BC, Michael Soghomonian, RN, and Rod Hanners. USC Choi Family Excellence in Patient-Centered Care Awards, 2024.  
(Photo/Don Milici)

**In October 2024**, USC VHH received the Antibiotic Stewardship Center of Excellence designation from the Infectious Disease Society of America.

**In April 2025**, USC VHH was nationally recognized with the American Heart Association's "Get with the Guidelines" Bronze quality achievement award for stroke care.

**In June 2025**, the USC VHH Emergency Department earned the Emergency Nurses Association's Lantern Award, demonstrating the exceptional care provided and their commitment to quality and safety.



## LEADERSHIP

### Governing Board

The Board of Directors provides organizational leadership for community benefit. The Board functions as an oversight and policy-making body for the hospital's community benefit commitments, efforts, and strategic alignment with community needs. Below is a complete list of Governing Board members.

|                                 |                        |
|---------------------------------|------------------------|
| Armand Dorian, M.D., President  | Marcie Sabatella       |
| Todd Andrews                    | Happy Khanna, M.D.     |
| Tamara Capretta                 | Joseph Ouzounian, M.D. |
| Carl R. Chudnofsky, M.D., FACEP | Sunder Ramani          |
| Alexandria Darras, M.D.         | David Sagal            |
| Inderbir Gill, M.D.             | Shawn T. Sheffield     |
| Rod Hanners                     | Steve Wilder           |
| John Mordach                    | Emily Liang, Secretary |

### Community Advisory Board

The Community Advisory Board is an advisory committee for the hospital's community benefit programs and reports to the Board of Directors. The Advisory Board reviews and validates legal and regulatory compliance specific to community benefit mandates, assures community benefit programs and services are effectively meeting identified community health needs, and increases transparency and awareness of community benefit activities. The members of the Advisory Board include:

|                         |                            |
|-------------------------|----------------------------|
| Sue Wilder, Chair       | Kandi Wopschall, Secretary |
| Chandnish Ahluwalia, MD | Steven Hartford, MD        |
| Todd Andrews            | Tarina Kang, MD            |
| Patricia Beauchamp      | Captain Alex Krikorian     |
| Soo Kim Choi            | Ayuko K. Siegel            |
| Robert E. Develle, Jr.  | Deputy Chief Todd Tucker   |
| Armand H. Dorian, MD    | Wendy Wang                 |

**MISSION > OUR MISSION IS TO PROVIDE PERSONALIZED, HIGH-QUALITY HEALTH CARE RELEVANT TO OUR PATIENT COMMUNITY.**

**VISION > OUR VISION IS TO DIFFERENTIATE OUR HOSPITAL BY DELIVERING EXCELLENT CLINICAL OUTCOMES AND SUPERB CUSTOMER SERVICES.**

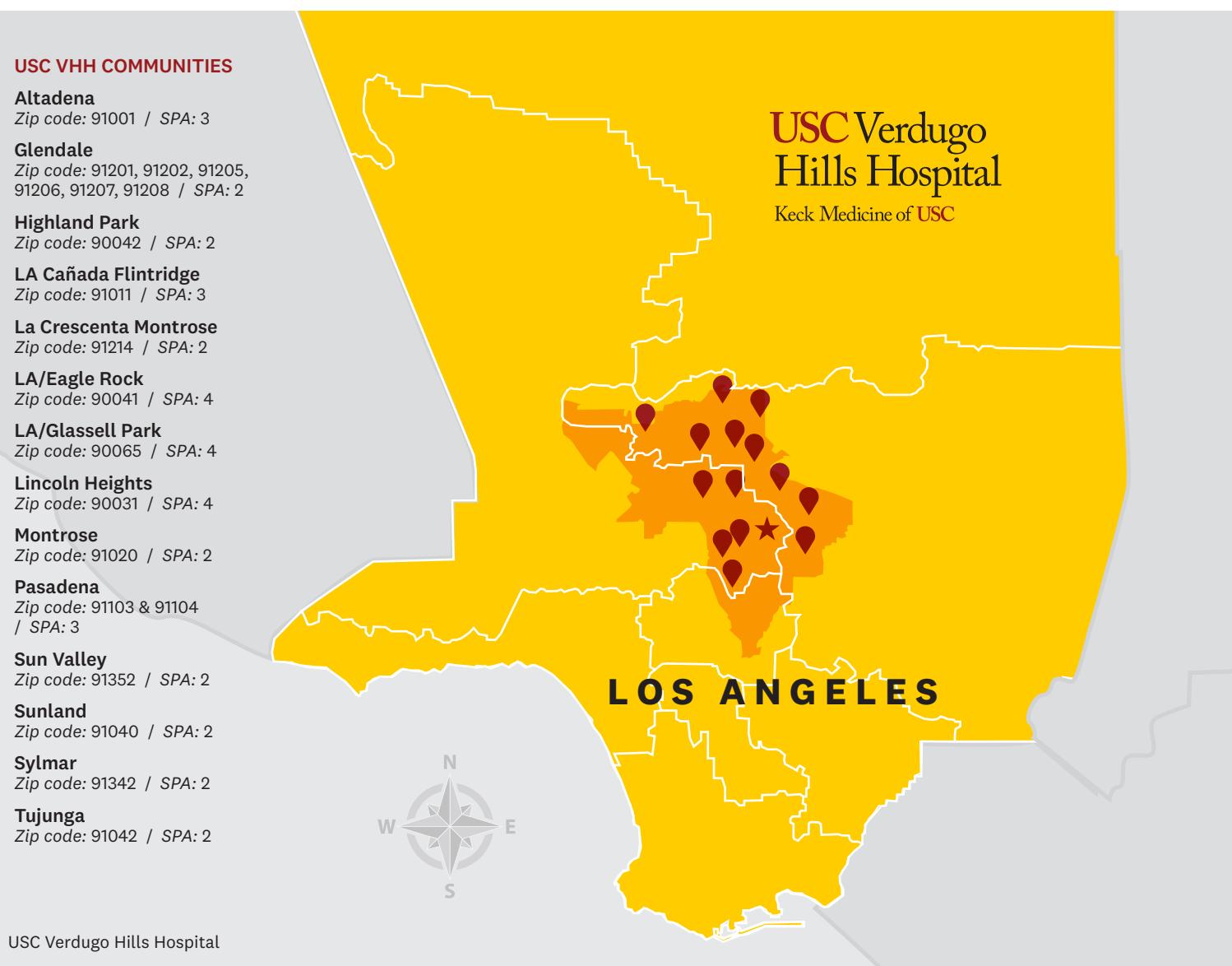
# A COMMITMENT TO THE HEALTH OF OUR COMMUNITY

Beyond its role as a hospital facility and clinical provider, USC VHH engages in many community health and outreach initiatives. This report demonstrates some of the ways in which USC VHH fulfills its mission to **improve the health and wellbeing of the community and provide personalized, high quality health care.**

USC VHH provides financial assistance to community members who cannot afford services, or whose health insurance does not cover all care and services provided. In addition, USC VHH invests in the community to provide health education, grant funding for local non-profit organizations, and health screening and immunization events that promote health and wellbeing in the Verdugo Hills community.

## Service Area Description

USC VHH is located at 1812 Verdugo Boulevard, Glendale, California, 91208. The service area for the 2025 Community Health Needs Assessment (CHNA) was defined as 22 ZIP Codes, representing 14 cities or communities comprising portions of Service Planning Areas (SPAs) 2, 3 and 4 (San Fernando, San Gabriel, and Metro) in Los Angeles County, California. The hospital service area was determined by identifying the ZIP Codes that reflect the most patient admissions during fiscal year 2024. The list below includes the cities, communities, ZIP Codes, and SPAs that comprise the hospital service area.



## COMMUNITY SNAPSHOT

This section presents demographic and socioeconomic characteristics of the people living in the hospital's primary service area. The table below summarizes data regarding those characteristics.

In 2019-2023, the population of the Verdugo Hills Hospital service area was 675,227. Children and youth (0 to 18 years of age) comprised 19.5 percent of the population, 17.2 percent were 65 years of age and older, and 63.3 percent were adults (19 to 64 years of age).

A lower percentage of the VHH community population identified as Black or African American, Asian, some other race, two or more races, and Hispanic or Latino than in Los Angeles County. A higher percentage of the population identified as White compared to Los Angeles County and California. The Verdugo Hills community also had a higher percentage of the population with Limited English Proficiency (LEP) compared to the county and state.

The Verdugo Hills Hospital service area had fewer people living in poverty and without a high school diploma than Los Angeles County.

In 2019-2023, 7.7 percent of the service area's population was uninsured, compared to 8.7 percent in the county and 6.9 percent in California.

### DEMOGRAPHIC AND SOCIOECONOMIC CHARACTERISTICS, 2019-2023

| DEMOGRAPHICS   | VHH SERVICE AREA | LA COUNTY | CALIFORNIA     |
|--|------------------|-----------|----------------|
| <b>Total Population</b>  | 675,227          | 9,848,406 | 39,242,785     |
| <b>GENDER</b>  |                  |           | <b>PERCENT</b> |
| Female   | 50.8%            | 50.1%     | 50.5%          |
| Male   | 49.2%            | 49.9%     | 49.5%          |
| <b>AGE</b>   |                  |           | <b>PERCENT</b> |
| Children (<18 years)   | 19.5%            | 20.9%     | 22.3%          |
| Older Adults (>65 years)                                       | 17.2%            | 14.7%     | 15.3%          |
| <b>RACE</b>  |                  |           | <b>PERCENT</b> |
| White alone  | 45.8%            | 35.4%     | 44.0%          |
| Black or African American alone                                | 3.9%             | 7.8%      | 5.5%           |
| American Indian and Alaska Native alone                        | 1.3%             | 1.3%      | 1.1%           |
| Asian alone  | 13.8%            | 15.0%     | 15.3%          |
| Native Hawaiian and Other Pacific Islander alone               | 0.2%             | 0.2%      | 0.4%           |
| Some Other Race  | 19.1%            | 23.6%     | 17.4%          |
| Two or More Races  | 16.0%            | 16.7%     | 16.3%          |
| <b>ETHNICITY</b>   |                  |           | <b>PERCENT</b> |
| Hispanic or Latino   | 40.6%            | 48.3%     | 39.8%          |
| <b>POPULATION CHARACTERISTICS AND SOCIOECONOMIC INDICATORS</b> |                  |           |                |
| <b>EDUCATION AND INCOME</b>                                    |                  |           | <b>PERCENT</b> |
| Adults without a high school diploma                           | 16.7%            | 19.3%     | 15.4%          |
| Percentage of people living in poverty (Below 100% FPL)        | 12.2%            | 13.6%     | 12.0%          |
| <b>OTHER SOCIAL AND ECONOMIC FACTORS</b>                       |                  |           | <b>PERCENT</b> |
| Population with a disability                                   | 11.6%            | 10.9%     | 11.3%          |
| Population with Limited English Proficiency (LEP)              | 24.1%            | 23.2%     | 17.3%          |
| Population without health insurance (under age 65)             | 7.7%             | 8.7%      | 6.9%           |

Source: U.S. Census Bureau, American Community Survey 5-year Estimates, 2019-2023.

# COMMUNITY HEALTH NEEDS ASSESSMENT

## COMMUNITY HEALTH NEEDS ASSESSMENT

USC VHH completed a Community Health Needs Assessment (CHNA) in 2022 as required by state and federal law. The CHNA is a primary tool used by USC VHH 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 that focused on the health and social needs of the service area.

The CHNA examined up-to-date data sources for the service area to assess community demographics, social determinants of health, access to health care, birth characteristics, leading causes of death, acute and chronic disease, health behaviors, mental health, substance use, and preventive practices. When possible, community health indicators were compared to Los Angeles County, California, and Healthy People 2030 objectives.

Interviews gathered information and opinions from people who represent the broad interests of the community served by the hospital. Twelve (12) key stakeholder interviews were conducted in June 2021. 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.

USC VHH completed its most recent CHNA in 2025 and developed an Implementation Strategy and Community Benefits Plan to address selected significant health needs during fiscal years 2026-2028. The FY26 Community Benefits Plan is outlined on pages 21-22 of this report and the 2025 CHNA and Implementation Strategy can be accessed at <https://uscvhh.org/giving/community-outreach>.

## Significant Health Needs

In 2022, 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 (in 2022) were (in alphabetical order):

- **ACCESS TO CARE**
- **CHRONIC DISEASES**
- **COVID-19**
- **DENTAL HEALTH**
- **ECONOMIC INSECURITY**
- **MENTAL HEALTH**
- **PREVENTIVE PRACTICES**
- **SENIOR HEALTH**
- **SEXUALLY TRANSMITTED INFECTIONS**
- **SUBSTANCE USE**
- **OVERWEIGHT AND OBESITY**

These needs were then prioritized with input from the community. Community stakeholders were asked to rank order the health needs according to the highest level of importance in the community. On that basis, mental health, access to care, chronic diseases, senior health, and substance use were ranked as the top five priority needs in the service area.

The complete CHNA report and the prioritized health needs can be accessed at Community Benefit and Outreach - Keck Medicine of USC. Keck Medicine welcomes feedback on the Community Health Needs Assessment and Implementation Strategy. Feedback can be sent to Marie Filipian, MPH at [Marie.Filipian@med.usc.edu](mailto:Marie.Filipian@med.usc.edu) or by calling 818-952-2228.



# ADDRESSING PRIORTIY HEALTH NEEDS

ADDRESSING PRIORITY HEALTH NEEDS

## Health Need:

### Access to Health Care

#### Goal:

**Increase access to health care for the medically underserved**

#### PROGRAM/ACTIVITY DESCRIPTION

### Transportation Services for Low-Income Patients

At USC VHH, we are dedicated to improving healthcare access for our community. USC VHH recognizes that transportation barriers can prevent individuals from seeking essential medical care. To address this issue, USC VHH offers taxi vouchers, ambulance services, and van transportation, ensuring that those in need can access necessary healthcare services without financial strain. By providing these services, we aim to reduce missed appointments, improve health outcomes, and ultimately enhance the well-being of our community members.

#### MEASURABLE OUTCOMES AND IMPACT

In FY25, our transportation assistance program demonstrated significant impact and success.

**TOTAL ASSISTANCE PROVIDED:** Over \$39,000 was allocated towards transportation and ambulance services for low-income patients and families.

**INCREASED ACCESS TO CARE:** By removing transportation barriers, we facilitated access to essential healthcare services, leading to a reduction in missed appointments and improved continuity of care.

**COMMUNITY ENGAGEMENT:** The program fostered partnerships with local transportation providers, enhancing community collaboration and resource sharing.

#### PROGRAM/ACTIVITY DESCRIPTION

### Low-Cost Mammogram Initiative

In recognition of October as National Breast Cancer Awareness Month, USC VHH provided low-cost mammograms to enhance access to breast cancer screening in our community. This initiative underscores our commitment to promoting early detection and empowering individuals to take charge of their health.

Throughout October, we provided 27 low-cost mammograms to individuals who may have faced financial barriers in accessing this essential service. Our program aimed not only to reduce the cost of mammograms but also to raise awareness about the importance of regular screenings, educate individuals on breast health, and inform them about available resources for follow-up care.

#### PROGRAM/ACTIVITY DESCRIPTION

### Free Flu and COVID Vaccinations at the USC-VHH Community Health and Wellbeing Fair

During the annual USC VHH Community Health and Wellbeing Fair, we partnered with USC Pharmacy to provide essential health services to our community, including free flu and COVID-19 vaccinations. This initiative aimed to raise public health awareness and improve accessibility, ensuring that community members could protect themselves and their loved ones from these preventable diseases.

The USC VHH Community Health and Wellbeing Fair also offered hands-on CPR training, blood pressure screenings, and healthy eating activities. Additionally, it provided education and resources related to mental health and overall well-being. The event attracted 200 community members. Community partners included the YMCA of the Foothills, the Glendale Police Department, the Glendale Fire Department, and the Community Center of La Cañada.

#### MEASURABLE OUTCOMES AND IMPACT:

**FLU VACCINATIONS PROVIDED:** A total of 113 community members received flu vaccinations, which helps reduce the risk of flu outbreaks in our community.

**COVID VACCINATIONS PROVIDED:** 33 community members received COVID vaccinations, supporting the ongoing efforts to mitigate the impact of the pandemic and promote public health safety.



Flu vaccine administration and ear checkups at the VHH Health Fair.

## Health Need: Chronic Diseases

#### Goal:

**Reduce the impact of chronic diseases and increase the focus on chronic disease prevention and treatment education**

#### PROGRAM/ACTIVITY DESCRIPTION

### Hybrid Doc Talk

USC VHH's monthly Hybrid Doc Talk is designed to enhance community health and wellness through informative and engaging discussions in partnership with the YMCA of the Foothills. Each session aims to provide valuable insights into various health topics, equipping participants with the knowledge and resources needed to make informed decisions about their health and well-being. These talks foster a sense of community among participants, reducing feelings of isolation and improving mental health. Over 575 local community participants were provided valuable knowledge and resources to improve their overall well-being.

#### PROGRAM/ACTIVITY DESCRIPTION

### Diabetes Education Series

The Diabetes Education Series is a comprehensive six-week program designed to empower individuals living with diabetes or pre-diabetes with essential skills and knowledge to manage their condition effectively. This interactive series covers various topics, including nutrition, physical activity, medication management, and blood sugar monitoring. By equipping individuals with practical tools and resources, the program aims to enhance participants' confidence in managing their health, ultimately leading to improved health outcomes. A total of 17 individuals completed the program.

## PROGRAM/ACTIVITY DESCRIPTION

**The One Glendale Afterschool Youth Sports Program**

The City of Glendale Community Services and Parks Department's One Glendale Afterschool Youth Sports Program aims to promote physical activity and healthy lifestyles among 4th and 5th grade students in Glendale elementary schools. By engaging youth in organized sports such as soccer, volleyball, football, and basketball, the program seeks to increase physical activity levels, reduce screen time, and encourage better nutrition habits. Each season, approximately 100 youth participate in the program, leading to around 500 students engaged annually.

The One Glendale Afterschool Youth Sports Program enhances students' physical health and instills important life skills related to nutrition and teamwork, making a lasting, positive impact on the Glendale community. The program has incorporated nutrition education training provided by USC VHH at all eight participating school sites. This comprehensive approach

encourages active participation in sports while emphasizing the importance of healthy eating.

To monitor the program's impact, USC VHH staff conduct pre- and post-measurements of height, weight, and Body Mass Index (BMI) for participants. This data tracking allows for assessing the program's effectiveness in promoting healthy body weight and overall student well-being.



One Glendale participant and champions with GPD, GFD, and City staff.

## MEASURABLE OUTCOMES AND IMPACT:

The One Glendale Afterschool Youth Sports Program has made significant progress in promoting a healthier, more active generation of youth in the Glendale community.

**INCREASED PHYSICAL ACTIVITY:** The program has successfully engaged approximately 500 students each year by providing structured sports activities, encouraging them to participate in regular physical exercise.

**REDUCTION IN SCREEN TIME:** The program serves as an alternative to sedentary activities, helping to reduce the amount of time children spend on screens, thus promoting healthier lifestyle choices.

**NUTRITION EDUCATION:** Through the training provided by USC-VHH, students gain valuable knowledge about nutrition, empowering them to make informed choices about what they eat. This education is crucial for developing lifelong healthy eating habits.

**IMPROVED HEALTH METRICS:** The program tracks participants' physical health by measuring height, weight, and BMI before and after participation, demonstrating its effectiveness in promoting healthy body weight among youth.

**COMMUNITY ENGAGEMENT:** The collaboration with local schools, USC VHH, and the City of Glendale fosters a strong sense of community, bringing together families and local organizations to support the health and well-being of youth in the area.

**THE ONE GLENDALE AFTERSCHOOL YOUTH SPORTS PROGRAM ENHANCES STUDENTS' PHYSICAL HEALTH AND INSTILLS IMPORTANT LIFE SKILLS RELATED TO NUTRITION AND TEAMWORK, MAKING A LASTING, POSITIVE IMPACT ON THE GLENDALE COMMUNITY.**

## Health Need: Mental Health Goal:

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

## PROGRAM/ACTIVITY DESCRIPTION

**Suicide Awareness and Prevention Conference**

The annual Suicide Awareness and Prevention Conference educates community members and healthcare professionals about the critical issues related to suicide. Co-hosted by the American Foundation for Suicide Prevention and supported by key stakeholders such as Horizon Healthcare, Los Angeles County Supervisor Kathryn Barger, Ellie Mental Health, and JNJ Innovative Medicine, this conference serves as a platform to discuss the signs, risk factors, and causes of suicide. It also emphasizes the significant impact of suicide on individuals and communities while providing essential resources for prevention, treatment, and crisis intervention.

The impact of the Annual Suicide Awareness and Prevention Conference is substantial. Over 300 community members, mental health professionals, and first responders participated. Approximately 80 healthcare professionals received 6 hours of continuing education (CE) credit, enhancing their qualifications and providing them with updated knowledge and tools to assist individuals at risk of suicide better. By addressing this urgent public health issue, the conference contributes to individual well-being and strengthens the community's overall mental health resources and support systems. Through ongoing education and collaboration, the Annual Suicide Awareness and Prevention Conference plays a vital role in reducing stigma, promoting understanding, and ultimately saving lives.

**PROGRAM/ACTIVITY DESCRIPTION****Stepping Stones Geropsychiatric Program**

The Stepping Stones Geropsychiatric Program at USC VHH is a specialized inpatient and outpatient mental health initiative designed to address the emotional and personal distress experienced by individuals aged 50 and older. Understanding that older adults have unique mental health needs, the program offers comprehensive services tailored to provide personalized care and support for patients and their families. Stepping Stones utilizes a multidisciplinary approach that includes thorough assessments, various therapies, and a complete continuum of care. Our key community partners include the Glendale Police Department and Horizon Healthcare. In FY25, Stepping Stones successfully facilitated 459 patient visits.

## **Health Need: Preventative Practices**

### **Goal: Improve community health through preventive practices**

**PROGRAM/ACTIVITY DESCRIPTION****Monthly Family Education —****Babysitting Classes for Ages 11-15**

The Monthly Family Education Program offered specialized babysitting classes for boys and girls aged 11 to 15. This comprehensive curriculum equipped young participants with essential skills and knowledge to safely care for infants and children. The program covered various important topics, including Infant/Child CPR, Basic First Aid, Accident Prevention, Safety Tips, and Emergency Protocols. Through interactive lessons and hands-on practice, participants build confidence and competence in their babysitting abilities, preparing them to take on responsibilities within their communities. In FY25, a total of 54 participants completed the program.

**PROGRAM/ACTIVITY DESCRIPTION****Beginnings Early Pregnancy Classes**

The Beginnings Early Pregnancy Classes were designed to support expectant parents in navigating the early stages of pregnancy. These classes covered essential pregnancy-related topics, including nutrition, common discomforts, relaxation techniques, and fetal development. In FY25, the Beginnings Early Pregnancy Classes engaged 100 community members, fostering a sense of community and support among expectant parents.

**PROGRAM/ACTIVITY DESCRIPTION****Breastfeeding Support Groups**

USC VHH offered a series of free support groups and workshops designed to provide comprehensive breastfeeding advice and support to new mothers and fathers. A certified lactation specialist led these sessions, ensuring participants received expert guidance. In total, we conducted 186 encounters throughout FY25, ensuring families had access to essential resources and support during the critical early stages of parenthood.



## **Health Need: Senior Health**

### **Goal: Enhance senior health and wellbeing.**

**PROGRAM/ACTIVITY DESCRIPTION****Free Health Screenings for Seniors**

In FY25, US VHH provided essential health education, screenings, and resources to older adults in the community. By collaborating with local events such as the Crescenta Valley Country Fair, Glendale Fire Service

Day, City of Glendale Senior Street Fest, and Pasadena Village Older Adults Resource Fair, this outreach was particularly beneficial for seniors who may have otherwise lacked access to health services. USC VHH engaged with over 2,400 community members by offering free health screenings, distributing educational materials, and providing health resources, fostering a strong connection with local seniors.

**PROGRAM/ACTIVITY DESCRIPTION****Annual Brain Health Forum**

The annual Brain Health Forum focused on critical topics such as genetics, various forms of dementia, and Alzheimer's Disease. This event was held in partnership with the USC Alzheimer's Disease Research Center and the California Alzheimer's Disease Centers at USC and Rancho Los Amigos. The forum featured expert-led presentations and Q&A sessions, providing attendees with a comprehensive understanding of brain health's complexities. With 117 community members in attendance, the forum successfully delivered valuable information about brain health, raising awareness about important issues like dementia and Alzheimer's Disease.

## **USC VHH ENGAGED WITH OVER 2,400 COMMUNITY MEMBERS BY OFFERING FREE HEALTH SCREENINGS, DISTRIBUTING EDUCATIONAL MATERIALS, AND PROVIDING HEALTH RESOURCES, FOSTERING A STRONG CONNECTION WITH LOCAL SENIORS.**

### **PROGRAM/ACTIVITY DESCRIPTION**

#### **Community Resource Center for Aging**

The Community Resource Center for Aging (CRCA) is committed to enhancing the health and well-being of older adults in our community through a comprehensive array of programs and services designed to meet their diverse needs.

#### **Programs Offered:**

- **GUIDED AUTOBIOGRAPHY WORKSHOPS**
- **GRIEF & LOSS: BEYOND BLUE SUPPORT GROUPS**
- **CAREGIVER NIGHT OUT ACTIVITY PROGRAMS**
- **SOLO AGING EDUCATION AND DISCUSSION SESSIONS**
- **EDUCATIONAL PRESENTATIONS AND COMMUNITY ENGAGEMENT EVENTS**

Our resource specialists play a crucial role in connecting community members with essential services. In FY25, they assisted 521 individuals through over 1,800 contacts, providing guidance and support on various issues. These include in-home care and support, health insurance navigation, caregiver respite, grief and loss resources, advance directives, and the management of chronic health conditions. The programs and services offered by the CRCA have had a significant positive impact on the lives of older adults and their families within our community.

# COLLABORATION AND COMMUNITY ENGAGEMENT

USC Verdugo Hills 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 FY25, USC Verdugo Hills collaborated with the following organizations to offer programming and services and/or provide financial and in-kind support:

- American Foundation for Suicide Prevention
- American Red Cross
- Armenian American Medical Society
- City of Glendale
- Glendale Chamber of Commerce
- Glendale College Foundation
- Glendale Educational Foundation
- Glendale Fire Foundation
- Glendale Police Foundation
- Home Again Los Angeles
- Kids Community Dental Clinic
- Kiwanis Club of La Canada
- NAMI Greater LA County
- One Glendale Afterschool Program
- Operation Walk Los Angeles
- YMCA of the Foothills
- YWCA Glendale & Pasadena

USC VHH 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 5 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). Some of the funded partner programs include:

- 24th Street Theatre
- Neighborhood Music School
- 32nd 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

## 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.



Quarterly meeting bringing together GPD, BPD, Glendale Fire, and hospital staff for stronger community care.



Dr. Armand Dorian, VHH CEO, with the GPD team at the VHH EMS/Police Week BBQ.

**USC VHH HOSTS, SPONSORS, AND PARTICIPATES IN A VARIETY OF INITIATIVES TO PROMOTE HEALTH AND WELLBEING AND COMMUNITY ENGAGEMENT.**

# OTHER COMMUNITY BENEFITS

As described below, USC Verdugo Hills Hospital provides a variety of other community benefits. See “Economic Value of Community Benefits” for net community benefit expenses incurred by USC VHH in FY25.

## Charity Care/Financial Assistance

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

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

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

## Patient Assistance Drug Program

Keck Medicine of USC assists patients in finding financial assistance for hospital administered drugs that are not covered by their insurer 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 FY25 allowed the hospital to obtain over \$4,000,000 in free drug assistance for patients who meet these criteria.

## Cash and In-Kind Donations

USC Verdugo Hills Hospital 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:

- American Foundation for Suicide Prevention
- Armenian American Medical Society
- Glendale Chamber of Commerce
- Glendale College Foundation
- Glendale Educational Foundation
- Glendale Fire Foundation
- Glendale Latino Association
- Glendale Police Foundation
- Glendale Youth Alliance
- Home Again LA
- Kids' Community Dental Clinic
- Kiwanis Club of La Cañada
- NAMI Greater Los Angeles
- Senior Citizen's Foundation of South Pasadena
- YMCA of the Foothills
- YWCA Glendale and Pasadena

## Community Building Activities

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

USC VHH representatives participated in several area economic councils and chambers of commerce, addressing issues that impacted community health improvement and safety.



Honoring our VHH scholarship recipient alongside Dr. Armand Dorian, VHH CEO, and GLA board members.

Workforce development is an important community building objective. USC VHH participated in and supported community programs that encouraged careers in the health professions.

**HEALTHCARE DAY OF DISCOVERY** – provides a day-long overview of several health care career paths, the education required to pursue those paths, and a glance into the day-to-day duties of individuals performing those jobs. Two events are held each year, one for high school students and one for Glendale Community College students.

**USC BOVARD SCHOLARS VHH SITE VISIT** – provides outstanding students with financial need to achieve academic and career success.

## 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

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 provide supervision and direction. Forty LA General and USC Emergency Medicine residents and fellows participated in training at USC VHH in FY25 for a total of more than 5,500 hours of supervised practice.

## Nursing Education

Over 365 nursing students and nurse practitioner students participated in clinical rotations at USC VHH. Students participated from California State University Northridge, Glendale Community College, Glendale Career College, Marsha Fuerst School of Nursing, Pasadena City College, Mount St. Mary's University, and West Coast University.

# ECONOMIC VALUE OF COMMUNITY BENEFITS

The USC Verdugo Hills Hospital economic value of community benefits for FY25 (July 1, 2024 to June 30, 2025) 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.

| FINANCIAL ASSISTANCE AND MEANS-TESTED GOVERNMENT PROGRAMS        | VULNERABLE POPULATION | BROADER COMMUNITY | TOTAL        |
|--|-----------------------|-------------------|--------------|
| Traditional Charity Care   | \$730,900             | —                 | \$730,900    |
| Medi-Cal   | \$8,627,955           | —                 | \$8,627,955  |
| Other Means-Tested Government Program (Indigent Care)            | —                     | —                 | —            |
| Sum Financial Assistance and Means-Tested Government Program     |                       | —                 | \$9,358,855  |
| OTHER BENEFITS   |                       |                   |              |
| Community Health Improvement Services                            | \$12,358              | \$81,855          | \$94,213     |
| Community Benefit Operations                                     | \$87,656              | \$87,656          | \$175,312    |
| Health Professions Education                                     | —                     | \$1,034,104       | \$1,034,104  |
| Subsidized Health Services                                       | \$1,647,528           | —                 | \$1,647,528  |
| Research   | —                     | —                 | —            |
| Cash and In-Kind Contributions for Community Benefits            | —                     | \$7,771           | \$7,771      |
| Other Community Benefits (Community Building)                    | \$23,449              | \$80,924          | \$104,373    |
| Total Other Benefits (Community Benefits and Community Building) |                       | \$1,770,991       | \$1,292,310  |
|  |                       |                   | \$3,063,301  |
| COMMUNITY BENEFITS SPENDING                                      |                       |                   |              |
| Total Community Benefits   | \$11,129,846          | \$1,292,310       | \$12,422,156 |
| Medicare   | \$44,357,825          | —                 | \$44,357,825 |
| Total Community Benefits with Medicare                           |                       | \$55,487,671      | \$1,292,310  |
|  |                       |                   | \$56,779,981 |

A proud One Glendale participant placing medals on our first responders.



# COMMUNITY BENEFIT PLAN

## FY26

### Significant Needs the Hospital Intends to Address:

USC Verdugo Hills Hospital intends to take action to address the following health needs that were identified in the 2025 CHNA and detailed in the FY 2026-2028 Implementation Strategy:

#### Access to Health Services

1. 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
    - 1.1.1. Educate community members on how to qualify for financial assistance based on the hospital's financial assistance policy
    - 1.1.2. Assist community members to enroll in financial assistance, health insurance, and prescription drug programs
  - 1.2. Improve community members' ability to get medical care and support services
    - 1.2.1. Provide transportation support (rideshare, ambulance services, and van transportation) for those in need
    - 1.2.2. Provide medications, medical supplies, and at-home infusions for those in need
    - 1.2.3. Offer free and low-cost health services (flu vaccinations, mammograms, and DME)
2. Expand and strengthen the healthcare workforce and create a strong provider network
  - 2.1. Expand community clinical practices and improve access to primary care
    - 2.1.1. Provide post-discharge follow-up care to improve the recovery process and health outcomes
    - 2.1.2. Provide post-discharge navigation support, care coordination, referrals, and resources after procedures and tests
    - 2.1.3. Provide education, support, and referrals for high-risk patients after an emergency department visit
    - 2.1.4. Provide warm-hand-off referrals to Community Resource Center for Aging (CRCA) and other clinical and social support resources
    - 2.1.5. Strengthen and expand referral networks and expand access to high quality primary and specialty care throughout the community via USC Care and Keck Community Medical Group
    - 2.1.6. Optimize care transitions and care coordination for community members by partnering with post-acute care providers
  - 2.2. Collaborate with community partners to improve workforce development for healthcare careers
    - 2.2.1. Provide high school and college students learning opportunities
    - 2.2.2. Collaborate with local schools to increase student and family awareness and interest in healthcare careers through Day of Discovery
    - 2.2.3. Build and foster a strong and stable registered nurse workforce via the Practice Transition Accreditation Program (PTAP)
    - 2.2.4. Continue to empower outstanding students with financial need to achieve academic/ career success through the USC Bovard Scholars program

#### Mental Health

3. Improve mental health and access to mental and behavioral health services
  - 3.1. Promote suicide awareness and prevention strategies
    - 3.1.1. Cohost the annual Suicide Awareness and Prevention Conference
  - 3.2. Improve emotional and mental wellbeing for older adults
    - 3.2.1. Provide 24/7 crisis assessments, therapies, and comprehensive emotional and mental health care options to meet the needs of adults aged 50+
    - 3.2.2. Provide grief and loss support groups and services through the six-week Beyond Blue series
  - 3.3. Improve access to mental and behavioral health care and reduce stigma
    - 3.3.1. Organize and participate in community events focused on mental and behavioral health
    - 3.3.2. Collaborate with local advocacy groups and coalitions to support policies that promote mental health awareness and funding for mental health services

#### Needs of Older Adults

4. Improve health and wellbeing for older adults
  - 4.1. Integrate 4Ms Framework of an Age-Friendly Health System
    - 4.1.1. (Phase 1): Establish protocols to ensure patient goals related to healthcare (health and treatment goals & living wills) are obtained, reviewed, and documented
    - 4.1.2. (Phase 2): Screen patients for risks regarding mentation, mobility, and malnutrition; Screen Older adults for geriatric specific social vulnerability including social isolation, economic insecurity, limited access to healthcare, caregiver stress, and elder abuse, and provide appropriate referrals and resources; and Strengthen community partnerships to expand the support network for care of older adults
    - 4.1.3. (Phase 3): Provide support and financial assistance for staff and community partners to obtain the Certified Professional in Age-Friendly Health Care (CPAFH) credential and Explore feasibility of implementing an Age-Friendly Care for Caregivers Model
  - 4.2. Provide evidence-based screenings and education focused on risk reduction and healthy aging
    - 4.2.1. Host an annual USC VHH health fair and screening event
    - 4.2.2. Provide education and updates on brain health research and clinical practice including genetics, dementias and Alzheimer's Disease through the Brain Health Forum
    - 4.2.3. Provide education and increase awareness of stroke recognition
    - 4.2.4. Provide monthly educational Doc Talk lecture series
    - 4.2.5. Provide nutrition education workshops and series
    - 4.2.6. Participate in outreach and screening events
  - 4.3. Increase access to specialized services, resources, and support systems tailored for older adults
    - 4.3.1. Collaborate with the Community Resource Center for Aging and community partners to offer classes, workshops, support groups, and other programs that promote health and wellbeing of older adults
  - 4.4. Improve identification and treatment for substance use disorders among the older adult population
    - 4.4.1. Provide navigation support and crisis intervention to address substance use among older adults
    - 4.4.2. Support and facilitate connection to outpatient substance use treatment programs

## Evaluation of Impact

USC VHH is committed to monitoring and evaluating key initiatives to assess the programs and activities outlined in this Implementation Strategy. USC VHH 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 USC VHH's actions to address these significant health needs will be reported in the next scheduled CHNA.

## Needs the Hospital Will Not Address

USC VHH has selected three of the nine significant health needs identified in its 2025 Community Health Needs Assessment (CHNA) to focus on in the FY 2026-2028 Implementation Strategy. The Implementation Strategy outlines specific initiatives set forth to address specific health needs identified in the 2025 CHNA. USC VHH engages in many other community benefit, preventive, and wellness activities with the goal of improving the health and wellbeing of the diverse community 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 and Community Benefits Plan.

**DENTAL HEALTH** was not selected as a focus of this Implementation Strategy due to the need having a relatively low priority compared to other needs and other facilities and organizations are already addressing this need.

**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 care, mental health, and needs of older adults.

**NUTRITION, PHYSICAL ACTIVITY, AND CHRONIC CONDITIONS** were 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 needs of older adults.

**PREVENTIVE PRACTICES** was not selected as a focus of this Implementation Strategy due to the need having relatively low priority compared to other needs, other facilities or organizations are already addressing the need, and this need is included in initiatives targeted for other priorities such as access to health services, mental health, and needs of older adults.

**SOCIAL DETERMINANTS OF HEALTH** was not selected as a focus of this Implementation Strategy due to the need having relatively low priority compared to other needs, resource constraints or limitations, and this need is included in initiatives targeted for other priorities such as access to health services, mental health, and needs of older adults.

**SUBSTANCE USE** was not selected as a focus of this Implementation Strategy due to relatively low severity/number of community members impacted by the need and this need is currently being addressed by having a full-time substance use navigator position.

Rashmi Bandekar, PT, DPT, Rehabilitation Services Manager; Michelle Sullivan, PT, DPT, MBA, FACHE, Associate Administrator, Ancillary Services; and Marie Filipian, MPH, Community Benefit Manager, with Glendale City Manager Roubik Golanian at the City of Glendale's Health and Wellness Fair.



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