

2025 | **Community** **Benefit** Report



USC Norris Comprehensive Cancer Center
Keck Medicine of **USC**

A large red sign with white and yellow text is mounted on a concrete wall. The sign reads "USC Norris Comprehensive Cancer Center and Hospital". Below this, in smaller white text, it says "EMERGENCY SERVICES". The sign is partially obscured by green foliage and pink flowers in the foreground.

USC Norris Comprehensive Cancer Center and Hospital

EMERGENCY SERVICES

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Welcome

Dear Colleagues,

2025 was another momentous year for Keck Medicine of USC and the Keck School of Medicine of USC. From cutting-edge research to 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.

This 2025 Community Benefits Report provides a snapshot of the remarkable and far-reaching impacts of our health care services on the community we serve.

This past year, USC Norris Cancer Hospital engaged in many community health and outreach initiatives to help address the needs of the population in Los Angeles County and improve their health and well-being through personalized, compassionate, and innovative health care. Numerous cancer prevention and health education events were among these efforts, as well as programs like The Journey Forward – a six-week cancer recovery program that provides patients with comprehensive support and resources – and USC Street Medicine, which helps meet the unique needs of the unhoused community in Los Angeles.

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.

Throughout the year, Keck Medical Center of USC, which includes USC Norris Cancer Hospital and Keck Hospital of USC, also earned numerous accolades for its excellence in care. In 2024-2025, KMC was rated by U.S. News & World Report as “High Performing” (the top rating possible) in 18 common procedures, including numerous cancer-related ones. The Human Rights Campaign (HRC) Foundation has also designated Keck Medical Center of USC as LGBTQ+ Healthcare Equity Leaders since 2015.

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 of Medicine 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



Marty Sargeant

Chief Executive Officer
Keck Medical Center of USC

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. USC Norris' mission is 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 Community Health Needs Assessment (CHNA) report, Implementation Strategy, and Community Benefits Plan.

Awards and Recognition

Keck Medical Center of USC, which includes Keck Hospital and USC Norris Cancer Hospital, is among the top 50 hospitals in the country in seven adult specialties, including cancer, as well as the top five hospitals in metro Los Angeles and top 10 hospitals in California, according to U.S. News & World Report's 2025 Best Hospitals rankings.¹

Other highlights include:

- In 2024-2025, U.S. News & World Report rated Keck Medical Center of USC "High Performing" (the highest rating possible) in 18 common procedures and conditions that were evaluated nationally, including leukemia, lymphoma & myeloma, colon cancer surgery, gynecological cancer surgery, lung cancer surgery, and prostate cancer surgery.
- Since 2015, The Human Rights Campaign (HRC) Foundation, the educational arm of the nation's largest LGBTQ+ civil rights organization, has designated Keck Medical Center of USC as LGBTQ+ Healthcare Equity Leaders.



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

Governance

The USC Health System Board provides strategic oversight and governance over Keck Medicine of USC and all clinical care activities at USC, allowing for agility in what is often a rapidly changing health care environment. Leonard D. Schaeffer serves as chairman, and Amy A. Ross, PhD, serves as vice chair of the USC Health System Board. Both Schaeffer and Ross also serve as USC Board of Trustee members. Below is a complete list of USC Health System Board members.

USC Health System Board

Beong-Soo Kim, JD	Paul B. Rothman, MD
Rod Hanners	Leonard D. Schaeffer
Gerald Hickson, MD	Steven D. Shapiro, MD
John Kusmiersky, JD	William E.B. Siart
Carolyn Meltzer, MD	Michael Tsia
Amy A. Ross, PhD	

The Keck Hospital of USC and USC Norris Cancer Hospital Governing Board provides organizational leadership for community benefit. The Board functions as an oversight and policy-making body for the hospital's community benefit commitments, efforts, and strategic attention to community needs. The Board has accountability for the hospital's community benefit performance. Below is a complete list of Governing Board members.

Keck Hospital of USC and USC Norris Cancer Hospital Governing Board

Tammy Capretta, MDP, RN	Steven D. Shapiro, MD
Michael Gallagher	Steven Siegel, MD, PhD
Stephanie Hall, MD	Vaughn Starnes, MD
Rod Hanners	James Staten
Caryn Lerman, PhD	Annette Sy, DNP, MSN, RN
Holly Muir, MD	Mark Todd, PhD
David Peng, MD, MPH	Alison Wilcox, MD
Marty Sargeant	

Mission

- We strive to be the trusted leader in quality health care that is personalized, compassionate and innovative.
- We stand for empowerment, integrity, respect, collegiality, and vitality.
- We commit to authenticity.
- We commit to excellence in clinical care, teaching, and research.
- You can count on us to be fully present in the delivery of uncompromising health care.

Values

- We deliver quality health care through uncompromised service excellence.
- We show compassion while building positive relationships with our colleagues, our patients and their families.
- We contribute to innovation through collegial collaboration.
- We are empowered to improve the performance of the organization.
- We have integrity and are accountable to the highest professional standards.
- We demonstrate respect for our environment by our demeanor, actions, and personal appearance.
- We demonstrate vitality by being fully present and engaging others.
- We are responsible for authentic communication with our colleagues, our patients and their families.
- We provide a private, safe and secure environment.
- We commit to personalizing the “KNOWN” Service Standards™

Kind greeting
Notice needs
Own it
Wow them
Next steps

A Commitment to the Health of Our Community

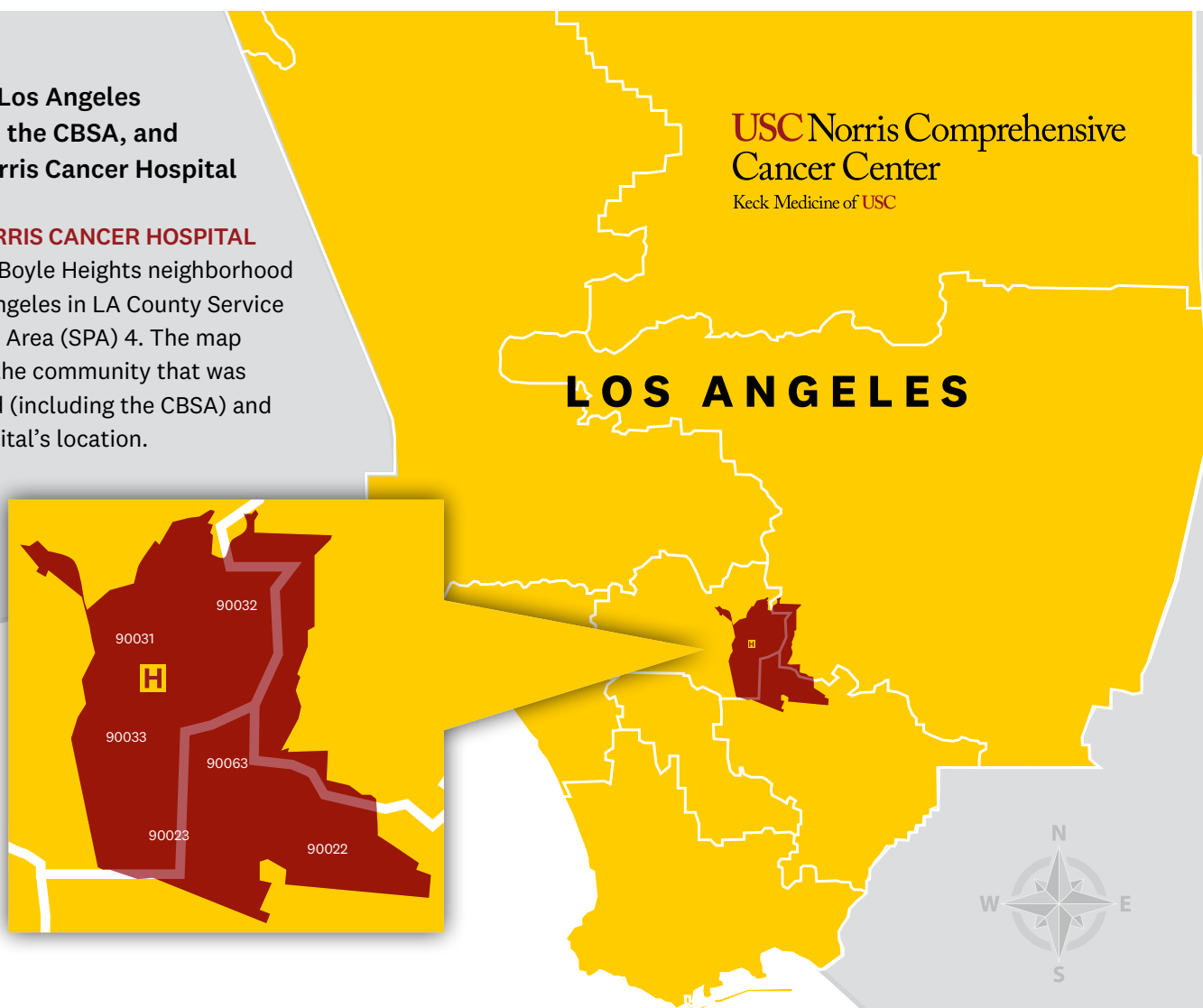
Beyond its role as a hospital facility and clinical provider, USC Norris Cancer Hospital engages in many community health and outreach initiatives. This report demonstrates tangible ways in which USC Norris Cancer Hospital fulfils its mission to improve the health and wellbeing of our community and provide personalized, compassionate, and innovative health care. USC Norris Cancer Hospital provides financial assistance to those in the community who cannot afford services or whose health insurance does not cover all services rendered. USC Norris Cancer Hospital also invests in the community to increase access to health care services and improve health.

Service Area Description

For purposes of the 2025 Community Health Needs Assessment (CHNA), the community is defined as Los Angeles County, California. The 2025 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 fiscal year 2024. The CBSA was defined based on certain unique demographic and socioeconomic characteristics of the hospital's local neighborhoods. 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.

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

USC NORRIS CANCER HOSPITAL is in the Boyle Heights neighborhood of Los Angeles in LA County Service Planning Area (SPA) 4. The map portray the community that was assessed (including the CBSA) and the hospital's location.



Community Snapshot

This section presents demographic and socioeconomic characteristics of the people living in the CBSA, Los Angeles County, and California.

In 2019-2023, the CBSA had a higher share of the population living in poverty compared to Los Angeles County and California. Over 86.0 percent of residents in the CBSA identified as Hispanic (or Latino) compared to 48.3 percent in Los Angeles County and approximately 40.0 percent in California. CBSA residents were more likely to be uninsured and have limited English proficiency and were less likely to have a high school diploma and own homes compared to Los Angeles County and California. The median household income in the CBSA is approximately 25.0 percent below the county median and lower than the U.S. median household income.

DEMOGRAPHIC AND SOCIOECONOMIC CHARACTERISTICS, 2019-2023

DEMOGRAPHICS	CBSA	LA COUNTY	CALIFORNIA
Total Population	283,927	9,848,406	39,242,785
GENDER		PERCENT	
Female	49.9%	50.1%	50.5%
Male	50.1%	49.9%	49.5%
AGE		PERCENT	
Children (<18 years)	26.5%	20.9%	22.3%
Older adults (>65 years)	12.7%	14.7%	15.3%
RACE		PERCENT	
White alone	18.6%	35.4%	44.0%
Black alone	1.3%	7.8%	5.5%
American Indian and Alaska Native alone	2.2%	1.3%	1.1%
Asian alone	7.2%	15.0%	15.3%
Native Hawaiian and Other Pacific Islander alone	0.1%	0.2%	0.4%
Some Other Race	54.9%	23.6%	17.4%
Two or More Races	15.6%	16.7%	16.3%
ETHNICITY		PERCENT	
Hispanic or Latino	86.3%	48.3%	39.8%
POPULATION CHARACTERISTICS AND SOCIOECONOMIC INDICATORS			
EDUCATION AND INCOME		PERCENT	
Adults without a high school diploma	40.9%	19.3%	15.4%
Percentage of people living in poverty (Below 100% FPL)	19.0%	13.6%	12.0%
Household income	\$62,642	\$82,516	\$91,551
OTHER SOCIAL AND ECONOMIC FACTORS		PERCENT	
Population with a disability	11.9%	10.9%	11.3%
Population with Limited English Proficiency (LEP)	36.3%	23.2%	17.3%
Population without health insurance (under age 65)	14.2%	8.7%	6.9%
Home ownership	33.3%	46.1%	55.8%

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

Community Health Needs Assessment

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

The CHNA examined up-to-date data sources for the service area to assess community demographics, social determinants of health, access to health care, maternal and infant health, leading causes of death, disease and disability, COVID-19, health behaviors, mental health, substance use and misuse, and preventive practices. When possible, community health indicators were compared to Healthy People 2030 objectives.

Interviews gathered information and opinions from people who represent the broad interests of the community served by the hospital. Thirteen (13) interviews were completed during January and February 2022. Interviewees included individuals who are leaders and/or representatives of medically underserved, low-income, and minority populations. Staff from the Los Angeles County Department of Public Health and from other local organizations with information about community health needs participated in the process.

USC Norris Cancer Hospital 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. Implementation Strategy and health needs reports can be accessed at <https://www.keckmedicine.org/community-benefit/>. The FY26 Community Benefits Plan is outlined on pages 17-18 of this report.

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
- . CANCER (SCREENING, EARLY DETECTION, AND TREATMENT)
- . CHRONIC DISEASES
- . COVID-19
- . ECONOMIC INSECURITY
- . FOOD INSECURITY
- . HOUSING AND HOMELESSNESS
- . MENTAL HEALTH
- . OVERWEIGHT AND OBESITY
- . PREVENTIVE PRACTICES
- . SEXUALLY TRANSMITTED INFECTIONS AND HIV/AIDS
- . SUBSTANCE USE
- . VIOLENCE AND INJURY

These needs then were prioritized with input from the community. Community stakeholders were asked to rank order the health needs according to highest level of importance in the community. On that basis, access to care, mental health, cancer, overweight and obesity, and COVID-19 were ranked as the top five priority needs in the service area.

The complete CHNA report can be accessed at [Community Benefit and Outreach – Keck Medicine of USC](#). Keck Medicine welcomes feedback on the Community Health Needs Assessment and Implementation Strategy. Feedback can be sent to: BenefitandOutreach@med.usc.edu.



Addressing Priority Health Needs

In FY25, USC Norris Cancer Hospital’s Community Benefits Plan was focused on addressing the priority health needs identified in the 2022 CHNA and the FY23-FY25 Implementation Strategy. In FY25, USC Norris Cancer Hospital committed to community benefit efforts that address **access to cancer care and treatment, mental health, and preventive practices**. Selected activities and programs that highlight USC Norris Cancer Hospital’s commitment to the community are detailed below.

USC Norris Cancer Hospital 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 17-19 of this report.

HEALTH NEED: ACCESS TO CANCER CARE AND TREATMENT Increase access to programs to reduce the impact of cancer on health and increase the focus on early detection, prevention, and treatment education.			
STRATEGY	DESCRIPTION OF ACTIVITIES TO ADDRESS THE NEED	COLLABORATORS	MEASURABLE OUTCOMES AND IMPACT
Provide opportunities for cancer patients/survivors to share their lived experiences with cancer—frequently in conversation with USC cancer experts	The Patient Perspective and Free-Books for Cancer Patients programs provide peer support, mentoring, and education to community members (cancer patients, family, and loved ones) from cancer survivors and clinicians and medical staff.	The Ralph Lauren Center for Cancer Prevention Keck School of Medicine Institute for Arts in Medicine (I_AM) of USC	855 people served
	Provide support for the Light the Night event to raise awareness of leukemia and lymphoma research and treatment options to eliminate cancer.	Leukemia & Lymphoma Society	Over 2,500 participants
	Co-hosted the Cancer Awareness & Resource Expo (CARE) to educate on cancer prevention, screening, early detection, and recovery.	Henry Mayo Newhall Hospital	40 community members participated
	The Journey Forward, a six-week cancer recovery program, provides cancer survivors with comprehensive support and resources for their survivorship journey. The program includes educational and fitness sessions as well as access to the Henry Mayo Fitness Center.	Henry Mayo Newhall Hospital	60 individuals served
Offer health education and outreach to the greater Los Angeles community	Actively supported and participated in Santa Clarita Relay for Life to celebrate survivors, remember lost loved ones, and to improve opportunities for prevention, detection, and treatment of cancer.	American Cancer Society	Over 1,100 community members participated

HEALTH NEED: ACCESS TO CANCER CARE AND TREATMENT (continued)

STRATEGY	DESCRIPTION OF ACTIVITIES TO ADDRESS THE NEED	COLLABORATORS	MEASURABLE OUTCOMES AND IMPACT
Offer health education and outreach to the greater Los Angeles community. <i>(continued from previous page)</i>	Norris Social Services provides referrals to community resources to assist patients with health and social needs.	American Cancer Society Cancer Support Community Cancer Hope Network Tower Cancer Research Foundation Magnolia House CancerCare The Center for Cancer Counseling Fran's Place Imerman Angels Walk with Sally WeSPARK Cancer Support Center	Over 500 patients are referred for services annually
Provide support groups for persons experiencing cancer and their caregivers	Host the following support groups to the public, free of charge: <ul style="list-style-type: none"> • Prostate Cancer Support Group • Norris Cancer Survivorship Advisory Council • Bladder Cancer Support Group • Neuro-Oncology Caregiver Support • Adolescent and Young Adult for Parents and Caregivers 	Keck School of Medicine of USC	Five monthly support groups (60 sessions) provided
Host the Annual Festival of Life to increase awareness of cancer survivorship	Celebrates the strength, resilience, and tenacity of cancer survivors. Provides education on cancer, self-care, and wellness.	USC Comprehensive Cancer Center Keck School of Medicine of USC	500 community members participated
Assist with appearance and body image issues for men and women because of cancer treatment through the Image Enhancement Center	Assists patients to cope with the cosmetic and physical challenges related to undergoing chemotherapy and radiation therapy. Provides wigs, breast prosthesis, and mastectomy bra fittings.	Trulife Amoena	~45 fittings provided

HEALTH NEED: ACCESS TO CANCER CARE AND TREATMENT (continued)

STRATEGY	DESCRIPTION OF ACTIVITIES TO ADDRESS THE NEED	COLLABORATORS	MEASURABLE OUTCOMES AND IMPACT
Host health and wellness fairs, including screenings.	<p>Keck Medicine of USC hosted and participated in many community health events to provide information and resources, health education, and health screenings. The following highlights some of our 2024 community outreach:</p> <ul style="list-style-type: none"> • Taste of Soul Family Festival • La Voz Annual Community Health Fair 	Keck School of Medicine	~800 community members received health education, resources, and health screenings
Design and implement strategies to foster a welcoming environment for LGBTQ community members facing cancer care and treatment.	Hosted a health education table at the LifeCycle SoCal Expo providing gender affirming care services.	Los Angeles LGBT Center	250 community members participated
	SoCal LGBTQIA+ Health Conference featured speakers, workshops, and panels aimed at promoting inclusivity and understanding within the healthcare environment.	Kaiser Permanente Bernard J. Tyson School of Medicine	300 community members participated

HEALTH NEED: MENTAL HEALTH

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

STRATEGY	DESCRIPTION OF ACTIVITIES TO ADDRESS THE NEED	COLLABORATORS	MEASURABLE OUTCOMES AND IMPACT
Address the circumstances that undermine mental and emotional wellbeing of the community's homeless population	USC Street Medicine advances care and justice for the unhoused through an interdisciplinary team combining medical care, social service outreach, and research to meet the unique needs of the unhoused community in Los Angeles. Medical and health care professionals meet patients in their lived reality to provide care.	<p>Keck School of Medicine of USC</p> <p>California Street Medicine Collaborative</p>	<p>Reduced hospital admissions by 75%</p> <p>Decreased length of hospital stay from 12 to 7.9 days</p> <p>Housed 42% of those experiencing homelessness within a year of first "office visit" on the street²</p>
Ensure equitable and inclusive care of lesbian, bisexual, transgender, and queer (LGBTQ) community members facing mental health issues and concerns	Actively participated in the Calavera LGBTQ Festival at Mi Centro, LGBTQ Community Center. Keck Medicine of USC provided health education on topics such as tobacco cessation, substance use, harm reduction, and gender-affirming care.	<p>Latino Equality Alliance</p> <p>Los Angeles LGBT Center</p>	500 community members participated

² About - Street Medicine (usc.edu)

HEALTH NEED: PREVENTIVE PRACTICE**Goal: Improve community health through preventive practices.**

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



Collaboration and Community Engagement

USC Norris Cancer Hospital collaborates with community non-profit organizations and affiliated USC organizations whose programs align with the strategic priorities identified in the hospital's Community Health Needs Assessment and Implementation Strategy.

In FY25, USC Norris Cancer Hospital collaborated with the following organizations to offer programming and services and/or provide financial and in-kind support:

- AIDS's Life Cycle
- American Heart Association
- APLA Health
- Blood Cancer United
- GO2 Foundation
- Homenetmen Navarsartian
- Miles for Melanoma
- Proyecto Pastoral
- Weingart YMCA

USC Norris Cancer Hospital also hosts, sponsors, and participates in a variety of initiatives to promote health and wellbeing and community engagement. Several of these initiatives are described below.

Annual Adopt a Family Program

Keck Medicine of USC departments adopted 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).³

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.

Sustainability Program

Keck Medical Center of USC is committed to sustainability efforts and has been recognized in recent years for water, food, and energy conservation and waste reduction. These efforts include a variety of projects across the system including retrofitting all lighting to utilize LEDs, installing electronic

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

vehicle (EV) chargers in parking lots and structures, utilizing sustainable food products (organic, locally grown produce), eliminating single-use plastic bottles and utensils, and collecting and reprocessing single-use medical devices used in patient care.

Festival of Life

Since 1991, USC Norris Comprehensive Cancer Center has hosted the annual Festival of Life celebration to recognize cancer survivors, to raise awareness of the ongoing challenges cancer survivors face, and to celebrate life. The 2025 event featured inspirational speakers, including a physician who shared her experiences as a doctor and offered words of advice to patients and cancer survivors who shared stories related to their cancer journey. The event included a ritual releasing of white doves, in celebration of all cancer survivors and remembrance for lives lost to cancer.



Annual Festival of Life

Other Community Benefits

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

Financial Assistance

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

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

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

Patient Assistance Drug Program

Keck Medicine of USC assists patients in finding financial assistance for hospital administered drugs that are not covered by their insurer or otherwise provided free of charge. Manufacturers offer free drugs to patients whose insurer does not offer coverage to certain high-cost treatments if the patient meets manufacturer specific strict criteria related to a patient’s clinicals and financials. Efforts in FY25 allowed the hospital to obtain over \$4,000,000 in free drug assistance for patients who meet these criteria.

340B Drug Pricing Program

Keck Hospital of USC and USC Norris Cancer Hospital are eligible to participate in the 340B program because our medical centers provide care to a disproportionate

share of low-income Medicare and Medi-Cal (Medicaid) patients. The savings gained through our participation in the 340B program help fund vital medical services and care for low-income, underinsured, or uninsured patients in our community; health education; community benefit operations; and other programs. The cost of prescription medications — in particular oncology medications for patients diagnosed with cancer — can be a source of financial strain for many patients, especially for those from low-income households. Our savings also help us extend access to specialized oncology services throughout Southern California.

Transportation

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

Cash and In-Kind Donations

USC Norris Cancer Hospital supports non-profit community groups and local organizations with funds and in-kind donations to advance work that furthers the hospital’s mission and addresses the community health needs identified through the CHNA. Some of the community partners that received donations included:

- The Leukemia and Lymphoma Society
- The Patient Perspective Series
- Cancer Support Community Pasadena
- Henry Mayo Newhall Hospital
- American Cancer Society

Community Building Activities

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

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

KOREAN AMERICAN MEDICAL ASSOCIATION – supports the Annual Scientific Convention which focuses on promoting diversity, particularly women in medicine, and on increasing international collaboration with physicians in Korea to drive innovation and find new cures.

LA URBAN LEAGUE’S ANNUAL GALA – promotes economic empowerment through education, job training, housing and community development, workforce development, entrepreneurship, health, and quality of life.

LGBTQ YOUTH SCHOLARSHIP – provides opportunities to LGBTQ students who are pursuing healthcare careers. This scholarship is provided in partnership with the Latino Equality Alliance and Keck Medicine of USC.

HEALTHCARE HORIZONS DAY – provides healthcare career exposure and workforce development for students in medically underserved areas. Students received a first-hand account of what Human Resources professionals look for when recruiting for healthcare positions with specific tips for how to show up for interviews. Students also participated in a blood pressure check clinical case encounter and practiced bandaging and splinting different types of injuries. Over 1,000 students were served with opportunities for college readiness, workforce preparation, clinic visits and mentoring.

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

- Access to an electronic health library providing information on health conditions, wellness, and prevention.
- *CancerHelp*, a computer-based cancer education program, from the National Cancer Institute.
- The Patient Education and Community Outreach Center (PEOC) and the Ralph Lauren Center for

Cancer Prevention, a state-of-the-art facility with print and electronic cancer education and resource materials devoted to patients, their families and community members seeking information on cancer. The center also provided outreach activities and conducted informational programs.

- Cancer Wellness HUBs in the greater Los Angeles area. The Cancer Wellness HUBs will be situated within diverse communities. USC Norris staff will enhance community engagement and provide a local resource for cancer-related education and navigation support for cancer services, ranging from prevention to survivorship.

Health Professions Education

Educational and training programs for physicians, nurses, nursing students, and other health professionals in which the education is required for state licensure or certification by a board in the specialty.

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

Research

Clinical trials take place at the USC Health Sciences Campus. Administration and oversight are provided for all research studies that involve hospital patients and facilities. Much of the research performed is made possible by grants and other philanthropic support. In compliance with Federal regulations, research expenses are reported after applying the restricted research specific offsetting funding revenue.

Economic Value of Community Benefits

The USC Norris Cancer Hospital economic value of community benefits for 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	\$402,962	—	\$402,962
Medi-Cal	—	—	—
Other Means-Tested Government Program (Indigent Care)	—	—	—
Sum Financial Assistance and Means-Tested Government Program	\$402,962	—	\$402,962
OTHER BENEFITS			
Community Health Improvement Services	\$77,000	-	\$77,000
Community Benefit Operations	\$31,221	\$31,221	\$62,442
Health Professions Education	—	\$2,320,566	\$2,320,566
Subsidized Health Services	\$5,879,480	—	\$5,879,480
Research	—	—	—
Cash and In-Kind Contributions for Community Benefits	—	—	—
Other Community Benefits (Community Building)	\$50,000	\$51,505	\$101,505
Total Other Benefits (Community Benefits and Community Building)	\$6,037,701	\$2,403,292	\$8,440,993
COMMUNITY BENEFITS SPENDING			
Total Community Benefits	\$6,440,663	\$2,403,292	\$8,843,955
Medicare	\$75,540,720	—	\$75,540,720
Total Community Benefits with Medicare	\$81,981,383	\$2,403,292	\$84,384,675

Community Benefit Plan FY26

Significant Needs the Hospital Intends to Address:

USC Norris Cancer 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 Cancer Screening and Early Detection

- 1. 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
 - 1.1.1. Continue to provide continuing education on evidence-based screening recommendations to providers and other organizations within the CBSA
 - 1.1.2. Continue the Es Tiempo campaign to improve cervical cancer screening rates
 - 1.2. Increase access to cancer screening for CBSA residents
 - 1.2.1. Collaborate to provide low or no-cost cancer screenings to uninsured and underinsured CBSA residents
 - 1.2.2. Identify new partners and strengthen existing relationships to host community-based screening events within the CBSA
 - 1.2.3. Explore partnerships to expand mobile cancer screening initiatives in the CBSA
- 2. 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
 - 2.1.1. Collaborate with the annual Cancer Awareness & Resource Expo (CARE)
 - 2.1.2. Collaborate with the annual Cancer in the Community Conference
 - 2.1.3. Participate in monthly grand rounds

Access to Cancer Care and Preventive Services

- 3. 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
 - 3.1.1. Expand partnerships with clinical and community organizations to provide cancer risk and prevention education (nutrition, physical activity, tobacco cessation) in the CBSA
 - 3.1.2. Provide community benefit grants to CBSA-based organizations addressing cancer care and preventive services
 - 3.1.3. Provide skills-based volunteers to CBSA-based organizations addressing cancer care and preventive services
- 4. Reduce disparities in cancer outcomes.**
 - 4.1. Provide navigation support and services for community members facing cancer treatment
 - 4.1.1. Expand partnerships for cancer support referral networks within the CBSA and in medically underserved areas
 - 4.1.2. Continue to provide support and navigation assistance through Norris Social Services to connect patients with essential resources
 - 4.1.3. Continue to partner with CBSA-based organizations to host cancer support groups

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- 4.2. Educate providers, community members, and leaders on cancer health disparities
 - 4.2.1. Continue to provide continuing education on cancer health disparities for clinical providers
 - 4.2.2. Educate community leaders on disparate cancer outcomes
 - 4.2.3. Continue to provide the speakers series via the Cancer Wellness HUBs
 - 4.2.4. Continue to co-host the annual Cancer in the Community Conference
- 5. 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
 - 5.1.1. Support the Light the Night event to raise awareness of leukemia and lymphoma
 - 5.1.2. Host the annual Festival of Life to increase awareness of cancer survivorship
 - 5.1.3. Support the Girl Talk program
- 6. 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
 - 6.1.1. Provide peer support, mentoring, and education through the Patient Perspective Series
 - 6.1.2. Provide educational and fitness sessions through The Journey Forward cancer recovery program
 - 6.1.3. Host monthly community cancer support groups for prostate cancer, bladder cancer, neuro-oncology, and adolescent and young adult cancer patients, and cancer survivors
 - 6.1.4. Continue to help cancer patients rebuild strength, manage symptoms, and lead healthy lives after cancer treatment via the Cancer Survivorship Program

Environmental Exposures

- 7. Promote healthier environments through sustainability programs.**
 - 7.1. Reduce toxic pollutants released into the environment
 - 7.1.1. Reduce anesthetic gas use through implementation of flow rate control system
 - 7.1.2. Utilize proper waste segregation practices, recycling program, supply optimization, and implementation of reusables
 - 7.1.3. Reduce emissions by transitioning to purchased renewable energy, implementing energy efficiency practices, and prioritizing green procurement practices
- 8. 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
 - 8.1.1. 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
 - 8.1.2. Coordinate an annual, public e-waste event
 - 8.1.3. Make Keck Medical Center's used furniture and equipment available to CBSA-based non-profit organizations at low or no-cost

Social Determinants of Health

- 9. 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
 - 9.1.1. Continue Healthcare Anchor Network membership and explore and implement anchor mission strategies in the FY2026-2028 KMC Implementation Strategies
 - 9.1.2. Explore opportunities to formalize dedication of mission support funding for community health improvement initiatives that improve access to care, including Street Medicine Program, KSOM

initiatives to build primary care capacity, USC Student-Run Clinic, oral and mobile health clinics, Telebehavioral Health Clinic, and SC CTSI Community Health Workers/Promotores.

- 9.2. Increase access to high quality education and learning experiences for CBSA residents
 - 9.2.1. Collaborate with and support KSOM and other university partners to increase academic and healthcare career exploration for CBSA youth through programs such as Day of Discovery, Educacion Primero, Med-COR, Healthcare Horizons, LABEST, and Young Adult and Workforce Academy
 - 9.2.2. 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
- 9.3. Collaborate to address workforce development and create career pathways
 - 9.3.1. Work with partners to expand job access and opportunities for applicants from local and medically underserved communities
 - 9.3.2. Develop career advancement pathways and bridge programs for high need positions such as nursing, radiology technicians, phlebotomy, and surgical technicians)
 - 9.3.3. Identify, understand, and reduce barriers to hiring and onboarding
 - 9.3.4. Implement a pilot mentoring program with wrap-around support to enhance retention
- 9.4. Invest in local communities to improve health, wellness, and quality of life
 - 9.4.1. Advance place-based investments in healthy food access, including continuation of the A Tu Salud program, Teaching Gardens Farmers Market, and YMCA food distribution sites
 - 9.4.2. Support and promote nutrition, cooking, and exercise classes locally
 - 9.4.3. Partner with local community partners to explore options for providing health education, screenings, and other support
 - 9.4.4. Serve as a leader and convener to foster dialogue relevant to health
- 9.5. Continue to identify social needs and connect residents to resources
 - 9.5.1. Continue SDOH screening and connect those in need with resources and navigation assistance
 - 9.5.2. Partner with other clinical providers and community-based organizations to improve SDOH screening rates and build referral networks

Evaluation of Impact

USC Norris Cancer Hospital is committed to monitoring and evaluating key initiatives to assess the impact of programs and activities outlined in the Implementation Strategy and Community Benefits Plan. The hospital has implemented a system for the collection and documentation of tracking measures, such as the number of people reached/served, and collaborative efforts to address health needs. An evaluation of the impact of Norris Cancer Hospital's actions to address these significant health needs can be found in the most recent CHNA - Community Benefit and Outreach - Keck Medicine of USC.

Needs the Hospital Will Not Address

Taking existing hospital and community resources into consideration, USC Norris will not directly address the remaining health needs identified in the CHNA including cancer-related risk factor management, health literacy, and mental health and psychosocial support. USC Norris chose to concentrate on those health needs that can most effectively be addressed, given the organization's capabilities. 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.

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USC Norris Comprehensive Cancer Center

Keck Medicine of **USC**