



**Annual Report and Plan for Community Benefit
USC Norris Cancer Hospital
Fiscal Year 2023 (July 1, 2022 - June 30, 2023)**

Submitted to:
Department of Health Care Access and Information
Accounting and Reporting Systems Section
Sacramento, California

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About USC Norris Cancer Hospital

Keck Medicine of USC

Keck Medicine of USC is the University of Southern California's medical enterprise, one of only two university-based medical systems in the Los Angeles area. Keck Medicine combines academic excellence, world-class research, and state-of-the-art facilities to provide highly specialized care for some of the most acute patients in the country. Our internationally renowned physicians and scientists provide world-class patient care at Keck Hospital of USC, USC Norris Cancer Hospital, USC Verdugo Hills Hospital, USC Arcadia Hospital and more than 100 unique clinics in Los Angeles, Orange, Kern, Tulare, and Ventura counties.

USC Norris Cancer Hospital

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

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

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

Awards

Keck Medical Center of USC, which includes Keck Hospital and USC Norris Cancer Hospital, is among the top 50 hospitals in the country in 10 specialties, as well as the top three hospitals in metro Los Angeles and top 10 hospitals in California, according to U.S. News & World Report's 2023-24 Best Hospitals rankings.

Other 2023-24 highlights include:

- Our 2023-2024 rankings are higher than last year in four specialties, including Cancer.
- Our medical center rated High Performing (the highest rating possible) in 15 common procedures and conditions that were evaluated nationally, including colon cancer surgery.
- For the first time, U.S. News & World Report evaluated hospitals in Leukemia, Lymphoma & Myeloma and Keck Medical Center was rated High Performing.
- USC Norris Cancer Hospital was recognized as a Best Specialty Hospital for the first time.
- 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.

- USC Norris Cancer Hospital received the 2023 Leapfrog Group's Top Teaching Hospital award for commitment to the highest standards in patient safety and quality.



Mission and Values

Mission

We strive to be the trusted leader in quality health care that is personalized, compassionate and innovative.

- We stand for empowerment, integrity, respect, collegiality, and vitality.
- We commit to authenticity.
- We commit to excellence in clinical care, teaching, and research.
- You can count on us to be fully present in the delivery of uncompromising health care.

Values

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

Governance

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

USC Health System Board

Carol L. Folt, PhD
Rod Hanners
Gerald Hickson, MD
John Kusmiersky, JD
Carolyn Meltzer, MD
William (Tres) Petmecky

Amy A. Ross, PhD
Paul B. Rothman, MD
Leonard D. Schaeffer
Steven D. Shapiro, MD
William E.B. Siart

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. The Board has accountability for community benefit performance.

Keck Hospital of USC and USC Norris Cancer Hospital Governing Board

Tammy Capretta, MDP, RN
Michael Gallagher
Stephanie Hall, MD
Rod Hanners
Caryn Lerman, PhD
Holly Muir, MD
David Peng, MD, MPH
Marty Sargeant

Steven D. Shapiro, MD
Steven Siegel, MD, PhD
Vaughn Starnes, MD
James Staten
Annette Sy, DNP, MSN, RN
Mark Todd, PhD
Alison Wilcox, MD

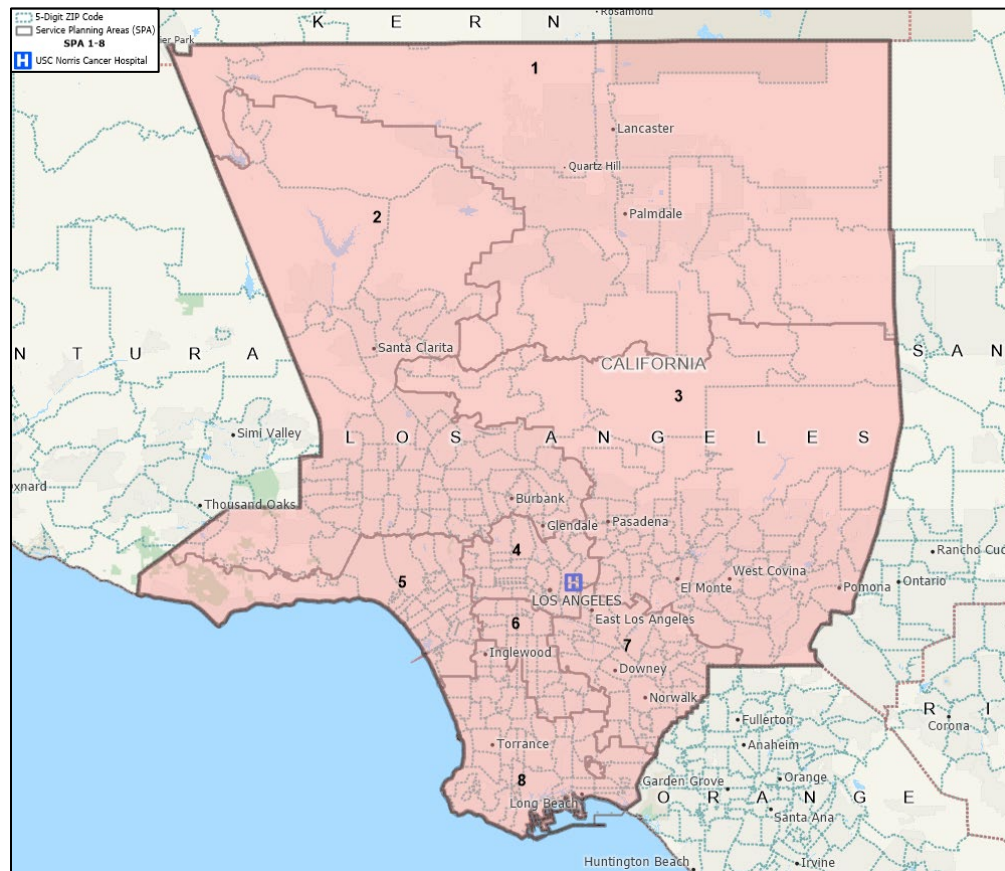
Caring for our Community

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

Service Area

USC Norris Cancer Hospital is located east of downtown Los Angeles on the USC Health Sciences Campus at 1441 Eastlake Avenue, Los Angeles, California 90033. USC Norris Cancer Hospital is in the Boyle Heights neighborhood of Los Angeles in LA County Service Planning Area (SPA) 4. The hospital draws primarily adult patients regionally from Southern California, with a primary service area of Los Angeles County, California.

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



Community Snapshot

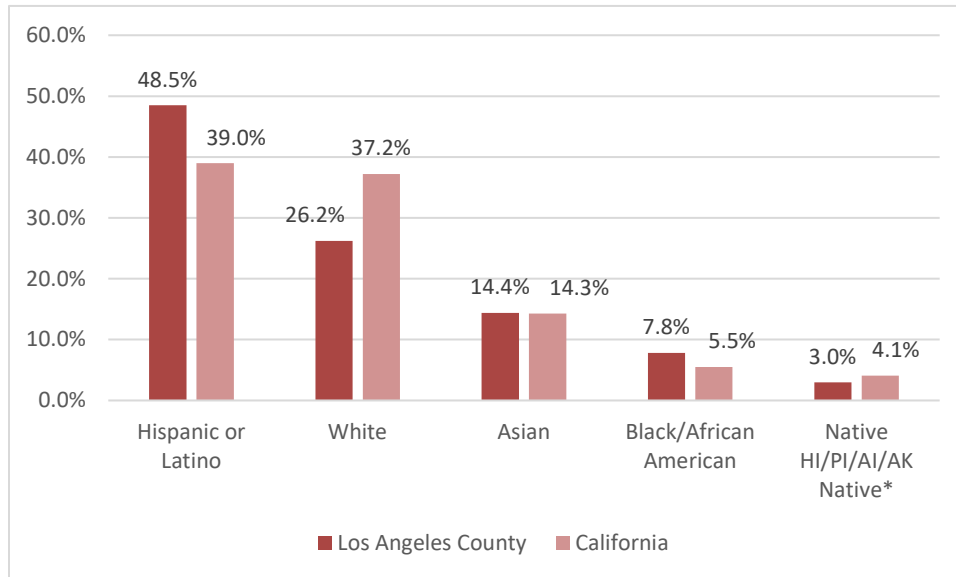
Population

The population of Los Angeles County was 10,087,570. Children and youth made up 22% of the population, 64.8% were adults, and 13.3% were seniors, ages 65 and older. Among adults, 7.9% in Los Angeles County identified as part of the Lesbian Gay Bisexual (LGB) community.¹

¹ [Keckmedicine.org/community-benefit/](https://www.keckmedicine.org/community-benefit/)

Race and Ethnicity

Exhibit 2: Population by Race and Ethnicity, 2019



Source: U.S. Census Bureau, American Community Survey, 2015-2019, DP05. <https://data.census.gov>

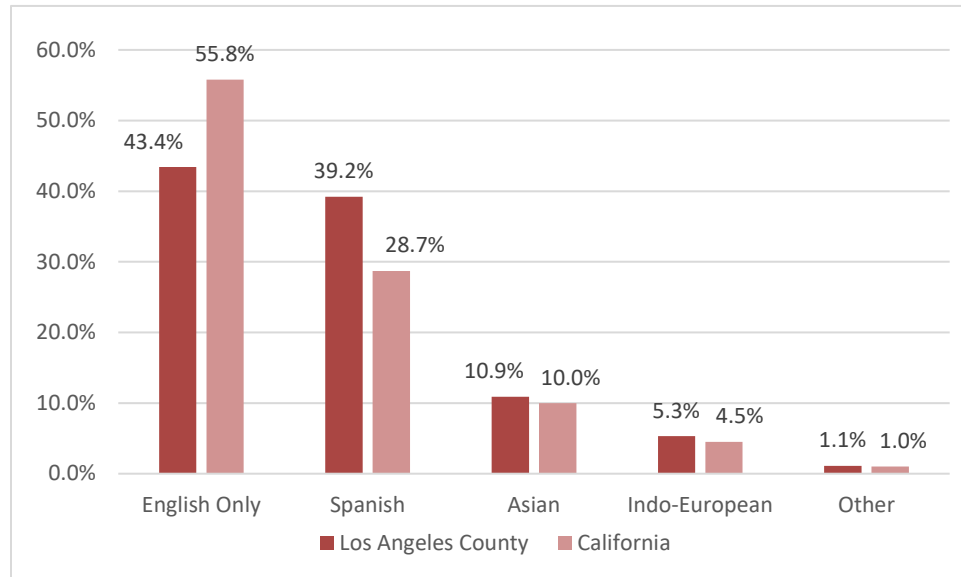
*Native Hawaiian, Pacific Islander, American Indian, Alaska Native, or other or multiple races.

Exhibit 2 presents the percentage distribution of the population by race for Los Angeles County and for the state of California.

- In 2019, Los Angeles County had a higher percentage of the population identifying as Hispanic or Latino, and Black or African American compared to the state.
- Los Angeles County had a lower percentage of the population identifying as White compared to the state.

Language

Exhibit 3: Language Spoken at Home for the Population, Ages 5 and Older, 2019



Source: U.S. Census Bureau, American Community Survey, 2015-2019, S1601. <https://data.census.gov>

Exhibit 3 presents the language spoken at home for the population, age 5 years and older in Los Angeles County.

- In 2019, Spanish was spoken in more homes in Los Angeles County compared to the state of California.
- Los Angeles County had a lower percentage of homes where only English is spoken compared to California (43.4% and 55.8%, respectively).

Social Determinants of Health

Exhibit 4: Ratio of Income to Poverty, 2019

Area	Below 100% Poverty	Below 200% Poverty
Los Angeles County	14.9%	34.8%
California	13.4%	31.0%

Source: U.S. Census Bureau, American Community Survey, 2015-2019, S1701. <http://data.census.gov/>

Exhibit 4 presents the ratio of income to poverty.

- Los Angeles County had a higher percentage of the population living in poverty compared to the state of California.

Education

Low levels of education are linked to poverty and poor health.

Exhibit 5: Educational Attainment, 2019

Indicator	Los Angeles County	California
High school graduation or higher	79.8%	84.0%

Source: U.S. Census Bureau, American Community Survey, 2019, S1501. <http://factfinder.census.gov>

Exhibit 5 portrays the high school graduation rate for adults, ages 25 and older, for Los Angeles County and California.

- In 2019, Los Angeles County had a lower rate of adults, ages 25 and over, obtaining a high school diploma than the state of California.

Additionally, the 2022 USC Norris Cancer Hospital CHNA had the following findings:²

Health Insurance Coverage

Within LA County, 92.1% of the total population had health insurance coverage. 24% of the population had Medi-Cal coverage and 47.8% had employment-based insurance.

Homelessness

During the 2020 Los Angeles County homeless count, 63,706 persons experiencing homelessness were counted; 76% were adults and 19% were families. Of these persons, 72.3% were unsheltered and 27.7% were sheltered.

Disability

People with a disability have difficulty performing activities due to their physical, mental, or emotional condition. Among adults, 24.6% in Los Angeles County reported a physical, mental, or emotional disability. 14.7% of children were reported to have special health care needs.

Environmental Factors

Los Angeles air quality averages a US AQI or air quality index rating of “moderate.” Monthly averages in 2019 varied from AQI 32 (“good”) in February to AQI 64 (“moderate”) in November. Despite seemingly optimistic ratings, Los Angeles’s air pollution is among the worst in the United States, both for PM2.5 and ozone. The American Lung Association State of Air report rated Los Angeles County has unhealthy under Ozone, Particle Pollution (24 hours), and receiving a FAIL grade for annual particle pollution. In 2021, Los County’s water met and surpassed all federal and state drinking water standards set by the U.S. Environmental Protection Agency (U.S. EPA) and the State of California, Water Resources Control Board – Division of Drinking Water.

² <https://www.keckmedicine.org/community-benefit/#implementation-strategy-and-health-needs-reports>

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 a primary tool used by the hospital facility to determine its community benefit plan, which outlines how it will give back to the community in the form of health care and other community services to address unmet community health needs. The assessment incorporated components of primary data collection and secondary data analysis 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 present community demographics, social determinants of health, access to health care, leading causes of death, disease and disability, COVID-19, health behaviors, mental health, substance use and misuse, and preventive practices. When applicable, these data sets were compared to the Healthy People 2030 objectives.

Targeted interviews were used to gather 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, local health or other departments or agencies that have current data or other information relevant to the health needs of the community. Input was obtained from the Los Angeles County Department of Public Health.

Significant Health Needs

Health needs were identified from secondary data using the size of the problem (relative portion of population afflicted by the problem) and the seriousness of the problem (impact at individual, family, and community levels). The analysis of secondary data yielded a preliminary list of significant health needs, which then informed primary data collection. The primary data collection process was designed to validate secondary data findings, identify additional community issues, solicit information on disparities among subpopulations, ascertain community assets to address needs and discover gaps in resources. The identified significant needs included (in alpha order):

- Access to health care
- Cancer (screening, early detection, and treatment)
- Chronic diseases



33rd Festival of Life hosted by USC Norris Comprehensive Cancer Center and Hospital. Celebrates the strength, resilience, and tenacity of cancer survivors and their families.

- 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

The identified significant health needs were then prioritized with input from the community. The community stakeholders were asked to rank order the health needs according to highest level of importance in the community. Among key stakeholder interviewees, access to care, mental health, cancer, overweight and obesity and COVID-19 were ranked as the top five priority needs in the service area.

The complete CHNA report and the prioritized health needs can be accessed at <https://www.keckmedicine.org/community-benefit/>. We welcome feedback on the Community Health Needs Assessment and Implementation Strategy. Please send your feedback to: BenefitandOutreach@med.usc.edu.

Addressing Priority Health Needs

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

Health Need: Access to Cancer Care and Treatment			
Goal: Increase access to programs to reduce the impact of cancer on health and increase the focus on early detection, prevention, and treatment education.			
Strategy	Description of Activities to Address the Need	Collaborators	Measurable Outcomes and Impact
Provide opportunities for cancer survivors to share their stories and showcase artwork through the Patient Perspective series.	The Patient Perspective program provides peer support, mentoring, and education to cancer patients from cancer survivors and clinicians and medical staff. The series includes six one-hour events available to the public, free of charge. Content features cancer survivors who are authors, academics, and motivational speakers discussing their personal experiences related to living with cancer, as well as practical adaptations in their health care brought about by COVID-19.	Jennifer Diamond Library Lazarex Foundation Keck School of Medicine	306 patients attended the Survivor Art Series and the Goodbye for Now Program
Offer health education and outreach to the greater Los Angeles community.	Provide support for the Light the Night event to raise awareness of leukemia and lymphoma research and treatment options to eliminate cancer.	Leukemia & Lymphoma Society	Over 3,000 participants USC Norris had 8 teams who raised \$18,674
	Co-hosted the Cancer Awareness & Resource Expo (CARE) to educate on cancer prevention, screening, early detection, and recovery.	Henry Mayo Newhall Hospital	40 community members participated
	The Journey Forward, a six-week cancer recovery program, provides cancer survivors with comprehensive support and resources for their survivorship journey. The program includes educational and fitness sessions as well as access to the Henry Mayo Fitness Center.	Henry Mayo Newhall Hospital	Served 60 individuals across different oncological, social, and economic backgrounds
	Actively supported and participated in Santa Clarita Relay for Life to celebrate survivors, remember lost loved ones, and to improve opportunities for prevention, detection, and treatment of cancer.	American Cancer Society	Over 1,000 community members participated

Health Need: Access to Cancer Care and Treatment (Continued)			
Strategy	Description of Activities to Address the Need	Collaborators	Measurable Outcomes and Impact
Offer health education and outreach to the greater Los Angeles community. (Continued from above)	Norris Social Services provides referrals to community resources to assist patients with health and social needs.	American Cancer Society Cancer Support Community Cancer Hope Network Tower Cancer Research Foundation Magnolia House CancerCare The Center for Cancer Counseling Fran's Place Imerman Angels Walk with Sally WeSPARK Cancer Support Center	Over 500 patients are referred for services annually
Provide opportunities for cancer survivors to share their stories and showcase artwork through the Patient Perspective series.	The Patient Perspective program provides peer support, mentoring, and education to cancer patients from cancer survivors and clinicians and medical staff. The series includes six one-hour events available to the public, free of charge. Content features cancer survivors who are authors, academics, and motivational speakers discussing their personal experiences related to living with cancer, as well as practical adaptations in their health care brought about by COVID-19.	Jennifer Diamond Library Lazarex Foundation Keck School of Medicine	306 patients attended the Survivor Art Series and the Goodbye for Now Program
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

Health Need: Access to Cancer Care and Treatment (Continued)			
Strategy	Description of Activities to Address the Need	Collaborators	Measurable Outcomes and Impact
Host the Annual Festival of Life to increase awareness of cancer survivorship.	Celebrates the strength, resilience, and tenacity of cancer survivors. Provides education on cancer, self-care, and wellness.	USC Comprehensive Cancer Center Keck School of Medicine of USC	450 community members participated
Assist with appearance and body image issues for men and women because of cancer treatment through the Image Enhancement Center.	Assists patients to cope with the cosmetic and physical challenges related to undergoing chemotherapy and radiation therapy. Provides wigs, breast prosthesis, and mastectomy bra fittings.	Trulife Amoena	~45 fittings provided
Host health and wellness fairs, including screenings.	Keck Medicine of USC hosted and participated in many community health events to provide information and resources, health education, and health screenings. The following highlights some of our 2023 community outreach: <ul style="list-style-type: none"> • Annual Mariachi Festival and Community Fair • Taste of Soul Family Festival • The Ark of Montebello Health Fair • Dental Easter Event – Ramona Gardens • LA Chinese Community Health Fair • Celebrate Life Caravan of Hope 	Keck School of Medicine	~800 community members received health education, resources, and health screenings
Design and implement strategies to foster a welcoming environment for LGBTQ community members facing cancer care and treatment.	Hosted a health education table at the LifeCycle SoCal Expo providing gender affirming care services.	Los Angeles LGBT Center	250 community members participated
	SoCal LGBTQIA+ Health Conference featured speakers, workshops, and panels aimed at promoting inclusivity and understanding within the healthcare environment.	Kaiser Permanente Bernard J. Tyson School of Medicine	300 community members participated

Health Need: Mental Health			
Goal: Increase access to mental health care resources, services, and education. Decrease the stigma associated with seeking mental health care.			
Strategy	Description of Activities to Address the Need	Collaborators	Measurable Outcomes and Impact
Address the circumstances that undermine the mental and emotional well-being of the community's homeless population.	USC Street Medicine advances care and justice for the unhoused through an interdisciplinary team combining medical care, social service outreach, and research to meet the unique needs of the unhoused community in Los Angeles. Medical and healthcare professionals meet patients in their lived reality to provide care.	Keck School of Medicine of USC California Street Medicine Collaborative	Reduced hospital admissions by 75% Decreased length of hospital stay from 12 to 7.9 days Housed 42% of those experiencing homelessness within a year of first "office visit" on the street ³
Offer community health education, community lectures, presentations, and workshops.	"Girl Talk" educated women in the Santa Clarita community on women's health. Topics included heart health, expectant mothers and their village, gut health, breast cancer, and lung health.	Henry Mayo Newhall Hospital	~200 participants
Ensure equitable and inclusive care of lesbian, bisexual, transgender and queer (LGBTQ) community members facing mental health issues and concerns.	Actively participated in the Calavera LGBTQ Festival at Mi Centro, LGBTQ Community Center. Keck Medicine of USC provided health education on topics such as tobacco cessation, substance use, harm reduction, and gender-affirming care.	Latino Equality Alliance Los Angeles LGBT Center	500 community members participated

³ [About - Street Medicine \(usc.edu\)](https://www.usc.edu/about-street-medicine)

Health Need: Preventive Practices			
Goal: Improve community health through preventive practices.			
Strategy	Description of Activities to Address the Need	Collaborators	Measurable Outcomes and Impact
Host health and wellness fairs, including screenings.	<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 2023 community outreach:</p> <ul style="list-style-type: none"> • Annual Mariachi Festival and Community Fair • Taste of Soul Family Festival • The Ark of Montebello Health Fair • Dental Easter Event – Ramona Gardens • LA Chinese Community Health Fair • Celebrate Life Caravan of Hope 	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 • Mar Vista Family Center • USC University Relations Department 		397 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 FY23, USC Norris Cancer Hospital collaborated with the following organizations to offer programming and services and/or provide financial and in-kind support:

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



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

USC Norris Cancer Hospital 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 16 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 \$80,000 to

support 57 community organizations aiding over 15,000 residents (2023-2024).⁴ Some of the funded partner programs include:

- Farm Fresh LA
- PUENTE's College and Career Program
- USC Readers Plus
- Social Emotional Wellness and Community Care Initiative at Ramona Gardens
- Troy Camp
- USC Dental Screening for Foster Children
- Inclusive Pathway to Healthcare Workforce

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 500 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.

Other Community Benefits

USC Norris Cancer Hospital provides a variety of community benefits in addition to those programs focused on addressing priority health needs. This section provides a description of some of these community benefits. See "Economic Value of Community Benefits" (page 22 of this document) for net benefit provided to the community, in FY23.

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

⁴ <https://sites.usc.edu/goodneighbors/>

that are not covered by their insurer in the form of manufacturer provided free drugs. 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. Our FY23 efforts have allowed us to obtain over \$4,000,000 in free drug assistance for patients who meet these criteria.

340B Drug Pricing Program

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

Transportation

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

Cash and In-Kind Donations

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

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

Community Building Activities

Community Building Activities support community assets by offering the expertise and resources of the hospital organization. These activities may address the root causes of health problems or the determinants of health, such as education, homelessness, poverty, and the environment.

One important component of community building is workforce development. USC Norris Cancer Hospital participated in and supported community programs that encouraged careers in the health professions.

- *Doctors for Diversity* – promotes interest in careers in medicine amongst 5th graders from Animo Legacy in South Los Angeles.
- *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.
- *PA Pathways Program* - 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.



2023 PA Pathways Program Participants

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

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

Health Professions Education

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

Graduate Medical Education

The USC Hospitals are clinical settings for interns, residents, and fellows from the USC Keck School of Medicine. Clinical faculty at the Keck School of Medicine direct a broad range of accredited residency and fellowship training programs.

Lectures and continuing medical education were presented to the at-large health professional community and to health sciences students in Southern California, including:

- Clinical Chart Review Seminar for approximately 90 practitioners
- 200 practitioners participated in the Interprofessional Education Day, promoting collaboration across disciplines.

Nursing Education

275 undergraduate and graduate level nursing students participated in precepted clinical rotations at Keck Medical Center. Students participated from California State University, Los Angeles, Mount Saint Mary's University, and UCLA School of Nursing.

Other Health Professions Education

A total of 50 occupational therapy students were educated and performed their clinical hours and/or internship rotations at Keck Medical Center. In addition, the Occupational Therapy (OT) Department hosts fifty students each year for a summer OT Immersion Program, fifty students twice a year for OT Labs, thirty-five master's students annually, and five students from Taiwan annually.

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 FY23 (July 1, 2022 to June 30, 2023) is summarized in the table below. The Hospital's community benefit costs comply with Internal Revenue Service instructions for Form 990 Schedule H and are based on the Medicare cost report adjusted for the Form 990 reporting period.

Community Benefit Categories	Net Benefit
Financial Assistance ¹	\$249,081
Medi-Cal Shortfall ²	-
Other Means-tested Government Programs ³	-
Community Health Improvement Services ⁴	\$86,010
Health Professions Education ⁵	\$2,100,640
Subsidized Health Services	-
Research	\$590,984
Contributions for Community Benefit ⁶	\$25,057
Community Building	\$18,749
Subtotal: Community Benefits before Medicare	\$3,070,521
Medicare Shortfall ²	-
Total Community Benefits including Medicare	\$3,070,521

¹ Financial Assistance includes traditional charity care write-offs to eligible patients at reduced or no cost based on the individual patient's financial situation. Financial Assistance or Charity Care does not include costs for patients who had commercial insurance but could not afford their out-of-pocket costs.

² Unpaid costs of public programs include the difference between costs to provide a service and the rate at which the hospital is reimbursed.

³ Includes other payors for which the hospital receives little or no reimbursement (e.g., County indigent program).

⁴ Includes non-billed programs such as community health education, support groups, and support services.

⁵ Costs related to the health professions education programs that the hospital sponsors.

⁶ Includes cash and in-kind donations.

Community Benefit Plan FY24

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

Significant Needs the Hospital Intends to Address

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

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

Access to Cancer Care and Treatment

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

Strategies

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

Mental Health

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

Strategies

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

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

Preventive Practices

Goal: Improve community health through preventive practices.

Strategies

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

Evaluation of Impact

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

Needs the Hospital Will Not Address

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

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