



USC Norris Cancer Hospital

Annual Report and Plan for
COMMUNITY BENEFIT

Fiscal Year 2011

Submitted to:
Office of Statewide Health Planning & Development
Healthcare Information Division
Accounting and Reporting Systems Section
Sacramento, California

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Letter from the CEO

Over the summer, we received news of an extraordinary \$150 million gift to the University from the W. M. Keck Foundation in support of our clinical enterprise. On November 1, we introduced the Keck Medical Center of USC – a new name in world-class medicine encompassing Keck Hospital of USC (formerly USC University Hospital), USC Norris Cancer Hospital and 500 renowned faculty physicians from the Keck School of Medicine of USC.

The Keck Medical Center of USC represents so much more than just a name. It's an identity, representative of our commitment to transforming the health of our community through the spark of scientific discovery and the healing power of compassion.

It has inspired a newfound sense of unity, integration and collaboration among the many dedicated, talented people who teach, research and care for our patients. It is symbolic of who we are: a trusted leader in quality health care, where faculty and staff work together as one toward innovative, compassionate care for those we serve. It represents our organization's greatest strength: the doctors, nurses and staff whose goal every day is to ensure an environment where our patients can best heal.

At the Keck Medical Center of USC, we thrive on a culture that puts the people we serve first. We are proud to offer a place where our patients can heal with comfort and ease.

At its core, this last year has truly been about reaching our goal of becoming *the* premier academic medical center in Los Angeles. The accounts in this report highlight that continued dedication of our physicians and staff to the health and well being of the entire community at large.

Sincerely,



Mitch Creem
Chief Executive Officer
Keck Hospital of USC
USC Norris Cancer Hospital

Mission Statement

Our mission is to make cancer a disease of the past.

About USC Norris Cancer Hospital

University of Southern California acquired USC University Hospital and USC Norris Cancer Hospital from Tenet Healthcare Corporation on April 1, 2009. USC Norris Cancer Hospital is a 60-bed inpatient facility providing acute and critical care. USC Norris Cancer Hospital is affiliated with the USC Norris Comprehensive Cancer Center – a National Cancer Institute-designated comprehensive cancer center. The close affiliation between the Hospital and Cancer Center offers access to patients seeking the latest breakthroughs in cancer prevention and treatment.

Outpatients are provided with on-site diagnostic testing, chemotherapy, and radiation treatment. USC Norris Cancer Hospital has a radiation oncology department equipped with a CyberKnife and a Varian Trilogy Linear Accelerator, providing the latest state-of-the-art technology, such as stereotactic radiosurgery, intensity modulated radiation therapy and image guided radiation therapy.

Staffed by The Doctors of USC, who are also faculty at the Keck School of Medicine of the University of Southern California, USC Norris Cancer Hospital offers advanced cancer treatment and research. Treatment options may include surgery, radiation therapy and chemotherapy, and newer approaches to cancer management, such as immunotherapy and gene therapy.

The following cancer treatments and services are available at USC Norris Cancer Hospital:

- Breast Cancer
- Colorectal Cancer
- Genetic Counseling
- Gynecological Cancers
- Head and Neck Cancers
- Hematology Center
- Lung Cancer
- Neuro-Oncology Program
- Orthopaedic Oncology
- Prostate Cancer
- Skin Cancer
- Radiation Oncology
- Urologic Oncology

In addition to patient care, USC Norris Cancer Hospital is a site for clinical research, supporting patients participating in cutting edge clinical trials. USC Norris Cancer Hospital is also strongly committed to education. As a member of the USC family, it is a teaching hospital, training residents and fellows in graduate medical education.

Community Benefit Planning

USC Norris Cancer Hospital continues to build its organizational governance and management structures and focus its programmatic efforts for community benefit. As noted, in April 2009 USC acquired Norris Cancer Hospital from Tenet Healthcare Corporation, marking a change from a for-profit to a nonprofit hospital. This change in tax exempt status required a deliberate concentration on providing community benefit.

In FY11, we accomplished the following initiatives in support of our community benefit plan:

- The Hospital further revised and updated its Fair Pricing Policy to bring it into compliance with State and Federal regulations.
- Continued to meet with Finance staff to ensure integration of the Fair Pricing Policy into Hospital billing and financial counseling processes.
- Hired staff for ongoing management of community benefit. Sevanne Sarkis joined USC University Hospital as Administrative Director of Patient Experience in April 2011. In this role, she has responsibility to implement community benefit programs.
- Subscribed to and installed Lyon software (CBISA community benefit tracking software). Staff received training on use of CBISA.
- Submitted the annual report to the Attorney General to comply with the conditions of sale for USC University Hospital/USC Norris Cancer Hospital.
- Worked with Hospital leaders to propose a strategy for community benefit oversight and governance. Prepared a policy for consideration by the Hospital governing board.
- Met with Marketing to discuss posting the Community Health Needs Assessment on the website as a strategy to make it available to the public.

Community Health Needs Assessment

In 2010, USC Norris Cancer Hospital conducted a Community Health Needs Assessment as required by California law (SB 697). The recent passage of the Patient Protection and Affordable Care Act also requires tax-exempt hospitals to conduct needs assessments and develop community benefit plans every three years. With the transition of Hospital ownership in 2009, this was USC Norris Cancer Hospital's initial community health needs assessment. This community health needs assessment was carried out in partnership with USC University Hospital.

USC Norris Cancer Hospital is located east of downtown Los Angeles on USC's Health Sciences Campus. The Hospital draws patients regionally from Southern California, with a primary service area of Los Angeles County, California.

Methodology

The assessment incorporated components of primary data collection and secondary data analysis that focused on the health and social needs of the service area. Targeted interviews were used to gather information and opinions from persons who represent the broad interests of the community served by the Hospitals. For the interviews, community stakeholders, identified by the Hospitals, were contacted and asked to

participate in the needs assessment. Thirty interviews were completed for the Community Health Needs Assessment from September - November, 2010. Secondary data were collected from a variety of county and state sources to present a community profile, birth and death characteristics, access to health care, chronic diseases, and social issues.

Summary of Findings

This overview summarizes some of the significant findings drawn from the Community Health Needs Assessment.

Community Profile

- ◆ The residents of the USC Norris Cancer Hospital services area are primarily Latino (48.3%) and White/Caucasian (27.7%). Asians comprise 13.3% of the population, and Blacks are 8.3% of the population.
- ◆ The area has high percentages of children, ages 0-9 (13.8%), youth, ages 10-14 (7.1%), and teens, 15-19 (8.3%).
- ◆ Spurred by the recent economic downturn, unemployment has more than doubled from 2000 to 2009.
- ◆ 17.9% of the population lives at or below the poverty level and 39.9% are at or below 200% of poverty.
- ◆ Less than half the population in L.A. County (49.7%) has more than a High School Education
- ◆ 54.1% of residents speak a language other than English in their homes; Spanish is spoken most frequently, among 37.9% of resident households.

Leading Causes of Death

- ◆ When adjusted for age, the USC Norris Cancer Hospital service area has a considerably higher death rate (774.8 per 100,000) than that of the State (650.1).
- ◆ Heart disease, cancer and stroke are the top three leading causes of death.
- ◆ Among men, lung cancer, prostate cancer and colorectal cancer are the top three causes of cancer death and among the top ten leading causes of death.
- ◆ For women, lung cancer, breast cancer and colorectal cancer are the top three causes of cancer death and among the top ten leading causes of death and premature death.

Access to Health Care

- ◆ In L.A. County, 22% of adults and 7% of children are uninsured.
- ◆ Adults experience a number of barriers to accessing care, including: the high cost of medical care, no regular source of care (medical home), and linguistic isolation.

Cancer Incidence

- ◆ When age adjusted, prostate, lung and colon cancer are the top three cancer diagnoses for men from 2004-2008.
- ◆ Breast, lung and colon cancer have the highest incidence rates among women, when age adjusted.

- ◆ Black men show the highest risk of developing prostate, lung and colon cancer.
- ◆ White women have the highest age-adjusted incidence rates of breast cancer and Black women have the highest rates of lung and colon cancer.
- ◆ Hospital discharges for cancer in L.A. County indicate the most frequent cancer diagnoses are of the digestive organs/peritoneum (14.9%), lymphatic and hematopoietic tissue (14.6%), and genitourinary organs (12.6%). Breast cancer diagnoses accounted for 4.1% of hospital discharges in 2009.

Preventive Practices

- ◆ Among adult women, 83.4% had received a Pap smear in the last three years; and 63.6% received a mammogram in the last two years.
- ◆ For adults 50 and over in L.A. County, 71.1% had received the recommended screening measures for colorectal cancer.
- ◆ 16.3% of females, ages 12-26, have had the HPV vaccine.
- ◆ 20.8% of County residents always wear SPF 15+ sunscreen when they are out in the sun, 43.9% never wear sunscreen.

Social Issues

- ◆ In L.A. County, 34.8% of adults are overweight and 22.6% are obese.
- ◆ Almost one-quarter (23.3%) of all children are considered obese.
- ◆ 47.6% of adults and 40.2% of children consume fast foods one or more times a week.
- ◆ Among area residents, 15.2% of youth and 36.2% of adults are sedentary and participate in minimal activity during the week.
- ◆ 14.3% of the service area population smoke; 16.2% engaged in binge drinking.

Community Stakeholder Interview Findings

- ◆ Among interview respondents, increasing poverty and lack of access to health care are two of the biggest issues faced by residents of L.A. County.
- ◆ As a result of the poor economy, lack of health insurance, immigration, cultural issues, education, or a combination of these factors, people are not accessing primary care, not getting preventive screenings, and this leads to later cancer diagnoses and higher mortality rates.
- ◆ Community members are thinking a lot more about their health status – obesity and exercise, in particular. However, due to the primacy of economic concerns, it has not yet to lead to any real improvement.
- ◆ With the advent of health care reform, increased capacity and lowered barriers will be needed to allow for servicing the needs of the newly-insured; current capacity is insufficient – more clinics / more providers are required.
- ◆ There is a need for more effective collaboration among cancer organizations, health care professionals, patient advocates and the legal community, around public education and assisting patients and caregivers.
- ◆ Cancer care is provided in a disjointed fashion; patients have to fight to manage the system and coordinate their care; a ‘whole team’ approach and navigation services – to find and access services - are needed.
- ◆ What is needed are community education programs, cancer screenings, and information around healthy behaviors and preventive care.

Community Benefit Services Summary

Community Health Improvement Services

Activities carried out to improve community health.

Community Health Education and Support Groups

- Educational sessions are open to the community, free of charge. Sessions included: Yoga for those with cancer, Look Good Feel Better, Bladder Cancer, Colorectal Cancer, For Men Only, Prostate Cancer Forum.
- Support group sessions were dedicated to serving those dealing with breast cancer, J-Pouch, colorectal cancer, and a prostate support group for wives. Printed educational materials on a variety of cancer prevention and treatment topics were made available to patients, families, community groups and the public, for no charge.
- The Jennifer Diamond Cancer Resource Library is the main cancer information resource center for USC Norris Cancer Hospital. It is open to cancer patients and their families, staff, cancer patients at the LAC+USC Medical Center, and the public. Opened in June 2008, there have been over 1,500 visitors to the library.
- Patient Education and Community Outreach Center (PEOC) was established by the USC Norris Comprehensive Cancer Center (NCCC) in June 2008 to coordinate and facilitate community outreach efforts regionally and in NCCC's catchment area. The Cancer Information Service (CIS) Partnership Program Office was housed in this center, including the Jennifer Diamond Cancer Resource Library and training and meetings facilities open to the community. In January 2010, when the CIS program ended, NCCC continued to support one CIS/NCI trained, qualified full-time outreach staff, Zul Surani and salary support for the supervising Principal Investigator, Dr. Lourdes Baezconde-Garbanati to further develop and sustain outreach efforts in NCCC's catchment area.

Two evidence-based programs have been developed by USC IPR, USC Norris Cancer Hospital and USC Annenberg School of Communication in partnership with the Art College Center for Design through appropriate research and pilot testing aimed to increase cervical cancer screening among medically underserved Latinas. "The Tamale Lesson", utilizes a narrative format with the goal to produce a stronger and longer lasting impact on knowledge, attitudes and prevention-related behavior in cervical cancer. The Es Tiempo program is a coordinated community-wide campaign designed to produce similar effects. Es Tiempo can be disseminated through organizations such as Federally Qualified Health Centers and "The Tamale Lesson" can be disseminated through "Promotoras De Salud".

The PEOC has cultivated strong community partnerships with local and regional organizations that share similar missions. PEOC has also identified over 100 organizations specifically in SPA 4 and SPA 6 for long term outreach, data sharing and interventions in cancer control and clinical trials awareness.

- Festival of Life - The 21st annual Festival of Life celebration was hosted by Norris Cancer Hospital, the festival is celebration held for cancer survivors and their families that includes inspirational speakers, testimonials and other events.

Health Care Support Services

- CancerHelp is a computer-based cancer education program from the National Cancer Institute. This education tool was made available to patients, staff and the public.
- The Image Enhancement Center assists with appearance and body image issues as a result of cancer treatment. Services are open to the community and include mastectomy prosthesis fittings.
- Taxi vouchers were made available to cancer patients who could not afford or access transportation for access to health care.

Health Professions Education

Educational programs for physicians and medical students, nurses and nursing students, and other health care professionals and students.

Graduate Medical Education

USC Norris Cancer Hospital is a clinical setting for 899 Residents and Fellows from the USC Keck School of Medicine.

Nursing Education

Eighty-five nursing students from California State University, Los Angeles, Pasadena City College, North-West College, UCLA, East Los Angeles College, Mt. San Antonio College, and Azusa Pacific University were precepted during the academic year 2010/2011.

Other Health Professions Education

- Two Speech Therapists obtained a precepted internship at the facility.
- Sixty-eight fourth year USC Pharmacy Clerkship students were assigned pharmacist preceptors.
- Twelve students in the Introductory Pharmacy Practice Experiences program were precepted.
- Fourteen radiology students obtained 1,400 hours of precepted training.
- Sixteen physical therapy students obtained precepted training.
- Fourteen surgical and instrument technicians obtained precepted training.
- Ninety students from the Bravo Medical Magnet High School participate in a job shadowing and mentoring program. Each semester, three classes of students spend 7.5 hours a week working with staff in a variety of roles and departments.
- Twelve local college students worked with preceptors in the Urology Division.

Psychosocial Conference – The Department of Social Work offers an annual Psychosocial Conference in celebration of Social Work Month. This seminar is directed toward social workers, case managers, nurses, student and other health care providers. In 2011, the conference was attended by 65 health care professionals from across L.A.

County to address the special psychosocial needs of cancer patients and their families. The presentations focused on the Psychosocial Aspects of Young Adults with Cancer.

Lunch & Learn – Norris Cancer Hospital hosts a series of Lunch and Learns open to health care professionals on a variety of cancer related topics. In FY11, 234 professionals attended.

Research

Clinical and community health research, and studies on health care delivery that are generalizable, shared with the public and funded by the government or a tax-exempt entity; does not include the costs of proprietary 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.

Cash and In-Kind Donations

Funds and in-kind services donated to community groups and other nonprofit organizations.

Contributions to nonprofit community organizations and charity events were made to:

- Arroyo Vista Family Health Center
Arroyo Vista runs a network of five health centers in Northeast Los Angeles. The donation from USC Norris Cancer Hospital provided support for a cancer screening and prevention program. Funds were used to provide physical exams for 1,500 uninsured men and women, cervical and breast exams, colorectal exams for patients over age 50, prostate exams for men over age 50.
- Expedition Inspiration Fund
The purpose of The Expedition Inspiration Fund for Breast Cancer Research is to raise awareness and monies to benefit breast cancer research through research project funding, public education, and patient support.
- Lorraine Pepper Memorial Fund
The Lorraine Pepper Memorial Fund was established to help support social services at the USC Norris Cancer Hospital.
- Stennis Family Foundation
The Stennis Family Foundation (SFF) is a Los Angeles-based nonprofit organization that provides educational outreach to individuals and families in the minority community. SFF works closely with community groups, churches, physicians, and health organizations to promote a proactive stance towards early screening and detection for colorectal cancer.

Community Building Activities

Activities that support community assets by offering the expertise and resources of the Hospital.

Human Resource staff from Norris Cancer Hospital visited Our Lady of Guadalupe School in L.A. in February 2011 to talk to students about a future in health care. Recruiters spoke to 100 students during the School's Career-Day about careers in nursing, physical therapy, radiology, and pharmacy.

Financial Summary of Community Benefit

The USC Norris Cancer Hospital and USC University Hospital community benefit funding for FY11 (July 2010-June 2011) are reported as a combined entity and summarized in the table below.

Community Benefit Categories	Net Benefit
Charity Care	\$852,506
Unreimbursed Costs of Medi-Cal and Other Means Tested Government Programs	\$27,752,294
Community Health Improvement Services	\$442,159
Health Professions Education	\$12,964,708
Research	\$512,025
Cash and In-Kind Donations	\$406,604
Community Benefit Operations	\$24,500
TOTAL COMMUNITY BENEFIT PROVIDED Excluding Unpaid Costs of Medicare	\$42,954,796
Unpaid Costs of Medicare	\$41,896,357
TOTAL COMMUNITY BENEFIT PROVIDED Including Unpaid Costs of Medicare	\$84,851,153

Community Benefit Plan for FY 2012

In the year ahead, USC Norris Cancer Hospital will focus on building community benefit infrastructure. Specifically, we will put systems in place to develop institutional support for community benefit and establish programs to address the identified unmet health needs in our community. We will establish leadership oversight for community benefit; initiate program planning, implementation, and evaluation; and enhance the sustainability of organizational and programmatic commitments. In order to accomplish these goals we will:

- Establish a Board level community benefit committee to provide oversight and policy guidance for all charitable services and activities supported by the Hospital.
- Institute community benefit governance and oversight systems and policies.
- Track and report community benefit programs using Lyon Software CBISA.
- Use the results of the needs assessment to establish community benefit priorities and develop a plan for action that reflects the identified priorities in consultation with the community.
- Institute programs that focus on communities with disproportionate unmet health needs.
- Create a plan to communicate our commitment to community benefit to the public. Update our web-based and written materials to reflect our nonprofit mission, charity care policies, and community benefit efforts.
- Establish ongoing systems to provide documentation of the charity care and community benefit programs and associated costs for USC Norris Cancer Hospital.
- Establish outcome measures for community benefit programs.

Contact Information

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Web Address

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