

2013

Keck
Hospital
of USC



Keck Hospital of USC

Annual Report and Plan for COMMUNITY BENEFIT

Fiscal Year 2013

Submitted to:
Office of Statewide Health Planning & Development
Healthcare Information Division
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Sacramento, California

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Keck Medical Center of USC

SCOTT EVANS, PHARM.D., M.H.A.
Chief Executive Officer

*Keck Hospital of USC
USC Norris Cancer Hospital*

In the year that has passed since our last report, the Keck Medical Center of USC has undergone an amazing transformation to redefine, reinvigorate and recommit to its mission of providing uncompromising, compassionate care and healing throughout Southern California.

Comprised of Keck Hospital of USC and USC Norris Cancer Hospital, our medical center is located in the heart of the East Los Angeles community, but our impact spans the far corners of the county and beyond. With nearly 600 physicians, more than 3,500 staff members and several offsite ambulatory care offices, our health care professionals are providing beyond exceptional medicine in communities such as Pasadena, La Cañada Flintridge, and Beverly Hills.

We continue to enhance our services, recruit world-renowned physicians, develop innovative treatments and promote a culture of excellence and compassion — a culture that empowers our staff to provide truly patient- and family-centered care. At Keck Hospital of USC, we've invested a significant amount of resources in supporting this culture and standard of service, through expanded clinical offerings, build-out of a robust patient experience and concierge program, service culture training for staff, and facilities improvements in many of our patient care units.

We also continue to devote a substantial amount of effort and resources into serving the greater community at large, as you'll see in this report. That is because at the Keck Medical Center, we understand that our commitment is not just to our patients, but also to our neighbors. As a trusted, leading health care provider, it is our duty to serve as models for health and wellness. Through our Community Benefit and Outreach program, we remain dedicated to sponsoring deserving health-related programs and services that address the unmet health needs of our community. These programs include everything from preventative care efforts and health screenings to other initiatives that promote healthy living.

As you read the accounts highlighted in this report, I am confident you will see the long-lasting impact we are making both near and far to inspire and heal — one person at a time.

Sincerely,



Scott Evans, PharmD, MHA
Chief Executive Officer
Keck Hospital of USC
USC Norris Cancer Hospital



MISSION STATEMENT

We are the Keck Hospital of USC. 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.

ABOUT KECK HOSPITAL OF USC

University of Southern California (USC) acquired University Hospital and Norris Cancer Hospital from Tenet Healthcare Corporation on April 1, 2009. On November 1, 2011 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.

Keck Hospital of USC is a private, 411-bed acute care hospital staffed by the faculty at the Keck School of Medicine of the University of Southern California. For several years, Keck Hospital of USC has placed among the best hospitals in the nation in the *U.S. News & World Report* magazine's rankings of "America's Best Hospitals."

Originally opened in 1991, the hospital offers some of the most sophisticated technology available. Among the hospital's advanced services are neuro-interventional radiology, minimally invasive cardiothoracic surgery, robotic surgery and interventional cardiology. Surgical specialties include organ transplantation and neurosurgery, as well as cardiothoracic, bariatric, esophageal, orthopedic, and plastic and reconstructive surgeries.

Keck Hospital of USC is home to these specialized services:

- Heart, Lung and Vascular Services
- Weight Loss and Digestive Disorders
- Orthopedics and Sports Medicine
- Transplant Programs – specializes in the treatment areas of: bone marrow, heart, kidney, liver and lung transplant
- Neuroscience and neurosurgery
- Diabetes
- Cystic Fibrosis
- Head and Neck
- Ophthalmology

In addition to patient care, Keck Hospital of USC is a site for clinical research, supporting patients participating in cutting edge clinical trials. Keck Hospital of USC is also strongly committed to education. As a member of the USC family, we are a teaching hospital, training residents and fellows in graduate medical education. Keck Hospital of USC is also a highly regarded clinical rotation site for local nursing and allied health programs.

COMMUNITY BENEFIT PLANNING

Keck Hospital of USC continues to build its organizational governance and management structures and focus its programmatic efforts for community benefit. In FY13, we accomplished the following initiatives in support of our community benefit plan:

- Worked with hospital leaders to plan for community benefit oversight and governance. Convened community stakeholders and hospital leaders on the community benefit oversight committee. This group reviewed community benefit efforts and prioritized the health needs identified in the Community Health Needs Assessment.
- Submitted the annual report to the Attorney General to comply with the conditions of sale for USC University Hospital/USC Norris Cancer Hospital.
- Implemented a community focused grant program to support initiatives that address priority health needs.
- Completed the state and federally mandated Community Health Needs Assessment and Implementation Strategy. Posted the documents on the Keck Medicine of USC website as a strategy to make them widely available to the public.
- Used the results of the needs assessment to establish health need priorities and developed a plan of action that reflects the identified priorities.
- Established a number of collaborative partnerships with community organizations to address the health, social and environmental needs of communities in proximity to the USC Health Sciences Campus.
- Focused efforts to promote workforce development opportunities for underserved youth in the health sciences.
- Initiated an employee volunteer program for community outreach to support area organizations.

COMMUNITY HEALTH NEEDS ASSESSMENT

In 2013, Keck Hospital of USC 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 Community Health Needs Assessments every three years. This Community Health Needs Assessment was carried out in partnership with USC Norris Cancer Hospital. The complete Community Health Needs Assessment and the sources of data can be accessed at www.keckmedicine.org/community-benefit/.

Keck Hospital of USC is located east of downtown Los Angeles on USC's Health Sciences Campus at 1500 San Pablo Street, Los Angeles, California 90033. Keck Hospital of USC is located in the Boyle Heights neighborhood of Los Angeles in L.A. 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. Approximately 70% of the hospital's patients originate from L.A. County.

Methodology

The assessment incorporated components of primary data collection and secondary data analysis that focus on the health and social needs of the service area. Secondary data were collected from a variety of sources to present Los Angeles County demographics, social and economic factors, health access, mortality, birth characteristics, chronic disease, and health behaviors. Sources of data include the U.S. Census 2010 decennial census and American Community Survey, California Health Interview Survey, California Department of Public Health, California Employment Development Department, Los Angeles County Health Survey, Los Angeles Homeless Services Authority, Uniform Data Set, CDC National Health Statistics, National Cancer Institute, U.S. Department of Education, and others. When pertinent, these data sets are presented in the context of California State.

The report includes benchmark comparison data that measures Keck Hospital of USC community data findings with Healthy People 2020 objectives. Healthy People 2020 objectives are a national initiative to improve the public's health by providing measurable objectives and goals that are applicable at national, state, and local levels.

Targeted interviews were used to gather information and opinions from persons who represent the broad interests of the community served by the hospital. Eighteen interviews were completed during February and March, 2013. For the interviews, community stakeholders identified by Keck Hospital of USC and Norris Cancer Hospital were contacted and asked to participate in the needs assessment. Interviewees included individuals who are leaders and representatives of medically underserved, low-income, minority and chronic disease

populations, or regional, State or local health or other departments or agencies that have “current data or other information relevant to the health needs of the community served by the hospital facility.”

Summary of Findings

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

Community Profile

- At the time of the 2010 Census, the population for Los Angeles County was 9,818,605.
- Children and youth (ages 0-17) make up 24.5% of the population; 33.1% are 18-39 years of age; 31.5% are 40-64; and 10.9% of the population are older adults, 65 years of age and older.
- The majority population race/ethnicity in the Service Area is Hispanic or Latino (47.7%). Whites make up 27.8% of the population. Asians comprise 13.5% of the population, and African Americans are 8.3% of the population. Native Americans, Hawaiians, and other races combined total 2.7% of the population.
- Linguistic isolation is the population over age 5 who speak English “less than very well.” In the county, 27% of the population is linguistically isolated.

Social and Economic Factors

- The rate of poverty in the county is 15.7%, which is higher than in the state rate of 13.7%. Poverty increases markedly for the population at or below 200% of the FPL as over one-third of county residents (37.6%) exist at 200% of FPL.
- Data on the percent of children in poverty paint a more concerning picture. In Los Angeles County, children suffer with higher rates of poverty than the general population. In the service area, 22.4% of children, under age 18 years, are living in poverty. Among families where there is a female head of household and children under 18 years old, 34.6% in the county live in poverty.
- In the county, 11.7% of seniors live in poverty, which is higher than the state rate of 9.1%.
- Among all students in LA County schools, 65.3% are eligible for the free and reduced price meal program, indicating a high level of low-income families.
- In 2011 Los Angeles County had a 12.3% unemployment rate.
- Of the population age 25 and over, 24.1% have less than a high school diploma. 21.4% of the population are high school graduates, which is consistent with state completion rates (21.5%).
- The median household income in the county is \$55,476.
- Every two years the Los Angeles Homeless Services Authority (LAHSA) conducts the

Greater Los Angeles Homeless Count as a snapshot to determine how many people are homeless on a given day. For the 2011 homeless count, the county had an annualized estimate of 45,422 homeless individuals. 79% of the homeless are individuals, and 20% are homeless families, 1% were unaccompanied minors.

Access to Health Care

- Based on the County Health Rankings, California's 58 counties are ranked according to access to health care with 1 being the county with the best factors to 58 for that county with the poorest factors. Los Angeles County is ranked near the bottom of California counties for health access.
- Health insurance coverage is considered a key component to access health care. 77.2% of the population in Los Angeles County has health insurance. Children, under 18, have the highest rates of insurance coverage at 89.6%. Among adults, ages 18-64, 69.2% in the county have health insurance.
- Residents who have a medical home and access to a primary care provider improve continuity of care and decrease unnecessary ER visits. Among the residents in LA County, 91.7% of children and youth have a usual source of care. Among adults, 78.8% have a source of care. 93.8% of seniors have a source of care.
- Among county residents, 11.6% of residents delayed medical care and 7.5% delayed obtaining prescription medications.
- 10.9% of children and 1.5% of teens in the county have never been to a dentist. For households that delayed dental care for children and teens, not being able to afford the care or having no dental insurance coverage was the main reason 10% of children and 39% of teens delayed a dental visit.

Mortality

- In LA County, the top three causes of premature death were: heart disease, homicide, and motor vehicle crash.
- Cancer, heart disease, and stroke are the top three leading causes of death in Los Angeles County. When compared to the Healthy People 2020 objectives, Los Angeles County has rates of death for heart disease and homicide that exceed the benchmarks.

Birth Characteristics

- In 2011, there were 130,312 births in Los Angeles County. The number of births has decreased from 2008 to 2011.
- In 2010, teen birth occurred as 8.8% of live births. This rate is higher than the teen birth rate found in the state (8.5%).
- In Los Angeles County, 2.8% of women with live births entered prenatal care in the third

trimester or received no prenatal care.

- Low birth weight is a negative birth indicator. Babies born at a low birth weight are at higher risk for disease, disability and possibly death. Los Angeles County has a higher percentage of low birth weight babies (7.3%) when compared to the State (6.8%).
- The infant mortality rate in the Los Angeles County was 4.6 deaths per 1,000 live births.

Chronic Disease

- In Los Angeles County, 18.1% of residents have a self-rated fair/poor health status. 19.7% of adults and 32.5% of seniors consider themselves to be in fair/poor health.
- Diabetes is a growing concern in the community. The rate of diabetes has increased from 8.6% in 2005 to 9.9% in 2011 among the adult population. This is a 15.1% increase.
- For adults in Los Angeles County, 5.8% have been diagnosed with heart disease.
- In Los Angeles County, 27.6% of adults have been diagnosed with high blood pressure. Of these, 70.2% are on medication for their blood pressure.
- In Los Angeles County, the cervical cancer rate (9.8 per 100,000 persons) and the colorectal cancer rate (45.1 per 100,000 persons) exceed the state rates for these cancers. Breast cancer (117.8), prostate cancer (142.8) and lung cancer (45.6) occur at rates less than the state rates for these types of cancer.
- The population diagnosed with asthma in Los Angeles County is 12.5%. 45.2% of asthmatics take medication to control their symptoms. Among youth, 13.8% have been diagnosed with asthma.
- In 2011, 1,340 cases of HIV/AIDS were diagnosed in Los Angeles for a rate of 13 per 100,000 persons. The rate of HIV/AIDS diagnosed in 2011 has decreased from 2010.

Health Behaviors

- The County Health Rankings ranks California's 58 counties from 1 (healthiest) to 58 (least healthy) based on a number of indicators that include: adult smoking, obesity, physical inactivity, excessive drinking, sexually transmitted infections, and others. A ranking of 21 puts Los Angeles County in the top half of California counties for health behaviors.
- In Los Angeles, one-third of the adult population is overweight (33.2%). 18.6% of teens and 12.1% of children are overweight.
- When adult obesity levels are tracked over time, a 12.9% increase in obesity is seen in the county from 2005 to 2011. In 2011, 23.6% of the adult population was obese.
- In the county, 68.1% of children engaged in vigorous physical activity. And 80% of youth visited a park, playground or open space. However, 10.6% of children and 16.9% of

teens were sedentary during the week. Among adults, 79% walked for transportation, fun or exercise.

- Among adults, 7.3% experienced serious psychological distress in the past year. 14.1% of adults needed help for mental health problems. 15.3% of teens needed help for mental health problems. 10.3% of adults and 7.5% of teens received help for their mental health issues. 9.3% of adults have taken a prescription medication for an emotional or mental health issue in the past year. 47.3% of adults who needed help for an emotional or mental health problem did not receive treatment.
- 14.0% of residents in Los Angeles County smoke cigarettes. This is the same as the state rate.
- Among adults, 27% had engaged in binge drinking in the past year. In the county 4.2% of teens had engaged in binge drinking, and 29% of teens had indicated they had tried an alcoholic drink.
- In the county, rates of Chlamydia are 455.1 per 100,000 persons, Gonorrhea (96.8), Primary and Secondary Syphilis (6.5), and Early Latent Syphilis (9.2). Females have the highest rates of Chlamydia. Young adults, ages 20-24, and Blacks/African Americans have the highest rates of sexually transmitted infections.
- Seniors tend to receive flu vaccines at higher rates than adults or youth. Among seniors, 63.8% had received a flu shot. Adults received flu shots at a lower rate of 27.3%. 45.4% of children received a flu vaccine.
- In Los Angeles County, 73.7% of women, age 40+, have had a mammogram, and 84.4% of women have had a Pap smear in the past three years.

Interview Responses

There are a number of health disparities found in the areas surrounding the hospital. Some of the biggest health concerns in the area were identified to include:

- Hypertension
- Diabetes
- Depression
- Tuberculosis, especially among homeless
- HIV/AIDS and other sexually transmitted diseases
- Respiratory and asthma problems
- Safety concerns
- Childhood and adult obesity
- The primary challenges to obtaining health care and other services were identified as:
 - Lack of insurance and cost of services.
 - Language and cultural barriers for Latinos, and sometimes illiteracy in their primary language.

- Cultural barriers for African Americans including racism-induced stress, which is exacerbated by the frequent absence of dignity and respect from health care providers, which in turn negatively impacts health outcomes.
- Transportation barriers due to an unfriendly transportation system.
- Lack of coverage options for people who are undocumented, which will only worsen when the Affordable Care Act is implemented and people who are undocumented will not be eligible for Medi-Cal Expansion or to purchase insurance through the Health Insurance Exchange. There will be no revenue stream associated with people who are undocumented, which will reduce their access to care even further.
- Long wait times for appointments at community clinics or in the County system, coupled with lack of evening/weekend hours, resulting in people having to miss work in order to get care or using the emergency room as their source of regular care. When people delay seeking treatment, their health issues can become serious medical problems requiring emergency attention. Many of the people using the community clinic or county systems are working poor with jobs that provide low wages and no insurance, and that do not pay them for time off work, or that penalize them for taking time off.

Other challenges that were identified included:

- Lack of awareness about affordable health care options; “Often it’s those who need it the most who know the least.”
- Lack of education from trusted health providers about Health Care Reform and how it will impact people: who is eligible (and for what) and how to apply.
- Insufficient community clinic infrastructure and capacity to meet community need.
- Large bureaucracy of Los Angeles County health system, which can be daunting to navigate; “Large bureaucratic structures don’t always serve people well.”
- Lack of emphasis on preventive services and lack of medical/health homes to coordinate care.
- People do not understand their health benefits and how to use or maintain them.

HEALTH NEEDS

Based on the results of the primary and secondary data collection, health needs were identified. Each health need was confirmed by more than one indicator or data source (i.e., the health need was suggested by more than one source of secondary or primary data). In addition, the health needs were based on the size of the problem (number of people per 1,000, 10,000, or 100,000 persons); or the seriousness of the problem (impact at individual, family, and community levels). To determine size or seriousness of a problem, the health need indicators identified in the secondary data were measured against benchmark data, specifically California state rates or Healthy People 2020 objectives. Indicators related to the health needs that

performed poorly against these benchmarks were considered to have met the size or seriousness criteria. Additionally, primary data sources were asked to identify community and health issues based on the perceived size or seriousness of a problem.

The identified health needs included:

- Access to Care
- Alcohol and Tobacco use
- Chronic Diseases
- Community Safety
- Healthy Eating/Physical Activity
- Minority Education
- Overweight and Obesity
- Preventive Care

Process and Criteria Used for Prioritization of Health Needs

In April 2013, summary data on the identified health needs were presented to the hospital Leadership Team and the hospital's Community Benefit Advisory Committee. They were asked to examine each health need as it related to the following priority factors:

- If left unaddressed, is the issue likely to become more serious?
- Does the issue offers potential for program intervention that can result in measurable impact?
- Does Keck Hospital of USC have acknowledged competencies and expertise to address the issue and the issue fits with the organizational mission?

The members of the Leadership Team and Community Benefit Advisory Committee were also asked to rank order the health needs given the scope of the problem and how the health need fit with the priority factors.

The prioritized health needs to be addressed by the hospital and detailed in the Implementation Strategy are:

- Access to Care
- Chronic Disease
- Healthy Eating/Physical Activity
- Minority Education
- Overweight and Obesity
- Preventive Care

COMMUNITY BENEFIT SERVICES SUMMARY

COMMUNITY HEALTH IMPROVEMENT SERVICES

Activities carried out to improve community health.

Community Health Education and Support Groups

The community was served by a number of support groups that included:

Bariatric Support Group

Open to men and women that are in various stages of the bariatric surgery process: individuals that are considering surgery, those that are preparing for the surgery and those that have already had the surgery. Our meetings feature a speaker, a relevant topic, or will be devoted to open discussion. This gives an excellent opportunity for individuals who have either had the surgery or are considering the surgery to ask questions, learn more from each other's experiences and have a safe space to discuss struggles/concerns.

Lung Transplant Support Group

This support group provides education and support to both pre and post lung transplant recipients and their families. Meetings include educational topics pertinent to the lung transplant population. In addition, this group allows transplant recipients and their families the ability to share common struggles and coping strategies pertinent to the lung transplant population.

Ventricular Assist Device (VAD) Support Group

This group is designed to meet the emotional needs of those who have had a ventricular assist device implant as either a bridge to heart transplant or destination therapy. It also services the families and caregivers who provide emotional support for this population. Topics range from coping strategies to making appropriate lifestyle adjustments.

Transplant Recipient and Caregiver Support Group

This group provides education and support for those awaiting transplant and for those who have received a transplant. Caregivers and family members are encouraged to attend. Educational speakers are occasionally present, and supportive interaction is offered.

All of our support groups are open to the public, free of charge.

The hospital provided health education informational materials and hosted education seminars and workshops on a variety of topics open to the public. Included is the Health Matter Series, presented by USC physicians, which presents health-related topics to community groups. Other health education events included:

USC Women's Conference

The fifth annual University of Southern California Women's Conference attracted nearly 1,000 USC alumni, parents, students, faculty and staff. The Keck Medical Center of USC hosted health workshops featuring renowned USC physicians. Shawn Sheffield, chief strategy and business development officer, moderated the two standing-room-only workshops. The health sessions were meant to educate women on diseases that may be hereditary, such as diabetes, dementia and breast cancer, and provide useful tips on how to prevent them.

Community Based Clinical Services

In collaboration with the schools of Pharmacy, Bio-kinesiology and Physical Therapy, Occupational Therapy, and Dentistry, Keck Medical Center of USC supported the Health Pavilion at the 2013 Los Angeles Times Festival of Books, attracting tens of thousands of guests for a weekend of screenings and health-related activities. Attendees received diabetes screenings, blood pressure readings, and learned about the importance of hand hygiene.

LA Marathon

As the medical sponsor for the marathon, the hospital and Doctors of USC provided medical support and supplies for the runners in the LA Marathon.

Health Care Support Services

Taxi vouchers were made available to patients and families for whom accessing transportation is a barrier to accessing care. Complimentary meals were also made available to community volunteers, families and community members accessing health education and support group sessions.

HEALTH PROFESSIONS EDUCATION

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

Graduate Medical Education

The USC Hospitals are clinical settings for 906 Interns, Residents and Fellows from the USC Keck School of Medicine.

Nursing Education

109 nursing students from California State University, Los Angeles, UCLA, Mount St. Mary's, Glendale Community College and Azusa Pacific University were precepted or had a student rotation at the hospital during the academic year 2012/2013.

Other Health Professions Education

- 8 Speech Therapists obtained precepted internships at the facility.
- 72 USC Pharmacy students (first and fourth year) were assigned pharmacist preceptors.
- 124 Occupational Therapy students received 8,016 hours of precepted training.
- Local college students work with preceptors in the Urology Division.

Continuing Education

The hospital hosted a number of education events made available to health providers throughout the USC Keck School of Medicine, hospital staff and the provider community.

Events included:

Pain Management Symposium

Keck Medical Center of USC hosted its third annual Pain Management Symposium; open to professionals in Los Angeles County. Topics covered over the two-day course included treating children who are in pain, pharmacologic and non-pharmacologic approaches to managing pain, the long-term harmful effects of unrelieved pain, analgesia/sedation in the ICU, advanced pain management pharmacology, and palliative care/cancer pain.

Critical Care Symposium

The Keck Medical Center of USC hosted over 150 nurses from Los Angeles County at its first Critical Care Symposium. This two-day educational event engaged registered nurses across all skill levels in the latest advancements in critical care, including cardiovascular drugs, heart failure, pacemakers and ECG fundamentals. All topics were presented in break-out sessions. The program was co-sponsored by the Cardiovascular Nursing Education Associates and was approved by the California Board of Registered Nurses for continuing nursing education credit.

Diabetes Symposium

The 9th annual Diabetes Symposium highlighted the latest in diabetes management techniques. The educational event focused on the best practices for treating diabetic patients who have been hospitalized, as well as how best to manage the disease

through diet and lifestyle choices. Featured speakers covered a number of topics, including evidence for and against tight glycemic control in hospital patients, and the future of diabetes management.

Student Education: Internships and Mentoring, Workforce Development

The Keck Hospital continued its efforts to engage students from local Los Angeles schools that typically enroll underserved students.

Bravo Medical Magnet High School

Students from the Bravo Medical Magnet High School participated 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.

Med-COR

Established in 1970, USC's Med-COR Program, which stands for Medical Counseling Organizing and Recruiting, works with high school students of color to help prepare them for careers in the health professions. Students are provided structured academic enrichment in the areas of mathematics, science, and English as well as academic counseling, SAT assistance, and summer internships at local hospitals. The program currently serves 188 students from four local schools: Francisco Bravo Medical Magnet High School, King-Drew Medical Magnet High School, Orthopaedic Hospital Medical Magnet High School and Van Nuys High School.

Minority Outreach Enrichment Day

Each year, the hospitals also host a Minority Outreach Enrichment day, whereby approximately a dozen directors of non-clinical fields at the medical center share their career paths and daily job duties with students, offering mentorship and internships.

International Education Outreach

Bumrungrad International Hospital in Bangkok

When the Bumrungrad International Hospital in Bangkok, Thailand decided to open a joint replacement center, they wanted to model their program after the program at Keck Hospital of USC. With that in mind, a delegation of 16 doctors, nurses, physical therapists and administrators from the department of orthopedic surgery spent a week with Lawrence D. Dorr, observing how he and his staff handle the joint replacement program at Keck Hospital utilizing the MAKO robot.

China Medical University, Taichung, Taiwan

The medical center also hosted a two week immersion program with a 14 student delegation from Taiwan. The students, juniors in the bachelors of science in nursing program at China Medical University in Taichung, Taiwan, spent time shadowing registered nurses at Keck Hospital of USC. The trip was sponsored by the Taiwanese Bureau of Education as a way to encourage studies abroad. During the two weeks of clinical observations at Keck, the students were partnered with nurses in several patient care units. Students rounded and learned about shift reporting, pain assessments, care plans, clinical documentation and medication administration, among other topics.

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.

Community Grants

The Community Grants and Sponsorship program is a key initiative of the Keck Medical Center of USC community benefit program and supports our goal to address the unmet health needs of our community. To implement our community benefit plan, the Keck Medical Center of USC has chosen to partner with community nonprofit groups and affiliated USC organizations whose programs align with the strategic priorities identified in our hospitals' Community Health Needs Assessment. Grants were provided to:

Agency	Focus of grant
Clinica Oscar Romero	Access to care
Es Tiempo	Cancer prevention
Hubert Humphrey Comprehensive Health Center	Overweight and obesity
Legacy LA	Minority education
Los Angeles Community Garden Council	Health promotion, disease management

Med-Cor	Minority education
Proyecto Pastoral at Dolores Mission	Disease prevention and health promotion
Salvadoran American Leadership and Educational Fund	Health disparities, disease prevention, health promotion, minority education
Union de Vecinos	Built environment
USC Civic Engagement – Neighborhood Academic Initiative	Minority education
USC Nutrition and Dietary Services	Disease prevention and health promotion
USC Social Services	Disease management

CASH CONTRIBUTIONS AND SPONSORSHIPS

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

USC Neighborhood Outreach

UNO was created to enhance the quality of life in the neighborhoods surrounding the University Park and Health Sciences campuses through mutually beneficial university-community partnerships. Funded programs include sponsoring community based health fairs, prevention and wellness services for underserved children and adults in the local community who are at high risk for diabetes and conditions associated with physical inactivity, and the neighborhood academic initiative, a comprehensive 7 year college preparation program for low income middle and high school students.

Proyecto Pastoral Women’s Conference

382 women and 32 youth attended the event. Presentations were focused on health care, nutrition and fitness, self-esteem, and wellness. Local health and social service agencies were in attendance to provide information and resources.

USC Norris Comprehensive Cancer Center

Support of the USC Norris Comprehensive Cancer Center provided cancer research, treatment, prevention and education.

Verdugo Hills Hospital

Keck Medical Center of USC celebrated the many years of quality medical services provided by Verdugo Hills Hospital to the greater foothill communities at their 40th anniversary gala.

Children's Hospital Los Angeles

The only Level One pediatric trauma center in Los Angeles County, we are proud to support the Hospital's mission to create hope and build healthier futures.

USC Urology

The Minority Men's Health Center offers unique screening services to minority men in the surrounding community. Our physicians provide free prostate cancer screenings, and in collaboration with LAC+USC Medical Center the services are expanded to screenings for cholesterol, diabetes, heart disease and other conditions. USC urologists from the Minority Men's Health Center participate in semi-annual health fairs to provide further service to the community.

Los Angeles County Medical Association, Patient Care Foundation

Keck Medical Center of USC supports LACMA's goal to impact the quality of life of all patients in Los Angeles by expanding the pool of medical professionals who attend to underserved populations by providing medical student scholarships.

Dorr Institute for Arthritis: Operation Walk

Operation Walk is a volunteer medical services organization founded and run by Keck Medical Center of USC's Dr. Lawrence Dorr. The non-profit is dedicated to providing life improving care for arthritis and other debilitating bone and joint conditions for individuals who do not have health insurance. In December 2012, the Medical Center hosted Dr. Dorr's team by providing operating rooms, medical supplies and staff to perform hip and knee replacements on 7 uninsured Los Angeles County individuals.

- Through the Operation Walk organization, the hospital hosted a team of nurses and technicians to assist with joint surgeries for the medically needy in Nicaragua. Over a three-day period, approximately 60 surgeries were completed.

Vietnamese Physician Association of Southern California

The association has community outreach program that includes numerous health fairs, weekly radio and TV talk shows on health topics. All activities aim to provide people with general knowledge about common health issues, to raise awareness and promote early screening for cancer and other diseases. All programs are community orientated and culturally sensitive.

Southern California Society of Health System Pharmacists

CSHP is committed to promoting Medication Wellness in California and developing access tools for enhancing medication reconciliation.

Friends of Californians with Disabilities

Friends of Californians with Disabilities, Inc., is a leader in developing statewide and national partnerships to increase employment and independent living opportunities for people with disabilities.

Celebrating a Second Chance at Life Survivorship Symposium

Over 500 Survivors from across the U.S. attended this symposium for bone marrow, stem cell and cord blood transplant survivors. Two days of workshops and networking will empower survivors to better manage their health long-term. In addition, the symposium's objectives are to Educate, Engage, Empower, and Foster a working partnership between survivors and healthcare providers to minimize the impact of long-term effects on quality of life. Keck Medical Center of USC has four presenters at the event: a physician, nutritionist, social worker, and nurse.

Acoustic Neuroma Association National Symposium

Keck Medical Center of USC is a sponsor of the ANA national symposium for pre-and post-treatment acoustic neuroma patients, family members, friends and health care professionals for a weekend of educational lectures, workshops and panel discussions – all with leading acoustic neuroma medical professionals. The symposium showcases the best thinking from both practitioners and visionaries on the major issues confronting acoustic neuroma patients.

Ministries of Christ

In 1981, Missionaries for Christ (MFCM) began as a small group of volunteers helping those less fortunate. Today, MFCM is a two-fold charitable organization that provides food, clothes, emergency, and recreational services to homeless and low-income people residing in Skid Row area as well as visiting and providing encouragement to patients confined in convalescent facilities. Funds were used to provide Thanksgiving baskets to 40 needy families in November and blankets, clothing, and food distribution to 150 homeless, including the overflow from Union Rescue Missions in December.

CASA 0101 Theater

CASA 0101 is dedicated to providing vital arts, cultural, and educational programs — in theater, digital filmmaking, art and dance — to Boyle Heights. CASA 0101 has

established itself as a leading arts venue for Los Angeles' East Side, presenting theatrical productions, film festivals, and other special events year round. CASA 0101 also offers year-round, free classes in acting and other arts disciplines for youth, and free and low-cost classes for adults in acting and writing.

APAIT Health Center

The APAIT Health Center positively impacts the quality of life for medically underserved communities living with or at risk for HIV/AIDS and other health disparities through culturally competent and linguistically appropriate programs in Southern California.

Padres Contra El Cancer

For 25 years, PADRES Contra El Cancer has been dedicated to improving the lives of Latino children with cancer and their families. As the only organization of its kind operating in the United States, PADRES brings together children, families, healthcare professionals and community leaders to promote a comprehensive understanding of childhood cancer and other blood disorders as well as effective methods for treatment. Though programs, activities and services are primarily oriented to the Latino community, PADRES serves childhood cancer patients from all races and ethnic origins.

Additional Support to Community Partners:

We are proud to support our community partners who impact those around us on a daily basis. Our support was provided to:

- iDream for Racial Equity
- Quench the Fire Pain Management
- USC's Center of Cystic Fibrosis
- Our Lady Queen of Angels Church
- Blood and Marrow Transplant Information Network
- Congenital Heart Walk
- Bluewater Media
- USC Adolescent and Young Adult Oncology Program
- USC's Alzheimer's awareness event

STAFF AND VOLUNTEER LEADERSHIP

The staff at Keck Hospital of USC engages with a number of organizations, dedicating time to support efforts to improve the health and wellness of vulnerable populations in local communities.

Ramona Gardens Collaborative

The purpose and goal of the collaborative is to bring together non-profit organizations, education institutions, government, law- enforcement, key community stakeholders, and organizations that are providing services to the Ramona Gardens Community and provide a mechanism for collaboration in order to better serve the youth and residents living in the Ramona Gardens community.

Weingart East Los Angeles YMCA

The Weingart East Los Angeles YMCA has a number of programs that promote youth development, healthy living and social responsibility. The hospital is represented on the YMCA's Board of Directors.

FINANCIAL SUMMARY OF COMMUNITY BENEFIT

Keck Hospital of USC and Norris Cancer Hospital community benefit funding for FY13 (July 2012 – June 2013) are reported as a combined entity and summarized in the table below.

Community Benefit Categories	Net Benefit
Charity Care	\$2,810,277
Unpaid Costs of Medi-Cal and Other Means Tested Government Programs	\$36,490,433
Community Health Improvement Services	\$536,931
Health Professions Education	\$14,956,836
Research	\$454,456
Cash and In-Kind Donations	\$533,110
Community Benefit Operations	\$201,500
TOTAL COMMUNITY BENEFIT PROVIDED	\$55,983,543
Excluding Unpaid Costs of Medicare	
Unpaid Costs of Medicare	\$61,980,041
TOTAL COMMUNITY BENEFIT PROVIDED	\$117,963,584
Including Unpaid Costs of Medicare	

COMMUNITY BENEFIT PLAN FOR FY 2014

This past year, Keck Hospital of USC in conjunction with USC Norris Cancer Hospital completed a Community Health Needs Assessment and identified the priority health needs: Access to care; Chronic disease management; Disease prevention and health promotion, with a focus on prevention, healthy eating, physical activity, and overweight/obesity issues; and Health sciences education for minority students. As required by federal IRS guidelines, an Implementation Strategy was developed to address the priority health needs. For FY14, the hospitals plan to meet the identified priority health needs through a commitment of resources with the following programs and services.

Education and Outreach

Keck Hospital of USC will offer a structured program of health education and outreach to the greater Los Angeles community. Specifically, we will provide health education and support groups that focus on a variety of topics related to health and wellness, chronic disease management, transplantation, healthy eating, and physical activity. In collaboration with the University of Southern California, Keck Hospital of USC will continue to support the Health Pavilion at the annual Los Angeles Times Festival of Books. Festival of Books attracts tens of thousands of guests for a weekend of screenings and health-related activities. In addition, we will sponsor education opportunities available to health care professionals to prevent disease and improve the provision of clinical care.

Community Grants

Keck Medical Center of USC has chosen to partner with community nonprofit groups and affiliated USC organizations whose programs align with the strategic priorities identified in our hospital's Community Health Needs Assessment as part of our Strategic Plan. As a method to address our identified health needs, we will provide a limited amount of grant funding to community programs that address our priorities.

USC's Neighborhood Outreach

In addition to the community grants program, the hospital will continue its support of the USC Neighborhood Outreach (UNO). This program was created to enhance the quality of life in the neighborhoods surrounding the University Park and Health Sciences campuses through mutually beneficial university-community partnerships. Funded programs include sponsoring community based health fairs, prevention and wellness services for underserved children and adults in the local community who are at high risk for diabetes and conditions associated with physical inactivity, and the neighborhood academic initiative, a comprehensive college preparation program for low-income middle and high school students.

Access to Care

Keck Hospital of USC has plans to increase its emphasis on access to care through partnerships with area Federally Qualified Health Centers. The hospital will explore supporting Community Health Centers to increase their capacity to provide primary care and preventive services, and provide clinic patients access to specialty care services and diagnostic testing at the hospital.

Keck Hospital of USC plans to continue to explore other opportunities to provide access to specialty care for the medically indigent. One such program that we will support is Operation Walk. Operation Walk is a volunteer medical services organization founded and run by Keck Medical Center of USC's Dr. Lawrence Dorr. The nonprofit is dedicated to providing life improving care for arthritis and other debilitating bone and joint conditions for individuals who do not have health insurance. Last year, the Medical Center hosted Dr. Dorr's team by providing operating rooms, medical supplies and staff to perform hip and knee replacements on seven uninsured Los Angeles County individuals.

The Built Environment

The health of a community is influenced by the environments where we live, work and play. The built environment is the manmade surroundings that have consequences for individual and community health. Improving green access is a critical strategy in building healthy communities. Therefore, the hospital has plans to explore the development of a community garden and walking path in the East Los Angeles community of Boyle Heights adjacent to the USC Health Sciences campus. We envision this garden as a catalyst to develop a comprehensive five-year community wellness plan to improve nutrition education and healthy food options, develop targeted obesity, diabetes, fitness and stress management programs, as well as strengthen ties between the community and the health sciences campus. This garden will be a tangible, visible commitment to the community.

The proposed community garden is a one acre plot on the corner of Norfolk and Playground on the health sciences campus. Directly across the street from the Community Center and Hazard Park, this garden will become an epicenter of the USC Health Sciences campus: promoting physical and programmatic links between the local schools, hospitals, medical school, research labs, and the larger community. The garden will be a convenient outdoor lab to develop targeted obesity, diabetes, fitness, and stress management programs for the local community. The land is currently owned by USC and is designated as green space in the 35-year Master Plan.

We are partnering with the Los Angeles Community Garden Council to develop the land and will collaborate with Los Angeles Conservation Corps to provide hands-on job skills training for a minimum of 20 at-risk youth in the East Los Angeles area to build the garden. We will also rely on Keck Medical Center of USC employees, Master Gardeners, and local students to volunteer their time to help maintain the garden. Additionally, through the Hospital Grant Program, we will fund three programs to target obesity, diabetes and stress reduction in the community. The programs will focus on three age groups: elementary school children, high school children, and the adult population.

Preliminary plans for the garden including a fruit and nut orchard, an outdoor classroom with seating and an outdoor sink, raised plots of land for various school-based programs, herb and medicinal gardens, a water feature, storage shed, and a small meditation area with seating. Plans will be solidified with further community input.

The following programs utilizing the garden will be funded by Keck Medical Center of USC.

Elementary School Program:

LA Sprouts is a 12-week nutrition, cooking and gardening intervention for low-income, predominantly Latino elementary school children in Los Angeles, currently under evaluation in a randomly controlled trial. This culturally-tailored program emphasizes the consumption of fruits, vegetables and non-processed foods, and teaches children easy recipes to prepare these foods at home and other strategies for including them into a regular diet. The gardening component of the program incorporates principals of environmental stewardship and the use of recycled materials for inexpensive at-home edible gardening. The underlying goal of this intervention is that increased hands-on exposure to fruits and vegetables will increase their familiarity, and in turn preferences, intake and physical health through their consumption.

High School Program:

The high school program will incorporate many similar elements as the Elementary School program, such as nutrition and gardening for a healthy diet, and mindfulness for stress reduction. A noteworthy addition to the high school program will be in the incorporation of STEM principals of plant biology and soil chemistry, engineering water systems, and the scientific method. Other learning techniques to be included are team building, entrepreneurship and independent thinking. Finally, this program aims to improve self-esteem by emphasizing the accomplishment of growing plants and food.

Adult Program:

As a solution to combat food insecurity, the adult program will focus on empowering individuals to utilize their own resources and knowledge gained from this program to grow edible plants at home and in community gardens. The adult program will also have a central stress-reduction component, with a focus on mindfulness practices and engagement with the natural world in a visually appealing space.

Minority Health Education

A University-wide priority that impacts the work of the hospital is a commitment to minority education in the health sciences. To support this priority need, Keck Hospital of USC will continue to support a job shadowing and mentoring program in collaboration with Bravo Medical Magnet High School. Located next to the USC Health Sciences campus, Bravo High School places an emphasis on science, math, and language skills as they relate to the science and medical fields.

Keck Hospital of USC will also continue to provide support to the Med-COR program. Established in 1970, USC's Med-COR Program has offered academic enrichment programs aimed at increasing the pool of high school students of color who are committed to pursuing careers in the health professions. Students are provided structured academic enrichment in the areas of mathematics, science, and English as well as academic counseling, SAT assistance, and summer internships at local hospitals. The hospital will host a Minority Outreach Enrichment day, whereby directors of non-clinical fields at the hospital share their career paths and daily job duties with students, offering mentorship and internships.

CONTACT INFORMATION

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