

2014

USC Norris
Cancer Hospital
Part of the Keck Medical Center of USC



USC Norris Cancer Hospital

Annual Report and Plan for

COMMUNITY BENEFIT

Fiscal Year 2014

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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*

This has been a tremendous year for the Keck Medical Center of USC, and we have achieved countless feats in our mission to provide innovative, uncompromising, compassionate care and healing throughout Southern California and the region.

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 Los Angeles and Orange counties and beyond. With more than 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, Beverly Hills and Downtown Los Angeles. Ranked among the top 25 hospitals in the United States for cancer care (No. 23) by *U.S. News & World Report*, we are leading the way in breakthrough medicine.

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 exceptional patient- and family-centered care. At USC Norris Cancer Hospital, our organization-wide employee service culture program is at the heart of everything we do. It focuses on employee empowerment, recognition and service excellence to help increase effective communication and encourage exceptional customer service. We also continue to be strategically focused on our infrastructure, growing key clinical care programs, and expanding and refreshing facilities. This has allowed us to greatly improve and refine the unique, comprehensive, personalized treatment our cancer patients need and deserve.

We also continue to devote a substantial amount of effort and resources into serving our greater community, as you'll see in this report. 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 in our East Los Angeles community. We continue to fund community partners that address our identified health priorities through our community grant program, and we are actively involved in the local community through various events, fairs and sponsorships.

As we strive to be a world-class leader in health care and research, we are committed to developing a vibrant, multi-faceted workforce pipeline program that both inspires and heals our community.

Sincerely,



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MISSION STATEMENT

We are the USC Norris Cancer Hospital. 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 USC NORRIS CANCER HOSPITAL

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 Keck Medicine 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.

One of only a few facilities in Southern California built exclusively for cancer research and patient care, USC Norris Cancer Hospital is a 60-bed inpatient facility providing acute and critical care. The hospital features a designated bone marrow transplantation unit and a surgical unit with specially trained staff who strive to meet the unique needs of cancer patients and their loved ones. 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 physicians, who are also faculty at the renowned Keck School of Medicine of the University of Southern California, USC Norris Cancer Hospital offers advanced treatment devoted to cancer treatment and research. Treatment options include surgery, radiation therapy and chemotherapy, and newer approaches to cancer management, such as immunotherapy and gene therapy. 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 HEALTH NEEDS ASSESSMENT

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

USC Norris Cancer Hospital is located east of downtown Los Angeles on USC's Health Sciences Campus at 1441 Eastlake Avenue, Los Angeles, California 90033. It 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. Targeted interviews were used to gather information and opinions from persons who represented the broad interests of the community served by the hospital. Eighteen interviews were completed. 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."

HEALTH NEEDS

Based on the results of the primary and secondary data collection, health needs were identified. The prioritized health needs to be addressed by the hospital are:

- Cancer care and treatment
- Disease prevention and health promotion, with a special focus on cancer prevention, healthy eating, physical activity, and overweight/obesity issues
- Health sciences education for minority students

COMMUNITY BENEFIT SERVICES SUMMARY

COMMUNITY HEALTH IMPROVEMENT SERVICES

Activities carried out to improve community health.

Community Health Education

Support group sessions were dedicated to serving those dealing with breast cancer, J-Pouch, colorectal cancer, and a prostate support group for significant others. 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.

Bladder Cancer Support Group

For male and female patients and their families, who are pre and post treatment of bladder cancer. Meetings will feature a speaker on a relevant topic, or will be devoted to open discussion during which members can share information and feelings related to diagnosis and treatment.

Caregiver Support Group

New this year, this support group is open to men and women who are caring for loved ones. Our meetings feature current topics related to caregiving for discussion. We provide a safe haven for sharing feelings in a nonjudgmental atmosphere, exploring coping mechanisms and supporting one another.

For Men Only Prostate Cancer Support Group

In addition to the Prostate Cancer Forum, we offer a support group to provide men with prostate cancer the chance to share common concerns and feelings in a smaller, more intimate setting. The group is facilitated by a Licensed Clinical Social Worker.

Look Good Feel Better

This program is presented in cooperation with the American Cancer Society, the Cosmetology Association, and the Cosmetics, Toiletry and Fragrance Association Foundation. It is designed to address the special concerns of women undergoing or who will undergo chemotherapy or radiation therapy and provides information on make-up, skin care, and hair.

Lung Cancer Education /Support group

This program is open to individuals and their families who are pre and post treatment for lung cancer. Meetings feature a speaker on a relevant topic, or will be devoted to open discussion; a time where members can share and listen to information and feelings related to diagnosis and treatment.

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

Community Education and Outreach

USC Norris Cancer Hospital participated in and hosted a number of community-based outreach efforts to raise awareness of cancer and encourage prevention activities.

The hospital provided health education informational materials and hosted education seminars and workshops on a variety of topics open to the public.

- **Health Matter Series**

Over 750 persons attended monthly presentations on health-related topics that were presented to community groups free of charge.

Adolescent and Young Adult Program

Cancer is the leading disease related cause of death for individuals ages 15-39.

Collaboration among USC Norris Comprehensive Cancer Center, USC Norris Cancer Hospital, Children's Hospital Los Angeles, and LAC-USC County has developed a multi-disciplinary, collaborative care model that addresses the unique needs of the AYA population in our community.

Community Based Clinical Services

Festival of Books

In collaboration with Pharmacy, Internal Medicine, Dermatology, Dentistry, and the Sleep Disorder Center, Keck Medicine of USC supported the Health Pavilion at the 2014 Los Angeles Times Festival of Books, attracting tens of thousands of guests for a weekend of screenings and health-related activities. Attendees received screenings for: blood sugar, BMI, skin cancer, blood pressure, oral health and sleep related disorders. Over 4,000 attendees participated in hand washing demonstrations to learn to decrease the spread of disease. Additionally, Keck Medicine of USC supported outreach and education on insurance enrollment through Covered California.

Festival of Life

The annual Festival of Life celebration was hosted by USC Norris Cancer Hospital. The Festival is a celebration held for cancer survivors and their families and is open to the public. We had close to 800 participants. The Festival included inspirational speakers, testimonials and other events.

LA Marathon

The hospitals and doctors of USC provided medical support and supplies for the runners in the LA Marathon. A mobile hospital equipped to perform emergency surgery was available at the finish line to enhance the medical services provided. Over 500

runners were treated, mostly for minor issues, and there were 12 emergency medical service transports from the race.

Health Care Support Services

- CancerHelp is a computer-based cancer education program from the National Cancer Institute. This program was available to patients, staff and the public.
- The Patient Education and Community Outreach Center (PEOC) and Jennifer Diamond Cancer Resource Library is 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 provides outreach activities and conducts informational programs relevant to the communities it serves.
- 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. The Center engages a full-time Mastectomy Fitter.
- Taxi vouchers were made available to patients and families for whom accessing transportation is a barrier to accessing care.
- Keck Medicine of USC provided access to an electronic health library available to the public on its website. The site provides information on health conditions, wellness and prevention.

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 Interns, Residents and Fellows from the USC Keck School of Medicine. Clinical faculty at the Keck School of Medicine directs a broad range of accredited residency and fellowship training programs.

Nursing Education

Nursing students from California State University Los Angeles, UCLA, Mount St. Mary's College, California State University Dominguez Hills, Pasadena City College, Glendale Community College and Azusa Pacific University were precepted by the nursing staff.

Other Health Professions Education

- Speech Therapists and Occupational Therapists obtained precepted internships.
- 24 USC Pharmacy students (Level I and Level IV) were assigned pharmacist preceptors. Pharmacy Residents received onsite training.

- 8 Certified Nurse Assistants students were provided with training.
- Graduate students in health administration were provided with precepted experiences with hospital leaders.

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.

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 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.

The Community Grants and Sponsorship program is a key initiative of the Keck Medicine 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 Medicine 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
Community Partners iDream for Racial Diversity	Workforce development, minority education
Great Minds in STEM	Workforce development, minority education
Healthy Plates/State of the Neighborhood	Obesity prevention
PADRES Contra El Cancer	Childhood cancer
Proyecto Pastoral at Dolores Mission	Disease prevention and health promotion
Union de Vecinos	Built environment
USC Good Neighbors Program	Prevention and wellness
YMCA	Diabetes prevention and health promotion

Cash Contributions and Sponsorships

Contributions to nonprofit community organizations were made to:

- **Dorr Institute for Arthritis: Operation Walk**
Operation Walk is a volunteer medical services organization founded and run by Keck Medicine 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 its second year, the hospital hosted Dr. Dorr's team by providing operating rooms, medical supplies and staff to perform hip and knee replacements on 5 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, 50-60 surgeries were completed.

- **Proyecto Pastoral Women's Conference – 253 women and 33 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.
- **The Wellness Center at the Historic General Hospital**
A vision was formed for a community where adults, children and families are healthy, safe and ready to learn. The Wellness Center will utilize the first floor of the previous County hospital as a common space where nonprofits will combat chronic diseases by wellness programming and disease prevention. They officially opened its doors on Monday, March 17 with services designed to make more convenient for residents living in Boyle Heights and the surrounding area.
- **Additional Support to Community Partners**
The hospitals provide in-kind donations of meeting space and parking validations for a number of nonprofit organizations and community groups. Contributions were made to additional nonprofit organizations, charity events and event sponsorships.

Staff and Volunteer Leadership

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

- **Promesa Boyle Heights: Building Success, Together**
Promesa Boyle Heights has galvanized parents, youth, educators, local organizations and key stakeholders to achieve a common vision: To ensure all children in our zone have access to effective schools and strong systems of family and community supports to prepare them to succeed in school and become dynamic and engaged citizens of the 21st Century.
- **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.
- **STEP – Success Through Education Program**
Provides economically disadvantaged students in East and South LA with the opportunity to receive a quality, value-based education by granting them scholarships. The hospital is represented on the Board of Directors.
- **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.

COMMUNITY BUILDING ACTIVITIES

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

Student Education: Internships and Mentoring, Workforce Development

Keck Medicine of USC continued its efforts to engage students from local Los Angeles schools that typically enroll underserved students. 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.

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 serves 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.

Each year, the hospitals also host a Minority Outreach Enrichment day, whereby approximately a dozen directors of non-clinical fields at the hospital shared their career paths and daily job duties with 35 students, offering mentorship and internships. Additionally, hospital leaders participated in a number of healthcare career awareness events to increase interest among minority and low-income youth.

FINANCIAL SUMMARY OF COMMUNITY BENEFIT

USC Norris Cancer Hospital and Keck Hospital of USC community benefit funding for FY14 (July 2013 – June 2014) are reported as a combined entity and summarized in the table below.

Community Benefit Categories	Net Benefit
Charity Care	\$1,617,712
Unpaid Costs of Medi-Cal and Other Means Tested Government Programs	\$36,774,947
Community Health Improvement Services	\$966,753
Health Professions Education	\$14,161,597
Research	\$413,865
Cash and In-Kind Donations	\$519,475
Community Benefit Operations	\$237,000
TOTAL COMMUNITY BENEFIT PROVIDED Excluding Unpaid Costs of Medicare	\$54,691,349
Unpaid Costs of Medicare	\$24,863,450
TOTAL COMMUNITY BENEFIT PROVIDED Including Unpaid Costs of Medicare	\$79,554,799

COMMUNITY BENEFIT PLAN FOR FY 2015

In FY13, USC Norris Cancer Hospital in conjunction with Keck Hospital of USC completed a Community Health Needs Assessment and identified 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. This plan spans the time period 2014-2016. For FY15, the hospitals plan to continue to meet the identified priority health needs through a commitment of resources with the following programs and services.

Education and Outreach

USC Norris Cancer Hospital will offer a structured program of health education and outreach to the greater Los Angeles community. 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 Medicine 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 Medicine 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.

In addition to the community grants program, the hospital will continue its support of the USC Good Neighbors program. 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 residents 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

USC Norris Cancer Hospital continues its emphasis on access to care through partnerships with area Federally Qualified Health Centers. The hospital supports Clinica Oscar Romero Community Health Centers to increase their capacity to provide primary care and preventive services.

Keck Medicine of USC continues 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 Medicine 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. The hospital provides operating rooms, medical supplies and staff to assist Dr. Dorr's team perform hip and knee replacements at no cost to the uninsured.

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. We continue to explore opportunities to improve the community space in Boyle Heights, the neighborhood surrounding the hospital campus.

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, USC Norris Cancer Hospital continues its 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.

USC Norris Cancer Hospital also continues 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 hosts 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.

Evaluating Plan Effectiveness

Keck Medicine of USC convenes a Community Benefit Advisory Committee (CBAC) that annually reviews the plan and its effectiveness. The CBAC is comprised of hospital and community representatives. It is through the CBAC that we solicit community views on the hospital community benefit plan. The Advisory Committee reports to the Governing Board on community benefit efforts and program effectiveness.

CONTACT INFORMATION

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