

2014

Keck  
Hospital  
of USC



# Keck Hospital of USC

## Annual Report and Plan for **COMMUNITY BENEFIT**

### Fiscal Year 2014

Submitted to:  
Office of Statewide Health Planning & Development  
Healthcare Information Division  
Accounting and Reporting Systems Section  
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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 10 in ophthalmology (No. 9), and among the top 25 hospitals in the United States for urology (No. 20) and cancer care (No. 23) by *U.S. News & World Report*, our medical center is 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 Keck Hospital of USC, 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, expanding and refreshing facilities and implementing important programs such as our electronic medical record.

We also continue to devote 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 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 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.

Keck Hospital of USC is a private, 401-bed acute care hospital staffed by the faculty at the Keck School of Medicine of the University of Southern California. 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.

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 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/](http://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. 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:

- Access to care
- Chronic disease management
- Disease prevention and health promotion, with a focus on 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

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.

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.

Lung Transplant 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.

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.

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.

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.

- **Health Matter Series**  
Over 750 persons attended monthly presentations on health-related topics that were presented to community groups free of charge.
- **USC Women's Conference**  
The sixth annual University of Southern California Women's Conference attracted nearly 1,000 USC alumni, parents, students, faculty and staff. The conference provided health workshops.
- **Fitness and nutrition education** were provided to students and parents at East Los Angeles area schools.
- **Working with Legacy LA**, three health education programs were provided for 60 Boyle Heights residents. Topics included healthy eating with a cooking demonstration, emergency preparedness, smoking cessation, and reduction in alcohol use.
- The hospital partnered with other community organizations to participate in the Bridge to Health community health fair.

#### Community Based Clinical Services

Festival of Books – in collaboration with the schools of 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.

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

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

138 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

- 8 Speech Therapists obtained precepted internships at the facility.
- 56 USC Pharmacy students (Level I and Level IV) were assigned pharmacist preceptors. Pharmacy Residents received onsite training.
- 84 Occupational Therapy students received precepted 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. The hospital hosted a number of guests lectures presented to the at-large clinician community in Southern California.

### International Education Outreach

- Keck Hospital of USC and the Nurses of USC hosted a group of 21 Chinese nursing leaders and the Chief Medical Officer from 4,000-bed Xiangya University Hospital for a two week training program. They were provided with didactic content and clinical shadowing experiences, partnering with nurse clinicians and leadership teams throughout the hospital.

- The Speech Therapy Department participated in monthly telemedicine sessions with physicians in India.
- A number of departments and divisions hosted foreign clinicians, providing clinical rounds and educational lectures.

**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 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:

<b>Agency</b>	<b>Focus of grant</b>
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 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.

- **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 hospitals shared their career paths and daily job duties with 35 students, offering mentorship and internships. Additionally, hospital leaders participated in a number of health care career awareness events to increase interest among minority and low-income youth.

## FINANCIAL SUMMARY OF COMMUNITY BENEFIT

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

<b>Community Benefit Categories</b>	<b>Net Benefit</b>
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
<b>TOTAL COMMUNITY BENEFIT PROVIDED Excluding Unpaid Costs of Medicare</b>	<b>\$54,691,349</b>
Unpaid Costs of Medicare	\$24,863,450
<b>TOTAL COMMUNITY BENEFIT PROVIDED Including Unpaid Costs of Medicare</b>	<b>\$79,554,799</b>

## COMMUNITY BENEFIT PLAN FOR FY 2015

In FY13, Keck Hospital of USC in conjunction with USC Norris Cancer Hospital 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

Keck Hospital of USC 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

Keck Hospital of USC 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, Keck Hospital of USC 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.

Keck Hospital of USC 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.

### 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**

### Address of Hospital Campus

#### **Keck Hospital of USC**

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### Web Address

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