

2019

**USC** Verdugo  
Hills Hospital

Keck Medicine of **USC**



## USC Verdugo Hills Hospital

Annual Report and Plan for  
**COMMUNITY BENEFIT**  
Fiscal Year 2019

(July 1, 2018 – June 30, 2019)

Submitted to:

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

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## **KECK MEDICINE OF USC**

Keck Medicine of USC is the University of Southern California's medical enterprise. Encompassing academic excellence, world-class research and state-of-the-art clinical care, we attract internationally renowned experts who teach and practice at the Keck School of Medicine of USC, the region's first medical school.

We operate the Keck Medical Center of USC, which includes two acute care hospitals: Keck Hospital of USC and USC Norris Cancer Hospital. The enterprise also owns the community hospital USC Verdugo Hills Hospital, and it includes more than 40 outpatient facilities, some at affiliated hospitals, in Los Angeles, Orange, Kern, Tulare and Ventura counties. In addition, we operate USC Care Medical Group, a medical faculty practice.

## **USC VERDUGO HILLS HOSPITAL**

USC Verdugo Hills Hospital began in 1947 as Behrens Memorial Hospital. Rather than expand the Behrens facility, a new hospital was built on the hilltop land donated by the Greene family. In 1972, Verdugo Hills Hospital was created serving patients in the cities of Glendale and La Cañada Flintridge, as well as the surrounding Foothill communities of Southern California. In 2013, Verdugo Hills Hospital partnered with the University of Southern California (USC), creating USC Verdugo Hills Hospital. USC Verdugo Hills became part of Keck Medicine of USC.

USC Verdugo Hills Hospital is a 158-bed nonprofit community hospital. Services include a 24-hour emergency room staffed by USC faculty physicians; a primary stroke center; bariatric and minimally invasive surgery; OB-GYN and infant services; orthopaedic surgery; occupational, physical and speech therapy; cardiac rehabilitation; and imaging and diagnostic services including mammograms, magnetic resonance imaging (MRI), CT scans and angiograms. In 2018, USC Verdugo Hills Hospital opened a six-bed, state-of-the-art neonatal intensive care unit (NICU) to provide care for infants born prematurely or with critical medical conditions.

Verdugo Hills Hospital has been honored by its peers with several awards. Most recently, in 2019, 22 physicians were named "Top Doctors" by their peers in *Pasadena Magazine*, for their continued excellence in providing exceptional, personalized care. Additionally, the Emergency Nurses Association awarded Verdugo Hills Hospital the Lantern Award, which honors nursing leadership, education, advocacy and research in emergency care.

## **MISSION STATEMENT**

Our mission is to provide personalized, high-quality healthcare relevant to our patient community.

## **VISION STATEMENT**

Our vision is to differentiate our hospital by delivering excellent clinical outcomes and superb customer service.

## **GOVERNANCE**

Thomas E. Jackiewicz, Chairman  
Keith Hobbs, Vice Chairman  
Jeannine Taylor, Secretary  
Todd Andrews  
Tamara Capretta  
Carl R. Chudnofsky, MD  
Alexandria Darras, MD  
Steven Giannotta, MD  
Rod Hanners  
Steven Hartford, MD  
Joseph Ouzounian, MD  
David Sagal  
Shawn T. Sheffield  
James Uli  
Steve Wilder  
Sue Wilder

## **COMMUNITY ADVISORY BOARD**

The Community Advisory Board is an advisory committee for the hospital's community benefit programs and reports to the Board of Directors. The Community Advisory Board reviews and validates legal and regulatory compliance specific to community benefit mandates; assures community benefit programs and services are effectively meeting identified community health needs; and increases transparency and awareness of community benefit activities. The members of the Community Advisory Board include:

Sue Wilder, Vice Chair  
Edward A. Wopschall, II, Vice Chair  
Leon Altman, Secretary

Lola Abrahamian  
Chandnish Ahluwalia, MD  
Todd E. Andrews  
Paul Craig  
Robert E. Develle, Jr.  
Armand Dorian, MD  
Captain Tim Feely, GFD

John Genovese  
Steven L. Hartford, MD  
Keith Hobbs  
Deputy Chief Bill Lynch, GFD  
Cecilia Pyzow  
Nina Ries

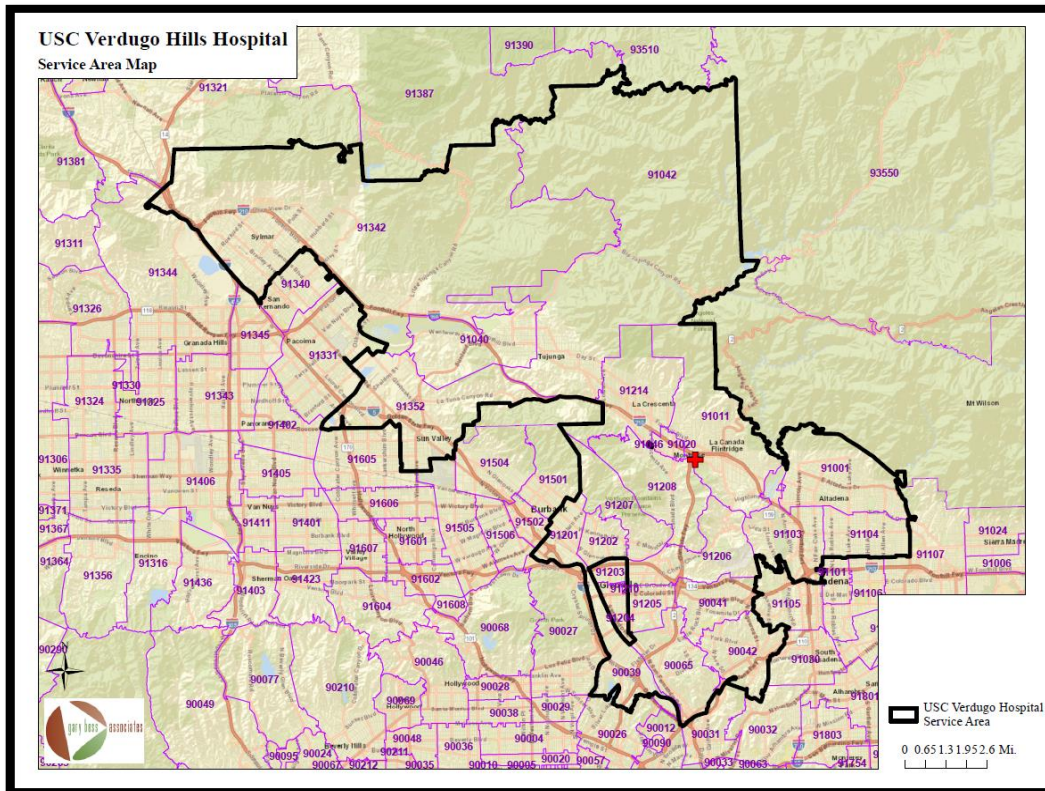
## OUR COMMUNITY

USC Verdugo Hills Hospital is located at 1812 Verdugo Boulevard, Glendale, California 91208. The hospital service area includes 20 ZIP Codes in 14 cities/communities comprising portions of Service Planning Areas (SPAs) 2, 3 and 4. The hospital service area was determined from the ZIP Codes that reflect a majority of patient admissions.

### USC Verdugo Hills Hospital Service Area

Geographic Area	ZIP Code	SPA
Altadena	91001	3
Glendale	91201, 91202, 91205, 91206, 91207, 91208	2
Highland Park	90042	2
La Cañada Flintridge	91011	3
La Crescenta Montrose	91214	2
LA/Eagle Rock	90041	4
LA/Glassell Park	90065	4
Los Angeles	90039	4
Montrose	91020	2
Pasadena	91103, 91104	3
Sun Valley	91352	2
Sunland	91040	2
Sylmar	91342	2
Tujunga	91042	2

### Map of the Verdugo Hills Hospital Service Area



The population of the service area is 666,468 persons. Children and youth (ages 0-17) make up 20.1% of the population and seniors (65 years and older) account for 15.0% of the population. In the service area, 45.9% of the population is White. At 33%, Hispanics/Latinos are the second largest race/ethnic group in the service area. Asians comprise 14% of the population and African Americans are 4% of the population. In terms of educational attainment, 16% of service area residents, who are 25 years old and older, have less than a high school diploma. Among the residents represented in the hospital service area, 13.6% of families had incomes less than 100% of the federal poverty level and between 11.3% to 12.1% of service area children (SPA 2, 3 and 4) are low-income, living below 200% of the federal poverty level.

### **COMMUNITY HEALTH NEEDS ASSESSMENT**

Verdugo Hills Hospital completed a Community Health Needs Assessment (CHNA) in 2019 as required by state and federal law. The CHNA is a primary tool used by Verdugo Hills Hospital to determine its community benefit plan, which outlines how it will give back to the community in the form of health care and other community services to address unmet community health needs. The assessment incorporated components of primary data collection and secondary data analysis that focused on the health and social needs of the service area. The CHNA examined up-to-date data sources for the service area to present community demographics, social determinates of health, health care access, maternal and infant health, leading causes of death, disability and disease, health behaviors, mental health, substance use and misuse, and preventive practices. When applicable, these data sets were presented in the context of California and compared to the Healthy People 2020 objectives.

Targeted interviews were used to gather information and opinions from persons who represent the broad interests of the community served by the hospital. Verdugo Hills Hospital completed twelve (12) key community stakeholder interviews from January to March 2019. Interviewees included individuals who are leaders and/or representatives of medically underserved, low-income, and minority populations, local health or other departments or agencies that have current data or other information relevant to the health needs of the community. Input was obtained from the Los Angeles Public Health Department.

### **Community Engagement**

In addition, Keck Medicine of USC commissioned the National Health Foundation (NHF) to conduct a Community Environmental Scan in FY2019 to create a three-dimensional picture of the hospital communities, including their social, economic and physical barriers to healthy living, and engage the community for their perspectives on these issues.

This community engagement strategy was designed to gather community input on disparities within the hospital's service area, understand community resources, gauge gaps in services, clarify and enhance the community profile and provide recommendations for strategies and investments that could address community concerns and health disparities. Data collection occurred in three phases: community canvassing; focus groups; and community stakeholder surveys.

Community canvassing occurred at four large events across the hospital's service area. The canvassing events engaged 71 residents. During these canvassing events, community residents were recruited for focus groups in multiple languages. Six (6) focus groups engaged 65 persons and were conducted from July to October 2018.

Finally, community stakeholders were identified during these community canvassing and focus group recruitment events. Executive leaders in community organizations or schools, or individuals heavily involved in addressing community issues through local government were identified as qualified stakeholders. The responding stakeholders represented a broad range of interest in the hospital's services area and included nonprofit leaders, school principals, police department representatives and local government officials.

Stakeholder surveys were developed and disseminated once canvassing and focus group themes emerged. The surveys summarized the needs and concerns of community residents, which allowed the NHF team to ask stakeholders more direct questions regarding the severity of the emerging issues. Twelve (12) community stakeholders participated.

### **Priority Health Needs**

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

The identified significant health needs were prioritized with input from the community. Interviewees were asked to rank the order of the health needs according to highest level of importance in the community. The total score for each significant health need (possible score of 4) was divided by the total number of responses for which data were provided, resulting in an overall average for each health need.



Access to health care, economic insecurity, mental health, substance use and misuse, and chronic diseases were ranked as the top five priority needs in the service area. The calculations of the community input resulted in the following ordering of the significant health needs:

1. Access to health care
2. Economic insecurity
3. Mental health
4. Substance use and misuse
5. Chronic diseases
6. Overweight and obesity
7. Preventive practices
8. Sexually transmitted infections
9. Dental care
10. Senior health
11. Transportation

The 2019 CHNA can be accessed at <http://uscvh.org/giving/community-benefit>.

## **COMMUNITY BENEFIT SERVICES SUMMARY FY2019**

Community benefit services promote health and healing and are focused on addressing the identified unmet health needs of the community. For a program or service to be considered a community benefit it must: improve access to health care; enhance the health of the community; advance medical or health care knowledge; or reduce the burden of government or other nonprofit community efforts.

### **Community Health Improvement Services**

*Activities carried out to improve community health, available to the public, which address a community need.*

#### Community Health Education

##### **Health Education Seminars**

The hospital made health education sessions available to the public. Sessions addressed disease prevention and health and wellness, cancer prevention and treatment, art therapy, suicide prevention, flu prevention, heart health, weight loss, nutrition and wellbeing, disaster preparedness, aging smarter, stroke awareness, men's health and women's health, what to expect during an ER visit, meningitis, mental health, bone and joint health, brain health, stroke awareness, and healthy aging. In FY19, health education seminars reached over 2,000 persons. In addition, the hospital hosted a Suicide Prevention and Awareness Conference, attended by 250 participants.

##### **Community CPR**

Classes available to the community included infant CPR, Basic Life Support (BLS) training, Heart Saver Automated External Defibrillator (AED) training, and babysitter/teen CPR classes. 381 individuals received training in FY2019.

##### **BEGINNINGS Early Pregnancy Class**

As part of the hospital's Family Education Program, classes addressed pregnancy-related health topics, including nutrition, common discomforts of pregnancy, relaxation techniques and baby's development in the womb. Classes were offered monthly and were open to the public; 46 persons participated. A decision to deliver at the hospital was not required to participate.

##### **New Mothers Forum Support Group**

Weekly discussion groups were open to the public and helped new mothers ease through the adjustments of motherhood. The support group was facilitated by a family education program instructor; 266 individual encounters were provided.

### **Support Group and Workshops**

Support groups and workshops offered breast feeding advice and support to new mothers as well as fathers. The support groups were facilitated by a lactation specialist. Open and free to the public, babies in arms were welcomed. A total of 469 encounters were provided.

### **Infant Care Workshops**

This class teaches new and expectant parents practical skills for newborn care, including diapering, bathing, taking an infant's temperature, safety related information and basic first aid. 147 individuals attended these classes.

### **Nutrition Classes**

Verdugo Hills Hospital provided several ten-week nutrition classes. 350 community members participated.

### **Community Support Groups**

Health and wellness support groups encompassing a variety of health and quality of life issues met regularly at the hospital.

### **Health Fairs and Health Awareness Events**

The hospital participated in community events, provided first aid and hosted educational booths, providing the public with information on risk prevention and disease management. USC Verdugo Hills Hospital hosted its annual Health and Wellbeing Fair and participated in the St. Dominic Church Health Ministry Health Fair, Glendale Health Festival, Glendale Educational Foundation Kids Fitness Challenge, JPL Safety Fair, La Canada Elementary School Nutrition Week, Golden Futures Senior Expo, La Canada Elementary Nutrition Week, Crescenta Valley Hometown Country Fair, and YMCA Fiesta Days Run.

At these events, the hospital provided health education, resource information and referrals to health and community services. In addition, they provided stroke screening, blood pressure screening, balance screening, cholesterol and glucose screenings for 377 persons, and hands-only CPR.

### Community Based Clinical Services

#### **La Cañada Unified School District TB Tests**

USC Verdugo Hills Hospital administered free TB screenings to La Cañada Unified School District (LCUSD) and Crescenta Valley Schools (GUSD) parent volunteers. This community program provided TB tests to 345 persons.

## **Influenza Immunization Clinic**

USC Verdugo Hills Hospital offered 305 free flu vaccines in the community.

## **Mammogram Screenings**

USC Verdugo Hills Hospital provided 19 low-cost mammogram screenings for women in La Cañada Flintridge, Glendale and Montrose.

## Health Care Support Services

### **Transportation Services**

Transportation is a documented barrier to accessing health care services. The hospital paid for taxi vouchers, ambulance services and van transportation for low-income patients and families who could not afford transportation to obtain needed health care services.

### **Other Support Services**

Verdugo Hills Hospital provided medications and short-term housing support for indigent individuals. In addition, the hospital financed mental health care services for vulnerable patients who needed psychiatric care.

## **Health Professions Education**

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

### Nursing Education

379 nursing students from Azusa Pacific University, California State University Dominguez Hills, West Coast University, Pasadena City College, Glendale Career College, Western University of Health Sciences, Grand Canyon University and Glendale Community College were precepted by the VHH nursing staff.

### Other Health Professions Education

Staff at the hospital served as clinical preceptors for health professions students in health administration, occupational therapy, physical therapy, EMTs, surgery, pharmacy, and radiology.

### Continuing Education

The hospital hosted bi-weekly lunch and learn education events made available to health providers throughout the hospital staff and the provider community. Class topics included spine care, LGBTQ sensitivity, acupuncture, teenage suicide, healing arts, alcohol withdrawal protocols, diverticulitis, tardive dyskinesia, mobilization and critically ill patients, living your best life through healthy choices, debunking food myths, bone and joint health, and just culture.

Monthly Case Managers Breakfast Meetings were held at USC Verdugo Hills Hospital featuring guest speakers on a number of health topics; 240 persons attended the meetings. These meetings were open to health care professionals in the community.

### **Cash and In-Kind Donations**

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

USC Verdugo Hills Hospital provided cash and in-kind donations to nonprofit organizations that support community benefit efforts. The hospital provided in-kind donations of meeting space for a number of nonprofit organizations and community groups.

### **Community Building Activities**

*Activities that support community organizations by offering the expertise and resources of the hospital.*

### **Economic Development**

USC Verdugo Hills Hospital actively supported issues impacting community health and safety by partnering with the La Cañada Flintridge Chamber of Commerce, Crescenta Valley Chamber of Commerce, the Glendale Chamber of Commerce, Sunland-Tujunga Chamber of Commerce, the Montrose Verdugo City Chamber of Commerce, and the Glendale and La Cañada Kiwanis Club. In FY2019, the hospital hosted a La Canada Chamber of Commerce summer intern.

### **Community Support**

USC Verdugo Hills Hospital collaborated with a number of community partners in support of community health organizations and the business community. Efforts included outreach and planning to support community efforts. Examples of organizational partnership meetings included the Glendale Health Summit and the Glendale Healthy Community Coalition.

### **Coalition Building and Advocacy**

Hospital representatives serve on a number of local, regional and state level organizations and committees that address health improvement and support professional health organizations. USC Verdugo Hills Hospital engaged in advocacy efforts that supported access to health care.

### Workforce Development

Our state faces a documented shortage of health professionals to care for our aging population. Therefore, the hospital is committed to support the next generation of health care professionals. USC Verdugo Hills Hospital hosted 40 local high school students for a Healthcare Day of Discovery, participated in the Crescenta Valley High School Career Day and offered internship and shadow-day opportunities to introduce health care careers to students.

## FINANCIAL SUMMARY OF COMMUNITY BENEFIT

USC Verdugo Hills Hospital, Keck Hospital of USC, and USC Norris Cancer Hospital community benefit funding for FY19 (July 2018 – June 2019) are reported as a combined entity and summarized in the table below.

<b>Community Benefit Categories</b>	<b>Net Benefit</b>
Charity Care Financial Assistance <sup>1</sup>	\$3,154,173
Unpaid Costs of Medi-Cal and Other Means Tested Government Programs <sup>2</sup>	\$28,143,100
Health Professions Education and Research <sup>3</sup>	\$30,072,223
Other for the Broader Community <sup>4</sup>	\$1,583,299
<b>TOTAL COMMUNITY BENEFIT PROVIDED Excluding Unpaid Costs of Medicare</b>	<b>\$62,952,795</b>
Unpaid Costs of Medicare	\$84,362,456
<b>TOTAL COMMUNITY BENEFIT PROVIDED Including Unpaid Costs of Medicare</b>	<b>\$147,315,251</b>

<sup>1</sup> Charity Care - Includes traditional charity care/financial assistance to eligible patients at reduced or no cost based upon the individual patient's financial situation.

<sup>2</sup> Unpaid costs of public programs include the difference between costs to provide a service and the rate at which costs are determined based on the overall cost to charge ratio. This total includes the hospital quality assurance fee paid to the State of California.

<sup>3</sup> Costs related to health professions education programs, including graduate medical education and clinical training for students, and research that the hospital supports.

<sup>4</sup> Includes non-billed activities, such as community education, screenings, support groups and health support services; community benefit operations; and grants and in-kind donations to support community health.

## **COMMUNITY BENEFIT PLAN FOR FY2020**

In FY2019, Verdugo Hills Hospital conducted a Community Health Needs Assessment (CHNA) to assess the significant health needs for the hospital area. Priority health needs were identified that the hospital has chosen to address through its Implementation Strategy.

### **Access to Health Care**

USC Verdugo Hills Hospital plans to address access to care by taking the following actions:

- Provide financial assistance through both free and discounted care for health care services, consistent with the hospital's financial assistance policy.
- Provide transportation support to increase access to health care services.
- Support primary care providers by offering USC specialty care expertise from the physicians at Keck Medicine of USC.
- Offer free and low-cost health care services (e.g. TB tests, flu shots, mammograms) to reduce disease and disability.

### **Chronic Diseases**

USC Verdugo Hills Hospital plans to address chronic disease by taking the following actions:

- Provide chronic disease education, screening and treatment.
- Offer health information and referrals to needed services at community health events.
- Provide public health education in the media and community health awareness events to encourage healthy behaviors and prevent chronic diseases.
- Increase knowledge of and access to resources that address symptoms of chronic diseases such as cardiac rehabilitation and diabetic wound care.

### **Mental Health**

USC Verdugo Hills Hospital plans to address mental health by taking the following actions:

- Provide health education and support groups that offer information, resources and assistance on mental health issues.
- Develop partnerships among USC mental health specialists, primary care providers, addiction counselors and community-based mental health service providers to increase screening and treatment of mental health problems.
- Collaborate with local mental health advocacy groups to provide education to identify and respond to signs of mental illness.



## **Preventive Practices**

USC Verdugo Hills Hospital plans to address preventive practices by taking the following actions:

- Develop free and low cost educational health-care programming that focuses on:
  - Healthy eating
  - Exercise
  - Smoking cessation
  - Mindfulness
  - Sports injury prevention
  - Hand hygiene
- Educate primary care physicians about preventive practice offerings.
- Provide low cost and no cost immunizations.

## **Senior Health**

USC Verdugo Hills Hospital plans to address senior health by taking the following actions:

- Offer community education focused on issues pertinent to seniors.
- Provide free health screenings for seniors.
- Offer classes for seniors that promote health.
- Explore creating a senior resource center that will connect seniors to other community-based resources.

## **EVALUATION OF IMPACT**

Verdugo Hills Hospital will monitor and evaluate the programs and activities outlined above. The hospital anticipates the actions taken to address significant health needs will improve health knowledge, behaviors, and status, increase access to care, and help support good health. The hospital is committed to monitoring key initiatives to assess impact and has implemented a system to track the implementation of the activities and document the anticipated impact. Our reporting process includes the collection and documentation of tracking measures, such as the number of people reached/served, and collaborative efforts to address health needs. An evaluation of the impact of the hospital's actions to address these significant health needs will be reported in the next scheduled CHNA.

### Fostering Community Partnerships

We are committed to fostering partnerships with community-based organizations, community clinics, government agencies, schools and school districts, the faith community, public health, and public safety agencies. Our community benefit plan includes maintaining current partnerships and exploring opportunities to engage with new partners.

## **CONTACT INFORMATION**

### Address of Hospital Campus

Verdugo Hills Hospital  
1812 Verdugo Boulevard  
Glendale, CA 91208

### Web Address

<https://uscvhh.org/>

### Community Benefit Contact

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