

**USC** Verdugo  
Hills Hospital  
Keck Medicine of **USC**



**Annual Report and Plan for Community Benefit USC  
Verdugo Hills Hospital  
Fiscal Year 2023 (July 1, 2022 - June 30, 2023)**

Submitted to:  
Department of Health Care Access and Information  
Accounting and Reporting Systems Section  
Sacramento, California

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## About USC Verdugo Hills Hospital

### Keck Medicine of USC

Keck Medicine of USC is the University of Southern California's medical enterprise, one of only two university-based medical systems in the Los Angeles area. Keck Medicine combines academic excellence, world-class research, and state-of-the-art facilities to provide highly specialized care for some of the most acute patients in the country. Our internationally renowned physicians and scientists provide world-class patient care at Keck Hospital of USC, USC Norris Cancer Hospital, USC Verdugo Hills Hospital, USC Arcadia Hospital and more than 100 unique clinics in Los Angeles, Orange, Kern, Tulare, and Ventura counties.

### USC Verdugo Hills Hospital

USC Verdugo Hills Hospital began in 1947 as Behrens Memorial Hospital. In 1972, Verdugo Hills Hospital was created to serve residents 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 Keck Medicine of USC, creating USC Verdugo Hills Hospital.

USC Verdugo Hills Hospital (USC-VHH) 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, labor and delivery and other women's services, orthopedic surgery, occupational, physical and speech therapy, cardiac rehabilitation, and imaging and diagnostic services, including an IR/Cardiac Cath Lab. USC-VHH has a six-bed, state-of-the-art neonatal intensive care unit (NICU) to provide care for infants born prematurely or with critical medical conditions.

### Awards

USC Verdugo Hills Hospital is nationally recognized as a leader in equity, patient safety, and high-quality care and holds the following awards and accolades for 2022-2025:

- USC-VHH earned an "A" Hospital Safety Grade from the Leapfrog Group for its outstanding commitment to hospital safety and quality patient care. This designation places USC-VHH among top tier hospitals in the nation for safety and quality.
- USC-VHH is nationally noted as an LGBTQ+ Healthcare Equity Leader by The Human Rights Campaign (HRC) Foundation, the educational arm of the nation's largest LGBTQ+ civil rights organization.
- The Primary Stroke Center is recognized for offering the most advanced and efficient stroke-care services by the American Heart Association, *Get with the Guidelines® Gold Plus Quality Achieve Award* as well as the quality assurance certification by DNV GL Healthcare, USA.
- The Orthopaedics Program is designated as a Center of Excellence for Hip and Knee Replacement by DNV GL Healthcare, USA.
- For the second consecutive awards cycle, the Emergency Nurses Association awarded Verdugo Hills Hospital the prestigious Lantern Award, for demonstrating exceptional leadership, practice, education, advocacy, and research.
- USC-VHH earned the BETA Heart Award in all five domains (Culture & Safety, Rapid Event Response & Analysis, Communication & Transparency, Care for the Caregiver, and Early

Resolution) from the BETA Healthcare Group.

- USC-VHH was a finalist for the Best of Southland 2023 Awards from the LA Times.

## **Mission and Vision**

### **Mission**

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

### **Vision**

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

## **Leadership**

### **Governing Board**

The Board of Directors provides organizational leadership for community benefit. The Board functions as an oversight and policy-making body for the hospital's community benefit commitments, efforts, and strategic alignment with community needs.

Armand Dorian, MD, MMM, President

Ann O'Brien, JD, Secretary

Members:

Chris Allen

Todd Andrews

Tammy Capretta, RN, MPH

Carl R. Chudnofsky, MD

Alexandria Darras, MD

Steven Giannotta, MD

Rod Hanners

Tina Ito

Happy Khanna, MD

Joseph Ouzounian, MD

Sunder Ramani

David Sagal

Shawn T. Sheffield

Steve 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 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 Advisory Board include:

Sue Wilder, Chair

Kandi Wopschall, Secretary

### Members:

Lola Abrahamian

Chandnish Ahluwalia, MD

Todd Andrews

Patricia Beauchamp

Soo Kim Choi

Robert E. Develle, Jr.

Armand H. Dorian, MD

Steven Hartford, MD

Deputy Chief Andrew Jenks

Tarina Kang, MD

Vernon McGugan

Ayuko K. Siegel

Battalion Chief Todd Tucker

## Caring for our Community

USC-VHH recognizes its obligation to provide community service beyond its role as a healing facility. This report demonstrates tangible ways in which USC-VHH fulfills its mission to improve the health and wellbeing of our community and provide personalized, high quality health care. USC-VHH provides financial assistance to those in the community who cannot afford services, or whose health insurance does not cover all services rendered. In addition, USC-VHH invests in the community to increase access to health care services and improve health.

## Service Area

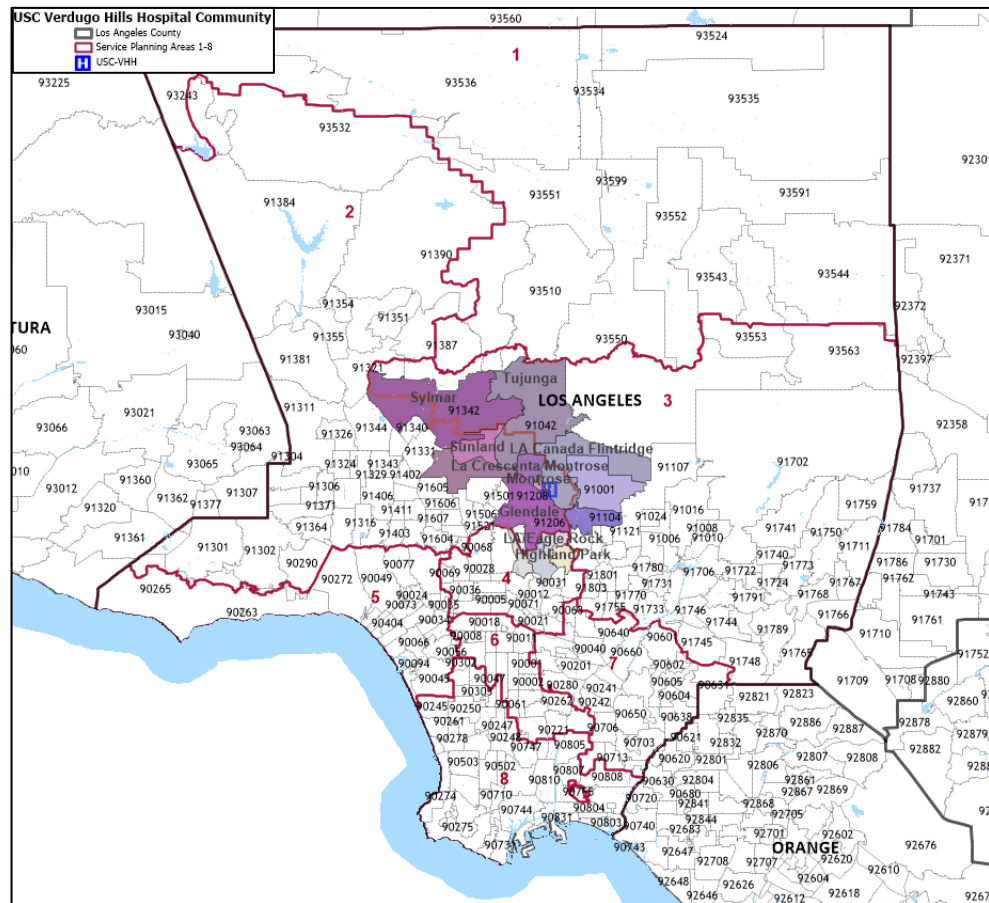
USC-VHH is located at 1812 Verdugo Boulevard, Glendale, California, 91208. The service area is in Los Angeles County and includes 20 ZIP Codes, representing 14 cities or communities comprising portions of Service Planning Areas (SPAs) 2, 3 and 4. The hospital service area was determined from the ZIP Codes that reflect most patient admissions.

**Exhibit 1: USC Verdugo Hills Hospital's Community Geographic Areas and ZIP Codes**

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

**Exhibit 2** shows the location of the USC-VHH community, within Los Angeles County. **Exhibit 3** is an enlargement portraying the 20 ZIP Codes and 14 cities that comprise the hospital’s community.

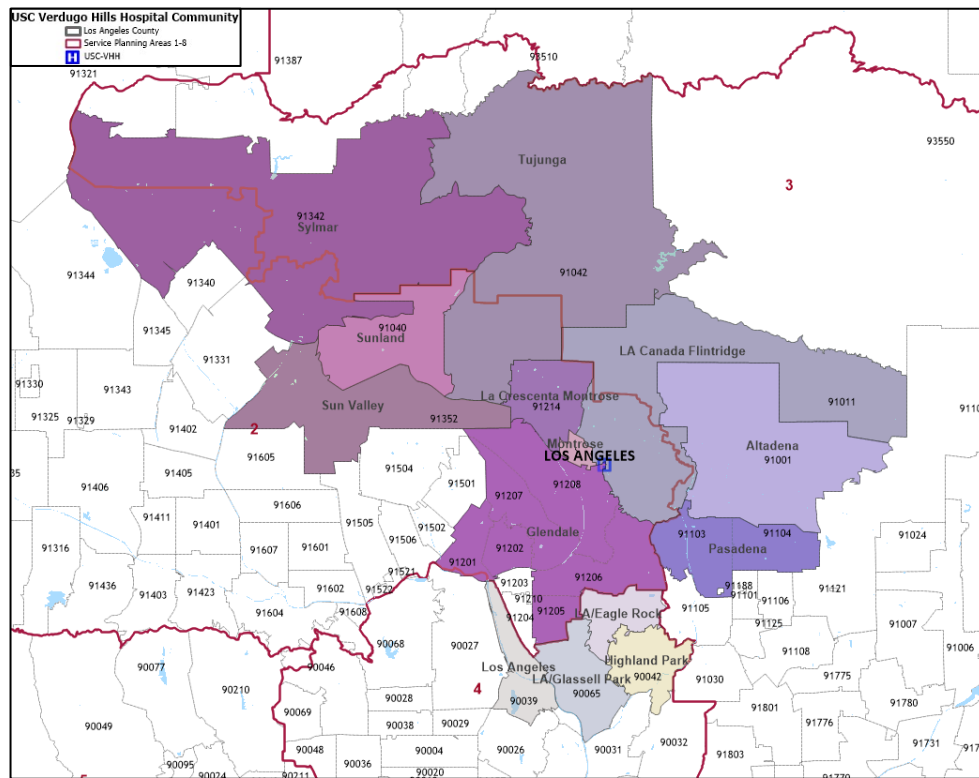
**Exhibit 2: USC Verdugo Hills Hospital Community within Los Angeles County**



Source: County of Los Angeles Public Health and Caliper Maptitude, 2023.



### Exhibit 3: USC Verdugo Hills Hospital Community by ZIP Code and City



Source: County of Los Angeles Public Health and Caliper Maptitude, 2023.

## Community Snapshot

### Population

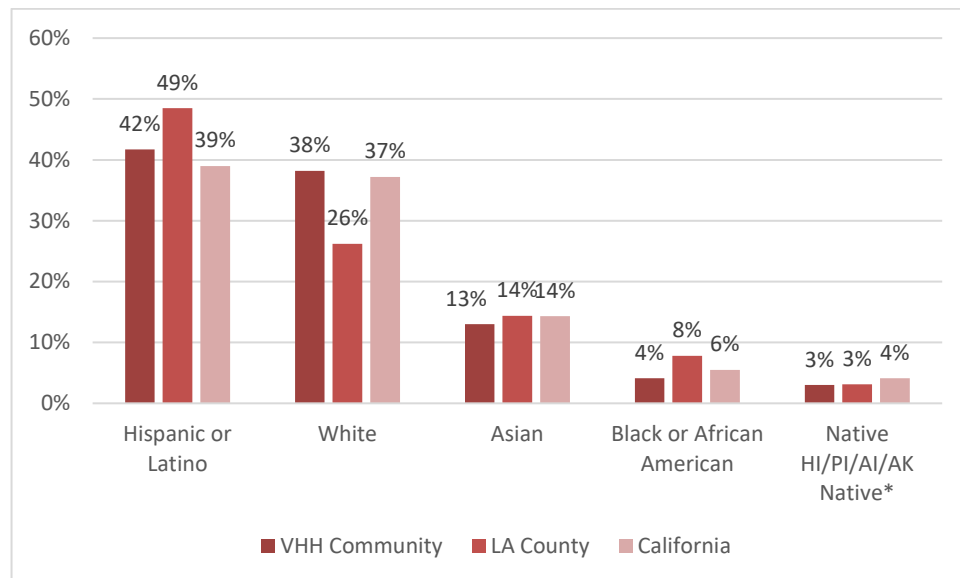
The population of the USC-VHH service area was 665,906. Children and youth made up 20.1% of the service area population, 64.5% were adults, and 15.4% were seniors, ages 65 years and older. The service area had a higher percentage of seniors than found in the county (13.2%). Among adults, 6.6% in SPA 2, 5.8% in SPA 3, and 15.4% in SPA 4 identified as part of the Lesbian Gay Bisexual (LGB) community.<sup>1</sup>

<sup>1</sup> [Uscvh.org/giving/community-outreach](https://uscvh.org/giving/community-outreach)



## Race and Ethnicity

**Exhibit 4: Population by Race and Ethnicity, 2019**



Source: U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates, DP05. <https://data.census.gov/cedsci/>  
\*Native Hawaiian, Pacific Islander, American Indian, Alaska Native, or other or multiple races.

**Exhibit 4** presents the percentage distribution of the population by race for the VHH service area, LA County, and California.

- The VHH community had a higher percentage of Hispanic or Latino population compared to the state; however, lower than LA County.
- The VHH community had a higher percentage population of White residents than both the county and the state.

Additionally, the following findings were reported in the 2022 USC Verdugo Hills Hospital Community Health Needs Assessment.<sup>2</sup>

### *Language*

Linguistic isolation is defined as the population, ages 5 years and older, who speaks English “less than very well.” In the service area, 24.1% of the population was linguistically isolated.

### *Social Determinants of Health*

Among area residents, 12.5% are at or below 100% of the federal poverty level (FPL) and 30.4% are at 200% of FPL or below (low-income). Among seniors in the service area, 13.4% lived in poverty.

### *Education*

In the service area, 17.7% of adults lack a high school diploma, 20% were high school graduates, and 44.9% of the population had graduated college.

<sup>2</sup> <https://uscvhh.org/giving/community-outreach>

### *Health Insurance Coverage*

Within the service area, 91.9% of the total population had health insurance coverage. Of children and adolescents, ages 0 to 18, 96.6% are insured, and 88.6% of area adults, ages 19-64, had health insurance. 18.2% of the population in SPA 2, 23.6% in SPA 3, and 26.1% in SPA 4 had Medi-Cal coverage. In SPA 2, 49.6% had employment-based insurance, 49.5% in SPA 3, had employment-based insurance and in SPA 4, 41.6% of the population had employment-based insurance.

### *Homelessness*

During the 2020 Glendale homeless count, 169 unduplicated persons experiencing homelessness were counted; 59% were adults. In the Pasadena homeless count, 527 individuals were experiencing homelessness; 86.1% were individual adults and 13.9% were family members.

### *Disability*

People with a disability have difficulty performing activities due to a physical, mental, or emotional condition. Among adults, 24.5% in SPA 2, 22.8% in SPA 3 and 29.8% in SPA 4 reported a physical, mental or emotional disability. In SPA 2, 15.2% of children were reported to have special health care needs as compared to 13.4% in SPA 3 and 13.5% in SPA 4.

### *Environmental Factors*

Los Angeles air quality averages a US AQI or air quality index rating of “moderate.” Monthly averages in 2019 varied from AQI 32 (“good”) in February to AQI 64 (“moderate”) in November. Despite seemingly optimistic ratings, Los Angeles’s air pollution is among the worst in the United States, both for PM2.5 and ozone. The American Lung Association State of Air report rated Los Angeles County has unhealthy under Ozone, Particle Pollution (24 hours), and receiving a FAIL grade for annual particle pollution. Water quality reports (2019) from the Glendale Water and Power District, Los Angeles County Water and Power District, and Pasadena Water and Power District identified that city drinkable water supplies met Primary Drinking Water Standards (PDWS) and Secondary Drinking Water Standards (SDWS).

## Community Health Needs Assessment

USC-VHH completed a Community Health Needs Assessment (CHNA) in 2022 as required by state and federal law. The CHNA is a primary tool used by USC-VHH 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 determinants of health, access to health care, birth characteristics, leading causes of death, acute and chronic disease, health behaviors, mental health, substance use, and preventive practices. When applicable, these data sets were presented in the context of Los Angeles County, California and were compared to Healthy People 2030 objectives.

Targeted interviews were used to gather information and opinions from persons who represent the broad interests of the community served by the hospital. Twelve (12) key stakeholder interviews were conducted in June 2021. 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 County Department of Public Health.

### Significant 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 needs included (in alpha order):

- Access to Care
- Chronic Diseases
- COVID-19
- Dental Health
- Economic Insecurity
- Mental Health
- Overweight/Obesity



Registered Dietitian teaching nutrition and healthy eating to students at the One Glendale Afterschool Youth Sports Program

- Preventive Practices (screenings, vaccines)
- Senior Health
- Sexually Transmitted Infections
- Substance Use

The identified significant health needs were prioritized with input from the community. The community stakeholders were asked to rank order the health needs according to the highest level of importance in the community. Among key stakeholder interviewees, mental health, access to care, chronic diseases, senior health and substance use were ranked as the top five priority needs in the service area.

The complete CHNA report and the prioritized health needs can be accessed at <http://uscvhh.org/giving/community-benefit>. We welcome feedback on the Community Health Needs Assessment and Implementation Strategy. Please send your feedback to Marie Filipian, MPH at [Marie.Filipian@med.usc.edu](mailto:Marie.Filipian@med.usc.edu) or by calling 818-952-2228.

## Addressing Priority Health Needs

In FY23, USC Verdugo Hills Hospital engaged in activities and programs that addressed the priority health needs identified in the FY23-FY25 Implementation Strategy. USC Verdugo Hills Hospital has committed to community benefit efforts that address **access to health care, chronic diseases, mental health, preventive practices (including COVID-19), and senior health**. Selected activities and programs that highlight the USC Verdugo Hills Hospital commitment to the community are detailed below.

Health Need: Access to Health Care			
Goal: Increase access to health care for the medically underserved.			
Strategy	Description of Activities to Address the Need	Collaborators	Measurable Outcomes and Impact
Provide transportation support to increase access to health care services.	The hospital provided taxi vouchers, ambulance services, and van transportation for low-income patients and families who could not afford transportation to obtain needed health care services.		Over \$40,000 in transportation and ambulance services were provided
Offer free and low-cost health care services (e.g. TB tests, flu shots, COVID-19 tests, mammograms) to reduce disease and disability.	Provided low-cost mammograms during the month of October, National Breast Cancer Awareness Month.		18 low-cost mammograms were administered
	Free flu and COVID vaccinations were provided at the USC-VHH community health and wellbeing fair.	YMCA of the Foothills  USC Pharmacy	126 community members received flu vaccinations/ 53 received COVID vaccinations

Health Need: Chronic Diseases			
Goal: Reduce the impact of chronic diseases and increase the focus on chronic disease prevention and treatment education.			
Strategy	Description of Activities to Address the Need	Collaborators	Measurable Outcomes and Impact
Provide chronic disease education, screening, and treatment.	Monthly educational lectures were provided on a variety of health-related and safety topics through the “Doc Talk” program.		Over 350 attendees (average monthly attendance of 30 people)
	A six-week diabetes education series equipped individuals with diabetes or pre-diabetes with the skills and knowledge needed to manage the condition.		13 participants completed the program
	The annual USC-VHH community health and wellbeing fair offered hands-on CPR training, blood pressure screening, and healthy eating activities.	YMCA of the Foothills	350 community members participated
	<p>The One Glendale Afterschool Youth Sports Program is designed to increase physical activity, reduce screentime, improve consumption of nutritious food and promote healthy body weight amongst 4<sup>th</sup> and 5<sup>th</sup> grade students from Glendale elementary schools.</p> <p>USC-VHH provided nutrition education training to all eight school sites. Verdugo Hills Hospital staff measured pre and post height, weight, and BMI to track progress for students.</p>	City of Glendale Community Services and Parks Department	~100 youth participate each soccer, volleyball, football, and basketball season (Total ~400 students per year)
Complete construction and open an interventional radiology catheterization laboratory (IR Cath Lab) to treat heart disease.	Since its establishment in April 2022, the IR Cath Lab at USC-VHH has significantly improved local access to specialized cardiovascular and interventional radiology procedures that require simultaneous radiological imaging. Recently licensed by the Department of Public Health for Coronary Interventions, the lab is reducing the need for patient transfers to other hospitals, minimizing potential treatment delays, and ultimately improving patient outcomes.		215 Cath Lab procedures accomplished

Health Need: Mental Health			
Goal: Increase access to mental health care resources, services, and education. Decrease the stigma associated with seeking mental health care.			
Strategy	Description of Activities to Address the Need	Collaborators	Measurable Outcomes and Impact
Provide health education and support groups that offer information, resources, and assistance on mental health issues.	The annual Suicide Awareness and Prevention Conference aims to educate and raise awareness, for community members and healthcare professionals, on the signs, risk factors, causes and impact of suicide as well as available resources for prevention, treatment, and crisis interventions.	Co-hosted by the American Foundation for Suicide Prevention and sponsored by Horizon Healthcare, Los Angeles County Supervisor Kathryn Barger, and USC-VHH Foundation Caduceus Society	Over 300 community members, mental health professionals, and first responders attended  71 health professionals received continuing education (CE) credit
	“The Valley Takes Action for Mental Health” event provided community education and resources for mental health.	Los Angeles County Department of Mental Health, Service Area 2	600 community members attended
Offer Stepping Stones, an inpatient and outpatient geropsychiatric program at USC-VHH, which is designed to help relieve emotional and personal distress for individuals age 50 and older.	The Stepping Stones geropsychiatric program provided assessment, therapies, and a full continuum of care to meet the personalized mental health needs of older adults and their families.	Glendale Police Department  Horizon Healthcare	527 patient visits
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.	The annual USC-VHH health and wellbeing fair offered education and resources on mental health and wellbeing.	YMCA of the Foothills  National Alliance on Mental Illness (NAMI)	350 community members participated



Health Need: Preventive Practices			
Goal: Improve community health through preventive practices.			
Strategy	Description of Activities to Address the Need	Collaborators	Measurable Outcomes and Impact
Develop free and low-cost educational health-care programs that focus on health prevention, prenatal care, parenting, and infant care.	A monthly family education program offering babysitting classes tailored for boys and girls ages 11-15. Classes teach infant/child CPR, basic first aid, accident prevention, safety tips, when to call 911, poison control, and fire/earthquake plan.		~100 participants completed the program
	As part of the hospital's Family Education Program, Beginnings Early Pregnancy Classes address pregnancy-related health topics, including nutrition, common discomforts of pregnancy, relaxation techniques and baby's development in the womb. Classes were offered monthly and open to the public.		112 community members participated
Provide support groups available to the public at no charge.	Support groups and workshops offered breast feeding advice and support to new mothers as well as fathers. A lactation specialist facilitated the support groups. Open and free to the public, babies in arms were welcomed.		A total of 495 encounters were provided

Health Need: Senior Health			
Goal: Enhance senior health and wellbeing.			
Strategy	Description of Activities to Address the Need	Collaborators	Measurable Outcomes and Impact
Provide free health screenings for seniors.	USC-VHH provided education, screenings, and resources at the following community events: <ul style="list-style-type: none"> <li>• Neighborhood Unitarian Universalist Church Resource Fair</li> <li>• Pasadena Village Older Adults Resource Fair</li> <li>• Valley Crossroads Church Community Health Fair</li> </ul>		Over 600 community members participated
Offer classes and community education for seniors that promote health.	Annual Brain Health Forum provides community members with the latest in brain research and clinical practice including understanding genetics, dementias, and Alzheimer's Disease.	USC Alzheimer's Disease Research Center and California Alzheimer's Disease Centers at USC and Rancho Los Amigos	124 community members participated
	A six-week series, Grief and Loss: Beyond Blue, discusses moving through grief, coping with feelings, ongoing growth, stress management, and relationship changes.	Community Resource Center for Aging	12 community members participated
Support the Community Resource Center for Aging, which helps older adults improve their quality of life by providing access to resources, community-based services, and support systems that specialize in navigating the unique challenges of aging.	The Community Resource Center for Aging provides free information, referrals and assistance with questions commonly faced with aging. Resource specialists are available to assist with in home care/support, health insurance, caregiver respite, grief and loss, advance directives, and chronic health conditions.		Resource specialists assisted 435 community members (over 1,100 contacts)

## Collaboration and Community Engagement

USC Verdugo Hills Hospital collaborates with community non-profit organizations and affiliated USC organizations whose programs align with the strategic priorities identified in the hospital's Community Health Needs Assessment and Implementation Strategy. In FY23, USC Verdugo Hills collaborated with the following organizations to offer programming and services and/or provide financial and in-kind support:

- American Foundation for Suicide Prevention
- American Red Cross
- Armenian American Medical Society
- Community Resource Center for Aging
- Crescenta Valley Falcons Boys Basketball
- Glendale Chamber of Commerce
- Glendale Educational Foundation
- Glendale Police Foundation
- Home Again Los Angeles
- Kids Community Dental Clinic
- Kiwanis Club of La Canada
- LCHS Spartan Football Foundation
- Montrose Search and Rescue
- NAMI Greater LA County
- One Glendale Afterschool Program
- Operation Walk Los Angeles
- Pasadena High School
- Wealth by Health
- YMCA of the Foothills



USC-VHH hosts, sponsors, and participates in a variety of initiatives to promote health and wellbeing and community engagement. Several of these initiatives are described below.

#### *Annual Adopt a Family Program*

Keck Medicine of USC departments adopted 16 families from Santa Teresita Elementary School and Hazard Park Recreation Center, both in the Boyle Heights neighborhood, to provide material support and to foster a sense of community, unity, and shared responsibility during the holiday season.

#### *USC Good Neighbors Campaign*

USC Good Neighbors grants provide financial support to university-community partnerships involving collaboration between USC faculty and staff and local nonprofit organizations that have an impact on the surrounding neighborhoods. USC faculty and staff donated over \$80,000 to support 57 community organizations aiding over 15,000 residents (2023-2024).<sup>3</sup> Some of the funded partner programs include:

- Farm Fresh LA
- PUENTE's College and Career Program
- USC Readers Plus
- Social Emotional Wellness and Community Care Initiative at Ramona Gardens
- Troy Camp
- USC Dental Screening for Foster Children
- Inclusive Pathway to Healthcare Workforce

#### *Keck Medicine of USC's Toy Drive*

Keck Medicine of USC demonstrated its commitment to community well-being by hosting a health system-wide toy drive. The initiative garnered overwhelming support from employees, resulting in the collection of approximately 500 toys. These generous donations aimed to bring joy and comfort to various recipients, including those affiliated with the Hazard Park Recreation Center, Oscar Clinica Romero Marengo and Alvarado Clinics, and the Evergreen Early Education Center.

### **Other Community Benefits**

USC Verdugo Hills Hospital provides a variety of community benefits in addition to those programs focused on addressing priority health needs. This section provides a description of some of these community benefits. See "Economic Value of Community Benefits" (page 21 of this document) for net benefit provided to the community, in FY23.

#### *Charity Care/Financial Assistance*

Keck Medicine of USC, which includes Keck Hospital of USC, USC Norris Cancer Hospital, and USC Verdugo Hills Hospital, provides compassionate, quality care to everyone regardless of their ability to pay. The Financial Assistance Program makes medically necessary services available to community

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<sup>3</sup> <https://sites.usc.edu/goodneighbors/>

members, including people who don't have health insurance and can't pay their hospital bill and patients who have insurance but are unable to pay the portion of costs not covered by insurance.

#### *Unpaid Cost of Medi-Cal and other Government-Sponsored Means-Tested Health Care*

Keck Medicine of USC incurs losses in providing access to health care for Medi-Cal patients and low-income individuals participating in other government sponsored programs. These shortfalls are counted as community benefit because they improve access to care for individuals who are underinsured and cannot afford to pay for services.

#### *Patient Assistance Drug Program*

Keck Medicine of USC assists patients in finding financial assistance for hospital administered drugs that are not covered by their insurer in the form of manufacturer provided free drugs. Manufacturers offer free drugs to patients whose insurer does not offer coverage to certain high-cost treatments if the patient meets manufacturer specific strict criteria related to a patient's clinicals and financials. Our FY23 efforts have allowed us to obtain over \$4,000,000 in free drug assistance for patients who meet these criteria.

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

USC Verdugo Hills Hospital supports non-profit community groups and local organizations with funds and in-kind donations to advance work that furthers the hospital's mission and addresses the community health needs identified through the CHNA. Some of the community partners that received donations included:

- Glendale Chamber of Commerce
- Glendale Educational Foundation
- Glendale Police Foundation
- Montrose Search and Rescue
- Pasadena High School
- Wealth by Health

#### *Community Building Activities*

Community Building Activities support community assets by offering the expertise and resources of the hospital organization. These activities may address the root causes of health problems or the determinants of health, such as education, homelessness, poverty, and the environment.

USC-VHH representatives participated in several area economic councils and chambers of commerce, addressing issues that impacted community health improvement and safety.

Workforce development is an important component of community building. USC-VHH participated in and supported community programs that encouraged careers in the health professions.

- *Healthcare Day of Discovery* – provides a day-long overview of several healthcare career paths, the education required to pursue those paths, and a glance into the day-to-day duties of individuals performing those jobs.

- *USC Bovard Scholars VHH Site Visit* – provides outstanding students with financial need to achieve academic and career success.

### *Health Professions Education*

Educational and training programs for physicians, nurses, nursing students, and other health professionals in which the education is required for state licensure or certification by a board in the specialty.

### 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 direct a broad range of accredited residency and fellowship training programs.

### Nursing Education

Nursing students and nurse practitioner students participated in clinical rotations at USC- VHH. Students participated from California State University of Northridge, Mount St. Mary's University, Azusa Pacific University, West Coast University, Pasadena Community College, Glendale Community College, California State University of Los Angeles, Glendale Career College, Western University of Health Science, Grand Canyon University, Walden University, College of the Canyons, Ohio State University.

### Other Health Professions Education

Health professions students from Glendale Career College, Pasadena City College and the University of Southern California were educated and performed their clinical hours and/or internship rotations in health administration, occupational therapy, physical therapy, speech language therapy, dietary, radiology, central processing, and pharmacy.

## Economic Value of Community Benefits

The USC Verdugo Hills Hospital economic value of community benefits for FY23 (July 1, 2022 to June 30, 2023) is summarized in the table below. The Hospital's community benefit costs comply with Internal Revenue Service instructions for Form 990 Schedule H and are based on the Medicare cost report adjusted for the Form 990 reporting period.

Community Benefit Categories	Net Benefit
Financial Assistance <sup>1</sup>	\$1,068,820
Medi-Cal Shortfall <sup>2</sup>	\$7,436,305
Other Means-tested Government Programs <sup>3</sup>	-
Community Health Improvement Services <sup>4</sup>	\$177,608
Health Professions Education <sup>5</sup>	\$683,043
Subsidized Health Services	-
Research	-
Contributions for Community Benefit <sup>6</sup>	\$81,589
Community Building	-
<b>Subtotal: Community Benefits before Medicare</b>	<b>\$9,447,365</b>
Medicare Shortfall <sup>2</sup>	\$20,366,484
<b>Total Community Benefits including Medicare</b>	<b>\$29,813,849</b>

<sup>1</sup> Financial Assistance includes traditional charity care write-offs to eligible patients at reduced or no cost based on the individual patient's financial situation. Financial Assistance or Charity Care does not include costs for patients who had commercial insurance but could not afford their out-of-pocket costs.

<sup>2</sup> Unpaid costs of public programs include the difference between costs to provide a service and the rate at which the hospital is reimbursed.

<sup>3</sup> Includes other payors for which the hospital receives little or no reimbursement (e.g., County indigent program).

<sup>4</sup> Includes non-billed programs such as community health education, support groups, and support services.

<sup>5</sup> Costs related to the health professions education programs that the hospital sponsors.

<sup>6</sup> Includes cash and in-kind donations.



## Community Benefit Plan FY24

USC-VHH continues to implement activities and programs to address the priority needs in our service area.

### Significant Needs the Hospital Intends to Address

USC-VHH intends to take actions to address the following health needs that were identified in the FY22 CHNA and detailed in the FY23-FY25 Implementation Strategy:

- Access to Care
- Chronic Diseases
- Mental Health
- Preventive Practices
- Senior Health

### Access to Care

**Goal:** Increase access to health care for the medically underserved.

#### Strategies

1. Provide financial assistance through both free and discounted care for health care services, consistent with the hospital's financial assistance policy.
2. Provide transportation support to increase access to health care services.
3. Support primary care providers by offering USC specialty care expertise from the physicians at Keck Medicine of USC.
4. Provide medications, medical supplies and at-home infusions for indigent persons.
5. Offer free and low-cost health care services (e.g., TB tests, flu shots, COVID-19 testing, mammograms) to reduce disease and disability.

### Chronic Diseases

**Goal:** Reduce the impact of chronic diseases and increase the focus on chronic disease prevention and treatment education.

#### Strategies

1. Provide chronic disease education, screening and treatment.
2. Offer health information and referrals to needed services at community health events.
3. Provide public health education in the media and community health awareness events to encourage healthy behaviors and prevent chronic diseases.
4. Increase knowledge of and access to resources that address symptoms of chronic diseases.
5. Complete construction and open an interventional radiology catheterization laboratory to treat heart disease.

## **Mental Health**

**Goal:** Increase access to mental health care resources, services and education. Decrease the stigma associated with seeking mental health care.

### **Strategies**

1. Provide health education and support groups that offer information, resources and assistance on mental health issues.
2. Offer Stepping Stones, an inpatient and outpatient geropsychiatric program at USC-VHH, which is designed to help relieve emotional and personal distress for individuals age 50 and older.
3. 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.
4. Collaborate with local mental health advocacy groups to provide education to identify and respond to signs of mental illness.

## **Preventive Practices**

**Goal:** Improve community health through preventive practices.

### **Strategies**

1. Develop free and low-cost educational health-care programs that focus on health prevention, prenatal care, parenting and infant care.
2. Provide support groups available to the public at no charge.
3. Educate primary care physicians about preventive practice offerings.
4. Provide low cost and no cost vaccines (including flu and COVID-19).

## **Senior Health**

**Goal:** Enhance senior health and wellbeing.

### **Strategies**

1. Offer community education focused on issues pertinent to seniors.
2. Provide free health screenings for seniors.
3. Offer classes for seniors that promote health.
4. Support the Community Resource Center for Aging, which helps older adults improve their quality of life by providing access to resources, community-based services and support systems that specialize in navigating the unique challenges of aging.

### **Evaluation of Impact**

USC-VHH is committed to monitoring and evaluating key initiatives to assess the programs and activities outlined in this Implementation Strategy. We have implemented a system for 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 USC-VHH's actions to address these significant health needs will be reported in the next scheduled CHNA.

### **Needs the Hospital Will Not Address**

Since USC-VHH cannot directly address all the health needs present in the community, we will concentrate on those health needs that can most effectively be addressed given our areas of focus and expertise. Taking existing hospital and community resources into consideration, USC-VHH will not directly address the remaining health needs identified in the CHNA, including dental health, economic insecurity, overweight and obesity, sexually transmitted infections, and substance use.

### **Contact Information**

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### **Community Benefit Contact**

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