



USC Verdugo Hills Hospital

Keck Medicine of USC

**Annual Report and Community Benefits Plan
USC Verdugo Hills Hospital
Fiscal Year 2025 (July 1, 2024 - June 30, 2025)**

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

USC Verdugo Hills Hospital (USC VHH) is a private, nonprofit, community hospital that has been serving the cities of Glendale and La Cañada Flintridge, and the surrounding foothill communities of Southern California, for more than 40 years. The hospital's services include a 24-hour emergency room, a primary stroke center, weight loss surgery, orthopedic surgery, occupational, physical and speech therapy, gastroenterology services, geriatric services, urology, women's health, wound care services, cardiac rehabilitation, and imaging and diagnostic services. The USC VHH team also includes patient navigators who offer guidance and education, and coordinate care to ensure patients are well informed and prepared every step of the way.

The hospital is part of Keck Medicine of USC (the University of Southern California's clinical enterprise) and is one of 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. USC's 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 clinics located in Los Angeles, Orange, Kern, Tulare, and Ventura counties.

Awards and Recognition

USC Verdugo Hills Hospital is nationally recognized as a leader in equity, patient safety, and high-quality care holding the following awards and accolades for 2024-2025:

- In July 2024, USC VHH was nationally recognized with the American Heart Association's "Get with the Guidelines" Silver Plus quality achievement award for stroke care.
- In July 2024, USC VHH received the Choi Family Awards of Excellence in Patient & Family Centered Care.
- In October 2024, USC VHH received the Antibiotic Stewardship Center of Excellence designation from the Infectious Disease Society of America.
- In April 2025, USC VHH was nationally recognized with the American Heart Association's "Get with the Guidelines" Bronze quality achievement award for stroke care.
- In June 2025, the USC VHH Emergency Department earned the Emergency Nurses Association's Lantern Award, demonstrating the exceptional care provided and their commitment to quality and safety.
- In July 2025, Becker's Hospital Review recognized USC VHH as a Great Community Hospital dedicated to clinical excellence, academic achievement, and personalized and comprehensive care delivery.
- In July 2025, USC VHH achieved Gold status for the Antimicrobial Stewardship Program by the California Department of Public Health.
- USC VHH nurses were recognized for outstanding leadership, innovation, and excellent patient care and service by the 2025 Off the Charts Awards.



Annette Sy, DNP, RN, NE-BC, Michael Soghomonians, RN, and Rod Hanners. (Photo/Don Milici), USC Choi Family Excellence in Patient-Centered Care Awards, 2024



Laura Adame



Arnel Marzan



Mike Tzu

Mission and Vision

Mission

Our mission is to provide personalized, high-quality health care 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. Below is a complete list of Governing Board members.

| | |
|------------------------------|------------------------|
| Armand Dorian, MD, President | Emily Lieng, Secretary |
| Chris Allen | Tina Ito |
| Todd Andrews | Happy Khanna, MD |
| Tammy Capretta, RN, MPH | Joseph Ouzounian, MD |
| Carl R. Chudnofsky, MD | Sunder Ramani |
| Alexandria Darras, MD | David Sagal |
| Steven Giannotta, MD | Shawn T. Sheffield |
| Rod Hanners | 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 |
| Chandnish Ahluwalia, MD | Steven Hartford, MD |
| Todd Andrews | Tarina Kang, MD |
| Patricia Beauchamp | Captain Alex Krikorian |
| Soo Kim Choi | Ayuko K. Siegel |
| Robert E. Develle, Jr. | Deputy Chief Todd Tucker |
| Armand H. Dorian, MD | Wendy Wang |

A Commitment to the Health of Our Community

Beyond its role as a hospital facility and clinical provider, USC VHH engages in many community health and outreach initiatives. This report demonstrates some of the ways in which USC VHH fulfills its mission to improve the health and wellbeing of the community and provide personalized, high quality health care. USC VHH provides financial assistance to community members who cannot afford services, or whose health insurance does not cover all care and services provided. In addition, USC VHH invests in the community to provide health education, grant funding for local non-profit organizations, and health screening and immunization events that promote health and wellbeing in the Verdugo Hills community.

Service Area Description

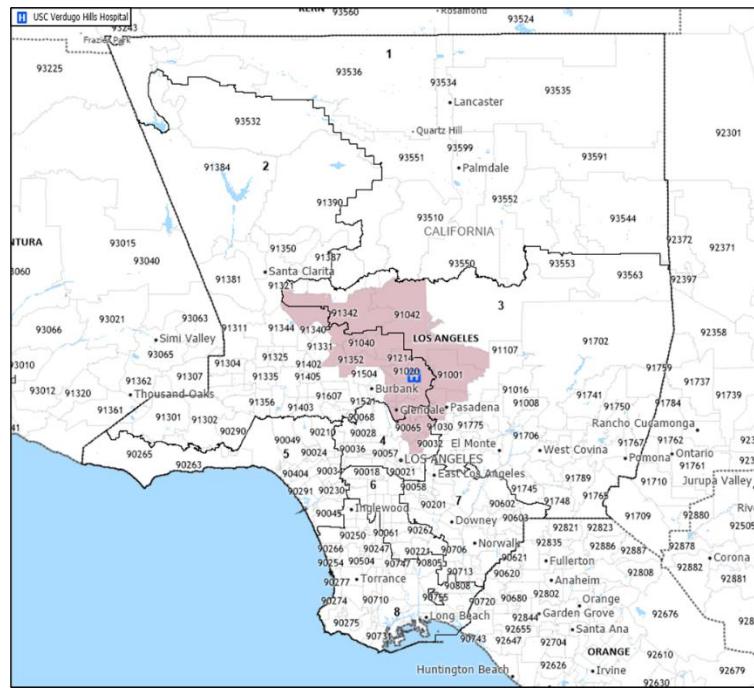
USC VHH is located at 1812 Verdugo Boulevard, Glendale, California, 91208. The service area for the 2025 Community Health Needs Assessment (CHNA) was defined as 22 ZIP Codes, representing 14 cities or communities comprising portions of Service Planning Areas (SPAs) 2, 3 and 4 (San Fernando, San Gabriel, and Metro) in Los Angeles County, California. The hospital service area was determined by identifying the ZIP Codes that reflect the most patient admissions during fiscal year 2024. The following table lists the cities, communities, ZIP Codes, and SPAs that comprise the hospital service area.

USC Verdugo Hills Hospital Community

| City/Community | ZIP Code | Service Planning Area (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 |
| Lincoln Heights | 90031 | 4 |
| Montrose | 91020 | 2 |
| Pasadena | 91103 & 91104 | 3 |
| Sun Valley | 91352 | 2 |
| Sunland | 91040 | 2 |
| Sylmar | 91342 | 2 |
| Tujunga | 91042 | 2 |

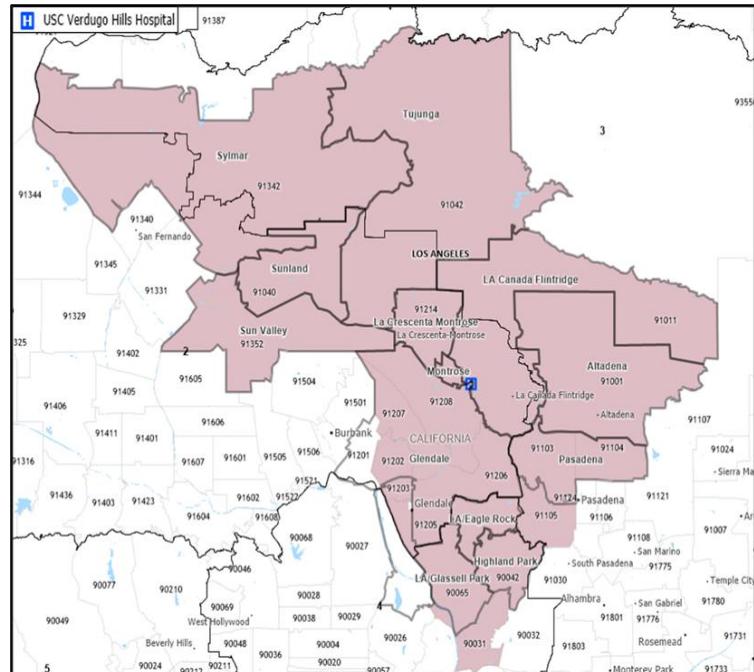
The following maps portray the community that was assessed and the hospital's location.

Map of the USC Verdugo Hills Hospital Community within Los Angeles County



Source: Los Angeles County Department of Public Health and Caliper Maptitude, 2025.

Map of the USC Verdugo Hills Hospital Community



Source: Los Angeles County Department of Public Health and Caliper Maptitude. 2025.

Community Snapshot

This section presents demographic and socioeconomic characteristics of the people living in the hospital's primary service area. The following table summarizes data regarding those characteristics.

Demographic and Socioeconomic Characteristics, 2019-2023

| Demographics | Verdugo Hills Hospital Service Area | Los Angeles County | California |
|--|-------------------------------------|--------------------|------------|
| Total Population | 675,227 | 9,848,406 | 39,242,785 |
| Gender | Percent | | |
| Female | 50.8% | 50.1% | 50.5% |
| Male | 49.2% | 49.9% | 49.5% |
| Age | Percent | | |
| Children (<18 years) | 19.5% | 20.9% | 22.3% |
| Older Adults (>65 years) | 17.2% | 14.7% | 15.3% |
| Race | Percent | | |
| White alone | 45.8% | 35.4% | 44.0% |
| Black or African American alone | 3.9% | 7.8% | 5.5% |
| American Indian and Alaska Native alone | 1.3% | 1.3% | 1.1% |
| Asian alone | 13.8% | 15.0% | 15.3% |
| Native Hawaiian and Other Pacific Islander alone | 0.2% | 0.2% | 0.4% |
| Some Other Race | 19.1% | 23.6% | 17.4% |
| Two or More Races | 16.0% | 16.7% | 16.3% |
| Ethnicity | Percent | | |
| Hispanic or Latino | 40.6% | 48.3% | 39.8% |
| Population Characteristics and Socioeconomic Indicators | | | |
| Education and Income | Percent | | |
| Adults without a high school diploma | 16.7% | 19.3% | 15.4% |
| Percentage of people living in poverty (Below 100% FPL) | 12.2% | 13.6% | 12.0% |
| Other Social and Economic Factors | Percent | | |
| Population with a disability | 11.6% | 10.9% | 11.3% |
| Population with Limited English Proficiency (LEP) | 24.1% | 23.2% | 17.3% |
| Population without health insurance (under age 65) | 7.7% | 8.7% | 6.9% |

Source: U.S. Census Bureau, American Community Survey 5-year Estimates, 2019-2023.

In 2019-2023, the population of the Verdugo Hills Hospital service area was 675,227. Children and youth (0 to 18 years of age) comprised 19.5 percent of the population, 17.2 percent were 65 years of age and older, and 63.3 percent were adults (19 to 64 years of age).

A lower percentage of the VHH community population identified as Black or African American, Asian, some other race, two or more races, and Hispanic or Latino than in Los Angeles County. A higher percentage of the population identified as White compared to Los Angeles County and

California. The Verdugo Hills community also had a higher percentage of the population with Limited English Proficiency (LEP) compared to the county and state.

The Verdugo Hills Hospital service area had fewer people living in poverty and without a high school diploma than Los Angeles County.

In 2019-2023, 7.7 percent of the service area's population was uninsured, compared to 8.7 percent in the county and 6.9 percent in California.

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 inform its community benefit plan, which outlines how it will address significant community health needs. The CHNA incorporated community input and analysis of secondary data 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 assess 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 possible, community health indicators were compared to Los Angeles County, California, and Healthy People 2030 objectives.

Interviews gathered information and opinions from people 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. Staff from the Los Angeles County Department of Public Health and from other local organizations with information about community health needs participated in the process.

USC VHH completed its most recent CHNA in 2025 and developed an Implementation Strategy and Community Benefits Plan to address selected significant health needs during fiscal years 2026-2028. The FY26 Community Benefits Plan is outlined on pages 21-22 of this report and the 2025 CHNA and Implementation Strategy can be accessed at <https://uscvhh.org/giving/community-outreach>.

Significant Health Needs

In 2022, significant health needs were identified based on secondary data that helped establish the size of the problem (relative portion of population experiencing the problem) and the seriousness of the problem (impacts at individual, family, and community levels). That analysis yielded a preliminary list of significant health needs, which then informed the analysis of learnings from community input. That primary data collection process was designed to validate secondary data findings, identify additional community issues, solicit information regarding health disparities experienced by subpopulations, inventory community assets to address needs, and discover resource gaps. The identified significant needs (in 2022) were (in alphabetical order):

- Access to Care
- Chronic Diseases
- COVID-19
- Dental Health
- Economic Insecurity
- Mental Health
- Overweight and Obesity
- Preventive Practices
- Senior Health
- Sexually Transmitted Infections
- Substance Use

These needs were then prioritized with input from the community. Community stakeholders were asked to rank order the health needs according to the highest level of importance in the community. On that basis, 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 [Community Benefit and Outreach - Keck Medicine of USC](#). Keck Medicine welcomes feedback on the Community Health Needs Assessment and Implementation Strategy. Feedback can be sent to Marie Filipian, MPH at Marie.Filipian@med.usc.edu or by calling **818-952-2228**.



One Glendale Afterschool Youth Sports Program

Addressing Priority Health Needs

The FY25 USC Verdugo Hills Hospital's Community Benefits Plan was focused on addressing the priority health needs identified in the 2022 CHNA and the FY 2023-2025 Implementation Strategy. In FY25, USC Verdugo Hills Hospital 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 designed to help address these priority health needs are summarized below.

USC VHH completed its most recent CHNA in 2025 and developed an Implementation Strategy and Community Benefits Plan to address selected significant health needs during fiscal years 2026-2028. The FY26 Community Benefits Plan is outlined on pages 21-22 of this report.

| 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 \$39,000 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. Free flu and COVID vaccinations were provided at the USC VHH community health and wellbeing fair. | USC VHH Professional Pharmacy | 27 low-cost mammograms were provided 113 community members received flu vaccinations/ 33 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. | YMCA of the Foothills | Over 575 community members participated |
| | A six-week diabetes education series equipped individuals with diabetes or pre-diabetes with the skills and knowledge needed to manage the condition. | | 17 participants completed the program |
| | The annual USC VHH Health Expo offered free health seminars, screenings, flu vaccines, hands-on CPR training, and education. | YMCA of the Foothills Glendale Police Department Glendale Fire Department Community Center of La Cañada | 250 community members participated |
| | The One Glendale Afterschool Youth Sports Program is designed to increase physical activity, reduce screen time, improve consumption of nutritious food and promote healthy body weight amongst 4 th and 5 th grade students from Glendale elementary schools. 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. | City of Glendale Community Services and Parks Department | Over 100 youth participated during the soccer, volleyball, football, and basketball season (Total ~500 students per year) |
| Complete construction and open an interventional radiology catheterization laboratory (IR Cath Lab) to treat heart disease. | 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. | | 702 Cath Lab procedures accomplished for 585 unique patients |

| Health Need: Mental Health | | | |
|--|---|---|--|
| Goal: Increase access to mental health care resources, services, and education and decrease stigma. | | | |
| 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 health care 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, Ellie Mental Health, JNJ Innovative Medicine, and Los Angeles County Supervisor Kathryn Barger | 225 community members, mental health professionals, and first responders attended 133 nurses received 6-hours continuing education (CE) credits and 226 CEUs were issued by the National Association of Social Workers (NASW) |
| 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 | 459 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 Glendale Police Department Glendale Fire Department Community Center of La Cañada National Alliance on Mental Illness | 250 community members participated |
| | Annual NAMIWalks aims to promote awareness of mental health and reduce stigma and raises funds for free, top-rated mental health programs. | National Alliance on Mental Illness | 500 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. | | 54 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. | | 100 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 186 patient visits |

| 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. | <p>USC VHH provided education, screenings, and resources at the following community events:</p> <ul style="list-style-type: none"> • Crescenta Valley Country Fair • Glendale Fire Service Day • Golden Future Expos • City of Glendale Senior Street Fest • Pasadena Village Older Adults Resource Fair • South Pasadena Healthy Aging Fair • Community Symposium on Aging • Kiwanis Duck Splash • CV Cares Wellness Fair | | Over 2,400 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 & Alzheimer's Disease Centers at USC and Rancho Los Amigos | 117 community members participated |
| | <p>A variety of classes, workshops, support groups, and other programs were offered to promote health and wellbeing of older adults including:</p> <ul style="list-style-type: none"> • Guided Autobiography Workshops • Grief & Loss: Beyond Blue Support Groups • Caregiver Night Out Activity Programs • Solo Aging Education and Discussion Sessions • Educational Presentations and Community Engagement Events | Community Resource Center for Aging Glendale Library Arts and Culture YMCA of the Foothills | 1,396 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 521 community members (over 1,800 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 FY25, 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
- City of Glendale
- Glendale Chamber of Commerce
- Glendale College Foundation
- Glendale Educational Foundation
- Glendale Fire Foundation
- Glendale Police Foundation
- Home Again Los Angeles
- Kids Community Dental Clinic
- Kiwanis Club of La Canada
- NAMI Greater LA County
- One Glendale Afterschool Program
- Operation Walk Los Angeles
- YMCA of the Foothills
- YWCA Glendale & Pasadena



Jet Propulsion Lab Safety Day



Glendale's National Night Out

USC VHH also 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 5 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 \$76,000 to support 54 community organizations aiding over 52,000 families (2024-2025).¹ Some of the funded partner programs include:

- 24th Street Theatre
- Neighborhood Music School
- 32nd Street/LAUSD USC Visual & Performing Arts
- F.B. Alliance
- Vermont Avenue Elementary School
- LA Commons
- Redeemer Community Partnership
- Building Skills Partnership
- PUENTE Learning Center
- The Jester & Pharley Phund
- Boys & Girls Club of West San Gabriel Valley and Eastside

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 700 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

As described below, USC Verdugo Hills Hospital provides a variety of other community benefits. See “Economic Value of Community Benefits” for net community benefit expenses incurred by USC VHH in FY25.

Charity Care/Financial Assistance

Keck Medicine of USC, which includes Keck Hospital of USC, USC Norris Cancer Hospital, USC Arcadia

¹ <https://sites.usc.edu/goodneighbors/>

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 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 or otherwise provided free of charge. 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. Efforts in FY25 allowed the hospital 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 that enable them to provide community benefits. Some of the community partners that received donations included:

- American Foundation for Suicide Prevention
- Armenian American Medical Society
- Glendale Chamber of Commerce
- Glendale College Foundation
- Glendale Educational Foundation
- Glendale Fire Foundation
- Glendale Latino Association
- Glendale Police Foundation
- Glendale Youth Alliance
- Home Again LA
- Kids' Community Dental Clinic
- Kiwanis Club of La Cañada
- NAMI Greater Los Angeles
- Senior Citizen's Foundation of South Pasadena
- YMCA of the Foothills
- YWCA Glendale and Pasadena

Community Building Activities

Community Building Activities improve health and wellbeing by enhancing social and economic conditions. These activities help address the root causes of health problems or the determinants of health, such as education, homelessness, poverty, neighborhood conditions, 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 community building objective. 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 health care career paths, the education required to pursue those paths, and a glance into the day-to-day duties of individuals performing those jobs. Two events are held each year, one for high school students and one for Glendale Community College students.
- *USC Bovard Scholars VHH Site Visit* – provides outstanding students with financial need to achieve academic and career success.

Health Professions Education

These are educational and training programs for physicians, nurses, nursing students, and other health professionals needed to obtain or maintain licensure or certification to practice in California.

Graduate Medical Education

Keck Medicine of USC Hospitals provide clinical settings for interns, residents, and fellows from the USC Keck School of Medicine. Clinical faculty at the Keck School of Medicine provide supervision and direction. Forty LA General and USC Emergency Medicine residents and fellows participated in training at USC VHH in FY25 for a total of more than 5,500 hours of supervised practice.

Nursing Education

Over 365 nursing students and nurse practitioner students participated in clinical rotations at USC VHH. Students participated from California State University Northridge, Glendale Community College, Glendale Career College, Marsha Fuerst School of Nursing, Pasadena City College, Mount St. Mary's University, and West Coast University.

Other Health Professions Education

Health professions students from USC were educated and performed their clinical hours and/or internship rotations in radiologic technology, occupational therapy, physical therapy, speech language therapy, nutrition and dietetics, radiology, central processing, and pharmacy.

Economic Value of Community Benefits

The USC Verdugo Hills Hospital economic value of community benefits for FY25 (July 1, 2024 to June 30, 2025) 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.

| Financial Assistance and Means-Tested Government Programs | Vulnerable Population | Broader Community | Total |
|--|-----------------------|--------------------|---------------------|
| Traditional Charity Care | \$730,900 | - | \$730,900 |
| Medi-Cal | \$8,627,955 | - | \$8,627,955 |
| Other Means-Tested Government Program (Indigent Care) | - | - | - |
| Sum Financial Assistance and Means-Tested Government Program | \$9,358,855 | - | \$9,358,855 |
| Other Benefits | | | |
| Community Health Improvement Services | \$12,358 | \$81,855 | \$94,213 |
| Community Benefit Operations | \$87,656 | \$87,656 | \$175,312 |
| Health Professions Education | - | \$1,034,104 | \$1,034,104 |
| Subsidized Health Services | \$1,647,528 | - | \$1,647,528 |
| Research | - | - | - |
| Cash and In-Kind Contributions for Community Benefits | - | \$7,771 | \$7,771 |
| Other Community Benefits (Community Building) | \$23,449 | \$80,924 | \$104,373 |
| Total Other Benefits (Community Benefits and Community Building) | \$1,770,991 | \$1,292,310 | \$3,063,301 |
| Community Benefits Spending | | | |
| Total Community Benefits | \$11,129,846 | \$1,292,310 | \$12,422,156 |
| Medicare | \$44,357,825 | - | \$44,357,825 |
| Total Community Benefits with Medicare | \$55,487,671 | \$1,292,310 | \$56,779,981 |

Community Benefit Plan FY26

Significant Needs the Hospital Intends to Address

USC Verdugo Hills Hospital intends to take action to address the following health needs that were identified in the 2025 CHNA and detailed in the FY 2026-2028 Implementation Strategy:

- **Access to Health Services**
- **Mental Health**
- **Needs of Older Adults**

Access to Health Services

1. Increase access to comprehensive, high-quality health and preventive services for vulnerable populations
 - 1.1. Support community members accessing healthcare services regardless of their ability to pay
 - 1.1.1. Educate community members on how to qualify for financial assistance based on the hospital's financial assistance policy
 - 1.1.2. Assist community members to enroll in financial assistance, health insurance, and prescription drug programs
 - 1.2. Improve community members' ability to get medical care and support services
 - 1.2.1. Provide transportation support (rideshare, ambulance services, and van transportation) for those in need
 - 1.2.2. Provide medications, medical supplies, and at-home infusions for those in need
 - 1.2.3. Offer free and low-cost health services (flu vaccinations, mammograms, and DME)
2. Expand and strengthen the healthcare workforce and create a strong provider network
 - 2.1. Expand community clinical practices and improve access to primary care
 - 2.1.1. Provide post-discharge follow-up care to improve the recovery process and health outcomes
 - 2.1.2. Provide post-discharge navigation support, care coordination, referrals, and resources after procedures and tests
 - 2.1.3. Provide education, support, and referrals for high-risk patients after an emergency department visit
 - 2.1.4. Provide warm-hand-off referrals to Community Resource Center for Aging (CRCA) and other clinical and social support resources
 - 2.1.5. Strengthen and expand referral networks and expand access to high quality primary and specialty care throughout the community via USC Care and Keck Community Medical Group
 - 2.1.6. Optimize care transitions and care coordination for community members by partnering with post-acute care providers
 - 2.2. Collaborate with community partners to improve workforce development for healthcare careers
 - 2.2.1. Provide high school and college students learning opportunities
 - 2.2.2. Collaborate with local schools to increase student and family awareness and interest in healthcare careers through Day of Discovery
 - 2.2.3. Build and foster a strong and stable registered nurse workforce via the Practice Transition Accreditation Program (PTAP)
 - 2.2.4. Continue to empower outstanding students with financial need to achieve academic/ career success through the USC Bovard Scholars program

Mental Health

3. Improve mental health and access to mental and behavioral health services
 - 3.1. Promote suicide awareness and prevention strategies

- 3.1.1. Cohost the annual Suicide Awareness and Prevention Conference
- 3.2. Improve emotional and mental wellbeing for older adults
 - 3.2.1. Provide 24/7 crisis assessments, therapies, and comprehensive emotional and mental health care options to meet the needs of adults aged 50+
 - 3.2.2. Provide grief and loss support groups and services through the six-week Beyond Blue series
- 3.3. Improve access to mental and behavioral health care and reduce stigma
 - 3.3.1. Organize and participate in community events focused on mental and behavioral health
 - 3.3.2. Collaborate with local advocacy groups and coalitions to support policies that promote mental health awareness and funding for mental health services

Needs of Older Adults

- 4. Improve health and wellbeing for older adults
 - 4.1. Integrate 4Ms Framework of an Age-Friendly Health System
 - 4.1.1. (Phase 1): Establish protocols to ensure patient goals related to healthcare (health and treatment goals & living wills) are obtained, reviewed, and documented
 - 4.1.2. (Phase 2): Screen patients for risks regarding mentation, mobility, and malnutrition; Screen Older adults for geriatric specific social vulnerability including social isolation, economic insecurity, limited access to healthcare, caregiver stress, and elder abuse, and provide appropriate referrals and resources; and Strengthen community partnerships to expand the support network for care of older adults
 - 4.1.3. (Phase 3): Provide support and financial assistance for staff and community partners to obtain the Certified Professional in Age-Friendly Health Care (CPAFH) credential and Explore feasibility of implementing an Age-Friendly Care for Caregivers Model
 - 4.2. Provide evidence-based screenings and education focused on risk reduction and healthy aging
 - 4.2.1. Host an annual USC VHH health fair and screening event
 - 4.2.2. Provide education and updates on brain health research and clinical practice including genetics, dementias and Alzheimer's Disease through the Brain Health Forum
 - 4.2.3. Provide education and increase awareness of stroke recognition
 - 4.2.4. Provide monthly educational Doc Talk lecture series
 - 4.2.5. Provide nutrition education workshops and series
 - 4.2.6. Participate in outreach and screening events
 - 4.3. Increase access to specialized services, resources, and support systems tailored for older adults
 - 4.3.1. Collaborate with the Community Resource Center for Aging and community partners to offer classes, workshops, support groups, and other programs that promote health and wellbeing of older adults
 - 4.4. Improve identification and treatment for substance use disorders among the older adult population
 - 4.4.1. Provide navigation support and crisis intervention to address substance use among older adults
 - 4.4.2. Support and facilitate connection to outpatient substance use treatment programs

Evaluation of Impact

USC VHH is committed to monitoring and evaluating key initiatives to assess the programs and activities outlined in this Implementation Strategy. USC VHH has 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

USC VHH has selected three of the nine significant health needs identified in its 2025 Community Health Needs Assessment (CHNA) to focus on in the FY 2026-2028 Implementation Strategy. The Implementation Strategy outlines specific initiatives set forth to address specific health needs identified in the 2025 CHNA. USC VHH engages in many other community benefit, preventive, and wellness activities with the goal of improving the health and wellbeing of the diverse community served and although some significant needs were not included in this strategy with direct initiatives, there is overlap and work being done to address these health concerns. The following provides the rationale for why certain significant needs were not selected as a focus for this Implementation Strategy and Community Benefits Plan.

Dental Health was not selected as a focus of this Implementation Strategy due to the need having a relatively low priority compared to other needs and other facilities and organizations are already addressing this need.

Health Literacy was not selected as a focus of this Implementation Strategy due to the need having a relatively low priority compared to other needs and this need is included in initiatives targeted for other priorities such as access to care, mental health, and needs of older adults.

Nutrition, Physical Activity, and Chronic Conditions were not selected as a focus of this Implementation Strategy due to resource constraints or limitations, and this need is included in initiatives targeted for other priorities such as needs of older adults.

Preventive Practices was not selected as a focus of this Implementation Strategy due to the need having relatively low priority compared to other needs, other facilities or organizations are already addressing the need, and this need is included in initiatives targeted for other priorities such as access to health services, mental health, and needs of older adults.

Social Determinants of Health was not selected as a focus of this Implementation Strategy due to the need having relatively low priority compared to other needs, resource constraints or limitations, and this need is included in initiatives targeted for other priorities such as access to health services, mental health, and needs of older adults.

Substance Use was not selected as a focus of this Implementation Strategy due to relatively low severity/number of community members impacted by the need and this need is currently being addressed by having a full-time substance use navigator position.

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