

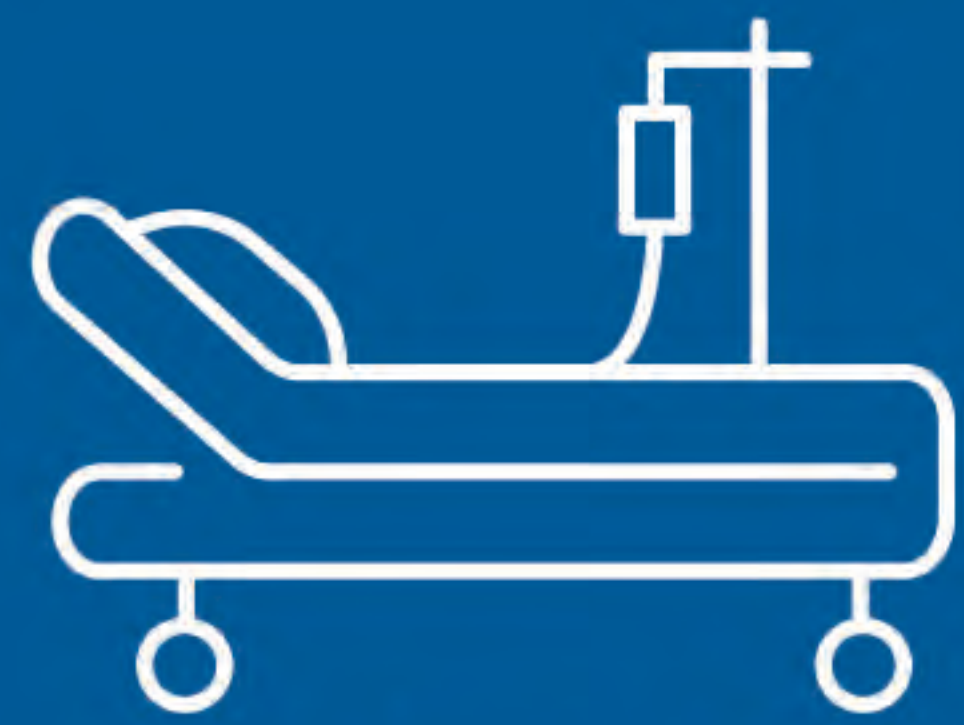
CHILDREN'S HOSPITAL LOS ANGELES

Annual Report
2021

STATISTICAL REPORT

Fiscal Year 2021

CLINICAL



413
ACTIVE
BEDS



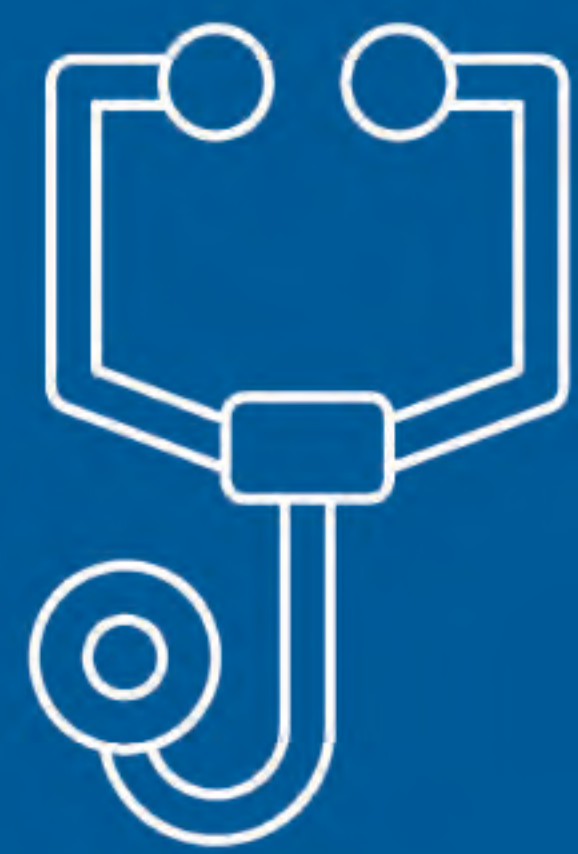
16,296
DISCHARGES



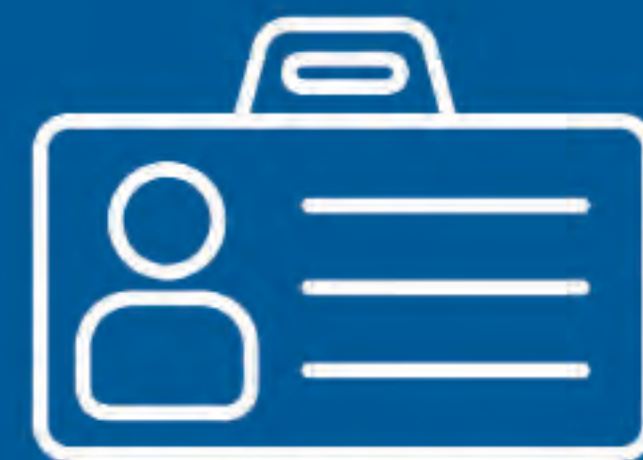
661,970
PATIENT VISITS



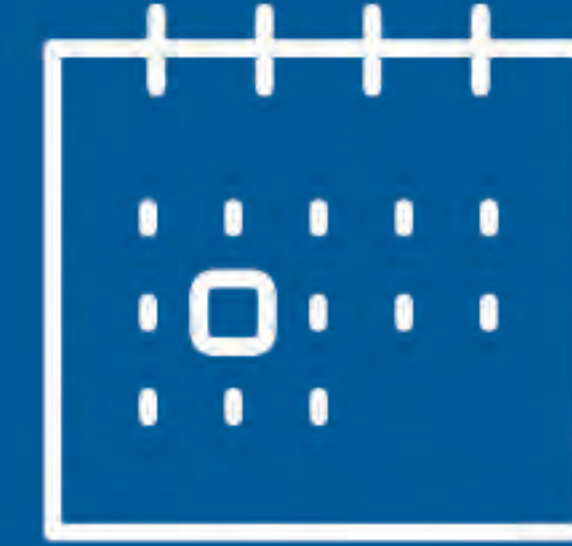
16,423
SURGERIES



932
MEDICAL STAFF
MEMBERS



6,460
EMPLOYEES



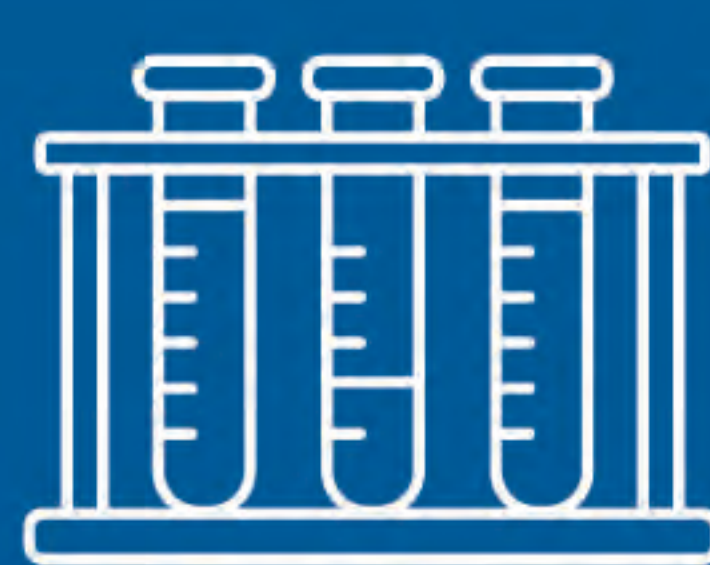
6.8 AVERAGE
LENGTH
OF STAY
DAYS

109,094 PATIENT DAYS

RESEARCH



\$43.7 MILLION
TOTAL NATIONAL
INSTITUTES OF
HEALTH FUNDING



597
ACTIVE
CLINICAL
TRIALS



\$168.3
MILLION
TOTAL
RESEARCH
FUNDING

NATIONAL RANKINGS

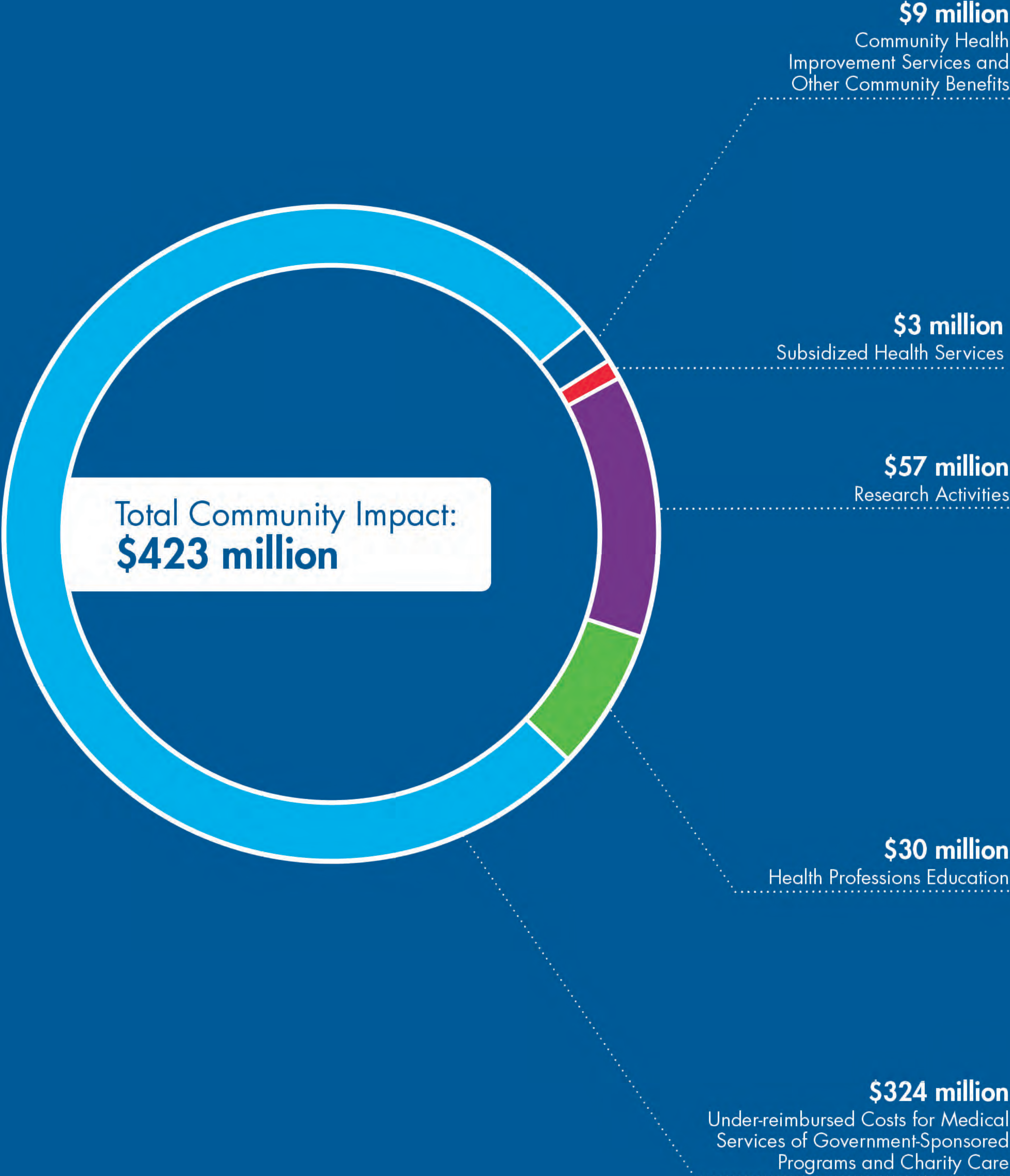


NO. 1 IN CALIFORNIA
NO. 5 IN THE COUNTRY

RANKED
IN ALL 10
SPECIALTIES

COMMUNITY IMPACT

Fiscal Year 2021





A Letter From the President and Chief Executive Officer

Pediatric academic medical centers have a rhythm, a cadence that choreographs the steps of expert health professionals to match the complex care needs of children.

This year, every health care organization's rhythm was jarred repeatedly. COVID-19 required a continuous evaluation of safe practices. Operational challenges demanded timely solutions. Supply chains were disrupted. And the traditionally strong demand for pediatric patient care diminished greatly, only later to return in fits and starts that trendlines and algorithms could not anticipate.

It's a credit to the incredibly impressive Children's Hospital Los Angeles team that, two years after the first case of COVID-19 arrived in California, our world-class practices have evolved and even been enhanced by the new rhythms of the pandemic. We can credit our mission and values for the focus that kept our efforts coordinated. We used our mission as our north star—to give us a foothold as new rhythms emerged day after day, week after week, month after month. We led through transformation. We demonstrated hope and compassion. We were careful stewards of lives and resources. We served with great care. We did our best—together.

Annual reports have a timing dictated by a calendar. In a typical year, it can create a cadence that may feel routine. But for me, this year's Annual Report spotlights the vibrant legacy of Children's Hospital Los Angeles. That legacy is built on a foundation that has survived the daunting disruptions of this year and is one that will live on—providing world-class clinical care to all, developing new treatments and cures for childhood diseases through scientific discoveries and training the physicians, nurses and health care professionals of the future.

My heart swells with pride when I think of the immeasurable resilience demonstrated by the Children's Hospital Los Angeles team. Despite overwhelming challenges, together, we have addressed the needs of hundreds of thousands of children, their families and the community we serve. I hope your heart finds a similar rhythm in the pages ahead.

Thank you for trusting us to continue to advance and fulfill our mission of creating hope and building healthier futures for children, and their families.

Warmest regards,

A handwritten signature in black ink that reads "Paul S. Viviano". The signature is written in a cursive, flowing style.

PAUL S. VIVIANO

President and Chief Executive Officer

ZONES OF IMPACT



PATIENT CARE

On Oct. 20, 2020, 1-year-old Jacob Cooper became the 400th pediatric liver transplant patient at Children's Hospital Los Angeles. The procedure

represented a major milestone that few hospitals in the country can match. The Liver and Intestinal Transplant Program at CHLA began in 1998 and now performs 25 to 30 liver transplants each year. The hospital performed the most pediatric liver transplants in California in 2021, with survival rates exceeding national averages. Jacob's transplant liver came from a living donor, who traveled to L.A. from Ohio to make the donation. About one-third of CHLA's donated livers come from living donors. Children's Hospital Los Angeles performed 10 living-donor liver transplants in 2021—the second most in the entire nation for pediatric patients.



RESEARCH

Scientists at Children's Hospital Los Angeles carried out the largest genomic study to date of COVID-19 in children to examine coronavirus

transmission patterns throughout the U.S. since the beginning of the pandemic. The resulting data showed the effectiveness of early measures established to contain the virus. Researchers began work shortly before the virus had reached the U.S., sensing a pandemic was imminent. That foresight to gather genomic information on the virus helped scientists and public health officials develop strategies to limit the spread of COVID-19 during subsequent surges of the disease. Data like these give the scientific community better tools to understand the virus, which is critical to controlling it.



EDUCATION

In mid-2020, a CHLA campaign encouraging parents and caregivers to seek care announced "Your Child's Health is Essential." The campaign

emphasized the importance of maintaining children's health during the pandemic, reassuring families with information about safety measures taken by Children's Hospital Los Angeles during appointments and medical care. Working with traditional media outlets and social media channels, the message was delivered in English and Spanish to parents across Southern California. The effort to get the word out through local news channels led to CHLA stories being seen more than 30 million times. Social media efforts included an Instagram post on the importance of vaccines that drew more than 22,000 views. Response to posts on the CHLA blog also showed that families heard the message. A story that addressed when to report your child's fever to your doctor saw a 200% surge in online traffic in 2021.



COMMUNITY IMPACT

In addition to providing the COVID-19 vaccine at the hospital's Sunset Boulevard campus, nurses and health care providers at CHLA

administered nearly 10,000 doses in underserved communities around Los Angeles. For example, after learning that early childhood educators in Palmdale had to drive to Magic Mountain to get vaccinated, the team set up a one-day clinic at a Palmdale recreation center. Children's Hospital also partnered with the Drew Child Development Corp. and Charles R. Drew University to organize four clinics at Macedonia Baptist Church in the Watts area

of South Los Angeles. Along with reaching out to residents struggling for access to the vaccine, clinics also targeted early childhood educators at day care centers and preschools, who had been left out of school districts' efforts to vaccinate teachers.



GROWTH

Children's Hospital Los Angeles opened the Neurological Institute Outpatient Center, a bright, family-friendly space that brings together experts in

nearly 20 subspecialties from the hospital's nationally ranked neurology and neurosurgery programs. These specialists care for kids with neuromuscular disorders, craniofacial disorders, brain tumors, epilepsy, injuries that affect the central nervous system and more. They also partner with experts in nursing, rehabilitation, psychology, diet therapy, social work and genetic counseling, collaborating to deliver comprehensive neurologic care all in one location. With 34 patient exam rooms, a state-of-the-art electroencephalogram (EEG) lab, a spacious lobby and dedicated playroom, the Neurological Institute Outpatient Center is one of the largest facilities of its kind in the Western U.S. and is dedicated to providing the highest-quality care for children with neurological conditions.



INNOVATION

The Children's Hospital Los Angeles Innovation Studio leads KidsX, an international consortium of 30 pediatric hospitals dedicated to improving

digital health innovation. The consortium selected 13 startup companies to be part of its inaugural accelerator cohort. KidsX member organizations partner with entrepreneurs who are building digital

products to improve the quality of pediatric health care, pilot the products to validate their clinical efficacy, and enable the scaling of validated solutions to hospitals across the country. Though pediatric patients make up 20% of the national patient population, children's health care is often overlooked as an environment for innovation. By collaborating with the world-class children's hospitals in the KidsX network, companies can bring new digital health tools to patient families faster than ever before.



PHILANTHROPY

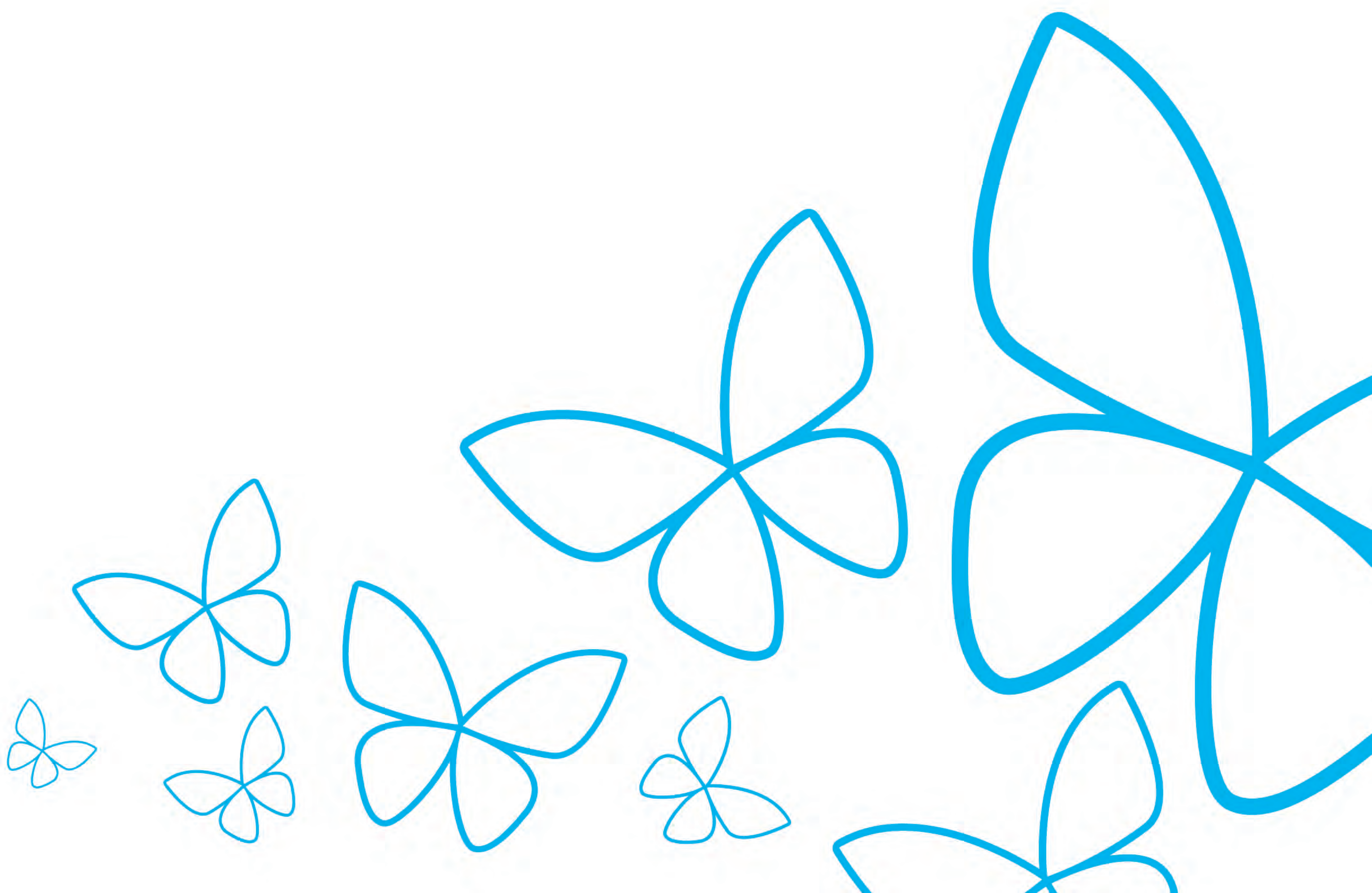
The generosity of CHLA's philanthropic community has remained strong despite the pandemic. For example, an anonymous donor provided a

landmark \$25 million gift to Children's Hospital Los Angeles to support the behavioral health needs of CHLA patients. This donation came at an especially critical time, as the COVID-19 pandemic has affected the mental health of children in the U.S. and around the world. Pediatric specialists are seeing increases in anxiety and depression as a direct consequence of social isolation and loss of routine caused by the pandemic, as well as the effects of COVID-19-related parental physical, emotional and economic distress. This gift, and numerous others, help CHLA provide access to behavioral health services for all patients who need them.

STATEMENT OF OPERATIONS

July 1, 2020, to June 30, 2021
(in thousands)

Total Operating Revenue	\$1,326,133
LESS OPERATING EXPENSES:	
Salaries and Benefits	\$684,895
Professional Fees and Purchased Services	254,390
Supplies	186,317
Depreciation, Amortization and Interest	77,524
Other	129,630
Total Operating Expenses	\$1,332,756
Available for Reinvestment in the Mission	(\$6,623)





Annual Report 2021
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HOSPITAL LEADERSHIP

Paul S. Viviano

President and Chief Executive Officer

Robert Adler, MD, MEd

Chief Medical Director, CHLA Health System; Senior Advisor to the Chair of Pediatrics (CHLA); Professor of Pediatrics (USC)

Conrad Band

Interim Senior Vice President and Chief Information Officer

Alexandra Carter, MBA, CFRE

Senior Vice President and Chief Development Officer

Alexander R. Judkins, MD, FCAP, FRCP (Edin)

Pathologist-in-Chief; Executive Director, Center for Personalized Medicine; Department of Pathology and Laboratory Medicine (CHLA); Professor (Clinical Scholar) and Vice Chair, Department of Pathology (USC)

Lara M. Khouri

Executive Vice President, Chief Strategy and Transformation Officer

Mark D. Krieger, MD

Senior Vice President and Surgeon-in-Chief; Billy and Audrey L. Wilder Chair in Neurosurgery; Executive Advisor, Neurological Institute (CHLA); Professor of Clinical Neurosurgery (USC)

Nancy J. Lee, MSN, RN, NEA-BC

Senior Vice President, Chief Nursing Officer and Chief Clinical Officer

Pat Levitt, PhD

Vice President and Chief Scientific Officer; Director, The Saban Research Institute; Simms/Mann Chair in Developmental Neurogenetics (CHLA); W.M. Keck Provost Professor of Neurogenetics (USC)

M. Scott Lieberenz, MSA, CPA

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Chair, Department of Anesthesiology Critical Care Medicine (CHLA); Professor of Clinical Pediatrics and Anesthesiology (USC)

William Marsh

Vice President, Campus Planning and Construction

Jondavid Menteer, MD

Chief of Staff; Medical Director, Heart Failure and Transplant Program and Cardiac Mechanical Support Program (CHLA); Clinical Associate Professor of Pediatrics (USC)

Marvin D. Nelson Jr., MD, MBA, FACR

Radiologist-in-Chief; Chair, Department of Radiology; John L. Gwinn Professor of Radiology (CHLA); Professor of Radiology (USC)

Grace E. Oh, JD, MBA

Senior Vice President and General Counsel

Robert E. Shaddy, MD

Pasadena Guild Chair; Pediatrician-in-Chief; Senior Vice President of Academic Affairs (CHLA); Professor and Chair, Department of Pediatrics (USC)

Hanna Song, PhD

Vice President and Chief Diversity, Equity and Inclusion Officer

James E. Stein, MD, MSc, FACS, FAAP

Senior Vice President and Chief Medical Officer; Ford Theodore Miller Murphy Chair in Surgical Oncology (CHLA); Professor of Clinical Surgery (USC)

Mamoon Syed, MHA

Senior Vice President and Chief People Officer