



Continuing Our Commitment to a Healthy Community

2016
Community
Benefit Report







Table of Contents

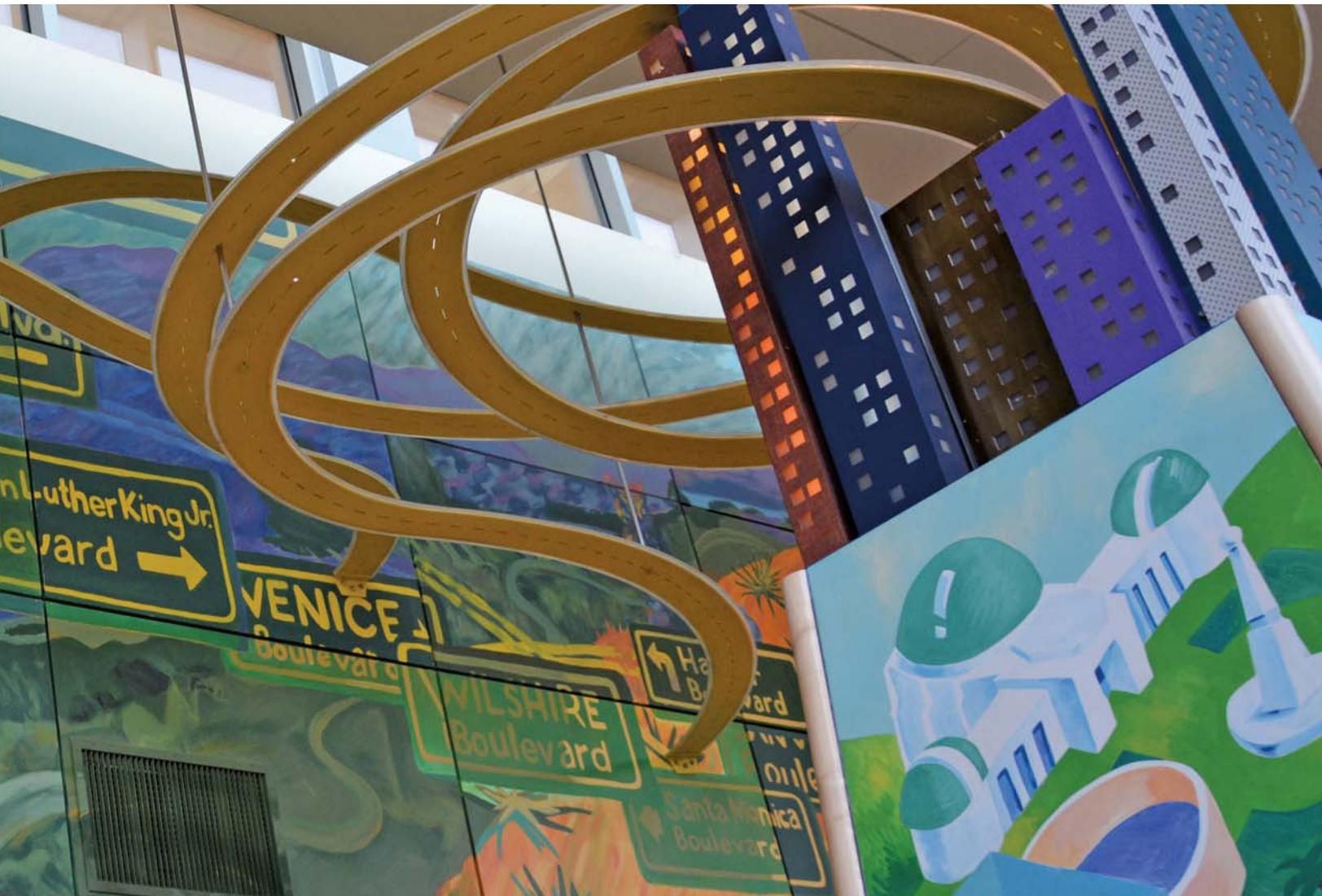
President and CEO Letter	2
About Children’s Hospital Los Angeles	4
Our Commitment to Children, Adolescents, Families and the Community	5
CHLA 2016 Community Health Needs Assessment	6
Community Demographics	6
Photo Voice Project – Engaging Youth in Community Assessment	7
Sample Key Findings	8
Community Benefit Implementation Strategy	9
The Saban Research Institute	10
Wearable Technology to Improve Health	10
Heartstrings of the Community	12
Access to Health Care Resources and Information	12
Helping Adolescents and Young Adults With Cancer and Blood Diseases Connect and Integrate in the Community	
Health Promotion and Prevention	14
CHLA Division of Cardiology Provides Free Cardiac Screenings to Bakersfield Youth	
Economic Development	15
Versant™ RN Residency Program – A Dream Comes True	
Healthy and Safe Neighborhoods	16
CHLA Salud – Engaging the “Corazon” of the Community	
Achieving Our Best With Our Community Partners	16
Collaborating for Community Safety	
Clinical Services	17

To Our Community Partners and Friends



Children's Hospital Los Angeles is ranked the No. 1 children's hospital in California. One of our core values is doing our best together to fulfill our mission: to Create Hope and Build Healthier Futures. We do this through excellent clinical care, innovative research, training future generations, and community health initiatives benefiting patients, families, and communities well beyond the walls of our hospital and the Southern California region.

Last year, CHLA provided community benefits via health and wellness initiatives and various programs. More than 20,000 children, families and representatives from community agencies across Los Angeles County were reached with information on health promotion topics ranging from injury prevention, obesity prevention, infection control and other wellness efforts in both English and Spanish. Over the last five years, the Careers in Health and Mentoring Program (CHAMP) provided internship opportunities within our hospital to more than 100 young people who see their future careers in health



care administration. These are just a few examples of the wide variety of ways that we are committed to the community's well-being.

I am proud of the community health and wellness initiatives and efforts championed by CHLA. We are committed to ensuring that children, adolescents, young adults and families in our community have the tools and resources to stay healthy.

I invite you to review this report and learn more about how we delivered on our commitment to our community

this past year. Please know that I am looking forward to continuing to work together with you to deliver on our mission of care in our community and beyond.

Warmest regards,

Paul S. Viviano
President and Chief Executive Officer
Children's Hospital Los Angeles

About Children's Hospital Los Angeles



Our Mission

We create hope and build healthier futures.

As a leading academic children's hospital, we fulfill our mission by:

- Caring for children, adolescents, young adults, families and each other
- Advancing knowledge
- Preparing future generations
- Building our financial strength

Our Values

- We achieve our best together.
- We are hopeful and compassionate.
- We are learners leading transformation.
- We are stewards of the lives and resources entrusted to us.
- We serve with great care.

Our History

Founded in 1901, Children's Hospital Los Angeles is one of the nation's leading children's hospitals and is acknowledged worldwide for its leadership in pediatric and adolescent health. Children's Hospital Los Angeles is one of only 10 children's hospitals in the nation, and the only one in California, to be named to the prestigious U.S. News & World Report Honor Roll of children's hospitals for 2017-18.

The Saban Research Institute comprises basic, translational and clinical research at Children's Hospital Los Angeles—one of the few freestanding pediatric hospitals in the country where scientific inquiry is combined with clinical care devoted exclusively to children. Children's Hospital Los Angeles is also a premier teaching hospital and has been affiliated with the Keck School of Medicine of the University of Southern California since 1932.

Our Commitment to Children, Adolescents, Families and the Community

At Children’s Hospital Los Angeles, our commitment to patients and their families extends well beyond the walls of our hospital. Our community benefit services and activities ensure we remain responsive to the needs of our community. Our community benefit work helps make a difference in the lives of the thousands of children, adolescents and families we serve throughout the Los Angeles County region, as well as the thousands reached through our national and international efforts.

Community benefit services and activities are designed to provide treatment and promote health as a response to identified community needs. Our objectives are to:

- Improve access to health care services
- Enhance public health of the community
- Advance medical or health care knowledge that provides public benefit
- Relieve or reduce the burden of government or other community efforts

2016 Our Community Benefit Profile

Grand Total:
\$267.4 million

\$187.2 million
Unreimbursed Costs for Medical
Services of Government-
Sponsored Programs¹

\$3.4 million
Charity Care at Cost²

\$28.9 million
Health Professions Education

\$36.6 million
Research Activities

\$5.2 million
Community Health Improvement
Services and Other Community Benefits³

\$6.1 million
Subsidized Health Services

1. The Medi-Cal program partially offsets these losses through the Disproportionate Share Hospital Program, designed to support “safety net” hospitals such as Children’s Hospital Los Angeles. The hospital received \$42.9 million in Disproportionate Share Hospital Funding in FY 2016.

2. In January 2010, the state of California enacted legislation that provides for supplemental payments to certain hospitals funded by a quality assurance fee paid by participating hospitals as well as

matching federal funds (the “Hospital Fee Program”). Supplemental payments and fees related to the Hospital Fee Program produced a net benefit of \$122.5 million to Children’s Hospital Los Angeles in the fiscal year ended June 30, 2016.

3. Children’s Hospital Los Angeles’ investment in the Community Benefit Inventory for Social Accountability (CBISA) system has proven to be an excellent mechanism to track otherwise undocumented community benefits.

Community Health Needs Assessment

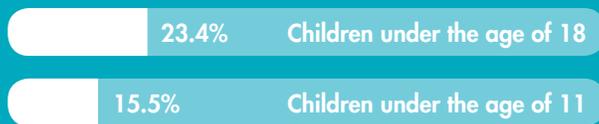
In 2016, CHLA conducted its triannual Community Health Needs Assessment (CHNA) in an effort to understand the health and social needs of the community and disparities in health, as well as the social determinants of health affecting children and adolescents and their families. We utilize this assessment as the basis for planning and delivering community benefit programs and services.

Our hospital services reach across Southern California, with a primary service area of Los Angeles County—a region that spans 4,057 square miles and includes vast urban communities, suburban areas and rural neighborhoods. Los Angeles County is home to more than 10 million residents, of which 23.4 percent are children ages 0-17. It is the most populous county in the nation—approximately 26 percent of the state’s population—and one of the most ethnically and radically diverse as well.

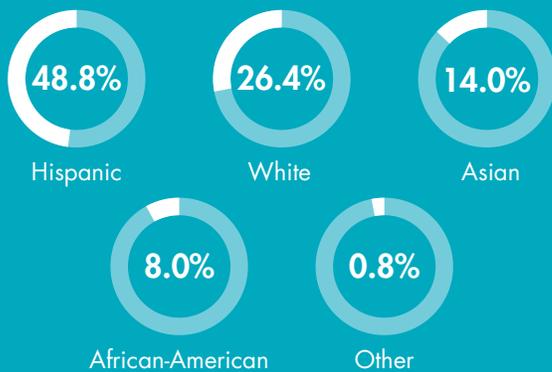
2016 Community Demographics

Quick facts about Los Angeles County:

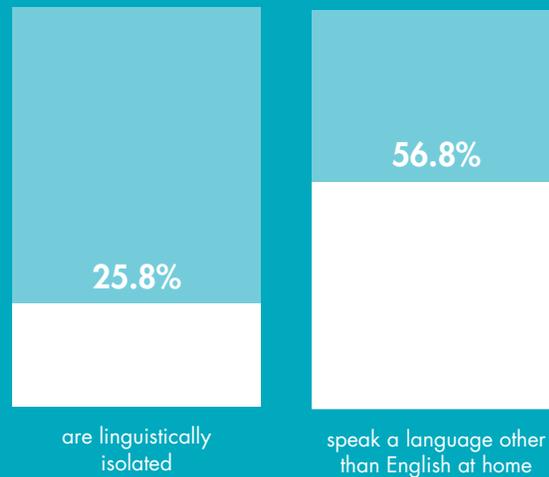
Age



Ethnicity



Language



Poverty



Source: CHLA 2016 Community Health Needs Assessment



Photo Voice Project—Engaging Youth in Community Assessment

To provide a new perspective, students from local community schools were invited to participate in the Community Health Needs Assessment via a photo voice project. Schools included St. Mary's Academy (Inglewood) and St. Agnes School (Los Angeles' University Park community), as well as teens from the Ketchum-Downtown YMCA in downtown Los Angeles. Through their photos, youth conducted a simple environmental scan to highlight health concerns and attributes in their community. They identified many positive attributes in their community, noting resources related to health care, opportunities to exercise, assets that improve the quality of life, and elements of nature in their environment. The youth observed a wide range of medical- and health-related assets, such as hospitals and medical centers, optometrists, dental care and diabetes-related services.

"Promoting local healthy eating and exercise in our community increases the local economy," said one ninth grade student.

"I would like to help clean up to impact my community and inspire others to do the same."

Another student summarized, "I learned how much health means to the community and how there are more health-promoting businesses in our community than I thought." The youth also noted other positive assets that

add to the overall well-being of community members. They listed churches, chapels, schools, clothes and shoe-recycling bins, the new Metro light rail infrastructure, fire departments and fire trucks—stating that these "promote safety." Many of them also noted trees, plants and gardens, and associated these with enhancing the environment, from adding "color" to their neighborhoods, to helping with air quality.

All of the youth photographed and took note of trash, litter, graffiti and safety hazards in their community, and expressed desires to see cleaner communities. They associated trash on the streets with a lack of care from residents toward their communities. They took note of how pervasive graffiti was and how it made their communities look unclean. They also recognized other hazards, including abandoned buildings, dilapidated streets and businesses, piles of rock from unfinished construction, and uneven sidewalks, which are a "safety concern because they can cause accidents." In downtown Los Angeles, the youth noted the prevalence of fast food, fatty food and liquor in the community.

The photo voice project allowed students to engage positively within their community, highlighting health-related assets and concerns linked with quality of life. As a result, the students gained a better understanding of how their community could influence health and expressed their desire to improve their community. One student summarized, "I would like to help clean up to impact my community and inspire others to do the same." 

Community Health Needs Assessment (continued)



- Nearly 1 in 4 county teens (22.4 percent) needed help for emotional or mental health problems. 14.5 percent received psychological or emotional counseling in the past year.

Economic Development

- Since 2012, unemployment rates have decreased from 11.6 percent to 8.8 percent. However, 24.1 percent of residents in Los Angeles County still lived at or below 100 percent of the federal poverty level.
- Of the population age 25 and over in Los Angeles County, 19.7 percent have less than a high school diploma, and 23.9 percent completed their high school education (diploma or GED equivalency).

Engaging the Community

Leaders of key organizations and community members provided input for the CHNA. Many of the issues and concerns identified included:

- Mental health
- Community safety (including violence among youth)
- Preventive health care
- Oral health care
- Awareness of available health/social services
- Access to health care (including a lack of health education)
- Early childhood development
- Housing
- Youth at-risk behaviors
- Healthy behaviors (including nutrition and physical activity)
- Overweight and obesity

The 2016 Community Health Needs Assessment was conducted by the Center for Nonprofit Management and the Children's Hospital Los Angeles Office of Community Affairs. Other institutions, organizations and agencies—as well as members of the CHLA Community Benefit Advisory Committee—also contributed time and resources to assist with this assessment. 

Sample Key Findings from the 2016 Community Health Needs Assessment

Access to Care

- 81.2 percent of the population in Los Angeles County has health insurance. Children under 18 have the highest rates of insurance coverage at 95.6 percent.
- A look at insurance coverage by source shows that 41.5 percent of county residents have employment-based insurance and 24.4 percent are covered by Medi-Cal.
- Children (19.7 percent) from Los Angeles County visited emergency departments at higher rates than adults (15.7 percent), seniors (15.5 percent) and residents below the poverty level (17.6 percent).

Mental Health

- While the ratio of population to primary care physicians in Los Angeles County increased from 884-to-1 in 2013 to 1,389-to-1 in 2016, over that same period the ratio of mental health providers significantly decreased from 1,770-to-1 to just 390-to-1.

Community Benefit Implementation Strategy

Priority areas

As part of the Community Health Needs Assessment, health and social needs were identified through an examination of primary and secondary data, and then prioritized through a structured process using defined criteria. The hospital's Community Benefit Advisory Committee and community leaders and representatives all participated in this process. These findings guided the development of CHLA's 2016-2018 community benefit goals and initiatives into four broad priority areas:

- Access to care
- Health promotion and prevention
- Health and wellness
- Economic development

The community benefit implementation strategy adopted by Children's Hospital Los Angeles seeks to actively address these health and social needs. As other identified needs are being addressed by other community organization and initiatives, and taking into consideration the limited amount of community resources available, Children's Hospital has selected the health and social needs that it can most effectively impact.



Strategies

- Increase access to health care resources and information for children, youth and families in the community.
- Conduct community education and outreach regarding federal, state and local health access programs.
- Expand access to health care resources and information regarding mental health, oral health care, early childhood development, and transition and transfer of care.
- Raise awareness of pediatric health and related safety and social issues in the community.
- Promote healthy behaviors and prevention of disease through outreach and education at local schools, community events and expositions.
- Enhance knowledge and skills of parents, children, youth and community service providers regarding child health and safety issues.
- Collaborate with community clinics to promote pediatric health and wellness and make available information and resources to providers who care for families in underserved areas.
- Collaborate with local community-based organizations to work on initiatives that design and inform the development of interventions that address health inequities, particularly in underserved communities.
- Expand economic opportunities for youth, young adults and families in the community.
- Advance current hospital efforts to expand internships, mentorship and work experience opportunities.
- Collaborate with community and civic stakeholders to maximize strategies that address health disparities and the social determinants of health.

Conducting the Community Health Needs Assessment is one of the many ways that Children's Hospital Los Angeles strengthens its commitment to understanding the health needs of the communities it serves. 

The Saban Research Institute

The Saban Research Institute comprises basic, translational and clinical research at Children's Hospital Los Angeles—one of the few freestanding pediatric hospitals in the country where scientific inquiry is combined with clinical care devoted exclusively to children.

The Institute's interdisciplinary research is organized around areas of focus that together fully explore the developmental origins of health and disease and address the most pressing national child-health issues. Research is performed at the lab bench, in the clinic and in the community. Collaborating with other organizations, institutions and members from our community strengthens the Institute's ability to spearhead research innovation.

Wearable Technology to Improve Health

With 1 in 5 Americans already using wearable technologies, pediatricians have been quick to see their potential in many areas of the hospital, like on the wrist of a rehab patient cared for by Terence Sanger, MD, PhD. Sanger is a pediatric neurologist with a doctorate in engineering. In addition to seeing patients, he spends his time in the lab inventing devices for children with movement disorders.

"The great thing is that you don't have to give kids instructions about how to use a device," says Sanger. "You can put it on a 1-year-old and they'll figure it out."

He is currently heading up a clinical trial on the use of surface electromyography. Sanger, a provost associate professor of Biomedical Engineering, Neurology and Biokinesiology at the USC Viterbi School of Engineering, designed the device, the software and the algorithm. The small, oval unit is placed on a muscle group to monitor electrical current. The device is very sensitive and can pick up muscle activity that is too weak to result in movement. Yet the buzzing sound provides biofeedback that the muscle is working.

Sanger tells the child, "Don't worry about raising your wrist; just make it buzz." Kids practice all day because they like the sound; it's reminiscent of a video game. After a while, all that practice pays off and the muscle gets stronger. Sanger gets the necessary result, but in a way that's more interesting—even fun—for the child. 





Terence Sanger, MD, PhD, working with a patient using wearable device technology

Heartstrings of the Community



Members of the CCCBD HOPE Teen and Family Support Service retreat staff: Sherri Carcich, RN, BSN, CPON (left); Charlie Sevy; Joseph Greenberg, LCSW; Laura Bava, PsyD, ABPP; Stefanie Thomas, MD; Lisl Schweers, LCSW-OSW-C; and Cathliyn (Caty) Buranahirun, PsyD

Access to Health Care Resources and Information

Helping Adolescents and Young Adults With Cancer and Blood Diseases Connect and Integrate in the Community

The Children's Center for Cancer and Blood Diseases (CCCBD) at CHLA is committed to a family-centered model of care that is designed for the benefit, comfort and ease of children and families. An essential component of the care provided in the CCCBD is the Survivorship and Supportive Care Program, where experts continually work to improve the short- and long-term quality of life for children and adolescents suffering from cancer and blood disorders, so that they can enjoy life to the fullest.

Teens with cancer and blood diseases often find themselves isolated in the home or hospital, missing out on universal rites of passage during adolescence. Changes in their physical functioning and appearance are particularly devastating during this time of their lives when most of them simply want to "fit in." Although adolescent patients are intellectually mature enough

to understand the severity of their illness and can contribute to the decision-making process about their treatment, they often have not yet developed the skills needed to cope with their intense emotions.

Building on the Teen Impact Program launched at CHLA in 1988, the new HOPE Teen and Family Support Service within the Survivorship and Supportive Care Program includes:

- A focused approach on reaching teens who are newly diagnosed with cancer and blood diseases at CHLA, providing comprehensive and timely care to patients across the continuum of their illness, including at diagnosis, during treatment, prior to returning to school, at the end of treatment and while transitioning to survivorship care
- Support groups that are targeted to specific ages, diseases or problems
- Comprehensive care via a collaborative partnership with the Adolescent and Young Adult Service (also within the Survivorship and Supportive Care Program), ensuring that patients are fully supported with a combination of the best medical and behavioral health care



Yareli Montiel (center) with her parents, excitedly waiting to go to camp

Creating opportunities for teens and young adults to connect and relate to others with similar experiences is crucial for our service. In 2016, the HOPE Teen and Family Support Service launched a three-day Adventure and Discovery Retreat for Teens with Cancer and Blood Diseases, to provide a safe and fun environment where teens and young adults could relate to one another, make friends and just be themselves.

Thanks to a generous donation from the Audrey and Sydney Irmas Charitable Foundation, 34 teens (both on and off treatment) and CHLA's volunteer staff participated in a weekend retreat in the San Jacinto Mountains. Being away from home and family for a weekend was a big step for many of them.

"My favorite part was getting to talk to other kids who had been through cancer and just hearing their stories about everything they have been through," says 14-year-old Yareli Montiel. "I got to talk to another kid that had the same diagnosis as me, and she told me that I was going to get through it and that I had nothing to worry about. She could tell that I was going through a hard time then, so it was comforting to hear that from her."

"I was worried because she had never been away from us like this," Yareli's dad says, "and I was worried about the effects of the chemo, because she gets

nausea, or feels weak, and she needs medications. Still, I encouraged her to go for the other kids ... even though I was nervous because she was going to get chemo that day, but the doctors told me not to worry about it ... that they will be there."

Given that the teens had a common understanding of the side effects and physical challenges that usually accompany cancer and blood diseases, topics of discussion at meals included ports, chemotherapy and hair loss. Teens were also very attuned to one another's physical needs, often volunteering to assist peers with walking and pushing wheelchairs to ensure no one was left out.

One of the successes of this retreat was the attendance of patients who had not participated in similar activities before. Their feedback also included the benefits of helping others, meeting others who understood what they were going through and trying something new. At the end of the weekend, feedback was overwhelmingly positive, with most teens reporting that they "loved it!" and would like to attend again.



Yareli conquering the high-tower climb

Heartstrings of the Community (continued)

Health Promotion and Prevention CHLA Division of Cardiology Provides Free Cardiac Screenings to Bakersfield Youth

The Centers for Disease Control and Prevention identifies cardiovascular disease as the second-leading medical cause of death in youth in the United States. According to the American Heart Association, approximately 7,037 children younger than 18 years of age experience out-of-hospital cardiac arrest (EMS assessed) each year; this condition is 60 percent more likely to occur during exercise or sports activity, so youth athletes are at greater risk.

A health collaboration was established between Olivia's Heart Project, Central Cardiology Medical Clinic,

Bakersfield Heart Hospital and the Children's Hospital Los Angeles Division of Cardiology to host free heart-screening events in Bakersfield, California. A seven-member team from the CHLA Cardiology staff participated in community health fair events, during which the team increased awareness of cardiovascular disease risk factors and conducted cardiac screenings of over 200 teens and young adults in Bakersfield. The team found 11 abnormalities, including a lesion that will need surgical repair.

"This heart screening helped assess teens and young adults in an effort to identify any potential cardiac abnormalities that could otherwise go undetected," says Subash Reddy, MD, of the Children's Hospital Los Angeles Bakersfield Cardiology Clinic.



CHLA Cardiology—Olivia's Heart Project Staff: Jo-Marilyn Castanares, PNP, MSN (left); Terrance Evenmo, AS; Surabhi Reddy, MD; Martha Jauregui Sanchez, MA; and Michael Silka, MD



Rocio Delgado Gonzalez (standing), teaching the next generation of CAMP CHLA High School students.

Economic Development

Versant™ RN Residency Program – A Dream Comes True

CHLA's commitment as a steadfast partner in the local community's workforce and economic development sometimes comes full circle. Rocio Delgado Gonzalez's journey through the CHLA volunteer program, Camp CHLA and the Versant™ RN Residency Program highlights the success of CHLA's workforce development programs.

As a child, Delgado Gonzalez always knew she wanted to work at Children's Hospital Los Angeles. Watching her mom go to work in Environmental Services every day for 13 years, she told herself, "One day, I will work at CHLA."

As soon as she turned 15, she enrolled in the volunteer program, where more than 500 community members give more than 90,000 hours of their time helping to create hope and build healthier futures. For two years, Delgado Gonzalez interacted and played board games with patients in the rehabilitation playroom located on 6 North. Families would share their stories with her.

"Every time I walked into the hospital, I felt all my teenage worries disappear," she recalls. Through these weekly interactions with the children and families, she found her passion serving and caring for other individuals. She wanted to make a difference impacting the lives of those with whom she interacted.

During her sophomore year in high school, Delgado Gonzalez applied for and was selected to participate in

the highly regarded Camp CHLA, a career exploration program that allows high school students to shadow CHLA health care professionals and learn basic health information, such as diabetes prevention. She watched as Heather Whitesel, an oncology nurse at the time, educated patients on the potential side effects of treatment and medications, and used therapeutic communication to alleviate her patients' stress. It was then that it became clear to Delgado Gonzalez what impact a nurse had on patients and their families. "I would have never discovered the beauty of nursing if it weren't for this program," she says.

Whitesel's guidance spurred Delgado Gonzalez to become a nurse. After successfully obtaining her Bachelor of Science in nursing as a first-generation college student, she became a registered nurse and enrolled in the Versant RN Residency Program at CHLA. The residency is a 22-week program that provides a supportive learning environment in which new graduate nurses train to work in an acute-care setting. Under the guidance of four preceptors in the medical surgical unit, Delgado Gonzalez was able to become the nurse she is today. Today, she works alongside Whitesel, her former mentor, now a nurse care manager.

"After finishing the residency, I felt like a confident new graduate nurse," she says. "I can wholeheartedly say I love my job and the kids I care for. If anyone told me during Camp CHLA that I would one day become a nurse in this facility, I would never have believed them. It was through the volunteer program, Camp CHLA and Versant that I am fulfilling my true calling. I am grateful I was granted these opportunities."

Heartstrings of the Community (continued)

Healthy and Safe Neighborhoods

CHLA Salud—Engaging the “Corazon” of the Community

Recognizing the importance of trust and the strength of connections within the community inspired the development of CHLA SALUD, a promotora/community health worker program.

The Office of Community Affairs secured an innovative workforce development grant from the Office of Statewide Health Planning and Development (OSHPD) and The California Endowment to advance the significance of the role of promotoras (also known as community health workers) in the delivery of health promotion, education and prevention.

Promotoras are lay members of communities who work in association with a local health care system and usually share ethnicity, language, socioeconomic status and life experiences—or “corazon”—with the community members being served.

CHLA Salud promotoras were trained by clinical experts at CHLA to offer tailored outreach and education regarding hand hygiene and flu prevention in our local communities. In addition, promotoras promoted efforts and initiatives around community engagement to advance health knowledge and raise awareness of pediatric health and related safety and social issues in the community.

To date, the CHLA Salud promotoras have reached over 20,000 families, children and representatives from various agencies promoting CHLA infection control and wellness efforts in both English and Spanish across Los Angeles. Children and families, specifically from Service Planning Areas 4 and 6, learned about flu prevention and the effectiveness of proper hand hygiene, and participated in interactive demonstrations.

The Office of Community Affairs worked collaboratively with community health champions from the Center for Community Health Improvement, Providence Health & Services Southern California and Esperanza Community Housing.

Together we are building connections for a healthier community.



Councilmember Mitch O’Farrell, city officials, the Hollywood Chamber of Commerce, EHBID board members, and community leaders including Children’s Hospital Los Angeles celebrated the ground breaking of six medians on Vermont Avenue in East Hollywood.

Achieving Our Best With Our Community Partners

Collaborating for Community Safety

According to the 2016 Community Health Needs Assessment, safety was identified by leaders of key organizations and community members as one of the top issues of concern.

In 2015, the Los Angeles Times published its analysis of pedestrian accidents from 2002-2013, naming over 816 dangerous intersections in Los Angeles County. Multiple intersections in East Hollywood on Vermont Avenue between Hollywood Boulevard and Santa Monica Boulevard were among those named the most dangerous intersections in Los Angeles County, due to the high volume of pedestrian accidents.

A multi-organization collaboration between the city of Los Angeles, Los Angeles Council District 13 – Office of Mitch O’Farrell, East Hollywood Business Improvement District, Hollywood Chamber of Commerce and health care organizations including Children’s Hospital Los Angeles, sought to create safer streets by advocating for medians along an eight-block stretch of Vermont Avenue. The medians separate opposing lanes of traffic and serve as a traffic-calming measure to enhance pedestrian safety.

Planning and implementation is ongoing, and on Oct. 17, 2016, the installation of the first median along Vermont Avenue began. 

Adolescent and Young
Adult Medicine
Cardiology
Cardiothoracic Surgery
Clinical Anesthesiology
Clinical Immunology and Allergy
Comfort and Palliative Care
Critical Care Medicine
Dentistry and Orthodontics
Dermatology
Developmental-Behavioral Pediatrics
and the Boone Fetter Clinic
Emergency and Transport Medicine
Endocrinology, Diabetes
and Metabolism
Gastroenterology, Hepatology
and Nutrition
General Pediatric Surgery
General Pediatrics
Hematology, Oncology and Blood
and Marrow Transplantation
Hospital Medicine



Infectious Diseases
Maternal-Fetal Medicine
Medical Genetics
Neonatology and Newborn and
Infant Critical Care Unit (NICCU)
Nephrology
Neurology
Neurosurgery
Ophthalmology
Orthopaedic Surgery
Otolaryngology
Pain Management
Pathology and Laboratory Medicine
Plastic and Maxillofacial Surgery
Psychiatry
Pulmonology and Sleep Medicine
Radiology and Imaging Services
Rehabilitation Medicine
Rheumatology
Urology



Credits

Paul S. Viviano, President and Chief Executive Officer
Lara M. Khouri, MBA, MPH, Senior Vice President and Chief Strategy Officer
Ellen Zaman, LCSW, FACHE, Director, Government and Public Policy and Community Affairs
Rolando Gomez, MBA, Manager, Government and Public Policy
Susana Gantan, MPH, Project Leader, Government and Public Policy
Jim Deeken, Vice President, Marketing
Deborah A. Braidic, MABC, Vice President, Communications and Digital Strategy
Jennifer Duerksen, Associate Director, Creative Operations
Mallory Car, Project Manager, Creative Services
Matthew Pearson, Assistant Vice President, Content Development
Sarah Brown, Associate Director, Content Development
Jeff Weinstock, Senior Communications Specialist, Content Development

Office of Community Affairs

4650 Sunset Blvd., #118
Los Angeles, CA 90027

323-361-2487 | CHLA.org