


**CHILDREN'S HEALTH IN A NEW LIGHT**



Last year, CHOC Children's 50th anniversary gave us pause to reflect on our rich history. In five decades, we progressed from an abstract idea to a world-class, premier pediatric health care organization focused on nurturing, advancing and protecting the health and well-being of children. ■ As we leave the celebrations behind us, our 51st year has seen CHOC looking forward, engaged in a bold vision to transform recent advances in research and technology into better care for our patients and families. ■ Without a doubt, we are navigating uncharted territory—from unlocking the secrets of the human genome, to approaching medical treatments in a brand new way, to devoting an unprecedented amount of resources to innovation that most hospitals would only dream to do. ■ In our 2015 Annual Report, you will learn about these pioneering efforts, and how they are changing the way we care for the infants, children, adolescents and young adults of Orange County and beyond. ■ **We are seeing children's health in a new light.**

## DEAR FRIENDS,

For more than 50 years, CHOC Children's visionary spirit has driven us to innovate and adapt to both medical advances and economic challenges. Now more than ever, that pioneering spirit is keeping CHOC strong in an industry where the status quo is no longer enough. Our success now depends upon our ability to foster a culture of innovation to take children's health to new levels.

This past year represents a giant step in this direction. We shined a bright light on the greatest needs in pediatric health and worked hard to address them. From the lack of services for mental illness, to a need for personalized medicine for cancer and rare diseases, to the emotional needs that are often overlooked when treating traumatic injuries, CHOC boldly stepped up to the plate to improve health care delivery.

**Our success now depends upon our ability to foster a culture of innovation to take children's health to new levels.**

We are also sparking innovation at CHOC by illuminating new ideas through the Sharon Disney Lund Medical Intelligence Innovations Institute (MI3) and a new collaboration called The Innovation Institute. Taking this initiative one step further, we asked our staff and physicians a bold question they had never been asked before: "How would you profoundly impact the world of pediatric health if you didn't have constraints of money, time or space?" Physicians, scientists and staff enthusiastically rose to the challenge, presenting close to 40 forward-thinking proposals to the steering committee. They embraced the unparalleled opportunity to create solutions that are bigger than they or we ever thought possible, and we can only begin to imagine what the future may hold.

Many of these ideas involve research, a vital component of an innovative health care organization determined to find answers to even the most stubborn diseases. Even more, we continue to be dedicated to knowledge sharing and this year placed CHOC on an international stage, hosting conferences such as NeoHeart: Cardiovascular Management of the Neonate and the Pediatric Innovation Leadership Forum.

With the support of our dedicated Board of Directors, extraordinary medical staff and clinical leaders, associates and generous donors, we are seeing children's health in a new light. The future is bright at CHOC Children's!



Kimberly Chavalas Cripe  
President and Chief Executive Officer  
CHOC Children's



*A child's DNA can hold the keys to unlocking secrets about his or her particular type of cancer. The Hyundai Cancer Institute at CHOC Children's is sequencing the DNA of tumors from children and adolescents, and knowledge gained from this project is starting to yield biological insights that could lead to personalized cancer treatments. Under the leadership of Dr. Leonard Sender, and with support from Hyundai and key partners, CHOC is poised to become a worldwide hub for pediatric cancer genomic data.*

## HYUNDAI GIFT KEEPS CANCER RESEARCHERS ON LEADING EDGE OF GENOMIC SCIENCE

Thanks to the generous support of a \$10 million gift from Hyundai Motor America and Hyundai Hope On Wheels, CHOC Children's is edging closer to uncovering cancer's secrets.

Leonard Sender, MD, medical director of the Hyundai Cancer Institute at CHOC Children's, observes that with the final installment received this past fiscal year, the gift has proved transformational—jumpstarting an ambitious genomic research program.

This pilot project goes beyond looking at the anatomy and history of a disease and instead focuses on the disease's genomic, molecular, histological and contextual components. CHOC can now sample each patient's individual tumor and non-tumor (germline) DNA to access critical data containing the key to creating an individualized treatment plan. With this information, CHOC has started building a databank that could eventually include the genomic data of every child diagnosed with cancer in the United States.

The stars and sky that captured Galileo's imagination hundreds of years ago are the same stars and sky we see today. What has changed is our understanding of this universe ... The same holds true for the human genome.

"There is so much more to learn about the genome, but the gift from Hyundai has given us an excellent start," Dr. Sender said. "I compare it to our advances in astronomy. The stars and sky that captured Galileo's imagination hundreds of years ago are the same stars and sky we see today. What has changed is our understanding of this universe, thanks to the advent of powerful telescopes and sophisticated spacecraft. The same holds true for the human genome: it hasn't changed, just our understanding of it."

The catalyst for Hyundai's Hope On Wheels commitment to cancer research is the startling statistic that only 4% of all federal cancer research funding is designated for pediatrics. Hyundai is determined to help fill this void. Its grants are designed to both create an infrastructure to study cancer as well as a foundation for hospitals like CHOC to foster meaningful partnerships.

Through the Hyundai gift, CHOC has formed several partnerships and affiliations to further its efforts to unlock cancer's secrets.

For example, a grant from Cisco Systems supported the creation at CHOC of a Virtual Pediatric Network (VPN), which employs the latest in video conference technology to bring together pediatric cancer experts from several leading institutions to share best practices, research and expertise.

Dr. Sender is drawing from the expertise of the VPN in CHOC's collaboration with Caris Life Sciences®, a leading biotechnology company, to develop tumor profiling guidelines and standards. CHOC is also working with the UC Santa Cruz Treehouse Childhood Cancer Project to identify drugs—including drugs designed for use in adults and drugs that have never been used to treat cancer—that may be effective in a subset of pediatric patients.

"We need to be smarter than the tumor," Dr. Sender says. "Our focus on sequencing the genome allows us to uncover the mysteries of molecular changes occurring in tumors, and tailor therapies that will be more effective for our young patients." ■



*A child's mental health is just as important as his or her physical health. For the one out of every five children who has a mental health condition, early intervention is key—and yet pediatric treatment is hard to find. CHOC has launched an ambitious effort to change that, with plans to drastically expand services and build the new CHOC Children's Mental Health Inpatient Center, set to open in late 2017.*



## TRANSFORMATIONAL MENTAL HEALTH INITIATIVE

Approximately 150,000 children living in Orange County suffer from a diagnosable mental health condition—yet there are no psychiatric inpatient beds for patients under age 12 in local hospitals, insufficient beds for adolescents and very few outpatient programs. The mental health system itself is fragmented, which is confusing for families trying to find care.

The ramifications are devastating. Without designated space and dedicated outpatient programs to treat these young patients, children with serious mental health episodes can remain in emergency departments for days at a time. And without early, timely and appropriate treatment, children who are anxious, depressed, withdrawn, experiencing hallucinations, harming family members and pets, or injuring themselves are unlikely to make full recoveries. Early intervention, however, can have a remarkable effect on a child's health and well-being.

**It takes an entire village, in this case Orange County,  
to create a new system of care.**

Where can these children go for help? Currently, there is no coordinated system of care for these children, either nationally or regionally. CHOC Children's is determined to change that, launching an initiative to transform the delivery of pediatric mental health services.

The effort began in July 2014 when CHOC CEO Kim Cripe and Pastor Rick and Kay Warren, co-founders of Saddleback Church, hosted an exploratory luncheon with Orange County leaders. From that beginning, a task force was formed to include key representatives for pediatric mental health from throughout the county. Led by CHOC chief medical officer Dr. Maria Minon and chief psychologist Dr. Heather Huszti, the task force brings together Orange County community leaders, educators and faith-based advisers.

The task force's extensive work, in collaboration with teams at CHOC, has resulted in the creation of an ambitious and life-saving plan in line with CHOC's mission to "nurture, advance and protect the health and well-being of children."

The plan encompasses outpatient and inpatient services. On the outpatient front, CHOC plans to embed mental health services into its primary and specialty care clinics as well as expand outpatient psychology and psychiatry services.

Inpatient plans include establishing the CHOC Children's Mental Health Inpatient Center, designed to provide a safe, nurturing place for children ages 3 to 18. In 2016, the hospital will begin an extensive remodel of the third floor of CHOC's research building, creating an 18-bed secured environment with an outdoor recreation area. It is projected to open in late 2017.

Making this inpatient center a reality requires vision and passion, and both traits describe children's advocate Sandy Segerstrom Daniels, managing partner, C.J. Segerstrom & Sons, who donated a \$5 million lead gift in May 2015 to launch this project. "I had my own issues growing up. I think that we all have had struggles. But I was blessed to be able work through mine. That is not the case with most," Sandy said. "When I heard what CHOC was doing to address the drastic lack of services available for kids and families battling depression, anxiety and other forms of mental illness, I knew that I had to help."

CHOC's plans also call for enhancing outpatient mental health services throughout Orange County, developing enhanced communication systems among providers, training medical personnel to identify and manage care for young people with mental health needs, and supporting research to improve early identification of children with mental health disorders.

"It takes an entire village, in this case Orange County, to create a new system of care," says Dr. Huszti. "It's been a daunting undertaking, with some challenges along the way, but it is so needed and so important for the families of our community. We hope that it will one day serve as a national model for pediatric mental health service delivery." ■



*Traumatic injuries from falls are among the most common reasons that children are seen at the new CHOC Children's pediatric trauma center. The center's team stands ready 24 hours a day to treat these injuries and more, with expertise in the unique physiological, anatomical and emotional needs of kids. Matthew Gallegos was one of the first patients seen at the trauma center after falling from a second-story landing.*



## PEDIATRIC TRAUMA CENTER OPENS ITS DOORS

Traumatic injuries in children are frightening and can happen at any time. Some children are seriously injured in falls—from windows, playground equipment or stairs. Others are gravely hurt in automobile accidents, or by being hit walking across busy streets, or in accidents around the house or in their backyards or pools.

Previously, the only choice for Orange County children sustaining these traumatic injuries involved transportation to adult trauma centers that also treat children.

This situation changed in October 2014 when CHOC was designated a Level II pediatric trauma center—the first in Orange County dedicated exclusively to treating kids.

CHOC's new trauma center, under the direction of David Gibbs, MD, medical director of trauma, and Amy Waunch, RN, trauma program manager, provides immediate evaluation, stabilization and state-of-the-art emergency treatment to patients up to age 14. All of the staff and services involved in the trauma center, including the physicians, nurses, specialists, respiratory therapists, pharmacists, X-ray techs, social workers, chaplain and child life specialists, have extensive expertise caring for children. And that makes a difference. Research has shown that pediatric trauma patients treated in a children's hospital experience better outcomes, with shorter lengths of stay and higher survival rates.

**There is a huge need for this research, and CHOC Children's is uniquely positioned to conduct it. We can do a lot of good for a lot of young people.**

It certainly made a difference for 11-year-old Matthew Gallegos, who in February fell off a second-floor outside landing. The extent of his injuries was not obvious, so his mother, Alicia, took him to urgent care. They could not treat the injuries and suggested Alicia take Matthew to the CHOC trauma center, where the trauma team provided "organized, seamless and timely care," Alicia said. "Matthew was immediately placed in a bed, hooked up to machines and underwent a series of tests including a CT scan. It turned out Matthew had broken his wrist and fractured three bones in his cheek."

What impressed Alicia the most, however, was that throughout the entire ordeal, Matthew wasn't scared. "A wonderful nurse kept Matthew laughing the entire time, which made such a difference," Alicia said. "CHOC Children's is a comforting place and everyone is so nice. Instead of being a scary experience, it turned into a good one."

Making the experience as stress-free as possible is crucial because with pediatric trauma, children must heal from both the physical injury and the emotional/psychological issues that accompany the experience. "Children may have trouble in their family relationships, with sleeping or with their school performance long after the physical injuries heal," notes Dr. Gibbs. "This is an underappreciated and underdetected aspect of trauma care."

The trauma center is embarking on a research effort to study this post-trauma phenomenon in an attempt to better understand how emergency care impacts the psychological well-being of the child and family after a traumatic event. "There is a huge need for this research, and CHOC Children's is uniquely positioned to conduct it," Dr. Gibbs said. "We can do a lot of good for a lot of young people." ■



## CHOC RESEARCHERS UNLOCK A DECADE-LONG MYSTERY

Jose Abdenur, MD, first crossed paths with Miriama Brown and her husband, Bobby, in 2004, when two of their sons, Toalii, then 3-1/2, and Bobby, then 2, had been transferred to CHOC Children's pediatric intensive care unit for vomiting and dehydration. Both boys were unconscious, and physicians were doing everything possible to save them.

### A Family's Journey

For the Brown family, the hospitalization represented yet another challenge in the perilous journey of their sons' young lives. After an apparently healthy first year of life, Toalii started to exhibit signs of fatigue after crawling and playing. He was originally misdiagnosed with seizures and put on medication. When that treatment did not help, he was taken off the medication and later diagnosed with severe muscle spasticity.

In the meantime, the family welcomed another child. Born 15 months after his big brother, "lil Bobby" also experienced a happy, normal infancy until he suddenly started vomiting like his big brother and was transferred to CHOC. "The boys were seen by every specialist at CHOC," she recalls. Dr. Abdenur was one of them.

"We discovered the boys were experiencing a severe metabolic crisis," said Dr. Abdenur, who serves as division chief of metabolic disorders at CHOC and is the director of CHOC's metabolic laboratory—one of only a few such labs in the United States. Under Dr. Abdenur's care, the boys recovered, though he could not identify the exact cause of their rare condition.

Throughout the next decade, the family made numerous trips to CHOC, traveling all the way from Santa Maria and then Victorville to receive care. The boys experienced several health crises due to their metabolic condition, which caused severe muscle spasticity, acidosis and feeding difficulties. Bobby eventually needed a feeding tube and lost the ability to speak, but his joyful spirit could not be contained. "His massive smile and two big dimples earned him the nickname 'Double Ds' or 'DJ Dimples' around CHOC," Miriama said.

When the boys stabilized in 2009, Miriama and Bobby Sr. “added to the pack.” After Dino was born, the family learned he shared his brothers’ metabolic disorder. At age 3, Dino was rushed to CHOC after getting severely sick. He, too, lost his abilities to speak and eat by mouth and needed a feeding tube.

In the midst of these challenges, Miriama and Bobby Sr. experienced the surprise of their lives: little Callen Brown. Their fourth boy was born in 2010. And even more surprising, Callen did not have the metabolic disorder.

**While there still isn’t a cure for my boys, this information is opening doors for a better life for children with these rare metabolic disorders.**

In 2012, Bobby got severely ill and was re-admitted to CHOC. Despite being stabilized and spending a week back at home to be close to his loved ones, he returned to CHOC when he had trouble breathing. Four days later, Bobby passed at the age of 9. The tremendous impact he had on the CHOC staff was reflected in the huge turnout for his memorial service, many of whom Miriama had never met. “Everyone from CHOC hugged us and thanked us for sharing him. It meant the world to us to see this support,” she said.

### **Detective Work**

While Miriama and Bobby Sr. coped on the frontlines of their children’s illness, Dr. Abdenur and his team resolved to unlock the genetic secrets of the disease. If the disorder could be identified, they could begin work toward a cure.

“My heart goes out to Dr. Abdenur. You could see how his heartstrings were pulled trying to figure out what was wrong with the boys,” Miriama said.

Over time, Dr. Abdenur and his team conducted extensive testing on the boys’ blood, urine, spinal fluid and skin. “In 2012, a new technology called whole exome sequencing (WES) became available, which allowed us to look at thousands of genes at the same time,” he said. “Based on the clinical and biochemistry information, I could determine which pathway was not working, but even with the WES data from commercial laboratories, we could not find the problem.”

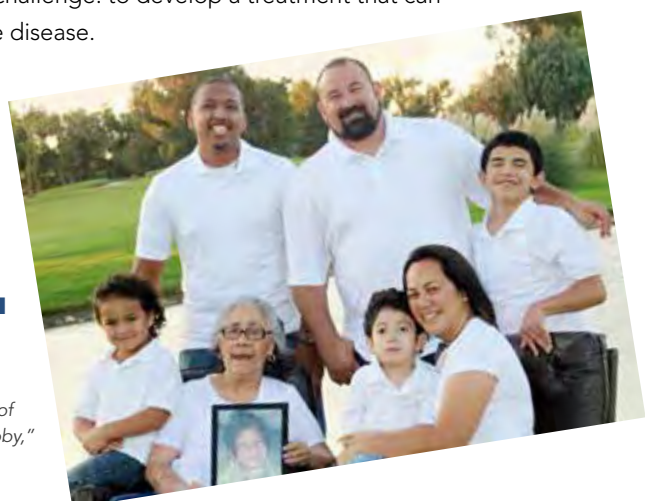
Enter research scientist Mariella Simon from the University of California, Irvine, who joined CHOC in 2014, bringing a background in mitochondrial genetics. Mariella reprocessed the massive amounts of data and, after “hours upon hours of looking for clues,” identified the candidate gene causing the rare metabolic problem.

They finally had an answer.

“The beauty of working at CHOC Children’s is that we collaborate with clinicians and families to solve problems, rather than just working alone in the laboratory environment,” Mariella said. “This connection is vital as we sift through the data and hundreds of variants to pinpoint the problem. It is like being a detective.”

Now the metabolic team at CHOC faces a new challenge: to develop a treatment that can help Toalii, Dino and other children with this rare disease.

For the Brown family, the knowledge brings peace of mind. “Just the identification of the specific gene that is miscoded in the boys has given me great insight into their illness,” Miriama said. “And while there still isn’t a cure for my boys, this information is opening doors for a better life for children with these rare metabolic disorders.” ■



*The Brown family has persevered together in search of answers for their young boys Toalii, Dino and “lil Bobby,” who passed away at age 9.*



### **Bold Ideas + Visionary Donors = Innovation**

Innovation requires two key ingredients: bold ideas and courage. CHOC Children's is fortunate to have both renowned thought leaders in pediatric medicine and courageous donors with a vision to truly transform children's health.

The Sharon D. Lund Foundation is one such forward-thinking donor. In keeping with the generous spirit of Walt Disney's daughter Sharon, the Foundation supports projects that not only impact children in Orange County but globally. It was with a \$5 million donation from the Foundation that CHOC founded the Sharon Disney Lund Medical Intelligence Innovations Institute (MI3), bringing together key people from within the hospital and beyond to foster creativity.

"After meeting with CHOC representatives, the biggest thing that grabbed us was the future of medicine, and where medicine is going for children, how quickly it's changing," board member Michelle Lund said. "Being part of the Disney family, I think it's important for us to embrace innovations that are coming our way. My grandfather, Walt Disney, was a foreseer of the future so we are very excited to help continue that."

## CREATING A CULTURE OF INNOVATION

CHOC Children's pediatric neurologist Sharief Taraman, MD, is dissatisfied with the lack of therapeutic options for children who suffer from traumatic brain injury. Yet instead of waiting on the sidelines for a new treatment to come along, he is transforming this frustration into innovation, exploring novel ways to heal the injured brain.

Dr. Taraman is studying nanotechnology and how tiny nanoparticles, which are even smaller than microscopic cells, can prevent further tissue damage from occurring after brain injury and also protect nearby brain cells from additional injury. The ultimate goal is to improve functional recovery in these young patients.

This innovative strategy is made possible through the establishment of the Sharon Disney Lund Medical Intelligence Innovations Institute, known as MI3. Pediatric cardiologist Anthony Chang, MD, chief intelligence and innovation officer at CHOC, is the visionary behind MI3. The leadership team includes CHOC Pediatrician-in-Chief Nick Anas, MD, executive clinical adviser, and scientist Spyro Mousses, PhD, executive scientific adviser.

In the past year, MI3 has fostered an inherent culture of innovation at CHOC, providing grants to physicians and associates for "protected innovation time" to seek creative solutions to problems and holding open monthly meetings to share their ideas.

**Knowledge gained from studies does not change the world. It is the transformation of this knowledge—taking an idea and turning it into something useful—that makes the greatest impact in pediatric medicine.**

One of the MI3 goals is for CHOC to be a driving force in using artificial intelligence to improve the health of children on a global scale. "Artificial intelligence in this context is using algorithms, predictive analytics and data mining to process the vast amount of information collected worldwide and unlock medical answers that can save lives," Dr. Chang said.

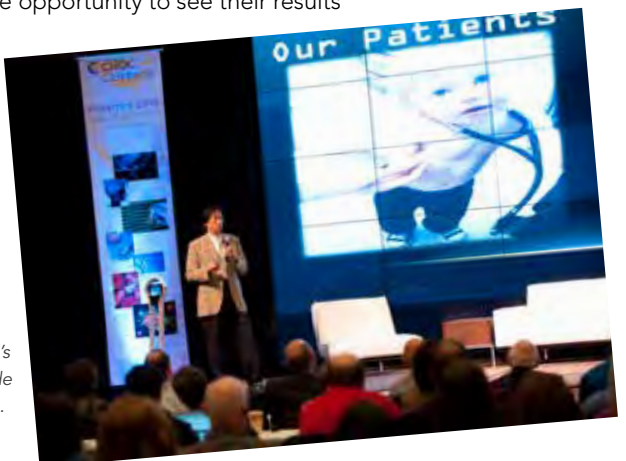
The creation of MI3 has also served as the catalyst of a global pediatric health care innovation movement, the international Society for Pediatric Innovation, called iSPI. CHOC has hosted iSPI conferences in 2014 and 2015 to bring together leaders from a network of close to 50 pediatric hospitals worldwide to share ideas that drive innovation. The next conference, the second biennial "Pediatrics 2040," will be held in 2016.

Dr. Mousses notes MI3's focus on developing a culture of innovation will uniquely poise CHOC to make an impact in pediatric health care. "Knowledge gained from studies does not change the world," he explains. "It is the transformation of this knowledge—taking an idea and turning it into something useful—that makes the greatest impact in pediatric medicine."

Turning innovative ideas into reality served as the impetus for CHOC's decision to become a partner of The Innovation Institute, a health care "incubator" based in Orange County that helps nurture ideas and bring them to market. CHOC staff and physicians have access to the space and expertise offered through The Innovation Institute, giving them the opportunity to see their results brought to the health care marketplace.

"Innovation and transforming ideas into reality doesn't happen in a vacuum, especially in pediatric medicine," Dr. Taraman says. "It takes combining resources through partnerships and then access to these resources, which both MI3 and The Innovation Institute afford us." ■

*Dr. Anthony Chang is leading the hospital's innovation strategy with efforts that include the biennial "Pediatrics 2040" conference.*



## FOUNDATION NEWS

CHOC Children's commitment to innovate simply would not be possible without the generosity of our supporters. This year, individuals, foundations, community organizations and corporations joined forces to raise a total of \$26.5 million to support our mission.

Our distinct gratitude is given to Sandy Segerstrom Daniels, who gave a lead gift of \$5 million to spark a community-wide initiative that will expand mental health services, and to Ralph and Sue Stern, whose pledge established a new program called Clown Care that will bring smiles to our patients' faces. Children's Miracle Network Hospitals (CMNH) partners raised nearly \$2.5 million; our thanks to Costco Wholesale and Credit Unions for Kids as our largest CMNH fundraisers of the year. Our Guilds deserve recognition for collectively raising \$1.35 million, and special thanks to our highest fundraising guild of the year, the CHOC Glass Slipper Guild.

This year marked the 24th annual CHOC Walk in the Park, which drew an incredible 16,600 walkers and 900 teams. Together, they raised more than \$2.1 million. We also held the CHOC Cherishes Children Gala, which raised \$1.6 million and had a record 535 guests in attendance. The evening was highlighted by guest performer and Grammy-Award winning artist John Legend.

To our many donors and friends, thank you for making a significant difference at CHOC, allowing us to take pediatric health care to a new level.



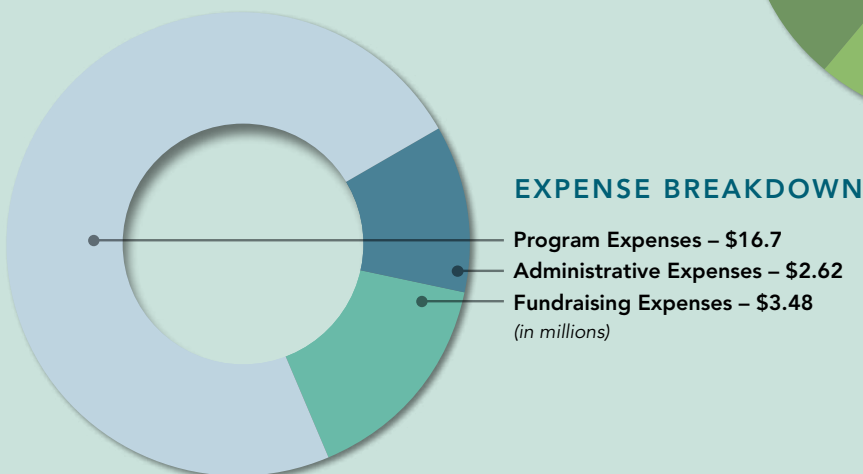
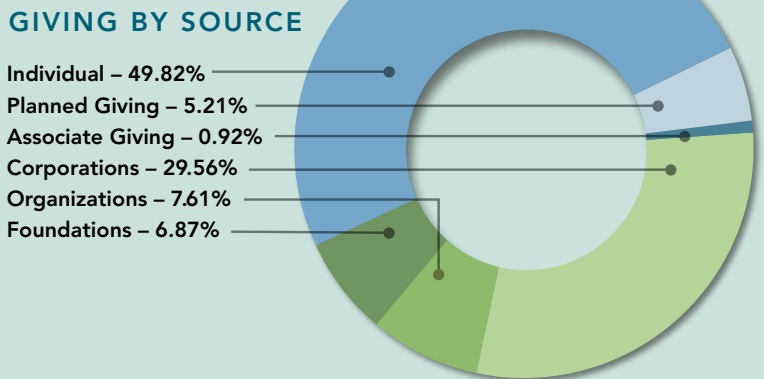
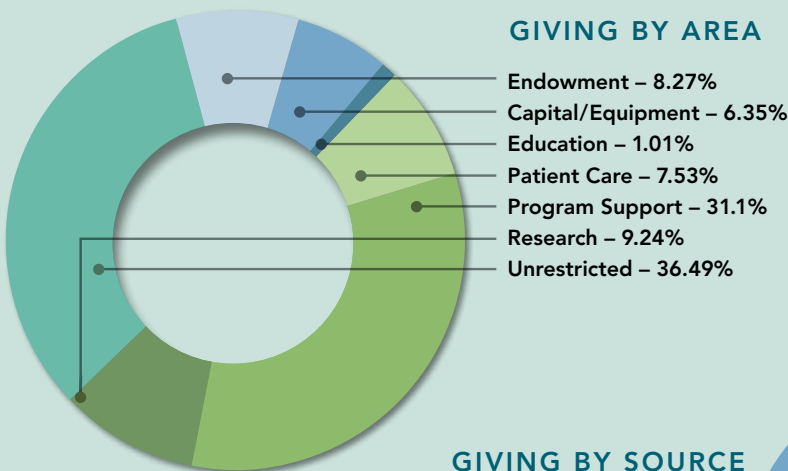
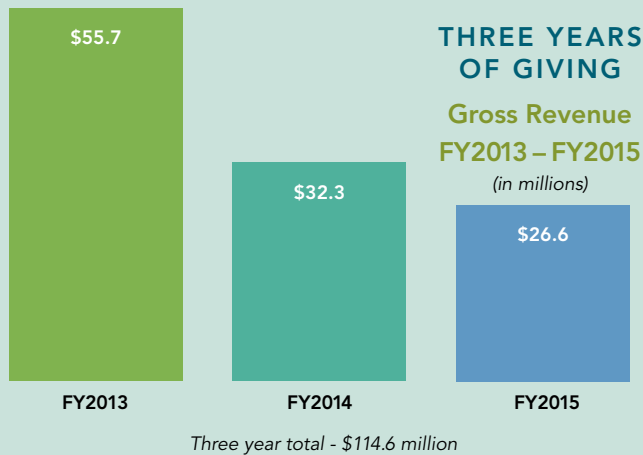
(from top to bottom) Credit Unions for Kids gift presentation; John Legend, CHOC Cherishes Children Gala; CHOC Children's CEO Kim Cripe and Sandy Segerstrom Daniels, lead donor for mental health initiative; Costco Wholesale, Children's Miracle Network Hospitals fundraiser; the Glass Slipper Guild Gala.



# FINANCIALS

## CHOC Children's Foundation

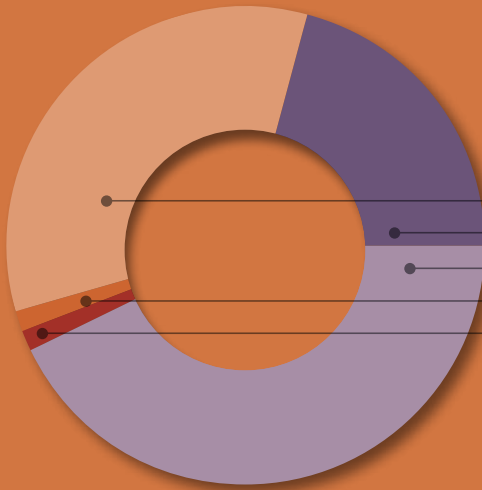
For Fiscal Year Ending June 30,



# FINANCIALS

## CHOC Children's Orange Statistical Review

For Fiscal Year Ending June 30,



**CHOC Children's Orange  
Sources of Revenue FY 2015**

- Health Plans – 33.6%
- Medi-Cal / CalOptima – 20.9%
- California Children's Services (CCS) – 42.7%
- Other Third Party – 1.4%
- All Other – 1.3%

	2011	2012	2013	2014	2015
Total patient days	59,515	59,397	58,087	56,996	60,610
Total inpatient discharges	11,787	11,515	11,469	11,247	11,682
Average length of stay	5.0	5.2	5.1	5.1	5.2
Day Health Unit/Infusion Center visits	7,235	7,672	7,346	8,085	8,589
Inpatient surgeries	3,463	3,635	3,280	3,105	3,149
Outpatient surgeries	4,746	4,612	4,636	4,358	4,647
Emergency Room visits	54,553	50,992	52,338	56,136	75,336
Admissions via ER	5,706	5,482	5,581	5,592	6,371
Clinic visits - Primary Care and Specialty	146,425	142,863	135,957	138,385	135,783
Transports to CHOC	4,001	4,203	4,268	4,220	4,382
Pediatric capitated lives	20,083	136,369	144,237	162,629	178,286
Medical staff	586	595	611	628	633
CHOC full-time equivalent associates	1,977	1,995	2,220	2,509	2,385
Licensed beds	238	238	279	279	279

Source: Internal Records



# FINANCIALS

## CHOC Children's Orange Summary Statement of Financial Position

(In thousands)

	As of June 30,		
	2013	2014	2015
<b>Assets:</b>			
Current Assets			
Cash and short term investments	\$ 130,069	\$ 103,037	\$ 143,898
Patient accounts receivable, net	81,165	99,361	97,522
Inventory	8,405	9,294	10,472
Other receivables	37,913	15,638	46,673
Other current assets	44,483	53,982	32,627
<b>Total current assets</b>	<b>302,035</b>	<b>281,312</b>	<b>331,192</b>
Assets whose use is limited	16,587	17,167	18,397
Property and equipment, net	701,746	681,046	656,677
Receivables long term	28,795	31,680	32,045
Other assets	9,332	10,876	8,670
<b>Total assets</b>	<b>\$1,058,495</b>	<b>\$1,022,081</b>	<b>\$1,046,981</b>
<b>Liabilities and Net Assets:</b>			
Current liabilities			
Current portion of long-term debt and capital lease obligation	\$ 7,302	\$ 7,472	\$ 8,159
Accounts payable and accrued liabilities	66,583	58,568	61,587
Other current liabilities	11,392	9,975	6,501
<b>Total current liabilities</b>	<b>85,277</b>	<b>76,015</b>	<b>76,247</b>
Long-term debt and capital lease obligation	369,278	361,971	353,977
Derivative financial instruments	41,949	41,607	47,921
Other liabilities	17,681	17,385	16,145
<b>Total liabilities</b>	<b>514,185</b>	<b>496,978</b>	<b>494,290</b>
<b>Net assets:</b>			
Unrestricted	500,937	473,156	498,629
Temporarily restricted	42,687	51,261	53,376
Permanently restricted	686	686	686
<b>Total net assets</b>	<b>544,310</b>	<b>525,103</b>	<b>552,691</b>
<b>Total liabilities and net assets</b>	<b>\$1,058,495</b>	<b>\$1,022,081</b>	<b>\$1,046,981</b>

## CHOC Children's Orange Summary Statement of Operations

(In thousands)

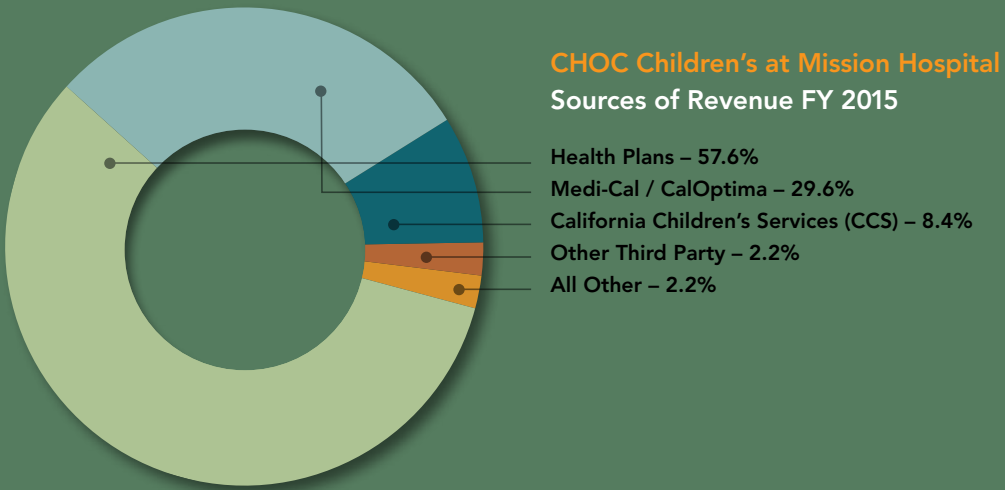
	For Fiscal Year Ending June 30,		
	2013	2014	2015
<b>Revenue:</b>			
Net patient service revenue	\$ 440,685	\$ 399,609	\$ 497,892
Premium revenue	39,295	47,627	48,028
Other revenue	44,495	50,288	50,054
Net assets released from restrictions used for operations	11,696	8,750	12,379
<b>Total operating revenue</b>	<b>536,171</b>	<b>506,274</b>	<b>608,803</b>
<b>Expenses:</b>			
Salaries, benefits, supplies and other	472,909	471,599	516,116
Interest expense	8,926	16,043	15,702
Depreciation and amortization	25,524	42,660	41,859
<b>Total operating expenses</b>	<b>507,359</b>	<b>530,302</b>	<b>573,677</b>
<b>Income (loss) from operations</b>	<b>28,812</b>	<b>(24,028)</b>	<b>35,126</b>
Nonoperating gains/losses	5,612	(8,282)	(14,987)
Revenues and gains in excess of (less than) expenses and losses	\$ 34,424	\$ (32,310)	\$ 20,139
<b>Operating Margin</b>	<b>5.4%</b>	<b>-4.7%</b>	<b>5.8</b>
<b>Net Profit Margin</b>	<b>6.4%</b>	<b>-6.4%</b>	<b>3.3</b>

Included in income from operations and revenues and gains in excess of expenses and losses is net provider fees of: \$ 50,011      \$ 8,023      \$ 60,402

# FINANCIALS

## CHOC Children’s at Mission Hospital **Statistical Review**

For Fiscal Year Ending June 30,



	2011	2012	2013	2014	2015
Total patient days	9,203	7,743	7,821	7,604	7,594
Total inpatient discharges	1,923	1,846	1,832	1,821	2,201
Average length of stay	4.8	4.2	4.3	4.2	3.5
Inpatient surgeries	338	362	311	305	294
Outpatient surgeries	653	465	354	441	337
Emergency Room visits	17,337	17,075	16,804	15,759	15,807
Medical staff	366	366	378	230	427
CCMH full-time equivalent associates	104	94	93	96	94
Licensed beds	48	48	54	54	54

Source: Internal Records

# FINANCIALS

## CHOC Children's at Mission Hospital Summary Statement of Financial Position

(In thousands)

	As of June 30,		
	2013	2014	2015
<b>Assets:</b>			
Current Assets			
Cash and short term investments	\$ 12,151	\$ 9,592	\$ 10,431
Patient accounts receivable, net	13,170	11,661	10,695
Other receivables	2,013	10	41
Other current assets	336	843	3,208
<b>Total current assets</b>	<b>27,670</b>	<b>22,106</b>	<b>24,375</b>
Property and equipment, net	7,835	8,151	9,165
Receivables long term	251	126	78
Other assets	6,296	6,409	6,434
<b>Total assets</b>	<b>\$ 42,052</b>	<b>\$ 36,792</b>	<b>\$ 40,052</b>
<b>Liabilities and Net Assets:</b>			
Current liabilities			
Accounts payable and accrued liabilities	\$ 1,362	\$ 1,763	\$ 2,433
Other current liabilities	4,616	4,703	5,496
<b>Total current liabilities</b>	<b>5,978</b>	<b>6,466</b>	<b>7,929</b>
Other liabilities	235	235	143
<b>Total liabilities</b>	<b>6,213</b>	<b>6,701</b>	<b>8,072</b>
<b>Net assets:</b>			
Unrestricted	34,627	29,063	31,049
Temporarily restricted	1,212	1,028	931
<b>Total net assets</b>	<b>35,839</b>	<b>30,092</b>	<b>31,980</b>
<b>Total liabilities and net assets</b>	<b>\$ 42,052</b>	<b>\$ 36,792</b>	<b>40,052</b>

## CHOC Children's at Mission Hospital Summary Statement of Operations

(In thousands)

	For Fiscal Year Ending June 30,		
	2013	2014	2015
<b>Revenue:</b>			
Net patient service revenue	\$ 56,852	\$ 48,877	\$ 56,470
Other revenue	207	275	434
Net assets released from restrictions used for operations	60	356	120
<b>Total operating revenue</b>	<b>57,119</b>	<b>49,508</b>	<b>57,024</b>
<b>Expenses:</b>			
Salaries, benefits, supplies and other	46,229	45,940	50,256
Depreciation and amortization	913	920	1,012
<b>Total operating expenses</b>	<b>47,142</b>	<b>46,860</b>	<b>51,268</b>
<b>Income from operations</b>	<b>9,977</b>	<b>2,648</b>	<b>5,756</b>
Nonoperating gains	235	199	125
Revenues and gains in excess of expenses and losses	\$ 10,212	\$ 2,847	5,881
<b>Operating Margin</b>	<b>17.5%</b>	<b>5.3%</b>	<b>10.1%</b>
<b>Net Profit Margin</b>	<b>17.9%</b>	<b>5.8%</b>	<b>10.3%</b>

Included in income from operations and revenues and gains in excess of expenses and losses is net provider fees of: \$ 2,330      \$ 265      \$ 3,170

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