



# **CHILDREN'S HOSPITAL LOS ANGELES**

**Annual Report**  
2023

# STATISTICAL REPORT

Fiscal Year 2023

## CLINICAL




**386**  
ACTIVE  
BEDS



**17,030**  
DISCHARGES



**15,674**  
SURGERIES



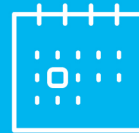
**723,872**  
PATIENT VISITS



**957**  
MEDICAL STAFF  
MEMBERS



**7,064**  
EMPLOYEES



**6.6** AVERAGE  
**DAYS** LENGTH  
OF STAY  
**114,350** PATIENT DAYS

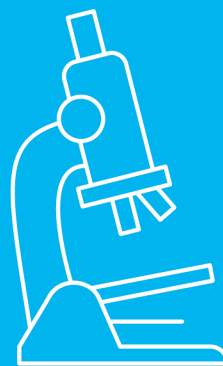
## RESEARCH



**\$52.4 MILLION**  
TOTAL NATIONAL  
INSTITUTES OF  
HEALTH FUNDING



**533**  
ACTIVE  
CLINICAL  
TRIALS



**\$166.2**  
**MILLION**  
TOTAL  
RESEARCH  
FUNDING

## NATIONAL RANKINGS

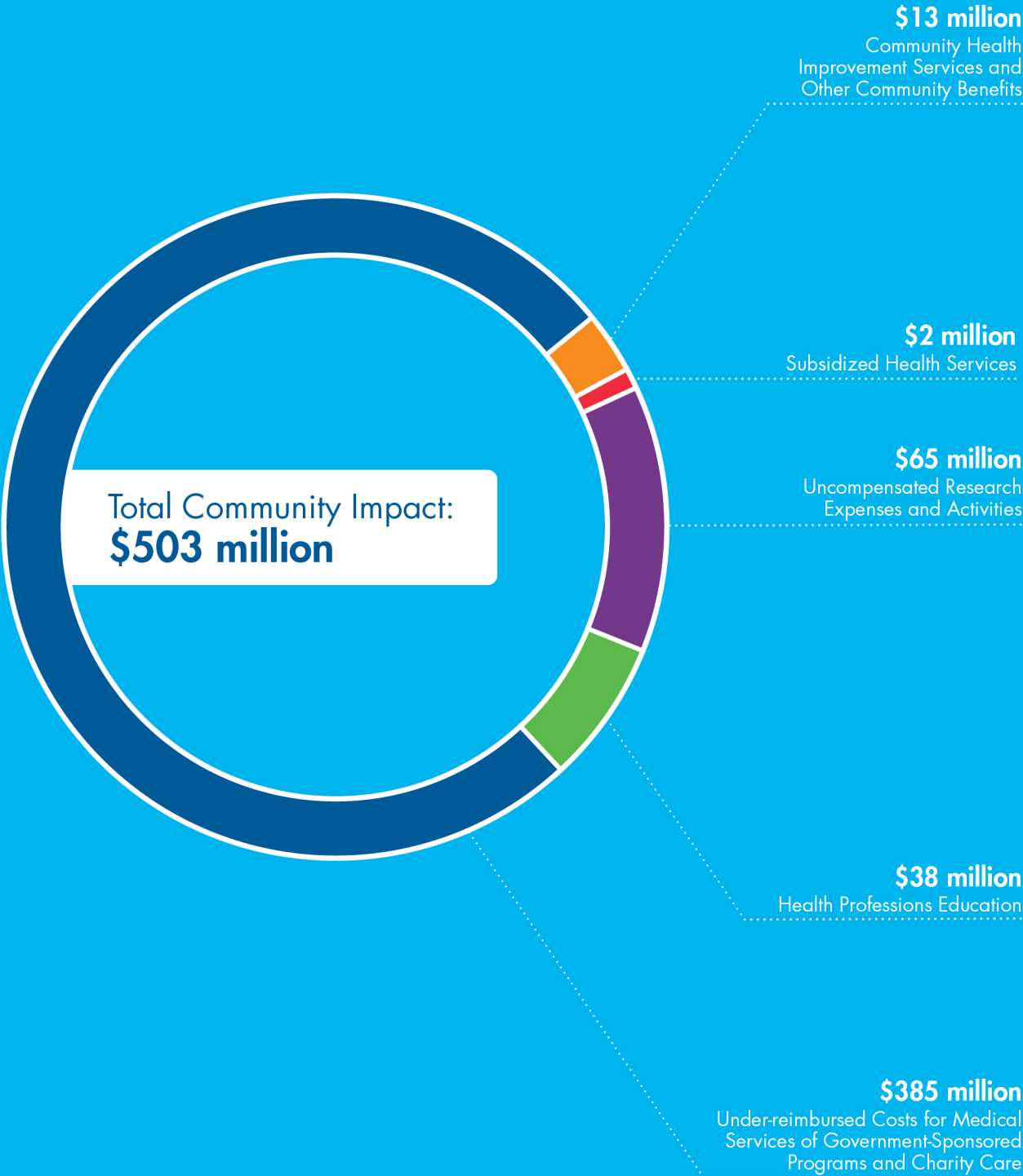


**NO. 7** IN  
THE COUNTRY

**NO. 1** IN  
CALIFORNIA

# COMMUNITY IMPACT

Fiscal Year 2023





## A Letter From the President and Chief Executive Officer

Pediatric academic medicine requires mastery of a dynamic tension. On one side, pressing and often highly complex patient care needs are presented continuously and in real time. On the other, each member of the Children's Hospital Los Angeles team shares a long-term commitment to care transformation that will take years, if not decades, to bear fruit. Both sides of this equation are demanding, yet in equal measure, they are restorative for those committed to this work.

Annual reports from the past few years covered periods in which the urgent and the critical were all-consuming, requiring every member of the CHLA team to lean in further, stretching away from the long-term to address the immediate needs of the community in relationship to CHLA's mission. The report you hold in your hands covers a period in which the balance in this tension is being restored. For those leading it, it has meant a reinvigoration of strategic planning efforts, of freshening plans previously and necessarily postponed, and galvanizing dialogue about a future for CHLA that is stronger than ever.

Regardless of the changes of the past few years, CHLA leaders and teams continue to elevate their performance. You'll see proof in this report of a continued drive to innovate, finding new ways to deliver superior patient care and address gaps. You'll read of experts advancing efforts that represent triumphs of pediatric medicine and of the human spirit. And you'll find research funding and care delivery performance at levels that represent new organizational records.

Finally, one thing that has not changed is CHLA's relationship with the surrounding community. While our own commitment to child health is our primary motivation, in recent years, knowing how well CHLA's mission resonates with the greater Southern California community has provided a guiding light, propelling us to continue to progress and to forge ahead. Thank you for being a supporter of Children's Hospital Los Angeles.

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

Jonathan Santoro, MD, Director of the Neuroimmunology and Demyelinating Disorders Clinic within CHLA's Neurological Institute, pioneered an

experimental treatment protocol for Down syndrome regression disorder (DSRD), a condition that can cause children and young adults with Down syndrome to lose their ability to perform basic daily functions such as dressing themselves, using the bathroom and sleeping. Traditionally, DSRD had been thought of as a psychiatric disorder that erupted without explanation. Dr. Santoro found that 20% to 30% of patients had inflammatory markers in their cerebrospinal fluid, and he began treating them with an immunotherapy called intravenous immunoglobulin (IVIg). Many returned virtually back to how they were before DSRD. "The vast majority, over 80%, are responding very strongly to the immunotherapies we're using," Dr. Santoro says. Families are now flying to Children's Hospital Los Angeles from around the country to receive the treatment.



## EDUCATION

The Chuck Lorre Research Scholars Program welcomed its inaugural class in summer 2023. The program, established with a generous \$10 million gift from

The Chuck Lorre Family Foundation, supports college students from underrepresented backgrounds in their pursuit of careers as scientists or clinician-researchers. During a 10-week paid summer internship, students participate in real-world scientific investigations, co-author scientific papers, network with other researchers at events and speaker seminars, and are mentored by professional scientists. The program extends TV writer and producer Chuck Lorre's influence on STEM (science,

technology, engineering and mathematics) education, which includes co-creating "The Big Bang Theory," a sitcom that ran for 12 seasons and caused a jump in interest in the STEM fields among its young viewers.



## INNOVATION

Children's Hospital Los Angeles became the first pediatric center in the nation to use Moxi, a 4-foot-tall robot that delivers medications and pharmaceutical

items throughout the hospital. The assist from Moxi is a huge timesaver for nurses and pharmacy techs, who can now perform the essential aspects of their jobs without being interrupted by the need to travel across the hospital to fill medication requests. For nurses, this means freeing them to give all their attention to patient care, and for pharmacy staff the extra time allows them to focus on filling new orders and preparing complex medications. Moxi's presence has enabled service to continue during staff breaks, made operations more productive, and even relieved foot pain among staff who previously had to walk from place to place to make deliveries. Children and families are also delighted to see the heart-eyed robot rolling through the halls.



## RESEARCH

A study led by CHLA pediatric surgeons showed that methadone use after surgery can delay a baby's recovery and result in a longer hospital stay. The finding is significant because hospitalized infants who needed a prolonged course of opioids for pain relief may be weaned off them with methadone—a longer-acting, weaker opioid—to avoid the potential dangerous effects of withdrawal. Researchers found that babies who received methadone required more days on

a ventilator and were more reliant on IV nutrition, requiring them to remain in the hospital an average of 21 days longer post-surgery. Opioids are effective pain relievers for infants, who can't take nonsteroidal anti-inflammatory drugs (NSAIDs) such as ibuprofen, but they carry their own serious risks, including respiratory depression and decreased intestinal motility. CHLA pediatric surgeon Lorraine Kelley-Quon, MD, MSHS, says, "What we do want is to understand the impact of opioids and use them more judiciously."



### COMMUNITY IMPACT

The Children's Hospital Los Angeles Community Impact Champions Network (CICN) continued its beautification efforts in the neighboring community of Los

Feliz, as part of the hospital's longstanding partnership with the Los Feliz Neighborhood Council. On the first Saturday and third Sunday of every month, CHLA team members, equipped with gloves, garbage bags and a spirit for community care, beautify their way around Los Feliz, from busy intersections like Hollywood and Vermont, to local schools, commercial areas and historic spots like Barnsdall Art Park. "This is our shared neighborhood," says Olga Taylor, CICN Project Manager. "As CHLA team members, we live, work and cherish this community. Making a difference here is vital." Through the end of Fiscal Year 2023, CICN members pitched in at 32 beautification events in Los Feliz.



### GROWTH

The Sports Medicine Program at the Jackie and Gene Autry Orthopedic Center contracted with six high schools and a sports club to provide youth-

appropriate training services. As a result, more than 13,000 high school students across the San Fernando and San Gabriel valleys now have access to a CHLA athletic trainer. The advancement of the program enabled Children's Hospital Los Angeles to establish even deeper ties within the community, while also ensuring the health and safety of student athletes. Athletic trainers from the Sports Medicine Program are available at the contracted schools for sports events and during school hours to help with sports-related injury, injury prevention and the overall health of student athletes. These athletic trainers provide invaluable care and service at schools and organizations that previously did not have any professional medical training services.



### PHILANTHROPY

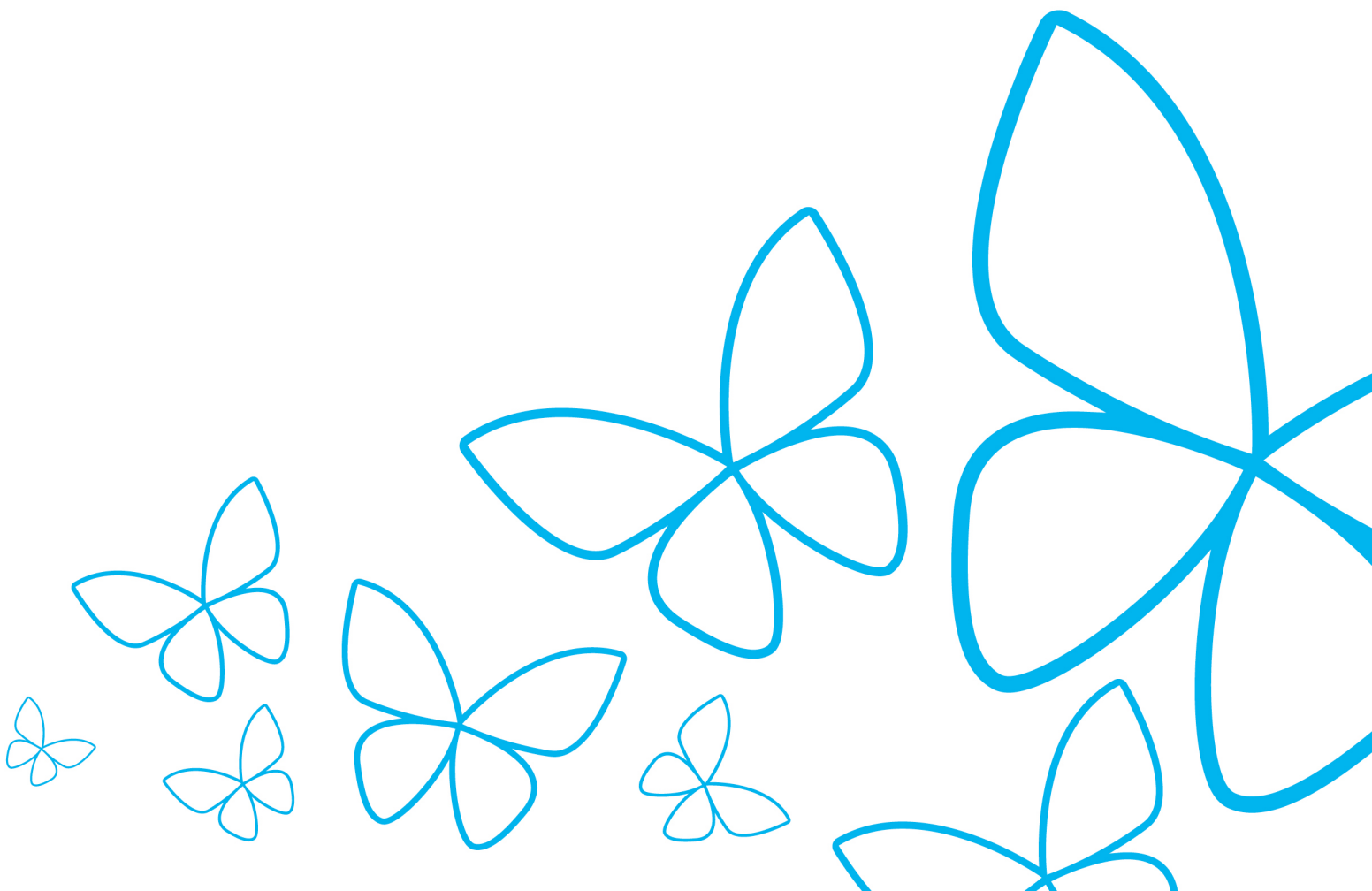
Steadfast CHLA supporter and Oscar-winning actress Jamie Lee Curtis hit \$1 million raised for the hospital through her company, My Hand In Yours. It all started

when Curtis commissioned 100 tiny sculptures of two clasped hands from artist Anne Ricketts, whose work she has collected for years. The inspiration came from Curtis' own practice of using the words to comfort someone confronting a crisis. "It's how I sign letters: 'My Hand In Yours, Jamie,'" she says. Online sales of the sculptures and other products took off after she brought them with her to a few talk-show appearances, and then soared after Curtis shared the merch in an episode of "The Real Housewives of Beverly Hills." In January 2023, the company passed the \$1 million mark in donations to Children's Hospital Los Angeles. Her goal was achieved and surpassed: "I wanted to create something that would make me part of a community of giving."

# STATEMENT OF OPERATIONS

July 1, 2022, to June 30, 2023  
(in thousands)

<b>Total Operating Revenue</b>	<b>\$1,583,011</b>
<b>LESS OPERATING EXPENSES:</b>	
Salaries and Benefits	\$879,864
Professional Fees and Purchased Services	304,927
Supplies	223,799
Depreciation, Amortization and Interest	89,365
Other	154,991
<b>Total Operating Expenses</b>	<b>\$1,652,946</b>
<b>Net Operating Deficit</b>	<b>(\$69,935)</b>



## 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**

Senior Vice President, Chief Information Officer

**Alexandra Carter, MBA, CFRE**

Senior Vice President and Chief Development Officer

**Kelly M. Johnson, PhD, RN, NEA-BC**

Senior Vice President of Patient Care Services and Chief Nursing Officer

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

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

**Lara M. Khouri**

Executive Vice President, Chief Operating 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)

**Pat Levitt, PhD**

Senior 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**

Senior Vice President and Chief Financial Officer

**Sylvia Del Castillo, MD**

Chief of Staff; Medical Director, Cardiothoracic Intensive Care Unit (CHLA); Clinical Associate Professor of Pediatrics (Clinician-Educator) (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

**Hanna Song, PhD**

Senior 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

**Alan S. Wayne, MD**

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

**Randall C. Wetzel, MBBS, MRCP, LRCS, MSB, FAAP, FCCM**

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