



2020 Financial Review

The Health System achieved a 3.6 percent operating margin for the year, versus the 5.0 percent margin we budgeted and the 9.1 percent margin we achieved last year. Operating margin represents revenue over expenses strictly from operations, excluding donations and investments.

CHKD Health System Operating Statistics

Fiscal Year ending 6/30/20

| CHKD | 2018 | 2019 | 2020 |
|-------------------------------------|---------|---------|---------|
| Number of Beds in Service | 185 | 185 | 181 |
| Patient Days | 45,299 | 47,847 | 46,611 |
| Admissions | 5,144 | 5,639 | 5,099 |
| Average Daily Census | 124.1 | 131.1 | 127.4 |
| Surgeries | 12,987 | 13,340 | 12,556 |
| Outpatient Clinic Visits | 173,117 | 185,229 | 179,100 |
| Emergency Visits | 49,899 | 52,704 | 48,288 |
| CSSG (surgical practices) | | | |
| Office Visits | 46,642 | 46,355 | 41,083 |
| Surgical Cases | 5,549 | 5,620 | 5,154 |
| CMG (primary care practices) | | | |
| Office Visits | 383,459 | 401,439 | 387,561 |

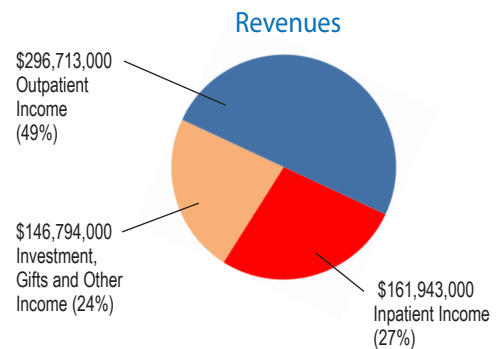
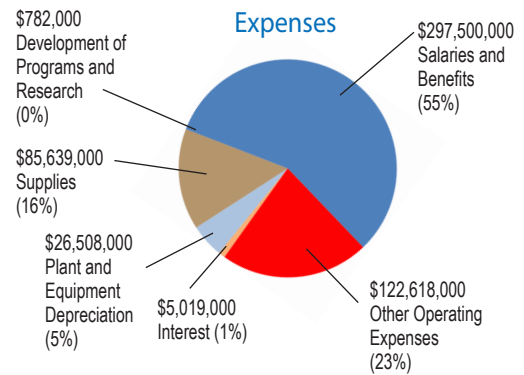
*Construction in the neonatal intensive care unit has temporarily reduced the number of beds in service.

Children's Health System Board of Directors

Christine Neikirk, Chair
 Buffy Barefoot
 Julie Childress Beck
 Michelle G. Brenner, MD
 Martha Colen
 Jim Dahling
 Susan R. Einhorn
 R. Justin Fulton
 Kim Georges
 Edward A. "Buzz" Heidt, Jr.
 Akhil Jain
 John R. Lawson, II
 Miles Leon
 Kevin Murphy
 Robert J. Obermeyer, MD
 Marta S. Satin-Smith, MD
 Elly Bradshaw Smith
 Svinder S. Toor, MD
 Kathryn M. Van Buren
 Edward D. Whitmore
 F. Blair Wimbush

Children's Health Foundation Board of Directors

Larry Bernert, Chair
 Dan Boyle
 Mark Compton
 Jim Dahling
 Kimberley Geiger
 Owen Griffin
 Doug Hillebrandt
 Trey Huelsberg
 Kelly Johnson
 Katherine M. Knaus
 Michael Matacunas
 Merrick McCabe
 Kim McMillan
 Sherri Miles
 Matt Nusbaum
 Sharon Owlett
 Karen Priest



Children's Hospital of The King's Daughters is accredited by the DNV and is licensed by the Commonwealth of Virginia. This report is published by the Marketing and Public Relations Department of CHKD,
 601 Children's Lane, Norfolk, Virginia 23507

© 2020 Children's Health System Inc.