

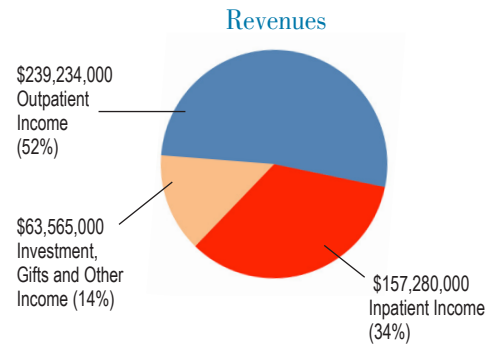
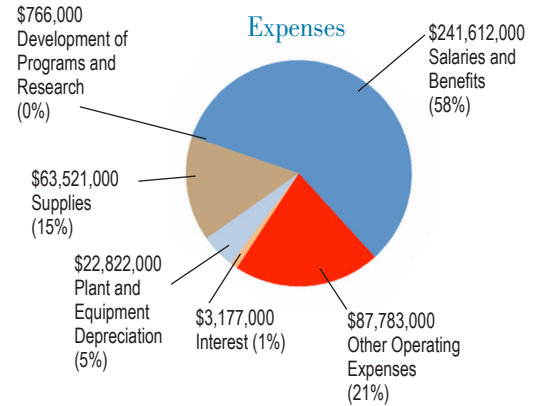
2016 Financial Review

The Health System achieved a 7.8 percent operating margin for the year, versus the 3.0 percent margin we budgeted and the 7.2 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 6/30/16

CHKD	2014	2015	2016
Number of Beds in Service	206	206	206
Patient Days	45,727	45,276	50,405
Admissions	4,602	5,064	5,476
Average Daily Census	125.3	124.0	137.7
Surgeries	12,585	13,105	13,929
Outpatient Clinic Visits	145,037	154,536	166,747
Emergency Visits	44,661	50,798	50,598
CSSG (surgical practices)			
Office Visits	43,900	45,759	48,959
Surgical Cases	5,539	5,827	5,889
CMG (primary care practices)			
Office Visits	357,448	363,512	378,034



**Children's Health System
Board of Directors**

John Lawson, *Chairman*
 Buffy Barefoot
 Sarah Bishop
 Michelle G. Brenner, MD
 Kathryn P. Callahan
 James D. Dahling
 Douglas D. Ellis, Sr.
 T.A. "Ted" Grell Jr.
 Conrad M. Hall
 Edward A. "Buzz" Heidt Jr.
 Beth W. Johnson
 Christine Neikirk
 Robert J. Obermeyer, MD
 Karen Priest
 Marta S. Satin-Smith, MD
 Brian K. Skinner
 Svinder S. Toor, MD
 Kathryn M. Van Buren
 Mark R. Warden
 Elizabeth M. Weller
 Rolf Williams
 F. Blair Wimbush

**Children's Health Foundation
Board of Directors**

Lynne Mallory Winter, *Chairman*
 Donna Alexander
 Julia Childress Beck
 James D. Dahling
 Susan R. Einhorn
 Michael Glasser
 Kathleen Heaton
 Charles R. Henderson Jr.
 Sunshine M. Leinbach
 T. Richard Litton Jr.
 Sherri Miles
 S. Trevor Pardee
 Gail F. Pruden
 Dan Ryan
 Elly Bradshaw Smith
 Tazewell Taylor
 Fred J. Whyte
 Lauren V. Wolcott

Children's Hospital of The King's Daughters is accredited by the Joint Commission 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

© 2016 Children's Health System Inc.