



Form 990, Part III
Statement of Program Service Accomplishments
Year Ended June 30, 2009

Children's Hospital of The King's Daughters (CHKD) is the only facility of its kind in Virginia, serving the medical and surgical needs of children throughout greater Hampton Roads, the Eastern Shore of Virginia and northeastern North Carolina.

The not-for-profit hospital was founded in 1961 by the Norfolk City Union of The King's Daughters, a service organization formed to provide medical care to indigent children. The hospital has always held true to its original mission of caring for the underserved and today devotes more than half of its inpatient days to Medicaid patients. Many of its unique pediatric services address pressing public health needs that would otherwise go unmet.

CHKD has a very special role in the community it serves. As the principal provider of health care services for the region's children, CHKD collaborates with and supports many institutions and individuals who share its concern for the well-being of young people. Over the years, the community's generous financial support has helped Children's Hospital of The King's Daughters grow to meet the changing needs of children and families.

Today, CHKD is the heart of a pediatric health care system that provides comprehensive medical care to children at multi-service health centers in Virginia Beach, Norfolk, Newport News and Chesapeake, as well as the main hospital in Norfolk. The Health System also offers a multitude of education, research and health initiatives to improve the health and well-being of our children in this community

and beyond. Through this comprehensive spectrum of services, CHKD Health System provides care to more than 250,000 children each year.

CHKD Health System primary services to the community are inpatient care, outpatient services and programs, community outreach services and programs medical education/research.

I. Inpatient Care. Children with a vast range of medical problems -- including life-threatening illnesses and injuries -- turn to CHKD for inpatient care. In FY 2009, CHKD had 6,251 admissions resulting in 51,801 patient days. Many of these patients were cared for in specialty units described below, which offer a level of care available nowhere else in the region, relieving families of the burden of travel during a child's critical illness.

Children's Hospital of The King's Daughters is home to the region's only **Level IV Neonatal Intensive Care Unit**, where each year approximately 500 critically ill newborns, some as young as 23 weeks gestation, benefit from a unique combination of advanced medical technology, developmental care and family support. There were 508 admissions to the NICU in FY09. The hospital also operates a 7-bed Neonatal Step-Down Unit for babies from our NICU who require a transitional period before being discharged home.

The region's largest and most experienced **Pediatric Intensive Care Unit** is at CHKD. In this unit, a full-time staff of board certified pediatric intensive care physicians, critical care nurses and respiratory therapists provide extremely sophisticated, technologically advanced care to children with life-threatening injuries and illnesses. Medical care is supplemented with psychosocial support provided by child life therapists, social workers and chaplains who have extensive experience helping families through the trauma and stress of a severe illness or injury in a child. There were 1,082 admissions to our PICU in 2009.

Many patients are brought from other area hospitals to CHKD by the hospital's **pediatric transport service** in one of four fully equipped Special Care Units. These mobile units are available 24 hours a day, seven days a week to all area medical facilities that need to send sick or injured children to CHKD. Each transport unit is staffed by a neonatal/pediatric critical care nurse, respiratory therapist and a

paramedic trained in neonatal/pediatric care. In FY09, the team transported 1,109 patients last fiscal year. Nearly 40 percent of those were newborns coming to our Neonatal Intensive Care Unit. CHKD's transport service is also under contract to the Naval Medical Center, Portsmouth, to provide all pediatric military transports in the region.

CHKD operates the region's only acute inpatient **Rehabilitation Unit** exclusively for children, where young patients receive comprehensive rehabilitation services needed to regain skills lost after accidents or illnesses. Prior to the opening of this unit, families had to travel long distances outside of the area to receive this kind of care, which usually requires a hospitalization of several weeks duration. Admissions to the inpatient rehabilitation unit resulted in 1,317 patient days in FY09.

CHKD's pioneering **Transitional Care Unit**, where technology-dependent children begin the process of moving from the hospital to their homes, provides developmental, educational and emotional support as well as high acuity medical care and parent/caregiver support and education. Admissions to the Transitional Care Unit resulted in 5,260 patient days in FY09.

CHKD operates the region's only **pediatric surgery program**, offering young people state-of-the-art treatment in a supportive, non-threatening environment created exclusively to meet their needs. In FY 09, surgeons performed 12,850 surgeries at CHKD facilities for a vast range of problems, from the simplest outpatient procedures to complex orthopedic and genitourinary surgeries. (See outpatient services and programs for more information of CHKD's surgery program).

CHKD employs dozens of professionals who provide emotional, recreational, spiritual and practical support to children and families during hospitalizations. The work of these professionals complements our expert medical care to create a unique treatment and healing environment for children and their families.

The **pastoral care** department provides emotional support, pastoral care, ethical reflection and spiritual guidance to patients, families and staff with in-hospital presence seven days a week, with 24-hour on-call availability. The hospital employs three full-time chaplains, one part-time and eight per-diem chaplains who reflect the

diversity of the community and are professionally trained to meet the varied pastoral needs of families with respect and compassion.

The hospital employs 16 **child life** staff members who help children adjust and cope during hospitalization. Their goal is to make the child's hospital experience as normal as possible by developing supportive relationships with patients and families, providing age-appropriate procedural preparation, coping strategies and play opportunities for children to relieve stress. Child life staff members also schedule and facilitate community group visitors to the hospital and manage approximately 100 volunteers weekly.

Child life specialists manage the hospital's popular **pet therapy** program, which brings visits of dog/handler teams who to the hospital several times each week.

The child life staff also maintains four popular activity areas throughout the hospital, which provide hospitalized children opportunities for socialization and creative play.

CHKD's department of **social work** helps meet social, emotional and psychological needs that may arise when a child is hospitalized. The 22 social workers also work with children in our outpatient specialty clinics, especially those catering to children with chronic illnesses. CHKD social workers also:

- coordinate referrals and ongoing communications to other community resources when children are ready to leave the hospital
- facilitate support groups for CHKD families dealing with chronic illness and loss
- conduct comprehensive psychosocial history assessments and mental health assessments of patients to aid caregivers in developing treatment plans
- help patients and families deal with situational crises
- work with families and CHKD's eligibility workers for applications to state funds for medical care

The social work department also offers many different **support groups** that

allow patients and families to connect with others in the community who share their challenges. CHKD sponsors support groups for heart, diabetes, Turner's syndrome, Prader-Willi syndrome, cancer, sickle cell and NICU patients and/or families as well as SibShops, a recreation-based group for brothers and sisters of children with special needs.

The department of social work manages the **Halo Fund** of donated monies to assist parents and patients with the cost of transportation, meals, medications and specific needs at discharge. These donated funds are also used to assist with special needs. Special needs have consisted of payment of utility services that are vital to the care of the discharged patient and the purchase of corrective shoes, hearing aides or other equipment for families who could not afford them. This fund helped over 600 families in FY 09.

CHKD's **Volunteer Medical Interpreter Program** continued to grow in 2009 in order to meet the needs of our families with limited English proficiency. The program coordinated the efforts of 21 volunteer interpreters, trained at CHKD for medical interpretation in Spanish, and 35 bilingual staff members who assist with non-medical conversations in 18 other languages. Once a year, the hospital offers Medical Interpreter training to bilingual staff already proficient in basic as well as medical Spanish. The hospital employs a part-time cultural liaison to work with patients who have limited English proficiency and to coordinate the assessment and training of Medical Interpreters. A Spanish phone line assists patients and families with questions regarding appointments at our CHKDHS facilities. In addition to these services, the entire CHKD health system has access to medical interpretation by phone 24 hours a day, 7 days a week in over 150 languages

As the regional provider of pediatric care, CHKD is an integral part of the community's **response to a natural or man-made disaster**. CHKDHS recognizes the importance of a National Incident Management System (NIMS) community-integrated, all-hazard emergency operations plan. This plan is prepared, exercised and shared internally and externally with community emergency response agents.

II. Outpatient Services and Programs. CHKD also offers the community many important pediatric services on an outpatient basis. In 2009, children made more

than 631,963 outpatient visits to CHKD, its community-based health centers and affiliated physician practices. They made 406,643 visits to the **primary care pediatricians** of CHKD's Medical Group, which offers care in 20 locations throughout our service area. CHKD's Surgical Group makes the services of the **region's only pediatric general, urological, cardiac, neurosurgical, plastic and orthopedic surgeons** available to thousands of children who might otherwise have to travel outside of the area for surgery. Children made 34,426 visits to the surgical group in FY09.

The hospital also provides care to children facing problems such as cancer, genetic disorders, developmental disabilities, asthma and diabetes through more than 50 **outpatient clinics** offering specialized pediatric care. In FY 2009, children made 143,044 visits to our outpatient clinics.

Children's Hospital was founded on the premise that all children deserve equal access to quality pediatric care. As our population grew and settled into the far corners of our bridge and tunnel-laced region, travel to CHKD's main facility in Norfolk became more of a hardship for families. To ease that burden and improve children's access to care in every corner of our service area, CHKD has established four multi-service health centers and two satellite sites in strategic locations.

The CHKD Health and Surgery Center at Oyster Point offers families who live north of the Hampton Roads Bridge Tunnel a wealth of important services close to home. The center is home to the region's first pediatric ambulatory surgery center. Other services offered at the site include primary, surgical and sub-specialty pediatrics; lab and X-ray and occupational, speech and physical therapy. Sports medicine physical therapy and aquatic therapy are also available here.

The CHKD Health Center at Oakbrooke serves families in Chesapeake and Northeastern North Carolina. It is home to a primary care pediatric practice; physical, occupational and speech therapy; X-ray and lab services, a sports medicine gym as well as clinic space for a variety of pediatric specialists and surgeons providing evaluation, treatment and follow-up.

The **CHKD Health and Surgery Center at Princess Anne** serves the growing medical needs of families in Virginia Beach. The center is home to Virginia Beach's first ambulatory surgery center exclusively for children. Beach families can

also find primary care pediatricians and in-house lab and radiology services – including MRI -- at the center. Other services include specialty care pediatrics for help with chronic problems such as asthma and diabetes, the CHKD's child abuse program and physical, speech, occupational and sports medicine therapy.

CHKD's Child Abuse Program coordinates the region's efforts to accurately identify, treat and protect children who have been abused or neglected. The program provides comprehensive assessment, evaluation and treatment services to suspected victims of abuse and neglect. These services include forensic interviewing, medical examinations and consultations, and an array of mental health services. The program also helps coordinate the efforts of investigative agencies involved in the detection and prosecution of abuse. The program, which is accredited by the National Children's Alliance, provided services to 1,047 children in FY09. Services are also available at the CHKD Health and Surgery Center, Oyster Point, in Newport News and at the Health and Surgery Center at Princess Anne in Virginia Beach.

The increasing problem of childhood obesity poses a significant threat to the current and future health of our children. In response to this alarming public health issue, the hospital established a multi-disciplinary **pediatric weight management program**. Called "Healthy You," the program offers an evaluation and planning clinic plus ongoing classes to help overweight youngsters and their parents make the lifestyle changes that are necessary to return to a healthy weight and maintain healthy habits on a long-term basis. The exercise component of the program is strengthened by a regional partnership with the YMCA. More than 123 children and their parents completed the program in FY09.

CHKD's **diabetes education program** helps the more than 1,200 local children who live with the chronic disease. The staff includes four certified diabetes educators, a social worker and a department secretary who help patients and families at the onset of the disease and until adulthood. The Diabetes Center provides inpatient and outpatient clinical management, diabetes education, support groups, and professional and community education programs.

CHKD's Childhood Cancer Program operates one of the busiest outpatient specialty clinics with 12,178 patient visits in FY09. Cancer care at CHKD

encompasses children's physical, emotional and educational needs and incorporates the whole family to help lessen the stress of coping with such a serious illness in a child.

The region's only **emergency center** devoted exclusively to children is located at CHKD. In 2009, children made 47,850 visits to our Emergency Center.

Children's Hospital offers the only pediatric **renal dialysis** service in the area. Dialysis is a time consuming process and children appreciate the chance to have the service in a setting where they can meet with friends their own ages as well as hospital support staff and schoolteachers.

One mark of CHKD's distinctive pediatric care has always been **child-centered diagnostic services, such as radiology and laboratory**. Over the past several years, CHKD has worked hard to make these unique services more accessible to families throughout our service region. The hospital now has laboratories in its Oyster Point, Princess Anne and Oakbrooke Health Centers as well as draw sites at pediatric practices in Norfolk and Williamsburg. The laboratory also operates a courier service that facilitates quick turnaround of specimens. Of the approximately 900,239 test performed in FY 2009 64 percent was from outpatients.

CHKD **radiology** services are also available to families at our Oyster Point, Kempsville, Oakbrooke and Princess Anne Health Centers. In 2008, the radiology department became a fully integrated digital imaging center with voice recognition technology, allowing timesaving digital technology to be used to view diagnostic images electronically with a finalized report -- almost immediately after they're taken -- on most PCs throughout the organization, no matter the location. For FY09, the total number of exams was 70,454. This includes all x-ray procedures, CT scans, MRI scans, ultrasound and nuclear medicine studies

CHKD's **rehabilitative therapy** services are offered in six locations throughout the community, including Norfolk, Chesapeake, Virginia Beach, Suffolk, Williamsburg and Newport News. In addition to its highly-specialized pediatric physical, occupational and speech therapy, they department also offers:

- **Aquatic Therapy** - Physical and occupational therapists work with children in the water to help relax tight musculature, increase range of motion and improve strength, balance and endurance.

- **Assistive Technology/Augmentative Program** - Providing services for children who are unable to communicate verbally or through gestures due to various medical conditions. In FY 09, we did 315 augmentative communication evaluations.
- **Car Seat Program** - Specially trained therapists offer car seat safety restraint evaluations for patients with special needs. In FY 09, we did 221 car seat evaluations, distributed 189 special needs car seats and participated in seven community-based car seat safety checks through this program.
- **Wheelchair Clinic** - Certified therapists complete a comprehensive evaluation to determine and prescribe the appropriate wheelchair and seating system. Children made almost 879 visits to this clinic in FY 09.

III. Community Outreach. CHKD reached families in their homes, doctors' offices, neighborhoods and community centers with a wide variety of programs and publications that promote wellness, prevent injuries, and strengthen families.

CHKD employs a team of **health benefits analysts** whose sole job is to identify children who are eligible for free and subsidized health care. Once they identify the families, the analysts work with them to assemble the necessary paperwork and help fill out the often-cumbersome applications. When families are rejected inappropriately, they help file appeals. In addition to working in the hospital, our health benefits analysts make home visits, working to get as many children insured as possible. Over the In FY 09, they obtained insurance that covered \$35 million in outstanding medical bills for uninsured families. Obtaining this insurance not only covered the medical bills, it covers future visits to doctors and dentists for our patients as well as their brothers and sisters.

Our community outreach experts coordinated 216 parent, professional, student programs that brought important health, safety and wellness information to more than 33,147 participants. Through a partnership with Kohl's department stores, we offered 40 school-based and professional programs that reaching 7,080

participants. A special “Kohl’s Steps To Fitness” program teaching children how to make healthy lifestyle choices was presented 62 times in 17 different schools and reached more than 5,000 students.

CHKD is a site of the national **“Reach Out and Read” literacy program**, which encourages literacy by distributing free books to children at their well child visits to their pediatricians. Through the donor-funded program, CHKD primary care pediatricians gave 61,652 books to children in FY 2009.

CHKD’s website, chkd.org, continues to be a popular and effective method of communication, averaging almost 88,000 unique visitors a month for FY09. CHKD is currently developing a web-based discussion bulletin board for participants of our weight management program so they can discuss their challenges and success in managing their weight. We are also developing self-service applications such as online prescription refill and medical records requests and pre-registration for patients to help make the care process easier for parents.

CHKD is one of six locations for the **Care Connection for Children**, the state-funded Title V program that provides comprehensive care coordination, information and referral for children and youth with special health care needs. There are approximately 12,000 children with special health care needs in the Chesapeake, Hampton, Norfolk, Portsmouth, Virginia Beach, Peninsula, Western Tidewater and Eastern Shore public health districts. In FY 09, CCC assisted with 583 information and referral calls. They provided case management services to more than 425 families. Financial assistance was provided to 75 children who were uninsured or underinsured. Staff helped 120 families apply for state health programs. The staff at CCC also provided several training sessions for families and providers on Medicaid waiver services and EPSDT benefits.

CHKD’s physicians, administrators and staff members lend their knowledge and time as volunteers to many national, state and local organizations that share our concern for children. These include the National Association of Children’s Hospitals and Related Institutions, the American Academy of Pediatrics, the Children’s Miracle Network, the National Safe Kids Campaign, the United Way, the Virginia Hospital Association, as well as local organizations such as Volunteer Hampton Roads and the American Red Cross.

IV. Medical Education/Research. CHKD invests in the present and future health of our children through a variety of research programs and educational activities.

The hospital continued its incentive program to retain our highly skilled nurses and held its fifth summer nurse externship, introducing eight nursing students to our hospital for summer employment. The hospital awarded nine nursing scholarships to help employees further their education and skills.

Children's Hospital is home to Eastern Virginia Medical School's **pediatric residency program**, where new physicians become specialists in the field of pediatrics. Many of them stay in this community to practice pediatrics after they complete their residencies.

CHKD provides a setting for many **clinical trials** of new medications and therapies as well as for **clinical outcomes analyses** and **epidemiological studies** sanctioned by the Eastern Virginia Medical School Institutional Review Board. There were 221 IRB-approved active studies in FY 09. Topics of study included hematology/oncology, allergy/asthma, infectious disease, neurology, pediatric surgery, cardiology, otolaryngology, pulmonology, gastroenterology, child abuse, endocrinology, dermatology, neonatology and mental health. Many of these studies are stage-three clinical trials that bring cutting-edge treatments to CHKD patients years before they are available to the public.

The **Nuss Procedure for the correction of pectus excavatum**, developed at CHKD, continues to draw national attention to CHKD from both patients and surgeons. In FY09, CHKD's surgeons hosted a workshop on the surgical procedure, teaching a kinder, gentler correction for this common birth defect to 30 health care workers from all over the United States, Europe, Asia and the Middle East. The hospital continued its multi-site research study on the genetics markers of pectus excavatum.

CHKD is a member of **Children's Oncology Group**. COG is an international research group that conducts clinical trials for children with cancer. More than 240 hospitals in North America, Australia, New Zealand, and Europe are members of COG. In FY 09, CHKD had 75 COG studies open to enrollment or

undergoing data analysis. Several of these studies were included in COG's long-term follow-up study, which collects follow-up data on patients who have participated in studies that are no longer open to enrollment. In all, approximately 200 CHKD patients participated in either open or follow-up COG studies in FY 09.

In FY09, CHKD hosted 63 individual **continuing medical education** events in various locations throughout the region, helping child health experts in our region keep up with their skills and their accreditation.