

Form **990**
Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

Do not enter social security numbers on this form as it may be made public.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047
2021
Open to Public Inspection

A For the 2021 calendar year, or tax year beginning 07-01-2021, and ending 06-30-2022

B Check if applicable:
 Address change
 Name change
 Initial return
 Final return/terminated
 Amended return
 Application pending

C Name of organization
CHILDREN'S NATIONAL MEDICAL CENTER

D Employer identification number
52-1640403

Doing business as
CHILDREN'S NATIONAL

E Telephone number
(202) 476-5000

Number and street (or P.O. box if mail is not delivered to street address) Room/suite
111 MICHIGAN AVENUE NW

City or town, state or province, country, and ZIP or foreign postal code
WASHINGTON, DC 20010

F Name and address of principal officer:
KURT DOUGLAS NEWMAN MD
111 MICHIGAN AVENUE NW
WASHINGTON, DC 20010

G Gross receipts \$ 715,941

H(a) Is this a group return for subordinates? Yes No
H(b) Are all subordinates included? Yes No
 If "No," attach a list. See instructions.
H(c) Group exemption number ▶

I Tax-exempt status: 501(c)(3) 501(c) () ◀ (insert no.) 4947(a)(1) or 527

J Website: ▶ WWW.CHILDRENSNATIONAL.ORG

K Form of organization: Corporation Trust Association Other ▶

L Year of formation: 1989 **M** State of legal domicile: DC

Part I Summary

1 Briefly describe the organization's mission or most significant activities:
COORDINATES THE OVERALL POLICY AND ACTIVITIES OF THE AFFILIATED ORGANIZATIONS. SEE SCHEDULE O

2 Check this box if the organization discontinued its operations or disposed of more than 25% of its net assets.

| | | |
|--|-----------|----|
| 3 Number of voting members of the governing body (Part VI, line 1a) | 3 | 20 |
| 4 Number of independent voting members of the governing body (Part VI, line 1b) | 4 | 19 |
| 5 Total number of individuals employed in calendar year 2021 (Part V, line 2a) | 5 | 0 |
| 6 Total number of volunteers (estimate if necessary) | 6 | 19 |
| 7a Total unrelated business revenue from Part VIII, column (C), line 12 | 7a | 0 |
| b Net unrelated business taxable income from Form 990-T, Part I, line 11 | 7b | 0 |

| | Prior Year | Current Year |
|---|-------------|--------------|
| 8 Contributions and grants (Part VIII, line 1h) | 0 | 0 |
| 9 Program service revenue (Part VIII, line 2g) | 171,620,312 | 0 |
| 10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) | 0 | 0 |
| 11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) | -344,835 | 715,941 |
| 12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12) | 171,275,477 | 715,941 |
| 13 Grants and similar amounts paid (Part IX, column (A), lines 1–3) | 0 | 0 |
| 14 Benefits paid to or for members (Part IX, column (A), line 4) | 0 | 0 |
| 15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10) | 0 | 0 |
| 16a Professional fundraising fees (Part IX, column (A), line 11e) | 0 | 0 |
| b Total fundraising expenses (Part IX, column (D), line 25) ▶ 0 | | |
| 17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e) | 0 | 131,208,831 |
| 18 Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25) | 0 | 131,208,831 |
| 19 Revenue less expenses. Subtract line 18 from line 12 | 171,275,477 | -130,492,890 |

| | Beginning of Current Year | End of Year |
|--|---------------------------|---------------|
| 20 Total assets (Part X, line 16) | 1,393,158,040 | 1,262,665,150 |
| 21 Total liabilities (Part X, line 26) | 0 | 0 |
| 22 Net assets or fund balances. Subtract line 21 from line 20 | 1,393,158,040 | 1,262,665,150 |

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer
Date 2023-05-10
ALDWIN LINDSAY CFO
Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name Preparer's signature Date
 Check if self-employed PTIN P00847851
 Firm's name ▶ GRANT THORNTON LLP Firm's EIN ▶ 36-6055558
 Firm's address ▶ 1000 WILSON BLVD SUITE 1500 ARLINGTON, VA 22209 Phone no. (703) 847-7500

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III

1 Briefly describe the organization's mission:

CHILDREN'S NATIONAL COORDINATES THE OVERALL POLICY AND ACTIVITIES OF THE AFFILIATED ORGANIZATIONS. SEE SCHEDULE O.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? Yes No

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? Yes No

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ 131,208,831 including grants of \$) (Revenue \$ 715,941)
See Additional Data

4b (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4c (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4d Other program services (Describe in Schedule O.)
(Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses ▶ 131,208,831

Part IV Checklist of Required Schedules

| | | Yes | No |
|------------|---|-----|----|
| 1 | Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A | Yes | |
| 2 | Is the organization required to complete Schedule B, Schedule of Contributors? See instructions. | | No |
| 3 | Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I | | No |
| 4 | Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II | | No |
| 5 | Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? If "Yes," complete Schedule C, Part III | | No |
| 6 | Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I | | No |
| 7 | Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II | | No |
| 8 | Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III | | No |
| 9 | Did the organization report an amount in Part X, line 21 for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV | | No |
| 10 | Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi endowments? If "Yes," complete Schedule D, Part V | | No |
| 11 | If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable. | | |
| a | Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI | | No |
| b | Did the organization report an amount for investments—other securities—in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII | | No |
| c | Did the organization report an amount for investments—program related—in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII | Yes | |
| d | Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX | | No |
| e | Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X | | No |
| f | Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X | Yes | |
| 12a | Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII | | No |
| b | Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional | Yes | |
| 13 | Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E | | No |
| 14a | Did the organization maintain an office, employees, or agents outside of the United States? | | No |
| b | Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV | Yes | |
| 15 | Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV | | No |
| 16 | Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV | | No |
| 17 | Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I. See instructions. | | No |
| 18 | Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II | | No |
| 19 | Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III | | No |
| 20a | Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H | | No |
| b | If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return? | | |
| 21 | Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II | | No |

Part IV Checklist of Required Schedules (continued)

Table with 3 columns: Question, Yes, No. Rows 22-38 covering various organizational requirements and schedules.

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V [checked]

Table with 3 columns: Question, Yes, No. Rows 1a-1c regarding Form 1096, Forms W-2G, and backup withholding rules.

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)

2a Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return. 2a 0
b If at least one is reported on line 2a, did the organization file all required federal employment tax returns?
3a Did the organization have unrelated business gross income of \$1,000 or more during the year?
3b If "Yes," has it filed a Form 990-T for this year?
4a At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country?
4b If "Yes," enter the name of the foreign country:
5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?
5b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?
5c If "Yes," to line 5a or 5b, did the organization file Form 8886-T?
6a Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?
6b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?
7 Organizations that may receive deductible contributions under section 170(c).
7a Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?
7b If "Yes," did the organization notify the donor of the value of the goods or services provided?
7c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?
7d If "Yes," indicate the number of Forms 8282 filed during the year.
7e Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?
7f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?
7g If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?
7h If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?
8 Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?
9 Sponsoring organizations maintaining donor advised funds.
9a Did the sponsoring organization make any taxable distributions under section 4966?
9b Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?
10 Section 501(c)(7) organizations. Enter:
10a Initiation fees and capital contributions included on Part VIII, line 12
10b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities
11 Section 501(c)(12) organizations. Enter:
11a Gross income from members or shareholders
11b Gross income from other sources.
12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?
12b If "Yes," enter the amount of tax-exempt interest received or accrued during the year.
13 Section 501(c)(29) qualified nonprofit health insurance issuers.
13a Is the organization licensed to issue qualified health plans in more than one state?
13b Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans
13c Enter the amount of reserves on hand
14a Did the organization receive any payments for indoor tanning services during the tax year?
14b If "Yes," has it filed a Form 720 to report these payments?
15 Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year?
16 Is the organization an educational institution subject to the section 4968 excise tax on net investment income?
17 Section 501(c)(21) organizations. Did the trust, any disqualified person, or mine operator engage in any activities that would result in the imposition of an excise tax under section 4951, 4952, or 4953?

Part VI Governance, Management, and Disclosure. For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions. Check if Schedule O contains a response or note to any line in this Part VI



Section A. Governing Body and Management

Table with 3 columns: Question, Yes, No. Rows include: 1a (20), 1b (19), 2, 3, 4, 5, 6, 7a, 7b, 8a, 8b, 9.

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

Table with 3 columns: Question, Yes, No. Rows include: 10a, 10b, 11a, 11b, 12a, 12b, 12c, 13, 14, 15a, 15b, 16a, 16b.

Section C. Disclosure

- 17 List the states with which a copy of this Form 990 is required to be filed
18 Section 6104 requires an organization to make its Form 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
20 State the name, address, and telephone number of the person who possesses the organization's books and records:

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (box 5 of Form W-2, Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, or highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

| (A) Name and title | (B) Average hours per week (list any hours for related organizations below dotted line) | (C) Position (do not check more than one box, unless person is both an officer and a director/trustee) | | | | | | (D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC) | (E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC) | (F) Estimated amount of other compensation from the organization and related organizations |
|---------------------------|--|---|-----------------------|---------|--------------|------------------------------|--------|---|--|---|
| | | Individual trustee or director | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| See Additional Data Table | | | | | | | | | | |
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Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

| (A) Name and title | (B) Average hours per week (list any hours for related organizations below dotted line) | (C) Position (do not check more than one box, unless person is both an officer and a director/trustee) | | | | | | (D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC) | (E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC) | (F) Estimated amount of other compensation from the organization and related organizations |
|---------------------------|--|---|-----------------------|---------|--------------|------------------------------|--------|---|--|---|
| | | Individual trustee or director | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| See Additional Data Table | | | | | | | | | | |
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|---|---|------------|-----------|
| 1b Sub-Total | | | |
| 1c Total from continuation sheets to Part VII, Section A | | | |
| 1d Total (add lines 1b and 1c) | 0 | 21,496,813 | 1,504,980 |

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization ► 0

| | Yes | No |
|--|-------|------|
| 3 Did the organization list any former officer, director or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i> | 3 Yes | |
| 4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i> | 4 Yes | |
| 5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i> | | 5 No |

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

| (A) Name and business address | (B) Description of services | (C) Compensation |
|----------------------------------|--------------------------------|---------------------|
| | | |
| | | |
| | | |
| | | |

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization ► 0

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII

| | | | (A) Total revenue | (B) Related or exempt function revenue | (C) Unrelated business revenue | (D) Revenue excluded from tax under sections 512 - 514 | |
|--|--|---|----------------------|--|---|--|--|
| Contributions, Gifts, Grants and Other Similar Amounts | 1a Federated campaigns | 1a | | | | | |
| | b Membership dues | 1b | | | | | |
| | c Fundraising events | 1c | | | | | |
| | d Related organizations | 1d | | | | | |
| | e Government grants (contributions) | 1e | | | | | |
| | f All other contributions, gifts, grants, and similar amounts not included above | 1f | | | | | |
| | g Noncash contributions included in lines 1a - 1f:\$ | 1g | | | | | |
| | h Total. Add lines 1a-1f ▶ | | | | | | |
| Program Service Revenue | 2a | Business Code | | | | | |
| | b | | | | | | |
| | c | | | | | | |
| | d | | | | | | |
| | e | | | | | | |
| | f All other program service revenue | | | | | | |
| | g Total. Add lines 2a-2f. ▶ | | | | | | |
| Other Revenue | 3 Investment income (including dividends, interest, and other similar amounts) ▶ | | | | | | |
| | 4 Income from investment of tax-exempt bond proceeds ▶ | | | | | | |
| | 5 Royalties ▶ | | | | | | |
| | 6a Gross rents | (i) Real | (ii) Personal | | | | |
| | | 6b Less: rental expenses | | | | | |
| | | 6c Rental income or (loss) | | | | | |
| | | d Net rental income or (loss) ▶ | | | | | |
| | 7a Gross amount from sales of assets other than inventory | (i) Securities | (ii) Other | | | | |
| | | 7b Less: cost or other basis and sales expenses | | | | | |
| | | 7c Gain or (loss) | | | | | |
| | | d Net gain or (loss) ▶ | | | | | |
| | 8a Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18 | 8a | | | | | |
| | | b Less: direct expenses | 8b | | | | |
| | | c Net income or (loss) from fundraising events ▶ | | | | | |
| | 9a Gross income from gaming activities. See Part IV, line 19 | 9a | | | | | |
| b Less: direct expenses | | 9b | | | | | |
| c Net income or (loss) from gaming activities ▶ | | | | | | | |
| 10a Gross sales of inventory, less returns and allowances | 10a | | | | | | |
| | b Less: cost of goods sold | 10b | | | | | |
| | c Net income or (loss) from sales of inventory ▶ | | | | | | |
| Miscellaneous Revenue | | Business Code | | | | | |
| 11a PARTNERSHIP GAIN | | 900099 | 715,941 | 715,941 | | | |
| b | | | | | | | |
| c | | | | | | | |
| d All other revenue | | | | | | | |
| e Total. Add lines 11a-11d ▶ | | | 715,941 | | | | |
| 12 Total revenue. See instructions ▶ | | | 715,941 | 715,941 | 0 | 0 | |

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

| Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII. | (A) Total expenses | (B) Program service expenses | (C) Management and general expenses | (D) Fundraising expenses |
|---|-----------------------|---------------------------------|--|-----------------------------|
| 1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 | | | | |
| 2 Grants and other assistance to domestic individuals. See Part IV, line 22 | | | | |
| 3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16. | | | | |
| 4 Benefits paid to or for members | | | | |
| 5 Compensation of current officers, directors, trustees, and key employees | | | | |
| 6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) | | | | |
| 7 Other salaries and wages | | | | |
| 8 Pension plan accruals and contributions (include section 401 (k) and 403(b) employer contributions) | | | | |
| 9 Other employee benefits | | | | |
| 10 Payroll taxes | | | | |
| 11 Fees for services (non-employees): | | | | |
| a Management | | | | |
| b Legal | | | | |
| c Accounting | | | | |
| d Lobbying | | | | |
| e Professional fundraising services. See Part IV, line 17 | | | | |
| f Investment management fees | | | | |
| g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O) | | | | |
| 12 Advertising and promotion | | | | |
| 13 Office expenses | | | | |
| 14 Information technology | | | | |
| 15 Royalties | | | | |
| 16 Occupancy | | | | |
| 17 Travel | | | | |
| 18 Payments of travel or entertainment expenses for any federal, state, or local public officials | | | | |
| 19 Conferences, conventions, and meetings | | | | |
| 20 Interest | | | | |
| 21 Payments to affiliates | | | | |
| 22 Depreciation, depletion, and amortization | | | | |
| 23 Insurance | | | | |
| 24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.) | | | | |
| a LOSS ON INVEST IN SUBS | 131,208,831 | 131,208,831 | 0 | 0 |
| b | | | | |
| c | | | | |
| d | | | | |
| e All other expenses | | | | |
| 25 Total functional expenses. Add lines 1 through 24e | 131,208,831 | 131,208,831 | 0 | 0 |
| 26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720). | | | | |

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part IX

| | | (A) Beginning of year | | (B) End of year | |
|---|--|--------------------------|---------------|--------------------|---------------|
| Assets | 1 Cash—non-interest-bearing | | 1 | | |
| | 2 Savings and temporary cash investments | | 2 | | |
| | 3 Pledges and grants receivable, net | | 3 | | |
| | 4 Accounts receivable, net | | 4 | | |
| | 5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons | | 5 | | |
| | 6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B) | | 6 | | |
| | 7 Notes and loans receivable, net | | 7 | | |
| | 8 Inventories for sale or use | | 8 | | |
| | 9 Prepaid expenses and deferred charges | | 9 | | |
| | 10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D | 10a | | | |
| | b Less: accumulated depreciation | 10b | | 10c | |
| | 11 Investments—publicly traded securities | | | 11 | |
| | 12 Investments—other securities. See Part IV, line 11 | | | 12 | |
| | 13 Investments—program-related. See Part IV, line 11 | | 1,393,158,040 | 13 | 1,262,665,150 |
| | 14 Intangible assets | | | 14 | |
| | 15 Other assets. See Part IV, line 11 | | | 15 | |
| 16 Total assets. Add lines 1 through 15 (must equal line 33) | | 1,393,158,040 | 16 | 1,262,665,150 | |
| Liabilities | 17 Accounts payable and accrued expenses | | 17 | | |
| | 18 Grants payable | | 18 | | |
| | 19 Deferred revenue | | 19 | | |
| | 20 Tax-exempt bond liabilities | | 20 | | |
| | 21 Escrow or custodial account liability. Complete Part IV of Schedule D | | 21 | | |
| | 22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons | | | 22 | |
| | 23 Secured mortgages and notes payable to unrelated third parties | | | 23 | |
| | 24 Unsecured notes and loans payable to unrelated third parties | | | 24 | |
| | 25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17 - 24). Complete Part X of Schedule D | | | 25 | |
| | 26 Total liabilities. Add lines 17 through 25 | | 0 | 26 | 0 |
| Net Assets or Fund Balances | Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33. | | | | |
| | 27 Net assets without donor restrictions | 1,393,158,040 | 27 | 1,262,665,150 | |
| | 28 Net assets with donor restrictions | | 28 | | |
| | Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33. | | | | |
| | 29 Capital stock or trust principal, or current funds | | 29 | | |
| | 30 Paid-in or capital surplus, or land, building or equipment fund | | 30 | | |
| | 31 Retained earnings, endowment, accumulated income, or other funds | | 31 | | |
| 32 Total net assets or fund balances | 1,393,158,040 | 32 | | 1,262,665,150 | |
| 33 Total liabilities and net assets/fund balances | 1,393,158,040 | 33 | | 1,262,665,150 | |

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI

| | | | |
|-----------|--|-----------|---------------|
| 1 | Total revenue (must equal Part VIII, column (A), line 12) | 1 | 715,941 |
| 2 | Total expenses (must equal Part IX, column (A), line 25) | 2 | 131,208,831 |
| 3 | Revenue less expenses. Subtract line 2 from line 1 | 3 | -130,492,890 |
| 4 | Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A)) | 4 | 1,393,158,040 |
| 5 | Net unrealized gains (losses) on investments | 5 | |
| 6 | Donated services and use of facilities | 6 | |
| 7 | Investment expenses | 7 | |
| 8 | Prior period adjustments | 8 | |
| 9 | Other changes in net assets or fund balances (explain in Schedule O) | 9 | 0 |
| 10 | Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B)) | 10 | 1,262,665,150 |

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII

- 1** Accounting method used to prepare the Form 990: Cash Accrual Other _____
 If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.
- 2a** Were the organization's financial statements compiled or reviewed by an independent accountant?
 If 'Yes,' check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:
 Separate basis Consolidated basis Both consolidated and separate basis
- b** Were the organization's financial statements audited by an independent accountant?
 If 'Yes,' check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:
 Separate basis Consolidated basis Both consolidated and separate basis
- c** If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?
 If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.
- 3a** As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?
- b** If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.

| | Yes | No |
|-----------|-----|----|
| 2a | | No |
| 2b | Yes | |
| 2c | Yes | |
| 3a | | No |
| 3b | | |

Additional Data

Software ID:

Software Version:

EIN: 52-1640403

Name: CHILDREN'S NATIONAL MEDICAL CENTER

Form 990 (2021)

Form 990, Part III, Line 4a:

CHILDREN'S NATIONAL IS THE PREMIER PROVIDER OF PEDIATRIC CARE IN THE WASHINGTON, DC METROPOLITAN AREA AND IS THE ONLY FREESTANDING CHILDREN'S HOSPITAL BETWEEN PHILADELPHIA, PITTSBURGH, NORFOLK, AND ATLANTA. SERVING THE NATION'S CHILDREN FOR 150 YEARS, CHILDREN'S NATIONAL IS A PROVEN LEADER IN THE DEVELOPMENT AND APPLICATION OF INNOVATIVE NEW TREATMENTS FOR CHILDHOOD ILLNESS AND INJURY. SEE SCHEDULE O.

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

| (A) Name and Title | (B) Average hours per week (list any hours for related organizations below dotted line) | (C) Position (do not check more than one box, unless person is both an officer and a director/trustee) | | | | | | (D) Reportable compensation from the organization (W- 2/1099-MISC) | (E) Reportable compensation from related organizations (W- 2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|---|--|---|-----------------------|---------|--------------|------------------------------|--------|---|--|---|
| | | Individual trustee or director | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| KURT D NEWMAN MD PRESIDENT / CEO (CNMC) | 2.00 53.00 | X | | X | | | | 0 | 5,370,150 | 49,914 |
| HORACIO ROZANSKI BOARD CHAIRMAN | 2.00 4.00 | X | | X | | | | 0 | 0 | 0 |
| GREGORY A O'DELL BOARD VICE CHAIR FROM 2/22 | 2.00 0.00 | X | | X | | | | 0 | 0 | 0 |
| RAMANARAYAN V POTARAZU BOARD TREASURER | 2.00 0.00 | X | | X | | | | 0 | 0 | 0 |
| AMY BAIER BOARD MEMBER | 1.00 2.00 | X | | | | | | 0 | 0 | 0 |
| JONCA BULL MD BOARD MEMBER FROM 7/21 | 1.00 0.00 | X | | | | | | 0 | 0 | 0 |
| TONI BUSH BOARD MEMBER FROM 7/21 | 1.00 0.00 | X | | | | | | 0 | 0 | 0 |
| ROBERT FLANAGAN BOARD MEMBER | 1.00 0.00 | X | | | | | | 0 | 0 | 0 |
| AMY FREEMAN BOARD MEMBER FROM 7/21 | 1.00 2.00 | X | | | | | | 0 | 0 | 0 |
| WENDY GOLDBERG BOARD MEMBER | 1.00 5.00 | X | | | | | | 0 | 0 | 0 |

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

| (A) Name and Title | (B) Average hours per week (list any hours for related organizations below dotted line) | (C) Position (do not check more than one box, unless person is both an officer and a director/trustee) | | | | | | (D) Reportable compensation from the organization (W- 2/1099-MISC) | (E) Reportable compensation from related organizations (W- 2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|--|--|---|-----------------------|---------|--------------|------------------------------|--------|---|--|---|
| | | Individual trustee or director | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| MICHAEL JONES BOARD MEMBER | 1.00 2.00 | X | | | | | | 0 | 0 | 0 |
| JASON LEVIEN BOARD MEMBER FROM 7/21 | 1.00 0.00 | X | | | | | | 0 | 0 | 0 |
| BARBARA LOPEZ KUNZ BOARD MEMBER | 1.00 0.00 | X | | | | | | 0 | 0 | 0 |
| CARRIE MARRIOTT BOARD MEMBER FROM 7/21 | 1.00 1.00 | X | | | | | | 0 | 0 | 0 |
| LINDA RABBITT BOARD MEMBER FROM 7/21 | 1.00 0.00 | X | | | | | | 0 | 0 | 0 |
| JIMMY REYES BOARD MEMBER | 1.00 1.00 | X | | | | | | 0 | 0 | 0 |
| MARK ROUCHARD BOARD MEMBER | 1.00 0.00 | X | | | | | | 0 | 0 | 0 |
| LAURA S UNGER BOARD MEMBER | 1.00 0.00 | X | | | | | | 0 | 0 | 0 |
| CAROLINE VAN VLECK MD BOARD MEMBER | 1.00 2.00 | X | | | | | | 0 | 0 | 0 |
| MICHAEL WARD BOARD MEMBER | 1.00 3.00 | X | | | | | | 0 | 0 | 0 |

| Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors | | | | | | | | | | |
|---|--|---|-----------------------|---------|--------------|------------------------------|--------|---|--|---|
| (A) Name and Title | (B) Average hours per week (list any hours for related organizations below dotted line) | (C) Position (do not check more than one box, unless person is both an officer and a director/trustee) | | | | | | (D) Reportable compensation from the organization (W- 2/1099-MISC) | (E) Reportable compensation from related organizations (W- 2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
| | | Individual trustee or director | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| MARY ANNE HILLIARD EVP/CHIEF LEGAL OFFICER | 2.00 53.00 | | | X | | | | 0 | 851,023 | 114,077 |
| ALDWIN LINDSAY EVP/CFO | 2.00 53.00 | | | X | | | | 0 | 901,152 | 117,820 |
| ANTHONY SANDLER MD SVP CENTER OF EXCELLENCE | 1.00 54.00 | | | | X | | | 0 | 1,591,449 | 190,458 |
| KATHLEEN CHAVANU GORMAN CHIEF OPERATING OFFICER | 1.00 54.00 | | | | X | | | 0 | 1,264,501 | 157,668 |
| MATTHEW MACVEY CHIEF INFO OFFICER | 1.00 54.00 | | | | X | | | 0 | 581,015 | 84,865 |
| DAVID WESSEL MD CHIEF MEDICAL OFFICER | 1.00 54.00 | | | | X | | | 0 | 1,153,347 | 83,315 |
| DEANN MARSHALL PRESIDENT OF FOUNDATION | 1.00 54.00 | | | | X | | | 0 | 987,760 | 48,213 |
| ROGER PACKER MD SVP CENTER OF EXCELLENCE | 1.00 54.00 | | | | X | | | 0 | 940,251 | 44,343 |
| CHARLES WEINSTEIN CHIEF REAL ESTATE OFFICER | 1.00 54.00 | | | | X | | | 0 | 841,536 | 26,881 |
| MICHELLE M MCGUIRE CHIEF STRATEGY OFFICER | 1.00 54.00 | | | | X | | | 0 | 727,088 | 74,400 |

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

| (A) Name and Title | (B) Average hours per week (list any hours for related organizations below dotted line) | (C) Position (do not check more than one box, unless person is both an officer and a director/trustee) | | | | | | (D) Reportable compensation from the organization (W- 2/1099-MISC) | (E) Reportable compensation from related organizations (W- 2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|--|--|---|-----------------------|---------|--------------|------------------------------|--------|---|--|---|
| | | Individual trustee or director | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| NATHANIEL BEERS MD PRESIDENT OF HSC | 1.00 54.00 | | | | X | | | 0 | 657,986 | 116,094 |
| CATHERINE CODISPOTI MD CHIEF PEOPLE OFFICER | 1.00 54.00 | | | | X | | | 0 | 707,370 | 44,176 |
| VITTORIO GALLO PHD CHIEF RESEARCH OFFICER | 1.00 54.00 | | | | X | | | 0 | 695,956 | 23,813 |
| LINDA TALLEY CHIEF NURSING OFFICER | 1.00 54.00 | | | | X | | | 0 | 526,693 | 65,439 |
| MARK L BATSHAW MD FMR EVP & CHIEF ACADEMIC OFFICER | 1.00 54.00 | | | | | | X | 0 | 1,984,774 | 162,358 |
| DARRYL VARNADO PHD FMR CHIEF PEOPLE OFFICER | 1.00 54.00 | | | | | | X | 0 | 761,560 | 33,126 |
| DENICE CORA-BRAMBLE MD FMR CHIEF MEDICAL OFFICER TO 3/21 | 1.00 54.00 | | | | | | X | 0 | 612,829 | 51,884 |
| ELIZABETH FLURY FMR CHIEF STRATEGIC OFFICER | 0.00 0.00 | | | | | | X | 0 | 340,373 | 16,136 |

SCHEDULE A
(Form 990)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.
▶ Attach to Form 990 or Form 990-EZ.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2021

Open to Public Inspection

Name of the organization
CHILDREN'S NATIONAL MEDICAL CENTER

Employer identification number
52-1640403

Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
 - 2 A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E (Form 990).)
 - 3 A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
 - 4 A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state:
 - 5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II.)
 - 6 A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
 - 7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
 - 8 A community trust described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
 - 9 An agricultural research organization described in **170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land grant college of agriculture. See instructions. Enter the name, city, and state of the college or university:
 - 10 An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2)**. (Complete Part III.)
 - 11 An organization organized and operated exclusively to test for public safety. See **section 509(a)(4)**.
 - 12 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3)**. Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
 - a **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
 - b **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
 - c **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
 - d **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
 - e Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
- f Enter the number of supported organizations 1
- g Provide the following information about the supported organization(s).

| (i) Name of supported organization | (ii) EIN | (iii) Type of organization (described on lines 1- 10 above (see instructions)) | (iv) Is the organization listed in your governing document? | | (v) Amount of monetary support (see instructions) | (vi) Amount of other support (see instructions) |
|------------------------------------|-----------|--|---|----|---|---|
| | | | Yes | No | | |
| (A) CHILDREN'S HOSPITAL | 530196580 | 3 | Yes | | 0 | 131,208,831 |
| Total | 1 | | | | 0 | 131,208,831 |

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)
 (Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III.
 If the organization failed to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

| Calendar year (or fiscal year beginning in) ▶ | (a) 2017 | (b) 2018 | (c) 2019 | (d) 2020 | (e) 2021 | (f) Total |
|--|----------|----------|----------|----------|----------|-----------|
| 1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grant.") . . . | | | | | | |
| 2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf. . . . | | | | | | |
| 3 The value of services or facilities furnished by a governmental unit to the organization without charge.. | | | | | | |
| 4 Total. Add lines 1 through 3 | | | | | | |
| 5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) . . . | | | | | | |
| 6 Public support. Subtract line 5 from line 4. | | | | | | |

Section B. Total Support

| Calendar year (or fiscal year beginning in) ▶ | (a) 2017 | (b) 2018 | (c) 2019 | (d) 2020 | (e) 2021 | (f) Total |
|--|----------|----------|----------|----------|-----------|-----------|
| 7 Amounts from line 4. . . | | | | | | |
| 8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources. . . . | | | | | | |
| 9 Net income from unrelated business activities, whether or not the business is regularly carried on. . . | | | | | | |
| 10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.). . . | | | | | | |
| 11 Total support. Add lines 7 through 10 | | | | | | |
| 12 Gross receipts from related activities, etc. (see instructions) | | | | | 12 | |
| 13 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here ▶ <input type="checkbox"/> | | | | | | |

Section C. Computation of Public Support Percentage

| | | |
|---|-----------|--|
| 14 Public support percentage for 2021 (line 6, column (f) divided by line 11, column (f)) | 14 | |
| 15 Public support percentage for 2020 Schedule A, Part II, line 14 | 15 | |
| 16a 33 1/3% support test—2021. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/> | | |
| b 33 1/3% support test—2020. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/> | | |
| 17a 10%-facts-and-circumstances test—2021. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/> | | |
| b 10%-facts-and-circumstances test—2020. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/> | | |
| 18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ▶ <input type="checkbox"/> | | |

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

| Calendar year (or fiscal year beginning in) ► | | (a) 2017 | (b) 2018 | (c) 2019 | (d) 2020 | (e) 2021 | (f) Total |
|--|--|----------|----------|----------|----------|----------|-----------|
| 1 | Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") . | | | | | | |
| 2 | Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose | | | | | | |
| 3 | Gross receipts from activities that are not an unrelated trade or business under section 513 | | | | | | |
| 4 | Tax revenues levied for the organization's benefit and either paid to or expended on its behalf. . . | | | | | | |
| 5 | The value of services or facilities furnished by a governmental unit to the organization without charge | | | | | | |
| 6 | Total. Add lines 1 through 5 | | | | | | |
| 7a | Amounts included on lines 1, 2, and 3 received from disqualified persons | | | | | | |
| b | Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year. | | | | | | |
| c | Add lines 7a and 7b. | | | | | | |
| 8 | Public support. (Subtract line 7c from line 6.) | | | | | | |

Section B. Total Support

| Calendar year (or fiscal year beginning in) ► | | (a) 2017 | (b) 2018 | (c) 2019 | (d) 2020 | (e) 2021 | (f) Total |
|--|---|----------|----------|----------|----------|----------|-----------|
| 9 | Amounts from line 6. | | | | | | |
| 10a | Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources. . . | | | | | | |
| b | Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975. | | | | | | |
| c | Add lines 10a and 10b. | | | | | | |
| 11 | Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on. | | | | | | |
| 12 | Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) | | | | | | |
| 13 | Total support. (Add lines 9, 10c, 11, and 12.) | | | | | | |

14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here.**

Section C. Computation of Public Support Percentage

| | | | |
|-----------|--|-----------|--|
| 15 | Public support percentage for 2021 (line 8, column (f) divided by line 13, column (f)) | 15 | |
| 16 | Public support percentage from 2020 Schedule A, Part III, line 15 | 16 | |

Section D. Computation of Investment Income Percentage

| | | | |
|-----------|--|-----------|--|
| 17 | Investment income percentage for 2021 (line 10c, column (f) divided by line 13, column (f)) | 17 | |
| 18 | Investment income percentage from 2020 Schedule A, Part III, line 17 | 18 | |

19a 33 1/3% support tests—2021. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization

b 33 1/3% support tests—2020. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, of Part I, complete Sections A and B. If you checked box 12b, of Part I, complete Sections A and C. If you checked box 12c, of Part I, complete Sections A, D, and E. If you checked box 12d, of Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

| | | Yes | No |
|------------|--|-----|----|
| 1 | Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i> | | |
| 1 | | Yes | |
| 2 | Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i> | | No |
| 3a | Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i> | | No |
| b | Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i> | | |
| 3b | | | |
| c | Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i> | | |
| 3c | | | |
| 4a | Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes" and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i> | | No |
| 4a | | | No |
| b | Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i> | | |
| 4b | | | |
| c | Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i> | | |
| 4c | | | |
| 5a | Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i> | | No |
| 5a | | | No |
| b | Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document? | | |
| 5b | | | |
| c | Substitutions only. Was the substitution the result of an event beyond the organization's control? | | |
| 5c | | | |
| 6 | Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i> | | No |
| 6 | | | No |
| 7 | Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990).</i> | | No |
| 7 | | | No |
| 8 | Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? <i>If "Yes," complete Part I of Schedule L (Form 990).</i> | | No |
| 8 | | | No |
| 9a | Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i> | | No |
| 9a | | | No |
| b | Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i> | | No |
| 9b | | | No |
| c | Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i> | | No |
| 9c | | | No |
| 10a | Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i> | | No |
| 10a | | | No |
| b | Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings).</i> | | |
| 10b | | | |

Part IV Supporting Organizations (continued)

| | | Yes | No |
|-----------|---|------------|-----------|
| 11 | Has the organization accepted a gift or contribution from any of the following persons? | | |
| a | A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization? | | |
| b | A family member of a person described on 11a above? | | |
| c | A 35% controlled entity of a person described on line 11a or 11b above? <i>If "Yes" to 11a, 11b, or 11c, provide detail in Part VI.</i> | | |
| | | 11a | No |
| | | 11b | No |
| | | 11c | No |

Section B. Type I Supporting Organizations

| | | Yes | No |
|----------|--|----------|----|
| 1 | Did the officers, directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i> | | |
| | | 1 | |
| 2 | Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised or controlled the supporting organization.</i> | | |
| | | 2 | |

Section C. Type II Supporting Organizations

| | | Yes | No |
|----------|---|----------|----|
| 1 | Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <i>If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</i> | | |
| | | 1 | |

Section D. All Type III Supporting Organizations

| | | Yes | No |
|----------|--|----------|------------|
| 1 | Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided? | | |
| | | 1 | Yes |
| 2 | Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization (s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i> | | |
| | | 2 | Yes |
| 3 | By reason of the relationship described in line 2 above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i> | | |
| | | 3 | Yes |

Section E. Type III Functionally-Integrated Supporting Organizations

| | | | |
|----------|--|-----------|------------|
| 1 | Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions): | | |
| a | <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below. | | |
| b | <input checked="" type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below. | | |
| c | <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions) | | |
| 2 | Activities Test. Answer lines 2a and 2b below. | | |
| a | Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i> | | |
| | | 2a | |
| b | Did the activities described on line 2a, above constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i> | | |
| | | 2b | |
| 3 | Parent of Supported Organizations. Answer lines 3a and 3b below. | | |
| a | Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>If "Yes" or "No," provide details in Part VI.</i> | | |
| | | 3a | Yes |
| b | Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i> | | |
| | | 3b | Yes |

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

- 1** Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (*explain in Part VI*). See **instructions**. All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

| Section A - Adjusted Net Income | | (A) Prior Year | (B) Current Year (optional) |
|---|--|----------------|--------------------------------|
| 1 | Net short-term capital gain | 1 | |
| 2 | Recoveries of prior-year distributions | 2 | |
| 3 | Other gross income (see instructions) | 3 | |
| 4 | Add lines 1 through 3 | 4 | |
| 5 | Depreciation and depletion | 5 | |
| 6 | Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions) | 6 | |
| 7 | Other expenses (see instructions) | 7 | |
| 8 | Adjusted Net Income (subtract lines 5, 6 and 7 from line 4) | 8 | |
| Section B - Minimum Asset Amount | | (A) Prior Year | (B) Current Year (optional) |
| 1 | Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year): | 1 | |
| a | Average monthly value of securities | 1a | |
| b | Average monthly cash balances | 1b | |
| c | Fair market value of other non-exempt-use assets | 1c | |
| d | Total (add lines 1a, 1b, and 1c) | 1d | |
| e | Discount claimed for blockage or other factors (<i>explain in detail in Part VI</i>): | | |
| 2 | Acquisition indebtedness applicable to non-exempt use assets | 2 | |
| 3 | Subtract line 2 from line 1d | 3 | |
| 4 | Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions). | 4 | |
| 5 | Net value of non-exempt-use assets (subtract line 4 from line 3) | 5 | |
| 6 | Multiply line 5 by 0.035 | 6 | |
| 7 | Recoveries of prior-year distributions | 7 | |
| 8 | Minimum Asset Amount (add line 7 to line 6) | 8 | |
| Section C - Distributable Amount | | | Current Year |
| 1 | Adjusted net income for prior year (from Section A, line 8, Column A) | 1 | |
| 2 | Enter 85% of line 1 | 2 | |
| 3 | Minimum asset amount for prior year (from Section B, line 8, Column A) | 3 | |
| 4 | Enter greater of line 2 or line 3 | 4 | |
| 5 | Income tax imposed in prior year | 5 | |
| 6 | Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions) | 6 | |
| 7 | <input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions) | | |

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

| Section D - Distributions | | Current Year |
|---|-----------|---------------------|
| 1 Amounts paid to supported organizations to accomplish exempt purposes | 1 | |
| 2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity | 2 | |
| 3 Administrative expenses paid to accomplish exempt purposes of supported organizations | 3 | |
| 4 Amounts paid to acquire exempt-use assets | 4 | |
| 5 Qualified set-aside amounts (<i>prior IRS approval required - provide details in Part VI</i>) | 5 | |
| 6 Other distributions (<i>describe in Part VI</i>). See instructions | 6 | |
| 7 Total annual distributions. Add lines 1 through 6. | 7 | |
| 8 Distributions to attentive supported organizations to which the organization is responsive (<i>provide details in Part VI</i>). See instructions | 8 | |
| 9 Distributable amount for 2021 from Section C, line 6 | 9 | |
| 10 Line 8 amount divided by Line 9 amount | 10 | |

| Section E - Distribution Allocations (see instructions) | (i) Excess Distributions | (ii) Underdistributions Pre-2021 | (iii) Distributable Amount for 2021 |
|--|-------------------------------------|---|--|
| 1 Distributable amount for 2021 from Section C, line 6 | | | |
| 2 Underdistributions, if any, for years prior to 2021 (reasonable cause required-- <i>explain in Part VI</i>). See instructions. | | | |
| 3 Excess distributions carryover, if any, to 2021: | | | |
| a From 2016. | | | |
| b From 2017. | | | |
| c From 2018. | | | |
| d From 2019. | | | |
| e From 2020. | | | |
| f Total of lines 3a through e | | | |
| g Applied to underdistributions of prior years | | | |
| h Applied to 2021 distributable amount | | | |
| i Carryover from 2016 not applied (see instructions) | | | |
| j Remainder. Subtract lines 3g, 3h, and 3i from line 3f. | | | |
| 4 Distributions for 2021 from Section D, line 7: | | | |
| \$ | | | |
| a Applied to underdistributions of prior years | | | |
| b Applied to 2021 distributable amount | | | |
| c Remainder. Subtract lines 4a and 4b from line 4. | | | |
| 5 Remaining underdistributions for years prior to 2021, if any. Subtract lines 3g and 4a from line 2. If the amount is greater than zero, <i>explain in Part VI</i> . See instructions. | | | |
| 6 Remaining underdistributions for 2021. Subtract lines 3h and 4b from line 1. If the amount is greater than zero, <i>explain in Part VI</i> . See instructions. | | | |
| 7 Excess distributions carryover to 2022. Add lines 3j and 4c. | | | |
| 8 Breakdown of line 7: | | | |
| a Excess from 2017. | | | |
| b Excess from 2018. | | | |
| c Excess from 2019. | | | |
| d Excess from 2020. | | | |
| e Excess from 2021. | | | |

Part VI Supplemental Information. Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a and 3b; Part V, line 1; Part V, Section B, line 1e; Part V Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions).

Facts And Circumstances Test

990 Schedule A, Supplemental Information

| Return Reference | Explanation |
|------------------------|---|
| SIGNIFICANT VOICE TEST | SCHEDULE A, SECTION D, LINE 3 THERE IS SIGNIFICANT OVERLAP BETWEEN THE BOARDS OF DIRECTORS AND OFFICERS OF THE SUPPORTING AND SUPPORTED ORGANIZATIONS. FOUR MEMBERS OUT OF THE TEN MEMBER GOVERNING BODY OF THE SUPPORTED ORGANIZATION, CHILDREN'S HOSPITAL DBA CHILDREN'S NATIONAL HOSPITAL, ALSO SERVED ON THE BOARD OF CHILDREN'S NATIONAL. THESE MEMBERS WERE GIVEN A SIGNIFICANT VOICE IN DETERMINING THE INVESTMENT POLICIES OF CHILDREN'S NATIONAL AND USE OF CHILDREN'S NATIONAL INCOME OR ASSETS THROUGH THEIR DUAL POSITIONS ON THE BOARDS OF CHILDREN'S NATIONAL AND CHILDREN'S NATIONAL HOSPITAL. THE ORGANIZATIONS ALSO SHARED TWO INDIVIDUALS SERVING IN AN OFFICER CAPACITY FOR BOTH CHILDREN'S NATIONAL AND CHILDREN'S NATIONAL HOSPITAL. THE SHARING OF INDIVIDUALS ALLOWED CHILDREN'S NATIONAL TO MAINTAIN A CLOSE AND CONTINUOUS WORKING RELATIONSHIP WITH ITS SUPPORTED ORGANIZATION. |

990 Schedule A, Supplemental Information

| Return Reference | Explanation |
|-------------------------------|---|
| SUBSTANTIAL DEGREE OF CONTROL | SCHEDULE A, SECTION E, LINES 3A AND 3B CHILDREN'S NATIONAL IS THE PARENT AND SOLE MEMBER OF THE SUPPORTED ORGANIZATION. CHILDREN'S NATIONAL HAS THE POWER TO APPOINT THE FULL BOARD OF CHILDREN'S NATIONAL HOSPITAL, THE SUPPORTED ORGANIZATION. IN ADDITION, THE BYLAWS OF THE SUPPORTED ORGANIZATION GIVE THE SOLE MEMBER THE EXCLUSIVE POWER: (A) TO ESTABLISH FISCAL GOALS FOR HOSPITAL AND APPROVE HOSPITAL'S OPERATING AND CAPITAL BUDGETS AND ANY SIGNIFICANT VARIANCES THEREFROM; (B) TO APPROVE THE MANAGEMENT AND INVESTMENT OF ALL HOSPITAL FUNDS ; (C) TO SELECT AND ANNUALLY EVALUATE THE CHIEF EXECUTIVE OFFICER OF CNMC WHO SHALL SERVE AS CEO AND PRESIDENT OF ALL AFFILIATES; (D) TO ELECT DIRECTORS OF HOSPITAL AND TO REMOVE SUCH DIRECTORS FROM OFFICE; (E) TO APPOINT THE OFFICERS OF HOSPITAL AND TO REMOVE SUCH OFFICERS; (F) TO APPROVE AMENDMENTS TO THE BYLAWS OF HOSPITAL AS PROPOSED BY HOSPITAL'S BOARD OF DIRECTORS; (G) TO APPROVE AMENDMENTS TO THE ARTICLES OF INCORPORATION OF HOSPITAL AS PROPOSED BY HOSPITAL'S BOARD OF DIRECTORS; AND (H) APPROVAL OF CERTAIN OTHER NAMED ACTIVITIES OF HOSPITAL. |

SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

OMB No. 1545-0047
2021
Open to Public Inspection

▶ Complete if the organization answered "Yes," on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
▶ Attach to Form 990.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

Name of the organization
CHILDREN'S NATIONAL MEDICAL CENTER

Employer identification number
52-1640403

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.
Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

| | (a) Donor advised funds | (b) Funds and other accounts |
|--|-------------------------|------------------------------|
| 1 Total number at end of year | | |
| 2 Aggregate value of contributions to (during year) | | |
| 3 Aggregate value of grants from (during year) | | |
| 4 Aggregate value at end of year | | |

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? Yes No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? Yes No

Part II Conservation Easements.
Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).

Preservation of land for public use (e.g., recreation or education) Preservation of an historically important land area

Protection of natural habitat Preservation of a certified historic structure

Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

| | Held at the End of the Year |
|---|-----------------------------|
| a Total number of conservation easements | 2a |
| b Total acreage restricted by conservation easements | 2b |
| c Number of conservation easements on a certified historic structure included in (a) | 2c |
| d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register | 2d |

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ _____

4 Number of states where property subject to conservation easement is located ▶ _____

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? Yes No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ _____

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \$ _____

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? Yes No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.
Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

(i) Revenue included on Form 990, Part VIII, line 1 ▶ \$ _____

(ii) Assets included in Form 990, Part X ▶ \$ _____

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items:

a Revenue included on Form 990, Part VIII, line 1 ▶ \$ _____

b Assets included in Form 990, Part X ▶ \$ _____

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

- 3** Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):
- a** Public exhibition
 - b** Scholarly research
 - c** Preservation for future generations
 - d** Loan or exchange programs
 - e** Other
- 4** Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
- 5** During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? . . . **Yes** **No**

Part IV Escrow and Custodial Arrangements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a** Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? **Yes** **No**
- b** If "Yes," explain the arrangement in Part XIII and complete the following table:
- | | Amount |
|---|--------|
| 1c Beginning balance | |
| 1d Additions during the year | |
| 1e Distributions during the year | |
| 1f Ending balance | |
- 2a** Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? . . . **Yes** **No**
- b** If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII

Part V Endowment Funds.

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

| | (a) Current year | (b) Prior year | (c) Two years back | (d) Three years back | (e) Four years back |
|---|------------------|----------------|--------------------|----------------------|---------------------|
| 1a Beginning of year balance | | | | | |
| b Contributions | | | | | |
| c Net investment earnings, gains, and losses | | | | | |
| d Grants or scholarships | | | | | |
| e Other expenditures for facilities and programs | | | | | |
| f Administrative expenses | | | | | |
| g End of year balance | | | | | |

- 2** Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a** Board designated or quasi-endowment ▶
 - b** Permanent endowment ▶
 - c** Term endowment ▶
- The percentages on lines 2a, 2b, and 2c should equal 100%.
- 3a** Are there endowment funds not in the possession of the organization that are held and administered for the organization by:
- | | | |
|--|---------------|-----------|
| | Yes | No |
| (i) Unrelated organizations | 3a(i) | |
| (ii) Related organizations | 3a(ii) | |
| b If "Yes" on 3a(ii), are the related organizations listed as required on Schedule R? | 3b | |
- 4** Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

| Description of property | (a) Cost or other basis (investment) | (b) Cost or other basis (other) | (c) Accumulated depreciation | (d) Book value |
|--|--------------------------------------|---------------------------------|------------------------------|----------------|
| 1a Land | | | | |
| b Buildings | | | | 0 |
| c Leasehold improvements | | | | 0 |
| d Equipment | | | | 0 |
| e Other | | | | 0 |
| Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10(c).) . . . ▶ | | | | 0 |

Part VII Investments - Other Securities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

| (a) Description of security or category (including name of security) | (b) Book value | (c) Method of valuation: Cost or end-of-year market value |
|---|----------------|--|
| (1) Financial derivatives | | |
| (2) Closely-held equity interests | | |
| (3) Other _____ | | |
| (A) | | |
| (C) | | |
| (D) | | |
| (E) | | |
| (F) | | |
| (G) | | |
| (H) | | |
| (H) | | |
| Total. (Column (b) must equal Form 990, Part X, col. (B) line 12.) | | |

Part VIII Investments - Program Related.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

| (a) Description of investment | (b) Book value | (c) Method of valuation: Cost or end-of-year market value |
|--|----------------|--|
| (1) INVESTMENT IN SUBSIDIARIES | 1,262,665,150 | C |
| (2) | | |
| (3) | | |
| (4) | | |
| (5) | | |
| (6) | | |
| (7) | | |
| (8) | | |
| (9) | | |
| (10) | | |
| Total. (Column (b) must equal Form 990, Part X, col.(B) line 13.) | 1,262,665,150 | |

Part IX Other Assets.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

| (a) Description | (b) Book value |
|--|----------------|
| (1) | |
| (2) | |
| (3) | |
| (4) | |
| (5) | |
| (6) | |
| (7) | |
| (8) | |
| (9) | |
| (10) | |
| Total. (Column (b) must equal Form 990, Part X, col.(B) line 15.) | |

Part X Other Liabilities.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

| (a) Description of liability | (b) Book value |
|--|----------------|
| 1. (1) Federal income taxes | |
| (2) | |
| (3) | |
| (4) | |
| (5) | |
| (6) | |
| (7) | |
| (8) | |
| (9) | |
| Total. (Column (b) must equal Form 990, Part X, col.(B) line 25.) | |

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

| | | | | |
|----------|--|-----------|-----------|--|
| 1 | Total revenue, gains, and other support per audited financial statements | | 1 | |
| 2 | Amounts included on line 1 but not on Form 990, Part VIII, line 12: | | | |
| a | Net unrealized gains (losses) on investments | 2a | | |
| b | Donated services and use of facilities | 2b | | |
| c | Recoveries of prior year grants | 2c | | |
| d | Other (Describe in Part XIII.) | 2d | | |
| e | Add lines 2a through 2d | | 2e | |
| 3 | Subtract line 2e from line 1 | | 3 | |
| 4 | Amounts included on Form 990, Part VIII, line 12, but not on line 1 : | | | |
| a | Investment expenses not included on Form 990, Part VIII, line 7b | 4a | | |
| b | Other (Describe in Part XIII.) | 4b | | |
| c | Add lines 4a and 4b | | 4c | |
| 5 | Total revenue. Add lines 3 and 4c . (This must equal Form 990, Part I, line 12.) | | 5 | |

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

| | | | | |
|----------|---|-----------|-----------|--|
| 1 | Total expenses and losses per audited financial statements | | 1 | |
| 2 | Amounts included on line 1 but not on Form 990, Part IX, line 25: | | | |
| a | Donated services and use of facilities | 2a | | |
| b | Prior year adjustments | 2b | | |
| c | Other losses | 2c | | |
| d | Other (Describe in Part XIII.) | 2d | | |
| e | Add lines 2a through 2d | | 2e | |
| 3 | Subtract line 2e from line 1 | | 3 | |
| 4 | Amounts included on Form 990, Part IX, line 25, but not on line 1 : | | | |
| a | Investment expenses not included on Form 990, Part VIII, line 7b | 4a | | |
| b | Other (Describe in Part XIII.) | 4b | | |
| c | Add lines 4a and 4b | | 4c | |
| 5 | Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18.) | | 5 | |

Part XIII Supplemental Information

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

| Return Reference | Explanation |
|---------------------------|-------------|
| See Additional Data Table | |
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| | |
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Part XIII Supplemental Information *(continued)*

| Return Reference | Explanation |
|------------------|-------------|
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Additional Data

Software ID:

Software Version:

EIN: 52-1640403

Name: CHILDREN'S NATIONAL MEDICAL CENTER

Supplemental Information

| Return Reference | Explanation |
|------------------|---|
| PART X, LINE 2: | LIABILITY FOR UNCERTAIN TAX POSITIONS (ASC 740) FIN 48 FINANCIAL STATEMENT FOOTNOTE FROM CHILDREN'S NATIONAL MEDICAL CENTER (CHILDREN'S NATIONAL) IS AS FOLLOWS: CHILDREN'S NATIONAL EVALUATES UNCERTAIN TAX POSITIONS USING A TWO-STEP APPROACH FOR RECOGNIZING AND MEASURING TAX BENEFITS TAKEN OR EXPECTED TO BE TAKEN IN AN UNRELATED BUSINESS ACTIVITY TAX RETURN AND DISCLOSURES REGARDING UNCERTAINTIES IN TAX POSITIONS. THERE WAS NO IMPACT ON CHILDREN'S NATIONAL'S FINANCIAL STATEMENTS DURING THE YEARS ENDED JUNE 30, 2022 AND 2021 AS CHILDREN'S NATIONAL HAS NO UNCERTAIN TAX POSITIONS. |

**SCHEDULE F
(Form 990)**

Department of the Treasury
Internal Revenue Service

Statement of Activities Outside the United States

▶ Complete if the organization answered "Yes" to Form 990, Part IV, line 14b, 15, or 16.
▶ Attach to Form 990.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2021

Open to Public Inspection

Name of the organization
CHILDREN'S NATIONAL MEDICAL CENTER

Employer identification number
52-1640403

Part I **General Information on Activities Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 14b.

- For grantmakers.** Does the organization maintain records to substantiate the amount of its grants and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? Yes No
- For grantmakers.** Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.
- Activities per Region. (The following Part I, line 3 table can be duplicated if additional space is needed.)

| (a) Region | (b) Number of offices in the region | (c) Number of employees, agents, and independent contractors in the region | (d) Activities conducted in region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region) | (e) If activity listed in (d) is a program service, describe specific type of service(s) in the region | (f) Total expenditures for and investments in the region |
|---|-------------------------------------|--|--|--|--|
| (1) CENTRAL AMERICA AND THE CARIBBEAN | 0 | 0 | INVESTMENTS | | 22,328,778 |
| (2) | | | | | |
| (3) | | | | | |
| (4) | | | | | |
| (5) | | | | | |
| 3a Sub-total | 0 | 0 | | | 22,328,778 |
| b Total from continuation sheets to Part I | 0 | 0 | | | 0 |
| c Totals (add lines 3a and 3b) | 0 | 0 | | | 22,328,778 |

Part II Grants and Other Assistance to Organizations or Entities Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Part II can be duplicated if additional space is needed.

| 1 (a) Name of organization | (b) IRS code section and EIN (if applicable) | (c) Region | (d) Purpose of grant | (e) Amount of cash grant | (f) Manner of cash disbursement | (g) Amount of noncash assistance | (h) Description of noncash assistance | (i) Method of valuation (book, FMV, appraisal, other) |
|----------------------------|--|------------|----------------------|--------------------------|---------------------------------|----------------------------------|---------------------------------------|---|
| (1) | | | | | | | | |
| (2) | | | | | | | | |
| (3) | | | | | | | | |
| (4) | | | | | | | | |

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as tax-exempt by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter ▶ _____

3 Enter total number of other organizations or entities ▶ _____

Part III Grants and Other Assistance to Individuals Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 16.

Part III can be duplicated if additional space is needed.

| (a) Type of grant or assistance | (b) Region | (c) Number of recipients | (d) Amount of cash grant | (e) Manner of cash disbursement | (f) Amount of noncash assistance | (g) Description of noncash assistance | (h) Method of valuation (book, FMV, appraisal, other) |
|--|-------------------|---------------------------------|---------------------------------|--|---|--|--|
| (1) | | | | | | | |
| (2) | | | | | | | |
| (3) | | | | | | | |
| (4) | | | | | | | |
| (5) | | | | | | | |
| (6) | | | | | | | |
| (7) | | | | | | | |
| (8) | | | | | | | |
| (9) | | | | | | | |
| (10) | | | | | | | |
| (11) | | | | | | | |
| (12) | | | | | | | |
| (13) | | | | | | | |
| (14) | | | | | | | |
| (15) | | | | | | | |
| (16) | | | | | | | |
| (17) | | | | | | | |
| (18) | | | | | | | |

Part IV Foreign Forms

- 1 Was the organization a U.S. transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)* Yes No
- 2 Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to separately file Form 3520, Annual Return to Report Transactions with Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A; don't file with Form 990)* Yes No
- 3 Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons with Respect to Certain Foreign Corporations. (see Instructions for Form 5471)* Yes No
- 4 Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund. (see Instructions for Form 8621)* Yes No
- 5 Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons with Respect to Certain Foreign Partnerships (see Instructions for Form 8865)* Yes No
- 6 Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to separately file Form 5713, International Boycott Report (see Instructions for Form 5713; don't file with Form 990).* Yes No

Part V Supplemental Information

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information. See instructions.

990 Schedule F, Supplemental Information

| Return Reference | Explanation |
|-----------------------------|-------------|
| PART III ACCOUNTING METHOD: | |

Schedule J
(Form 990)

Compensation Information

OMB No. 1545-0047

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees
 ▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
 ▶ Attach to Form 990.
 ▶ Go to www.irs.gov/Form990 for instructions and the latest information.

2021

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Name of the organization
CHILDREN'S NATIONAL MEDICAL CENTER

Employer identification number
52-1640403

Part I Questions Regarding Compensation

| | Yes | No | | | | | | | | |
|--|---|--|---|--|---|---|---|--|--|--|
| <p>1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.</p> <table border="0"> <tr> <td><input type="checkbox"/> First-class or charter travel</td> <td><input type="checkbox"/> Housing allowance or residence for personal use</td> </tr> <tr> <td><input type="checkbox"/> Travel for companions</td> <td><input type="checkbox"/> Payments for business use of personal residence</td> </tr> <tr> <td><input type="checkbox"/> Tax idemnification and gross-up payments</td> <td><input type="checkbox"/> Health or social club dues or initiation fees</td> </tr> <tr> <td><input type="checkbox"/> Discretionary spending account</td> <td><input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef)</td> </tr> </table> | <input type="checkbox"/> First-class or charter travel | <input type="checkbox"/> Housing allowance or residence for personal use | <input type="checkbox"/> Travel for companions | <input type="checkbox"/> Payments for business use of personal residence | <input type="checkbox"/> Tax idemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees | <input type="checkbox"/> Discretionary spending account | <input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef) | | |
| <input type="checkbox"/> First-class or charter travel | <input type="checkbox"/> Housing allowance or residence for personal use | | | | | | | | | |
| <input type="checkbox"/> Travel for companions | <input type="checkbox"/> Payments for business use of personal residence | | | | | | | | | |
| <input type="checkbox"/> Tax idemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees | | | | | | | | | |
| <input type="checkbox"/> Discretionary spending account | <input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef) | | | | | | | | | |
| <p>b If any of the boxes on Line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain</p> | 1b | | | | | | | | | |
| <p>2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, officers, including the CEO/Executive Director, regarding the items checked on Line 1a?</p> | 2 | | | | | | | | | |
| <p>3 Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.</p> <table border="0"> <tr> <td><input checked="" type="checkbox"/> Compensation committee</td> <td><input type="checkbox"/> Written employment contract</td> </tr> <tr> <td><input checked="" type="checkbox"/> Independent compensation consultant</td> <td><input checked="" type="checkbox"/> Compensation survey or study</td> </tr> <tr> <td><input type="checkbox"/> Form 990 of other organizations</td> <td><input checked="" type="checkbox"/> Approval by the board or compensation committee</td> </tr> </table> | <input checked="" type="checkbox"/> Compensation committee | <input type="checkbox"/> Written employment contract | <input checked="" type="checkbox"/> Independent compensation consultant | <input checked="" type="checkbox"/> Compensation survey or study | <input type="checkbox"/> Form 990 of other organizations | <input checked="" type="checkbox"/> Approval by the board or compensation committee | | | | |
| <input checked="" type="checkbox"/> Compensation committee | <input type="checkbox"/> Written employment contract | | | | | | | | | |
| <input checked="" type="checkbox"/> Independent compensation consultant | <input checked="" type="checkbox"/> Compensation survey or study | | | | | | | | | |
| <input type="checkbox"/> Form 990 of other organizations | <input checked="" type="checkbox"/> Approval by the board or compensation committee | | | | | | | | | |
| <p>4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:</p> <p>a Receive a severance payment or change-of-control payment?</p> <p>b Participate in, or receive payment from, a supplemental nonqualified retirement plan?</p> <p>c Participate in, or receive payment from, an equity-based compensation arrangement?</p> <p>If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.</p> | 4a | Yes | | | | | | | | |
| | 4b | Yes | | | | | | | | |
| | 4c | No | | | | | | | | |
| <p>Only 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.</p> <p>5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:</p> <p>a The organization?</p> <p>b Any related organization?</p> <p>If "Yes," on line 5a or 5b, describe in Part III.</p> | 5a | No | | | | | | | | |
| | 5b | No | | | | | | | | |
| <p>6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:</p> <p>a The organization?</p> <p>b Any related organization?</p> <p>If "Yes," on line 6a or 6b, describe in Part III.</p> | 6a | No | | | | | | | | |
| | 6b | No | | | | | | | | |
| <p>7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described in lines 5 and 6? If "Yes," describe in Part III.</p> | 7 | No | | | | | | | | |
| <p>8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III.</p> | 8 | No | | | | | | | | |
| <p>9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?</p> | 9 | | | | | | | | | |

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that are not listed on Form 990, Part VII.

Note. The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

| (A) Name and Title | (B) Breakdown of W-2, 1099-MISC compensation, and/or 1099-NEC | | | (C) Retirement and other deferred compensation | (D) Nontaxable benefits | (E) Total of columns (B)(i)-(D) | (F) Compensation in column (B) reported as deferred on prior Form 990 |
|---------------------------|---|-------------------------------------|-------------------------------------|--|-------------------------|---------------------------------|---|
| | (i) Base compensation | (ii) Bonus & incentive compensation | (iii) Other reportable compensation | | | | |
| See Additional Data Table | | | | | | | |
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Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

| Return Reference | Explanation |
|-----------------------------|--|
| SCHEDULE J, PART I, LINE 3: | METHODS USED TO DETERMINE COMPENSATION CHILDREN'S NATIONAL USED AN EXECUTIVE COMPENSATION COMMITTEE, INDEPENDENT COMPENSATION CONSULTANT, COMPENSATION SURVEY OR STUDY, AND APPROVAL BY THE PEOPLE, CULTURE AND COMPENSATION COMMITTEE OF THE BOARD TO DETERMINE REASONABLE COMPENSATION. ALL COMPENSATION IS PAID BY CHILDREN'S NATIONAL HOSPITAL. PLEASE SEE SCHEDULE O NARRATIVE TO FORM 990, PART VI, LINES 15A AND 15B FOR FURTHER EXPLANATION REGARDING OVERSIGHT OF COMPENSATION. |

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

| Return Reference | Explanation |
|------------------------------|--|
| SCHEDULE J, PART I, LINE 4A: | SEVERANCE THE FOLLOWING FORMER OFFICERS AND KEY EMPLOYEES RECEIVED A SEVERANCE PAYMENT. THE SEVERANCE PAYMENTS ARE INCLUDED IN SCHEDULE J, PART II, COLUMN B(III) AS PART OF OTHER REPORTABLE COMPENSATION: ELIZABETH FLURY \$340,373 DARYL VARNADO \$16,979 |

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

| Return Reference | Explanation |
|------------------------------|--|
| SCHEDULE J, PART I, LINE 4B: | <p>SUPPLEMENTAL NONQUALIFIED RETIREMENT PLAN THE FOLLOWING OFFICERS AND KEY EMPLOYEES PARTICIPATED IN A SUPPLEMENTAL NON-QUALIFIED RETIREMENT PLAN. THE CONTRIBUTIONS TO THE SUPPLEMENTAL NON-QUALIFIED RETIREMENT PLAN ARE INCLUDED IN SCHEDULE J, PART II COLUMN (C) AS PART OF DEFERRED COMPENSATION OR SCHEDULE J, PART II, COLUMN (B)(III) WHEN AMOUNTS ARE DEFERRED AND DISTRIBUTED IN THE SAME CALENDAR YEAR. KURT D. NEWMAN, MD \$206,876 MARK L. BATSHAW, MD \$235,737 ANTHONY SANDLER, MD \$137,205 KATHLEEN CHAVANU GORMAN \$111,030 DAVID WESSEL, MD \$98,590 ROGER PACKER, MD \$74,567 ALDWIN LINDSAY \$90,000 MARY ANNE HILLIARD \$63,434 CHARLES WEINSTEIN \$77,250 MICHELLE M. MCGUIRE \$22,706 DARRYL VARNADO \$66,220 NATHANIEL BEERS, MD \$69,750 VITTORIO GALLO, PHD \$55,157 MATTHEW MACVEY \$35,626 DENICE CORA-BRAMBLE, MD \$98,590 LINDA TALLEY \$29,122</p> |

Additional Data

Software ID:
Software Version:
EIN: 52-1640403
Name: CHILDREN'S NATIONAL MEDICAL CENTER

Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

| (A) Name and Title | | (B) Breakdown of W-2, 1099-MISC compensation, and/or 1099-NEC | | | (C) Retirement and other deferred compensation | (D) Nontaxable benefits | (E) Total of columns (B)(i)-(D) | (F) Compensation in column (B) reported as deferred on prior Form 990 |
|---|------|---|-------------------------------------|-------------------------------------|--|-------------------------|---------------------------------|---|
| | | (i) Base Compensation | (ii) Bonus & incentive compensation | (iii) Other reportable compensation | | | | |
| 1 KURT D NEWMAN MD PRESIDENT / CEO (CNMC) | (i) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (ii) | 1,452,097 | 2,420,464 | 1,497,589 | 14,500 | 35,414 | 5,420,064 | 1,138,085 |
| 1 MARK L BATSHAW MD FMR EVP & CHIEF ACADEMIC OFFICER | (i) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (ii) | 580,509 | 360,266 | 1,043,999 | 139,500 | 22,858 | 2,147,132 | 891,144 |
| 2 ANTHONY SANDLER MD SVP CENTER OF EXCELLENCE | (i) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (ii) | 904,910 | 418,932 | 267,607 | 151,705 | 38,753 | 1,781,907 | 238,897 |
| 3 KATHLEEN CHAVANU GORMAN CHIEF OPERATING OFFICER | (i) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (ii) | 718,217 | 350,114 | 196,170 | 125,530 | 32,138 | 1,422,169 | 160,032 |
| 4 DAVID WESSEL MD CHIEF MEDICAL OFFICER | (i) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (ii) | 680,723 | 338,740 | 133,884 | 14,500 | 68,815 | 1,236,662 | 0 |
| 5 DEANN MARSHALL PRESIDENT OF FOUNDATION | (i) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (ii) | 574,671 | 289,026 | 124,063 | 14,500 | 33,713 | 1,035,973 | 0 |
| 6 ALDWIN LINDSAY EVP/CFO | (i) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (ii) | 592,009 | 254,177 | 54,966 | 104,500 | 13,320 | 1,018,972 | 30,679 |
| 7 ROGER PACKER MD SVP CENTER OF EXCELLENCE | (i) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (ii) | 540,092 | 277,561 | 122,598 | 14,500 | 29,843 | 984,594 | 0 |
| 8 MARY ANNE HILLIARD EVP/CHIEF LEGAL OFFICER | (i) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (ii) | 488,677 | 242,628 | 119,718 | 77,934 | 36,143 | 965,100 | 80,669 |
| 9 CHARLES WEINSTEIN CHIEF REAL ESTATE OFFICER | (i) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (ii) | 502,736 | 242,050 | 96,750 | 14,500 | 12,381 | 868,417 | 0 |
| 10 MICHELLE M MCGUIRE CHIEF STRATEGY OFFICER | (i) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (ii) | 434,646 | 240,675 | 51,767 | 37,206 | 37,194 | 801,488 | 30,234 |
| 11 DARRYL VARNADO PHD FMR CHIEF PEOPLE OFFICER | (i) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (ii) | 400,979 | 215,434 | 145,147 | 9,339 | 23,787 | 794,686 | 0 |
| 12 NATHANIEL BEERS MD PRESIDENT OF HSC | (i) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (ii) | 437,038 | 199,170 | 21,778 | 84,250 | 31,844 | 774,080 | 0 |
| 13 CATHERINE CODISPOTI MD CHIEF PEOPLE OFFICER | (i) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (ii) | 395,831 | 241,142 | 70,397 | 14,500 | 29,676 | 751,546 | 0 |
| 14 VITTORIO GALLO PHD CHIEF RESEARCH OFFICER | (i) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (ii) | 420,788 | 198,660 | 76,508 | 13,123 | 10,690 | 719,769 | 0 |
| 15 MATTHEW MACVEY CHIEF INFO OFFICER | (i) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (ii) | 463,829 | 115,902 | 1,284 | 50,126 | 34,739 | 665,880 | 0 |
| 16 DENICE CORA-BRAMBLE MD FMR CHIEF MEDICAL OFFICER TO 3/21 | (i) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (ii) | 273,816 | 220,923 | 118,090 | 14,108 | 37,776 | 664,713 | 0 |
| 17 LINDA TALLEY CHIEF NURSING OFFICER | (i) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (ii) | 378,896 | 94,743 | 53,054 | 41,267 | 24,172 | 592,132 | 29,262 |
| 18 ELIZABETH FLURY FMR CHIEF STRATEGIC OFFICER | (i) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (ii) | 0 | 0 | 340,373 | 0 | 16,136 | 356,509 | 0 |

SCHEDULE O
(Form 990)Department of the Treasury
Internal Revenue Service**Supplemental Information to Form 990 or 990-EZ**Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2021**Open to Public
Inspection**Name of the organization
CHILDREN'S NATIONAL MEDICAL CENTER

Employer identification number

52-1640403

990 Schedule O, Supplemental Information

| Return Reference | Explanation |
|--|--|
| FORM 990, PART I, LINE 1 AND PART III, LINE 1 | ORGANIZATION'S MISSION CHILDREN'S NATIONAL COORDINATES THE OVERALL POLICY AND ACTIVITIES OF THE AFFILIATED ORGANIZATIONS TO ENSURE CONTINUED FINANCIAL VIABILITY OF THE SYSTEM AND TO SUPPORT THE DELIVERY OF HEALTHCARE IN WASHINGTON, DC AND SURROUNDING AREAS. SEE FORM 990 FOR CHILDREN'S NATIONAL HOSPITAL FOR A COMPLETE PICTURE OF THE COMMUNITY BENEFITS PROVIDED BY CHILDREN'S NATIONAL AND AFFILIATES. |

990 Schedule O, Supplemental Information

| Return Reference | Explanation |
|-----------------------------|---|
| FORM 990, PART III, LINE 4A | <p>PROGRAM SERVICE ACTIVITY CHILDREN'S MISSION STATEMENT AS THE NATION'S CHILDREN'S HOSPITAL, THE MISSION OF CHILDREN'S NATIONAL IS TO EXCEL IN CARE, ADVOCACY, RESEARCH AND EDUCATION. WE ACCOMPLISH THIS THROUGH: - PROVIDING A QUALITY HEALTH CARE EXPERIENCE FOR OUR PATIENTS AND FAMILIES. - IMPROVING HEALTH OUTCOMES FOR CHILDREN REGIONALLY, NATIONALLY, AND INTERNATIONALLY. - LEADING THE CREATION OF INNOVATIVE SOLUTIONS TO PEDIATRIC HEALTH CHALLENGES. CHILDREN'S VISION STATEMENT CHILDREN'S NATIONAL WILL LEAD THE FUTURE OF PEDIATRIC HEALTH THROUGH ITS CLINICAL EXCELLENCE, TRANSFORMATIVE RESEARCH, INNOVATION AND SERVICE TO THE COMMUNITY. CHILDREN'S CHILD-CENTERED VISION BY INCORPORATING FEEDBACK FROM OUR FAMILIES, WE HAVE DEVELOPED OUR FIRST CHILD-CENTERED VISION, WHICH LOOKS AT THE HOSPITAL EXPERIENCE THROUGH A CHILD'S EYES. HEALING A CHILD'S BODY, MIND AND SPIRIT TAKES MORE THAN MEDICINE: IT TAKES A TEAM TO FULFILL A FAMILY'S DREAM. - MY HOSPITAL IS A BRIGHT AND HAPPY PLACE THAT FEELS LIKE HOME. - MY PROVIDERS, MY FAMILY, AND I ARE A TEAM, AND EVERYONE'S JOB IS IMPORTANT. - THE WAY MY HOSPITAL WORKS IS BUILT AROUND ME. - MY PROVIDERS DON'T ALL LOOK ALIKE. - MY HOSPITAL IS MY FAMILY'S CONNECTION TO EVERYTHING I NEED FOR MY HEALTH, WHETHER THEY PROVIDE IT OR TRAIL-BLAZE IT. ABOUT CHILDREN'S NATIONAL CHILDREN'S NATIONAL, BASED IN WASHINGTON, D.C., HAS BEEN SERVING THE NATION'S CHILDREN SINCE 1870. CHILDREN'S NATIONAL IS #1 FOR BABIES AND RANKED IN EVERY SPECIALTY EVALUATED BY U.S. NEWS & WORLD REPORT AND HAS BEEN DESIGNATED TWO TIMES AS A MAGNET HOSPITAL, A DESIGNATION GIVEN TO HOSPITALS THAT DEMONSTRATE THE HIGHEST STANDARDS OF NURSING AND PATIENT CARE DELIVERY. THIS PEDIATRIC ACADEMIC HEALTH SYSTEM OFFERS EXPERT CARE THROUGH A CONVENIENT, COMMUNITY-BASED PRIMARY CARE NETWORK AND SPECIALTY. OUTPATIENT CENTERS IN THE D.C. METROPOLITAN AREA INCLUDING THE MARYLAND SUBURBS AND NORTHERN VIRGINIA. HOME TO THE CHILDREN'S RESEARCH INSTITUTE AND THE SHEIKH ZAYED INSTITUTE FOR PEDIATRIC SURGICAL INNOVATION, CHILDREN'S NATIONAL IS ONE OF THE NATION'S TOP NIH-FUNDED PEDIATRIC RESEARCH INSTITUTIONS. CHILDREN'S NATIONAL IS RECOGNIZED FOR ITS EXPERTISE AND INNOVATION IN PEDIATRIC CARE AND AS A STRONG VOICE FOR CHILDREN THROUGH ADVOCACY AT THE LOCAL, REGIONAL AND NATIONAL LEVELS. CHILDREN'S NATIONAL IS DEDICATED TO FULFILLING ITS VISION OF SETTING THE STANDARD IN EXCELLENCE IN PEDIATRIC CARE, ADVOCACY, RESEARCH, AND EDUCATION, HERE IN THE NATION'S CAPITAL, AROUND THE COUNTRY, AND THROUGHOUT THE WORLD. AS PART OF OUR COMMITMENT TO OUR COMMUNITY, BELOW ARE SOME OF THE PROGRAMS AND ACTIVITIES THAT WERE CONDUCTED IN FY2022. INJURY PREVENTION EFFORTS CHILDREN'S NATIONAL CONDUCTS SEVERAL INJURY PREVENTION EFFORTS AND PARTNERS DIRECTLY WITH SCHOOLS, EMERGENCY SERVICES AND OTHER COMMUNITY RESOURCES TO TRAIN CAREGIVERS ON HOW TO APPROPRIATELY RESPOND TO AND PREVENT PEDIATRIC INJURIES. CHILDREN'S NATIONAL IS EDUCATING ALL EMPLOYEES IN CHILD DEVELOPMENT CENTERS AND CHILD DEVELOPMENT</p> |

990 Schedule O, Supplemental Information

| Return Reference | Explanation |
|-----------------------------|--|
| FORM 990, PART III, LINE 4A | <p>NT HOMES IN THE DISTRICT OF COLUMBIA ON THE PERIOD OF PURPLE CRYING, AN INITIATIVE PUT FOR TH BY THE NATIONAL AGENCY ON SHAKEN BABY SYNDROME. THE PROGRAM TEACHES PARENTS ABOUT THE N ORMAL PHASES OF CRYING A BABY GOES THROUGH, WHICH BEGINS AT ABOUT 2 WEEKS OF AGE, PEAKS AT 2 MONTHS, AND STARTS TO DECREASE AROUND MONTHS 4-5. IT ALSO FOCUSES ON TEACHING PARENTS A ND CAREGIVERS THAT THIS A NORMAL STAGE OF DEVELOPMENT AND HOW TO COPE WITH IT. THE PROGRAM DESCRIBES SHAKEN BABY SYNDROME, A TYPE OF INFLICTED TRAUMATIC BRAIN INJURY THAT HAPPENS W HEN A BABY IS VIOLENTLY SHAKEN, AND HOW TO PREVENT IT. ANOTHER INITIATIVE, A BURN PREVENTI ON CAMPAIGN LED BY THE TRAUMA AND BURN DEPARTMENT, WAS IMPLEMENTED ON FACEBOOK AND INSTAGR AM TARGETING PARENTS WITH CHILDREN ACROSS DC. CHILDREN'S NATIONAL SEES OVER 2,000 BURN PAT IENTS A YEAR, AND THIS CAMPAIGN EDUCATED PARENTS AND CAREGIVERS ON HOW TO PREVENT BURN INJ URIES. IN FY 2022, THE SAFETY VIDEOS REACHED OVER 37,000 VIEWERS ON SOCIAL MEDIA. FINALLY, SAFE KIDS DC IS AN INJURY PREVENTION PROGRAM ORIGINALLY STARTED IN THE DISTRICT OF COLUMB IA THAT NOW HAS CHAPTERS NATIONWIDE. THE SAFE KIDS DISTRICT OF COLUMBIA INJURY PREVENTION PROGRAM PROVIDES EDUCATION AND TRAINING TO CHILDREN, FAMILIES AND CHILDCARE PROVIDERS ON H OW TO AVOID PREVENTABLE INJURIES IN CHILDREN AGES 0-14. EDUCATION IS PROVIDED IN 3 MAJOR R ISK AREAS: BIKE & PEDESTRIAN SAFETY, CHILD PASSENGER SAFETY AND HOME SAFETY. IN FY 2022, T HE PROGRAM PROVIDED BIKE AND PASSENGER SAFETY INFORMATION TO OVER 4,000 INDIVIDUALS, PROVI DED IN-PERSON CAR SEAT INSPECTION TO OVER 700 FAMILIES, AND IN PARTNERSHIP WITH COMMUNITY PARTNERS AND DC FIRE AND EMERGENCY MEDICAL SERVICES CONDUCTED ONLINE WORKSHOPS/WEBINARS FO R OVER 30,000 COMBINED IMPRESSIONS ON TOPICS SUCH AS FIRE PREVENTION, SAFE SLEEP AND SUMME R AND COLD WEATHER SAFETY.</p> |

990 Schedule O, Supplemental Information

| Return Reference | Explanation |
|------------------------------|--|
| HEALTH PROFESSIONS EDUCATION | <p>CHILDREN'S NATIONAL PROVIDES INTERNSHIP AND PROFESSIONAL OPPORTUNITIES TO OVER 1,000 STUDENTS IN DOZENS OF HEALTH PROFESSIONS EVERY YEAR. THE PHYSICAL AND OCCUPATIONAL THERAPY INTERNSHIP PROGRAMS PROVIDE EDUCATION IN NECESSARY CLINICAL SKILLS TO PROVIDE SPECIALIZED THERAPY TO PEDIATRIC PATIENTS. IN FY 2022 THEY PROVIDED EDUCATION TO TWO STUDENTS, BOTH OF WHOM PASSED THEIR CLINICAL ASSESSMENTS SUCCESSFULLY. CHILDREN'S NATIONAL SERVES AS A CLINICAL ROTATION SITE FOR EMERGENCY MEDICAL SERVICES AFFILIATED EDUCATION PROGRAMS. STUDENTS TRAINING TO BECOME EMTS AND PARAMEDICS RECEIVE EDUCATION AND OPPORTUNITIES FOR OBSERVATION WITH OUR EMERGENCY DEPARTMENT STAFF. STUDENTS RECEIVE EXPERIENCE IN TRIAGE, ASSESSMENT, AND EMERGENCY TREATMENT OF CHILDREN. IN FY 2022, OVER 100 STUDENTS PARTICIPATED IN ROTATIONS. THE PHARMACY INTERNSHIP PROGRAM PROVIDES CLINICAL EDUCATION TO 2ND AND 4TH YEAR PHARMACY GRADUATE STUDENTS. CHILDREN'S NATIONAL MENTORS PROVIDE PHARMACY STUDENTS THE OPPORTUNITY TO TAKE CLASSROOM KNOWLEDGE TO THE CLINICAL FIELD AND HONE PROFESSIONAL AND CLINICAL SKILLS IN A HOSPITAL ENVIRONMENT. IN FY 2022, THEY TRAINED 37 STUDENTS, EMPHASIZING THE FOUR MAJOR PRECEPTING ROLES OF DIRECT INSTRUCTION, MODELING, COACHING AND FACILITATING. STUDENTS WERE GIVEN OPPORTUNITIES TO LEARN OUTSIDE OF A CLASSROOM AND PUT THEIR KNOWLEDGE INTO A PRACTICAL CLINICAL SCENARIO. CHILDREN'S NATIONAL ALSO SERVES AS A CLINICAL TRAINING SITE FOR RADIOLOGICAL AND ULTRASOUND TECHNOLOGIST STUDENTS, PROVIDING THEM EDUCATION IN THE UNIQUE NEEDS OF PEDIATRIC IMAGING. OVER 50 IMAGING STUDENTS FROM LOCAL UNIVERSITIES AND COMMUNITY COLLEGES WERE TRAINED IN FY 2022. CARE COORDINATION IN OUR 2016 AND 2019 CHNA, OUR COMMUNITY IDENTIFIED CARE COORDINATION, THE DELIBERATE ORGANIZATION OF PATIENT CARE AND INFORMATION SHARING AMONG PROVIDERS, AS A PRIORITY AREA. THE APPROACH TO IMPROVING CARE COORDINATION IN THE DISTRICT OF COLUMBIA AND BEYOND IS A MULTI-YEAR, COLLABORATIVE PLAN. IN FY 2022, WE COLLABORATED WITH PARTNERS TO PLAN, COORDINATE, DESIGN AND EXECUTE PROGRAMS, PROJECTS AND INTERVENTIONS THAT IMPROVE CARE COORDINATION, ADDRESS SOCIAL DETERMINANTS OF HEALTH, THE ECONOMIC AND SOCIAL CONDITIONS THAT IMPACT AND INDIVIDUAL'S HEALTH AND IMPROVE POPULATION HEALTH IN OUR COMMUNITY. WE ALSO CONTINUED OUR WORK WITH FINDHELP, A TOOL THAT PROVIDES INFORMATION ON COMMUNITY RESOURCES. WE PROVIDED EDUCATION TO HEALTHCARE PROVIDERS AND COMMUNITY MEMBERS ON HOW TO USE THE TOOL TO PROVIDE ACCURATE AND COMPREHENSIVE REFERRALS. IN FY 2022, OVER 100 PEOPLE WERE TRAINED ON HOW TO USE THE TOOL. THIS PROGRAM WORKS TO STANDARDIZE AND IMPROVE CARE COORDINATION EFFORTS AND SUPPORT COMMUNITY ORGANIZATIONS WITH HELPING RESIDENTS IN NEED OF PROGRAMS AND SERVICES TO ADDRESS THE SOCIAL DETERMINANTS OF HEALTH. IN ADDITION, THE IMMIGRANT HEALTH PROGRAM AT CHILDREN'S NATIONAL SEEKS TO PROVIDE CARE AND RESOURCES FOR IMMIGRANT CHILDREN IN THE D.C.-AREA. MANY OF THESE CHILDREN ARE RECENT ARRIVALS TO THE UNITED STATES AND</p> |

990 Schedule O, Supplemental Information

| Return Reference | Explanation |
|------------------------------|---|
| HEALTH PROFESSIONS EDUCATION | <p>ARE UNINSURED AND HAVE A DIFFICULT TIME NAVIGATING THE HEALTHCARE SYSTEM. THE IMMIGRANT HEALTH PROGRAM HELPS IMMIGRANT FAMILIES ENROLL IN HEALTH INSURANCE COVERAGE AND PROVIDES MEDICAL EQUIPMENT AND OTHER CARE WHILE THEY WAIT FOR LONG-TERM FUNDING AND SUPPORT. THE PROGRAM ALSO COORDINATES CARE AND APPOINTMENTS FOR CHILDREN WITH COMPLEX MEDICAL NEEDS. STAFF OF THE IMMIGRANT HEALTH PROGRAM HAVE FEATURED THIS IMPORTANT WORK AT NATION-WIDE CONFERENCES AND MEETINGS TO HELP EDUCATE OTHER HEALTH SYSTEMS ON HOW TO SUPPORT IMMIGRANT CHILDREN AND FAMILIES. EARLY CHILDHOOD INNOVATION NETWORK (ECIN), AN INITIATIVE SPEARHEADED BY CHILDREN'S NATIONAL AND MEDSTAR GEORGETOWN UNIVERSITY HOSPITAL WITH PARTNERSHIPS THROUGHOUT THE CITY, IS AIMED AT IMPROVING EARLY CHILDHOOD AND PERINATAL MENTAL HEALTH, FOCUSING ON SUPPORT AND RESOURCES GIVEN DURING THE FIRST FIVE YEARS OF LIFE. UTILIZING FOUR GUIDING PRINCIPLES, ECIN IS DEDICATED TO WORK THAT IS (1) MULTI-GENERATIONAL AND GROUNDED IN SCIENCE, (2) GUIDED BY COMMUNITY AND FAMILIES' KNOWLEDGE AND EXPERIENCE, (3) COLLABORATIVE ACROSS SECTORS, AND (4) INTEGRATED WITH EXISTING RESOURCES. IN FY 2022, ECIN PROVIDED RESOURCES, SERVICES AND SUPPORT TO OVER 5,000 CHILDREN, FAMILIES AND HEALTHCARE PROFESSIONALS, INCLUDING, BUT NOT LIMITED TO, THE FOLLOWING EFFORTS: - INITIATED DELIVERY OF INNOVATIVE, INTENSIVE INTERVENTIONS TO SUPPORT PARENTS' MENTAL HEALTH IN MEDICAL SETTINGS, INCLUDING A PERINATAL MENTAL HEALTH INTERVENTION INTEGRATED WITHIN PRIMARY CARE PEDIATRICS, IN COLLABORATION WITH HEALTHYSTEPS. - OFFERED VIRTUAL PARENT CAFES AND PROVIDED SUPPORT TO COMMUNITY PARTNERS IN DELIVERING PARENT CAFES. - PROVIDED PEDIATRIC PRIMARY CARE PROVIDERS/PRACTICES WITH NEEDED SUPPORTS IN SCREENING AND REFERRAL FOR PERINATAL MOOD AND ANXIETY DISORDERS. - CONTINUED PRODUCTION AND IMPLEMENTATION, RESPECTIVELY, OF WELLNESS AND TRAUMA INFORMED CARE MODULES FOR PROVIDERS; 50 PEDIATRIC HEALTH PROVIDERS PARTICIPATED IN WELLNESS GROUPS. FORM 990, PART V: THE FILING ORGANIZATION HAS ENTERED "0" IN PART V, LINE 1A AND LINE 2A BECAUSE THE ORGANIZATION'S 1099 AND W-2 RETURNS ARE FILED BY AND UNDER THE NAME AND EIN OF CHILDREN'S HOSPITAL, INC., A RELATED ENTITY, UNDER A SHARED SERVICES AGREEMENT.</p> |

990 Schedule O, Supplemental Information

| Return Reference | Explanation |
|--|---|
| FORM 990, PART VI, SECTION B, LINE 11B | FORM 990 REVIEW PROCESS THE RELEVANT COMMITTEES OF THE ORGANIZATION REVIEW APPLICABLE PORTIONS OF THE FORM 990. THE FORM 990 IS REVIEWED AND APPROVED BY THE CHAIRPERSON OF THE AUDIT RISK AND COMPLIANCE COMMITTEE OF CHILDREN'S NATIONAL PRIOR TO FILING WITH IRS. THE COMPLETED FORM 990 IS ALSO MADE AVAILABLE TO THE BOARD OF CHILDREN'S NATIONAL BEFORE FILING. |

990 Schedule O, Supplemental Information

| Return Reference | Explanation |
|--|--|
| FORM 990, PART VI, SECTION B, LINE 12C | CONFLICT OF INTEREST POLICY MONITORING & ENFORCEMENT CHILDREN'S NATIONAL AND SUBSIDIARIES ASKS THAT EACH OFFICER, DIRECTOR, AND KEY EMPLOYEE COMPLETE A CONFLICT OF INTEREST FORM AT LEAST EVERY YEAR. IN ADDITION, EACH OFFICER, DIRECTOR, AND KEY EMPLOYEE IS INSTRUCTED TO AMEND THE CONFLICT OF INTEREST FORM IMMEDIATELY UPON A CHANGE IN STATUS OF ANY OF THE QUESTIONS ON THE FORM. THESE FORMS ARE REVIEWED ANNUALLY BY THE CHIEF LEGAL OFFICER AND CONFLICTS OF INTEREST ARE NOTED. THE CHILDREN'S NATIONAL BOARD MAKES A DETERMINATION, BASED ON THE RECOMMENDATION OF THE CHIEF LEGAL OFFICER AS TO WHICH PERSONS SHOULD BE CONSIDERED "INTERESTED PARTIES" BASED ON THE CRITERIA SET FORTH IN THE BOARD'S GOVERNANCE POLICY. |

990 Schedule O, Supplemental Information

| Return Reference | Explanation |
|---------------------------------------|--|
| FORM 990, PART VI, SECTION B, LINE 15 | PROCESS FOR DETERMINING COMPENSATION CHILDREN'S NATIONAL'S PRESIDENT, OTHER OFFICERS, AND KEY EMPLOYEES ARE COMPENSATED BY ITS CONTROLLED SUBSIDIARY, CHILDREN'S NATIONAL HOSPITAL, BUT COMPENSATION IS DETERMINED BY A CHILDREN'S NATIONAL COMMITTEE OF THE BOARD OF DIRECTORS. THE PEOPLE, CULTURE AND COMPENSATION COMMITTEE OF THE CHILDREN'S NATIONAL BOARD OF DIRECTORS IS COMPRISED WHOLLY OF DISINTERESTED, INDEPENDENT BOARD MEMBERS. THE COMMITTEE HAS RETAINED INDEPENDENT OUTSIDE CONSULTANTS WHO ARE EXPERTS ON COMPENSATION MATTERS. THE COMMITTEE DETERMINES ADJUSTMENTS IN COMPENSATION, INCLUDING BASE PAY, INCENTIVES, AND OTHER FORMS OF COMPENSATION, FOR EACH PERSON DEEMED BY THE COMPENSATION COMMITTEE TO BE A "DISQUALIFIED PERSON" AS THAT TERM IS USED IN THE INTERMEDIATE SANCTIONS REGULATIONS OF THE IRS. THE COMMITTEE IS INFORMED IN ITS DECISION-MAKING BY COMPENSATION STUDIES AND COMPARISONS DONE BY THE INDEPENDENT CONSULTANT AND RELIES UPON "REASONABLENESS" OPINIONS FOR SUCH CONSULTANTS, PRIOR TO OR CONTEMPORANEOUS WITH MAKING COMPENSATION DECISIONS. THE COMMITTEE MEETS 4-6 TIMES PER YEAR TO CONSIDER SUCH MATTERS. |

990 Schedule O, Supplemental Information

| Return Reference | Explanation |
|--|---|
| FORM 990, PART VI, SECTION C, LINE 19 | HOW DOCUMENTS ARE MADE AVAILABLE TO THE PUBLIC CHILDREN'S NATIONAL'S GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICY, FINANCIAL STATEMENTS, AND FORM 990 ARE PROVIDED ON REQUEST AND THROUGH PUBLIC FILINGS. |

**SCHEDULE R
(Form 990)**

Related Organizations and Unrelated Partnerships

OMB No. 1545-0047

2021

**Open to Public
Inspection**

▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.**
▶ **Attach to Form 990.**
▶ **Go to www.irs.gov/Form990 for instructions and the latest information.**

Department of the Treasury
Internal Revenue Service

Name of the organization
CHILDREN'S NATIONAL MEDICAL CENTER

Employer identification number

52-1640403

Part I Identification of Disregarded Entities. Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

| (a) Name, address, and EIN (if applicable) of disregarded entity | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Total income | (e) End-of-year assets | (f) Direct controlling entity |
|---|-------------------------|--|---------------------|---------------------------|----------------------------------|
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Part II Identification of Related Tax-Exempt Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related tax-exempt organizations during the tax year.

| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Exempt Code section | (e) Public charity status (if section 501(c)(3)) | (f) Direct controlling entity | (g) Section 512(b)(13) controlled entity? | |
|---|-------------------------|--|----------------------------|---|----------------------------------|--|----|
| | | | | | | Yes | No |
| See Additional Data Table | | | | | | | |
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Part III Identification of Related Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Direct controlling entity | (e) Predominant income(related, unrelated, excluded from tax under sections 512- 514) | (f) Share of total income | (g) Share of end- of-year assets | (h) Disproportionate allocations? | | (i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065) | (j) General or managing partner? | | (k) Percentage ownership |
|---|-------------------------|---|--|--|---------------------------------|---|---|----|--|---|----|--------------------------------|
| | | | | | | | Yes | No | | Yes | No | |
| (1) CHILDREN'S PEDIATRICIANS AND ASSOCIATES LLC 111 MICHIGAN AVE NW WASHINGTON, DC 20010 52-2072589 | HEALTH CARE | DC | N/A | RELATED | 715,941 | 7,845,861 | | No | | | No | 50.000 % |
| (2) 5253 NMTC LLC 111 MICHIGAN AVE NW WASHINGTON, DC 20010 83-2873855 | PROPERTY MANAGEMENT | DC | BLDG 5253 MM | RELATED | | | | No | | | No | 90.000 % |
| (3) 5253 HTC LLC 111 MICHIGAN AVE NW WASHINGTON, DC 20010 83-3044006 | PROPERTY MANAGEMENT | DC | BLDG 5253 MM | RELATED | | | | No | | | No | 1.000 % |
| (4) 54 NMTC LLC 111 MICHIGAN AVE NW WASHINGTON, DC 20010 83-3358685 | PROPERTY MANAGEMENT | DC | BLDG 54 MM LLC | RELATED | | | | No | | | No | 90.000 % |
| (5) 54 HTC LLC 111 MICHIGAN AVE NW WASHINGTON, DC 20010 83-3385522 | PROPERTY MANAGEMENT | DC | BLDG 54 NMTC | RELATED | | | | No | | | No | 1.000 % |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |

Part IV Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a corporation or trust during the tax year.

| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Direct controlling entity | (e) Type of entity (C corp, S corp, or trust) | (f) Share of total income | (g) Share of end-of- year assets | (h) Percentage ownership | (i) Section 512(b) (13) controlled entity? | |
|---|-------------------------|---|-------------------------------------|---|---------------------------------|---|--------------------------------|---|----|
| | | | | | | | | Yes | No |
| (1) CHILDREN'S NATIONAL HEALTH NETWORK 111 MICHIGAN AVENUE NW WASHINGTON, DC 20010 52-1996521 | HEALTH CARE | DC | CNMC | C | | | 100.000 % | Yes | |
| (2) BEARACUDA RE PO BOX 69 KY1-1102 GRAND CAYMAN CJ | REINSURANCE | CJ | CNMC | C | -6,534,634 | 78,596,659 | 100.000 % | Yes | |
| (3) PEDIATRIC HEALTH NETWORK INC 12211 PLUM ORCHARD DR STE 102 SILVER SPRING, MD 20010 83-3415276 | HEALTH CARE | DC | CNMC | C | -1,951,627 | 857,429 | 100.000 % | Yes | |
| (4) BUILDING 5253 MANAGING MEMBER LLC 111 MICHIGAN AVENUE NW WASHINGTON, DC 20010 83-2801690 | PROPERTY MANAGEMENT | DC | CNMC | C | | | 100.000 % | Yes | |
| (5) BUILDING 54 MANAGING MEMBER LLC 111 MICHIGAN AVENUE NW WASHINGTON, DC 20010 83-3272918 | PROPERTY MANAGEMENT | DC | CNMC | C | | | 100.000 % | Yes | |
| | | | | | | | | | |
| | | | | | | | | | |

Part V Transactions With Related Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

Note. Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

| | Yes | No |
|--|-----------|-----|
| 1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV? | | |
| a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity | 1a | No |
| b Gift, grant, or capital contribution to related organization(s) | 1b | No |
| c Gift, grant, or capital contribution from related organization(s) | 1c | No |
| d Loans or loan guarantees to or for related organization(s) | 1d | No |
| e Loans or loan guarantees by related organization(s) | 1e | No |
| f Dividends from related organization(s) | 1f | No |
| g Sale of assets to related organization(s) | 1g | No |
| h Purchase of assets from related organization(s) | 1h | No |
| i Exchange of assets with related organization(s) | 1i | No |
| j Lease of facilities, equipment, or other assets to related organization(s) | 1j | No |
| k Lease of facilities, equipment, or other assets from related organization(s) | 1k | No |
| l Performance of services or membership or fundraising solicitations for related organization(s) | 1l | No |
| m Performance of services or membership or fundraising solicitations by related organization(s) | 1m | No |
| n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s) | 1n | Yes |
| o Sharing of paid employees with related organization(s) | 1o | Yes |
| p Reimbursement paid to related organization(s) for expenses | 1p | No |
| q Reimbursement paid by related organization(s) for expenses | 1q | No |
| r Other transfer of cash or property to related organization(s) | 1r | No |
| s Other transfer of cash or property from related organization(s) | 1s | No |

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

| (a) Name of related organization | (b) Transaction type (a-s) | (c) Amount involved | (d) Method of determining amount involved |
|-------------------------------------|-------------------------------|------------------------|--|
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Part VI Unrelated Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

Table with columns (a) through (k) for entity information, primary activity, legal domicile, predominant income, partnership status, income share, asset share, allocation, UBI code, partner type, and ownership percentage.

Part VII **Supplemental Information**

Provide additional information for responses to questions on Schedule R. See instructions.

| Return Reference | Explanation |
|-------------------------|--------------------|
| | |

Additional Data

Software ID:
Software Version:
EIN: 52-1640403
Name: CHILDREN'S NATIONAL MEDICAL CENTER

Form 990, Schedule R, Part II - Identification of Related Tax-Exempt Organizations

| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Exempt Code section | (e) Public charity status (if section 501(c)(3)) | (f) Direct controlling entity | (g) Section 512 (b)(13) controlled entity? | |
|---|-------------------------|---|----------------------------|--|----------------------------------|---|----|
| | | | | | | Yes | No |
| 111 MICHIGAN AVENUE NW WASHINGTON, DC 20010 52-1640402 | FUNDRAISING | DC | 501(C)(3) | LINE 7 | CNMC | Yes | |
| 111 MICHIGAN AVENUE NW WASHINGTON, DC 20010 27-1547370 | CHILD CAMPS | DC | 501(C)(3) | LINE 12A, I | CH | Yes | |
| 111 MICHIGAN AVENUE NW WASHINGTON, DC 20010 52-1654453 | RESEARCH | DC | 501(C)(3) | LINE 7 | CNMC | Yes | |
| 111 MICHIGAN AVENUE NW WASHINGTON, DC 20010 53-0196580 | HEALTH CARE | DC | 501(C)(3) | LINE 3 | CNMC | Yes | |
| 1255 23RD STREET NW STE 400 WASHINGTON, DC 20037 52-1627574 | INJURY PREVENTION | DC | 501(C)(3) | LINE 7 | CNMC | Yes | |
| 111 MICHIGAN AVENUE NW WASHINGTON, DC 20010 81-4291601 | NURSING SERVICES | DC | 501(C)(3) | LINE 12A, I | CNMC | Yes | |
| 111 MICHIGAN AVENUE NW WASHINGTON, DC 20010 52-1346603 | HEALTH CARE | DC | 501(C)(3) | LINE 12C, III-FI | CNMC | Yes | |
| 111 MICHIGAN AVENUE NW WASHINGTON, DC 20010 53-0204670 | HOSPITAL | DC | 501(C)(3) | LINE 3 | HSC FNDN | Yes | |
| 111 MICHIGAN AVENUE NW WASHINGTON, DC 20010 52-1862406 | HEALTH CARE | DC | 501(C)(3) | LINE 10 | HSC FNDN | Yes | |