

Joining hands

A report to the community
2014



In recognition of a generous pledge from Nicklaus Children's Health Care Foundation, Miami Children's Hospital was renamed Nicklaus Children's Hospital in 2015. As this report reflects events from 2014, the Miami Children's Hospital name current during that calendar year is used in all references herein.



Our mission:

We provide hope through advanced care for our children and families.

Our vision:

We will be where the children are.

Values and guiding behaviors:

We are passionate in serving the child and family. We respect and support each other. We foster a safe, caring, healthy environment. We are accountable. We act with integrity. We collaborate.

Operating statement:

A network of comprehensive care centers with talented people dedicated to exceeding the expectations of our children and families, by giving them control and providing world-class service in a highly automated environment.

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Dear Friends:

Across Florida. Across oceans. Across continents. When children are in need, ordinary boundaries of time and distance seldom impede Miami Children's Health System. And 2014 was another banner year in serving children, as we joined hands across conventional divides to make a difference for young patients everywhere.

2014 saw the emergence of new partnerships to make a better world for kids. We joined hands with Golisano Children's Hospital in Naples, Florida to bring our renowned subspecialty experts to serve children on Florida's west coast. And we expanded our work in Palm Beach County through our continued affiliation with Jupiter Medical Center to enhance pediatric offerings in the region.

When Boris Clinic, a leading healthcare provider in Ukraine sought a pediatric partner to help with complex cases and second opinions, Miami Children's Health System was quick to reach out with a helping hand. Through the immediacy of telehealth technology, we have built a bridge to serve children in Ukraine, offering consultations with our renowned pediatric subspecialists as needs arise.

MCH Anywhere® telehealth technology is also improving the lives of families in our own community. MCH Anywhere BabyCare, launched in 2014, enables parents of newborns discharged from our neonatal intensive care unit to consult with the nurse caregivers who supported the family during hospitalization, helping take the uncertainty out of the early days at home for parents.

Also in 2014, the helping hands of countless generous donors supported great progress in our efforts to build an even better care environment for children and families. We completed much of the expansion of our Emergency Department, one of the busiest pediatric emergency departments in the country, and began construction of our Advanced Pediatric Care Pavilion, which will house state-of-the-art intensive care units.

We also saw enormous growth of our outpatient center networks, with our ambulatory centers achieving record numbers of visits. Through these centers, we partner with parents and primary physicians from southern Miami-Dade to Palm Beach County to meet the care needs of children.

To all of our friends and supporters throughout this great community, we thank you for joining hands with us. We extend sincere thanks to our physicians, nurses, care and support staff, volunteers, donors and all members of the Miami Children's Health System family for another great year serving children.

Sincerely,



M. Narendra Kini, MD, MHA
Chief Executive Officer,
Miami Children's Health System



Alex Soto
Chairman,
Miami Children's Hospital



Juan Carlos Mas
Chairman,
Miami Children's Health System



Dear Friends:

At Miami Children's Health System, we are privileged to have an exceptional team of medical and nursing professionals who are entirely committed to not only delivering state-of-the-art care to the acutely ill, medically complex and children with chronic conditions, but who place an equal emphasis on the importance of promoting and managing health and well-being.

Aiming at providing an error-free care environment for our patients, we strictly measure ourselves in delivering the highest quality and safest level of care to our patients through the Clinical Excellence Index, a monitoring and accountability tool unique to our system.

In 2014, our hospital once again had more pediatric subspecialty programs ranked among the best in the nation by *U.S. News & World Report* than any other hospital in Florida, a testament to the healing talents of our extraordinary caregivers and to our constant pledge to offer hope to all children.

More proof is in the countless success stories that emerge from our hospital each year, including those shared within this report. Every child and family is important to us. You see it in the numerous new initiatives we embrace each year to make a difference for children. Highlights of 2014 include:

- We joined hands with Special Olympics Florida to support the health and well-being of these very special young Olympians by coordinating medical screenings to ensure participant readiness for sports competition.
- Our clinicians participated in more than 200 clinical research trials, including projects to advance the care and support for children with congenital heart disease, epilepsy, prematurity, cancer, depression and sickle cell disease.
- We have expanded the presence of our subspecialty physicians throughout South Florida to provide access to the children and families in need of their expertise in Broward, Palm Beach and Collier counties.

I extend my most sincere appreciation to the community, our entire medical staff, and, most importantly, to the families who entrust us with their precious children. Our promise to you is to continuously strive for excellence through demonstrated outcomes, cutting-edge research, innovations in treatment and academic distinction in the training of the next generation of physicians and pediatric specialists.

I am privileged each year to join hands with a medical staff that is always seeking to innovate and adopt new techniques and methods to improve the lives of children. Together, we bring hope and health to young people worldwide.

Sincerely,



Deise Granado-Villar, MD, MPH
Chief Medical Officer and Quality Officer,
Senior Vice President for Medical and Academic Affairs



Miami Children's Continues to Shine Brightly in *U.S. News* Rankings

Miami Children's Hospital again in 2014 had more pediatric specialty programs ranked among the best in the nation than any other hospital in Florida.

In the 2014-15 *U.S. News & World Report* "America's Best Children's Hospitals" rankings, the hospital had nine ranked programs, including two that were listed within the elite top 10 in the nation. Miami Children's is the only hospital in Florida with programs included among the top 10 in pediatric subspecialties assessed by *U.S. News*.

The hospital's 2014-15 rankings are as follows:

- Neurology & Neurosurgery (#8)
- Cardiology & Heart Surgery (#26)
- Neonatology (#10)
- Gastroenterology & GI Surgery (#30)
- Pulmonology (#14)
- Urology (#32)
- Diabetes & Endocrinology (#17)
- Nephrology (#43)
- Orthopedics (#18)

For the 2014-15 rankings, *U.S. News* sent surveys to 183 pediatric centers to obtain clinical data in 10 specialties and asked 150 pediatric specialists in each specialty where they would send children requiring advanced care. A total of 116 children's hospitals submitted data for the rankings.

For the full rankings and methodology, visit health.usnews.com/best-hospitals/pediatric-rankings





Miami Children's Again Among Top Training Facilities



Miami Children's Hospital was again ranked in 2014 among *Training* magazine's "Top 125 Training Organizations." Every year since 2006, the hospital has been included in the rankings, which recognize organizations that invest in employee development, innovative learning solutions, creative web-based training solutions, leadership development programs and more.







Miami Children's Lauded Among 'Great Places to Work'

When you offer employees a great work environment, such leadership rarely goes unnoticed. In 2014, Miami Children's was recognized nationally among the best places to work in healthcare and in internet technology, adding luster to a reputation for offering great benefits, and stimulating career and growth opportunities.

Becker's Hospital Review/Becker's ASC Review

150 Great Places to
Work in Healthcare

In 2014, the hospital was included among Becker's Healthcare's list of "150 Great Places to Work in Healthcare," a compilation of hospitals, health systems and other healthcare organizations that provide excellent work environments and outstanding benefits to employees.

Among the hospital's offerings: Comprehensive benefits; health, wellness and training programs that create a supportive and mentoring environment; recognition programs that showcase team and employee accomplishments; and an innovative onboarding program that has garnered national recognition for supporting new employees and enhancing new hire satisfaction and retention.

Also, in 2014, the hospital was again listed among **IDG's Computerworld list of "100 Best Places to Work in IT."** The annual list recognizes companies that challenge their IT staffs while providing great benefits and compensation.

Miami Children's IT Department manages some of the latest advanced technologies such as mobile apps, interactive robotic devices, mobile medical carts, medical kiosks and more, in order to provide safe and secure access to medical care for children anywhere around the world.

Miami Children's Falls Prevention Program Receives Top Magnet® Honor



The American Nurses Credentialing Center (ANCC) awarded its annual Magnet® Honors Award to Miami Children's Hospital in recognition of the hospital's Humpty Dumpty Falls Prevention Program™. The program was developed by hospital clinicians to identify patients at risk and prevent falls in the care environment.

The Magnet Honors Award is presented to a Magnet hospital that embodies excellence in patient care by creating and managing a transformational program that makes a difference for patients and nurses alike. The award was presented at the ANCC National Magnet Conference® in Dallas, Texas.

"We are honored to be recognized by the ANCC for the Humpty Dumpty Falls Prevention Program™. This initiative is a tangible expression of our nursing team's commitment to leadership in safety and excellence in patient care," said Jackie Gonzalez, Senior Vice President and Chief Nursing Officer.



The Humpty Dumpty Falls Prevention Program is now being used in more than 1,077 hospitals situated in all 50 U.S. states, all military branches as well as around the world, helping promote falls prevention among hospitalized children throughout the globe.





Building for the Children

If you want to build a better world for children, you must often start with the basics: Brick and mortar. And so it was in 2014, as Miami Children's Health System continued its program of building facilities on its main campus that will offer a better care environment for children and families. Major construction milestones for the year included:

Emergency Department

In 2014, the hospital opened 20 new exam rooms and an expanded waiting area with family seating options and colorful entertainment zones for children of all ages. In addition, construction was completed on the Miguel "Mike" B. Fernandez Family Pediatric Trauma Center, which expands the treatment facility for South Florida's only freestanding pediatric trauma center.

Once the Emergency Department is completed, it will feature 72 new and updated exam rooms and will offer specialized areas for enhanced patient flow from triage to discharge, optimizing the patient and family experience.

The Emergency Department at Miami Children's is one of the busiest in the nation, hosting nearly 90,000 visits per year. As part of its commitment to the community, Miami Children's also offers seven Urgent Care Centers situated in Miami Children's Outpatient Centers in communities extending from Palmetto Bay in South Dade to Palm Beach County. The Urgent Care Centers offer treatment for children with minor injuries and illnesses. Hours, locations and related MCH Urgent Care Center information is available at www.mch.com/urgentcare





Building for the Children

Advanced Pediatric Care Pavilion Goes Vertical

It was crunch time in 2014 for Miami Children's planned Advanced Pediatric Care Pavilion. With "predecessor" projects complete, the hospital scheduled a "crunch" – construction parlance for the first step in demolishing an old building to make way for the new.

With the demolition complete, work began to prepare the site for the planned 217,000-square-foot pavilion. The six-story structure, slated for completion in 2016, will offer an enhanced care environment for children and families. Plans call for construction of three state-of-the-art intensive care units to replace existing units. Most patient rooms will be private rooms, affording families optimized care space for children with critical healthcare needs.

The Cardiac Intensive Care Unit will occupy the second floor, with the third and fourth floors housing the Pediatric Intensive Care Unit and Neonatal Intensive Care Unit respectively. The fifth floor will feature a new neurology/neurosurgery unit, while the sixth floor will be home to the Miami Children's Cancer Center, including a new bone marrow transplant unit. The ground floor will feature a new family center, amenities and outdoor respite spaces adjacent to the first floor lobby.

The project is one of the seven priorities of *Together For The Children, The Campaign for Miami Children's Hospital*. To help support this initiative please visit mchf.org/together or call Miami Children's Health Foundation at **305-666-2889**.

Groundbreaking for Ambulatory Surgery Center

A groundbreaking for a 36,000-square-foot Miami Children's Hospital Ambulatory Surgery Center took place in 2014 on the Florida International University Modesto A. Maidique campus. The center, which opened in 2015, is the only dedicated pediatric ambulatory surgical center in South Florida. The partnership between the hospital, physician investors and Florida International University is aimed at meeting community needs for access to state-of-the-art surgical care.





Live Like Bella® Pavilion

Little Bella Rodriguez-Torres taught the world how to live, even as she battled an aggressive form of cancer that eventually claimed her life before her 11th birthday. The Live Like Bella® Foundation, established to honor Bella's memory, has captured the essence of a little girl whose playful and indomitable spirit has inspired thousands of supporters throughout South Florida and beyond.

In 2014, the Live Like Bella Foundation announced plans to collaborate with Miami Children's Health Foundation in the creation of the Live Like Bella Pavilion at Miami Children's Hospital. The four-story structure will offer the comfort of temporary lodging for families of children receiving inpatient care for chronic or acute conditions.

The project sprang from the "Bella's Promise" partnership formed in 2013 between the Live Like Bella Foundation and Miami Children's Health Foundation to ensure that Miami Children's continues to provide world-class care for children battling cancer in South Florida.

"We are honored that the Live Like Bella Foundation is partnering with us to help build a better world for families of children with chronic illnesses. Bella is our hero and her foundation is creating the ultimate tribute to her joyous spirit through this generous gift," said Lucy Morillo, President and CEO of Miami Children's Health Foundation.



Picture-Perfect Radiology Expansion



A picture may well be worth a thousand words, but medical images are priceless, illuminating medical issues that help determine the course of treatment for countless children.

Miami Children's Department of Radiology – the region's largest provider of pediatric radiological services – finalized an expansion and renovation in 2014 to better serve the thousands of children referred for evaluation annually. The department now features 29,000 square feet of child-friendly space, housing the latest technology to serve physicians and families in assessing pediatric injuries and illnesses.

Included in the expansion is the latest technology and service offerings featuring:

- New nuclear medicine single photon emission computed tomography (SPECT) system
- New low-dose computed tomography (CT) system
- Musculoskeletal ultrasound exams
- Cardiac CT exams

The Department of Radiology offers virtually every available imaging service, including magnetic resonance imaging (MRI), nuclear medicine (PET scans), ultrasound, CT scans and X-rays. Select imaging services are also offered at the hospital's eight outpatient centers.

Appointments at any health system location can be scheduled by calling Central Scheduling at **305-663-8413**.







Preparing for Ebola

As fears of a U.S. Ebola outbreak gripped the nation in 2014, Miami Children's Hospital rose to meet the challenge.

The hospital quickly activated a team of administrative and clinical leaders from diverse disciplines to ensure staff readiness should the hospital be called upon to provide care for a child with suspected Ebola, a life-threatening virus that has caused devastation in many West African nations.

The Miami Children's team collaborated with state health leaders and national Centers for Disease Control officials to keep abreast of developments and best practices. This led to acquisition of specialized equipment and development of safe-care protocols for patients who might present with suspected Ebola. Staff also received training in how to use protective gear to prevent the transmission of the disease to caregivers.

"As always, our Miami Children's doctors, nurses and support teams demonstrated their unwavering commitment to anticipating care needs and ensuring that we are always ready to fulfill our mission of offering hope and healing to children," said Dr. Deise Granado-Villar, Chief Medical Officer and Quality Officer, and Senior Vice President for Medical and Academic Affairs.

Joining Hands Across Florida to Create a Network for Children

Young children often seem to make new friends with ease. And so, too, does the region's children's healthcare leader. In 2014, Miami Children's forged new partnerships with organizations that share its passion for bringing pediatric care close to home for Florida families.

Reaching Out to the Florida West Coast



In 2014, Miami Children's Health System formed a new clinical affiliation with Golisano Children's Hospital of Southwest Florida, aimed at optimizing care for children on the Florida west coast.

"We look forward to working more closely with Miami Children's Hospital and building a relationship

that will provide a comprehensive network of care for our patients," said Kathy Brige-Liles, Chief Administrative Officer at Golisano.

Pediatric subspecialists at Golisano have access to Miami Children's subspecialists, including cardiologists, neurologists and neurosurgeons for an advanced level of collaborative patient care.

New Joint Venture

Also in 2014, Miami Children's formed a joint venture with Nuetera, a global organization with expertise in collaborating with physicians and health systems to fund, build, develop and manage successful healthcare facilities. The purpose of the venture is to renovate and repurpose the former 146-bed Metropolitan Hospital. When it opens in late 2015, the new state-of-the-art hospital, to be rebranded as The Miami Medical Center, will offer adult surgical specialties and a women's center for labor and delivery.

The Miami Medical Center represents a unique ownership structure that comprises Miami Children's, Nuetera, VitalMD Group Holding (large, privately held multi-specialty physician group), and many independent adult care physicians spanning numerous specialties. The new hospital will not offer pediatrics, other than nursery care for healthy newborns. All pediatric care will be provided at Miami Children's main campus.

Jupiter Medical Center Collaboration



Miami Children's also advanced its work with Jupiter Medical Center in Palm Beach County. Miami Children's currently provides pediatric support to the Jupiter facility's Emergency Department and explored new opportunities for collaboration in 2014.





Telehealth Program Takes on the World

MCH Anywhere®, Miami Children's Health System's telehealth initiative, took on the world in 2014, with collaborative ventures established from Florida to Ukraine.



MCH Anywhere®

Boris Clinic, the largest private hospital in Ukraine, formalized an agreement with Miami Children's Hospital's global telemedicine program that enables telemedicine consults to support the care of children in Ukraine.

Through a fast and secure connection, physicians and patients in Ukraine connect to MCH subspecialists for an individualized consultation through digital medical devices that allow for examination of patients in real time. The instrumental methods of examination can include electrocardiograms, ultrasound, endoscopy, audiology and more. The consultations allow for multidisciplinary examination from a team of specialists in order to support the patient's assessment.

Also in 2014, the hospital formed a collaboration with insurer **Florida Blue** and HealthSpot, which manufactures a unique walk-in station that supports medical teleconferencing. Florida Blue members in southern Miami-Dade now have access to convenient healthcare services at the Florida Blue Retail Center near The Falls shopping center. They can use the HealthSpot station to conference with healthcare professionals from Miami Children's, with adult-care oversight provided by Jupiter Medical Center.

MCH Anywhere is supported by the hospital's Telehealth Command Center, a 2,400-square-foot facility in the heart of the MCH campus, with advanced two-way voice, data and video technology and a high-speed broadband wireless network.

For more information, please call Global Health at **305-662-8281**.



Helping Special Olympians Fulfill Dreams

Children with special needs have always held a very special place in the hearts of the physicians and staff of Miami Children's Health System.

In 2014, the hospital was pleased to begin partnering with Special Olympics Florida – Miami to support the health and well-being of Special Olympian youth through coordination of medical screening events to assess the health of prospective athletes prior to participation in competitive sports activities.

Doctors and caregivers in October scheduled the first of many of the screening events. Following the assessment, which includes vital signs and vision and hearing testing, participants are provided documentation that clears them to participate in Special Olympics sports activities and/or a referral to other medical specialists for further assessment.

"Miami Children's Health System is committed to supporting the needs of all children," said Dr. Deise Granado-Villar, Chief Medical Officer and Quality Officer, and Senior Vice President for Medical and Academic Affairs. "We embrace the opportunity to enrich the lives of these special needs children and to support them in fulfilling their Special Olympics dreams," she said.







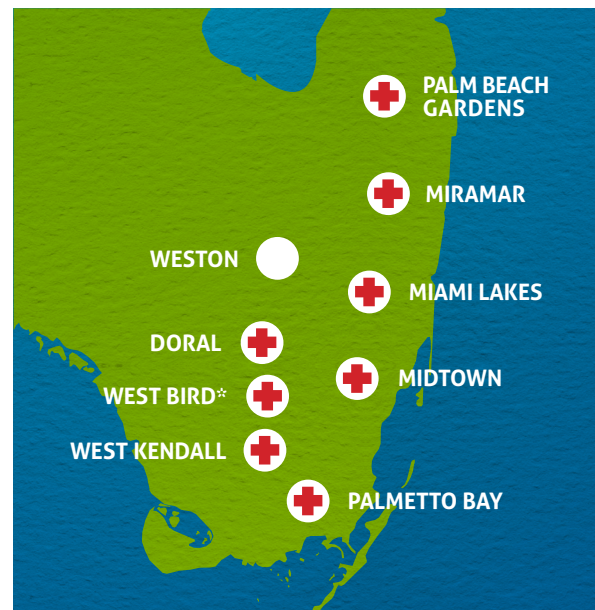
Outpatient Center Network: Bringing Care Convenience to South Florida Families

Just like the children in our care, Miami Children's Health System keeps on growing and growing. 2014 was another banner year for the system's network of outpatient centers, which collectively achieved record numbers of patient visits for all services.

In addition, in 2014, plans were underway for a new outpatient center slated for the western part of Bird Road in Miami. The new center is scheduled to open in the fall of 2015.

Miami Children's Health System features eight centers extending from southern Miami-Dade to Palm Beach County, with locations in Doral, Miami Lakes, Midtown, Miramar, Palm Beach Gardens, Palmetto Bay, West Kendall and Weston. Offerings include pediatric rehabilitation services, imaging services, subspecialty physician appointments and after-hours urgent care services (available at seven of the eight sites).

"We are delighted that the families throughout South Florida continue to embrace and value our service offerings. We look forward to continuing to serve as a partner to South Florida families in meeting the care needs of children," said Nancy Humbert, Senior Vice President of Ambulatory Services.



* Coming Soon

 = Urgent Care Location



MCHTV: A First Among Children's Hospitals

All eyes were on MCHTV, Miami Children's new in-house television network in 2014, as the hospital became the first children's hospital in the nation to launch a television network in collaboration with the Children's Miracle Network Hospitals®.

MCHTV incorporates the latest hospital announcements including new services, technological achievements and breakthrough procedures. A series of physician spotlight videos feature the hospital's dedication to patient care, cutting-edge technological advancements and breakthrough research that sets MCH apart from other pediatric healthcare facilities. The network also features child-friendly segments on health, travel, cooking, weather, news, sports and entertainment.

"We are excited to offer MCHTV to our patients and families. This service is an extension of MCH's ongoing commitment to enhance the overall patient experience through the use of technology," said Dr. M. Narendra Kini, Chief Executive Officer of Miami Children's Health System.

Powered by HTVkids and the Children's Miracle Network Hospitals, MCHTV is shown on channel 36 of the hospital's in-house network and is available on all televisions throughout the hospital. For more information on MCHTV, please visit www.mch.com



Partnering to Improve the Lives of Children with Heart Disease

Twenty years ago, a child with a congenital heart disorder might not have survived to adulthood. Today, thanks to sophisticated interventions offered at nationally recognized programs such as The Heart Program at Miami Children's, newborns with heart anomalies not only survive, they thrive.

Knowledge gleaned after following hundreds of patients throughout their journey to adulthood is helping The Heart Program enhance its clinical leadership and its partnership with patient families with the aim of optimizing lifetime support for children with congenital heart disease.

In 2014, The Heart Program teamed up with the renowned Miami Children's Brain Institute to create the NeuroCardiac and Development Program, an innovative interdisciplinary approach to support children with complex congenital heart disease from the time of diagnosis to the transition to adulthood. The program provides ongoing assessment and management to support children and families with the neurodevelopmental challenges that can often accompany a congenital heart disease diagnosis.

In addition, the Miami Children's Heart Program Alumni Association held its first Patient and Family Education Day in November 2014. The weekend event focused on sharing information to help parents know what to expect during their child's school years, including participation in team sports, physical education as well as social, learning and attention challenges.

"We have learned so much from the many children with complex heart conditions who have grown to adulthood, thanks to the medical interventions in the past two decades," said Dr. Gil Wernovsky, Medical Director of Patient- and Family-Centered Care for The Heart Program. "We have been able to identify many of the challenges that emerge over time for some of the children, and we are developing follow-up practices and educational initiatives to help families identify any emerging issues related to movement, endurance and learning at the earliest and most treatable stages."

Instant Answers for New Parents

Going home with a premature baby who has been hospitalized in a neonatal intensive care unit can be daunting for even the most experienced parents.

Once the family has transitioned home, questions arise related to basic tasks of feeding, changing and bathing. Or there may be concerns about how to use medical equipment in the home. It can be overwhelming.

Now help is available at a family's fingertips, with MCH Anywhere BabyCare, an innovative telehealth service launched in 2014. Using a web-enabled computer or iPad, parents can videoconference with one of Miami Children's experienced Neonatal Intensive Care Unit (NICU) nurses, who can provide guidance, advice and support for everything from basic newborn care to the most complex cases involving specialized medical equipment.

"Taking the uncertainty out of the early days at home for parents of babies from our NICU is a priority for us," said Jackie Gonzalez, Senior Vice President and Chief Nursing Officer. "This program has provided a special way to support and empower families by enabling immediate access to the nurses they formed bonds with during their child's earliest days."

For more information, visit mchanywhere.com or call **1-800-811-9350**.







Dance and Movement Program, Yoga Class Promote Development and Strength

Just dance! For children with autism or other developmental disorders, moving to music can promote enhanced brain function and social skills. And best of all, it's fun.

In 2014, the Rehabilitation Services team at the Miami Children's Hospital Doral Outpatient Center began offering a Dance and Movement Program to its list of therapeutic services. Led by a licensed therapist trained in Autism Movement Therapy®, the class can benefit children with sensory, social, motor planning, coordination and speech/language difficulties, helping them express themselves through movement and collaborate in developing dance sequences, while providing a fun cardiovascular exercise.

The 12-week program is open to patients as well as children from the community. Siblings and friends of patients are encouraged to join in as peer models.

Also introduced in 2014 was a yoga program, taught by an occupational therapist certified to teach yoga to children. The program is aimed to promote strength, endurance and flexibility.

"Our Rehabilitation Services team is always looking for new ways to support and inspire children to be the best they can be. The Dance and Movement Program and Yoga Program are perfect examples of ways we are innovating to support children with special needs," said Nancy Humbert, Senior Vice President of Ambulatory Services.



Partnering with the Community to Prevent Injuries

Divine Savior Academy in Doral made a commitment in 2014 to provide the best comprehensive care to its young athletes. The school contracted with Miami Children's Hospital to provide an athletic trainer to ensure the health of the school's sports participants.

Athletic trainers are healthcare professionals who collaborate with physicians to provide preventative services, emergency care, clinical diagnosis, therapeutic intervention, and rehabilitation of injuries and medical conditions.

The hospital's sports medicine doctors also serve as team physicians for a variety of high school teams and youth sports leagues in South Florida.

"The best way to prevent injuries is to have an expert on the playing field overseeing activities," said Nancy Humbert, Senior Vice President of Ambulatory Services. "We are honored that Divine Savior Academy looked to us to help keep children well and in the game."







David Beckham



Anne Hathaway



Ryan Reed

Stars of Sport and Screen Shine at Miami Children's

The stars came out at Miami Children's in 2014, bringing smiles and hugs to young patients and their families.

David Beckham

English soccer icon David Beckham made a special surprise visit to the hospital in March, greeting children and handing out autographed soccer balls, along with words of encouragement.

Anne Hathaway

Oscar winner Anne Hathaway dazzled young patients and families with smiles and hugs during an impromptu visit in March. The actress shared in activities in the hospital play room, including basketball and crafts.

Ryan Reed

NASCAR driver Ryan Reed offered encouragement and support in November to children in the hospital's Diabetes Treatment Center. Reed, who has type 1 diabetes, participated in the American Diabetes Association's "Drive to Stop Diabetes" campaign.

Encouraging a ‘Super Kid’ to Fulfill Her Dreams

When CBS4 in Miami selected Tracey Dominique for one of its “CBS Super Kid” features, a visit to Miami Children’s Hospital was organized to encourage the dedicated 16-year-old in fulfilling her dreams.

Tracey was selected for the Channel 4 Super Kid honor for achieving great things even as she grapples with significant life challenges, including the loss of her former home and her father following the 2010 earthquake in Haiti. Tracey is an excellent student and has started a fund to send children in Haiti to summer camp.

When Tracey shared her dream of becoming a doctor serving children in Haiti, the station introduced her to Dr. Mario Reyes, Director of Pediatric Hospital Medicine at Miami Children’s. Dr. Reyes knows some of the challenges faced by the Haitian medical community, having volunteered in the tiny island nation numerous times since the earthquake, including serving in a tent hospital just days after the devastation.

“Tracey is a remarkable young lady seeking to make a positive difference in the world. All of us at Miami Children’s wish her the best as she seeks a future of service and commitment to making a better world,” said Dr. Reyes.





Paola

Surgery Helps ‘Princess Paola’ Vanquish Epilepsy

Paola Velez lives in Orlando, Florida, home of Walt Disney’s famed Magic Kingdom. Like a spunky heroine in a Disney film, this remarkable young lady has overcome overwhelming challenges, thanks to a medical team in Miami dedicated to treating the most complex cases of epilepsy.

At age 2, Paola was discovered to have a brain tumor that was soon surgically removed. But within a year of the surgery, the tiny princess began experiencing grand mal epileptic seizures that kept her from living anything close to a normal life.

Under her physician’s guidance the family tried one anti-seizure medication after another, but none could quell the persistent seizures. Paola needed constant supervision to ensure she was not injured during a seizure. She even slept in her parents’ bed, so they could monitor her throughout the night.

In 2013, when Paola was 12, the Velez family agreed it was time to explore whether brain surgery might offer a cure and a better life for Paola. A search led the family to Miami Children’s Brain Institute, one of the world’s most experienced programs in the surgical treatment of epilepsy.

Dr. Michael Duchowny, a pediatric neurologist and epileptologist who coordinated Paola’s care, said, “We were able to pinpoint the source of Paola’s seizures through use of video-EEG monitoring and 3-D volumetric magnetic resonance imaging. But before we could consider surgery to remove the malfunctioning tissue, we needed to map her brain to ensure that the procedure would not affect key areas responsible for speech, movement or other critical functions.”

First, Dr. Sanjiv Bhatia, a pediatric neurosurgeon, surgically implanted electrodes within Paola’s brain to record the seizure onset. Then as Paola rested comfortably after surgery, she was asked to talk, and move in specified ways so that the medical team could monitor the corresponding brain activity and identify centers for essential brain functions.

“After reviewing the brain studies, we were confident we could remove the seizure-causing tissue, while still preserving all critical sections of the brain,” said Dr. Bhatia.

“The success of the surgery has just been amazing,” said Bryan Velez, Paola’s father. Paola, now 13, is completely seizure free and achieves straight A’s in school. She has her own room, is active in sports and loves writing and giving speeches. “With epilepsy behind her, she is so confident now,” said Bryan, who is particularly proud that Paola hopes to give back one day by becoming a neurologist. Talk about a storybook ending.



Christian Paddles Away from a Serious Heart Condition

When Christian, 16, rowed through the water with his fellow high school crew team members in the fall of 2014, it never occurred to him that any individual race or practice might be his last.

Every three days in the U.S., a teen athlete dies of an undetected heart condition. Christian learned he was a candidate to join those tragic ranks after taking part in a free EKG screening at Miami Children's Hospital in 2014, along with his entire crew team.

"I was stunned when the doctor told me there was something that they needed to look more closely at," said Christian. "Now, I just feel lucky that the discovery was made."

Lucky indeed. Christian was identified as having Wolff-Parkinson-White syndrome, a high-risk condition that can result in sudden cardiac death during athletic activities. He underwent a minimally invasive procedure that made it possible for him to return to sports without any restrictions.

Since Miami Children's Heart Program began offering free EKG screenings in 2012, more than 3,250 students have been screened and three have been identified with conditions that could cause SCD during sports activity.

"A typical school or sports physical examination won't detect a potentially dangerous heart problem," said Dr. Anthony Rossi, Director of the Cardiac Intensive Care Unit at Miami Children's Hospital. "An EKG will identify children with heart anomalies so that they can receive the treatment they need for a long and healthy life," he said.

The free screenings are available by appointment at seven Miami Children's Health System locations, including the hospital's main campus in Schenley Park near Coral Gables, as well as at MCH outpatient centers in Doral, Midtown, Miramar, Palm Beach Gardens, Palmetto Bay and West Kendall.

For more information or to schedule an appointment please call The Heart Program at Miami Children's Hospital toll-free at **(855) MCH-EKGS** or **(855) 624-3547**.

Sabrina's Second Chance: New Treatment Cures Childhood Cancer



Sabrina Couillard, 15, was cleared to return to school in the fall of 2014 after more than a year on the sidelines battling leukemia. The Miami middle school student, who enjoys math and cooking, had a form of leukemia that has a high risk of recurrence without bone marrow transplantation. Today, she is cancer free.

In 2013, Sabrina's medical team began seeking a bone marrow match for Sabrina to make possible the transplant the teen so desperately needed. When a suitable marrow match could not be found – a challenge that confronts many patients of Hispanic ancestry – Sabrina's doctors employed an innovative new procedure that promises a brighter future for children with cancer around the world.

"We have known for a while, that cord blood transplantation, using blood from the umbilical cords of healthy newborns, can serve as an alternative to bone marrow transplantation," said Dr. Kamar Godder, Director of the Bone Marrow Transplant Program at Miami Children's Hospital.

"The cord blood has the same blood stem cells as bone marrow and can help give a sick child healthy new blood and immune systems. However, this method has been limited to small children only, because of the size of the cord blood units."

Wanting to help Sabrina before her leukemia returned, Dr. Godder employed an emerging technique, utilizing stem cells from two separate donated umbilical units for Sabrina's transplant. Stem cells from banked cord blood are an increasingly important medical resource. No blood is taken from the healthy newborn baby, only from the cord and placenta with permission of the family.

Sabrina was diagnosed with cancer in March of 2013 and underwent her bone marrow transplant using the cord stem cells in December. She was then hospitalized in Miami Children's Bone Marrow Transplant Unit for 49 days. The lengthy isolation was needed to protect her from exposure to illness while the stem cells took hold and rebuilt her immune system. She then continued her recovery at home throughout the spring and summer months.

Marta Gonzalez, Sabrina's mother, is delighted with the results. "I was so worried," she recalls. "We needed to take a leap of faith with the new procedure. But something told me we should go ahead with it. We feel so fortunate that we did."





Creating Smiles for Children with Rare Gum Disorder

Miami Children's Hospital teamed up with Nova Southeastern University in 2014 to bring smiles to a pair of sisters born with a rare dental condition.

Muriel, 12, and Nicole Rayo, 11, were born with hereditary gingival fibromatosis, a condition in which the gums become enlarged and completely engulf the teeth.

The girls underwent separate surgeries at Miami Children's to remove the overgrowth of gum tissue along with baby teeth that were also encased within the gums. Within days, both girls were smiling and showing off their newly revealed adult teeth.

The surgery was made possible thanks to a collaboration between Dr. Maria Hernandez, Program Director of the Peridontology Program at Nova Southeastern University, and a dream team from Miami Children's. The Miami Children's participants included Dr. Rosie Roldan, Director of the Department of Dentistry and Director of the Pediatric Dentistry Residency program; Dr. Melissa Meincken, pediatric dentist and a member of the dental faculty for the pediatric residency program; and Dr. Mislen Bauer, pediatric geneticist and Dr. Thaddeus Boucree, oral and maxillofacial surgeon at Miami Children's and Chairman of the Oral and Maxillofacial Surgery Department at Larkin Community Hospital.



Patient of the Month Series Highlights Families Helped at Miami Children's

What better way is there to tell the story of a hospital dedicated to helping children and families than through the experiences of those it serves?

The Patient of the Month initiative was created in 2014 by Miami Children's Health Foundation to highlight the stories and experiences of patients whose lives have been saved and forever changed, thanks to Miami Children's Hospital caregivers. These inspiring stories convey, through the lens of the patient, the life-changing impact of procedures and treatments offered at Miami Children's.

"The Patient of the Month initiative helps put a face to the extraordinary work conducted at Miami Children's," said Lucy Morillo, President and CEO of the foundation. "These are stories of hope and courage, real stories of real patients that show us that these experiences can happen to anyone."



*Patient
of the
Month*

In its first year, the initiative shared the stories of 11 families who turned to Miami Children's in their time of medical need. Every Patient of the Month story and video testimonial can be found at mchf.org/patient-of-the-month







Longstanding Leadership in Medical Education Excellence

Each year, newly minted pediatricians and pediatric subspecialists graduate from Miami Children's Hospital's medical education program and head out into the larger world to make a difference in the lives of children.

Founded as early as 1958, and accredited in 1965, the hospital's pediatric teaching program is the largest in the Southeast, providing top-quality training for 84 pediatric residents and 33 subspecialty fellow trainees annually in 10 pediatric subspecialties.

Pediatricians and subspecialists who received training at Miami Children's are now practicing throughout the nation and in countries around the world.

Highlights of the 2014 training program include:

- Miami Children's residency program continues to boast the highest American Board of Pediatrics pass rate among programs in the state of Florida.
- 50 percent of the 2014 residency program graduates went on to accept prestigious subspecialty fellowships.
- Equally important, the other 50 percent of 2014 graduates went on to pursue careers in primary-care pediatrics, with several securing positions right here in the South Florida community.

Miami Children's also supports the pediatric community by keeping practitioners informed of the latest developments in the field of pediatrics and helping prepare pediatricians for board recertification through live courses and online education.

For 49 years, the hospital has hosted "Perspectives in Pediatrics," the longest-standing pediatric postgraduate course in the nation. More than 800 pediatricians throughout the U.S. come to South Florida annually to participate in this renowned program, which features experts from all over the world. The hospital's Pediatric Board Review Course has been offered for 18 years and has been instrumental in preparing pediatricians from all over the U.S. to pass their board recertification. The course is recognized by the American Board of Pediatrics as an approved maintenance of certification activity.



Research for a Better Tomorrow

Research is hope. Research is the future. And it's all happening now at the Miami Children's Hospital campus. Miami Children's Hospital Research Institute is a regional leader in bringing the latest innovations in the diagnosis and treatment of pediatric illnesses.

2014 was another year of progress with 225 active research studies funded through academic affiliations, grants, industry, the Children's Oncology Group and Miami Children's Health Foundation.

Medical specialties involved in clinical research studies included adolescent medicine, radiology, cardiology, cardiovascular surgery, neurology and neurosurgery, critical care, dentistry, psychiatry, gastroenterology, genetics, orthopedics, pulmonology, pediatric surgery, hematology-oncology and nursing.

2014 Research Highlights:

Enhancing Quality of Life for Children with Congenital Heart Disorders

Two decades ago, children with congenital heart disease were less likely to survive to adulthood. New surgical and treatment innovations have resulted in long life spans for affected children. The Heart Program at Miami Children's is currently investigating modifiable factors that can improve quality of life for patients born with heart anomalies. The goal is to develop a roadmap of ongoing follow-up and care management to minimize the potential for neurodevelopmental disabilities, behavioral and attention challenges among children with heart anomalies. The principal investigator is Dr. Gil Wernovsky, Medical Director of Patient- and Family-Centered Care for The Heart Program.

Helping Reduce Painful Crises for Children with Sickle Cell Disease

Children with sickle cell disease can experience prolonged painful crises requiring hospitalization. Miami Children's Cancer Center, which provides care for children with blood disorders and cancer, is participating in a study of a new investigational drug that may shorten the duration of sickle cell crises. The Evaluation of Purified Poloxamer in Crisis (EPIC) study is a multi-site study. The Miami Children's Hospital principal investigator is Dr. Kamar Godder.

Helping Adolescents with Depression

For some teens, the transition to adulthood can be challenging. To support those struggling with depression, Miami Children's is participating in a study of a new investigational drug to determine its safety and effectiveness in adolescents with major depressive disorder (MDD). The study is for youth ages 12 to 17 who have been diagnosed with MDD for at least six weeks. The Study to Evaluate an Adolescent Depression Investigational drug (STEADi) is a multi-center national study. The principal investigator is Dr. Elza Vasconcellos.

For more information about open studies at Miami Children's Hospital, visit www.mch.com/research





Miami Children's Own *Dra. Azaret* Promotes Health Awareness throughout the Spanish-Speaking World

Miami Children's Chief Psychologist Dr. Marisa Azaret continued to share important health information with viewers around the globe in 2014 in her ongoing role as a medical reporter and commentator for CNN en Español, CNN's independently produced 24-hour network in Spanish. She also hosts her own half-hour weekly medical program, titled *Dra. Azaret*, which airs at 8 p.m. Saturdays on the cable network.



The award-winning broadcast journalist manages all this while continuing to serve as chief psychologist at Miami Children's, a role that includes patient- and family-centered care services.

"My work with the hospital and my broadcast career are a perfect career blend," said Dr. Azaret. "I can continue to serve children and families through traditional practice, while also reaching a global audience with messages about health, wellness and child safety."

Separately, Dr. Azaret also serves as the Spanish-language host for a sexual abuse prevention training program developed by Darkness to Light, an organization dedicated to ending child sexual abuse by empowering adults to be vigilant in protecting children.

Community Benefits 2014

Miami Children's: Making a Difference for Children in Ways Both Big and Small

Miami Children's Health System is proud to be here for the children – and for the South Florida community we have been pleased to call home for more than 65 years. The health system leaves its imprint on the community in a great many ways, from the many millions of dollars in uncompensated medical care provided annually for disadvantaged families to the training of the pediatricians and pediatric subspecialists of tomorrow. You'll also see our hand in countless enrichment programs that improve children's lives – from specialty summer camps for youngsters with critical illnesses to preventive medicine outreach programs and classes to help families safeguard children. We are proud to make a difference each and every day. Here's how:

An Economic Force in Miami-Dade County

Miami Children's contributes to the local economy in many ways. The health system employs a workforce of more than 3,550 employees. During 2014, the hospital contributed more than \$44 million in construction spending to the local economy for projects paving the way for its planned new Advanced Pediatric Care Pavilion.

Providing a Safety Net for Children

Miami Children's is the state's leading provider of healthcare services for medically needy children. Each year the health system contributes from \$16 million to \$20 million in uncompensated care. It's part of Miami Children's role as a regional safety-net facility, providing care for uninsured and underinsured children who need the pediatric specialty services that have earned the hospital stature among the nation's best pediatric hospitals. In addition to uncompensated care, 66 percent of patients are funded by Medicaid or a Medicaid HMO. We are indeed here for the children!

Training Tomorrow's Pediatric Specialists

At Miami Children's Hospital, the next generation of pediatricians and pediatric subspecialists is already hard at work. The hospital is proud to be the largest provider of pediatric medical education in the southeastern United States, offering training for 84 pediatric residents and 33 subspecialty fellows annually. Contributions to physician and nursing education include a high-tech pediatric simulation program featuring child-size medical mannequins that duplicate the physiological responses of children.





Primary Care

Miami Children's provides primary care and a medical home to the Medicaid population through its Pediatric Care Center located on the hospital's main campus. The Pediatric Care Center offers full-service pediatric and adolescent primary and specialty care for children from infancy up to 21 years of age. The center, which hosted about 11,471 visits in 2014, provides comprehensive, coordinated and family-centered clinical care with the goal of supporting families in the promotion of children's health and the prevention of childhood diseases. The Pediatric Care Center accepts all types of insurance, including Medicaid. For those without insurance, a sliding-scale payment structure is in place based on ability to pay.

Pediatric Dental Services

Miami Children's is a regional leader in providing dental services – including outpatient services and surgical services – to medically underserved children and adolescents. The demand for these services exceeds capacity. The Pediatric Dentistry Residency Program, situated at Miami Children's Hospital Doral Center, provided care for approximately 23,756 patient visits in 2014, while a new Adolescent Dental Program hosted 1,928 visits.

Medical Outreach to Serve Those in Need

Health Connect in our Schools: Through this program, Miami Children's provides staffing for 12 clinics in the Miami-Dade County School system, offering primary care, first aid, vision, height/weight, body mass index screenings, and assessment and referral as needed. The nurses not only offer primary care services for students, but also offer health education to parents and school staff on topics of interest. During the 2013-2014 school year, the program managed more than 30,450 service encounters, including provision of screenings and vaccines.

Supporting New Mothers in Caring for Babies: To help new mothers meet the needs of premature babies, the hospital partnered with The Children's Trust to provide parenting work groups for first-time mothers, teen mothers, and mothers with babies in the hospital's Neonatal Intensive Care Unit. The focus of the program is to support new parents in understanding the importance of bonding and attachment with babies.

Classes and Programs to Promote Children's Well-Being

Several Miami Children's departments – including the Department of Learning and Development, Trauma Services, Rehabilitation Services and the Child Life Department – work collaboratively to offer a variety of health- and safety-related classes and programs for parents, caregivers and children.

Topics include:

- Breastfeeding
- CPR for parents and caregivers
- Child safety seat inspection station, offering inspections of safety seats for proper installation, product recalls and appropriateness for the age of the child
- Child life community field trips
- Diabetes management for children and teens
- First Aid
- Infant massage
- Parenting skills
- Presurgical orientations "Scrub Club"
- Pool Safety
- Safe Sitter Program (8-hour program that instructs teens in caring for small children)
- Safety on Wheels rallies, available on request to inspect wheeled craft for safety and teach children about riding safely, including use of helmets
- Safety health fairs (offered on campus and on location)
- Sibshops offering interactive activities and support for siblings of children with chronic health conditions
- Swimming lessons

Specialty Camps Brighten Lives of Children with Chronic Illnesses

As part of a holistic approach to the care of critically ill children, Miami Children's offers a series of annual special camps that have enriched the lives of thousands of children from South Florida and beyond. Programs offer children with special needs the chance to enjoy activities and friendship with children with similar needs in a safe and supportive setting.

Offerings include:

- Camp Funrise, a specialty camp for children with arthritis and related conditions conducted by the hospital's Division of Rheumatology. The free week-long summer camp is for children ages 8 to 12 whose special needs make it impossible for them to attend other camps.
- Diabetes Youth Camp, a week-long camp for children ages 6 to 12, managed by the Department of Endocrinology. Children participate in managing their health, while having fun with other children with diabetes.
- Camp United Order True Sisters, a seven-day sleep-away camp for children ages 7 to 17 who have cancer. The camp helps the children develop self reliance while forming bonds with other children with cancer.
- Ventilation-Assisted Children's Center (VACC) Camp, a week-long camp for children requiring ventilation assistance and their families.
- Camp DMC, a multi-week therapeutic day camp for children with autism and related disorders. The program provides fun-filled activities to enhance each child's social and communication skills.





Helping Children Develop Work Skills

Miami Children's Hospital participates annually in a number of programs to help children develop work skills. Project Victory, a collaborative program with Miami-Dade County Public Schools, provides opportunities for special-needs teenagers to gain life skills through work. The goal is to support the teens in acquiring skills that can help them secure jobs upon graduation.

In addition, the hospital participates with Miami Senior High School's medical magnet program, providing learning opportunities for students interested in careers in nursing and other medical pursuits.

Teaching ABCs of Health and Wellness

Miami Children's is partnering with school districts in Broward and Palm Beach counties to teach children how to incorporate health and wellness into their lifestyles. The hospital makes available online health curriculum developed by HealthTeacher. The program was designed for kindergarten through high school students with topics ranging from good nutrition to bicycle safety. The goal is to equip children with the knowledge and tools needed to make better choices for their health.

A Website with a Difference

The Miami Children's hospital website, www.mch.com, offers a wide range of health information content for children and families as well as consumer information, including links to consumer websites, referencing food and children's product recalls. During 2014, visits to the site increased by 22 percent compared to 2013, and unique users increased by 25 percent.

Sponsorships to Benefit Children

In order to promote wholesome programming for children, Miami Children's Health System sponsored in 2014 several programs on WPBT Public Television, including Dinosaur Train and Daniel Tiger's Neighborhood.

In addition, the hospital provides funding support for programs and activities that benefit children, including the Junior Orange Bowl, the world's largest youth festival, which includes youth competitions in athletics and other pursuits such as singing, art and writing. In addition, the hospital provides first aid services for more than a dozen athletic competitions held throughout the region.

Supporting Families of Hospitalized Children

When a child is hospitalized, the stress on the family can be enormous. To help support families of children in its care, Miami Children's offers a network of support services ranging from lodging near the hospital to free meals and special services to reduce stress.

- Miami Children's Devonshire Apartments feature 20 apartment units located two blocks from the hospital. Units are made available to families from beyond Miami-Dade County at minimal cost.
- Free meals from the hospital's cafeteria are made available to disadvantaged families of hospitalized children.
- Taxi vouchers are made available to provide transportation for disadvantaged families.
- Free parking is offered in the hospital's parking garage and a free shuttle service helps families navigate the campus.
- Miami Children's features a full-service family resource center. The Michael Fux Family Center offers amenities, including laundry services, a movie theater, computer stations, library, exercise room, kitchen, children's art and video center, showers and lockers, a breastfeeding room, massage and hair services, and an ongoing calendar of activities including scrapbook-making, classes on health topics and other diversions for patients and their families. All services are offered to families without charge.
- Educational tools, internet access, a hospital guide and numerous entertainment options are available to hospitalized patients and their families through the GetWellNetwork®. Options available include movies on demand, television channels, games, storytelling and music as well as tools for sharing information about the family's needs, expectations and satisfaction with services.
- Miami Children's offers several play rooms and teen rooms to enhance the care experience for children and families. The hospital's large play room includes an outdoor screen-enclosed area. Two teen rooms are furnished with teen-friendly equipment.
- Specially trained therapy dogs and their owners visit children at the hospital several times per week.
- The Big Apple Circus Clown CareSM brings laughter and joy to the bedsides of hospitalized children.
- Child Life Specialists are available to help children understand what to expect while they are in the hospital, provide them with ways to normalize the environment through coping and distraction, and facilitate play and interaction with other hospitalized children. These specialists also help children and families become familiar with the hospital prior to admission, and provide instruction about the diagnosis and pending treatments.





2014 MCH Awards and Recognition

National

Miami Children's Hospital Pediatric Specialty Services Again Ranked Among the Best in the Nation

Nine Miami Children's Hospital pediatric specialty services were ranked among the best in the nation, according to *U.S. News & World Report's* 2014-15 "America's Best Children's Hospitals" rankings. Once again, MCH has more programs included in the pediatric rankings than any other hospital in Florida. In addition, two MCH programs were ranked among the top 10 in the nation. Miami Children's is the only hospital in Florida with programs included among the top 10 in pediatric subspecialties assessed by *U.S. News*.

Miami Children's Hospital Among Great Places to Work in Healthcare

Miami Children's Hospital made the Becker's Healthcare 2014 list of "150 Great Places to Work in Healthcare," a compilation of hospitals, health systems, ambulatory surgery centers, physician groups, vendors and other healthcare organizations that provide excellent work environments and outstanding benefits to their employees.

The hospital offers comprehensive benefits, and health, wellness and training programs that create a supportive and mentoring environment for all. A variety of recognition programs showcase team and employee accomplishments, while the hospital's innovative onboarding program has garnered national recognition for supporting new employees and enhancing new hire satisfaction and retention.

MCH Makes Top Training List for Eighth Consecutive Time

Miami Children's Hospital has once again been named among top 125 training organizations in the nation by *Training* magazine, the leading publication for learning and development professionals. The annual *Training Top 125* ranks companies for excellence in employer-sponsored training and development programs. The hospital has been included in the ranking annually since 2006. This prestigious award includes healthcare and business organizations, such as Coldwell Banker, Blue Cross & Blue Shield, MasterCard Worldwide, Mohawk Industries, Wells Fargo & Co. and Capital One.

Miami Children's Hospital Listed in 2014 InformationWeek Elite 100

MCH was ranked among the 2014 InformationWeek Elite 100 – a list of the top business technology innovators in the U.S. MCH delivers specialized pediatric care through a virtual technology platform, mobile applications, interactive robotic devices, mobile medical carts and medical kiosks with diagnostic instrumentation and interactive video capabilities, to name a few of the ways the hospital uses technology to enhance care access.

Hospital Among 'Best Places to Work in Information Technology'

IDG's Computerworld has included Miami Children's Hospital among its list of "100 Best Places to Work in IT" for 2014. Miami Children's ranks eighth among midsize organizations. The list recognizes companies that challenge their IT staffs while providing great benefits and compensation.



2014 MCH Awards and Recognition

National

Miami Children's Falls Prevention Program Receives Top Magnet® Honor



The American Nurses Credentialing Center (ANCC) awarded its annual Magnet® Honors Award to Miami Children's Hospital in recognition of the hospital's Humpty Dumpty Falls Prevention Program™. The program was developed by hospital clinicians to identify patients at risk and prevent falls in the care environment. The program is now being used in more than 1,077 hospitals located in all 50 U.S. states and throughout the world, helping promote falls prevention among hospitalized children around the globe. The Magnet Honors Award is presented to a Magnet hospital that embodies excellence in patient care by creating and managing a transformational program that makes a difference for patients and nurses alike.

Miami Children's Hospital Earns 'Top Performer on Key Quality Measures' Recognition from The Joint Commission

Miami Children's Hospital was recognized in 2014 as a 2013 Top Performer on Key Quality Measures® by The Joint Commission, the leading accreditor of healthcare organizations in the United States. Miami Children's was recognized as part of The Joint Commission's 2014 annual report "America's Hospitals: Improving Quality and Safety," for attaining and sustaining excellence in accountability measure performance for children's asthma care.

Bone Marrow Transplant Program Once-Again Awarded FACT Accreditation



The Bone Marrow Transplant Program at Miami Children's Hospital has once again received accreditation by the Foundation for the Accreditation of Cellular Therapies (FACT) at the University of Nebraska Medical Center. The hospital earned FACT accreditation for pediatric allogeneic and autologous hematopoietic progenitor cell transplantation; bone marrow and peripheral blood cellular therapy product collection; and cellular therapy product processing with minimal manipulation.

Miami Children's Hospital Physicians Receive Patients' Choice Awards

Sixty physicians who serve on the Miami Children's Hospital (MCH) medical staff have been recognized as Patients' Choice Award recipients – an honor achieved by only 5 percent of physicians nationwide. The physicians were nominated by their patients for the quality of care and the excellence in service provided.

52 Physicians from Miami Children's Named to Prestigious 2014 Best Doctors in America® List

Fifty-two physicians affiliated with Miami Children's Hospital (MCH) have been listed among the Best Doctors in America® for 2014. Only five percent of doctors in America earn this prestigious honor, determined by peer review. Best Doctors has earned a sterling, worldwide reputation for reliable, impartial results by remaining totally independent. Doctors cannot pay to be included in the Best Doctors database, nor are they paid to provide their input. The List is a product of validated peer review, in which doctors who excel in their specialties are selected by their peers in the profession.

Miami Children's Hospital Recognized as a Center of Excellence in Life Support

Miami Children's Hospital was again recognized in 2014 as a Center of Excellence for extracorporeal membrane oxygenation (ECMO) by the Extracorporeal Life Support Organization (ELSO). The award recognizes excellence and patient satisfaction in ECMO, a heart-lung bypass therapy that allows a critically ill child or infant's heart and lungs to rest while healing takes place.



Regional

Miami Children's Receives Three 'Kids Crown' Awards



Miami Children's Hospital received three 2014 *South Florida Parenting* Kids Crown Awards. The MCH recognition includes:

- *Best Urgent Care (Broward): Miami Children's Hospital Miramar Outpatient Center*
- *Best Urgent Care (Palm Beach): Miami Children's Hospital Nicklaus Outpatient Center*
- *Best Kept Secret: Miami Children's Hospital Dan Marino Outpatient Center*

Kids Crown winners are chosen annually by the readers of *South Florida Parenting*.

Miami Children's Hospital Recognized for Quality in Transplant Care



Florida Blue recognized Miami Children's Hospital with a Blue Distinction® Center designation for delivering high-quality bone marrow transplant care as part of the Blue Distinction Centers for Specialty Care® program. This designation is based on the delivery of quality specialty care based on objective, transparent measures for patient safety and health outcomes developed with input from the medical community.

Hospital Teams Honored During Health Care Heroes Awards

Miami Children's Hospital's intensive care units (cardiac, neonatal and pediatric) received a 2014 Health Care Hero Award in the Institution/Program category during the *South Florida Business Journal's* 2014 Health Care Heroes Awards ceremony. In addition, Dr. Redmond P. Burke, Director of Cardiovascular Surgery at Miami Children's, was recognized as a finalist in the Health Care Professional category. Health Care Heroes Awards are bestowed annually on individuals and programs that make an extraordinary impact in the South Florida health care community.

Hospital Chief Information Officer Awarded *South Florida Business Journal's* CIO Lifetime Achievement Award

Ed Martinez, Senior Vice President and Quality Officer and Chief Information Officer at Miami Children's Hospital, has been awarded *South Florida Business Journal's* 2014 CIO Lifetime Achievement Award. The SFBJ CIO Awards honor chief information officers who lead their organizations in delivering business value and innovative use of IT in the private and public company sectors.

Dr. Deise Granado-Villar Inducted into College Alumni Hall of Fame

Dr. Deise Granado-Villar, Chief Medical Officer and Quality Officer and Senior Vice President for Medical and Academic Affairs, was inducted into the Miami-Dade College Alumni Hall of Fame, in recognition of her impact in the community.





Celebrities Come Together For The Children

The Campaign for Miami Children's continues making strides in Florida and beyond



In 2014, *Together For The Children*, *The Campaign For Miami Children's* continued garnering funds on a steadfast path to reach \$150 million by 2017. In support of the campaign, Raul "El Gordo" De Molina, the multiple Emmy Award-winning co-host of Univision Network's top-rated entertainment news show "El Gordo y la Flaca", and Brazilian pop artist Romero Britto became the newest Celebrity Ambassadors, joining international superstar Armando "Pitbull" Perez and Danish model Nina Agdal.

To solidify the campaign identity, Britto created a work of art that became part of the campaign logo, and hosted a paint party with former patients of the hospital at the Hyundai Hope On Wheels® 4th Annual Miami Children's Hospital 5K Run/Walk Presented by Sabadell United Bank to bring the artwork to life.



During the party, former patients had the opportunity to paint and interact with the artist, who later donated the artwork to the hospital. The new logo was then unveiled during The Hope Diamond Ball Affair, Miami Children's 2014 signature gala.



Raul "El Gordo" De Molina



Danish model Nina Agdal and Brazilian pop artist Romero Britto



A Night to Remember: The Hope Diamond Ball Affair

Nearly 900 celebrities, community leaders, philanthropists, physicians, friends, supporters, patients and families of Miami Children's Hospital came together at the JW Marriott Marquis Miami for The Hope Diamond Ball Affair. The event raised more than \$6 million, including announced gifts, in support of *Together For The Children*, *The Campaign For Miami Children's*.

During the event chaired by Tony and Ana Figueroa Cisneros, world-renowned artist and Celebrity Ambassador for the *Together For The Children* Campaign, Romero Britto, was inducted into the Ambassador David M. Walters International Pediatric Hall of Fame in recognition of his work to help children all over the world through his art.

The foundation also unveiled a new logo for *Together For The Children*, featuring a unique work of art created especially for the campaign by Britto. In addition, Raul "El Gordo" De Molina, multiple Emmy Award-winning co-host of Univision Network's top-rated news show "El Gordo y la Flaca," was introduced as the newest Celebrity Ambassador.

The highlight of the evening was the emotional moment when three patients stood before the guests as a video played detailing their care journeys at Miami Children's. Guests were touched and inspired by their stories of hope which set the tone for the evening.



Wine, Women & Shoes Brings Us Closer Together

The 3rd Annual Wine, Women & Shoes Presented by Roger Vivier Paris brought together nearly 500 of Miami's most philanthropic and fashion-forward ladies at the Coral Gables Country Club to benefit the children and families at Miami Children's Hospital.

The sold-out event raised nearly a half million dollars for Miami Children's Hospital to support its world-class pediatric healthcare. With co-chairs Criselda Breene and Carola Pimentel at the helm, the event featured a silent auction, fashion show, luncheon, and the participation of the "Shoe Guys," who displayed the latest in women's fashion on silver platters for everyone's enjoyment. As part of the luncheon, guests were moved by the story of Harrison, a 12-year-old whose life was saved by Miami Children's Hospital Emergency Department and the talented staff of the Cardiac Intensive Care Unit. Harrison and his mother, Diane Breslow, were in attendance and shared their experience with the audience, including a video testimonial featuring interviews with some of the doctors who saved his life.





Going the Extra Mile at the MCH5K

Thousands of supporters prepped their running gear and gathered at the Coral Gables City Hall for the Hyundai Hope On Wheels® 4th Annual Miami Children's Hospital 5K Run/Walk Presented by Sabadell United Bank. The event raised nearly \$500,000 for the children and families at Miami Children's Hospital, bringing the total amount raised since the event's inception to nearly \$2 million. Long-time supporter, the Voice of the Miami Heat, Michael Baiamonte once again served as the Master of Ceremonies, while Hyundai Hope On Wheels hosted its signature Handprint Ceremony, during which several cancer survivors – including 2014 Miami Children's Hospital 5K Hero, Andres – had a chance to place their handprints on a 2015 Hyundai Sonata.







All in Fore the Kids

Miami Children’s Health Foundation hosted All in Fore the Kids, a two-day event supported by some of the community’s most charitable men, which raised more than \$250,000 to support the hospital. Hundreds of business and community leaders took part in the activities held at The Biltmore Hotel & Golf Course in Coral Gables. The event began with the 2nd Annual Gentlemen’s Night Out Presented by Turner Construction and culminated with the 32nd Annual Miami Children’s Hospital Corporate Golf Invitational. The occasion also served to honor Jorge Mas Santos as the first-ever recipient of the Miami Children’s Health Foundation Gentleman of the Year Award. The award was presented to Mas Santos in recognition for his work as a human rights advocate for a free and democratic Cuba, and for his commitment to the South Florida community.





Miami Children's Health Foundation 2014 Highlights

Children's Miracle Network Hospitals®

Celebrating Miracles in South Florida and Beyond



Miami Children's Hospital is the exclusive Children's Miracle Network Hospital in Miami-Dade, Broward and Monroe counties. Children's Miracle Network Hospitals® (CMN Hospitals) raises funds and awareness for 170 member hospitals across the U.S. and Canada. Its core philosophy is to keep 100 percent of donations in the local community in which they are raised. Funds for CMN Hospitals are raised year-round by national and local partners.

Miracle Icon Campaigns:

- Publix Super Markets, Inc. hosted its annual three-week campaign and raised more than \$592,000.
- Costco Wholesale locations in South Florida hosted a month-long campaign and raised more than \$342,600, a 38 percent increase from 2013.
- Sunshine Gasoline Distributors hosted a month-long campaign at 86 gas stations and raised \$14,000, including a match from Chevron.
- Walmart and Sam's Club locations hosted their annual six-week campaign and raised more than \$265,900.

Events and Promotions:

- IHOP Restaurants hosted its annual National Pancake Day and two icon campaigns and raised more than \$141,500.
- More than 300 students registered for the annual Florida International University Dance Marathon and raised more than \$79,700.
- The 14th Annual Marriott/CMN Hospitals golf tournament raised nearly \$66,000.
- Orlando Alzugaray from WQAM partnered with Walmart for an annual holiday toy drive, collecting toys with an estimated value of \$35,000.
- Seventy-eight organizations partnered with MCH Foundation for Miracle Jeans Day and raised more than \$16,000.
- The 8th annual Taste of Harbor Beach event raised more than \$56,800.
- More than 200 students at the University of Miami raised \$14,400 at the Canes Dance Marathon.
- Twenty-four local Dairy Queen locations participated in Miracle Treat Day and donated a portion of the sale of every Blizzard Treat.
- The Annual Hardware Conference raised more than \$17,800.





Children's Miracle Network Hospitals®

Student Involvement:

- Sigma Alpha Epsilon Fraternity at the University of Miami raised more than \$36,000 during its Paddy Murphy Week fundraiser, representing a 73 percent increase from 2013.
- Phi Delta Epsilon Chapters at Florida International University and University of Miami raised \$15,236 and \$3,212, respectively.
- Phi Mu Fraternity at Florida International University raised more than \$10,900.

Local Partnerships:

In 2014, CMN Hospitals partnered locally with the following:

- Anthony's Coal Fired Pizza
- Buffalo Wild Wings
- California Pizza Kitchen
- Chili's
- Dave & Busters at Dolphin Mall
- Domino's Pizza
- Hasbro Latin America
- Microsoft Store at Dadeland Mall

Year-Round:

- HMS Host and World Duty Free Group at Miami International Airport raised \$28,200 and \$14,000, respectively, through their CMN Hospitals canister campaigns.
- Local credit union branches raised \$34,000 through the Credit Unions for Kids Program.
- Participating RE/MAX offices continued to support CMN Hospitals through the Miracle Home Program and raised more than \$36,900.
- Tom Thumb Food Stores raised \$6,000 through the CMN Hospitals canister program.

A Special *Thank You* From Miami Children's Health Foundation

The connection between the generosity of donors and its effect on the lives of children and families has never been as evident as it is now. Thanks to you, Miami Children's Health Foundation raised \$32 million in 2014, and as a result, hundreds of thousands of children will benefit in the years ahead.



Together For The Children, The Campaign For Miami Children's is moving forward at a rapid pace and its impact on the health and well-being of children is felt. At Miami Children's Hospital, the signs of philanthropy are hard to miss. The expanded and enhanced Emergency Department offers families a better care experience with its 5,000-square-foot waiting room and the many amenities providing comfort and safety. The Emergency Department's 72 exam rooms and specialized treatment zones expedite care, optimize outcomes, and minimize wait time. The all-new Miguel "Mike" B. Fernandez Family Pediatric Trauma Center opened its doors and is saving lives. Visitors to the main campus see evidence of the new six-story, 212,000-square-foot Advanced Pediatric Care Pavilion rising from the ground. When completed, the one-of-a-kind facility will serve our most critically ill and injured children.

Also making a great difference is donor support of our many programs and subspecialties, our Centers of Excellence, and outpatient centers that enables Miami Children's to extend its reach to more families in our region and globally through Telehealth. Donor support also helps fund medical innovations and advancements in care that will make better outcomes a reality for more children. The success of our special events, support from corporate sponsors and foundations, dollars raised through our Children's Miracle Network Hospitals® program, and unrestricted support that allows resources to go where the needs are greatest also contribute to our mission.

We promised *Together For The Children* would be a catalyst for the transformation of care. Today, that transformation is well underway and helping families in our region and across the globe. Philanthropy is making an incredible difference and one generous act leads to another. People are inspired and empowered, and ultimately, by coming together we are enabled to provide healthier futures for children through the power of giving. We are grateful.



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Purple Diamond \$5,000,000 - \$10,000,000

Live Like Bella® Foundation

Green Diamond \$1,000,000 - \$4,999,999

Ruth McCormick Tankersley Charitable
Trust/Mark McCormick Miller

Pink Diamond \$500,000 - \$999,999

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Blue Diamond \$250,000 - \$499,999

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iHeartMedia
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Yellow Diamond \$100,000 - \$249,999

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Cancer Foundation
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Tomas Hauff
Jenna Suleman

2014 New Miami Children's Young Ambassadors Members (MCYA):

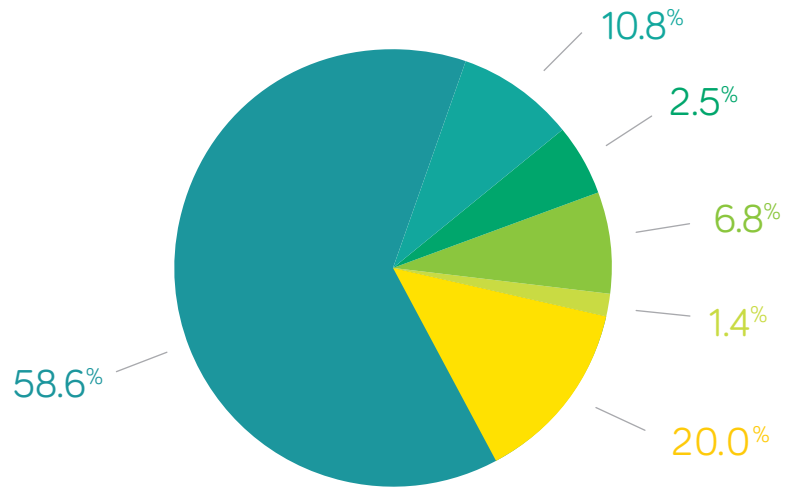
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2014 Financial and Statistical Highlights

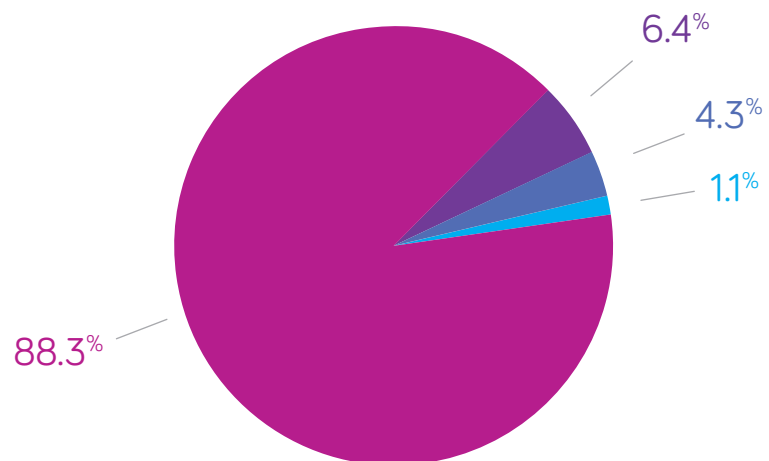
2014 Expenses

- Salary and Benefits
- Supplies
- Malpractice and Other Insurance
- Depreciation and Amortization
- Interest
- Other



2014 Sources of Revenue

- Net Patient Revenue
- Investment Income
- Grants and Other Revenue
- Net Assets Released from Restrictions Used for Operations



2014 Payor Mix

- Medicaid, Self Pay & Other Government
- Contracted Managed Care



2014 Outpatient Center Statistical Data



* Urgent Care not offered at this location.

2014 Statistical Data

Total Inpatient Days:	60,359	Ambulatory Visits:	85,526
Total Inpatient Admissions:	10,899	Observation Visits:	4,210
Inpatient Average Daily Census:	165.4	Private Outpatient Visits (Main Campus):	107,320
Inpatient Occupancy:	57.2%	Private Outpatient Visits (Ambulatory Centers):	150,951
Total ER Visits (main campus):	91,465	Total Surgical Cases:	14,827
MCH General Clinic Visits:	11,471	Average Length of Stay:	5.5



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2014 Medical Executive Committee

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Marcelo Laufer, MD, Vice President

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Urologic Surgery	Rafael Gosalbez, MD, Director	305/669-6448



In recognition of a generous pledge from Nicklaus Children's Health Care Foundation, Miami Children's Hospital was renamed Nicklaus Children's Hospital in 2015. As this report reflects events from 2014, the Miami Children's Hospital name current during that calendar year is used in all references herein.

The Mary Ann Knight International Institute Of Pediatrics Founded As Variety Children's Hospital

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The Report to the Community is developed by the Marketing and Public Relations Department at Miami Children's Hospital

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