



REACHING NEW HEIGHTS



MIAMI
CHILDREN'S
HOSPITAL®



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Mission, Vision, Values

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MISSION

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

VISION

We will be where the children are.

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.

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.



DEAR FRIENDS,



*M. Narendra Kini, MD, MHA
President and CEO*



*Gary Gregory
Chairman,
MCH Board of Directors*

A child's laughter. A mother's grateful smile. With incentives like these, it's no wonder Miami Children's Hospital is constantly reaching, steadfastly seeking innovative ways to do more for the children and families we serve. This forward momentum propelled the hospital to new heights in 2011 with national recognition and medical advancements unprecedented in the region.

Highlights of the busy year include:

- Sweeping the *U.S. News & World Report* rankings. The hospital was the only facility in Florida to be included in all 10 pediatric subspecialty categories recognized by the publication.
- Bringing innovative new procedures to serve children and families, including the Southeast's first – and the nation's second – minimally invasive brain surgery for children with epilepsy.
- Breaking ground for a new 212,000-square-foot Advanced Pediatric Care Pavilion that will bring the latest medical technology and family-friendly enhancements to children and families receiving care in the hospital's intensive care units.
- Expanding care access by bringing subspecialty physician appointments to new communities.
- Working intensely to bring to life a new electronic medical record system that will revolutionize care practice, enhance patient convenience and provide real-time outcomes to share with the community.
- Providing care for the region's most vulnerable children – with uncompensated care totaling more than \$16 million.

From these heights, one can see the big picture with singular clarity. Miami Children's is the state's undisputed pediatric care leader. We are proud to be the region's acute care leader as well as the region's only healthcare system for children.



*Juan Carlos Mas
Chairman,
Miami Children's Health System*

We hope you will take a moment to read our 2011 Report to the Community to learn about all the ways that Miami Children's is soaring to new heights to meet the needs of children everywhere.

We extend heartfelt thanks to our physicians, nurses, care staff, volunteers and all members of the Miami Children's Hospital family for their many contributions during this year of growth and success.

Sincerely,

*M. Narendra Kini, MD, MHA
President and CEO*

*Juan Carlos Mas
Chairman,
Miami Children's Health System*

*Gary Gregory
Chairman,
MCH Board of Directors*

DEAR FRIENDS,

When a hospital attains new heights, it is lifted on the wings of the physicians and care teams who strive daily to provide excellence in quality of care in the safest possible environment. 2011 was a banner year for Miami Children's Hospital in furthering our mission to provide hope through advanced care for the children and families we are privileged to serve. Equally, cutting-edge innovations advanced our culture of safety and clinical care, and ensured our status as the region's pediatric care leader.

It is with great pride that I share highlights of the year gone by.

- Although we touch the lives of thousands of children each year, the care of an individual child becomes a singular organizational focus when the need arises. In 2011, little Kelly Cruz, 9, had exhausted treatment options for a recurrent form of abdominal cancer. When the child's insurance company would not approve out-of-state treatment, Miami Children's did what we do best: innovate to meet the child's needs. We collaborated with an MD Anderson Children's Cancer Center physician and the hospital's surgical team to bring the care to Kelly at Miami Children's. I hope you will take a minute to read Kelly's story.
- The world of academics at Miami Children's Hospital welcomed the students from the Florida International University Herbert Wertheim College of Medicine. Our affiliation with this fine organization will provide the students education and exposure to the wonderful world of pediatrics, enabling a most important aspect of their training as future physicians.
- Always committed to bringing the latest advancements, a care team at Miami Children's Brain Institute was the second in the nation to utilize a new minimally invasive surgical technique – Visualase technology – to treat a child with medically resistant epilepsy.
- In keeping with the national patient safety goal in healthcare of decreasing the incidence of hospital-acquired infections, Miami Children's Hospital was the first pediatric hospital in the nation to adopt the Hygreen® Hand Hygiene Electronic Monitoring System. This innovative technology has provided an extra layer of protection for our patients.



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

I take this opportunity to recognize the excellence of our medical staff and that of the clinical care team. We are proud of the recent innovations and achievements during 2011. It is an honor to lead such a fine group of clinicians, researchers and academicians whose principal mission is to bring state-of-the-art care to our children. My deepest appreciation is extended to our community for its trust and confidence in this fine institution that has served children for more than 60 years.

Sincerely,

A handwritten signature in black ink, appearing to read 'Deise Granado-Villar'.

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

MIAMI CHILDREN'S SCORES PERFECT 10 IN U.S. NEWS RANKINGS

Talk about a perfect 10! Ten Miami Children's Hospital (MCH) pediatric specialty services are among the best in the nation, according to *U.S. News & World Report's* 2011-12 "America's Best Children's Hospitals" rankings.

Miami Children's is the only hospital in Florida to have programs included in all 10 pediatric subspecialty categories ranked by the publication, including:



- Cancer
- Cardiology and heart surgery
- Diabetes and endocrinology
- Gastroenterology
- Neonatology
- Nephrology
- Neurology and neurosurgery
- Orthopaedics
- Pulmonology
- Urology

"We salute Miami Children's Hospital," said Health Rankings Editor Avery Comarow. "The goal of the 'Best Children's Hospitals' rankings is to call attention to pediatric centers with the expertise to help the sickest kids, and Miami Children's Hospital is one of those centers."



Now in its fifth year, "Best Children's Hospitals" pulls together clinical and operational data from a lengthy survey, completed by the majority of the 177 hospitals asked to participate for the 2011-12 rankings. The survey asks hundreds of questions about survival rates, nurse staffing, subspecialist availability and many more pieces of critical information difficult or impossible for those in charge of a child's care

to find on their own. The data from the survey is combined with recommendations from pediatric specialists on the hospitals they consider best for children with challenging problems.

For the full rankings and methodology, visit www.usnews.com/childrenshospitals

MIAMI CHILDREN'S HOSPITAL BREAKS GROUND ON ADVANCED PEDIATRIC CARE PAVILION

As in all things at Miami Children's Hospital, children lead the way. And so it was in December of 2011 when a group of youngsters took shovels in hand to break ground for the hospital's planned six-story Advanced Pediatric Care Pavilion. The state-of-the-art facility, to be completed in 2014, will optimize the care environment in the hospital's pediatric and neonatal intensive care units.

The 212,000-square-foot pavilion will incorporate the latest medical technology and family-friendly enhancements, including converting beds in the hospital's critical care units to private bedrooms. The Miami Children's Hospital Pediatric Intensive Care Unit and the Neonatal Intensive Care Unit provide care for critically ill newborns and children referred for advanced care by hospitals throughout Florida as well as the Caribbean.

"The planning process for these new facilities has included extensive guidance from patients, families and caregivers to ensure that they meet the needs of those we serve," said Dr. M. Narendra Kini, President and CEO of Miami Children's Hospital. "We look forward to offering a care environment that is consistent with the standard of care for which the hospital is renowned."

The project is expected to infuse approximately \$90 million into the local economy and will create approximately 678 new jobs in construction, manufacturing and transportation.



"Our Advanced Pediatric Care Pavilion is not only a gift to the children and families for whom we provide care, it is our hope that it is a tremendous blessing to the larger community we call home," said Gary Gregory, chair of the hospital's board of directors.



GEARING UP FOR A 'RECORD' ROLLOUT



Miami Children's Hospital technology and care teams in 2011 kept pace with a demanding schedule to ensure that all would be ready for the 2012 rollout of the hospital's new state-of-the-art electronic medical record system. (The April 2012 launch was an unparalleled success due to progress made in 2011.)

A stunning 2,451 design decisions were addressed and implemented in 2011. This required collaboration of doctors, nurses and technical staff who joined forces to ensure that the hospital's system captures all patient data, including care records (radiology, pharmacy, laboratory, rehabilitation, outpatient and inpatient) as well as registration and billing information in one comprehensive system.

The hospital acquired a state-of-the-art system from Cerner in 2010 and worked steadily to make the program the hospital's own, even giving it its own internal branding: PEDS (Pediatric Electronic Documentation System).



"We adopted a very aggressive schedule for the rollout of our PEDS system to ensure that we brought this care advancement to our community as efficiently as possible," said Ed Martinez, Senior Vice President and Chief Information Officer. "It's all part of a commitment to offering world-class care in a highly automated environment and will enhance medical practice for the children we are privileged to serve."



PEDS GALACTIC KIDS



“This is one of the newest tools in our toolbox to help children with epilepsy. It is perfectly suited for small, well-defined lesions in the brain that cause seizure activity...”

MIAMI CHILDREN'S BRAIN INSTITUTE IS REGION'S FIRST IN USING MINIMALLY INVASIVE TECHNIQUE FOR EPILEPSY SURGERY IN CHILDREN



Epilepsy specialists at Miami Children's Hospital are the first in the Southeast to offer minimally invasive laser surgery for children with seizures that don't respond to anticonvulsant medications.



Approximately one in five children with epilepsy (totaling thousands of children a year) experience frequent seizures that don't stop with medication. Miami Children's Brain Institute has long been a leader in helping these children with medically resistant (or "intractable") epilepsy. The Miami Children's program is ranked among the top programs in the nation for pediatric neurology and neurosurgery by *U.S. News & World Report*, in part because of the hospital's leadership in treating this challenging medical condition.



Due to the hospital's reputation and its case experience with more than 850 epilepsy surgeries, the manufacturer of a new image-guided laser technology approached Miami Children's in 2010 to establish protocols for use of the new technology called Visualase. The first patient was successfully operated on in May of 2011. Prior to laser surgery, the patient was experiencing one or two seizures per week. Since the procedure, she has been seizure-free for nine months and has an excellent prognosis, according to Dr. Ian Miller, Director of Neuroinformatics at Miami Children's Hospital, who is spearheading the Visualase initiative.



The Visualase system works by placing a laser probe at the surgical site using stereotactic 3D computer guidance in the operating room. The patient is then moved to the MRI scanner where the laser removes the target brain tissue using heat under continuous MRI monitoring. This allows a very precise region of tissue to be treated and minimizes risk of injury to other parts of the brain.

Doctors hope that this method (as compared to traditional brain surgery for epilepsy) will allow a very small incision (so that very little hair needs to be removed), less postoperative pain, reduced risk of infection, faster recovery time and no need for removing portions of the skull, which reduces the chance of jaw problems later on.

To date, three patients have undergone the new treatment at Miami Children's, including one child who came from out of state for the procedure. Among these children, the longest hospital stay was three days, compared with a seven- to 10-day stay required for conventional surgery.

Dr. Miller expressed optimism about the technology. "This is one of the newest tools in our toolbox to help children with epilepsy. It is perfectly suited for small, well-defined lesions in the brain that cause seizure activity," he noted. He observed that there are many causes of epilepsy in children and that "this therapy is a particularly good fit for conditions such as cortical dysplasia, hypothalamic hamartoma and tuberous sclerosis."



Offerings at most of the hospital's existing outpatient centers include urgent care services, rehabilitation services, pediatric subspecialty appointments and diagnostic imaging.



GROWING BY LEAPS AND BOUNDS



Like the children we serve, Miami Children’s Hospital’s outpatient centers grew by leaps and bounds in 2011. Rehabilitation and imaging services at the outpatient centers surged by 11 percent during the year, while after-hours Urgent Care Center visits rose by 6 percent.

“Miami Children’s outpatient centers have become trusted family resources in the communities they serve. All of us feel like proud parents as these centers continue their steady pattern of growth year after year serving steadily more children and families,” said Nancy Humbert, Senior Vice President of Strategic Business Planning and Public Affairs.

Offerings at most of the hospital’s existing outpatient centers include urgent care services, rehabilitation services, pediatric subspecialty appointments and diagnostic imaging.

The Miami Children’s Hospital network includes:

MCH Doral Outpatient Center, located at 3601 NW 107 Avenue. For more information, please call 786-624-3672 or log on to: mchdoralcenter.com

MCH West Kendall Outpatient Center, located at 13400 SW 120 Street. For additional information, please call 786-624-5363 or log on to: mchwestkendallcenter.com


MCH Dan Marino Outpatient Center, located at 2900 S. Commerce Parkway in Weston. For further information, please call 954-385-6274 or log on to: mchdanmarinocenter.com

MCH Palmetto Bay Outpatient Center, located at 17615 SW 97 Avenue (Franjo Road). For further information, please call 786-268-1777 or log on to: mchpalmettobaycenter.com

MCH Rehabilitation Services – Miami Lakes (rehabilitation services only), located at 14505 Commerce Way, Suite 450. For additional information, please call 305-512-1550 or log on to: mchmiamilakescenter.com

The Miami Children’s Hospital Nicklaus Care Center, located at 12989 Southern Boulevard in the Palms West Medical Office Building III, Suite 203, in Loxahatchee. This facility offers pediatric subspecialist appointments. For more information about this location, please call 561-383-7113 or toll-free 888-624-2778 or log on to: mchnicklauscarecenters.com



A young boy with blonde hair, wearing a red t-shirt and a black watch, is seen from the side, looking up and holding a red and white kite string. The kite string extends diagonally across the frame to a small American flag flying in the upper right corner. The background is a clear blue sky with a large, faint, light blue circular graphic element. A semi-transparent blue horizontal band is positioned behind the text.

The new centers – to be located in Palm Beach, Miramar, Midtown and Miami Lakes – will follow the same template developed to great success in Miami-Dade and Broward counties.

PLANNING AN EVER-WIDENING CIRCLE OF CARE

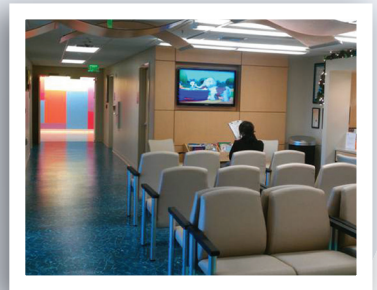
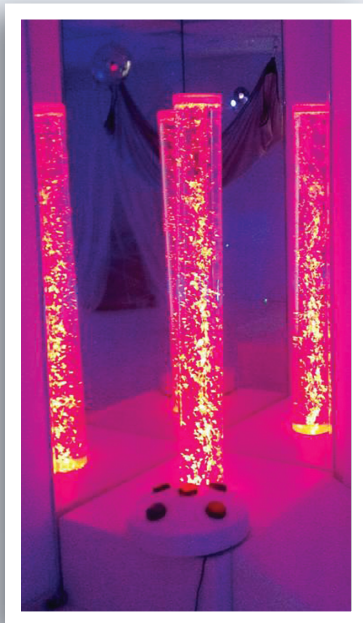


Where will Miami Children’s go next as part of its commitment to be “where the children are” in South Florida? That question was answered in 2011 after an exhaustive search that laid groundwork for four new Miami Children’s Hospital community outpatient centers set to open in 2012.

The new centers – to be located in Miami Lakes, Midtown, Miramar and Palm Beach Gardens – will follow the same template developed to great success in Miami-Dade and Broward counties. Offerings will include pediatric after-hours urgent care services, rehabilitation services, pediatric subspecialty appointments and diagnostic imaging.

“We know this is a winning formula, given the success of our four existing outpatient centers, which are thriving in Doral, Palmetto Bay, West Kendall and Weston,” said Nancy Humbert, Senior Vice President of Strategic Business Planning and Public Affairs. “We look ahead to doubling our outpatient center network next year with the addition of the four new facilities.”

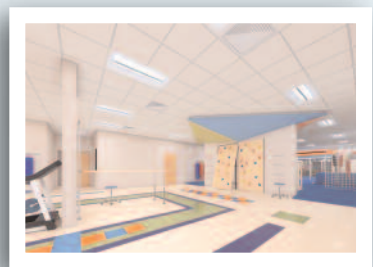
The interiors at the new MCH Outpatient Centers will be similar to the images shown herein. Highlights include attractive, child-friendly waiting areas, colorful sensory rooms for specialized therapy, spacious exam rooms, child-focused rehabilitation gyms and more.



Here are highlights of the new centers to come:

Miami Children’s Hospital Nicklaus Outpatient Center. This facility is a collaboration of Miami Children’s Hospital and the Nicklaus Children’s Health Care Foundation. The foundation is joining forces with Miami Children’s Hospital as part of a commitment to advance pediatric care offerings in the region. The 21,500-square-foot facility will be located in Legacy Place at 11310 Legacy Avenue in Palm Beach Gardens, FL 33410.

Miami Children’s Hospital Midtown Outpatient Center. The 21,000-square-foot facility will be located at 3915 Biscayne Boulevard, Miami, FL 33137.

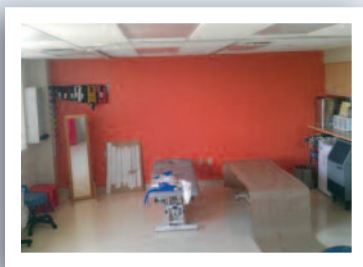




Miami Children’s Hospital Miami Lakes Outpatient Center. The 33,000-square-foot facility will be located at 15025 NW 77 Avenue, Miami Lakes, FL 33014. (Upon opening, this larger facility will replace the existing Miami Children's Rehabilitation Services - Miami Lakes office.)

Miami Children’s Hospital Miramar Outpatient Center. This 22,500-square-foot facility will be located in Miramar Square, 12246 Miramar Parkway, Miramar, FL 33025.

To learn more about each center, please visit www.mch.com/outpatientcenters



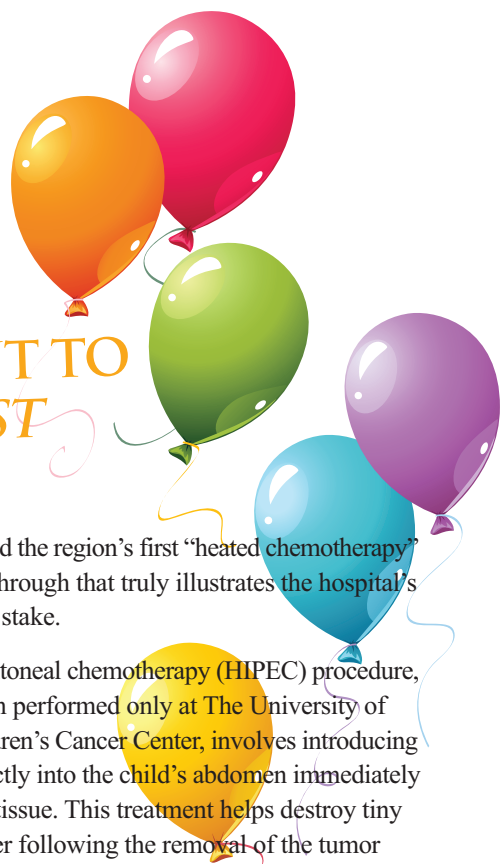


Miami Children's Hospital performed the region's first "heated chemotherapy" in a pediatric patient in 2011 – a breakthrough that truly illustrates the hospital's can-do spirit when a child's future is at stake.



KELLY

REGIONAL MEDICAL FIRST HIGHLIGHTS COMMITMENT TO PUTTING THE PATIENT *FIRST*



Miami Children’s Hospital performed the region’s first “heated chemotherapy” in a pediatric patient in 2011 – a breakthrough that truly illustrates the hospital’s can-do spirit when a child’s future is at stake.

The hyperthermic intraperitoneal chemotherapy (HIPEC) procedure, which had previously been performed only at The University of Texas MD Anderson Children’s Cancer Center, involves introducing heated chemotherapy directly into the child’s abdomen immediately after removing the tumor tissue. This treatment helps destroy tiny cancer cells that may linger following the removal of the tumor and inhibits tumor re-growth.

Benefitting from the September procedure was Kelly Cruz, who celebrated her 9th birthday at the hospital with family and friends in December just months after the successful procedure.

Kelly has been in the care of Miami Children’s since 2006 and has undergone a series of treatments for a recurrent form of cancer in her abdomen (rhabdomyosarcoma). Concerned about her prognosis, the child’s oncologist, Dr. Guillermo De Angulo, attempted to send Kelly to The University of Texas MD Anderson Children’s Cancer Center in Houston where the HIPEC procedure was pioneered.

When the child’s medical insurance plan did not approve the out-of-state treatment, a Miami Children’s Hospital care team and a lead physician from The University of Texas MD Anderson Children’s Cancer Center dedicated themselves to bringing the care directly to Kelly.

Leading the effort was Miami Children’s Interim Chief of Pediatric Surgery, Dr. Cathy Burnweit, who received advance training and on-site procedural oversight from HIPEC pioneer Dr. Andrea Hayes-Jordan, Associate Professor and Director of Pediatric Surgical Oncology at The MD Anderson Children’s Cancer Center. Dr. Hayes-Jordan is the first and, until September 30, the only surgeon in the country to perform the procedure in children.

“Being able to offer this novel treatment to Kelly and now other children who can benefit from it is truly representative of Miami Children’s commitment to offer state-of-the-art innovations for the perpetuation of our mission to provide hope and world-class medical services to all children who seek our care. The great results achieved are owed to the incredible teamwork of exemplary clinicians who came together in such a precise, organized and collaborative manner to put forth their best skills in the care of Kelly,” said Dr. Deise Granado-Villar, Chief Medical Officer/Senior Vice President for Medical and Academic Affairs at Miami Children’s.



SOARING TO NEW HEIGHTS WITH SAFETY

Miami Children’s Hospital is working to make the hospital the safest place on the planet and, as always, safety initiatives were front and center in 2011.

Hospital Wins Honors for LifeWings Collaboration

Miami Children’s won an Outstanding Initiative Award from *Training* magazine for a collaboration with LifeWings, LLC, which trains surgeons, anesthesiologists, nurses and support staff to implement aviation-based safety and efficiency measures. Led by Chief Nursing Officer/Patient Safety Officer and Senior Vice President Jackie Gonzalez, the program has resulted in long-term safety enhancements.

“We are committed to being at the forefront of patient safety,” said Ms. Gonzalez. That commitment is ingrained in our culture. Our affiliation with LifeWings is a valuable tool as we seek innovative ways to offer our most precious patients and their families the very best.”

A Green Light for HyGreen Expansion

Thanks to a generous \$300,000 donation in honor of Miami Children’s Hospital Foundation Board Chairman Thomas M. Cornish, the hospital is expanding its use of the HyGreen Hand Hygiene System on the hospital campus. After a successful trial in the hospital’s Oncology Unit, this anonymous gift made it possible for the hospital to give the green light to expanding the program to other units.

“Miami Children’s is committed to the highest level of patient safety standards to benefit our children and families,” said Dr. Deise Granado-Villar, Chief Medical Officer/Senior Vice President of Medical and Academic Affairs. “We are the first children’s hospital to implement this innovative technology to enable our entire clinical staff to be in the forefront of hand-hygiene compliance.”



CONTINUOUS IMPROVEMENT

THE MIAMI CHILDREN'S WAY



Imagine a “secret formula” that could strengthen customer satisfaction, save hundreds of thousands of dollars and make overall business practice more efficient. Miami Children’s has found the recipe for success with Lean, a business/efficiency improvement model that has enhanced organizational performance, even in today’s harsh business climate.

Dr. Narendra Kini, President and CEO, first began the process of building a sustainable “Lean Culture” at Miami Children’s Hospital several years ago. The results have been astounding. Since the program’s implementation in 2008 through the end of 2011, the hospital has saved \$8 million through Lean-based efficiencies and has also:

- Reduced Emergency Department wait times by 48 percent
- Reduced hospital registration time by 77 percent
- Reduced the time required to discharge a patient by 50 percent
- Increased magnetic resonance imaging appointment availability
- And much more



“Lean has become an essential part of our culture,” said Martha McGill, Executive Vice President and Chief Operating Officer. “It is simply how we do everything we do, and the operational results speak for themselves.”



Since implementation, the hospital has trained 36 internal Lean champions to map clinical and operational processes and identify opportunities for improvement. In addition, 600 employees have been trained in Lean basics and 1,900 employees have completed a two-hour web module.

As icing on the cake, Miami Children’s has won international recognition for its Lean leadership, including four Global Six Sigma and Business Improvement Awards garnered in 2009 in acknowledgement of the hospital’s rapid and successful deployment of Lean.

To help other organizations interested in improving business practice, the hospital is offering Lean consulting services. For more information, contact Lean@mch.com or call 305-663-8497.



KEEPING THE CLOCK FROM RUNNING OUT ON YOUNG ATHLETES

It's a sports statistic to keep a cardiologist awake at night: Every three days, sudden cardiac death takes the life of a young, seemingly healthy U.S. athlete.

This alarming data certainly looms large for Dr. Anthony Rossi, Director of the Cardiac Intensive Care Unit at Miami Children's Hospital. "Often young athletes – a girl playing soccer or a boy playing basketball – die without ever exhibiting advance signs of a heart problem. And yet a simple EKG test may prevent tragedy," he said.



In 2011, Dr. Rossi galvanized a hospital team to fight back. The hospital began offering free EKGs to middle- and high-school athletes in an effort to identify those at risk of sudden cardiac death and prevent tragedy.

"A typical school or sports physical examination won't detect a potentially dangerous heart problem, but an EKG will identify children with heart anomalies so that they can receive the treatment they need for a long and healthy life," said Dr. Rossi. "No child should die from a preventable cause. I hope all South Florida parents will consider having their child tested."

The free screenings are available by appointment at five Miami Children's Hospital locations, including the hospital's main campus in Schenley Park near Coral Gables, as well as at Miami Children's Hospital outpatient centers in Doral, Palmetto Bay, West Kendall and Weston.

Anyone wishing to schedule an EKG for their child can do so by calling 786-624-3292.



COVERING THE FIELD

FOR YOUNG ATHLETES



Sports medicine physicians at Miami Children’s Hospital in 2011 got in position to serve young athletes throughout the community. Their goal: to enhance convenience for families of young athletes throughout South Florida.

Specialists from the hospital’s main campus near Coral Gables are seeing sports medicine patients at the Miami Children’s Hospital Dan Marino Outpatient Center in Weston and at the Miami Children’s Hospital West Kendall Outpatient Center – providing locations where young athletes can receive sports medicine evaluations and follow-up care.

The Miami Children’s Hospital Sports Medicine Program is staffed by two of the region’s top pediatric sports medicine specialists: Dr. Stephen Swirsky and Dr. Craig J. Spurdle. Both doctors are board-certified and members of the Pediatric Orthopaedic Society of North America and the American Academy of Orthopaedic Surgeons, and are highly experienced in helping patients with a wide range of sports-related injuries.

Dr. Swirsky is the team physician for USA Judo, and Dr. Spurdle is an on-snow physician for the U.S. World Cup Ski and Snowboard teams.

In the event of a sports injury, athletes up to 21 years of age are encouraged to see a pediatric sports specialist. “Because children and teens are still growing and developing, they experience different types of sports-related injuries than adults,” said Dr. Swirsky.



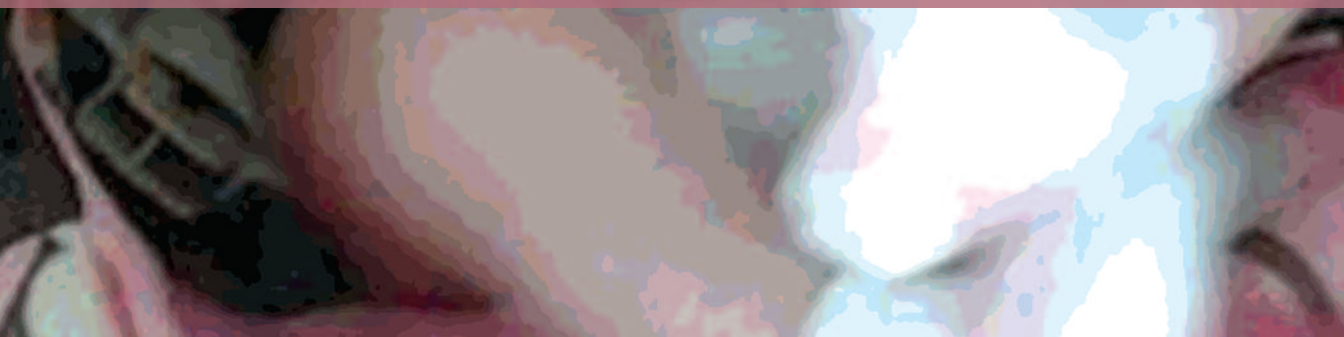
“Swelling, limping or restricted use of the injured limb are signs of an injury. If it is more than a bruise or a cut, it is important that the child be evaluated by a medical professional specializing in pediatric sports injuries,” said Dr. Spurdle.

For more information on the Miami Children’s Sports Medicine Services, please call 305-662-8366.





“Brisa had two extremely complex surgeries in her first month of life,” said Dr. Burke. “When you combine a baby with a fighting spirit with a team of doctors ready to fight for her against the odds, amazing things happen,” he said.



BABY BRISA'S HEARTBEAT:

MUSIC TO HER MOTHER'S EARS



Little Brisa Gutierrez-Guerrero started life with a severely broken heart, and her frailty seemed destined to break her mother's heart as well. Brisa had only one lung and so many heart defects that physicians in the north Florida community where she was born in October 2011 encouraged her mother to prepare to say farewell to the tiny newborn.

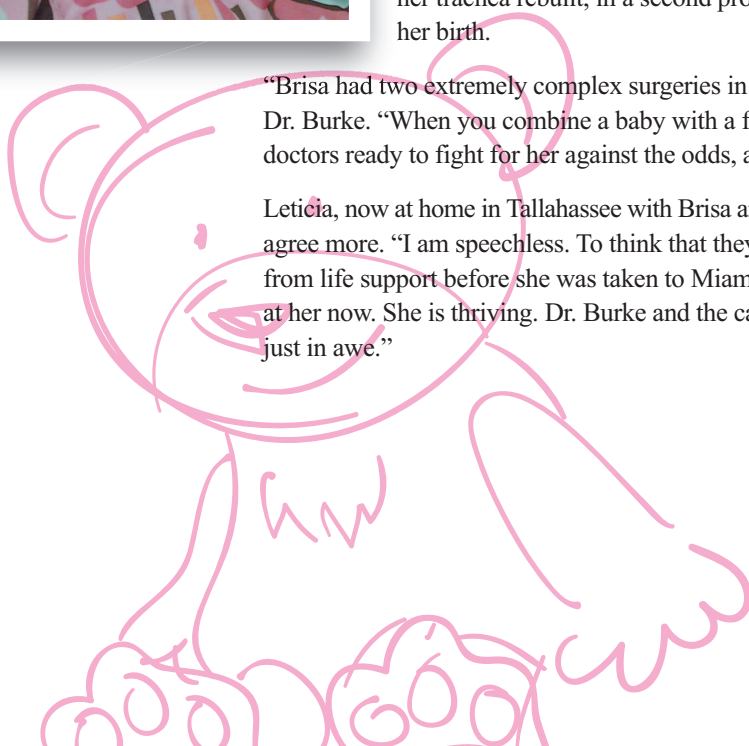
Leticia Guerrero refused to accept that Brisa had no future. She requested a second opinion and was told that her best bet for the type of medical heroics her child would need would be the Congenital Heart Institute at Miami Children's Hospital. The program is a nationally renowned referral center for children with highly complex conditions.

Miami Children's was quick to accept the baby, who was airlifted by the hospital's LifeFlight Critical Care Transport Team when she was just days old. "She needed multiple repairs, including repairs to her aortic arch; closure of an atrioventricular canal defect; repair of an atrial septic defect (a hole in her heart); and repair of a pulmonary artery sling, a condition in which the left pulmonary artery originates from the right pulmonary artery," said Dr. Redmond P. Burke, Director of Cardiovascular Surgery at Miami Children's.

And if all of that were not enough, the child later needed to have her trachea rebuilt, in a second procedure, all within 30 days of her birth.

"Brisa had two extremely complex surgeries in her first month of life," said Dr. Burke. "When you combine a baby with a fighting spirit with a team of doctors ready to fight for her against the odds, amazing things happen," he said.

Leticia, now at home in Tallahassee with Brisa and the rest of her family, couldn't agree more. "I am speechless. To think that they were going to disconnect her from life support before she was taken to Miami Children's Hospital. And look at her now. She is thriving. Dr. Burke and the care team saved her life, and I am just in awe."



HELPING KEEP BABIES WELL-ROUNDED

In 2011, Miami Children’s Hospital developed a comprehensive program to assess and treat babies with head deformations resulting from resting in the same position for extended periods.

Positional plagiocephaly occurs when babies sleep or lie for long periods without changing position in a crib, car-seat carrier or swing. Changes in an infant’s neck muscles, known as torticollis, can also contribute to the condition. The constant pressure caused by prolonged positioning can affect the shape of the baby’s head, sometimes flattening the skull.

Dr. Chad Perlyn, a Miami Children’s Hospital plastic surgeon and Medical Director of the Operating Room, spearheaded development of a program to assess and treat babies through a multidisciplinary approach. The program includes diagnostic imaging, certified orthotics and physical therapy, and patients can often be seen by all providers in a single visit. Services are offered through the Miami Children’s Hospital West Kendall Outpatient Center and the Miami Children’s Hospital Nicklaus Care Center in Palm Beach.



“Parents are relieved to learn that there is help for babies with positional plagiocephaly. When indicated, we offer treatment with cranial molding helmets that can gradually reshape an infant’s head to a more normal appearance,” said Dr. Perlyn.

Dr. Perlyn recommends that all infants with cranial asymmetry be evaluated by a pediatric specialist to rule out craniosynostosis, a condition in which the head shape is abnormal due to fused bones. Unlike positional plagiocephaly, craniosynostosis requires surgery and can be diagnosed by exam and X-ray.

For more information on the Positional Plagiocephaly Program, please call 786-MCH-APPT.



CARING FOR CHILDREN WITH DIABETES AND OTHER ENDOCRINE DISORDERS



Miami Children's Hospital is all about being where the children are and enhancing care access for children with complex care needs. With that in mind, the hospital in 2011 expanded access for children with endocrine disorders, including diabetes.

Physicians in the Miami Children's Division of Pediatric Endocrinology began seeing patients at the hospital's outpatient centers in Doral, Palm Beach and West Kendall, while continuing services at the main campus in Schenley Park near Coral Gables. Plans were also made for expanding facilities of the Pediatric Diabetes Treatment Center on the main campus.

Offering outpatient care at the new community locations was made possible through earlier recruitment of new pediatric endocrinologists, Dr. Diego Botero and Dr. Alejandro Diaz, both of whom are board certified in pediatric endocrinology.

The division provides treatment for children with thyroid and growth disorders. The largest segment of the team's patient population involves children with diabetes, which affects one in 400 youngsters.



"Due to the complexity of treating diabetes in children, the child, family and medical team create a plan for living, eating, learning, exercising and playing that promotes wellness, monitors the disease and provides support," said Dr. Luis E. Gonzalez-Mendoza, Director of the division.

For more information on the Division of Pediatric Endocrinology, please call 305-662-8398.



SOARING WITH SURGICAL CASES

When children require surgery, parents prefer knowing their child is in the hands of a care team that specializes in children. Surgical cases at Miami Children’s Hospital soared in 2011, with a nearly 12 percent combined increase in outpatient and inpatient procedures.



“I am proud of the work of our surgeons, nurses and surgical teams who rose to meet the challenge of a busy year while offering the highest-quality surgical care to the families who entrust us with their children,” said Jackie Gonzalez, Senior Vice President, Chief Nursing Officer and Patient Safety Officer.

Miami Children’s offers virtually every pediatric surgical subspecialty, and most hospital providers are board certified in their pediatric surgical subspecialty.

- Pediatric general surgery
- Pediatric cardiovascular surgery
- Pediatric neurosurgery
- Pediatric ophthalmic surgery
- Pediatric orthopaedic surgery
- Pediatric otolaryngology surgery
- Pediatric plastic and reconstructive surgery/craniofacial surgery

For more information related to surgeons offering services at Miami Children’s Hospital, please call 305-MCH-4KIDS (305-624-4543).



IT'S A RECORD FOR MIAMI CHILDREN'S EMERGENCY DEPARTMENT!

The Emergency Department at Miami Children's is the hospital's front door. It is the first place many South Florida families turn to when a child is sick or injured. This highly-sought-after service – the fourth-most-visited pediatric emergency department in the nation – makes it essential that the team continuously seek ways to optimize results and the care experience.

In 2011, the Emergency Department saw 8.4 percent growth, with a record 92,597 visits for the year. Even with the significant surge in patient activity, the department's customer satisfaction scores continued to soar. A concerted team effort to minimize wait times and communicate often with patient families – and caregivers, too – are secrets to the department's success.

“The staff did a stellar job of managing care practice during a busy year,” said Jackie Gonzalez, Senior Vice President, Chief Nursing Officer and Patient Safety Officer.



“Daily staff huddles focused staff on priorities and best practices to drive success. That, combined with consistent coordination with extended teams to promote efficient inpatient admissions and timely lab and imaging results, helped the department maintain patient satisfaction while welcoming an unprecedented number of patients.”





“At Miami Children’s (Brain Institute), you don’t have just a single doctor; you have an entire team of 15 to 20 specialists to consult in your child’s care. We felt so confident in the team and their abilities. We thank everyone for giving us our happy ending,” said Jackie.

'BRAIN MAPPING' POINTS THE WAY TO LINDSEY'S HAPPY ENDING



Lindsey Kaufman was athletic and successful in school – a happy girl whose childhood had never suggested any medical challenges. So her parents were puzzled when, at age 10, Lindsey began experiencing small “blankouts,” her mind seeming to wander briefly before she resumed consciousness.

As these episodes grew more frequent, Chris and Jackie Kaufman took their daughter for an examination at the Miami Children’s Hospital Dan Marino Outpatient Center in Weston. This led to a stunning diagnosis: Lindsey had a porencephalic cyst, a cavity in her brain. Tissue bordering the cyst was causing seizures that manifested as moments of blankness in which Lindsey would stare, unseeing.

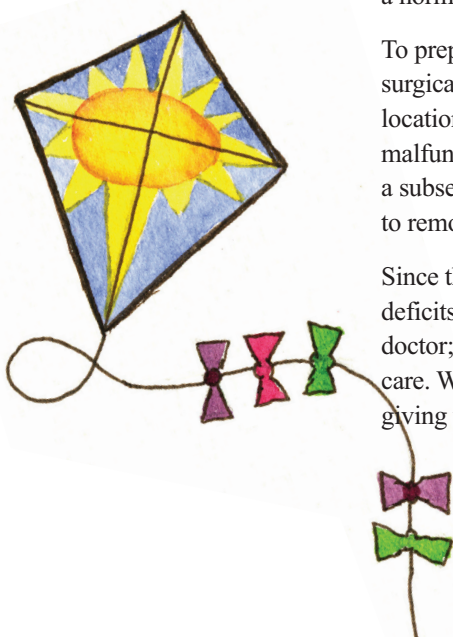
A porencephalic cyst is a rare disorder that can result from a disruption in blood flow to the brain while a fetus is in utero. Essentially, Lindsey was missing a fifth of her brain. Her parents were in awe that she had managed to meet all her milestones, participate in sports and take advanced classes despite a brain anomaly that had affected her since birth.

When anti-seizure mediations failed to curb Lindsey’s seizures, it was time for the care team to look at next steps. The Pompano Beach family was fortunate to be near Miami Children’s Brain Institute, one of the top centers in the nation for treatment of medically resistant epilepsy.

After a 2011 evaluation, led by neurologist Dr. Michael Duchowny, Director of the Brain Institute Epilepsy Center, the family was pleased to learn that Lindsey was a candidate for brain surgery. This intervention would give her a chance at a normal future in which she could drive a car and swim without fear.

To prepare for the surgical removal of the diseased tissue, 92 electrodes were surgically implanted in Lindsey’s brain in October to help surgeons define the locations of centers for speech and gross and fine motor skills in relation to the malfunctioning tissue. Information gleaned from this process paved the way for a subsequent surgery, performed by Dr. John Ragheb, Director of Neurosurgery, to remove the seizure-causing tissue.

Since then, Lindsey, now 13, has been seizure-free with no neurological deficits. “At Miami Children’s (Brain Institute), you don’t have just a single doctor; you have an entire team of 15 to 20 specialists to consult in your child’s care. We felt so confident in the team and their abilities. We thank everyone for giving us our happy ending,” said Jackie.





“We recognize the importance of developing trusted relationships and engaging with other staff members during the on-boarding process,” said Michael Kushner, Senior Vice President and Chief Talent Officer at Miami Children’s Hospital. “This new program has made a difference in the new-hire experience and is helping us be even more successful in retaining and building talent.”

'BUDDIES' MAKE THE DIFFERENCE

AT MIAMI CHILDREN'S



A new job can be daunting, especially in the fast-paced healthcare industry. Miami Children's Hospital made a commitment to increasing new employee job satisfaction and retention in 2011 with a new on-boarding program that includes pairing new hires with seasoned employee "Buddies" who help with navigating the work setting. The results have been amazing!



While the hospital's overall employee turnover rate of seven percent is significantly lower than the healthcare industry norm of 16.8 percent, Miami Children's was concerned about a comparatively high turnover among new hires. To stem the departures, the hospital tapped leaders from throughout the hospital to develop a best-practice on-boarding process that is dramatically boosting retention.



The revamped process includes a special greeting by senior leaders and a tour of the main campus during orientation as well as welcome lunches with managers. In addition, each new employee is assigned a Miami Children's Hospital Buddy within their department. Buddies participate in an eight-hour advance training session to learn about coaching and mentoring, and work with the manager to support new staff members in transitioning to the department. When a new employee successfully completes his or her first three months on the job, the Buddy is compensated for helping successfully conclude the on-boarding.

The program has had a significant impact on the new-hire experience and is increasing retention. "We recognize the importance of developing trusted relationships and engaging with other staff members during the on-boarding process," said Michael Kushner, Senior Vice President and Chief Talent Officer at Miami Children's Hospital. "This new program has made a difference in the new-hire experience and is helping us be even more successful in retaining and building talent."

In addition, Miami Children's Hospital continues to advance a leadership and talent review process that supports staff growth and development, as evidenced by the fact that 52 employees have been prepared for additional responsibility and have received a promotion. Staff members participate in "stretch" assignments and are encouraged to take classes offered by the hospital, and further their education at area colleges and universities with tuition reimbursement available to qualified participants. A total of 117 staff members participated in the tuition reimbursement program in 2011.

MIAMI CHILDREN'S MARISA AZARET TAPPED AS CNN MEDICAL CONTRIBUTOR

When Miami Children's Hospital chief psychologist Marisa Azaret speaks, parents listen – and so do millions of television viewers around the globe. Dr. Azaret, who has served for 23 years in the hospital's behavioral psychology program, has long been a favorite of local and international news crews who have turned to her for expert commentary on virtually every child behavioral topic.

Dr. Azaret has also been nominated for several awards and received an Emmy for health informational programs she helped produce. So it was a logical progression in 2011 when CNN en Español recruited the talented doctor of psychology as its medical contributor. "Vive la Salud with Dr. Azaret" on the CNNE network encompasses a series of half-hour specials on topics relevant throughout the hemisphere, including childhood obesity, parenting issues, Alzheimer's disease and much more.

Meanwhile, Dr. Azaret continues to serve as chief psychologist at Miami Children's, a role that includes patient and family interaction, and training of young physicians and psychologists.



"I love to reach people, to empower patients and families, and teach the next generation of caregivers," said Dr. Azaret. My dual roles with CNN en Español and Miami Children's enable me to have the most fulfilling career imaginable."

CNN en Español is CNN's independently produced 24-hour network in Spanish. It provides continuous news coverage of major world events, in-depth analyses, worldwide business and financial news, global weather updates, sports, and feature programming on such topics as health, technology and entertainment. It is currently available in 27 million households throughout Latin America and seven million households across the United States.



MIAMI CHILDREN'S HOSPITAL 5K RUN/WALK: GREAT STRIDES TO HELP CHILDREN



The community stepped up in a big way to support Miami Children's Hospital in 2011. More than 3,000 participants of all ages walked, ran and jogged together through Coral Gables as part of the Inaugural Miami Children's Hospital 5K Run/Walk presented by TotalBank.

The September event attracted a variety of corporate support and raised more than \$200,000 for Miami Children's Hospital Foundation.

"The enthusiasm for this event shows that Miami Children's Hospital makes a difference in countless lives. Thanks to everyone's support, we will be able to continue to provide world-class care to the children from our backyard and beyond," said Lucy Morillo-Agnetti, Miami Children's Hospital Foundation President and CEO.





“Caroline, you already know what it is. It’s about being Bald, Brave, Beautiful™,”
said Pitbull. “You are an inspiration.”

CAROLINE

EMBRACES BALD, BRAVE, BEAUTIFUL™



At Miami Children's Hospital, 14-year-old Caroline Pallidine found the care she needed to overcome leukemia and the strength to face the world without the once-flowing tresses she lost to chemotherapy.

Caroline was hospitalized in the Oncology Unit in July 2011, when a visit from musician Armando "Pitbull" Perez, as part of the national "Get Well Soon Tour," inspired her to shed the wig she had been wearing when out in public. The pair posed for pictures with matching smiles and shiny scalps.

When Caroline left Miami Children's, she also left her hair-related worries behind, embracing her temporary baldness with pride. That moment was liberating.

Her transformation was celebrated at Miami Children's Hospital Foundation's annual Diamond Ball where Caroline's journey was highlighted. Pitbull, who was touring with other musicians, recorded a special salute to Caroline that was shown on screen.

"Caroline, you already know what it is. It's about being Bald, Brave, Beautiful™," said Pitbull. "You are an inspiration." And indeed Caroline is. Her story inspired a spontaneous donation from Miami Children's Hospital Foundation Board Member Ravneet Chowdhury, who pledged a \$1 million gift at the Diamond Ball in the young girl's honor.







2011
COMMUNITY
BENEFITS

MIAMI CHILDREN'S: MAKING A DIFFERENCE IN WAYS TOO NUMEROUS TO COUNT

Miami Children's is proud to be here for the children – and for the South Florida community we have been pleased to call home for more than 60 years. The hospital 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 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 Hospital is a significant contributor to the Miami-Dade County economy. The hospital is the region's 18th largest employer, according to the 2012 *South Florida Business Journal Book of Lists*

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 74 pediatric residents and 28 subspecialty fellows annually. Our 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 Hospital 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



PROVIDING A SAFETY NET FOR CHILDREN

published in 2011. What's more, the publication ranked Miami Children's the 7th largest hospital in South Florida based on operating revenue.

At the end of 2011, Miami Children's workforce included more than 3,200 employees. During 2011, the hospital contributed nearly \$18 million in construction spending to the local economy.

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 hospital contributes \$16 - \$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, 65.5 percent of hospital patients are funded by Medicaid or a Medicaid HMO. We are indeed here for the children!

adolescent primary and specialty care for children from infancy up to 21 years of age. The center, which hosted about 11,400 visits in 2011, 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, based on ability to pay, is in place.

PEDIATRIC DENTAL SERVICES

Miami Children's is a regional leader in providing dental services – including outpatient services and surgical services – to medically underserved children. The demand for these services exceeds capacity. The Pediatric Dental Residency Program, situated at the Miami Children's Hospital Doral Center, saw approximately 17,750 patients in 2011.

MEDICAL OUTREACH TO SERVE THOSE IN NEED

Health on Wheels: For more than 15 years, Miami Children's Hospital has been bringing healthcare services to needy children through its Health on Wheels outreach program, administered by the Division of Preventive Medicine and Community Pediatrics. The program features two 40-foot mobile medical/dental units that provide primary care services at public schools, migrant camps and community activity centers with high populations of at-risk children.

During 2011, the Health on Wheels program provided care for approximately 3,350 youngsters. The mobile units are staffed by a board-certified dentist, dental



assistants, physicians, nurse assistants and paramedics. Since the program's inception in 1995, the team has served many thousands of children and adolescents in



Miami-Dade, Broward and Monroe counties.



Health Connect in our Schools:

Through the program, Miami Children's Hospital provides staffing for eight clinics in the Miami-Dade County school system, offering primary care, first aid, vision, height/weight, body mass index (BMI) screenings, and assessment and referral, as needed. The nurses not only offer primary care services to the students but also health education to parents and staff on different topics throughout the school year. During the 2011 academic year, the program provided services to more than 3,164 children, and more than 289 parents received information on health-related educational topics.

Supporting New Mothers in Caring for Babies: To help new mothers meet the needs of premature babies, the Division of Preventive Medicine 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 with and becoming attached to their babies.

CLASSES AND PROGRAMS TO PROMOTE CHILDREN'S WELL-BEING

Several Miami Children's Hospital departments, including the Division of Preventive Medicine, the Department of Staff and Community Education, 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:

- Baby Talk 101, Bonding with Your Baby
- Stranger Danger
- Pool Safety
- Safety Restraint Inspections
- Safe Sitter Program (16-hour program that instructs teens in caring for small children)
- Internet Safety
- First Aid

MEDICAL OUTREACH TO SERVE THOSE IN NEED

- CPR for parents and caregivers
- Dealing with Sexuality
- Child safety-seat inspection station, offering inspections of safety seats for proper installation, product recalls and appropriateness for age of child
- Safety on Wheels rallies, available on request, to teach children about safety and to inspect bikes, helmets and other wheeled craft for safety
- Safety health fairs (offered on campus and on location)
- The Oscar Project, which provides safety education and CPR training for caregivers
- Sibshops, offering interactive activities and support for siblings of children with chronic health conditions

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 Hospital 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

- 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, and massage and hair services. There is 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



SUPPORTING FAMILIES OF HOSPITALIZED CHILDREN

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.

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 Hospital 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 at minimal cost to families from beyond Miami-Dade County.
- Free meals from the hospital's cafeteria are made available to disadvantaged families of hospitalized children.

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 and two teen rooms furnished with teen-friendly equipment.
- Specially trained therapy dogs and their owners visit children at the hospital several times per week.
- The Big Apple CircusSM Clown Care 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.

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 Palm Beach and Broward counties to teach children how to incorporate health and wellness into their lifestyles. The hospital makes available an 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

Miami Children's Hospital's 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 2011, visits to the site increased by 23.5 percent compared to 2010, and page views increased by 10 percent.

SPONSORSHIPS TO BENEFIT CHILDREN

In order to promote wholesome programming for children, Miami Children's Hospital sponsors several programs on WPBT Public Television, including "Dragon Tales," "Clifford the Big Red Dog" and "Dora the Explorer." In addition, the hospital sponsors Radio Disney, including public service programming to promote children's health.

The hospital also provides funding support for programs and activities that benefit children, including the Junior Orange Bowl, the world's largest youth festival, which features youth competitions in athletics and other pursuits such as singing, art and writing. In addition, the hospital provides first-aid services for

SPONSORSHIPS TO BENEFIT CHILDREN

more than a dozen athletic competitions held throughout the region.

SUPPORT GROUPS THAT MAKE A DIFFERENCE

Miami Children's Hospital maintains funding for support groups to help families of children with health challenges. Support groups funded include Leukemia/Lymphoma Society Support Group, NICU Family Support Group, Oncology Support Group, and Sickle Cell Family Support activities.







Miami Children's is the only hospital in Florida to have programs ranked in all 10 pediatric subspecialty categories. Ranked programs include: cancer; cardiology and heart surgery, diabetes and endocrinology, gastroenterology, neonatology, nephrology, neurology and neurosurgery, orthopaedics, pulmonology and urology.

2011 MCH AWARDS AND RECOGNITION

NATIONAL

10 MIAMI CHILDREN'S HOSPITAL PROGRAMS RANKED AMONG 'AMERICA'S BEST'

Ten Miami Children's Hospital subspecialty programs were listed among the best in the nation, according to *U.S. News & World Report's* 2011-12 "America's Best Children's Hospitals" rankings. Miami Children's is the *only* hospital in Florida to have programs ranked in all 10 pediatric subspecialty categories. Ranked programs include: cancer, cardiology and heart surgery, diabetes and endocrinology, gastroenterology, neonatology, nephrology, neurology and neurosurgery, orthopaedics, pulmonology and urology.

MIAMI CHILDREN'S PHYSICIANS LISTED AMONG 'AMERICA'S TOP DOCTORS'

Fifty Miami Children's physicians were identified by *U.S. News & World Report* as being among "America's Top Doctors." In addition, three of the hospital's subspecialists were further highlighted as being among the top one percent of physicians in their subspecialties. The goal of the *U.S. News* Top Doctors is to guide consumers to leading specialists. Castle Connolly, a New York City-based research and information company, identified the Top Doctors based on nominations by peers and review by the firm's physician-directed research team.

MIAMI CHILDREN'S HOSPITAL AMONG TOP 125 TRAINING ORGANIZATIONS

Miami Children's Hospital was recognized once again as one of the nation's top entities for training by *Training* magazine. The hospital was ranked 14th in the nation in 2011. It has been included in the magazine's list every year since 2006.

DEPARTMENT OF RADIOLOGY RECEIVES ACCREDITATION RENEWAL

The Department of Radiology's Division of Nuclear Medicine received renewed accreditation from the American College of Radiology (ACR). To receive this distinction, the division must demonstrate its adherence to the ACR's stringent standards for practice excellence.

DR. RAFAEL GOTTENGER HONORED BY OPERATION SMILE

Operation Smile, an organization that provides surgical outreach services for children overseas with craniofacial anomalies, honored Miami Children's plastic and reconstructive surgeon Dr. Rafael Gottenger in 2011. Dr. Gottenger received the organization's top national volunteer award, The Stephen Pratt Award, for his service. Dr. Gottenger has participated in Operation Smile surgical missions in Haiti, Vietnam, Venezuela, Colombia, Nicaragua, Honduras, Bolivia, Brazil, China, Morocco, Egypt, Russia, India and more.

DR. DARREN BERMAN WINS AWARD FOR BEST SCIENTIFIC ABSTRACT

Dr. Darren Berman of the Miami Children's Congenital Heart Institute won the award for best scientific abstract presentation at the Pediatric and Adult Cardiac Symposium held in Boston. He was recognized for his work titled,



“Initial Experience using 3-Dimensional Rotational Angiography to Assess the Pulmonary Circulation Following Cavo-Pulmonary Connection in Patients with Single Ventricle.”

DR. RUBEN GONZALEZ-VALLINA RECOGNIZED AS ONE OF ‘AMERICA’S MOST COMPASSIONATE DOCTORS’

Dr. Ruben Gonzalez-Vallina, president of the Miami Children’s medical staff, was recognized as one of “America’s Most Compassionate Doctors” in 2011. The Compassionate Doctor Certification is part of the Patients’ Choice recognition program in which patients rate and vote for their favorite doctors.

PATRICIA DEAN RECEIVES AMERICAN EPILEPSY SOCIETY’S J. KIFFIN PENRY AWARD

The American Epilepsy Society presented Patricia Dean, a pediatric nurse practitioner and clinical coordinator of the Comprehensive Epilepsy Program at Miami Children’s Hospital, with the 2011 J. Kiffin Penry Excellence in Epilepsy Care Award. Ms. Dean is an internationally known expert in epilepsy self-management and parent counseling, and a tireless

HOSPITAL RECEIVES MUTUAL OF AMERICA COMMUNITY PARTNERSHIP AWARD

Miami Children’s received a Mutual of America Community Partnership award for its work in supporting the Big Brothers Big Sisters School-to-Work Partnership. This collaboration was recognized as an outstanding example of leadership involving partnerships to build better communities for the future.

MIAMI CHILDREN’S TEAM WINS POSTER PRESENTATION HONORS

A team from Miami Children’s Hospital garnered the top award for a medical poster presentation at the 2011 National Association of Children’s Hospitals and Related Institutions (NACHRI) Annual leadership conference. The poster, titled “Implementing Lean to Reduce Unplanned Extubations in the ICUs,” was developed by Mirtha Gonzalez,



Fifty Miami Children’s physicians were identified by U.S. News & World Report as being among ‘America’s Top Doctors.’

advocate for epilepsy patients and their families. The Penry Award recognizes individuals whose work both epitomizes excellence in the care of people with epilepsy and has a major impact on patient care and improved quality of life for people with the disorder.

THREE FROM MIAMI CHILDREN’S HONORED AT NATIONAL NURSING CONFERENCE

Maria Soto, Carmen Duque and Dr. Moises Simpson received a clinical practice award during the Society for Pediatric Nursing’s 2011 National Conference in Las Vegas. The award recognized the team’s work titled, “Caring for the Ventilator-Dependent Pediatric Patient in a Medical Surgical Unit.”

CINDY GIBSON RECEIVES AWARD FOR MEDICAL EDUCATION LEADERSHIP

Cindy Gibson, Miami Children’s Graduate Medical Education Manager, received the 2011 Carol Berkowitz Award for Lifetime of Advocacy and Leadership in Pediatric Medical Education. This is a national award presented annually to those serving in a graduate medical education leadership role.

Debbie Salani and Bing Wood. The poster was designed by Robert Perez.

MARKETING TEAM WINS EHEALTHCARE AWARD

Miami Children’s received a Gold Award for “Best Integrated Marketing Campaign” in the eHealthcare Awards, which recognizes excellence in electronic marketing.

REGIONAL

MCH WINS ‘EXCELLENCE IN HEALTHCARE’ HONORS

The *South Florida Business Journal* awarded Miami Children’s Hospital its 2011 Excellence in Healthcare Award in the hospital category at the publication’s annual awards luncheon. The hospital was nominated and received top honors for achieving remarkable

clinical and growth success while confronting the increasingly challenging fiscal environment.

THREE FROM MIAMI CHILDREN'S IDENTIFIED AS 'POWER LEADERS'

Dr. M. Narendra Kini, Miami Children's President and CEO; Mario Murgado, Chairman of the Miami Children's Board; and Thomas Cornish, President of the Miami Children's Hospital Foundation, were named "Power Leaders" by the *South Florida Business Journal*.

DR. DEISE GRANADO-VILLAR HONORED BY MARCH OF DIMES

Dr. Granado-Villar, Chief Medical Officer/Senior Vice President of Medical and Academic Affairs, was

honored by the March of Dimes for her continuous support of the organization at the March of Dimes Signature Chefs auction.



Executives (SFONE). The award is presented annually to a nurse from Monroe, Miami-Dade, Broward or Palm Beach County who demonstrates visionary leadership, professional and community involvement, and has an impact on the practice environment.

MIAMI CHILDREN'S HONORED AT FLORIDA NURSES ASSOCIATION SOUTH REGION AWARDS CEREMONY

Miami Children's Hospital nurses and programs were recognized by the Florida Nurses Association South Region. Awards were bestowed on Laura Hernandez, recipient of the 2011 Educator Award; Diana Garcia, recipient of the Nursing Administration Award; and the Miami Children's Neonatal Intensive Care Unit nursing team, which received the Promotion of Excellence Award.

TWO MIAMI CHILDREN'S NURSES HONORED BY MARCH OF DIMES

Raquel Pasaron and Annalyn Velasquez of Miami Children's were among honorees during the March of Dimes "Nurse of the Year" recognition. Ms. Pasaron was the "Nurse of the Year" in the Advanced Practice category, while Ms. Velasquez was recognized as



Miami Children's Hospital was recognized once again as one of the nation's top entities for training by Training magazine. The hospital was ranked 14th in the nation in 2011.

TWO FROM MIAMI CHILDREN'S HONORED BY FLORIDA NURSES ASSOCIATION

Jackie Gonzalez, Senior Vice President, Chief Nursing Officer and Patient

Safety Officer, received the Nursing Administrator of the Year Award from the Florida Nurses Association, and Raquel Pasaron received the Nurse Practitioner of the Year Award. These awards honor recipients who have made significant contributions to their organization and the larger nursing community.



"Nurse of the Year" in the Critical Care/Surgical Services category.

MIAMI CHILDREN'S PEDIATRIC CARE CENTER HONORED FOR IMMUNIZATION SUCCESS

Miami Children's Hospital received commendations from the Florida Department of Health Vaccines for Children program for its success in vaccine tracking and documentation. The hospital's Pediatric Care Center, which provides primary care to underserved children, achieved 100 percent immunization compliance among the children in the program's care.

MARKETING TEAM WINS STATE HONORS

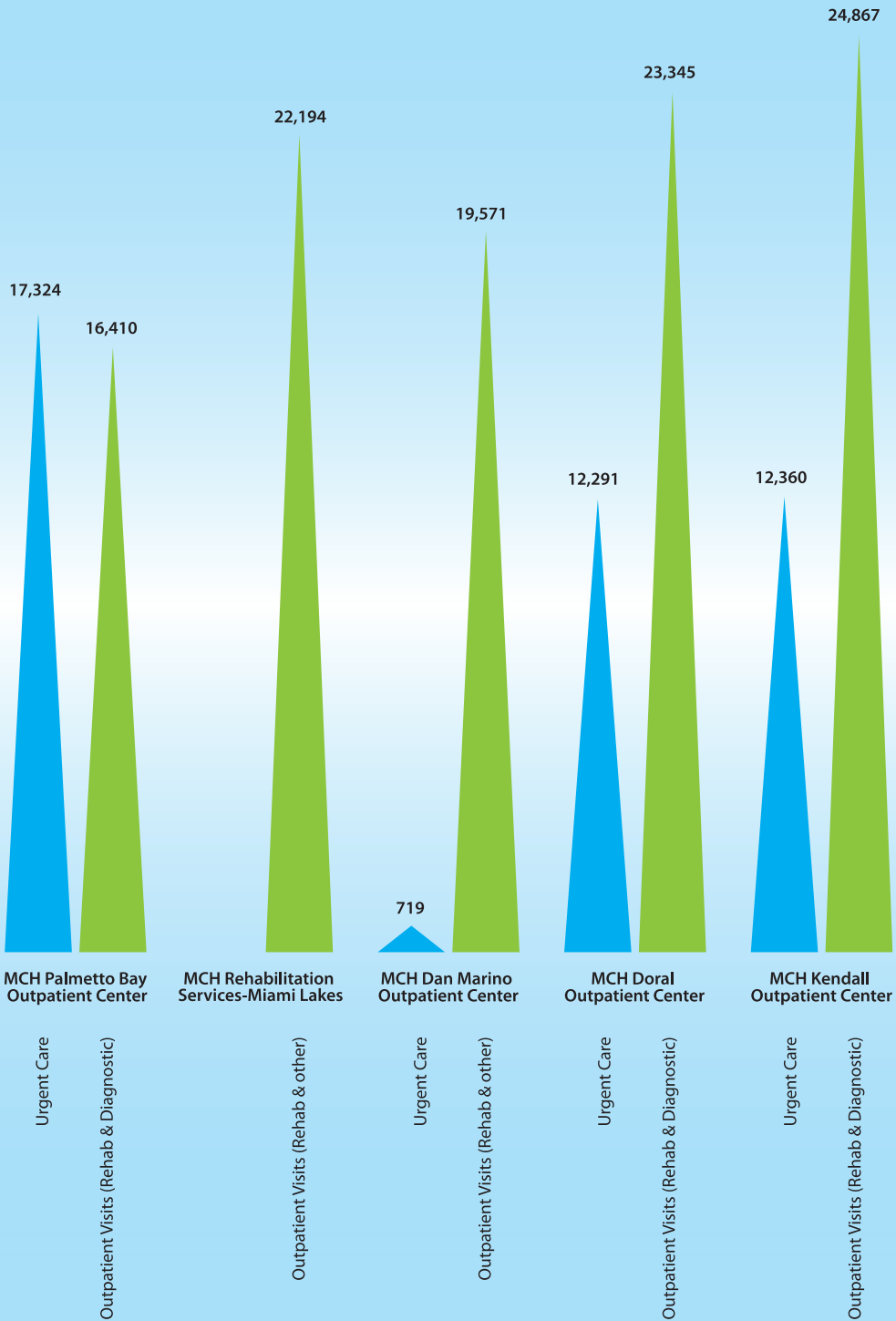
Miami Children's Marketing Department received three 2011 Mark of Excellence Awards from the Florida Society for Healthcare Marketing and Public Relations. Awards were garnered for web-based marketing, two 30-second television spots and for social media marketing.

BING WOOD RECEIVES REGIONAL NURSING LEADERSHIP AWARD

Maria Lina "Bing" Wood, MSN, ARNP, Administrative Director of Critical Care at Miami Children's Hospital, was the recipient of the 2011 Leadership Award presented by the South Florida Organization of Nurse

2011

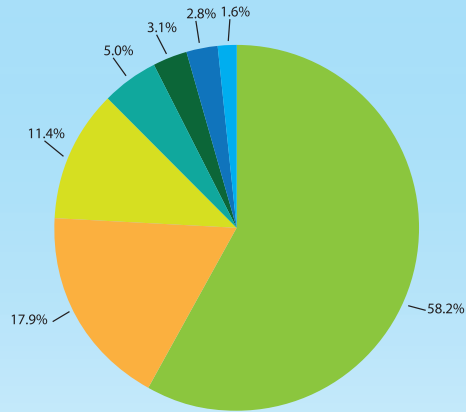
FINANCIAL & STATISTICAL HIGHLIGHTS



Data Sources: MCH Utilization Report and Key Hospital Operations Statistics reports.

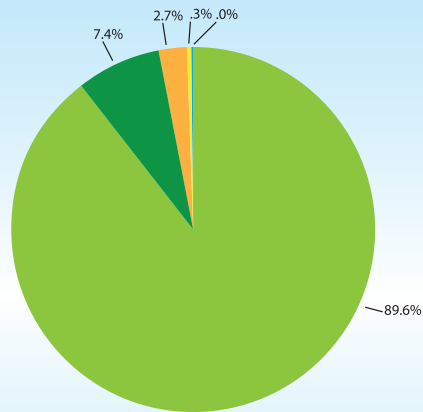
Expenses

■ Salary and Benefits	\$261,656,364	
■ Supplies	51,392,563	
■ Malpractice and other insurance	13,881,242	
■ Depreciation and amortization	22,468,800	
■ Interest	12,651,569	
■ Provision for doubtful accounts	7,022,677	
■ Other	80,589,444	
Total	\$449,662,659	100.0%



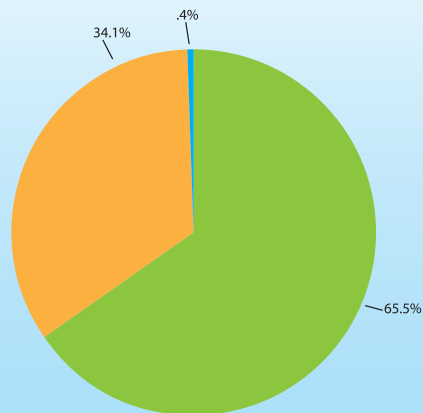
Sources of Revenue

■ Net Patient Revenue	\$436,264,347	
■ Investment Income	13,176,495	
■ Contributions	24,464	
■ Other - primarily grant revenue	36,095,618	
■ Net Assets released from restrictions used for operations	1,433,390	
Total	\$486,994,314	100.0%



Payor Mix

■ Medicaid, Self-Pay & Other	65.5%	
■ Government-Contracted Managed Care	34.1%	
■ Other Payors	0.4%	
Total	100.0%	



Data Sources: Audit Financial Statements and Key Hospital Operations Statistics reports

2011 STATISTICAL DATA

Total Inpatient Days:	66,256	Ambulatory Visits:	10,619
Total Inpatient Admissions:	12,172	Observation Visits:	3,651
Inpatient Average Daily Census:	185.4	Private Outpatient Visits (Main Campus):	114,753
Inpatient Occupancy:	64.2%	Private Outpatient Visits (Ambulatory Centers):	106,387
Total ER Visits (Main Campus):	92,597	Total Surgical Cases:	14,148
MCH General Clinic Visits:	11,935	Average Length of Stay (Days):	5.6

Data Sources: MCH Utilization Report and Key Hospital Operations Statistics reports



Miami Children's Hospital Foundation supports the Hospital by providing the opportunity for members of the local and global community to invest in our children's future. Your contributions help provide children with the doctors, facilities and innovations that give them the best chance to heal.

A SPECIAL THANK YOU FROM MIAMI CHILDREN'S HOSPITAL FOUNDATION



Miami Children's Hospital is a worldwide leader in pediatric medicine, and we need your continued support to meet the evolving medical needs of our children. A financially sound and award-winning non-profit organization, Miami Children's Hospital Foundation's sole mission is to create awareness and generate funds for Miami Children's Hospital. Together we can match your interests to the areas of greatest need so you can make a difference in a child's life.



Miami Children's Hospital Foundation supports the Hospital by providing the opportunity for members of the local and global community to invest in our children's future. Your contributions help provide children with the doctors, facilities and innovations that give them the best chance to heal.

There are so many ways you can join us – through one of our programs, donating a dollar at your local grocery store, or hosting a fundraiser. Together we can help ensure the health and happiness of children everywhere.

We would like to thank the individuals, corporations, foundations and other organizations for making a difference in the lives of children throughout 2011.

For more information about how you can support Miami Children's Hospital, please visit www.mchf.org or call 305.666.2889.



TRAUMA CENTER RECEIVES \$5 MILLION GIFT

Families in South Florida and beyond had reason to celebrate during the fall of 2011 with the announcement of a \$5 million donation from the Miguel (Mike) B. Fernandez Family Foundation to create a revolutionary new trauma center as part of the new Emergency Department at Miami Children's Hospital.



The M.B. Fernandez Trauma Center at Miami Children's Hospital Emergency Department will allow the hospital to accommodate the growing number of patients from South Florida, Latin America and the Caribbean who rely on Miami Children's Hospital in their greatest time of need.

"We feel strongly that our community is extremely fortunate to have such an outstanding and unique pediatric facility," said Mike Fernandez. "Miami Children's Hospital is an important key to the future of South Florida from an economic, education and health perspective. Our family is proud to be able to help build a healthier future for all our children."

GRANDE DAME LEAVES A LEGACY

Florence Groover Frank once said, "I made a pact with God that if I ever became successful I would always help others."



**Children's
Miracle Network
Hospitals**

After achieving business success and retiring in Florida, Florence made her first donation of special toys for the Miami Children's Hospital playroom in 1987. She later donated various Romero Britto art pieces to help brighten the walls of patient areas in the hospital. Florence wanted to make a larger impact and began an annual contribution which led to her designation as Grande Dame of the Ambassador David M. Walters International Pediatric Hall of Fame.

Florence knew that she wanted to continue her legacy of helping children for years to come, so she joined the Walters Legacy Society and bequeathed \$1 million to Miami Children's Hospital Foundation through her estate plan. She passed away in 2011 and will be greatly missed by all. Miami Children's salutes Grande Dame Florence Groover Frank for her lasting commitment to the children.

STARS GLITTER AT MIAMI CHILDREN'S HOSPITAL FOUNDATION DIAMOND BALL

Music icons Gloria and Emilio Estefan were inducted into the Ambassador David M. Walters International Pediatric Hall of Fame as part of the 2011 Miami Children's Hospital Foundation Diamond Ball. The "Masquerade Affair" raised nearly \$4.5 million, including announced gifts, to support world-class care at Miami Children's Hospital.

MIAMI CHILDREN'S LAUNCHES YOUNG AMBASSADORS ORGANIZATION

Miami Children's Hospital Foundation successfully started Miami Children's Young Ambassadors

local area in which they are raised. We would like to thank our many corporate and community partners and share some highlights from 2011:

Miracle Balloon Campaigns

- Publix associates and customers raised more than \$460,000
- Walmart and Sam's Club increased fundraising by 160 percent, raising nearly \$225,000 for Miami Children's
- Costco and its members raised nearly \$210,000
- HMS Host at Miami International Airport raised more than \$45,000 through year-round participation in the coin canister program

Events and Promotions

- IHOP's National Pancake Day raised nearly \$55,000, a 34 percent increase from last year
- Marriott raised more than



Music icons Gloria and Emilio Estefan were inducted into the Ambassador David M. Walters International Pediatric Hall of Fame as part of the 2011 Miami Children's Hospital Foundation Diamond Ball.

(MCYA), a membership organization for young professionals between the ages of 22 and 45 who have a strong commitment to improving the lives of children in our community and beyond. Members have the opportunity to network with prestigious business and community leaders, meet with key Miami Children's personnel, and determine how their donations can best be used to benefit the children and families at Miami Children's.

In its first year, MCYA grew to nearly 60 members and raised more than \$800,000 to support the children and families of Miami Children's Hospital.

CHILDREN'S MIRACLE NETWORK HOSPITALS® SUPPORT SOARS

Miami Children's Hospital is your exclusive Children's Miracle Network Hospital in Miami-Dade, Broward and Monroe counties. Children's Miracle Network Hospitals is an international non-profit organization dedicated to raising funds and awareness for 170 children's hospitals across North America. Its core philosophy is to keep 100 percent of donations in the



\$240,000 through a variety of special events

- The annual Hardware Conference raised more than \$30,000
- Orlando Alzugaray from 640 AM Sports hosted his 9th annual holiday toy drive for the patients at Miami Children's



Student Involvement

- Students at Florida International University and the University of Miami hosted their annual Dance Marathons
- Greek organizations such as Sigma Alpha Epsilon, Phi Delta Epsilon and Phi Mu raised funds through various activities such as a softball tournament, garage sales, car washes and Paddy Murphy Week

To learn more about the Children's Miracle Network Hospitals program and obtain information about hosting a fundraiser to benefit Miami Children's, please visit www.mchf.org/cmnh or call 786.268.1832.

NEW AND UPGRADED DIAMOND SOCIETY COMMITMENTS (CUMULATIVE GIVING)

PURPLE DIAMOND

\$5,000,000+

Miguel B. Fernandez Family
Foundation

GREEN DIAMOND

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

Ravneet and Anand Chowdhury

PINK DIAMOND

\$500,000-\$999,999

Children's Cancer Cooperative
The Dosal Family Foundation
Lauren Sturges-Fernandez and
Charles Fernandez

BLUE DIAMOND

\$250,000-\$499,999

Do Unto Others Trust
Michele and M. Stephen Jackman
Kohl's Department Stores
Sylvia and Ernesto A. Perez

YELLOW DIAMOND

\$100,000-\$249,999

Richard R. Bassett
Gabiella Heisel, MD and
George Heisel
Adrienne and Paul Mittentag
Spirit Halloween Superstores, LLC

WHITE DIAMOND

\$50,000-\$99,999

Melissa and Edward S. Beattie
Olga and David A. Collins
Rochelle and Robert Finvarb
Lillian Katona and
Alexander D. Moskovitz
Claudia and Carlos Nunez-Vivas
Leticia and Wendell Pfeffer
Bertha A. and Paul Pino
Sheryl Sandberg and
David Goldberg
Jessica and Scott A. Srebnick
Kira and Jason S. Turchin

CHAMPAGNE DIAMOND

\$25,000-\$49,999

Plato J. Alexander, MD
Olga and Fernando J. Espinosa
Christina Lama-Evensky and
David Evensky
Vivian M. Gallo, Esq. and
John T. Gallo, PhD
Rainier Gonzalez
Jesse Grosman
Kyle Grosman
Tyler Grosman
Bridjette Hoilett-Green
Stacey and E. A. Kern
Mercedes-Benz USA
Andria and Andres Miyares
Pulse International Realty
Jessica and Steven M. Rhodes
Mark Rousso, Esq.
Gabiella and Joey Souto
Taylor & Mathis of Florida, Inc.
Toral Family Foundation



NEW MIAMI CHILDREN'S YOUNG AMBASSADORS MEMBERS

Plato J. Alexander, MD
Juan Carlos Antorcha, Esq.
Andres Asion
Sean Barrios
Carlos Carbonell
Francisco Cerezo, Esq.
Siddharth Chary, Esq.
Gabriel Decaran-Voigt
Marisol Gomez Decena, Esq.
Cristina Echavarria
Daniel Echavarria
Fernando J. Espinosa
Olivia Espinosa
Wesley Farrell, Esq.
Javier A. Fernandez
Sandra M. Ferrera, Esq.
Rainier Gonzalez
Alisha Gravesande
Michael C. Grieco, Esq.
Christine Grieco-Klingspor

Alexander Havenick
Barbara Weiss-Havenick
Gabiella Heisel, MD
George Heisel
Bridjette Hoilett-Green
Jacqueline Humbert, Esq.
Chandra Iglesias-Balsera
Joseph M. Jackson
Philippe Kalifa
Jason C. Katz, MD
Rena Kliot
Misha Kuryla-Gomez
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Christina Maercks
Jesse Manzano
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Joey McCall, Esq.
Kimberly Mitchem-Rasmussen
Jesus D. Moises
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Lillian K. Moskovitz
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Ricky Patel, Esq.
Taylor L. Peña
Kristine H. Lubian Perez
Brooke Perlyn, Esq.
Chad Perlyn, MD
Alex D. Rodriguez
Mark Rousso
Dimitry Shaposhnikov
Gabriela Souto
Joey Souto
Chad Speziale
Sam Troy, Esq.
Brenda Talia Vargas

SUPPORT

Green Diamond

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

Nicklaus Children's Health Care Foundation/
Barbara and Jack Nicklaus

Pink Diamond

\$500,000-\$999,999

Children's Miracle Network Hospitals
Miguel B. Fernandez Family Foundation

Blue Diamond

\$250,000-\$499,999

Anonymous
Candice P. Barrs Trust
Ravneet and Anand Chowdhury
Miami Perfume Junction, Inc.
Publix Super Markets, Inc.

Yellow Diamond

\$100,000-\$249,999

Anonymous
Richard R. Bassett
BlueCross BlueShield of Florida, Inc.
Children's Cancer Cooperative, Inc.
Costco Wholesale U.S.
The Dosal Family Foundation/Margarita C. Dosal
Gloria Estefan Foundation
Estate of Jessie Hancock
Kohl's Department Stores
Marriott International
The George and Phyllis Rothman Foundation, Inc.
Walmart Stores, Inc. & Sam's Club

White Diamond

\$50,000-\$99,999

Dade Medical College
Doral Golf Resort and Spa - A Marriott Resort
The Fairholme Foundation
Lauren Sturges-Fernandez and Charles Fernandez
FIU Dance Marathon
Sheryl Sandberg and David Goldberg
IHOP
Vivian and Juan Carlos Mas
MasTec
The Shane McGee Foundation
Miami Children's Hospital Auxiliary
Miccosukee Tribe of Indians
Nestle Purina Petcare
Sylvia and Ernesto A. Perez
Marte and Paul Steven Singerman
Spirit of Halloween Superstores, LLC

Champagne Diamond

\$25,000-\$49,999

Ace Hardware
Anonymous
Arellano Construction Co.
Artefacto/Paulo Bacchi
Robert A. and Gertrude A. Barnett Foundation
Cristina and Daniel Echavarría
Harbor Beach Marriott Resort & Spa
HMS Host at Miami International Airport
Macy's Foundation/Macy's, Inc.
Mercedes-Benz USA, LLC
Miami Children's Hospital Gift Shop
Andria and Andres Miyares
Produce for Kids, Inc.
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RE/MAX International
Lynn and Frank C. Scaduto
Ida L. Siegelman Estate
Stearns Weaver Miller Weissler Alhadeff & Sitterson, PA
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The Eleanor B. Sweet Designated Fund of the Community Foundation of Collier County
Estate of Danuta Swiss
Toral Family Foundation
The Torch Relay for Children's Miracle Network, Inc.

TotalBank
Estate of Phyllis Vershay
Worldwide Express
Jerome A. Yavitz Charitable Foundation

Ruby

\$10,000-\$24,999

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Gigi and Karim Alibhai
Nancy Alvelo
American Airlines
American Performing Arts Network
Catherine Anderson Charitable Trust
Maria and Agustin R. Arellano, Sr.
Essie and James W. Barfield Fund
Biscayne Bay Marriott Hotel & Marina
Brickell Motors
Estate of Florence F. Brooks
Brown and Heller, P.A.
Christina Bukata
Cartier Latin America & Caribbean
Louis N. Cassett Foundation
Jacqueline and Jonathan Chariff
Coca-Cola Bottling Companies
Bharat and Neerja Desai
The DS Foundation
Duty Free Americas
Eden Roc Renaissance Resort & Spa
Falk, Waas, Hernandez, Cortina, Solomon & Bonner, P.A.
FedEx Services
Feeling Productions Inc.
First Hand Foundation
Goldman Sachs Philanthropy Fund
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Vanessa and R. Lee Krelstein, Jr.
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Marile and Jorge L. Lopez, Esq.
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Dr. Francesca Gallarello and Dr. Andrea Maggioni
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Miami Retreat Foundation
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Victus, Inc.
Wade's World Foundation
Wells Fargo Foundation
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WOW Factor Marketing Group/Heidi and Jose Dans
Nancy and Paul Zarcadoolas

Sapphire

\$5,000-\$9,999

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Chroniscript Pharmacy
City of Doral
Armando and Maggie Codina
Patricia and Thomas M. Cornish
Dairy Queen
Gabriel Decaran-Voigt
Do Unto Others Trust, Inc.
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 Ana and Rene Sierra
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 Melissa and Marvin Peavy
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 Catherine and Dr. John Ragheb
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 RE/MAX Advance Realty III
 RE/MAX Keys to the Key Real Estate
 RE/MAX PowerPro Realty, Inc.
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 Renaissance Plantation Hotel
 RIF Inc.
 Roy M. Ripak
 Vashti Roebuck
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 Laurel S. Schwartz
 Seitlin Insurance Company
 Skanska USA Building, Inc.
 Smith Seckman Reid, Inc.
 Alex Soto
 Gabriela and Joey Souto
 Robert Spina
 Squire Sanders and Dempsey, LLP
 Tech-Optics, Inc.
 U.S. Foundry & Manufacturing Corporation
 USA Parking
 Weston Courtyard by Marriott
 Siri M. Willoch
 Woodstown Presbyterian Church

Topaz
\$1,000-\$2,499

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 Aflac Incorporated
 Rosemary and Pedro A. Alfaro
 All Florida Paper, Inc.
 All-Med Services of Florida, Inc.
 Amerigroup Corporation
 Ameriprise Financial
 Annette and Juan Carlos Antorcha
 Conchy and Antonio L. Argiz
 Arthur J. Gallagher & Co.
 Andres Asion, PA
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 Darcy and Anthony Baradat
 Melissa Barfield
 Sarah and Rolando Bazaar
 Elijah Campbell-Beavers and Ben Beavers
 Bennett Auto Supply
 Howard & Maxine Bernstein Family Foundation
 Big Bike Riders Association - South Florida Affiliation
 The Biltmore Hotel
 Mayda Boone
 Joe Bosco
 Beatriz Bravo-Gutierrez
 Bristol-Myers Squibb
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 Paul Brown
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 Kimberly and Dr. Redmond Paul Burke
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 Dr. Cathy A. Burnweit
 Canes Dance Marathon
 Jeanne and Carlos Carbonell
 Cardinal Health Foundation, Inc.
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 Mel and Jose Gelabert-Navia
 Dorit and Benjamin Genet
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 Laura M. Gonzalez
 Catalina and Dr. Luis E. Gonzalez-Mendoza
 Raul Gonzalez
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 Sheila C. and Gary Manz Gregory
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 Barbara and Alexander Havenick
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 Nancy C. Hector
 Donnelly and Charles H. Heim
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 Anna and Dale Hightower
 Hollywood Medical Supply
 Shannon Hori
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 Knots of Hope
 Estate of Harold T. Knutson
 Luke Kumanchick
 L Designs, LLC dba Phillips Frankel
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Nancy Humbert

Sr. Vice President of Strategic Business Planning and Public Affairs, Chief Hospitality Officer

Marcia Diaz de Villegas

Administrative Director of Marketing, Outreach and Public Relations

Rachel Perry

Editor

Jennifer Caminas
Bessy Morales
Sylvia Murai
Ava Osle
Roberto Prieto
Tina Schultheis-Rasmussen
Saran Zamora

**Miami Children's Hospital Biomedical
Photography Staff:**

Hortensia Cesar
Edgar Estrada
Steven Llanes
Roberto Perez
Juan Rabionet

Photography:

Miami Children's Hospital Archives
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