

GROWING BY LEAPS AND BOUNDS

A REPORT TO THE COMMUNITY 2009-2010



MIAMI
CHILDREN'S
HOSPITAL®



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.

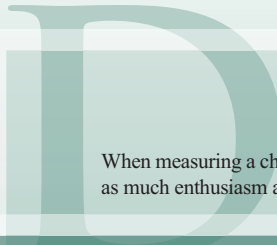
VALUES AND GUIDING BEHAVIORS

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.

TABLE OF CONTENTS

IFC Mission, Vision, Values	18	Postcards From Abroad: Bringing Help and Hope to Children Everywhere	40	Flying High with Safety Measures
1 Welcome Letter, CEO and Chairman	20	A Cure for Jeffrey Brown	42	Miami Children's Takes the Sting out of Barracuda Bite
2 Welcome Letter, Chief Medical Officer	22	New Facility Brings Renewed 'Energy'	44	Teaching the ABCs of Health and Wellness
3 MCH Again Ranked Among Best Children's Hospitals	24	Research for a Better Tomorrow	45	Miami Children's: Making 'Record' Improvements
4 60 th Anniversary Celebration	26	Embracing New Tools to Enhance the Care Experience	46	Making Progress From Every Angle
5 Offering Help and Hope to Haiti	28	A New Life for Madeline	47	Ion Channel Epilepsy: Providing Support for the Child and the Whole Family
6 Subspecialty Care for Palm Beach Families	30	Sports Heroes are Champions for Children in West Kendall	48	A Heart-Saving Journey for Anthony
7 Emergency Care From Those who Know Children Best	31	Special Visitors Bring Smiles and Blessings	50	Community Benefits
8 Miami Children's Hospital: The Region's Only Healthcare System for Children	32	The J-TIP Needle-Free Injection System	54	Awards and Recognition
10 Bringing Home to the Hospital	33	An Expanding Fleet to Serve Children Everywhere	58	2009-2010 Financial and Statistical Highlights
12 Lobby Murals Take Visitors on Imaginary Journey	34	H1N1 Virus Makes for Busy Year	62	Children's Miracle Network Hospitals®
13 Way-Finding Made Fun	35	Squeaky Clean Team Makes the Difference	64	Support
14 Patrick Bonk: All Goes 'Right' after Fishing Expedition Gone 'Wrong'	36	Cameron, the Comeback Kid	71	Miami Children's Hospital and Miami Children's Hospital Foundation 2009-2010 Board of Directors
16 Bringing the World to Patient Bedsides with GetWellNetwork®	38	The Pediatric Advance Comprehensive Care Team Program	71	Miami Children's Hospital 2009-2010 Senior Leadership and Medical Executive Committee
17 2009 Global Six Sigma & Business Improvement Awards	39	Biofeedback Technology Helping Children in the Urodynamics Lab	72	Department Chiefs and Division Directors





Dear Friends:

When measuring a child's growth, every new inch marked on the wall is a reflection of health and progress. At Miami Children's Hospital, we track our growth with just as much enthusiasm and are pleased to report that in 2009 and 2010 we grew by leaps and bounds.

We grew in our outreach to the community through development of new services and facilities. We advanced our international outreach and medical research to serve children around the globe, and we saw growth in programs aimed at enhancing the care experience at the region's leading children's facility.

Each of the following represents a "notch" reflecting hospital growth in the past two years:

- As part of our commitment to being "where the children are," Miami Children's in 2009 opened its new Miami Children's Hospital West Kendall Center, offering urgent care, rehabilitation and imaging services. What's more, we began offering urgent care services at the Miami Children's Hospital Dan Marino Center in Weston and saw dramatic growth in patient visits throughout our outpatient services network, which includes facilities in Palmetto Bay, Doral and Miami Lakes.
- In 2010, Miami Children's further extended its growing network into Palm Beach County. The first Miami Children's Hospital Nicklaus Care Center was opened, offering specialty pediatric care to the Palm Beach community. In addition, we began sending our own Emergency Department physicians to the Palms West Hospital, reaching even more families throughout South Florida.
- On the hospital's main campus, we saw completion of a new Central Energy Plant in 2009, a facility that will help power the entire campus in the decades ahead. The following year, we opened a new hybrid catheterization suite, equipped with the most advanced technology available.
- Growth in enhancements to the Miami Children's care environment has been "off the charts." In 2010, we opened the new Michael Fux Family Center for patients and their families, offering everything from basic comforts and stress relievers to dazzling family entertainment facilities.
- In another major development, Miami Children's embraced initiatives aimed at improving the care experience. New hospitality initiatives and application of "Lean" methodologies aimed at optimizing efficiency to benefit the care experience resulted in shorter waiting times, fewer surgical delays and better patient satisfaction scores.

There is so much more to share. We hope you will take a moment to read our 2009-2010 Report to the Community to learn about all the ways that Miami Children's has grown – by leaps and bounds – to meet the needs of the 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 these two great years of growth and success.

Sincerely,

M. Narendra Kini, MD, MHA
President and CEO



Juan Carlos Mas
Chairman
MCH Board of Directors
2009



Gary Gregory
Chairman
MCH Board of Directors
2010



Dear Friends:

For the medical staff and patient care team at Miami Children's Hospital, providing excellence in quality of care, supported by the safest environment and practices, is always our *top priority*.

This is the best way to express our gratitude and commitment to the families that entrust us with the care of their children. Cutting-edge innovations promote our culture of safety and clinical care. We are charged with providing advanced state-of-the-art diagnostics and treatment modalities for families who come to us seeking cures and rays of hope.

In 2009 and 2010, our efforts definitively yielded measurable enhancements. Here are some highlights of growth over the past two years:

- Our graduate medical education program continues to lead the way as the second-largest Pediatric Residency Training Program in the country. Three additional accredited pediatric fellowship training programs were added in the specialties of pediatric urology, pediatric craniofacial surgery and pediatric cardiology.
- The Miami Children's Hospital Research Institute inaugurated the Office of Clinical Trials and received accreditation from the Association of Human Research Protection Programs.
- Miami Children's Department of Pediatrics welcomed the first class of medical students from the Florida International University College of Medicine.
- Miami Children's Hospital took initiative on a global level to reduce the incidence of patient falls. The hospital's Humpty Dumpty Patient Falls Program, developed under the leadership of Jackie Gonzalez, MSN, ARNP, Senior Vice President and Chief Nursing Officer, has since been adopted in approximately 400 hospitals throughout the nation, as well as in Bermuda, Australia, Canada, Israel and Saudi Arabia.
- In keeping with the national healthcare goals of decreasing hospital-acquired infections, Miami Children's Hospital in 2010 became the first pediatric hospital in the nation to install HyGreen®, a groundbreaking electronic hand hygiene system designed to advance safety and provide the first line of defense in the control of healthcare-associated infections.

On behalf of the Miami Children's Hospital Medical Staff and Clinical Care Team, we are very excited about the growth, ongoing innovations and achievements. Our values remain steadfast: ***highest quality of care in an error-free environment; advocacy and commitment to developing the next generation of pediatric healthcare providers; and, most importantly, the pledge to our community and to the children of the world to deliver excellent care by great people in a uniquely great place.***

It is my pleasure and an honor to lead such a fine group of clinicians, researchers and academicians.

Sincerely,



Deise Granado-Villar, MD, MPH, FAAP
Chief Medical Officer/Senior Vice President for Medical and Academic Affairs
Chair, Council on Community Pediatrics
American Academy of Pediatrics



MIAMI CHILDREN'S HOSPITAL AGAIN RANKED AMONG NATION'S BEST

Miami Children's Hospital was once again recognized for pediatric excellence in 2009 and 2010 by *U.S. News & World Report*. For the third and fourth consecutive years, the following pediatric specialty programs were ranked by the magazine as among "America's Best":

- Heart and heart surgery
- Neonatal care
- Neurology and neurosurgery

"We are honored by the recognition of U.S. News & World Report," said Dr. M. Narendra Kini, President and CEO of Miami Children's Hospital. "It is a testament to the passion and dedication of our physicians, nurses and staff."

Facilities eligible for the *U.S. News* ranking were largely drawn from members of the National Association of Children's Hospitals and Related Institutions (NACHRI). Qualified organizations were asked to complete an extensive survey requesting information related to patient volumes, number of complex procedures performed, research studies and more.



60TH ANNIVERSARY MIAMI CHILDREN'S CELEBRATES 60 YEARS OF PEDIATRIC LEADERSHIP

March of 2010 marked a momentous occasion for the hospital. Miami Children's turned 60 years young! Since opening its doors in 1950, the hospital has emerged as a nationally ranked pediatric healthcare system. Naturally, this called for the biggest birthday bash yet.

The entire community was invited to attend the festivities. The hospital's courtyard was transformed into a lively carnival setting featuring a colorful menagerie of stilt walkers, clowns and jugglers. Kids of all ages enjoyed activities like face painting, hula-hoop contests, train rides, miniature golf and more.

An historical timeline was put on display, recognizing significant milestone moments. Also, in the spirit of the celebration, past patients submitted and shared their personal experiences online. A few of these heartwarming stories even appeared on television!

Over the past six decades, Miami Children's has indeed touched the lives of thousands of children. Each and every success story has become as much a part of hospital history as any other medical achievement.



OFFERING HELP AND HOPE TO HAITI

When the January 12, 2010 earthquake in Haiti shattered the tiny island nation, Miami Children's Hospital was among the first to heed the call for help. Within days, Miami Children's Hospital leaders were on the ground in Haiti, forging ties with Project Medishare, an aid group with a long tradition of medical outreach to Haiti.

Thanks to the support of the hospital's foundation, Miami Children's established the first post-earthquake pediatric-care tent in Haiti. The first of nine teams of specialists arrived immediately thereafter. These dedicated individuals set up the medical tent near the airport in Port-au-Prince, planned surgeries for dozens of children with horrific injuries, and worked tirelessly to alleviate the pain and anxiety of countless young victims.

As one exhausted team departed, another would arrive to take its place. All together, 112 MCH staff members took part, including 38 physicians, 60 nurses, four emergency medical technicians, three licensed practice nurses, six operating room techs and a pharmacist. On the home front, Miami Children's Hospital provided care for 23 children injured in the earthquake, offering surgical, medical and emotional support for the patients and their families.

"I am tremendously proud of the response of our MCH family," said Dr. M. Narendra Kini, President and CEO. "Each time volunteers were sought, staff members stepped forward to serve without thought of the personal sacrifice. It is truly a privilege to lead such an organization."

ORLANDO ADVENTURE BRINGS MAGIC TO QUAKE VICTIMS

In the wake of a devastating natural disaster, a little magic – and a lot of laughs – can go a long way. What could be more magical for a child than going on an unforgettable adventure to one of Orlando's theme parks?

That's just what 17 children from Haiti and their families did in May 2010 when Miami Children's Hospital Foundation and Dr. Chad Perlyn hosted the "Haiti to Orlando Adventure."

The children, all of whom were patients at Miami Children's after being airlifted from Haiti, were treated to an overnight stay at the Nickelodeon Suites Resort and a day at Universal Studios®. Without a doubt, the experience was one they will treasure always – a chance to leave tragedy behind and relish the sheer pleasure of just being a kid.



SUBSPECIALTY CARE WITHIN REACH FOR PALM BEACH FAMILIES

Long drives south to Miami have been a way of life for many Palm Beach County families who have children with special needs. Now, thanks to the generosity of Jack and Barbara Nicklaus and their Nicklaus Children's Health Care Foundation, the drive to obtain quality pediatric subspecialty care just got a whole lot shorter.

In July 2010, the first Miami Children's Hospital Nicklaus Care Center was officially opened to the public in Palm Beach County. The center offers consultations with specialists in pediatric craniofacial/plastic and reconstructive surgery, endocrinology, gastroenterology, nephrology, neurology and orthopaedic surgery. A second center is expected to open in 2011.

"For the past several years, the Nicklaus Children's Health Care Foundation has explored options to expand its impact and further advance the healthcare needs of children," said Barbara Nicklaus, Chairman of the foundation that bears her name. "The Miami Children's Hospital Palm Beach County project is a great fit for our foundation's vision."

Jack Nicklaus, Honorary Chairman of the Nicklaus Children's Health Care Foundation Board of Directors, said, "Our family's passion to help children is what originally led us to create the Nicklaus Children's Health Care Foundation. Our purpose is very simple: to help kids in the community where Barbara and I, and now our children and their children, have lived and worked for decades."

"Managing life during treatment far from home puts a strain on parents and children. We are hopeful that the Loxahatchee center will enhance access to MCH services while alleviating the need of having to travel to multiple medical appointments throughout South Florida," said Dr. M. Narendra Kini, President and Chief Executive Officer of Miami Children's Hospital.

"We are grateful to Jack and Barbara Nicklaus for putting children first and making it possible for us to offer enhanced convenience to those we are privileged to serve."

The MCH Nicklaus Care Center is located in Loxahatchee at 12989 Southern Boulevard, Palms West Medical Office Building III, Suite 203. For more information, call 561-383-7113 or log on to www.mchnicklauscarecenters.com



EMERGENCY CARE FROM THOSE WHO KNOW CHILDREN BEST

For families in Palm Beach, the news just keeps getting better! In 2010, the hospital formed an affiliation with Palms West Hospital to provide pediatric emergency care.

At Palms West Hospital, children account for 39 percent of the emergency room visits. The ER team has always been dedicated to providing the best possible care for its young patients. And now, having Miami Children's own physicians on site has taken the West Palm Beach facility to an even higher level.

"Miami Children's Hospital has grown to become a regional healthcare system for the children of South Florida. Through this new collaboration with our esteemed associates at Palms West Hospital, we look forward to offering enhanced convenience for the families of Palm Beach County," said Dr. M. Narendra Kini, President and CEO of Miami Children's Hospital. "This affiliation is part of our commitment to being 'where the children are.'"

Palms West Hospital is located at 13001 Southern Blvd. in Loxahatchee, Florida. For additional information, please call 561-798-3300 or log on to www.palmswesthospital.com



MIAMI CHILDREN'S HOSPITAL: THE REGION'S ONLY HEALTHCARE SYSTEM FOR CHILDREN

Just like the children in our care, Miami Children's Hospital just keeps on growing, growing, growing! The hospital advanced its commitment to being "where the children are" in 2009 and 2010, with its entire outpatient network experiencing solid growth.

"Miami Children's has made significant strides in expanding access to services within the region," said Nancy Humbert, Chief Hospitality Officer and Vice President, Strategic Business Planning and Public Affairs. "We continue to reach out to the community with new centers and services to meet the needs of families seeking care from the region's pediatric care leader."

Here are 2009 and 2010 highlights in reaching out to the children of South Florida:

MIAMI CHILDREN'S HOSPITAL WEST KENDALL OUTPATIENT CENTER

The 35,000-square-foot Miami Children's Hospital West Kendall Outpatient Center opened its doors in the spring of 2009, celebrating the milestone with an open house for the community attended by sports celebrities and families from throughout the community.

The center got off to a fast start, with patient visits for the first few months of operation exceeding projections. Services at the site include an Urgent Care Center, offering after-hours care for minor injuries and illnesses. The last quarter of 2010 saw a 33 percent increase in urgent care patient visits compared to 2009. Physical, occupational, speech-language therapies, including the latest Wii™ technology interactive modality, are also part of the scope of care. Diagnostic services at this facility include magnetic resonance imaging (MRI), digital X-ray and ultrasound. Subspecialty services include endocrinology, nephrology, orthopaedics, sports medicine, and craniofacial/plastic and reconstructive surgery consultations.

MCH West Kendall Outpatient Center is located at 13400 SW 120 Street, Suite 100 and 200. For additional information, please call 786-MCH-KEND or log on to mchwestkendallcenter.com

"We continue to reach out to the community with new centers and services to meet the demands of families seeking care from the region's pediatric care leader."

MIAMI CHILDREN'S HOSPITAL DAN MARINO OUTPATIENT CENTER

The Miami Children's Hospital Dan Marino Outpatient Center introduced a new Urgent Care Center in September of 2009. This new facility offers weekend care for minor injuries and illnesses. For more information, please log on to mch.com/urgentcare

The Miami Children's Hospital Dan Marino Outpatient Center, which opened in 1998, offers families of children with developmental and chronic medical conditions the most comprehensive and integrated treatment available in an outpatient setting. Individual services include speech-language, occupational and physical therapies, neurology, psychology, applied behavior analysis, augmentative and alternative communication, music and movement groups, as well as educational and support services. The center also has an onsite pool utilized for aquatic therapy, swimming instruction and water-safety programs. Diagnostic services include electroencephalograms (EEG) and video EEG, magnetic resonance imaging (MRI) and digital X-ray. Additional subspecialty services include cardiology; clinical genetics; dermatology; ear, nose and throat (ENT) specialists; orthopaedics; and sports medicine.

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

MIAMI CHILDREN'S HOSPITAL DORAL OUTPATIENT CENTER

The Miami Children's Hospital Doral Outpatient Center, which opened in 2008, continued to see increased patient volume with visits to the facility's Urgent Care Center doubling in 2009, well exceeding projections. In 2010, the center saw near 25 percent growth in urgent care visits as community residents continued to seek pediatric services in their immediate neighborhood. Patient use of rehabilitation and imaging services also exceeded forecasts.

Miami Children's Hospital relocated its pediatric dental services to this location in 2009. The program treats over 1,100 children per month and also provides training for pediatric dental residents. Beautiful wall murals, created by artist Carlos Pereira, add cheer to the décor of the facility.

In addition to urgent care services, offering after-hours care for minor injuries and illnesses, and pediatric dentistry, the scope of care at this location also includes physical, occupational, speech-language and feeding therapies. Imaging services provided include magnetic resonance imaging (MRI) and digital X-ray. Consultations for dermatology, endocrinology and nephrology services are also part of the service spectrum at this location.

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

MIAMI CHILDREN'S HOSPITAL PALMETTO BAY OUTPATIENT CENTER

The Miami Children's Hospital Palmetto Bay Outpatient Center treated more than 17,000 patients in 2010. In addition to urgent care, services include physical, occupational and speech-language therapies, as well as digital X-ray and ultrasound. Subspecialty services include neurology, provided by Neuro Network Partners.

The center is also home to Early Steps Southernmost Coast, offering evaluation and treatment for children 36 months of age or younger who are at risk for developmental delays. Also on site is the Miami Children's Hospital Department of Preventive Medicine. This department operates the hospital's Health on Wheels vans that offer general health and dental exams for underserved children at local schools and community events by appointment.

The MCH Palmetto Bay Outpatient Center is located at 17615 SW 97 Avenue (Franjo Road). For further information, please call 305-268-1777 or log on to mchpalmettobaycenter.com

MIAMI CHILDREN'S REHABILITATION SERVICES - MIAMI LAKES

Miami Children's Rehabilitation Services - Miami Lakes saw 15 percent growth in 2010, hosting nearly 18,000 patient visits. Patient volume has more than doubled during the past three years as demand for pediatric rehabilitation services continues to increase. To support the center's patient surge, remodeling took place in 2010 to expand the treatment areas by 1,000 square feet. As of April 2010, this center now encompasses 4,680 square feet of space to serve the growing pediatric rehabilitation needs of the Miami Lakes community.

The center is located at 14505 Commerce Way, Suite 450. For additional information, please call 305-512-1550 or log on to mchmiamilakescenter.com

MIAMI CHILDREN'S HOSPITAL NICKLAUS CARE CENTER

Miami Children's Hospital continues its tradition of being "where the children are" by bringing specialized healthcare to Loxahatchee. This new location, which opened in the summer of 2010, serves the pediatric community of Palm Beach County and is a collaboration between the Nicklaus Children's Health Care Foundation and Miami Children's Hospital. The Miami Children's Hospital Nicklaus Care Center, which served more than 300 children during 2010, offers an array of pediatric subspecialties, including consultations for craniofacial/plastic and reconstructive surgery, endocrinology, gastroenterology, neurology, nephrology and orthopaedics.

The MCH Nicklaus Care Center is located at 12989 Southern Boulevard in the Palms West Medical Office Building III, Suite 203, in Loxahatchee. For more information about this location, please call 561-383-7113 or toll-free 888-624-2778. More detailed information can also be found at mchnicklauscarecenters.com





BRINGING HOME TO THE
HOSPITAL

A movie theater. Massage room. Gym. Library. Even an artist's studio. Not the sort of amenities one expects to find at a hospital. But Miami Children's is not just any hospital. It's the regional leader in caring for children and their families – and it shows!

The latest family-friendly campus enhancement, which opened in 2010, is the Michael Fux Family Center, a beautiful and welcoming facility that's designed to make families feel more at home while their children are hospitalized.

The center has it all, from basic comforts such as showers and laundry facilities to stress relievers, including a small workout gym and massage room, and dazzling family entertainment facilities.

Planned with input from hospital patients and their families, the 4,560-square-foot family center was fast-tracked when philanthropist Michael Fux pledged to finance the project. "We are grateful to Mr. Fux for sharing our vision of creating a special place where families can refresh themselves and maybe even forget for a little while that they are in a hospital," said Janet Bell-Taylor, MBA, Director of Patient Family Services at Miami Children's.

"The center is a tribute to Mr. Michael Fux and to the thousands of families who entrust their children to our care each year. It's a part of our commitment to support and empower those we serve," said Ms. Bell-Taylor.



LOBBY MURALS TAKE VISITORS ON IMAGINARY JOURNEY

A child at play in a glorious junglescape. Vibrant flowers. A baby's luminous face. These are some of the whimsical forms brought to life in 2009 on the walls of the Miami Children's Hospital lobby.

Always a sanctuary for hospitalized children, the hospital lobby has become an even more delightful space, thanks to the creativity of Venezuelan-born artist Carlos Pereira, who designed and painted the captivating murals that extend through the lobby and surrounding corridors. Mr. Pereira also created wall murals for the pediatric dental program at the Miami Children's Hospital Doral Outpatient Center.

"The murals were inspired by the idea of taking visitors on an imaginary journey out of the hospital to relax the mind and recharge the heart," said Mr. Pereira, who has also created murals in Miami Children's Hospital playrooms and other locations, reinventing the hospital's interior spaces. In his spare time, Carlos also volunteers at Miami Children's, helping hospitalized children express themselves artistically.

The lobby murals were funded by donations from Miami Children's Hospital employees as a special gift to children and families.



WAY-FINDING MADE FUN!

Finding the way to a doctor's office has become a happy adventure for young guests and adults alike, thanks to a new way-finding system brought to life at Miami Children's in 2009.

The hospital redefined the way-finding concept with an innovative graphic design project that clearly communicates essential directional information, while engaging young patients.

Upon arrival in the lobby, patients, families and guests are given a card with the color and animal symbol that will guide them to their destination. The hospital interior is divided into distinct zones identified by bright tropical colors: red, blue, green and yellow. Swirling ribbon-like streams of color are painted on hospital walls leading to elevators and offices. To create a positive response from young children and assist color-blind adults or other guests with disabilities, the way-finding signage incorporates tropical birds, fish and animals as additional cues – instilling a spirit of fun.

Philip Doyle, Director of Security, Safety and Emergency Preparedness, who spearheaded the program, said, "The way-finding project has truly enhanced the campus experience for our patients, families and visitors. The bright colors and animal cues are helping families navigate with greater ease – making the hospital more accessible to all."



ALL GOES 'RIGHT' FOR PATRICK

AFTER FISHING EXPEDITION GONE 'WRONG'



M

any South Floridians still remember the story of Patrick Bonk, a Jacksonville boy who was critically injured by a truck in 2009 while vacationing in the Florida Keys. News crews hovered outside Miami Children's to follow his progress after the horrific accident near the Seven Mile Bridge and the dramatic air rescue flight that followed.

As for Patrick, happily, he recalls almost nothing of the terrifying events that left him with two broken femurs, a broken right shoulder and elbow, and a damaged kidney, liver, spleen and lung. His parents, Karen and Mathew Bonk, will certainly never forget.

It all began on a lazy June day when Mathew and his three boys – Patrick, 10; Mark, 7; and Luke, 4 – left the family's Marathon Key campsite for a fishing expedition. Mathew was squiring the boys across U.S. 1 to the fishing site when suddenly Patrick broke ranks and dashed into the path of a delivery truck.

In the horrifying moments that followed, it seemed impossible that Patrick could survive such trauma. As Mathew and Karen knelt in the road beside Patrick, it seemed that the injuries might be insurmountable.

What happened next was remarkable. Within just minutes of the accident, an air rescue helicopter landed on the Seven Mile Bridge. The crew assessed Patrick and made a critical decision. They would take Patrick to the region's only freestanding Pediatric Trauma Center, located at Miami Children's Hospital.

At Miami Children's, Patrick was at the center of a pediatric care team that included surgeons in virtually every specialty, pediatric emergency specialists and pediatric intensivists. The team included Dr. Steven Stylianos, Chief of Pediatric Surgery and Medical Director of Trauma Services; Dr. Avi Baitner, pediatric orthopaedic surgeon; and Drs. Jeffrey Sussmane and Keith Meyer, both section directors in the hospital's Pediatric Intensive Care Unit.

Patrick flourished under the care and, in July, he was flown home to Jacksonville where he would begin his physical therapy. Today, Patrick is completing the 6th grade, earning all As, and is back riding his bike, going on hunting expeditions with the family and, yes, fishing again!

He has few memories of his care at Miami Children's, except playing Xbox in bed. His parents recall every minute with gratitude.

"We are so fortunate that the air ambulance brought Patrick straight to Miami Children's. The team was incredible. Thanks to them, we got our happy ending," said Mathew.



BRINGING THE WORLD TO PATIENT BEDSIDES

Miami Children's always puts patients first. So it's no surprise that in 2009 the hospital became the first freestanding children's facility in Florida to offer the GetWellNetwork®, an innovative patient interactive system that provides educational tools, internet access, a guide to hospital resources and services, and numerous entertainment resources, including movies on demand, TV channels, games, storytelling and music. All this through in-room television monitors!

Upon turning on the in-room television, the child receives a personalized welcome on the screen. Using a wireless keyboard, a pillow speaker or a remote control, the patient and family can navigate through the simple and easy-to-understand menu. The system is available in both English and Spanish. Offerings include educational videos related to the child's medical needs and to hospital procedures to help families know what to expect. Families can also access the internet and select from an array of newer child-friendly movies, games and other entertainment resources.

What's more, the GetWellNetwork can be used to learn about hospital services and amenities and notify staff of any special requests or concerns, or to provide feedback regarding hospital care.

"The GetWellNetwork has been a genuine family pleaser," said Roumiana Katzarkov, Director of Library Services at Miami Children's. "Families are thrilled to have so many resources and options available to them. Kids love it! It definitely changes the perception of what the hospital is all about and what we do for our kids and their families," she said.



2009 GLOBAL SIX SIGMA & BUSINESS IMPROVEMENT AWARDS

GARNERING KUDOS FOR BUSINESS LEADERSHIP

Miami Children's Hospital shared the spotlight with top businesses from around the globe in 2009, earning recognition as the top-winning award recipient at the 2009 Global Six Sigma & Business Improvement Awards ceremony in Orlando. Miami Children's received more honors than any other entrant during the event, which is the largest gathering of the Global Six Sigma business improvement community.

Global Six Sigma & Business Improvement Awards recognize outstanding organizational achievements through the deployment of Six Sigma and Lean business improvement models that result in organizational excellence. This year, the summit received entries from organizations based in Canada, India, the United Kingdom and the United States.

The hospital received the following honors:

- The Platinum Award for Process Excellence Project
- Best Application of Lean Tools within a Business Excellence Project
- Best Emerging Business Improvement Deployment
- Best Project Achievement in Health and Safety

Miami Children's Hospital President and CEO, Dr. M. Narendra Kini, has been instrumental in introducing to the hospital the Lean business improvement model. "We have been examining clinical processes throughout the organization, bringing about tangible results for patients and their families, including shorter wait times and faster registration processes. The Miami Children's Hospital family has truly embraced Lean. Together we look ahead to continuously improving the care experience," Dr. Kini said.





POSTCARDS FROM ABROAD: BRINGING HELP AND HOPE TO CHILDREN EVERYWHERE

Miami Children's Hospital is committed to being where the children are – in South Florida and around the globe.

2009 and 2010 were banner years in the hospital's global outreach. In addition to the hospital's leadership in providing relief to earthquake-torn Haiti, the hospital also developed care collaborations in Russia and continued to expand its international medical research mission.

Here are highlights from the hospital's activities abroad.

TO RUSSIA WITH LOVE AND EXPERT MEDICAL CARE

For a child with epilepsy, the brightest kind of future would be one that's free of seizures. In 2010, the Miami Children's Global Health Services program made this dream a reality for a group of Russian children. Through an affiliation with the Moscow Center for Pediatric Craniofacial Surgery and Neurology, the experts at Miami Children's Brain Institute were able to provide consultations related to the care of the children, leading to their successful care in Moscow.

And that was just the beginning. Patients with particularly complex needs are being brought to Miami Children's to receive care at one of the nation's top programs for care of epilepsy.

"The collaboration with our Russian counterparts has been most productive and has directly benefited children in Russia. We look forward to continued exchanges between our programs to advance education, science and patient care," said Dr. Andrea Maggioni, Director of Global Health Services.

BUILDING BRIDGES FOR A BETTER TOMORROW

Miami Children's Hospital physicians visited cities throughout Central and South America and the Caribbean and beyond in 2009 to strengthen relationships with referral organizations in far-flung locations.

Representatives from the hospital's Global Health Services program visited cities in Mexico, Puerto Rico, Ecuador, Peru, Italy, and the Bahamas to foster relationships with physicians and medical referrers.

A highlight was a 2009 trip to Cartagena, Colombia, in which a team of Miami Children's physicians, led by President and CEO, Dr. M. Narendra Kini, shared the latest medical updates with 2,500 physicians from the region as part of a three-day conference. During the conference, Dr. Marco Danon of Miami Children's Division of Endocrinology was honored. While in Cartagena, the hospital team donated nearly 200 computers to local schools and a local children's hospital. In turn, grateful city leaders presented the hospital with a key to the city.

"Through visits to foster awareness and medical education, we continue to strengthen bonds with our peers in other countries," said Dr. Kini. "We are pleased to collaborate to promote better health for children around the world."

BRINGING HOPE TO ETHIOPIAN ORPHANS

JNM Children's Village, situated in Adwa, a remote town in Ethiopia, provides care and learning opportunities for 100 orphaned children, most of whom are

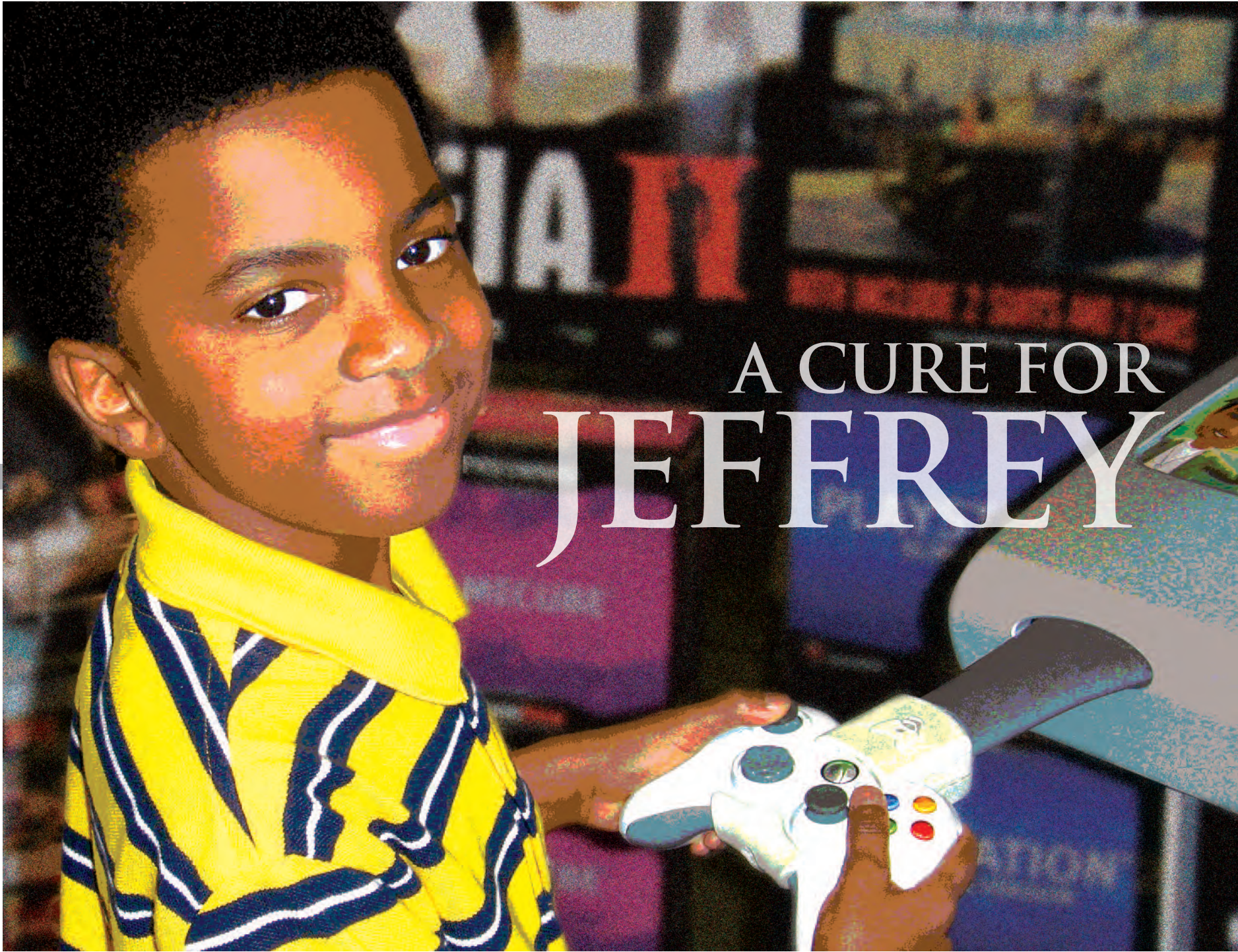
HIV-positive. Since 2006, Dr. Andrea Maggioni, Director of Miami Children's Global Health Services, has served as the medical director and sole physician affiliated with the orphanage. He makes the two-day journey to JNM Children's Village at least once a year, carting bags of equipment and supplies. Between visits, Dr. Maggioni oversees the children's care from his Miami Children's Hospital office nearly 7,700 miles away through regular telephone consultations with program staff.

GROWING INTERNATIONAL RESEARCH NETWORK

Miami Children's Hospital's Research Institute continues to forge links with academic institutions, hospitals and care providers throughout the world to advance clinical research and improve children's medical care. The hospital's pediatric research satellites in Nicaragua, Dominican Republic, India, Italy, Brazil, Argentina and Colombia provide avenues for expanded research to help improve the lives of children the world over.

"These international links help broaden our reach and extend opportunities and benefits to children worldwide," said Dr. Raul Herrera, Chief Research Officer. "Children from partner countries will be able to participate in our clinical protocols. Our outreach efforts also enhance our value to pharmaceutical firms and others seeking research partnerships, by providing opportunities to expand offerings into diverse pediatric populations."





A CURE FOR JEFFREY

20

H

elping others is what police officers do best. So when officer husband-and-wife team Jeffrey and Lakeatha Brown found themselves sidelined while their youngest son battled a devastating illness, their feelings of frustration were overwhelming.

“As a parent, it is just heartbreaking to have to watch your child be so sick and not be able to help,” said Jeffrey Brown, Sr., an officer with the Miami-Dade County Police Department.

Little Jeffrey, now 10, was born with sickle cell disease, a genetic disorder in which bone marrow produces defective hemoglobin that can block the blood supply to parts of the body, resulting in painful episodes and potentially debilitating strokes.

Many patients with sickle cell disease are able to manage the condition over a lifetime. But little Jeffrey was so severely impacted that he was hospitalized several times each year and was at high risk for strokes that could jeopardize his future. Sickle cell disease was once a lifetime sentence. But thanks to a relatively new procedure – a bone marrow transplant – a cure is a possibility for many children.

“We wanted to offer Jeffrey the best chance for a healthy life,” said Dr. John Fort, Director of the Bone Marrow Transplant Program at Miami Children’s Hospital, a division of the hospital’s Cancer Center. But, first, a bone marrow donor was needed.

A match was not found among the immediate family, including the Browns and young Jeffrey’s half-brother, Marcel. While some patients can be matched with a donor from a tissue bank, the Browns decided first to see if a sibling might be the answer.

Happily, baby sister Jazmine, born in 2008, was a solid match. In 2009, Jeffrey underwent the bone marrow transplant procedure, which required him to be hospitalized at Miami Children’s Hospital for several months post procedure. Now it’s official! Jeffrey is cured of sickle cell disease and has rejoined his classmates.

The Browns have nothing but wonderful things to say about the doctors and staff at Miami Children’s Bone Marrow Transplant Program. “We wanted to be in a children’s hospital where the entire staff understood the special needs of children. The staff was amazing and did such a great job of making sure we understood everything that was happening. We are so glad we chose Miami Children’s Hospital,” said Jeffrey, Sr.





NEW FACILITY BRINGS RENEWED
'ENERGY'

M

Miami Children's Hospital powered up an enhanced Central Energy Plant in 2009. The expanded 37,580-square-foot facility features state-of-the-art electrical power systems to support the entire hospital campus and includes the latest, most energy-efficient equipment and backup generators.

The new structure also houses key hospital support services, including Plant Operations, Environmental Services, the Call Center, Security Department monitoring facilities and other essential support staff offices.

"The Central Energy Plant is a vital part of our hospital's master facility plan," said Robert Nowlan, Vice President of Clinical and Support Services. "It also provides the infrastructure to support the construction of our planned new bed tower, which will enable us to offer private rooms and increase patient amenities."

In other construction news, the hospital completed its Northwest Tower in 2010, which includes a new parking structure and the Miami Children's Hospital Foundation offices, and will eventually house varied services in the ground-floor office space.





The world is a brighter place for children everywhere thanks to medical research under way at Miami Children's Hospital.

RESEARCH FOR A BETTER TOMORROW

Miami Children's Research Institute is one of the largest providers of pediatric medical research in the region. It currently participates in approximately 260 research protocols involving new medications and interventions for children with complex medical needs.

In 2009, Miami Children's Research Institute was awarded full accreditation from the Association of Human Research Protection Programs (AHRPP), following an intensive site visit. The hospital is the first pediatric facility in the state and one of the few children's hospitals in the nation to receive this standing.

"Miami Children's is committed to excellence in pediatric medical research," said Dr. Raul Herrera, Chief Research Officer. "Accreditation by AHRPP demonstrates our leadership and devotion to the highest standards."

Other 2009 research highlights include:

BONE DENSITY LOSS SIGNIFICANT AMONG HISPANIC CHILDREN AND TEENS

Approximately 10 percent of children and adolescents in Miami-Dade County have lower-than-normal bone mass density, putting these youngsters at risk of bone breaks and osteoporosis later in life, according to a Miami Children's study. The study, led by Dr. Ana Paredes, pediatric nephrologist and Medical Director of Research for the Miami Children's Research Institute, assessed bone density of nearly 500 children ages 6 to 17. Nearly 25 percent of the at-risk participants – those who had taken medications or treatments known to affect bone density – had insufficient bone mass for optimal long-term health. Among participants without risk factors, 10 percent of the children had bone densities that were lower than average.

"Acquisition of optimal bone mass early in life is a major determinant of life-long skeletal health," said Dr. Paredes. "Ninety percent of total adult bone mass is accrued in the first two decades of life."

Dr. Paredes advised families to promote skeletal health by having children drink milk, eat dairy products, and participate in weight-bearing exercise such as walking and running. She cited growing consumption of carbonated beverages instead of milk and Vitamin D deficiency among reasons for lower bone densities in children.

NEW HOPE FOR CRITICALLY ILL BABIES

Babies with persistent pulmonary hypertension – a condition in which newborns fail to adapt to breathing outside the womb – may soon benefit from treatment with Sildenafil (Viagra), according to research conducted by Dr. Amed Soliz, Director of the Neonatal Intensive Care Unit at Miami Children's.

Dr. Soliz, who is president of the non-profit organization "Babies without Borders," conducted a multi-center study in Mexico and El Salvador that demonstrated that Sildenafil was effective in providing oxygenation in neonates with persistent pulmonary hypertension, a condition that occurs in near-term or full-term babies that decreases blood and tissue oxygenation. Dr. Soliz presented his findings at the 2009 Pediatric Academic Societies annual meeting.

"Treatment of persistent pulmonary hypertension with nitric oxide is the gold standard in the U.S.," said Dr. Soliz. "But in many developing countries, nitric oxide is not available. Use of the widely available Sildenafil shows promise as an alternative therapy not only for patients in developing countries but may in the future offer more affordable treatment for patients in developed countries as well," he said.

CARING FOR CHILDREN WITH THE H1N1 VIRUS

Which children are most likely to become critically ill as a result of contracting the H1N1 virus and what are the best treatments? Those are questions Miami Children's Hospital is helping to address as part of a national Department of Health and Human Services study aimed at optimizing care for children with the H1N1 virus. The study, led by Dr. Keith Meyer, Section Director of Safety, Outcomes and Clinical Research for the Miami Children's Pediatric Intensive Care Unit, focused on children with H1N1 who were admitted to the intensive care unit to help in identifying those at greatest risk of complications and define optimal treatment protocols. The hospital is one of 43 children's facilities throughout the nation and one of only two in Florida to participate.

BETTER CARE FOR CHILDREN WITH SCOLIOSIS

Miami Children's served in 2010 as a beta site for a new saliva test that predicts the likelihood of spinal curve progression for children diagnosed with adolescent idiopathic scoliosis (AIS).

The ScoliScore™ AIS Prognostic Test, now in use nationwide, identifies adolescents at risk of spinal curve progression, making it possible for them to receive treatment sooner. Those with low scores may be spared years of follow-up X-rays to assess progress.

"This is an exciting new development in scoliosis treatment," said Harry L. Shufflebarger, MD, Director of the hospital's Division of Pediatric Spinal Surgery. "Prior to the development of this tool, physicians could not tell whether or not a patient's curve would get worse. Therefore, the child had to come back every few months for repeat X-rays."

RESTORING YOUNG HEARTS

In January 2010, a device that makes it possible to replace a child's pulmonary heart valve using minimally invasive means received approval from the Food and Drug Administration (FDA) following a successful clinical trial in which Miami Children's Hospital played a significant role.

Miami Children's was one of five sites nationwide that participated in the trial that led to approval of the Medtronic Melody™ Transcatheter Pulmonary Valve and Ensemble™ Transcatheter Delivery System. This system makes it possible for the valve to be implanted through a slim catheter line, eliminating the need for open-heart surgery.

"Our philosophy has always been to minimize the cumulative trauma that our young patients must endure over the course of their lifetimes. This non-surgical method of valve replacement is a quantum leap forward towards achieving this goal," said Evan Zahn, MD, Chief of Cardiology. "The Melody valve appears to have the ability to spare an individual child or adult numerous repeated open-heart surgeries."





EMBRACING NEW TOOLS TO ENHANCE THE CARE

EXPERIENCE

When children are counting on you, everything you do counts! For Miami Children's Hospital, the region's undisputed pediatric care leader, the focus is always on making the care experience ever better.

In 2009, the hospital deployed several programs aimed at enhancing efficiency and the patient experience. Here are some highlights:

LEAN METHODOLOGY

Shorter wait times. Faster registration processes. Fewer surgical delays. More timely discharge practices. These are benefits patients are reaping as a result of the hospital's rapid-fire deployment of Lean methodology. Lean is a set of tools that assists in identifying and eliminating waste to improve work flow and enhance patient care.

Miami Children's Hospital embraced Lean methods so quickly and effectively that it won kudos from the international business community in 2009. It garnered four awards – the most of any organization – from the Global Six Sigma & Business Improvement Awards for bringing about remarkable practice enhancements.

"Many organizations deploy Lean in a more tentative way, perhaps testing it on an ancillary service first. Our teams deployed it on core processes throughout the organization that involved multiple departments. The results have been astounding, with dramatic improvements in service times and efficiencies that are enhancing care practice at Miami Children's," said Dr. M. Narendra Kini, President and CEO.

GE™ CALENDAR

In another 2009 initiative, the hospital deployed a new annual calendar system created by GE that is systematizing hospital business practices with optimal efficiency in mind. Everything from employee reviews to goals-setting, budgeting, assessments and long-range planning are placed within the hospital's annual calendar framework to support organizational efficiency, freeing care teams to do what they do best: care for children and their families.

ENHANCING HOSPITALITY

Be our guest! At Miami Children's, we are committed to making the hospital experience the best it can be for children and their families. To enhance the organizational focus, the hospital appointed a hospitality champion in 2009. Nancy Humbert, Chief Hospitality Officer/Vice President of Strategic Business Planning and Public Affairs, said, "People who care for children are a special breed who truly put their hearts into the work they do. Together we are raising awareness of how we can exceed the expectations of those in our care." The results? Patient surveys that reflect ever-growing satisfaction with all facets of care.

'MCH WAY'

Miami Children's Hospital once again made an investment in its staff in 2009, training most of the hospital's 2,700 employees in what has been called "the MCH Way." This training provides tools and awareness to help staff members grow personally and optimize individual effectiveness. The training has received kudos from participants, said Michael Kushner, Vice President and Chief Talent Officer. "Many staff members have expressed their appreciation. They comment that in an era when other organizations are conducting layoffs, Miami Children's is investing in its employees, offering tools that empower staff and enrich their lives."



"People who care for children are a special breed who truly put their hearts into the work they do. Together we are raising awareness of how we can exceed the expectations of those in our care."

A NEW LIFE FOR MADELINE



M

Madeline Browne of Melbourne, Florida, was only 3 years old when she began having seizures. Her face would turn bright red, her eyes would dilate and her arms contract for perhaps half a minute, frightening her doting parents.

Dietrich and Kristen Browne wasted no time seeking help. A local neurologist prescribed medication, but within months Madeline began seizing again with even greater frequency. When the local physician offered only ever-increasing doses of the same ineffective medicine, the Brownes began searching elsewhere for answers. They were relieved to learn that one of the nation's top pediatric programs for treatment of medically resistant epilepsy was located at the Miami Children's Brain Institute, just a couple of hours away.

The Brownes bonded quickly with Dr. Michael Duchowny, Director of the Comprehensive Epilepsy Program, dubbing him "Dr. Do" for his can-do attitude and willingness to explore all avenues to help Madeline.

"He told us right away that Madeline would likely need surgery at some point to treat the seizures," said Kristen. But, first, the team wanted to try advanced medications to ensure that surgery was the best option. As different prescriptions were employed, the seizures would respond temporarily, but then reemerge. "In time, we saw her disappearing. Her skills were regressing," recalls Dietrich. It was plain that it was time to consider surgery.

The Miami Children's Hospital neurosurgical team is renowned for its pre-surgical brain-mapping techniques. Electrodes are surgically implanted in the brain to help identify the source of seizures and their proximity to critical brain functions. Madeline's seizures, it was eventually discovered, originated in the insular lobe, the deepest part of the brain, and were very close to key centers for speech and function of her right arm.

Following a successful 2009 surgery performed by neurosurgeon Dr. Sanjiv Bhatia to remove the diseased tissue, Madeline, now 10, has been seizure-free and has dazzled her family with her newfound maturity. She is doing well in school, has no speech or physical deficits, and pursues hobbies that include art, ballet and basketball.

"Madeline has matured years as a result of the surgery," said Dietrich. "She is a completely different child who takes charge of herself and even reminds us when it's time to turn in library books. We thank Dr. Duchowny and Dr. Bhatia for giving her – and all of us – a brighter future." Wanting to give back, the Brownes are available to speak with other families of children with epilepsy. They can be contacted through the Comprehensive Epilepsy Center.



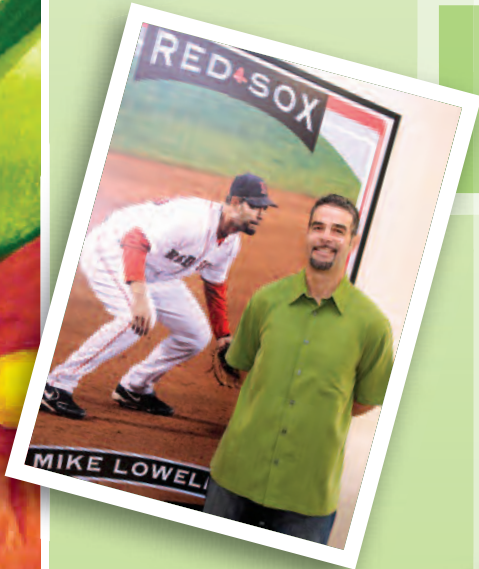
SPORTS HEROES ARE CHAMPIONS FOR CHILDREN IN WEST KENDALL

Talk about an all-star team! Three local sports legends pitched in to help fund development of the new Miami Children's Hospital West Kendall Outpatient Center, which opened its doors in 2009.

Mike Lowell of the Boston Red Sox, tennis star Andy Roddick and the Miami Heat's Dwyane Wade all rose to the challenge, helping build the new 35,000-square-foot center, which offers urgent care, rehabilitation, imaging and physician subspecialty services.

What's more, children in the center's rehabilitation program are now inspired daily by their sports heroes. Each sponsoring player has a treatment room that bears his name and features sports memorabilia, including signed balls, images and jerseys.

Thanks, Mike, Andy and Dwyane!



SPECIAL VISITORS BRING SMILES AND BLESSINGS

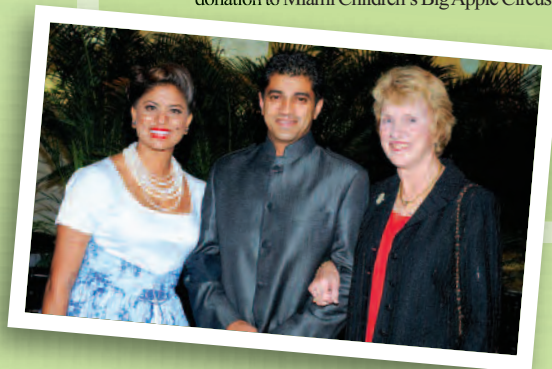
Miami Children's is blessed to have many star-powered friends who brightened 2009 and 2010 with special appearances and generous donations.

BARBARA AND JACK NICKLAUS: Golf legend Jack Nicklaus and his wife, Barbara, were honored at Miami Children's Hospital Foundation's 2010 Diamond Ball where they were recognized for their philanthropy and inducted into the David M. Walters International Pediatric Hall of Fame, named for the founder of the foundation. The Nicklaus Children's Health Care Foundation provided the inspiration and funding to support the 2010 opening of the Miami Children's Hospital Nicklaus Care Center in Loxahatchee.

DWYANE WADE: Inducted into the Hall of Fame in 2009 was Miami Heat superstar Dwyane Wade who was honored at the Miami Children's Hospital Foundation's 2009 Diamond Ball. The glittering event is the foundation's top annual fundraising extravaganza. Mr. Wade and other sports legends gave generously to support development of the Miami Children's Hospital West Kendall Outpatient Center, which opened in 2009.

EMERIL LAGASSE: In 2009, famed television chef Emeril Lagasse cooked up a surprise visit to the hospital playroom, sharing stories with little patients about his early days as a chef. Later that night, he put his celebrated culinary skills to work for a great cause. Proceeds from the fifth-anniversary celebration of Emeril's Miami Beach restaurant were donated to Miami Children's Hospital Foundation.

BRITNEY SPEARS: While visiting Miami during her 2009 "Circus" concert tour, Britney Spears paid a call at Miami Children's where she dazzled patients and their families. To keep the smiles coming, Ms. Spears provided a generous donation to Miami Children's Big Apple Circus Clown CareSM team, which provides entertainment for hospitalized children.





CAN THERE BE A PAIN-FREE 'IV'?

AT MIAMI CHILDREN'S, THE ANSWER IS YES!

It sounds like something out of a *Star Trek* movie. A pain reliever is injected into a patient without use of a needle.

Thanks to new technology employed at Miami Children's Hospital, children who are having an intravenous (IV) line placed are experiencing little or no pain. The J-TIP Needle Free Injection System pressurizes medication through the skin and into the subcutaneous space, using CO₂ gas. The medication numbs the child sufficiently to make insertion of the IV needle much less painful.

"Use of J-TIP is part of our commitment to making the care experience as child-friendly as possible," said Dr. Rafael Gonzalez, Director of the hospital's Pain Management Program. "We have small children who willingly surrender their arms for IV placement once they've experienced the benefits of J-TIP."

Miami Children's Hospital is the first pediatric hospital in the state to employ this technology – of course!



AN EXPANDING FLEET TO SERVE CHILDREN EVERYWHERE

They come from across continents, oceans and from right across town to receive the specialized care for which Miami Children's Hospital is renowned.

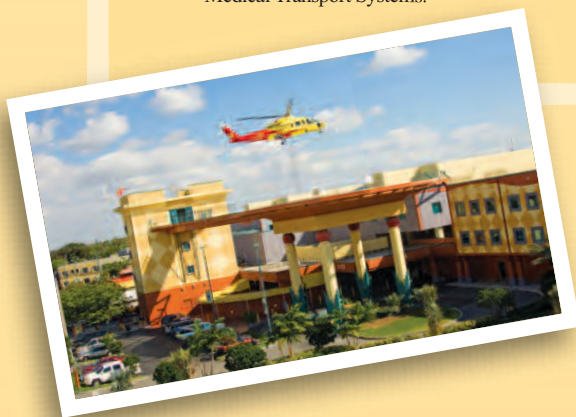
When children and newborns are transferred to Miami Children's for critical-care services, they are transported by the hospital's LifeFlight® Critical Care Transport team, which operates ground ambulances, helicopters and a fixed-wing aircraft staffed by highly trained pediatric critical caregivers and pilots.

To help meet a growing demand regionally for the services of the hospital's Neonatal Intensive Care Unit, Pediatric Intensive Care Unit and Pediatric Cardiac Intensive Care Unit, Miami Children's in 2009 dramatically expanded its ground fleet, adding four new ambulances. The hospital now has a total of five ground ambulances that feature the latest technology and the hospital's signature colors.

"The new ambulances dramatically increase our ability to respond to transfer requests from area hospitals and meet the needs of the children we are pledged to serve," said Maria Fernandez, MSN, ARNP, LifeFlight Director.

The ambulances, together with the hospital's Sikorsky S-76C+ helicopters and Lear jet, provide about 1,700 transports from hospitals throughout Florida, South and Central America, and the Caribbean each year.

In other 2009 news, the LifeFlight program was awarded accreditation from the Commission on Accreditation of Medical Transport Systems.



 **camts**
Commission on Accreditation of Medical Transport Systems
Accredited since 2009

H1N1 VIRUS MAKES FOR BUSY YEAR

The H1N1 virus, or swine flu, was one of the nation's top medical stories for 2009. At Miami Children's, it brought record numbers of patients, and hospital physicians conducted dozens of media interviews to convey important messages related to transmission prevention, recognizing signs and symptoms, and the importance of flu vaccines.

Emergency Department visits for the year rose by 14.6 percent, with much of the increased activity occurring in April and May, and September and October, when the spread of the virus was at its peak. In October, the Emergency Department provided care for 9,204 children – a monthly all-time record for a department that is already one of the most-visited pediatric emergency departments in the nation. The hospital's Urgent Care Centers in Palmetto Bay, Doral and West Kendall also experienced increased patient activity related to the H1N1 virus.

Inpatient admissions also surged during the late spring and early fall, resulting in a 7 percent increase in inpatient activity for the year and several weeks of record-setting inpatient census.

“Dealing with record-high patient volume in our Emergency Department, Urgent Care Centers and inpatient units brought new dimensions to quality improvement and flow processes at Miami Children's,” said Dr. Deise Granado-Villar, Chief Medical Officer and Senior Vice President for Medical and Academic Affairs.

“The challenges derived from the emerging epidemic were turned into opportunities to collaborate with the public health authorities, the school system and community centers on standardizing the care and education of our patients and families. The clinical team and general hospital staff rallied in an unprecedented partnership to deliver excellent clinical care and eased the anxiety created by the H1N1 crisis. Once again, staff juggled the stresses of a full house with remarkable skills, grace and flawless service commitment to our children and families. Our patient satisfaction scores and our clinical outcomes tell the story, as we continued to earn high marks from those we served, even during our busiest days,” she said.



SQUEAKY CLEAN TEAM MAKES THE DIFFERENCE

When in a hospital, it's important that everyone keeps their hands squeaky clean. At Miami Children's Hospital – where the child is center stage – soap-bubble characters are helping share that message. And with great results!

The Squeaky Clean Team, featuring a cartoon soap-bubble child and teen, are utilized on hand sanitizer and hand-wipe dispensers situated throughout the hospital, inviting children and families to clean their hands whenever they enter a hospital room or other destinations within the hospital, including the cafeteria, elevators and outpatient areas. In addition, care staff utilizes scripts when entering rooms to draw attention to hand sanitation. While cleaning hands upon entering the room, staff say, "I am washing my hands for your safety. Please remind everyone to do the same."

The Squeaky Clean program was developed in response to the national patient safety goal of The Joint Commission (TJC) aimed at reducing the risk of healthcare-associated infections. The program has been most effective, measurably increasing patient and family awareness – so much so that it received a communications award from the Florida Hospital Association in 2009. The program was also recognized by the National Initiative for Children's Healthcare Quality for advancing patient safety, during the organization's 2009 annual meeting.

Florida Governor Charlie Crist also gave a nod to Squeaky Clean during a visit to the hospital in late 2009, posing for media cameras with a cut-out of the bubbly character.

"We are pleased that this initiative is helping promote awareness of the importance of hand sanitation. Once again, Miami Children's is at the forefront, developing a creative solution to address an industry-wide goal," said Jackie Gonzalez, MSN, ARNP, Chief Nursing Officer.



CAMERON: THE COMEBACK KID



T

he summer ahead seemed as bright as the South Florida sunshine when Cameron Pirozzi finished the 2008-2009 school year. The bright-eyed West Palm Beach resident, then 8, basked in the promise of carefree days filled with summer camps, swimming pools and family trips to the ice cream parlor. No one dreamed that within weeks Cameron would be fighting for her life, with odds heavily stacked against her.

The first sign of trouble came in June when Cameron came home from day camp with a cough and fever. Kelly and Anthony Pirozzi were quick to respond, knowing their daughter's asthma put her at risk of complications if she contracted the H1N1 virus.

A swab test at the pediatrician's office suggested Cameron did not have the virus. But within a week her condition had worsened. When the Pirozzis rushed Cameron to a West Palm Beach hospital with a 105-degree fever, she was admitted to the intensive care unit with pneumonia and a collapsed lung.

Within days of hospitalization, Cameron was in a coma and was placed on a ventilator for complications later proven to be associated with H1N1. When her condition continued to deteriorate, doctors suggested she be transferred to Miami Children's Hospital for advanced care. "Come kiss your daughter," a Miami Children's LifeFlight® critical-care transport nurse beckoned to Kelly before Cameron and Anthony were airborne for the trip to the region's pediatric care leader.

Cameron, gravely ill upon arrival at Miami Children's Pediatric Intensive Care Unit, was placed at the center of a vast care team led by Dr. Andre Raszynski, Director of Critical Care Medicine, and Dr. Steven Stylianos, Chief of Pediatric Surgery. "The size and scope of the team was overwhelming, yet so reassuring," recalls Kelly.

Early in her stay, it appeared Cameron would need to be on ECMO (extra-corporeal membrane oxygenation), a heart/lung bypass therapy that allows failing hearts and lungs to rest while healing occurs. But somehow, at the critical moment when Dr. Stylianos was preparing to connect her to the machines, Cameron rallied and her oxygen levels began to rise. And so began a slow recovery that led to Cameron's release from Miami Children's in September.

Today, Cameron is in the 4th grade. She caught up quickly with her 3rd-grade class, earning straight As, and continues to enjoy music, dance and playing with Callahan, her younger brother, and their Yorkie puppy, Cecil.

"The (Miami Children's) PICU is like a family," said Kelly. "They treated Cameron like she was their own child. They gave us back our daughter and our future together. We will never forget them."



HELP FOR FAMILIES COPING WITH CRITICAL ILLNESSES

Providing care and support for children with life-threatening illnesses and their families has always been a focus at Miami Children's Hospital. In 2009, elements of the hospital's care program were given a more formal structure with the development of the Pediatric Advance Comprehensive Care Team (PACT).

This program offers coordinated care and comfort for children with life-limiting or life-threatening conditions and their families to support treatment of the underlying illness while striving for optimal quality of life.

"While the PACT program borrows some elements from hospice care models, it is not designed only for end-of-life care," said the program's director Jane Bragg, ARNP, MSN, MBA. "Our goal is to offer families confronting a child's critical illness a holistic approach to care with a coordinated network of support to minimize pain and optimize quality of life. These elements can be employed in concert with curative treatments or as hospice care." Members of the PACT team include physicians, nurses, pain management specialists, rehabilitation specialists, social workers, psychologists and child life specialists.

For more information on the PACT program, please call 305-666-6511, ext. 7228.



BIOFEEDBACK

HELPS CHILDREN WITH VOIDING DISORDERS

Miami Children's Hospital's Urodynamics Laboratory is employing biofeedback technology to help children with voiding function disorders.

The technology, acquired in 2005, engages children in a fun, interactive way, involving use of a ball and elastic stretching device. By using the equipment, a child can strengthen his or her pelvic floor, which in turn helps improve bowel and bladder function.

"Our goal is to offer innovative solutions to help children and families with voiding disorders. The biofeedback technology is just one more dimension available through our program," said Dr. Anselmo Cepero-Akselrad, Director of the Center for Enuresis and Urinary Disorders at Miami Children's Hospital.

The Center for Enuresis and Urinary Disorders is a resource for children with urinary disorders, including nocturnal enuresis (bedwetting), diurnal enuresis, vesico-ureteral reflux and urinary tract infections.

For more information on the program, please call 305-669-6425.





FLYING HIGH WITH SAFETY MEASURES

When it comes to patient safety, Miami Children's strives to always be at the forefront. In 2010, the hospital gave wing to several new initiatives to ensure that safety is always top priority.

COLLABORATION WITH LIFEWINGS, LLC

In 2010, the hospital began a collaboration with LifeWings® Partners, LLC to train Emergency Department staff, surgeons, anesthesiologists, nurses, pharmacists, respiratory therapists and support staff to implement aviation-based safety and efficiency measures.

LifeWings is a group of physicians, nurses, fighter pilots, former NASA astronauts, airline captains, medical executives and insurance experts who have adapted – for use in healthcare – the same teamwork training concepts and safety tools that have made commercial aviation safer. The program has resulted in long-term improvements in patient safety and reduced medical errors for many organizations across the nation.

Miami Children's has long been a leader in advancing patient safety. Among its many innovations, it was the first freestanding pediatric hospital in the state to offer barcode-assisted medication administration to enhance safety. It has also developed the ground-breaking Humpty-Dumpty Falls™ Prevention Program, now employed in over 400 hospitals around the world, to help prevent patient falls, a leading cause of hospital-based injuries.

"We are committed to being at the forefront of patient safety," said Jackie Gonzalez, MSN, ARNP, Chief Nursing Officer and Patient Safety Officer. "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."



HYGREEN GETS A 'GREEN LIGHT' AT MIAMI CHILDREN'S

Implementation of Xhale Innovations' HyGreen® Hand Hygiene System is another way Miami Children's Hospital led the way in patient safety in 2010. It comes as no surprise that the hospital was the first in the nation to install HyGreen – the latest and most innovative system of its kind within a children's hospital.

HyGreen helps prevent infections by monitoring and reminding healthcare workers to wash their hands. A sensor scans newly cleaned hands and sends a wireless "all clean" message to a badge worn by the caregiver.

HyGreen has already been integrated into the Miami Children's Hospital Oncology Unit's infection control program with the potential to expand into other units.

"As an early adopter of HyGreen, Miami Children's Hospital is excited about applying this innovative technology to enhance patient safety," said Dr. Deise Granado-Villar, Chief Medical Officer and Senior Vice President for Medical and Academic Affairs at Miami Children's. "This solution will address Miami Children's strategic initiative to have technologically advanced facilities that provide children with the best care available."





MIAMI CHILDREN'S TAKES
THE STING
OUT OF BARRACUDA BITE

J

Jessica Segura had planned a family “staycation” in the Florida Keys in the summer of 2010. The Key West mother of three never dreamed that the local “adventures” she lined up for herself and her children would result in a series of family trips to Miami Children’s Hospital and the forging of new friendships.

Jessica and her 9-year-old daughter, Michelle Casasola, were participating in an offshore adventure dive in August when a barracuda lunged at Michelle, leaving her with a serious hand injury, including damage to nerves and tendons.

After an examination at a hospital in the lower keys, Michelle was transferred to Miami Children’s Hospital where plastic and reconstructive surgeon Dr. Chad Perlyn went to work restoring her hand.

Following the successful surgery and a happy homecoming in Key West, Michelle and her stepfather, Eden Aleman, began making weekly visits to a Miami Children’s Hospital occupational therapist to help restore Michelle’s hand function.

By Christmas, Michelle was making excellent progress and returned to the hospital by special invitation, together with her brothers Joseph and Oscar, to help ring in the holidays with her Miami Children’s friends. She was a guest of honor at the hospital’s Christmas tree-lighting event where she was reunited with Dr. Perlyn and her occupational therapist, Yvette Elias.

“We have had wonderful care at Miami Children’s Hospital. Even though it’s a long drive for us, it is well worth the trip for the ongoing care,” said Jessica.



TEACHING THE ABCs OF HEALTH AND WELLNESS

It starts with the basics, like washing hands or eating more veggies. These healthy habits can go a long way in preventing illness. But, like anything else, they need to be taught and instilled from an early age.

That's why Miami Children's Hospital, in partnership with The School District of Palm Beach County and HealthTeacher, has initiated a comprehensive online health education curriculum in over 186 participating schools. With HealthTeacher, Miami Children's Hospital can teach children how to incorporate health and wellness into their lifestyles.

The curriculum was designed for kindergarten through high school students, with topics ranging from good nutrition to bicycle safety. The goal is to equip kids with the knowledge and tools needed to make better choices for their health...for life.

"Education and good health go hand in hand," said Dr. M. Narendra Kini, President and CEO of Miami Children's Hospital.

"When children learn about health and safety practices, they are empowered to take ownership of their own health status and bring important information home to family and friends. It is our goal to advance wellness information in our area schools in the hope that these important messages will serve as building blocks for better community health."

This program is offered in Palm Beach County to support the hospital's growing presence in the community. For additional information, log on to www.healthteacher.com/Miami



MIAMI CHILDREN'S: MAKING 'RECORD' IMPROVEMENTS

Miami Children's Hospital again made giant strides in technology in 2010 with the acquisition of an electronic medical record (EMR) system that promises enormous benefits for patients and caregivers alike.

The hospital acquired a state-of-the-art system from Cerner that will capture all patient data, including care records (radiology, pharmacy, rehabilitation, outpatient and inpatient), as well as registration and billing information, all in a comprehensive system.

"I want to thank the many teams who are embarking with us on this initiative, which will advance our commitment to offering 'world-class care in a highly automated environment,'" said Ed Martinez, Vice President and Chief Information Officer.

Once implemented in early 2012, patients will need only to register once at the main campus or any of the hospital's outpatient centers. Physicians and other caregivers will be able to access all medical data through a secure login system from any place at any time, enabling them to make informed decisions with maximum efficiency. Naturally, a comprehensive system this functional and valuable deserves a catchy name. Thanks to an employee contest at Miami Children's, it is now internally known as PEDS (Pediatric Electronic Data System).



MAKING PROGRESS FROM EVERY ANGLE

Miami Children's nationally renowned hybrid catheterization lab facility is now equipped with the most advanced technology available, thanks to a 2010 equipment upgrade.

Toshiba's CAT-880B hybrid catheterization table – along with its Infinix CF-i bi-plane system – is designed to provide optimum positioning flexibility to support physicians in performing complex interventional and hybrid procedures.

“The head-to-toe tilting and side-to-side cradling provided by Toshiba's CAT-880B creates a true surgical operating room environment in the hybrid suite,” said Dr. Evan Zahn, Chief of Cardiology at Miami Children's Hospital's Congenital Heart Institute.

“This unique and easy-to-use table allows for greater access to the patient, more stability during procedures and unique imaging angles not possible using conventional cath lab tables. Combining this surgical table with the Infinix-i X-ray system and its five-axis positioner creates the ideal hybrid catheterization lab.”



ION CHANNEL EPILEPSY: PROVIDING SUPPORT FOR THE CHILD AND THE WHOLE FAMILY

For families of children with ion channel epilepsy – a complex form of seizure disorder – meeting the care needs of the child can be a challenge, with multiple appointments with a variety of caregivers required to manage overall needs.

Now, thanks to the Miami Children's Brain Institute – a national leader in pediatric neurology and neurosurgery – families of affected children have a comprehensive program that eliminates the need for multiple appointments, giving families more time for other pursuits.

The Ion Channel Epilepsy Program brings together multiple care specialists in a single clinic setting so that each child and family's special needs are met. Team members include a neurologist, geneticist, neuropsychologist, nurse practitioner, social worker, program coordinator, dietician, educational advocate and rehabilitation therapists.

The program's holistic approach also incorporates a family support system. When faced with the uncertainties of a child with a brain disorder, parents find comfort in knowing they're not alone. Program workshops provide hope and empowerment.

For more information on the Ion Channel Epilepsy Program, please call 786-624-3552 or email giselle.bisbal@mch.com



A close-up photograph of a woman with long brown hair holding a baby. The woman is looking slightly to the left with a gentle expression. The baby is looking directly at the camera. They are positioned in front of a window with bright light and colorful plants, including a pink and yellow plant. The text 'A HEART-SAVING JOURNEY FOR ANTHONY' is overlaid in a light green, serif font across the top right of the image.

A HEART-SAVING JOURNEY FOR
ANTHONY

L

ittle Anthony Casal was only days old when doctors in Sigonella, Italy, made a discovery that would send his family on an international trek in search of hope and healing.

Born in Sicily, where his father was stationed with the U.S. Navy, Anthony's tiny heart was so riddled with defects that Navy physicians advised the family to seek care at a naval facility in Portsmouth, Virginia, and made arrangements for transporting the family. Luis and Mariluz Casal and their ailing newborn were flown first to Germany and, later, Washington, D.C., in November 2010.

With the support of the U.S. Navy, the family's search led them to The Congenital Heart Institute at Miami Children's Hospital – one of the leading heart programs in the nation known for its innovative techniques.

Dr. Redmond P. Burke, Chief of Pediatric Cardiac Surgery at Miami Children's, said Anthony's eight-hour procedure was groundbreaking. Anthony's arteries exiting his heart were improperly connected and cow veins were used to create new arteries. In addition, several holes needed to be repaired and valves replaced. "We really had to rebuild about half his heart," recalls Dr. Burke. It was one of the most complex procedures in a high-profile career with many firsts.

The result was a happy one for the Casals. Local news crews visited the family on Veterans Day to celebrate the successful surgery, and Anthony was able to leave the hospital to stay with relatives in Miami eight days later.

"We could not have asked for a better medical team," said Luis Casal. They cared for Anthony as if he were their own."

"Anthony can look forward to a normal life," said Dr. Burke. "We appreciate that Anthony's father was protecting our children and our country. We were honored to take care of his child."





50

COMMUNITY BENEFITS

MIAMI CHILDREN'S: CONTRIBUTING TO THE WELL-BEING OF THE COMMUNITY IN WAYS BOTH BIG AND SMALL

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 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 24th-largest employer, according to the 2010 *South Florida Business Journal Book of Lists*. What's more, the publication ranked Miami Children's eighth-largest in the region among hospitals based on 2009 operating revenue.

At the end of 2010, Miami Children's workforce included more than 3,000 employees. During 2009 and 2010, the hospital contributed nearly \$57 million in construction spending to the local economy for completion of a new energy building, a new parking structure and other projects.

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 68 pediatric residents and 17 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 adolescent primary and specialty care for children from infancy up to 21 years of age. The center, which hosts about 11,000 patient visits annually, 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. No child is ever turned away.

PEDIATRIC DENTAL SERVICES

Miami Children's is a regional leader in providing dental services – including outpatient and surgical services – to medically underserved children. The demand for these services exceeds capacity. The Pediatric Dental Residency Program, situated at Miami Children's Hospital Doral Outpatient Center, currently sees approximately 1,100 patients per month.

PROVIDING A SAFETY NET FOR CHILDREN

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 between \$16 million and \$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, nearly 63 percent of hospital patients are funded by Medicaid or a Medicaid HMO. We are indeed here for the children!



MEDICAL OUTREACH TO SERVE THOSE IN NEED

For more than a decade, 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 2009 and 2010, the Health on Wheels program provided care for approximately 8,000 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 more than 500,000 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, 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 2009-2010 school year, the program provided services to more than 15,000 children, and more than 1,000 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 and attachment with 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
- 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 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 communications 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 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 and other fun 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 playrooms and teen rooms to enhance the care experience for children and families. The hospital's large playroom 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.



MEDICAL OUTREACH TO SERVE THOSE IN NEED

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.

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 2009, visits to the site increased by 17 percent compared to 2008, and page views increased by 20 percent. In 2010, site visits increased by more than 12 percent and page views increased by more than 19 percent, compared to the year prior.

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 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.

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.

AWARDS AND RECOGNITION



NATIONAL AND INTERNATIONAL

MCH RANKED AMONG TOP FACILITIES FOR TRAINING

Miami Children's Hospital was recognized once again as one of the top training facilities in the nation by *Training* magazine in both 2009 and 2010. In 2009, the hospital was ranked 17th, and in 2010 it was ranked 15th among the nation's "Top 125 Training Organizations." Miami Children's has been included in the magazine's list every year since 2006.

MCH RECEIVES GLOBAL BUSINESS IMPROVEMENT AWARDS

Miami Children's Hospital was the recipient of four 2009 Global Six Sigma & Business Improvement Awards. Miami Children's received more awards than any other entrant during a gathering of the Global Six Sigma business improvement community. Awards are given in recognition of outstanding organizational achievements through the deployment of Six Sigma and Lean business improvement models.

MIAMI CHILDREN'S HOSPITAL RECEIVES BEACON AWARD FOR CRITICAL CARE EXCELLENCE

Miami Children's Hospital received a 2010 Beacon Award for Critical Care Excellence from the American Association of Critical-Care Nurses (AACN). The award is specifically designated to recognize the nation's top pediatric, progressive and adult critical care units. The award recognizes extraordinary commitment to high-quality critical care standards.

Miami Children's Hospital was recognized once again as one of the top training facilities in the nation by Training magazine in both 2009 and 2010. In 2009, the hospital was ranked 17th, and in 2010 it was ranked 15th among the nation's "Top 125 Training Organizations."

MCH RESEARCH INSTITUTE RECEIVES AHRPP ACCREDITATION

Miami Children's Hospital Research Institute in 2009 was awarded full accreditation from the Association of Human Research Protection Programs (AHRPP), following an intensive site visit. The hospital is the first pediatric facility in the state and one of the few children's hospitals in the nation to receive this standing.

PEDIATRIC DENTISTRY PROGRAM AWARDED CODA ACCREDITATION STATUS

Miami Children's Pediatric Dentistry Program in 2009 was awarded accreditation from the American Dental Association's Commission on Dental Accreditation (CODA). Miami Children's specialty education program in pediatric dentistry is a 24-month, full-time program for dental residents.

MCH LIFEFLIGHT® CRITICAL CARE TRANSPORT RECEIVES ACCREDITATION

Miami Children's Hospital's LifeFlight Critical Care Transport program received accreditation from the Commission on Accreditation of Medical Transport Systems (CAMTS) in 2009. This accreditation is awarded to programs that meet the stringent standards for accreditation. The LifeFlight program is a rotor-wing, fixed-wing and ground critical-care transport service staffed by highly skilled flight nurse/paramedic teams.

MIAMI CHILDREN'S HOSPITAL EARNS ACR ACCREDITATION

Miami Children's Hospital in 2010 was awarded a three-year term of accreditation in CT scan examinations from the American College of Radiology (ACR). The ACR awards accreditation to facilities for the achievement of high practice standards after a peer-review evaluation of daily protocols and systems.

MCH DOCTORS INCLUDED IN 'BEST DOCTORS IN AMERICA' LISTING

Sixty-six members of the MCH medical staff were featured in the "Best Doctors in America" listing for 2009 to 2010. Doctors are selected for the listing based on physician surveys. Only doctors listed among the previous year's "Best Doctors" can vote on peers to join the list.

DR. OSCAR PAPAZIAN HONORED BY INTERNATIONAL GROUP

Dr. Oscar Papazian, Director of the Clinical Neurophysiology Lab, was recognized by the Iberoamerican Academy of Pediatric Neurology (AINP for its initials in Spanish) in July during the AINP annual meeting. Dr. Papazian was honored for improving the lives of children with neurological disorders.

WEBSITE RECEIVES NATIONAL RECOGNITION

The hospital website, www.mch.com, won national awards from the eHealthcare Leadership Awards in 2009 and 2010. In 2009, the site was honored for best site design, and in 2010 it was recognized for best health and healthcare content.



REGIONAL

DR. M. NARENDRA KINI CHOSEN 2009 'POWER PLAYER'

Dr. M. Narendra Kini, President and CEO, was acknowledged as one of *Florida International* magazine's "2009 Power Players." Each year, the magazine selects 100 individuals who are leading Florida into the future and who demonstrate commitment to excellence.

DR. M. NARENDRA KINI HONORED BY MARCH OF DIMES AS 'HUMANITARIAN'

Dr. M. Narendra Kini, President and CEO, was honored as a "Humanitarian of the Year" in 2010 by the local chapter of the March of Dimes. Dr. Kini was among eight Miami leaders who were so honored by the organization for making a difference in the community.

LUCY MORILLO-AGNETTI CHOSEN AS A 'POINT OF LIGHT'

Governor Charlie Crist recognized Luz "Lucy" Morillo-Agnetti, President of the Miami Children's Hospital Foundation, as a Governor's Point of Light in honor of Hispanic Heritage Month. This distinction honors leaders who make a difference in their communities.

MIAMI CHILDREN'S SURGEON HEADLINES SUPER DOCTORS PUBLICATION

Dr. Steven Stylianos, Chief of Pediatric Surgery and Medical Director of Trauma Services, was featured on the cover of the South Florida issue of *Florida Super Doctors 2009*. The publication, which appears in the *Miami Herald*, lists doctors chosen by their peers for their medical excellence.

DR. LOU ROMIG RECEIVES FLORIDA EMS AWARD

Dr. Lou Romig, Emergency Department Physician, was selected as the recipient for the 2010 Florida Emergency Medical Services (EMS) Award in the category of EMS Disaster Preparedness and Response. Dr. Romig has 20 years' experience in disaster preparedness and response and has deployed to many disaster sites.

MIAMI CHILDREN'S LEADERS INCLUDED IN MIAMI HERALD '20 UNDER 40' FEATURE

Jaret L. Davis, Esq., MCH Board of Directors, and Dr. Chad A. Perlyn, Pediatric Plastic Surgeon, were honored in the "20 Successful Professionals Under 40" feature in the Business Monday section of the *Miami Herald*.

MARIE SEVERE RECOGNIZED AMONG '40 UNDER 40 LEADERS OF TODAY AND TOMORROW'

Success South Florida magazine chose Marie S. Severe, MPH, Director of Early Steps Southernmost Coast, located at the MCH Palmetto Bay Outpatient Center, as one of the 2010 "40 Under 40 Leaders of Today and Tomorrow."

LIFE ALLIANCE ORGAN RECOVERY AGENCY HONORS MCH

Miami Children's Hospital was selected by the Life Alliance Organ Recovery Agency as a recipient of a Hospital Achievement Award in recognition of its attainment of an 80 percent donation rate in 2009. The hospital's Pediatric Intensive Care Unit received the Hospital Unit of the Year Luminare Award, and Dr. Shayan Vyas, a PICU physician, was the recipient of the 2010 Physician of the Year Luminare Award. Dr. Vyas was chosen from among all physicians in South Florida to receive this award due to his continuous support and unwavering dedication to organ donation.

Sixty-six members of the MCH medical staff were featured in the "Best Doctors in America" listing for 2009 to 2010.

DR. ATHENA PEFKAROU RECEIVES 2010 HEALTH CARE HEROES AWARD

Dr. Athena C. Pefkarou, Associate Director, Division of Hematology-Oncology and Director, Sickle Cell Comprehensive Care Center, was the recipient of a 2010 Health Care Heroes Award, presented by the Greater Miami Chamber of Commerce. Dr. Pefkarou was honored for her 20 years of leadership in directing Camp United Order True Sisters, a summer sleep-away camp for children with cancer.

SOUTH FLORIDA PARENTING RECOGNIZES MCH

South Florida Parenting magazine in 2010 identified Miami Children's Hospital's Urgent Care Centers as among the best services for children in the region. The magazine especially cited the Miami Children's Hospital Palmetto Bay Outpatient Center for its excellence.

In addition, both Miami Children's Hospital and the Miami Children's Hospital Dan Marino Outpatient Center were recognized in the magazine's Hall of Fame for long-standing inclusion in the Kids Crown Awards.



MIAMI CHILDREN'S HOSPITAL FOUNDATION NAMED 'BEST CHARITY'

Miami Children's Hospital Foundation was named "Best Charity" by *Miami New Times* in its 2010 "Best of" Awards.

FOUNDATION DIRECTOR NAMED 'MOVER & SHAKER'

Michael Mowatt, Director of Diamond Society and Donor Concierge Services for Miami Children's Hospital Foundation, was a recipient of the 2009 Movers & Shakers Award from Business Leader Media.

TRAINING ORGANIZATION RECOGNIZES HOSPITAL

The Fort Lauderdale Chapter of the American Society for Training and Development (ASTD) recognized Miami Children's Hospital as the Gold Star recipient for outstanding achievement in workplace learning and employee development in 2009. MCH was recognized for outstanding focus on employee development in the areas of culture shaping, continuous improvement and strategic alignment and was the only Gold Star recipient in the South Florida region.



South Florida Parenting magazine in 2010 identified Miami Children's Hospital's Urgent Care Centers as among the best services for children in the region.

2009 MARK OF EXCELLENCE AWARDS

Miami Children's Hospital's Marketing and Public Relations Department received three Mark of Excellence Awards from the Florida Society for Healthcare Public Relations and Marketing in 2009. The department received "Best of Show" honors in the electronic advertising and issues management categories, as well as recognition in the web-based marketing category.

2010 MARK OF EXCELLENCE AWARDS

The MCH Marketing Department received two Mark of Excellence Awards from the Florida Society for Healthcare Public Relations and Marketing in 2010. The department won the "Best of Show" award in the Crisis Communications category for work related to the hospital's Haiti relief efforts. The hospital also received an award for its social media outreach, including Facebook, YouTube and Twitter pages.

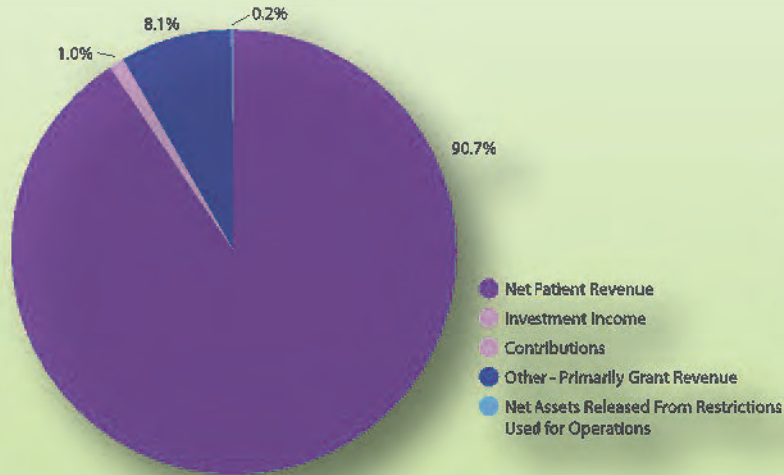


MIAMI CHILDREN'S HOSPITAL

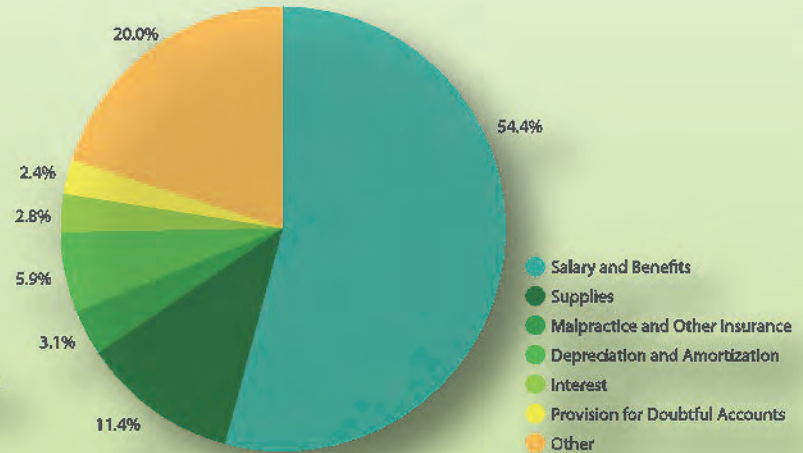
2009-2010 FINANCIAL & STATISTICAL HIGHLIGHTS



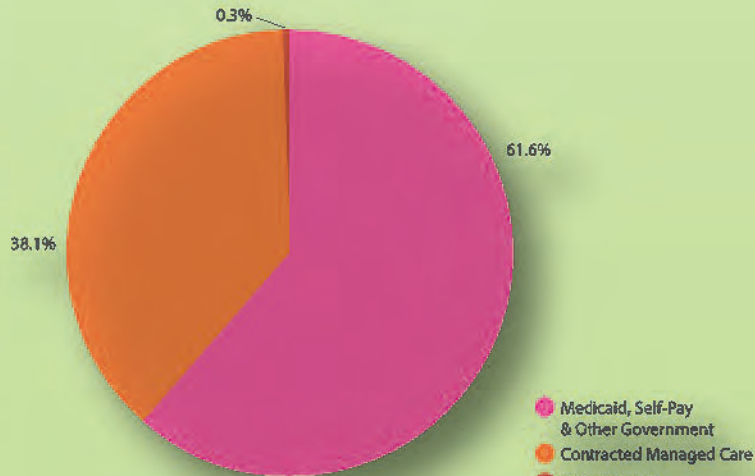
2009



Sources of Revenue



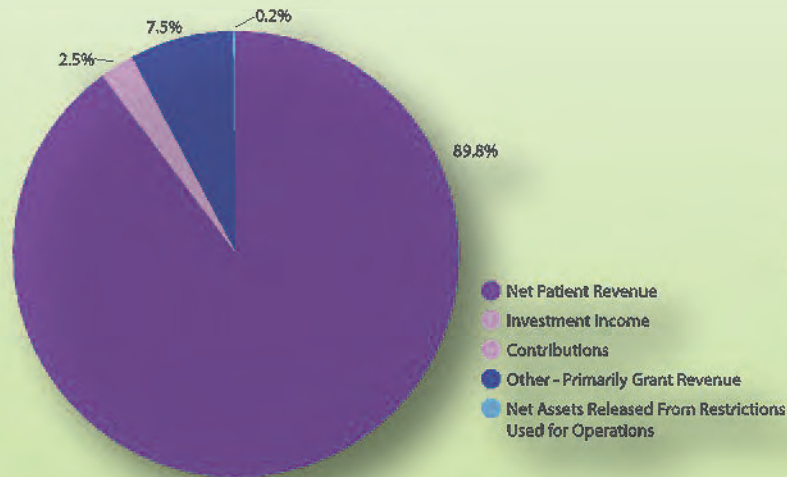
Expenses



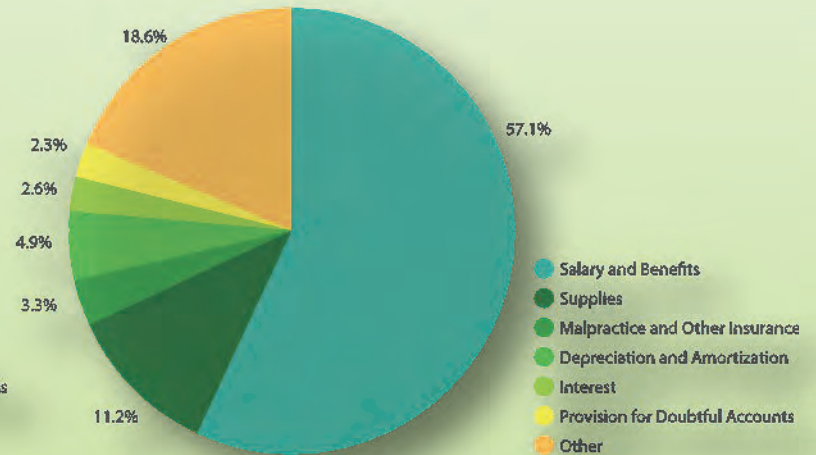
Inpatient Discharges by Payor



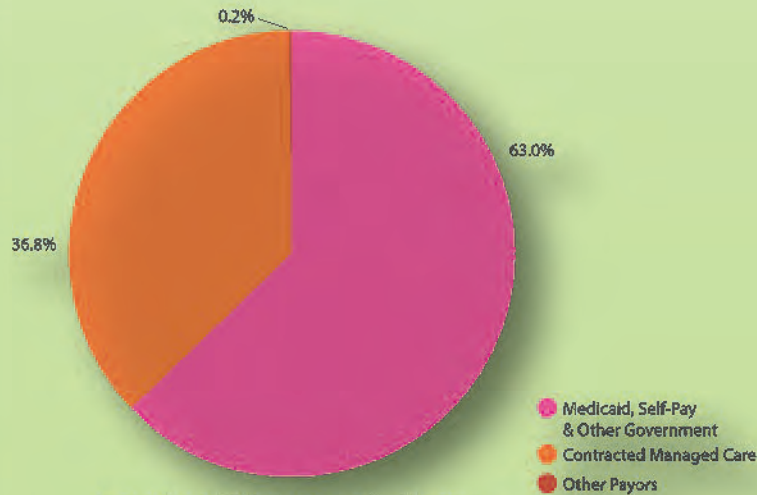
2010



Sources of Revenue



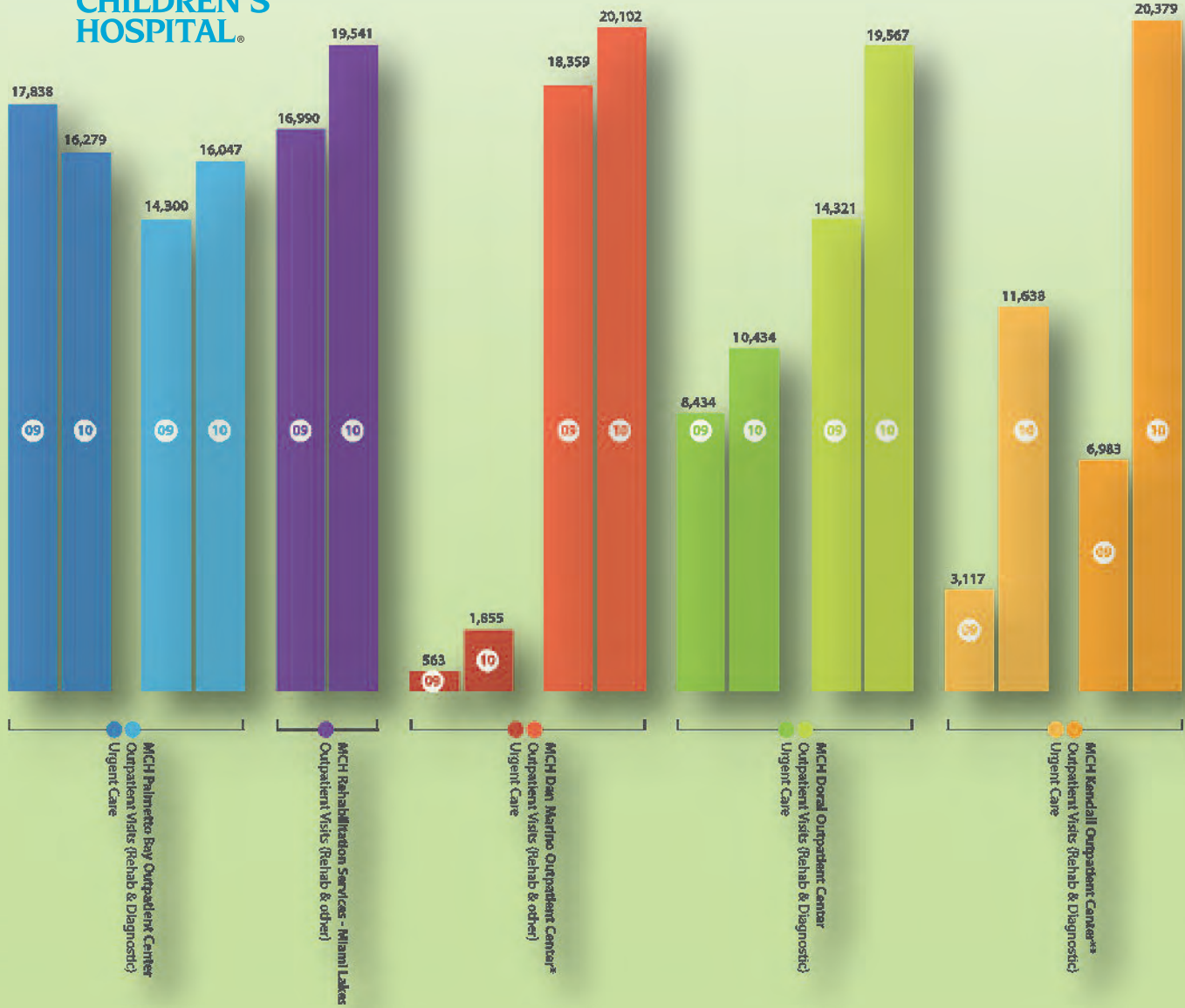
Expenses



Inpatient Discharges by Payor

2009-2010 STATISTICAL DATA

	2009	2010
Total Inpatient Days:	64,819	64,713
Total Inpatient Admissions:	12,403	12,394
Inpatient Average Daily Census:	177.6	177.3
Inpatient Occupancy:	61.4%	61.3%
Total ER Visits (Main Campus):	86,913	85,439
MCH General Clinic Visits:	11,306	12,048
Outpatient Ambulatory Visits:	9,274	9,925
Observation Visits:	2,596	2,946
Private Outpatient Visits (Main Campus):	113,198	112,623
Private Outpatient Visits (Ambulatory Centers):	70,955	95,636
Total Surgical Cases:	11,795	12,668
Average Length of Stay:	5.3	5.2



*The MCH Dan Marino Outpatient Center introduced a new Urgent Care Center in late September of 2009. **The MCH West Kendall Outpatient Center opened its doors in spring 2009. Data Source Utilization Report & Key Hospital Operations Statistics reports.



62

CHILDREN'S MIRACLE NETWORK HOSPITALS®
EACH DOLLAR BRINGS US ONE STEP CLOSER TO HELPING A
CHILD

M

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.

In 2010, Miami Children's Hospital celebrated 25 years as a Children's Miracle Network Hospitals partner. One-hundred percent of the funds raised through the Children's Miracle Network Hospitals program locally have helped Miami Children's Hospital provide the finest pediatric care available in a supportive family-centered environment. Children's Miracle Network Hospitals sponsors raise funds year-round, one dollar at a time to help one child at a time.

Thanks to the continuous support of our community and corporate partners, our Children's Miracle Network Hospitals program has raised more than \$21 million since 1986. Here are some highlights from our 25th year:

- Publix Super Markets raised more than \$430,000 during its three-week Miracle Balloon campaign.
- IHOP Restaurants hosted its 5th annual National Pancake Day and served more than 4 million free pancakes nationwide, resulting in \$2.1 million in donations. In celebration of Miami Children's Hospital's 60th anniversary and the 25-year partnership between Children's Miracle Network Hospitals and Miami Children's, IHOP hosted and donated breakfast for hospital employees.
- More than 25 organizations participated in Miracle Jeans Day, which enlists businesses to allow their employees to wear jeans at work in exchange for a donation to Children's Miracle Network Hospitals.
- SBS Radio Miami partnered with us for the inaugural Hispanic Children's Miracle Network Radiothon, raising more than \$75,000 from nearly 1,300 listeners of Romance 106.7 FM and La Raza 106.3 FM.
- Costco raised nearly \$200,000 through its annual month-long campaign at all of its South Florida locations.
- HMS Host at Miami International Airport raised \$44,132 through the Children's Miracle Network canister program.
- Walmart & Sam's Club increased their fundraising total by 49 percent.
- Local radio host Orlando Alzugaray from 640 AM Sports and Walgreens teamed up again and collected toys valued at \$50,000 for the patients at Miami Children's Hospital.

Make a difference today. We invite you to become a Children's Miracle Network Hospitals partner. By joining an international cause with a local presence, you will be able to align with not one but two organizations dedicated to the health and happiness of children everywhere.

For more information, please contact:
Maria E. Moldes, Director of Children's Miracle Network Hospitals® and Corporate Relations
786.268.1832 | mmoldes@mchf.org



**Children's
Miracle Network
Hospitals**

A SPECIAL THANK YOU

FROM MIAMI CHILDREN'S HOSPITAL FOUNDATION



T

Thank you for making a difference in a child's life. Miami Children's Hospital Foundation, a separately incorporated 501(c)(3) charitable foundation, is extremely grateful to those whose kindness each year helps Miami Children's Hospital. It is because of friends like you that we are able to fund world-class care at Miami Children's Hospital.

As a society, investing in children's healthcare should be our top priority, and Miami Children's Hospital Foundation is leading this charge. As a major fundraising source for Miami Children's Hospital, our mission is to help the nationally ranked facility provide world-class medical care to children from newborns to age 21.

When you support Miami Children's, you are helping make a world of difference to children in need by supporting the physicians, nurses, facilities and research that allow Miami Children's Hospital to provide world-class care. Your contributions stay in our community and also help children from across the globe who visit Miami Children's Hospital.

Our vision is to help ensure the health and happiness of children everywhere and we cannot do it without your continued support. We are pleased to recognize and thank the following individuals, corporations, foundations and other organizations for making a difference in the lives of children.



2010 PLEDGES

BLUE DIAMOND \$250,000-\$499,999

Anonymous
Ravneet and Anand Chowdhury

YELLOW DIAMOND \$100,000-\$249,999

Allison Weiss Brady and Chip Brady
Coca-Cola Bottling Companies
Cristina and Daniel Echavarria

WHITE DIAMOND \$50,000-\$99,999

Melissa and E. Scott Beattie
Heidi and Jose Dans
Rochelle and Robert Finvarb
Candace and Sean Grosman
Christina Getty-Maercks and
Arin Maercks
Vivian and Juan Carlos Mas
Kira and Jason S. Turchin

CHAMPAGNE DIAMOND \$15,000-\$49,999

Dr. Plato J. Alexander
Marilyn Dans
David Evensky
Monica and James Arthur Goldsmith
Michael C. Grieco, Esq.
Barbara and Alexander Havenick
Kobi Karp Architecture & Interior
Design, Inc.
Claudia and Carlos A. Nuñez-Vivas
Brooke and Dr. Chad Perlyn
Natalia Vanegas and Fabio Alexander
Vasquez



SUPPORT

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

Nicklaus Health Care Foundation/Barbara and Jack Nicklaus

Pink Diamond \$500,000-\$999,999 Children's Miracle Network

Blue Diamond
\$250,000-\$499,999
Anonymous
Estate of Ralph George Hasker
Publix Super Markets

Yellow Diamond
\$100,000-\$249,999
Estate of Nicholas Arjona
BlueCross BlueShield of Florida, Inc.
Ravneet and Anand Chowdhury
Costco Wholesale U.S.
Gloria Estefan Foundation
Estate of Jessie Hancock
The Honda Classic
Kohl's Department Stores
Marriott International
Miami Perfume Junction, Inc.
Walmart & Sam's Club

White Diamond
\$50,000-\$99,999
Julian & Jose Maria Echavarria
Foundation/Cristina and Daniel Echavarria
Fidelity Investment Charitable Gift Fund
FIU Dance Marathon
Ruth McCormick Tankersley Charitable Trust/Mark Miller
The Shane McGee Foundation
Miami Children's Hospital Auxiliary
Micosaukee Tribe of Indians
Alan H. Potamkin
Ravneet Investments, LLC
SBS Radio Miami - Romance & La Raza
Paul Steven and Marte V. Singerman
Spirit Halloween Superstores, LLC
The Eleanor B. Sweet Fund
Team One
Wells Fargo Foundation
X-EETO, Inc.

Champagne Diamond
\$15,000-\$49,999
Ace Hardware
All-Med Services of Florida, Inc.
ANF Group, Inc.
Arellano Construction Co.
Artefacto/Carlos Bacchi
Robert A. and Gertrude A. Barnett Foundation

Berger Singerman, PA
Blockbuster, Inc.
Cartier Latin America & Caribbean
Children's Cancer Cooperative, Inc.
Coca-Cola Bottling Companies
The Conese Foundation/Anna May and Eugene Paul Conese
Patricia and Thomas M. Cornish
Doral Golf Resort and Spa - A Marriott Resort
Sara J. and Charles Fabrikant
The Fairholme Foundation
Charles F. and Esther M. Frye Foundation
Gibson Foundation, Inc.
Revocable Trust of Gladys E. Hamer
Harbor Beach Marriott Resort & Spa
HMS Host at Miami International Airport
IHOP
Imagine Foundation, Inc./Armando C. Perez (Pitbull)
Macy's Foundation
The Dan Marino Foundation, Inc.
Marriott Villas at Doral
Miami Associates in Pediatric Surgery, P.A.
Miami Children's Hospital Gift Shop
Miami Retreat Foundation
Lucy Morillo-Agnetti, Esq. and John B. Agnetti, Esq.
PGA Tour, Inc.
Beth and W. Erick Pritchett
Produce for Kids
RE/MAX International
Kenneth J. Reilly, Esq.
Andrew S. Roddick Foundation
Spencer Gifts, LLC
Spirit of Children
Jessica and Scott A. Srebnick
The Torch Relay for Children's Miracle Network, Inc.
Turner Construction Company
Jerome A. Yavitz Charitable Foundation

Ruby
\$10,000-\$14,999
AB&A Advertising
Allied Contractors, Inc.
American Airlines
Catherine Anderson Charitable Trust
Darcy and Anthony Baradat
BMS Partners, LLC dba Broward Motorsports
Allison Weiss Brady and Chip Brady
Samuel C. Cantor Charitable Trust
Louis N. Cassett Foundation/ Vanessa and R. Lee Krelstein, Jr.
Cerner Corporation
Jacqueline and Jonathan Chariff
Credit Unions for Kids
The EJNRA Foundation
Falk, Waas, Hernandez, Cortina, Solomon & Bonner, P.A.
Robert L. Garner, II
Janet E. and Tony Goldman
Jacqueline and Nelson D. Gonzalez
Barbara Havenick

The Heat Group
KPMG LLP
Rhonda and Dr. Andrew Labbie
Mike Lowell Foundation, Inc.
Mr. and Mrs. Heinz Luedeking
Ronne and Dr. Steven J. Melnick
Miami Children's Hospital Staff Fund
Miami Children's Hospital Urology Department
Microsoft Giving Campaign
Adrianne and Paul Mittertag
Neuro Network Partners, LLP
Norma Ryder and Bill Newcomb
The Nichols Foundation, Inc.
Bertha A. and Paul Pino
Preferred Care Partners
Rachlin Foundation, Inc.
Jennifer and Dr. Trevor J. Resnick
Betsy and Frederick B. Rubin
Ryder System Charitable Foundation
Seitlin Insurance Company
Daniel Shak
Sheridan Healthcorp, Inc.
Shook, Hardy & Bacon, LLP
Shutts & Bowen
Sodexo, Inc & Affiliates
South Dade Neonatology
Jean and Eugene E. Stark
Stearns Weaver Miller Weissler Alhadeff & Sitterson, PA
Stericycle, Inc.
Tom Thumb Food Stores, Inc.
Natalia Vanegas and Fabio Alexander Vasquez
Walgreens
West Flagler Associates, Ltd.
Wicker, Smith, O'Hara, McCoy, Graham & Ford, P.A.
WNF Law, P.L./Claudia and Carlos A. Nuñez-Vivas
Wolfsdorf, Raszynski & Sussman, M.D., P.A.

Sapphire
\$5,000-\$9,999
AJ's Angels
Akerman Senterfitt, P.A.
The American Legion
American Performing Arts Network
The Applebaum Foundation, Inc.
Maria and Agustin R. Arellano, Sr.
Miguel A. Andux
Ark Ideas
Melissa and E. Scott Beattie
Ana and Manuel Becerra
Big Bike Riders Association - South Florida Affiliation
BMS Catastrophe
Boucher Brothers Management, Inc.
Robert S. Brinegar
Mark Cereceda
Children's Anesthesia Associates, P.A.
Cy's Linen Service, Inc.
Dr. Chantal D'Adesky Scheinberg
Doctor Diabetic Supply, Inc./Dr. Gabriella Heisel and George Heisel

Edward J. Robinson Trust
Dorothy L. Edwards Trust
ERA Helicopters, LLC, a SEACOR Company
Constance and Miguel B. Fernandez
Florida Health Law Center
Denise Fogaras
Fragments Collection, Inc.
Monique and Abraham Gilinski
Give With Liberty - Liberty Mutual Foundation
Laura and Eric Gould
Greenberg Traurig
The Greenburg-May Foundation, Inc.
Candace and Sean Grosman
Theresa Margaret Grote Fund
Susan A. and Dr. Robert L. Hanman
David Hernandez
Hoffman, Larin & Agnetti, P.A.
Nancy and Paul Humbert
Enrique Iglesias
International Dairy Queen, Inc.
Richard Joblove
Johnson Controls, Inc.
Kane Family Foundation
DJ and Steven Kerr
Samata and Dr. Samir Kulkarni
Jodi and John K. Laurence
The Lewis Family Foundation, Inc.
Vivian and Juan Carlos Mas
MCH Foundation Community Council
Marriott Global Reservations, Sales & Customer Care - Miami
Marriott's BeachPlace Towers
Miami Airport Marriott
Miami Children's Hospital Food & Nutrition
Miami Dolphins Foundation
Bharat Monteiro
Morgan Keegan & Company, Inc.
Josh Navarro
Felicia and Yefim Nivoro
Julie and Mark Paresky
Perkins + Will, Inc.
Phi Mu Fraternity
Jennifer and Richard Postrel
Precision Document Solutions
Priority One Credit Union
Martha and Benito Quevedo
Leila Chang-Ripich and Peter T. Ripich
Mayra and Albert Santiago
Joan and J. David Scheiner
Dr. Lona Smith and Zachary Schiffman
Sigma Alpha Epsilon Fraternity
Esther and Dr. Moises Simpson
Sims Crane & Equipment Co.
Sulzberger & Sulzberger/ Eric W. Sulzberger, Esq.
Tri-City Electric Co., Inc.
Tropic Garden Investments, Inc.
Rubin and Gladys Wollowick Family Foundation
Wow Factor Marketing Group/Heidi and Jose Dans
Zeno Office Solutions, Inc.



Emerald**\$2,500-\$4,999**

3M Corporation
 AAA Parking
 Abbott Laboratories
 Aflac Incorporated
 Louis J. Aguirre
 Gigi and Karim Alibhai
 Carl Allegretti
 Aon Corporation
 AraHull Services
 AT&T
 Ruth and Dr. Rodney Baker
 Balfour Beatty Construction
 Essie and James W. Barfield†
 Howard & Maxine Bernstein Family Foundation
 Rita and Dr. Sanjiv Bhatia
 Books & Books of Coral Gables
 Brickman Group
 Broad and Cassel
 Cabling Technologies, Inc.
 CB Bovenkamp, Inc.
 Santos L. Cedeno
 Coco Plum Woman's Club
 Combined Federal Campaign
 Conroy, Simberg, Ganon, Krevans et al.
 Cool-Breeze Air Conditioning
 Dairy Queen
 Nereida and Robert V. Di Pauli
 Downs Electrical Constructors, Inc.
 Estate of Joseph S. Dubin
 Eden Roc Renaissance Resort & Spa
 Executive Hardware
 Trina and Alan M. Fisher
 Danielle Niki Forbes Foundation, Inc.
 Forsythe
 Frazee, Inc.
 Gannett
 The Garner Foundation, Inc.
 Gerrits Construction, Inc.
 Gibraltar Private Bank and Trust
 Monica and James Arthur Goldsmith
 Grossjung Foundation
 Neil Hammack
 Julia and Lawrence R. Heller
 Herald Charities, Inc.
 Dan Hitchcock
 HKS, Inc.
 Ino Hulegva
 Hurricane Protection Industries, LLC
 I.B.E.W. Local Union 349
 Trina R. Johnson
 Kellogg's
 Kobi Karp Architecture & Interior
 Design, Inc./Nancy and Kobi Karp
 Robert J. Lueders
 Ann and David E. Lyons
 Courtyard by Marriott Miami Lakes
 Marriott South Beach
 Medtronic

Miami Joint Electrical Apprenticeship & Training
 Michael Sales Company, Inc. dba Decko Products
 Mobile Giving Foundation
 Estate of Phyllis S. Moore
 Morrison, Brown, Argiz & Farra, LLP
 Panda Restaurant Group
 Phi Delta Epsilon International Medical Fraternity
 PRA Construction Corporation
 Premier Parking Consulting, Inc.
 Catherine and Dr. John Ragheb
 RE/MAX Advance Realty III
 RE/MAX Consultants Realty
 RE/MAX Keys to the Key Real Estate
 RE/MAX PowerPro Realty, Inc.
 RE/MAX Premier Associates
 Jeannine and Dr. Andrew Ress
 Carlos Ricci
 Laura and Jeffrey Roberts
 Gina and Richard P. Russ
 Alina and Felix Sanchez
 Dr. David I. Sandberg
 Sigma Chi Gamma Phi Chapter
 Skanska USA Building, Inc.
 Smith Seckman Reid, Inc.
 Squire Sanders and Dempsey, LLP
 Sean Stevens
 Swank Audio Visuals, LLC
 Telx Computers & Networking, Inc.
 Walter S. Toole, II
 Tropie Mechanical Contractors
 Kira and Jason S. Turchin
 U.S. Foundry & Manufacturing Corporation
 United Capital Financial Advisers
 University of Miami - Student Leadership Center
 University of Miami Dance Marathon
 USA Parking
 USA Today
 Bridget and Hans Van Aller
 Wal-Mart Foundation
 Weston Courtyard by Marriott

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

A-1 Fargo Van & Storage, Inc.
 Advocate Home Care Services
 Anthony R. Abraham Foundation, Inc.
 Lawrence N. Acord† Trust
 Aerofinance, LLC
 Airston, Inc.
 Airways Cleaning and Fireproofing
 Dr. Plato J. Alexander
 Rosemary and Pedro A. Alfaro
 Allegiance Title of America
 Alliance Homecare Systems, Inc.
 Dr. Nolan R. Altman
 Itala Alvarez
 American Cash & Jewelry, Inc. dba
 Joyeria Las Americas
 April and Gagan Singh
 Conchy and Antonio L. Argiz

Arthur J. Gallagher & Co.
 Asia Focus, LLC
 AtriCure
 Auntie Anne's
 Aventura Mall
 AviaSupport International, Inc.
 Aviation Repair Technologies, LLC
 Axenic Dental, Inc.
 The BankAtlantic Foundation, Inc.
 Ron Barak
 Alan Baro
 Beasley FM Acquisition Corporation - Power 96
 Robert Benanchietti
 Brent Bender
 Catherine Benway
 Drs. Debra and Jonathan B. Berger
 Bill Ussey Motors, Inc./ Paula and Robert Brockway
 Bimini Bay Management Limited
 Ilse Brenner-Manzanares
 Bristol-Myers Squibb
 The Brunetti Foundation
 Donald Brust
 Gabriela and Jeffrey W. Bryan
 John Buchanan
 Pamela Giganti and Alfred A. Bunge
 Ramona Busot
 Lourdes and Armando Carcaache
 Carolyn and Bernard Caserta
 Pedro A. Castillo
 The Center for Special Needs Trust
 Administration, Inc.
 Dr. Luisa F. Cervantes
 Maria and Angel Roger Chaguaceda
 Children's Skin Center, P.A./Dr. Ana M. Duarte
 Cinema Equipment & Supplies, Inc.
 Cintas
 City of Sunny Isles Beach
 CLC Trading, Inc.
 CO-OP Financial Services
 Coral Gables Community Foundation, Inc.
 Jesus I. Coronado
 The Corporate Body, Inc.
 Frank D. Crawley
 Sarah and Jose Cruz
 Karen and Dr. Robert F. Cullen, Jr.
 Maria T. Currier, Esq.
 Dairy Queen/Bird Road
 Monique and Joseph de la Viesca
 Delta Healthcare Consulting Group, Inc.
 The Deutsch Family Foundation
 Di Pauli Family Foundation, Inc.
 The Paul J. DiMare Foundation
 Duane Morris LLP
 Andrea and Aaron J. Edelstein
 Lori and Gregory English
 Lynn and David Esco
 Evensky & Katz
 EverBank
 Express Florida Realty, Inc.
 Extra Life Gaming

The Falic Family Foundation, Inc.
 Lucrecia and Enrique C. Falla
 FIU - Auto Club
 FIU Foundation, Inc.
 Five Star Claims Adjusting
 Florida FBLA-PBL at FIU
 Florida's Blood Centers, Inc.
 Forsythe Technology, Inc.
 FPL FiberNet
 Ft. Lauderdale Weston Courtyard
 Ford Midway Mall, Inc.
 Dr. Ruchira Garg and Michael S. McIntosh
 Antoniette and Robert Garner
 Brad Gebben
 GetWellNetwork, Inc.
 Goldsmith & Atlas, P.A.
 Maribel and Ivan E. Gomez
 Susana and Agustin Gonzalez
 Juan R. Gonzalez-Barroso
 Catalina and Dr. Luis E. Gonzalez-Mendoza
 The Graham Foundation
 Dr. Deise Granado-Villar and Rodobaldo P. Hassor
 Greenspoon, Marder, Hirschfeld & Rafkin, P.A.
 Sheila and Gary Manz Gregory
 Michael C. Grieco, Esq.
 Lynne and Henry A. Griffin
 Louis L. I. Grossman
 AJ Guasch
 Hammer Construction Corporation
 Terry and Stuart Hayim
 Julie Healey
 Donnelly and Charles H. Heim
 Help Us to Help Corp.
 Karen and Frederick A. Henderson
 Henry Schein, Inc.
 Rosiel J. and Agustin Herran
 Hilton Miami Airport & Towers
 Meschelle and Brian G. Huether
 IBM Corporation
 Initial Tropical Plants
 Kathy Jenkins
 Jane and Walter H. Kamp
 Kaplan Family Foundation
 Leslie and Ian Kaplan
 Kelly Foundation, Inc.
 Key Club
 Drs. Rekha and M. Narendra Kini
 Estate of Harold T. Knutson
 Kramer Laboratories, Inc.
 Rafael Kravec
 Lucrezia La Forgia
 Lamanna Plumbing, Inc.
 Dr. William A. Lanting
 Lee Lasris
 Leading Principles, Inc.
 Isabel and Marvin H. Leibowitz
 David Lekach
 Benjamin Leon, Jr.
 The A.L. Levine Family Foundation, Inc.
 LifeNet Health



Living Right Fitness Co.
 Nicole and Edgar M. Lozano
 Lydian Private Bank
 Gus Machado Family Foundation, Inc.
 Mark M. Madden
 Dr. Francesca Gallarello and Dr. Andrea Maggioni
 Biscayne Bay Marriott Hotel & Marina
 Alison and Dr. Rick Mars
 Aleyda and Jorge Mas Santos
 Lisa and Jay H. Massirman
 Dr. Gerry Mattia
 Patrick McGinn
 Mercedes-Benz of Coral Gables
 Metropolitan Dade County Assoc. of Fire Fighters
 Local 1403
 Louis & Lena Minkoff Foundation, Inc.
 Miss America Organization
 Marcia and Benjamin J. Mollere
 Morgan Stanley
 Lillian Katona and Alexander D. Moskovitz
 National Safe Kids Campaign
 Naya Architects
 Dr. Graciela B. Nearing
 Katie and Phillip G. Newcomm
 Robert W. Nowlan
 Joseph D. O'Connor
 Nanette O'Donnell
 Grays Oramas
 Paramount Products, U.S.A. Inc.
 Paramount Studio Interiors
 Pari and Anil Patel
 Manisha and Vijay G. Patel
 Pediatric Gastroenterology Associates
 Pediatric Pulmonology Group of
 South Florida, LLC
 Roberto S. Pelaez
 Roxanne M. Peral
 Nancy and Jose E. Perdomo
 Sofia and Martiniano J. Perez
 Nelida and Richard Perez
 Brooke and Dr. Chad Perlyn
 Marilyn and Donald Perlyn
 Michele and Eric G. Pfeil
 Dr. Eleonor Pimentel
 Amy and Richard A. Pollack
 Estela and Ramon E. Poo
 Prada USA
 Maria Elena and Luis Prieto
 Ana Maria and Norberto Eduardo Priu
 Pro Painting Enterprises, Inc.
 Mary Lynn and Dr. Andre Raszynski
 Raymond James Financial, Inc.
 RE/MAX Advance Realty II
 RE/MAX Advance Realty
 RE/MAX Executive Realty
 RE/MAX Partners
 RE/MAX Unique Realty
 Ubaldino A. Real
 The Ress Family Foundation, Inc.
 Rilea Group Inc./ Isabel and Alan Ojeda

The Ritz-Carlton - Coconut Grove Miami
 The Ritz-Carlton - Fort Lauderdale
 Corinne F. Roat
 Vicky and Tommy Roberts
 Mabel and Mario Roca
 Orlando Roche
 Tony Rodriguez
 Gudelia and Dr. Ramon Rodriguez-Torres
 Arthur (Art) E. Ross, Jr.
 Mark Routtenberg
 Teri and Paul Sallwasser
 Samsara Imports
 Jose M. Sanchez Family Foundation
 Joel Sartan
 Monica and Alberto Sasson
 Sawgrass Ford
 Joanna and Dean A. Schwartz
 Pete Shomade
 Susan M. Sibley
 Alan W. Smith II Memorial, Inc.
 Sheila and Alan Smith
 Smith & Ballard, Inc.
 Susan P. Smith
 Somanetics Corp.
 Commissioner Rebeca Sosa
 South Motors Company of Dade
 Will Spencer
 Howard M. Srebnick, Esq.
 St. Hugh Catholic School
 Mary Jane and Albert H. Staton, Jr.
 Craig Stein
 Judge Beth Bloom and Lyle B. Stern
 Joann and Dr. Steven Stylianos
 Alexander R. Summa
 Sunny Isles Jazz Festival
 SunTrust Bank, Inc.
 Theta Gamma Chapter of Phi Mu Fraternity
 Sandro M. Tomaselli
 Towncare Dental Partnership
 Frank J. Tropepe
 Lourdes and Hector Tundidor
 University of Miami - Miller School of Medicine
 Teresita and Carlos Urtiaga
 USA Gymnastics
 Sonnia and Miguel Viyella
 Robert Votroubek
 Walgreens
 Wax & Company, Inc.
 Weiss Family Foundation, Inc.
 Dr. Elizabeth M. Welch and Dr. Lloyd S. Hershman
 West Palm Beach Marriott
 Tonya and Michael D. White
 Joan Williams Teolors
 Michelle and Richard C. Wolfe
 Sara H. Woodruff Foundation
 Yanni Partners
 E. Jane Hubert and Dr. Evan M. Zahn

IN-KIND SUPPORT

Yellow Diamond
\$100,000-\$249,999
 Mohamad Hachem and Family
 SBS - Spanish Broadcasting System

White Diamond
\$50,000-\$99,999
 Ace Hardware
 Anonymous
 Beasley FM Acquisition Corporation - Power 96
 FIU Dance Marathon
 Harbor Beach Marriott Resort & Spa
 Walgreens #11638
 WFTL 640 AM

Champagne Diamond
\$15,000-\$49,999
 Judith and Michael M. Adler
 AmericanAirlines
 Berger Singerman, PA/Paul Steven and
 Marte V. Singerman
 Bradford Potraits
 Chick-fil-A at Dadeland Mall & Doral
 Damp Rid, Inc.
 Dimitri & Company Eye Wear, Inc.
 Constance and Miguel B. Fernandez
 HeArt Studio
 Jade Trading Corporation/El Palmar International Inc.
 Magic City Casino
 Premier Beverage Company
 Olga and Carlos Saladrigas
 Selecta Magazine
 The Temple Hotel

Ruby
\$10,000-\$14,999
 Albita Rodriguez Enterprises
 Brickell Motors
 Doral Golf Resort and Spa - A Marriott Resort
 KI
 Leading Principles, Inc.
 Bibiana and Mario Murgado
 Namaro Jewelers - Wholesale
 The Temple House

Sapphire
\$5,000-\$9,999
 Bright Spirit Children's Foundation
 Cheesecake Factory
 Elle Kellner
 DJ and Steven Kerr
 Kidzpace Interactive, Inc.
 Gary W. Masi
 Miami Dadeland Courtyard
 Michael Sales Company, Inc. dba Decko Products
 National Jets, Inc
 Passion Growers, LLC
 Cheryl and Jaime Peisach

S. A. Chrobak, Ltd.
 Sandals Resorts
 Spice Island Beach Resort
 Universal Studios
 Wisetouch Interiors

Emerald
\$2,500-\$4,999
 Ailette V. Abreu
 AIF's Golf Shop
 American Fundraising Auctions
 Atlantis Swimming Club
 Barton G
 The Biltmore Golf Course
 Anthony Bucciero
 Stephanie Carcache
 Children's Cancer Cooperative, Inc.
 Confiianza Window Tinting
 Cool-de-Sac Play Cafe
 Coral Way Elementary
 D' Cakes by Diana
 Susan Finn
 Florida International University
 Food Network South Beach Wine and Food Festival
 Gioski Operating, LLC
 Gucci - Coral Gables
 IHOP
 Jimmy Quiroga Designs
 Lifestyle Magazine Group
 Olga and Dr. Luis Santiago Medina
 Miami-Dade /Area Health Education Center
 Michael's
 NAT-PR
 Dr. Margaret I. Okonkwo
 Perry Ellis International, Inc.
 Pinnacle Digital Solutions
 Gilbert L. Porter Elementary
 Publix Super Markets, Inc.
 Robert Bosch Tool Corp.
 Royal Caribbean International
 Saks Fifth Avenue - Dadeland
 Chad Speziale
 Swarovski Crystals
 Taylor & Mathis of Florida, Inc.
 The Ritz-Carlton - Naples
 TigerDirect.com
 Tren'D International, Inc.
 Turner Construction Company

Topaz
\$1,000-\$2,499
 A-1 Luxury Coach
 Apex Tool Group
 Gabriella Arango Couture
 Adrienne Arshnt Center for Performing Arts
 Arthur Murray Dance Studio
 Before & After Wellness Center
 Biltmore School
 bluMonk International, Inc.
 Children's Skin Center, P.A./Dr. Ana M. Duarte



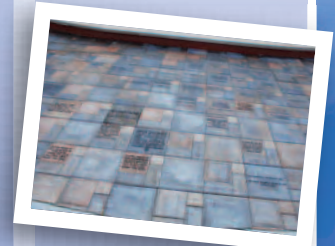
Cinema 31
 City of Doral Police Department
 Cocoplum Yacht Club, Inc.
 Commcare Pharmacy
 Continental Airlines
 Creative Cookies LLC dba Mrs. Fields Cookies
 at the Falls
 Culligan
 Docuvision, Inc.
 Downy's Touch of Comfort
 Florida Marlins Community Foundation, Inc.
 Tracy R. Galya
 Golfsmith International
 Ana M. Gomez
 Candace and Sean Grosman
 Hialeah High National Honor Society
 Hillman Group
 Trudy Hoard
 Integral Beauty Productions, LLC
 Interval International
 Gloria and Benjamin Joannou, Jr.
 Kerzner International Resorts, Inc.
 Allison Langer
 Le Basque, The Caterer
 Marilyn and Y. Stephen Liedman
 Liquid Nails
 Atlanta Marriott Marquis
 CasaMagna Marriott Puerto Vallarta Resort & Spa
 Frenchman's Reef & Morning Star Marriott
 Beach Resort
 JW Marriott - Mexico City
 JW Marriott - Rio de Janeiro
 JW Marriott - San Antonio Hill Country Resort & Spa
 JW Marriott Cancun Resort & Spa
 JW Marriott Desert Ridge Resort and Spa
 JW Marriott Orlando, Grande Lakes
 Marco Island Marriott Resort & Spa
 Marriott Marina Del Rey
 Marriott Munich
 Marriott South Beach
 Orlando World Center Marriott
 Palm Beach Marriott Singer Island Beach Resort & Spa
 Vail Marriott Mountain Resort & Spa
 McGlannan School
 Miami Dolphins Foundation
 Miami Seaquarium
 Ramiro Molina
 Nathalie Moreau
 Palace Resort
 Nestor Paz
 PC Depot
 Bobbie and Marty Perlmutter
 Maribel and Luis Arturo Pinate
 Prada USA
 Raleigh Hotel
 Eden Roc Renaissance Resort & Spa
 Renaissance Fort Lauderdale-Plantation
 Renaissance New York Hotel 57
 Rene Ruiz Couture, Inc.
 Resource Living

Ress Institute
 The Ritz-Carlton - San Juan, Puerto Rico
 The Ritz-Carlton - Sarasota
 The Ritz-Carlton - South Beach
 Elizabeth Robles
 Rooms to Go
 Saks Fifth Avenue - Bal Harbour
 ScanSource Charitable Foundation
 Simon Property Group
 Sisley Cosmetics
 Sowinski Jewelers
 Mike Spinelli
 Patricia and Vito J. Spitaleri
 The St. Joe Company
 Steinway & Sons
 Libbie C. Susnik
 Temple Beth Emet
 Eugene B. Thomas
 Tropic Mechanical Contractors
 The Westin Diplomat Resort & Spa
 Wow Factor Marketing Group
 Zumba Fitness

Amethyst
\$500-\$999
 301 Model Management
 Activant Solutions
 ADD, Inc.
 Al Esper Advertising & Design
 Malena Assing Photography
 AT&T
 Avalon Gardens
 Aventura Mall
 Best Buy - Store 1503
 Nancy and Dr. David Billings
 Norman Brammer
 Jeffrey Breslaw
 Alden Burlington
 Carter's
 Cartier Latin America & Caribbean
 Casablanca Polo
 Celebrity Glam Squad
 Coca-Cola Bottling Companies
 Colgate Oral Pharmaceuticals, Inc.
 Comcast Spotlight SF
 Design or Services, Inc.
 Eazypower
 Emeril's Miami Beach
 Equilibria Fitness
 Lynn M. and David Esco
 First Choice Commercial Janitorial
 Five Star Claims Adjusting
 Fleming - A Taste of Denmark
 Florida Bimmer
 Florida Panthers Foundation, Inc.
 Fontainebleau Resort
 Ft. Lauderdale Miramar Residence Inn
 Ana Garcia Du-Quesne
 Girly Things
 David Gohman

Goof Off
 Gresham, Smith and Partners
 Hansen's Beverage Company/Monster Energy
 Drinks
 HO+K
 Holly Harris Designs
 The Honda Classic
 Hyde Tools, Inc.
 Intercontinental Miami Hotel
 Yalennys Inza
 Irwin
 JMWA Architects
 Soledad Juncadella
 KCC Productions
 Leo A. Daly Arch
 Xiomara Lopez
 Dr. Manuel A. Lovo
 MBG Interior Design
 McHarry Associates
 MGE Architects
 Chicago Marriott Downtown Magnificent Mile
 Clearwater Beach Marriott Suites on Sand Key
 Hollywood Beach Marriott
 JW Marriott Atlanta Buckhead
 JW Marriott Hotel
 JW Marriott Hotel Miami
 JW Marriott Marquis Miami
 JW Marriott New Orleans
 Marriott - Key Largo
 Monterey Marriott
 Nashville Airport Marriott
 St. Kitts Marriott Resort & The Royal Beach Casino
 Miami Dade County - Port of Miami
 Miami Promotions Inc.
 Mosenbocker's Lift Off
 Navistar
 OPI Products, Inc.
 Original Impressions
 P.S. Chicks
 Pepsico Corp. - Audit Team
 Dr. Lisa Perez-Grossman
 Renaissance Orlando Resort at SeaWorld
 The Ritz-Carlton - Fort Lauderdale
 The Ritz-Carlton - Key Biscayne
 Seminole Hard Rock Hotel & Casino
 Teresita M. Shane
 Shop-Vac Corp.
 Shurline
 Smart Water
 Miriam Snyder
 Somerset Academy Gables
 St. Germaines Dracaena Farms
 Stanley Black & Decker
 Sweetness Bakeshop
 Tsao Design Group
 Vitalini Corrazini Architects
 A Joy Wallace Catering Production, Inc.
 Westview Country Club
 Melissa and David Wetzel
 WTVJ-NBC 6

Peridot
\$250-\$499
 Aramark
 Arbitare, Inc.
 Avatar Real Estate Services, LLC
 Barfly Whiffle Ball Tournament
 Melissa Barnhardt
 Jodie and Paul Berman
 Broward Center for the Performing Arts
 Burger King Corporation
 Lily Burguillos-Batista
 Cafe Bambini Miami
 Carrollton School of the Sacred Heart
 Dr. Adriana M. Castro
 Centurion, Inc.
 Chick-fil-A at Doral
 Ravneet and Anand Chowdhury
 Stephanie Poet Cohen
 Coldstone Creamery
 Complot Magazine
 Dairy Queen/Bird Road
 Dan's Video Creations
 Arianna Diaz
 Fb Systems, LLC
 Carolina Fernandez
 Fitness Together
 Freddy's Jewelry
 Carol Fresse
 Fun Bus
 Jorge Gateno
 Girl Scouts Troup #203
 Goldcoast Sunwear
 Gourmet Food Truck Association
 Dr. Efreim Gubieda
 Hasbro Latin America
 Home Depot
 H.D. Hudson Mfg Company
 Carlos A. Huguer
 International Links Miami
 Michelle and Steven Jacques
 Kids Learning Adventure
 Krylon
 KST Coatings Manufacturing, Inc.
 Marianne H. and Heinzr Luedeking
 Robert MacMahon
 Miami Airport Marriott
 Savannah Marriott Riverfront
 Dr. Julio C. Martinez
 MCH Foundation Community Council
 Moraima Meijaard
 Miami Jazz Cooperative
 Navarro Discount Pharmacies
 New World Symphony
 Novis Pharmaceuticals, LLC
 Paramount Automated Food Services, Inc.
 Pasha's - Miami
 Pinewood Acres School
 Poms & Company
 Powerade - Fuze
 The Ritz-Carlton - Coconut Grove Miami



Arnita Rivero
Christina Silva
Claudia Smyler
Jesus Soto
Streamlight, Inc.
Temple Beth Shalom Foundation
Truluck's
Mr. Jose Valera
Emilia Vazquez
Gabriela Villegas
Werner Company
Whole Foods Market - Coral Gables
Whole Foods Market - Pinecrest

Pearl

\$100 - \$249

Actors' Playhouse at the Miracle Theatre
Adler Group, Inc.
Asia Focus LLC/Sushi Maki
Azure Swimwear
Bacardi U.S.A., Inc.
Bark4Green
Behman Communications
Bellezza Day Spa
Rosalex Benavente
Christopher Benner
Catherine Benway
Betsy Ginter Jewelry
The Big Cheese
Lilly Blanco
Susie Blanco
Bloomingdale's
Blue Moon Fish Company
Bodywell Nutrition
Joanne Bogdon-Diaz and E. Angel Diaz
Kathleen Bulger
Narciso Cabrera
Caffe Abbracci
Caja Mediterraneo
Meiling Chang
Children's Miracle Network
Colorite Plastics Co.
Cookie Couture
Costco Wholesale #92
Santos Cruz
Dade Radio Club of Miami
Dairy Queen/Miramar
Susan Dale
Alex de la Vega
Del Monte Fresh Produce, Inc.
Dr. Andreas Trowers Dermatology
Dreams Life
Dushka Semsch
Eco Smart
Isael Encio
Hermes Escobio
Alfred Escoto
Estate of Jerry Barish
Andrew N. Estevez
Juana Estrada

Fashions For You, Inc.
Martha Faya
Thomas E. Fisher
Florida Marlins, L.P.
Four Paws Place
G L J Group, Inc. d/b/a Bognar & Piccolini
General Sales, Inc.
Omar Gonzalez
Grand Lux Café
Lynne and Henry A. Griffin
Gulf Coast Community Care/NCEP
The Heat Group
Hispanic National Bar Association
Homestead Air Force Base
Donna and Honorable Paul C. Huck
Gianni Iannelli
Irina Iraci
Jackson Lewis, LLP
Rob Jaffee
Jessey Bakery
Jewelry Creations
JLH Architect
John A. Ferguson Senior High School
Dr. Lucila M. Josephs
Elizabeth Judge
Jane and Walter H. Kamp
Kiewit Infrastructure
Dr. Gary M. Kramer
Lakes of Delray Knitting Club
Miguel J. Lanz
Larry Kline Wholesale Meats & Provisions
LeftRight Design, Inc.
Vivian Lemer
Rebecca Lister
Enrique Lopez
Maria Lopez
Bertha and Mike Lowell
Luxottica Retail
Mandarin Oriental Miami
Maroosh Mediterranean Restaurant
Marriott Detroit Troy
Marriott Villas at Doral
William Martell
Maria E. Mas
Mary Kay
Massage Envy
Paul McDougall
ME Productions
MIA Property Management
Miami Art Museum
Miami Children's Museum
Miami Jewish Health Systems
Miami-Dade County Consumer Services
Department
Misha's Cupcakes
Mogra
Morton's The Steakhouse
Lillian Katona and Alexander D. Moskovitz
My Biotiful Bag
Nestle's Toll House Cafe

North Dade Center for Modern Language
North Terminal Development Program
Novecento Restaurant - Brickell
Ortanique on the Mile
Ana Ortega
Roberta Outerino
Lilia Pacheco
Dr. Sebastian A. Padron
Josefina Palau
Barbara Parades
Alex Peysakhovich
Zenaida Piedra
PM2 Planning Corp.
Pop Chips
Nancy Ramos
Rescue Tape
The Rusty Pelican
Sebastian Salazar
Fabiana Sanchez
Richard D. Seferian
Skal International Miami
Teresa Snyder
South Florida Water Polo
Southwest Miami Senior High JROTC Program
Southwood Middle School
Starbucks
Bill Steckley
Natalija and Aleksander Stojanovic
Chris Stormout
Joann and Dr. Steven Stylianos
Fernando Suarez
Paulette Summers
Summit Questa Montessori School
Templer & Hirsch
The Babysitting Company
Beverly A. Thompson
T-Mobile

Angelika Tummings
Kira and Jason S. Turchin
U.S. Century Bank
Belle Useche
Marina Vargas
Dr. Nelson Vega
Village Pines School, Inc.
Villagio Restaurant
Walmart #2814
WD 40
Whip & Dip
Alicia and Jerry M. Wood
John Yearick
Zuccherio Ristorante - Bistro

† Deceased

The donor list reflects support received between Jan. 1 and Dec. 31, 2010. We apologize if we have inadvertently omitted or misprinted your name. Please direct questions or corrections to Sofia Durkee at 786.268.1829 or sdurkee@mchf.org.

There are many ways you can help secure a healthy future for our children – through the gift of time, services, cash, stock, real estate or by naming Miami Children's Hospital Foundation as a beneficiary in your will. For more information, please contact 305.666.2889 (toll-free: 800.987.8701). You also can visit our web site at www.mchf.org or find us on Facebook at www.facebook.com/MCHFoundation.

Miami Children's Hospital Foundation (MCHF) is a separately incorporated 501(c) (3) charitable foundation. All donations to MCHF are tax deductible as allowed by law. MCHF, Registration No. CH2282, has complied with the registration requirements of Chapter 496, Florida Statutes, the Solicitation of Contributions Act.

A COPY OF THE OFFICIAL REGISTRATION AND FINANCIAL INFORMATION MAY BE OBTAINED FROM THE DIVISION OF CONSUMER SERVICES BY CALLING TOLL-FREE 800.435.7352 WITHIN THE STATE. REGISTRATION DOES NOT IMPLY ENDORSEMENT, APPROVAL, OR RECOMMENDATION BY THE STATE.



MIAMI CHILDREN'S HOSPITAL 2009 BOARD OF DIRECTORS

Mr. Juan Carlos Mas, *Chairman*

Ms. Donna Huck, *Vice Chairman*

Mr. Ghislain Gouraige, Jr., *Secretary*

Mr. Peter Belmont; Mr. Thomas M. Cornish; Jaret Davis, Esq.; Maria Franco, MD; Luis Gonzalez-Mendoza, MD; Ruben Gonzalez-Vallina, MD; Deise Granado-Villar, MD; Mr. Gary Gregory; Mr. Robert Jordan; M. Narendra Kini, MD, MHA; Andrew Labbie, MD; Mr. Mario Murgado; Mr. Gene Prescott; Mr. Keith Ward; Roberto Warman, MD

2010 BOARD OF DIRECTORS

Mr. Gary Gregory, *Chairman*

Mr. Mario Murgado, *Vice Chairman*

Ms. Donna Huck, *Secretary*

Mr. Peter Belmont; Mr. Thomas M. Cornish; Jaret Davis, Esq.; Maria Franco, MD; Luis Gonzalez-Mendoza, MD; Ruben Gonzalez-Vallina, MD; Deise Granado-Villar, MD; M. Narendra Kini, MD, MHA; Andrew Labbie, MD; Mr. Juan Carlos Mas; Mr. Jay Massiman; Mr. Steven McKean; Phillip Newcomm, MD; Ms. Carmen M. Perez; Mr. Gene Prescott; Mr. Alex Soto; Mr. Keith Ward

MIAMI CHILDREN'S HOSPITAL FOUNDATION 2009 BOARD OF DIRECTORS

Mr. Thomas M. Cornish, *Chairman*

Lucy Morillo-Agnetti, Esq., *President*

Mr. Alan Ojeda, *First Vice President*

Mr. J. David Scheiner, *Second Vice President*

Mr. Mario Murgado, *Treasurer*

Kenneth J. Reilly, Esq., *Secretary*

Mr. Karim Alibhai; Donald H. Altman, MD; Mr. Sunil Deshmukh; Ms. Constance Fernandez; Mr. Charles M. Fernandez; Mr. Juan Carlos Mas; Mr. Roberto Rocha; Ms. Susan M. Sibley; Eric W. Sulzberger, Esq.; Ms. Judy Weiser; Ms. Dawn White

Ex-Officio: M. Narendra Kini, MD

Life Trustees: Donald Altman, MD; Mr. Albert H. Nahmad; Mr. Harry Hood Bassett, Jr.; Mr. Ricardo Pines; Mr. Mark Blank; Mr. Abel Holtz

In Memoriam: Ambassador David M. Walters

2010 BOARD OF DIRECTORS

Mr. Thomas M. Cornish, *Chairman*

Lucy Morillo-Agnetti, Esq., *President*

Mr. Alan Ojeda, *First Vice President*

Mr. J. David Scheiner, *Second Vice President*

Mr. Mario Murgado, *Treasurer*

Kenneth J. Reilly, Esq., *Secretary*

Mr. Karim Alibhai; Donald H. Altman, MD; Mr. Sunil Deshmukh; Ms. Constance Fernandez; Mr. Charles M. Fernandez; Mr. Gary M. Gregory; Steven Kerr, PhD; Mr. Juan Carlos Mas; Ms. Susan M. Sibley; Eric W. Sulzberger, Esq.; Ms. Judy Weiser; Ms. Dawn White

Ex-Officio: M. Narendra Kini, MD, MHA

Life Trustees: Donald H. Altman, MD; Mr. Harry Hood Bassett, Jr.; Mr. Mark Blank; Ms. Florence Groover Frank; Mr. Abel Holtz; Mr. Albert H. Nahmad; Mr. Ricardo Pines; Mr. J. David Scheiner

In Memoriam: Ambassador David M. Walters

MIAMI CHILDREN'S HOSPITAL 2009 AND 2010 SENIOR LEADERSHIP TEAM

M. Narendra Kini, MD, MHA, *President and Chief Executive Officer*

Martha McGill, RN, MBA, MHA, *Executive Vice President, Chief Operating Officer*

Pedro Alfaro, *Senior Vice President and Chief Financial Officer*

Jackie Gonzalez, MSN, ARNP, *Senior Vice President and Chief Nursing Officer*

Deise Granado-Villar, *Senior Vice President of Medical Affairs, Chief Medical Officer*

Nancy Humbert, *Vice President of Strategic Business Planning and Public Affairs, Chief Hospitality Officer*

Lucy Morillo-Agnetti, Esq., *President, Miami Children's Hospital Foundation*

Juan Gonzalez-Barroso, *Vice President Professional Services*

Michael Kushner, *Vice President, Chief Talent Officer*

Ed Martinez, *Vice President and Chief Information Officer*

Robert Nowlan, *Vice President, Support and Clinical Services*

April Andrews-Singh, Esq., *Vice President and Chief Compliance Officer*

Luis Gonzalez-Mendoza, MD, *President, Medical Executive Committee*

Raul Herrera, MD, *Director, MCH Research Institute*

Steven Stylianos, MD, *Chief of Pediatric Services and Medical Director of Trauma Service*

MIAMI CHILDREN'S HOSPITAL 2009 MEDICAL EXECUTIVE COMMITTEE

Luis Gonzalez-Mendoza, MD, *President*

Ruben Gonzalez-Vallina, MD, *Vice President*

Israel D. Alvarez, MD; Ibrahim H. Amjad, MD; W. Christian Bauer, MD;

Cathy A. Burnweit, MD; Anselmo Cepero-Akselrad, MD; Maria Franco, MD;

Ruben Gonzalez-Vallina, MD; Deise Granado-Villar, MD; Alex B. Koetzle, MD;

Pablo Marcelo Laufer, MD; Oscar Loret de Mola, MD; William I. Muiños, MD;

Rigoberto Nuñez, MD; Jacques E. Orces, DO; Moises Simpser, MD; Manuel A. Soler,

MD; Steven Stylianos, MD; Jose L. Vargas, MD; Robert W. Vogt-Lowell, MD

Ex Officio: Jackie Gonzalez, ARNP, *Senior Vice President and Chief Nursing Officer;*

M. Narendra Kini, MD, MHA, *President and Chief Executive Officer*

2010 MEDICAL EXECUTIVE COMMITTEE

Luis Gonzalez-Mendoza, MD, *President*

Ruben Gonzalez-Vallina, MD, *Vice President*

Israel D. Alvarez, MD; Ibrahim H. Amjad, MD; W. Christian Bauer, MD; José Bengochea,

MD; Cathy A. Burnweit, MD; Mayra Capote, MD; Anselmo Cepero-Akselrad,

MD; Julio Egusquiza, MD; Maria Franco, MD; Deise Granado-Villar, MD;

Ziad Khatib, MD; Alex B. Koetzle, MD; Oscar Loret de Mola, MD; Andrea Maggioni,

MD; Rigoberto Nuñez, MD; Jacques E. Orces, DO; Moises Simpser, MD;

Manuel A. Soler, MD; Steven Stylianos, MD

Ex Officio: Jackie Gonzalez, ARNP, *Senior Vice President and Chief Nursing Officer;*

M. Narendra Kini, MD, MHA, *President and Chief Executive Officer*



MIAMI CHILDREN'S HOSPITAL 2010 DEPARTMENT CHIEFS AND DIVISION DIRECTORS

CHIEF MEDICAL OFFICER/ SENIOR VP FOR MEDICAL & ACADEMIC AFFAIRS	Deise Granado-Villar, MD	305-669-5811
DIRECTOR OF MEDICAL EDUCATION	Rani S. Gereige, MD	305-662-8327
PEDIATRIC RESIDENCY PROGRAM DIRECTOR	Beatriz Cunill-De Sautu, MD	305-663-8462
PRESIDENT OF THE MEDICAL STAFF	Luis Gonzalez-Mendoza, MD	305-662-8398
VICE PRESIDENT OF THE MEDICAL STAFF	Ruben Gonzalez-Vallina, MD	305-271-7330
PRESIDENT OF THE ALUMNI ASSOCIATION	Rigoberto Nunez, MD	305-270-1910
ANESTHESIOLOGY DEPARTMENT	Wm. Christian Bauer, MD, Chief	786-624-3415
DENTISTRY DEPARTMENT	Mark Webman, DDS, Chief	305-666-2068
Oral and Maxillofacial Surgery	William Means, DMD, Head	305-667-1191
Orthodontics	Leonard Rothenberg, DDS, Head	305-598-8970
Pediatric Dentistry	Mark Webman, DDS, Head	305-666-2068
NEUROLOGY DEPARTMENT	Trevor J. Resnick, MD, Chief	305-662-8330
Neuropsychology	Gustavo J. Rey, PhD, Head	305-669-6503
ORTHOPAEDIC SURGERY DEPARTMENT	Wesley F. King, MD, Chief	305-662-8366
PATHOLOGY DEPARTMENT	Steven J. Melnick, PhD, MD, Chief	305-662-8248
PEDIATRIC MEDICINE DEPARTMENT	Marco Danon, MD, Chief	305-270-9961
Adolescent Medicine	Lorena M. Siqueira, MD, Director	305-668-5525
Allergy & Immunology	Vivian Hernandez-Trujillo, MD, Director	305/662-8272
Cardiology	Evan Zahn, MD, Director	305-662-8301
	Anthony Rossi, MD, Head, Cardiac Critical Care	305-662-8301
Clinical Genetics & Metabolism	Mislen Bauer, MD, Director	305-663-8595
Critical Care Medicine	Andre Raszynski, MD, Director	305-662-2639
Dermatology	Ana Margarita Duarte, MD, Director	305-669-6555
Emergency Medicine	Rodney Baker, MD, Director	786-624-3588
Endocrinology	Luis Gonzalez-Mendoza, MD, Interim Director	305-662-8398
Gastroenterology	Jesse Reeves-Garcia, MD, Director	305-661-6110
Hematology/Oncology	Enrique Escalon, MD, Director	305-662-8360
Hospitalist Services	Mario Reyes, MD, Director	305-668-5500
Infectious Diseases	Otto M. Ramos, MD, Director	305-662-8378
Neonatology	Barry Chandler, MD, Director	954-838-2628
	F. Amed Soliz, MD, Head of NICU	305-663-8469
Nephrology	Felix Ramirez-Seijas, MD, Director	305-662-8352
Preventive Medicine/Health Promotion	Deise Granado-Villar, MD, Director	305-663-6844
Pulmonology	Moises Simpsen, MD, Director	305-662-8380
Rheumatology	Rafael Rivas-Chacon, MD, Director	305-663-8505
PEDIATRIC SURGERY DEPARTMENT	Steven Stylianos, MD, Chief	305-662-8320
PSYCHIATRY DEPARTMENT	Americo Padilla, MD, Chief	305-663-8439
RADIOLOGY DEPARTMENT	Nolan R. Altman, MD, Chief	305-662-8293
SURGERY DEPARTMENT	John Ragheb, MD, Chief	305-662-8386
Cardiovascular Surgery	Redmond P. Burke, MD, Director	305-663-8401
Neurosurgery	John Ragheb, MD, Director	305-662-8386
Ophthalmology	Roberto Warman, MD, Director	305-662-8390
Otolaryngology	Gaston de Cardenas, MD, Director	305-662-8316
Plastic Surgery	S. Anthony Wolfe, MD, Director	305-662-8234
Thoracic Surgery	Michel H. Nahmad, MD, Director	305-662-8320
Urologic Surgery	Rafael Gosalbez, MD, Director	305-669-6448
TRAUMA SERVICES	Steven Stylianos, MD, Director	305-662-8320
LIFELIGHT SERVICES	Keith Meyer, MD, Director	305-662-2639
OPERATING ROOM	Steven Stylianos, MD, Surgical Director	305-662-8320
GLOBAL HEALTH	Andrea Maggioni, MD, Director	305-662-8281







MIAMI CHILDREN'S HOSPITAL®

THE MARY ANN KNIGHT INTERNATIONAL
INSTITUTE OF PEDIATRICS
FOUNDED AS VARIETY CHILDREN'S HOSPITAL

3100 S.W. 62nd Avenue,
Miami, FL 33155-3009 USA
Please call 888-556-4KIDS (4543)
305-MCH-4KIDS in Miami-Dade

www.mch.com

*Please provide us with your thoughts
on this publication by sending an
email to Rachel.Perry@mch.com*

The Report to the Community is compiled by
the Marketing and Public Relations Department
of Miami Children's Hospital.

Nancy Humbert
Vice President of Strategic Business Planning
and Public Affairs, Chief Hospitality Officer

Marcia Diaz de Villegas
Director of Marketing and Public Relations

Rachel Perry
Editor

Cristene Martinez-Paez
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
Orlando Garcia
Yamila Lomba
Rowena Luna
Joseph Stillely

Design:
LeftRight Design, Inc.

