Looking beyond the horizon

A report to the community
2007

The 2007 Annual Report is compiled by the Marketing and Public Relations Department of Miami Children’s Hospital.

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Founded in 1950, Miami Children’s Hospital has more than 600 physicians and is renowned for excellence in all aspects of pediatric medicine. In addition to being home to the largest pediatric teaching program in the southeastern United States, Miami Children’s is the only licensed specialty hospital in South Florida exclusively for children.

**MISSION:**
To provide excellent family centered health care to children in an academic environment that meets or exceeds the expectations of those we serve and educate. To collaborate with others in our community to improve the health status of children.

**VISION:**
Miami Children’s Hospital will continue to be recognized as one of America’s best children’s hospitals and as Florida’s academic center of pediatric clinical excellence providing a number of Centers of Specialty Pediatric Excellence nationally and internationally.

**CORE VALUES:**
We will always do what is best for each child. We will always value those who serve children. We will always value diversity. We will always value integrity and honesty. We will always value leadership.

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Dear Friends,

At Miami Children’s Hospital, much of our energy is devoted to the present. Each day we reach out to help hundreds of children and families with routine health matters, as well as with complex diseases that require the collaboration and expertise of top pediatric specialists.

But even as we guide families of critically ill children through the most challenging times of their lives, we are also collectively looking beyond the horizon. This consistent forward thrust ensures that our patients have access to cutting-edge treatments, that new care centers spring to life to enhance service access, and that collaborations are in place so that Miami Children’s continues to advance to meet the needs of generations to come.

2007 was indeed a year in which Miami Children’s maintained a steady focus on what lies ahead. We signed an affiliation agreement with the emerging Florida International University College of Medicine to provide pediatric training to future physicians. This newly forged relationship will enhance the hospital’s educational and research scope, and advance Miami Children’s standing as a top-tiered children’s hospital.

Expansion of existing ambulatory facilities and planning and development of new care centers in Doral and West Kendall also were on the horizon in 2007. These new facilities will offer urgent care, rehabilitation and imaging services, and are expected to open in 2008.

Our focus on the future is never more evident than in Miami Children’s commitment to pediatric research. In 2007, the hospital laid groundwork for dazzling new treatments, including “smart brain implants” that will expand care options for children with complex brain anomalies, and implantable pediatric heart valves that can be deployed via catheter, minimizing the procedural impact on the child and family.

We are pleased to be part of Miami Children’s future. We look forward to collaborating with the hospital’s physicians, employees, community leaders and patient families in the months and years ahead as we continue to train our sights beyond the horizon to fulfill the promise of this great hospital.

Sincerely,

M. Narendra Kini, MD, MHA
President and CEO

Juan Carlos Mas
Chairman of the Board of Directors

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Chairman of the Board of Directors
NEW CEO DR. M. NARENDRA KINI LOOKS TO THE FUTURE

When he’s not running the region’s top pediatric facility, you may find Miami Children’s new Chief Executive officer caring for patients in the hospital’s Emergency Department.

M. Narendra Kini, MD, MBA, who joined Miami Children’s in January 2008, is board certified in pediatric emergency medicine and plans to provide care in the Miami Children’s Emergency Department as a way to keep his hands quite literally on the pulse of the hospital’s patient base.

“Staying active in patient care will help keep me focused first and foremost on the patient and family experience at Miami Children’s, and how we can enhance it going forward,” said Dr. Kini, who comes to Miami Children’s from the Novi, Michigan, corporate offices of Trinity Health. He served from 2004 as Executive Vice President of Clinical Operations and Improvement for Trinity, one of the largest Catholic health systems in the nation.

Dr. Kini brings to Miami Children’s a broad understanding of clinical care informatics, quality care models and advocacy honed through leadership positions with GE Healthcare Leadership Institute, GE Medical Information Technologies and with Children’s Hospital of Wisconsin in Milwaukee, where he held the position of Vice President of Clinical and Support Services.

“I look forward to working in concert with the hospital’s board, our fine physicians, community leaders and employees to expand on the strengths of this great hospital so that we can continue to meet and exceed the expectations of those we so proudly serve,” he said.

A major focus for Dr. Kini is to advance the cause of expanding medical coverage for uninsured children. “Children are our nation’s future. We need to provide all children with the continuum of care of a medical home to ward off preventable illness and detect diseases at the earliest, most curable stages,” he said.

Dr. Kini is also championing a hospital initiative to address the problem of childhood obesity. The program will support children and families in making the lifestyle changes necessary for permanent weight loss.

“Access to processed foods and high density foods is easier today than ever. At the same time, avenues for physical activity seem to be decreasing. We can be catalysts for change, helping families to overcome these challenges and develop more healthy lifestyles,” he said.

NEW FOUNDATION PRESIDENT LUCY MORILLO MEETS ‘THE DIAMOND OF THE SOUTH’

Lucy Morillo has found her calling at Miami Children’s Hospital Foundation. “Miami Children’s Hospital is such an amazing resource,” said the new foundation president, who came on board in January 2007.

“Thanks to the vision and dedication of so many great leaders and caregivers in our community, this remarkable facility is making a difference in the lives of thousands of families throughout Florida and beyond. It is a privilege to be entrusted with the role of raising funds and building friendships to support the important work of a hospital that gives so much to so very many.”

Ms. Morillo’s equally important role as a mother lends special urgency and poignancy to the work she does. “I see all children as precious. Nothing is more important than a child’s health. I have always referred to my son, Nicholas, as my diamond, my treasure,” she said. “I see him in the faces of children who turn to us for care and support.”

Under Ms. Morillo’s guidance, the foundation increased fundraising in 2007 and plans are underway for even greater success in 2008 and beyond. Among other 2007 highlights, Ms. Morillo hosted the Inaugural Diamond Ball in October, which set a foundation event fundraising record, garnering $1.2 million.

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“I believe there are many philanthropic causes to support, but ensuring that our children remain healthy and well has always been at the top of my priority list. To have the opportunity to further the mission of a nationally recognized hospital for children in our community is very rewarding,” said Ms. Morillo. “The measure of life is not its duration, but its donation, and I try to make every moment count.”

Diamonds are a theme that Ms. Morillo has integrated into the fundraising framework. She describes Miami Children’s as the ‘Diamond of the South’ in recognition of its regional pediatric leadership, which led her to introduce the new Diamond Recognition Society, which distinguishes donors based on colors of increasingly rare diamonds—from the $15,000 “Champagne” level to the “Red Diamond” level of $10,000,000 or more.

Prior to joining the foundation, Ms. Morillo served as Executive Director of the Office of Estate and Gift Planning at the University of Pittsburgh. She earned her bachelor’s degree and a master’s degree in public administration from Pennsylvania State University and received a law degree from the University of Miami School of Law. She is a member of the Florida Bar.

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— Lucy Morillo, Miami Children’s Hospital Foundation President
Looking to expand for a growing community.

REACHING OUT TO SERVE FAMILIES THROUGHOUT SOUTH FLORIDA

Miami Children’s Hospital continued to expand services in neighborhoods throughout South Florida in 2007, as part of a strategy to enhance convenience and improve access to quality pediatric care while decompressing the hospital’s busy main campus.

“As demand for pediatric services continues to grow, Miami Children’s is committed to enhancing access by extending and expanding key services in communities throughout the region,” said José Perdomo, Vice President of Ambulatory Services.

Miami Children’s Hospital Centers in Doral and Kendall: Construction was underway in 2007 on two new ambulatory centers slated to open in 2008. The 25,000-square-foot Miami Children’s Hospital Doral Center will be located at 3601 NW 117th Avenue and is expected to open during the first half of 2008. The Miami Children’s Hospital Kendall Center will comprise 35,000 square feet and will be situated in the London Square building on SW 137th Avenue and SW 120th Street. It is expected to open in late 2008. These new centers will offer a spectrum of services, including after-hours urgent care, diagnostics and rehabilitation services.

Miami Children’s Hospital Dan Marino Center: The Miami Children’s Hospital Dan Marino Center opened its doors in 1998 and has since undergone multiple expansions to keep pace with demand for services at the center, which now hosts more than 50,000 patient visits annually. Growth highlights for 2007 include the completion of a new, expanded rehabilitation gym and the opening of an on-site heated pool for aquatic therapy and swim instruction. Also new for 2007, the center began offering orthopaedic and sports medicine services, and now features a gym to accommodate therapy and rehabilitation for orthopaedic conditions. Construction is also underway on a new Urgent Care Center for after-hours treatment of minor pediatric injuries and illnesses.

The Dan Marino Center offers families of children with developmental disabilities and chronic medical problems the most comprehensive and integrated treatment available in an outpatient setting. Individual services include speech, occupational and physical therapy, neurology, psychology, behavior modification, augmentative and alternative communication (AAC), music therapy as well as educational and support services. Diagnostic services include EEG, video EEG telemetry, MRI and radiography/X-ray.

The Dan Marino center is located at 2900 South Commerce Parkway in Weston. For more information, please call 954-385-6274 or log on to www.mchdanmarinocenter.com

Miami Children’s Hospital South Dade Center: The Miami Children’s Hospital South Dade Center reported sizable growth in services in 2007. The after-hours Urgent Care Service provided care for 14,668 patients, a 10 percent increase compared with the previous year, while the MRI service, launched in 2006, provided nearly 700 imaging studies. In other 2007 news, the center began offering orthopaedic and sports medicine services, and now offers services such as orthopaedic surgery, sports medicine and sports therapy.

The South Dade Center also offers Early Steps, an early intervention service for children 36 months of age or younger who are at risk of developmental delays. The center, which serves eligible children in southern Miami-Dade County, enrolled 2,200 children in Early Steps in 2007. Other offerings include rehabilitation services and Miami Children’s Health on Wheels preventive medicine outreach program.

The Miami Children’s Hospital South Dade Center is located at 17815 SW 97th Avenue (Franjo Road) in Palmetto Bay. For more information, please call 786-268-1777 or log on to www.mchsouthdadecenter.com

Miami Children’s Rehabilitation Services – Miami Lakes: Miami Children’s Rehabilitation Services – Miami Lakes reported significant growth in 2007. The center, which provides audiology, physical, occupational and speech therapies, hosted almost 12,000 patient visits – nearly double the activity of the previous year. The center is located at 14505 Commerce Way, Suite 450. For more information, please call 305-512-1550 or log on to www.mchmiilakescenter.com
FIU AFFILIATION MARKS EXPANDING INFLUENCE IN PEDIATRIC EDUCATION

Miami Children’s Hospital – home to the largest pediatric teaching program in the southeastern United States – bolstered its longstanding commitment to medical education in 2007 with the signing of an affiliation agreement with Florida International University College of Medicine.

“We are delighted with the relationship we have developed with Miami Children’s Hospital over the past year,” said FIU College of Medicine Dean Dr. John Rock. “Our students will benefit from the expanded learning opportunities offered by one of the leading pediatric facilities in the world.”

Christian C. Patrick, MD, PhD, Chief Medical Officer and Senior Vice President for Medical and Academic Affairs at Miami Children’s, said, “The relationship with Florida International University College of Medicine provides Miami Children’s Hospital a link with a medical school that will expand the educational and research scope, and advance MCH as a top-tiered children’s hospital.”

The FIU College of Medicine was approved in 2006 by the Florida Board of Governors and the Florida legislature. The first class of medical students is expected to be admitted in the fall of 2009, pending provisional accreditation by the Liaison Committee for Medical Education.

Miami Children’s Hospital has a long tradition of medical education excellence. The hospital’s pediatric medical residency program – now in its 45th year – provides training for 69 pediatric residents and 17 subspecialty fellows annually. The residency and fellowship programs are accredited by the Accreditation Council for Graduate Medical Education.

“Medical education is one of our most central missions,” said Dr. Patrick. “Through this leadership we ensure that quality physicians are available to serve the children of tomorrow.”

“Our students will benefit from the expanded learning opportunities offered by one of the leading pediatric facilities in the world.”

— Dr. John Rock, Dean, FIU College of Medicine
South Florida children really look up to former Miami Heat superstar Shaquille O’Neal. That made the 7-foot-plus basketball legend a perfect role model for a group of obese middle school children recruited to take part in a national television series aimed at chronicling the teens’ progress in pursuing healthier lifestyles.

When Shaq chose his dream team of specialists for the series titled “Shaq’s Big Challenge,” his producers tapped Miami Children’s own Dr. William Muiños, a pediatric gastroenterologist, as the project physician.

“Childhood obesity is a real problem in the United States,” said Dr. Muiños. “We felt something positive had to be done to educate and inform people about the grave dangers associated with obesity – such as diabetes, heart disease and early death,” he said.

Dr. Muiños, Shaq, a dietician and other team members worked with the children over a nine-month period to help them develop healthier lifestyles and lose weight. Their step-by-step progress was captured in the six-part ABC network series that aired during the summer months.

“After seeing the children slim down, become more active and change food preferences, we hope this inspires other families to challenge themselves to change their lifestyle and enhance quality of life,” said Dr. Muiños.

A critically ill child struggles for life in a Naples area hospital. The medical team fighting to save her knows the child’s best hope is hours away at Miami Children’s Hospital. What do they do? They call in LifeFlight®, Miami Children’s Hospital’s dedicated pediatric critical care transport team.

LifeFlight®, which celebrated 10 years of service to the region in 2007, serves as a mobile intensive care transport program. Today, the team brings approximately 1,000 children and newborns per year to Miami Children’s from hospitals throughout the U.S., South and Central America, and the Caribbean via ground or air transport.

The LifeFlight® program features a state-of-the-art ground ambulance for South Florida transports, a fixed-wing aircraft and two Sikorsky helicopters, the second of which was acquired in 2007. All are outfitted with the latest life-sustaining pediatric care equipment, and the LifeFlight® team of critical care nurses, pilots and mechanics is top-notch, consistently receiving commendations from state accreditation teams for the quality and safety of the service provided.

“All of us at LifeFlight® are proud to serve children when they need help the most,” said Maria Fernandez, MSN, ARNP, Director of the LifeFlight program. “Nothing is more rewarding than delivering a child into the hands of the hospital’s amazing critical care team.”
Looking at success with special treatments.

**Daniel Makes History**

History was due to repeat itself for Daniel Rodriguez. At only 13, the Hollywood eighth grader was in need of yet another open-heart surgery, the fourth of his young life. Born with a defect in his pulmonary heart valve, Daniel underwent his first open-heart surgery when he was only 10 days old and seemed destined for a future in which surgeries would be needed perhaps every decade or so as the replacement valves wore out.

But thanks to doctors at Miami Children’s Hospital, Daniel had the opportunity to break this pattern and make some history with a new procedure that spared him the complex surgery and subsequent long recovery. In February 2007, Daniel became one of the first children in the nation to benefit from a new heart valve replacement procedure. The Medtronic Melody™ Transcatheter Pulmonary Valve and Ensemble™ Transcatheter Delivery System is delivered to the heart via a tiny catheter tube and then deployed.

The procedure was performed by Dr. Evan Zahn, Chief of Cardiology for the Congenital Heart Institute and an international leader in developing and implementing minimally invasive heart procedures. For Daniel, the FDA study came just at the right moment. Instead of surgery and a lengthy and painful recovery, Daniel went home within a day of the new procedure with only a band-aid to cover the site where the valve was inserted. If future procedures are needed, a replacement valve can be inserted over the existing one using the same minimally invasive method.

**We had such faith in the doctors at Miami Children’s. They had performed his earlier surgical procedures, so when they suggested this new technique, we had complete confidence in them.**

— Melanie Rodriguez, Daniel’s mother

Since the procedure, Daniel has grown several inches, something his parents attribute in part to better health resulting from the procedure. He is happy and healthy, and pursues hobbies, which include caring for the family reptiles, and will soon resume participating in local theatre. “We had such faith in the doctors at Miami Children’s. They had performed his earlier surgical procedures,” said Daniel’s mother Melanie Rodriguez. “So when they suggested this new technique, we had complete confidence in them. Daniel’s fast recovery has made us very glad that we did.”

The Congenital Heart Institute at Miami Children’s is one of only three pediatric heart centers nationwide—and the only center in the Southeast—that participated in a Food and Drug Administration study to evaluate the use of a first-of-its-kind new heart valve replacement system. The Medtronic Melody™ Transcatheter Pulmonary Valve and Ensemble™ Transcatheter Delivery System is delivered to the heart via a tiny catheter tube and then deployed. The procedure was performed by Dr. Evan Zahn, Chief of Cardiology for the Congenital Heart Institute and an international leader in developing and implementing minimally invasive heart procedures.

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**Our decision to have Dr. Shufflebarger perform the surgery was one of the best we’ve ever made.**

— Betsy Alvarez, Ashley’s mother

Dr. Shufflebarger is one of the world’s leading experts on scoliosis. The surgical technique he developed at Miami Children’s more than a decade ago is now in use around the globe. The method involves surgical insertion of implantable rods that immediately correct the spinal disfigurement, enabling patients to lead active lives.

Ashley underwent surgery in May 2007. Within days, the determined 11-year-old was on her feet and by August she had resumed swimming. “I think I’ve gotten stronger as a result of the experience,” said the busy sixth grader, whose schedule includes cheerleading, basketball and volleyball.

As for Dr. Shufflebarger, he received a hug and a well-earned smile from a relieved and happy mother. “Our decision to have Dr. Shufflebarger perform the surgery was one of the best we’ve ever made,” said Ms. Alvarez. Dr. Shufflebarger perform the surgery was one of the best we’ve ever made,” said Ms. Alvarez. “We were lucky to have the very best doctor here in our own home town. Ashley has made an incredible recovery and we owe it all to the Miami Children’s spinal team.”

**Dan and Dr. Zahn**

**Melanie Rodriguez with Dr. Zahn**

**Ashley Alvarez**
LINET ACHIEVES HER MILESTONES

First feedings and potty training successes are developmental milestones that mothers and fathers take quiet delight in recognizing. But for the parents of Linet Travieso, these seemingly routine accomplishments have been cause for major family celebration.

Born in August 2006 with an esophagus that was connected to her trachea and without an anus, tiny Linet was transferred to Miami Children’s Hospital within hours of her birth. In 2007, with five major reconstructive surgeries behind her, Linet was wowing her doctors and family, eating pureed food on her own and making strides with toilet training at only 18 months of age.

Elizabeth Alvarez and Raul Travieso, Linet’s parents, say they owe it all to Dr. Steven Stylianos, Chief of Pediatric Surgery at Miami Children’s Hospital and a nationally recognized pediatric surgical leader.

“Dr. Stylianos was very brilliant with Linet,” said Ms. Alvarez. “Before she was born, I never would have imagined having a child with such medical needs. Now, thanks to Dr. Stylianos, we have the perfect baby girl we dreamed of.”

Linet’s case presented special challenges. The first step was to disconnect the esophagus from the trachea and reconnect the esophagus to itself. A feeding tube was also placed so that the baby could receive nourishment until the upper digestive tract repair was complete. In addition, a second defect in the esophagus was repaired in the spring of 2007.

A colostomy was performed in 2006 to help Linet function until she had matured to the point where an anal opening could be constructed in the summer of 2007.

Everything came together in the fall of 2007 when the colostomy was closed up and the feeding tube removed. Remarkable for a child who has undergone so many surgeries, Linet is making all her developmental milestones and is a happy and playful child.

“We are so very blessed,” said Ms. Alvarez. “Thank you, Miami Children’s.”

A BRIGHTER FUTURE FOR ALEX

When Alex Rodriguez was 8 years old, he began experiencing numbness in his right hand, particularly when trying to grip a pencil. Alex’s mother, Lisi Guerrier, first assumed that her budding student was simply trying to dodge his homework. She was completely unprepared for a Broward neurologist’s diagnosis: Alex had a tumor in the left lobe of his brain, perilously close to the area that controlled his motor movement.

For several years, doctors in Hollywood near the family’s home monitored the benign tumor. They recommended against surgical removal due to concerns that the procedure would impair Alex’s motor ability. So the family waited. Alex, a straight A student, was put on medication to control seizures associated with the tumor.

Having heard about the world-renowned team at Miami Children’s Brain Institute, Ms. Guerrier brought Alex to see neurosurgeon Dr. David Sandberg in July 2006. “He was the first doctor we’d spoken to who was confident he could remove the tumor without impacting Alex’s motor skills,” she said. “He assured us he would not do anything that would leave Alex in a worse situation. But he felt surgery would make it possible for him to live a completely normal life.

“Without the procedure, it was unlikely that Alex would ever be able to drive a car because he was prone to break-through seizures even while on his medication.”

To set the stage for surgery, Dr. Sandberg first worked with Dr. Trevor Resnick, Director of the Division of Neurology at the Brain Institute, to pinpoint the precise location of the tumor and the seizure activity. Then, in December 2006, Dr. Sandberg removed the tumor using intraoperative motor mapping technology developed by the Miami Children’s Brain Institute. The technology supports the surgical team in ensuring that all tissue necessary to preserve motor skills is left intact.

When school resumed in January 2007, Alex was back in the classroom. Today, at 13, he is completely seizure-free with no motor impairment. The Indian Ridge Middle School seventh grader continues to rack up mostly straight A report cards and plays trumpet in band.

As for Dr. Sandberg, he is the family’s hero. “He is the most amazing, gentle person,” said Ms. Guerrier. “Throughout the entire process he was so caring and thoughtful. We are so fortunate that Alex was in his care.”

“Dr. David Sandberg was the first doctor we’d spoken to who was confident he could remove the tumor without impacting Alex’s motor skills.”

— Lisi Guerrier, Alex’s mother
and industry partners to create new hope for children with debilitating brain disorders,” said Dr. Prasanna Jayakar, Chairman of the Brain Institute. “The smart implants apply minute electrical pulses to specific areas in the brain, acting as miniaturized pacemakers that ease the abnormal firing of brain networks to alleviate symptoms. The pacemaker is activated only when a smart microchip detects impending abnormal brain firing, a novel approach with unparalleled efficacy and safety that offers great promise to improve the lives of our children,” he said.

MINIMALLY INVASIVE HEART VALVE REPLACEMENT

The Congenital Heart Institute at Miami Children’s Hospital was one of only three pediatric heart centers nationwide – and the only center in the Southeast – to participate in a study to evaluate use of a first-of-its-kind heart valve replacement system that can be delivered to pediatric patients without invasive open-heart surgery. Typically, children with congenital valve defects must undergo multiple open-heart surgeries over a lifetime as replacement valves are outgrown or wear out. “Our philosophy has always been to minimize the cumulative trauma that our young patients must endure over the course of their lifetime. This new, non-surgical method of valve replacement is a quantum leap forward toward achieving this goal,” said Dr. Evan Zahn, the hospital’s principal investigator in the study to evaluate use of the Medtronic Melody™ Transcatheter Pulmonary Valve and Ensemble™ Transcatheter Delivery System.

IMPROVING LIVES OF CHILDREN WITH SCOLIOSIS AND LIMB DEFORMITIES

Miami Children’s Hospital’s Department of Orthopaedics plays a leading national and international role in developing and refining treatments for children with scoliosis and limb deformities. Dr. Harry L. Shuffelberger, head of the department’s Spinal Surgery Division, conducts ongoing research to optimize surgical methods associated with the use of an implantable rod for correcting spinal curvatures that he helped to develop more than a decade ago. Dr. Shuffelberger shares his research findings through national and international conferences and has published more than 15 textbook chapters.

Dr. Christopher Iobst, who heads the department’s Limb Correction Division, was the recipient of the 2007 St. Giles Young Investigator Award presented by the Pediatric Orthopaedic Society of North America for his national research leadership. The award recognizes young physicians who are dedicated to conducting research to benefit orthopaedic patients. Dr. Iobst specializes in the correction of limb length discrepancies and deformities and conducts research to evaluate outcomes associated with the latest techniques.
EXCEEDING CARE STANDARDS THROUGH CANCER RESEARCH
Miami Children’s Hospital works closely with Children's Oncology Group (COG) to identify cancer causes and pioneer new treatment strategies and cures. “Miami Children’s Hospital’s active involvement in research allows our physicians to offer innovative treatment options for children with cancer. We are currently assisting more pediatric patients with COG treatments than any other provider in the region,” said Dr. Enrique Escalon, Director of the Miami Children’s Cancer Center.

SAVING NEWBORNS WITH CONGENITAL DIAPHRAGMATIC HERNIA
Treatment models being implemented by the Division of Neonatology at Miami Children’s Hospital are dramatically increasing survival for children born with diaphragmatic hernia, a hole in the tissue that separates the chest cavity from the abdomen. The life-threatening condition allows abdominal organs to move into the chest cavity, impairing lung development. Miami Children’s methods for managing newborns with this condition, including gentle ventilation, make it possible to delay surgery until the babies are stable. As a result, survival rates have improved from 57 percent to nearly 90 percent, far exceeding national benchmarks. Miami Children’s methods for managing newborns with this condition, including gentle ventilation, make it possible to delay surgery until the babies are stable. As a result, survival rates have improved from 57 percent to nearly 90 percent, far exceeding national benchmarks.

SHARING RESEARCH TO BENEFIT CHILDREN EVERYWHERE
Miami Children’s physicians have published numerous articles in internationally recognized medical journals and have presented papers, posters and workshops at pediatric academic and research society meetings. This shared knowledge benefits the global pediatric care community.

BRAIN INSTITUTE: LEADING THE WAY IN EARLY DETECTION OF DISORDERS
For children with brain and neurometabolic disorders, time is cognitive ability. Time is physical coordination. Time is quality of life. To ensure that children with neurological and neurometabolic disorders receive the early intervention they so urgently need, Miami Children’s Brain Institute has established the Critical Outreach Prevention (COP) Program to promote physician awareness in the southeastern United States and Caribbean region.

The establishment of the COP Program was made possible through a $450,000 grant from the Peacock Foundation, garnered through the support of the Miami Children’s Hospital Foundation. “Our goal is to ensure better care and reduce morbidity and mortality through earlier diagnosis and timely intervention,” said Dr. Prasanna Jayakar, Chairman of the Brain Institute and the principal investigator associated with the Peacock Grant.

“The program will familiarize pediatricians and pediatric neurologists with the early signs of neurological and neurometabolic disorders where prompt treatment can save lives or avoid brain damage,” he said.

A specific subsection of the study is also being carried out through four other international centers: Albert Einstein College of Medicine in New York, UCLA Medical Center in Los Angeles, Great Ormond Street Hospital for Children in London, and Rothschild Hospital in Paris.

$450,000
Grant from the Peacock Foundation that established the Critical Outreach Prevention (COP) Program at Miami Children’s Brain Institute.
BLUE CROSS BLUE SHIELD ANNOUNCES FINANCIAL COMMITMENT TO BRAIN INSTITUTE

It’s called “the Blue Concourse” – a welcoming place for the approximately 35,000 patients who seek care each year at the Miami Children’s Brain Institute – and it is a tribute to the $1.5 million commitment of Blue Cross Blue Shield of Florida (BCBSF) to this leading edge service for children with brain anomalies. The Blue Concourse was dedicated in 2007 at a ceremony attended by representatives of Blue Cross Blue Shield and local entertainment legends Emilio and Gloria Estefan. The Gloria Estefan Foundation has partnered with BCBSF to help raise funds and awareness for the Brain Institute.

REACHING OUT TO KEEP CHILDREN HEALTHY AND SAFE

Scene 1: A cheerfully painted medical van pulls into a migrant camp. A smiling doctor opens the door to welcome a group of uninsured children who will receive free vaccinations and medical exams.

Scene 2: A 12-year-old boy identified as at-risk receives assistance with homework and health and fitness practices at a program in Miami’s Overtown district.

Scene 3: A family that keeps a pistol in their home receives a free gun lock from their pediatrician through a program supported by Miami Children’s.

Looking out for the well being of South Florida’s children requires the work of many hands. Miami Children’s Hospital is proud to play a significant role in advancing pediatric health and safety in the region through its own many initiatives as well as collaboration with other organizations.

From the hospital’s Health on Wheels mobile medical units, which reach out to underserved children, to educational programs to promote safety and collaborative initiatives to help children be safe and get fit, Miami Children’s is undoubtedly a regional leader in putting children’s wellness first.

HELPING THOSE WHO NEED US MOST

In 2007, Miami Children’s Hospital provided more than $17.4 million in uncompensated care to meet the needs of South Florida’s children.

Most of these funds provide essential inpatient and outpatient services for uninsured children with serious or critical care needs as part of the hospital’s important ongoing role as a regional safety net hospital.

The balance – approximately $500,000 – supports primary care of at-risk children through the hospital’s Health on Wheels outreach program.

“Miami Children’s is undoubtedly a regional leader in putting children’s wellness first.”
HEALTHCARE OUTREACH THROUGH SCHOOLS AND CARE SETTINGS

INVESTING IN OUR FUTURE: PREVENTION AND HEALTH PROMOTION

Health on Wheels: Miami Children’s Hospital’s Health on Wheels outreach program, administered by the hospital’s Division of Preventive Medicine, 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.

The mobile units are staffed by board-certified physicians, nurse assistants and paramedics. To date, the team has served nearly 100,000 children and adolescents in Miami-Dade, Broward and Monroe counties. The program targets medically uninsured children and works to establish a medical home for them to ensure continuity of care and promote better health. Since the program’s inception in 1995, the staff has been able to identify more than 462 children with life-threatening diseases. These children have been treated successfully.

Brightening Smiles for Disadvantaged Children: Tooth decay is the most common chronic childhood disease and low-income children are most likely to be affected by it. Of the 463,000 low-income children in Miami-Dade County, it is estimated that less than 20 percent receive annual dental care. To address the situation, Miami Children’s Hospital, Miami Children’s Hospital Foundation and the Health Foundation of South Florida came together in 2006 to create “Healthy Smile, Happy Face,” a program that’s bringing dental services and education to low-income children in Miami, Broward, Homestead, Florida City and Overtown.

Health Connect in our Schools: Miami Children’s Hospital supported the development of the Health Connect in our Schools program, founded by The Children’s Trust to address the need for school-based healthcare. Through the program, Miami Children’s Hospital provides staffing for six clinics based at Miami-Dade County schools, providing primary care, first aid and assessment as needed.

Building Healthy Connections: Miami Children’s Hospital also participates in the Building Healthy Connections Program, which offers health services at Head Start-affiliated child care centers. The program helps ensure that the children receive necessary immunizations and that health problems are identified early in a child’s life.

AFTER CARE AND SUMMER CARE PROGRAMS

OK FINE: To help children in the city’s Overtown community reach their academic potential, Miami Children’s Hospital teamed up, starting in 2004, with the Florida Department of Education, the Alonzo Mourning Foundation and other sponsors to develop the OK FINE (Overtown Kids – Fitness, Involvement, Nutrition and Education) program at the Overtown Youth Center. The program, which has touched the lives of hundreds of children and families, offers recreational and academic after-school and summer programs for children at risk of poor classroom performance and is being considered as a model for other communities.
“Fit to Play” Program Promotes Summer Health and Safety: In 2007, Miami Children’s Hospital joined in a Miami-Dade County initiative to promote better health among school-age children during the summer months. The hospital is a partner in the “Fit to Play” program founded by the Miami-Dade County Parks & Recreation Department to promote better health and reduce childhood obesity. The program offers a full-time day summer camp program for children ages 6 to 14 at more than 40 county parks and has the potential to serve as a model for parks departments nationwide.

HEALTH AWARENESS
Miami Children’s Hospital works diligently to promote health and safety awareness through a variety of means, including classes on health and safety topics and sharing of information. The hospital also includes health tips, and KidsHealth content on wellness and health issues in English and Spanish on its website, www.mch.com.

Partnering with the News Media: Miami Children’s partners with the news media to share important health and safety information. In 2007, the hospital collaborated with CBS-Channel 4 to share summer safety messages. In addition, the hospital ran advertorials featuring health and safety messages in The Miami Herald and The Sun-Sentinel.

Partnering with State Attorney: In 2007, Miami Children’s partnered with the State Attorney’s Office to promote gun safety for children in households with guns. Gun safety locks are being distributed to local pediatricians along with gun safety messages for the parents.

EDUCATIONAL OUTREACH
Miami Children’s Hospital’s Department of Staff and Community Education offers a variety of health and safety-related classes and programs for parents, caregivers and children. Programs and topics include:

- Stranger danger
- Pool safety
- 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 stations, offering assessment 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 inspect bikes, helmets and other wheeled craft for safety
- Safety health fairs

WEBSITE OF CHOICE
Miami Children’s website got a whole new look and structure in 2007, including new features, such as a virtual tour of the main campus and interactive “department finder” maps to help families find their way. The award-winning website — one of the most comprehensive among pediatric hospitals nationwide — was reorganized to make its vast storehouse of information more accessible and appealing. Site offerings include:

- Information on hospital services
- Information on Miami Children’s outpatient facilities
- Find-a-physician resources to help families locate a doctor to meet their specific needs
- Biographical information on the hospital’s 650-member medical staff
- Links to resources on children’s health and medical issues
- Links to hospital publications
- Information on Miami Children’s research protocols
- An e-card function so friends and family can send hospitalized children an electronic greeting card
- Links to child-friendly activity sites
- Information on volunteer and philanthropic opportunities

For more information, visit www.mch.com.
DOUBLE HONORS: MCH TWICE RANKED AMONG BEST CHILDREN’S HOSPITALS IN 2007…

Banners were hoisted on the Miami Children’s Hospital grounds in 2007 celebrating the hospital’s double ranking among the nation’s top pediatric hospitals. Miami Children’s was listed among “America’s Best Children’s Hospitals” by U.S. News & World Report and was also included in Child magazine’s 2007 ranking of top pediatric facilities.

The year of accolades got off to a fast start in January, when Child listed Miami Children’s Hospital 26th nationwide. In addition, the magazine ranked the hospital’s Emergency Department 10th nationally for “Emergency Care” – the only facility in the state to be included in this subspecialty category.

To be eligible for inclusion in the Child ranking, the hospital completed an extensive survey that included information on survival rates, the number of complex procedures and intricate surgeries conducted, clinical research studies, efforts to reduce medical errors, and the quality and training of doctors and nurses, as well as child-friendliness, support for families and community involvement.

August brought word of the U.S. News ranking, with Miami Children’s listed 26th among the nation’s pediatric hospitals – the only hospital in Florida to make the list. To be eligible for the U.S. News ranking, medical facilities were required to be classified by the National Association of Children’s Hospitals and Related Institutions (NACHRI) as a free-standing children’s hospital or as a children’s “hospital within a hospital.” Of the 122 children’s hospitals that met this standard, 113 responded to a U.S. News survey asking for data and statistics on a variety of procedures such as the number of bone marrow transplants and difficult heart operations performed.

Miami Children’s was first included in the magazine’s list in 2006 and moved up in the ranking significantly in 2007. This is the first year that Training magazine has expanded its rankings to include a “Training Top 125” list. In the past, it has selected 100 companies for ranking.

Inclusion in the Training Top 125 is based on many factors, including financial commitment, programs offered, methods of evaluation, workplace surveys, and data related to employee turnover and referrals. Others named to the list include such giants of industry as Verizon, Ritz-Carlton and Wachovia.

Looking at lasting achievements.
A TRIBUTE TO LEADERS

Several key leaders concluded years of service to Miami Children’s Hospital in 2007. Miami Children’s Hospital is grateful for their leadership and commitment.

Thomas M. Rozek

Thomas M. Rozek, who served as President and CEO of Miami Children’s Hospital since 1999, retired at the end of 2007. “Tom Rozek is an exceptional leader with many achievements to his credit,” said Rene V. Murai, former Chairman of the Miami Children’s Hospital Board of Directors. “His accomplishments include enhancing the hospital’s medical care, assembling a top-notch leadership team, solidifying the hospital’s finances and expanding and improving the hospital campus. All of these achievements have contributed to Miami Children’s being recognized among the nation’s best children’s hospitals. We wish Tom all the best as he enters this new phase of his life.”

Rene V. Murai

Miami Children’s extends heartfelt appreciation to Mr. Rene Murai for his devoted service to the hospital. Mr. Murai served as Chairman of the Miami Children’s Board of Directors from 2004 to 2007, helping to enhance programs and services to improve the lives of the children of South Florida. Mr. Murai has maintained a near life-long commitment to Miami Children’s.

Dr. Anselmo Cepero-Akselrad

Miami Children’s Hospital expresses sincere gratitude to Dr. Anselmo Cepero-Akselrad, who concluded a two-year term as President of the hospital Medical Staff in 2007. Dr. Cepero-Akselrad’s leadership and commitment supported the advancement of medical practice at Miami Children’s Hospital. Dr. Cepero-Akselrad is Associate Director of the Division of Pediatric Nephrology at Miami Children’s and is board-certified in pediatric nephrology.

Rene V. Murai,
Chairman of the
Miami Children’s Hospital
Board of Directors, 2004 to 2007

Thomas M. Rozek,
President and CEO of
Miami Children’s Hospital,
1999 to 2007

Dr. Anselmo Cepero-Akselrad
President of Miami Children’s Hospital Medical Staff, 2006 to 2007
AWARDS AND RECOGNITION

NATIONAL

DENTAL PROGRAM RECEIVES ACREDITATION AND GRANT
The Miami Children’s Dental Clinic was awarded accreditation status from the Commission on Dental Accreditation, following a site evaluation of its developing pediatric dentistry program. The program offers children’s dental care as well as pediatric dental residency training.

PSYCHOLOGY INTERNSHIP AWARDED PROGRAM ACREDITATION
Miami Children’s Hospital’s psychology internship program was accredited by the American Psychological Association, following an extensive evaluation and site visit. Each year the program provides training for seven students pursuing doctoral degrees in psychology.

RADIOLOGY DEPARTMENT GAINERS CT ACREDITATION
The Miami Children’s Radiology Department received accreditation status from the American College of Radiology for its Computed Tomography (CT) program. The department’s ultrasound and MRI services have also been accredited.

MICHELLE BURKE RECEIVES NATIONAL AWARD
Michelle L. Burke, MSN, ARNP, CPN, CPON, was selected by the Association of Pediatric Hematology Oncology Nursing as the recipient of the 2007 Jean Ferguson Excellence in Pediatric Hematology/Oncology Nursing Education Award.

DR. CHRISTOPHER IOBST CAPTURES ‘YOUNG INVESTIGATOR’ AWARD
Dr. Christopher Iobst of the Department of Orthopaedic Surgery was the recipient of the 2007 St. Giles Young Investigator Award presented by the Pediatric Orthopaedic Society of North America. The award recognizes young physicians who are dedicated to conducting research in the field to benefit orthopaedic patients. Dr. Iobst specializes in the correction of limb length discrepancies and deformities.

HOSPITAL RECOGNIZED FOR COMMITMENT TO ORGAN DONATION
Miami Children’s Hospital received a Luminaire Award from the U.S. Department of Health and Human Services (DHHS) in recognition of its commitment to organ donation. The hospital was recognized for achieving the DHHS “Gift of Life Donation Initiative” goal of 75 percent conversion of organ donor candidates.

TEAM WINS NATIONAL RESEARCH AWARD
Miami Children’s Hospital received a Luminaire Award from the U.S. Department of Health and Human Services (DHHS) in recognition of its commitment to organ donation. The hospital was recognized for achieving the DHHS “Gift of Life Donation Initiative” goal of 75 percent conversion of organ donor candidates.

MARKETING DEPARTMENT GARNERS NATIONAL AWARD
The Miami Children’s Marketing Department received 10 national awards for various advertising and print projects. The department was the recipient of six Excellence in Healthcare Awards from Healthcare Marketing Report, a publication that annually recognizes the best in healthcare marketing. The department also received four Aster Awards, which are presented annually by Marketing Healthcare Today magazine. Specific pieces recognized include the hospital’s physician radio spots, a series of newspaper advertorials, the hospital’s annual report and a physician referral print ad.

REGIONAL

HOSPITAL HONORED BY SOUTH FLORIDA PARENTING
Readers of South Florida Parenting Magazine again selected Miami Children’s Hospital as the Best Pediatric Hospital in Miami-Dade County. The hospital was chosen “Best of the Best” for having achieved this recognition for 10 consecutive years. In addition, the Miami Children’s Hospital Dan Marino Center was selected as the Best Place for Neurological Evaluations in Broward County.

CHAMBER OF COMMERCE RECOGNIZES FOUNDATION
The Coral Gables Chamber of Commerce presented Miami Children’s Hospital Foundation with one of its 2007 Diamond Awards. The awards recognize organizations that make a difference in the lives of people within the South Florida community.
EDUCATION TEAM ACHIEVES TOP REGIONAL HONOR

The Department of Staff and Community Education received a Gold Award—the highest honor—from the Ft. Lauderdale Chapter of the American Society for Training and Development. The department was recognized for establishing the MCH Leadership Institute, an innovative program for developing potential leaders among hospital staff.

MARIA FERNANDEZ ACCEPTS STATE AWARD

Maria Fernandez, MSN, ARNP, Director of the LifeFlight™ Critical Care Transport Program, was chosen Transport Nurse of the Year by the Florida Emergency Management Service (EMS). The award recognizes leadership at the hospital and state level.

JEANNETTE DIANA RECEIVES NURSING AWARD

Jeannette Diana, MSN, ARNP, nurse practitioner in the Department of Pediatric Surgery, received the Sigma Theta Tau International Nursing Honor Society Excellence in Leadership Award from the University of Miami chapter. The award is given to a member who introduces visionary or innovative leadership approaches.

CHAMBER OF COMMERCE HONORS STAFF

Four members of the Miami Children’s family were recognized during the 10th Annual Health Care Heroes Awards luncheon sponsored by the Greater Miami Chamber of Commerce.

Those honored included:

DOTTIE THOMAS, RN, BSN, CIC, who recently retired as Director of Infection Control, was recognized in the nursing category for her leadership in the field of infection control.

BYRON SMITH, Security Supervisor, was recognized in the Individuals of Merit category for his work in sponsoring the State of Florida Safety and Career Day, which helps disadvantaged children.

THOMAS M. ROZEK, President and CEO until his retirement in late 2007, received a special award for his leadership at Miami Children’s Hospital as well as his service to the Greater Miami Chamber of Commerce.

MARKETING DEPARTMENT RECEIVES STATEWIDE AWARDS

Miami Children’s received two 2007 Mark of Excellence Awards from the Florida Society for Healthcare Public Relations and Marketing. The hospital received recognition in the broadcast advertising category for its physician/nurse radio advertising campaign and was also honored in the external publications category for the 2005 annual report.

The total number of regional and national awards in recognition of Miami Children’s excellence in children’s healthcare.
2007 Financials

Inpatient Admissions

- 2001: 13,000
- 2002: 13,200
- 2003: 13,297
- 2004: 13,000
- 2005: 12,595
- 2006: 12,346
- 2007: 12,399

Emergency Room Visits

- 2001: 78,047
- 2002: 83,053
- 2003: 85,192
- 2004: 85,392
- 2005: 81,158
- 2006: 78,397
- 2007: 75,484

Total Surgical Cases

- 2001: 9,116
- 2002: 9,021
- 2003: 8,966
- 2004: 9,102
- 2005: 8,945
- 2006: 9,475
- 2007: 9,904

2007 Expenses

- Salary and Benefits: 52.7%
- Purchased Services and Other Expenses: 21.1%
- Supplies: 11.1%
- Insurance: 2.3%
- Depreciation and Interest: 6.9%
- Reinvestment in Property, Plant and Equipment: 8.8%

2007 Sources of Revenue

- Net Patient Revenue: 91.4%
- Medicaid/Medicare: 59.5%
- HMO/PO/Insurance: 36.7%
- State, Federal and Other Grants: 2.8%
- Medicaid/Medicare HMO: 59.5%
- HMO/PPO/Insurance: 36.7%
- Self Pay/Other Governmental: 3.8%

2007 Inpatient Admissions

- Total Inpatient days: 69,009
- Total Inpatient Admissions: 12,346
- Inpatient Average Daily Census: 189
- Inpatient Occupancy: 68.8%
- Total ER Visits (main campus): 78,397
- MCH General Clinic Visits: 8,885
- Ambulatory Visits: 7,069
- Observation Visits: 2,317
- Private Outpatient Visits: 146,549
- Total Surgical Cases: 9,904
- Average Length of Stay: 5.6 days

MCH SOUTH DADE CENTER
- Rapid Care: 15,212
- Outpatient Visits (Rehab & Diagnostic): 11,600

MCH REHABILITATION SERVICES – MIAMI LAKES
- Outpatient Visits (Rehab & other): 12,393

MCH DAN MARINO CENTER
- Outpatient Visits (Rehab & Diagnostic): 17,012
- Total STATISTICAL DATA:
  - Total Inpatient Days: 69,009
  - Total Inpatient Admissions: 12,346
  - Inpatient Average Daily Census: 189
  - Inpatient Occupancy: 68.8%
  - Total ER Visits (main campus): 78,397
  - MCH General Clinic Visits: 8,885
  - Ambulatory Visits: 7,069
  - Observation Visits: 2,317
  - Private Outpatient Visits: 146,549
  - Total Surgical Cases: 9,904
  - Average Length of Stay: 5.6 days
Our partnership with you and the Children's Miracle Network helps us meet the financial needs of the many programs and research undertaken by the hospital each year and ensure that every child receives the best possible pediatric care.

Miami Children's Hospital Foundation is pleased to recognize and thank the following individuals, corporations, foundations and other organizations that favor their generous support of the hospital. We express our sincere appreciation for making a difference in the lives of the children and their families.

Event Support

$10,000-$24,999

- Aon
- Marilyn and Adrian Asa

Support

$1,000-$2,499

- Kathleen A. Benefield
- B. J. & C. M. Beggs

Support

$25,000-$49,999

- Robert A. and Charlotte S. Swiggers
- Rosemary and Peter A. Albinus

Support

$50,000-$99,999

- National Science Foundation
- United States Department of Energy

Support

$100,000-$199,999

- Bill Ussery Motors, Inc.
- Turner Construction Company

Support

$200,000-$399,999

- Travelers Property Casualty Corp.
- Cresa Partners

Support

$500,000-$999,999

- United Healthcare
- Northside Hospital

Support

$1,000,000-$9,999,999

- Children's Miracle Network Hospitals
- Wal-Mart

Support

$10,000,000+

- United States Congress
- United States Department of Education

Support
Miami Children’s Hospital Foundation (MCHF) is a separately incorporated 501(c)(3) charitable foundation. All donations to Miami Children’s Hospital Foundation are tax deductible as allowed by law. MCHF Registration No. 53-198295, has complied with the registration requirements of Chapter 496, Florida Statutes, the Solicitation of Contributions Act.

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Mr. Mark Blank, Mrs. Florence Groover Frank; Mr. Abel Hatz;
Mr. Albert H. Nahmad; Mr. Ricardo Pines
Ex-Officio Member: Mr. Thomas M. Rokez
In Memoriam: Ambassador David M. Walters

RECOMMENDATION BY THE STATE.

FROM THE DIVISION OF CONSUMER SERVICES BY CALLING TOLL-FREE 1-800-435-7352 A COPY OF THE OFFICIAL REGISTRATION AND FINANCIAL INFORMATION MAY BE OBTAINED FROM THE DIVISION OF CONSUMER SERVICES BY CALLING TOLL-FREE 1-800-435-7352 WITHIN THE STATE. REGISTRATION DOES NOT IMPLY ENDORSEMENT, APPROVAL, OR RECOMMENDATION BY THE STATE.