MIAMI
CHILDREN’S
HOSPITAL
We’re here for the children
2008 A Report to the Community
MISSION
We provide hope through advanced care for our children and families.

VISION
We will be where the children are.

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

VALUES AND GUIDING BEHAVIORS
We are passionate in serving the child and family.
We respect and support each other.
We foster a safe, caring, healthy environment.
We are accountable.
We act with integrity.
We collaborate.
Dear Friends:

Putting children first. That’s what we are all about at Miami Children’s Hospital and 2008 marked another great year in meeting the needs of the children of our community and beyond.

Highlights of a busy year included opening several new facilities designed to fit kids perfectly. We were pleased to open new pediatric ambulatory surgical suites, with the latest child-specific equipment and accommodations. And we welcomed families into our new 2North inpatient unit, which features private rooms and the latest comforts. We also celebrated the reopening of the hospital’s rehabilitation gym, which was refurbished and updated with the latest enhancements to engage children in physical and occupational therapies in a playful fashion.

An essential part of ensuring that we fit kids perfectly involves bringing services where the children are. We made strides on our ambulatory center program in 2008, opening a new 25,000-square-foot facility in Doral and breaking ground for yet another center in West Kendall that will open in 2009.

In addition, our outreach programs bring medical care and dental services to underserved children throughout the region, through affiliations with migrant camps and schools aimed at closing gaps in medical care.

When customers are kids, the care environment is key. Miami Children’s is a leader in making services child friendly. We made advancements in 2008, reinventing our main playroom with whimsical murals to capture and transport young imaginations.

Our commitment to fitting children perfectly extends to generations still unborn. Our Miami Children’s Hospital Research Institute works to ensure that medications and interventions of the future are a perfect fit for the children they are intended to serve.

We are pleased to offer so much to meet the needs of the children of our community and look ahead to new programs and services that will ensure our pediatric leadership for generations to come.

Sincerely,

M. Narendra Kini, MD, MHA   Juan Carlos Mas
President and CEO   Chairman of the Board
MIAMI CHILDREN’S HOSPITAL PROGRAMS RANKED AMONG NATION’S BEST

Three Miami Children’s Hospital pediatric specialty services were ranked among the best in the nation in U.S.News & World Report’s 2008 “Best Hospitals” issue:

- heart and heart surgery
- neonatology
- neurology and neurosurgery

Arnold Palmer Hospital (APH) for Children in Orlando is the only other Florida hospital to be listed in any 2008 “America’s Best Children’s Hospitals” category. The Congenital Heart Institute at MCH and APH is a collaborative service, described as “one program at two locations.”

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) in either of two categories — a freestanding children's hospital or a children’s “hospital within a hospital” (a large, multidisciplinary pediatric service within a medical center).

In addition, several non-NACHRI members were added because of known expertise or at the recommendation of experts. Of the 143 children’s hospitals invited to complete a survey asking for information as detailed as whether a center offers postgraduate fellowships in pediatric cardiology, 113 responded. The survey was constructed by RTI International, which collects the data and oversees the methodology behind the general (adult) acute care "Best Hospitals" rankings.

MCH RECEIVES MAGNET RECOGNITION RENEWAL

The nurses at Miami Children’s Hospital have done it again. The American Nurses Credentialing Center’s (ANCC) Magnet Recognition Program for Excellence in Nursing Services has once again designated Miami Children’s as a Magnet hospital.

Magnet designation is widely accepted as the gold standard of patient care. Only 3 percent of hospitals nationwide have achieved Magnet designation. Miami Children’s Hospital first received this recognition in 2003.

The Magnet Recognition Program recognizes excellence and professionalism in nursing. Applicants undergo an extensive evaluation, and members who are awarded Magnet status must continue to maintain rigorous standards as part of their four-year designation. To reapply for and receive Magnet status for an additional four years is confirmation of the hospital’s resolve to deliver the highest level of care in nursing today. Research shows that Magnet hospitals are more effective at attracting and keeping quality nurses.

“The nursing staff at Miami Children’s has a long-standing tradition of leadership, clinical excellence, collaboration and concern for our patients and their safety. Our nurses are the heart and spirit of this hospital and Magnet recognition is a genuine reflection of their concern for the well being of the children entrusted to our care,” said Jackie Gonzalez, MSN, ARNP, Senior Vice President and Chief Nursing Officer.
Miami Children’s Hospital opened new state-of-the-art facilities for inpatient care and outpatient surgery in 2008. The new unit and surgical suites were built in space formerly used as offices and for materials management.

**Inpatient Care with Maximum Comfort**
The hospital’s new 2North Unit features 14 spacious private patient care rooms. The rooms include a private bath and a small bay with a television and reading lights for parents rooming in with their children.

**Minimally Invasive Outpatient Surgery Suites**
To expand availability of surgical space at Miami Children’s, the hospital opened four new minimally invasive procedure suites in 2008. The new outpatient surgical space, located on the hospital’s second floor, can be utilized for:

- Gastrointestinal procedures
- Dermatological procedures
- Bone marrow aspirations
- ENT procedures

The suites are equipped with their own recovery area and feature high-definition scopes and other state-of-the-art equipment designed specifically for children. A beautiful adjoining waiting area makes families feel more at home while their children are in surgery.
NEW REHABILITATION GYM EVEN MORE CHILD FRIENDLY

The Coral Gables Rotary Club has left a lasting mark on Miami Children’s Hospital, donating funds for the remodeling of the hospital’s Rehabilitation Gym, which was completed in February 2008.

“Thanks to the generosity of the Rotary Club, children have a beautiful refurbished space offering the latest interactive equipment for physical, occupational and speech therapies,” said Marlene G. Burt, MS, PT, Director of Rehabilitation Services.

HIGHLIGHTS INCLUDE:
• A multi-sensory room that provides opportunities for children to interact with the environment via sensory experiences and explorations
• New equipment that offers perceptual challenges involving variable slopes, ramps and ladders
• Floor patterns and designs that are used for testing and evaluation, and visual motor games
Musical notes, floating bubbles, an artist’s palette and fantasy landscapes are among the whimsical forms brought to life in 2008 on the walls of the Miami Children's Hospital playroom.

Always a sanctuary for hospitalized children, the hospital’s main playroom has become an even more delightful space, thanks to the artistry of Venezuelan-born artist Carlos Augusto Pereira, who designed and painted the captivating murals that extend from the playroom exterior to the interior and include the adjoining covered outdoor play area.

“The playroom’s 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 Lynn Heyman, Director of Community and Volunteer Resources, who spearheaded the project together with Miami Children's volunteer Michelle Klinger. Ms. Klinger, who has helped inpatient children express themselves artistically, not only raised funds for the project, she recruited fellow artist Pereira to transform the walls with his paintbrush.

“Michelle’s commitment to children is an inspiration: Thanks to her vision, playroom visitors can step aside from their personal situation for a minute. If they can smile or wonder, or just enjoy colors, shapes, light and beauty, then these murals have accomplished their purpose.”

- Lynn Heyman, Director of Community and Volunteer Resources
New Doral Center... West Kendall on the Way
As part of an organizational commitment to “being where the children are,” the Miami Children’s Hospital Doral Center began providing select services in May. The 25,000-square-foot facility, located at 3601 NW 107th Avenue, offers an after-hours Urgent Care Center for minor pediatric injuries and illnesses, as well as physical, occupational, speech and feeding/swallowing therapies, and diagnostic services, including MRI and X-ray.

“The community has been quick to embrace this attractive new center,” said José Perdomo, Vice President of Ambulatory Services. “Patient visits have well exceeded expectations.”

Miami Children’s expects to repeat this successful formula with its Miami Children’s Hospital West Kendall Center, slated to open in 2009. The 35,000-square-foot facility will be located at 13400 SW 120th Street, in the London Square shopping center. For additional details about this center, please log on to www.mchwestkendallcenter.com.

Miami Children’s Hospital Palmetto Bay Center
The Miami Children’s Hospital Palmetto Bay Center (formerly the South Dade Center) celebrated 2008 with a new name and a new, more colorful, look to its building.

The Urgent Care Center, which sees more than 15,000 patients a year, provides after-hours care for minor injuries and illnesses. Other offerings include MRI, X-ray, ultrasound and lab services. The center’s rehabilitation services, which had approximately 11,000 patient visits, provide physical, occupational and speech therapies.

Also available on the Palmetto Bay grounds is Early Steps Southernmost Coast, an intervention service for children 36 months of age or younger who are at risk of developmental delays; and Miami Children’s Health on Wheels, a preventive medicine outreach program.

The Miami Children’s Hospital Palmetto Bay Center is located at 17615 SW 97th Avenue (Franjo Road) in Palmetto Bay. For more information, please call 786-268-1777 or log on to www.mchpalmettobaycenter.com.

Miami Children’s Rehabilitation Services – Miami Lakes:
This Miami Children’s Hospital outpatient location continues to report significant growth. Services provided include physical, occupational and speech therapies as well as audiology services. During 2008, the 3,600 square-foot center hosted approximately 16,000 patient visits – nearly a 30 percent increase compared to 2007. Patient volume at this location has more than doubled in the past two years. Miami Children’s Rehabilitation Services – Miami Lakes is located at 14505 Commerce Way, Suite 450. For additional information, please call 305-512-1550 or log on to www.mchmiamilakescenter.com.
Liliana Martucci was still in her “Little Mermaid” period when a 104 degree fever first brought her to Miami Children’s door. She fondly remembers “getting in trouble” for trying to jump on her hospital bed in her mermaid pajamas, as well as the names of all the doctors and nurses who have cared for her over the years during her recurrent treatments for cancer.

Today, Liliana is finishing her nursing studies at Barry University with an eye toward becoming a pediatric nurse at the hospital she once thought of as a second home.

“I feel like I am very lucky and can pass on hope to sick children. I love kids and want to be there for them,” said Liliana, now 21.

Liliana’s path first became intertwined with the hospital with the appearance of the troublesome fever and abdominal pain when she was only 3 years old. A CT scan revealed a large neuroblastoma, a cancerous growth, near her kidney.

Under the care of pediatric oncologist Dr. Athena Pefkarou, Liliana underwent nine months of intensive chemotherapy and radiation treatment to reduce the size of the tumor so that surgery could be performed by Miami Children’s pediatric surgeon Dr. Cathy Burnweit.

The advance treatment and surgery didn’t keep Liliana down for long. Within a day of surgery, she stunned the staff with the memorable bed-jumping incident, which brought a tender scolding from her nurses.

Under ongoing monitoring by the Miami Children’s Hospital Cancer Center, a malignant cyst was discovered when Liliana was 9. Again, her hospital “dream team” stepped in and Dr. Burnweit again performed surgery to remove the growth.

Over the years, Liliana has continued ongoing monitoring by the Cancer Center team to ensure she remains disease free. She also performed her high school service hours in the hospital’s Child Care Center.

“I love Miami Children’s Hospital. The staff is like a family to me,” said Liliana, who hopes to make the hospital her permanent work address following graduation.
STARS BRING SMILES AT MIAMI CHILDREN’S

The stars came out to boost Miami Children’s Hospital in 2008.

It all began with a star appearance by Beyoncé at the Miami Children’s Hospital Foundation’s Diamond Ball in October. Prior to her grand entrance at the Diamond Ball, a casually elegant Beyoncé paid a surprise visit to the hospital’s playroom where she dazzled hospitalized children and their families. Her participation at the foundation’s signature fundraising gala later that evening made the event an unparalleled success.

Entertainment giant Will Smith, in town to promote the release of a new film, visited the playroom and the bedsides of sick children in November. He kept the children laughing with his antics and impromptu rendering of his “Fresh Prince of Bel Air” theme song before presenting a generous check to the hospital.

Thanks, Beyoncé and Will, for including Miami Children’s Hospital in your busy 2008 schedules!
**CHRISTOPHER BOUNCES BACK**

Christopher Flaig can perform mind-boggling tricks with a yo-yo. The Vero Beach middle school student is an international level yo-yo competitor, all-round athlete and academic achiever. Oh – and he had major brain surgery a little over a year ago at the Comprehensive Epilepsy Center at Miami Children's Hospital, a division of the hospital's world-famous Brain Institute.

Christopher, now 14, takes it all in stride. “I wanted to have the surgery so my mom wouldn’t worry about me whenever I went swimming,” said Christopher, whose May 2007 procedure ended almost six years of recurrent seizures.

Christopher began experiencing seizures soon after completing the second grade. Suddenly, he would stare blankly and would not remember events that occurred during the episodes. Over the years, the family tried a variety of medications in an attempt to curb the chronic seizures, but none worked reliably for long. Christopher was seizing several times daily, which was interfering with his sports and academic pursuits.

Finally, a search on-line led the family to Miami Children’s Hospital and Dr. Michael Duchowny, Director of the Comprehensive Epilepsy Center. The center receives referrals from all over the world for children with seemingly untreatable epilepsy.

“We wanted a normal life for Christopher and never were able to stop worrying about him,” said Cynthia Flaig, Christopher’s mother.

Renowned neurosurgeon Dr. Glenn Morrison removed a major section of the boy’s right temporal lobe in 2007, eliminating tissue that had never developed properly and was the source of the recurrent seizures.

Today, Christopher is involved year round in sports, playing basketball, baseball, football and lacrosse, and dazzling his doctors with his yo-yo feats, including competition tricks with names like Roller Coaster and Mach 5. Most importantly, he’s seizure free and looking ahead to a bright future.

“We are so grateful to Miami Children’s Hospital for freeing Christopher from seizures and giving us back our lives.”

- Christopher Flaig Sr., father of Christopher Flaig

**A FITTING TRIBUTE TO A REMARKABLE LEADER**

Ambassador David M. Walters, founder of the Miami Children’s Hospital Foundation, dedicated much of his life to creating a haven of hope and better health for children in South Florida. So it’s fitting that the tribute to his leadership on the Miami Children's campus is a beautiful fountain featuring bronze figurines of children at play.

The David M. Walters Serenity Fountain, located in front of the hospital's Ambulatory Care Building, was dedicated in April 2008.

Ambassador Walters, who died in January of 2005, created the Miami Children’s Hospital Foundation in 1982 after the loss of his granddaughter, Shannon Joy, to leukemia. He led the foundation until his retirement in 2002 and was instrumental in the evolution of the hospital into a world-class pediatric care center.

“Thanks to the Ambassador’s foresight, leadership and dedication, the original Variety Children’s Hospital was transformed into one of the best hospitals for children in the United States,” said Lucy Morillo, President of the Miami Children’s Hospital Foundation. “The entire foundation team is proud to build upon his enduring legacy.”
THERE’S A REASON THINGS ARE MADE JUST FOR KIDS
It’s wonderful to have friends who rule the airwaves. DJ Laz of WPOW FM – Power 96 held a 36-hour radiothon in August 2008 to raise funds for Radio Lollipop, the hospital’s in-house radio station. The marathon fundraising event exceeded its $100,000 goal, garnering $170,000 to support the good work of Radio Lollipop.

DJ Laz, a former Miami Children’s Hospital patient, has long been a hospital supporter, using his on-air clout to raise funds for Radio Lollipop. The program offers hospitalized children opportunities to serve as deejays, request songs, listen to stories and participate in activities organized by Radio Lollipop volunteers.

Lynn Heyman, Director of Community and Volunteer Resources, said, “Miami Children’s Hospital and Radio Lollipop extend heartfelt thanks to DJ Laz for his dedication. He has made it his personal mission to bring music and laughter to hospitalized children.”

DJ Laz presented the whopping radiothon check to Radio Lollipop organizers at the program’s 12th birthday celebration in August, which also featured a visit from Star Wars characters. Radio Lollipop is a unique charity first launched in England in 1979. Today, there are 15 Radio Lollipop programs in children’s hospitals worldwide. Miami Children’s was the first U.S. hospital to host the program.
Looking out for the well-being of South Florida’s children means being where the children are. Miami Children’s Hospital is proud to play a key role in advancing pediatric health and safety in South Florida through the initiatives of its Division of Preventive Medicine and Community Pediatrics. The brief stories of children shared here highlight the good work of this important division.

HEALTHCARE OUTREACH THROUGH SCHOOLS AND CARE SETTINGS

Health on Wheels
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.

In 2008, the Health on Wheels program increased its commitment to the region’s children, providing care for approximately 5,000 youngsters, compared to an average of 3,000 in earlier years. 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 200,000 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. Over the years, hundreds of children with acute or life-threatening diseases have been diagnosed and referred to the hospital’s main campus where they were successfully treated.
Brightening Smiles for Disadvantaged Children

Tooth decay is the nation’s most common chronic childhood disease and low-income children are most likely to be affected. 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 created “Healthy Smile, Happy Face,” a program that’s bringing dental services and education to low-income children in Miami, Brownsville, Homestead, Florida City and Overtown.

Since the program's launch in late 2006, the “Healthy Smile, Happy Face” program has provided dental services for more than 1,200 children. Initially the program served children in Head Start Centers in Little Havana, Overtown and Palmetto Bay. In early 2008, its reach was broadened to offer care for adolescents in foster care programs in the northern and southern regions of the county, as well as to migrants and unaccompanied minors. A total of 400 adolescents have been treated since March of 2008.

Health Connect in our Schools

The school nurse was once a fixture in America’s school systems. Financial constraints have made this important health guardian a thing of the past for most schools. To remedy this, 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 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 provide primary care to the students, but also health education to parents and staff on different topics throughout the school year. The staff also conducts an annual health fair at each school. In 2008, the program provided services to more than 15,000 children and more than 1,000 parents received information on health-related educational topics.

Flu Prevention

In 2008, Miami Children’s Hospital worked to promote use of influenza vaccines among children in response to new Center for Disease Control (CDC) guidelines advising that youngsters between the ages of 6 months and 18 years receive the annual immunizations. The hospital worked with leaders from Head Start, a federally funded child development program serving 6,500 children in Miami-Dade County, to vaccinate children against the flu.

Health Awareness and Education

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 routinely partners with the news media to share important health and safety information. Notably, in 2008, Miami Children’s reached out to foster awareness of pool safety. Patsy Cozier, a mother who saved her young daughter Rose from the suction grip of the family swimming pool, collaborated with the hospital’s trauma team to share her story on local and national television. (photo at left)

Healthy Start Coalition Outreach

To help new mothers meet the needs of newborns, the Division of Preventive Medicine is partnering with the Healthy Start Coalition of Miami-Dade and 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. The work groups are led by a hospital psychologist and the program is offered on the hospital’s main campus, the MCH Palmetto Bay Center and other county locations.
Educational Outreach

Miami Children’s Hospital’s Division of Preventive Medicine and the hospital’s Department of Staff and Community Education collaboratively offer a variety of health and safety-related classes and programs for parents, caregivers and children. Topics and programs include:

- Pool Safety
- Stranger Danger
- First Aid
- Internet Safety
- Safety Restraint Inspections
- Safe Sitter Program
  (16-hour program that instructs teens in caring for small children)
- Baby Talk 101, Bonding with Your Baby
- 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
  (a program available on request, instructs children on bike and other wheeled-craft safety, and provides equipment safety inspections)
- Safety Health Fairs
  (offered on campus and in the community)
- The Oscar Project
  (offering training on child safety and other topics for nannies and caregivers)
MIAMI CHILDREN’S HOSPITAL EMBRACES ‘LEAN’ TO ENHANCE CARE

Shorter wait times in the Emergency Department. Fewer surgical delays. Faster registration processes.

These are among the benefits Miami Children’s Hospital patients and their families are reaping as a result of the hospital’s 2008 deployment of “Lean” methodology. Lean is a set of tools that assist in identifying and eliminating waste to improve the work flow and enhance patient care. This internationally respected system was developed by Toyota and contributed to its rise as one of the world’s leading automakers.

Miami Children’s President and CEO, Dr. Narendra Kini, is one of the first to apply this proven method to the healthcare industry, having deployed Lean at a large healthcare system in the Midwest earlier in his career.

“In much of the healthcare industry, processes are defined by the point of view of the provider,” said Dr. Kini. “To really make a difference, we are examining clinical processes that drive patient care from the point of view of the patient and his or her family. This has brought about significant enhancements that are tangible for families,” he said.

“The Miami Children’s Hospital family has truly embraced Lean. Together we look ahead to continuously improving the care experience to ensure Miami Children’s Hospital’s ongoing standing as the region’s pediatric provider of choice.”
For families of children with complex disorders, attending to the medical needs of the child can be an overwhelming task.

Miami Children’s is committed to lifting some of the burden. It offers a number of specialty clinics to help manage children with complex disorders. The most recent addition is the Tuberous Sclerosis Center, organized in 2008. Tuberous sclerosis is a rare genetic disorder that causes benign tumors to grow in the brain and on other vital organs, such as the kidneys, heart, eyes, lungs and skin. It is as common as Lou Gehrig’s disease, but is virtually unknown outside the medical community. Other common symptoms include seizures, mental retardation, behavior problems and skin abnormalities.

“For families of children with tuberous sclerosis, keeping up with the child's medical needs can take a huge toll,” said Dr. Michael Duchowny, Medical Director. “These families typically shuttle from one specialist to another in an attempt to address the child's overall needs. Our Tuberous Sclerosis Center brings together the full medical team to meet and consult collectively with the family, saving them time and frustration in coordinating the various aspects of care.”

Specialists collaborating in the program, which serves approximately 150 families, include geneticists, cardiologists, ophthalmologists, dermatologists, neurosurgeons, pulmonologists, nephrologists, radiologists and neuropsychologists.

The Tuberous Sclerosis Center offers clinics one to two times per month. For more information, please call 305-666-6511, ext. 3536.

PARENTS' GENEROUS COMMITMENT HELPS CHILDREN WITH TUBEROUS SCLEROSIS

Dr. Jonathan Berger and Dr. Debra Becker sought a way to honor their daughter Rebecca Leah and other children affected by tuberous sclerosis. The generous donation from the Rebecca Leah Berger Tuberous Sclerosis Foundation made possible the creation of the Tuberous Sclerosis Center at Miami Children’s, the first program of its kind in the Southeast. Miami Children’s Hospital salutes Drs. Berger and Becker for their commitment to children in need.
Wanting the best for her baby-to-be, Patricia Bustamante planned carefully with a midwife for an in-home “water birth.” Lucas was born in a warm water birthing tub that some believe offers babies a gentler bridge to the world from the watery comfort of the womb.

Patricia and her husband Carlos were overjoyed with their perfect new baby. But within days of his arrival, they knew something was very wrong. The tip of Lucas’ umbilical cord site had become red and swollen. What happened next was like an episode from a medical mystery drama, with terrifying twists that Patricia will never forget.

“Thank goodness I brought him to Miami Children’s Hospital. I know in my heart I would not have my beautiful boy today if it hadn’t been for Miami Children’s Hospital,” said Patricia.

Lucas was admitted to the hospital’s Neonatal Intensive Care Unit (NICU) with a raging bacterial infection that had spread from the cord site through his entire body. In just a matter of hours, the newborn was fighting for his life. Critical care was delivered by neonatologists led by Dr. Ahmed Soliz, Medical Director of the NICU, and surgeons led by Dr. Steven Stylianos, Chief of Miami Children’s Department of Pediatric Surgery; together with a team that included Dr. Allen Lenoir, pathologist, and other medical professionals.

What the team discovered was stunning. Four distinct and very rare bacterial strains – possibly from the birthing tub – were running rampant in the baby’s small body. To save Lucas, Dr. Stylianos and Dr. Ibrahim Amjad, pediatric plastic surgeon, surgically removed the baby’s infected abdominal tissue. The abdominal wound remained open for weeks, with regular surgeries to remove additional tissue, monitor healing, and change dressings. At one point, Lucas was receiving many times the standard neonatal dosage of antibiotics to battle the stubborn infection.

There were many dark days for the Bustamantes. But they found comfort in the staff. “Dr. Stylianos kept telling me that Lucas was strong and that he was a fighter,” said Patricia. “That helped us through the toughest times.”

After 74 days in the unit, Lucas finally went home. Today, he is a healthy, happy baby who shows no deficits as a result of his traumatic first days. “I am so grateful to everyone who helped with his care. Thanks to them I have the healthy baby I dreamed of,” said Patricia.
AN EXPANDING RESEARCH PROGRAM THAT FITS KIDS PERFECTLY

It's a great big world out there. But Miami Children's Hospital Research Institute is helping bring it down to size to benefit children everywhere with groundbreaking treatments.

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

Growing International Network
The institute’s evolving Global Outreach Program is forging links with academic institutions, hospitals and care providers throughout the world to advance clinical research and improve children’s medical care. In 2008, the research institute began opening satellite offices in Nicaragua, Dominican Republic, India, Italy, Brazil, Argentina and Colombia that will 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 offering them opportunities to expand offerings to diverse pediatric populations.”

New Molecular Research Center Promises Futuristic Treatment
Imagine if doctors had the ability to know with absolute certainty which prevention and treatment programs would perform best for each child’s unique biologic makeup. The age of truly “personalized medicine” is on the horizon, with Miami Children’s establishing one of the world’s first comprehensive translational molecular research programs dedicated to pediatrics.

“The Translational Molecular Research Center, a new division of the Miami Children’s Research Institute, is a unique program that combines clinical and molecular medicine to deliver care designed expressly for each individual child,” said Dr. Herrera. “This is the future of medicine here, now, at Miami Children’s.”

The Molecular Medicine Center will focus on all aspects of care – screening, prevention, treatment and monitoring of pediatric diseases. Molecular screening will make it possible to define the risk profile and disease susceptibility of each child and empower families to make crucial lifestyle choices. Preventive molecular strategies will minimize clinical symptoms associated with genetic traits and thus reduce incidence of debilitating diseases. Genetic and molecular markers will serve to stratify patients and tailor pharmacotherapy or other treatments to the molecular makeup of each child, a strategy that holds tremendous promise to maximize efficacy and safety.

At Miami Children’s Research Institute, the stem cell therapy and implants combined with the emerging field of nanotechnology will help deliver effective molecular treatments that are currently not possible. Combined with appropriate monitoring strategies, this initiative will help determine the success of early intervention and define the broader public good.

The Translational Molecular Center will benefit children with a variety of disorders. The hospital’s renowned Brain Institute is taking the lead in initiating the center with a focus on establishing the platform for molecular treatments including pharmacogenomics. Projects related to specific disorders such as children with ion channel epilepsies are targeted to begin this year.

Implantable Device Helps Curb Intractable Seizures
Miami Children’s Research Institute is one of a select group of research centers nationwide participating in a Food and Drug Administration (FDA) study of the effectiveness of an implantable device developed by Neuropace, which is designed to modify adverse brain activity and control seizures. “The implants apply minute electrical pulses to specific areas of the brain, acting as miniaturized pacemakers that ease the abnormal firing of brain networks to alleviate symptoms for children with debilitating brain disorders, including epilepsy,” said Dr. Prasanna Jayakar, Chairman of the Miami Children’s Hospital Brain Institute.

The success of the initial FDA protocol, approved for patients 18 and older, has paved the way for a second protocol for younger children. Miami Children’s is slated to participate in this study later in 2009.

A $10 MILLION COMMITMENT TO CHILDREN EVERYWHERE

In what is truly a gift that will keep on giving, the family of Dr. Rafael Herrera presented a $10 million check to the Miami Children’s Hospital Foundation in 2008 to advance pediatric medical research.

“The members of my family and I have been truly inspired by the work of this wonderful research facility here in our own community,” Dr. Herrera said. “We welcome an opportunity to help provide the funding for discoveries that enable children of all cultures to benefit from the most advanced treatment and care available anywhere.”

Dr. Herrera is the Chief Research Officer for Miami Children’s Hospital and head of the Miami Children’s Research Institute, which is one of the region’s leaders in pediatric clinical and translational research.
Alex Aguilera, 9, boarded a plane to Washington, D.C., on an important mission. Wearing a white guayabera and an infectious smile, the little “ambassador” met with U.S. Representatives and Senators in July 2008, as a spokesman for children with chronic health needs.

Alex, who has been receiving treatment for acute lymphocytic leukemia at Miami Children’s since age 4, was one of several children who journeyed to the nation’s capital as part of Family Advocacy Day, sponsored by the National Association of Children’s Hospitals and Related Institutions.

Alex’s parents, Marilyn and Guido Aguilera, hoped that speaking out about the importance of Medicaid funding would protect healthcare services for children like Alex. “It really hits home when representatives see firsthand the people affected by the decisions they make,” said Nancy Humbert, Vice President of Strategic Business Planning and Public Affairs, Chief Hospitality Officer. “We are grateful to the Aguilera family for supporting this important cause.”

“It made me feel special to meet the representatives because they listened to my story. It was important to me because I want other kids to feel better.”

- Alex Aguilera, age 9
NATIONAL

Bone Marrow Transplant Program Receives Accreditation

Miami Children’s Hospital’s Bone Marrow Transplant Program has been recertified in all aspects of hematopoietic stem cell transplantation by the Foundation for Accreditation of Cellular Therapies (FACT). Miami Children’s Hospital is the only hospital in South Florida that is certified by FACT to perform clinical transplantation, and the only hospital dedicated only to the care of children in the state of Florida that has achieved this designation. The program has been certified by FACT since 2003.

MCH Program Recognized for Life-Saving Treatment

MCH has received the “Excellence in Life Support Award” from the Extracorporeal Life Support Organization, an international consortium of centers offering ECMO (extracorporeal membrane oxygenation) for support of failing organ systems in infants, children and adults. The Excellence in Life Support Award recognizes those centers that demonstrate an exceptional commitment to evidence-based processes and quality measures, staff training and continuing education, patient satisfaction, and ongoing clinical research. MCH is one of only a few centers in the nation to receive the “Excellence in Life Support Award” since the recognition program’s inception in 2006.

Dr. Keith Meyer to Serve on American Academy of Pediatrics Committee

Dr. Keith Meyer of the Division of Critical Care Medicine has been elected to serve as a member of the Executive Committee of the American Academy of Pediatrics Section on Transport Medicine.

Dr. Michael O’Brien Recognized for Commitment to Global Health

Dr. Michael O’Brien of the MCH Department of Orthopaedics is the recipient of the third annual Golden Apple Award presented by the Health Volunteers Overseas (HVO), a non-profit organization dedicated to improving global health through education. Dr. O’Brien was honored for his work in the diagnosis, management and treatment of spinal disorders in Managua, Nicaragua.

Rula Sater Named Among Top Young Trainers

Rula Sater of the hospital’s Staff and Community Education Department has been chosen as one of the nation’s “Top Young Trainers” by Training Magazine. This program recognizes the outstanding talents, accomplishments, and leadership of training professionals age 40 and under.

Jeannette Diana-Zerpa to Serve as President of National Organization

Jeannette Diana-Zerpa, MSN, PNP-BC, is serving as president of the American Pediatric Surgical Nurses Association (APSNA). APSNA is a national organization that creates a forum to support and advance the practice of pediatric surgical nursing through education, mentorship and networking.

Marketing Department Receives National Honors

The Marketing Department received several awards from organizations that annually recognize excellence in marketing communications. The department garnered several Aster Awards, presented by Marketing Healthcare Today, including a Gold Award for a doctor radio ad campaign, a silver award for billboard design, and bronze awards for direct mail and advertorial advertising campaigns. The department also received several Excellence in Healthcare Awards, presented annually by Healthcare Marketing Report, including awards for radio and print campaigns, direct mail, and the annual report.

REGIONAL

Pedro Alfaro Chosen ‘CFO of the Year’

Pedro Alfaro, Senior Vice President and Chief Financial Officer (CFO) was chosen by the South Florida Business Journal as the region’s “CFO of the Year.” Mr. Alfaro was recognized for providing exceptional financial leadership that has enabled Miami Children’s Hospital to succeed and thrive financially as an independent hospital.

Lucy Morillo Honored by Latin Business Club

Lucy Morillo, President of the Miami Children’s Hospital Foundation, was the recipient of the Latin Business Club of America’s Latinbiz 2008 “Women of Virtue Award” for her outstanding work and community leadership.

Pat Dean Chosen as ‘Hospital Hero’

The Florida Hospital Association chose Pat Dean, Clinical Coordinator of Miami Children’s Comprehensive Epilepsy Program, as a “Hospital Hero.” Ms. Dean was recognized for her leadership in supporting children with epilepsy through patient care, and fostering research and advocacy at the state and national levels. Ms. Dean has also created and helps sustain a recreational camp and support groups for children with epilepsy. Ms. Dean was also chosen as a “Healthcare Hero” finalist by the Greater Miami Chamber of Commerce.
José Perdomo Honored as ‘Alumni of Year’
José Perdomo, Vice President of Ambulatory Services, was selected by the Florida International University College of Law as “Alumni of the Year.” The honor is bestowed on a graduate of the College of Law who has distinguished him or herself within the community.

Bing Wood Honored for Commitment to Organ Donation
Maria Lina “Bing” Wood, ARNP, MSN, was presented with the Life Alliance Organ Recovery Agency’s 2008 “Support Services Practitioner of the Year Luminaire Award” for her commitment to organ donation.

Parent to Parent Honors Two from Miami Children's Hospital
Dr. Moises Simpser, Director of the Division of Pulmonology, and Janet Bell-Taylor, Director of Patient and Family Services, are being recognized by Parent to Parent of Miami for their commitment to children with disabilities. Dr. Simpser received the organization’s “Inspiration Award” and Ms. Taylor received the “Excellence in Family Advocacy Award.” Parent to Parent of Miami is a non-profit organization that provides information, educational training and support to families who have children and adults with disabilities and/or special needs.

MCH Recognized by South Florida Parenting
South Florida Parenting magazine has recognized MCH among the “Best of the Best Pediatric Hospitals” in its 2008 Kids Crown Awards edition. In addition, the MCH Dan Marino Center was honored in the “Best of the Best Services for Special Needs” category. MCH has been recognized annually by the magazine’s readers since 1997.

Children's Skin Center Honored by Magazine
South Florida Parenting also recognized the Children’s Skin Center in its 2008 Kids Crown issue. The practice of Dr. Ana Duarte, which is located on the MCH campus, was identified as the “Best Children’s Skin Care” service. Dr. Duarte is the Director of the Division of Pediatric Dermatology at Miami Children’s.

MCH AGAIN CHOSEN AMONG TRAINING TOP 125
MCH was ranked 23 in the nation by Training magazine in its annual list of the top 125 companies nationwide that excel at training and learning development. MCH was the top-listed hospital in the rankings.

Miami Children’s was first included in the magazine’s list in 2006 and has since remained near the top of the rankings. Inclusion in the Training Top 125 is based on many factors, including financial commitment, programs offered, methods of evaluation, workplace surveys, and HR data such as turnover and new employee referrals. MCH surpassed leading organizations such as McDonalds, Best Buy, UPS and MasterCard.
THERE'S A REASON THINGS ARE MADE JUST FOR KIDS
Little Zoe Stern was looking forward to starting kindergarten in September 2008 when her doctor shared some troubling news. The transplanted heart valve that had kept the lively Newport Beach, California 5-year-old swimming, dancing and playing for the past year was failing. Another open-heart surgery, the fourth of Zoe’s young life, would be needed – and soon.

“We were in shock. The valve that was put in the year before was supposed to last three to seven years,” recalls Debbi Stern, Zoe’s mother. “Yet here we were facing another major surgery just as school was starting.”

Wanting the best for her daughter, Debbi and her husband Brian did some research and discovered that Dr. Evan Zahn, Chief of Cardiology at the Congenital Heart Institute at Miami Children’s Hospital, was participating in a Food and Drug Administration (FDA) study to evaluate the use of a first-of-its-kind, minimally invasive heart valve replacement system. This valve, the Medtronic Melody™ Transcatheter Pulmonary Valve, is delivered to the heart via a tiny catheter tube, where it is deployed, thereby avoiding the need for open-heart surgery. Seeing this as a better alternative to surgically replacing Zoe’s valve, Debbi and Brian contacted Dr. Zahn about having Zoe included in the FDA trial.

Because Zoe was too small to meet FDA guidelines for the procedure, Dr. Zahn applied to the agency for “compassionate use” of the Melody device to spare Zoe another surgery. Meanwhile, Debbi worried. “Each hour seemed like 10,” she recalls as she watched Zoe become weaker. Wanting to be near Miami Children’s Hospital the moment FDA approval was granted, Debbi and Zoe flew across the country. On October 1, Zoe’s birthday, Debbi knew something was very wrong. She gathered her listless daughter and drove to Miami Children’s.

Zoe’s deteriorating condition put her in a different category. Dr. Zahn gained approval for emergency use of the Melody device, leading to a happy outcome. Within days, the sparkling-eyed girl was back home in California with only a band-aid to cover the site where the catheter was inserted. She loves school and keeps up a lively sports schedule that includes skiing, swimming, softball and ballet.

“Dr. Zahn is an amazing doctor. He treated Zoe as if she were his very own child,” said Debbi. “Our entire experience at Miami Children’s was wonderful. The doctors and caregivers there were extremely knowledgeable and attentive. We are very grateful to have had such a positive outcome.”
2008 Sources of Revenues
- Net Patient Revenue 87.4%
- Other Revenues 4.9%
- State, Federal and Other Grants 3.5%
- Contributions 0.01%
- State Disproportionate Share Funding 1.2%
- MCH Foundation Support 1.3%
- Investment Income 1.7%

2008 Expenses
- Purchased Services and Other Expenses 18.2%
- Supplies 10.5%
- Depreciation and Interest 8.1%
- Uncompensated Care 5.2%
- Reinvestment in Property, Plant and Equipment 5.1%
- Insurance 2.0%
- Salary and Benefits 53%

MIAMI CHILDREN’S HOSPITAL

Miami Children’s Rehabilitation Services Visits - Miami Lakes
- 2006: 7,219
- 2007: 12,393
- 2008: 15,645

Palmetto Bay Urgent Care Visits
- 2004: 10,090
- 2005: 11,779
- 2006: 14,600
- 2007: 15,212
- 2008: 15,340
2008 Statistical Data

- Private Outpatient Visits (Main Campus): 104,923
- Total ER Visits (Main Campus): 75,846
- Total Inpatient Days: 65,850
- Private Outpatient Visits (Ambulatory Centers): 50,708
- Total Inpatient Admissions: 12,066
- MCH General Clinic Visits: 10,559
- Total Surgical Cases: 9,833
- Ambulatory Visits: 8,719
- Observation Visits: 2,329
- Inpatient Average Daily Census: 179.9
- Inpatient Occupancy: 62.2%
- Average Length of Stay: 5.4

2008 Financial Highlights

2008 Ambulatory Care Center Visits

- **Miami Lakes:**
  - Private outpatient visits increased from 12,393 (2007) to 15,645 (end of year 2008) for a 26% increase in patient visits.

- **Doral:**
A SPECIAL THANK YOU FROM
MIAMI CHILDREN’S HOSPITAL FOUNDATION

Miami Children’s Hospital Foundation (MCHF), a separately incorporated 501 (c) (3) charitable foundation, is extremely grateful to those whose kindness each year helps the foundation make a difference in the lives of our young patients and their families for whom the hospital is here to help. The mission of the foundation is to raise funds and awareness for Miami Children’s Hospital (MCH), which will keep MCH acknowledged as one of the top pediatric hospitals in the country. The hospital is here to help children and the foundation is here to help support those efforts. With your help, we are succeeding.

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 ensures 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 have lent their generous support during the past year. Thank you all for making a difference in the lives of the children and their families.

2008 PLEDGES

Red Diamond
$10 Million and above
Dr. Rafael Herrera and Family

Blue Diamond
$250,000 – 499,999
Arellano Construction Co.

Yellow Diamond
$100,000 – 249,999
Beth and W. Eric Pritchett
Jerome A. Yavitz Foundation

Champagne Diamond
$15,000 – 49,999
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SUPPORT

Green Diamond
$1,000,000 - 4,999,999
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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 MCHF as a beneficiary in your will. For more information, please contact Ann Lyons, Vice President Programs & Gift Planning, 786-268-1830 or alyons@mchf.org, or visit our website at www.mchf.org.

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The 2008 Annual Report 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
Bessy Morales
Sylvia Murai
Ava Osle
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Tina Schultheis
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Miami Children’s Hospital
Biomedical Photography Staff:
Hortensia Cesar
Edgar Estrada
Steven Llanes
Roberto Perez
Juan Rabionet

Additional Photography
Jono Fisher

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