GROWING
BY LEAPS AND BOUNDS
A Report to the Community 2009-2010

MIAMI CHILDREN’S HOSPITAL®
MISSION
We provide hope through advanced care for our children and families.

VISION
We will be where the children are.

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

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

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

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

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

— As part of our commitment to being “where the children are,” Miami Children’s in 2009 opened its new Miami Children’s Hospital West Kendall Center, offering urgent care, rehabilitation and imaging services. What’s more, we began offering urgent care services at the Miami Children’s Hospital Dan Marino Center in Weston and saw dramatic growth in patient visits throughout our outpatient services network, which includes facilities in Palmetto Bay, Doral and Miami Lakes.

— In 2010, Miami Children’s further extended its growing network into Palm Beach County. The first Miami Children’s Hospital Nicklaus Care Center was opened, offering specialty pediatric care to the Palm Beach community. In addition, we began sending our own Emergency Department physicians to the Palms West Hospital, reaching even more families throughout South Florida.

— On the hospital’s main campus, we saw completion of a new Central Energy Plant in 2009, a facility that will help power the entire campus in the decades ahead. The following year, we opened a new hybrid catheterization suite, equipped with the most advanced technology available.

— Growth in enhancements to the Miami Children’s care environment has been “off the charts.” In 2010, we opened the new Michael Fux Family Center for patients and their families, offering everything from basic comforts and stress relievers to dazzling family entertainment facilities.

— In another major development, Miami Children’s embraced initiatives aimed at improving the care experience. New hospitality initiatives and application of “Lean” methodologies aimed at optimizing efficiency to benefit the care experience resulted in shorter waiting times, fewer surgical delays and better patient satisfaction scores.

There is so much more to share. We hope you will take a moment to read our 2009-2010 Report to the Community to learn about all the ways that Miami Children’s has grown – by leaps and bounds – to meet the needs of the children everywhere. We extend heartfelt thanks to our physicians, nurses, care staff, volunteers and all members of the Miami Children’s Hospital family for their many contributions during these two great years of growth and success.

Sincerely,

M. Narendra Kini, MD, MHA
President and CEO

Juan Carlos Mas
Chairman
MCH Board of Directors
2009

Gary Gregory
Chairman
MCH Board of Directors
2010
Dear Friends:

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

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

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

— Our graduate medical education program continues to lead the way as the second-largest Pediatric Residency Training Program in the country. Three additional accredited pediatric fellowship training programs were added in the specialties of pediatric urology, pediatric craniofacial surgery and pediatric cardiology.

— The Miami Children’s Hospital Research Institute inaugurated the Office of Clinical Trials and received accreditation from the Association of Human Research Protection Programs.

— Miami Children’s Department of Pediatrics welcomed the first class of medical students from the Florida International University College of Medicine.

— Miami Children’s Hospital took initiative on a global level to reduce the incidence of patient falls. The hospital’s Humpty Dumpty Patient Falls Program, developed under the leadership of Jackie Gonzalez, MSN, ARNP, Senior Vice President and Chief Nursing Officer, has since been adopted in approximately 400 hospitals throughout the nation, as well as in Bermuda, Australia, Canada, Israel and Saudi Arabia.

— In keeping with the national healthcare goals of decreasing hospital-acquired infections, Miami Children’s Hospital in 2010 became the first pediatric hospital in the nation to install HyGreen®, a groundbreaking electronic hand hygiene system designed to advance safety and provide the first line of defense in the control of healthcare-associated infections.

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

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

Sincerely,

Deise Granado-Villar, MD, MPH, FAAP
Chief Medical Officer/Senior Vice President for Medical and Academic Affairs
Chair, Council on Community Pediatrics
American Academy of Pediatrics
Miami Children’s Hospital was once again recognized for pediatric excellence in 2009 and 2010 by U.S. News & World Report. For the third and fourth consecutive years, the following pediatric specialty programs were ranked by the magazine as among “America’s Best”:

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

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

Facilities eligible for the U.S. News ranking were largely drawn from members of the National Association of Children’s Hospitals and Related Institutions (NACHRI). Qualified organizations were asked to complete an extensive survey requesting information related to patient volumes, number of complex procedures performed, research studies and more.
March of 2010 marked a momentous occasion for the hospital. Miami Children’s turned 60 years young! Since opening its doors in 1950, the hospital has emerged as a nationally ranked pediatric healthcare system. Naturally, this called for the biggest birthday bash yet.

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

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

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

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

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

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

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

ORLANDO ADVENTURE BRINGS MAGIC TO QUAKE VICTIMS

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

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

The children, all of whom were patients at Miami Children’s after being airlifted from Haiti, were treated to an overnight stay at the Nickelodeon Suites Resort and a day at Universal Studios®. Without a doubt, the experience was one they will treasure always – a chance to leave tragedy behind and relish the sheer pleasure of just being a kid.
Long drives south to Miami have been a way of life for many Palm Beach County families who have children with special needs. Now, thanks to the generosity of Jack and Barbara Nicklaus and their Nicklaus Children’s Health Care Foundation, the drive to obtain quality pediatric subspecialty care just got a whole lot shorter.

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

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

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

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

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

The MCH Nicklaus Care Center is located in Loxahatchee at 12989 Southern Boulevard, Palms West Medical Office Building III, Suite 203. For more information, call 561-383-7113 or log on to www.mchnicklauscarecenters.com
For families in Palm Beach, the news just keeps getting better! In 2010, the hospital formed an affiliation with Palms West Hospital to provide pediatric emergency care.

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

Palms West Hospital is located at 13001 Southern Blvd. in Loxahatchee, Florida. For additional information, please call 561-798-3300 or log on to www.palmswesthospital.com
Just like the children in our care, Miami Children’s Hospital just keeps on growing, growing, growing! The hospital advanced its commitment to being “where the children are” in 2009 and 2010, with its entire outpatient network experiencing solid growth.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The MCH Nicklaus Care Center is located at 12989 Southern Boulevard in the Palms West Medical Office Building III, Suite 203, in Loxahatchee. For more information about this location, please call 561-383-7113 or toll-free 888-624-2778. More detailed information can also be found at mchnicklauscarecenters.com
BRINGING HOME TO THE HOSPITAL
movie theater. Massage room. Gym. Library. Even an artist’s studio. Not the sort of amenities one expects to find at a hospital. But Miami Children’s is not just any hospital. It’s the regional leader in caring for children and their families – and it shows!

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

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

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

“The center is a tribute to Mr. Michael Fux and to the thousands of families who entrust their children to our care each year. It’s a part of our commitment to support and empower those we serve,” said Ms. Bell-Taylor.
A child at play in a glorious junglescape. Vibrant flowers. A baby’s luminous face. These are some of the whimsical forms brought to life in 2009 on the walls of the Miami Children’s Hospital lobby.

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

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

The lobby murals were funded by donations from Miami Children’s Hospital employees as a special gift to children and families.
Finding the way to a doctor’s office has become a happy adventure for young guests and adults alike, thanks to a new way-finding system brought to life at Miami Children’s in 2009.

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

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

The hospital redefined the way-finding concept with an innovative graphic design project that clearly communicates essential directional information, while engaging young patients.
ALL GOES ‘RIGHT’ FOR PATRICK
AFTER FISHING EXPEDITION GONE ‘WRONG’
Any South Floridians still remember the story of Patrick Bonk, a Jacksonville boy who was critically injured by a truck in 2009 while vacationing in the Florida Keys. News crews hovered outside Miami Children’s to follow his progress after the horrific accident near the Seven Mile Bridge and the dramatic air rescue flight that followed.

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

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

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

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

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

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

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

“We are so fortunate that the air ambulance brought Patrick straight to Miami Children’s. The team was incredible. Thanks to them, we got our happy ending,” said Mathew.
Miami Children’s always puts patients first. So it’s no surprise that in 2009 the hospital became the first freestanding children’s facility in Florida to offer the GetWellNetwork®, an innovative patient interactive system that provides educational tools, internet access, a guide to hospital resources and services, and numerous entertainment resources, including movies on demand, TV channels, games, storytelling and music. All this through in-room television monitors!

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

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

“The GetWellNetwork has been a genuine family pleaser,” said Roumiana Katzarkov, Director of Library Services at Miami Children’s. “Families are thrilled to have so many resources and options available to them. Kids love it! It definitely changes the perception of what the hospital is all about and what we do for our kids and their families,” she said.
Miami Children’s Hospital shared the spotlight with top businesses from around the globe in 2009, earning recognition as the top-winning award recipient at the 2009 Global Six Sigma & Business Improvement Awards ceremony in Orlando. Miami Children’s received more honors than any other entrant during the event, which is the largest gathering of the Global Six Sigma business improvement community.

The hospital received the following honors:

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

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

Global Six Sigma & Business Improvement Awards recognize outstanding organizational achievements through the deployment of Six Sigma and Lean business improvement models that result in organizational excellence. This year, the summit received entries from organizations based in Canada, India, the United Kingdom and the United States.
Miami Children’s Hospital is committed to being where the children are – in South Florida and around the globe.
2009 and 2010 were banner years in the hospital’s global outreach. In addition to the hospital’s leadership in providing relief to earthquake-torn Haiti, the hospital also developed care collaborations in Russia and continued to expand its international medical research mission.

Here are highlights from the hospital’s activities abroad.

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

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

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

**BUILDING BRIDGES FOR A BETTER TOMORROW**
Miami Children’s Hospital physicians visited cities throughout Central and South America and the Caribbean and beyond in 2009 to strengthen relationships with referral organizations in far-flung locations.

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

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

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

**BRINGING HOPE TO ETHIOPIAN ORPHANS**
JNM Children’s Village, situated in Adwa, a remote town in Ethiopia, provides care and learning opportunities for 100 orphaned children, most of whom are HIV-positive. Since 2006, Dr. Andrea Maggioni, Director of Miami Children’s Global Health Services, has served as the medical director and sole physician affiliated with the orphanage. He makes the two-day journey to JNM Children’s Village at least once a year, carting bags of equipment and supplies. Between visits, Dr. Maggioni oversees the children’s care from his Miami Children’s Hospital office nearly 7,700 miles away through regular telephone consultations with program staff.

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

“These international links help broaden our reach and extend opportunities and benefits to children worldwide,” said Dr. Raul Herrera, Chief Research Officer. “Children from partner countries will be able to participate in our clinical protocols. Our outreach efforts also enhance our value to pharmaceutical firms and others seeking research partnerships, by providing opportunities to expand offerings into diverse pediatric populations.”
A CURE FOR JEFFREY
Helping others is what police officers do best. So when officer husband-and-wife team Jeffrey and Lakeatha Brown found themselves sidelined while their youngest son battled a devastating illness, their feelings of frustration were overwhelming.

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

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

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

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

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

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

The Browns have nothing but wonderful things to say about the doctors and staff at Miami Children’s Bone Marrow Transplant Program. “We wanted to be in a children’s hospital where the entire staff understood the special needs of children. The staff was amazing and did such a great job of making sure we understood everything that was happening. We are so glad we chose Miami Children’s Hospital,” said Jeffrey, Sr.
NEW FACILITY BRINGS RENEWED ‘ENERGY’
Miami Children’s Hospital powered up an enhanced Central Energy Plant in 2009. The expanded 37,580-square-foot facility features state-of-the-art electrical power systems to support the entire hospital campus and includes the latest, most energy-efficient equipment and backup generators.

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

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

In other construction news, the hospital completed its Northwest Tower in 2010, which includes a new parking structure and the Miami Children’s Hospital Foundation offices, and will eventually house varied services in the ground-floor office space.
The world is a brighter place for children everywhere thanks to medical research under way at Miami Children’s Hospital.
Miami Children’s Research Institute is one of the largest providers of pediatric medical research in the region. It currently participates in approximately 260 research protocols involving new medications and interventions for children with complex medical needs.

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

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

Other 2009 research highlights include:

**BONE DENSITY LOSS SIGNIFICANT AMONG HISPANIC CHILDREN AND TEENS**

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

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

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

**NEW HOPE FOR CRITICALLY ILL BABIES**

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

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

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

**CARING FOR CHILDREN WITH THE H1N1 VIRUS**

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

**BETTER CARE FOR CHILDREN WITH SCOLIOSIS**

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

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

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

**RESTORING YOUNG HEARTS**

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

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

“Our philosophy has always been to minimize the cumulative trauma that our young patients must endure over the course of their lifetimes. This non-surgical method of valve replacement is a quantum leap forward towards achieving this goal,” said Evan Zahn, MD, Chief of Cardiology. “The Melody valve appears to have the ability to spare an individual child or adult numerous repeated open-heart surgeries.”
EMBRACING NEW TOOLS TO ENHANCE THE CARE EXPERIENCE
When children are counting on you, everything you do counts! For Miami Children’s Hospital, the region’s undisputed pediatric care leader, the focus is always on making the care experience ever better.

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

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

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

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

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

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

**‘MCH WAY’**
Miami Children’s Hospital once again made an investment in its staff in 2009, training most of the hospital’s 2,700 employees in what has been called “the MCH Way.” This training provides tools and awareness to help staff members grow personally and optimize individual effectiveness. The training has received kudos from participants, said Michael Kushner, Vice President and Chief Talent Officer.

“Many staff members have expressed their appreciation. They comment that in an era when other organizations are conducting layoffs, Miami Children’s is investing in its employees, offering tools that empower staff and enrich their lives.”

“People who care for children are a special breed who truly put their hearts into the work they do. Together we are raising awareness of how we can exceed the expectations of those in our care.”
A NEW LIFE FOR MADELINE
Madeline Browne of Melbourne, Florida, was only 3 years old when she began having seizures. Her face would turn bright red, her eyes would dilate and her arms contract for perhaps half a minute, frightening her doting parents. Dietrich and Kristen Browne wasted no time seeking help. A local neurologist prescribed medication, but within months Madeline began seizing again with even greater frequency. When the local physician offered only ever-increasing doses of the same ineffective medicine, the Brownes began searching elsewhere for answers. They were relieved to learn that one of the nation’s top pediatric programs for treatment of medically resistant epilepsy was located at the Miami Children’s Brain Institute, just a couple of hours away.

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

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

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

“Madeline has matured years as a result of the surgery,” said Dietrich. “She is a completely different child who takes charge of herself and even reminds us when it’s time to turn in library books. We thank Dr. Duchowny and Dr. Bhatia for giving her—and all of us—a brighter future.” Wanting to give back, the Brownes are available to speak with other families of children with epilepsy. They can be contacted through the Comprehensive Epilepsy Center.
Talk about an all-star team! Three local sports legends pitched in to help fund development of the new Miami Children’s Hospital West Kendall Outpatient Center, which opened its doors in 2009.

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

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

Thanks, Mike, Andy and Dwyane!
SPECIAL VISITORS
BRING SMILES AND BLESSINGS

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

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

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

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

BRITNEY SPEARS: While visiting Miami during her 2009 “Circus” concert tour, Britney Spears paid a call at Miami Children’s where she dazzled patients and their families. To keep the smiles coming, Ms. Spears provided a generous donation to Miami Children’s Big Apple Circus Clown Care™ team, which provides entertainment for hospitalized children.
It sounds like something out of a *Star Trek* movie. A pain reliever is injected into a patient without use of a needle.

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

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

Miami Children’s Hospital is the first pediatric hospital in the state to employ this technology – of course!
AN EXPANDING FLEET
TO SERVE CHILDREN EVERYWHERE

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

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

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

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

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

In other 2009 news, the LifeFlight program was awarded accreditation from the Commission on Accreditation of Medical Transport Systems.
H1N1 VIRUS
MAKES FOR BUSY YEAR

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

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

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

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

“Dealing with record-high patient volume in our Emergency Department, Urgent Care Centers and inpatient units brought new dimensions to quality improvement and flow processes at Miami Children’s,” said Dr. Deise Granado-Villar, Chief Medical Officer and Senior Vice President for Medical and Academic Affairs.
When in a hospital, it’s important that everyone keeps their hands squeaky clean. At Miami Children’s Hospital – where the child is center stage – soap-bubble characters are helping share that message. And with great results!

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

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

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

“We are pleased that this initiative is helping promote awareness of the importance of hand sanitation. Once again, Miami Children’s is at the forefront, developing a creative solution to address an industry-wide goal,” said Jackie Gonzalez, MSN, ARNP, Chief Nursing Officer.
CAMERON:
THE COMEBACK KID
The summer ahead seemed as bright as the South Florida sunshine when Cameron Pirozzi finished the 2008-2009 school year. The bright-eyed West Palm Beach resident, then 8, basked in the promise of carefree days filled with summer camps, swimming pools and family trips to the ice cream parlor. No one dreamed that within weeks Cameron would be fighting for her life, with odds heavily stacked against her.

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

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

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

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

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

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

“The (Miami Children’s) PICU is like a family,” said Kelly. “They treated Cameron like she was their own child. They gave us back our daughter and our future together. We will never forget them.”
Providing care and support for children with life-threatening illnesses and their families has always been a focus at Miami Children’s Hospital. In 2009, elements of the hospital’s care program were given a more formal structure with the development of the Pediatric Advance Comprehensive Care Team (PACT).

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

For more information on the PACT program, please call 305-666-6511, ext. 7228.
Miami Children’s Hospital’s Urodynamics Laboratory is employing biofeedback technology to help children with voiding function disorders.

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

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

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

For more information on the program, please call 305-669-6425.
When it comes to patient safety, Miami Children’s strives to always be at the forefront. In 2010, the hospital gave wing to several new initiatives to ensure that safety is always top priority.

**COLLABORATION WITH LIFEWINGS, LLC**

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

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

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

“We are committed to being at the forefront of patient safety,” said Jackie Gonzalez, MSN, ARNP, Chief Nursing Officer and Patient Safety Officer. “That commitment is ingrained in our culture. Our affiliation with LifeWings is a valuable tool as we seek innovative ways to offer our most precious patients and their families the very best.”
HYGREEN GETS A ‘GREEN LIGHT’ AT MIAMI CHILDREN’S
Implementation of Xhale Innovations’ HyGreen® Hand Hygiene System is another way Miami Children’s Hospital led the way in patient safety in 2010. It comes as no surprise that the hospital was the first in the nation to install HyGreen – the latest and most innovative system of its kind within a children’s hospital.

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

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

“As an early adopter of HyGreen, Miami Children’s Hospital is excited about applying this innovative technology to enhance patient safety,” said Dr. Deise Granado-Villar, Chief Medical Officer and Senior Vice President for Medical and Academic Affairs at Miami Children’s. “This solution will address Miami Children’s strategic initiative to have technologically advanced facilities that provide children with the best care available.”
Jessica Segura had planned a family “staycation” in the Florida Keys in the summer of 2010. The Key West mother of three never dreamed that the local “adventures” she lined up for herself and her children would result in a series of family trips to Miami Children’s Hospital and the forging of new friendships.

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

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

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

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

“We have had wonderful care at Miami Children’s Hospital. Even though it’s a long drive for us, it is well worth the trip for the ongoing care,” said Jessica.
It starts with the basics, like washing hands or eating more veggies. These healthy habits can go a long way in preventing illness. But, like anything else, they need to be taught and instilled from an early age.

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

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

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

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

This program is offered in Palm Beach County to support the hospital’s growing presence in the community. For additional information, log on to www.healthteacher.com/Miami
MIAMI CHILDREN’S:
MAKING ‘RECORD’ IMPROVEMENTS

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

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

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

Once implemented in early 2012, patients will need only to register once at the main campus or any of the hospital’s outpatient centers. Physicians and other caregivers will be able to access all medical data through a secure login system from any place at any time, enabling them to make informed decisions with maximum efficiency. Naturally, a comprehensive system this functional and valuable deserves a catchy name. Thanks to an employee contest at Miami Children’s, it is now internally known as PEDS (Pediatric Electronic Data System).
Miami Children’s nationally renowned hybrid catheterization lab facility is now equipped with the most advanced technology available, thanks to a 2010 equipment upgrade.

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

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

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

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

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

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

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

For more information on the Ion Channel Epilepsy Program, please call 786-624-3552 or email giselle.bisbal@mch.com
A HEART-SAVING JOURNEY FOR ANTHONY
Little Anthony Casal was only days old when doctors in Sigonella, Italy, made a discovery that would send his family on an international trek in search of hope and healing.

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

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

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

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

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

“Anthony can look forward to a normal life,” said Dr. Burke. “We appreciate that Anthony’s father was protecting our children and our country. We were honored to take care of his child.”
COMMUNITY BENEFITS
MIAMI CHILDREN’S: CONTRIBUTING TO THE WELL-BEING OF THE COMMUNITY IN WAYS BOTH BIG AND SMALL

Miami Children’s is proud to be here for the children – and for the South Florida community we have been pleased to call home for 60 years. The hospital leaves its imprint on the community in a great many ways. From the many millions of dollars in uncompensated medical care provided annually for disadvantaged families to training of the pediatricians and pediatric subspecialists of tomorrow. You’ll also see our hand in countless enrichment programs that improve children’s lives – from specialty summer camps for youngsters with critical illnesses to preventive-medicine outreach programs and classes to help families safeguard children. We are proud to make a difference each and every day. Here’s how:

AN ECONOMIC FORCE IN MIAMI-DADE COUNTY

Miami Children’s Hospital is a significant contributor to the Miami-Dade County economy. The hospital is the region’s 24th-largest employer, according to the 2010 South Florida Business Journal Book of Lists. What’s more, the publication ranked Miami Children’s eighth-largest in the region among hospitals based on 2009 operating revenue.

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

TRAINING TOMORROW’S PEDIATRIC SPECIALISTS

At Miami Children’s Hospital, the next generation of pediatricians and pediatric subspecialists is already hard at work. The hospital is proud to be the largest provider of pediatric medical education in the southeastern United States, offering training for 68 pediatric residents and 17 subspecialty fellows annually. Our contributions to physician and nursing education include a high-tech pediatric simulation program featuring child-size medical mannequins that duplicate the physiological responses of children.

PRIMARY CARE

Miami Children’s Hospital provides primary care and a medical home to the Medicaid population through its Pediatric Care Center located on the hospital’s main campus. The Pediatric Care Center offers full-service pediatric and adolescent primary and specialty care for children from infancy up to 21 years of age. The center, which hosts about 11,000 patient visits annually, provides comprehensive, coordinated and family-centered clinical care with the goal of supporting families in the promotion of children’s health and the prevention of childhood diseases. The Pediatric Care Center accepts all types of insurance, including Medicaid. For those without insurance, a sliding-scale payment structure is in place based on ability to pay. No child is ever turned away.

PEDIATRIC DENTAL SERVICES

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

PROVIDING A SAFETY NET FOR CHILDREN

PROVIDING A SAFETY NET FOR CHILDREN

Miami Children’s is the state’s leading provider of healthcare services for medically needy children. Each year the hospital contributes between $16 million and $20 million in uncompensated care. It’s part of Miami Children’s role as a regional safety-net facility, providing care for uninsured and underinsured children who need the pediatric specialty services that have earned the hospital stature among the nation’s best pediatric hospitals. In addition to uncompensated care, nearly 63 percent of hospital patients are funded by Medicaid or a Medicaid HMO. We are indeed here for the children!

MEDICAL OUTREACH TO SERVE THOSE IN NEED

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

During 2009 and 2010, the Health on Wheels program provided care for approximately 8,000 youngsters. The mobile units are staffed by a board-certified dentist, dental assistants, physicians, nurse assistants and paramedics. Since the program’s inception in 1995, the team has served more than 500,000 children and adolescents in Miami-Dade, Broward and Monroe counties.
Classes and Programs to Promote Children’s Well-Being
Several Miami Children’s Hospital departments, including the Division of Preventive Medicine, the Department of Staff and Community Education, and the Child Life Department, work collaboratively to offer a variety of health- and safety-related classes and programs for parents, caregivers and children. Topics include:

- Baby Talk 101, Bonding with Your Baby
- Stranger Danger
- Pool Safety
- Safety Restraint Inspections
- Safe Sitter Program (16-hour program that instructs teens in caring for small children)
- Internet Safety
- First Aid
- CPR for parents and caregivers
- Dealing with Sexuality
- Child safety seat inspection station, offering inspections of safety seats for proper installation, product recalls and appropriateness for age of child
- Safety on Wheels rallies, available on request to teach children about safety and to inspect bikes, helmets and other wheeled craft for safety
- Safety health fairs (offered on campus and on location)
- The Oscar Project, which provides safety education and CPR training for caregivers
- Sibshops, offering interactive activities and support for siblings of children with chronic health conditions

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

Health Connect in our Schools: Through the program, Miami Children’s Hospital provides staffing for eight clinics in the Miami-Dade County School system, offering primary care, first aid, vision, height/weight, BMI screenings, and assessment and referral, as needed. The nurses not only offer primary-care services to the students, but also health education to parents and staff on different topics throughout the school year. During the 2009-2010 school year, the program provided services to more than 15,000 children, and more than 1,000 parents received information on health-related educational topics.

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

- Miami Children’s Devonshire Apartments feature 20 apartment units located two blocks from the hospital. Units are made available to families from beyond Miami-Dade County at minimal cost.
- Free meals from the hospital’s cafeteria are made available to disadvantaged families of hospitalized children.
- Taxi vouchers are made available to provide transportation for disadvantaged families.
- Free parking is offered in the hospital’s parking garage, and a free shuttle service helps families navigate the campus.
- Miami Children’s features a full-service family resource center. The Michael Fux Family Center offers amenities, including laundry services, a movie theater, computer stations, library, exercise room, kitchen, children’s art and video center, showers and lockers, a breastfeeding room, massage and hair services, and an ongoing calendar of activities, including scrapbook-making and other fun diversions for patients and their families. All services are offered to families without charge.
- Educational tools, internet access, a hospital guide and numerous entertainment options are available to hospitalized patients and their families through the GetWellNetwork®. Options available include movies on demand, television channels, games, storytelling and music, as well as tools for sharing information about the family’s needs, expectations and satisfaction with services.

Specialty Camps Brighten Lives of Children with Chronic Illnesses
As part of a holistic approach to the care of critically ill children, Miami Children’s Hospital offers a series of special camps that have enriched the lives of thousands of children from South Florida and beyond. Programs offer children with special needs the chance to enjoy activities and friendship with children with similar needs in a safe and supportive setting. Offerings include:

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

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

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• Miami Children’s offers several playrooms and teen rooms to enhance the care experience for children and families. The hospital’s large playroom includes an outdoor screen-enclosed area and two teen rooms furnished with teen-friendly equipment.
• Specially trained therapy dogs and their owners visit children at the hospital several times per week.
• The Big Apple Circus® Clown Care brings laughter and joy to the bedside of hospitalized children.
• Child Life Specialists are available to help children understand what to expect while they are in the hospital, provide them with ways to normalize the environment through coping and distraction, and facilitate play and interaction with other hospitalized children. These specialists also help children and families become familiar with the hospital prior to admission and provide instruction about the diagnosis and pending treatments.

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

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

A WEBSITE WITH A DIFFERENCE
Miami Children’s Hospital’s website, www.mch.com, offers a wide range of health-information content for children and families as well as consumer information, including links to consumer websites, referencing food and children’s product recalls. During 2009, visits to the site increased by 17 percent compared to 2008, and page views increased by 20 percent. In 2010, site visits increased by more than 12 percent and page views increased by more than 19 percent, compared to the year prior.

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

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

SUPPORT GROUPS THAT MAKE A DIFFERENCE
Miami Children’s Hospital maintains funding for support groups to help families of children with health challenges. Support groups funded include Leukemia/Lymphoma Society Support Group, NICU Family Support Group, Oncology Support Group, and Sickle Cell Family Support activities.
AWARDS AND RECOGNITION
Miami Children’s Hospital was recognized once again as one of the top training facilities in the nation by Training magazine in both 2009 and 2010. In 2009, the hospital was ranked 17th, and in 2010 it was ranked 15th among the nation’s “Top 125 Training Organizations.” Miami Children’s has been included in the magazine’s list every year since 2006.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

In addition, both Miami Children’s Hospital and the Miami Children’s Hospital Dan Marino Outpatient Center were recognized in the magazine’s Hall of Fame for long-standing inclusion in the Kids Crown Awards.
MIAMI CHILDREN’S HOSPITAL FOUNDATION NAMED ‘BEST CHARITY’
Miami Children’s Hospital Foundation was named “Best Charity” by Miami New Times in its 2010 “Best of” Awards.

FOUNDATION DIRECTOR NAMED ‘MOVER & SHAKER’
Michael Mowatt, Director of Diamond Society and Donor Concierge Services for Miami Children’s Hospital Foundation, was a recipient of the 2009 Movers & Shakers Award from Business Leader Media.

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

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

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

2010 MARK OF EXCELLENCE AWARDS
The MCH Marketing Department received two Mark of Excellence Awards from the Florida Society for Healthcare Public Relations and Marketing in 2010. The department won the “Best of Show” award in the Crisis Communications category for work related to the hospital’s Haiti relief efforts. The hospital also received an award for its social media outreach, including Facebook, YouTube and Twitter pages.
2009-2010 STATISTICAL DATA

<table>
<thead>
<tr>
<th></th>
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<th>2010</th>
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<tr>
<td>Total Inpatient Days:</td>
<td>64,819</td>
<td>64,713</td>
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<tr>
<td>Total Inpatient Admissions:</td>
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<td>Inpatient Average Daily Census:</td>
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<tr>
<td>Inpatient Occupancy:</td>
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<td>Total ER Visits (Main Campus):</td>
<td>86,913</td>
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<td>MCH General Clinic Visits:</td>
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<td>Outpatient Ambulatory Visits:</td>
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<td>Observation Visits:</td>
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<td>Private Outpatient Visits (Main Campus):</td>
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<tr>
<td>Private Outpatient Visits (Ambulatory Centers):</td>
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<td>Total Surgical Cases:</td>
<td>11,795</td>
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<tr>
<td>Average Length of Stay:</td>
<td>5.3</td>
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*The MCH Dan Marino Outpatient Center introduced a new Urgent Care Center in late September of 2009. **The MCH West Kendall Outpatient Center opened its doors in spring 2009. Data Source Utilization Report & Key Hospital Operations Statistics reports.
CHILDREN’S MIRACLE NETWORK HOSPITALS®
each dollar brings us one step closer to helping a

CHILD
Miami Children’s Hospital is your exclusive Children’s Miracle Network Hospital in Miami-Dade, Broward and
Monroe Counties. Children’s Miracle Network Hospitals® is an international non-profit organization dedicated to
raising funds and awareness for 170 children’s hospitals across North America.

In 2010, Miami Children’s Hospital celebrated 25 years as a Children’s Miracle Network Hospitals partner. One-hundred
percent of the funds raised through the Children’s Miracle Network Hospitals program locally have helped Miami
Children’s Hospital provide the finest pediatric care available in a supportive family-centered environment.

Children’s Miracle Network Hospitals sponsors raise funds year-round, one dollar at a time to help one child at a time.

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

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

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

For more information, please contact:
Maria E. Moldes, Director of Children’s Miracle Network Hospitals® and Corporate Relations
786.268.1832 | mmoldes@mchf.org
A SPECIAL THANK YOU
FROM MIAMI CHILDREN’S HOSPITAL FOUNDATION
Thank you for making a difference in a child’s life. Miami Children’s Hospital Foundation, a separately incorporated 501(c)(3) charitable foundation, is extremely grateful to those whose kindness each year helps Miami Children’s Hospital. It is because of friends like you that we are able to fund world-class care at Miami Children’s Hospital.

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

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

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

### 2010 PLEDGES

**BLUE DIAMOND**  
$250,000-$499,999  
Anonymous  
Ravneet and Anand Chowdhury

**YELLOW DIAMOND**  
$100,000-$249,999  
Allison Weiss Brady and Chip Brady  
Coca-Cola Bottling Companies  
Cristina and Daniel Echavarria

**WHITE DIAMOND**  
$50,000-$99,999  
Melissa and E. Scott Beattie  
Heidi and Jose Dans  
Rochelle and Robert Finvarb  
Candace and Sean Grosman  
Christina Getty-Maercks and Arin Maercks  
Vivian and Juan Carlos Mas  
Kira and Jason S. Turchin

**CHAMPAGNE DIAMOND**  
$15,000-$49,999  
Dr. Plato J. Alexander  
Marilyn Dans  
David Evensky  
Monica and James Arthur Goldsmith  
Michael C. Griecco, Esq.  
Barbara and Alexander Havenick  
Kobi Karp Architecture & Interior Design, Inc.  
Claudia and Carlos A. Nuñez-Vivas  
Brooke and Dr. Chad Perlyn  
Natalia Vanegas and Fabio Alexander Vasquez
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<td>White Diamond</td>
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<td>$500,000-$999,999</td>
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<tr>
<td>$1,000,000-$4,999,999</td>
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**SUPPORT**

Green Diamond
- Miami Children’s Hospital Foundation
- Barbara and Jack Nicklaus

Pink Diamond
- R. A. and Gertrude A. Barnett Foundation
- ANF Group, Inc.
- Coca-Cola Bottling Companies
- The Conese Foundation/Anna May and Eugene Paul Conese
- Patricia and Thomas M. Cornish
- Doral Golf Resort and Spa - A Marriott Resort
- Sara J. and Charles Fabrikant
- The Fairholme Foundation
- Charles F. and Esther M. Frye Foundation
- Revocable Trust of Gladys E. Hamer
- Harbor Beach Marriott Resort & Spa
- IHG Host at Miami International Airport

White Diamond
- Miami Children’s Hospital
- Miami Children’s Hospital Gift Shop
- Miami Retreat Foundation
- Lucy Montillo-Agnetti, Esq., and John B. Agnetti, Esq.
- PGA Tour, Inc.
- Wells Fargo Foundation
- Miami Children’s Hospital Auxiliary
- Miami Children’s Hospital Auxiliary
- Fidelity Investment Charitable Gift Fund
- It’s Time Marathon
- Ruth McCormick Tankersley Charitable Foundation
- Trust/Mark Miller
- The Shane McGuigan Foundation
- Miami Children’s Hospital Auxiliary
- Miccosukee Tribe of Indians
- American Airlines
- Catherine Anderson Charitable Trust
- Darcy and Anthony Baradat
- BMW Partners, LLC dba Broward Motorsports
- Allison Weiss Brady and Chip Brady
- Samuel C. Cantor Charitable Trust
- Louis N. Cassetti Foundation/ Vanessa and R. Lee Kreifstein, Jr.
- Corner Corporation
- Jacqueline and Jonathan Chariff
- Credit Unions for Kids
- The EJNRA Foundation
- Fall, Waas, Hemender, Cortina, Solomon & Bonner, P.A.
- Robert L. Garber, II
- Janet E. and Tony Goldman
- Jacqueline and Nelson D. Gonzalez
- Barbara Havenick
- The Heat Group
- KPMG LLP
- Rhonda and Dr. Andrew Labbie
- Mike Lowell Foundation, Inc.
- Mr. and Mrs. Heinz Luedingk
- Ronne and Dr. Steven J. Melnick
- Miami Children’s Hospital Staff Fund
- Miami Children’s Hospital Urology Department
- Microsoft Giving Campaign
- Adrienne and Paul Mittertag
- Neuro Network Partners, LLP
- Norma Ryder and Bill Newcomb
- The Nichols Foundation, Inc.
- Bertha and Paul Pino
- Preferred Care Partners
- Rachlin Foundation, Inc.
- Jennifer and Dr. Trevor J. Remnick
- Betsy and Frederick B. Rubin
- System Charitable Foundation
- Sedlman Insurance Company
- Daniel Shak
- Sheridan Healthcorp, Inc.
- Shook, Hardy & Bacon, LLP
- Shults & Bowen
- Sodexo, Inc. & Affiliates
- South Dade Neonatology
- Jean and Eugene E. Stark
- Steinwehr Miller Weisler Alhadeff & Sitterson, PA
- Stryker, Inc.
- Tom Thumb Food Stores, Inc.
- Natalia Venegas and Fabio Alexander Vasquez
- Walgreens
- West Flagler Associates, Ltd.
- Wicker, Smith, O’Hara, McCoy, Graham & Ford, P.A.
- WNFR Law, P.L., Claudia and Carlos A. Nunez-Vivas
- Wolfdorf, Rasyenski & Susmane, M.D., P.A.
- Sapphire
- $5,000-$9,999
- A.J. ’s Angels
- Ackerman Senterfitt, P.A.
- The American Legion
- American Performing Arts Network
- The Applebaum Foundation, Inc.
- Barry S. and Michal A. Appel
- Mii Aikado
- Melissa and E. Scott Beattie
- Ana and Manuel Becerra
- Big Bike Riders Association - South Florida Affiliation
- BMS Catastrophe
- Boucher Brothers Management, Inc.
- Robert S. Brinegar
- Mark Cereceda
- Children’s Anesthesia Associates, P.A.
- Cyo’s Linen Service, Inc.
- Dr. Chantal and Debra Scheinberg
- Doctor Diabetic Supply, Inc./ Dr. Gabriella Heisel and George Heisel
- Edward J. Robinson Trust
- Dorothy L. Edwards Trust
- ERA Helicopters, LLC, a SEACOR Company
- Constance and Miguel B. Fernandez
- Florida Health Law Center
- Denise Fogaro
- Fragments Collection, Inc.
- Monique and Abraham Gilinski
- Give With Liberty - Liberty Mutual Foundation
- Laura and Eric Gould
- Greenberg Traurig
- The Greenburg-May Foundation, Inc.
- Candace and Sean Greenman
- Theresa Margaret Grotte Fund
- Susan A. and Dr. Robert L. Haman
- David Hernandez
- Hoffman, Lumin & Agnetti, P.A.
- Nancy and Paul Humbert
- Enrique Iglesias
- International Dairy Queen, Inc.
- Richard Jokolove
- Johnson Controls, Inc.
- Kane Family Foundation
- DJ and Steven Kerr
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