

OPENING DOORS

A report to the community | 2016

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Vision: To be where the children are. Mission: To inspire hope and promote lifelong health by providing the best care to every child.

Values: Collaboration. Responsibility. Empowerment. Advocacy. Transformation. Empathy.

Operating Statements:



We are a passionate team using the most advanced methods to care for children and support their families.



We raise funds and awareness for Miami Children's Health System to bring lifelong health, hope and happiness to children and their families.



We build innovative partnerships, products and services that enhance the lives of our customers.



We are an outstanding group of physicians bringing lifelong health and hope to children and families through innovative, compassionate care.



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DEAR FRIENDS:

2016 was a milestone year for Miami Children's Health System and its flagship Nicklaus Children's Hospital. After a half-decade of planning and construction, we proudly opened doors to the hospital's new 213,000-square-foot Advanced Pediatric Care Pavilion — a beautiful melding of form and function that offers families of children in our critical and advanced care units comfort and privacy within a technologically sophisticated setting.

We also opened doors in 2016 on a new, more stringent accreditation process. Nicklaus Children's set its sights on becoming an early adopter of accreditation by DNV GL — Healthcare and in 2016 became the first children's facility in South Florida to attain this new heightened accreditation status. This initiative is part of our commitment to offer the very best in care to the children and families we serve.

Also within this pivotal year, we continued to shine, basking in the glow of three gold-level Beacon Awards garnered individually by our intensive care units (cardiac, neonatal and pediatric). Nicklaus Children's is one of only two children's hospitals in the nation to have achieved triple ICU Beacon Award status from the American Association of Critical-Care Nurses in recognition of exceptional care leadership and excellence.

Our ever-growing network of outpatient centers continued to expand to serve new communities. Openings in 2016 included the new Nicklaus Children's West Bird Outpatient Center, offering urgent care services, and the Nicklaus Children's Aventura Care Center, providing pediatric subspecialty consults. These new centers add depth and scope to a thriving outpatient network that extends from Palm Beach Gardens to southern Miami-Dade County.

The health system also opened virtual healthcare doors in 2016 through our telehealth initiatives. A highlight was our pilot program with Miami-Dade County Public Schools, connecting school nurses with care professionals at Nicklaus Children's Hospital's Telehealth Command Center. The pilot made it possible for children to be assessed for minor illnesses while still at school, keeping them in the classroom whenever possible.

We extend sincere thanks to our physicians, nurses, care and support staff, volunteers, donors and all members of the Miami Children's Health System family for another great year of serving children.

Sincerely,



M. Narendra Kini, MD, MHA
Chief Executive Officer,
Miami Children's Health System



Mr. Alex Soto
Chairman,
Nicklaus Children's Hospital



Mr. Mario Murgado
Chairman,
Miami Children's Health System



**OPENING DOORS: ADVANCED PEDIATRIC
CARE PAVILION IS NEW HOME FOR
CRITICALLY ILL CHILDREN**

2016 brought a dream to life for Nicklaus Children's as years of fundraising, planning and construction culminated in the October opening of the hospital's Advanced Pediatric Care Pavilion (APCP). The six-story, 213,000-square-foot tower offers an exceptional care environment to complement the hospital's pediatric specialty excellence.



The dazzling structure was made possible thanks to the generosity of Nicklaus Children's Health Care Foundation, established by golf icon Jack Nicklaus and his wife Barbara, along with other community philanthropists who gave generously to Miami Children's Health Foundation and its *Together For The Children Campaign*.

"The completion of the tower was a major milestone for our organization," said Dr. Narendra Kini, Chief Executive Officer of Miami Children's Health System, parent of Nicklaus Children's Hospital and Miami Children's Health Foundation. "We now offer one of the most technically advanced care

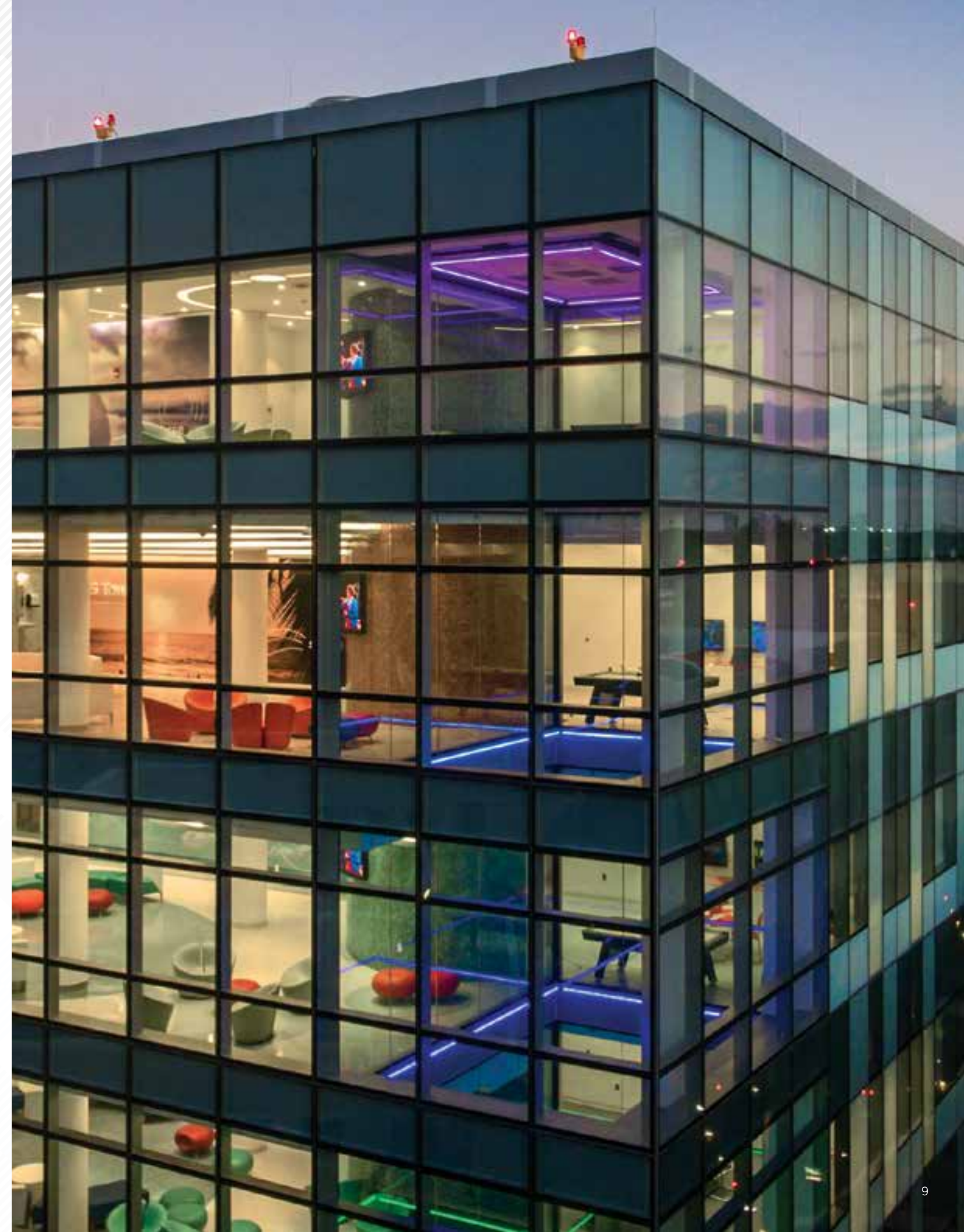
spaces in the world, consistent with the excellence of our clinicians. Equally, we have created a care setting that is supportive of families of children with critical illnesses, affording them privacy and home-like comfort."

A total of 189 of the hospital's 289 beds were relocated to the new tower, including those of the:

- Cardiac Intensive Care Unit
- Pediatric Intensive Care Unit
- Neonatal Intensive Care Unit
- Neurology-neurosurgery Unit
- Hematology-oncology Unit



Aerial view of the A.P.C.P. building.





Individual/family-centered room.



Bed Tower.



Fold-out double beds.



Highlights of the new tower include:

- Spacious family-centered rooms with amenities, including fold-out double beds, closet space and private baths.
- An intraoperative MRI (magnetic resonance imaging) system to support care of children requiring surgery for brain tumors or medically resistant epilepsy.
- Family spaces for play and relaxation. Spaces feature artwork by Florida photographers to illustrate individual floor themes: earth, water, air, sun and universe.
- The latest patient care and monitoring technology.
- Pneumatic tube technology to speed transport of medications and lab specimens within the hospital.
- eSignage, electronic touch screen LCD panel signs located outside of patient rooms to convey isolation precautions and other care team notifications.

With all of these features organized within an attractive and spacious setting to benefit critically ill children and their families, the Advanced Pediatric Care Pavilion is truly a testament to what this community can do when it works *together*.

RANKED AMONG THE BEST BY *U.S. NEWS*

Eight subspecialty programs of Nicklaus Children's Hospital are again ranked among the best in the nation, according to *U.S. News & World Report's* 2016-17 "Best Children's Hospitals" rankings.

No other hospital in South Florida has more ranked pediatric programs. They include:

- Cardiology & Heart Surgery
- Diabetes & Endocrinology
- Gastroenterology & GI Surgery
- Neonatology
- Neurology & Neurosurgery
- Orthopedics
- Pulmonology
- Urology

"The entire Nicklaus Children's Hospital family is honored to again be recognized for the excellence of our pediatric subspecialty programs," said Dr. Narendra Kini, Chief Executive Officer of Miami Children's Health System. "Our leadership is a tribute to our physicians, nurses and staff and their commitment to pediatric care excellence and innovation. We look ahead to new opportunities to serve and innovate to benefit the children and families of the region and beyond."



ALL THREE INTENSIVE CARE UNITS GO FOR THE GOLD — AND WIN BIG!

All three specialized intensive care units at Nicklaus Children's Hospital, including the cardiac, neonatal and pediatric intensive units, achieved gold-level Beacon Awards for Excellence in patient care from the American Association of Critical-Care Nurses (AACN) in 2016. Gold is the highest level of Beacon Award recognition.



Nicklaus Children's is one of only two freestanding pediatric hospitals in the nation to have achieved the status of having three ICUs awarded gold-level Beacon Awards. The Beacon Award for Excellence recognizes unit caregiver teams that successfully improve patient outcomes.

"We are honored to be recognized once again by the American Association of Critical-Care Nurses for the quality of care in our three intensive care units," said Jackie Gonzalez, Senior Vice President and Chief Nursing Officer. "I am truly proud of our nursing teams and their steadfast commitment to providing the best care possible to the patients and families we serve."



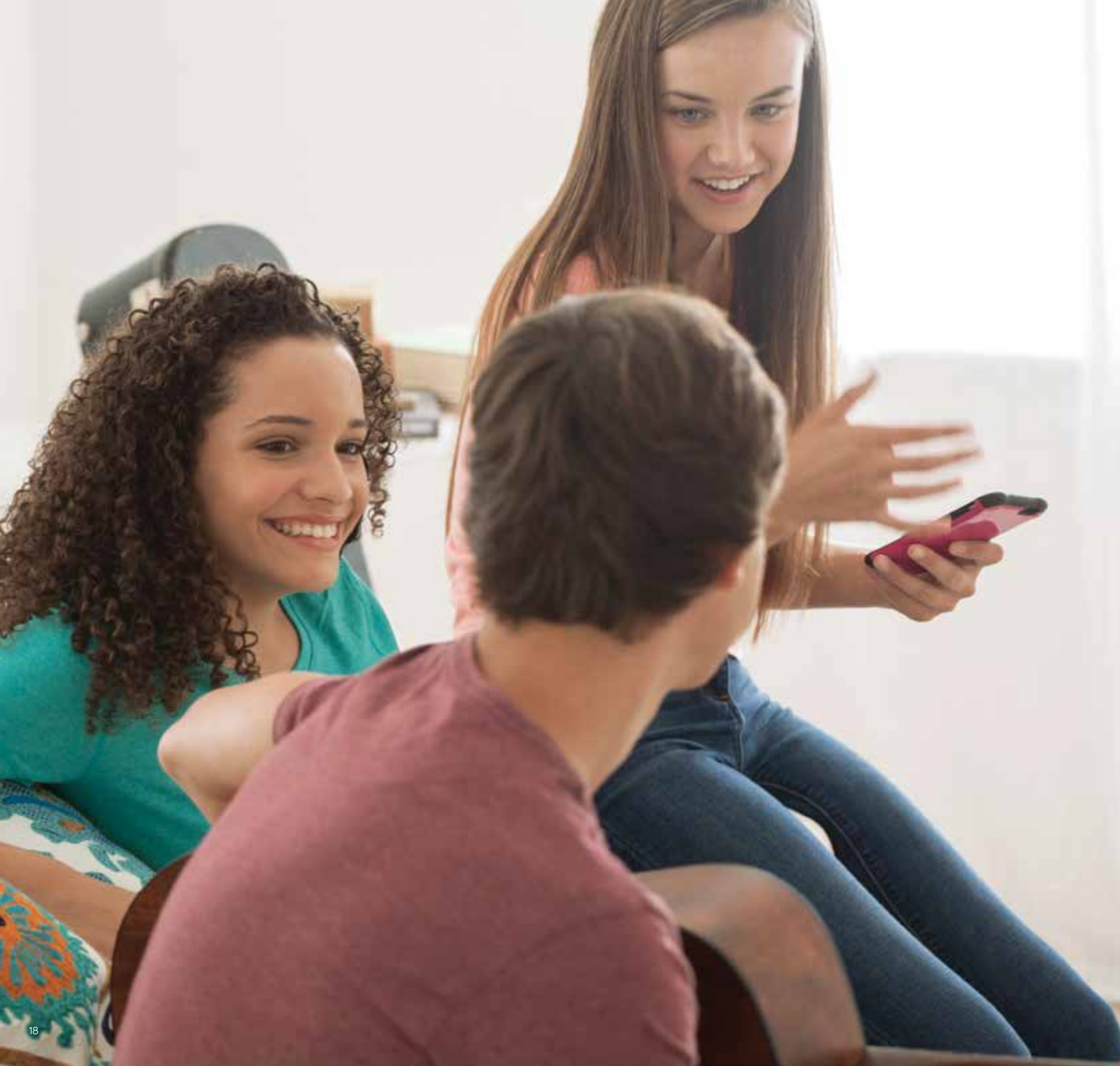


**NICKLAUS CHILDREN'S AGAIN
AMONG TOP TRAINING FACILITIES**

Nicklaus Children's Hospital was again ranked in 2016 among *Training* magazine's "Top 125 Training Organizations."

Every year since 2006, the hospital has been included in the rankings, which recognize organizations that invest in employee development, innovative learning solutions, creative web-based training solutions, leadership development programs and more.





MORE PROOF: NICKLAUS CHILDREN'S IS A GREAT PLACE TO WORK

Once again, Nicklaus Children's was ranked among the best workplaces in healthcare and in IT in 2016.

Becker's Hospital Review named the hospital among the nation's top 150 Places to Work in Healthcare for 2016. Chosen organizations are selected based on benefit offerings, wellness programs, commitment to diversity and inclusion, professional development opportunities and environments that promote employee satisfaction and work-life balance.



And IDG Computerworld named the hospital to its 2016 Best Places to Work in IT list. The list included 100 top organizations recognized for providing great benefits and compensation.

NEW INTRAOPERATIVE MRI SUPPORTS OPTIMAL NEUROSURGICAL RESULTS

Safety. Precision. Innovation. A commitment to these principles has made the world-renowned neurosurgical team at Nicklaus Children's Brain Institute one of the top programs in the world for children with brain anomalies requiring surgery. In 2016, the team acquired a new tool to support its mission of providing care in the safest, most effective manner possible.

The hospital's new Advanced Pediatric Care Pavilion includes a state-of-the-art surgical suite featuring an intraoperative magnetic resonance imaging system (iMRI) that empowers the neurosurgical team with critical information while patients are still in surgery.



Nicklaus Children's is the first pediatric facility in Florida to acquire this leading-edge equipment, which brings MRI technology — recognized as the “gold standard” in differentiating between

healthy and abnormal brain tissue — directly into the surgical suite to enhance safety and ensure complete removal of tumors and preservation of healthy tissue.

The iMRI system is attached to a ceiling-mounted track system that brings the equipment directly to the child in the surgical suite, as needed. The high-resolution magnetic resonance images provide surgeons with a view of the affected area in real-time to determine if the targeted tissue is thoroughly treated or if surgical plans need to be adjusted before procedure completion. When not in use, the iMRI is housed in a separate imaging suite, where it can be used for MRI procedures for hospital inpatients requiring post-anesthesia monitoring. The iMRI is integrated with the hospital's Brainlab Cranial Neuro-Navigation application in the operating suite. This technology provides surgeons with “GPS-like guidance” within the brain.

“The intraoperative MRI supports our neurosurgical team in maximizing resection of abnormal tissue in the safest manner possible,” said Dr. John Ragheb, Director of the Division of Neurosurgery at Nicklaus Children's. “Studies demonstrate that use of an intraoperative MRI makes possible optimal neurosurgical results in the hands of an experienced surgical team.”





MICHAEL HARRINGTON APPOINTED PRESIDENT OF NICKLAUS CHILDREN'S HOSPITAL

Michael L. Harrington joined Nicklaus Children's Hospital in 2016 as President and Chief Operating Officer. He oversees day-to-day operations of the 289-bed pediatric specialty hospital.



Mr. Harrington brings to the position more than 20 years of experience in healthcare leadership. Most recently he served as President of Christus Health Louisiana, where he provided operational leadership for a 284-bed medical center, 84-bed rehabilitation center and a 130-bed long-term-care facility. Previously, Mr. Harrington served as Chief Operating Officer at Danville Regional Medical Center in Danville, Virginia and at Cape Fear Valley Health System in Fayetteville, North Carolina.

Mr. Harrington's experience includes developing and opening a pediatric emergency department, and general acute pediatric inpatient services in several facilities as well as a pediatric intensive care unit and perinatology services. His pediatric experience also includes overseeing mental health services for children and adolescents, as well as developing and managing physician practices and leading outpatient rehabilitation services.

Mr. Harrington received a master of business administration degree from Webster College in Sarasota, Florida, a master of arts in counseling psychology from Rollins College in Winter Park, Florida and has earned a Lean Six-Sigma yellow belt.

DR. KRISTINE J. GULESERIAN JOINS THE HEART PROGRAM

A new star congenital heart surgeon joined The Heart Program, Nicklaus Children's Hospital's world-renowned program for newborns and children with heart defects, in 2016.



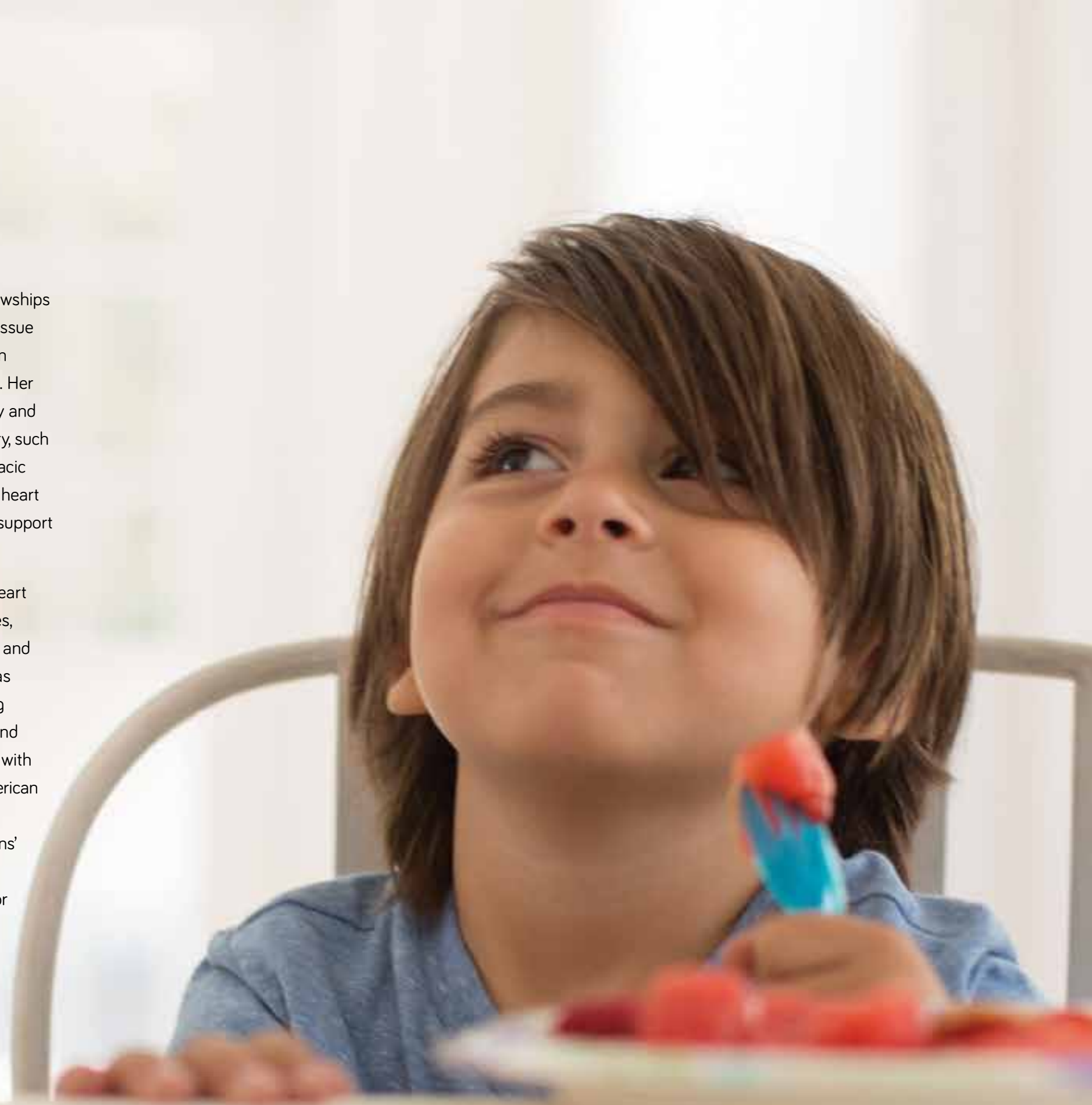
Dr. Guleserian brings with her a wealth of experience in congenital heart surgery as well as pediatric heart transplantation and mechanical circulatory support. Prior to joining

The Heart Program, she served as surgical director of pediatric cardiac transplantation at Children's Medical Center/University of Texas Southwestern Medical Center in Dallas, where she also held the post of surgical director of the adult congenital heart surgery program.

Dr. Guleserian earned her medical degree from Boston University School of Medicine after graduating from Harvard College in Cambridge, Massachusetts. She completed her general surgery residency at Rhode Island Hospital/Brown University Alpert Medical School in Providence and her thoracic surgery residency at Barnes-Jewish Hospital/Washington University School of Medicine

in St. Louis, Missouri. She then pursued fellowships in congenital heart surgery, cardiovascular tissue engineering and cardiac pathology at Boston Children's Hospital/Harvard Medical School. Her clinical interests include cardiac morphology and pathology, minimally invasive cardiac surgery, such as mini sternotomy and video-assisted thoracic surgery, complex aortic arch reconstruction, heart transplantation and mechanical circulatory support of the failing heart.

Board certified in thoracic and congenital heart surgery, Dr. Guleserian operates on neonates, infants and children, as well as adolescents and adults with congenital heart defects. She has established a global presence as a founding member of the World Society of Pediatric and Congenital Heart Surgery, and for her work with professional organizations, including the American Association for Thoracic Surgery, Society of Thoracic Surgeons, Congenital Heart Surgeons' Society, International Society for Heart and Lung Transplantation, International Society for Nomenclature of Paediatric and Congenital Heart Disease, Southern Thoracic Surgical Association, and Women in Thoracic Surgery.





NICKLAUS CHILDREN'S RAISES BAR WITH NEW ACCREDITATION

Nicklaus Children's Hospital does not take its role as the region's pediatric care leader lightly. Care teams are always seeking new ways to enhance patient care quality and safety. 2016 brought a new milestone when the hospital became the first children's facility in South Florida to earn accreditation from DNV GL — Healthcare.



"The DNV GL program is consistent with our long-term commitment to quality and patient safety," said Dr. Narendra Kini, Chief Executive Officer of Miami Children's Health System. "Many top hospitals seeking enhanced quality and patient safety standards are

pursuing DNV GL accreditation. We wanted to be an early adopter of this new standard and are pleased to be the first children's hospital in South Florida to achieve this recognition. The ability to integrate ISO 9001 quality standards with our clinical and financial processes is a major step forward."

DNV GL's accreditation program, called NIAHO® (National Integrated Accreditation of Healthcare Organizations), involves annual hospital surveys — instead of every three years — and encourages hospitals to openly share information across departments and to discover improvements in clinical workflows and safety protocols.

SCHOOL TELEHEALTH PILOT PROGRAM HELPS KEEP MORE CHILDREN IN SCHOOL

Quiz: When your child's school calls to notify you that your young one may be ill, what do you do?

- A. Leave work immediately to get your child
- B. Pick up your child and worry about what he or she is missing in the classroom
- C. Visit your pediatrician
- D. All of the above

Any parent knows the answer to this school health pop quiz: D. But now there may be a better way.

Thanks to a 2016 pilot program developed by Nicklaus Children's Hospital with Miami-Dade County Public Schools and The Children's Trust, more children are now able to remain in the classroom.

The pilot program, conducted at four county public schools, connected school-based nurses and their patients with advanced care providers at Nicklaus Children's using a secure audiovisual connection. With the aid of audiovisual tools, the hospital-based providers were able to assess certain conditions of

the skin, ears, eyes, throat and lungs to help determine if children were well enough to stay in school. And when appropriate, a prescription was submitted to the pharmacy of choice, supporting families in obtaining treatment at the earliest opportunity.

The pilot demonstrated that many children who might previously have been sent home, were indeed well enough to continue in the classroom, supporting better learning and less family disruption. Thanks to the success of this program, the school telehealth initiative was to be expanded to serve additional schools in 2017.

"Nicklaus Children's Hospital is committed to being where the children are," said Nancy Humbert, Executive Vice President of Ambulatory Services and External Affiliations. "Our school telehealth initiative truly brings us to where children are each day in the classroom, enabling us to support more families in the most convenient way imaginable."





INNOVATIONS STRATEGY PUTS HEALTH SYSTEM AT REGIONAL HEALTH-TECH FOREFRONT

Miami Children's Health System formed partnerships to advance its innovation strategy in 2016, prompting *The Miami Herald* to describe the system's flagship, Nicklaus Children's Hospital, as "a living laboratory where burgeoning businesses can test concepts and receive valuable feedback from doctors, clinicians, patients, families and staff."

A 2016 partnership forged with Startupbootcamp, a digital health accelerator program, has led to collaborations with a variety of innovative startups, including:

- Mediconecta, a Miami-based startup that is the largest telemedicine provider in Latin America. The collaboration is an excellent fit for the health system, which has an active telehealth program.
- Aces Health, a firm that has created a technology platform designed to automate aspects of clinical trials.
- Babyscripts, an app for expectant mothers aimed at enhancing care management and early detection of potential health problems.

These and other innovative projects underway are all part of the hospital's commitment to being at the forefront of healthcare innovation.

"In our daily work providing care for children and families, we have the opportunity to identify ways to improve care and the care experience," said Dr. Narendra Kini, Chief Executive Officer of Miami Children's Health System. "Our aim is always to be at the forefront of innovation to advance care. It is part of our commitment to those we serve."

OPENING DOORS TO BRIGHTEN LITTLE SMILES

Where in South Florida is Nicklaus Children's mobile dental unit? From Homestead to Miami Gardens, the unit, which opened its doors in 2016, is making a difference for underserved children throughout Miami-Dade County, offering free oral health screenings, assessments and exams in communities in need.



Setting it apart from other mobile healthcare services, the Nicklaus Children's dental unit on wheels is supported by telehealth connectivity with care providers at Nicklaus Children's main campus. It's all part of the hospital's commitment to "be where the children are" in South Florida and beyond.

"We recognize that many children in our community are in critical need of dental screenings and follow-up care," said Dr. Narendra Kini, Chief Executive Officer of Miami Children's Health System. "This program makes possible the ability to extend our services to families in need. As champions for children, we are proud to bring this vision to life," he said.

"Our goal is to provide early intervention and reduce complications by bringing our services directly to the communities that need them most. We are so excited to make this a reality, and look forward to changing the lives of children in our communities," said Dr. Rosie Roldan, Medical Director of the Department of Dentistry at Nicklaus Children's Hospital.

The mobile unit is equipped with two dental operatory suites as well as state-of-the-art telehealth equipment that enables communication between the unit-based providers and dental colleagues at Nicklaus Children's Hospital to support patient care.

Each week, two dental assistants, a dental resident and a pediatric dentist are stationed in various locations to provide services for uninsured children from birth to 12 years of age. In addition to screenings and exams, services can include varnish treatments, dental sealants, oral and health hygiene education as well as referrals for follow-up oral treatment.



Interior of the mobile dental unit with equipment.





HALLIE TRAVELS AROUND THE WORLD FOR A CURE

When Hallie McKeithen was born, her mother and father, like most over-the-moon new parents, knew right away that they would circle the globe for their precious baby, if necessary. Still, the couple, who live and work as missionaries in China, never actually dreamed that they would be called upon to make such a journey of love.

Hallie was only 10 months old when she began to have seizures. Her mother, Kelly McKeithen, remembers noticing the episodes around the time Hallie's baby teeth started to emerge.

"I didn't recognize it was seizures right away," recalls Kelly. "She would just stop and stare for a few seconds and her jaw would slightly move." At first, Kelly attributed the behavior to teething-related gum irritation. It wasn't until the episodes grew in frequency that McKeithen and her husband, Jim, suspected seizures were the cause.

The McKeithens flew to the nearest pediatric facility in Bangkok where Hallie underwent an MRI and was diagnosed with focal cortical dysplasia, a malformation of the cortex of the brain that can cause seizures. The McKeithen family remained in Bangkok for a month, trying different medications and courses of treatment. But nothing worked for long and Hallie continued to get worse.

"Hallie was having anywhere from six to 13 seizures a day," recalls McKeithen. By then, the tiny girl was experiencing devastating grand mal seizures, could barely walk and needed constant attention.

When Hallie was 18 months old, the McKeithens, following their physician's guidance, gathered up their ailing daughter and flew half a world away to the Brain Institute at Nicklaus Children's. There, they found themselves in the care of a highly specialized multidisciplinary team, including Dr. Ian Miller, pediatric neurologist, Dr. Sanjiv Bhatia, pediatric neurosurgeon, and Pat Dean, nurse practitioner.

The team recommended Hallie undergo a two-stage surgery to gather more information on a lesion in her temporal lobe. The first procedure involved implanting electrodes in the temporal lobe to learn the cause of the seizures. As luck would have it, Hallie had a seizure on the operating table, so the team was able to determine the precise area of the seizure-producing tissue and remove it in one stage.

"Hallie came out of surgery a new baby," said McKeithen. She had no side effects from the surgery and she was slowly weaned off all her seizure medications.

And in 2016, Hallie celebrated her 9th birthday with friends and family in China, still seizure free!

SYDNIÉ'S SECOND CHANCE

While her high school senior peers were trying on prom dresses and applying to college, Sydnie Romero was grappling with a decision that would be tough for anyone, let alone a chronically ill 17-year-old.

Sydnie was born with sickle cell disease, a genetic disorder in which bone marrow produces defective hemoglobin that can block blood supply to parts of the body, resulting in "pain crises," which are episodes of severe pain that can last for hours to days. Those with sickle cell disease are also at risk of debilitating strokes.

During her early childhood, Sydnie had few pain crises, but once she entered her teen years, the events became frequent and life altering.

"It was difficult for her to get through the school year. We would begin in the fall, but before long she would have to be hospitalized and then home schooled due to the complications of her disease," recalls Sydnie's mother, Xzavia Vaz.

Dreams of graduating and going off to college to study medicine seemed far away, as the science-loving teen struggled with her health.

As Sydnie's quality of life declined, the medical team at Nicklaus Children's Hospital Cancer and Blood Disorders Center looked for answers. The care team led by Dr. Athena Pefkarou referred her to the Blood and Marrow Transplant Program, conveying that

it might be time for the family to consider a bone marrow transplant, which can provide a cure for sickle cell disorder.

A bone marrow transplant is not without risks. The patient's entire immune system is destroyed and then gradually rebuilt as the transplanted marrow takes hold. As a result, transplant patients are hospitalized, often for many weeks at a time in a specialized hospital unit until it is safe for them to resume life at home. The recovery of the immune system continues to take up to a year after transplant, which requires precautions even after discharge.

"I told Sydnie that the choice was hers," recalls Xzavia. Sydnie decided that if her younger sister Symone was a bone marrow match and could serve as the donor, she would go through with the procedure.

Happily, Symone was indeed a match. The girls, already close friends, bonded still further due to the shared medical journey. And in late January 2016, after the December 2015 transplant, Sydnie was able to return home to begin her new life.

"It was pretty scary to do the transplant, but I'm so glad I did," said Sydnie, who is now attending college and hopes one day to make a difference for other people by becoming a doctor.

"It's amazing not to have to worry about whether I will be able to finish the school year," she said. "Life is so much simpler now."

Sydnie Romero





ASNAY STANDS UP TO CEREBRAL PALSY

Asnay Machado is an ambitious Westland Senior High School student with dreams of becoming a lawyer one day.

Asnay, who was born with cerebral palsy, recently enjoyed a boost in confidence thanks to a surgery at Nicklaus Children's that has enabled him to stand up straight for the first time. "He is happy and very optimistic now," said Asnay's father, who shares the same name. "It has made a big difference in his outlook."

In November 2015, Dr. Avi Baitner, an orthopedic surgeon with Nicklaus Children's Department of Orthopedic Surgery, performed a procedure to straighten Asnay's legs so he'd be able to stand with good posture and for longer periods, with the goal of eventually walking.

After so many years in a wheelchair, Asnay needed extensive physical therapy to help him learn to marshal the required muscles to stand up for an extended period. Everything came together in 2016, with the help of the therapy team at Nicklaus Children's Miami Lakes Outpatient Center, and now Asnay is able to move from his wheelchair and balance with a walker.

With continued therapy, doctors and family hope the promising young scholar, who is looking to start college in 2018, can walk with confidence.

"I have been very grateful to the team at Nicklaus Children's," said Asnay Machado, senior. "They have been very kind and explained everything so well. We are very happy that Asnay is enjoying greater independence."

CAMILA DANCES AWAY FROM CONGENITAL HEART DISEASE

Camila Parra, 17, is too busy dancing — ballet, hip hop, modern, jazz and contemporary — to think about the fact that she could have become a tragic statistic.

The Port St. Lucie teen had been feeling some fatigue when participating in her rigorous dance program, but a local doctor told her it was likely something she would outgrow.

Thank goodness her mother decided in November 2016 to participate in a free heart screening program, sponsored by the Jessica Clinton Foundation, aimed at finding congenital heart disease in children ages 6 to 21. Camila and her mother, Adriana Benitez, were stunned to learn that Camila's echocardiogram was abnormal. A rigorous dance routine could cause her heart to fail abruptly.

Every three days in the U.S. a teen athlete dies of an undetected heart condition. That scary statistic has galvanized Nicklaus Children's Hospital to be a leader in screening of teen athletes to identify

those at risk. Since 2011, the hospital has performed nearly 15,000 free screenings and identified nearly a dozen children at risk of sudden death.

Dr. David Drossner, a Nicklaus Children's cardiologist based in Palm Beach County, was assisting with the county-supported screening and quickly recognized that Camila needed medical intervention — and fast.

After some additional testing, Camila underwent open-heart surgery to correct an abnormal origin of the left coronary artery in December 2016 with Dr. Redmond Burke, Nicklaus Children's Director of Cardiovascular Surgery. And in the spring of 2017, Dr. Drossner cleared the eager high school junior to return to her dance academy.

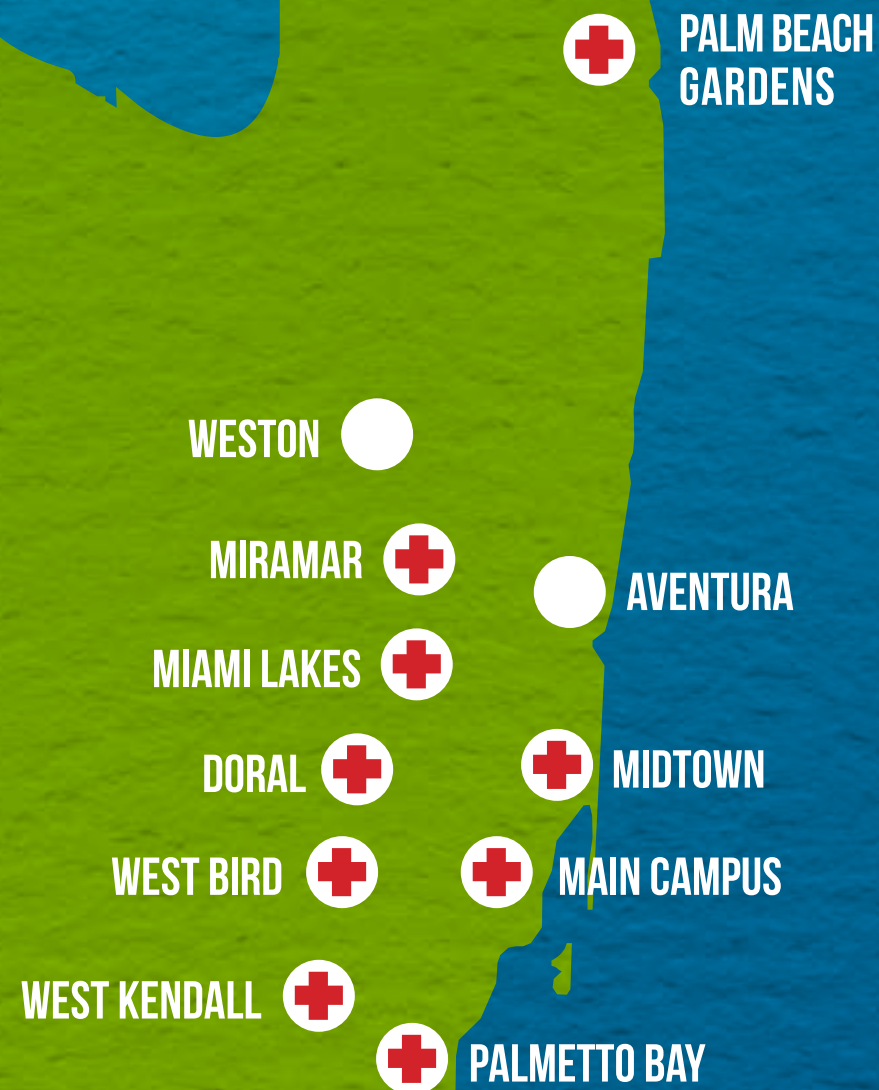
"My recovery was quick and I felt better and more energetic right away," recalls Camila.


"My life revolves around dance and music," added Camila, who has also played violin since the age of 5. "It's great to be able to get back to doing what I love."

Camila Parra



2016
LOCATIONS
OF SERVICE
CENTERS



 = Urgent Care Location

**OPENING DOORS
THROUGHOUT SOUTH FLORIDA:
AN EXPANDING NETWORK OF CARE**

The Nicklaus Children's Hospital family of outpatient centers kept right on growing in 2016. Two new centers joined the network, including the West Bird Outpatient Center, offering urgent care services in the western region of Miami's Bird Road, and the Aventura Pediatric Care Center, featuring subspecialty consultations in the northern part of Miami-Dade County.

Miami Children's Health System features Nicklaus Children's outpatient centers, extending from southern Miami-Dade to Palm Beach County, with locations in Aventura, Doral, Miami Lakes, Midtown, Miramar, Palm Beach Gardens, Palmetto Bay, West Bird, West Kendall and Weston. Offerings include

pediatric rehabilitation services, imaging services, subspecialty physician appointments and urgent care services.

"The Nicklaus Children's Outpatient Center team is proud to support our health system in fulfilling its vision to be 'where the children are,'" said Nancy Humbert, Executive Vice President of Ambulatory Services and External Affiliations. "2016 was a great year of growth, with still more centers to open in 2017," she said.

For more information, please visit nicklauschildrens.org/OutpatientCenters

AN INTERNATIONAL CARE CENTER OPENING DOORS FOR CHILDREN WITH BECKWITH-WIEDEMANN SYNDROME

Children and families from all over the world traveled to Nicklaus Children's in June 2016 to take part in a Beckwith-Wiedemann Syndrome (BWS) family conference, aimed at sharing the latest medical treatments and support offerings to benefit families of children with this rare condition.

Beckwith-Wiedemann is a genetic congenital overgrowth syndrome that impacts about 13,000 children worldwide. Affected children typically have varying symptoms such as an enlarged tongue, overgrowth of one half of the body, low blood sugar, hernias, liver tumors and an enlarged heart. Because symptoms can vary in severity, some children may go undiagnosed or receive diagnosis later in life when secondary symptoms arise.

Dr. Chad Perlyn, Medical Director of the Center for Beckwith-Wiedemann Syndrome at Nicklaus Children's, is one of only a few clinicians in the nation to specialize in the treatment of craniofacial conditions of children with Beckwith-Wiedemann, including surgical reduction of enlarged tongues.

"We have seen firsthand how treatment techniques change the lives of children with the syndrome, improving quality of life, not only physically but also emotionally," said Dr. Perlyn.

The Center for Beckwith-Wiedemann Syndrome at Nicklaus Children's is an experienced world-leader in the evaluation and treatment of children with the disorder. The center offers a comprehensive, multidisciplinary approach to care that addresses the full scope of needs for families of children born with this congenital disorder.

For more information, please visit
nicklauschildrens.org/Beckwith





LEADERSHIP IN PREVENTING SUDDEN DEATH IN THE YOUNG

Pediatric cardiologists from throughout North America congregated in Miami in 2016 to address an issue that keeps many a pediatric cardiologist up at night: How to identify hidden heart conditions that can lead to sudden death in the young.

The medical conference titled “Wolff-Parkinson-White Syndrome and Other Causes of Sudden Death in the Young: The Fouad Mobassaleh Memorial Symposium,” was organized by The Heart Program at Nicklaus Children’s, with sponsorship from the family of Fouad Mobassaleh, a young man who died tragically of a treatable heart rhythm condition.

Conference speakers included experts from Nicklaus Children’s and other prominent congenital heart care programs throughout North America. The focus was on identification and treatment of medical conditions that can lead to sudden cardiac death in children and teens.

Every three days in the U.S. a teen athlete dies of sudden cardiac death. Often the first symptom of a heart condition in these otherwise healthy young people is sudden cardiac death. Many potentially fatal heart conditions can be identified by an EKG (electrocardiogram), though EKGs are not uniformly required for participation in youth sports.

The Heart Program is renowned for its effort to identify and treat children at risk. The program’s free EKG program, founded in 2011, has screened more than 15,000 children and identified and provided treatment to 12 children at risk of sudden death.

For more information on the free EKG program, visit nicklauschildrens.org/HeartProgram



30 YEARS OF CAMP 'CAN DO'

For many ventilator-dependent children, the world is full of “can’t’s.” Simple pleasures such as taking a dip in the pool or sharing an overnight adventure with friends can seem out of reach for these children.

All of that changed in 1986 when Dr. Moises Simpser, then Director of Pulmonology for Nicklaus Children’s, created the nation’s first Ventilator Assisted Children’s Center (VACC) Camp, affectionately known as “Camp Can Do.” The program, which just celebrated its 30th year in 2016, has brought life-affirming adventure to the lives of hundreds of children and their family members who have taken part in the week-long, sleep-away camp experience.

Dr. Simpser’s private medical practice, long based on the campus of Nicklaus Children’s, provides care for children with chronic lung diseases, post-traumatic paralysis, muscular dystrophy and many other illnesses that impede a child’s ability to breathe independently. A common thread connects the most seriously ill children in his care — their lives are dependent on ventilator technology. Most are confined to wheelchairs and require constant medical monitoring.

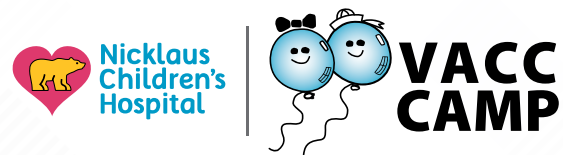
Motivated by a desire to touch and enrich the lives of his patients, Dr. Simpser created VACC Camp as an annual fun-filled retreat for the children and

their families. The free, week-long program today draws families from throughout the nation and has inspired the creation of similar camps in Central Florida, Colorado, Michigan, Ohio and Pennsylvania.

The goal of VACC camp is to provide families with opportunities to socialize with peers and share activities not readily accessible to technology-dependent children, including swimming and sailing.

“A key element of VACC Camp is helping families learn to sweep away barriers for ventilator-assisted children. Often the children’s lives are severely restricted due to the complexities of leaving the house or medical care setting with the large amount of equipment that must travel with them combined with the necessity of constant monitoring,” said Dr. Simpser.

“The VACC Camp experience can be liberating for the family as they gain the confidence to attempt other family outings and vacations together. The camp gives them the will to embrace new possibilities,” he said.



VACC Camp founder Dr. Moises Simpser passed away in October 2017. He is deeply missed by his patients, their families and the entire Miami Children’s Health System family. Dr. Simpser’s lifelong commitment to children with special needs will live on through the camp that now bears his name: Dr. Moises Simpser VACC Camp.



**MIAMI CHILDREN'S HEALTH
FOUNDATION 2016 HIGHLIGHTS**

Miami Children's Health Foundation initiatives range from its signature event gala to local grassroots projects. Each event caters to a different audience, but they all have a common goal; bringing the community together to help support the patients and families of Nicklaus Children's Hospital.





A SPECIAL THANK YOU FROM MIAMI CHILDREN'S HEALTH FOUNDATION

Miami Children's Health Foundation strives to fulfill its mission to inspire hope and promote lifelong health by providing the best care to every child. Through our mission, we are helping bring new technology to provide the best care, research, and innovation for children.

Securing the health and future of our children must be a priority for us all, and we thank you, our supporters, for your commitment to the research, education and medical excellence that make Nicklaus Children's Hospital a world-class institution.

You, our donors, understand the significance of what we do and share in our desire to offer healthier, happier futures to children. Your continuing support reflects an unwavering commitment to the outstanding work of Nicklaus Children's Hospital and its contributions to improving the lives of the children in our community and around the world. Extraordinary stories of courage, hope, and healing take place at Nicklaus Children's every day. Our doctors and caregivers dedicate their lives to giving children the best chance at bright, healthy futures, and your donations help them achieve that goal.

Philanthropic donations of all sizes are behind our lifesaving treatments, breakthrough discoveries, and revolutionary innovations. When you give, you become part of our mission to improve outcomes, enhance the quality of life, and offer programs and services that support the health and wellness of children. In short, your generosity matters.

We are honored that the children and families who turn to Nicklaus Children's have your support. Thank you for being a part of our journey to give hope and the promise of good health to children everywhere.

Sincerely,



Mr. Tim Birkenstock
Interim Chief Executive Officer
and President,
Miami Children's Health Foundation

THE PHILANTHROPIC TRIO: SIGNATURE EVENTS BRING COMMUNITY TOGETHER

5th Annual Wine, Women & Shoes Presented by Sergio Rossi

The milestone fifth installment of the foundation's Wine, Women & Shoes (WW&S) fundraiser proved to be another record-breaking event. In 2016, the popular WW&S was once again presented by Sergio Rossi and brought together more than 700 of Miami's most philanthropic and fashion-forward ladies at the JW Marriott Marquis Miami. New this year was the fashion show presented by renowned designer Oscar Carvallo Paris, bringing his couture designs to the WW&S Miami runway. Guests were also brought to their feet by the impactful testimonial of Alessandra, a Nicklaus Children's Hospital patient who has faced a long battle with scoliosis. The sold-out event raised more than \$700,000 for the patients and families of Nicklaus Children's.



Ricky Patel, Esq., Alessandra and Dr. Narendra Kini, Chief Executive Officer, Miami Children's Health System.

The Citrix 6th Annual Miami Children's Health Foundation 5K Run/Walk Presented by Sabadell United Bank

Members of the community came out strong for the Citrix 6th Annual Miami Children's Health Foundation 5K Run/Walk Presented by Sabadell United Bank (MCHF5K), which saw nearly 4,500 runners, walkers and supporters. MCHF5K Hero Raquel encouraged participants by sharing her impactful story of how she beat cancer and is now giving back by helping patients like her. Since its inception, the MCHF5K has raised more than \$2.5 million for Nicklaus Children's Hospital.

10th Anniversary Diamond Ball

In an extravagant celebration honoring a decade of philanthropy, Miami Children's Health Foundation hosted its 10th Anniversary Diamond Ball at the JW Marriott Marquis Miami. The event was a black-tie costume affair, with more than 800 guests in attendance, and raised nearly \$1.6 million benefiting the patients and families of Nicklaus Children's Hospital. This year's Ambassador David M. Walters International Pediatric Hall of Fame inductee was world-renowned virtuoso guitarist, singer and composer José Feliciano. He was honored for his unwavering commitment to improving the lives of children through his work for the José M. and Susan L. Feliciano Charitable Foundation for Children and the Arts.



The Citrix 6th Annual Miami Children's Health Foundation 5K presented by Sabadell United Bank (MCHF5K) Kids Fun Run.



10th Anniversary Diamond Ball co-chairs.



Louis Aguirre with 2016 Hall of Fame Inductee, José Feliciano, at the Diamond Ball event.



CHILDREN'S MIRACLE NETWORK HOSPITALS: MAKING A DIFFERENCE ONE DOLLAR AT A TIME



**Children's
Miracle Network
Hospitals**

Nicklaus Children's Hospital is the exclusive Children's Miracle Network Hospital® in Miami-Dade, Broward and Monroe counties.

Children's Miracle Network Hospitals (CMN Hospitals) raises funds and awareness

for 170 member hospitals across the U.S. and Canada. Its core philosophy is to keep 100 percent of donations in the local community in which they are raised. Funds for CMN Hospitals are raised year-round by national and local partners. In 2016, Children's Miracle Network Hospitals' partners soared to new heights with their fundraising campaigns and events throughout the year.

Miracle Icon Campaigns

- Publix Super Markets, Inc. raised an unprecedented \$1,089,653 during its three-week campaign, an increase of 23.53 percent.
- Costco raised \$464,208 during its month-long campaign, an increase of nearly 19.89 percent.

- Sunshine Gasoline raised \$34,787 in its third annual campaign, an increase of 16.2 percent.
- Walmart and Sam's Clubs raised \$331,038.
- Speedway raised \$46,030 during their first campaign in South Florida.

Events and Promotions

- IHOP Restaurants hosted its annual National Pancake Day and two icon campaigns, and raised \$173,927.
- Dairy Queen hosted Miracle Treat Day, where twenty-four local Dairy Queen locations participated in the annual campaign and donated a portion of the sale of every Blizzard® Treat.
- 75 companies participated in Miracle Jeans Day and raised nearly \$21,000.
- The 16th Annual Marriott/CMN Hospitals golf tournament raised \$60,906.
- The Annual Hardware Conference (organized by Ace Hardware dealers) raised \$26,270, an increase of 10.66 percent.
- Elegant Beauty Supplies hosted an icon campaign and raised \$24,000.

Student Involvement

- Sigma Alpha Epsilon at the University of Miami raised \$88,553 during its Paddy Murphy week, representing a 65.43 percent increase.
- Phi Delta Epsilon Medical Fraternity at Florida International University and the University of Miami raised \$16,559.
- Zeta Beta Tau at Florida International University raised \$3,890.
- Phi Mu Fraternity at Florida International University raised \$7,191.
- Cypress Bay High School in Weston hosted its second Dance Marathon and raised \$10,164.
- The CANESdm, the University of Miami's Dance Marathon, raised \$14,150.
- Florida International University hosted its 19th Dance Marathon and raised \$101,750, an increase of 115.27 percent.

Local Partnerships

In 2016, CMN Hospitals partnered locally with the following:

- YouFit was the Green Vendor Village Sponsor at the \$15,000 level at the MCHF5K. It also hosted a virtual 5K at its clubs and raised an additional \$5,635.
- New local partners include: Peterson's Harley-Davidson, Carolina Ale House, Orange Theory

- Fitness (West Kendall and Bird Road), and Maurice's Jewelers (The Falls, Pinecrest and Dolphin Mall).
- Conchita Espinosa Academy's 3rd grade classes hosted their third annual dollar wars and raised \$1,975.
- Hasbro hosted its annual Global Day of Joy at Nicklaus Children's Hospital. This also resulted in an award of a \$20,000 grant for the Michael Fux Family Center.

Year-Round

- Local credit unions raised \$20,836 through the Credit Unions for Kids Program, including a golf tournament.
- Dave & Busters at Dolphin Mall donated all unused game tickets towards the purchase of games and toys for the patients at Nicklaus Children's Hospital.
- Participating RE/MAX offices continued to support CMN Hospitals through the Miracle Home Program and special events, and raised \$46,976.
- Tom Thumb Food Stores raised \$5,874 through the CMN Hospitals canister program.
- Panda Restaurant Group raised \$28,810 through icon campaigns and the CMN Hospitals canister program.





**PATIENT INITIATIVES:
INSPIRING THE COMMUNITY WITH
OUR PATIENTS' STRENGTH**

What many discover when getting to know Nicklaus Children's Hospital is the incredible strength our patients display when confronted with challenges most won't experience in a lifetime.

Miami Children's Health Foundation celebrates this strength through the Patient of the Month program by highlighting patient stories to help raise awareness for Nicklaus Children's Hospital.

Patients featured in 2016 included Alessandra, Luna, Andrew, Raquel, Emily, Alexandra, Teegan, Tonaly, Juan Pablo, Astry, and Andres, whose stories are available on the foundation website.

In addition to featuring patient stories on the foundation's social media channels, the Patient of the Month program has also led to patient families having the opportunity to attend and speak at events to help build a personal connection between the community, donors and Nicklaus Children's Hospital.

Another initiative that celebrates patients is the annual Carlin Family Nicklaus Children's Hospital Prom. In 2016, the foundation held the 3rd Annual Carlin Family Nicklaus Children's Hospital Prom, which was inspired and funded by Chanin and Adam Carlin, who have committed to the prom for five years.

The 2016 prom was a magical night with a theme of Once Upon a Time, tying into popular culture and the rise of fairy tales retold. The evening transported attendees to an enchanted forest, providing the opportunity to enjoy a night with friends in a safe environment. The event counted with the support of dozens of hospital staff members, who oversee the safety of the patients in attendance, as well as generous sponsors who provided prom dresses, tuxes, hair, makeup and other necessities for the event to help make the night magical for all guests.



RESEARCH THAT OPENS DOORS FOR CHILDREN IN NEED

Miami Children's Research Institute — the region's largest provider of pediatric clinical research — plays a vital role in advancing the shared mission of Miami Children's Health System and Nicklaus Children's Hospital, offering hope to children with complex care needs and the families who love them.



In 2016, the Research Institute had more than 270 protocols in progress for children with cancer, congenital heart disease, spinal disorders and more.

2016 Research Highlights include:

Congenital Zika Syndrome Surveillance

Amid rising concerns about mosquito-borne Zika virus transmission to unborn fetuses, Miami Children's Research Institute in 2016, became part of a Zika syndrome surveillance initiative aimed at contributing to the knowledge and outcomes of affected infants. This effort is in collaboration with the National Patient-Centered Clinical Research Network (PCORnet) and the Food and Drug Administration's sentinel initiative. The hospital data is incorporated into the OneFlorida research consortium data trust, contributing to knowledge that will aid in developing recommendations for additional U.S. surveillance steps.

Precision Medicine to Support Patient Safety

A hospital-sponsored study to determine the frequency of certain genotypes associated with variations in drug metabolism in the South Florida population may hold the key to more precise pediatric patient care. In 2016, the Research Institute launched a study to determine the frequency of variations in the Cytochrome P450 2D6 (CYP2D6) gene among South Floridians. Variations in this gene are linked to considerable differences in the efficiency and amount of the CYP2D6 enzyme produced by individuals, which in turn affects drug metabolism. Some gene variants are associated with ultrarapid metabolism of certain opioid medications, while others are predictors of poor metabolism. The study has important implications for South Florida's unique, largely Hispanic,

population and holds promise to contribute to enhanced precision of prescribed medications. Genetic results of participating patients are included in the hospital's electronic healthcare record, and best practice alerts are triggered to ensure that pharmaceutical prescriptions conform to genetic indicators.

Treating Recurrent Brain Tumors in Children

Nicklaus Children's clinicians participated in a multicenter study offering hope for families of children with recurrent or progressive brain tumors. The study is assessing an experimental treatment that combines methotrexate, a drug that interferes with the growth of cancer cells, with chemotherapy. Participating children undergo periodic magnetic resonance imaging scans to determine if the administration of methotrexate into the lateral or fourth ventricle in combination with systemic chemotherapy is effective in reducing the tumor burden. The study will also evaluate the toxicity of the treatment.

Protocol for Patients with Ewing's Sarcoma

Also in 2016, clinicians at Nicklaus Children's participated in a second phase of a multicenter trial in which the cancer vaccine, Vigil, is used in combination with chemotherapy to treat patients with metastatic tumors within the Ewing's sarcoma family. The study is assessing whether the protocol enhances survival for patients with this rare form of cancer.

For information about open studies at Nicklaus Children's Hospital, visit nicklauschildrens.org/Research





OPENING DOORS FOR TOMORROW'S PEDIATRICIANS

Each year, newly minted pediatricians and pediatric subspecialists graduate from Nicklaus Children's pediatric teaching program and go out into the larger world to make a difference for children both big and small.

This essential role in preparing the next generation of pediatric clinicians is a source of longstanding pride for the hospital. Founded as early as 1958, and accredited in 1965, Nicklaus Children's pediatric teaching program is the largest in the Southeast, providing top-quality training for 84 pediatric residents and 33 subspecialty fellow trainees annually in 14 pediatric subspecialties.

Pediatricians and subspecialists who received training at Nicklaus Children's are now practicing throughout the nation and in countries around the world.

Highlights of the 2016 training program include:

- Nicklaus Children's residency program consistently maintains one of the top American Board of Pediatrics pass rates among programs in the state of Florida, according to results shared on the board website.
- Sixty-one percent of the 2016 residency program graduates went on to accept prestigious subspecialty fellowships.
- Equally important, the remaining 2016 graduates went on to pursue careers in primary-care pediatrics, with several securing positions right here in the South Florida community.

Nicklaus Children's also supports the pediatric community by keeping practitioners informed of the latest developments in the field of pediatrics and helping prepare pediatricians for board recertification through live courses and online education. The hospital further supports the new generation of trainees and physicians by investing in technology to bring educational content directly to the practitioner through the iLearnPeds platform, a web- and cloud-based, continuing medical education-compliant, multimedia digital library.

What's more, for 52 years, the hospital has hosted "Perspectives in Pediatrics," the longest-standing pediatric postgraduate course in the nation. More than 800 pediatricians from all over the world come to South Florida annually to participate in this renowned program, which features experts from all over the world. The hospital's Pediatric Board Review Course has been offered for 20 years and has been instrumental in preparing pediatricians from all over the U.S. to pass their board recertification. The course is recognized by the American Board of Pediatrics as an approved maintenance of certification activity.

2016 COMMUNITY BENEFITS

Miami Children's Health System: Making a Big Difference for the Region's Smallest Patients

Miami Children's Health System is proud of its enduring legacy of service to the children and families of South Florida. We leave our 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 honored to make a difference each and every day. Here's how:

An Economic Force in Miami-Dade County

Miami Children's Health System contributes to the local economy in many ways. The health system employs a workforce of nearly 4,300 employees. During 2016, the hospital contributed more than \$81 million in construction spending to the local economy for projects paving the way for its planned new Advanced Pediatric Care Pavilion.

Providing a Safety Net for Children

Nicklaus Children's Hospital is the state's leading provider of healthcare services for medically needy children. Each year the health system contributes from \$16 million to \$20 million in uncompensated care. It's part of Nicklaus 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, 62.3 percent of patients are funded by Medicaid or a Medicaid HMO. We are indeed here for the children!

Training Tomorrow's Pediatric Specialists

At Nicklaus 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 84 pediatric residents and 33 subspecialty fellows annually. 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

Nicklaus Children's provides primary care and a medical home to the Medicaid population through its Gladys M. and Frederick Stewart 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 hosted about 10,834 visits in 2016, 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.

Pediatric Dental Services

Nicklaus Children's is a regional leader in providing dental services — including outpatient services and surgical services — to medically underserved children and adolescents. The Pediatric Dental Residency Program, situated at Nicklaus Children's Hospital Doral Outpatient Center, provided care for approximately 27,330 patient visits in 2016, while the Adolescent Dental Program hosted 3,244 visits.





2016 COMMUNITY BENEFITS MEDICAL OUTREACH TO SERVE THOSE IN NEED

Health Connect in our Schools

Through this program, funded by The Children's Trust, Nicklaus Children's provides staffing for 12 clinics in the Miami-Dade County Public School system, offering primary care, first aid, vision, height/weight, body mass index screenings, and assessment and referral as needed. The nurses not only offer primary care services for students, but also offer health education to parents and school staff on topics of interest. During the 2015-2016 school year, the program managed more than 41,700 visits.

Supporting New Mothers in Caring for Babies

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

Classes and Programs to Promote Children's Well-Being

Several Nicklaus Children's departments — including the Department of Learning and Development, Trauma Services, Rehabilitation Services 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:

- Bike rodeos, available on request to inspect wheeled craft for safety and teach children about riding safely, including use of helmets
- Breastfeeding
- C.H.A.T. program, a free community education series for parents and care professionals
- Child life community field trips
- Child safety seat inspection station, offering inspections of safety seats for proper installation, product recalls and appropriateness for the age of the child
- CPR for parents and caregivers
- Diabetes management for children and teens
- First aid
- Infant massage
- Parenting skills
- Pedestrian safety
- Poison prevention
- Pool safety
- Presurgical orientations, "Scrub Club"
- Safety health fairs (offered on campus and on location)
- Sports injury prevention
- Swimming lessons

Specialty Camps Brighten Lives of Children with Chronic Illnesses

As part of a holistic approach to the care of critically ill children, Nicklaus Children's Hospital offers a series of annual special camps that have enriched the lives of thousands of children from South Florida and beyond. Programs offer children with

special needs the chance to enjoy activities and friendship with children with similar needs in a safe and supportive setting. Offerings include:

- Camp Funrise, a specialty camp for children with arthritis and related conditions conducted by the hospital's Division of Rheumatology. The free week-long summer camp is for children ages 8 to 12 whose special needs make it impossible for them to attend other camps.
- Camp Superstar, a weekend overnight camp for children affected by craniofacial differences and their families. The camp, for children ages 8 to 15 offers fun activities and camaraderie with other children and families with similar life experiences.
- Camp Roaring Sun, 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, Nicklaus Children's offers a network of support services ranging from lodging near the hospital to free meals and special services to reduce stress.

- Nicklaus 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.
- The hospital's Advanced Pediatric Care Pavilion offers spacious family-centered care rooms with fold-out double beds for the comfort of parents remaining in the hospital with their child.
- 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.
- Nicklaus Children's Hospital 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, classes on health topics and other diversions for patients and their families. All services are offered to families without charge.

- Educational tools, internet access, a hospital guide and numerous entertainment options are available to hospitalized patients and 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.
- Nicklaus Children's offers several play rooms and teen rooms to enhance the care experience for children and families. The hospital's large play room includes an outdoor screen-enclosed area. Two teen rooms are furnished with teen-friendly equipment.
- Specially trained therapy dogs and their owners visit children at the hospital several times per week.
- Healthy Humor, Inc., brings laughter and joy to the bedsides of hospitalized children through the work of specially trained healthcare clowns.
- 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.

- MCHSTV, available in patient rooms and hospital waiting areas, includes child-friendly segments on health, travel, cooking, weather, news, sports and entertainment.

Free Screenings to Save Lives

Since 2011, the hospital has offered a free EKG screening program aimed at identifying teen athletes at risk of sudden cardiac death. Since the launch, the hospital's Heart Program has conducted more than 15,000 screenings and identified about a dozen young athletes requiring medical intervention.

Helping Special Olympians Fulfill Dreams

Doctors and caregivers from Miami Children's Health System annually provide support for Special Olympics Florida, providing medical screening for prospective Special Olympic athletes to ensure they are healthy enough to participate in competitive sporting events. Each year the health system conducts several health screening events in which candidates undergo medical assessment of vital signs, vision and hearing, and other measures that can impact ability to safely compete.





Helping Children Develop Work Skills

Nicklaus 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

The Nicklaus Children's Hospital website (www.nicklauschildrens.org) offers a wide range of health information content for children and families, including links to consumer websites referencing food and children's product recalls. During 2016, the site experienced a 10 percent increase in the average visitor session duration, an indication of the perceived value of the content.

Sponsorships to Benefit Children

The health system provides funding support for programs and activities that benefit children, including the Junior Orange Bowl, the world's largest youth festival, which includes annual 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.

2016 AWARDS AND RECOGNITION NATIONAL

Nicklaus Children's Pediatric Specialty Services Again Ranked Among the Best in the Nation

Eight Nicklaus Children's subspecialty programs were again ranked among the best in the nation, according to *U.S. News & World Report's* 2016-17 "Best Children's Hospitals" rankings. No other pediatric hospital in South Florida had more ranked programs.

All Three Hospital Intensive Care Units Receive Gold Beacon Award for Excellence

All three specialized intensive care units at Nicklaus Children's Hospital, including the cardiac, neonatal and pediatric intensive units, achieved a gold-level Beacon Award for Excellence in patient care from the American Association of Critical-Care Nurses (AACN) in 2016. Gold is the highest level of Beacon Award recognition. Nicklaus Children's is one of only two freestanding pediatric hospitals in the nation to have achieved the status of having three ICUs awarded gold-level Beacon Awards. The Beacon Award for Excellence recognizes unit caregiver teams that successfully improve patient outcomes.

Nicklaus Children's Receives Press Ganey Award for Outstanding Nursing Quality

Nicklaus Children's Hospital received the 2015 NDNQI Award® for outstanding nursing quality by Press Ganey Associates, Inc. The award, presented in 2016, recognizes the top-performing pediatric hospital that has achieved excellence in overall performance in nursing quality indicators.

Sixty-one Physicians on Hospital Medical Staff Make Prestigious 2015-2016 Best Doctors in America® List

Sixty-one physicians affiliated with Nicklaus Children's made the Best Doctors in America® List for 2015-2016. Only 5 percent of doctors in America earn this prestigious honor, decided by impartial peer review.

Best Doctors has earned a worldwide reputation for reliable, impartial results by remaining totally independent. Doctors cannot pay to be included in the Best Doctors database, nor are they paid to provide their input. The list is a product of validated peer review, in which doctors who excel in their specialties are selected by their peers in the profession.

Becker's Hospital Review Names Nicklaus Children's Among Top Places to Work in Healthcare

Nicklaus Children's again ranked by *Becker's Hospital Review* among the top 150 Places to Work in Healthcare for 2016. Chosen organizations are selected based on benefit offerings, wellness programs, commitment to diversity and inclusion, professional development opportunities and environments that promote employee satisfaction and work-life balance.



Nicklaus Children's Named to IDG Computerworld's List of Best Places to Work in IT

IDG Computerworld named Nicklaus Children's Hospital to its 2016 Best Places to Work in IT list. Nicklaus Children's was once again among 100 top organizations recognized for providing great benefits and compensation. The award is based on the 23rd annual Best Places to Work in IT survey.

LifeFlight Program Receives National Award for Transport Excellence

Nicklaus Children's Hospital's LifeFlight® Critical Care Transport Program received the 2016 Neonatal and Pediatric Transport Award of Excellence from the Association of Air Medical Services (AAMS). The Award of Excellence is one of the most distinguished awards presented in the field of specialty air medical services and is sponsored by Airborne Life Support Systems Transport Incubators, a division of International Biomedical Ltd. It recognizes significant contributions to the overall enhancement of neonatal/pediatric transport patient care.

Hospital Receives eHealthcare Leadership Award

Nicklaus Children's Hospital was the recipient of a 2016 eHealthcare Leadership Distinction Award for best social media networking. The hospital is recognized among healthcare organizations across the country that exceptionally align digital communications with marketing and traditional media campaigns.

Nicklaus Children's Receives Women's Choice Award

Nicklaus Children's was among 54 children's hospitals to be selected among the nation's Best Children's Hospitals by the Women's Choice Award. This recognition highlights facilities that provide important pediatric services, maintain a low ratio of beds per board-certified pediatric professional and have high levels of professional, nursing and staff support.

Nicklaus Children's Again Among Top Training Facilities

Nicklaus Children's Hospital was again ranked in 2016 among *Training* magazine's "Top 125 Training Organizations." Every year since 2006, the hospital has been included in the rankings, which recognize organizations that invest in employee development, innovative learning solutions, creative web-based training solutions, leadership development programs and more.

Nicklaus Children's Named 2016 'Most Wired' Hospital

Nicklaus Children's Hospital was named a 2016 "Healthcare's Most Wired" winner by the American Hospital Association's Health Forum. Most Wired hospitals are continuously redefining the way they provide care through technology. The IT Department at Nicklaus Children's is recognized for utilizing the latest in technology, including mobile applications, interactive robotic devices, mobile medical carts, and medical kiosks to support the hospital, its network of outpatient centers and MCH Anywhere, the health system's telemedicine program, which serves patients worldwide.

Hospital Receives HIMSS Analytics Stage 7 Award

HIMSS Analytics has awarded Nicklaus Children's Hospital a Stage 7 Award, acknowledging the hospital's attainment of the highest level of the Electronic Medical Record Adoption Model™. HIMSS Analytics developed the EMR Adoption Model in 2005 as a methodology for evaluating the progress and impact of electronic medical record systems for hospitals in the HIMSS Analytics® Logic™.

Dr. Kini Named to *Becker's Hospital Review* List of Physician Leaders

Dr. Narendra Kini, Chief Executive Officer of Miami Children's Health System, was named to *Becker's Hospital Review's* 2016 edition of its list of 110 Physician Leaders of Hospitals and Health Systems. The list features presidents and chief executive officers of hospitals and health systems who also hold medical degrees. The recipients are selected based on outstanding leadership and clinical expertise throughout their careers, leading initiatives to improve their individual organizations and the healthcare of the communities they serve.

Raquel Pasarón Receives Surgical Nurse Association's Founder's Award

Raquel Pasarón of Nicklaus Children's Hospital received the 2016 Founder's Award from the National American Pediatric Surgical Nurses Association (APSNA). This award is presented yearly in recognition of significant contributions to the advancement of the care of pediatric surgical patients and exemplary service to the APSNA organization.





2016 AWARDS AND RECOGNITION REGIONAL

Nicklaus Children's Awarded Best ER, Best Pediatric Hospital and Best Pediatric Urgent Care Centers

Nicklaus Children's Hospital received three 2016 *South Florida Parenting* magazine Kids Crown Awards. The recognition includes:

- Miami-Dade Best Emergency Room
- Miami-Dade Best Pediatric Hospital
- Miami-Dade Best Pediatric Urgent Care Centers

Kids Crown winners are nominated and chosen annually by the readers of *South Florida Parenting*.

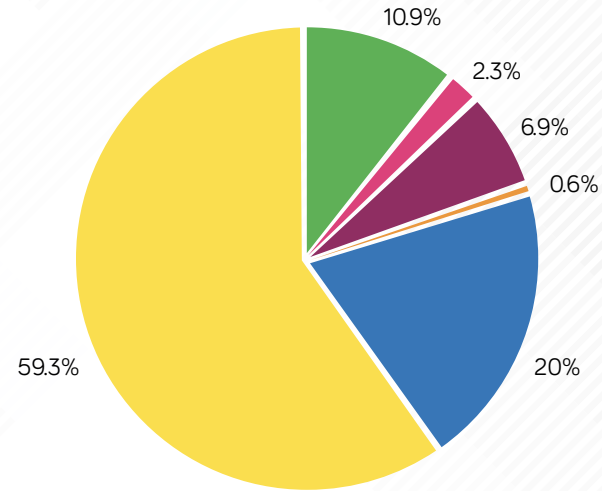
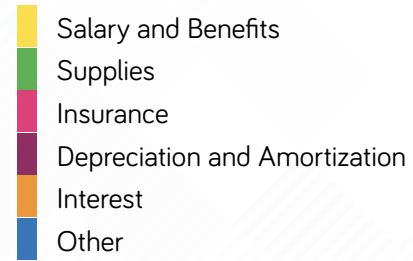
Dr. Anthony Rossi

Chosen Among Regional Health Care Heroes

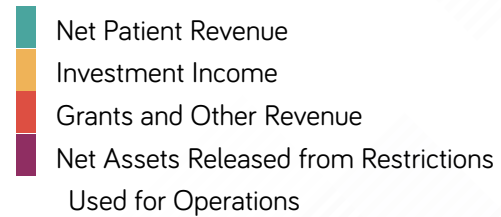
Dr. Anthony Rossi, Medical Director for The Heart Program, was a finalist for the 2016 Greater Miami Chamber of Commerce's Health Care Heroes Award. Dr. Rossi was a finalist in the physician category and was recognized for his leadership in founding and sustaining the hospital's EKG program, which provides free screening for teen athletes to identify those at risk of sudden cardiac death.

2016 FINANCIAL AND STATISTICAL HIGHLIGHTS

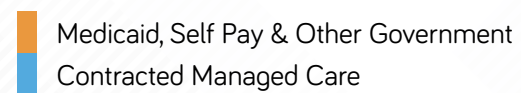
2016 Expenses



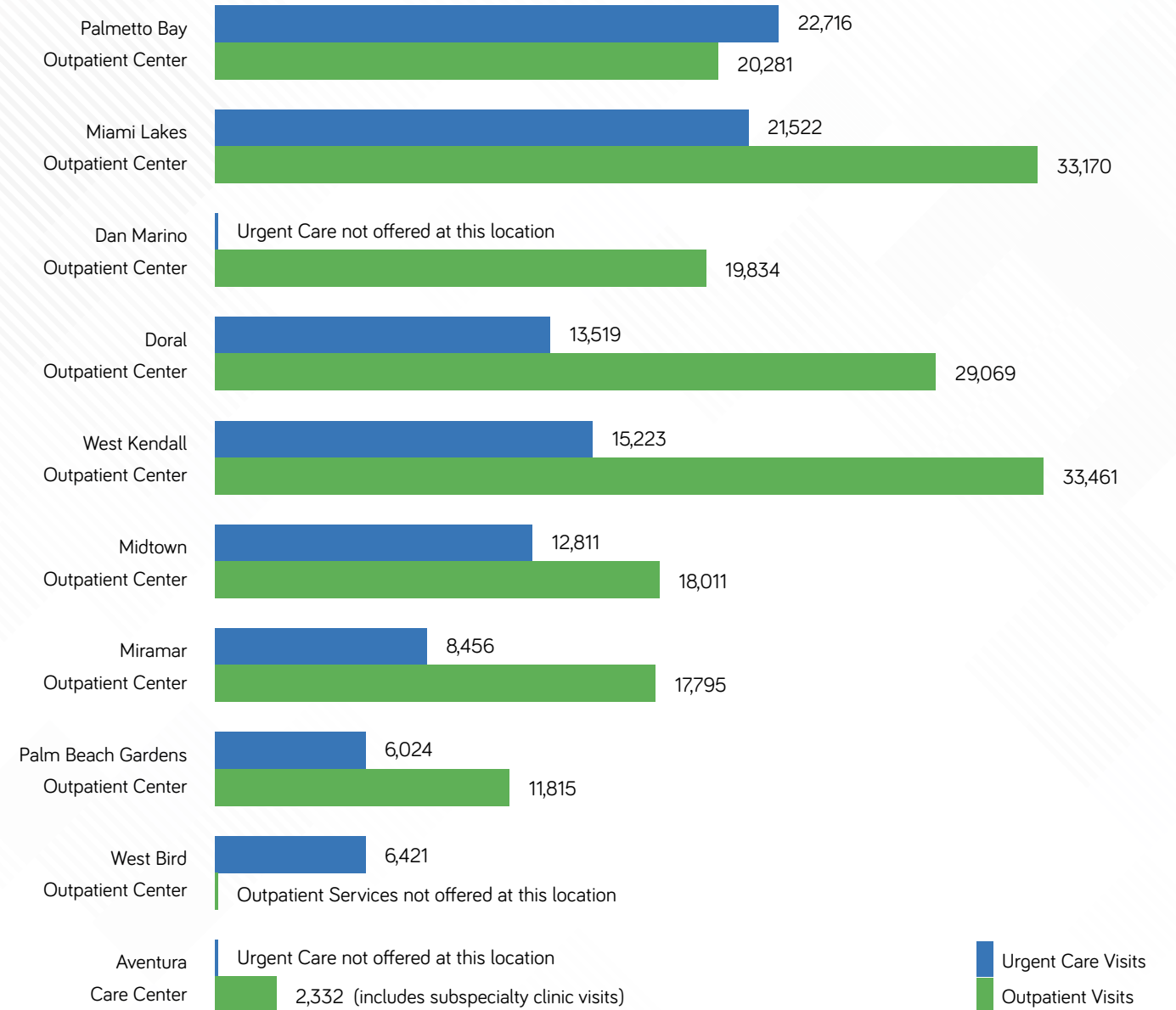
2016 Sources of Revenue



2016 Payor Mix



2016 OUTPATIENT CENTER STATISTICAL DATA



2016 Statistical Data

Total Inpatient Days:	65,289	Observation Visits:	5,529
Total Inpatient Admissions:	10,544	Private Outpatient Visits (main campus):	218,945
Inpatient Average Daily Census:	178.4	Private Outpatient Visits (ambulatory centers):	290,914
Inpatient Occupancy:	61.7%	Total Surgical Cases:	16,223
Total ER Visits (main campus):	86,893	Average Length of Stay:	6.3
Ambulatory Visits:	106,692		



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