

# Leaps & Bounds



Nicklaus Children's  
Health System

2021 REPORT TO THE COMMUNITY

## Vision:

To **CREATE** a healthy future for every child

## Mission:

To inspire hope and promote lifelong health by providing the best care to every child

## Values:

Collaboration

Responsibility

Empowerment

Advocacy

Transformation

Empathy



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Dear Friends,

2021 was a remarkable year for Nicklaus Children's. Even as we grappled with a persistent pandemic that continued to challenge clinical and operational teams, we set forth on a journey to implement our 2021-2023 strategic plan, moving forward – by leaps and bounds – to drive the future of pediatric care in our community.

The success in advancing our strategic plan is a source of great pride, given our essential role in helping families of our community navigate the pandemic. I am proud of our commitment to vaccinating a steadily widening population of children as the CDC expanded vaccine recommendations to include increasingly younger age groups. And during the peak of the Delta variant's impact on our community in the summer of 2021, we provided inpatient and outpatient care for among the largest numbers of COVID-19-positive children in the nation.

This intensive focus did not divert our strategic momentum. As stewards of the region's only freestanding children's hospital – one that has served this community with distinction for more than 70 years – we understand the critical importance of formulating and pursuing strategies to make our health system, and the community we serve, even stronger in the years ahead.

Our strategic plan charts a path forward built around goals that align with our four organizational pillars: Amazing Patient Care, Operational Excellence, Building the Future and Focus on Us.

Here are just a few highlights from our year of leaps and bounds:

**Amazing Patient Care:** We introduced new state-of-art clinical innovations, including minimally invasive heart and neurosurgical procedures, and expanded the number of locations and pediatric specialists serving our community.

**Operational Excellence:** Our new leadership team, assembled in 2019 and 2020, enhanced our fiscal performance, leading to higher ratings from both Fitch and Standard and Poor's. In addition, we strengthened our clinical institutes, ensuring they continue to represent the pinnacle of care excellence through clinical and surgical leadership, research contributions, and training the next generation of pediatric specialists.

**Building the Future:** Our foundation had a banner year, raising record philanthropic support to advance major initiatives, including expanding our inpatient Psychiatry Unit, and funding our planned new surgical tower. We also developed initial plans for the tower and secured sources of funding.

**Focus on Us:** Ensuring that we meet the needs of our valued workforce is essential to our future. In 2021, we raised our minimum wage to levels not required in Florida until 2026, and boosted our annual September 2 Remember internal celebrations to new heights.

I hope you will take a moment to read more about our year of leaps and bounds. Our many successes are a tribute to our entire Nicklaus Children's family – physicians, clinical and support teams, donors and the patients and families who look to us for care and support. Thank you, one and all, for an amazing year.

Sincerely,



A handwritten signature in black ink that reads "M Love". The signature is fluid and cursive, with the first name "M" being particularly prominent.

**Matthew A. Love**  
President and Chief Executive Officer,  
Nicklaus Children's Health System



# Pandemic 2021: Continuing to Lead the Way for the Region's Children

Through the ups and downs of a year that featured steadily expanding availability of COVID-19 vaccines, as well as the challenge of new virus variants, Nicklaus Children's provided steadfast leadership to the families of our community and beyond. Highlights included our ongoing COVID-19 vaccine clinics as well as a commitment to sharing the latest information with the community through media outreach.



# A Timeline of Our COVID-19 Response and Leadership

Jan

Employees begin receiving COVID-19 vaccines on the Nicklaus Children's campus.

Feb

Children 16 and older with medical conditions that increased their vulnerability to serious illness are welcomed to the campus for vaccination.

Mar

We announce availability of vaccine clinics for teens 16 and above as well as adults remaining in the care of pediatric specialists.

May

With the approval of the Pfizer-BioNTech vaccine for children 12 and older, the hospital expands its vaccine clinics to this younger population.

Jul

The Delta variant rises rapidly in South Florida, creating concern as children prepare to start a new school year. We expand our social media messaging to promote awareness of best practices. Throughout the entire year we share more than 175 posts related to COVID-19.

Aug

As the Delta variant spreads throughout Florida, the hospital provides care for one of the largest numbers of children with COVID-19 in the nation. Media interest follows and Nicklaus Children's clinicians appear in more than 1,239 online and broadcast media stories in local, national and international platforms, related to COVID-19 in children and offering guidance for parents.

Sep

Dr. Marcos Mestre, Chief Medical Officer, is tapped by the U.S. Department of Health and Human Services to support a Spanish-language media campaign to convey the importance of vaccines for children. He participates in 10 Spanish-language media interviews.

Nov

Following approval of the Pfizer-BioNTech vaccine for children ages 5 and up, the hospital expands its vaccination offering to include the younger children.

Dec

As a new Omicron variant spreads worldwide, the hospital tightens its COVID-19 safety protocols to protect those in our care.



**14,268**

Doses of vaccine provided to the region's children in 2021



**11,359**

Number of COVID-19 positive children who received care through Nicklaus Children's inpatient and outpatient services in 2021

## Leaping Forward with Our Strategic Plan

Where are we going? And how will we get there? Those were questions Nicklaus Children's leaders posed in early 2020 as they embarked on a strategic planning journey to define the future. Following a year-long strategy process, the health system in January 2021, introduced its three-year strategic plan to guide the organization through 2023.

The plan began with what was already working – the hospital's mission and vision statements as well as its pillars: Amazing Patient Care, Operational Excellence, Focus on Us and Building the Future. The hospital then developed specific goals and strategies associated with each established pillar.

During 2021, we made enormous leaps in advancing our plan. Achievements of 2021 are shared within strategic plan categories in the pages to follow.





# Amazing Patient Care



## Amazing Patient Care

### Supporting the Mental Health Needs of the Region's Children

It's well documented that children's mental health has suffered dramatically during the pandemic. Nicklaus Children's stepped up to meet the behavioral health needs of the region, aided by telehealth which enables the hospital to safely serve more children than is possible in an office-based model.

In 2021, the hospital conducted 15,062 behavioral health consults, topping the high volume of 12,595 captured in 2020.

In addition, the hospital made plans in 2021, to double the size of its inpatient Psychiatry Unit, thanks to a generous donation. Construction will get underway in 2022 to bring the number of inpatient beds to 40.



**15,062**

Total telebehavioral consults 2021



**1,067**

Inpatient psychiatry admissions 2021

### Using a Patient's Own Immune Cells to Treat Leukemia

Nicklaus Children's became one of only a few hospitals in Florida to offer the latest immune cell treatment for children and adolescents with certain types of leukemia in 2021. The treatment, known as chimeric antigen receptor T-cell (CAR T) therapy uses a patient's own immune system cells to treat acute lymphoblastic leukemia (ALL) and B cell lymphomas.

The Cancer and Blood Disorders Center at Nicklaus Children's is the region's leader in the care of children with cancer and hematologic disorders. Offering this therapy, which is provided in the hospital's Blood and Marrow Transplant Unit, is evidence of the program's commitment to clinical leadership.



**2**

Florida facilities offering CAR T-cell therapy for children



**2**

Patients who received the treatment at Nicklaus Children's in 2021

## A Leap Forward for the Orthopedic Care Environment

Planning and construction were underway in 2021 for a new home for the hospital's nationally ranked Orthopedic Surgery Program. With care excellence and convenience in mind, the hospital set aside a 4,293-square-foot campus space to bring together all services of the high-volume program, including the fast-growing spinal services component and general pediatric orthopedics. A special feature of the new setting is ease of access, with families able to park immediately outside of the office. The new facility will enable the program to include the latest technology, including emerging spinal imaging equipment. The spinal surgery program team will move into the new space in 2022 and will be joined by the rest of the practice in 2023.



**36,880**

Orthopedic outpatient visits in 2021



**1,251**

Surgeries performed by the orthopedic team in 2021

## Expanding Access to Pediatric Specialty Care

When families seek specialty care for a child, they want both clinical excellence and convenience. That understanding guided Nicklaus Children's in 2021 to expand the number of clinical spaces and specialists serving South Florida, and ensure families enjoy the ease of access they deserve.

In 2021, Nicklaus Children's opened its Pinecrest Care Center and an office in Plantation, bringing to 16 the total number of facilities extending from southern Miami-Dade to Martin County that offer appointments with Nicklaus Children's employed specialists. Also in 2021, the hospital on boarded 58 pediatric specialists, including physicians and advanced care practitioners.



**16**

Nicklaus Children's facilities offering pediatric specialty care



**250+**

Nicklaus Children's-employed specialists serving the region

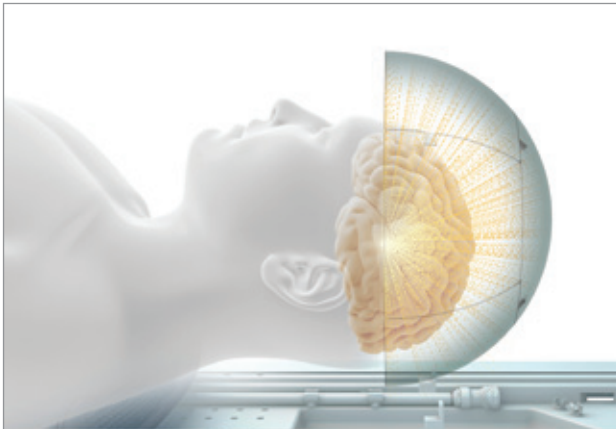


**58**

Number of new specialists onboarded in 2021

## Incision-Free Technique for Treating Brain Tumors

Nicklaus Children’s Hospital is studying the safety and feasibility of magnetic resonance (MR) guided focused ultrasound technology – an incision-free technique – to treat centrally located brain tumors in children and young adults. MR-guided focused ultrasound is an approved therapy for adults with essential tremor and Parkinson’s disease. The Nicklaus Children’s Brain Institute project is an investigational device exemption study of the use of focused ultrasound for the treatment of benign intracranial tumors in patients between 8 and 22 years of age. The research study, which began in 2017, has so far treated five patients ranging from 15 to 22 years of age.



MR-guided focused ultrasound is next-generation treatment for deep-seated brain tumors



5

Patients to have received this treatment at Nicklaus Children’s



0

Number of centers other than Nicklaus Children’s participating in this research in 2021



Madeleine

### Madeleine’s Story: A Better Tomorrow Thanks to New Treatment

Madeleine suffered from a rare benign brain tumor that caused hypothalamic obesity. Hoping for a healthier future for Madeleine, her family flew from London to Nicklaus Children’s for a unique incisionless surgery, called MR-focused ultrasound that successfully ablated the tumor. Today, Madeleine has resumed a normal weight and has a brighter outlook on the future.

## New Minimally Invasive Option for Patients with Heart Valve Anomalies

The Heart Institute at Nicklaus Children's, in 2021, began offering a new pulmonary valve replacement via cardiac catheterization with the recently FDA-approved Harmony valve. The Harmony Transcatheter Pulmonary Valve (TPV) from Medtronic is a first-of-its-kind option available to patients with a specific type of congenital heart defect that affects the right ventricle of the heart.

In the past, open-heart surgery was the only option. The valve, which can be delivered to the ventricle via a catheter, is a less invasive option that offers a faster recovery time for patients.



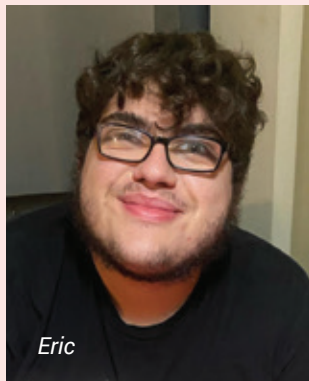
**1**

Average days in hospital after Harmony procedure



**7**

Average days in hospital following open-heart valve repair



### Eric's Story: A Timely Alternative to Open-Heart Surgery

Eric, 19, and his family had been anticipating with dread a needed heart surgery to replace Eric's malfunctioning pulmonary valve. The family was delighted to learn in 2021 that Nicklaus Children's had already begun to offer the Harmony Transcatheter Pulmonary valve, a minimally invasive option approved by the FDA that same year. "I worried about the possibility of open-heart surgery for years and am grateful that Eric had the opportunity to undergo this less-invasive method," said Eric's mother, Sandra.

## Amazing Patient Care

### 3D and Immersive Technologies Advance Patient Care

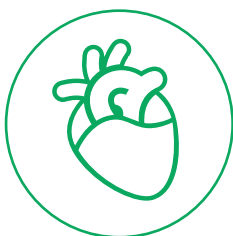
Nicklaus Children's is among the first in the world to combine use of immersive technologies to support surgical planning and patient education. The hospital's Cardiovascular Surgery Advanced Projects Laboratory (APL), formalized in 2021, is now using emerging mixed-reality technology to support planning of complex congenital heart procedures and help patient families visualize how the surgical team will conduct repairs.

Collaborating in the initiative is ApoQlar, maker of VSI Holomedicine, which displays medical scanned images as 3D holograms in real space using mixed-reality glasses. A second collaborator is Stratasys, maker of the J750 Digital Anatomy™ Printer, which has the capability to print 3D replicas of patient hearts.

The combined technologies are integrated into preoperative planning and patient and family education.



Patient Rosemaylee uses mixed-reality tools to view 3D images of her heart



**500**  
3D printed hearts  
created to date

### MyNicklaus App: Wayfinding Made Easy and More

When families can readily navigate a hospital campus, they are empowered and more relaxed during a care visit. With this goal in mind, Nicklaus Children's introduced MyNicklaus app in app stores in 2021 to help families find their way to destinations within the hospital, including physician offices, dining locations, restrooms, lab, imaging and more. Other features include physician directories, appointment scheduling, patient records, bill pay options and ability to verify hours, locations and wait times for urgent care centers.



Children meet the robot used to map the Nicklaus Children's Hospital campus for the wayfinding component of MyNicklaus app



**157**  
Points of interest  
identified on campus  
by app

# Operational Excellence



## Raising the Fiscal Fitness Bar

Maintaining the fiscal health of Nicklaus Children's is always a key focus for the hospital's leadership team. Emblematic of the organization's 2021 success in stewarding the private nonprofit hospital were awards of A+ and A ratings respectively from Fitch Ratings and Standard and Poor's, along with positive and stable outlooks for the future.

"We are delighted that both rating agencies issued an improvement in our ratings and outlook," said Matthew A. Love, President and CEO. "Maintaining a strong financial position in the marketplace enables us to advance our mission to expand access to quality care for children in our community and beyond," he said.

**Fitch**Ratings

**S&P Global**  
Ratings



**A+ / A**

Ratings awarded to Nicklaus Children's by Fitch and Standard and Poor's

## Nicklaus Institutes on the Rise

Nicklaus Children's healthcare institutes embody the highest level of clinical achievement and leadership among medical specialty programs. The hospital's nationally recognized congenital heart program attained institute status in 2021, through achievements in clinical excellence, surgical specialization, innovative research, training of next-generation clinicians and advocacy. The Heart Institute joins ranks with the Nicklaus Children's Brain Institute, a renowned international leader.

Two other hospital programs, the Cancer Center and Orthopedic Surgery Program are poised to become institutes in 2022, based on their 2021 progress in advancing research, advocacy and clinical training to align with their well-documented clinical leadership.



**4**

Total institutes or emerging institutes



**71**

Institute-affiliated physicians



**7**

Institute-associated fellowship trainees



## Biobank Celebrates Key Milestone

The Nicklaus Children's Hospital Biobank enrolled its 500th participant in 2021, a significant milestone for the biorepository, founded in 2019 to address imbalances in genomic research, with the goal of enhancing individualized care for children in South Florida and beyond. The Biobank is part of the hospital's Personalized Medicine Initiative, committed to harnessing the latest developments in genomic science to speed effective treatments for pediatric conditions.

The vision for the biobank is to address gaps associated with the reality that most participants in genomic research are of European descent. By collecting samples from South Florida's diverse population, the program seeks to contribute to scientific knowledge and develop better treatments for those we serve.



# 2019

The year the Biobank was founded



# 500

Enrollment in Biobank in 2021

## Research Institute Offers Hope for Children with Serious Illnesses

Nicklaus Children's is proud to be one of the largest providers of pediatric clinical research in Florida. In 2021, the Nicklaus Children's Research Institute participated in more than 200 research studies to advance clinical care and enhance knowledge.

What does this mean for Florida's children? It means that many youngsters who cannot be helped by standard treatments have new care options that can lead to brighter futures.

Each year, the institute helps children with complex conditions, such as Kiley.



Kiley

When Kiley was 4, a benign plexiform tumor near her jawline began to grow. Such tumors are common in children like Kiley who have neurofibromatosis, a genetic disorder. By the time Kiley turned 9, the snake-like tumor had begun to affect her

hearing, her salivary glands and was approaching her carotid arteries. The Broward family came to Nicklaus Children's to take part in an investigational study of medication that targets plexiform tumors. After several months of treatment – oral medication taken several times per week – the family received the welcome news in October 2021 that the tumor was shrinking. "This is such relief for us. We feel so fortunate that we could be part of this study," said Kiley's mother, Jessica.

# Building the Future



## Children’s Hospital of Choice for Philanthropy: Foundation Achieves Record Philanthropic Support in 2021

Nicklaus Children’s Hospital Foundation raised a remarkable \$27.5 million in 2021 to benefit the care of the patients and families we serve. This achievement exceeds previous foundation fundraising records as a whole, as well as across all major areas of individual and corporate support, including foundations/grants, planned giving, and point-of-sale campaigns at participating retailers who fundraised on behalf of Nicklaus Children’s, the exclusive Children’s Miracle Network Hospital in Miami-Dade, Broward and Monroe counties.

“We are so grateful for the generosity of so many in our community for making this fundraising milestone possible,” said Matthew A. Love, President and CEO of the health system. “We are truly fulfilling our foundation’s goal to be the children’s hospital of choice for philanthropy. Contributions from 2021 will fund services throughout the hospital, including patient assistance and advances in medical treatments, while driving discovery and pushing the boundaries of what is possible in our delivery of amazing patient care.”

### In 2021, noteworthy gifts to Nicklaus Children’s Hospital Foundation included:

- A \$5 million gift from Michelle and Michael Hagerty to expand and enhance the inpatient Psychiatry Unit, doubling its current capacity, to treat and care for patients.
- A \$5 million gift from VoLo Foundation, thanks to co-founders David S. Vogel and Thais Lopez Vogel. The donation will advance pediatric surgery, with an emphasis on cardiac surgery, supporting important advancements in state-of-the-art medical technologies and innovations, medical education and expansions in surgical operating suites.

- Healthcare entrepreneur Miguel “Mike” B. Fernandez donated his personal Sikorsky® S76 C+ helicopter, which will benefit the LifeFlight® critical care transport team at Nicklaus Children’s.
- A major grant from The Frederick A. DeLuca Foundation to support autism care and psychiatry.
- A major grant from Rotary Club of Key Biscayne and the Rotary Club of Windsor Roseland, Canada to expand access to telebehavioral health screenings.
- A major grant from The Taft Foundation to implement the use of virtual reality (VR) to reduce child anxiety in clinical settings.



Generous donors Michelle and Michael Hagerty



Generous donors David S. Vogel and Thais Lopez Vogel



Sikorsky® S76 C+ helicopter donation from Miguel “Mike” B. Fernandez

## Nico's Promise Bereavement Program Reaches \$1 Million Endowment

Founders of Nico's Promise: A Journey of Hope and Healing, a Nicklaus Children's bereavement program, presented the hospital with a \$1 million check, after reaching an endowment goal to fund ongoing support services for grieving families.

Since 2012, Nico's Promise has offered individual and group counseling at no cost to parents, siblings, grandparents and other family members who have experienced the loss of a loved one. The services of Nico's Promise also provide grieving families with opportunities to celebrate the life of their child as they cope and heal.



Nico's Promise supporters celebrate the \$1 million endowment

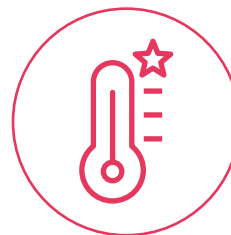


## Nicklaus Children's Launches First-Ever iHeart4Kids Radiothon

Nicklaus Children's Hospital Foundation took to the airwaves in 2021 to share its story and raise funds, thanks to support from iHeartMedia and generous community sponsors. The daylong iHeart4Kids Radiothon was broadcast live on Totally 93.9 Miami and NewsRadio 610 WIOD on November 4, raising \$75,000 in support of children receiving care at Nicklaus Children's Hospital.

The radiothon presenting sponsor was Lehman Auto, with matching hour sponsors: Elegant Beauty Supplies, Fresco y Más, Milam's Markets, RE/MAX Advance Realty, Sunshine Gasoline Distributors, Inc. and Winn-Dixie.

Learn more at [nicklauschildrens.org/radiothon](https://nicklauschildrens.org/radiothon)



**\$75k**

Amount raised by first radiothon

## Foundation Innovates in Accepting Cryptocurrency Donations

Nicklaus Children’s Hospital Foundation, in 2021, became among the first nonprofits and the first healthcare foundation in South Florida to accept cryptocurrency donations.

By accepting cryptocurrencies such as Bitcoin and Ethereum, Nicklaus Children’s is offering supporters with cryptocurrency portfolios the ability to support the organization in a tax-efficient way. The IRS classifies cryptocurrency donations as property, meaning they are not subject to capital gains tax and are tax-deductible on the donor’s tax returns.

To learn more, visit [nicklauschildrens.org/crypto](https://nicklauschildrens.org/crypto)



**7**

Cryptocurrency donations received in 2021

## Patient Assistance Fund Offers Hope and Healing

Central to the hospital’s mission of creating a healthy future for every child is the foundation’s Patient Assistance Fund, which provides financial support to help uninsured or underinsured patient families meet a child’s care needs.

In 2021, the fund provided more than \$600,000 in patient care support to families of children like Mariangel, a little girl with cerebral palsy who came to Nicklaus Children’s from Colombia to pursue her dream of walking.

Thanks, to the Patient Assistance Fund, and a dedicated clinical team, Mariangel is living her dream.



Mariangel



**14**

Patients assisted in 2021 through the fund



**\$1m**

Funds raised in 2021 for the Patient Assistance Fund

## Reaching Our Community through Social Media

In 2021, Nicklaus Children's expanded its social media platforms to include TikTok. Interest in TikTok grew by leaps and bounds, with more than 11,000 followers assembled in the first six months. This newest social media platform helps the hospital engage with a wide variety of audiences including adolescents, young adults and parents. Nicklaus Children's now has a presence on Facebook, Instagram, LinkedIn, TikTok, Twitter and YouTube.

Since the start of the pandemic in 2020, Nicklaus Children's has sought to provide families with reliable information to help them navigate in a changed world. Identifying a critical need, clinicians partnered with the social media team to develop content, including live sessions that answered many questions for families in a format that was easily accessible from anywhere.

TikTok | Instagram | Twitter - [@nicklaus4kids](#)  
Facebook | Youtube - [@NicklausChildrensHospital](#)



6

Social media platforms now in use



11,000

TikTok followers garnered in first six months

## Collaborating to Support Children and Families

Caring for the region's children takes a village. Nicklaus Children's launched new community collaborations in 2021 to help create a better and safer world for children.

**YMCA:** This affiliation was forged to promote greater community awareness of water safety and drowning prevention measures. As part of this effort the hospital produced co-branded Water Watcher cards, designed to prompt families to ensure that an adult "water watcher" is designated whenever children are in or near the water.

**Leagueside:** This sponsorship supports 15 sports leagues, with sports medicine experts sharing injury prevention information with coaches, parents and athletes.

**Live Like Bella®:** As community healthcare partners, Live Like Bella® Foundation and Nicklaus Children's work collaboratively to provide financial assistance and emotional support to families of children receiving cancer care.



6,500

Water Watcher cards produced



1,148

Children who received inpatient cancer care at Nicklaus Children's in 2021

## On the Horizon: The Future of Pediatric Surgical Care

Design and planning were underway in 2021 for a new surgical tower – part of the hospital’s comprehensive Master Facility Plan, with construction to begin in 2022.

Plans call for creation of a 116,000-square-foot, five-story tower to rise above the hospital’s Emergency Department. The tower will feature new expansive operating suites to replace the hospital’s existing nine operating rooms, built more than 30 years prior. The new suites will accommodate the latest state-of-the-art equipment and large surgical teams. In addition, the new tower will offer more private and peaceful pre- and post-operative spaces for patients and their families.

“Our planned surgical tower will ensure we will offer next-level pediatric healthcare, ensuring Nicklaus Children’s remains on the leading edge of innovation and groundbreaking surgical techniques,” said Matthew A. Love, President and CEO of the health system.

The surgical tower will, in part, be supported through philanthropy as part of a major campaign that will encompass all areas of the hospital, raising funds for the future of amazing patient care, research and medical education. For more information about funding and naming opportunities, please contact Nicklaus Children’s Hospital Foundation at 305.666.2889 or [nchf@nicklaushealth.org](mailto:nchf@nicklaushealth.org)



## Training the Pediatric Physicians of Tomorrow

Nicklaus Children’s is proud of its established role in training the next generation of pediatricians and subspecialists. Founded in 1958 and accredited in 1965, Nicklaus Children’s pediatric teaching program is now the largest in the Southeast. Program graduates now practice in South Florida as well as throughout the U.S. and the world.

Those in training in 2021 include:



**86**

Pediatric residents



**43**

Subspecialty fellows



**10**

Pediatric dentistry residents

## Reaching Overtown Youth with Project GENES

Black scientists and research participants are underrepresented in genomic medicine. Nicklaus Children's hopes to close this gap, teaming up with the Overtown Youth Center and Miami Dolphins Foundation to offer an after-school genomics curriculum geared for young people of color. During the program, first offered in 2021, Black scientists and medical professionals share lessons to increase genomic literacy, with the aim of empowering students to make informed decisions about healthcare and participation in research, as well as develop an interest in STEM (science, technology, engineering and math) careers.



Participants in Project GENES 2021



**40**

Students who participated in Project GENES in 2021



## Baptist and Nicklaus: A Growing Collaboration

Nicklaus Children's and Baptist Health South Florida – two of the region's leading healthcare providers – advanced their growing collaboration in 2021. Early in the year, Nicklaus Children's became the employer for the pediatric emergency department physicians at two Baptist locations, Baptist Hospital and Homestead Hospital.

Additionally, the two health organizations continue to adhere to a 2020 agreement, in which patients at the Baptist Hospital emergency room who require admission are transferred to Nicklaus Children's. Baptist Hospital continues to provide other pediatric services including neonatal intensive care (NICU), pediatric oncology services (including inpatient care for pediatric oncology) and as well as outpatient pediatric general surgical and orthopedic surgical care, among other services.



**19**

Number of Nicklaus Children's physicians serving in Baptist emergency rooms





**Focus on Us**



## A Focus on Diversity, Equity and Inclusion

As one of the goals within the three-year strategic plan, embracing a culture of diversity, equity and inclusion (DEI) was a key priority for the health system in 2021. Cultivating the way for employee engagement and involvement, a champions group of cross-functional, multi-level participants came together to identify areas of opportunity and make progress in our DEI journey.

Together, the group focused on providing Nicklaus Children's with educational opportunities, ways to celebrate diversity and the start of two employee resource groups – Black, African American and Allies, and LGBTQ+ and Allies – that will come together in early 2022 to lead the way with organizational projects that will positively impact our DEI journey.



28

Number of DEI champions team members



17

Number of champions who earned a DEI certificate offered through the University of Central Florida

## Retaining Talent Through a Focus on Well-Being

2021 will be remembered as the year of the Great Resignation, in which organizations nationwide – particularly healthcare entities – reported record-breaking staff turnover rates. Thanks to a focus on employee well-being and satisfaction, Nicklaus Children's has maintained turnover rates consistently lower than national averages.

A highlight of 2021 was the opening of two serenity spaces for staff within the hospital. The restful and meditative spaces were made possible through generous donations from Mia's Miracles Foundation.



Serenity space room



2

Serenity spaces opened in 2021, thanks to Mia's Miracles Foundation

## Leaping Ahead with Higher Wages to Support Staff

As South Florida living costs skyrocketed in 2021, Nicklaus Children's boosted its minimum wage to levels not required in Florida until 2026.

While the health system's minimum hourly rate was already above the 2021 state minimum, the early adoption of the 2026 mandated \$15 minimum is aimed at ensuring all Nicklaus Children's staff are paid a fair and competitive wage. In addition, the health system adjusted compensation tiers above the minimum wage to ensure fairness and marketplace balance.

"We recognize that we must invest in our people to continue delivering the best care to every child. Nicklaus Children's is committed to providing our family of employees with an attractive wage and benefits package to ensure our sustained position as an employer of choice within the region," said Matthew A. Love, President and CEO.



**\$14m**

Amount of annualized salary increases provided to employees, starting in the fall of 2021 (separate from annual merit increases)



**5**

Years ahead of mandate that Nicklaus Children's introduced a \$15 minimum wage

## Celebrating 'us' with September 2 Remember

In 2020, amid the first year of the global pandemic, Nicklaus Children's introduced September 2 Remember, a month-long celebration aimed at expressing gratitude and support to the entire Nicklaus Children's employee family.

Building on that initial success the hospital in 2021 brought September 2 Remember back in a bigger and better format, with even more treats, games, prizes, raffles and gifts than the year prior. A highlight was the employee service awards in which 522 employees celebrating five-year incremental service anniversaries and their families attended a physically distanced Marlins game event at the LoanDepot stadium.



**5,500**

Donuts distributed during September 2 Remember



**522**

Employees celebrating five-year service increments at special stadium event

## A Fond Farewell to a Remarkable Leader



After 41 years of distinguished leadership at Nicklaus Children's, Jackie Gonzalez, health system senior vice president and chief nursing officer, announced her retirement in 2021. Ms. Gonzalez is recognized

nationally and internationally for her longstanding leadership and commitment to patient care and safety.

Among her accomplishments were the creation of the Humpty Dumpty Falls Prevention Program™, which is helping prevent pediatric falls in hospitals around the globe.

For more about Jackie's legacy, visit [Nicklauschildrens.org/Jackiegonzalez](https://Nicklauschildrens.org/Jackiegonzalez)



**41**

Jackie Gonzalez's years of service to Nicklaus Children's



**1,500**

Hospitals around the globe using Humpty Dumpty Falls Prevention Program™

## Dr. Marcelo Laufer Recognized by Peers for Excellence in Pediatric Medicine



Dr. P. Marcelo Laufer, of Nicklaus Children's Division of Infectious Diseases, was selected by his physician peers as the recipient of the 2021-2022 Excellence in Pediatric Medicine Award.

The award, which was presented at the hospital's 2022 Diamond Ball, recognizes a physician who provided extraordinary leadership to the hospital during the 2021 calendar year. In his role as an infectious disease specialist, Dr. Laufer was instrumental in supporting the hospital's COVID-19 response. He also serves as Co-Medical Director of the Anti-Microbial Stewardship Program.



*Dr. Laufer at 2022 Diamond Ball*

# Awards & Recognition



## Awards and Recognition

### National Recognition

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



Five Nicklaus Children's Hospital specialty programs were again identified among the best in the nation, according to *U.S. News & World Report's* 2021-22 "Best Children's Hospitals" rankings. Nicklaus Children's continues to be the region's pediatric specialty

care leader, with more ranked pediatric programs than any other hospital in South Florida. In addition, the year's rankings identified Nicklaus Children's among the best pediatric hospitals in Florida, as well as in the southeastern region of the U.S.

#### Nicklaus Children's 2021-22 rankings are as follows:

##### Cardiology & Heart Surgery, #46

*(highest ranked program in South Florida)*

##### Diabetes & Endocrinology, #49

##### Neurology & Neurosurgery, #24

*(only ranked program in South Florida)*

##### Orthopedics, #40

##### Pulmonology, #36

*(only ranked program in South Florida)*

#### Health System Awarded Improved Ratings From Two Rating Agencies

Nicklaus Children's Health System received an A+ bond rating from Fitch Ratings and an A rating from Standard & Poor's. The health system was also recognized by the agencies as having a positive (Fitch) and stable (Standard & Poor's) outlook for the future.

FitchRatings

S&P Global  
Ratings

#### Hospital Earns National Recognition for Efforts to Improve Cardiac Arrest Survival in Neonates and Infants



Nicklaus Children's Hospital received the American Heart Association's Get With The Guidelines® – Resuscitation Quality Gold Achievement Award in the neonate and infant category for a second year in a row. The recognition is testament to the hospital's commitment to treating in-hospital cardiac arrest, and ultimately helping to improve patient survival rates.

#### Nicklaus Children's Receives 2021 CHIME Digital Health Most Wired Recognition

The College of Healthcare Information Management



Executives (CHIME) awarded Nicklaus Children's Hospital the 2021 CHIME Digital Health Most Wired recognition as a certified acute level 7 hospital.

The CHIME Digital Health Most Wired program conducts an annual survey to assess how effectively healthcare organizations apply core and advanced technologies into their clinical and business programs to improve health and care in their communities.

#### Health System Chosen Among Best Companies for Latinos

Nicklaus Children's Health System was selected by Latino Leaders Magazine as one of the top 30 organizations for Latinos in 2021. The recognition was based on organizational diversity and representation of Latinos in top leadership positions.

LATINO  
LEADERS  
CONNECTING LEADERS, INSPIRING THE FUTURE

### Hospital Recognized as a NYSS Champion to Promote Participation in Youth Sports

The Office of Disease Prevention and Health Promotion (ODPHP) within the U.S. Department of Health and Human Services (HHS) recognized Nicklaus Children's Hospital as a National Youth Sports Strategy (NYSS) Champion. Nicklaus Children's has demonstrated its commitment to support safe, fun, inclusive, developmentally appropriate, and accessible youth sports opportunities.



### Nicklaus Children's Achieves HIMSS Digital Imaging Adoption Model Stage 6 Recognition

Nicklaus Children's Hospital achieved HIMSS Digital Imaging Adoption Model (DIAM) Stage 6 recognition, becoming the first hospital in the world to receive this accolade since the model was updated in 2019 to have a focus on enterprise imaging. The DIAM Stage 6 achievement demonstrates the hospital's commitment to implementing health IT strategy to improve patient outcomes and efficiency of care.



## Regional Recognition

### South Florida Family Life Readers Choose Nicklaus Children's

Readers of South Florida Family Life magazine chose Nicklaus Children's Hospital services as "Family Favorites" in 2021. The categories in which the hospital was recognized include:

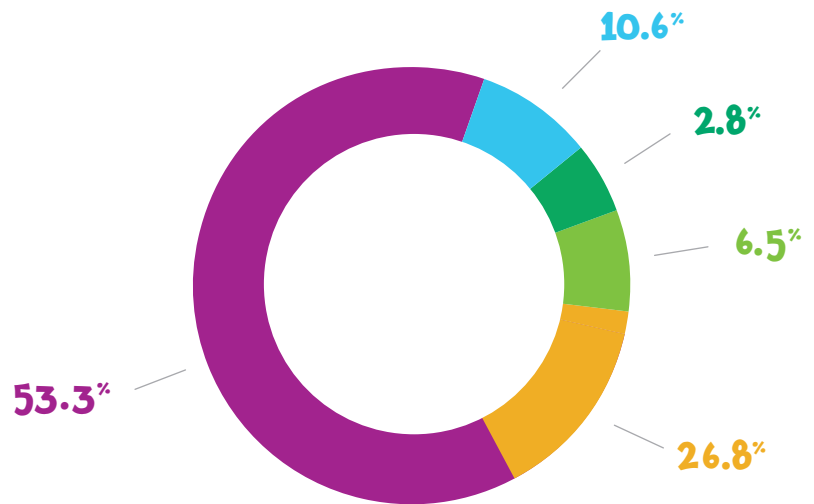
- Favorite Hospital for Pediatrics in Miami-Dade County
- Favorite Pediatric Emergency Room in Miami-Dade County
- Favorite Urgent Care Center in Miami-Dade County
- Favorite Provider for Special Needs, Nicklaus Children's Dan Marino Outpatient Center



# Financial & Statistical Highlights

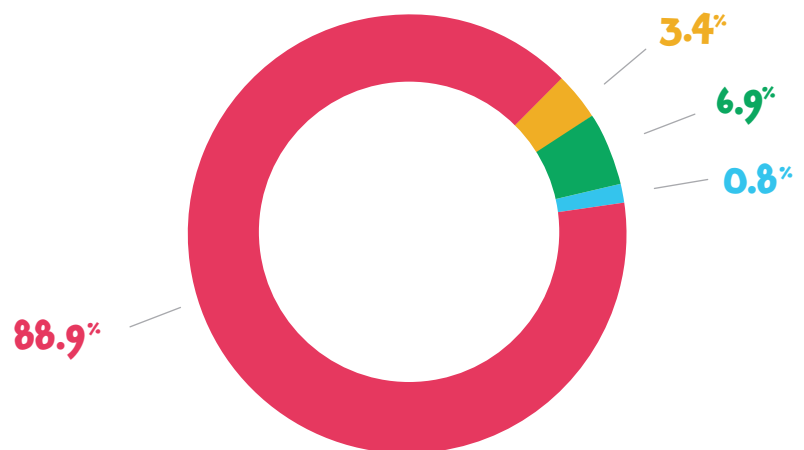
## 2021 Expenses

- Salary and benefits
- Supplies
- Malpractice and other insurance
- Depreciation and amortization
- Interest/other



## 2021 Sources of Revenue

- Net patient revenue
- Investment income
- Grants and other revenue
- Net assets released from restrictions used for operations



## 2021 Payor Mix

- Medicaid, self pay & other government
- Contracted managed care





## 2021 Statistical Data



**60,812**

Total inpatient days



**13,734**

Total admissions  
(inpatient and observation)



**182.1**

Average daily census



**92,947**

Total ER visits (main campus)



**470,789**

Outpatient visits



**678,023**

Physician visits



**13,832**

Total surgical cases



**6.4**

Average length of stay (days)

## 2021 Community Benefits



**3,942**

Number of employees



**86\***

Number of pediatric residents



**43**

Number of subspecialty fellows



**200**

Number of research protocols



**75\*\***

Schools served by  
school health initiative



**26,371\*\***

Total school health  
student encounters



**4,009\*\***

School-based mental health  
counseling



**1,091**

Nursing students who received  
pediatric training at Nicklaus  
Children's

\* largest number of pediatric residents in the Southeast

\*\* in collaboration with The Children's Trust, Miami-Dade County Health Department and Miami-Dade County Public Schools

# Leadership & Board Recognition

## Health System and Hospital Leadership Team

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**Matthew A. Love, FACHE**, President and Chief Executive Officer, Nicklaus Children's Health System

**Saima Aftab, MD, FACHE**, Vice President Organizational Initiatives, Nicklaus Children's Hospital

**Iris Berges**, Vice President, Operations and Clinical Services, Nicklaus Children's Hospital

**Helenemarie Blake, Esq.**, Vice President and Chief Compliance and Privacy Officer, Nicklaus Children's Health System

**Dawn Javersack**, Senior Vice President and Chief Financial Officer, Nicklaus Children's Health System

**Maria Jayoussi**, Vice President and Chief Operating Officer, Nicklaus Children's Pediatric Specialists

**Jodi Laurence, Esq.**, Senior Vice President and General Counsel, Nicklaus Children's Health System

**Kara Marante**, Vice President and Chief People Officer, Nicklaus Children's Health System

**Jennifer McCafferty, PhD**, Vice President of Strategy and External Affairs, Chief of Staff, Nicklaus Children's Health System

**Elizabeth Menocal**, Vice President of Clinical Affairs, Nicklaus Children's Hospital

**Marcos Mestre, MD**, Vice President and Chief Medical Officer, Nicklaus Children's Hospital

**Shannon Odell**, Vice President, Chief Nursing Officer and Patient Safety Officer, Nicklaus Children's Hospital

**Jose Perdomo, JD**, Senior Vice President Administration/Special Projects, Nicklaus Children's Health System

**Chad A. Perlyn, PhD, MD**, President, Nicklaus Children's Pediatric Specialists

**Perry Ann Reed, FACHE**, Senior Vice President and Chief Operating Officer, Nicklaus Children's Health System; President, Nicklaus Children's Hospital

**Ramesh Sachdeva, MD, PhD**, Senior Vice President and Strategic Advisor, Nicklaus Children's Health System

**David Seo, MD**, Vice President and Chief Information Officer, Nicklaus Children's Health System

**Arianna Urquia**, Vice President and Chief Financial Officer, Nicklaus Children's Hospital



**Nicklaus Children's Health System**

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Carlos Perez-Abreu

Fernando Perez-Hickman

Miguel Sosa

Alex Soto



**Nicklaus Children's Hospital**

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The Report to the Community is produced by the Office of the Chief Executive Officer,  
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[Nicklauschildrens.org](http://Nicklauschildrens.org)



**Nicklaus Children's  
Health System**