



# Together

NAVIGATING A PANDEMIC YEAR



**Nicklaus Children's  
Health System**

2020 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:

**C**ollaboration. **R**esponsibility. **E**mpowerment. **A**dvocacy. **T**ransformation. **E**mpathy.

## Table of Contents

- |  |  |
|--|--|
| <b>05</b> Letter from the President and Chairman   | <b>16</b> Prioritizing Diversity, Equity and Inclusion                   |
| <b>07</b> Pandemic 2020  | <b>17</b> From Pandemic to Pandemic:<br>Celebrating 70 Years             |
| <b>08</b> A Pandemic Year in Review  | <b>17</b> Helping Employees Weather the Pandemic                         |
| <b>10</b> Brandon's COVID-19 Journey   | <b>19</b> Take a Virtual Hospital Tour with Maja                         |
| <b>10</b> Working Together as Family   | <b>19</b> Telehealth Comes of Age in a Pandemic                          |
| <b>11</b> MIS-C Unit: Innovating in Real Time<br>to Address an Emerging Illness                        | <b>19</b> Celebrating 15 Years of Falls Prevention with<br>Humpty Dumpty |
| <b>11</b> Helping Families Cope in a Changed World   | <b>20</b> New Technology to Advance Care                                 |
| <b>12</b> State and Federal Leaders Step Up<br>to Support Children's Healthcare                        | <b>21</b> Baby Jackson Benefits from New Device                          |
| <b>12</b> New Presidents Appointed to Lead<br>Two System Entities                                      | <b>21</b> New Programs to Deliver Enhanced Care                          |
| <b>14</b> Partnering with Baptist Health South Florida<br>and Others to Care for the Region's Families | <b>22</b> A Research Institute Where Children<br>Matter Most             |
| <b>14</b> Pillars Frame the Focus  | <b>23</b> Research Brings New Hope to Families                           |
| <b>15</b> Amazing Community Support Helps<br>Nicklaus Children's During the Pandemic                   | <b>23</b> Training the Next Generation of Clinicians                     |
| <b>15</b> 14th Annual Diamond Ball Gala<br>Fundraiser Reimagined                                       | <b>24</b> 2020 Awards and Recognitions                                   |
| <b>16</b> Transformative Gifts to Benefit the Hospital   | <b>28</b> 2020 Financial and Statistical Highlights                      |
|  | <b>30</b> Leadership and Board Recognition                               |









Dear Friends,

Together. That's how we at Nicklaus Children's navigated the remarkable and unpredictable year that was 2020. Together, our doctors, clinical and support staff rallied to meet the needs of the children and families of our community amid a growing COVID-19 pandemic. And together with other organizations in the region, we found a shared path forward to ensure that we collectively met the healthcare needs of the families of the region and beyond.

The biggest takeaway from 2020: We are stronger together. Here are just a few of the many ways we worked among our teams and with other organizations to chart a better path through an unprecedented year.

- A pride point for 2020 is how we pulled together to prepare and work through the pandemic. Communication among care and support teams was critical as – in collaboration with state and county response teams – we prepared staff to keep one another safe while caring for those who came to us in search of hope and healing.
- As reports surfaced of children around the world affected by multisystem inflammatory syndrome in children (MIS-C) after contracting COVID-19, hospital teams worked together to open a new four-bed MIS-C unit, the first in Florida.
- Collaborations with other health systems to confront COVID-19 flourished. We were proud to be part of a consortium of local hospitals and health organizations to speak with a unified voice about the importance of safety measures, including mask wearing, social distancing and hand cleansing and sanitizing.
- A collaborative agreement with Baptist Health South Florida was a win for both organizations. Starting in July, Baptist transferred all children requiring inpatient admission to Nicklaus Children's. This freed Baptist to handle increases in adult care patients resulting from the pandemic.
- Even as we grappled with a global pandemic, together we advanced major initiatives, including establishing new clinical and quality programs, and introducing the latest child-friendly technology.
- And we found hope and inspiration to carry us into the future, developing a new strategic plan to guide us into the years ahead.

2020 tested us in extraordinary ways. I am so proud of how our resilient organization worked together to find a path forward. We are undeniably stronger together.

Sincerely,



A handwritten signature in black ink that reads "M Love".

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



A handwritten signature in black ink that reads "Mario Murgado".

**Mario Murgado**  
Chairman,  
Nicklaus Children's Health System





# Pandemic 2020

Change was in the wind for hospitals the world over as 2020 dawned. News of a potentially lethal virus, which originated in Wuhan, China, increasingly dominated international headlines in the early months of the year as COVID-19 began its relentless trek across the globe.

In March, as the pandemic bore down on South Florida, Nicklaus Children's stood ready. The hospital's Incident Command interdisciplinary response team had been activated in February to prepare for the growing threat. Scarce supplies had been painstakingly gathered and clinical protocols implemented to ensure safe provision of care for children and families.

"The early days of the pandemic were especially challenging for all of us as much was still unknown about the virus," said Matthew A. Love, President and Chief Executive Officer of the health system. "We implemented guidance from the Centers for Disease Control and Prevention and the state Department of Health and updated it daily as new information became available. We saw remarkable courage from our clinicians who put aside personal considerations to focus on the patients and families who turned to us for care and support."

Perry Ann Reed, President of Nicklaus Children's Hospital and Senior Vice President and Chief Operating Officer of the health system, said, "We are so proud of how our teams responded throughout the pandemic. When the hospital reopened for elective services, our teams worked tirelessly to create a safe and welcoming environment to protect patients and families and put them at ease."

41,597

*Children tested and treated for COVID-19 at Nicklaus facilities*

4,812

*Number of children who tested positive*



# A Pandemic Year in Review

January

20

*First confirmed COVID-19 case in the U.S.*

February

14

*Nicklaus Children's implements Incident Command, a multidisciplinary response team to prepare the hospital for the pandemic*

March

1

*The first two Floridians test positive for coronavirus*

March

11

*Miami-Dade County confirms its first case of COVID-19*

April

28

*First responders from several county emergency response units visit the hospital campus to honor Nicklaus Children's first responders*

May

2

*Nicklaus Children's holds an event to share donated food staples with employees, some of whom were furloughed or were working reduced hours due to the pandemic*

May

4

*Elective procedures and appointments are permitted to resume at South Florida hospitals*

May

19

*Hospital opens MIS-C Unit*





March

16

Nicklaus Children's receives its first patient with COVID-19

March

20

Florida hospitals are asked to pause non-urgent procedures as coronavirus cases mount in the region

March

26

Nicklaus Children's Hospital Foundation launches COVID-19 Relief Fund to raise funds to support care needs

April

1

Baptist Health South Florida begins transferring pediatric patients requiring hospitalization to Nicklaus Children's to support Baptist in managing adult care patients

December

May-December

Hospital elective procedures, appointments and emergency department visits grow steadily

3

The foundation hosts Virtual Diamond Ball, raising \$800,000 for the COVID-19 Relief Fund

December

16

First Nicklaus staff members receive the coronavirus vaccine through a collaboration with Jackson Memorial Hospital

December

23

The hospital receives its own vaccine supply and begins vaccinating employees on campus





Brandon

## Brandon’s COVID-19 Journey

When 16-year-old Brandon developed a fever and began vomiting – worrying symptoms in the midst of the COVID-19 pandemic – his mother took him to a nearby emergency room for assessment. Brandon, who has hypothyroidism, autism and mild epilepsy, tested positive for COVID-19 and was referred to Nicklaus Children’s Hospital for treatment.

Brandon’s case was severe, leading to complications with his organs and loss of oxygen. He was eventually placed on a ventilator for 20 days, before making his recovery.

“I want to thank all of the doctors, nurses and the entire team that helped care for Brandon and myself during our stay at Nicklaus Children’s. They were all very attentive and truly cared about our family. We are blessed to have such an amazing hospital right here in Miami,” said Brandon’s mother, Mariela.

## Working Together as Family

Caring for the children of our community during a pandemic takes a village. Or more accurately, a family. *Our* Nicklaus Children’s family. While thoughts may turn first to the doctors, nurses and other clinical staff who provide patient care, countless other teams were equally essential and heroic.

Our environmental services staff helped keep patients and staff safe, deep cleaning every clinical space between uses and every touchpoint and patient room in the hospital at stepped up intervals.

Similarly, our materials management staff worked long hours and explored new sources for scarce supplies to ensure that care teams had the personal protective equipment needed to keep staff and patients safe. Not finding a needed supply was simply not an option for this devoted team.

What’s more, lab, pharmacy, food service – virtually every team – adapted to the new focuses and issues associated with the pandemic.

“Everyone stepped up to meet the challenge,” said Kara Marante, Vice President and Chief People Officer. “I’m so proud of our Nicklaus Children’s family.”



4,159

Number of employees who were essential in the health system’s COVID-19 response



4,159

Total employees of Nicklaus Children’s Health System



# MIS-C Unit: Innovating in Real Time to Address an Emerging Illness

In the early months of the COVID-19 pandemic came news from around the world of an alarming new illness affecting children who had been exposed to COVID-19. The disorder, multisystem inflammatory syndrome in children (MIS-C), is characterized by potentially life-threatening symptoms, including fever, abdominal pain, diarrhea, rash, changes in skin color and difficulty breathing.

To prepare for an anticipated wave of MIS-C, the hospital jumped into action, developing a specialized unit within its Pediatric Intensive Care Unit to provide treatment to affected children with record speed.

Soon after the unit opened in May, the hospital received its first MIS-C patient.



MIS-C Unit Roto-Prone Bed

# Helping Families Cope in a Changed World

As lockdowns and school closures rocked South Florida in March 2020, Nicklaus Children’s Hospital experts stepped forward to provide guidance and support to help families cope in an uncertain world.

During the early months of the pandemic in particular, Nicklaus Children’s was a trusted and reliable source of information, regularly sharing social media posts on safety and navigating the “new normal” with children, along with blogs and Facebook Live broadcasts from psychologists and other experts to help families adapt. In addition, hospital clinicians were regularly featured in the local print and television news regarding children and COVID-19.



33\*

Number of children diagnosed with MIS-C at Nicklaus Children’s Hospital

*\* not all patients required hospitalization*

85

COVID-related social media posts on safety and how to support children

20

Safety and reopening posts

18

Parents Connect blog posts

27

Safety videos

140

Media interviews related to COVID-19 and children



Personal protective equipment and federal relief funds were provided in partnership with government officials

## State and Federal Leaders Step Up to Support Children's Healthcare

Support from officials at all levels of government was key in helping the health system navigate in an unprecedented year.

At the state level, officials were instrumental in securing hard-to-find personal protective equipment for staff and implemented emergency orders that helped curb the rapidly spreading pandemic.

The region's federal legislative delegation was among those advocating for children's hospitals nationwide to receive federal relief dollars. With patient volumes for nonemergency services and procedures drastically reduced due to consumer avoidance of healthcare at the height of the pandemic, the federal funding provided welcome relief to the nation's children's hospitals.

"We are so fortunate that our state and national leaders well understand the value that pediatric hospitals bring to Florida and the nation as a whole," said Matthew A. Love, President and Chief Executive Officer of Nicklaus Children's Health System.



**Perry Ann Reed**  
President of Nicklaus Children's Hospital

## New Presidents Appointed to Lead Two System Entities

Nicklaus Children's Health System in 2020 appointed two new organizational presidents, one to oversee its 309-bed hospital, the other to lead Nicklaus Children's Pediatric Specialists (NCPS), the system's medical group practice.

Perry Ann Reed was appointed President of Nicklaus Children's Hospital, and Senior Vice President and Chief Operating Officer of the health system. Dr. Chad Perlyn assumed the role of President of the group practice. Both bring remarkable leadership and vision to their roles.



**Dr. Chad A. Perlyn**  
President of Nicklaus Children's Pediatric Specialists

Reed has more than 20 years of experience in healthcare leadership. Most recently, she served as executive director of women's and children's services at WakeMed Health and Hospitals in Raleigh, NC, where she was directly responsible for 300 patient care beds across three hospitals. Prior to WakeMed, she served as director of ethics and palliative care at Texas Children's Hospital in Houston.

Since joining Nicklaus Children's Health System as a pediatric plastic surgeon in 2009, Dr. Perlyn has served in various leadership roles, including as medical director of surgical services for Nicklaus Children's Hospital, chief of the NCPS Section of Plastic Surgery and a member of the NCPS board of directors. Dr. Perlyn also has been an associate professor and chief of the Division of Plastic Surgery at Florida International University's Herbert Wertheim College of Medicine.

For Perry Ann Reed's bio: [Nicklauschildrens.org/perryannreed](https://nicklauschildrens.org/perryannreed)

For Dr. Chad Perlyn's bio: [Nicklauschildrens.org/drperlyn](https://nicklauschildrens.org/drperlyn)





# Partnering with Baptist Health South Florida and Others to Care for the Region’s Families

Being adaptive and innovative during times of challenge and uncertainty are hallmarks of good leadership. So it’s no surprise that two of the region’s most noted healthcare leaders worked collaboratively during the pandemic – becoming stronger together.

Effective in April 2020, Baptist Health South Florida began transferring pediatric patients requiring hospital admission from its emergency departments to Nicklaus Children’s Hospital. This arrangement enabled Baptist to focus resources on the rising number of adult patients with COVID-19.

“This collaboration is part of our commitment to being the child’s champion. We share our specialized pediatric care knowledge and Baptist benefited as patient beds were freed to help manage increases in adult patients affected by COVID-19,” said Matthew A. Love, President and Chief Executive Officer of Nicklaus Children’s Health System.

In addition, Nicklaus Children’s was part of a consortium of South Florida health systems that worked collaboratively to address shared operational issues and developed and aired public safety messages to emphasize the importance of mask wearing, hand washing and physical distancing.

## Pillars Frame the Focus

As 2020 began, Nicklaus Children’s leadership unveiled internally new organizational pillars that are framing the focus for the health system for the years ahead.

The pillars – which quickly resonated throughout the health system – became foundations of the organization’s strategic plan, which was in development in 2020, receiving board approval in the last weeks of the year. The pillars reflect organizational key focuses to help define the path forward.



1,046

Total pediatric transfers from Baptist to Nicklaus in 2020

## Pillars Frame the Focus

1. Amazing Patient Care

2. Operational Excellence

3. Building the Future

4. Focus on Us



# Amazing Community Support Helps Nicklaus Children's During the Pandemic

The caring spirit and generosity of the South Florida community shone bright in 2020 with more than \$1 million raised toward the Nicklaus Children's COVID-19 Relief Fund to support the hospital's greatest needs. Included were contributions from City National Bank of Florida, the Miami Dolphins, and the "Wear the Bear, Show You Care" initiative sponsored by the Nicklaus Children's Health Care Foundation, Jack and Barbara Nicklaus's family foundation.

Another nearly 200 community supporters donated items, from hundreds of meals for healthcare workers to thousands of facemasks from partners including City Furniture, Miami City Ballet, Panda Cares Foundation and Speedway.

"We are grateful for the outpouring of support from our loyal and generous South Florida community," said Michelle Boggs, President of Nicklaus Children's Hospital Foundation. "These contributions encouraged us and allowed us to focus on patient care for kids whose illnesses don't stop during a pandemic."

# 14th Annual Diamond Ball Gala Fundraiser Reimagined

The Diamond Ball gala, in its 14th year, was adapted to an online format in December 2020 to ensure everyone's health and safety during the pandemic. The virtual event, organized by the Nicklaus Children's Hospital Foundation, raised more than \$800,000 to benefit the Nicklaus Children's COVID-19 Relief Fund.

The Virtual Diamond Ball, An Auction Benefiting Nicklaus Children's Hospital was presented by City National Bank of Florida. The event included a live auction of one-of-a-kind experiences, patient success stories, a tribute to frontline healthcare heroes, and a two-week pre-event silent auction of more than 100 items.

Special thanks to our major Diamond Ball sponsors, City National Bank of Florida, Ensemble Health Partner, Mario Murgado & Murgado Automotive Group, Greenberg Traurig, Navarro Discount Pharmacy / CVS Pharmacy y más, MBF Healthcare Partners and Perry Ellis International.



**\$1.1 million**  
Funds raised



**526**  
Number of contributors

**\$800,000**  
Funds raised

**25**  
Corporate sponsors

**1,707**  
Number of virtual attendees (live plays of the event stream)

## Transformative Gifts to Benefit the Hospital

The future of Nicklaus Children's Hospital is brighter because of the generosity of major supporters whose gifts will play a significant role in enhancing the delivery of amazing patient care. Special thanks to these individuals and organizations for helping us create a healthy future for every child.

- \$8 million from Sanford Health to benefit ongoing genomics projects and research
- \$1.4 million from The Honda Classic, in partnership with the Nicklaus Children's Health Care Foundation, to benefit pediatric services in Palm Beach County and free dental care provided by the Mobile Dental Van for underserved kids
- \$1 million from the Miami Dolphins to support the care of children with diabetes and sickle cell disease, as well as research related to COVID-19
- \$1 million from Michelle Hagerty for the hospital's greatest needs
- \$1 million from Frank Scaduto for the neonatal intensive care unit



\$13.4 million

Total value of transformative gifts

## Prioritizing Diversity, Equity and Inclusion

Since the late 1950s and through the decades that followed, Nicklaus Children's has provided care for a diverse group of children and families. As the topic of social injustice gained widespread attention in the wake of tragic events in 2020, the health system recommitted itself to supporting a culture of belonging through implementation of diversity, equity and inclusion efforts (DEI).

It started with listening – through an organization-wide survey asking questions specifically about diversity, equity and inclusion; through intimate listening sessions involving executive leaders and wide-ranging employee groups; and through employee engagement surveys.

Then came action, embedding diversity into the strategic plan by creating a focused organizational goal and by bringing together an operational team to lead DEI efforts across the system.

The goal is to be the change we want to see in the world.



White Coats for Black Lives

# From Pandemic to Pandemic: Celebrating 70 Years

Big plans were in the works to celebrate Nicklaus Children's 70th anniversary on March 21, 2020, exactly seven decades after the hospital (then known as Variety Children's) first opened its doors in 1950. Like so many observances scheduled around the world – weddings, reunions, conferences – the hospital's anniversary celebrations for the community were cancelled due to the pandemic.

Indeed, as fate would have it, the hospital that rose to national prominence as the southernmost center for treatment of children during the polio pandemic of the 1950s celebrated its 70th year caring for children during the COVID-19 pandemic.



# Helping Employees Weather the Pandemic

Providing support and assistance to employees is always a top priority at Nicklaus Children's and the 2020 pandemic year brought new opportunities to show our commitment to those who put patients and families first.

"Our employees provide amazing patient care and support our health system in meeting the needs of those we serve in countless ways. It was a privilege to work with this dedicated and selfless team throughout the pandemic and to innovate new ways to show our appreciation in a distanced environment," said Kara Marante, Vice President and Chief People Officer.

Highlights of the year included:

- Coordinating a large food drive and distribution to share donated grocery staples with employees, some of whose families were impacted due to community-wide layoffs and furloughs
- Offering mental health and wellness resources in modified forums
- Distributing generous community donations to frontline employees, including facemasks and self-care items
- A month-long September 2 Remember employee event celebrating the hospital's 70th anniversary, including a distanced ice cream social and contests
- Show Us Your HeArt, an initiative that encouraged patients and staff to express their appreciation for one another through art



70

Years of service to  
the community



2

Global pandemics



600+

Families benefiting  
from food drive



90+

Number of volunteers  
who attended and  
worked the food drive





## Virtual Hospital Tour with Maja

Join tour guide and patient, 11-year-old Maja, as she takes you on an exciting adventure through Nicklaus Children's Hospital.



Maja



Scan the QR Code with your phone's camera to watch!

## Telehealth Comes of Age in a Pandemic

Nicklaus Children's is proud to be a pioneer in use of telehealth technology to bridge time and distance to bring caregivers and patients together. While the hospital opened its telehealth command center in 2012, the 2020 pandemic made telehealth mainstream.

The hospital conducted 31,120 telehealth appointments in 2020, a 7,641 percent increase over 2019. Services offered through telehealth include non-emergent pediatric care, pediatric primary care, multidisciplinary team consultations, pediatric specialty consults, nutrition services, mental/behavioral health, social services and more.

## Celebrating 15 Years of Falls Prevention with Humpty Dumpty

Nicklaus Children's world-renowned Humpty Dumpty Falls Prevention Program™ celebrated 15 years of helping keep hospitalized children safe in 2020.

The program, developed by the Nicklaus Children's nursing team in 2005, provides tools for identifying hospitalized children who are at risk of falls and keeping them safe through visual elements incorporated into the clinical space to ensure that caregivers, parents and family members collaborate to prevent children from falling. The program was the recipient of the 2015 Magnet Prize presented by the American Nurses Credentialing Center.

"I am so proud of our Nicklaus Children's nursing team for developing and sharing this program with hospitals around the globe to help prevent pediatric falls," said Jackie Gonzalez, Chief Nursing Officer for the health system, who led the creation of the program.



31,120

Number of telehealth appointments in 2020



7,641%

Percentage increase over 2019 appointment volume

15

Languages in which the program is available

1,489

Hospitals worldwide that use the program

1,234

U.S. hospitals using the program

255

International hospitals using the program



3

New advanced technology systems



<900 grams

Weight of babies who can benefit from Amplatzer Piccolo™ Occluder

## New Technology to Advance Care

Nicklaus Children's introduced new technology to optimize clinical excellence and the patient experience in 2020. Here are some highlights:

**Child-Friendly PET/CT System:** Nicklaus Children's became the first pediatric facility in the Southeast to acquire a Siemens Healthineers Biograph Vision™ PET/CT system. This child-friendly imaging system offers high-quality images produced in half the time that traditional imaging systems require. Due to the faster imaging time, children often require less sedation or none at all. In addition, the hospital acquired technology to project soothing images and colors within the PET/CT suite to create a calming immersive experience for the child and family.

**Robot Technology for Brain Surgery:** The hospital acquired the Zimmer Biomet ROSA Brain robot to aid in less invasive surgical techniques for children and adolescents with brain tumors, epilepsy and movement disorders. The ROSA Brain is a surgical navigation and positioning system with various applications to support biopsies of brain lesions and placement of the following: electrodes for sutures, laser fiber to treat brain lesions and deep brain stimulator leads for children requiring deep brain stimulation for movement disorders.

**Minimally Invasive Device for Infants:** The Heart Program at Nicklaus Children's began using the FDA-approved Amplatzer Piccolo™ Occluder to perform minimally invasive patent ductus arteriosus (PDA) closures in infants weighing less than 900 grams. Open-heart surgery is the traditional method of repairing PDA closure in preemies. The new self-expanding, wire mesh device designed specifically to fit within the PDA of very low weight preemies (as small as 600-700 grams at the time of the procedure), presents a nonsurgical option delivered to the heart via a catheter.



*PET/CT scanner*



## Baby Jackson Benefits from New Device

Nicklaus Children's began offering the newly approved Amplatzer Piccolo™ Occluder device in 2020 just in time to help Jackson, a tiny one-pound preemie, with a pulmonary artery to his aorta that did not close in the first days of life. "Jackson was so tiny and so fragile and could not have undergone open-heart surgery," said his mother, Sara. "We are so grateful that his heart could be repaired using this minimally invasive method."



*Jackson and his parents*

## New Programs to Deliver Enhanced Care

As part of its commitment to steadfastly grow to enhance care offerings for children, Nicklaus Children's established two new clinical programs in 2020. They are:

**Pediatric Advanced Care Team:** This family-centered program provides comfort and support for children with life-limiting and life-threatening illnesses and their families. Led by experts in palliative care, the program enhances quality of life by providing the child with relief from symptoms of serious illness while promoting stress reduction for individual families in accordance with their values, traditions and culture. For more information, please call 877-261-PACT (7228).

**Airway Disorders Program:** This program brings together a team experienced in providing care for a wide range of airway disorders, stemming from congenital defects, injury or a medical procedure. Candidates for care by the program include infants born prematurely with a history of intubation, children with congenital defects or a medical condition that affects the airway and children who utilize a tracheostomy tube or ventilator tube to breathe. For more information, call 786-624-3687.

"We are so grateful that his heart could be repaired using this minimally invasive method."

Sara  
Jackson's mother



2

New clinical programs

## A Research Institute Where Children Matter Most

As one of the leading providers of pediatric clinical research in Florida, Nicklaus Children's offers hope and healing for families in search of next-generation treatments. In 2020, Nicklaus Children's Research Institute participated in more than 300 research studies to advance clinical care and enhance knowledge.

### 2020 highlights include:

**The Nicklaus Children's Biobank and COVID-19:** The hospital's state-of-the-art Biobank – a library of biological samples for use in research – is collaborating with leading U.S. research entities to better understand the link between COVID-19 and multisystem inflammatory disorder in children (MIS-C). In addition, the Biobank is part of a Boston Children's Hospital-led study to assess why children are rarely affected by COVID-19, while viruses such as influenza cause severe pediatric illness.

**Project Baby Manatee:** The hospital's Personalized Medicine and Health Outcomes team finalized a study, supported by Florida State Appropriations funds, to assess the impact of providing rapid whole genome sequencing (rWGS) for critically ill infants receiving intensive care treatment. The study, named Project Baby Manatee, demonstrated that rWGS offers potentially life-saving information that is also highly cost-effective (\$3.76 million in estimated savings). Quick disease identification led to faster introduction of appropriate care and minimized expenditures on unproductive treatments. The hospital hopes that rWGS will soon be the standard of care for babies with unknown illnesses.

*For more information visit: [Nicklauschildrens.org/ProjectBabyManatee](https://Nicklauschildrens.org/ProjectBabyManatee)*



300+

Research studies



19

Babies who received a rapid diagnosis that changed their immediate clinical care plan



\$3.76 million

Estimated savings in healthcare costs for babies participating in Project Baby Manatee, as compared to standard care



Nicklaus  
Children's  
Hospital



Project  
Baby  
Manatee

## Research Brings New Hope to Families

Here are just two of the children whose lives were made better in 2020 thanks to research offered at Nicklaus Children's Research Institute.

### Madison

Madison, age 19, suffered relentless seizures associated with Dravet syndrome, an incurable epilepsy disorder that begins in childhood. Next generation treatments made available through the Nicklaus Children's Research Institute has given her family new hope. "The two trials we were included in not only helped lower Madison's seizures but dramatically improved her quality of life. Without these options, we would have run out of hope," said Madison's mother, Kimberly.

### Bruna

After Bruna was diagnosed with a malignant brain tumor at 3 months of age, her parents journeyed from their home in Bolivia to Nicklaus Children's in 2020 so their baby could take part in a clinical trial for young children with a glioma tumor. Within three months of starting treatment, Bruna's glioma had almost completely disappeared, eliminating the need for radiation therapy. "Fate brought us to Nicklaus Children's Hospital and its exceptional team of professionals. We are forever grateful for the care Bruna is receiving," said her mother, Carolina.



Madison



Bruna

## Training the Next Generation of Clinicians

Nicklaus Children's has an important role in training the next generation of pediatricians, pediatric subspecialists and other clinical specialists. 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.



86

Pediatric residents  
trained in 2020



48

Subspecialty fellows  
trained in 2020



# 2020 Awards and Recognitions



## National Recognitions

### Nicklaus Children's Receives Pinnacle of Excellence Award for Sustained Patient Experience Achievement



Nicklaus Children's Hospital was the recipient of a 2020 Press Ganey Pinnacle of Excellence Award®

in the Patient Experience category. Press Ganey, a leading provider of patient experience measurement, performance analytics and strategic advisory solutions for healthcare organizations, presents Pinnacle of Excellence Awards annually to recognize clients that sustain high levels of performance over multiple years. The 2020 Pinnacle of Excellence Award for Patient Experience honored top performers based on achievement on designated patient survey measures from May 2017 to April 2020. These measures included the overall rating of patient families and likelihood of the family to recommend the organization to others.

### Hospital Pediatric Specialty Services Again Ranked Among the Best in the Nation



Five Nicklaus Children's Hospital specialty programs were again identified among the best in the nation, according to *U.S. News & World Report's* 2020-21 "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.

#### **Nicklaus Children's 2020-21 rankings were as follows:**

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

*(highest ranked program in South Florida)*

##### **Diabetes and Endocrinology, #49**

##### **Neurology & Neurosurgery, #23**

*(only ranked program in South Florida)*

##### **Orthopedics, #36**

##### **Pulmonology, #35**

*(only ranked program in South Florida)*

### HIMSS Honors Nicklaus Children's with Stage 7 Recognition for Ambulatory Practices and Outpatient Services

Nicklaus Children's Hospital achieved HIMSS Stage 7 recognition for both inpatient and ambulatory services on the Electronic Medical Record Adoption Model (EMRAM) and Outpatient Electronic Medical Record Adoption Model (O-EMRAM), respectively. Attaining both designations demonstrated the hospital's commitment to implementing health IT strategy to improve patient outcomes and efficiency of care. Nicklaus Children's became the first pediatric hospital in the nation to attain this highest level of recognition on both the EMRAM and O-EMRAM, using the Cerner Corporation electronic health record (EHR).

### Cancer and Blood Disorders Center Awarded FACT Accreditation



The Cancer and Blood Disorders Center at Nicklaus Children's Hospital received internationally recognized accreditation for hematopoietic cellular therapy by the Foundation for the Accreditation of Cellular Therapies (FACT). By demonstrating

compliance with the FACT-JACIE International Standards for Cellular Therapy Product Collection, Processing and Administration, Nicklaus Children's once again earned FACT accreditation for pediatric allogenic and autologous hematopoietic progenitor cellular therapy, immune effector cellular therapy, marrow cellular therapy product collection and peripheral blood cellular therapy product collection.

### Nicklaus Children's Recognized as a Gold Level Center for Excellence in Life Support

Nicklaus Children's Hospital was recognized as a recipient of the Gold Level ELSO Award for Excellence in Life Support from the Extracorporeal Life Support Organization. The award highlights those programs that have distinguished themselves by having processes and procedures that promote excellence and exceptional care in extracorporeal membrane oxygenation. Extracorporeal Life Support Services are provided through the Pediatric Intensive Care Unit (PICU) at Nicklaus Children's, the leading pediatric care facility in South Florida.

### Hospital Honored with Resuscitation Recognition Award



Nicklaus Children’s Hospital received the Get With The Guidelines® - Resuscitation Gold Plus Award for the pediatric and neonate/infant categories. The achievement brings national recognition for implementing specific quality improvement measures outlined by the American Heart Association for the treatment of patients who suffer cardiac arrests in the hospital.

### Nicklaus Children’s Receives Jean Byers Award for Excellence in Cancer Registration

The Nicklaus Children’s Hospital Cancer and Blood Disorders Center was recognized by the Florida Cancer Data System (FCDS) with the Jean Byers Award for Excellence in Cancer Registration for 2019. The FCDS recognizes facilities that have met or exceeded the national quality standards for timeliness and completeness in cancer reporting.

### Global Health Service Receives International Accreditation



Nicklaus Children’s Hospital achieved Accreditation with Excellence from the Global Healthcare Accreditation (GHA) Program. Nicklaus Children’s is the first pediatric hospital to achieve this recognition. GHA is an international accrediting agency focused on excellence in medical travel and medical tourism.

### Health System Recognized for Web and Social Media



Nicklaus Children’s Health System received a Platinum Recognition for Best Social Media, and a Gold Recognition for Best Healthcare Content, during the 21st annual eHealthcare Leadership Awards held in 2020. The health system was recognized for the growth of its social media channels in 2019. It was also honored, together with its digital agency, for producing high-quality healthcare content related to disease and treatments provided by Nicklaus Children’s specialists.

### Health System Receives National Marketing Recognition

The Nicklaus Children’s Marketing and Communications Department received the following national awards in 2020.

#### Aster Award:

The Heart Program 20+ Years Outcomes Report (brochure) – Gold Award

#### 37th Annual Healthcare Advertising Awards:

The Heart Program 20+ Years Outcomes Report (brochure) – Gold Award

Nicklaus Children’s Fetal Care Center Campaign (total ad campaign without TV) – Gold Award

Inspiring Hope with Nicklaus Children’s Hospital (website) – Merit Award

Nicklaus Children’s Cancer & Blood Disorders Campaign (total ad campaign without TV) – Merit Award

#### Cancer Awareness Advertising Awards:

Nicklaus Children’s Cancer & Blood Disorders Campaign (newspaper advertising) – Gold Award

## Regional Recognitions

### Hospital Reverified as a Pediatric Trauma Center by the Florida Department of Health

The Miguel “Mike” B. Fernandez Family Pediatric Trauma Center at Nicklaus Children’s Hospital Emergency Department successfully completed the Florida Department of Health review process and to achieve Pediatric Trauma Center reverification. Attaining this revalidation demonstrated the hospital’s commitment to providing life-saving care to children within the South Florida community and beyond.

### Nicklaus Children’s Receives Two 2020 South Florida Family Life Magazine ‘Family Favorites Awards’

Nicklaus Children’s Hospital received two 2020 South Florida Family Life Magazine “Family Favorites Awards.” The hospital was recognized as the favorite Miami pediatric hospital and as home to the favorite pediatric emergency room in Miami. Recipients of the Family Favorites Awards are chosen annually by the magazine’s readers.

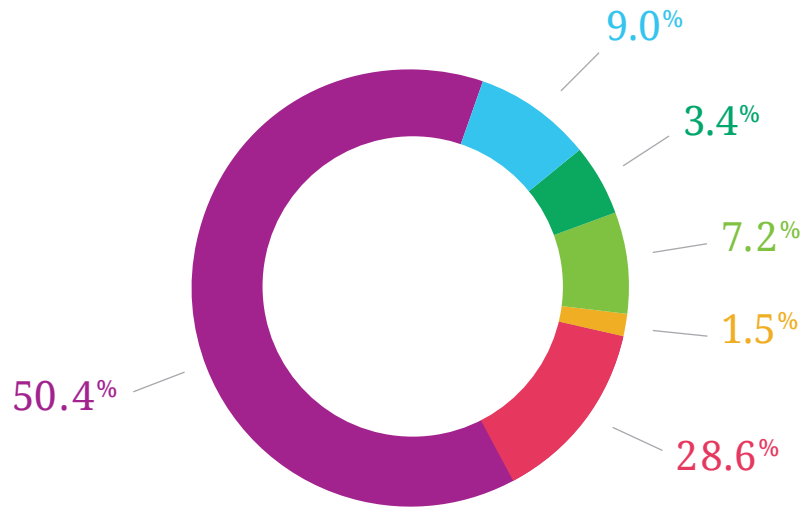




# 2020 Financial and Statistical Highlights

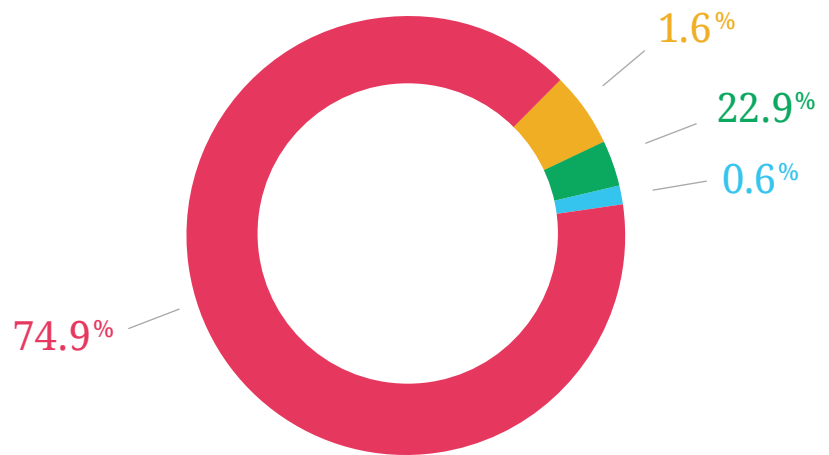
## 2020 Expenses

- Salary and Benefits
- Supplies
- Malpractice and Other Insurance
- Depreciation and Amortization
- Interest
- Other



## 2020 Sources of Revenue

- Net Patient Revenue
- Investment Income
- Grants and Other Revenue
- Net Assets Released from Restrictions Used for Operations



## 2020 Payor Mix

- Medicaid, Self Pay & Other Government
- Contracted Managed Care



## 2020 Statistical Data \*



**56,720**  
Total Inpatient Days



**8,170**  
Total Inpatient Admissions



**155**  
Inpatient Average Daily Census



**50.2%**  
Inpatient Occupancy



**67,450**  
Total ER Visits (main campus)



**92,458**  
Ambulatory Visits



**4,253**  
Observation Visits



**12,090**  
Total Surgical Cases



**7**  
Average Length of Stay (days)

## 2020 Community Benefits



**4,159**  
Number of Employees



**86\*\***  
Number of Residents



**48\*\***  
Number of Subspecialty Fellows



**300**  
Number of Research Protocols



**76\*\*\***  
Schools Served by  
School Health Initiative



**24,226\*\*\***  
Total School Health  
Student Encounters



**1,286\*\*\***  
School-Based Mental Health  
Counseling

\* The data points above are lower than is typical due to the impact of the COVID-19 pandemic

\*\* largest number of pediatric residents and fellows in the Southeast

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



# Leadership and Board Recognition

## 2020 Health System and Hospital Leadership Team

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

**Saima Aftab, MD**, Vice President Organizational Initiatives,  
Nicklaus Children's Health System

**Iris Berges**, Vice President of Operations, Nicklaus Children's  
Hospital

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

**Michelle Boggs**, Senior Vice President, Nicklaus Children's  
Health System; President, Nicklaus Children's  
Hospital Foundation

**Adriana Day**, President, Miami Children's Health Plan

**Jackie Gonzalez**, Senior Vice President, Chief Nursing Officer,  
Nicklaus Children's Health System

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

**Maria Jayoussi**, Vice President, Chief Operating Officer  
and Chief Financial 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, Chief of Staff,  
Chief Research Officer and Chief Ethics & Compliance  
Officer, 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,  
Nicklaus Children's Hospital

**Jose Perdomo, Esq.**, Senior Vice President, Nicklaus Children's  
Health System

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

**Perry Ann Reed**, 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 Chief  
Clinical Officer, 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**

## 2020 Board of Directors

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**Mario Murgado**, Chair

**Michael Fux**, Vice-Chair

**Phillip T. George, MD**,  
Secretary

**Michelle Boggs**

**Jaret L. Davis, Esq.**

**Jorge Gonzalez**

**Dawn Javersack**

**Jodi Laurence, Esq.**

**Matthew A. Love**

**Juan Carlos Mas**

**Jay Massirman**

**Joseph Nader**

**Barbara Nicklaus**

**Ricky K. Patel, Esq.**

**Fernando Perez-Hickman**

**Chad A. Perlyn, MD**

**Perry Ann Reed**

**Alex Soto**



**Nicklaus  
Children's  
Hospital**

## 2020 Board of Directors

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**Amy Charley, Esq.**

**Maria Franco, MD**

**Dawn Javersack**

**Drew Kern**

**Jodi Laurence, Esq.**

**John Lie-Nielsen**

**Matthew A. Love**

**Steven Melnick, MD**

**Judge Federico Moreno**

**Mario Murgado**

**Ricky K. Patel, Esq.**

**Chad A. Perlyn, MD**

**Perry Ann Reed**

**Alex Soto**

**Balangangadhar Totapally, MD**



## 2020 Board of Directors

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| Peter Lopez, Vice-Chair     | Matthew A. Love     |
| David Martin, Treasurer     | Michelle R. McKenna |
| Michelle Boggs              | Mario Murgado       |
| Jose Dans                   | Chad A. Perlyn, MD  |
| Jaret L. Davis, Esq.        | Perry Ann Reed      |
| Oscar Feldenkreis           | Adam Schimel        |
| Salo Grosfeld               | Alex Soto           |
| Luxme Hariharan, MD         | Jeffrey Thornton    |
| Louis Hernandez Jr.         | Brett Trembly       |
| Cynthia Hudson              | Christine Valls     |
| Drew Kern                   | Douglas Wolfe       |
| Mojdeh Khaghan Danial       |                     |



## 2020 Board of Directors

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|                                  |                         |
|----------------------------------|-------------------------|
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| Chad A. Perlyn, MD,<br>Secretary | Matthew A. Love         |
| Michelle Boggs                   | Alisa Muñiz-Crim, MD    |
| Nicole Christin, MD              | Mario Murgado           |
| Sandeep Dave, MD                 | Toba Niazi, MD          |
| Jaret L. Davis, Esq.             | Ricky K. Patel, Esq.    |
| David Drossner, MD               | Barbara Pena, MD        |
| Stephen George, MD               | Maria Ramon-Coton, MD   |
| Dawn Javersack                   | Perry Ann Reed          |
| Maria Jayoussi                   | Sara Rivero-Conil, PsyD |
|                                  | Anthony Rossi, MD       |



## 2020 Board of Directors

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|----------------------|------------------------|
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| Dawn Javersack       | Fernando Perez-Hickman |
| Jodi Laurence, Esq.  | Joseph Rubinsztain, MD |
| Matthew A. Love      |                        |

The Report to the Community is produced by the Office of the Chief Executive Officer,  
Nicklaus Children's Health System

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Please call 888-556-4KIDS (5437) or 305-MCH-4KIDS in Miami-Dade County

[Nicklauschildrens.org](http://Nicklauschildrens.org)



**Nicklaus Children's  
Health System**