



Top 10 in the nation.  
The one for children here.

Children's Medical Center 2009 Annual Report

# What makes a Top 10 hospital

On June 18, 2009, Children's Medical Center was told by the editors at *U.S. News & World Report* that the hospital had been named to the magazine's Best Children's Hospitals 2009 Honor Roll, distinguishing Children's as one of America's Top 10 pediatric centers. Children's, Dallas' only stand-alone pediatric medical center, earned the spot not because of its brilliance in any one specialty or discipline, though they

certainly exist. Instead, it was the hospital's consistent level of excellence across 10 different specialties that garnered the elite ranking. The capability to meet challenges in many areas — not just a few notable bests — is the foundation for our mission at the hospital: To make life better for children. *All children.* This book offers an account of some of those children and some of those challenges in 2009.

Cover **A touch between nurse and patient** — this is just one of the millions of connections Children's employees and medical staff members make with our patients. The relationships formed with these children, from tiny to teen, helped make Children's a Top 10 hospital in 2009.

*Photo by Louis Curtis*

Opposite **Medical technician Janet Rhoades and Bertha Velazquez of Language Access Services sign congratulatory banners recognizing the hospital's Top 10 ranking by *U.S. News & World Report*.** Employees celebrated the achievement with a breakfast gathering **June 30.** *Photo by Juan Pulido*



**America's Best Children's Hospitals 2009-10**  
A World Report  
U.S. News & World Report

**The Top 10!**

*Handwritten signatures and names on the banner, including: Daniel Lawco, Kendra Johnson, RN, PhD, Mary Ann, Kelly, Priscilla, Wendy, Jennifer, Amy, and many others.*

# A life-saving trip to the right place

Inside a local hospital, Think Vo paced back and forth, his mind flashing back to memories of his 4-year-old son. The early morning high fives, the welcome-home hug just the other day after work – Think couldn't believe Anthony was dying. When he thought all hope was lost, a doctor who had trained at Children's had an idea. If they could get Anthony on extracorporeal membrane oxygenation (ECMO) – a machine that takes over functions of the heart, lungs and kidneys – he would have a chance. The physician kept Anthony alive in the ambulance all the way to Children's where an ECMO team went to work. What the other hospital thought was asthma turned out to be H1N1, revealed through a more thorough flu test. Anthony began improving within hours at Children's and was taken off ECMO a week later with only a few small scars remaining. *Story by Heather*

*Elise Campbell; Photos 1,2,4 and opposite by Louis*

*Curtis; 3,5 by Juan Pulido*



Opposite Think Vo and his wife, Tien Tran, check on their 4-year-old son, Anthony, who recovers from a life-threatening bout with H1N1. Extracorporeal membrane oxygenation (ECMO) takes over the function of Anthony's heart, lungs and kidneys, giving his body time to heal. 1 A pump inflates bags of IV fluid in the pediatric intensive care unit. 2 Amy Walker, RN, pushes medication into Anthony's IV. 3 Patients wait to be screened for H1N1. From mid-September through October, 11,221 patients came to the Seay Emergency Department with flu-like symptoms and 4,182 patients were diagnosed with the flu. 4 Two days after specialists removed Anthony from ECMO, respiratory therapist Gayle Stanfill and Dr. Marita Thompson take Anthony off the ventilator, and he breathes on his own. 5 Out of the pediatric ICU and feeling better, Anthony puts together his favorite puzzle in his hospital room.



## Quality Care

# A constant commitment to improving safety and satisfaction

Children's is absolutely committed to the highest quality and standards of pediatric care for our patients and their families. That means constantly looking at ways to improve safety and delivery of care, every day, across the entire hospital. In some cases, that may mean simply reading back prescription orders and test results aloud so that there's better communication between caregivers, or making sure all medications and medicine

containers are labeled to match prescription orders. It also means using state-of-the-art medication safety systems like bar-coding and electronic scanners to match patients to their prescribed medications and proper dosing information. Improving the patient experience extends beyond the hospital room, too. From the time a patient is admitted to Children's until leaving our hospital, every effort is made to ensure that the

processes surrounding the clinical treatment run seamlessly. Thoughtful planning has gone into every aspect of care in order to improve wayfinding, decrease lab and radiology turnaround times and streamline the admission and discharge processes — all with fewer mistakes and higher patient satisfaction. Children's also conducts classroom education, lectures, conferences and hospital-wide events year-round to keep quality top of mind.

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1 Dr. Vivian Dimas, a pediatric interventional cardiologist, performs a catheterization to check 17-year-old Mindy Prak's heart function one year after her heart transplant. In 2009, cardiologists in The Heart Center performed more than 800 catheterizations.

2 In the foreground, Drs. Selika Owens and Emily Thomason listen as Information Technology Customer Services specialist Micah Rush, at the podium, helps train them on Epic, the hospital's new software platform. Epic is helping to convert Children's to a comprehensive electronic medical record facility with improved efficiencies for physicians, staff and patient families.

3 Deborah Tune holds her grandson, Levi Bassett, 3, while Gwen Spector, RN, gastroenterology and nutrition ostomy care nurse specialist, checks his gastrostomy tube. Levi's multiple health conditions include cystic fibrosis. The feeding tube helps him receive nutrition.

4 Virginia Donovan, an RN in the Seay Emergency Department, attends to 5-month-old Branden Martin while Branden's mother, Melinda Hill, and his sister, Erycka Martin, look on. Branden was being examined to determine if he had H1N1.

5 Pharmacy technician Rockelle Whalen delivers formula products to the nursing unit formula storage areas. The Pharmacy department compounds patient-specific custom formulas. It also stocks and administers more than 50 commercial formula products.

6 Jim DeMasi, a certified pediatric nurse practitioner, examines Jennifer Chung, 16, in the Center for Cancer and Blood Disorders outpatient area during a follow-up visit. Chung was treated for bi-phenotypic leukemia with a bone marrow transplant from her sister and is being assessed for how she is feeling and responding to her treatment.

7 Cheyene Mills, a 15-year-old patient with cancer, holds a ponytail full of her long hair cut by Pompeo Salon stylist Veronica Laszlo at Children's. Cheyene donated her hair to the charitable organization Locks of Love prior to beginning chemotherapy treatments. Cheyene knew the chemo would cause her to lose her hair, and she wanted to do something that would help others.

8 Madeline Smith, 7, kisses "Andy" goodbye before the teddy bear's surgeon, Leah Dunn, a certified child life specialist, carries the bear to an imaginary operating room. Kids at the quarterly teddy bear clinic get to choose their stuffed animal's diagnosis, often identical to their own, and visit triage, radiology, IV, X-ray and surgical areas designed just for the miniature patients.

*Photos 1,3,4,6,7,8 by Juan Pulido; 2,5 by Louis Curtis*



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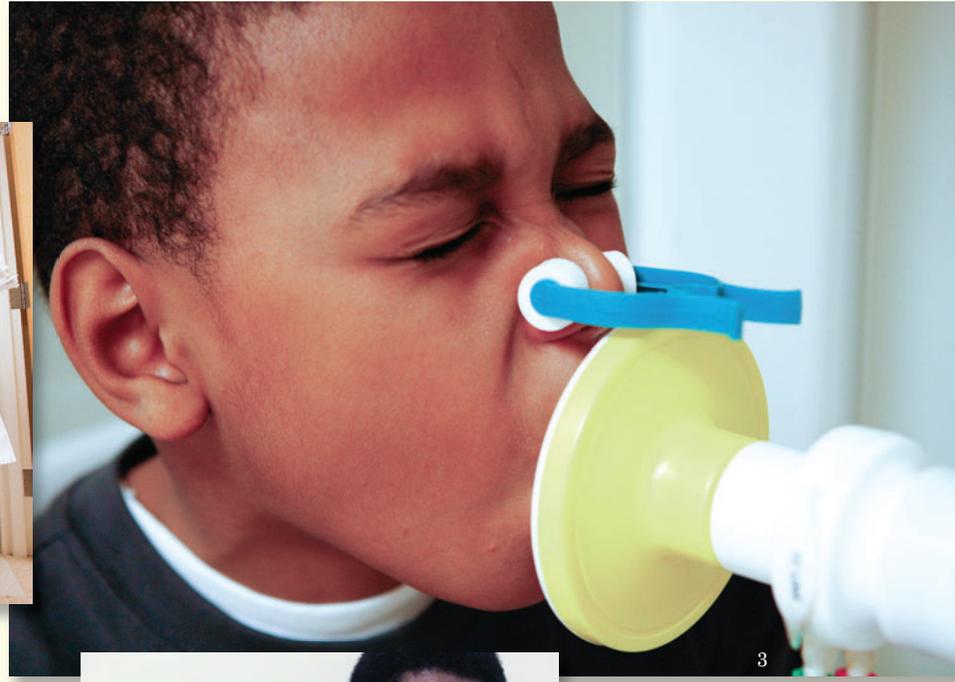
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# Wise words from a 6-year-old

**E**zekiel Johnson's mother, Elette, spoke to God on the morning of her youngest child's open-heart surgery in July 2009. The single mother of three was frightened and trying to come to grips with the thought of her 6-year-old's heart being cut open. Then inspiration came from an unexpected source. "Ezekiel looked at me and said, 'Mom, I'm going to get through this, and God is going to heal me.

Everything is going to be okay.' Hearing him say that gave me enough strength to make it through," Elette said. Ezekiel's assurance to his mother was on target. The renowned heart surgeons at Children's repaired the pulmonary veins in his heart, enabling blood to resume circulation to his collapsed right lung and allowing Ezekiel to resume playing. "He's 300-percent boy now. He's three boys rolled into one," Elette said.

*Story by Craig Foster; Photo 2 by Richard Sharum; 3, 4 and opposite by Mei-Chun Jau; 5 by Louis Curtis*



1 An X-ray of Ezekiel Johnson's chest before surgery reveals the disparity between his collapsed right lung and healthy left lung. 2 Dr. Yadira Rivera-Sanchez examines Ezekiel during a follow-up visit in the Pulmonology clinic to make sure his lungs are continuing to heal. 3 Ezekiel tests his lung strength on the bronchodilator. Opposite Ezekiel says he's fine now, but monthly trips to the pulmonary function lab give medical staff the chance to monitor and verify his recovery. 4 Elette Johnson says she appreciates every moment she has with her son. 5 Ezekiel, among the patients to ride in the Capital One Bank Adolphus Children's Parade in December, waves to the crowd from the "Super WHY!" float. "Super WHY!" is one of Ezekiel's favorites TV shows. While he was home recovering after the surgery, that's what he would watch," Elette said.



*Clinical Excellence*

## The best and brightest in 54 pediatric subspecialties

To be counted among the elite pediatric hospitals in the country demands excellence across a broad spectrum of healthcare specialties and professional disciplines. The depth and breadth of talent, technology and donor-driven resources at Children's are unmatched. It is what allows us to confront everything from rare diseases and sports injuries to heart transplants and brain tumors — more than 54 different subspecialties in all — and

what has distinguished the Children's red balloon as a symbol of trust and healing for nearly 100 years. More than 150,000 patients are treated at Children's every year, representing nearly 400,000 individual visits. Children's also is a major pediatric kidney, liver, intestine and heart transplant center. The richness and versatility of our personnel, research and technology allow Children's to meet more challenges with better results. We pursue the

best doctors — many are the top experts in their fields of specialty. We recruit the most experienced nurses, pharmacists, technicians and ancillary clinicians. Through our affiliation with UT Southwestern Medical Center, a premier medical school and faculty, and our competitive nurse and employee recruitment programs, Children's will continue to be a destination for the best and brightest minds in the world.

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1 Orthopedic technician Benjamin Vance removes the cast from 16-year-old Bakari Simon's left hand. Bakari was set to play in Franklin D. Roosevelt High School's first varsity boys basketball game of the season the next day.

2 Dental hygienist Ester Ball cleans 17-year-old Darius Mormon's teeth at the Acton Center for Pediatric Dentistry. Darius had a heart transplant in July 2008, and, like all of the patients who visit the dental service, his medical condition requires special care of his teeth.

3 Ophthalmologist Dr. Larry Puthenparambil uses an indirect headlamp to check for pressure in 3-year-old Carson Clampitt's brain. Carson had a brain tumor surgically removed two days later on Dec. 4.

4 Katie Seidel, RN, moves toys closer to Makayla Mayes. Only two days before, Makayla climbed through the doggy door at home

where her labrador knocked her into the backyard pool. Three minutes later, Makayla's mom rescued her only child. The 2-year-old's grandfather performed CPR. Makayla recovered at Children's, and she has no lingering problems — not even a fear of water.🐾

5 Kyshea Trigg, 17, undergoes a heart transplant on Oct. 27 after dilated cardiomyopathy caused her heart to grow to double the size of a normal one. James Francis, a surgical technician, anticipates the tools that Dr. Kristine Guleserian will need during surgery on the Fort Worth teen. In 2009, 16 patients underwent heart transplants at Children's.🐾

6 Transport crew member John Darling stabilizes 2-year-old Karlee Mears' head after she was kicked by a horse on her family's farm in East Texas and brought to Children's. Geri Ann Mears, Karlee's mother, looks on.🐾

7 Nephrology nurse Leisa Borders, RN, administers a bone densitometer scan for 9-year-old Samayah Dismuke. Samayah underwent the scan to measure her bone density because the steroids she takes for autoimmune hepatitis potentially can cause brittle bones.

8 Maddie Orner, 8, undergoes an annual pacemaker evaluation at The Heart Center. Maddie's first pacemaker was implanted when she was 5 months old, and she gets a new one every six to seven years. To monitor the pacemaker's function, Maddie sends her heart rhythm to specialists at Children's through a special telephone transmitter each month.

Photos 1,2,4,5,7 by Juan Pulido; 3 by Mei-Chun Jau; 6,8 by Louis Curtis  
🐾 More on these amazing stories at [childrens.com/stories](http://childrens.com/stories)



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# Doctor expert in surgery – and teens

Mallory, it's time to wake up," Leah Moore said, stroking her daughter's long blonde hair. "Mallory, can you hear me?" A small nod of the head and a request for water brought tears of relief to Mallory's parents. Those gestures meant she probably wouldn't have significant residual effects from brain surgery. Less than 48 hours before, the cause of Mallory's pounding headaches changed from a pediatrician's diagnosis of migraines to a diagnosis at Children's of a racquetball-sized mass in the back of her head.

Neurosurgeon Dr. Bradley Weprin worked carefully on a tumor that had to be removed in fragments. As he neared the end of the tedious process, he requested baby shampoo and saline. Dr. Weprin, understanding the importance of a teen's self image, knew Mallory would want clean hair. And, as she roused from the surgery, she felt her hair and smiled. *Story by Heather*

*Elise Campbell; Photos 1,2,3,5 by Louis Curtis; 4 and opposite by Juan Pulido*





## Nursing Excellence

# Top nursing care for our patients

For most patients at Children's, nurses are the human face of the hospital. A nurse often is the first and the last person to treat a child during a hospital visit, and, on the whole, nurses spend more time interacting with patients and families than any other clinical staff. Because of this, nurses play a vital role at all levels of patient care within the inpatient, outpatient and intensive care settings. Nurses also provide great value to the organization by serving

as resources and educators to clinical staff and patient families. Children's is among a distinguished list of hospitals nationwide that have achieved Magnet™ recognition status — the gold standard for nursing care given by the American Nurses Credentialing Center, the largest and most prestigious credentialing organization for nurses. Only 6 percent of hospitals nationwide have earned this credential. The Children's nursing environment

fosters professional development and innovation. Our nurses have opportunities to pursue a variety of professional development tracks, with the flexibility to accomplish career goals while remaining on the forefront of learning. And our nurses lead, participate in and collaborate on research projects. These qualities and aspects of nursing at Children's translate to one overarching goal: The best possible care for our patients and their families.

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1 Elizabeth Wolff, RN (center), and respiratory therapist Preen Patel (right) remove a breathing tube as Dr. Hariprem Rajasekhar, a fellow in the pediatric intensive care unit, listens to the patient's lungs.

2 Felecia Wright, RN, carries Julio Cesar Jimenez, 18 months, into an operating room in the Pavilion Ambulatory Surgery Center. There, Julio will undergo dental rehabilitation surgery.

3 Confetti rains down on a happy crowd of Children's employees who have just heard that the organization received Magnet™ status, the gold standard for a hospital or medical center for excellence in nursing. Children's was recognized for eight exemplars of nursing practice and patient care. The Magnet Recognition Program® designation is held by only 6 percent of the nation's more than 7,000 hospitals.

4 Brian Corkins, RN, replenishes fluids on an IV for a patient in the cardiovascular intensive care unit. Specially trained nurses care for heart patients recovering from diagnostic, therapeutic and surgical intervention. The cardiac team performs more than 500 cardiac surgical procedures and more than 300 open-heart procedures each year.

5 Lindsey Gibson, an RN in the cardiovascular intensive care unit, changes a tiny baby's diaper. Gibson is one of more than 600 certified nurses at Children's who care for patients from infancy through their teen years.

6 Amanda McCollim, RN, and respiratory therapist Jean DuBois tend to a child in the cardiovascular intensive care unit, where every child has around-the-clock care from a team of experts dedicated to the needs of heart patients.

7 Emergency Department clinical nurse Yoshiya "Joshua" Kunisawa, RN, gives a hug to patient Hunter Freeman, 4. Nurses are an integral part of the hospital's high quality of patient- and family-centered care.

8 Mayra Rodriguez, RN, attempts to give 21-month-old Kaiden Beville pain medication while his father, Mark Beville, holds him. Kaiden fractured his right arm when he tumbled from his parents' bed, but it took coming to Children's after spending an entire night at another regional emergency room to find that out. "This is the best care we could have received," Mark said of their visit to the Seay Emergency Department at Children's.

*Photos 1,3,4,5,7,8 by Louis Curtis; 2 by Richard Sharum; 6 by Juan Pulido*



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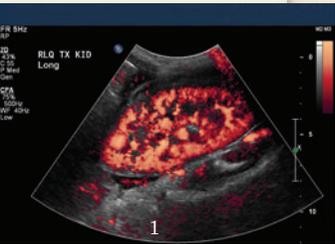
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# Reuben free to be a kid again

In many ways, Reuben Smith is like any other 6-year-old. He's inquisitive and fun-loving, always on his toes. The only difference is that Reuben now has three kidneys instead of two. He was born with hypoplastic kidneys – meaning his kidneys function, but they are small and underdeveloped. For more than a year, Reuben was hooked up to a dialysis machine at home and was treated at Children's, which has one of the largest nephrology and kidney transplant programs in the country. But on Oct. 27, all of that changed. After a kidney transplant, Reuben gained the freedom to be a kid again. And, Reuben's mom no longer has to worry about the potential side effects of long-term dialysis treatment like hypertension, heart disease and damage to other organs. Now, her biggest challenge is trying to keep up with Reuben. *Story by Heather Elise Campbell;*

*Photos 2 and opposite by Juan Pulido; 3,4,5 by*

*Louis Curtis*



1 An ultrasound shows blood flowing through Reuben Smith's new kidney. *Opposite* Social worker Louise Evans hugs Reuben before his kidney transplant. The two became fast friends as Evans helped Reuben with not only being comfortable at the hospital but also at home. 2 Reuben plays with action figures while his transplant surgeon, Dr. Dev Desai, and his mom, Mary Smith, go over details of the surgery. 3 One day after his transplant, Reuben's mom feeds him flavored gelatin. 4 Tears stream down Reuben's face as Dr. Mindy Calandro, senior resident, and social worker Caroline Williamson hold him still to remove two sutures that are holding his central access line in place. As soon as the line came out, Reuben was back to his spunky, smiley self. 5 A boy who is always on the go, Reuben races through the playground.



## Academic Affiliation

# A free flow of ideas and novel approaches to medicine

As the area's only stand-alone academic-affiliated pediatric medical center, Children's can bring the resources of one of the country's best medical schools — The University of Texas Southwestern Medical Center at Dallas — to bear on the care of our patients. Our strong relationship with UT Southwestern gives Children's access to the expertise of an academic medical faculty that includes four active Nobel laureates — more than

any other medical school in the world — and conducts some 2,500 research projects annually that attract more than \$340 million in funding. UT Southwestern's remarkable research programs and reputation for excellence also have helped attract the most talented young physicians, pediatricians, scientists and other pediatric subspecialists to Children's. The collaboration between the two institutions and resulting recruitment successes

continue to push the frontiers of research across a broad array of medical services. In addition, Children's serves as the primary teaching facility for the Pediatric Residency Program at UT Southwestern, which allows us to participate in the development of future pediatricians and pediatric subspecialists. And, many of these highly trained physicians choose to remain in North Texas and the surrounding area.

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1 From left, Dr. Luis Seguias discusses a patient action plan with Lashon Johnson, RN, and Marisa Williams, RN, on C6, a General Pediatrics unit. Dr. Seguias is a professor of Pediatrics at UT Southwestern Medical Center and a general pediatric physician at Children's.

2 Dr. Luc Brion leads rounds in the neonatal intensive care unit. Every day in the neonatal ICU, the entire team visits each baby to evaluate the current treatment plan.

3 Dr. Heidi Edmondson, a resident, examines a patient's X-rays as she takes them to show the patient's mother on the General Pediatrics floor.

4 Dr. Warren Snodgrass, director of Urology, explains a procedure to Dr. Jacquelyn Powers, a house staff pediatric resident, and asks

her what she would recommend for patients they have seen this particular morning.

5 From left, Dr. Jeffrey McKinney and Dr. Anson Tang, a resident, examine a baby in the Parkland Memorial Hospital nursery. Dr. McKinney is director of the Pediatric Residency Program at UT Southwestern and Children's and is an assistant professor of Pediatrics at UT Southwestern. He also is on the Infectious Disease staff at Children's. Neonatologists on the medical staff at Children's also treat patients in the Parkland neonatal ICU as part of our medical school and campus collaborations.

6 Dr. Mandeep Chadha goes over cases with residents during rounds in the neonatal intensive care unit. Rounding on patient floors is an important part of teaching, learning and exchanging ideas.

7 Dr. Eric Griffiths, a resident, reviews patient charts in the pediatric intensive care unit. In 2009, 97 pediatric residents trained at Children's along with hundreds of medical students.

8 At left, Scharles Konadu, a medical student at UT Southwestern, discusses a patient's status during morning rounds with physicians and nurses on a General Pediatrics unit. Medical students from UT Southwestern train in Pediatrics at Children's. Nurses are encouraged to participate in rounds as part of a team approach to patient care.

*Photos 1,2,3,5,6,7,8 by Louis Curtis; 4 by Juan Pulido*



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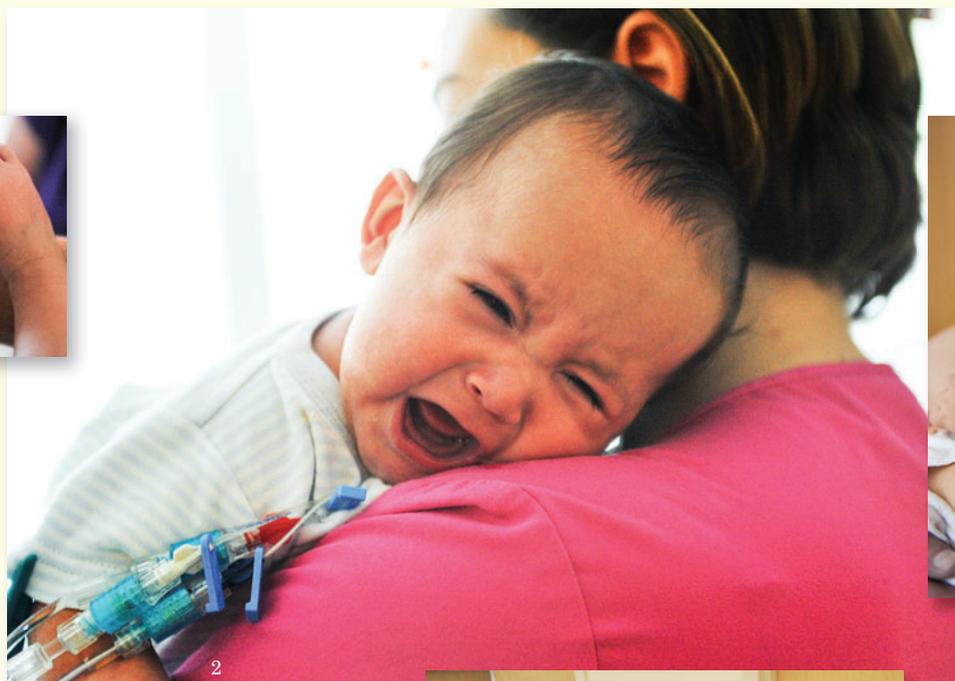


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# A tiny boy's big diagnosis



Opposite Robert Torres receives his transplant, which infuses healthy stem cells into his body where they will engraft and create a new immune system. Robert's diseased immune system was eradicated by high-dose chemotherapy. 1 Getting a diaper change. 2 An unhappy Robert cries in the arms of Kate Stejskal, RN. 3 Dr. Jennifer Cox, a pediatric hematologist-oncologist in the Center for Cancer and Blood Disorders cradles Robert. 4 Wishing him well on his way home is transplant coordinator Cecilia Gladbach, RN. "Robert's experience was so emotional," says his guardian Bonnie Benton, carrying Robert. "The staff, doctors and nurses made it easier to deal with. They understood my concerns, my fears, and were very supportive when explaining things." 5 At home in Quinlan, Texas, Robert enjoys play time five months after his transplant.

Just a glimpse at Robert Torres would never indicate the tiny boy could have such a huge problem, a life-threatening condition known as congenital amegakaryocytic thrombocytopenia. The disorder means Robert's bone marrow cannot produce platelets or megakaryocytes, blood components that allow for natural clotting. Without treatment, Robert would have died from bleeding complications. But at 6 months old, Robert received a stem cell transplant at Children's — in a state-of-the-art facility run by one of the country's top young hematologist-oncologists, Dr. Andrew Koh. Thanks to donors like The Jordan Family Foundation, which made a \$1 million gift to help provide support for the stem cell transplant program for physician recruitment and research, Children's can recruit such top-flight physicians. And children like Robert can have a fighting chance in life. *Story by Janet Aker; Photos by*

*Louis Curtis*



## Research

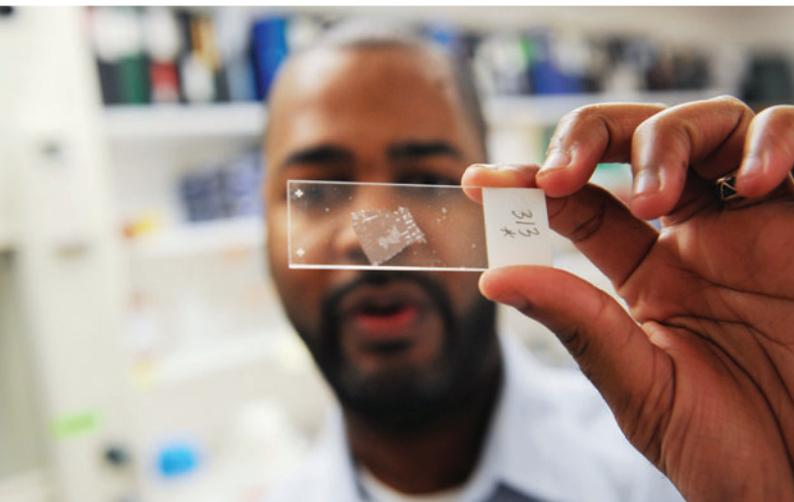
# The newest therapies faster

Supporting research designed to improve the understanding, prevention, diagnosis or treatment of childhood diseases is a key component of a top pediatric hospital. Our current research — in conjunction with UT Southwestern — is recognized for numerous programs, including those devoted to cancer, cardiothoracic surgery, neonatology, kidney disease, infectious disease, pharmacology, sickle cell disease and psychiatry. Children's is a collaborating

institution with UT Southwestern in the North and Central Texas Clinical and Translational Science Initiative, one in an elite national consortium changing how research is conducted in order to provide new treatments more efficiently and quickly to patients. Hundreds of studies are under way in clinical areas throughout the hospital. Children's is home to groundbreaking science and clinical research in pediatric hematology and oncology. Ralph

DeBerardinis, M.D., Ph.D., a physician in the Genetics and Metabolism division, recently was awarded \$200,000 from the new Cancer Prevention and Research Institute of Texas to study a deadly form of brain tumor. Understanding how such tumors grow will help identify new ways to fight the disease. Conducting research keeps Children's on the cutting edge of medicine and allows our physicians to bring promising new therapies to patients sooner.

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1 Dr. Olatunji Williams looks at a slide of a mouse lung section used in his pulmonary research. He is attempting to identify and isolate proteins that restrict lung development in premature babies.

2 This mouse is helping physicians at Children's research pediatric diseases in UT Southwestern laboratories. The discoveries made through its participation could lead to breakthrough cures. Numerous pediatric studies are ongoing.

3 Dasia White, 6, who has sickle cell disease, gets a high five from clinical research coordinator Roxana Mars, RN, during a recent visit to the Center for Cancer and Blood Disorders. Dasia is part of a clinical study of a non-invasive technique to measure oxygen levels in the brain. The study eventually may improve the accuracy of current screening techniques for stroke, helping to prevent devastating brain injuries in children with sickle cell disease.

4 Daniel Stiegler runs on to the field before the Irving Junior High Football Championship Game in November. He missed the entire regular season after severely breaking his arm while jumping on a trampoline. Daniel then became part of Dr. Christine Ho's trampoline injuries study in the Orthopedics department.

5 Dr. Michael Dowling, a pediatric neurologist, and 3-year-old Dawson Quiroz walk down the hospital's hallway on the sides of their feet. Dawson had two strokes in early 2009 and works on her motor skills on an outpatient basis. Dr. Dowling is involved in a number of research studies to find the cause of pediatric strokes.

6 Dr. Benjamin Greenberg, a pediatric neurologist, checks Ra'shond Johnson's fine motor skills. The teen from Louisiana was the first patient to be seen in the pediatric demyelinating disease clinic spearheaded by Dr. Greenberg, who treats patients from around

the world. His research has identified novel biomarkers that may distinguish between patients with various neurologic disorders.

7 Dr. James Amatruda looks into a tank of zebrafish in his lab at UT Southwestern. The researcher in the Center for Cancer and Blood Disorders at Children's is working on defining novel cancer genes and understanding the development of biological tumors to improve treatments for childhood cancer.

8 Dr. Ralph DeBerardinis works in his genetics and metabolics lab at UT Southwestern. DeBerardinis, an M.D. and Ph.D., studies the deadliest form of brain tumor, called glioblastoma. His hope is that the study will identify specific enzymes that can be targeted to slow tumor growth and to prolong survival.

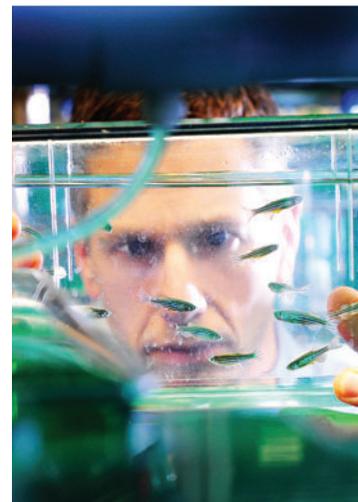
*Photos 1,2,4,5 by Juan Pulido; 3,6,7,8 by Louis Curtis*



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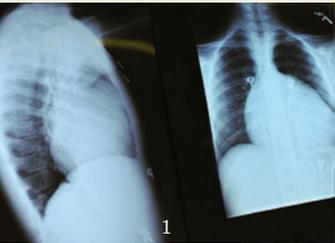
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# A new heartbeat for Harley

**H**arley Duffer, a 13-year-old champion barrel racer, has always been healthy as a horse — until last fall. One day Harley was running around the family farm as usual and the next he was complaining about shortness of breath. In December 2009, Harley was diagnosed with a heart condition called cardiomyopathy, and he joined 19 other kids on the transplant list at Children’s. On Christmas morning as Harley opened gifts in the cardiac intensive care unit, he had no idea that Dr. Kristine Guleserian’s pager had just gone off to let her know the best gift of all was available — a new heart. After surgery, Harley emerged with a strong heartbeat. Further testing on Harley’s old heart revealed a rare genetic condition called arrhythmogenic right ventricular dysplasia, a disease of the heart muscle. Harley is one of five people in the world to have lived with ARVD long enough to receive a heart transplant. *Story by Heather Elise Campbell; Photos 1,3,4,5 and opposite by Louis Curtis; 2, courtesy of the Duffer family*



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1 An image of Harley Duffer’s heart, which is two to three times the size of a normal one. 2 Santa Claus visits Harley at Children’s on Christmas morning, just hours before a heart became available for the 13-year-old. 3 Sonya and Taylor Duffer, Harley’s parents, listen as their pastor, Don Myers, prays with the family just moments before Harley is wheeled into the operating room. He prays for Harley and for the family who donated their child’s heart. *Opposite* Wearing matching hats, Dr. Kristine Guleserian and Harley give a thumbs up in the operating room. “Tigger,” Harley’s stuffed dog that has been with him since he was 3 years old, stayed by his side until he drifted off to sleep. 4 Radiology technologist Amanda Whiddon takes X-rays of Harley’s new heart. 5 Three weeks after his transplant, the teen tends to his horses at home. Harley can’t wait to barrel race again.



## Innovations

# Technologies and facilities that set us apart

Children's continues to seek and embrace the latest medical innovations and technology, and has pursued an aggressive expansion program where those innovations may be applied and have room to grow. In 2009, we opened a new 12-story tower that adds 390,000 square feet of space for better patient access and expanded clinical services. We also redesigned the waiting room in our Seay Emergency Department to provide a better environment for

patient families, including interactive games for kids. A different kind of interaction took place in the operating room in 2009, as surgeons made use of the hospital's new da Vinci Surgical System, funded through The Elsie & Marvin Dekelbom Family Foundation. The da Vinci uses robotics to allow surgeons to perform delicate procedures with amazing precision, resulting in smaller scars, less surgical pain and quicker recovery times. Children's continued to implement

Epic — a patient-centered electronic medical record to provide the easiest, yet most secure, access to information for caregivers and families. The latest technology also is used to help put children at ease during an MRI. The Ambient Environment uses a system of fiber optic lights, sound and images that are projected into the MRI room and operated by the patients, providing a sense of control and helping to reduce their fears.

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1 Dr. Patricio Gargollo, a urological surgeon, uses the da Vinci Surgical System to perform robotic surgery. Robotic surgery affords patients less pain, smaller scars and faster recovery times.

2 A sport utility vehicle hit Greyson Pruitt as he rode his scooter across the street. Instead of heading into school that morning, the 12-year-old was rushed to Children's, the state's first pediatric hospital with Level I Trauma designation. During emergency surgery for shattered bones in his legs, Greyson acquired a bit of hardware — nine pins and a plate in his right femur and four screws in his left tibia. Greyson had no brain injuries.

3 Kimberly Bell, RN, a clinical educator, sits in the simulation lab control room. The leading-edge training facility, made possible by a generous gift from The Patrick and Beatrice Haggerty Family Foundation, features life-like mannequins that can simulate human

responses and provide hands-on training in procedures such as intubations, IV placements and emergency bedside protocols. In the background is clinical education manager Brad Dow listening to a simulated baby crying.

4 Tower D, as seen from the pedestrian-automobile skybridge that connects the \$150.7 million, 12-story facility to a parking garage. The construction of Tower D, which opened in 2009, was the result of in-depth strategic planning and philanthropy that helps us continue to expand to meet the growing needs of patients.

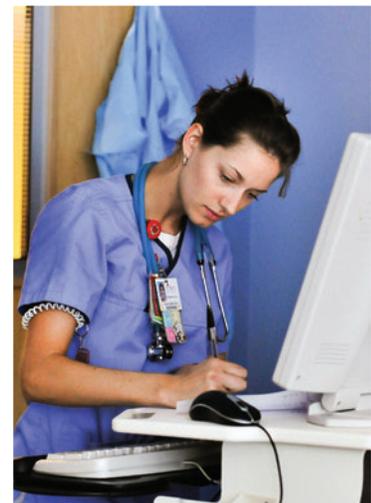
5 Leah Kunard, RN, of the Center for Cancer and Blood Disorders, jots down notes and updates electronic charts on a stem cell transplant patient. Electronic medical records allow all caregivers expedient access to all patient information at any time and at any place at Children's.

6 Three boys spend time in the Seay Emergency Department's redesigned waiting room playing with Mine-Control, interactive artwork that moves along with participants.

7 Nurses use Mobile Meds to administer medications to patients safely and as ordered by physicians. Nurses and other clinical staff use the devices to scan patients' wristbands and complete other steps that ensure the correct patient receives the right medication in the proper dosage and route at the right time.

8 Reena Sunny, RN, uses J-Tip to numb a young patient's hand before inserting an IV. J-Tip uses a topical anesthetic to prevent pain from needle sticks. Children's is the first hospital in Texas to use J-Tip throughout the hospital.

*Photos 1,4,5,6,7,8 by Louis Curtis; 2,3 by Juan Pulido*



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# The best in the world for Amrit

Most people familiar with Children's have heard that kids from all over the world visit here. It's true. Amrit Ramroop is proof. The 8-year-old from Trinidad was born with hypospadias – an incorrectly formed opening of the urinary channel that is one of the most common urological birth defects for boys. He came to America in November 2009 to undergo a corrective procedure by Dr. Warren Snodgrass, director of Urology and creator of the worldwide surgical standard for hypospadias repair, which is internationally known as the “Snodgrass Repair.” Amrit's mother, Feroza, arranged for her son to come to Children's soon after hearing of Dr. Snodgrass from a friend in Trinidad whose son's hypospadias was repaired by him. “She told me that Dr. Snodgrass was the best surgeon in the world at this procedure,” Feroza said. “I knew he was the one chance for my son.” *Story by Craig Foster;*

*Photos by Juan Pulido*



1 Dr. Warren Snodgrass, director of Urology at Children's, describes his hypospadias repair technique to Amrit Ramroop and his mother, Feroza, at a pre-operative visit. The technique, most commonly known as the “Snodgrass Repair,” was created by Dr. Snodgrass in the 1990s and has become the worldwide surgical standard for hypospadias repair. 2 Child Life specialist Katherine Gibbs tries to persuade Amrit to let go of his Nintendo DS before he goes into surgery. 3 Amrit receives anesthesia. Opposite Feroza Ramroop kisses her son as he is wheeled into surgery. 4 Surgical technician Willie Holbert III helps Dr. Snodgrass put on his surgical gloves. 5 After the successful surgery, Amrit and Feroza are carefree and talking about their return trip to Trinidad.



## Emotional Health

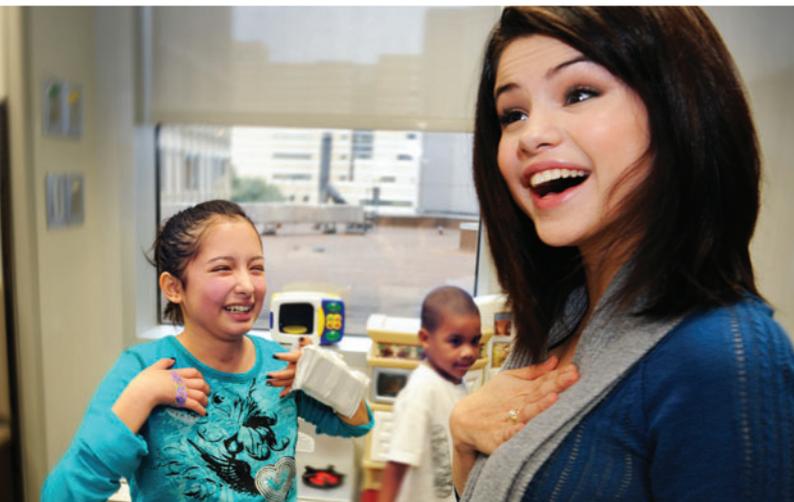
# Care that goes beyond medicine

Being a Top 10 pediatric hospital means more than just treating physical conditions. Many factors beyond the realm of conventional medicine or surgical skill influence how a child feels at a hospital. Ordinary hospitals can seem austere and intimidating for families and patients. Thankfully, Children's is not an ordinary place. Clowns roam the halls here. But the Funnyatics clown troupe — trained clowns who visit Children's five times a

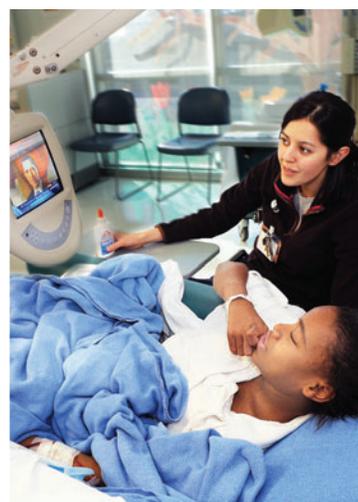
week — is just one facet of a broader approach by child life specialists and other staff to help children cope with the life changes that often come with illness and injury, and to prepare them emotionally for invasive procedures and surgery. Other aspects include music therapy, diagnosis-specific education, medical play and visits from celebrities that serve to brighten their days in the hospital. Chaplains in our Pastoral Care department also encourage families

to draw on faith. Patients and families often bring introspective questions upon entering the hospital. Why is my child ill? Why did this happen to our family? Our chaplains offer spiritual guidance, emotional support, hope and compassion. While Children's always will be a state-of-the-art pediatric hospital with the most talented clinical staff, we've never forgotten that oftentimes the best medicine comes from the heart.

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<sup>1</sup> Elizabeth Cortez, 15, sings to recording artist and Disney star Selena Gomez in the hospital's playroom. Elizabeth has transverse myelitis, a rare neurological disorder that causes inflammation of the spine. She is treated by Dr. Benjamin Greenberg, who leads one of only two dedicated transverse myelitis programs in the country. Elizabeth was one of many patients visited by Gomez after the star rode in the Capital One Bank Adolphus Children's Parade the day before.

<sup>2</sup> Child life specialist Erika Reinhold sits with 14-year-old patient Taylor Champion to watch the inauguration of President Barack Obama during Taylor's hemodialysis treatment.

<sup>3</sup> Dallas Stars center Brad Richards visits with 6-year-old Shaniyah Henderson in the Center for Cancer and Blood Disorders. Both the Dallas Stars Foundation and the Brad Richards Foundation provide ongoing support to Children's each year.

<sup>4</sup> Child Life specialist Jill Bringhurst shows a film on amputation to Anthony Bell and his second-grade classmates at A.M. Pate Elementary in Fort Worth. Anthony had his leg amputated at Children's nearly four months earlier after an accident with a train. Bringhurst visited Anthony's class during his first week back at school in March to help him and his classmates adjust to his new condition.

<sup>5</sup> "Dr. P. Brain" blows bubbles to kids at the hospital. He is one of eight professionally trained clowns in the Funnyiatrics Clown Program at Children's. The clowns visit the hospital regularly, take part in events on- and off-campus and always find unique ways to put smiles — or noses — on patients' faces.

<sup>6</sup> Pastoral Care chaplain resident Holly Dittrich guides 9-year-old Ashton Mathew through Godly play, which uses sacred stories to enable patients to relate their circumstances to those of the

characters in the tales. The Children's Godly play program was one of the first in the country to be incorporated into patient care.

<sup>7</sup> Volunteer Rick Butler helps 6-year-old Abigail Zamora make shapes out of Play-Doh in the C6 playroom. Butler's job as a manager with an electronics company ended because of recession cutbacks. He decided to make the most of his time in between jobs by volunteering all day every Wednesday at Children's.

<sup>8</sup> Patient Kamryn Furr, 11, turns her piano-playing talents to the grand piano in the lobby of the newly completed Tower D. Calling the piano the "biggest one she's ever seen," Kamryn played for her family members and those walking through the hospital.

*Photos 1,2,3,8 by Juan Pulido; 4,5 by Louis Curtis; 6 by Mei-Chun Jau; 7 by Amber Gober*



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# NICU is home away from home



1 A decoration from a child life specialist hangs on Kaitlyn's crib. Opposite Courtney Lee has been waiting a long time for this day. In a couple of hours, Courtney will take Kaitlyn home to Odessa where she will join her twin sister, Kynadi, and older brother, Parker. 2 Music therapist Annie Cross hums to "Twinkle, Twinkle, Little Star" for 6-month-old Kaitlyn Lee in the neonatal intensive care unit. As soon as Kaitlyn heard Annie's voice, her heart rate dropped and she calmed down. 3 For Judith Seritella, RN, her shifts in the neonatal ICU always are busy. 4 Matthew Lee and Kynadi flew to Dallas for the day of Kaitlyn's release from the hospital. The twins spent a couple of months together in the neonatal ICU, and Kynadi was the first to go home. 5 Even though they are twins, Kynadi, left, and Kaitlyn have very different personalities, says their mom. But both are on track developmentally.

For six months, Courtney and Matthew Lee juggled caring for three babies; one at home in Odessa and two nearly 400 miles away from home in Dallas. During Courtney's most recent pregnancy, the couple traveled to another children's hospital only to hear a doctor's grim prognosis for their twin girls who had hydrocephalus, fluid on the brain.

Determined to give their girls the best chance for survival, the Lees hopped back on the plane and headed home to deliver Kaitlyn and Kynadi. After birth, the girls were flown to Children's, where surgeons put shunts in their brains to drain the fluid and continued to care for them in the neonatal intensive care unit. The neonatal ICU became Kaitlyn and Kynadi's home away from home for a while, and thanks to the care team at Children's, the girls and their big brother now are all back under one roof. *Story by Heather Elise Campbell; Photos*

*1, 2, 4 and opposite by Erin Blinn; 3 by Louis Curtis; 5, courtesy of the Lee family*



## Patient- and Family-Centered Care

# Family involvement at every level of care

Children's recognizes that the more patients and their families are involved with their own healthcare, the better the chances are for improved health outcomes and higher patient satisfaction. Caregivers partner with families by honoring a patient and family's ideas and choices, by understanding the unique personalities of each family and by collaborating with families in a child's care. Children's also seeks input from families on

institutional decisions, from parking fees to online interfaces. The Seay Emergency Department's "Strive for Five" initiative aims to improve the experience for patients and families in the Emergency Department and critical care units. The Center for Cancer and Blood Disorders hosts a weekend retreat for oncology patient families to address the emotional needs of parents, patients and siblings, as well as physical and medical aspects.

The Asthma Management Program provides home visits by a registered nurse and regular family contact from a Certified Nurse Asthma Educator. Patients receive the tools needed to manage their asthma, and Children's works with school nurses to make sure a patient's asthma is managed throughout the school day. And these are just a few of the ways that we are embracing patient- and family-centered care.

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1 Heart transplant coordinator Susan Daneman, RN, updates Emily Smith's family about progress of her transplant in January 2009. Ten months before, the 7-year-old and her older sister, Shayde, both were diagnosed with restrictive cardiomyopathy, a rare condition that strikes fewer than one in 1 million children. Emily's new heartbeat gives Shayde strength as she continues to wait for her turn.

2 Brooke Burton brushes his 10-year-old daughter's hair. Brittany Burton is in the hospital to be treated for nausea and migraines, aftereffects from the removal of a tumor in her ear. An MRI later in the day will reveal whether she will need another surgery.

3 Mom and daughter share a special moment in the neonatal intensive care unit. One-month-old Goanna Guerrero has been at Children's since shortly after birth for treatment of respiratory distress.

4 Lindsey Harley gives her daughter Menah, 22 months, a ride to the playroom through the Center for Cancer and Blood Disorders on the base of her IV stand. Menah has acute lymphocytic leukemia.

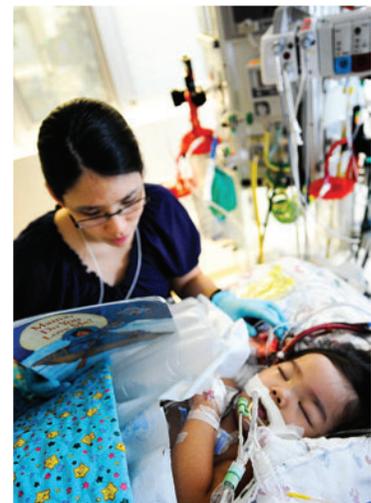
5 Dr. Jade Le, an infectious disease specialist at UT Southwestern Medical Center, reads to her daughter, Sahara Tran, who is sedated in the pediatric intensive care unit. Sahara had a serious case of pneumonia and was placed on an extracorporeal membrane oxygenation machine to do the work for her lungs and heart. After seven weeks in the pediatric ICU, the 2-year-old is back at day care.

6 Charmaine Saheed holds her 1-year-old, Germany Williams, while sitting in an asthma treatment bay in the Seay Emergency Department, where Dr. Geetanjali Srivastava examines the infant. Asthma, a growing healthcare problem, is the No. 1 reason for hospital admissions among infants and children at Children's.

7 Irma Colunga, from the Junior League of Dallas, holds 1-month-old Braxton Brooks, a patient in the neonatal intensive care unit. Volunteers like Colunga provide an essential part of the care for patients at Children's. The hospital had approximately 700 volunteers serving in 2009, providing a total of nearly 199,000 hours of service.

8 Children for Children's Patient Advisory Council members (from left) Lauren Reimer, Mary Kathryn Pengelly and Tatum Null walk down the red carpet in Moore Auditorium at Children's for the premiere of the council's 14 short films, which they wrote, directed and starred in. Comprised only of patients, the council meets with Children's staff every other month to discuss improving care.

*Photos 1,4,5,6,7 by Louis Curtis; 2 by Erin Blinn; 3 by Jeremy Harris; 8 by Juan Pulido*



# A single solution for twin conditions

Megan and Morgan McKenyon are 14-year-old twin sisters who do everything together. Practicing gymnastics. Learning parkour. Writing haikus on their roof past midnight. Even getting the exact same ailment in the exact same location. Both had osteochondritis dissecans, a condition that causes “bone death” in their left elbows. Dr. Philip Wilson, a pediatric orthopedic surgeon in the Sports Medicine Center at Children’s, said only three or four cases of twins having the condition in the same location have been recorded in all of medical literature. He surgically repaired Morgan’s elbow in August 2008, about the same time when Megan’s elbow started showing symptoms. Then he performed surgery on Megan in October, and Morgan was there to support her. Now, the McKenyon twins are together again practicing gymnastics with the varsity team at Irving High School. *Story by Craig Foster;*

*Photos by Louis Curtis*



1 Megan McKenyon describes where her arm hurts to pediatric orthopedic surgeon Dr. Philip Wilson. Opposite Megan’s twin sister, Morgan, cheers her on as she is wheeled into surgery at Children’s Medical Center at Legacy in Plano. 2 Dr. Wilson delicately removes the bone fragments in Megan’s left elbow. 3 Stitches sew up Megan’s tiny incision after a brief, pain-free surgery. 4 Megan, still feeling the effects of the anesthesia, rests in the recovery room after surgery. 5 Morgan stretches Megan’s leg out before gymnastics practice. The twins resumed practicing with their high school team on a limited basis a few months after Megan’s surgery.





*Behind the Scenes*

## Many faces never seen by patients and families

Role players. Sixth men. Special teamers. In sports, these are the names given to the players without whom success would be impossible, but whose contributions — though invaluable — are rarely given the spotlight. At Children's, there are literally thousands of team members who provide the daily services and infrastructure necessary to be a Top 10 pediatric hospital. In fact, these employees play a vital role in ensuring that quality and patient

safety standards are upheld. Patient access representatives, electronic record keepers and information systems personnel make appointments, admissions and patient releases flow seamlessly. Food service workers, housekeepers, security personnel, equipment caretakers, engineers, administrative employees — just to name a few — are the ones who make life better for children by making life better for Children's. Patients and their

families may not always see these dedicated employees, but they can feel the soft, clean sheets and hospital pajamas. They can hear the humming of the medical equipment. They can taste the quality of the food. They can see the clean floors and spotless rooms. A patient family may only see a few of the faces responsible, but on any given day, it takes more than 5,000 employees to make Children's Medical Center "The One for Children."

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1 Danielle St. Andrew, a patient access representative, works in the state-of-the-art Access Center, which centralizes staff, technology and improved work processes. The center allows physicians to experience a seamless admission process by dialing one telephone number to arrange inpatient admission, emergency access and medical transport services.

2 A.J. Garstang, engineering manager, removes wet ceiling tiles caused by a water leak. While the leak was being repaired, the hospital called a Code Yellow, which signifies an internal “disaster.” The code caused the activation of the Children’s Command Center to keep the hospital functioning fully during the relocation of services and clean-up — good practice for a more serious event.

3 Willie Powell, a lead housekeeper from the Facilities department, cleans a bathroom outside of the Seay Emergency Department.

4 Casey McAllister, a plant operator, works on a cooling tower filter in the basement equipment room. The 53-employee Engineering department includes maintenance mechanics, painters, locksmiths, operating engineers and managers. They run everything from the electrical to the cooling systems.

5 Asthma Management Program educator Sharon Lemley analyzes a patient’s file before calling to check on the patient. The Asthma Management Program was re-certified by The Joint Commission in 2009 and is one of six certified disease management programs at Children’s. To date, Children’s is the only pediatric hospital in the nation with more than two certified disease management programs.

6 Francisco Torres in Food Services marks the Chinese New Year Jan. 26 in The Dining Car, the Children’s cafeteria, by serving Asian-themed cuisine to Jackie Reed, RN, a team leader in the operating room.

7 Jennifer Rogers reviews an employee’s identification as Karen Smith looks on in the Badge Office, a part of Children’s Security. Employees, physicians, contractors and others who perform services at the hospital must wear ID badges at all times on the premises. Badges help ensure patient and employee safety.

8 Security dispatcher Debra Hollingsworth fields one of many calls during her daytime shift. Requests range from offices needing to be unlocked to police officers resolving disputes. Hollingsworth has access to more than 400 surveillance cameras, 1,000 badge readers, 80 emergency call stations and 40 panic alarms at the Dallas campus and its surroundings.

*Photos 1,3,4,7,8 by Louis Curtis; 2 by Juan Pulido; 5,6 by Mei-Chun Jau*



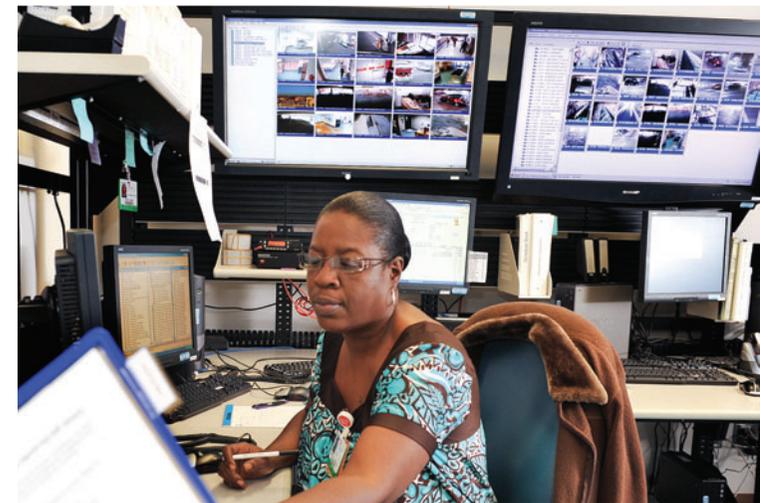
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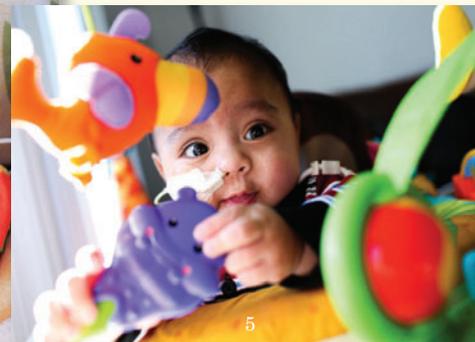
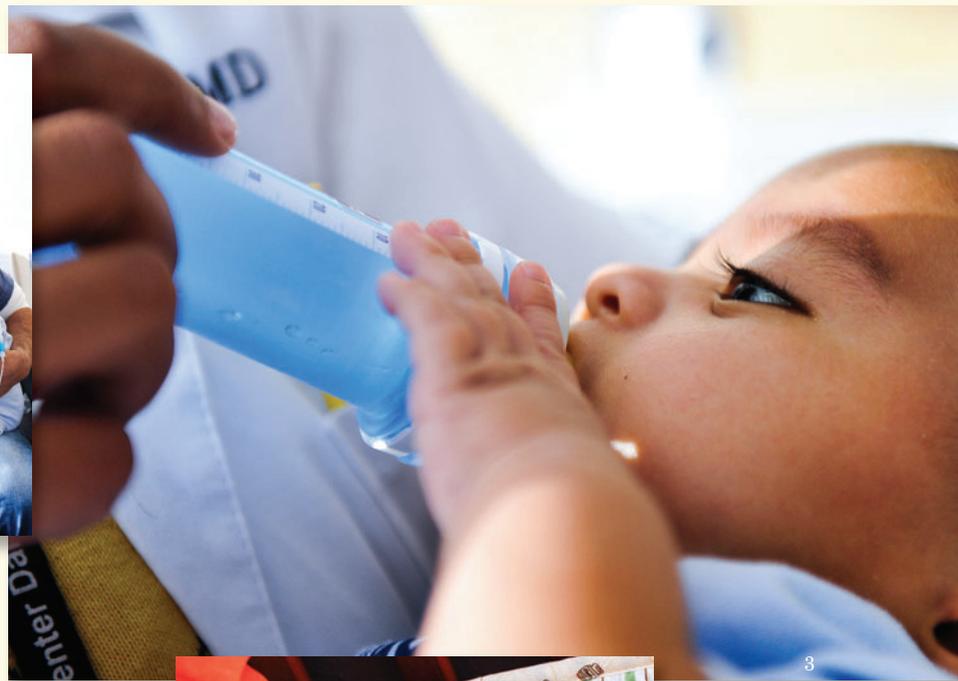


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# Little Angel well on his way

Some might say good fortune follows Angel Ramirez. It may sound odd to think that about any child at a hospital, much less a child like Angel, who was born with his intestines exposed. No infant is lucky to be born with such a condition. But at Children's, Angel has access to the only intestinal rehabilitation center in North Texas. He is fortunate because he is in a place where a team of medical specialists can apply the best nutritional, medical and surgical strategies to his care. A plan was developed just for Angel – one that would provide the infant the nutrition he needed to stay strong and fight infection while his body recovered from the delicate surgeries to repair his intestines. Intestinal rehabilitation can last up to two years, but his doctors say Angel is doing remarkably well so far. Angel has a way to go, but fortunately – thanks to Children's – he is off to a great start. *Story by Janet Aker; Photos*

*by Louis Curtis*



1 An image of Angel's intestines shows a large blockage prior to his second surgery. 2 Angel with his father, Omar Ramirez, in his hospital room. 3 Taking a bottle from Dr. Nandini Channabasappa, his primary gastroenterologist. Angel receives a combination of oral and tube feedings for his nutritional needs. Opposite Angel is examined by Dr. Channabasappa. "Intestinal rehabilitation is a slow process that requires constant monitoring of many parameters including feedings, parenteral nutrition and weekly laboratory results," Dr. Channabasappa said. 4 An image of the Pope and the Virgin decorate Angel's crib. 5 Back at home, after his successful operation, Angel enjoys playing with some of his toys.



## Advocacy and Outreach

# Caring beyond our walls

Children's remains dedicated to improving the health, education, safety and security of all children through an aggressive advocacy program. This mission goes beyond the hospital walls through financial support, education, public affairs programs and the establishment of other child advocacy organizations and publications. The hospital also works to enact safety legislation, such as the recent change in Texas' booster seat law. Children's helps

families of uninsured children apply for affordable health insurance through Children's Medicaid or the Children's Health Insurance Program. We have reached out to our community through a number of coalitions and partnerships, including the Dallas Area Coalition to Prevent Childhood Obesity, the Immunize Kids! Dallas Area Partnership and the Dallas-Area Safe Kids Coalition, which the hospital established in 1994 to help prevent childhood

accidents and injury. Through the Coalition for North Texas Children, the hospital also works to raise children's issues to the top of the public policy agenda at the local, state and federal levels. Children's also publishes biennial collections of data and comprehensive information on the quality of life for children in Dallas and Collin counties. Entitled *Beyond ABC*, the books are resources for prevention programs and public service messages.

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1 Members of the Children's Advocacy team march to the State Capitol in Austin for "Children's Advocacy Day" on Feb. 4. They were among more than 600 people who encouraged legislators to "Put Kids First" in various issues, including the Children's Health Insurance Program and Medicaid for Children.

2 Hospital volunteers conduct a teddy bear clinic as part of the Children's Summer Safety and Fun Day at NorthPark Center.

3 Claudia Romo, Children's injury prevention program manager, talks with Camila Olague, 5, about safe walking behaviors at Mary McLeod Bethune Elementary in Dallas. This marked the 10th year that Children's and Safe Kids Dallas took part in "International Walk This Way Day," a worldwide initiative aimed at improving pedestrian and bike-safety skills. With Camila is Rudy the Bike Bot, controlled by Susan Jackson from the hospital's injury prevention team.

4 Jonathan Sorto, 8, practices his tennis swing at the Get Kidz Fit Fest in April at Fair Park. The event, which educates families about wellness and good nutrition habits, is presented by the Dallas Area Coalition to Prevent Childhood Obesity. Children's, a co-founder of the coalition, participates in the event annually.

5 Josh Stevens, a certified athletic trainer with the Sports Medicine Center at Children's, gives advice to students at the Dallas Mavericks Hoops Camp at the Greenhill School in Addison. Children's provided speakers from the Sports Medicine Center to eight of the Mavericks Hoops camps throughout the Metroplex.

6 Dallas Mayor Tom Leppert speaks to Dr. Maeve Sheehan, medical director of Transport Services and the Access Center, while touring Children's with the hospital's leadership. From left: Tom Baker, chairman of the board; Dr. Sheehan; Sandra McDermott, senior

director of Access, Respiratory Care and Transport Services; Leppert, and Doug Hock, senior vice president, operations.

7 William Bricker, 3, looks a cow eye-to-eye at the Children's Barnyard at the State Fair of Texas. Children's uses the fair as an opportunity to educate the public on a variety of health-related topics, including hand hygiene, exercise and bike safety.

8 State Sen. John J. Carona listens as Victoria England, RN, MBA, Magnet™ program director for Children's, talks about the Children's Health Insurance Program and Children's Medicaid. Joining her is Samantha Moya with Educational First Steps, who spoke with Sen. Carona about improving the quality of pre-kindergarten programs in underserved areas of Dallas.

*Photos 1,2,3,5,6,8 by Louis Curtis; 4,7 by Juan Pulido*



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# Answering the toughest question

Shawn Studdard remembers the hardest question his daughter Hollie ever asked. “Daddy, is Kamryn going to die?” Shawn had no answer. At the time, 3-week-old Kamryn, one of Shawn’s twins, fought for her life with a 50-percent chance of surviving. She had made it through a surgery to rearrange her organs and close a hole in her diaphragm. A ventilator controlled her underdeveloped lungs. Kamryn was touch-and-go. But her journey with congenital diaphragmatic hernia began long before birth. Dr. Michael Zaretsky found Kamryn’s defect when Shawn’s wife, Stephanie, was 13 weeks pregnant and monitored her closely. He knew those twins inside and out, and when it came time to deliver in June 2009, Dr. Zaretsky joined 27 other specialists in the operating room. Forty-eight days after Kamryn’s delivery, Shawn finally could answer Hollie’s question — with a smile. *Story by Heather Elise*

*Campbell; Photos by Juan Pulido*





## Philanthropy

# Vital support from a generous community

Children's exists as an extension of the generosity and humanitarian nature of the Dallas and North Texas community. This culture of giving and philanthropy is what continues to keep the doors open at our hospitals and outpatient centers around North Texas. Every gift that we receive — whether it's \$5 stuffed into a collection jar at a local school or a \$5 million endowment — makes a difference. Many individuals, groups and

corporations have continued to give generously, even in difficult economic times. In the past year, individual and family gifts have helped us build new facilities, recruit outstanding physicians and fund research. Corporations like Tom Thumb Food & Pharmacy give to Children's through the Kindness for Kids program, which has donated more than \$1 million to Children's. Organizations such as The Women's Auxiliary to Children's organize annual

fundraisers that provide millions of dollars for critical needs, while their members act as dedicated advocates and ambassadors for the hospital. The gifts Children's receives aren't just monetary, either. Community leaders and volunteers, retirees, former patients, patient families, friends and classmates — even patients themselves — donate time, energy, ideas and effort to make Children's a better place.

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1 Patient Tatum Crowell sits in mom Jasmine's lap next to dad Joshua, as they tell his story to the 103.7 lite fm team during the Children's Miracle Network Radiothon at Children's in December. The local radiothon raised more than \$400,000. Tatum beat major obstacles to survive liver cancer and a liver transplant.

2 Moira Eckberg, 8, makes a craft in the art room. She was treated for bulimia in the Center for Pediatric Eating Disorders, a program The Women's Auxiliary to Children's supported in 2009. Children's is the only pediatric hospital in the Southwest that treats latency-aged children for eating disorders. Since November, Moira has gained five pounds.

3 Rachael Dedman meets with Robert Traub, left, of Gensler Architects, and Pete Kline, president of the Children's Medical Center Foundation, to review plans for the Food Allergy Center. The Robert H. Dedman Jr. Family Foundation, The Robert and

Nancy Dedman Foundation and Mrs. Robert H. Dedman Sr. have given \$2.35 million to help launch the center.

4 Carlos Nandin II, 2, looks at William Wegman's artwork *Letters, Numbers and Punctuation* featuring Wegman's Weimaraners posing as alphabet letters, numbers and symbols. Roger Horchow donated the art, one of many child-friendly amenities in the newly opened Tower D that provides entertainment for patient families.

5 Diana Roy, 16, plays in the 19th annual *Children Helping Children* Junior Singles Tennis Tournament. The event was founded by Ken and Pam Sumrow, whose son, Clint, was treated for Ewing's sarcoma at Children's. To date, the tournament has raised nearly \$2.5 million for the Center for Cancer and Blood Disorders.

6 Tahmid Imran, 8, a hemodialysis patient, surfs the Internet using a

Dell laptop during his four-hour treatment. Pass It On Charitable Fund purchased nine laptops and specially designed lapboards for patients undergoing treatment for end-stage renal disease.

7 Members of the HTE Dance troupe performs to holiday music to open the 22nd annual Capital One Bank Adolphus Children's Parade. The parade draws some 350,000 spectators to downtown Dallas each December and is a major fundraising event for Children's.

8 Volunteers Jennifer Basham as Snow White and Hillary White as Cinderella greet 2-year-old Jubilee Wheatman during the opening of the Princess Alexa Foundation's dress-up closets. After Alexa's death from neuroblastoma, her mother formed a foundation to celebrate the childhood spirit of seriously ill children.

Photos 1,5,6,7 by Louis Curtis; 2 by Erin Blinn; 3,4,8 by Juan Pulido



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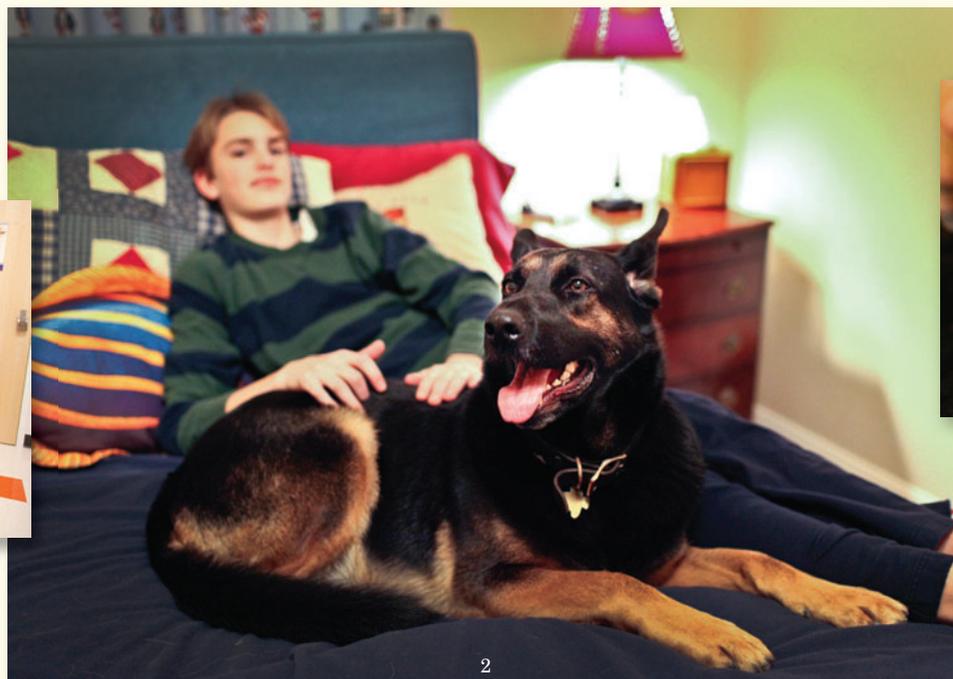


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# A doctor and a dog on Billy's team

Three years ago, Billy Stone's optimism was put to the test. He would need daily insulin injections to stay alive. But this 13-year-old thinks it could be worse, that diabetes is merely an inconvenience. "He's a highly adaptable guy," said Denise Stone, Billy's mom. So easygoing, in fact, that when the Stones moved from Boston to Southlake, Texas, in September 2009, Billy embraced the adventure. What he found along the way surprised him — a doctor at Children's who has the same disease. Dr. Kathryn Sumpter, an endocrinologist at Children's, has a personal perspective to share. In addition to insulin therapy, another treatment is Cindy, a diabetes alert dog who helps keep Billy's diabetes under control so he can focus on the more important aspects of his life — like basketball. Billy's on his way: He made the team at his new school. *Story by Heather Elise*

*Campbell; Photos and opposite by Jeremy Harris; 2, 5 by Louis Curtis; 3, 4 by Juan Pulido*



1 Dr. Kathryn Sumpter, an endocrinologist (right) gives treatment information to Denise Stone and her son, Billy, at his checkup. *Opposite* Dr. Sumpter examines Billy's throat. The two can relate since Dr. Sumpter knows what it's like to walk in Billy's shoes — she also has type 1 diabetes. 2 Billy and his diabetes alert dog, Cindy, spend time together at home. Billy is a heavy sleeper so Cindy wakes him up during the night when she senses a significant drop in his blood glucose level. 3 Billy checks his blood glucose level at home. 4 Giving himself an injection in the stomach after every meal or snack is a daily routine. 5 Billy shoots hoops before a basketball game at Dawson Middle School.



# Dear Friends and Supporters:

We are pleased to share our 2009 Annual Report with you. The past year was a momentous one for Children's Medical Center, as *U.S. News & World Report* named the hospital to its Best Children's Hospitals 2009 Honor Roll, distinguishing us as one of America's Top 10 pediatric centers.

Children's earned this recognition by quantifiably proving exceptional care in more than 50 different subspecialties, including the 10 subspecialties covered in the *U.S. News & World Report* survey. These 10 service lines encompass total care of the child, and include Cardiac, Cancer, Endocrinology, Gastroenterology, Neonatology, Nephrology, Neurology/Neurosurgery, Orthopedics, Respiratory Medicine and Urology.

As we begin a new decade at Children's — a decade that will see the hospital celebrate its 100<sup>th</sup> birthday — we think it is appropriate to offer a closer look at the men and women behind the award and the life-saving work they do every day.

Despite the continuing economic challenges that face our nation, community volunteers and donors continue to give to Children's and the families we serve. Your contributions allowed us to care for thousands of children, including more than \$45 million in verified charity care. Your generosity allows us to continue our mission and to build our vision to find cures for so many devastating childhood diseases and injuries.

Thank you for allowing us to continue to make a difference in the lives of children here in North Texas and across the world.



Christopher J. Durovich  
President & Chief Executive Officer



Tom Baker  
Chairman of the Board



2009 was another outstanding year for Children's. Our achievements include:

## Recognitions

- Ranked among the nation's top hospitals by *U.S. News & World Report*. As a member of the publication's 2009 Honor Roll, Children's was one of only 10 hospitals in the country to rank in all 10 service lines included in the survey.
- Designated as a Magnet Recognition Program® by the American Nursing Credentialing Center. The designation, considered the gold standard in nursing, recognizes quality patient care, nursing excellence and innovations in professional nursing practice.
- *Hospital and Health Networks* named Children's to the 100 Most Wired Hospitals list for the sixth time in seven years.
- The Joint Commission awarded Children's six disease-specific certifications, making Children's the only pediatric hospital in the country with more than two certifications. In 2009, Children's was the first pediatric hospital in the nation to receive certification for Fetal Heart Care, Pediatric Obstructive Sleep Apnea and a Comprehensive Eating Disorders Program. Children's received re-certification in three areas: Asthma Management Program, the Dean Foods Lifestyle Exercise and Nutrition (LEAN) Families Program and the Diabetes Education Program.

## Facilities

- Completed a 12-story tower on the Dallas campus. The new space, with 390,000 square feet, includes expanded facilities for the Annette Simmons Heart Center, the Center for Cancer and Blood Disorders, the neonatal intensive care unit, Gastroenterology and Pharmacy. The lobby and first floor are home to new public areas, including Admitting, the Children's Corner gift shop and a food court.
- Opened the Sports Medicine Center at Children's Medical Center at Legacy in Plano, Texas, with a dedicated sports therapy gym.

## Programs and Resources

- Children's and UT Southwestern recruited 63 new physicians to the hospital's medical staff in 19 subspecialties, including Cardiology, Critical Care, Emergency Medicine, Hematology-Oncology, Neonatology, Infectious Disease and Surgery.
- Established the Children's Learning Institute to align the responsibility for clinical and professional education and employee development throughout the organization. The Institute, one of the first at a pediatric hospital, will implement several new programs in 2010.
- The After the Cancer Experience (ACE) Program celebrated its 20th year. The nationally recognized program provides long-term monitoring for children, adolescents and young adult survivors of childhood cancer. The Children's program was among the first in the country, and serves as a model for programs nationwide.

# Our 2009 leadership

Children's Medical Center is a not-for-profit pediatric hospital system with two campuses — Dallas and Legacy. Children's is governed by a community volunteer board. Children's is affiliated with The University of Texas Southwestern Medical Center at Dallas and is UT Southwestern's primary pediatric teaching hospital. Children's is accredited by The Joint Commission and approved by the Council of Medical Education of the American Medical Association and the American Dental Association. Children's also is accredited by a variety of educational programs in related healthcare fields. Children's is a member of the American Hospital Association, the Texas Hospital Association, the Children's Hospital Association of Texas, the National Association of Children's Hospitals and Related Institutions and the Council of Teaching Hospitals.

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# Making life better for children is at the heart of every financial decision

Caring, compassionate and comprehensive. These are more than words to us at Children’s Medical Center. They are the hallmarks of who we are and what we strive to be for the North Texas community.

As the area’s only academically affiliated, stand-alone pediatric hospital, it is imperative that we stretch the boundaries of medicine and healthcare access for families. Yet, we face obstacles to these goals: an unprecedented turbulent economy, rising healthcare costs and increasing numbers of under- and uninsured children. Reduced income from Medicaid, insurance and other sources also is a factor. In 2009, Children’s provided \$45.1 million in verified charity care to families who could not afford to pay.

## Balancing fiscal responsibility with community need

In spite of such challenges, Children’s remains committed to balancing fiscal responsibility with meeting the needs of children in the community. Children’s outperforms the median ratios for other major children’s hospitals and “Aa3” hospitals nationally in the majority of rating categories. Moody’s Investor Service has given Children’s its top “Aa3” rating, an indication of the hospital’s strong financial strength. The rating is based on the strong cash position of Children’s combined with factors such as the hospital’s governance/management structure, medical staff, services and service area, competition, financial resources and legal structure.

## Patient volumes 2004-2009

In 2009, Children’s saw patient volumes increase in inpatient discharges, observation volume, outpatient visits, Emergency Department visits and surgical cases.

	2004	2005	2006	2007	2008	2009	% increase 2004-2009
Inpatient discharges	15,974	16,855	17,187	17,745	18,419	20,331	27.28%
Observation volume	2,414	3,826	5,468	4,658	5,376	4,729	95.90%
Outpatient visits	215,902	237,049	242,630	269,126	284,309	309,606	43.40%
Emergency visits	88,822	90,639	94,736	95,735	95,956	125,940	41.79%
Surgical cases	18,177	19,687	19,146	19,936	22,008	24,510	34.84%

## Education and Outreach

Through a combination of programmatic initiatives, organizational affiliations and community events, Children’s reinvests its net income into prevention, research, education, clinical excellence and advocacy that benefits all children. In 2009, the hospital committed its resources directly to the community in numerous ways.

### The highlights include:

- Publishing *Beyond ABC: Growing Up in Dallas County* and *Beyond ABC: Growing Up in Collin County*. The biennial quality-of-life reports inform community leaders on areas of health and safety, and reinvigorate efforts to make North Texas a better place for children.
- Founding member and sponsor of the Coalition for North Texas Children and a leader of the Children First! Collin County Coalition, whose memberships are focused on the well-being of children in their communities and which work to keep children’s issues top of mind for policy makers and the public.
- Participation in the Dallas Area Coalition to Prevent Childhood Obesity and related activities, including community health fairs.
- Educating thousands of coaches, parents and athletes with sports injury prevention workshops and materials through area sports leagues.
- Leadership of the Dallas Area Safe Kids Coalition, the local chapter of Safe Kids Worldwide.
- Participation in state safety legislation, including efforts to enact a new booster seat law, as well as community safety activities, including the Know Before You Go water safety and drowning prevention campaign and two health fairs at NorthPark Center in Dallas.
- Collaboration with the Dallas Area CHIP Coalition to reach uninsured families with the message of the Children’s Health Insurance Program. In 2009, Children’s coordinated two major CHIP/Medicaid outreach events resulting in 1,600 families completing applications for 3,250 children.

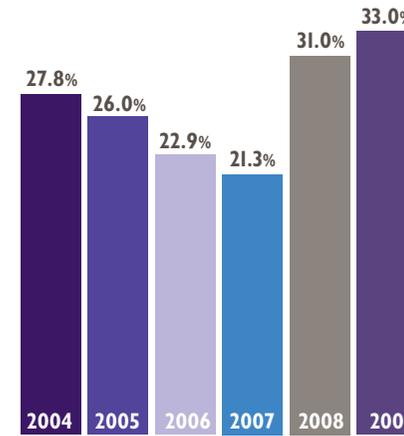
For more information about these and other efforts, you can view our full report, *The Community Benefits of Children’s Medical Center*, online at [www.childrens.com](http://www.childrens.com).

# Consolidated Financial Summary

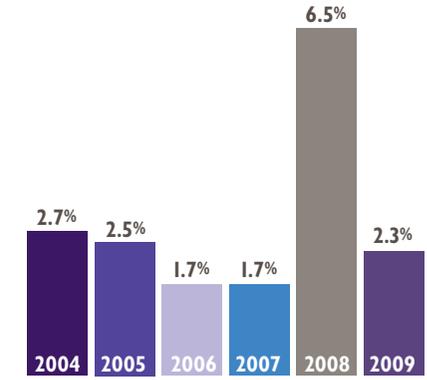
For the periods ending December 31, 2009 and 2008.  
Dollars in millions.

<b>Summary Income Statement</b>	<b>2009*</b>	<b>2008</b>
Net Operating Revenues	\$ 883.6	\$ 744.9
Operating Expenses	( 852.6)	(720.6)
<b>Income from Operations</b>	<b>31.0</b>	<b>24.3</b>
Disproportionate Share, GME Revenue	34.2	27.3
<b>Operating Income</b>	<b>65.2</b>	<b>51.6</b>
Investment Income (Loss)	49.8	(55.7)
<b>Net Income</b>	<b>\$ 115.0</b>	<b>\$ (4.1)</b>
<b>Summary Balance Sheet</b>		
Current Assets	258.9	196.2
Property and Equipment, Net	698.4	682.0
Investments	410.0	230.3
Net Assets of Foundation	243.9	220.6
Other	19.0	8.8
<b>Total Assets</b>	<b>\$ 1,630.2</b>	<b>\$ 1,337.9</b>
Current Liabilities	(146.1)	(142.3)
Long-term Liabilities	(488.3)	( 375.7)
<b>Total Liabilities</b>	<b>\$ (634.4)</b>	<b>\$ (518.0)</b>
<b>Net Assets</b>	<b>\$ 995.8</b>	<b>\$ 819.9</b>

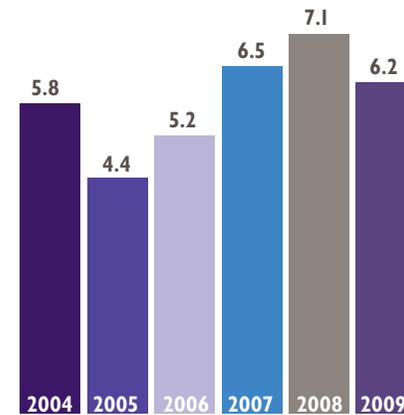
\* Figures are unaudited at time of printing.  
Visit [www.childrens.com](http://www.childrens.com) for quarterly financial statements.



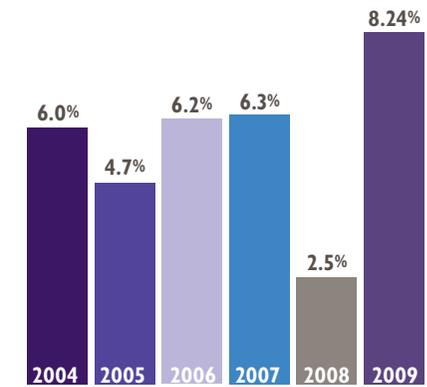
Debt to Capitalization



Debt to Cash Flow



Average Age of Plant



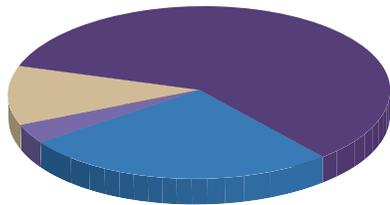
Max Annual Debt Service Coverage

[51]

# How to make a difference in the life of a child

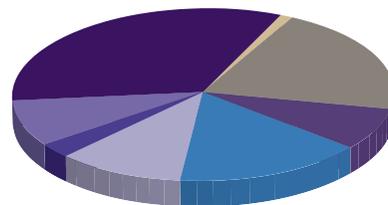
Children's Medical Center has been caring for children for nearly a century. And, although many things have changed, such as advancements in diagnostic equipment, improved treatment protocols and leading-edge clinical research findings, one thing has remained the same — the passionate commitment of our supporters to help fulfill our mission to make life better for children. The community has remained steadfast in its pledge to stand alongside its local pediatric hospital and further enable us to provide the best possible medical attention to all children, regardless of their family's ability to pay for their care. The gifts you made touched a child's life and made a difference. On behalf of the thousands of children who sought care at our hospital in 2009, thank you for your generosity that totaled more than \$14 million. We will continue to deeply honor your investment and to steward thoughtfully the resources you have entrusted to us.

Contributions by fund designation



Endowment	\$529,711
Research and Education	\$1,563,801
Program Support	\$8,288,829
Construction and Equipment	\$3,655,820
<b>TOTAL</b>	<b>\$ 14,038,161</b>

Contributions by constituency



Individuals	\$4,653,659
Closely-held Corporations	\$174,627
Family Foundations	\$2,857,660
Estates/Bequests	\$1,091,352
Associations/Organizations	\$2,182,940
Corporations	\$1,487,404
Other Foundations	\$402,988
Children's Miracle Network	\$1,187,531
<b>TOTAL</b>	<b>\$ 14,038,161</b>

## 2009 Philanthropy Highlights

**\$2.35 million**  
**The Robert H. Dedman, Jr. Family Foundation, The Robert and Nancy Dedman Foundation and Mrs. Robert H. Dedman, Sr.**  
 Supports the launch of a new food allergy center

**\$1 million**  
**The Jordan Family Foundation**  
 Supports physician recruitment for the stem cell transplantation program

**\$930,682**  
**United Way of Metropolitan Dallas**  
 Supports programs that include low birth weight, cystic fibrosis, diabetes and the Acton Center for Pediatric Dentistry

**\$725,000**  
**The Women's Auxiliary to Children's Medical Center**  
 Supports multiple programs at Children's, including the simulation lab, eating disorders program, maternal fetal medicine program and Children's Garden waterfall and streambed

**\$468,902**  
**Passion for Children's, Inc.**  
 Supports various clinical programs at Children's as designated by TX Tough team participants

**\$400,000**  
**Mr. and Mrs. Randall R. Engstrom**  
 Supports stem cell transplantation and cardiology

**\$289,766**  
**Kohl's Department Stores**  
 Supports the pediatric sports injury outreach program

**\$200,000**  
**Capital One Bank**  
 Title sponsorship of the Capital One Bank Adolphus Children's Parade

**\$200,000**  
**First American Real Estate Information Services, Inc.**  
 Supports research related to pediatric strokes

**\$150,000**  
**Speedway Children's Charities**  
 Supports the neonatal intensive care unit and injury prevention

**\$140,000**  
**The Children's Trust**  
 Supports ultrasound technology, transport services and injury prevention



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Children's is thankful to each individual and family who generously gave gifts of \$10,000 and more to help further pediatric medicine in 2009. These contributors are recognized as Children's Circle of Care members, and are invited to join other like-minded children's healthcare philanthropists at the Children's Circle of Care North American Leadership Conference and Gala each year.

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Children's acknowledges each association, corporation, foundation and organization for its gifts of \$1,000 to \$24,999 in 2009.

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Children's extends special thanks to  
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tions that matched the contribu-  
tions its employees made to  
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It is with many thanks that  
Children's recognizes the follow-  
ing individuals and organizations  
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Estate of Ardella V. Campbell  
Estate of Bennye Caraway  
Estate of Ann Carnahan  
Estate of James Pinckney Caston  
Estate of Roberta E. Forbes  
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Lois Moseley Waters Charitable Trust  
The John Joseph Witmer, Jr. Revocable Living Trust  
Estate of Lousanne Yandell

#### THE BRADFORD SOCIETY

Children's is thankful to the following individuals who have named us as a beneficiary in their estate plans or who have made a life-income gift, such as a charitable trust or charitable gift annuity.

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Mrs. Ruth E. Adler  
Mr. and Mrs. Thomas L. Baker  
Mr. Charles R. Baldwin  
Mr. and Mrs. Gene H. Bishop  
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**The Nannie Hogan Boyd Endowment**  
Educational support for the Genetics department.

**Stephanie Michele Brant Endowment**  
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**Gregory Breitler Endowment**  
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**Cindy Brinker Endowment**  
Educational support for the Center for Cancer and Blood Disorders.

**Carson Brock Endowment**  
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**Clarlyn and Victor Bychok Endowment.**  
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**Harold G. Cole & Ester F. Cole Endowment**  
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**Crystal Charity Ball Pediatric Emergency Services Network Nurse Leadership Endowment**  
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**Dallas Heart Ball Pediatric Cardiology Clinical Research Endowment**  
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The Children's Medical Center pediatric healthcare system devotes itself solely to caring for the complex medical needs of children. The hospital is ranked among the nation's Top 10 hospitals by *U.S. News & World Report*, and its nursing services rank in the top 5 percent of the nation's hospitals for nursing excellence. Children's was the state's first pediatric hospital with Level I Trauma status. Through its academic affiliation with UT Southwestern Medical Center, the Children's medical staff conducts research that is instrumental in developing treatments, therapies and greater understanding of pediatric diseases and trains more than 200 pediatric residents and fellows annually. Children's is private, not-for-profit, and is the eighth-largest pediatric healthcare provider in the country with 559 licensed beds, two full-service campuses and 10 outpatient sites. Many of the more than 50 subspecialty programs of the Children's system have received national and international recognition, confirming a stellar reputation for Children's and UT Southwestern Medical Center as one of the finest pediatric healthcare providers in the U.S. For more information, please visit [www.childrens.com](https://www.childrens.com).

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