

2016 Annual Report



BEST
CHILDREN'S
HOSPITALS

& WORLD REPORT
U.S. News

NEONATOLOGY
2016-17



Valley
Children's
HEALTHCARE

Becoming the Best

Like people growing and learning throughout life, organizations evolve over decades. At Valley Children's, our journey has brought us to the realization that we are capable of becoming "the best" healthcare network for kids anywhere – right here in our great Valley.

Our mission and vision guide us as we work every day to improve the health and well-being of children. To fulfill our mission we must also make our vision to become "the best" a reality. And in order to create a future for the children of the Valley that is healthier than today, where kids are well in all aspects of their lives more of the time, we need to provide the best possible access to pediatric healthcare. And to achieve a higher state of wellness we must have the best pediatric physicians and staff to make sure every child we care for will have the most favorable outcome possible.

But "the best" is more than rankings and accolades, more than press releases and sound bites. *Becoming* the best – which is something we continue to do every day, raising the bar ever higher – is something different. It means going above and beyond. It means looking internally to ensure our employees are happy and fulfilled. It means if something isn't working, we work together to change it. It's every little thing that keeps us striving to be better, to be the best.

On the following pages, you'll see examples of what we do every day to be our best – whether it is ensuring the best quality through zero preventable harm, ranking as one of the best neonatal centers in the nation or ensuring our more than 1.3 million children in our 11-county service area have access to high-quality and excellent care closer to home.

You'll also read stories of patients and their families who rely on us to be the best as well as meet some of the people who support Valley Children's philanthropically behind the scenes.

From the biggest accomplishments to the smallest victories, our goal is to provide the nation's best healthcare for kids and to become the nation's best children's hospital. And becoming the best is what drives us and guides us every day.



Todd A. Suntrapak
President and Chief Executive Officer



Patient on cover – Rivaldo Caballero of Madera, CA.



2016 Annual Report



Valley
Children's
HEALTHCARE



Landon Rice – Atascadero, California

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Creating Excellent Outcomes

Path to becoming a high-reliability organization

PATIENT SAFETY IS OUR TOP PRIORITY. ONE ERROR IS ONE TOO MANY, AND WE WILL NOT STOP UNTIL WE REACH OUR GOAL OF ZERO PREVENTABLE HARM.

Dr. David Christensen
Chief Medical Officer

Relentless Commitment to Improvement

At Valley Children's, ensuring our children receive exceptional medical care while striving for zero preventable harm is central to everything we do. Our goal is to be in the top 10 percent in clinical quality for pediatric care nationwide.

Our relentless commitment to improvement demonstrates substantial progress toward that goal, whether ranking among the best in neonatal care in the country, decreasing serious harm events, or implementing feedback from patient care surveys to enhance care.

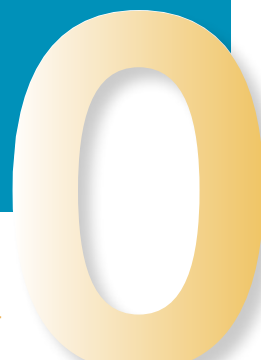
GETTING TO ZERO

OUR EFFORTS ARE PAYING OFF. PLACING US AMONG THE BEST CHILDREN'S HOSPITALS IN THE COUNTRY, WE DECREASED PREVENTABLE SERIOUS HARM BY 62% BETWEEN 2012 AND 2016, INCLUDING:

- CENTRAL LINE-ASSOCIATED BLOOD STREAM INFECTIONS
- CATHETER-ASSOCIATED URINARY TRACT INFECTIONS
- VENTILATOR-ASSOCIATED PNEUMONIA
- SURGICAL SITE INFECTIONS
- PRESSURE ULCERS
- PATIENT FALLS
- ADVERSE DRUG EVENTS

REDUCED PREVENTABLE SERIOUS HARM EVENTS FROM 2012 - 2016

118 TO 45



As of April 10, 2017

331 DAYS With **ZERO** CAUTIs
Catheter-Associated Urinary Tract Infection

And 797 Days With **ONLY 1** CAUTI

243 DAYS With **ZERO** VAPs
Ventilator-Associated Pneumonia

And 653 Days With **ONLY 1** VAP



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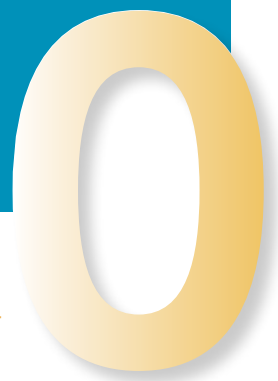
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“Patient safety is our top priority,” said Dr. David Christensen, senior vice president, medical affairs and chief medical officer. **“One error is one too many, and we will not stop until we reach our goal of zero preventable harm.”**

Much of the progress comes from our dedication to becoming a high-reliability organization, or HRO. Similar to the aviation and nuclear industries that operate under extremely high-risk situations but have less than their expected number of adverse events, in an HRO everyone from the frontlines to the boardroom feels responsible for safety and behaves accordingly. This culture of safety compels peers to hold one another accountable, and encourages everyone to report errors.

To support our safety culture, we implemented:

- **An organization-wide daily safety huddle**
- **A unit-based safety coach program**
- **Executive patient safety rounds**
- **Error prevention training**
- **Safety behavior expectations:**
 - Everyone makes a personal commitment to safety
 - Everyone is accountable for clear and complete communication
 - Everyone supports a questioning attitude

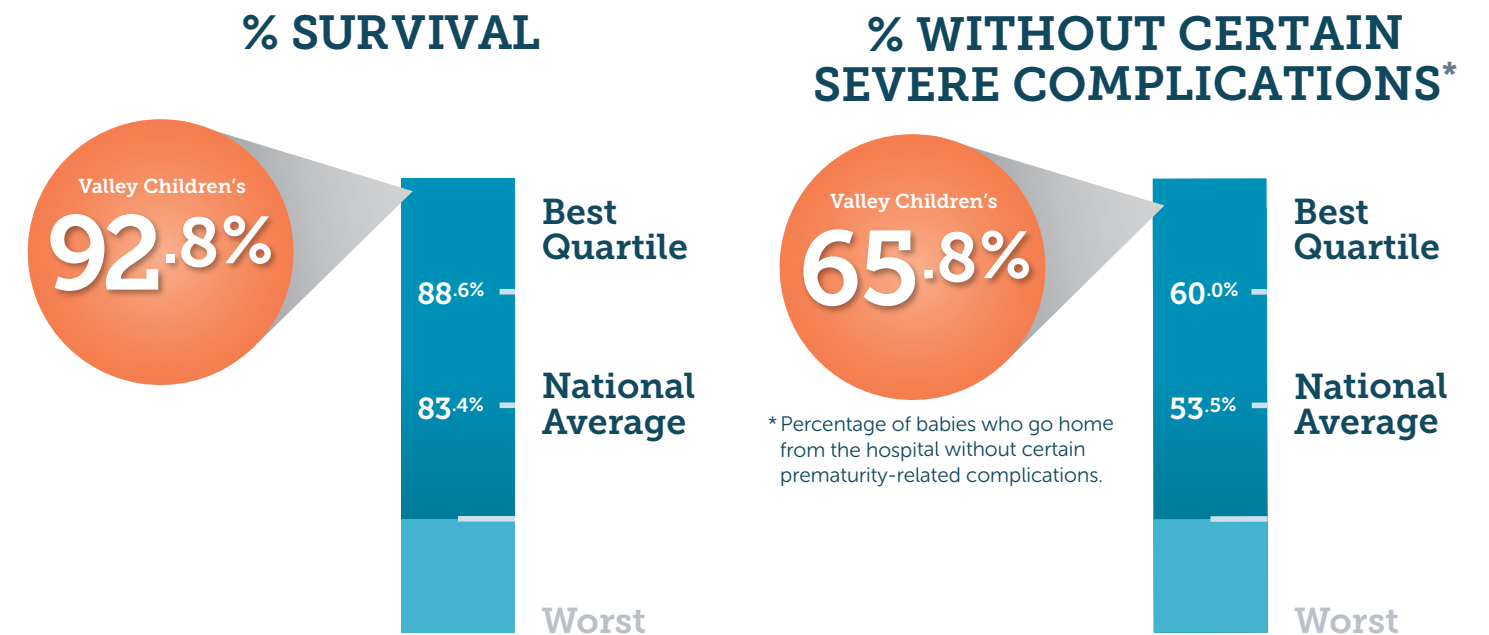
This year, Valley Children’s once again achieved outstanding results nationally for neonates born less than 1,500 grams (3 lbs 5 oz) in terms of survival and leaving the hospital without certain prematurity-related complications. Our 88-bed, Regional Level IV Neonatal Intensive Care Unit (NICU) provides the highest level, 24-hour care possible for fragile babies in Central California. Nearly 100% of our NICU staff completed new safety culture training, with all staff training housewide expected by year-end 2017.

And according to the industry watchdog’s 2016 report, we also fully met The Leapfrog Group’s standards on several measures relating to inpatient care management, infections and injuries, and medication safety.

“Valley Children’s is committed to doing the right thing at the right time in the right way for every patient,” said Dr. Karen Dahl, vice president, quality and patient safety. **“Our kids deserve the best care possible.”**

RANKING AMONG THE BEST IN NEONATAL CARE

Valley Children’s Hospital Regional Level IV NICU
Babies with birthweight of less than 1,500 grams (3lbs 5oz)



Comparative 2015 data from the Vermont Oxford Network (VON) for Level III C NICUs, the Network’s highest level NICU. (Level III C NICU is equivalent to the Level IV recognized as the highest level NICU by the American Academy of Pediatrics.)

VON is a nonprofit collaboration of healthcare professionals dedicated to improving medical care for newborn infants and their families. Composed of more than 900 neonatal intensive care units worldwide, the Network maintains a database including information about the care and outcomes of high-risk newborn infants.



Members of the 15- to 20-year category attend a recent NICU Graduates Reunion Picnic at Valley Children’s Hospital.

PROVIDING SAFE, QUALITY CARE

THE LEAPFROG GROUP

We achieved the highest ranking (4 bars) in the following metrics:



Inpatient Care Management

- Steps to Avoid Harm
- Never Events Management
- Appropriate Use of Antibiotics in Hospitals
- Specially Trained Doctors Care for ICU Patients
- Readmissions for Common Acute Conditions

Medication Safety

Doctors Order Medications Through a Computer

Infections and Injuries

Urinary Catheter Infections in ICUs

USING SURVEY TOOLS TO ENHANCE CARE

ONE OF THE VALUABLE METHODS WE USE TO IDENTIFY OUR STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT IS PARTICIPATION IN RECOGNITION PROGRAMS THAT ASSESS DIFFERENT ASPECTS OF PATIENT CARE.

U.S. News & World Report, for example, offers a comprehensive evaluation of our organization's breadth and depth of services. U.S. News ranked Valley Children's as one of the nation's best children's hospitals in neonatology in 2016-2017. In fact, we scored as high – or higher – than some other top children's hospitals in the country on most neonatology metrics that U.S. News evaluated in three categories: Outcomes, Process and Structure.

“OUR TEAMS NEVER STOP COLLABORATING TO ACHIEVE OUR GOAL OF PROVIDING HIGH-QUALITY, SAFE PATIENT CARE. WE DO IT TO IMPROVE A CHILD'S LIFE AND TO FULFILL A SACRED TRUST GIVEN TO US BY EACH FAMILY THAT BRINGS THEIR CHILD TO US.”

Todd Suntrapak
President and Chief Executive Officer

U.S. NEWS 'EXCELLENT' RATINGS

We scored “Excellent” in the following key areas:

- Ability to Prevent Infections
- Breast Milk Management
- Advanced Clinical Services
- Clinical Support Services
- Help for Patients and their Families
- Family Involvement
- Commitment to Quality Improvement
- Full-time Subspecialists Available

“This prestigious award for Valley Children's reflects the innovative, compassionate, family-centered care we deliver 24 hours a day, 365 days a year in the neonatal intensive care unit and across all of our pediatric subspecialties,” said Valley Children's President and Chief Executive Officer Todd Suntrapak. “Our teams never stop collaborating to achieve our goal of providing high-quality, safe patient care. We do it to improve a child's life and to fulfill a sacred trust given to us by each family that brings their child to us.”

Our U.S. News ranking in neonatology has inspired even more excitement to apply lessons learned as we continue to enhance the high-quality programs and services across all our pediatric specialties.

VALUABLE SURVEY FEEDBACK

We are always looking for ways to improve our quality of care. We turn to a number of resources for quality improvement feedback, such as:

- **Patient Safety:**
 - Solutions for Patient Safety National Children's Network
 - The Leapfrog Group
- **Survival and Co-morbidities:**
 - Vermont Oxford Network
 - California Perinatal Quality Care Collaborative
- **Nursing:**
 - Magnet® Award
 - Beacon Award
- **Surgery:**
 - American College of Surgeons National Surgical Quality Improvement Program
- **Patient and Family Experience:**
 - National Research Corporation

“Participation in these surveys and collaboratives gives us a variety of improvement opportunities: some have an ‘all teach, all learn’ philosophy, some address issues of emerging importance within the field, others share best practices, to help us achieve one goal – to provide the best care for kids,” Dr. Dahl said.



DEFYING ALL ODDS

Extreme Premie's Care Team and Family 'Never Gave Up'

Born at just 23 weeks on Thanksgiving Day, Jesus Davila barely weighed a pound – tiny enough to fit in the palm of a hand.

He also suffered esophageal atresia (EA), a common gastroenterology birth defect in which the upper part of the esophagus does not connect with the lower esophagus and stomach, as well as tracheoesophageal fistula (TEF), an abnormal connection between the upper part of the esophagus and the trachea.

Babies like Jesus face an especially challenging future. Erika and Jesus Davila of Visalia were told their little boy had only a 5 percent chance of survival. Kaweah Delta Medical Center transferred Jesus to Valley Children's Hospital where they knew pediatric specialists who are specially trained in treating neonates with complex needs would take the best care of him.

LIFESAVING NEONATAL SURGERY

"Even though Jesus' condition was complicated, the doctors at Valley Children's said they would do everything possible to save my baby," Erika said. **"We named him 'Jesus' because we felt he needed all the help he could get."**

Due to his extreme prematurity, Jesus underwent the lifesaving, advanced surgery he needed in stages. While spending his first five months in Valley Children's nationally ranked Regional Level IV Neonatal Intensive Care Unit (NICU), he had three major chest operations: closure of the patent ductus arteriosus (a frequent congenital cardiac condition in low-birthweight premature neonates), and TEF and EA repairs. A gastrostomy tube was also inserted in his abdomen to deliver nutrition directly to the stomach.

"I've done many repairs of esophageal atresia, but none on a baby this small," said Dr. Michael Allshouse, medical director, pediatric surgery and trauma. **"This is one of the surgeries that defines our specialty and what we can do."**

CONTINUED PROGRESS

Today, Jesus is an active, good-natured 2 year old without any major developmental issues. He continues to see our pediatric specialists in gastroenterology, otolaryngology, pulmonology and more to monitor his progress.

"Everyone at Valley Children's was supportive and gave us encouragement," Erika said. **"My baby is alive today because of them."**

"Jesus defied all odds," said Dr. Jeffrey Pietz, chief of newborn medicine. **"He and his parents never gave up – and neither did we."**



The Davila family thanks Dr. Jeffrey Pietz, chief of newborn medicine, shortly before taking Jesus home after several months in the NICU.



Improving Access to Care

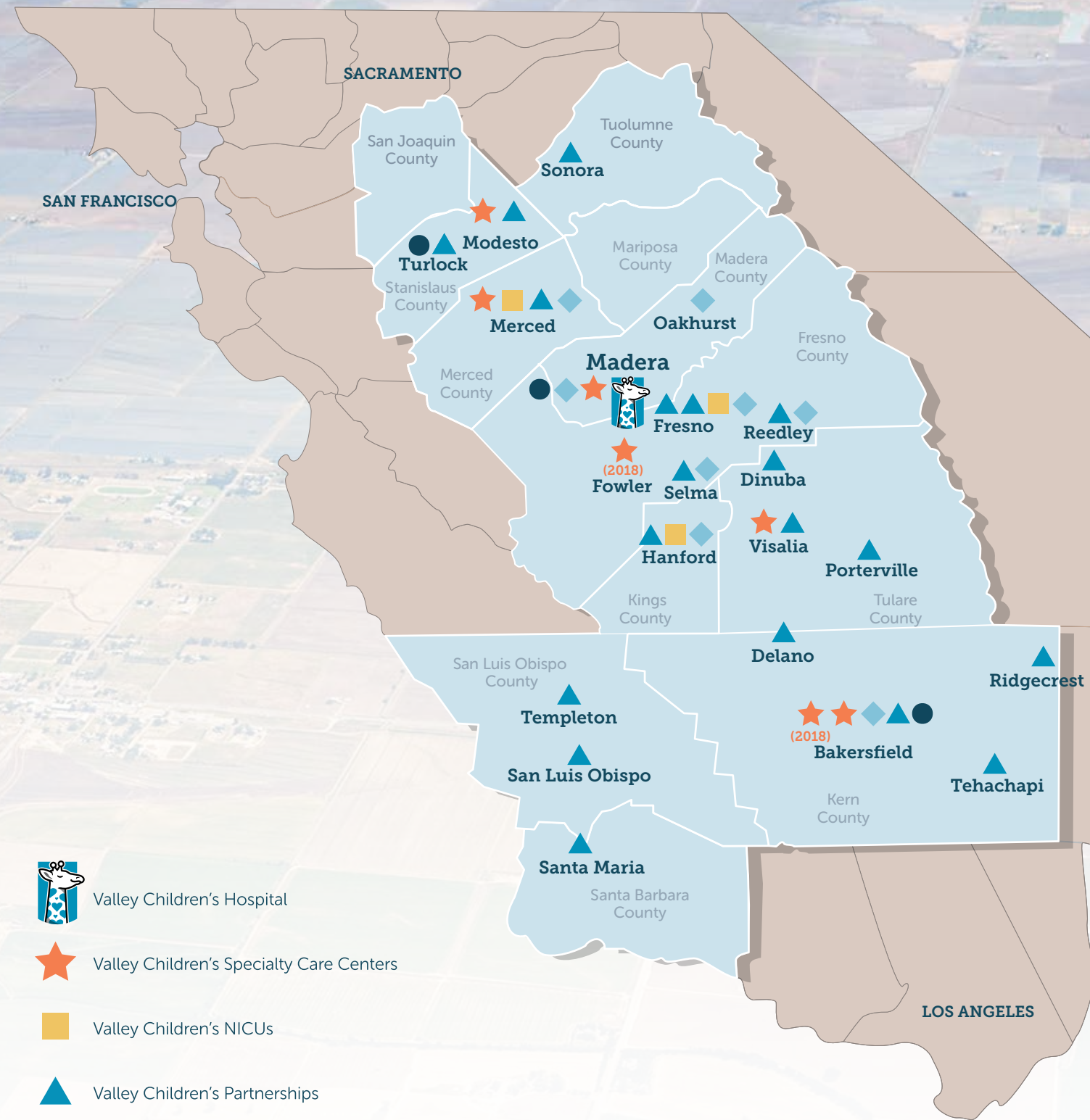
Providing expert pediatric treatment closer to home

PARTNERING FOR SUCCESS

As part of an ongoing mission to continuously improve the health and wellbeing of children in Central California, Valley Children's Healthcare provides pediatric specialty care centers, neonatal intensive care units, primary care physician (PCP) offices, urgent care and partners with regional hospitals and outpatient facilities throughout the Valley. Our goal is to ensure that wherever a child lives – from Modesto to Bakersfield to Santa Maria – families do not have to travel more than 30 minutes to find high-quality, comprehensive pediatric care.

OUR SPECIALTY CENTERS IN BAKERSFIELD, VISALIA, MERCED AND MODESTO KEEP CHILDREN AND FAMILIES CLOSE TO HOME AND NEAR THE PEOPLE THEY TRUST MOST FOR THEIR CARE – THEIR OWN PRIMARY CARE PHYSICIAN.

Offering subspecialties such as cardiology, gastroenterology, neurology, maternal-fetal medicine and more, we support local PCPs with advanced pediatric care, providing them with timely communication regarding patient test results, specific diagnosis and treatment information.

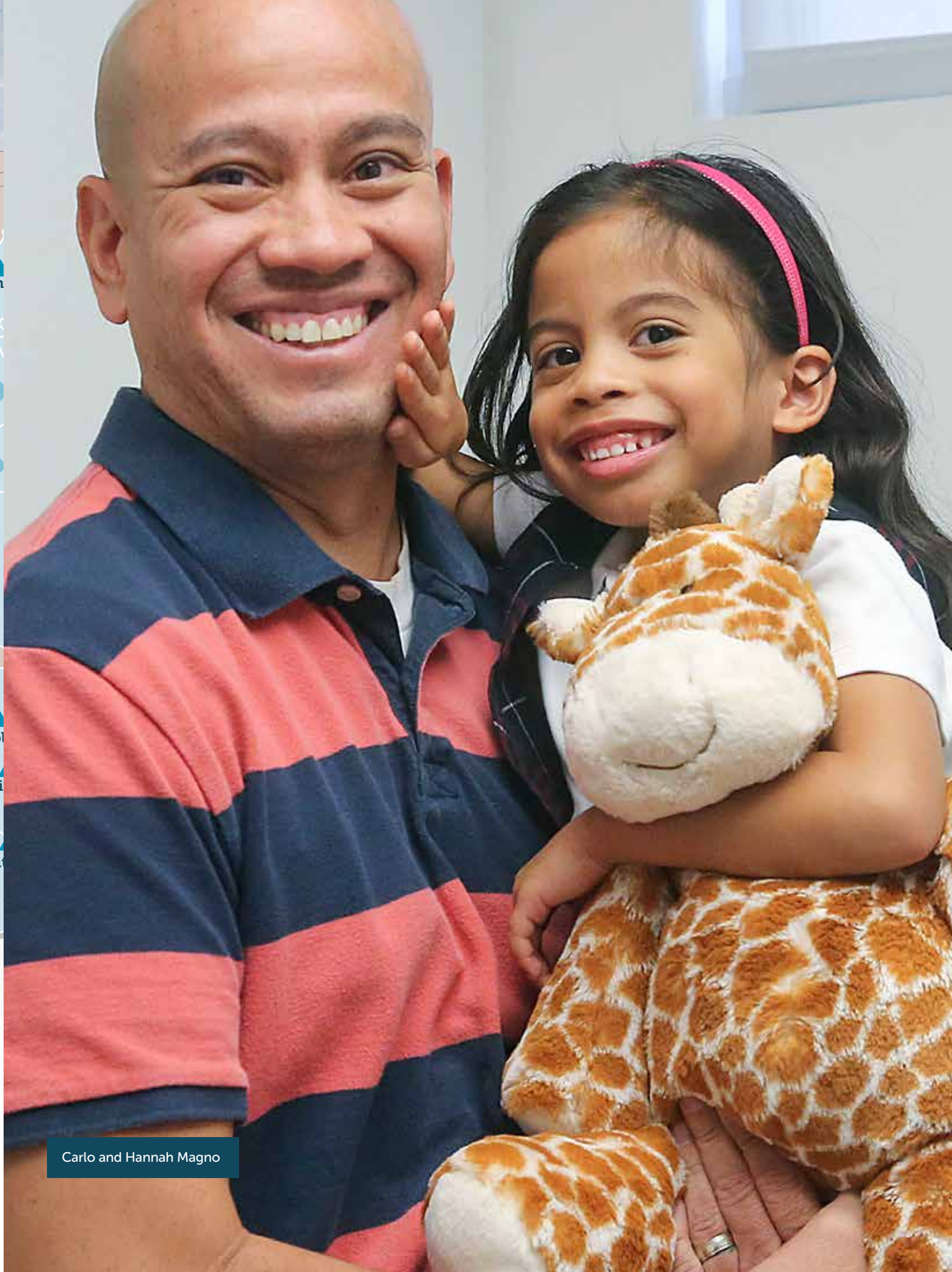


EXPANDING PARTNERSHIPS

As a healthcare network focused on children and families, Valley Children's is uniquely equipped to improve outcomes by providing local support and working with partners across our region. We have established clinical partnerships with regional hospitals and, in fiscal year 2017, are expanding this program to include outpatient Federally Qualified and Rural Health Centers to improve care, continuity and access for thousands of children.

“WHEN MY DAUGHTER, HANNAH, WAS DIAGNOSED WITH VALLEY FEVER, WE WERE HAPPY WHEN HER DOCTORS STARTED SEEING PATIENTS IN BAKERSFIELD. NOW MY DAUGHTER DOESN'T HAVE TO MISS SCHOOL.”

Carlo Magno
Bakersfield Parent



Carlo and Hannah Magno

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Clinical partnership with Kaweah Delta Healthcare District Visalia

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THE COLLECTIVE GOAL FOR THESE PARTNERSHIPS IS TO KEEP CHILDREN IN THEIR COMMUNITY.

We work collaboratively to identify opportunities, establish pediatric standards, provide clinical education and enhance quality. We also target specific pediatric patient conditions that can be treated at the partnering facility without having to transfer to Valley Children's or another higher level of care. As a result, the continuity of care for shared patients between our facilities gets better because we are practicing from the same clinical standards.

"It's about how Valley Children's Healthcare and our partners learn from each other," said Dr. John Kinnison, medical director of clinical partnerships and regional hospitalists. **"The key is working together to improve processes, share best practices and evidence-based research, and stay on the cutting edge of children's health."**

PROVIDING TELEMEDICINE AT OUR SPECIALTY CARE CENTERS, REGIONAL NICUS AND PARTNER SITES ALSO INCREASES ACCESS TO HIGH-QUALITY CARE FOR MANY PATIENT POPULATIONS, ESPECIALLY THOSE IN RURAL AREAS.

It becomes a means for providers and their patients to get support from pediatric subspecialists by using the latest telecommunication technologies. It prevents children and their families from having to travel long distances or be transferred unnecessarily for their care. Telemedicine also helps to improve efficiency and productivity for Valley Children's specialists by serving as an adjunct to in-person care.



Dr. Wen-Chun Lan, a neonatologist, provides an exam via telemedicine.



HOSPITAL CLINICAL PARTNERSHIPS

Adventist Health
(Hanford, Reedley, Selma, Tehachapi)

Bakersfield Memorial Hospital

Delano Regional Medical Center

Emanuel Medical Center Turlock

Kaweah Delta Healthcare District Visalia

Marian Regional Medical Center Santa Maria

Sierra View Medical Center Porterville

TELEMEDICINE HELPS SAVE NEWBORN

Carmina Barba couldn't wait to give birth to her baby at home with the help of a midwife. After all, she went through 24 hours of false labor before true labor started and the baby was already 10 days overdue. It was time.

No one expected what happened next. Tulan Barba was born with the umbilical cord around his neck. When they realized he wasn't breathing, the midwife performed CPR right away. They called for the ambulance to rush the baby to Tehachapi Valley Healthcare District, now part of Adventist Health.

Carmina arrived at the Emergency Room (ED) a few minutes later and found her baby surrounded by a team of doctors, nurses, respiratory therapists, large-screen monitors and other medical equipment.

As a clinical partner of Valley Children's Healthcare, Adventist Health Tehachapi Valley immediately contacted Valley Children's and connected via telemedicine with our pediatric intensivist, Dr. Samuel Lehman, and neonatologist, Dr. Indira Chandrasekar.

IMMEDIATE RESPONSE TO CARE

By using the latest telecommunication technologies, telemedicine allows partners to get fast access and support from our pediatric specialists. The specialists provided clinical advice and recommendations to the Adventist staff for more than an hour. They were able to review and monitor Tulan's clinical status as well as observe treatment given by the Adventist ED team through live, interactive video. As a result, Tulan's respiratory distress was stabilized before he was transported by helicopter to Valley Children's Regional Level IV Neonatal Intensive Care Unit in Madera.

"I was impressed at how quickly everyone worked together," Carmina said. **"Telemedicine was awesome. It gave the Adventist emergency room staff the confidence they needed to know they were doing what was necessary for Tulan."**

"I'm convinced telemedicine contributed to the fact that Tulan is fine today," said Juliana Kirby, chief nursing officer at Adventist Health. **"Our nurses and physicians felt comfortable having the Valley Children's specialists through live video in the room with them. It made a believer out of all our staff."**

A 'MIRACLE' HOMECOMING

AFTER THREE WEEKS AT THE VALLEY CHILDREN'S HOSPITAL NICU, CARMINA WAS RELIEVED THAT HER BABY WAS GOING TO BE OK. SHE CALLS TULAN HER "CHRISTMAS MIRACLE," AS SHE BROUGHT HIM HOME THAT CHRISTMAS DAY.



"Everybody was amazing – from our midwife, to the paramedics, to the Adventist Health and Valley Children's staff," Carmina continued. **"They were all Tulan's life savers."**

Now 14 months old with no residual complications, Tulan is living up to his Mayan name meaning "bountiful." His middle name is Rhythm, which fits his personality perfectly.

"He is quite the rhythm-maker. He loves music and dancing," Carmina said. **"He's above and beyond anything I could've expected."**





Bringing 'Our Best' Every Day

Program renews commitment to our core values

Refining Our Culture

At Valley Children's, we have always prided ourselves on certain values, using them as a guide in caring for our patients and families and in conducting our non-clinical work. These have been pillars of our care and reasons we have become a trusted institution throughout the Valley.

"Our Best" was an initiative years in the making, and it set out to refine the way we see and exemplify our culture of

EXCELLENCE, COMPASSIONATE CARE, INTEGRITY, INNOVATION, COLLABORATION AND STEWARDSHIP,

which Valley Children's has officially tied to cultural and behavioral expectations.

Our entire network – physicians, staff and volunteers – participated in learning sessions on what Our Best means and represents, not only for our customers and the service our network provides, but also for everyone who works within Valley Children's.

"There is a palpable vibe and feeling of 'heart' as I walk the hallways," said Dr. Jolie Limon, who has been at Valley Children's for 17 years and was part of the Our Best implementation team. **"The Our Best program has solidified and made tangible that 'heart' of Valley Children's, and has given us a shared language that will allow us to bring our best every day to the children of the Valley."**

HIGHER EMPLOYEE ENGAGEMENT

This effort also brought about a daily, network-wide communication, known as Pulse Check. This daily discussion illustrates how our Values, Motto, Credo and Steps of Service are brought to life on a day-to-day basis all across our network, highlighted through patient-care stories and examples of how these principles help us achieve our work goals.

The refining of our culture has created even higher levels of employee engagement – our annual engagement survey had the highest participation rate and engagement level ever – and transparency. That leads to better interactions and experiences for our patients and families.

Our Best is still a culture taking shape, but it has already taken hold throughout our organization, so much so that it is now a part of how we annually review individual performance. And going forward, Valley Children's will continue to exemplify the pillars of the program through everything we do.

THERE IS A PALPABLE VIBE AND FEELING OF 'HEART' AS I WALK THE HALLWAYS.

”

Dr. Jolie Limon
Chief of Pediatrics

“



Our Best

Credo

Valley Children's Healthcare is the trusted champion for all children. We commit to excellence in everything we do. We create a family-centered experience with compassionate care that comes from our heart.

Values

EXCELLENCE
COMPASSIONATE CARE
INTEGRITY
INNOVATION
COLLABORATION
STEWARDSHIP

Motto

We bring our best, knowing children are counting on us.

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Sharing Expertise

For decades, the world of healthcare trained in silos – physicians only trained with physicians, nurses with nurses, and so on and so on.

But at Valley Children's, our care is a collaborative effort at every turn. To support our high-quality, comprehensive care, we offer in-depth education and training programs for all our health professionals, regardless of experience or expertise.

For example, in the spring Valley Children's inaugural Interprofessional Education Development Day focused on everyone learning from each other, with all clinicians seeing themselves as teachers.

"Really, the new way of thinking about this is we work in teams, so we really should be training in teams," said Dr. Jolie Limon, chief of pediatrics and executive director, medical education.

Our nationally accredited Valley Children's Pediatric Residency Program, Affiliated with Stanford University School of Medicine is another example of this. The program started interviews for its inaugural class in the fall, with residents arriving in summer 2017. The program took an interprofessional approach to interviewing more than 130 candidates as it prepares to attract, train and retain the next generation of pediatricians.

People from across our workforce – from physicians to human resources – met with the interviewees to give them a sense of what it means to be part of Valley Children's culture.

As part of our dedication to collaborative training, clinical sites such as Lucile Packard Children's Hospital Stanford, Kaiser Permanente's Fresno Birthing Center and community private practices will help train our resident classes.

Valley Children's Interprofessional Simulation Program also supports all our clinical teams by mimicking real-life patient situations.

OUR STAFF – PHYSICIANS, CLINICAL EDUCATORS AND NURSES INCLUDED – STRIVES TO MAKE US LEADERS IN INNOVATIVE PEDIATRIC SIMULATIONS, AND IT IS THE PROGRAM'S MISSION TO IMPROVE PATIENT SAFETY AND CLINICAL OUTCOMES THROUGH COLLABORATIVE EDUCATION.

Valley Children's commitment to providing the nation's best healthcare for kids and the Our Best Values requires us to be innovative in how we train and educate, and the last year showed great strides in this area. As our interprofessional training programs become more established and robust, the care we provide for our patients and families will only become greater.

Recognizing Our Best

The following prestigious recognitions over the past year exemplify the various ways Valley Children's brings our best every day:

LEVEL II PEDIATRIC TRAUMA CENTER DESIGNATION

Valley Children's Hospital was designated Central California's only Level II Pediatric Trauma Center, allowing critically injured children to now be transported directly to us after traumatic events.

"Trauma is the leading cause of death in children, causing more fatalities than all other diseases combined," Valley Children's President and CEO Todd Suntrapak said. **"When there is a traumatic event, children are better off going directly to a place where everyone – from our doctors and nurses to respiratory therapists and radiologists – is trained in the care of kids."**



BEACON AWARD FOR EXCELLENCE

Our Pediatric Intensive Care Unit earned its third Beacon Award, a distinction meant to challenge acute and critical care nurses to improve care to the most critically ill patients.

"I am so proud of the entire team," said Valley Children's Senior Vice President, Clinical Operations, and Chief Nursing Officer Beverly Hayden-Pugh. **"The nurses' professionalism and commitment to their patients drive them every single day and this recognition is well deserved."**



MENDIBURU MAGIC FOUNDATION AWARD

The Mendiburu Magic Foundation in Bakersfield honored Valley Children's Pediatric Hematologist/Oncologist **Dr. Vinod Balasa** with its award for Outstanding Advances in Cancer Research. Dr. Balasa is also medical director of our Cancer and Blood Diseases Center, which comprises more than 90 active studies related to pediatric cancer and sees more than 120 new children diagnosed with cancer each year.



NORTHERN CALIFORNIA EMMY AWARD

Our Marketing and Communications team along with partner Daniel Brian Advertising won a Northern California Emmy for Best Photographer-Program (cinematography) related to the **"Futures Worth Fighting For"** advertising campaign. The 30-second TV spot highlighted our high-quality pediatric care and featured our own amazing doctors, nurses, staff and patients.



BUILDING A PATIENT'S DOLL—AND CONFIDENCE

Little girls love their dolls.

And when the doll is relatable or looks like they do, it can have a positive effect on their confidence and self-esteem.

During a painting session with 8-year-old Melody Baker, Child Life Specialist Aimee Shipp was reminded of this. While the two sat and dabbled in their paints, Melody told Aimee how she always wanted a doll that resembled her.

Unfortunately, Melody's medical issues forced her to have a tracheostomy and gastrostomy tube. Dolls with those features are not on the shelves of toy aisles, and her mother, Christina Castillo, had searched online. But custom dolls like that can cost upward of \$500.

SO AIMEE GOT TO PLANNING. SHE WORKED WITH UTILITY ENGINEER CASEY CARTER AND NURSES FROM THE APOLLO INPATIENT UNIT. THEY TOOK A NEWLY DONATED DOLL AND, WITH SOME INGENUITY, FIT IT WITH A TRACHEOSTOMY AND G-TUBE.

When it was done, several staff members gathered to watch as the doll was given to Melody. She was thrilled to finally have one that looked like her. Her father was overcome with emotion upon seeing the happiness and excitement in his daughter's eyes.

"We were mesmerized by what they did," Christina said. **"It was just, 'wow.' My daughter would always look at me when she got a doll and ask where the trach was and where the tube was. She loves this doll. She sleeps with it, too."**

Weeks later, Aimee learned photos of the doll had been posted on Facebook. Christina said Melody was finding it easier to open up to people about her condition, using the doll as a visual aid, and that the doll made her feel "normal."

The innovation, collaboration and compassion that went into this project exemplify Our Best and why Valley Children's is a trusted champion for all children.





Doing What We Do Best

Siblings receive complex care for same birth defect

“WE HAVE THE COMPREHENSIVE TEAM IT TAKES TO HANDLE THESE TYPES OF CASES.”

Dr. Michael Allshouse
Medical Director, Pediatric Surgery & Trauma

'Send me to Valley Children's'

Pregnant with her first child, the last thing Darsy Caballero imagined is that her baby girl would be born with a serious defect.

"I heard 'gastroschisis' and thought, 'What is that?'"
Darsy recalled when her obstetrician in Madera told her the news.

Darsy and her husband, Manuel Caballero, soon learned gastroschisis is a rare opening in the abdominal wall that allows the intestines and sometimes other organs to protrude outside a baby's belly. The abdominal wall fails to close properly during fetal development, leaving a hole.

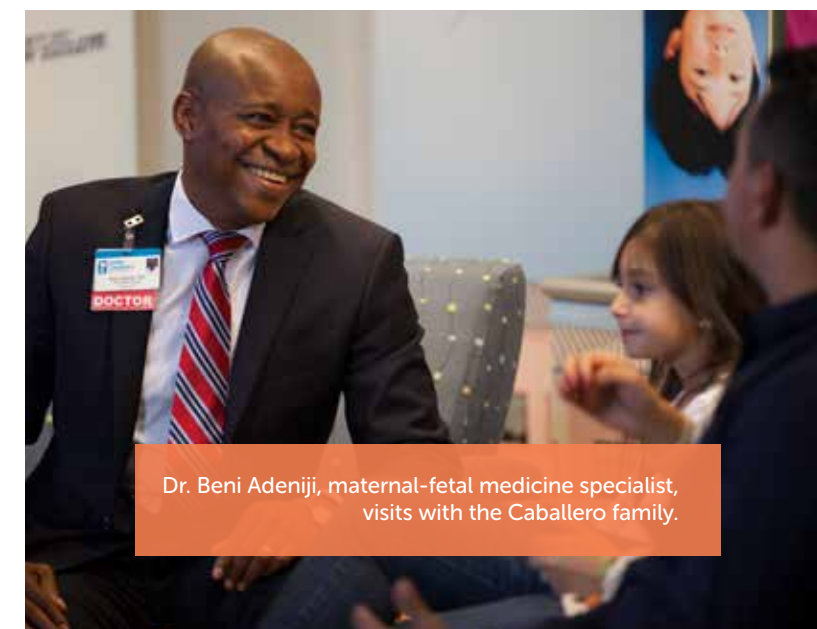
DARSY'S OB REFERRED HER TO VALLEY CHILDREN'S MATERNAL FETAL CENTER WHERE SHE COULD RECEIVE EXPERT CARE FOR HER HIGH-RISK PREGNANCY AND BABY.

"I was fearful but they put me at ease," Darsy said.

"When you find out you're pregnant, that's a joyful moment for most people," said Dr. Michael Allshouse, medical director, pediatric surgery and trauma. **"And then when you find out there's something wrong with your baby and you don't know much about it, you're in the dark part of the forest, and it's always scary there."**

"Even though this may be the mom's first time walking that dark path, we've done it many times," agreed Dr. Beni Adeniji, a maternal-fetal medicine specialist.

"FORTUNATELY, IN 2017 THERE IS A LOT WE CAN DO IF WE KNOW WHAT TO ANTICIPATE AND PLAN FOR."



Dr. Beni Adeniji, maternal-fetal medicine specialist, visits with the Caballero family.



Dr. Michael Allshouse

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Dr. Beni Adeniji, maternal-fetal medicine specialist, visits with the Caballero family.

PREPARATION FOR THE CABALLEROS INCLUDED:

- Meeting the Valley Children's pediatric surgeon who would perform their newborn's lifesaving surgery
- Touring the Hospital's nationally ranked Level IV Neonatal Intensive Care Unit where their daughter would heal, and
- Receiving accurate information about what to expect and the treatment.

"Sharlyn is 5 now and doing well," Darsy said joyfully.



COMPREHENSIVE TEAM CARE

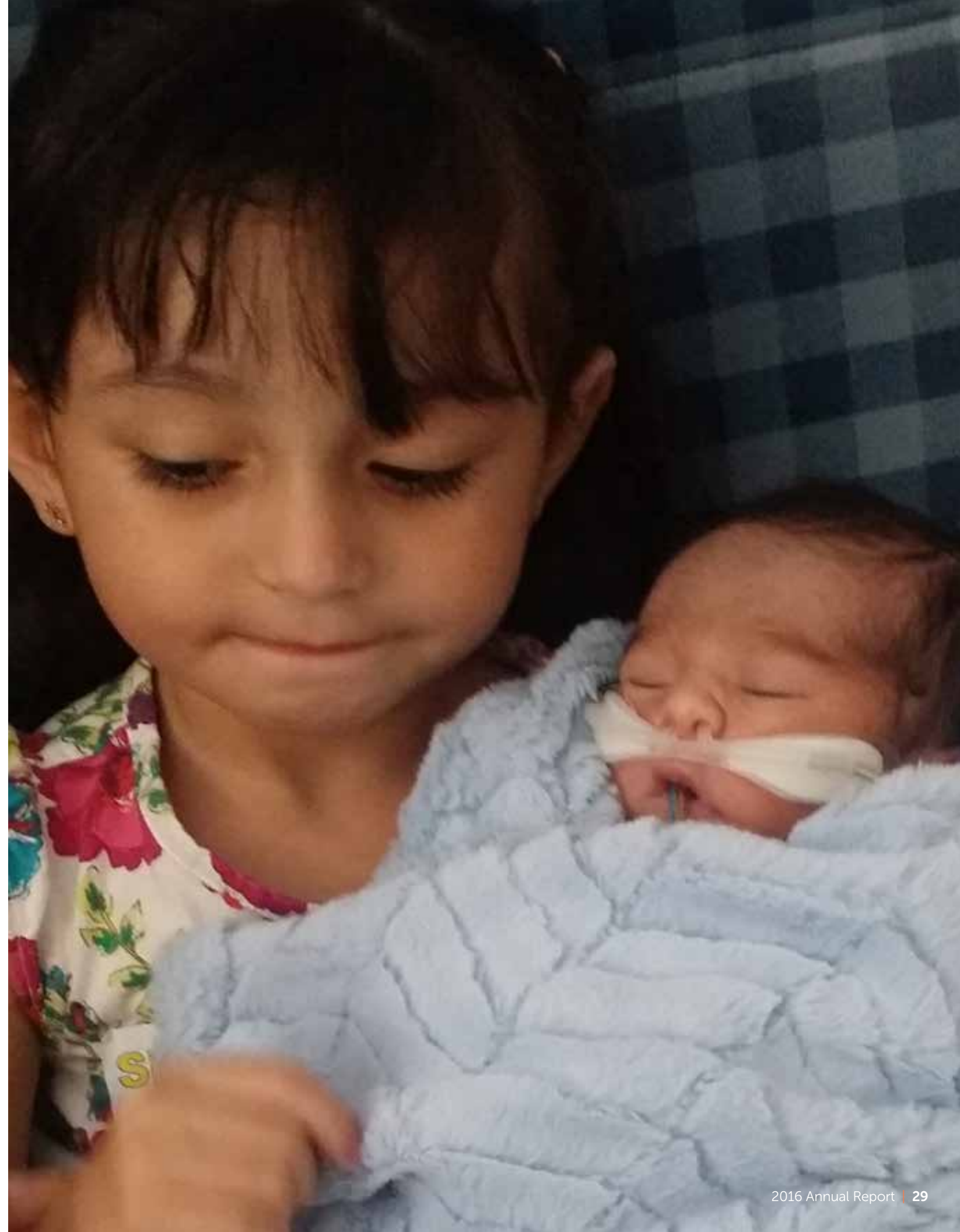
So when Darsy found out later her son, Rivaldo, would be born with the same complex condition, she had one thing to tell her OB: "Send me to Valley Children's."

"Gastroschisis can be unpredictable and result in various complications," Dr. Allshouse said. "We have the comprehensive team it takes to handle these types of cases."

Today, Rivaldo is a healthy toddler.

"He's always jumping up and down, and running," said Darsy, who is studying to become a registered nurse.

"I owe a lot to Valley Children's."





Dr. Janae Barker, chief resident and pediatric hospitalist, attends to a patient at Valley Children's Hospital.

Supporting Healthy Futures

Our generous donors help make providing the best care possible

SUPPORTING AN ORGANIZATION I CARE SO DEEPLY FOR, ALONGSIDE FRIENDS AND OTHER COMMUNITY MEMBERS, IS MY HONOR.

Bill Pine
President's Fund Member

IN MEMORY OF...

Berberian Family's \$1 Million Gift Helps Launch Valley Children's Pediatric Residency Program

The Berberian family generously donated \$1 million to establish the "Richard and John Berberian (at left) Chief of Pediatrics Endowed Chair" position to help lead the Valley Children's Pediatric Medical Education Program.

In 2015, Dr. Jolie Limon became chief of pediatrics and executive director, medical education, for Valley Children's Pediatric Residency Program, Affiliated with Stanford University School of Medicine, and continues to see patients as a pediatric hospitalist.





Dr. Janae Barker, chief resident and pediatric hospitalist, attends to a patient at Valley Children's Hospital.



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#MYCAUSEMYCLEATS

Derek Carr Supports Valley Children's with Custom Cleats

Oakland Raiders quarterback Derek Carr was as fashionable as ever during the 2016 NFL season when he participated in the league's #MyCauseMyCleats charity effort. Players were allowed to don custom cleats in support of their favorite charities, and Carr chose Valley Children's as his cause.

Carr's shoes featured George, the Valley Children's mascot, on one side and "For Dallas" on the other. Dallas is Carr's first son, who was treated at the Hospital while Carr was at Fresno State.



President's Fund Donors Make Positive Impact

In its second year, the President's Fund, led by President and Chief Executive Officer Todd Suntrapak, united community leaders, Valley Children's staff, patients and volunteers with a shared passion and vision for the future of Valley Children's. Together they identified and funded nine employee-driven improvement projects, provided crucial resources to families needing additional support during their children's illnesses, and gave our organization the flexibility to adapt to the ever-changing needs of our patients.

The Patient Help Fund

Family-Centered Care

The Patient Help Fund assists patients and their families in meeting needs not covered by any other means. Clothing, transportation, lodging and other necessities are taken care of.

The Children's Fund

Our Greatest Need

Support for The Children's Fund allows us the flexibility to allocate vital resources to the greatest needs so that we can continue our commitment to diverse services and comprehensive care for all patients.

Employee Projects

Inspiring Innovation

Your membership allows any one of our employees the opportunity to propose projects for funding based on their inside knowledge of the needs of our healthcare system.



DC4 KIDS

Derek Carr Brings Community Together to Support Valley Children's

This year, Derek and Heather Carr established DC4KIDS, a campaign intended to fund the most immediate needs at Valley Children's. Together we launched the Touchdown Challenge to support DC4KIDS in its inaugural year. Thirty-four generous businesses and families committed to the Touchdown Challenge. They donated \$100 for every touchdown pass Derek Carr completed as the Oakland Raiders' quarterback in the 2016-17 season, totaling more than \$100,000 at year's end.



Valley Children's and CMNH Partnership Celebrates Banner Year

Valley Children's Hospital and Children's Miracle Network Hospitals (CMNH) have partnered to raise funds to help provide care for local kids for over a quarter century. CMNH and its generous corporate and organizational partners helped raise more than \$1.9 million for Valley Children's this past year. Donors who contribute to Children's Miracle Network Hospitals at locations throughout the Valley are helping to support Valley Children's ever-changing needs of our patients.



20th Anniversary Harvest Ball A Magical Evening

The 20th Anniversary Harvest Ball, held on Sept. 17, was a great night for Valley Children's and the 860 supporters who gathered to raise funds and celebrate the network's remarkable impact in the Valley. Together we raised more than \$775,000. We offer our sincere gratitude to everyone who generously contributed to this year's black-tie event.



The Guilds of Valley Children's

A VITAL RESOURCE

For more than 67 years, The Guilds of Valley Children's have served as a continual resource in raising both financial and community support for Valley Children's Hospital. The Guilds completed their \$5 million endowment for the Child Abuse Treatment and Prevention Center in 2014, and in 2015 began their current \$4 million endowment commitments to support:



Merry Ajamian, Carolyn Peck's granddaughter and La Feliz Guild member.

Alex and Steven Crocket, Agnes Crocket's son and grandson.

- **The Willson Heart Center (\$2 million)**

Provides an expert team of cardiothoracic surgeons and cardiologists in a state-of-the-art facility that treats children with congenital heart disease, from before birth into adulthood.

- **Spiritual Care Services* (\$1 million)**

Offer encouragement, hope, peace and comfort to patients, families and Valley Children's employees of all traditional faiths or no faith.

- **Child Life Services* (\$1 million)**

Help children and their families cope with the effects of stress caused by illness, injury and hospitalization through therapeutic play activities.

These endowments will help us meet current and future needs for patients and families. This will enable us to grow these programs and ensure the availability of these services in perpetuity.

* Philanthropy is the only revenue source directly supporting these essential services.

OUR GUILD MEMBERS GIVE BACK

The love and support of our Guild members is critical to Valley Children's special mission. Like Sally Davis, a longtime Las Madrinas Guild member, many Guild members take the opportunity to continue their good works through a planned gift to The Guilds and/or a specific Valley Children's program. Davis left a generous planned gift in honor of The Guilds' important role in helping to bring specialized pediatric care to the Valley and ensuring Valley Children's continues for years to come.

WIDESPREAD SUPPORT

The Guilds raise funds, advocate for children and promote goodwill for Valley Children's Hospital. Since 1949, they have served as a continual resource in raising both financial and community support for Valley Children's Hospital. Today, there are 14 Guilds throughout Valley Children's 11-county service area and 1,200 members. The Guilds are the largest financial contributor to the hospital having raised over \$28.5 million.

Chowchilla Area

Tenaya Guild (1950)

Fresno/Clovis Area

Holiday Guild (1953)

La Comida Guild (1953)

La Feliz Guild (1949)

La Tienda Guild (1952)

La Visionaria Guild (2007)

Los Niños Guild (2009)

Los Rancheros Guild (1949)

Padrinos Guild (2015)

Kings County

Kings Guild (1949)

Madera Area

Alegria Guild (1950)

Mountain Area

La Sierra Guild (1999)

Sanger Area

Sequoia Guild (1950)

Tulare County

Las Madrinas Guild (1953)



Todd Suntrapak, President and CEO, with Carolyn Peck, the last surviving founding mother of Valley Children's.

DONOR LIST

Valley Children's gratefully recognizes new gifts, multiyear pledges and payments on past years' pledges during the 2016 calendar year. Life-to-date giving is recognized on the donor wall at Valley Children's Hospital.

\$1 Million & Above

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The Guilds of Valley Children's Hospital**

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** The Guilds of Valley Children's Hospital include:

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Holiday Guild
Padrinos Guild
Kings Guild
La Comida Guild
La Feliz Guild
La Sierra Guild
La Tienda Guild
La Visionaria Guild
Las Madrinas Guild
Los Niños Guild
Los Rancheros Guild
Sequoia Guild
Tenaya Guild

We value our donors and wish to recognize each one. While we make every effort to be as accurate as possible, we apologize if we overlooked any individual, company or organization or made any errors in reporting.

If you find an error, please do us the favor of letting us know by calling the Valley Children's Foundation at 559-353-7100.

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 Dr. & Mrs. Antonio Durazo
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 Mr. & Mrs. Maurice Etcheverry
 Mr. Steven Evans
 F & F West
 Mr. William Faulconer
 Mr. LLOYD Fegundes
 Bobby & Valerie Fena
 Mr. & Ms. Gregory Fernandes
 Cecilia Ferrer-Heyne
 Fidalgo Farms LLC
 Mary Fifer
 Mr. & Mrs. Rodney Fike
 Mr. & Mrs. Tim Finegan
 Mr. Austin Flores
 Ford Ranches
 Dr. & Mrs. James C. Forsythe
 Fortune-Ratliff General Contractors, Inc.
 Mr. and Mrs. Ken Foster
 Mr. & Mrs. Scott Foth
 Fresno Grizzlies
 Fresno Livestock Commission Co.
 Mr. & Mrs. Cory Gaffney
 Gage Farms
 Mr. & Mrs. Les Gallagher
 Ms. Janet N. Garcia
 Ms. Mary Garcia
 Mr. & Mrs. Donald G. Gatz
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 Ms. Melaney Gentry
 Mr. & Mrs. Danny A. Ghilarducci
 Mr. & Mrs. Gary L. Gladding
 Mrs. Nancy Goertzen
 Mr. Charles P. Gorini

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 Dr. Michael Habibe
 Hamar Farms LLC
 Mr. & Mrs. Jess V. Hansen
 Harman Bros.
 Mr. Rick Harman
 Mr. Darren Harper
 Dr. & Mrs. William Hastrup
 Mr. Mel Heier
 Hettinga Farms
 Mr. Jr E Hijos Sp
 Dee Lacy, M.D. & David Hill
 Hooper, Lundy & Bookman, P.C.
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 Mr. & Mrs. Douglas B. Jensen
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 Mr. & Mrs. Chris Johnson
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 Mr. William Jones
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 Mr. & Mrs. William B. Lee
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 Mr. Richard Linder
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 Mr. & Mrs. Paul Loo
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 Mrs. Dora Loquaci
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 Mr. Sean P. Mahoney
 Mr. Cris-Alvin B. Malabanan
 Mr. Sachin Malik
 Malt-O-Meal
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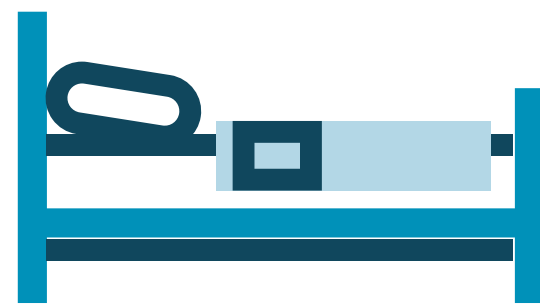
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STATS

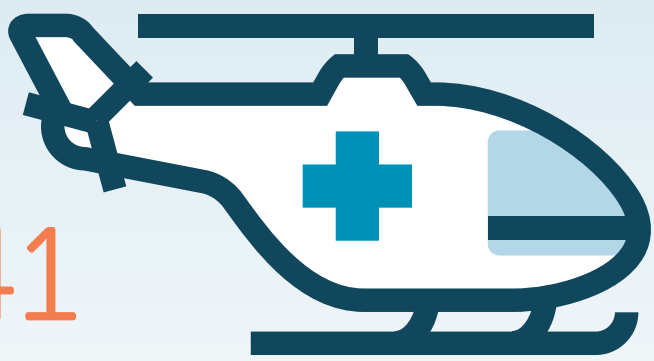
 **121,000+**
Pediatric Emergency
Department Visits

156,000+
Physician Practice and Regional Center
Visits Network-wide

~13,000
Patient Admissions

 **358** Beds

42,841
Volunteer
Hours

 **1,278**
Transports
(Ground & Air)
773 Neonatal + 505 Pediatric

1,890,888
Pediatric
Surgeries

13,600+

1,890,888
Interpreting
Minutes



U.S. News & World Report ranked Valley Children's Hospital as one of the best children's hospitals in the country in neonatology in the 2016-2017 Best Children's Hospitals rankings. The recognition is significant because the U.S. News Best Children's Hospitals rankings, which highlight the top 50 U.S. pediatric facilities, help parents determine where to get the best medical care for their children.



The Magnet Recognition Program® of the American Nurses Credentialing Center first recognized Valley Children's Hospital for quality patient care, nursing excellence and innovation in 2004, with redesignation in 2008 and 2014. Valley Children's remains in the elite group of less than 7% of hospitals nationwide to receive this designation.



The Joint Commission Gold Seal of Approval™ is measured against the highest and most rigorous performance standards.



Our Pediatric Intensive Care Unit at Valley Children's Hospital has received the Beacon Award for Excellence from the American Association of Critical-Care Nurses three times since 2010. The award recognizes the achievements of critical care teams in several areas, including professional practice, patient outcomes and work environments.



Our Pediatric Rehabilitation Center is the only one in California, and one of three on the West Coast, accredited as a Pediatric Specialty Program by the Commission on Accreditation of Rehabilitation Facilities.

Financial Highlights

Consolidated Operating Revenues and Expenses

	FY 2016	FY 2015
Net Patient Services Revenue	\$564,867,503	\$606,513,180
Other Operating Revenue	36,570,980	26,676,916
Total Operating Revenues	601,438,483	633,190,096
Salaries and Benefits	331,271,974	305,670,486
Services, Supplies and Other	194,442,457	203,787,985
Depreciation	26,135,893	26,003,539
Interest	6,562,195	7,292,779
Total Operating Expenses	558,412,519	542,754,789
Available to Reinvest in the Mission	\$43,025,964	\$90,435,307

Consolidated Condensed Balance Sheet

	FY 2016	FY 2015
Assets		
Cash & Equivalents	\$ 10,360,321	\$ 12,167,027
Patient Accounts Receivable, Net of Allowances for Uncollectible Amounts	70,239,765	67,388,372
Board Designated Investments, Current Portion	6,292,925	6,029,294
Other Current Assets	87,937,293	83,623,956
Current Assets	174,830,304	169,208,649
Board Designated Investments, Net of Current Portion	741,385,698	670,506,561
Bond Trustee Assets	15,098,059	15,225,387
Property and Equipment, Net of Accumulated Depreciation	257,721,460	252,516,805
Other Long-Term Assets	22,065,279	17,209,209
Total Assets	\$ 1,211,100,800	\$ 1,124,666,611
Liabilities		
Accounts Payable and Accrued Expenses	\$ 61,475,220	\$ 72,566,588
Current Portion of Long-Term Debt	6,020,000	5,745,000
Current Liabilities	67,495,220	78,311,588
Long-Term Debt	117,414,685	123,295,378
Other Long-Term Liabilities	105,434,399	85,876,241
Total Liabilities	290,344,304	287,483,207
Net Assets		
Unrestricted	892,168,924	799,054,196
Temporarily Restricted	10,725,975	21,802,163
Permanently Restricted	17,861,597	16,327,045
Total Net Assets	920,756,496	837,183,404
Total Liabilities and Net Assets	\$ 1,211,100,800	\$ 1,124,666,611



How to Give

When you give to Valley Children's, you help fund the services, programs, equipment and operations that build better tomorrows for thousands of patients who depend on us for care.

MAKE AN ONLINE DONATION

Secured by Verisign and powered by Blackbaud, our online giving portal provides a safe, quick way to contribute. Visit valleychildrens.org/donate today.

MAIL A CHECK PAYABLE TO VALLEY CHILDREN'S HEALTHCARE FOUNDATION

Send your contribution to:

Valley Children's Healthcare Foundation
9300 Valley Children's Place, Madera, CA 93636-8762

If you do not want to receive further fundraising communications from Valley Children's, please contact the Foundation, 9300 Valley Children's Place M/S PC17, Madera, CA 93636; call 559-353-7100; or email foundation@valleychildrens.org.

HOW TO JOIN A GUILD

We invite you to participate in a rewarding endeavor by becoming a member of one of our Guilds. Each one takes a unique approach to fundraising, from events hosted to membership requirements.

Learn how you can become part of a valued tradition.

Contact the Guilds office at 559-353-7145 or guilds@valleychildrens.org.

HOW TO VOLUNTEER

Valley Children's values our volunteers, who range in age from 13 to 90+ and give their time on either an ongoing or short-term basis. Most volunteers interact directly with patients by playing games, reading books, and assisting with arts and crafts at the bedside or in the Robert M. Shapazian Child Life Center.

Volunteers also deliver crafts, magazines and movies to patients, assist in the Gift Shop, and provide support for our various clinics, offices and information desks. Each year, approximately 500 volunteers help care for our patients, and you could be one of them.

Contact the volunteer office at 559-353-5222 or visit valleychildrens.org/volunteers.





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2016 Annual Report



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