

The Children and Families of Orange County
Have Something to Sing About



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Change CHOC, Change the World

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CHOC Receives Largest Gift In Its History



\$30 million gift accelerates transformational change

Sometimes there's a compelling and profound sense of humility in the quiet advocate for children. CHOC Children's came to understand this when it received a \$30 million estate gift—the largest gift in the hospital's history—from a private, compassionate philanthropist whose ideals matched CHOC's mission to improve the lives of children locally, nationally, and globally for generations to come.

The gentleman was former investment banker Robert L. Tidwell, who lived modestly in Garden Grove, California, and gave extraordinarily to drive the growth of a children's hospital. With his transformative gift, CHOC is now more than 80 percent of the way toward meeting the goal of its \$125 million "Change CHOC, Change the World" campaign, a major fundraising effort that will help CHOC evolve from a regional pediatric care center into one of the nation's leading children's hospitals.

Mr. Tidwell's gift will be balanced between helping build the new tower and future program growth and development: \$15 million will support CHOC's master campus plan, and the remaining \$15 million will be set aside to support the advancement of pediatric medicine through clinical program development.

CHOC will name the surgery center in the new patient care tower in Mr. Tidwell's honor.

"Mr. Tidwell will forever be remembered at CHOC Children's for his deep desire to help children. His generous support for this invaluable

local asset will help make Orange County one of the safest communities for children in the nation," says Sandy Segerstrom Daniels, honorary chair of the "Change CHOC, Change the World" campaign.

Mr. Tidwell, who was born in Amarillo, Texas, and raised in Southern California, first made contact with CHOC in 2004 when he called



Robert L. Tidwell

to donate a computer. Tidwell was impressed with how easy CHOC made the process for him. The avid fisherman, diver, and traveler said he found confidence in the idea that if an organization could pick up his computer and treat him correctly, then they could also use his estate correctly. Further correspondences led to a tour of the hospital, during which Mr. Tidwell became visibly moved several times, especially when he recalled his own childhood illness that had landed him in a local hospital. At some point after the tour, Mr. Tidwell said he wanted his money to help children, and he decided to leave his entire estate to CHOC.

"CHOC made a strong connection with Mr. Tidwell, and their treatment of children resonated with him," says Doug Corbin, the senior gift-planning advisor at CHOC.

The message here, Corbin says, is there is no one type of person that makes a gift of this size. When a donor's values match those of the organization, the donor expresses it in a way that is meaningful and personal to them. This gift helps to provide the resources CHOC needs to fulfill its mission far into the future."

The "Change CHOC, Change the World" Campaign: A Primer

To meet CHOC Children's social responsibility to Orange County's children and families, it must perform in the ranks of our nation's premier children's hospitals. To do this, CHOC has launched a campaign comprised of three strategic initiatives.

Build a state-of-the-art facility:

The new tower, which will open in spring 2013, will enable CHOC to grow well into the future and bring peace of mind and hope to children and families.

Build a significant endowment:

Endowments fund the talent and the environment in which innovation thrives by attracting top pediatric subspecialty doctors and driving game-changing research and clinical breakthroughs.

Build an affiliation with an academic medical school:

CHOC's robust and multifaceted affiliation with University of California, Irvine integrates comprehensive clinical care with leading-edge research and world-class teaching programs to improve the region's pediatric care.



CHOC Children's new, state-of-the-art tower, at about 70 percent complete, August 2011.

CHOC Children's Patient-Care Tower on Target to Open Spring 2013

Construction of CHOC Children's new seven-story hospital tower, designed to provide a flexible platform to serve this region now and into the future, stands more than 70 percent complete. The state-of-the-art facility enables CHOC to take its place among our nation's premier children's hospitals with the ability to advance the research and practice of pediatric medicine.

When officially open in April 2013, the tower will add 425,000 square feet and up to 142 additional inpatient beds in future phases as part of an effort to boost the capacity and services of the top twenty busiest children's hospital in the U.S. The tower will also feature dedicated pediatric surgery suites, radiology and laboratory facilities, and a new emergency center.

The new tower's design is flexible enough to adapt to new technologies, new methods of care, and new treatments as they evolve and develop. The 100,000 square feet of "shelled spaces" were intentionally included in the tower's design so that, in time, they can accommodate and be outfitted with the most up-to-date technologies.

At this point in the construction, the structural steel has been erected and the concrete slab has been poured on the metal decks. The primary design elements to enclose and weatherproof the building—the glass, exterior metal panels, and stucco—as well as the water, gas, plumbing, electrical, and mechanical systems are near completion. Installation of

medical equipment, information technology, furniture, and exterior landscaping are scheduled to begin in late 2011. After substantial completion of construction in Fall 2012, the next six months will be spent orienting and training the hospital staff, as well as partnering with state and federal agencies to license the tower's programs and services.

The tower's impressive appearance and functionality are made possible by the exacting standards used to plan, design, and build it: In 2008, CHOC was one of the early adopters of 3D modeling software that takes the blueprints and "builds" them in three-dimensional space to better coordinate the systems, and minimize conflicts and delays between contractors and teams during installation, says Waldo Romero, CHOC's vice president of design, facilities and construction. "The software has since become almost fundamentally a requirement for major construction projects," says Romero.

While the construction techniques are painstakingly precise, the tower has been planned and built from the ground up with children in mind, says Romero. "Everything was designed to give children and families the most supportive and safest care available." That includes using vibrant colors and patterns for each floor, and soothing interactive media in public spaces and play areas, all to create an ambience that will help alleviate a child's fear of being in a hospital.



Designed-In Safety: All patient rooms in the new CHOC tower have identical layouts to enhance staff efficiency and help eliminate errors.

Unlike adult hospitals, the furniture, hardware, and technology are kid-sized and equipped for children and their unique needs. Doing so adds to the safety that pervades all aspects of the tower. The layouts of all patient rooms are identical, with the beds and sinks in the same positions to eliminate errors and avoid confusion with staff. Although this increased construction cost, it added a layer of patient safety through standardization, a practice used in aeronautics and other industries.

"The new tower represents the future and will serve our pediatric healthcare needs for a very long time. For me, it's not just another hospital; it's the right hospital in the right community at the right time," says Romero.

Building the Tower from the Inside Out

Once the patient-care tower is finished, how do you bring it to life?



Waldo Romero, CHOC's vice president Facilities, Design and Construction, left, and Debra Mathias, CHOC executive vice president and chief operating officer

CHOC Children's new patient-care tower strikes an impressive form with its massive footprint and wonderfully playful color scheme. The physical presence of the building, however, is only half the story. The building will spring to life by what gets put *into* it.

According to Debra Mathias, CHOC's executive vice president and chief operating officer, this tower will become fully alive only when it is teeming with a unique combination of talented people, innovative technology, and child-focused services—all coming together to make Orange County one of the safest places for children in the nation.

While the tower is being erected from the ground up, behind the scenes there are scores of people and numerous teams working in tandem to build the tower from the *inside out*. Such a multifaceted approach is essential when building comprehensive services geared to a specific population: children and their families.

CHOC's transition and activation plan for the new tower is a road map to operationalize the tower before it opens in Spring 2013. This multiyear strategy aims to create an optimal plan for operating every department, program, service, and piece of equipment in the tower. The transition and activation plan also addresses how to effectively combine the new tower, and all that it holds inside, with the existing facility so they function together effectively and seamlessly. The plan's number one goal: to assure and maintain the safety of CHOC's precious patients and their families. And that's why starting in Fall 2012, when the construction is substantially complete, there will be training drills with mock patients and months of orientations to perfect the processes prior to the tower's public debut.

"All of those workflow plans have to work together and integrate with all the existing departments," says Mathias. "We'll have to answer things like, 'Is there going to be a respiratory

therapist in the OR?' No, because those kids are all under anesthesia. 'Are there going to be two respiratory therapists in the emergency department?' Of course—24/7. Kids get respiratory problems all the time. The complexity of developing new programs and services at the level that we're doing takes thousands of work hours and hundreds of people with expertise in taking care of kids."

While the idea of a transition plan may not be exclusive to CHOC—many organizations undergoing major transformations utilize such plans—what is unique is that CHOC is not only opening a new building but activating new services. Since CHOC opened more than forty years ago, it has been sharing operating rooms, emergency, laboratory, pathology, imaging, and radiology services with neighboring St. Joseph Hospital. All of these vital services will now be in the new tower, allowing CHOC to operate independently for the first time. CHOC must build and control these core services and the continuous learning they enable in order to make the leap to world-class and to recruit the caliber of medical talent required to sustain it.

With the added services and increasing capacity to serve patients comes a need to hire hundreds of new staff. CHOC will hire more than 300 associates to work in the new and currently existing departments—everything from housekeeping, dietary, and environmental to social services and information technology. "Why so many new people? Because CHOC is doubling its services," says Mathias. "Every department will grow to accommodate the new volume and the new staff, supporting the idea of CHOC becoming totally independent."

"CHOC is one of only forty-four free-standing children's hospitals in the U.S. Having a new, fully integrated children's hospital is critical. That's the core story for me, and that is where we are going," says Mathias.



Dr. Leonard Sender, Medical Director of the Hyundai Cancer Institute, left, patient Samya Wareh, and John Krafcik, president and chief executive officer of Hyundai Motor America. ©Ryan Miller/Capture Imaging

Hyundai Gives \$10 Million to Drive Customized Cancer Research

Gift will fund development of a new approach to treating pediatric cancer at CHOC

When two major advocates for children unite to push forward a cause, great things can happen. This is precisely what occurred when CHOC Children's received a \$10 million gift from Hyundai Motor America and its nonprofit arm, Hope on Wheels, to fund leading-edge pediatric cancer research that utilizes the latest advances in genomic medicine. The gift, which is the largest corporate donation ever received by CHOC, will help provide children who are suffering from cancer with more effective and personalized treatment.

"For more than a decade, we have been stalled at curing 80 percent of pediatric cancer in the U.S., and that means 20 percent are not cured. So what do we do for the 20 percent for whom standard therapy stops working?" says Leonard Sender, MD, CHOC's medical director of the Cancer Institute, who was instrumental in building the relationship with Hyundai that led to the unprecedented gift. Sender will direct the new initiative. "The strategy used in this concept is to find and deliver the right medicine to the right patient, informed by detailed molecular genomic investigation of an individual patient's tumor," says Sender.

"We've found an incredible partner with CHOC Children's, where breakthrough genomic research and individualized clinical care will move us closer to a world where no child dies of cancer," says John Krafcik, president and CEO of Hyundai Motor America.

Sender's idea is built on the field of genomic medicine, which came into being just over a decade ago when work began to map the first two human genomes. The human genome, the

entirety of an organism's hereditary information, comprises a sequence of nearly 3 billion component parts that are organized into DNA molecules. The international research effort revealed nature's complete genetic blueprint of a human being cost \$5 billion to complete. In the years that followed, the price of mapping a genome plummeted due to research by scientists around the globe. The result, says Sender, is that the sinking price tag may soon allow for detailed genetic analysis of individual patients. While genomic medicine has been used in adult medicine, Sender determined the time was right to bring this application of molecular methods to clinical medicine for pediatric cancer.

"With the coming together of this genome project, we may be able to personalize genome testing to look at the risk factors and see how we can intervene and help with preventative medicine for children. We'll move beyond just real basic science—and build on it—while taking it closer to the patient," says Sender.

To do this, Sender will partner with academic researchers, genomic medicine technology leaders, and pharmaceutical companies to bring the next generation of medicine to the pediatric cancer population.

This new partnership with CHOC marks Hyundai's long-time commitment to finding a cure for childhood cancer. Since 1998, Hyundai and its nearly 800 dealers have been dedicated to raising funds and awareness for childhood cancer, says Zafar Brooks, who leads Hyundai's philanthropic division, Hope on Wheels, as

the director of General Affairs, Government Relations, and Diversity Outreach. With this gift, Hope on Wheels has committed more than \$43 million in donations to pediatric cancer research since the program began thirteen years ago. Hyundai has donated millions through grants that support pediatric cancer and the research of specialists who work with children with cancer.

"There couldn't be a higher calling than to help our kids and to invest our resources in research for which we think a cure and better treatment are on the horizon," says Brooks. "One of our guiding principles and values is to be a car company that has a bold voice and tries to find innovative solutions for communities."

Hyundai's interest in investing in Sender's plan came out of the company's desire to make a significant investment in an idea that will make an impact in pediatric cancer, the leading cause of death in children. "Dr. Sender has the background, the pedigree, and the credentials to do this work. And we believe this kind of money could serve that goal," says Brooks.

"This amount of money and this trust that Hyundai has in our ability is the beginning of something fantastic at CHOC. How we integrate these technologies offers the possibility that the percentage of kids who die from cancer will be made smaller. It's a great coming together of two Orange County-based organizations," says Sender.

Illness Brings Together Two Strong Voices in Support of CHOC

The Honorary Chair and Campaign Child Ambassador share their thoughts on the campaign



Sandy Segerstrom Daniels, honorary chair for the "Change CHOC, Change the World" campaign, left, and Tommaso "Tommy" Conforti, CHOC's Campaign child ambassador

"CHOC is a community of good people, and they're open to anyone and everyone. The first-class treatment here is amazing. Everyone is nice and very helpful," says Tommaso "Tommy" Conforti, CHOC Children's first Campaign Child Ambassador. But while the extroverted thirteen-year-old seventh grader may sound like an experienced pitchman speaking on behalf of an organization, his personal experience makes the words take on greater meaning: Conforti has undergone aggressive treatment at CHOC twice since 2005 to fight acute lymphatic leukemia, a cancer of the white blood cells that attacked his optic nerve.

Italy-born Conforti is an ongoing patient at CHOC, working through maintenance treatment and additional chemotherapy, but you would never know it: A smile regularly fills his tanned face, he is upbeat and optimistic, and he has the lively, unconstrained energy of a typical teenager. "I feel good," he says. "I play soccer, I go to school. I have a normal life now because of the good treatment CHOC provides."

"Tommy understands firsthand the need that there is in the community for a children's hospital because of the specialized care he received," says Sandy Segerstrom Daniels, honorary chair for the "Change CHOC, Change the World" campaign, the comprehensive \$125 million fundraising effort intended to transform the future of CHOC. "That's really what the campaign is all about—helping children in Orange County. We're proud to represent the hospital and spread the word."

Like Conforti, Daniels also has a personal connection to CHOC: Her granddaughter was just two days old when she was admitted to CHOC for emergency care. The granddaughter has since recovered.

As partners in promoting the campaign, the two have become fast friends ever since they met last May at the new tower's beam-signing ceremony that was part of the public launch of the campaign. At the event, Conforti played a

song on guitar with CHOC music therapist Eric Mammen, who taught him how to play, bedside, while Conforti was enduring cancer treatment in the hospital. After the impressive performance, Conforti, ever the creative and funny teen, approached Daniels and told her she looked like pop singer Olivia Newton John, a favorite of his. They instantly bonded.

Daniels returned the favor returned the favor when she presented him with an autographed picture of Newton John at the recent CHOC Follies, a yearly song and dance performance that has raised \$5 million for CHOC since its inception thirteen years ago. Daniels, the Follies cochair, has performed for more than a decade, and Conforti was on hand to announce one of the Follies shows. Proceeds from this year's Follies will support a radiology waiting room in the new, state-of-the-art patient care tower, slated to open in 2013.

Daniels and Conforti also appeared together when she introduced him as the Campaign Child Ambassador in front of 300 guests at the "CHOC Cherishes Children" gala in January, an event that raised nearly \$500,000 for the tower.

While a substantial amount, Daniels and Conforti realize they are still involved in an uphill battle for CHOC to meet the critical fundraising goals of the campaign. "We want CHOC to be one of the best hospitals in the U.S.," says Conforti. "That's why I like helping make people aware of the new tower and the things they can do to help CHOC. That's important for all children."

"If you've ever known, or been involved with or had a child that has needed the kind of care that CHOC can give, then you know why CHOC is so important to Orange County. It's that hands-on experience, and sometimes you can't understand it unless you've experienced it. It became personal for me and for Tommy. That's why we hope to help CHOC even more, and we're thrilled to be involved," says Daniels.

Top Doctors Come to CHOC to Do Revolutionary Work

Major recruitments drive research, advances, and better care

Experts on children's hospitals understand a simple truth: The addition of a single subspecialty physician can make all the difference in the lives of sick children by filling critical gaps in a hospital's capabilities.

Due to the shortage of subspecialty doctors, and the low number of pediatric specialists graduating each year, it's become duly challenging to find good recruits. And it's even more difficult to lure established physicians away from successful practices at major hospitals where they are doing groundbreaking work. Getting one prominent physician is noteworthy; getting two in a short period of time is nearly alchemic and transformative in significance.

This is exactly what happened at CHOC Children's with two recent key recruits who have come to CHOC to do their revolutionary work: widely respected epileptologist Dr. Mary Zupanc, who is the medical director of Child Neurology at CHOC and director of CHOC's Pediatric Epilepsy Program; and world-renowned urologist Dr. Antoine Khoury, the chief of Pediatric Urology at CHOC and the UC Irvine Medical Center.

The successful recruitments were due to the hospital's right mix of ingredients, which is giving CHOC the stature and magnetism to attract top talent, says Dr. Maria Minon, CHOC's vice president of Medical Affairs and chief medical officer, who was active in the recruitment process. These components—which comprise the core elements of the “Change CHOC, Change the World” campaign—include building facilities that are technologically advanced (the new tower), establishing programs that push forward academic medical research and training of the next generation of doctors (the CHOC-UC Irvine affiliation), and growing endowments that support the critical acquisition of rare subspecialty doctors, and fund innovation.

“Our mission and vision are to give children the best care possible, so we have to attract individuals like Dr. Khoury and Dr. Zupanc. Bringing them here helps make CHOC a destination for the care of children, and it shows the kind of talent CHOC is attracting,” says Minon. “These individuals are academics, researchers, and doc-

tors who will be able to train more physicians to provide excellent care and to advance treatments that will help not only the one million children of Orange County but children in the rest of the country and beyond.”

Zupanc and Khoury are the ideal “triple-threat” doctors, specialists who excel in clinical environments treating patients, in academic research working toward cures, and in hospitals and medical schools teaching doctors and students. CHOC's affiliation with UC Irvine—which is making major inroads to bring more medical research capacity to CHOC and clinical excellence to UC Irvine—was key in recruiting Zupanc from Children's Hospital of Wisconsin, in Milwaukee, and Khoury from the Hospital for Sick Children in Toronto, Canada.

“I've always been an academic, so the affiliation with UC Irvine was essential for me to make a commitment to come to CHOC. I am, first and foremost, an educator, a clinical researcher, and an academician,” says Zupanc. “If I were going to just be in a private-practice setting seeing patient after patient, I would never help to advance the field, and then I would not be successful. We have to come up with new strategies and treatments for children,” says Zupanc.

“Now, we have all of UC Irvine open to us, which is the ideal marriage, and that was very appealing to me,” says Khoury. “We're building a foundation that will support research and collaboration on the science side. And in doing so, we become the thought leaders.”

To this end, both Zupanc and Khoury are heavily involved in research, working closely with UC Irvine's exceptional individuals from engineering, neuroscience, biology, molecular biology, and other sciences. Zupanc's research includes creating innovative ways to treat epilepsy with surgery in children and in testing antiepileptic drugs on tissues removed during surgery to determine if they help the cells function more normally.

“You won't have a premier pediatric epilepsy program without good clinical, basic, and translational research. The commitment to

research is essential to help thrust CHOC into the top tier of children's hospitals. And that will prove invaluable to the children and families of Orange County,” says Zupanc.

Khoury is a firm believer in the power of research as well. He's focusing on building replacement bladders by using an intestinal lining sprayed with cells grown on a scaffolding of biomaterials. If human trials are authorized and prove successful, “This could be a major breakthrough and innovation for CHOC,” says Khoury. “CHOC would be the first hospital in the world where this work is being done.”

Khoury is also engaged in recruiting pediatric urologists and in starting a fellowship program to train more of these specialized doctors. “When good fellows train with physicians of prestige, like Dr. Khoury, they want to hang around their mentor to continue their influential work,” says Minon.

Beyond their research, Zupanc and Khoury are actively engaged in building clinical programs based on their visions and vast years of experience—as both had previously built successful programs from the ground up. This was yet another reason why the physicians were intrigued to come to CHOC: They were impressed with CHOC's commitment to build clinical centers of excellence by investing in needed facilities, equipment, and staff, which will give a boost to their practices with new capabilities. With the acquisition of these key physicians, CHOC has driven a stake into the ground to be at the research and clinical forefront of urology and epilepsy. They represent an alignment of what the community needs and what CHOC can deliver, says Minon.

With all of this new development has come great optimism: “I have no doubt that within the next five years that CHOC pediatric urology will be one of the top programs in the nation—and the top program on the West Coast,” says Khoury. “There's no question: With the new tower, the CHOC-UC Irvine affiliation and the new state-of-the-art pediatric urology outpatient facility we have now—it's really as good as it gets.”

Two Top Recruiting Wins Just Became Three

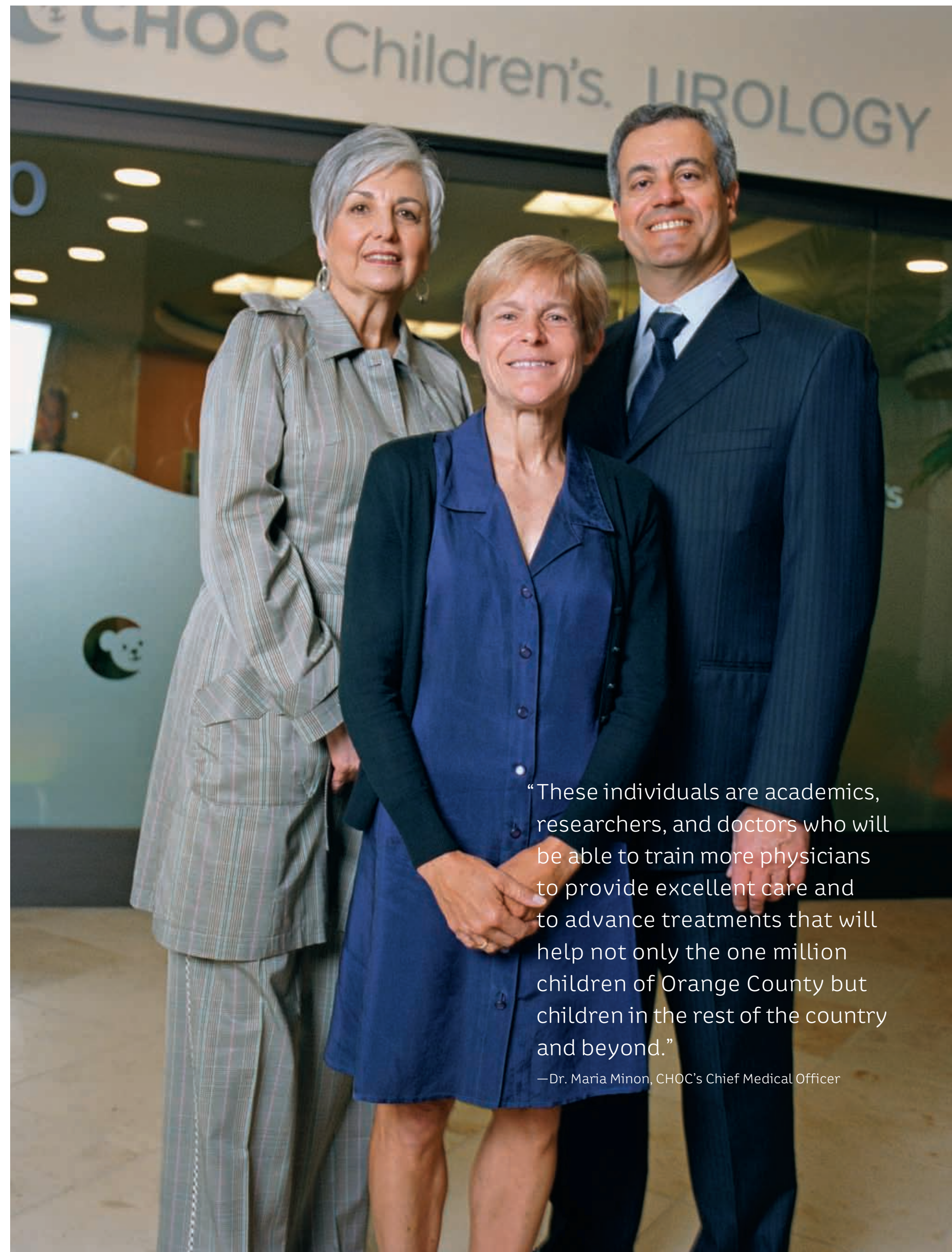
Joanne P. Starr MD, congenital cardiorthoracic surgeon, joins CHOC

In addition to doctors Zupanc and Khoury joining CHOC, we are proud to announce that internationally respected heart surgeon and researcher, Dr. Joanne P. Starr, has joined the CHOC Heart Institute. She comes to CHOC from Children's Hospital of New Jersey where she was director of the cardiac surgery program and associate professor at New Jersey Medical School at the University of Medicine and Dentistry of New Jersey.

Board certified in both surgery and thoracic surgery, Dr. Starr is a devoted researcher and

grant-recipient of the American Heart Association as coinvestigator of the study, “Human Factors and Patient Safety During Infant Cardiac Surgery.” In addition, she has coauthored more than fifty abstracts and manuscripts that have been presented at national and international conferences.

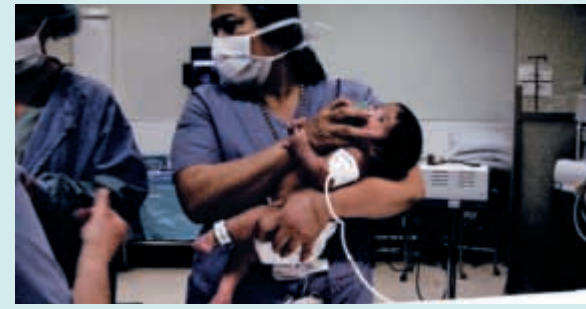
“Outcomes have markedly improved over the past twenty years. Our research is no longer focused on survival but on other important outcomes such as neurodevelopment,” Dr. Starr said.



“These individuals are academics, researchers, and doctors who will be able to train more physicians to provide excellent care and to advance treatments that will help not only the one million children of Orange County but children in the rest of the country and beyond.”

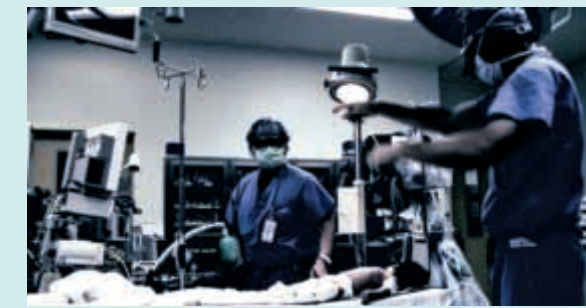
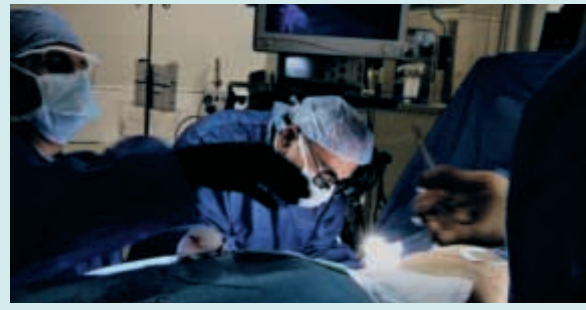
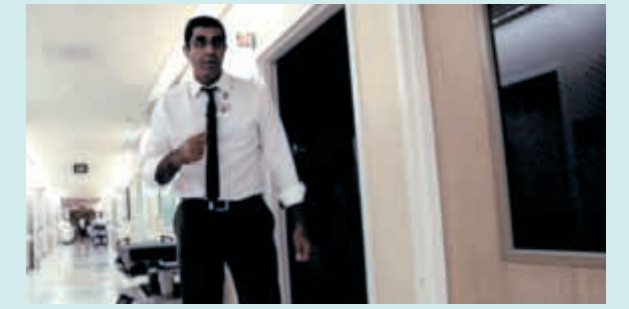
—Dr. Maria Minon, CHOC's Chief Medical Officer

Dr. Maria Minon, left, with Dr. Mary Zupanc and Dr. Antoine Khoury



“With good people come discoveries. Through research and clinical trials, supported by advanced medical technology, we make breakthroughs that improve the prognosis and outcomes for patients.”

—Dr. Antoine Khoury,
Chief of Pediatric Urology

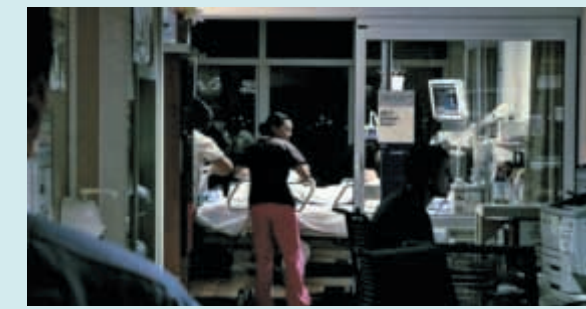
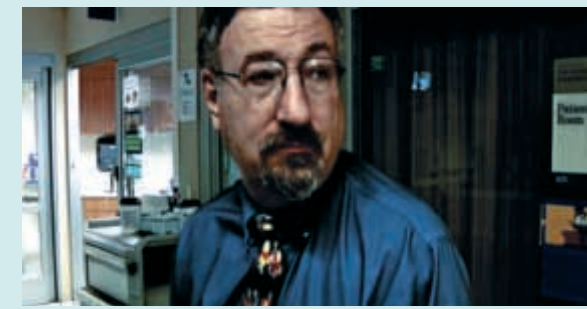
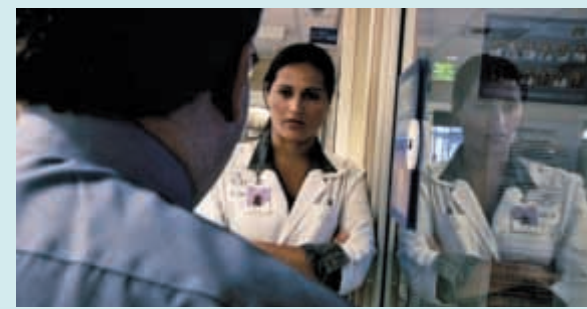


“The jewel is right here. It’s in front of our eyes. It’s the people who work here. It’s the human capital.”

—Dr. Mustafa Kabeer, Pediatric Surgeon

“No children’s hospital can ever do the mission that it is assigned to do unless the community gets behind it and helps raise money.”

—Dr. Leonard Sender, Medical Director,
Pediatric Oncologist



Scenes from *Vigilance*, a mini-documentary film shot in the hospital. The film captures the raw energy and urgency of the doctors' work at CHOC. In *Vigilance*, CHOC doctors explain the need for an endowment to support their ability to meet the critical care needs of the children and families of Orange County.

People Make Greatness Happen

CHOC's subspecialty doctors speak to the need for endowment funds

Dr. Mustafa Kabeer, a pediatric surgeon at CHOC Children's, works eighty to eighty-five hours per week and performs nearly 600 operations a year. Dr. Michael Muhonen, CHOC's director of Neurosurgery, rarely has a week that doesn't include multiple emergency brain surgeries. Dr. Antoine Khoury, chief of Pediatric Urology, spends twelve-hour days at CHOC, plus teaches at the UC Irvine School of Medicine, and directs vital research in the evenings and on weekends. For these doctors and many others, however, it's not a competition; it's a calling, a responsibility and a duty to keep Orange County's children as safe and healthy as possible.

“We're like the policemen, the firemen—always standing by and ready. We have to make that kind of commitment, to be here to address serious acute illness and severe chronic conditions,” says Dr. Nick Anas, CHOC's Medical Director of Pediatric Intensive Care.

CHOC Children's is at the hub of a regional pediatric healthcare system serving the needs of two million kids across four counties. With the volume and complexity of cases coming at CHOC—over 200,000 patients a year, with 4,000 inbound ambulances and helicopters—more pediatric subspecialty doctors are needed.

Unfortunately, nationally there is a very small pool of elite subspecialty doctors who dedicate their lives to pediatrics, and the entire country is competing for that pool, according to Dr. Vijay Dhar, medical director of CHOC's Neonatal Intensive Care Unit. “The U.S. is not producing as many specialists as the country needs,” he says.

“Ever year, there are somewhere between twenty-four and thirty-two pediatric surgeons that graduate in all of North America—that's all of Canada and all of the U.S. And there are 160 job openings in the country. There were 120 job openings two years ago,” says Kabeer.

CHOC must compete to recruit scarce subspecialty doctors against other markets where the cost of living is lower than that of Orange County and state reimbursements for government-insured patients are higher than they are in California. Underinsured and uninsured patients have a major economic impact on all children's hospitals—a factor that is not driven just by the need to treat the poor. Even families with private insurance, whose children suffer from chronic disorders, often hit the limit of their healthcare plans in just one year of care. With their insurance benefits exhausted,

these families find themselves in the same category as many of the patients at children's hospitals—they must rely on state funding, which pays a small percentage of the total bill for care.

“When so many patients are on government aid—very close to free care—it's difficult to recruit physicians as they are faced with the reality of making government wages. The reimbursement is extremely low making it difficult for some pediatric subspecialty fields to survive,” says Muhonen.

To break this cycle, CHOC Children's actively engages state politicians to help them understand the unique economic pressures on children's hospitals. In addition, CHOC must do what other leading children's hospitals have done—raise a substantial endowment to supplement the funds available to attract top physicians. The average endowment of leading children's hospitals in the U.S. is \$265 million (average age, 111 years old). At just over forty-five years old, CHOC Children's is striving for greatness while constrained by an endowment that is only five percent of this benchmark. It is a young hospital in a young county. “My hope is that we can convince people that there is nothing more important they can do than to raise funds to keep a children's hospital

going and help us fight this battle against serious pediatric diseases” says Leonard Sender, MD, medical director and a pediatric oncologist.

With the construction of CHOC's new state-of-the-art tower and its educational and research affiliation with UC Irvine, a healthy endowment is the final ingredient necessary to draw top talent. Income from endowments helps CHOC attract doctors who are clinical, research, and teaching stars—the kind of physicians prepared to address the complex cases the hospital faces, and leverage the experience to make critical advances toward the cure of pediatric diseases.

“With good people come discoveries,” says Khoury. “Through research and clinical trials, supported by advanced medical technology, we make breakthroughs that improve the prognosis and outcomes for patients.”

What ultimately makes CHOC great are its people: “The jewel is right here. It's in front of our eyes. It's the people who work here. It's the human capital,” says Kabeer.

Thank you to those who have boldly said, “I am for children!”

CHOC Children's Foundation thanks these individuals and organizations for their generosity in supporting quality pediatric care in our community

\$25,000,000+ Leadership Donors
(a gift or pledge of \$25,000,000 or more from 7/1/2007–4/15/2011)

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CHOC Named One of the Best Children's Hospitals by U.S. News & World Report (2011–2012)

CHOC Children's has been ranked in eight specialties in U.S. News Media Group's Best Children's Hospitals rankings. With more than 200 children's hospitals in the nation, these top rankings place CHOC Children's among an elite group. The new rankings recognize the top 50 children's hospitals in 10 specialties.

“We salute CHOC Children's,” said Health Rankings Editor Avery Comarow. “The goal of the Best Children's Hospitals rankings is to call attention to pediatric centers with the expertise to help the sickest kids, and CHOC Children's is one of those centers.”



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Campaign Progress

Progress to Date (as of July 31, 2011)

Campaign Goal \$125 million

Total Campaign Funds Raised to Date
\$96,299,592

