



BETTER
Together
FY 2019 ANNUAL REPORT



What does it mean to be better together? At Mt. Washington Pediatric Hospital (MWPH), it means that our staff is constantly working with patient families to reach positive health outcomes. It means that the young patients who come to us receive comprehensive care as a result of the integrated teamwork of their caregivers. And, it means that we continue to grow and innovate to meet the needs of the community we serve. In this year's report, you will see how we stand beside the children and families who come through our doors — while they're with us in the hospital, and well beyond.

You'll learn about our devotion to helping parents heal and grow, as well as their children. Our parent-focused programs range from support groups and mentoring to the life-saving training we provide in our simulation lab.

The demand for our outpatient services continues to grow, and we are proud to be in the midst of a significant expansion and renovation of our outpatient center. You'll read about the impact this expansion will have on many of our services, particularly behavioral health, and you'll see how this growth will also meet the needs of the community.

Behind the scenes, the Mt. Washington Pediatric Foundation Board works to support the hospital's programs, including innovative new ideas. Within this report, you'll gain insight into what the board accomplishes, and how its work makes our hospital extraordinary.

Our patients are amazing, and no one exemplifies that more than David Sobczak, a young man who will not let cerebral palsy stop him from pursuing his goal of coaching in the NFL. David is also driven to support others, and he inspires other patients in his work as a peer mentor at MWPH.

Our growing neonatology program enables us to care for infants with many complex medical needs. You'll meet our providers, who combine expertise with care, taking time to connect families with resources, making sure their needs are met and questions are answered.

Your support makes our success possible. Thank you for your generosity — with your help, we can continue to focus on strengthening our patient families and becoming better together.

Sincerely,

Beryl Rosenstein, MD
Chair, Mt. Washington Pediatric Hospital Board of Trustees

Sheldon J. Stein
President & CEO, Mt. Washington Pediatric Hospital

Matthew L. Cohen
Chair, Mt. Washington Pediatric Foundation Board of Trustees

MT. WASHINGTON PEDIATRIC HOSPITAL

provides family-focused, integrated care to children with serious, chronic or complex medical needs. Since 1922, the hospital has helped children heal from illness and injury, and now treats nearly 9,000 patients each year. With locations in Baltimore City, Prince George's County, and in the community, the 102-bed post-acute hospital is a jointly-owned affiliate of the University of Maryland Medical System and Johns Hopkins Medicine.

MWPH IS DEDICATED TO:

- ♥ Providing a healing environment where children can recover from illness and injury
- ♥ Teaching families the skills they need to care for their children and instilling confidence for the transition home
- ♥ Sharing the expertise and resources best suited to care for our patients
- ♥ Providing treatment to all patients in a loving, caring environment



Please take your special **MWPH magnet** from the cover of this report. Let's stick together!

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Always BY YOUR SIDE

Thanks to MWPH's parent and caregiver support programs, resources, and services, our patient families are never alone

At MWPH, our idea of caregiver assistance goes beyond that of most other hospitals. Here are just a few examples of how we support our families.

The hospital's Simulation Lab helps caregivers deal with emergency situations that may occur once they have transitioned to home. While bedside teaching remains important for safe routine care, for babies and children with complex needs, routine can turn into an emergency in the blink of an eye.

To help caregivers navigate these life-threatening situations, MWPH invites them into the Sim Lab. Using a realistic model baby or child, caregivers review four major emergency scenarios. "We cover the 'what if?' scenarios, not just the 'how-to' scenarios," said Linda Hutter, respiratory therapist and Sim Lab educator. "By going through this training, caregivers are better equipped to deal with the fear and anxiety in these situations. We hear stories all the time from caregivers who were able to successfully react to a life threatening situation. They say, 'there's no way I could have done it without the training I got at MWPH.'"

After the training, caregivers feel much more confident in their ability to handle emergencies, according to survey data. "I took advantage of numerous trips to the Sim Lab to practice responding to emergency scenarios. Linda's facilitation of that experience really helped me think through the steps I would take at every turn to keep [my child] safe," one parent said.

The hospital's successful parent mentor program is another above-and-beyond resource MWPH offers. "Our parent mentors are able to provide a level of support and understanding to parents that is different than our staff's experiences. As caring as they are, our staff usually hasn't walked in the parent's shoes the way a fellow parent has," said Michelle Hanover, MS, LBSW, MWPH patient family liaison.

Parent mentors listen to and validate the experiences patient parents are having while their children are inpatients. As they transition to outpatient care, parent mentors help by connecting them with community resources and support.

"Talking with a parent who has been where you're standing, but who has gotten through it and is successfully parenting a child with complex medical needs really provides a sense of hope that parents need," Hanover said.

The hospital also offers support groups, including Special Families Unite. Each meeting features an expert speaker or group activity and includes time for sharing and discussion. This year, MWPH also launched a group for Spanish-speaking parents, bringing the benefits of Special Families Unite to more families. In June of each year, the group goes on a special outing together, uniting these families as they navigate being out in the community with a special needs child. This year's trip was to the Maryland Science Center.

"Every day, in ways big and small, we're focused on finding the gaps — the things families need — and finding creative ways to meet those needs," Hanover said.



Linda Hutter, respiratory therapist and SIM Lab educator, and patient parent



Monica Dang and Nicole Bent, parent mentors

"Every day, in ways big and small, we're focused on finding the gaps — the things families need — and finding creative ways to meet those needs."

Michelle Hanover, MS, LBSW, patient family liaison

Rosenberg Outpatient Building Additions
BY THE NUMBERS

7 patient exam rooms | 2 staff workspaces | 1 medication room

7 behavioral health therapy spaces | Project duration: 12 months

Additional outpatient visits per year: 15,000+



Justina Starobin, VP of Outpatient Services and Dr. Steven Band, director of the Division of Pediatric Psychology and Neuropsychology

Building FOR THE FUTURE

Rosenberg outpatient building undergoes renovation and expansion

Following many years of planning and generous support by MWPH's donors, the Rosenberg outpatient building expansion is taking shape. This expansion is a significant upgrade for MWPH, adding about 50 percent more square footage and allowing the hospital to accommodate an additional 15,000 outpatient visits per year.

"We are delighted to see our vision of helping many more children come to fruition," said Sheldon Stein, MWPH's president and CEO. "We are grateful for the community's unwavering support of this endeavor."

The expansion's biggest impact is on the hospital's behavioral health services. Statewide, the need for pediatric behavioral health services far outstrips the number of providers and programs, particularly for families with limited resources. As a result, behavioral health providers consistently have wait lists several months long — and for children struggling with emotional, behavioral, developmental, or psychological challenges, time is of the essence.

"For the last 10 years, we have built up our outpatient program in psychology and neuropsychology incrementally. We now have 22 full-time clinicians and 10 part-time psychologists, and we have run out of space, while our patient wait list continues to grow," said Steven Band, PhD, director of the Division of Pediatric Psychology and Neuropsychology at MWPH. "The Rosenberg expansion will allow us to take a leap forward."

The new space will include seven additional therapy spaces, seven exam rooms, two staff workspaces, and a dedicated medication room. "One of the big benefits of MWPH's outpatient approach is bringing together so many specialists under one roof, and families can see them as a team," said Justina Starobin, MPH, FACMPE, MWPH's vice president of outpatient services. "You're not just seeing a pediatric medical provider — you're seeing a team of people that may include physical, occupational, and speech therapists; a social worker; a child life specialist, a dietitian, and a pediatric psychologist or neuropsychologist."

The new physical spaces will support MWPH's team-based approach, which embeds psychology in many of the outpatient medical clinics. "Integrating behavioral health and medical health is key. Because we're there from the start as the behavioral health specialist on the child's team, we get to know kids and families almost immediately. It enables us to do preventative work, and it makes it easier to help families by identifying issues while they're still small," Dr. Band said. "At MWPH, we are ahead of many other places in doing this. It's the wave of the future."

MWPH has also taken advantage of the expansion with plans to renovate the existing outpatient building. When the improvements are finished, they will include a new reception area, waiting room, and elevator, as well as medical gas hookups to every exam room. The entire building will have a new ventilation system and roof, and cosmetic updates will be made throughout.

"We took this opportunity not only to add, but to be really thoughtful and deliberate about optimizing patient flow, patient experience, and the interaction between patients and their care team," Starobin said.

The renovated and expanded outpatient center will enable MWPH to make great strides in serving more children and families each year with our clinical expertise and dedicated, supportive care.

THE SUPPORT OF A STRONG Foundation

An engaged and passionate group of leaders

When you think of MWPH's extraordinary services, you probably first think of the dedicated clinicians, nurses, therapists, and staff who help children and their families every day. But behind them stands another group of heroes, supporting the hospital and helping to make its excellent programs possible — the Mt. Washington Pediatric Foundation Board.

Since its incorporation in 2006, the foundation has distributed over \$13.5 million in grants to support MWPH programs. The board also manages the foundation's \$24 million endowment, which is separate from the hospital's budget and investments. The board has made large gifts to support major capital campaigns such as the expansion and renovation of the Rosenberg outpatient center, and it also supports programs, equipment and services throughout the hospital.

"In simplest terms, the Mt. Washington Pediatric Foundation Board acts as the venture capital for the hospital, enabling the hospital to invest in programs and equipment that would not be reimbursed under a traditional health care reimbursement system," said Matt Cohen, chair of the MWP Foundation Board. "Our support allows MWPH clinicians to be innovative and creative in the way they deliver care to our patients."

Any member of the hospital's staff can propose a program idea and ask for support by participating in the foundation's grant application process. Through foundation grants, MWPH has been able to create some of its most impactful programs. For example, the board provided the seed capital to start Weigh Smart®, the hospital's interdisciplinary pediatric weight management program. Weigh Smart® is now self-sustaining, but without the board's initial investment, it would have remained just an idea. The board's start-up funding has made many other exemplary programs possible, including the Community Benefit program and Abilities Adventures, the highlight of which is an amazing annual trip for MWPH kids to Park City, Utah.

The board members, numbering 19 in fiscal year 2019, are business and industry leaders, community partners and pediatricians, patient parents, and philanthropists. "We are so grateful for their leadership and support," said Jill Feinberg, MWPH's vice president of development and external affairs. "They make it possible for us to serve children and families with the high-touch, personal care MWPH is known for."

The hospital also benefits from the MWP Foundation Board's high level of engagement. Board members have the opportunity to support the hospital's work in many ways, including through committee participation, attendance at each board meeting, and contributions measured in both time and donations. Led by Cohen, the board leadership works hard to make sure that everyone on the board feels helpful to the hospital in a way that is comfortable and relevant for them. In FY19, the board proudly continued its tradition of 100 percent annual giving.

"Getting involved with MWPH really made me feel like I was making a difference for kids from behind the scenes," Cohen said. "The board is helping the doctors, nurses, and staff make the world a better place, and MWPH has given us all a platform from which to do that."



Matt Cohen, Foundation Board Chair, and patient



Abilities Adventures

This year, the foundation board provided **\$849,120** in program grants — the most ever.

Mt. Washington Pediatric Foundation MISSION

The purpose of the Mt. Washington Pediatric Foundation, Inc. is to operate exclusively to further the mission of the hospital, so that it may provide the highest quality patient care programs for infants, children and adolescents.

In furtherance of this purpose, the Foundation shall

- ♥ Raise, receive, invest, and administer funds
- ♥ Support those promotional, charitable, educational, research, and business activities as may be deemed advisable by the Board of Trustees for the advancement of children's health and well-being



“My condition is the best thing that has ever happened to me, because it threw challenges at me. It taught me to embrace circumstances that are extremely challenging and to work through them.”

David Sobczak, patient



David Sobczak and fellow patient

AN UNSTOPPABLE Teammate

MWPH alum David Sobczak gives back as a peer mentor and inspirational role model

David Sobczak has been coming to MWPH since before he turned two, when he was diagnosed with cerebral palsy (CP), a condition that affects the part of the brain responsible for movement and coordination. It is caused by injury to the brain that happens before or during birth. Some children are diagnosed with CP as babies, while others are diagnosed as toddlers, after they have difficulties with motor skills like walking and climbing.

But having a complex medical condition has never stopped David. “My condition is the best thing that has ever happened to me, because it threw challenges at me. It taught me to embrace circumstances that are extremely challenging and to work through them,” he said. “I’ve never viewed it as a disability. I get to wake up every day, and I feel so lucky. I really get to appreciate life.”

David found his life’s passion in football, and he has coached at the high school level since he was a freshman. There, he found an outlet for his energy and life-affirming outlook. He committed himself wholeheartedly to coaching, resulting in opportunities to join some programs as a student assistant. “It has been an unbelievably fun journey,” he reflected.

Two years ago, David started volunteering at MWPH as a peer mentor, giving other kids hope and serving as a role model. “There are so many kids whose parents can’t be by their side because of work, and it can be scary for kids — the pain, and being away from family and friends,” he said. “I’m a big believer that your purpose on this earth is to serve, and to do what you love with who you love. If my being there — spending time with kids and giving them someone to relate to — can help other kids, then that’s what I want to do.” David inspires the kids he visits, giving them confidence in a better tomorrow.

In addition to regular outpatient visits, David has been an inpatient at MWPH three times. His experience as both an inpatient and outpatient at MWPH has helped him connect with the kids he mentors at MWPH. Most recently, in March 2019, David had a baclofen pump installed in his spine, to deliver a constant dose of muscle relaxer that cuts off the faulty nerve signals to his legs.

“I have had to relearn how to use my legs, including lots of muscles I’ve never used before,” he said. “At first, I had to learn to stand, then to walk, then to climb stairs, and now I’m learning to run. I haven’t had a muscle spasm since the surgery.”

David will need those running skills this fall, as he heads to Syracuse University to study and to coach. David’s long-term goal is to become a head coach in the National Football League and to use his position to start a foundation to help pay the hospital bills of kids with complex medical needs. Whatever the future holds, David will be unstoppable.

Sharing CARE FOR THE LITTLEST PATIENTS

MWPH expands neonatologists on staff

At the Pakula Center for Infant Specialty Care, MWPH's tiniest patients benefit from the expertise of our on-staff neonatologists, led by Monique Satpute, MD, who joined the hospital full time in 2011 as the first neonatologist on staff. Bernadette Hillman, MD came on board three years ago, and a third neonatologist, Stephanie de Wit, MD, joined in 2019. These three dedicated physicians care for babies — and provide much-needed guidance and encouragement to their families as well.

"Our program started almost 30 years ago, led by pediatric nurse practitioners with the support of a neonatologist available for consults," Dr. Satpute said. "Today, with a growing staff of neonatologists on site full time, MWPH is able to admit sicker babies and those with more complex medical needs."

This evolution in the level of care MWPH can provide is important, because it means that our hospital can function as an extension of the NICU. "In the past, we were considered a step-down facility. But now that's not accurate," Dr. Satpute said. "Today, we feel more comfortable admitting babies with more complex medical challenges."

MWPH treats babies who are more premature, or who have complex medical needs, and have a range of issues, from lung disease and pulmonary hypertension to cardiac defects and gastrointestinal problems. Getting adequate nutrition can be another challenge for newborns. The neonatology team guides their little patients — and their families — throughout their time at MWPH.

In addition to clinical expertise, our infant specialty care team brings the personalized, high-touch experience MWPH is known for. "Some babies may be sicker than others, but the stress on families is the same," said Dr. Hillman. "That's why, in addition to taking care of the babies' physical needs, we spend time connecting parents with people who can help them navigate this journey, including social workers and case managers."

The process starts at admission. The team sits down with parents and reviews their child's hospitalization so far, slowing down, explaining details, and answering questions. This helps parents understand how their baby is doing and what the goals are for this phase of care. The team involves the parents in regular rounding and decision making as well.

"It's important to recognize that the parents have been through a lot — this is not the pregnancy they expected. Many of these babies were born months early, and that comes with a lot of stresses," Dr. Satpute said. "The families have spent a lot of time in the hospital and haven't had a normal life for a while."

"Our goal is to support and educate the families as they go through this challenging time," Dr. Hillman said. The focused dedication of our neonatologists and their staff teammates leads to the healthy progression of countless babies each year. And, equally important, parents leave MWPH prepared both for their children's first and their next steps.



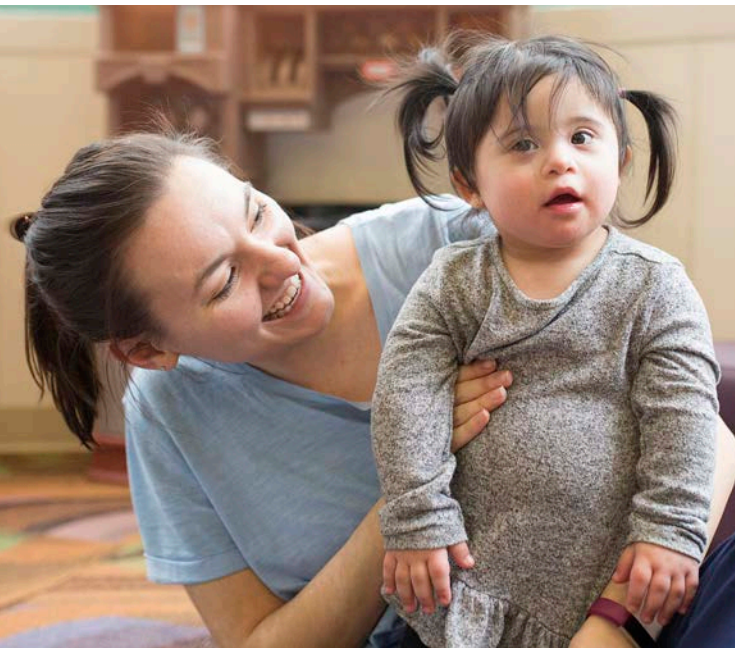
"With a growing staff of neonatologists on site full time, MWPH is able to admit sicker babies and those with more complex medical needs."

Monique Satpute, MD,
Neonatologist

Stephanie de Wit, MD,
Monique Satpute, MD and
Bernadette Hillman, MD

Mt. Washington Pediatric Hospital is a place where children with complex medical conditions can get the integrated care they need.

We're different from acute care hospitals that focus on emergent conditions; we're a specialty hospital that helps children recover from illness and injury. From quick outpatient visits to longer stays, we're here to support children's healing, to get them back home, back to school, and back to their lives. MWPH's multidisciplinary team works with both the child and the family to create a supportive and healing environment both here and at home.



ACCREDITATIONS

Our accreditations include:

- The Joint Commission
- College of American Pathologists (CAP)
- CARF International — the Commission on Accreditation of Rehabilitation Facilities — for the Comprehensive Integrated Inpatient Rehabilitation Program and Pediatric Specialty Care
- American Psychological Association (Psychology Internship)
- The Johns Hopkins Pediatric Sleep Center at Mt. Washington Pediatric Hospital is also certified by the American Academy of Sleep Medicine.
- The Child Life Program at MWPH has been granted accreditation by The Association of Child Life Professionals.

INPATIENT SERVICES

The Lawrence C. and Sheila S. Pakula Center for Infant Specialty Care (CISC)* serves babies who no longer need to be in a NICU, yet need a medically stable environment to ensure their growth, feeding, and readiness to go home. Our staff treats babies who are born prematurely, with feeding issues or pulmonary disease, or are weaning off of medication. Our goal is to prepare babies and their families to go home together.

The Pediatric Complex Care Program* transitions children with chronic or complex medical illnesses to home. While assisting children in becoming medically ready for life at home, MWPH provides families the knowledge and skills to meet all complex care needs.

The Physical Medicine and Rehabilitation Program helps children recover from traumatic injuries, illness or surgery, such as limb reconstruction following multiple fractures, post-surgical orthopedic rehabilitation, management of burns or wounds, neurological disorders, spinal cord injury, amputation or brain injury.

DAY PROGRAMS

Our Hospital Day Programs provide daytime treatment for children who require intensive interventions for rehabilitation or feeding needs and incorporate therapies and medical treatment with meals, educational services and other activities.



OUTPATIENT SERVICES

Specialized pediatric outpatient clinics and services are available in our Rosenberg Outpatient Center.

- Autism Spectrum Center*
- Balance
- Brain Injury*
- Burn and Wound Care
- Cardiology
- Concussion Evaluation and Management
- Dermatology
- Developmental Disorders*
- Diabetes Management*
- Endocrinology
- Feeding Day Treatment Program
- Feeding Evaluation
- Fiberoptic Endoscopic Evaluation of Swallow
- Gastroenterology
- Gynecology
- Lead Poisoning
- Learning Assessment Center
- Movement Disorders
- Neurodevelopmental Services
- Neuropsychology
- Nutrition Services
- Nutritional Rehabilitation
- Orthopedics
- Physiatry*
- Primary Care
- Psychiatry
- Psychology*
- Pulmonology
- Radiology Services: Digital X-ray, Gastrointestinal Contrast Studies and Swallow Studies
- Rehabilitation: OT, PT, Audiology, Speech and Adaptive Equipment**
- Sleep Testing and Evaluation*
- Weight Management and Healthy Living

*MWPH services also offered at UM Prince George's Hospital Center.

**MWPH services also offered at Mt. Washington Pediatric Community Rehabilitation Services in Harford County.



OUR FAMILIES AGREE THAT WE ARE Better Together

"Since day one, the doctors, nurses, techs, and staff have been **exceptional** when caring for our daughter. Everyone has had her **best interest at heart** at all times and has gone above and beyond to make sure our needs were met."

THE BAKER/BURRIS FAMILY, PATIENT FAMILY

"I would like to compliment the entire front desk and security team for their friendliness. They are the first people you see when you arrive, so their impact is not small. They made us feel **cared about** and **safe**."

HANNAH JONES, PATIENT PARENT

"Nurse Joanne Wilson is a heaven-sent individual. Her **professionalism** and **stellar bedside manner** were greatly appreciated."

CHARMANE BROWN, PATIENT PARENT

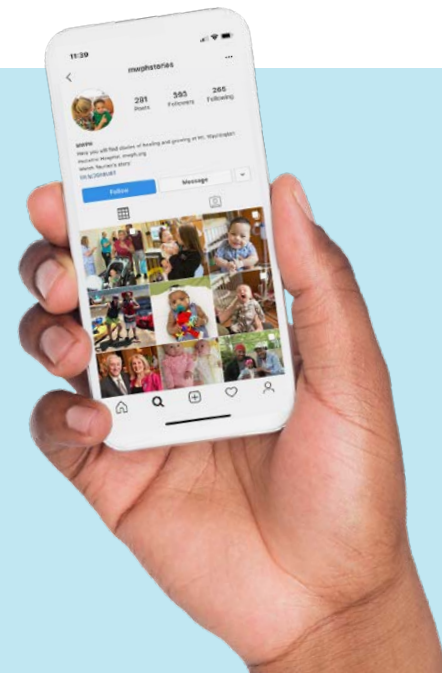
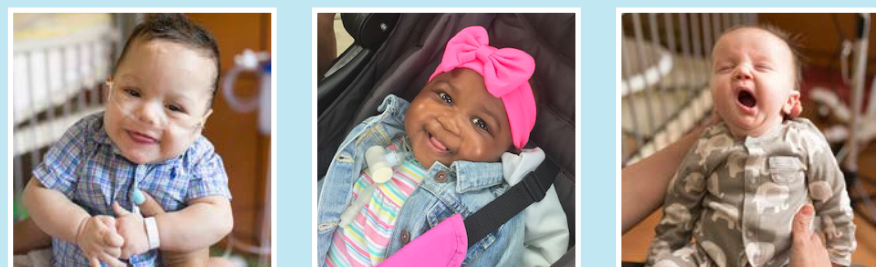
"We only stayed for a week, but during that time period Robert went from barely being able to get out of bed to walking short distances and learning how to transfer himself from the wheelchair to the car. A huge thank you to PT and OT for helping Robert move forward with his life. **Your work really makes a difference.**"

KIMBERLY WACHEN, PATIENT PARENT

FOLLOW US ON Instagram!

@mwphstories

We recently shifted our Instagram effort to share all the heartwarming stories of MWPH. Here are a few of the little patients whose discharges we've celebrated so far!



A YEAR OF Giving

Our Youngest Philanthropists



The Armstrong kids, who are big supporters of MWPH, hosted a lemonade stand, where all proceeds were donated to the hospital. Now that's sweet!



Hannah donated gifts from her recent Bat Mitzvah to the patients of MWPH. Mazel tov and thanks!



Foundation Board Chair, Matt Cohen's children brought toys from their recent birthdays to donate to the kids at MWPH. They might be our youngest donors!

Dedications and Celebrations



Wolman Family Tree Rededication

Multiple generations of the Wolman family returned to MWPH to rededicate a now fully grown tree on campus. It was planted over 30 years ago in memory of Paul C. Wolman, Jr., former MWPH board member.



Pakula Center

MWPH celebrated the rededication of the Sheila S. and Lawrence C. Pakula Center for Infant Specialty Care. Dr. Pakula chose to make a transformative gift to support the hospital's expansion of our outpatient facility. Thank you, Dr. Pakula!



Rosenberg Groundbreaking

We celebrated the expansion of our Rosenberg Outpatient Center with a ceremonial groundbreaking. The project started this fall and will last one year. We are grateful to everyone who has supported this project to grow and meet the needs of our community.

Giving Tuesday

Giving Tuesday was a HUGE success which resulted in over \$25,000 in donations from staff and community members.



KEY STATS:

\$25,000+

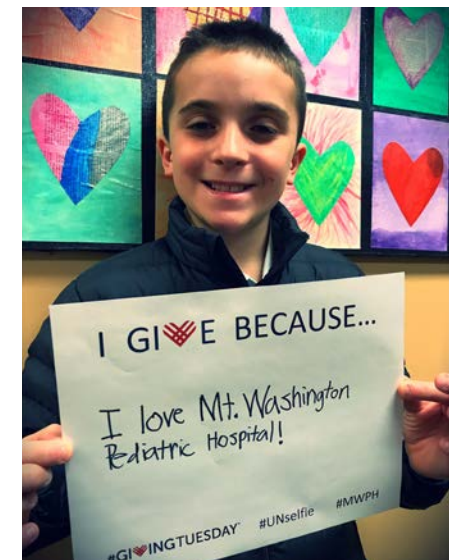
DONATIONS FROM STAFF AND COMMUNITY MEMBERS

467%

DOLLAR INCREASE OVER PREVIOUS YEAR

107 STAFF MEMBERS MADE DONATIONS

75% DONOR INCREASE OVER PREVIOUS YEAR



YEAR IN Review



Harford County Location Open

SEPTEMBER 4, 2018

Mt. Washington Pediatric Community Rehabilitation Services (MWPCRS) merged with Pediatric Mobility, LLC, to expand pediatric rehabilitation care in Harford County and the surrounding area.



Spirit Halloween

OCTOBER 18, 2018

Spirit of Children came back to MWPH and hosted their annual Halloween celebration, complete with costumes, crafts and treats!



Golf Tournament

OCTOBER 3, 2018

108 golfers came out to Woodholme Country Club for the 19th Annual Golf Tournament to support the kids at MWPH.



Baltimore Blast Visit

JANUARY 28, 2019

Our patients had a BLAST with players from Baltimore's champion soccer team! Baltimore Blast team members handed out balls, played cards and signed autographs for our excited patients.



Storybook Gala

APRIL 6, 2019

Our most successful gala to date, the 6th Annual Storybook Gala raised \$345,000 net for the programs and services at MWPH.



League of Dreams Event

APRIL 20, 2019

MWPH patient families joined us on campus to enjoy a fun day of baseball! The event was hosted by League of Dreams, an organization that teaches baseball skills to kids with all different abilities.



Hospital Week

MAY 13 – 17, 2019

We celebrated our dedicated, passionate and hardworking staff members for all of the BIG things they do for MWPH each and every day.



Abilities Adventures Winter Trip

FEBRUARY 1-8, 2019

Off to another adventure! A new group of Abilities Adventures athletes enjoyed their 3rd trip to the National Ability Center in Utah, where they skied, played sled hockey, swam in a crater and more.



Lieutenant Governor Boyd Rutherford Visit

JUNE 6, 2019

We were delighted to have Lieutenant Governor Boyd Rutherford tour and visit MWPH so he was able to see the hospital and the work we do for our patients and their families firsthand.

Holiday Toy Shop

DECEMBER 18, 2018

The 5th Annual Holiday Toy Shop was a huge success! Over 2,000 toys were given out to patient families thanks to the crowd of volunteers and all our community donors.



Kentucky Nights – A Bourbon Tasting at the Tavern

FEBRUARY 21, 2019

Mt. Washington Tavern's event drew in a great crowd to support the kids of MWPH. \$5,000 was raised and all guests had a great time!



Speak Now for Kids

JUNE 25-26, 2019

"Team Hailey" represented MWPH at the Speak Now for Kids Family Advocacy Day in Washington D.C. Hailey and her grandmother, along with hospital staff, met with the offices of several representatives to advocate for improved health care for children.



HOSPITAL VOLUNTEERS

THANK YOU! Your dedication helps make a difference in the lives of so many children.

- | | | | |
|--|---|--|--|
| Sandra Adams
Roxanne Affeldt
Amanda Agate
Alysha Anderson
Valerie Anderson
Terry Arvidson
Tiara Askew
Stacy Austin
Shena Bachman
Barbara Baines
Alyssa Bashford
Jasmine Bazinet-Phillips
Sherri Bearman
Nancy Bergman
Rebekah Bianco
Rose Blakely
Olivia Blakeman
Julie Bondroff
Kathryn Bosley
Abby Breen
Laura Brooks
Jasmin Bryant
Deborah Burgess
Erin Burke
Rachael Cannon
Carolina Castro
Barbara Chait
Maguie Chavez Robalino
Hannah Chiu
Kevin Cioppa
Marilyn Clisham
Savannah Clough
Alyson Cockrell
Rivkah Cohen
Alexus Cole
Michele (Nikki) Cook | Deanna Cotton
Genna Cowan
Carolyn Criscuoli
Dave Cronin
Sherry Cronin
Sharon Crook
Zhanna Dalsheimer
Shannon Darlington
Semeko Davi
Susan Davis
Cheryl Dennis
Barbara Dent
Meghana Deodhar
Rhea Diculen
Samantha Dominguez
Anne Dorsey
Niccolo Dosto
Onika Douglas
Sally Drumm
Anne Dudley
Kristin Edwards
Kaitlyn Eyer
Jamie Farmer
Ciara Figueroa
Rebecca Fink
Julia Castro
Sharon Fitzmaurice
Patricia Fraher
Stephanie Frank
Cynthia Franklin
Joanne Frisch
Megan Gaines
Lianko Garyu
Shayna Gertz
Ellen Gold
Phyllis Goldberg | Adam Goldmeier
Benjamin Goodrich
Gilda Gordon
Kimberly Harrison
Amy Hart
Diane Hawes
Leik Hawkins
Laurie Haynie
Sharon Hennessy
Joyce Herboldsheimer
(Park)
Janice Hickey
Myra Hines
Lindsay Holloway
Gabrielle Horchos
Meryl Hutzler
Carol Hylton
Mary Jacobs
Lynn Jacobson
Julienne Joab
Amber Johnson
Michelle Johnson
Lynn Jordan
Vidur Kailash
Jennifer Kaminaris
Allison Kang
Karen Kelly
Tessa Kent
Zoya Khalil
Meghan Kieffer
Oluwaseyi Kintunde
Janet Klein
Charlotte Knotts
Hope Knudsen
Susan Kraska
Julie Krivak
Angelica Lackey
Melissa Lala
Mary Lears
Jo-Ann Lecates
Nancy Lillibridge
Kathleen Lindenstruth
A. Marian Lipinski
Tiereny Lloyd
Erica Lundy
Tessa Lutton | Marie Mackey
Dina Malkiewicz
Sophia Maly-Cordell
Amara Matlock
Gail McLean
Carolyn McNamara
Janet Mercer
Bessie Miller
Susan Morrison
Susan Muher
Noelle Murillo
Carol Murray
Thomas Murtaugh
Shazia Ofwono
Zohar Omer
Allison Osten
Sarah Papania
Pooja Patel
Christy Pazzanese
Allyson Pippin
Kathy Poehler
Wanda Powell
Ali Prematta
Kelly Prescott
Katherine Raja
Judith Raphaely
Deborah Reid
Kayla Renehan
Carolyn Reuland
Sharon Rigali
Jeanette Rockefeller
Helena Rogers
Moise Romano
Karen Rosenberg
Shenna Ross
Stephanie Ross
Sharman Rowe
Chandea Rowley
Jacqueline Roycroft
Paul Ryan
Rena Scheiber
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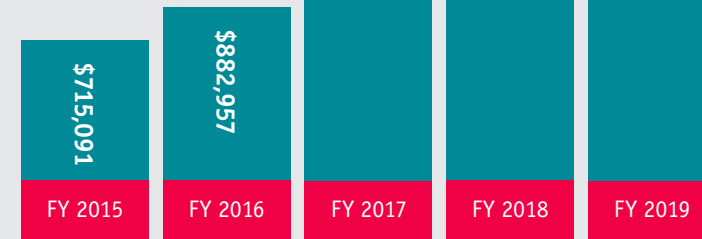
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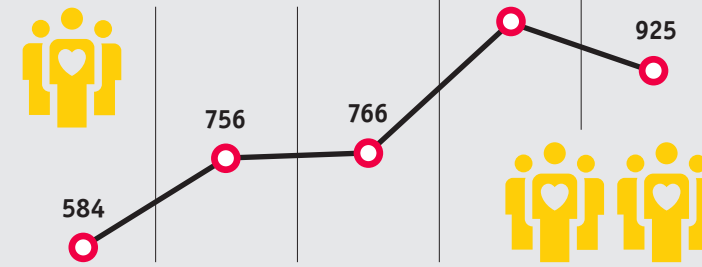
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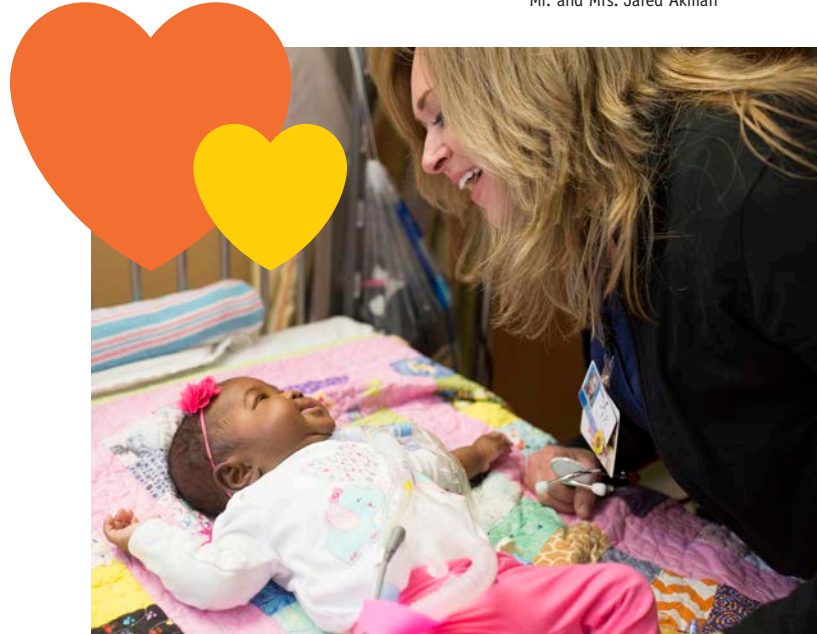
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OPERATING REVENUE

*FY 2019 totals are unaudited.

\$65,329,114

FY 2019

OPERATING EXPENSES

\$62,496,501

\$62,887,337

FY 2018

\$58,629,436

\$58,257,585

FY 2017

\$55,188,277

\$57,478,405

FY 2016

\$53,851,994



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Coppermine Fieldhouse
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Monica Creel
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Curly Mermaid Gallery
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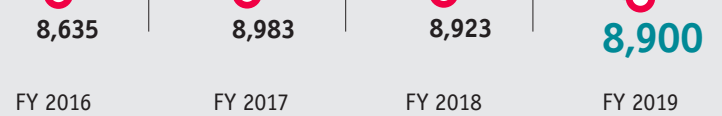


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