



25
YEARS



Children's
Clinics

EXPERT CARE AND COMPASSIONATE SUPPORT

2016 REPORT TO THE COMMUNITY

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Sydney Rice, MD

Medical Director
Children's Clinics

Special Thanks

to United Healthcare for their support of the
Children's Rehabilitative Services program.



A FAMILY'S LIFE IS FOREVER CHANGED WHEN A CHILD HAS COMPLEX MEDICAL NEEDS.

*P*arents and other caregivers often feel overwhelmed by the needs of their child and they can become isolated because their lives are significantly different from families with only healthy children.

We understand. The warm and compassionate environment at Children's Clinics means the world to our families. So does the expert medical, rehabilitative, and supportive care that we conveniently provide, and the social and volunteer opportunities for interaction with other children and families facing similar challenges. You'll read about two moms and their children who are part of our circle of care.

The way we do things at Children's Clinics reduces the stress and boosts the confidence of our young patients and their families. We make it easier for everyone to navigate and cope with medical circumstances and care needs that can last a lifetime. You'll read about two young women who have been our patients for more than 20 years; one now works for Children's Clinics and the other is a volunteer.

Children's Clinics is celebrating 25 years of service. Our philanthropic partner Square & Compass, a generous organization that has cared for children in our community for nearly 70 years, is joined by our other partners, Tucson Medical Center, Banner University Medical Center, physicians from the University of Arizona College of Medicine, and physicians and dentists from the Tucson community. Collectively, they provide very special care in a very special setting. Their continued dedication to the program, combined with the care and support our staff and volunteers provide, make Children's Clinics a warm and inviting place for our children and families.

Insurance and governmental funding does not cover all of the needs of our patients. Thus we rely on philanthropy. One of every 12 dollars we receive is a charitable dollar, which together with the dedicated services and support provided by all of our partners, make our wonderful clinic environment possible, and provide for care and equipment that would otherwise not be available. Our staff, board, patients and families appreciate the partnership!



Tracy Nuckolls
PRESIDENT, BOARD OF DIRECTORS



Mimi Coomler
CHIEF EXECUTIVE OFFICER

JACLYN & AIDAN



When you meet Jaclyn Larson you are struck by both her youth and her maturity. The 24-year-old's son, Aidan, is now seven years old, and the traumatic brain injury he suffered at age two has altered the course of their lives.

When Jaclyn's not in class at Pima Community College and Aidan's home from the special education program at Lynn-Urquides Elementary School, they're together. At other times, their large and extended family is a great help.

Jaclyn and Aidan live with her grandmother, and Jaclyn's parents and siblings live next door. Her aunt, uncle and cousins live in a home just adjacent to her grandmother's house. Aidan's family on his dad's side are part of their lives as well. Jaclyn can tell you that it takes a village to raise a child with special healthcare needs, and Children's Clinics is a part of their village.

Jaclyn, the parent representative on the Children's Clinics Board of Directors, has learned a lot in the five years since a car accident changed Aidan's life and the lives of those who love him. She knows the ins and outs of wheelchairs and walking devices, feeding tubes and how to puree healthy food to attain just the right daily caloric count. She records her voice on Aidan's "talker" so he can push a button and use her voice to "ask" for what he needs.

Ask Jaclyn about Aidan's progress and she'll tell you it's important not to have hard and fast expectations, that their goals change as Aidan progresses both in expected and sometimes unexpected ways. "I want him to be as independent as possible," Jaclyn says. "But I'm not expecting he'll be able to live on his own when he's 18."

Children's Clinics physicians, rehabilitation specialists, and other staff have supported Jaclyn and Aidan since they were discharged from the trauma unit at what was University Medical Center at the time. "Everyone at Children's Clinics knows Aidan and me. They don't even ask for our names when we arrive. I used to be a very shy person, but seeing the same faces and interacting with other parents and children has helped so much."

WHY A MEDICAL HOME?

Aidan's needs and the needs of his extended family illustrate why a "medical home" is so critical. The whole family benefits because they can access the very best care in a warm and supportive environment, all under one roof.

We schedule our patients for an array of appointments in one visit to the clinic, removing the burden of traveling to numerous medical appointments across the city. For example, during a four-hour clinic visit, patients with Spina Bifida see an orthopedic surgeon, developmental pediatrician, urologist, psychologist, physical therapist, education specialist, medical social worker, nurse coordinator, nutritionist, and child life specialist. Medical records are easily accessed by all and the team meets after a clinic visit to discuss each patient's progress and needs.

As the family's medical home, we also offer primary care for all the children in a family.

**PEDIATRIC
SUB-SPECIALTIES**

- ANESTHESIOLOGY | CARDIOLOGY
- DENTAL AND ORTHODONTIA
- ENDOCRINOLOGY | EARS NOSE & THROAT
- GASTROINTESTINAL | GENETICS
- HEMATOLOGY | NEPHROLOGY
- NEUROLOGY | NEUROSURGERY
- ORTHOPEDICS | OPHTHALMOLOGY
- PEDIATRIC SURGERY | PHYSICAL MEDICINE
- PLASTIC SURGERY | PULMONOLOGY
- RHEUMATOLOGY | UROLOGY

**REHABILITATION
SERVICES**

- PHYSICAL THERAPY | AUDIOLOGY
- OCCUPATIONAL THERAPY | NUTRITION
- SPEECH & LANGUAGE THERAPY

SUPPORT SERVICES

- CHILD LIFE SPECIALIST
- EDUCATION SPECIALISTS
- LAB TECHNICIANS
- MEDICAL SOCIAL WORKERS
- NURSES | PET THERAPISTS
- RADIOLOGY TECHNICIANS

PRIMARY CARE

BEHAVIORAL HEALTH

- COUNSELORS | PSYCHOLOGISTS
- PSYCHIATRISTS

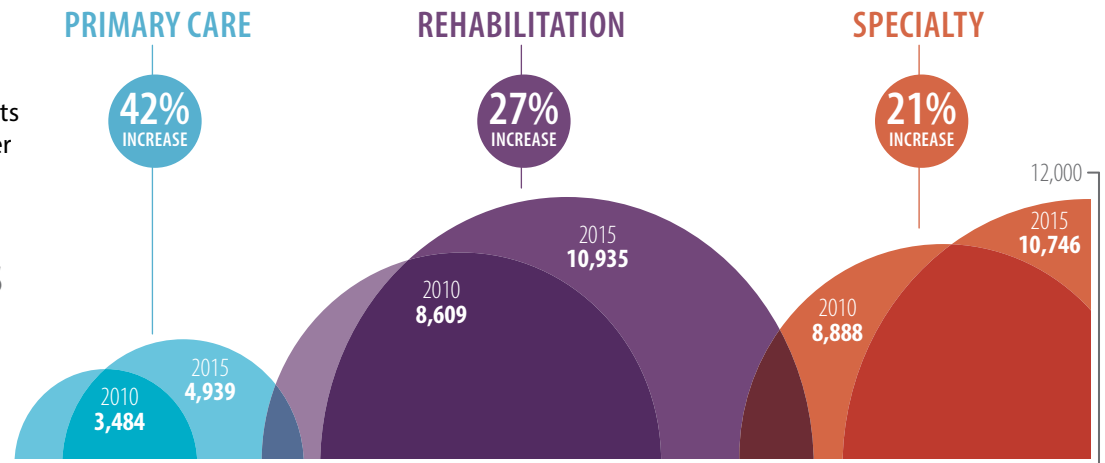
Children's Clinics accepts most insurances and is supported through health plan reimbursement. Many of our patients are insured, however, there are many important things that insurance doesn't cover. Our special celebrations, our warm and family-friendly campus, and charity care is covered by the generosity of donors.



**Upward Trend
for Patient Volume**

The number of patient visits has increased by **27%** over the past five years.

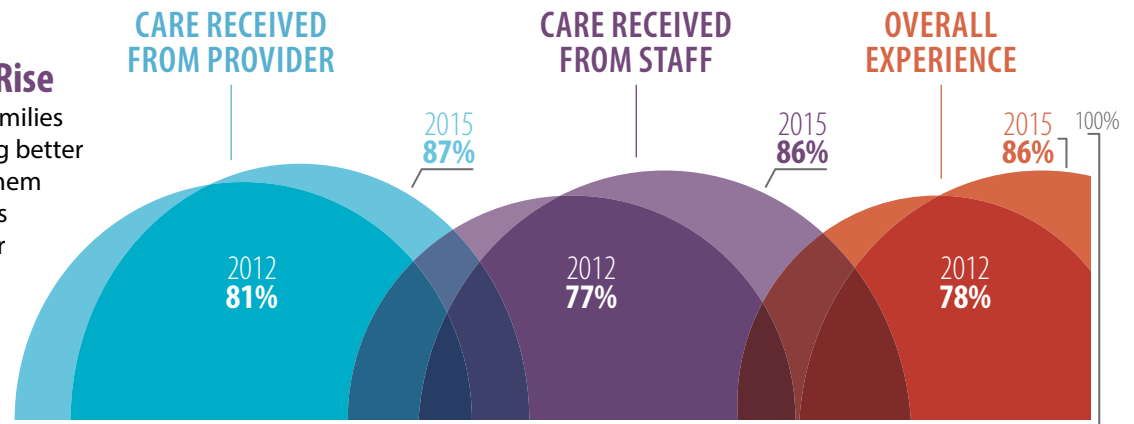
**INCREASE OF
5,639 PATIENT VISITS
FROM 2010-2015**



**Client & Family
Satisfaction on the Rise**

Over the past five years, families have told us we are getting better and better, with **86%** of them providing Children's Clinics with an excellent rating for their overall experience. More than 2,000 patient comment cards are collected annually.

Excellent Rating (on a 5 point scale)





LET'S CELEBRATE!

Events and activities enjoyed by most children—such as going door-to-door on Halloween or hunting for Easter eggs in the Spring—are not possible for many children with complex care needs, many of whom rely on medical technology such as ventilators, tracheostomy tubes, feeding devices, and catheters.

To help normalize their life experiences, Children's Clinics hosts four parties throughout the year—Halloween, Holiday Toy Days, Spring and Back-to-School. Staff and volunteers transform the entire clinic for each special day and coordinate appropriate activities and treats that brighten young faces and bring enjoyment to children and their families.

We often have over 2,000 kids attend these celebrations, and many receive backpacks and necessary school supplies from the Back-to-School event, and/or a toy to take home from our Holiday Toy Days.



SPECIAL CLINICS FOR SPECIAL KIDS

FEEDING CLINIC

Eating doesn't come naturally for some of our patients, so we teach feeding skills that help them become safe, happy, and as-independent-as-possible eaters. Occupational therapists partner with patients, their caregivers, registered dietitians, and speech therapists to provide comprehensive care to children with feeding challenges. The team gets to know families and their feeding routines. They observe each child's mealtime practices and sensory and oral motor skills in relation to feeding, and then provide recommendations and treatment strategies that integrate both oral-motor development and nutrition.



EQUIPMENT CLINIC

Getting used to new equipment can be a challenge. We offer the opportunity for patients and families to try out and discuss equipment under the guidance of occupational and physical therapists. That equipment includes adaptive car seats, bath/toileting equipment, walkers, gait trainers, standers, and positioning chairs. These try-outs and evaluations allow our therapists, patients and families to determine the best possible solution for each individual.



CLEFT CARE

Children born with a cleft of the lip and/or palate need special attention. While it often appears that treatment is limited to closing the clefts, it can actually take up to 20 years of treatment for children with complicated clefts. Many of the treatments our patients need are sequential in nature, meaning one surgeon's work may depend upon the completion of another specialist's work first. Our care team includes a plastic surgeon, ear/nose/throat surgeon, oral surgeon, audiologist, speech-language pathologist/feeding specialist, dentist, orthodontist, nurse coordinator and a social worker.



COCHLEAR IMPLANT

Cochlear implants are small electrical devices that are implanted so that someone who is profoundly deaf or severely hard of hearing can have a sense of sound. The cochlear implant (CI) team works closely with children and families to help children achieve their highest listening ability and understand both the words and the sounds of life. Optimum outcomes for listening and talking requires equipment programming, therapy, and good medical management for many years. The CI team includes a coordinator, audiologists, speech-language pathologists, social workers, a nurse, and ear/nose/throat physicians.





“We have an incredibly collaborative group of providers.”

Sydney Rice, MD
Children's Clinics Medical Director

Our team of providers and staff work tirelessly to ensure each child's health, development, and well-being. Together, they provide the medical home and care coordination that is so essential to the children, teens and families we serve.

“We have an incredibly collaborative group of providers,” says Children's Clinics Medical Director Sydney Rice, MD. “They are bright and dedicated, and believe in giving children the very best care. It's a pleasure to work with them.”

The Children's Clinics model is unique, with specialty care physicians from a myriad of practices coming together to serve patients at the Children's Clinics once a week, once a month, or every few months, depending on the diagnoses and needs of patients.

We have 62 specialty care physicians affiliated with Children's Clinics, 20% of whom have been part of the Clinics for more than 20 years.

Emmanuel Apostol, MD
Pediatric Nephrology
7 YEARS

Richard Ashley, MD
Pediatric Urology
5.5 YEARS

Edith Bailey, MD
Pediatrics
3.5 YEARS

Brent Barber, MD
Pediatric Cardiology
11.5 YEARS

Neha Bhasin, MD
Pediatrics/
Hematology/Oncology
1 YEAR

Sudeshna Bose, MD
Neurology
12 YEARS

Mark Brown, MD
Pediatric Pulmonology
7 YEARS

Brian Cammarata, MD
Anesthesiology
20 YEARS

Monica Chacon, MD
Pediatric Neurology
7 YEARS

Cindy Chin, MD
Pediatric Endocrinology
3 YEARS

Kathryn Chojnacki, CPNP
GI-Nurse Practitioner
1 YEAR

Brenda Connors, MD
Ophthalmology
4.5 YEARS

Catherine Cosentino, MD
Pediatric Surgery
24 YEARS

Robert Cravens, MD
Otolaryngology
23.5 YEARS

David Crawford, MD
Internal Medicine/
Pediatrics
0.5 YEAR

Cori L. Daines, MD
Pediatric Pulmonology
7 YEARS

John Day, DMD
Orthodontist
18 YEARS

Robert Dean, MD
Otolaryngology
11.5 YEARS

John Feerick Jr., MD
Pediatric
Gastroenterology
3 YEARS

John Gray, MD
Pediatric Neurology
21 YEARS

Aileen Har, MD
Pediatric
Gastroenterology
4.5 YEARS

Patrick Henderson, MD
Orthopaedic Surgery
7 YEARS

Jeff Hoehner, MD
Pediatric Surgery
3 YEARS

David Hu, MD
Otolaryngology
4 YEARS

Craig Hurst, MD
Plastic Surgery
7 YEARS

Richard Jennen, PsyD
Psychology
7 YEARS

Daniel Klemmedson, MD, DDS
Oral Maxillofacial Surgery
22 YEARS

PRIMARY CARE PHYSICIANS

Scott Klewer, MD
Pediatric Cardiology
20 YEARS

Erik Kuhlman, DDS
Dentistry
2 YEARS

David Labiner, MD
Neurology
21 YEARS

Gregory LaChance, DDS
Dentistry
2 YEARS

Christina Laukaitis, MD
Genetics
1.5 YEARS

Daniela Lax, MD
Pediatric Cardiology
25 YEARS

Clare Lindner, MD
Pediatric Nephrology
0.5 YEAR

Barry London, MD
Pediatrics
3.5 YEARS

Joseph Miller, MD
Ophthalmology
24 YEARS

Wayne Morgan, MD
Pediatric Pulmonology
25 YEARS

Brian Nielsen, MD
Orthopaedic Surgery
13 YEARS

Damian Parkinson, MD
Child & Adolescent
Psychiatry
1.5 YEARS

David Parry, MD
Otolaryngology
9 YEARS

Luis Piedrahita, MD
Orthopaedic Surgery
10.5 YEARS

Amanda Pinder, DDS
Pediatric Dentistry
2 YEARS

Deborah Power, DO
Rheumatology
13.5 YEARS

Sydney Rice, MD
Developmental Pediatrics
11 YEARS

Barnett Rothstein, DMD
Orthodontist
18 YEARS

Ricardo Samson, MD
Pediatric Cardiology
21 YEARS

Katalin Scherer, MD
Neuromuscular Medicine
10 YEARS

Gretchen Schoenfield, PhD
Neuropsychology
3 YEARS

Michael Seckeler, MD
Pediatric Cardiology
2.5 YEARS

Rajan Senguttuvan, MD
Pediatric Endocrinology
0.5 YEAR

Joseph Sheppard, MD
Orthopaedic (Hand) Surgery
4 YEARS

Jordana Smith, MD
Pediatric
Ophthalmology
3 YEARS

Tharon Smith, DDS
Orthodontist
1 YEAR

Elias Stratigouleas, MD
Otolaryngology
6.5 YEARS

Dinesh Talwar, MD
Pediatric Neurology
24 YEARS

Janet Teodori, MD
Pediatric Neurology
3 YEARS

Howard Toff, MD
Child & Adolescent
Psychiatry
1.5 YEARS

Francisco Valencia, MD
Orthopaedic Surgery
24 YEARS

Kent Vincent, MD
Orthopaedic Surgery
14 YEARS

Debra Walter, MD
Physical Medicine
11 YEARS

Martin Weinand, MD
Neurosurgery
25 YEARS

Mark Wheeler, MD
Pediatric Endocrinology
21 YEARS



Barry London, MD
Pediatrics

Edith Bailey, MD
Pediatrics

David Crawford, MD
Med/Peds

Primary care co-located with specialty care makes it easy for children with complex care needs, their siblings and others to receive the care they need under one roof. Our primary care providers see patients from birth to young adulthood.



DEB & ARIELLE GRIFFIN

For most of her life, Children's Clinics has been 20-year-old Arielle Griffin's one-stop medical home. Starting two years ago, our facility also has offered Arielle and her mom Deb Griffin a way to give back.

At least three times a week, the mother-daughter duo volunteers at the Clinics to care for the beautiful plants on the outdoor patios. "We're here as much as the plants need us," Deb says. These patios provide young patients and their families with yet another facet of the warm and inviting environment Children's Clinics fosters.



Arielle, who has Down Syndrome, Autism and is legally blind, enjoys volunteer activities in the safety and positive environment of the Clinics, where she feels at home. Laying out coloring sheets and crayons for children, and keeping the snack carts stocked for other patients and families also are part of her volunteer duties.

In addition to plant care with her daughter, Deb works with Children's Clinics Volunteer Coordinator Anna Pereira, who oversees a small cadre of volunteers who respond to a variety of campus needs. Because most of Deb's time is spent with Arielle, volunteering has given her the opportunity to get to know families new to the clinic, all the while knowing her daughter is in safe hands.

Because of her lifelong care of Arielle, who still receives vision and orthopedic checkups at Children's Clinics, Deb can provide insights and wisdom to families just starting out at Children's Clinics. "I like to share with new families that they're not alone, and to tell them what Arielle's care at Children's Clinics has meant to us as a family," Deb says. "I like being able to give back."

KATHY ELDRED

Six years ago, a Volunteer Center* ad caught Kathy Eldred's eye. The Children's Clinics was close to her home and needed a volunteer to care for patio plants. She and the Clinics' volunteer coordinator "clicked" when Kathy visited, but they thought the patios could be more cheerful.

Thanks in part to Kathy's creativity, the patio plants are alive and well and the ambiance there is bright and inviting. The mosaic tile creations that now adorn the patio walls and benches include butterflies, monkeys, a caterpillar, a giraffe, and an inchworm.



Kathy is both an artist and a software engineer; she retired in Tucson in 2002 from IBM after being with the company for 32 years, with assignments in San Jose, California, and Burlington, Vermont. In addition to her volunteer work, Kathy is an active adjunct faculty member at Pima Community College, where she teaches an online introduction to logic course.

She stayed in Tucson because it's warm, and because "Tucson is as good a place as any. You make your life where you are," she says.

Kathy now contributes her left-brain skills in an administrative capacity at Children's Clinics. She and her big friendly dog, Brody, are in the office two mornings a week. She focuses on Patient Comment Cards and maintains a database that provides summary data and reports to the management team. The information demonstrates client/family satisfaction. Children's Clinics collects more than 2,000 patient comment cards annually.

"I enjoy being part of the upbeat and positive environment that Children's Clinics creates for children with complicated diagnoses and for the people who support these children," says Kathy.

**The Volunteer Center is now part of United Way of Tucson and Southern Arizona.*

A History *of* Giving

For nearly 70 years, Square & Compass has provided families in Southern Arizona a single facility to care for their children's most challenging of health needs. It gives me great pride when I consider that Square & Compass's original vision—caring for medically challenged children—has not changed in all those years, even as we've expanded our facility for the benefit of Tucson's children and pediatric community.

That vision began with 500 square feet and one clear need: to provide rehabilitation for children with polio. Over the years, whenever Square & Compass was able to expand to meet current needs, we did so. We're now able to provide great space for pediatric experts in more than 25 disciplines in one state-of-the-art facility, and we've lessened the burden on families struggling with unique healthcare problems.

Square & Compass owns and manages ongoing enhancements of the building that houses Children's Clinics. This allows Southern Arizona's pediatric doctors, nurses, therapists and other specialists to care for our children in a warm and

inviting environment. We also assist with the cost of care for uninsured and underinsured children and teens. (See page 12 for more details)

We also make the facility available for the Los Angeles Shriners Hospital for Children's Outreach Clinic two to three times a year to serve children in Southern Arizona and Northern Mexico who have had surgery performed at the Shriners Hospital in Los Angeles. We welcome the Los Angeles physicians to Tucson for follow up visits with their young patients who live in our region.

We're proud of our role in these honorable endeavors, and we're humbled daily by donor contributions that allow us to fulfill this critical community mission.

Sincerely,

Van Elrod
PRESIDENT,
BOARD OF DIRECTORS,
SQUARE & COMPASS
CHILDREN'S CLINIC



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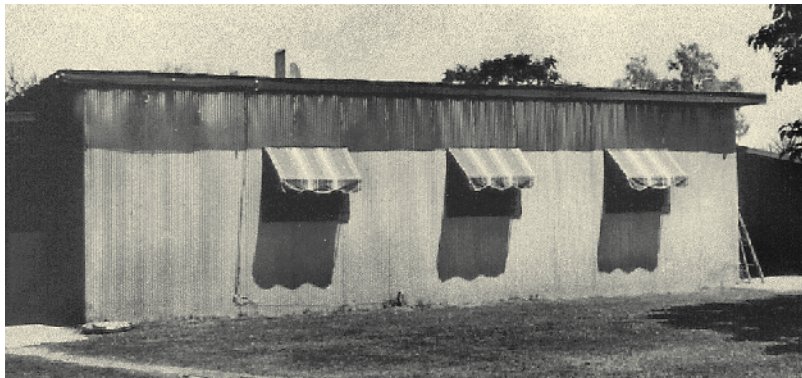
THE PLAYHOUSE

Ted and Daisy Walker's vision for serving children with special health needs began, appropriately enough, in a backyard playhouse.

It was 1947, and polio was at its epidemic peak in America. For children with the disease in Southern Arizona, the closest rehabilitation center was in Phoenix, but the Walkers realized that transporting such vulnerable children all the way to that facility had become unsustainable. "It would do more damage than good," Ted would later recall. Frustrated, they were prepared to do whatever it took to establish a permanent children's rehabilitation center in Tucson.

As it turned out, "whatever it took" included offering up their daughter's new backyard playhouse. They coordinated with state health and welfare officials, and with the help of volunteers, the 36-foot long structure became Southern Arizona's first sanctioned polio rehabilitation center in a matter of days.

The facility opened four days after state approval. Soon after, its one dedicated doctor and two physical therapists were treating more than 100 young polio patients a week. While it wasn't yet called Square & Compass, the foundation for expansion was already in place. And as the polio epidemic continued to grow unabated, the Walkers knew exactly who to turn to for that expansion: The Shriners.



SQUARE & COMPASS CRIPPLED CHILDREN'S CLINIC

As the doors to the first polio rehabilitation facility for children in Southern Arizona opened, Ted knew it was time to make it more permanent. Soliciting the help of fellow Freemasons, a plan was put into place to provide a permanent facility as soon as possible. The state of Arizona agreed to lease the land for 25 years at \$1 a year, and local carpenters, electricians and brick layers agreed to dedicate their time and expedite their work. As a result, a new 12,000-square-foot facility was dedicated in December of 1949, just four months after ground was broken.

Arizona's Freemasons made the difference. They agreed to continue offering a quality medical facility for pediatric specialists, and when that first facility opened in January of 1950, its name reflected the two architectural tools that best represent the masons: Square & Compass Crippled Children's Clinic.

Square & Compass became the providers for a quality medical facility where skilled pediatric specialists could treat childhood diseases. More importantly, Square & Compass advocated for those children with special medical challenges.

"Our dedication," Ted once wrote, "is to the care of these children who need care, and who need somebody to look after them and stand up and talk for them."





THE SQUARE & COMPASS BUILDING

*B*y 1991, when we opened the doors to our current facility, Square & Compass had more than answered Ted Walker's call for dedication to children. The 50,000 square-foot facility, known as the Square & Compass Building, is located on the campus of Tucson Medical Center and includes 65 specialty and primary care providers in 28 pediatric disciplines, 22 rehabilitation staff, nine nurses, and five social workers—all dedicated to serving children with unique healthcare needs.

At that same time, we partnered with Children's Clinics, the operational arm of all pediatric care that takes place in our facility. Patients receive all their care under one roof, from laboratory and radiology testing to physical and occupational therapies. In an effort to be good stewards of our resources, we have been mindful about the sustainability and efficiency of our building. In addition to recent renovations, we've also included solar power and substantial HVAC improvements.

Square & Compass is proud of our partnership with the dedicated medical professionals at Children's Clinics. We remain very much involved in delivering comprehensive, multi-disciplinary medical care for children in Southern Arizona with complex medical conditions, and support Children's Clinics as they endeavor to deliver those services.

Although Square & Compass doesn't provide the medical care, we're grateful to be able to support the Children's Clinics' pediatric specialists who do. Our vision, born out of necessity, remains the same as Ted Walker's was in 1947: to facilitate the care of children. Square and Compass remains committed to that ideal.



YESIKA MARTINEZ

“My parents always pushed me and helped me believe that all things are possible,” says 23-year-old Yesika Martinez, who can’t imagine not doing everything possible to gain maximum independence. “You just can’t give up.”

*Y*esika and her parents came to Children’s Clinics from Mexico a few months after her birth because Franciso and Ana wanted the best care for their daughter, who had a birth defect that causes the spinal canal not to close before birth.

Square & Compass has helped fund the cost of Yesika’s lifelong treatment for Spina Bifida, which has included many surgeries, extended physical and orthopedic therapy, and neurology and urology care. A Children’s Clinics patient for over 20 years, she received most of her care in a multi-disciplinary clinic that makes it easy for her many healthcare providers to collaborate.

Yesika diligently keeps her core and legs strong so she can walk and ride her bike with the assistance of leg braces. This diligence also makes it possible for her to drive a car.



IN THE PAST FIVE YEARS, SQUARE & COMPASS HAS FULFILLED 1,100 REQUESTS FOR MEDICAL ASSISTANCE TO INDIVIDUAL CHILDREN.

Her story gets better. After she turned 18 and while she was waiting to be granted in-state tuition, she volunteered for two and a half years at Children's Clinics. She worked with children and teens, helping them overcome the resistance they felt to some treatments such as catheterization. Yesika's great attitude is contagious.

And now? For the past couple of years, she has been employed as a Clinical Associate with Children's Clinics and is taking evening nursing classes at Pima Community College. She wants to work with children at Tucson Medical Center where all of her surgeries have taken place.

Her love of children extends to teaching them to play violin, in the very school where she learned to play when she was in third grade. For years, she volunteered to teach violin in the Davis Elementary School after-school music program and summer camp. Her musical talents also include singing and playing in a local mariachi youth group.

Yesika continues to live with her family and they encourage her to keep moving forward. 'They tell me to just try stuff and maybe my efforts will be successful,' says Yesika.



"I am so grateful to Square & Compass and Children's Clinics because I truly believe I wouldn't have achieved the success that I have without the care and support of both organizations."

Yesika Martinez





Children's Clinics

Comprehensive Care for Kids & Teens

Square & Compass Building | 2600 North Wyatt Drive | Tucson, Arizona 85712

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