We are immensely grateful for the support of our community. Thank you to our partners, sponsors, and supporting organizations.

Board Of Directors

<table>
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<tr>
<th>Name</th>
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<tr>
<td>Roger Biede II, DDS</td>
<td>Square &amp; Compass Representative</td>
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<tr>
<td>Francisco Valencia, MD</td>
<td>President, Medical Executive Committee</td>
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<tr>
<td>Van Elrod</td>
<td>Board President, Square and Compass</td>
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<tr>
<td>Misty Hansen</td>
<td>Community Representative</td>
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<td>Kate Maguire Jensen</td>
<td>Community Representative</td>
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<tr>
<td>Jaclyn Larson</td>
<td>Parent Representative</td>
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<tr>
<td>Joy Upshaw, RN</td>
<td>Tucson Medical Center Representative</td>
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<tr>
<td>Brian Nielsen, MD</td>
<td>Professional Staff Representative</td>
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<tr>
<td>Tracy Nuckolls</td>
<td>President, Board of Directors</td>
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<tr>
<td>Tawnya Tretschock, MA</td>
<td>Banner University Medical Center Representative</td>
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<td>Margaret (Peggy) Eisele, RN</td>
<td>Banner University Medical Center Representative</td>
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<tr>
<td>Ziad Shehab, MD</td>
<td>UA College of Medicine Representative</td>
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<tr>
<td>John Stephens, MD</td>
<td>Secretary/Treasurer, Board of Directors</td>
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<td>Burt Strug, MD</td>
<td>Community Representative</td>
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Medical Executive Committee

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<tr>
<td>Francisco Valencia, MD</td>
<td>University Orthopedic Specialists President</td>
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<tr>
<td>Katalin Scherer, MD</td>
<td>Banner UMC – Dept. of Neurology President Elect</td>
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<tr>
<td>Brian Cammarata, MD</td>
<td>Old Pueblo Anesthesiology Past President</td>
</tr>
<tr>
<td>David Crawford, MD</td>
<td>Children’s Clinics Primary Care Secretary/Treasurer</td>
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<tr>
<td>Brent Barber, MD</td>
<td>Banner UMC – Dept. of Peds Cardiology Chairperson, Medicine</td>
</tr>
<tr>
<td>Richard Ashley, MD</td>
<td>Arizona Pediatric Surgery &amp; Urology, Ltd. Chairperson, Surgery</td>
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<tr>
<td>Rachel Cramton, MD</td>
<td>Banner UMC – Dept. of Pediatrics Member-at-Large</td>
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<tr>
<td>Jordana Smith, MD</td>
<td>Banner UMC – Dept. of Ophthalmology Member-at-Large</td>
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<td>Patrick Sola, MD</td>
<td>Pathways of Arizona Member-at-Large</td>
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<tr>
<td>Andrew Zale, DMD</td>
<td>El Rio Health Center – Dental Clinic Member-at-Large</td>
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Special Thanks...

...for helping us complete the first-floor renovations and transform our lobby.

Square & Compass
United Healthcare
Angel Charity for Children

The stories and photos* in this report were created by writer Monica Surfaro-Spiegelman and photographer Jay Rochlin. Thank you, Monica and Jay, for sharing your talents.

*Some photos from other sources

Family Advisory Board

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<tr>
<td>Jaclyn Larson</td>
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<td>Adiba Nelson</td>
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<td>Kimberly Williams</td>
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<td>Lisa Gustafson</td>
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<td>Catherine Galyon</td>
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Executive Team

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<tr>
<td>Jared Perkins</td>
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<td>Gemma Thomas</td>
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<td>Melissa Ritchey</td>
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United Healthcare
Community Foundation for Southern Arizona
TUCSON HEALTHCARE
TUCSON CONQUISTADORES
CBIZ
CHAPMAN CARES

The stories and photos* in this report were created by writer Monica Surfaro-Spiegelman and photographer Jay Rochlin. Thank you, Monica and Jay, for sharing your talents.

*Some photos from other sources
A single year can have a significant impact on our lives, and these past twelve months have been no exception for any of us.

Even as a devastating pandemic seemed to eclipse all definitions of challenges past, Children's Clinics decided to thrive, not just survive.

As I reflect, no matter how stressful the days or how dramatic the adjustments needed in their personal lives, our Children's Clinics' staff drew on their creativity, strength and compassion in the face of crisis. They remobilized. They invented new approaches, and strived to help our families feel grounded and safe. They kept our children engaged in hope and in their healing process.

Planting Transformational Seeds
Despite obstacles on every level, we launched new multidisciplinary clinics, innovative therapies and telehealth services. This included an Autism Center of Excellence and an Aquatic Therapy program. We introduced animals into our therapy sessions. We discovered new spaces where we could bloom.

In these critical moments, Children's Clinics knew that we couldn’t just lead from the top: We needed all of our staff to help us answer an urgent call to action. The Executive Team rallied the organization to plan how we would get through this together. Our people quickly responded, assuming responsibility and a creative mindset to help us face the unknown.

We were a family; achieving results far exceeding what each of us could do alone. We learned that beauty could come out of unsettled times. We developed new fertile ground so that our families could continue to blossom.

What will we grow next?
How will we take this creativity and momentum to help us continue to improve?

Children's Clinics has always placed a high value on the diversity of perspectives and experiences in our community. The work of IDEA (Inclusion, Diversity, Equity and Access) has grown from this. As an employer and as a community health provider, we know that success and transformation will only come through letting our staff lead the process.

IDEA and processes like this make us stronger in our commitment as a medical home for children with complex needs. This commitment includes remaining an organization that advocates for the families we serve.
Our Services

More Than A Medical Home

Multidisciplinary Clinics
- Cerebral Palsy
- Cleft Lip/Palate
- Cochlear Implant
- Down Syndrome
- Neurocutaneous Clinic
- Neuromuscular Clinic

Behavioral Health
- BCBA
- LMSW/LCSW
- Psychology
- Neuropsychology
- Child/Adolescent Psychiatry
- Family Support Services

Pediatric Specialties
- Anesthesiology
- Cardiology
- Dental & Orthodontia
- Developmental Pediatrics
- Endocrinology
- Ear, Nose & Throat
- Gastroenterology
- Genetics
- Hematology
- Nephrology

Special Clinics & Services
- Brace Check Clinic
- Care Coordination
- Child Life Specialists
- Comprehensive Assessment
- Craniofacial
- Deaf/Hard of Hearing
- Educational Support
- Equipment Clinic
- Field Clinics
- Hearing Aide Evaluation
- Integrative Medicine Specialists
- Record Interpretation/Translation
- Lab/Phlebotomy
- Neuroepilepsy
- Neurofibromatosis
- Neurospasticity
- Metabolic
- Orthotics
- Patient Advocacy
- Pet Therapy
- Prosthetics
- Spasticity Clinic
- Wheelchair Clinic
- Integrated Medical X-ray/Imaging

Childhood Experiences
- Adaptive Recreation
- Back-to-School Fair
- Holiday Toy Days
- Inclusive Halloween
- Spring Festival
- Teen Group

Primary Care
- Pediatrics
- Internal Medicine

Therapies
- Audiology
- Feeding Therapy
- Nutrition
- Occupational Therapy
- Physical Therapy
- Speech & Language Therapy

2021 Impact

49,480 TOTAL VISITS (March 2020-August 2021)
40.3% VISITS WERE TELEHEALTH
5,837 TOTAL UNIQUE CHILDREN
Our kids can make great progress because of the coordinated care. One little girl just turning three is talking so much more now, and able to make tangible requests. She’s having fewer tantrums. It’s because of the aligned speech therapy and behavioral health services she gets with us, coupled with the more full-term applied behavioral analysis services she gets outside of the Clinic.

— Stephanie Hansen, RN
ASD Clinic Care Coordinator

Emerging Sources of Healing:

**New Therapeutic Environments & ASD Clinic**

Our kids can make great progress because of the coordinated care. One little girl just turning three is talking so much more now, and able to make tangible requests. She’s having fewer tantrums. It’s because of the aligned speech therapy and behavioral health services she gets with us, coupled with the more full-term applied behavioral analysis services she gets outside of the Clinic.

— Stephanie Hansen, RN
ASD Clinic Care Coordinator

**Autism Center of Excellence**

**Innovation with Impact**

Every day our team sees beyond traditional expectations and reaches for new boundaries in integrated, compassionate care. Our commitment helped us set the stage for the launch of the Autism Center of Excellence (COE) and Autism Spectrum Disorder (ASD) multidisciplinary clinic this past spring.

A $700,000 Angel Charity for Children grant allowed Children’s Clinics to actualize our vision. The COE now brings together specialized expertise to provide the highest level of coordinated care and research for children with serious medical conditions who also are diagnosed with autism.

“Given the complex nature of the kids we follow, many have mental health needs that may be overlooked,” notes Catherine Riley, MD, of Developmental Pediatrics and Co-Director of the COE.

In addition to behavioral health services, a variety of therapies are employed – from speech and nutrition to social work and audiology.

“Having behavioral health services embedded in the Clinic, with providers already very familiar with the child, is really the key to providing the best care plan,” continues Andrew Gardner, PhD, BCBA-D of Behavior Analysis/Psychology. “What’s important is that the children are comfortable. They know that Children’s Clinics is also a fun place to be, not always viewed as a medical environment.”

“Care is happening at once, with everyone looking at the whole child and the whole family to decide what is the highest priority, what is going to help this child and family the most,” says Dr. Gardner. “This is a new, cohesive approach in treatment, rehab and research for children with serious medical conditions also diagnosed with autism.”

The COE has seen 25 patients since March and expects those numbers to escalate once COVID restrictions are eased. Now there is a coordinated answer for families who need to know how to help their child. Now treatment plans are customized for each child’s needs.
Aquatic Therapy
Letting Water Work

It’s a new application of rigorous therapy that promotes wellbeing… and it’s fun.

The efficacy behind Children’s Clinics’ new Aquatic Therapy is based in play, comments Denali Jepsen, DPT, who helped shape the program. A clinical volunteer assignment in Uganda, with an emphasis on helping profoundly ill children reach their potential, solidified Denali’s initial interest in physical therapy. She’s now one of four therapists conducting 12-week Aquatic Therapy sessions held at Children’s Clinics’ community partner, Saguaro Aquatics.

“As therapists, we’re always tailoring therapeutic programs to needs of each child – helping them get stronger, get better balance,” says Denali. “Many of the skills we work on are easier for our children to do in the water, rather than on land. For example, our kids with Duchenne’s need to be very careful to work on endurance without potentially causing harm. One benefit of Aquatic Therapy is the buoyancy provided by the water, which provides the resistance needed to help build muscle strength.”

This past year therapists saw a decline in skills in many kids who had been isolated in their homes due to the pandemic. But Aquatic Therapy is helping these children restore skills. “Now with combination of water and land we’re getting back to where that child should be,” notes Denali.

We know what a positive impact the physical space and the multidisciplinary approach has on children. We know we can truly change the trajectory of healing.

— Andrew W. Gardner, PhD, BCBA-D

Collaboration is the enzyme that gets us going and keeps us going. It’s part of the equation to achieve quality of life for the kids, and it’s the secret of Children’s Clinics.

— Karen Thernelan, DPT
Manager of Rehabilitative Services
Nothing may be more powerful than the unconditional love of a pet. And now that bond between humans and animals is being used in unique, therapeutic ways at Children's Clinics.

Animal Assisted Therapy (AAT) is another treatment tool to engage children to be motivated and to heal, says Molly Lanning, PT, the therapist who helped initiate AAT at Children's Clinics earlier this year.

“Animals help create a comforting environment where kids can do more,” she offers. “Therapy is hard work, but the children can have fun while being motivated to improve.”

The healing effects of the human-animal bond during in-person therapy animal visits have achieved immediate results. There is relaxation for kids with problems affecting balance. Children who connect with animals much better than with adults are now more receptive in therapy.

Sienna the golden retriever and her handler, Art Lipski, PhD work with Children's Clinics on motivation and calming. “When one child with cerebral palsy brushes Sienna as part of therapy, he immediately relaxes, and that anxiety-reducing activity helps achieve results,” notes Molly. “Another child with Down Syndrome was so motivated to give Sienna treats. He would lie on her, putting his face in her fur, and then after several minutes he would be willing to work on his therapy again.”

All teams are certified by Pet Partners, a leading nonprofit incorporating animals into therapeutic service. Children's Clinics' volunteer therapy animals and owners are trained, nationally certified and work with their care teams to create therapies that work in line with a child’s goals.

Eyes brighten as ten-year old golden retriever Sienna arrives to make rounds at Children’s Clinics each week. With handler and owner Art Lipski, Sienna nuzzles up to children and staff alike. One thing quickly becomes very clear: She is a powerful agent of comfort and encouragement, bringing a joyful sense of collective wellness to all.

This rich relationship with Sienna supports rehabilitation in special ways. If a child needs to practice standing, Sienna will wait patiently as a child rises to pet or give her a treat. She knows more than 25 different commands in Spanish. Sienna is a reassuring companion for an anxious child taking a blood test. She shares playtime with nonverbal children and allows them to touch her without complaint.

Art, retired from corporate, began volunteering at Children’s Clinics more than two years ago. He’s always been acutely aware of AAT value and has worked with service animals more than two decades. “Often, these kids don’t feel well, and it can be difficult for them to put in the work necessary for them to get better,” he says.

“But when Sienna is there to comfort and encourage them, they work hard and always have a big smile on their face. I don’t think I’ve ever volunteered in a place more caring about children, families or fellow staff. Every day, the Clinic is filled with people facing tremendous challenges. Yet what I see is a place filled with happiness, service and a real link to hope. There’s a positive team effort. Sienna and I are glad to be part of it.”
It’s more than an hour’s drive from her rural mining town to Children’s Clinics. But for Bernardine Pinkard and her 11-year-old son Demitrius, the trek is an indispensable journey of hope each week.

“Children’s Clinics is a lifeline for both of us,” she says.

Demitrius was nearly two years old when he was diagnosed with autism. The family began visits to Children’s Clinics during his preschool years. Then, while Demitrius attended grade school, additional problems surfaced. He began to have trouble walking; he couldn’t participate in sports. He developed a gait causing him to toe walk. After a further diagnosis of cerebral palsy, Demitrius faced several surgeries to reconstruct his feet. Recently he returned to Children’s Clinics for physical and speech therapies.

“You never believe things will happen to you, of course,” says Bernardine. “So, when we learned about Demitrius’ additional issues, it was a real struggle for the family. But when I returned to Children’s Clinics, I learned there was a community for us. Everyone here genuinely cares about my family and my child."

Being part of the Children’s Clinics community also gives Bernardine the personal support she needs. “I’m with other moms who know what I’m going through,” Bernardine explains. “Learning about how they are handling it has made me more understanding of myself, as well as what I can do to improve Demitrius’ life. I feel that I have the support I need, and I’ve learned how I can be a better advocate for my son.”

More fun and motivation were added to the family’s Clinic visits when Animal Assisted Therapy (AAT) was introduced into Demitrius’ rehabilitation plan several months ago. Now, golden retriever Sienna and handler Art participate in Demitrius’ therapy. “Dogs, cats, turtles – Animals already are a source of family comfort, so we were overjoyed when Sienna arrived to help Demitrius with his exercises,” exclaims Bernardine. “He works harder at his therapy so he can give Sienna treats. He is so happy when she responds to him. I know he’s doing better with his balance and walking because of Sienna.”

All the improvements have translated into renewed confidence as well as bolstered physical health.

Before visiting Children’s Clinics, Demitrius was withdrawn, and had difficulty in making friends. But now, Bernardine says he is more involved with play and more willing to learn at school.

Bernardine tells one story to best illustrate the positive changes since returning to Children’s Clinics: “It happened on a bus ride during a school trip,” she begins. “There was a little boy in a wheelchair, and some other kids were making fun of him. My son turned around to these other boys and told them, ‘That’s not funny. There’s nothing wrong with him, so cut it out!’"

There’s obvious pride as Bernardine continues her story: “This courage came from a little boy with autism. But because of Children’s Clinics, because of the diversity of friends he has made here, he was strong enough to speak out. This support has built confidence in all of us in the family. Couple this with helping Dimitrius relearn to walk in fun and healing ways…well, I’m so grateful to have Children’s Clinics in our lives.”
Childhood Experiences and Adaptive Rec
Masters of Motivation

There’s nothing insignificant about play. More than ever, recreation encourages healthier and happier lives for our families.

This past year, volunteers and staff generously stepped up their dedication and spirit, helping reimagine our Adaptive Recreation and Childhood Experiences as pandemic-ready programs that were all sprinkled with healthy doses of fun:

Childhood Experiences Roundup
Where Kids Come First

- Partnering with the Children’s Museum to raise awareness and support for Rare Diseases Day, Children’s Clinics hosted a drive-through family fun day for the public on February 26. Because the zebra is the official U.S. symbol of this global program – staff and volunteers “showed their stripes” and distributed activity kits and educational materials during this community event, which traditionally is held at the Museum.

- In February, a new partnership with Beads of Courage also was introduced. This internationally-renowned, Tucson-based arts-in-medicine program now helps parents, siblings and kids creatively mark milestones of triumphs and struggles.

- Not even a pandemic could stop our Back-to-School Fair, held this year on July 16. Families were provided needed supplies and fun activities to gear up for the new school year. Care packages including personalized outfits for the first day of school also were distributed as part of the Clinic’s Adopt-A-Family Program.

- A costume may be a route to healing, as families participating at this year’s October 29 Halloween Party can attest. A fun and safe Halloween party involves trick-or-treating, games, and more. This classic experience guarantees happy memories!

- The Holiday Toy Days, held this year on December 9 and 10, provide another opportunity to create those special memories of family fun. This long-standing Children’s Clinics’ tradition promises special visitors from the North Pole, songs, crafts and family surprises.

- El Tour de Tucson, one of the largest cycling events in the country, has supported Children’s Clinics since 2016. The 2021 El Tour is held November 20, with Clinic families and staff joining in our Fun Ride Team to raise funds and help our kids remain active in sports and play.

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<th>Total children served by childhood experiences</th>
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<tr>
<td>28 TRICYCLES</td>
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<tr>
<td>1,011 HOLIDAY GIFTS AND TOYS</td>
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<tr>
<td>1,150 BACKPACKS</td>
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<tr>
<td>96 NEW OUTFITS AND PAIRS OF SHOES</td>
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<tr>
<td>24 ADAPTIVE RECREATION VIRTUAL SESSIONS, ACCESS OVER 425 TIMES</td>
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<tr>
<td>82 VOLUNTEERS AND 1,084 VOLUNTEER HOURS</td>
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Adaptive Rec: Pioneers in Play
New! Virtual Sports and Playgroups

Enterprising and caring staff overcame pandemic hurdles and brought adaptive sports online this past year – conducting live virtual sessions in dance, kickboxing, fitness, yoga and sports skills, with taped sessions remaining available online as a sustained family resource.

Our kids and families, however, were missing the everyday interactions with peers normally experienced during care visits, or by just passing time with others in the lobby or in clinics.

With support from community partners like We Rock The Spectrum and Children’s Museum Tucson a playgroup was created to encourage informal networking, allowing kids to be kids and “hang out.” Next in the series, playgroup at the Children’s Museum is forming with more than 30 families expected to participate.
Tax Credit Opportunity

By giving to your favorite charity, you could be earning a dollar-for-dollar credit on your Arizona state taxes. That’s right! The Arizona Charitable Tax Credit is available for contributions made to organizations like Children’s Clinics that provide critical services to our community.

**Make your gift to Children’s Clinics today!**

- $400 Maximum – single taxpayer or head of household
- $800 Maximum – married filing jointly

Children’s Clinics is a Qualified Charitable Organization (QCO) and proud participant in the Arizona Charitable Tax Credit Coalition, a collaboration between 45 local nonprofits. The coalition has published a comprehensive Tax Credit Guide that addresses any questions you may have. Of course, remember to consult your tax professional before making any financial decisions.

**Give today at www.childrensclinics.org/donate**

Children’s Clinics QCO Code: 20530

Ways to Give

Children’s Clinics is a platinum designated GuideStar charity. There are many ways you can make a donation to support the mission of Children’s Clinics:

**Planned Giving** – To make a lasting gift to support the Children’s Clinics mission:

- Estate Gift – by naming Children’s Clinics as a beneficiary of your will
- Donor Advised Funds – you can direct your Donor Advised Funds to make a donation at Children’s Clinics
- Insurance Plans – you can name RMHC as a beneficiary

**Tribute Gifts** – Children’s Clinics has touched the lives of many. You may make a gift in honor of someone or to commemorate a special occasion such as a birthday or anniversary. Gifts to Children’s Clinics are also a thoughtful tribute in memory of someone. Acknowledgement can be sent to the person you have designated or to a family member of the person being remembered.

**Matching Gifts** – Some businesses and organizations will match charitable contributions made by their employees. Double your impact and check to see if your employer participates in a matching gift program.

**In Kind Gifts** – Children’s Clinics accepts some new, unused in-kind donations to help support the families we serve. For questions about in-kind donations, please contact us.
Beauty in Diversity: The Unity Wall

In the months ahead, with help from partners including United Healthcare and Square & Compass, the Children’s Clinics will transform our lobby into a dynamic welcoming space. An interactive Unity Wall will be installed to visually represent our multifaceted identities.

Around a centralized reception area will be art and technology that create an engaging canvas – to celebrate our cultures and acknowledge the vision of endurance and shared wellbeing that is Children’s Clinics.

Over the past year, Square & Compass has fulfilled 840 requests for medical assistance to children for items such as:

- Prescriptions
- Lab Work & X-Rays
- Ultrasounds and other Imaging
- Wheelchair Repairs/Accessories
- Doctor Visits & Outpatient Hospital Procedures
- Genetics Testing
- Speech & Feeding Aids
- Various Health Aids not covered by insurance

Alliances help us fulfill these critical day-to-day roles, and Arizona’s Masonic community is one illustration of a most valued partnership. From the generosity of Ted Walker’s family, whose recent donations including stuffed animals and beanie babies for our Toy Days, to the ongoing financial support from individual lodges – Masonic philanthropy on behalf of our children is far-ranging. I’m most gratified when I see our youth stepping up to help us celebrate this stewardship: When Rhaena Martinez, a 13-year-old member of the International Order of Rainbow for Girls, related to the special needs of our children for adaptive bikes, she created a campaign and contributed part of her fundraising to the Children’s Clinics for our tricycle program.

Ted Walker’s vision is still with us. It moves us forward. It allows us to match up dreams and facilitate the multidisciplinary care that improves quality of life for children with profound needs.

With Gratitude,