



# LOOKING BACK, MOVING FORWARD.



REPORT TO THE COMMUNITY | 2023



**Children's  
Clinics**

*Comprehensive Care for Kids & Teens*





**Thank you**  
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# LOOKING BACK, MOVING FORWARD

If you've ever visited Children's Clinics, you may have noticed the statue of "Mamie" outside of our main entrance. "Mamie", nicknamed for Mamie Eisenhower, once stood in front of the Pima County Courthouse for nearly 36 years collecting money for Children's Clinics. Ted Walker, Founder of Children's Clinics, accepted the statue on behalf of the Clinic in 1947. When we moved into our current building in 1990, "Mamie" moved with us and was dedicated to our patients. The message on the front of the statue reads:



*"Dedicated to children everywhere,  
let their ills be treated, their hopes  
restored, and their lives be enriched."*

For over 30 years, Children's Clinics has been a place where children from all over Southern Arizona with complex medical conditions come to receive world-class care in a family-centered, comprehensive medical home setting; where teams of the best pediatric providers in our region come together to collectively provide excellence in quality, culture and sustainability; and where our team goes above and beyond to restore hope and to enrich the lives of our patients and their families.

In recent years, through a pandemic, rapidly evolving technology, growing gaps in health equity, and a myriad of other local and global hurdles, Children's Clinics has excelled in developing creative solutions to not only maintain this quality of care, but elevate it.

Fortunately, we have a devoted community of partners, providers, employees, volunteers, donors

and other supporters that have made our journey successful. Through deep roots and a rich history spanning over 75 years in our community with our founding partner organization, Square and Compass, we have instilled a deep sense of resilience in our culture. With the help of our community hospital partners, Banner University Medical Center and Tucson Medical Center, we have been able to attract pediatric experts from across the world to join our team. And, with the help of people like you, reading this report, we have continued to grow as the needs of our patients have grown.

This past year, Children's Clinics, like much of our community, has started to return to "business as usual" as the impact of COVID-19 has waned. Although we know we will never go back to quite the way we once were, we have embraced the restored opportunities to see more of our patients in person, to host events indoors, and to grow our adaptive recreation programs like soccer, dance, tennis, and theater. And, like our community health partners, we have also embraced the reinforced lesson that every aspect of our patients' lives are important to their health and wellbeing; from personal, family and school dynamics to larger social and community systems, we aim to integrate all of the care necessary for our patients. We are continually looking for new ways to collaborate with partner organizations, as well as technological advances, to continue to provide a quality standard of care that addresses our patients as a whole.

Part of our resilient culture is shaped through celebrating our successes. Here are some highlights from the past year:

- ▶ Our highest volume month, which also coincided with our highest patient experience scores
- ▶ 90% excellent employee engagement scores
- ▶ New programs introduced like aquatic therapy
- ▶ Expanded adaptive recreation

When we look towards the future, we see endless opportunities to continue serving our community. As a multispecialty interdisciplinary clinic, our clinical care remains on the cutting edge of medicine through a renowned "gold star" care model and many centers of excellence including Cleft Care, Autism, Cochlear Implant, and others. The care team extends beyond the medical, dental, and behavioral health experts to broad opportunities for social engagement and activities designed to improve overall wellbeing and enrich the lives of our patients and their families. In the coming year, you can expect to see the following:

- ▶ Expansion of our primary care and behavioral health services
- ▶ Greater availability of gastroenterology and nutrition services
- ▶ Growing pet therapy services
- ▶ Our 7th year participating in El Tour de Tucson (new 5K option!)
- ▶ Continued commitment to the development of our internal organizational culture

The old adage that "it takes a village" rings true for Children's Clinics, and we can't wait to continue building our future with you. Thank you for being part of our village.

Sincerely,  
**JARED AND TRACY**



**Jared Perkins**  
Chief Executive Officer



**Tracy Nuckolls**  
President, Board of Directors





## 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

## PEDIATRIC SPECIALTIES

- ▶ Anesthesiology
- ▶ Cardiology
- ▶ Dental & Orthodontia
- ▶ Developmental Pediatrics
- ▶ Endocrinology
- ▶ Ear, Nose & Throat
- ▶ Gastroenterology
- ▶ Genetics
- ▶ Hematology
- ▶ Nephrology
- ▶ Neurology
- ▶ Neurosurgery
- ▶ Ophthalmology
- ▶ Optometry
- ▶ Orthopedics
- ▶ Pediatric Surgery
- ▶ PMR
- ▶ Plastic Surgery
- ▶ Pulmonology
- ▶ Urology
- ▶ Wound Care

## BEHAVIORAL HEALTH

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

## PRIMARY CARE

- ▶ Pediatrics
- ▶ Internal Medicine

## MULTIDISCIPLINARY CLINICS

- ▶ Cerebral Palsy
- ▶ Cleft Lip/Palate
- ▶ Cochlear Implant
- ▶ Down Syndrome
- ▶ Neurocutaneous Clinic
- ▶ Neuromuscular Clinic
- ▶ Oral Maxillary
- ▶ Osteogenesis
- ▶ Imperfecta
- ▶ Sickle Cell
- ▶ Spina Bifida
- ▶ Palliative Care
- ▶ Autism Spectrum Disorder – New!

## THERAPIES

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

## CHILDHOOD EXPERIENCES

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





# 2023 **IMPACT**

## VISITS

1.  
# OF TOTAL VISITS  
**37,414**

2.  
# OF TOTAL UNIQUE PATIENTS  
**5,142**

3.  
# OF TELEHEALTH APPOINTMENTS  
**4,155**

## VOLUNTEERS

TOTAL NUMBER OF WEEKLY IN-CLINIC VOLUNTEERS IS **49**

TOTAL NUMBER OF WEEKLY IN-CLINIC HOURS IS **2,640**

## PATIENT EXPERIENCE

SATISFACTION WITH VISIT: **9.6/10**

OVERALL LIKELIHOOD TO RECOMMEND: **90.5%**

## CHILDHOOD EXPERIENCE SIGNATURE EVENTS

**1240** ATTENDEES

## ADAPTIVE RECREATION

**222** PARTICIPANTS

## LITERACY SUPPORT

OVER **1,500** BOOKS GIVEN AWAY







## LIKE A SECOND HOME...


Ralph Griffin, a spunky seven-year-old boy, runs around Children's Clinics with ease and confidence after his speech therapy appointment. "He has grown up here. It's like a second home," his mother, Amanda Griffin, explains regarding his comfort level. "He's not afraid here. He feels welcomed and safe, even on the days with blood draws."

Ralph has been coming to Children's Clinics as a patient since he was discharged from the NICU to see a cardiologist for his heart. At the time, Amanda and Ralph were seeing the same cardiologist at Children's Clinics. Amanda has a heart condition that brought her to Children's Clinics as a child, and when she became pregnant with Ralph, her condition needed monitoring.

*"It was really comforting to see the same cardiologist. It made life so much easier at the time," Amanda shares. "And everyone here feels like an extension of family. Everyone knows him. He's not just another face. I've never had a bad experience at Children's Clinics. The entire staff, from scheduling to even the janitors, they've never treated him like he wasn't a kid. They've always treated him like he was a human."*







**"I LEARNED  
EARLY ON  
THAT I AM  
NOT ALONE  
IN HIS CARE."**

Ralph grabs Amanda's hand and escorts her over to the craft table. He motions for her to begin coloring on a Paw Patrol sheet while he begins coloring on a Spiderman one. Amanda naturally reflects on his actions pointing out that he's a sharer and wants everyone to feel included. He is also a very social and outgoing child, and he particularly loves little kids.

Despite Ralph's multiple healthcare needs, he is in every way a typical boy. He's an active and physical child, with P.E. and Motor Lab being his favorite activities at school. He loves Spiderman, The Incredibles, puzzles, Legos, and the video game Kingdom Hearts.

His communication skills have improved recently after receiving his new talker device (speech tablet) from Children's Clinics in April. These devices typically help children express a wider range of words, thoughts, and emotions than with speech and gestures alone. Amanda confirms that the tablet has helped Ralph with demonstration and assists him with putting together full thoughts. She's seen his confidence grow as a result of it.

Amanda dives into how speech therapy hasn't been the only help she's received from Children's Clinics. She is very grateful for the assistance she received during the first few months of Ralph's life. Being a new mother is challenging, but being a new mother of a child with special medical needs, she was completely unprepared. The most impactful memory she recalls is of Ralph's feeding therapy.

"He didn't understand hunger. He didn't show any hunger cues. He refused to eat in any kind of way. If it wasn't for the feeding therapy and primary care here, helping me keep up with the G-tube feedings, and the education I received, I wouldn't have known what to do. Even the physical and speech therapy, on my own, he never would be where he is without those teams."

It is this multi-disciplinary model of care at Children's Clinics that has facilitated support to not only Amanda and Ralph, but to the over 5,000 children in Southern Arizona and their families. The focus is not only on healing and helping children, but assisting the whole family in their care.

"One thing I am thankful for is all the therapists were here for him of course – the goal is to get him to learn, but they do a very good job of educating me on the things I can do at home. They always make sure I have the tools at home and that is so helpful."

Ralph's attention is pulled away by another boy in the lobby and he's off to go play. As Amanda leaves her coloring sheet to go watch him she mentions, "I learned early on that I am not alone in his care. They see his care as important. That's never changed."



# A NEW BACKPACK & NEW MEMORIES

Although it was one of the hottest days in July, that didn't stop the almost 300 Children's Clinics families from coming to the Back-to-School Fair sponsored by Mercy Care.

The event has been a Children's Clinics tradition for almost a decade. It was created to ensure that Children's Clinics families start the new school year with their best foot forward. Although the event has evolved over the years, the goal has remained the same – to equip kids with the supplies needed to start school.

"The Back-to-School Fair is one of our signature annual events, and I couldn't be more thankful for our sponsors, donors, and employees for helping the children and families that visit our clinic," said Jared Perkins, CEO of Children's Clinics. "The start of the school year is an exciting time for many, and we look forward every year to making school supplies more accessible for students so they can thrive in the classroom."

Mercy Care's sponsorship of the event allowed Children's Clinics to purchase 500 backpacks and school supplies. The backpacks weren't just filled with the standard pencils, erasers, and a ruler, but were age-appropriate and had earbuds, water bottles, markers, crayons, folders, composition books, colored pencils, spiral notebooks, and much more!

"Children with complex medical needs and their families face challenges beyond healthcare, and we're honored for the opportunity to help through Children's Clinics' back-to-school event," said Debbie Hillman, Mercy Care's Chief Administrative Officer. "We want to make sure they have the basic tools for a successful start to the school year. We care about our community and are committed to helping our members live a healthier life and achieve their full potential."

Providing some relief for families is just as important as medical care to Children's Clinics. The average cost of school supplies for a family can be anywhere from \$500 to \$800. That is a tremendous expense for some families, and it is through the generous support from members of the community that Children's Clinics can ease these family's burdens.

Through individual donations this year, Children's Clinics was able to purchase a large amount of adaptive backpacks for children in wheelchairs. These special backpacks can be strapped to the wheelchair, evenly distributing the weight so the wheelchair does not tip over. And with 60% of Children's Clinics' children in wheelchairs, this was an important investment into patient's safety.

Children's Clinics also wanted families to have a memorable experience at the clinic too, and that included celebrating the start of a new school year with a good party. Supercuts returned to the event and gave haircuts to kids and handed out coupons for free haircuts. There were vendor booths, a stuffy wellness clinic, a glitter tattoo station, and Mr. Nature playing his guitar and getting kids up and moving. And what would a party be without some food and drinks? Eegee's donated four party packs for the event which was a big hit, and there were hot dogs to make a summer festival complete.

Every Children's Clinics signature event is made possible by amazing community champions who are committed to the well-being and health of children. The impact of these funds on young lives is immeasurable. Thank you to all the sponsors, donors, volunteers, providers, and employees who support Children's Clinics' families.



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## VOLUNTEERS

# BALANCING COLLEGE LIFE AND A PASSION FOR HELPING

Self-admittedly, Alexis Carreon is a hard person to keep still. She has a full schedule of college courses, volunteering, plus her many athletic and creative activities.

Heading into her junior year at the University of Arizona, majoring in physiology and medical sciences, Alexis has her eye on being a physical therapist but admits that the fast pace of Emergency Room medicine is also alluring. Yet, the growth she sees when working with the children in the adaptive recreation program at Children's Clinics keeps her motivated toward physical therapy as a career.

"I love the adaptive rec programs! My cheeks hurt from smiling when working with the kids," Alexis shares a smile as she explains. "I honestly enjoy the more challenging kids. The ones we have to chase after, finding unique ways to motivate them and draw them in. It's been cool to see them go from not wanting to participate, then they kick the ball and then they kick it to someone else, and suddenly there are engaging with other kids. It's just been really neat to see them grow in their element. It's very inspiring."

Alexis made her way to Children's Clinics after seeing a posting in a newsletter from her college. She first volunteered with the Adaptive Recreation program for their soccer season. From there, she has gone on to assist with tennis and dance and has been the unofficial photographer for theatre, cheer, soccer, and rock orchestra.

If there is an opportunity to help, Alexis is eager to jump in and make a difference. "In general, I just like helping people. It's really cool to be a part of someone's day and help make things go smoother."

Although Alexis started off volunteering with the Adaptive Recreation program, she is now helping in the Physical Therapy Clinic and has been thoroughly enjoying it. "Every physical therapist there has been so great. And they share a lot about their stories beyond just physical therapy. And it's like, wow,

***I want to be like you guys."***





Alexis became interested in physical therapy after experiencing a hip injury in track and field. "My freshman year of high school, I did track and I was really promising. I placed at state in the 400. But then I had a hip injury. I went through physical therapy twice, and some other things in between there, and it just didn't work out. My experience with the physical therapists that I went to was that they just felt very out of touch."

Wanting to take her experience and make it better for others is what has motivated Alexis toward physical therapy for her future. A good part of that could be attributed to the fact that Alexis is very athletic herself. Her favorite activity at the moment is weightlifting.

"I love lifting weights. I'm part of the U of A's powerlifting club. I like to lift heavy metal and I also like heavy metal," she chuckles. "I feel empowered by lifting. I'm just feeling the energy. I can go from no energy to energy. And it's really powerful to see yourself grow."

Alexis isn't all heavy lifting; she has a creative side that she enjoys nurturing. Her second favorite thing next to weightlifting is yarn needlework - crochet is her favorite. That hobby is followed by photography with good old-fashioned film and negatives.

When asked how she stays inspired with a heavy class load and volunteering she said, "I like the busyness, but even with all the pushing through, I'll still eventually feel fatigue or a moment where I'm just like, this is getting hard. That's when I tell myself, you didn't get this far to just get this far. You still have so much farther to go. Don't make it for nothing. All the blood, sweat, and tears kind of thing, all those stressful moments, you're not going to get back, but you can change your outlook on it and take what you've learned. And that motivates me to keep moving forward."





# AQUATIC THERAPY

## WEIGHTLESSNESS IN WATER IS **MAKING AN IMPACT**

There is something magical about the weightless feeling of floating in a pool, letting the water carry you effortlessly. It's a reprieve from Earth's gravity and it's in the water where you are allowed to utilize your body in different ways.

A pool offers a unique environment for a wide range of therapeutic activities and benefits making it an ideal setting for therapy to occur. It's not even necessary to have an Olympic-sized pool with expensive technology to obtain positive outcomes. Even in a basic, heated pool, therapists can provide meaningful, personalized treatment that is based on each individual's needs.

It was exactly those positive outcomes that the Children's Clinics' rehabilitation team strove for when they launched the Aquatic Therapy program two and a half years ago. Despite the slight setback with the pandemic, the program has been moving forward steadily and the benefits of the program are being fully realized.





## What is pediatric aquatic physical therapy?

Pediatric aquatic physical therapy is a form of physical therapy that utilizes the therapeutic and exercise properties of water to help children with various musculoskeletal and neuromotor impairments. This type of therapy is typically used to increase a child's strength, endurance, range of motion, flexibility, balance, and coordination.

It also helps to improve children's motor development, coordination, and sensory processing.

Some of the children that have benefited most are the kids who can't move on land. When there's less weight to carry, joints and muscles tend to move more easily. This buoyancy is the ultimate platform to be able to access any part of the body. The ease of movement buoyancy allows, and the gentle resistance being in water provides, are used in activities that help achieve therapy goals.

"Right now, they've been in the pool for eight weeks (a typical session), and they're more confident in their movements and have better body awareness," said Rafael "Ricky" Figueroa, a physical therapist at Children's Clinics. "We're very proud of that whole body input that the water provides. It's easier to know where your legs and arms are in that space (water). So then when we translate that to land, it's there. And ultimately, that's our whole goal is to have this translate to the land because unfortunately, we don't live in the water."

Aqua therapy is not prescribed for every patient. A team of physical therapists, occupational therapists, and speech and language pathologists at Children's Clinics take into consideration many factors before assigning this specific therapy to patients. But for those patients that do experience aquatic therapy, the impact is significant. The warm, buoyant water allows the individual to feel free and lightweight by reducing body weight by up to 90%. Children that are normally chair-bound can move freely in the water allowing a freedom they normally wouldn't experience on land.

Other benefits of Aqua Therapy are plentiful. The act of just kicking across the pool helps with an increased range of motion, improves muscle strength, and enhances cardiovascular fitness. In addition, the act of merely being in the pool boosts balance and coordination, helps with social interaction, and overall increases confidence and self-esteem. Even the heated water of the pool promotes muscle relaxation and has a calming effect on the body and mind.

Aquatic therapy may be nontraditional, but its benefits and outcomes are impactful and worth pursuing for patients. Plus, it is a fulfillment of Children's Clinics' mission to provide exceptional care even if it occurs in a wet and weightless environment.





# Earn a dollar-for-dollar credit on your Arizona state taxes by giving to your favorite charity!



The Arizona Charitable Tax Credit is available for contributions made to organizations like Children's Clinics that provide critical services to our community. Every dollar you donate (up to the maximum) can come back to you as a reduced tax bill or an increased refund. Make your gift to Children's Clinics today!  
[www.childrensclinics.org/donate](http://www.childrensclinics.org/donate)

**\$421 Maximum – single taxpayer or head of household**

**\$841 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 Southern Arizona nonprofits. Children's Clinics works closely with fellow charities to spread the word about the QCO tax credit. This is a mutually beneficial partnership that has allowed taxpayers to better support their favorite causes.

To learn more about the Arizona Tax Credit, visit our website for a handy guide on what is a Qualified Charitable Organization and why Children's Clinics qualifies. Remember to consult your tax professional before making any financial decisions.



Scan with your  
smartphone

**Children's Clinics QCO Code: 20530**

## Ways to Give

Children's Clinics is a platinum-designated GuideStar charity. There are many ways you can donate 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 – name Children's Clinics 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.

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

**IN-KIND GIFTS** – Children's Clinics accepts some new and unused in-kind donations to help support the families we serve, like books, toys, and gift cards. For questions about in-kind donations, please contact us.





# SQUARE & COMPASS

## DEAR FRIENDS,

As we look back, we are proud to say that we've been on this journey with Children's Clinics since its founding more than 30 years ago. It gives us great pride to be part of a partnership that allows Southern Arizona's pediatric doctors, nurses, therapists, and other specialists to care for children in a warm and inviting environment that Children's Clinics has called home for over 30 years.

Our founders' vision began in a small playhouse with one clear mission in mind: to provide rehabilitation services for children. We have honored that mission, for more than 75 years, by adapting to meet the current needs of the clinic's patients, whenever possible. Square & Compass provides a state-of-the-art facility while, also, lightening the financial burden of families, struggling with unique and complex medical conditions, by assisting them with healthcare costs. Square & Compass's original vision of caring for medically challenged children has not changed, in all those years, and it's an honor to move into the future with Children's Clinics as we continue to serve the children and families of Southern Arizona.

We are proud of our role in these honorable endeavors and are able to do this with the help of faithful and generous donors. We are humbled daily by donor contributions that allow us to continue to fulfill this critical mission in our community. We greatly appreciate your support. It makes our mission possible and allows us to assist the children, in most need, in our community. And together we will continue to provide aid to children for many years to come.

With Gratitude,

**VAN & AMY**



**Van Elrod**  
President,  
Board of Directors  
Square & Compass  
Children's Clinics



**Amy Burke**  
Executive Director  
Square & Compass  
Children's Clinics

Looking back over this past year, Square & Compass has fulfilled **432 requests** for medical assistance to children for items such as:

- ▶ Prescriptions
- ▶ Lab Work & X-rays
- ▶ Feeding Aids & Tools
- ▶ Ultrasounds & MRIs
- ▶ Various Orthotics Devices & Aids
- ▶ Doctor Visits & Outpatient Hospital Procedures
- ▶ Transportation to Doctor Visits at the Clinic
- ▶ Various Health & Mobility Aids not covered by insurance







**Children's  
Clinics**

*Comprehensive Care for Kids & Teens*

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