



Children's National

Believe

WINTER 2022

**FROM
THE HEART**
Gratitude
Inspires the
Baier's'
Generosity

A Child Life
Specialist's
Lifetime of
Care

Holidays
at the
Hospital

"There's not enough
gratitude in the world to
thank the doctors and
nurses who saved
your son's life."
— Amy Baier

'Tis the Season!

Letter from the Foundation President



The gifts of this season remind me of what I am grateful for. We made it through another pandemic year, our eldest son is thriving in his first year of college and soon we will gather with family and friends to celebrate the holidays.

At Children's National Hospital, too, traditions and gratitude abound.

This edition of Believe shares the many ways our staff and families ring in the holidays. These traditions ensure that the hospital is not only a place of hope and healing, but also a festive one.

We recently heard from a grateful mom about an amazing story of care. A month after her son Vincent was born, he was rushed to our NICU and diagnosed with a brain aneurysm. I want to share the story as she told it.

"As we awaited the fate of our baby boy, we received a call from a woman who identified herself as Dr. Monica Pearl. She said, 'I am on my way to help.' While she rushed in from Baltimore, she remained on the phone with us. She was able to clearly explain the complex medical procedure she was going to attempt and the potential outcomes. It was difficult for us to hear, but her demeanor was reassuring.

"Her colleagues kept us apprised throughout the procedure and, after a few hours, we received the call that she was able to embolize the artery and Vincent survived. I cannot begin to fathom how Dr. Pearl successfully performed

"...the hospital is not only a place of hope and healing, but also a festive one."

— DeAnn Aston Marshall, M.H.A.

the surgery given his size and all the bleeding. Our neurologist said there are very few doctors in the world that would have attempted it, let alone succeeded. If we lived anywhere else or Dr. Pearl had not been available, our son would most assuredly have died that day.

"Aside from Dr. Pearl's impeccable talent, intelligence and eloquence, what makes her an astounding doctor is that she deeply cares for her patients and their families. To this day, she still calls us every Wednesday to check in — she calls us family now and we think of her as the same. Dr. Pearl gave us a miracle. Her gift to us — the life of our son — allowed us to remain a family. No words can fully express our gratitude. We will remain indebted to her for the rest of our lives."

This is one of many gifts your generous support of Children's National makes possible for our patients and their families. Thank you for your commitment to improving children's health and well-being.

I hope your family is well and that your holiday traditions bring you joy!

DeAnn Aston Marshall, M.H.A.
President
Children's National Hospital Foundation



The Baier family
at home, 2022

“My journey has shaped my ideas about what is important in life. When I'm older, I want to continue to give back to Children's National and be charitable.”

— Paul Baier, patient

Believe WINTER 2022

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Some photos captured prior to COVID

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Winter holiday traditions!



Paul shows his scar after four heart surgeries

FROM THE HEART

Gratitude Inspires the Baiers' Generosity



Gratitude has always been the Baier family motto. It brightens everyday moments, surfaces in their dinner conversations and offers strength during hard times. They have endured many. Amy and Bret Baier's oldest son, Paul, was born with five congenital heart defects. Blood flowed the wrong way and he had two holes in his heart, along with three other abnormalities. Paul, now 15, had his first open-heart surgery at Children's National as a newborn. Then, three more – at ages 10 months, 6 and 13. His latest operation, in 2020, was the most complex. It lasted 10 hours.

The family's gratitude for Paul's lifesaving care has inspired them to give back in countless ways.

Their gifts to our Heart Institute support technology, talent, research and clinical care to save and improve lives. The Baiers' leadership makes an impact across the hospital. Amy serves as chair of the Children's National Hospital Foundation Board of Directors. Amy and Bret, chief political anchor at Fox News, are longtime co-chairs of the Children's Ball, which Bret has expertly emceed since 2008. They co-chair our comprehensive campaign, **follow the leader**, and organize their own annual fundraiser, the All-Star Panel event in Naples, Florida.

We recently met with Amy and Paul for a special conversation about their journey.

The interview is edited for brevity.

PAUL **HOW DID YOU FEEL WHEN YOU LEARNED I HAD MULTIPLE HEART DEFECTS?**

AMY When you were born, we were told you were perfect head to toe. The next day, you started to get pale. A nurse, Beth, noticed your coloring was off, so she took you to the Neonatal Intensive Care Unit. We consider her our angel. The hospital called Dr. Gerard Martin, a cardiologist at Children's National, to come examine you. I'll never forget when he told us that you had five life-threatening heart defects. He said they would transfer you to Children's National and do everything they could to save your life. We went from the highest of highs to the lowest of lows. However, we were so thankful that Dr. Richard Jonas performed your lifesaving surgery when you were 12 days old. He was the chief of Cardiac Surgery at the time and one of the best pediatric heart surgeons in the world.

AMY **HOW WOULD YOU DESCRIBE YOUR CARE AT CHILDREN'S NATIONAL OVER THE YEARS?**

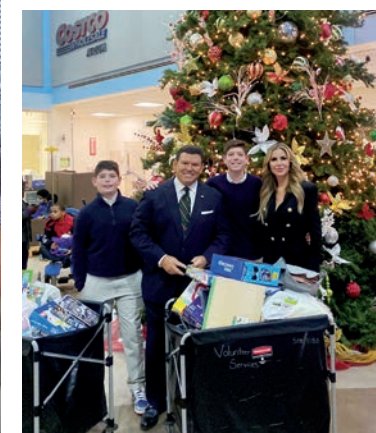
PAUL The care has been phenomenal. Everyone at the hospital is so kind and the doctors, nurses and staff always cheered me up and reassured me. For my most recent surgery, Dr. Yves d'Udekem, chief of Cardiac Surgery, explained the entire procedure step by step so I knew what to expect.



Top to bottom:
The Baiers practice golf at home; Paul's heart ultrasound in the hospital; giving back for the holidays



Amy and Bret with Paul in the Children's National Neonatal Intensive Care Unit



I was relieved when it was over, but had a long recovery. It's because of the great care I received that I am healthy today. I can play golf and basketball and be a normal teenager. I will likely need another surgery in my 20s or 30s.

PAUL **WHY WAS IT IMPORTANT FOR YOU AND DAD TO GIVE BACK TO THE HOSPITAL?**

AMY There's not enough gratitude in the world to thank the doctors and nurses who saved your son's life. When you were diagnosed, Dad and I turned to each other and said, "We found our cause." We wanted to help ensure that the kids and families who come to Children's National receive the very best care. We felt like if we could make a difference, create awareness about philanthropy and move the needle even a little bit, we were doing our part to say thank you.

AMY **WHAT DOES SUPPORTING THE HOSPITAL MEAN TO YOU?**

PAUL It means that I can help give back to kids like me. When I share my story at events and we visit the hospital during the holidays to bring toys to patients, it helps my healing, too. It's a way to touch their hearts and talk to other children who are going through something similar. I want to show them that there's hope. Supporting the hospital means other kids will benefit from the latest medical treatments so they can have a joyful life.

PAUL **HOW HAS OUR EXPERIENCE SHAPED YOUR OUTLOOK AS A PARENT?**

AMY You have taught me so many life lessons. After you were born, Dad and I promised we would only focus on the positive. We'd appreciate every day and moment with you. Over the years, your strength, positive attitude and grace have shown me that it's possible to find joy in the toughest situations. I'm grateful for that gift.

AMY **HOW HAS YOUR JOURNEY SHAPED YOUR HOPES AND DREAMS? WHAT ARE YOU MOST EXCITED ABOUT FOR THE FUTURE?**

PAUL My journey has shaped my ideas about what is important in life. When I'm older, I want to continue to give back to Children's National and be charitable. For right now, I'm excited about starting high school this year. I want to play college golf when the time comes. One day, I'd like to do something in finance, maybe related to biotech or improving technology. I want to have a career where I can help others.

“It's because of the great care I received that I am healthy today. I can play golf and basketball and be a normal teenager.”

— Paul Baier



Daniel and Paul Baier with their grandparents Paul and Barbie Hills (left) and close friends Vince and Pat Foglia (right), 2014



Kurt Newman, M.D., and Yves d'Udekem, M.D., with Paul and his parents, Amy and Bret Baier

Lasting Investments in Special Hearts



The Baiers want to ensure that kids like Paul with congenital heart disease grow up stronger. That's why they support professorships at Children's National. A professorship is a high honor that recognizes the expertise and accomplishments of our leading physicians and scientists. It provides sustained funding through an endowment that fuels groundbreaking research and paves the way for new pediatric discoveries.

In 2021, the family made a generous gift to establish the **Baier Family Distinguished Professorship in Cardiac Surgery**. It empowers Yves d'Udekem, M.D., chief of Cardiac Surgery and the Heart Institute's co-director, and his team to launch bold initiatives that advance cardiac surgery and improve the lives of kids with special hearts.

The Baiers also support the **Foglia-Hills Professorship in Pediatric Cardiac Research**. Amy's parents, Paul and Barbie Hills, established it in 2014, in partnership with close friends Vince and Pat Foglia. Nobuyuki Ishibashi, M.D., director of our Cardiac Surgery Research Laboratory, holds this professorship. He leads research on how to protect children's brains and nervous systems during and after surgery.



See more photos of the Baiers at Children's National throughout the years childrensnational.org/believe

Did you know?

Congenital heart defects are the most common type of birth defect in the United States, **affecting about 40,000 babies each year.**



Amy and Paul during a Children's National stay

“They told us we might have some hard decisions to make,” says Nikki. Her son Grayson was born four months prematurely and had just arrived for care at Children’s National. “Our nurse guarded Grayson’s life. She spent the whole night by his side. My little miracle baby made it through.”

“A colorectal operation takes about four hours to accomplish,” says Marc Levitt, M.D., chief of Colorectal and Pelvic Reconstruction. “A good result takes about 96 more hours of care. And it’s almost all nursing. **Complex nursing care from a devoted nursing team really is the secret sauce to getting a good result.**”

MEET THE MOMENT

MEET THE MOMENT

Nurses Go Above and Beyond

Every day, nurses at Children’s National provide exceptional, compassionate care for patients and their families. They also care for each other, amid pandemic-related stress and a labor shortage. When days are hard, they push forward and rise to the occasion. Neither parents nor doctors take this care for granted.

Our nurses share what motivates them, despite challenging times for their profession.



Craig Roberson, R.N., works at Children’s National Shaw Metro.



Dawn Cousins, R.N., has provided care in several units in her nearly 30-year career at Children’s National.



Reshma Patidar, M.S.N., R.N., C.P.N., works in surgical care at the hospital.

"Being a nurse offers a sense of accomplishment that I would not get in another profession. The best part is caring for kids during some of the most vulnerable moments in their lives."

— Reshma Patidar, R.N.

"I love to see kids smile and help them move through their conditions. The greatest gift is being able to give back to kids and parents."

— Craig Roberson, R.N.

"A patient I knew since my first year at Children's National had a poor prognosis, but the right care helped her defy the odds. We watched her grow up, go to college and have a good life. She recently passed away. When I think about her, I realize it's all worth it. You've got to give every child their best possible chance."

— Dawn Cousins, R.N.

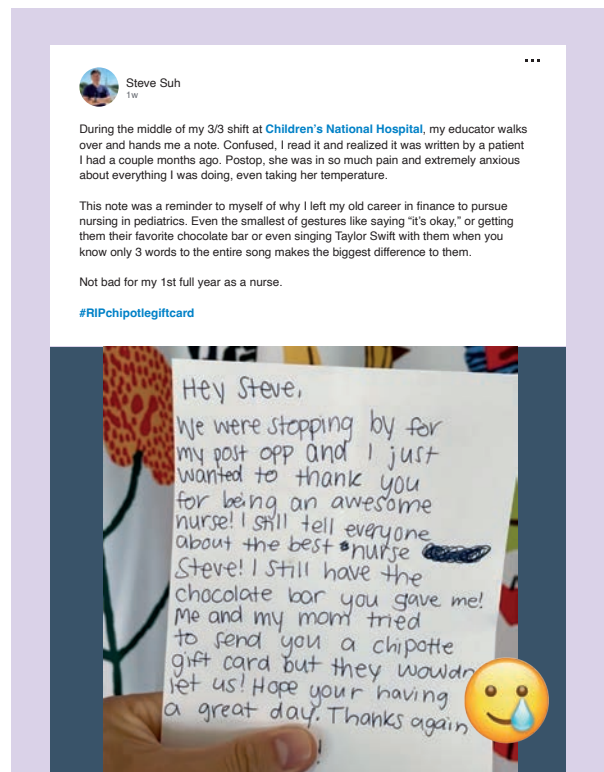
Below, from left: Craig Roberson, R.N., examines MJ at our Shaw Metro location; Steve Suh, R.N., posted on LinkedIn about a thank you from a patient that reminded him why he became a pediatric nurse



Dawn Cousins, R.N., in our Emergency Department



A Children's National nurse elicits a smile



follow the leader.

Caring for Young People in Crisis

By Anisha Abraham, M.D., M.P.H.

Acting Chief, Division of Adolescent and Young Adult Medicine

The COVID-19 pandemic has been a perfect storm for teenagers' mental health. I know this because I care for them daily, and also because I am the mom of two teen boys.

Isolation upended kids' routines. It stole milestones, such as birthday celebrations, school dances and graduation ceremonies. Many became anxious and depressed. Some lost loved ones. A 2022 Centers for Disease Control and Prevention study found that nearly half of high schoolers described feeling persistently sad or hopeless in the past year.

At Children's National, the number of teens we see for mental health issues in our inpatient and outpatient clinics has doubled. Cases of depression, anxiety, suicidal thoughts, self-harm and eating disorders have soared.

One of my patients, "Emma," was referred to us by her pediatrician for an eating disorder. At the time, she was a high school junior and star

soccer player. During the pandemic, she lost 25 pounds. She spent hours on social media comparing herself to her friends and others. When we met, Emma had a very poor body image and severe anxiety. She showed signs of malnutrition and was at risk for stress fractures.

I worked with her on how to structure meals, improve her self-esteem, cut back on social media and address her anxiety. Through our multidisciplinary clinic, we created a team to support her. It included a nutritionist and therapist, along with her pediatrician and family. Today, Emma is doing much better. She started college this fall.

Our team is dedicated to helping teens like Emma get back on track so they can look forward to healthier futures. But we face challenges. Nationally – and Children's National is no exception – communities are dealing with a shortage of pediatric mental health specialists. The pandemic intensified the youth mental health crisis that began long before.



Dr. Abraham with husband Hannfried and their sons Nick and Kai in front of the family's church

“To change young people’s life trajectories, we must ensure that they can access mental health support when and where they need it.”

— Anisha Abraham, M.D., M.P.H.

Now, the demand for care is at an all-time high.


To change young people's life trajectories, we must ensure that they can access mental health support when and where they need it. Philanthropy is a critical tool to achieve that. Support from our community powers our work to expand services, elevate our programs and ensure that we have enough clinicians to meet the unprecedented need.

Parents and caregivers also serve as a source of strength in their teens'



lives. One of the biggest predictors of young people's success is being able to "bounce back" on their feet after challenges. Parents and caregivers can help their kids develop resilience by talking to them about topics such as puberty and mental health, nurturing their child's abilities and strengths and modeling ways to problem solve and handle stress. They also should seek help early on if they suspect that their child is struggling.

Together, we can restore hope for teens, serve as their anchor and give them tools they need to thrive and pursue their dreams.

 Hear Dr. Abraham's take on connecting with teens childrensnational.org/believe

Comprehensive Care for Teens

Our Division of Adolescent and Young Adult Medicine offers comprehensive healthcare services for teens in the Washington, D.C., region. The team cares for nearly 10,000 adolescents annually through inpatient and outpatient services at the main hospital, at primary care locations and in two District public schools.

Children's National offers these specialty clinics:

- **Donald Delaney Eating Disorders Clinic** treats patients with eating disorders such as anorexia nervosa, bulimia nervosa, acute restrictive food intake disorder and binge eating
- **HIV Prevention and Treatment Program** cares for teens at risk for or living with HIV
- **Pediatric Gynecology Program** provides care for common and complex gynecologic concerns
- **Reproductive Clinic** offers contraceptive services
- **Youth Pride Clinic** provides primary and specialty care to LGBTQ+ teens

DISCOVER THE ART OF HEALING

A Child Life Specialist's Lifetime of Care

Needles. Fear. Medical procedures that took hours, several times a week. The 8-year-old needed an intravenous line for dialysis to treat her kidney condition and it all felt like too much. "She screamed and lashed out," says Judy Ross, who was on hand with compassion and kindness. "It was traumatic for her, her parents and staff."

Ross and the patient worked together on a "poke plan" to help her cope. It included choices that allowed her to feel more in control. Would she prefer to look at the needle or gaze out a window? Did she want to squeeze a rubber ball or hold Ross' hand? Blowing out imaginary birthday cake candles helped her breathe. "She did so much

better with her plan in place," Ross says. "She was also very proud of herself afterward."

Certified child life specialist Ross has supported patients at Children's National this way for 37 years. She works mostly with cardiac and nephrology patients. Care often starts with play. The resulting camaraderie has serious goals: to understand how hospitalization impacts a child, find opportunities to ease the experience, make sure patients understand what's going on and create space for them to share how they feel. "So much good can happen during that game of Candy Land or Uno, or working together on an art project," she says.

"I'm here for support. The children and their families know that whatever they're facing, I'll help them get through it."

— Judy Ross,
Certified Child Life Specialist

Ross carries a bag of tools: magic wands, glitter and fidget spinners. Some items distract, others relieve stress. Blowing a pinwheel encourages a child to exhale and take deep breaths during procedures such as chest tube removal. Encouragement from a puppet named Claudia helps, too.

Sometimes her job is to break down medical terms. Kids have asked if a bone marrow transplant involves a bow and arrow and if they can get poison ivy from an IV. "So many come into the hospital and don't understand why they're here," she says.

For one 18-year-old, care meant a virtual trip to Japan in his hospital room. "He came to us for a heart transplant when he was 10 and I cared for him over many years," Ross says. "He later came back with cancer

and didn't have long to live. He always wanted to go to Japan, so we brought Japan to him."

Ross and activity coordinators Angelica Bowman and Shannon Powell transformed the teen's room in the Pediatric Intensive Care Unit into a Japanese oasis. Everyone wore kimonos. They played Japanese music and decorated his room with cherry blossom fairy lights, anime art and posters.

Ross also comforts worried brothers and sisters. She teaches massage to parents of medically fragile babies and recently collaborated with our art therapists to start a support group for parents. "I'm not a medical person," she says. "I'm here for support. The children and their families know that whatever they're facing, I'll help them get through it."



Ross with Children's National patient Mason

Child Life = Comfort, Compassion and Care

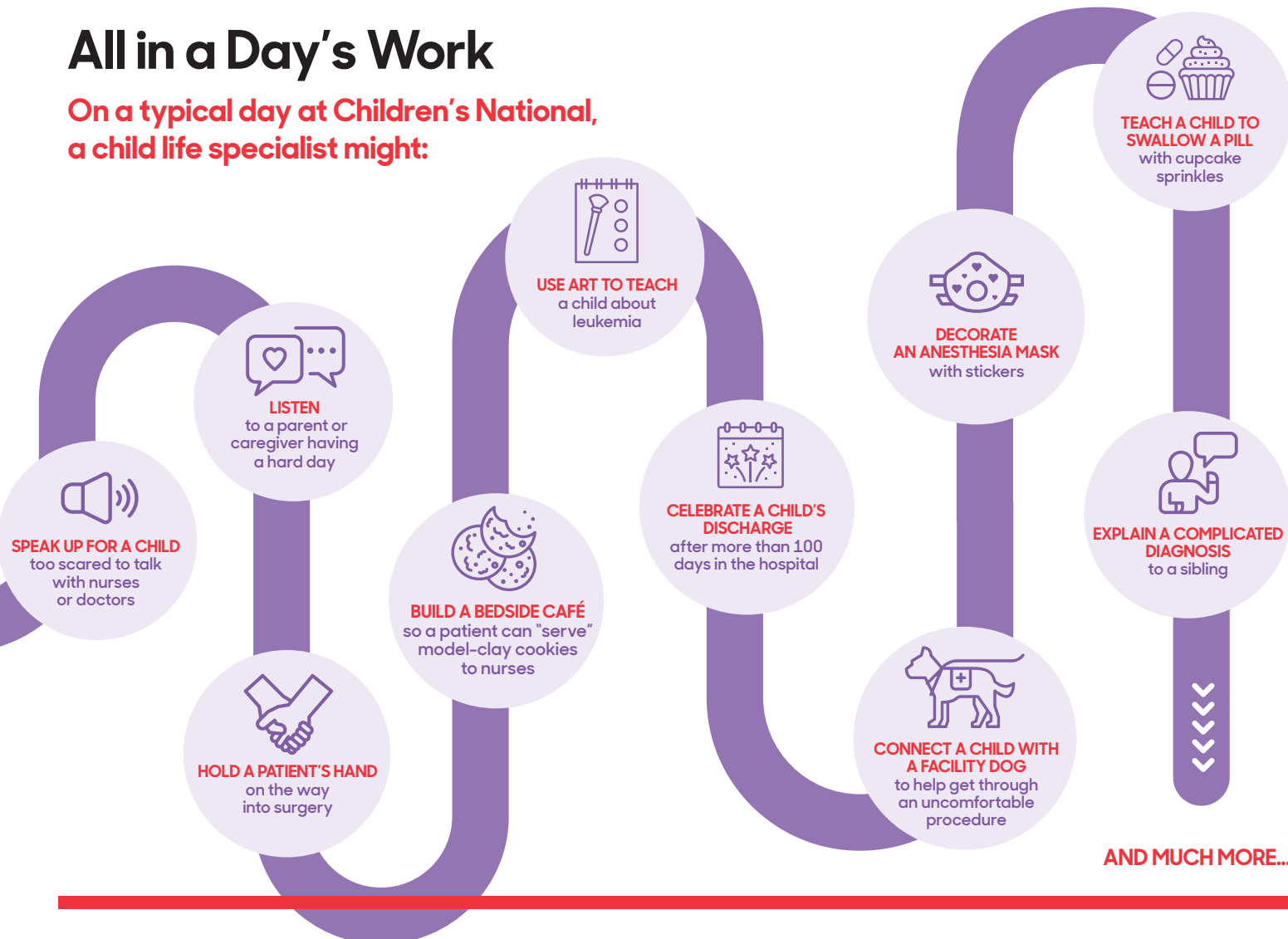


Certified child life specialists help children and their families cope with illness, injury, trauma, disability, loss and bereavement. They create positive experiences during outpatient visits and inpatient stays.

The work of our 18 specialty-trained team members eases anxieties about hospitalization and medical procedures and promotes cooperation on patients' most challenging days.

All in a Day's Work

On a typical day at Children's National, a child life specialist might:



Ross is one of 18 certified child life specialists at Children's National

“Generous donors have enabled us to expand our child life program to serve even more patients. Families and staff experience the impact of this emotional support and compassionate care daily.”

— Terry Spearman, Director of Child Life and Integrative Care Services



Olivia celebrates her acceptance to Spelman College. Opposite, from top: Olivia, age 9 months, at Children's National; age 12, with her heart hero mom, Jennifer; with her family on vacation

GROWN STRONGER

A Hospital Ambassador Leads with Heart

Absolutely, you have made a difference, Olivia." Those were the words of proud mom Schonay to her 18-year-old daughter as she packed for college. Schonay was reflecting on Olivia's 15 years as an ambassador for Children's National.

Olivia started cultivating her leadership skills early. She has represented the hospital since age 3. There have been dance marathons and radiothons, fun events in Seacrest Studios and panel discussions with pediatric leaders, including President & CEO Kurt Newman, M.D., and the CEO of the Nelson Mandela Children's Hospital in South Africa. She helped raise more than \$6 million for Children's National.

"Not many people have met someone who is on their second heart. I think I inspire people. That's a good feeling," says Olivia.

At six months, doctors diagnosed Olivia with an enlarged heart. She spent nearly a year on the national transplant list before receiving a new heart on Sept. 25, 2005. Her mom recalls "the seventh phone call," when, after a series of almost-matches, a viable donor organ came through. Every year, on the anniversary of her heart transplant, Olivia releases a balloon in honor of her donor, Ashley. Olivia met Ashley's mom, Jennifer, in 2017. She calls Jennifer her heart hero mom.

Olivia has received cardiac care at Children's National ever since her transplant at another hospital. Schonay says the "stellar" team and their compassion for the

whole family motivated her to serve on several Children's National committees. She chaired the Patient and Family Advisory Council from 2008 to 2012 and served on the Children's National Board of Directors from 2017 to 2021.

"We considered ourselves a part of Olivia's healthcare team and asked a lot of questions. I wanted to make sure she had the necessary resources to get better. Soon after, that desire turned to supporting other parents and being a strong voice for pediatric healthcare," says Schonay.

Olivia is now at Spelman College in Atlanta, where both her mom and sister Kendall attended. It's a global leader in the education of Black women with the motto "A Choice to Change the World." She wants to become an art curator for the Smithsonian Institution. Childhood museum visits and a recent writing camp at the National Museum of African American History and Culture ignited her interest.

"I am so thankful for the amazing experiences and opportunities being an ambassador for Children's National has given me," Olivia says. "I plan to continue my service work at college."

Schonay knows her daughter will inspire people with her heart and leadership. "I am so thrilled Olivia will be at Spelman, a place where she will thrive and grow and really hone her skills, in her own way, as her own woman," she says.

Not many people have met someone who is on their second heart. I think I inspire people. That's a good feeling."

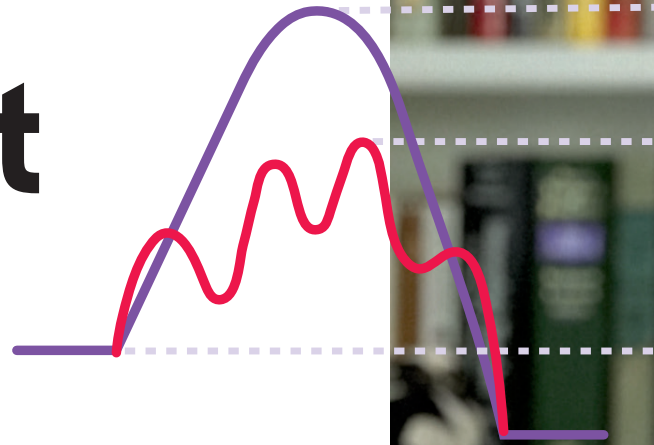
— Olivia,
Children's National patient and ambassador



Hear the inspiration behind the family's involvement childrensnational.org/believe

CREATE A LEGACY

The Catalyst Family



Chris and Ed Connor today
Inset: as a young couple

A deep connection to innovation and its transformative potential for children inspires the Connor family to invest in the future.

Catalyst | 1: a substance that enables a chemical reaction to proceed at a usually faster rate or under different conditions than otherwise possible; **2:** an agent that provokes or speeds significant change or action

Scientific progress is never a foregone conclusion. Breakthroughs don't just happen. Big leaps forward – from new therapies to lifesaving innovations – require a catalyst. The right conditions can ensure that even accidental findings yield maximum impact.

The Connor family personifies what it takes to spark discoveries that benefit children. Ed Connor, M.D., is a physician who built his career at the nexus of research and entrepreneurship. His wife, Chris, is a retired microbiologist and educator who taught young people about the potential of science.

They share a vision of what's possible in children's health given the right investments. "We can and will do things

for kids," says Ed, who was the first director of Innovation Development and Investigational Therapeutics at Children's National in 2008. His tenure put the hospital on a trajectory for the flourishing innovation culture it enjoys today.

The Connors' philanthropy builds upon this legacy. Their 2022 gift established the Connor Family Professorship in Research and Innovation. It also provides flexible funding for our new Office of Biotechnology.

These investments promise to fuel the hospital's national leadership in pediatric entrepreneurship. They amplify the potential of the new Children's National Research & Innovation Campus, a platform for cross-sector collaboration.

It Started in the Lab

Fittingly, Chris and Ed met while working on a science project as students at Villanova University. They married in 1976. Ed attended medical school and Chris pursued her master's in microbiology.

Their passion for medicine and science informed the rest of their lives – and the lives of their children. Kate is a pediatrician with a master's degree in public health. Ryan leads the health and wellness curriculum for a public charter school. Meghan is a midwife and nurse practitioner. The Connors are a self-described "science nerd family."

"Taking care of children, whether through medicine or education, is one of the most important things you can do," Chris says.



Bench to Bedside

Ed's interest in developing treatments for kids goes way back. He studied new antibiotics for serious bacterial infections as a pediatric resident in Chicago. This put him on a career path that blended medicine with business development. He led a U.S. government effort to develop therapies for pediatric HIV. Later, at MedImmune, he rose from director of clinical studies to chief medical officer.

In 2007, Ed got a phone call from Mark Batshaw, M.D., then director of the Children's National Research Institute (CNRI). This led to Ed joining the CNRI board, then the faculty, when he opened the Office of Innovation Development and Investigational Therapeutics.

Ed's team promoted a framework to capitalize on discoveries. It required breaking down silos and building entrepreneurship. Children's National scientists could start companies. Their intellectual property could produce revenue to strengthen the hospital's platform for innovation.

He arrived in perfect time for a paradigm shift. Children's National soon would launch the Sheikh Zayed Institute for Pediatric Surgical Innovation with philanthropic support from the United Arab Emirates. Ed helped develop several medical startups that thrive to this day. These include a company testing a novel steroid alternative to treat Duchenne muscular dystrophy.



Dr. Connor began his career in pediatrics



The Connors with their grandchildren



Connor grandchildren show off their bandages following COVID-19 vaccination



A Growing Portfolio

"Dr. Connor is a thought leader who has tremendously contributed to the art and science of advancing pediatric drug and product development," says Kolaleh Eskandarian, Ph.D., M.B.A., P.M.P., vice president & chief innovation officer at Children's National.

Today, Dr. Eskandarian guides a robust portfolio of enterprises – exactly what Ed worked to foster. These include Innovation Ventures, the hospital's business development arm. It currently licenses 12 companies in therapeutics, devices and digital health tools.

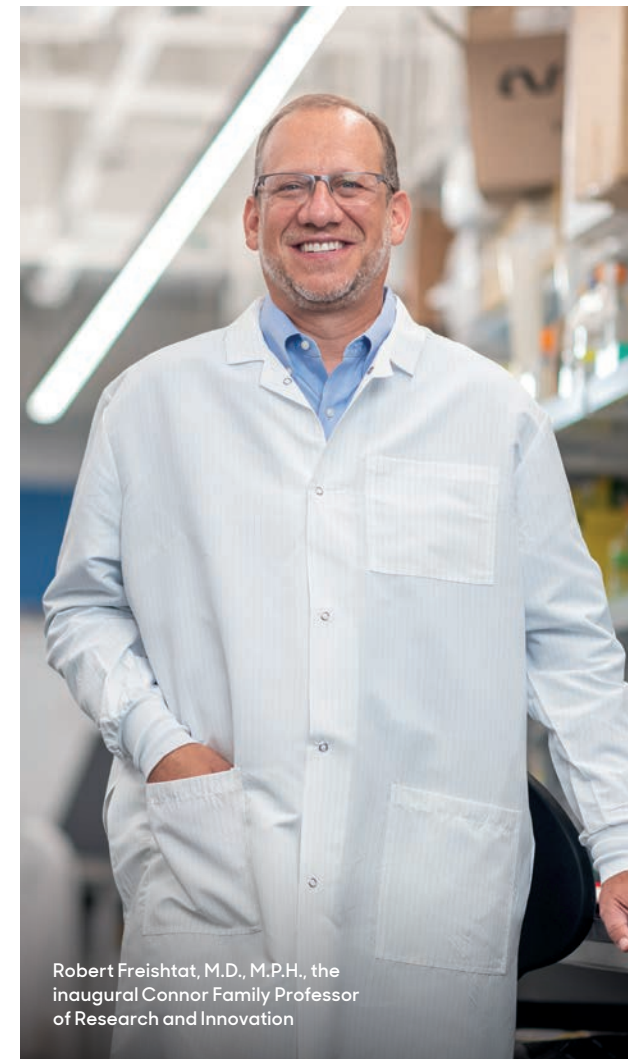
The Connor Family Professorship

The Connor family wants to make the most of this moment. "We exist in an extremely important time in pediatric research," Ed says. "The tools are there to turn the corner toward the most effective interventions." For more than a decade, the Connors made gifts to an endowed fund to spur discovery, invention and scientific careers focused on children. Ed is emphatic that kids cannot be an afterthought in medical development.

Their recent commitment expands this endowment to create the Connor Family Professorship in Research and Innovation and support the Office of Biotechnology, led by Freishtat, M.D., M.P.H., emergency medicine physician and senior investigator for the Center for Genetic Medicine Research. He is the inaugural holder of the professorship.

"We're trying to accomplish something big, and you can't get there by doing things the usual way," Dr. Freishtat says. "Our motto is to succeed early or fail fast. The Connor family investment will make possible high-risk, high-reward projects, each a potential game changer for children." These include efforts to develop nonaddictive pain relief, counteract antibiotic resistance and speed brain tumor research.

Chris hopes these developments come to define her family's legacy. "Our goal and focus are making sure kids have access to the best possible healthcare and medications," she says. "That is our commitment."



Robert Freishtat, M.D., M.P.H., the inaugural Connor Family Professor of Research and Innovation

“We exist in an extremely important time in pediatric research. The tools are there to turn the corner toward the most effective interventions.”

— Ed Connor, M.D.

IN MEMORIAM

**Taeun Chang, M.D.
(1971–2022)**

Colleagues and patient families
reflect on the career of a beloved
neurologist who helped babies thrive.



Dr. Chang with a patient, 2018

A Trailblazer, Mentor and Collaborator

Friends and colleagues remember her brilliance and humor and the delicious Korean feasts she cooked for them. Patients and families will never forget her lifesaving care.

Taeun (Tae) Chang, M.D., was a pioneer in her field who improved outcomes for infants with conditions that affect the brain and nervous system. She was director of the Neonatal Neurology and Neurocritical Care Program (NNCC) at Children's National and professor of neurology and pediatrics at the George Washington University School of Medicine and Health Sciences.

On June 18, 2022, Dr. Chang passed away due to complications from cancer.

"In both patient care and research, Dr. Chang acted as a role model for her colleagues and for two generations of pediatric neurology fellows, many of whom not only learned from her, but followed her path," said Roger Packer, M.D., senior vice president of our Center for Neuroscience and Behavioral Medicine.

"As people learned of Tae's passing, there was such a tidal wave of gratitude for everything she did," said Tammy Tsuchida, M.D., Ph.D., co-interim director of the NNCC. "She connected on a personal level with patients and staff. She was utterly selfless, cheerful and indefatigable in supporting everyone she interacted with. I am grateful I was nourished as her friend and colleague over many years."

Dr. Chang spent her entire career at Children's National. She began her child neurology training in 2000, then joined the faculty. In 2004, she co-created the NNCC, the second such program in the United States and a model for others. It played a key role in elevating our newborn program and Neonatal Intensive Care Unit to No. 1 in the nation.

"Tae was my enthusiastic and visionary partner in building the NNCC and I consider her an 'honorary neonatologist' truly integrating neonatology and neurology. Her legacy will live on through her training and mentoring of neonatologists and neurologists," said Billie Short, M.D., chief of Neonatology.



Dr. Chang, 2017

A Dedicated, Caring Clinician

A month before Paula and Mike were to deliver their son in England, doctors detected a fetal brain bleed and advised them to terminate the pregnancy. They said the baby would have severe disabilities. The couple was determined to find a solution. Online research led them to Dr. Chang, who replied immediately to their Sunday email with encouragement and a plan.

"She was very kind and cared massively," Mike says. "She offered to review MRI images and consult long distance. Ninety minutes with her changed the world for us."

"The child will live. Your child will walk," Dr. Chang told them. "Will your child talk? Yes, and go to school." There was risk, but she believed it was minimal.

Taylor is named for the doctor who did not give up on him. Today, he's a healthy, vibrant 3-year-old who "loves kicking a soccer ball and watering the garden and is a very loving little boy," says Mike. "Taylor is alive because of Tae. She not only changed his life; her actions changed our mindsets and enriched our life. She will live on in our hearts forever."

Dr. Chang's success stories include another child who benefited from her multidisciplinary collaboration to codevelop an innovative therapy for hemimegalencephaly, a rare brain malformation. Bella was born with this condition. She experienced seizures, sometimes dozens per hour. Surgery closed off the blood supply to the abnormal part of her brain, so the healthy part could thrive, and the seizures stopped. Bella's family says this profoundly improved the



Dr. Chang with baby Taylor, Paula, Children's National Foundation President DeAnn Marshall, M.H.A., and Mike, 2022. Inset: Taylor, age 3

“She connected on a personal level with patients and staff. She was utterly selfless, cheerful and indefatigable in supporting everyone she interacted with.”

— Tammy Tsuchida, M.D., Ph.D.

trajectory and quality of her life. She is flourishing.

In 2022, Dr. Chang received the Children's National Clinical Research Mentoring Award, one of many awards she earned over her career. The Newborn Brain Society, which she helped found, recently established the Taeun Chang Early Career Travel Award in honor of her work and mentorship that inspired compassionate and innovative care.

"We mourn the early loss of this colleague and friend," said William Gaillard, M.D., chief of Child Neurology, Epilepsy and Neurophysiology, and Phillip Pearl, M.D., a former Children's National faculty member. "What a legacy."

Learn more about Dr. Chang and her patients childrensnational.org/believe



Costco Wholesale
Atrium at Children's
National Hospital

POWER CARE THROUGH PARTNERSHIP

Costco Wholesale's Enduring Support Elevates Care

The decorative hot air balloons in the Costco Wholesale Atrium at Children's National Hospital inspire hope and possibility for patients and families. They also symbolize the thriving, decades-long community-focused partnership between Costco and the hospital. The result is world-class, compassionate care that enables kids to soar.

Over 35 years, Costco has raised \$38 million for Children's National through a remarkable grassroots approach that engages everyone who visits or works at their stores. Much of it happens one dollar at a time. Cashiers and other employees participate in the company's annual Children's Miracle Network Hospitals campaign each May. They invite their customers, Costco

members, to donate at the register and encourage local businesses and vendors to support the cause. Costco warehouses in the Washington, D.C., region get creative. Friendly competitions abound. Employees dress up in costumes. A top fundraiser might get to throw a pie at a manager.

Costco employees raise funds through our Race for Every Child by forming teams and participating. The company is the community event's exclusive water and snack sponsor. It also hosts an annual regional golf tournament to support Children's National. In 2022, the Northeast Charity Classic raised a record-breaking \$1.9 million.

Costco committed to raising \$50 million for the hospital by 2027, the 40th anniversary of our partnership.

“Care from Children's National has personally and profoundly touched someone at every one of our warehouses. Their stories inspire fellow employees who become cheerleaders to raise money. Everyone wants to make a difference.”

— Jim Stafford, Vice President & General Merchandising Manager, Northeast Region, Costco Wholesale

Stories of Care

BY CESAR BARREDA

Costco Warehouse #334, Chantilly, Virginia

When we learned that my wife, Sandra, had a genetic heart condition, we worried for our three sons. Would they have to endure the stress, surgeries and pain that she has gone through?

Cardiologists checked out our two older sons. While they have the mutated gene for the heart condition, they are OK. We tried for eight months to find a pediatric cardiologist who would evaluate our 15-year-old's heart. But because Carlos seemed fine, no one would see us. Not knowing if the condition had damaged his heart weighed heavy on our minds. It also worried Carlos.

He's an active, busy kid. He loves wrestling and chasing his friends on the

Costco employees share their personal experiences that inspire support for Children's National.

soccer field. But if he was out of breath or had any discomfort, we panicked.

I finally thought to call Children's National. Within a week we had an appointment at the hospital's Fairfax location near our home. Cardiologist Suma Goudar, M.D., paid a lot of attention to Carlos. She spoke to him directly. He had an electrocardiogram and an echocardiogram the same day. Before we left, Dr. Goudar confirmed that Carlos has the genetic mutation. She also told us that his heart is OK. I saw relief on my son's face.

This care means Carlos has the information and support he needs to live a healthy life. It feels like euphoria.

“I've been fundraising for Children's National at Costco since 2004. Children's National was there for me when my family needed it. Supporting the hospital makes me feel great. Who doesn't want to help kids?”

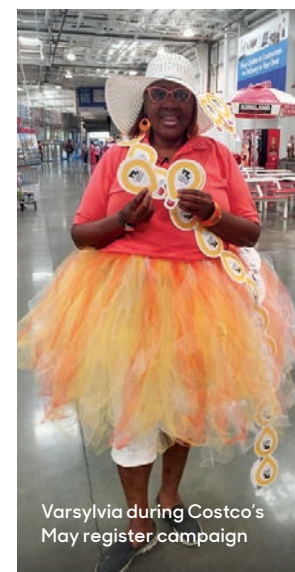
— Cesar, Children's National parent



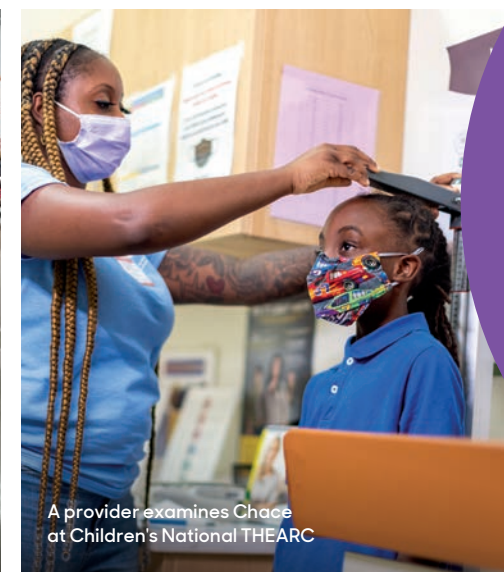
Carlos, age 15
Inset: Costco employees celebrate the Chantilly fundraising results



Chace with his parents and siblings



Varsylvia during Costco's May register campaign



A provider examines Chace at Children's National THEARC

BY VARSYLVIA JAMES

Costco Warehouse #1120, Washington, D.C.

My 10-year-old grandson, Chace, is a smart little kid. He's an analytical thinker and honor roll student at a prestigious elementary school. He always rises to a challenge. Life certainly has given him plenty of those. He has severe cleft lip and palate and scoliosis.

Children's National doctors have cared for him since he was a baby. They've helped us through hard times. They always make him feel like a normal kid, no matter his difficulties. These days, his providers are working on straightening his back with physical therapy and a brace. Soon, he'll have another cleft palate surgery to reconstruct his mouth. It will help improve his speech and provide more normalcy.

His doctors and nurses always give Chace their best. Thanks to them, he's a happy, healthy and strong kid with a great future.

“I have been fundraising for Children's National since I started my career at Costco 23 years ago. The care my grandson has received inspires me and my Costco family. Costco really cares about the community.”

— Varsylvia, Children's National grandparent



Rikki, center, at Costco Wholesale Northeast Charity Classic
Inset: Rikki, center, and fellow golfers

BY RIKKI TWYFORD

Costco Northeast Regional Assistant Buyer

Costco leadership asked me to run our annual golf event in 2017 because I'm organized and passionate. No one knew I also had a personal motivation. If I could do anything to help even just one parent, grandparent or sibling from losing a child, I would. Children's National is all about keeping babies and children safe and healthy.

In 2018, the tournament fell on May 3, the 10th anniversary of my son Liam's death. I was 28 weeks pregnant when Liam was stillborn. I usually reserve that day as a time of reflection with my family, so it was especially meaningful to spend it raising money for Children's National. I do it in memory of Liam and for all the babies and children whose lives the hospital saves.

“Our golf tournament has a very serious mission, but there's also a lot of fun. Everyone has passion and energy for the event — the golfers, the volunteers, the families who share their stories.”

— Rikki, Costco Wholesale Northeast Charity Classic Chair



Costco Wholesale fundraising supports the hospital's Fund for Every Child. Learn more. childrensnational.org/believe

BY SERENA JONES

Costco Warehouse #233, Arlington, Virginia

“I've participated in the May register campaign as a cashier for 16 years. Kids are in good hands at Children's National. Even if someone gives just a dollar, it helps the hospital do good things.”

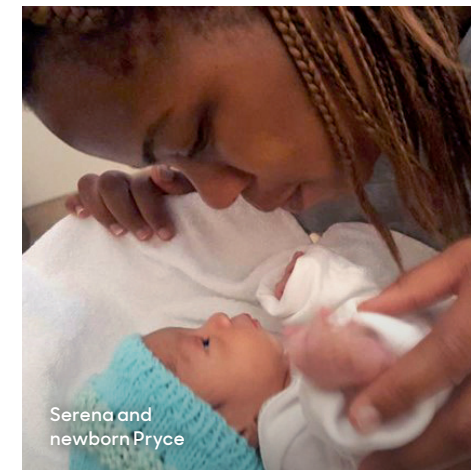
— Serena, Children's National parent

Children's National saved my son's life in 2016. Pryce was born at a local hospital that experienced a water contamination emergency. Two babies in their NICU passed away. Emergency transport brought my son to Children's National immediately after birth. I stayed behind to recover from a C-section.

The medical staff kept him safe and healthy until I could get there. If he had not transferred, he might have gotten sick, or worse. They communi-

cated with me throughout and reassured me that my baby was OK. When I finally got there, the staff taught me how to feed, bathe and comfort him. This made me feel less afraid. I was a first-time mom on my own. They also prepared me for the urology surgery he would have a few months later.

I am forever grateful for the love and care we experienced at Children's National. Today, Pryce is a healthy 6-year-old who loves to draw. You'd never know his birth was so traumatic.



Serena and newborn Pryce



Pryce, age 6

The Fund for Every Child



Our **Fund for Every Child** ensures that Children's National, a nonprofit hospital, can respond to patients' most urgent needs and pursue breakthroughs in pediatric medicine.

Gifts to the fund fuel mission-critical operations and provide financial stability and flexibility. When we are nimble, we can direct resources where they make the

most difference — to improve care, conduct promising research for new treatments and cures, employ cutting-edge technologies, educate staff, upgrade facilities and provide music, art and pet therapy.

This allows us to treat the whole child — and meet their physical, mental and emotional needs.

When revenue falls short, a

public health crisis like COVID-19 imposes new demands or there is a national labor shortage, we turn to the fund to keep advancing care and the next big discovery.

Thank you for helping us deliver world-class, compassionate healthcare to families!



Andrew Campbell, M.D., director of our Comprehensive Sickle Cell Disease Program, examines a patient

A New Approach for Sickle Cell Disease Pain

Children’s National serves as a beacon of hope for 1,500 children living with sickle cell disease. Our comprehensive program is one of the largest in the country.

This life-threatening, inherited blood disorder disproportionately affects Black Americans and impacts millions worldwide. Patients face a lifetime of complications and episodes of acute pain that can start as early as infancy. By puberty, many develop chronic pain.

We are leading efforts to develop new therapies. A new, holistic multidisciplinary approach aims to transform pain

management, improve patients’ quality of life and reduce missed school days. The team includes specialists in hematology, pain medicine, psychiatry, social work, education, physical therapy, mind-body healing, health navigation and life coaching.

A generous grant from the Founders Auxiliary Board makes this care possible. The board supports Children’s National through fundraising and volunteerism. It continues a 150-year legacy of championing children’s health established by the former Children’s Health Board and The Board of Visitors.



Learn more about the Founders Auxiliary Board childrensnational.org/believe

Children’s National Events

In-person events are back.

Generous donors gathered to advance our world-class care for patients and families and fuel groundbreaking pediatric research.



See more photos from the Race for Every Child childrensnational.org/believe



WHITE HAT GALA

The White Hat Gala, supported by the cybersecurity and business communities, welcomed more than 300 guests and raised a record \$650,000 for Children’s National. The event took place April 28 at the International Spy Museum in Washington, D.C. We congratulate and thank chair John Martinez and the host committee.



GUARDIAN SOCIETY

The Guardian Society celebrates donors who make a legacy gift to the hospital in their estate plan. On June 15, members attended its annual luncheon at the Chevy Chase Club. Hospital President & CEO Kurt Newman, M.D., and Chief of Psychiatry and Behavioral Services Adelaide Robb, M.D., shared how gifts helped the hospital weather the COVID-19 pandemic and address the mental health crisis.



RACE FOR EVERY CHILD: 10TH ANNIVERSARY EDITION

The Race for Every Child: 10th Anniversary Edition raised \$1.5 million to improve children’s health. On Oct. 15, more than 2,800 took part in the 5K Run/Walk and Kids Dash at Freedom Plaza in Washington, D.C. Participants joined virtually from 27 states and three countries. We are grateful to co-chairs Benjamin Bullard and Jessica and John Wood and all participants for their support.

Creations That Comfort

For Emmy, 17, art is both medicine and a passion. She first turned to it to cope with a painful allergy to the insulin she took for her type 1 diabetes.

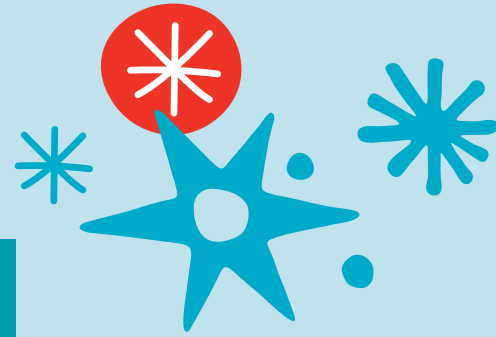
Emmy paints stained-glass panels, draws comic strips about pets baking cookies and sculpts creatures from clay. She also comforts others with her talents. She made memorial art for grieving families and pet portraits for hospital staff when she was in intensive care in Minnesota, following a pancreas transplant. Now, her artwork is on display in our Young Expressions Gallery through 2022.

Her family moved to Maryland in 2020 to be near Children’s National, a place they believed could better handle her complex care. Emmy is doing well. She doesn’t need insulin injections anymore, but she still needs her art. She hopes her creative works help other patients heal, too.



See more of Emmy’s art childrensnational.org/believe

Holidays AT THE Hospital



WINTER WALK OF LIGHTS

Snowmen, penguins, reindeer, polar bears and a unicorn twinkle in the moonlight in our Bunny Mellon Healing Garden. Activity coordinators Shannon Powell and Angelica Bowman turn this special space into a winter wonderland for the holidays. Kids and parents enjoy festive lights and sip hot chocolate. "I love watching patients and families forget their worries for a little while and embrace the joy of the season," says Angelica. "Their smiles make the hospital feel magical."



CHRISTMAS HEROES

"Demier spent Christmas at Children's National when he was 4. Staff would stop by his room with gifts and sit with him so I could take a break," says his mom, Tiana. "Demier loved visits from other 'heroes' including Captain America, Spider-Man and Santa Claus. Even Dr. Bear, the hospital's mascot, came in one day. I'm forever grateful to the nurses, doctors and staff who made us feel like family."



HANUKKAH GIFTS

Volunteers from Bikur Cholim of Greater Washington, a nonprofit that provides services to people facing medical-related challenges in the Jewish community, stock and decorate the hospital's kosher pantry for Hanukkah, the eight-day festival of lights. They bring treats like chocolate gelt (coins) and electric menorahs so children can feel the spirit of the holiday in their rooms. They also make and deliver special gift boxes to patient families.



BIG CELEBRATIONS FOR THE SMALLEST BABIES

Chief of Neonatology Billie Short, M.D., has volunteered to work in our Neonatal Intensive Care Unit (NICU) on or around Christmas Day for 30+ years. "I do it so my staff with young children can spend Christmas with their kids," she says. "I also love discharging babies during the holidays. It's rewarding to be there to reassure parents as they graduate from our NICU, and watch babies go home for the first time in their arms. We listen, make memories, support each other and celebrate."



COOKIES, ORNAMENTS AND ENCOURAGEMENT

The Rudolph the Red Nose Blood Drive & Cookie Party brings cheer to our NICU and saves lives through blood donations. For the last decade, two women who know the unit well have made this time of the year better for families. Elizabeth Ottaway and Denise McMillan are Children's National parents. Elizabeth is on our NICU Parent Advisory Committee and is a volunteer photographer in the unit. Denise is a NICU nurse. Their annual holiday event honors the memories of their late sons, Alexander and Malachi, who were NICU patients.



SOUNDS OF THE WORLD

Festive music fills the hospital's Costco Wholesale Atrium. Renee Roberts, M.D., an anesthesiologist, plays a soothing violin. Dana Morgan, program coordinator for our Creative and Therapeutic Arts Services team, lends her piano-playing talents. She also created a playlist with stories and music for globally celebrated winter holidays, such as Kwanzaa, Junkanoo and Las Posadas. "I like to create inclusive healing spaces, especially during the holiday season."



WITH LOVE FROM THE BAIER FAMILY

A favorite holiday tradition of Amy, Bret, Paul and Daniel Baier is to bring gifts to patients in the hospital's Heart and Kidney Unit, where Paul has been a patient since he was a newborn. "I enjoy giving out presents to patients at the hospital during the holidays and seeing them smile," says Paul. "It means a lot to talk to them and show them there's hope." Read more about the Baier family on page 4.



GIFTS OF JOY AND RELIEF

"I work in our oncology unit," says Certified Child Life Specialist Tawni Rochester. "On Christmas Eve, we and the nurses deliver gifts to patients' rooms while they sleep. It feels important. So many have tears, wondering if Santa will forget about them because they're not home. It helps parents, too. One mother cried when she came into the hospital's toy shop to take a gift for her child. She thought the holidays would have to pass without celebration because she couldn't leave to shop. She was so thankful."

DOTTIE HAS CLOVES SYNDROME

This holiday season, give Dottie a
#ReasonToBelieve
so she can grow up Stronger.



Children who must spend their holidays in the hospital deserve a Reason to Believe – in first steps, giggles, high fives and hugs.

Your generosity provides hope and healing to ill and injured children by funding exceptional, compassionate care and pediatric research that leads to new treatments and cures.

Give kids and their families a Reason to Believe this holiday season.



DONATE TODAY!
childrensnational.org/DonateToBelieve

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*A gala to celebrate the future
of children's health*

SAVE *the* DATE

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DISTRICT PIER & THE ANTHEM

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