



Caring for children with medical complexities since 1941

rankenjordan.org



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Ranken Jordan's New President and CEO

One big transition for Ranken Jordan in 2023 was the hiring and onboarding of new President and CEO Shawn Dryden. Shawn has more than 20 years in healthcare serving at several different hospitals and healthcare systems. He has brought new energy and experience to Ranken Jordan.

You are about one year into the new job. How's it going so far?

I get asked this question a fair amount, and my response is always that I couldn't love it more. Ranken Jordan is such a special place. Everyone on the team, from the frontline staff to the Board of Directors, has a single united purpose to serve children with complex medical needs. Combine that with a family-like culture that values innovation and embraces change, all those characteristics make Ranken Jordan unlike any place I've ever worked. I really do consider it a privilege to be here.

What have you accomplished so far, and what is next?

Within my first week while rounding in the hospital, employees approached me with a direct request—they needed coffee! Believe it or not, we didn't have a central place where we provided coffee for our team and families. While everyone loves The Perk, which is a pop-up coffee shop hosted by volunteers, there wasn't a great option when that was closed. Now, we have multiple coffee stations where families and staff can enjoy a cup of brew 24/7.

Aside from staying caffeinated, my main priority has been working with all levels of the organization to develop and launch a new strategic plan. I am proud to share that after months of collecting feedback and planning, we have four key strategic objectives.

We will serve more children and families by expanding our services to meet the unmet needs that continue to challenge children with complex medical needs and their families.

We will deliver unequaled outcomes by advancing patient safety and the patient/family experience at Ranken Jordan.

Our relationship with the state of Missouri remains critical, and we will enhance financial stability by our continued partnership with Missouri Medicaid, Illinois Medicaid and states across the Midwest. Your continued support is still just as important. Donations benefit so many areas of the hospital: Optimization Zone (OZ), readily available therapy equipment, transitional care, and more.

And finally, none of this is possible without inspiring our workforce. We will promote employee well-being and further energize our culture to retain and recruit the best talent at all levels.

Has anything surprised you?

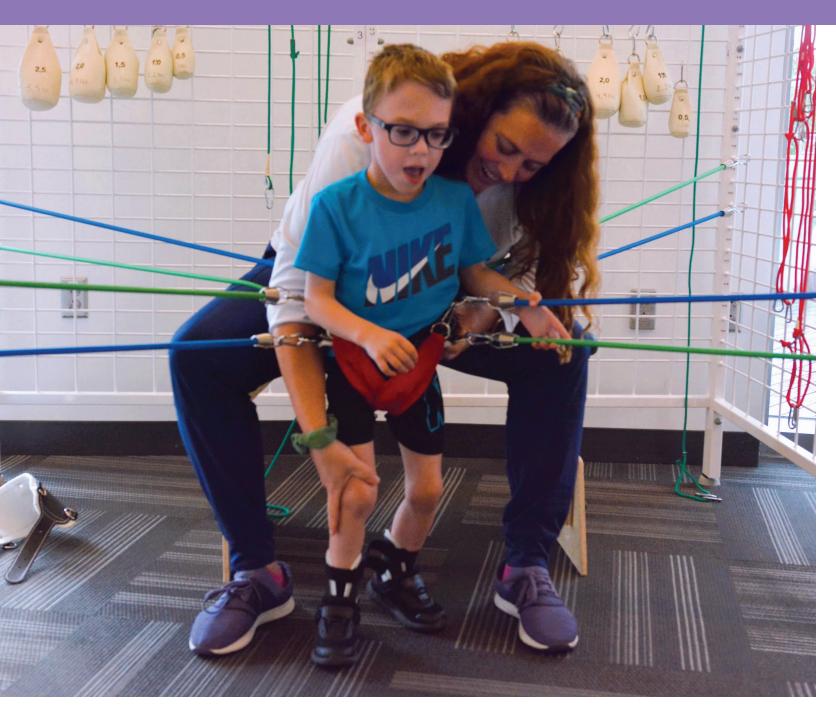
While not necessarily a surprise, the depth of the commitment that our employees have to the children and families we serve is inspiring. As part of that, I've been really encouraged by how engaged everyone is and their willingness to share ideas on how we can do an even better job in serving them. While I admit that I've thrown out a lot of ideas for consideration since arriving, the team has also not been bashful in offering their own insights and recommendations. When people say, consider the children first, they really do.

Besides coffee, what energizes you the most at Ranken Jordan?

I haven't finished my first year, so I still have a few more "firsts" to experience, like my first Santa visit—which I can hardly wait for. Big events of course are energizing, like our record-breaking BEYOND Gala that raised over \$1,000,000. But really, it's the smaller day-to-day moments that energize me the most. There is nothing like seeing our employees connect with their patients, like when a patient pounds the drums with Music Mary in Corto's Pass or when two patients become friends and insist on painting together in Dierberg's Kitchen. That is what it is all about.

FINDING MORE

TREE COM IN SPECIALIZED THERAPY



ALTHOUGH MANY PEOPLE don't particularly like spiders, we know from science class that these eight-legged creatures are beneficial as they maintain a natural balance within our environment.

At Ranken Jordan Pediatric Bridge Hospital, a specialized piece of therapy equipment called a spider cage is beneficial to kids working on balance and strength. In a spider cage, kids get to be the "spider" as they are supported or suspended by a harness and elastic cords inside a three-sided, cage-like structure.

The spider cage, officially called a universal exercise unit, allows patients to practice movements, transitions, and functional skills to promote muscle strength, balance and coordination, body awareness, and sensory-motor integration. This equipment is ideal for patients with cerebral palsy.

Thanks to a donation from the Dana Brown Charitable Trust, Ranken Jordan is the only place in St. Louis that offers a spider cage.

Meet Bennett: "A Little Miracle"

Bennett is one of the children making great strides using the spider cage and other specialized equipment at Ranken Jordan. For the past two years, he has been coming to Ranken Jordan as an outpatient for speech and physical therapy and is already surpassing expectations.

Bennett was born prematurely at 23 weeks weighing just one pound, 12 ounces—he fit in the palm of his father's hand. Bennett has cerebral palsy, cognitive delay, chronic lung disease, gastrointestinal issues, visual impairment, and hydrocephalus, which is a buildup of fluid in the brain.

But none of those challenges is stopping this smart 5-year-old from improving his abilities, strength and independence. Thanks to outpatient therapy at Ranken Jordan, he is finding more freedom every day.

Soon after Bennett was born, his parents were told he would never be able to walk or talk. "It's pretty miraculous to see him do these things now," says Bennett's father, Brad.

Brad says Bennett's speech, balance, core strength, flexibility, and ability to step up on things have all improved since Bennett started outpatient therapy at Ranken Jordan. "His confidence and ability to navigate places is better, too. The spider cage has been super helpful. It allows him to get around more freely."

Now, Bennett also can catch a ball, "Before, it took so much energy for him to stand that he couldn't focus on catching the ball," Brad says. "The spider cage assists him with standing so he realizes he can use his arms to catch the ball. It helps with his multitasking."



"The spider cage allows patients to practice movements, transitions, and functional skills to promote muscle strength, balance and coordination, body awareness and sensory-motor integration."

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New ENT equipment provided by the Sunnen Foundation offers clear imaging of patients' airways.

The outpatient therapy team works to deliver therapy in a safe, friendly environment for kids and young adults up to age 21.

Outpatient Therapy to Care for More Kids

Ranken Jordan offers the most comprehensive outpatient therapy program in St. Louis for kids with a wide variety of medical and developmental needs. Utilizing a combination of

well-established and innovative treatment techniques, along with state-of-the-art therapeutic and adaptive equipment, the outpatient therapy team works to deliver therapy in a safe, friendly environment for kids and young adults up to age 21.

The hospital's therapy equipment is unmatched in St. Louis. For example, Ranken Jordan has the only warm water therapy pool in the area, and numerous other treatment interventions not consistently offered at other facilities in the St. Louis area.

Some of the other unique equipment and outpatient therapy programs at Ranken Jordan include:

Xcite Functional Electric Stimulation (FES) Bikes.
Ranken Jordan is the only pediatric hospital in the area to provide these programmable Xcite bikes thanks to support from The Tilles Foundation. These bikes stimulate muscles in patients with neurological impairments or muscle weakness.

Constraint Induced Movement Therapy (CIMT). This innovative treatment approach is proven to help kids who have limited use of one side of their body due to conditions such as cerebral palsy, stroke, traumatic brain injury, or other neurological injury or disorder.

VitalStim* Therapy. An essential component of our Speech, Feeding and Swallowing Therapy program, VitalStim therapy uses neuromuscular electrical stimulation to strengthen and train muscle groups responsible for swallowing and improve motor control. Ranken Jordan is proud to have a certified VitalStim speech-language pathologist on staff to provide this patented therapy.

Feeding Clinic. Ranken Jordan offers the only feeding therapy program with a psychologist directly involved. Through the Ranken Jordan Feeding Clinic, occupational and speech therapists bring their expertise to assess and address all of the issues involved in feeding disorders.

Warm Water Therapy Pool. Ranken Jordan features the only warm water pediatric therapy pool in the region. The warm water relaxes muscles to increase range of motion.

Galileo Whole Body Vibration Plate with Tilt Table. Ranken Jordan was the first clinical center in the St. Louis area to make these neuromuscular training tools available to children and young adults with spinal cord injuries and other conditions. They are used to accelerate early rehabilitation and enhance mobility.



FINDING MORE FREEDOM continued

Sometimes, Bennett's physical therapist, Erica, and his speech therapist, Martha, co-treat Bennett as he uses the spider cage. This is another way to build multitasking skills. As Erica ensures Bennett's feet are in the right position for walking, Martha is working on improving Bennett's verbal abilities.

"Since we got involved with Martha, Bennett's speech has really picked up," Brad says. "And Erica always meets Bennett where he is on that particular day. If he's not feeling it, he may have therapy sitting down and he will reach for things to work on his core strength."

Bennett also finds freedom buzzing around Ranken Jordan in a Mini Explorer. Thanks to donor support, Ranken Jordan now has three Mini Explorers, which are power mobility devices that allow kids to explore and gain independence. Research shows power mobility devices are important for cognitive and social development and help with motor planning and body awareness.

A Warm, Welcoming Culture and Space

When Bennett first came to Ranken Jordan for outpatient therapy, Brad and his wife, Danielle, were impressed by all the space dedicated to patients. "You see the indoor and outdoor playgrounds and space for children to have freedom and different experiences," Brad says. "There are so many resources and everything is state-of-the-art. Ranken Jordan is a great place for kids with special needs who need therapy and heightened attention."

Bennett's parents appreciate the culture and friendly team at Ranken Jordan that support the families as well as the patients. "Everyone is so friendly and the culture at Ranken Jordan is very warm, welcoming and accepting," Brad says. "When you come home from work and then have a child with special needs—it is so exhausting. But you do whatever you have to do to make sure your kid has the best. It makes it easier to come to a place that has every resource you could imagine. Then they have people here who are there for you and love on you, too."

Brad and Danielle are grateful to see Bennett continue to improve through therapy at Ranken Jordan. "He is a little miracle," Brad says. "It's so crazy because he can do things now and you're like 'how did he just do that?"

"Everyone is so friendly and the culture at Ranken Jordan is very warm, welcoming and accepting...It makes it easier to come to a place that has every resource you could imagine."

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2 Cam-do Collaboration or spotlights development to care for the whole child

Ranken Jordan Pediatric Bridge Hospital is renowned for its exceptional medical care and healing for children with complex medical needs. While the child's healthcare is paramount, their developmental needs require attention when they are in the hospital for extended periods.

To nurture children during critical periods of early development, Ranken Jordan launched an innovative program called OZ (Optimization Zone) in 2022. A year later, it has evolved into a play-based early childhood education program designed for Ranken Jordan patients under the age of five.

Development and Therapy Go Hand in Hand

A research study of patients with medical complexities recently discharged home found that nearly 80% of these children perform below the 5th percentile in developmental activities and mobility.

Ranken Jordan cares for many young patients during the critically important window of early childhood development growth. OZ aims to reduce the adverse developmental impacts that accompany long-term hospitalization.

Margaret Chastain, Director of Patient Experience, states, "The goal of OZ is to close this gap by giving children more exposure to developmental opportunities." At the same time, patients at Ranken Jordan still need to work on therapy and treatment goals. Therefore, the OZ team is multi-disciplinary and includes early childhood educators, paraprofessionals, child life specialists, and representatives from multiple therapeutic disciplines including physical, occupational, respiratory and speech.

Mirroring Community Preschools

Like most preschools in the community, OZ has circle time. However, in OZ, the space and seating are flexible to accommodate any child's needs. A special high-low chair can be raised up or pushed all the way to the ground to help a child sit upright on the mat or be at a table on the same level as their peers so they can interact.

"We focus on the same pieces of development as early childhood centers," Margaret says. "But in OZ, the activities are individualized to meet the needs of kids in the space with a 1:1 ratio of adult to child."

The OZ team partners with all team members, parents and caregivers.

"We invite caregivers to participate in OZ," Margaret says. "It's a powerful experience for caregivers to see what their child can do in a joyful setting. We use a strengths-based model to focus on what a child can do and follow the YES philosophy."

The Many Benefits of OZ

Thanks to OZ, the Ranken Jordan team has reported patient improvements in social skills, communication skills, emotional development, sleep quality, acceleration in meeting therapy goals, improvement in chronic respiratory conditions, and

"These children build confidence and also strengthen the bonds of attachment that are sometimes disrupted with a child who is hospitalized for long periods. In OZ, children and parents get to interact with each other in a joyful manner."

OZ includes many opportunities for sensory stimulation, which promotes development. "We do lots of messy play, which is great for sensory integration. Plus there is no one specific way to do something like finger painting, so it's an activity where every child is successful."

Play is vital to the social-emotional development of a child. Engaging with others and being successful in a group are important, along with autonomy and self-selection. That's why OZ is based in play. "Through play, children learn. If you take the opportunity to play away, you take away the opportunity to learn."

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Ranken Jordan Before and After OZ

Margaret Chastain has been with Ranken Jordan Pediatric Bridge Hospital for over ten years. As a member of the child life department, she has witnessed our approach to our youngest patients evolve.

There has always been an effort to encourage group play for this age group as an opportunity for socialization and fun. Play encourages healing. Children around the same age joined together for group play with a child life specialist who led age-appropriate games and songs in different areas of the hospital. It was a fun time and a distraction from the hospital that got patients up and out of their rooms.

One difficulty with group sessions led by child life specialists was that they were often interrupted by the medical needs of patients. They could be called away to provide a needed intervention for a medical procedure, and group play would be suspended.

Another challenge that staff observed was the way our patient population gradually changed over the years. Specifically, children in the o-5 year range were admitted to Ranken Jordan with increasingly complex conditions. These were children who had spent much of their life in a hospital setting and who required longer lengths of stay before they were able to transition home. It became clear that these children came to Ranken Jordan behind on the development scale. Staff began asking, how can we do more for this vulnerable age group?

Margaret notes the significant changes that were made with the development of the OZ program:

1. Dedicated staff time There are now multiple staff members, across multiple disciplines, that are assigned to OZ. Working with patients in OZ is their priority and they will not be called away to assist a patient in a

- 2. A focus on early childhood education Previously, the games and activities included learning elements, but OZ utilizes an early childhood curriculum with specific themes and developmental focuses each week.
- 3. Dedicated space Designating a specific area for OZ and setting it up as an early childhood classroom space with tables and learning stations helps patients establish a routine, and they enter ready to play and learn.



Thank you to all of our donors who have helped get the OZ fundraising drive off to a great start!









Saying "yes" to children with medical complexity and their families is at so varied and intensive that finding new ways to address the challenges they face, both medical and social, is a big part of our job every day. Families of these children are so used to hearing, "there's nothing more that can be done," or "the option you're looking for doesn't exist." Ranken Jordan aspires to be the place where every child has the opportunity to achieve their greatest potential so these families can live their best lives, together.

— Dr. Nick Holekamp, Chief Medical Officer



MAKING THE TRANSITION TO

home

Patient stays at Ranken Jordan vary greatly in length. Some patients come for a few weeks, or a few months, while others stay years.

Regardless of how long, our focus stays the same —we are here to provide necessary medical care in an environment that supports and encourages them to thrive. We also work with families to identify their individual needs and to address any barriers that may prevent a smooth and successful transition home.

There are times when these barriers can be difficult to move. Systemic challenges like the shortage of accessible in-home nursing can be difficult to address and take a lot of patience and time. Ranken Jordan provides education to caretakers and allows patients to stay until their safe transition home is assured.



Sometimes the barrier is a needed piece of equipment that may not be covered by insurance such as a specially designed car seat that provides added support to fit a patient's unique needs. For example, for a patient with an omphalocele, a birth defect of the abdominal wall, Ranken Jordan can provide a Jefferson car seat for the patient to use while in the hospital and then take it home. A traditional car seat's straps can cause harmful pressure, while the Jefferson car seat has straps that go around the omphalocele so that there is no pressure on this part of the abdomen. This car seat keeps the patient safe and secure and makes transportation in the family vehicle possible. Enabling families to stay together in their own vehicles eliminates what can be a huge burden to find accessible and reliable transportation for their child.

Ranken Jordan Finds Solutions

At times, the solution needs to be creative and flexible.

Ranken Jordan cares for patients with complex medical needs, and sometimes this includes patients who are in foster care.

Transitioning these patients to home can be especially difficult with the addition of medical complexities. This past



year, Ranken Jordan had a trio of siblings who faced this situation. The children's medical and therapy needs were addressed, and they made great developmental strides while staying at Ranken Jordan, but finding the right foster family for these children was a challenge that was not quickly or easily solved. Ranken Jordan worked hand in hand with the state to ensure that potential foster families were fully briefed on the exact needs the children had. Finally, a family was located who felt confident that they could provide a loving and safe home for all three siblings and meet their unique medical needs. However, the situation was complicated because the family lived out of state and one of the many state rules of transferring custody prevented them from simply taking the children to their new home. Ranken Jordan stepped in, offering a medical transport out of state to comply with the state requirements. Thanks to this family who opened their hearts and to Ranken Jordan for their commitment to helping children successfully transition from the hospital, this trio is together and thriving in their new home.



Recognizing that the needs of patients can vary greatly, the Brucker Family wanted to create a flexible source of funding that could be used to help move some of the barriers to a patient's transition home. Mary Ellen Brucker passed away in April of 2021 and provided a transformational endowment gift through her estate. Her family established the Mary Ellen Brucker Transitional Fund to ensure that patients and their families can continue their healing journey at home. These funds can be used in various ways to ensure a smooth and safe transition home—from car seats, new flooring, translation services, transportation options and more.

Learn more about how you can leave a legacy gift that will help children and families at Ranken Jordan for years to come.





2023 Recipients:

Shannon and Bill Willhite

A simple introduction to Ranken Jordan Pediatric Bridge Hospital grew into a lasting passion. Thanks to their generosity and commitment to the children, families and staff at the hospital, Shannon and Bill Willhite are being honored with the 2023 Mary Ranken Jordan Service to Children Award.

Given with heartfelt gratitude on behalf of children, the Mary Ranken Jordan Service to Children Award honors those who selflessly serve Ranken Jordan, the St. Louis community, and by their example, encourage others to do the same.

The award also recognizes individuals and organizations demonstrating a commitment to the ideals and vision established in 1941 by the hospital's founder, Mary Ranken Jordan.

A Growing Passion for Service

When a friend invited Bill and Shannon Willhite to a Ranken Jordan gala more than 15 years ago, a seed was planted.

At the gala, the Willhites were moved by the patient stories they heard and the passionate dedication from Nick Holekamp, MD, Ranken Jordan's Chief Medical Officer, who spoke at the event.

"We knew right then that we wanted to get involved with Ranken Jordan," Shannon says.



Shannon's connection to Ranken Jordan is even deeper. As a social worker, she had worked with children who were patients at Ranken Jordan's original location before the new facility opened in 2004.

"It's amazing how Ranken Jordan has evolved since then, yet the mission remains the same," Shannon says. "Ranken Jordan provides services no one else can."

A Heart for Giving—Together

The Willhites jumped in wholeheartedly to contribute to that mission. Shannon began volunteering as a concierge at Ranken Jordan while Bill, Founder and Managing Partner of WILSquare Capital, utilized his business experience in service to the board. He was the chair from 2016-2019 and helped lead the hospital through its expansion that opened in 2018. After he completed his chair term, he remained on the board serving on various committees.

Bill is proud of the progress made by the board while he served with them, including building the hospital's senior management team. "We didn't have a Chief Nursing Officer or a Chief Development Officer when I started on the board. We also fortunately hired an infectious disease doctor

just nine months before the pandemic hit. Changes in leadership have had a direct impact on the hospital. The board put the right people in the right places. Today, Ranken Jordan has transitioned from a small, quaint organization to a professional organization with transparency."

Volunteering at Ranken Jordan has been a fulfilling journey for Shannon. "My favorite part is seeing kids get out of their rooms to play, and then watching them get to go home with everyone cheering for them," she says.

The Willhite's combined, well-rounded perspective of Ranken Jordan has uniquely benefited the hospital.

"Shannon lived the mission as a volunteer with patient involvement while I experienced the business side serving on the board," Bill says. "Giving time to Ranken Jordan has been meaningful for us. Shannon and I did this together, and together, we also decided to give to support Ranken Jordan."

Donor generosity allows Ranken Jordan to give children the "extras"—not always covered by insurance—that create normalcy and improve patient outcomes. This is especially important since many children have extended stays at Ranken Jordan.

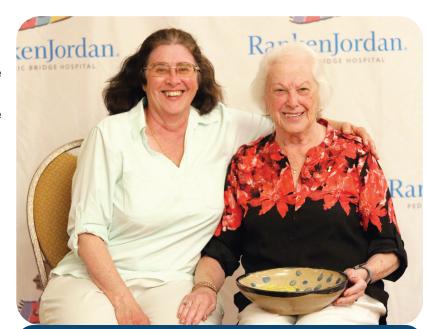
For example, when the Willhites learned that Ranken Jordan needed to upgrade its nurse call light system to better care for the growing number of children at the hospital, they didn't hesitate to help. They generously donated the funds necessary for a more sophisticated nurse call light system, which was installed in fall 2020.

Inspired to Make a Difference

The staff, patients and volunteers inspire Shannon and Bill.

"Being on the board, I had a front row seat to how stressful the nursing job is and how hard it is to recruit and retain nurses," Bill says. "Through our gifts, we want to show the staff someone cares and is making an investment in them."

In the past year, the Willhites have made generous gifts to Ranken Jordan. One gift helped to purchase a simulation baby. This sophisticated equipment allows staff to replicate real-life airway and breathing incidents and to train caregivers on how to respond to these situations. This is especially critical when caring for children with a tracheostomy and/or ventilator.



Volunteer of the Year

Judy Schwend was recognized as Ranken Jordan's "Marci Joy Zimmerman Volunteer of the Year." Judy has been volunteering at Ranken Jordan for more than 9 years in a variety of roles. Last year, she volunteered over 500 hours at the hospital. She helps wherever she is asked to contribute, but she is most known for her help with taking care of common areas of the hospital that both staff and patient families utilize. Her sunny smile can be seen throughout the hospital as she restocks a kitchen area or checks the supplies in a waiting room. Her help is consistent and constant. Over the years, she has spent more than 3,000 hours volunteering at Ranken Jordan!

"It was a surprise to me. I thought someone else would get it. I can't say enough about Ranken Jordan. I am honored to be there and help. Whenever I retired, I wanted to be involved in the hospital I drove by daily. I had to start with concierge to greet people and help navigate the hospital. I kept on volunteering and enjoy it. I love the people there."

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"This is an important, lifelong skill caregivers will have," Shannon says. "We're grateful to be able to help staff, patients and families. Ranken Jordan is somewhere you can make a tangible difference."

They also helped set up a specialized formula room in the kitchen. Many of Ranken Jordan's patients are on a feeding tube with over forty distinct kinds of formula used to meet their unique needs. By creating a separate formula room, the kitchen staff can prepare the various formulas daily in a clean, sterile environment without interruptions. Previously the entire kitchen would have to be closed while formulas were being made. This is an example of listening to staff needs and concerns and responding with a gift that helps offer even better service to patients.

When visiting Ranken Jordan, the Willhites have met many patient families. "Meeting them makes it real and reminds us why we give," Bill says. "Ranken Jordan is something you just have to see. Kids there are going through more than most of us ever will, yet they experience so many moments of joy at Ranken Jordan."

The Willhites carry special empathy for families at Ranken Jordan. Their now-adult son spent his first month of life in a neonatal intensive care unit.

"Family is the most important thing to us, and when families have children in the hospital, it hits home," Bill says. "We know how valuable family services are at Ranken Jordan."

Planting More Seeds as Lifelong Ambassadors

In recent years, the demands on the Willhites' time have changed. Bill recognized that he could not commit the time to the board that he wanted to, and he decided to step down in 2021.

"The other board members are so inspiring, it made it hard to leave," Bill says. "But I was confident that I was leaving with the board in good hands."

With a heartfelt commitment to Ranken Jordan, the Willhites remain involved. Bill is now an emeritus board member and has recruited others to the board. And together, Bill and Shannon are committed donors and vocal ambassadors for Ranken Jordan.

"To be able to offer the level of care kids truly need, Ranken Jordan needs support far beyond what they are paid through Medicaid," Bill explains. "The hospital needs funding for all the important programs that get patients outside their rooms as part of *Care Beyond the Bedside*." We feel obliged to show support of the staff, volunteers and board members who dedicate themselves to the kids at Ranken Jordan every day. The passion and commitment from people at Ranken Jordan is incredible. Without that, our gifts wouldn't mean much."

Shannon agrees. "Ranken Jordan has touched our lives in so many ways. We believe in what Ranken Jordan is doing and know our giving helps kids and families. Seeing kids having fun makes it such a happy place."

Passing on the Generosity Gene

The Willhites are passing on the generosity gene to their three children. They have all participated in events and volunteer opportunities with Ranken Jordan including the hospital's BEYOND Gala.

"We're so grateful and humbled to receive the Mary Ranken Jordan Service to Children Award," Shannon says. "It was special to see our kids' response when they heard we were receiving the award. They know how important Ranken Jordan is to us and hopefully will follow in our footsteps in giving."

Just as they were once introduced to Ranken Jordan at the invitation of a friend, the Willhites do the same. Over the years they have sponsored several tables at the BEYOND Gala and invited friends in recognition of how much they value Ranken Jordan, Bill says. "Seeing our friends come to the gala and give is so meaningful. We hope our example inspires others to give."



finance fy23 revenue & expenses

Revenue in dollars

4,512,051 Contributions

67,311,681 Patient Services

2,654,058 Investment Return

5,002,554 Unrealized Gain (Loss) on Investments

152,678 Other Income

Total 79,633,022

Expenses in dollars

34,306,826 Salaries and Benefits



13,405,340 Operations

761,954 Professional Fees

2,866,777 Depreciation/Interest

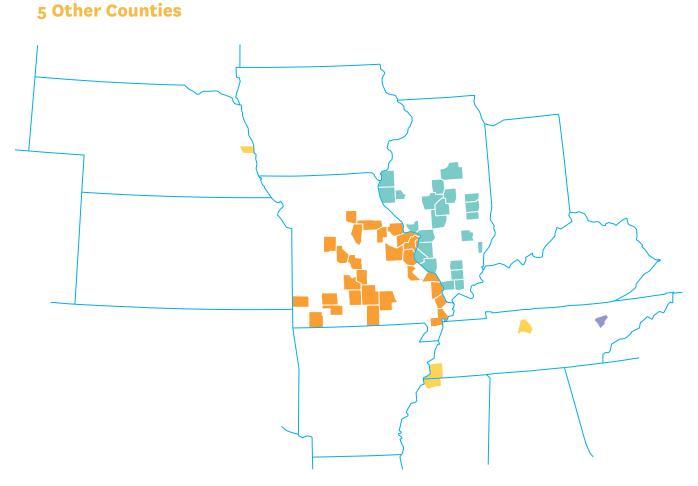
Total 52,340,897



PATIENTS RETURNING

FY23

Furthest away: Anderson County, 28 Counties from Missouri Tennessee—500 miles 23 Counties from Illinois



Patient Statistics FY23

193
415
8,725
486



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The Ranken-Jordan Home for Convalescent Crippled Children