

# Community Consulting Project

Miracle  
men

Rady  
Children's  
Hospital  
San Diego

*"A dollar raised is a child saved"*



Thursday, February 5, 2015

## Miracle Men:

Andrew Chait  
Ross Fledderjohn  
Andrew Fecher  
Adam Shankland  
Zack Tahar



Adam Shankland  
Fundraising Analyst  
Miracle Men  
500 El Camino Real  
Santa Clara, CA, 95053

January 30, 2015

Carly Rickard  
Community Development Officer  
Rady Children's Hospital  
3020 Children's Way, MC 5005  
San Diego, CA, 92123

Dear Mrs. Rickard,

Our group, the Miracle Men organization, is honored to have the opportunity to submit a project proposal, and we are excited at the prospect of working with Rady Children's Hospital. It is a privilege to be able to assist Rady Children's Hospital in achieving their mission, and we believe the hospital will benefit from our assistance.

The project will help Rady Children's Hospital by increasing awareness for the institution and offering financial support. The goal of Miracle Men is to raise five hundred dollars that will be given to Rady Children's Hospital. These funds, as well as any excess donations, can be used by Rady Children's Hospital in a variety of ways. Rady Children's Hospital will also gain from the project because they will experience increased community awareness and more enriched networking opportunities. The proposed project is estimated to involve around one hundred people, each of whom will learn about the organization and its accomplishments. This could assist Rady Children's Hospital by promoting new interest and investment in the hospital.

Our team is confident that the intended goals will be achieved. This assurance stems from the dedication and determination we have to affect positive change, combined with a variety of skillsets. The values added by each member of our team coalesce to promote creativity, leadership, effective communication, and sound financial judgment. Miracle Men can achieve its goals because we are cognizant of the challenges intrinsic to non-profit fundraising events, and we will focus on employing an organized approach and encouraging participation from a vast student network. Drawing on skills gained from undergraduate business classes, our team has set realistic benchmarks and has allotted relevant measurement methods.

The risk and costs of the proposed project are minimal for Rady Children's Hospital, as our team will be self-funded and autonomous. The benefits are tremendous, as the hospital will experience increased awareness and monetary donations.

Sincerely,

Adam J. Shankland

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# Executive Summary

## Problem

Over the past quarter, Rady Children's hospital has incurred a total cost of \$500 of unpaid medical expenses. This occurred because the hospital refuses to turn away children in need of medical attention regardless of their families' ability to pay the bill. The hospital will continue to support this policy. However, they need to raise money from outside parties to continue running the hospital, and they need to pay this \$500 cost of unpaid medical expenses.

## Our Team

Adam Shankland, Ross Fledderjohn, Zackery Tahar, Andrew Chait, and I (Andrew Fecher) are the internal marketing department for Rady Children's Hospital. We have devised a plan to raise enough money to pay off the \$500, and we will raise awareness for the hospital.

## Our Solution

We propose to host a co-ed soccer tournament at Santa Clara University in an effort to raise at least \$500 for Rady Children's Hospital. We will charge \$10 per person, and will be accepting donations from those who cannot participate.

## Expected Revenue

Total Teams	Total Participants	Fee Per Person	Total Participant Revenue
16	112	\$10	\$1,120

The maximum cost is \$200 for the prize winnings, and this still leaves the hospital with a significant profit.

## Success Metrics

We will hold ourselves accountable to these three main success metrics:

1. Raise at least \$500 for Rady Children's Hospital
2. Host the tournament
3. Raise awareness about Rady Children's Hospital through Facebook

## Final Comments

This event will successfully erase the \$500 cost because of our teams organized approach, the low cost of throwing a soccer tournament, and the historically philanthropic student body at Santa Clara University.

## Description

Annually, Rady Children's Hospital treats over 190,000 children for medical ailments ranging from cuts, bruises, and broken bones to bone marrow transplants, outpatient care, and cancer treatment (1). By employing a wide variety of available treatment, and by utilizing over five hundred available beds, the hospital strives to achieve its mission statement: "To restore, sustain and enhance the health and developmental potential of children through excellence in care, education, research and advocacy. (2)"

Rady Children's Hospital promotes, and puts into practice every day the act of never turning away a child who is in need of care or assistance. This compassionate attitude puts pressure on finances, since some families may not be able to afford the medical treatment administered to their child. This financial burden Rady Children's Hospital is partnered with The Auxiliary, a group of dedicated individuals who provide support through "advocating for the health and well-being of children, increasing community awareness of Rady Children's, and fundraising. (3)"

The hospital endeavors to create comfortable and friendly setting for children and their families while they experience troubling times. To facilitate such an environment, the hospital and The Auxiliary must find ways to fund and pay for the necessary buildings, equipment and staff.

Since its inception in 1953, The Auxiliary has raised millions of dollars for Rady Children's Hospital through various events, gatherings and fundraisers. This money has supported the hospital helping to build and complete facilities like the new Acute Care Pavilion. Opened in 2010, the Pavilion added 154 beds, meaning Rady Children's Hospital has access to over 500 beds. This resulted in the Hospital becoming on the biggest hospitals in California as well as the 6th largest Childrens Hospital in the country.

The Auxiliary uses different channels of revenue through events and fundraisers, but among them the most important methods is through the volunteer "Miracle Maker" groups. Miracle Makers are everyday individuals or groups that have dedicated their time and efforts to raising over \$500 a year for the hospital. These groups not only fundraise, but spread the word and encourage others to think about the amazing work that is being done at the local Rady Children's Hospital.

Each year the hospital uses 144,000 band-aids, gives out over 21,000 popsicles and uses 625,000 diapers. These materials add up to massive quantities over the years, and it is because of organizations like The Auxiliary and Miracle Makers caring enough to continually contribute back to the local community and their beneficiaries. Without these groups Rady Children's Hospital would not be able to continue the work it is doing. It is our hope to create an event that we can propose to the Hospital board for approval. Our plan is to request funds from the hospital for the initial costs of the event to create a positive return on investment.

## Rationale

Rady Children's Hospital never turns away a child who is in need of care or help. In the 2014 fiscal year, Rady Children's Hospital provided care for 196,905 children. Not all of the families of the children helped during the year could afford to pay their medical bills. This being said, we are trying to raise money to cover up \$500 dollars of unpaid medical expenses. Our team plans to accomplish this goal by having a co-ed, 5v5 soccer tournament on February 28<sup>th</sup>, 2015. For organizational purposes, it will be a sixteen-team tournament with a minimum of five people per team. We are charging ten dollars per person, and we expect to raise at least a \$500 profit.

Miracle Men are undertaking this project because each member of our team felt supporting a cause helping children would be rewarding. One of our team members, Ross Fledderjohn, felt particularly inclined to assist Rady Children's Hospital because he has been a patient there numerous times. Another team member, Andrew Fecher, was also inspired to choose a cause involving children's health care because he supported a similar charity in high school benefiting children's cancer.

The biggest obstacle Miracle Men are facing is participation among the Santa Clara student body. Miracle Men recognize that \$10 per entrant is a steep price, and that 12:00 PM on a Sunday could be too early for many students. However, Miracle Men are hoping that the altruistic cause will be a big enough motivator for people to participate. Additionally, Miracle Men are including monetary and prize incentives for the winning team of the tournament. Other obstacles are all internal and avoidable.

Miracle Men elected to use soccer for numerous reasons, predominantly because students at Santa Clara University are competitive enough that they would pay money to win a competition. A University sorority, the Alpha Phi organization, recently hosted their annual charity dance competition, "Star Search." Even though dancing may not be everyone's strongest skill, over forty teams signed up and each participant paid a fifteen-dollar entry fee. The average team had about ten people, meaning that each of the forty teams contributed an average of \$150 to the event. Our team recognized that, similar to dance, soccer is an inexpensive sport to set up. Many people know how to play soccer and we will be able to utilize a free venue at the local Washington Park to hold the tournament.

# Deliverables

## *Request to Secure Event Location*

We intend to use a public park and plan on obtaining permission early and communicating with the park superintendent.

## *Establish Social Media Marketing Campaign*

If we want to raise awareness and receive donations prior to the event, we will need a strong marketing campaign. This will enable us to raise further awareness of the cause that we are supporting. A social media channel that we will rely heavily on is Facebook, as almost every college student is active on the site. We already have a Facebook page set up (See Appendix C). On this Facebook page, we are providing a link that will allow the people to donate to Rady Children's Hospital.

## *Launch a Crowd-Sourcing Page*

We will make a Crowd-Sourcing page that shows what people's money will go too. This will allow us to raise money before, during, and after the event. Additionally, this will allow people who read more about the cause on Facebook, or hear of it from peers, to donate if they cannot participate (See Appendix E ).

## *Working and Managing the Event*

Every team member will support the event. Some will be referees, while others will be providing drinks so people as well as taking pictures of the event. One member monitoring the environment to ensure everything is being executed adequately. Finally, Miracle Men will be available and willing to answer any questions or concerns about our event or about Rady Children's Hospital.

# Cost Analysis

## Revenue

We anticipate having sixteen teams enter with the average team having 7 players.

Revenue Per Team:

Team Name	Participants	Fee Per Person	Total Revenue
1	7	\$10	\$70

Revenue generated through tournament participants:

Total Teams	Total Participants	Fee Per Person	Total Participant Revenue
16	112	\$10	\$1,120

We intend to set up a crowdsourcing page to allow individuals who sign up for the tournament to donate additional money to the hospital.

Revenue incurred through donations:

Amount of Donations	Average Amount	Total Donation Revenue
10	\$10	100

Total revenue generated:

Revenue Source	Amount
Participants	\$1,120
Monetary Donations	\$100
Total Revenue	\$1,210



## Costs

Due to equipment being donated for the event, there will only be one associated cost for Rady Children's Hospital, which is in the form of Chipotle gift cards to the winning team.

Costs avoided through donations:

Item	Source	Quantity	Value
Soccer ball	Adam	4	\$100
Hockey Nets	Andrew	4	\$175
Cone	Zack	50	\$55
Water	Andrew	20 gallons	\$30
Gatorade	Adam	10 gallons	\$25
Total Costs Avoided	-	-	\$385

Unavoidable costs:

Item	Value	Quantity	Total Costs
Chipotle Gift Card	\$20	7	\$140

Rady Children's Hospital net position after the event:

Revenue:		
Tournament participants (112 @ \$10 each)	\$1,120	
Donations ( 10 @ \$10 each)	\$100	
Total Revenue		<u>\$1,220</u>
Expenses:		
Gift Cards ( 7 @ \$20 each)	\$120	
Total Expenses		<u>\$120</u>
Profit Margin		<u>\$1,100</u>

## Success Metrics

### Goals:

- Raise \$500 for Rady Children's Hospital
- Logistical and organizational success in the tournament
- Raise awareness about Rady Children's Hospital

You will measure our team's success in achieving our goals by analyzing our profit, determining the organizational success of the tournament, and reflecting on our ability to raise awareness of Rady Children's Hospital.

The preliminary goal of our proposed project is to raise \$500 for Rady Children's Hospital, and to consequently be named "Miracle Makers" by the hospital. However, we believe that our efficiency and social resources will allow us to host a tournament raising \$994 in profits. In pursuing this goal, each member of our team has pledged to form at least two teams of friends and housemates. We believe that through our strong connections with Santa Clara University's Greek System, we can form an additional six teams. In utilizing the Greek System, members of our team will be presenting details of the tournament, and of Rady Children's Hospital, at weekly meetings of sorority and fraternity organizations.

The organizational success of the tournament is of utmost importance to our team. We anticipate 112 people to be on the field at Washington Park at 12:00 PM on Saturday, February 28, 2015. In preparation for the event, we will secure all the necessary equipment secured a week before the event. Every entrant will be informed of details regarding game times, as well as the rules of the tournament, before coming to the field. On the day of the event, we will setup cones and nets one hour prior to the first kick off. Each group member will be either a referee or a host, making sure the games are running on schedule and teams are on time.

As a group we intend to raise awareness about Rady Children's Hospital. We want all players in our tournament to know the reason for the event and to form a connection to the foundation. We will achieve this by having information about the hospital on the signup facebook page. Before our first tournament games kick off we will speak briefly about Rady Children's Hospital and thank everyone for participating. Our crowdsourcing donations will have information as well as a real life story of someone helped by Rady Children's Hospital. In going to sororities weekly meetings we will not only notifying them of the tournament but also giving them information about what the proceeds are going towards.

## **Delivery Schedule**

January 30, 2015	Have secured the venue for the event.
February 2, 2015	Have created a crowdsourcing page for donations.
February 5, 2015	Have created a Facebook page with event information and information on Rady's Children Hospital.
February 6, 2015	Have the shirts designed and ordered.
February 9, 2015	Have gone to sororities weekly meetings notifying them of the event and the Rady Children's Hospital.
February 12, 2015	Have no less than 10 teams signed up.
February 18, 2015	Have no less than 14 teams signed up.
February 21, 2015	Have all equipment for the tournament prepared.
February 25, 2015	Have collected all money from tournament entrants.
February 26, 2015	Have created a bracket notifying teams when their first game will take place.
February 28, 2015	Have the field set up for 4 games at a time as well as have coolers of water by 11am.
February 29, 2015	Have met to go over tournament results and debrief.
March 2, 2015	Have sent all profit to Rady Children's Hospital.
March 9, 2015	Have finished final proposal.
March 10, 2015	Have finished multi media aspect of presentation

# Staffing



**Project Manager:** Andrew Fecher

**Responsibilities:** This position entails overseeing the entire project, and ensuring its success. Additionally, this position requires the individual to create, articulate, and help execute the team's organizational strategy.

**Qualifications:** Andrew has already organized and ran a successful charity golf tournament for Jimmy Fund Cancer Society. This tournament contributed to him raising over \$10,000 for the foundation. Additionally, he has previous management experiences in coaching basketball, running a landscaping business, and previous group projects.



**Public Relations:** Andrew Chait

**Responsibilities:** The public relations position is in charge of raising funds and awareness for the fundraiser. Andrew will be working with organizations both on-campus and off-campus to attract participants. In managing public relations, Andrew will create a Facebook event for the soccer tournament, and set up a crowdsourcing platform for extra donate.

**Qualifications:** Andrew is an amiable presence on campus, and he is involved in many organizations. He already is a student caller raising money for the school through calling alumni for donations. Furthermore, Andrew has worked on the PR committee for his fraternity for two years.



**Creative Production and Liaison with the charity:** Ross Fledderjohn

**Responsibilities:** This position is a combination of two duties - connecting with a member of Rady Children's Hospital, and adding an element of creativity to the project. Ross will be responsible for creative promotion, designing the championship t-shirts, and everything else that could be enhanced with an artistic flair.

**Qualifications:** Ross already has creative experience through creating videos for his fraternity. Additionally, he has crafted his creative expertise in creating his Don Matrix clothing line.



**Financial Executive: Zack Tahar**

**Responsibilities:** This position entails managing the numbers for the project. This individual will be creating and projecting success metrics, maintain the revenues and costs, and will handle all the money. The foundation for our project stems from the forecasts and estimates that the financial executive is responsible for.

**Qualifications:** Zack is a senior accounting major who has already had many successful experiences handling numerical data. He interned with Ernst & Young last summer and has experience handling and accounting for money. He also has experience playing competitive soccer, giving him industry knowledge for the event.



**Utility Man and Chief Editor: Adam Shankland**

**Responsibilities:** This individual will review any decisions made by the team for the project; he will ensure that the day-to-day operations are helping the team create a successful event. This needs to be diligent and intelligent in order to make sure all tasks completed are polished.

**Qualifications:** Adam is the utility man because of the variety of experiences he has had. He has broadened his analytical mindset by majoring in math, and he became more cultured by studying in South Africa. He has worked in finance, wealth management, sales, and was the academic chair for his fraternity. He also has been involved in numerous charitable endeavors such as supporting a volleyball tournament for MS. He is a nationally ranked chess player capping off a description proving he is a jack-of-all-trades.

## Discussion

On Sunday March 1<sup>st</sup>, the internal marketing team hosted a 5v5 co-ed soccer tournament at Washington Park. It started at 12PM and it yielded these results:

- Ten teams attended the event
- Each team had an average of six players per team
- “Team Lamb” was victorious. Their team consisted of three males and two females
- We incurred overall costs of \$100
- Our team collected a revenue of \$640
- Overall, after subtracting costs, we amassed a profit of \$540

During the planning phase, we decided that this tournament was the most efficient way to raise \$500 for Rady Children’s Hospital. Ultimately, our team received \$40 more than the hospital needed, but this \$40 can contribute to next quarter’s unpaid medical expenses. (For pictures, See Appendix E)

## Implications

During our experience planning and executing this tournament, we learned a number of important lessons. Based on our results, we can determine that a charity soccer tournament is a great way to raise money. This is because soccer is not time consuming, it is cheap to play, and it is a very popular sport. These elements, combined with a charitable cause, drove our event to successfully fundraising over \$500. We encountered a number of other things, through trial and error, that are noteworthy. These are listed below:

*Other takeaways:*

- Choose a project that is feasible given the existing resources
- Constantly adjust the team’s plan to mirror the ever-changing market
- Make payment and form submission as easy as possible for the participants
- Create a delivery schedule early and adhere to it
- Think outside the box for resources

Finally, a main take away is that communication is absolutely vital when hosting a charity event. In addition to struggling to effectively communicate within our team, we had trouble communicating with the community. We found out, only a week before our event, those members of sorority organizations have to participate in three hours of philanthropy every ten weeks. Had we discovered this previously, our team could have utilized the members as extra volunteers in the marketing, organization, and execution efforts. Because of this, we realized that our cause would have been aided if we had networked more in the beginning, and communicated often with our contacts.

## **Limitations**

The biggest limitations inherent to our team's cause regarded limited resources. In the early stages of our project, we realized that six weeks was not enough time to throw a sixteen-team soccer tournament. This is because of limited manpower and volunteers to market and organize the event. Each member of our group has at least three other classes and extracurricular commitments that demand time. Similarly, Greek organizations on campus have organized events similar to this. However, in almost every case they employ over 100 students. Additionally, our team was limited by the timing of our event. Students are busy studying on Sundays, and the eighth week of a quarter is an academically demanding time. However, we could not host the event at an earlier date because of how long we needed to prepare for it. Furthermore, we did not have the budget to afford soccer goals or to organize an official soccer field. We adjusted to these difficult circumstances to throw a successful event, by seeking out low cost options and using equipment that we already had. Lastly, our five-team members all have extremely busy schedules; these schedules often overlapped, stopping us from being able to frequently meet up. It is very difficult to throw an event when the team hosting it cannot meet more than twice a week for an hour each meeting

## **Recommendations**

There are many things that we would advise to future groups who host a similar event. Specifically, some of the important aspects are listed below:

- Give your group more time to set up and market the event
- Ask for help from as many people as you can, like faculty, local organizations, and students
- Communicate constantly - internally, with your superiors, and with the community
- Have more interactive marketing plans
- Delegate tasks earlier and more efficiently
- Take a lot of videos and pictures at the actual event
- Create numerous platforms for payment

## Appendix (A)- Resumes

Please see the website if you want to look at my resume.

## Appendix (B) - Emails with Rady Children's Hospital

**From:** Ross Fledderjohn [mailto:[rossfledderjohn@gmail.com](mailto:rossfledderjohn@gmail.com)]  
**Sent:** Wednesday, January 28, 2015 12:35 PM  
**To:** Moten, Sara  
**Subject:** Miracle Makers - The Miracle Men

Hi Ms. Moten,

I recently discussed the possibility of creating another Miracle Makers fundraising group at Santa Clara University with Cheryl Steinholt and she directed me to you!

I am taking a Business communications class and we are tasked with preparing a formal business proposal to help an organization of our choice. As a past contributor towards Rady Children's Hospital, I thought what better organization to help out!

Our plan is to organize and execute a 3 versus 3 soccer tournament and barbecue event to raise awareness and funds that will be donated to the Miracle Maker fund.

For my team (Miracle Men), we are tasked with creating an authorization letter on behalf of the institution letting my professor know that we have indeed contacted the correct people and have been signed off on contributing towards Rady Children's.

Would it be okay for my team and I to put your information down as the official contact on our proposal?

Sincerely,

Ross Fledderjohn

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Would it be okay for my team and I to put your information down as the official contact on our proposal?

Sincerely,

Ross Fledderjohn



----- Forwarded message -----

From: **Rickard, Carly** <[crickard@rchsd.org](mailto:crickard@rchsd.org)>  
Date: Wed, Jan 28, 2015 at 4:14 PM  
Subject: RE: Miracle Makers - The Miracle Men  
To: Ross Fledderjohn <[rossfledderjohn@gmail.com](mailto:rossfledderjohn@gmail.com)>  
Cc: "Moten, Sara" <[smoten@rchsd.org](mailto:smoten@rchsd.org)>

Hi Ross,

Great to meet you! Feel free to use my information for your letter and let me know if there is anything else I can do to assist your efforts! I'd be happy to hop on a call with you if you think it would be helpful. It sounds like a great event that you are planning. Thank you so much for your continued support!

All my best,

Carly

**Carly Rickard**

Corporate and Community Development Officer

Rady Children's Hospital Foundation

P: [858-966-8474](tel:858-966-8474) | F: [858-467-1882](tel:858-467-1882)

Site: [www.HelpSDkids.org](http://www.HelpSDkids.org)

Follow us: [Facebook](#), [Twitter](#), [YouTube](#) & [Flickr](#)



## Appendix (C) - Social Media Campaign



Hey all,

Ross Charles Fledderjohn, Andrew Chait, Adam Shankland, Zack Casey, and I are organizing a 16-team 5v5 co-ed soccer tournament on February 28th, 2015. We are doing this to support the Miracle Makers program for Rady's Children Hospital. Rady's Children Hospital has a motto that they will never turn a child away in need of medical attention. As amazing as their compassion is, this costs a lot of money and they need donations to continue doing this. Please support Rady's Children Hospital by organizing a team and playing in this tournament.

Important information:

- each team member has to pay \$10
- a maximum of 10 people per team
- 3 guys and 2 girls must be on the field at all times
- SCU intramural soccer rules will be the standard for the games
- the games will be played at the nearby Washington Park starting at 12PM

Prizes:

The winning team will receive a \$20 chipotle gift card and a championship t-shirt to boast around campus.


Only 16 teams can play so organize a team and submit your form to one of the admins! Also, message the admins if you are interested in making a team! We may add more teams based off of demand.

If you are unable to play, you can also donate here: [http://give.rchsd.org/site/TR/Events/MiracleMakers2014?team\\_id=1930&pg=team&fr\\_id=1050](http://give.rchsd.org/site/TR/Events/MiracleMakers2014?team_id=1930&pg=team&fr_id=1050)

Here is the link to the Facebook page: <https://www.facebook.com/events/423322124491812/>

## Appendix (D) - Crowdsourcing Campaign

### Miracle Makers



Donate Now

Join Team

Team Roster	Raised
Andrew Chait	\$0
Team Gifts	\$0

Denotes a Team Captain

Team Progress

0% of Goal

\$0 Raised

### Miracle Men

In the spring of 2013, Laura and Rob Mello found out they were pregnant with their first child, who was due to arrive on Dec. 15. On Oct. 10, Grace Betty Mello arrived 10 weeks early, weighing only 2 pounds, 12 ounces. She was immediately rushed to the hospital's Neonatal Intensive Care Unit (NICU).

Grace was so small and struggled to breathe, so she needed to be intubated (a tube was placed down her throat into her lungs and a machine was breathing for her because she couldn't do it on her own). The next day, Grace was transported to Rady Children's. Laura and Rob were relieved, as they knew there was no better place to care for their baby.

For the next three days, Rob stayed with Grace 24 hours a day until Laura was discharged from the hospital. When Laura came to the NICU, she saw her baby in a Giraffe Isolette, used for premature babies. It was keeping Grace safe, warm and alive.

For the next 45 days, Laura spent every day with Grace in the NICU. Laura remembers the first time she got to hold her; the staff put little Grace on her chest. This skin-on-skin time, called kangaroo care, helps moms and their babies bond.

Finally, on the Monday after Thanksgiving, Grace was strong enough to go home, even though she weighed only 4.5 pounds!

Now a year old, Grace is a happy and healthy little girl. Laura and Rob attribute her well-being not only to the excellent medical care and advanced technology at Rady Children's, but to the nurses who loved her as if she were their own.

Here is the link to the website:

[http://give.rchsd.org/site/TR/Events/MiracleMakers2014?team\\_id=1930&pg=team&fr\\_id=1050#.VNQK52TF8mc](http://give.rchsd.org/site/TR/Events/MiracleMakers2014?team_id=1930&pg=team&fr_id=1050#.VNQK52TF8mc)

## **Appendix (E) – Discussion Pictures**

Please see the Appendix (E) on the website because I could not upload this part because the file was too big.

## **Appendix (F) - Works Cited**

"A History of Innovation." Auxiliary. Rady, n.d. Web. 2015.

<<http://www.helpsdkids.org/page.aspx?pid=369>>.

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Hospital, San Diego, n.d. Web. 2015.

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"Who We Are." Who We Are. Rady Childrens Hospital, San Diego, n.d. Web. 2015.

<<http://www.rchsd.org/about-us/who-we-are/>>.