



REMAIN TRUE



2020 ANNUAL REPORT



*“In the midst of uncertainties,
challenges, and fear, our
Methodist family will*

REMAIN TRUE

*to who we are and aspire to
be, as individuals and as an
organization. We do not avoid
the issues of the day or hide our
flaws. Rather, we claim them
and will continue to work
toward all we ought to be.”*

— James C. Scoggin Jr.

Chief Executive Officer, Methodist Health System



From left: James C. Scoggin Jr., R. Stephen Folsom, and James M. Johnston

To ensure safe social distancing, some subjects in the following photos have been edited to appear closer together.

Dear friends,

Bob Marley's words still ring true: "You never know how truly strong you are until being strong is your only choice." These words never could have predicted the unprecedented pandemic and adversities we all faced in 2020. This year challenged us individually and collectively, and we believe that Methodist Health System is stronger, smarter, and safer than ever before.

Through the uncertainty, we remained true. We doubled down on the Methodist mission and culture, and our caregivers and leaders made decisions with safety and resilience in mind. We were honored to be the first health system in North Texas to receive and distribute the COVID-19 vaccine in hopes of keeping more people healthy and returning to some sense of normalcy.

While the pandemic occupied our thoughts and influenced our behaviors, Methodist Health System Foundation persevered to complete fundraising efforts for several priority projects, including:

- **Dr. Stephen and Marilyn Mansfield Oncology Unit at Methodist Charlton Medical Center**
- **The Breast Center at Methodist Mansfield Medical Center**
- **COVID-19 Extraordinary Support Fund**
- **Folsom Fall Campaign benefiting nursing and nursing scholarships.**

It is a privilege to support the exceptional work of our healthcare heroes at every Methodist campus, but none of these successes would have been possible without your generosity. Whether it was through time, talent, funding, or advice, we appreciate all the ways that the surrounding communities stood beside Methodist in recent months. From the calls to inquire how to help, to the provision of meals for frontline staff, to grants for childcare and premium pay for nurses, we asked and you answered resoundingly.

In our 93-year history, it's hard to imagine a year more challenging or more reliant on the words of our mission: *to improve and save lives through compassionate, quality healthcare.* Methodist remains strong and prosperous because of you, and we truly appreciate your dedication and support.

With kind regards,




JAMES C. SCOGGIN JR. **R. STEPHEN FOLSOM** **JAMES M. JOHNSTON**
Chief Executive Officer, Methodist Health System *Chair, Methodist Health System Foundation Board of Trustees* *President, Methodist Health System Foundation*



"I have never seen a better side of humanity than how this organization has navigated the pandemic."

— Pamela Stoyanoff, MBA, CPA, FACHE, Methodist Health System President and Chief Operating Officer

From left: Martin L. Koonsman, MD, FACS, CPE, chief medical officer, Methodist, and Pamela Stoyanoff, MBA, CPA, FACHE, president and chief operating officer, Methodist

UNPRECEDENTED. UNPREDICTABLE. UNRELENTING.

All could be used to describe COVID-19.

This global pandemic strained even the strongest organizations, but despite the enormity of this challenging environment, Methodist Health System's response was swift, collaborative, compassionate, and mission focused.

Extraordinary teamwork, thoughtful decision-making, and a willingness to move together in a unified way allowed Methodist to create a consistently safe-as-possible care environment for patients and its 8,000-plus employees.

Among the many leaders guiding the health system through this difficult time, two have stood out: Methodist President and Chief Operating Officer Pamela Stoyanoff, MBA, CPA, FACHE, and Methodist Chief Medical Officer Martin L. Koonsman, MD, FACS, CPE. Along with a stellar leadership team, Stoyanoff and Dr. Koonsman created a task force with daily meetings and implemented in-the-moment decisions that affected thousands of lives.

Q&A

Early in the pandemic, what were the health system's primary priorities?

Ms. Stoyanoff: From the very beginning, we made all decisions as a system, which meant every hospital was in lockstep. Decades of a strong balance sheet allowed us to do everything we could to keep our patients and staff as safe as possible, regardless of cost.

Dr. Koonsman: We remained focused on our values while finding the best way to respond quickly and effectively to this ever-changing environment. To best address this, we formed a task force.

How did the COVID-19 task force help Methodist navigate the pandemic?

Dr. Koonsman: This task force helped us navigate a challenging landscape, which included constant changes from the Centers for Disease Control and Prevention (CDC). The task force was composed of key leaders in both clinical and nonclinical areas from across the system. This group was assigned to collect feedback and input from key areas of operations in order to make recommendations to the senior executive management team.

Ms. Stoyanoff: The task force allowed us to act quickly and effectively. We would assess recommendations from our task force, decide which to implement, and then communicate those changes to the system at large. In the early stages, this process was happening daily. We made dozens of preparedness plans with a lot of focus on worst-case scenario surge capacity plans.

What were the biggest challenges?

Ms. Stoyanoff: The biggest challenge was the inability to predict COVID-19 patient volumes. All four hospital campuses had to undertake comprehensive contingency planning that was specific to their unique situations. Centrally, we developed processes to monitor patient volume so, if needed, we could move patients within the system.

Dr. Koonsman: Early on, like most health systems, we were facing supply chain issues for personal protective equipment (PPE). Thankfully, we had already developed a long-standing relationship with a local manufacturer, which allowed an uninterrupted flow of critically important PPE supplies.

Throughout it all, what did Methodist do best?

Dr. Koonsman: We remained focused on our top priorities: 1) What is best for our patients and staff? 2) How do we create the safest possible care environment? This focus led so much of the decision-making. We also worked tirelessly to keep communications flowing with daily team calls and systemwide email updates.

Ms. Stoyanoff: Our culture is unique and exceptional. We are a family. Everybody came together and did their part. At Methodist, we trust in each person's skills, value their ideas, and act with compassion. I have never seen a better side of humanity than how this organization has navigated the pandemic.

SETTING THE STANDARD: *Methodist Health System presidents lead through the pandemic*



"We are truly grateful to Methodist Health System Foundation for supporting the special needs of frontline workers as they care for the southern Dallas community."

— Frances Moody-Dahlberg,
Chairman and Executive Director,
The Moody Foundation

"Delivering accurate, timely, and comprehensive communication when information was constantly changing was one of the unique and most difficult challenges of this pandemic."

— John Phillips, FACHE,
President, Methodist Dallas

Methodist Dallas Medical Center

"Delivering accurate, timely, and comprehensive communication when information was constantly changing was one of the unique and most difficult challenges of this pandemic," says John Phillips, FACHE, president, Methodist Dallas. "We were striving to understand the unknown and make rapid-cycle decisions to keep everyone safe."

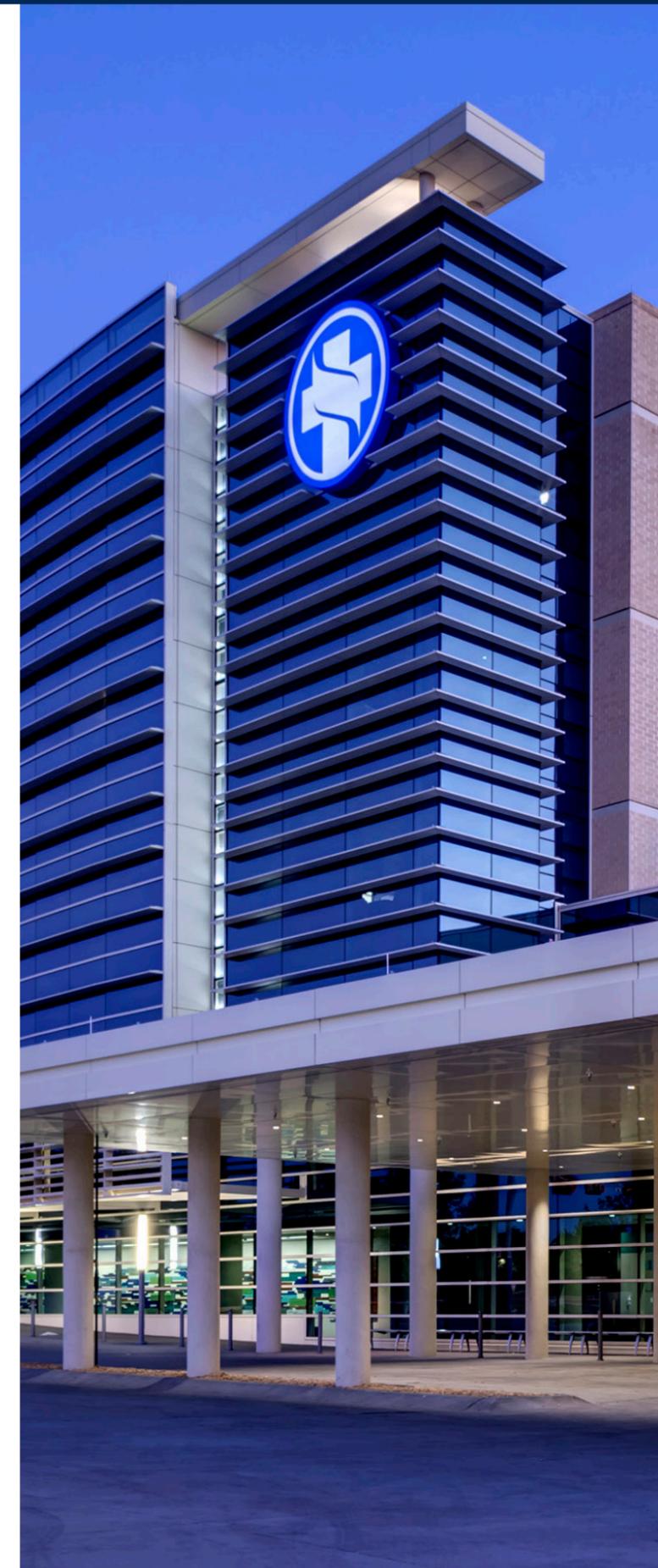
For Phillips, this crisis was not without a silver lining or two. "It quickly highlighted areas where the leadership team and I needed to improve," he says. "We were challenged to become more effective and resilient leaders." Looking back, Phillips believes the pandemic has galvanized the entire Methodist Dallas staff and created a stronger, more cohesive team.



Carol Seay

Carol Seay, Methodist Health System Foundation board member, was one of many donors who supported the extraordinary efforts of the healthcare team at Methodist Dallas by donating a meal. "Having breakfast delivered for the entire emergency department was just one small way I could show my appreciation for the healthcare heroes who put their lives on the line every day," she says.

From left: E. Kenneth Hutchenrider Jr., FACHE, president, Methodist Richardson Medical Center; Juan Fresquez Jr., MBA, president, Methodist Mansfield Medical Center; Fran Laukaitis, MHA, BSN, RN, FACHE, president, Methodist Charlton Medical Center; (back row) John Phillips, FACHE, president, Methodist Dallas Medical Center; and George Williams, MD, MMM, FACEP, president, Methodist Medical Group, senior vice president, physician services, Methodist Health System





“The patient population in southern Dallas has been disproportionately affected by COVID-19 due to the higher presence of preexisting conditions, such as diabetes, obesity, and hypertension.”

— Fran Laukaitis, MHA, BSN, RN, FACHE,
President, Methodist Charlton

Methodist Charlton Medical Center

With the third-busiest emergency department (ED) in Dallas County, space is an issue on many days at Methodist Charlton. COVID-19 only magnified this challenge. The pandemic tracking statistics indicated that the medical center’s location in southern Dallas, where a more vulnerable population resides, could likely experience higher patient volumes than other Methodist campuses.

“The patient population in southern Dallas has been disproportionately affected by COVID-19 due to the higher presence of preexisting conditions, such as diabetes, obesity, and hypertension,” says Fran Laukaitis, MHA, BSN, RN, FACHE, president, Methodist Charlton. “We addressed these obstacles by creating a zone of isolated rooms in the ED early on. We also purchased a modular building, placed just outside the ED, to cover possible patient volume surges.”

The Moody Foundation came alongside Methodist Charlton to support the southern Dallas community by generously giving a \$75,000 grant to assist with the extraordinary demands.

“We are truly grateful to Methodist Health System Foundation for supporting the special needs of frontline workers as they care for the southern Dallas community,” says Frances Moody-Dahlberg, Chairman and Executive Director of The Moody Foundation. “While COVID-19 remains a crisis, it’s our hope that this grant helps provide essential resources to those who need them most.”

“We are so grateful to the Mansfield residents who stepped in to help us during a critical time of need.”

— Juan Fresquez Jr., MBA,
President, Methodist Mansfield

Methodist Mansfield Medical Center

Like many hospitals across the country, Methodist Mansfield quickly began to deplete its inventory of PPE. In an effort to reduce product consumption, the hospital began using a cohort system to group patients in isolation units, which minimized the number of staff needing PPE. Early in the pandemic, as the flow of infected patients continued and with the demand for PPE soaring, an anonymous donor gifted Methodist Mansfield \$500,000 to help the hospital maintain its supply levels.

“We are so thankful to the Mansfield resident who stepped in to help us during a critical time of need, says Juan Fresquez Jr., MBA, president, Methodist Mansfield. “There is no greater blessing than those who reach out and help others during a crisis.”

There are moments of hope that can have a powerful impact on an entire group of people, and one such moment happened at Methodist Mansfield. “At Methodist, our vision is to be the trusted choice for health and wellness for our community. In some respects that can feel one directional, meaning that we are here to serve the needs of our community,” explains Fresquez. “During one of the toughest months, when the staff was struggling with anxiety and fear of becoming infected, the community came together and encircled the entire hospital with their cars. They honked their horns and held up encouraging signs. That single act of kindness and support had a renewing impact on the entire hospital staff. We saw and felt the community come together to serve our needs, and it strengthened the resolve of not just the healthcare team but those who support them.”





“We had to pivot from a brand-new normal to an unprecedented pandemic response with very little time in between. The team responded with eagerness and unity in a way that was really remarkable.”

— **E. Kenneth Hutchenrider Jr., FACHE,**
President, Methodist Richardson

Methodist Richardson Medical Center

After an extensive addition of two new floors, Methodist Richardson was getting back to normal operations when COVID-19 hit. “We had to pivot from a brand-new normal to an unprecedented pandemic response with very little time in between. The team responded with eagerness and unity in a way that was really remarkable,” says E. Kenneth Hutchenrider Jr., FACHE, president of Methodist Richardson.

“It wasn’t just healthcare and city leaders coming together; the community we serve showed incredible support,” Hutchenrider continues. The East Plano Islamic Center reached out to the hospital asking how it could show appreciation for the doctors, nurses, and staff. The mosque’s executive leadership presented healthcare staff with 12 large, beautifully decorated baskets of sweets. It reminded us that at the end of the day, we are all part of a thoughtful and supportive community.”

“We rapidly got our physicians and staff educated on how to best provide clinical care through this virtual platform and took the service live.”

— **George Williams, MD, MMM, FACEP,**
President, Methodist Medical Group; Senior Vice
President, Physician Services, Methodist Health System

Methodist Medical Group

The biggest hurdle for the freestanding clinics affiliated with Methodist Health System were the temporary closures intended to protect the clinical staff and patients, explains George Williams, MD, MMM, FACEP, president, Methodist Medical Group; senior vice president physician services, Methodist Health System. In order to continue meeting patients’ care needs, the Methodist Medical Group clinical and support staff knew they had to transform the delivery of care.

“It became quickly apparent that telehealth, or video medical visits, would be the most feasible way for Methodist Medical Group to navigate the pandemic,” explains Dr. Williams. “We rapidly got our physicians and staff educated on how to best provide clinical care through this platform and took the service live.”

For Dr. Williams and the entire Methodist Medical Group team, the way Methodist responded to the crisis exemplified what is special about this organization. The blend of faith-based leadership, fiscal stewardship, concern for employees, and commitment to the mission of patient care stood out because Methodist continues to excel in each of these areas, even under the incredible challenges brought on by the COVID-19 pandemic.





The Rev. Linda Roby, past chair of the Golden Cross Division Board, standing in the First United Methodist Church Dallas sanctuary

The Golden Cross Academic Clinic: *a partnership of learning and care*



“The Clinic remains committed to the benevolent work of the Golden Cross Ministry. That commitment has grown in size and scope as the Clinic’s programs and services continue to expand. There is now a full-time chaplain on staff, and our board recently approved a new program that will send a nurse practitioner into the community to offer health services and education.”

— The Rev. April Johnson Bristow, DMin,
incoming chair of the Golden Cross Division Board

Long before the Methodist Dallas Medical Center Golden Cross Academic Clinic opened, the vision to provide healthcare to those in need in Dallas took root. This commitment began in 1921 as a ministry of a Sunday school class at the First United Methodist Church Dallas.

The Golden Cross Ministry, known originally as the Golden Cross Society, predates Methodist Dallas, Methodist Health System, and even Methodist Health System Foundation,” says the Rev. Linda Roby, past chair of the Golden Cross Division Board. “And though it’s now known as the Golden Cross Division of Methodist Foundation, it remains a faith-based program of Methodist Health System, in connection with the North Texas Conference of the United Methodist Church, with a mission to provide healthcare to the underserved.”

For many years, the Golden Cross Ministry operated by paying patients’ hospital bills incurred while providing healthcare to the recipients selected by a chaplain at Methodist.



Sondi Fiegel, MBA-HCM, RN, LSSGE, director of patient care, Methodist Dallas Golden Cross Academic Clinic, standing near the sanctuary's beautiful stained-glass windows of the First United Methodist Church Dallas

“The goal of the Clinic is multifaceted, our services keep people out of the emergency department and provide as much low-cost medical care to patients as possible.”

— Sondi Fiegel, MBA-HCM, RN, LSSGE,
director of patient care,
Methodist Dallas Golden Cross Academic Clinic

A teaching clinic

Since its early years, Methodist Health System focused on teaching, from operating a nursing college to offering graduate medical education for doctors. Methodist had a teaching clinic located next to the former emergency department on the campus of Methodist Dallas Medical Center. Years later, the health system purchased a much larger building across the street to quadruple the size of the teaching clinic. In 2004, Methodist Health System Foundation launched a capital campaign to name this expanded clinic in honor of the Golden Cross Ministry. Today, the Methodist Dallas Golden Cross Academic Clinic remains true to our missions and values of the Golden Cross Ministry and is dedicated to providing quality care for the underserved in our community.

Offering more to benefit the community

“The goal of the clinic is multifaceted: Our services keep people out of the emergency department and provide as much low-cost medical care to patients as possible,” explains Sondi Fiegel, MBA-HCM, RN, LSSGE, director of patient care at the Clinic. “To achieve this, we offer a wide range of on-site services to optimize each patient’s visit.”

One of the Clinic’s largest and longest-running programs, funded by the Golden Cross Ministry, is MedAssist. This prescription drug-assistance program funding for patients’ medications to bridge the wait time while a clinic social worker submits requests to pharmaceutical companies for free or greatly reduced medications.

MedAssist also provides free medical supplies, such as glucose-monitoring and blood-pressure devices, to qualified patients with chronic health conditions until they meet the requirements for other assistance. Additionally, many of these same patients receive vital health education on nutrition, support from social services, and guidance for living a healthy lifestyle.

“Two programs we are very passionate about are the Life Shines Bright Pregnancy Program, which provides group prenatal care, education, and support based on the CenteringPregnancy® model of care, and the Sexual Assault Nurse Examiner program, which offers comprehensive services for sexual assault survivors over the age of 14,” Fiegel says. “These programs literally save lives.”

Thanks to a partnership between Methodist Dallas and the Turning Point Rape Crisis Center, the Clinic houses a designated space for sexual assault survivors to receive counseling and supportive care in a healing environment.

Patients access clinical services that include:

- Well-woman exams
- Prenatal and postpartum care
- Internal medicine and primary care
- Diabetes and hypertension management
- Minor office procedures
- Surgical consultations
- Laboratory services
- Gastrointestinal and nephrology specialists.



Isitri Modak, MD, medical director, Methodist Dallas Golden Cross Academic Clinic, photographed in the Methodist Dallas W. H. "Bill" Pierce Chapel, which features stained glass donated in memory of Sharon K. Brizus



"The Golden Cross Academic Clinic creates a nurturing atmosphere and an environment conducive to learning with hands-on training at every level. I'm so grateful for the unique experiences and tools that have enabled me to become one of the chief residents and to build the foundation for the kind of physician I would like to be."

— Rosalyn Ortiz Manso, MD,
chief resident internal medicine,
Methodist Dallas Medical Center

Over the last
5
years

The Golden Cross Academic Clinic
has had nearly
200
residents and fellows
complete one of the **five programs**
offered at the Clinic.

Residencies and fellowships with on-site training at The Golden Cross Academic Clinic :

- General Surgery
- Gastrointestinal
- Internal Medicine
- Nephrology
- Obstetrics and Gynecology.

In addition, Methodist Health System offers **Family Medicine, Hepato-Pancreatico-Biliary Surgery, Advanced Gastrointestinal Surgery, and Surgical Critical Care/Trauma residencies and fellowships at other campuses.**

More than just a health clinic

"The Methodist Dallas Golden Cross Academic Clinic has long been more than just a local health clinic for the underserved," explains Isitri Modak, MD, medical director of the Golden Cross Academic Clinic. "It is the principal teaching facility for the Methodist Health System Graduate Medical Education program."

Dr. Modak says the clinic represents the pillars that Methodist stands for: serving the community,

providing a quality education, connecting those in need with resources, and above all, teamwork.

"We have a dedicated place to teach and expose our residents and fellows to varied medical situations from a patient population that often has limited resources," she says. "It requires these doctors to think creatively and rely on their teams. We are shaping the next generation of healthcare providers, all while caring for the community."

“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it’s the only thing that ever has.”

— Margaret Mead,
American cultural anthropologist



Four Methodist Health System Foundation Board of Trustees members (from left): D. Michael Redden; Sylvia Hargrave, MD, FACS; Levi Davis; and Selwin Belofsky

Methodist Health System Foundation Board of Trustees: **GUIDING THE MISSION**

Guided by a mission of service to patients and the greater communities we serve, Methodist Health System Foundation was created in 1976 to engage donors in the philanthropic support of the programs, efforts, and services of Methodist Health System. The 53 members of the Foundation Board of Trustees provide guidance, support, financial oversight, connection, and accountability.

We would like to introduce you to a few of our Foundation board members, each bringing a unique and genuine responsibility to further Methodist’s mission to improve and save lives through compassionate, quality healthcare.

Sylvia Hargrave, MD, FACS, was recruited to Methodist Dallas Medical Center after spending 10 years in academic medicine at UT Southwestern Medical Center. During her time there, she taught advanced cataract surgery, corneal transplantation, and anterior segment reconstruction, training over 150 ophthalmologists from around the world. In 2003, Dr. Hargrave joined Methodist Dallas as the chief of ophthalmology and director of the Hargrave Eye Center. To her, Methodist Dallas feels like a small community, even though the urban hospital is a large Level I Trauma Center. The duality of the hospital makes it so special, serving some of the wealthiest individuals along with some of the most underserved in Dallas. Dr. Hargrave recalls one particular project that she holds close to her heart: the capital campaign to establish the Charles A. Sammons Tower at Methodist Dallas. As a physician and someone who chooses to pay it forward, Dr. Hargrave served on the campaign committee. She has enjoyed seeing the impact of her gifts to the emergency department, intensive care unit and, most recently, the new transplant unit.

D. Michael “Mike” Redden has been a leader in the banking industry for 43 years. Throughout his career, Redden has served on numerous boards, including the Dallas Seminary Foundation and Trinity Christian Academy.

Since the 1970s, Redden has known about Methodist Dallas, first through a friend in the hospital and then through his longtime friend, business partner, and fellow board member Pete Schenkel. When Redden learned of the quality care that the doctors and nurses at Methodist Dallas provided to those who are underserved in the community, he was convinced of Methodist’s mission. For 16 years, Redden has been a faithful servant leader on the Foundation Board, which includes serving as chair of the Foundation’s finance committee. Redden believes that any healthcare system that leads by its mission, shows professionalism at every level, and is financially responsible and well-managed deserves his time and financial support. These are among the many reasons he takes pride in serving on the Foundation board.

Former Foundation Board of Trustees member George Schrader thought **Levi Davis** would make an excellent addition to the Methodist family. In fact, Schrader recruited him twice! With a background in municipal and business leadership, education, and humanitarian efforts, Davis brings unique viewpoints and skills to the table. With over 30 years serving Methodist, as a member of the Foundation Board of Trustees and as former chair of the Methodist Health System Board of Directors, Davis hopes to see the system continue to grow and become even more integrated into the healthcare deserts of southern Dallas by continuing to provide quality care for decades to come.

Born in Brooklyn, New York, **Selwin “Selly” Belofsky** was destined to do great things. By 1955, he had graduated from college with honors, served in the U.S. Air Force, and settled in for a lifelong career in business. Belofsky joined the Methodist Board of Directors in 1977 and became chair in 1995. During the rebuilding of Methodist Dallas in the late 1980s, Belofsky, quite literally, helped pave the way for the foundation by guiding the design process.

Even after 43 years of service to Methodist, Belofsky continues to see the same deep sense of responsibility governed by purpose, principles, and Methodist values displayed every day by his fellow Foundation board members. Belofsky was particularly humbled when the Foundation honored him and fellow board member Vernon Smith with the first Servant Leader Awards in 2004.

Belofsky’s decades of leadership, gifts, and passion for Methodist have helped to make it what it is today: a culture of trust and a true gem in the healthcare industry.

Methodist by the numbers

These numbers help tell the story of Methodist Health System and the work of Methodist Health System Foundation. Financial numbers are derived from our fiscal year 2020, which ran from Oct. 1, 2019 through Sept. 30, 2020.

\$134,728,827

Total net assets of Methodist Health System Foundation

Disbursements to Methodist Health System



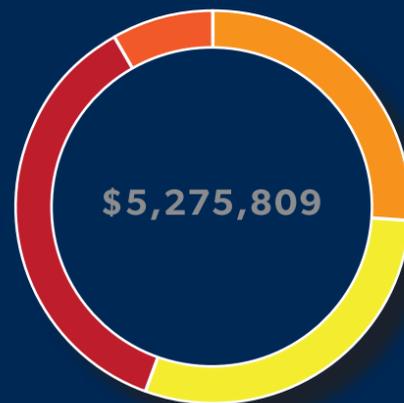
- Community Outreach 36%
- Scholarships and Education 7%
- Capital and Equipment 36%
- Other 24%

Contributions by donor



- Foundations 56%
- Individuals 21%
- Corporations 17%
- Associations 3%
- Estates 3%

Contributions by designation



- Capital and equipment 26%
- Patient care and programs 36%
- General/unrestricted 29%
- Other 8%

214

Number of physicians on the medical staff among *D Magazine's* 2020 Best Doctors



751

Number of Health System volunteers



Total volunteer hours

48,653

8,575

The number of people employed by Methodist Health System



6

The number of years Methodist Health System has been a member of the Mayo Clinic Care Network

93

How many years Methodist Health System has been serving North Texas



Methodist Health System has been added to the **2020 Military Friendly[®] Employers list**

How much Methodist Health System provided in unreimbursed charity care:

\$148,596M



111

Number of kidney transplants performed at Methodist Dallas Medical Center in 2019



72

Number of liver transplants performed at Methodist Dallas Medical Center in 2019

\$415,758

The value of free medications provided through the MedAssist program to patients in financial need

In addition, through the Golden Cross Ministry, the Foundation distributed

\$242,536

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 West Coast University
 Wichita Falls Area Community Foundation

Individuals

Methodist Health System Foundation receives many contributions from employees (marked in blue), many who voluntarily contribute a portion of their salaries to projects supporting the welfare, purpose, and mission of Methodist Health System, its employees, and its patients.

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 Fatuma Abdullahi

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	Janey and Greg Hood	Janey and Greg Hood	Johnston	Sonia R. Lopez	Danna Jensen		Kathryn Rawls	James Newton	Keith Griffin	Lena R. Morgan	Catherine Schack
	Janice Horton	Janice Horton	Johnston	Sonia R. Lopez	Danna Jensen		Kathryn Rawls	James Newton	Aaron Greenwood		
	Janey and Greg Hood	Janey and Greg Hood	Johnston	Sonia R. Lopez	Danna Jensen		Kathryn Rawls	James Newton	Aaron Greenwood		
	Janice Horton	Janice Horton	Johnston	Sonia R. Lopez	Danna Jensen		Kathryn Rawls	James Newton	Aaron Greenwood		
	Janey and Greg Hood	Janey and Greg Hood	Johnston	Sonia R. Lopez	Danna Jensen		Kathryn Rawls	James Newton	Aaron Greenwood		
	Janice Horton	Janice Horton	Johnston	Sonia R. Lopez	Danna Jensen		Kathryn Rawls	James Newton	Aaron Greenwood		
	Janey and Greg Hood	Janey and Greg Hood	Johnston	Sonia R. Lopez	Danna Jensen		Kathryn Rawls	James Newton	Aaron Greenwood		
	Janice Horton	Janice Horton	Johnston	Sonia R. Lopez	Danna Jensen		Kathryn Rawls	James Newton	Aaron Greenwood		
	Janey and Greg Hood	Janey and Greg Hood	Johnston	Sonia R. Lopez	Danna Jensen		Kathryn Rawls	James Newton	Aaron Greenwood		
	Janice Horton	Janice Horton	Johnston	Sonia R. Lopez	Danna Jensen		Kathryn Rawls	James Newton	Aaron Greenwood		
	Janey and Greg Hood	Janey and Greg Hood	Johnston	Sonia R. Lopez	Danna Jensen		Kathryn Rawls	James Newton	Aaron Greenwood		
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	Janice Horton	Janice Horton	Johnston	Sonia R. Lopez	Danna Jensen		Kathryn Rawls	James Newton	Aaron Greenwood		
	Janey and Greg Hood	Janey and Greg Hood	Johnston	Sonia R. Lopez	Danna Jensen		Kathryn Rawls	James Newton	Aaron Greenwood		
	Janice Horton	Janice Horton	Johnston	Sonia R. Lopez	Danna Jensen		Kathryn Rawls	James Newton	Aaron Greenwood		
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	Janice Horton	Janice Horton	Johnston	Sonia R. Lopez	Danna Jensen		Kathryn Rawls	James Newton	Aaron Greenwood		
	Janey and Greg Hood	Janey and Greg Hood	Johnston	Sonia R. Lopez	Danna Jensen		Kathryn Rawls	James Newton	Aaron Greenwood		
	Janice Horton	Janice Horton	Johnston	Sonia R. Lopez	Danna Jensen		Kathryn Rawls	James Newton	Aaron Greenwood		
	Janey and Greg Hood	Janey and Greg Hood	Johnston	Sonia R. Lopez	Danna Jensen		Kathryn Rawls	James Newton	Aaron Greenwood		
	Janice Horton	Janice Horton	Johnston	Sonia R. Lopez	Danna Jensen		Kathryn Rawls	James Newton	Aaron Greenwood		
	Janey and Greg Hood	Janey and Greg Hood	Johnston	Sonia R. Lopez	Danna Jensen		Kathryn Rawls	James Newton	Aaron Greenwood		
	Janice Horton	Janice Horton	Johnston	Sonia R. Lopez	Danna Jensen		Kathryn Rawls	James Newton	Aaron Greenwood		
	Janey and Greg Hood	Janey and Greg Hood	Johnston	Sonia R. Lopez	Danna Jensen		Kathryn Rawls	James Newton	Aaron Greenwood		
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	Janey and Greg Hood	Janey and Greg Hood	Johnston	Sonia R. Lopez	Danna Jensen		Kathryn Rawls	James Newton	Aaron Greenwood		
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	Janey and Greg Hood	Janey and Greg Hood	Johnston	Sonia R. Lopez	Danna Jensen		Kathryn Rawls	James Newton	Aaron Greenwood		
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