

2016 ANNUAL REPORT
Operation  Smile



Thanks to surgery from Operation Smile, Enok now brings hope and happiness to his family and community.



A Letter From Our Co-Founders

As we work into our 35th year, we'd like to take a moment to reflect on the hundreds of thousands of personal transformations Operation Smile has made possible by providing free, safe cleft lip and cleft palate surgeries. We're driven by the fact that **our surgeries are definitive turning points in the lives of our patients and their families, representing a shift from overwhelming despair to living their lives with dignity.**

The most powerful aspect of human dignity is the ability to act on one's will and transform dreams into reality. Time after time, we've witnessed this transformation when we reconnect with our patients after they've healed. **Now free from social stigma, isolation and feelings of hopelessness, they are free to become part of the fabric of their communities.** The resulting interactions open up opportunities – personally, emotionally and financially – that would have never been possible without receiving surgery.

When our work is viewed through this lens, our vision to provide the highest quality of care to as many patients as possible becomes even clearer.

However, there are still **billions¹ of people who lack access to safe, well-timed and effective surgical care.** We view this as a heart-wrenching tragedy and a grave social injustice. **Everything we do strives to correct this vast inequity.**

As we look back on the last fiscal year, we accomplished so much in this effort. Yet there's still so much work to be done. **The love and compassion of supporters like you will continue to restore dignity to patients around the world. Thanks for being by our side.**

Bill & Kathy

Dr. Bill Magee Jr., Operation Smile Co-Founder and CEO
Kathy Magee, Operation Smile Co-Founder and President

**FOR TOO MANY FAMILIES
AROUND THE WORLD,
SAFE SURGERY IS NOT
AN OPTION.**

**AT OPERATION SMILE, WE
BELIEVE EVERY CHILD
DESERVES EXCEPTIONAL
SURGICAL CARE.**

*Watch why we're compelled to
deliver safe surgery:*

operationsmile.org/vision

After years of torment and hiding in Rwanda, surgery from Operation Smile restored Enok's dignity at age 25.



Restoring Dignity in Our Patients

We believe that everyone is worthy of honor and respect – to be able to smile, feel a sense of pride and live a dignified life. However, **many people living with cleft lip and cleft palate experience poverty that can't be measured financially.** We sat down with Operation Smile Chief Program Strategist Richard Vander Burg and explored the deeper contexts of poverty and its relationship to dignity.

HOW IS POVERTY MORE THAN JUST A LACK OF FINANCIAL RESOURCES?

“Being born with a cleft is its own form of poverty. You are denied opportunities afforded to others in your community due to social stigma or deep-rooted superstitions. You can't interact with people who refuse to interact with you. That's where poverty becomes a lack of opportunity, a lack of choice and a lack of knowledge.”

WHAT IS THE RELATIONSHIP BETWEEN DIGNITY AND POVERTY?

“There's the idea that **poverty is the opposite of dignity.** We can think of dignity as having a sense of pride in oneself. Everyone should be entitled to this quality, but **many of our patients tell us they are physically abused, live hidden away, lose their individual identities and feel constantly humiliated.** These symptoms are also experienced in poverty and lead to a lack of dignity.”

HOW DOES OPERATION SMILE'S WORK RESTORE DIGNITY IN ITS PATIENTS?

“When you restore a component of someone's health – like surgically repairing a cleft condition, for example – you put them on the pathway to make choices about the life they want to live. **The patient is empowered to pursue their education, seek employment and engage with their communities.**”

For more insight from Vander Burg on the connections between poverty, dignity and how our patients' lives are dramatically improved through cleft surgery, visit: operationsmile.org/dignity

When Children Regain Hope: Siham's Story of Healing

At a young age, Siham of Morocco had **lost hope that she would ever have the life she wanted**. Every time she left her house, she was tormented by people on the streets. The bullying she endured from her classmates was just as devastating; Siham dropped out of school after attending for just a few weeks. Most days, Siham stayed at home, hiding from the rest of her community.

Siham had always believed that she was the only person born with a cleft lip, but at 12 years old, she learned of Operation Smile Morocco.

Siham and her mother were told by Operation Smile that free surgical care for Siham would be available at a medical mission. Together, they **bravely undertook the 36-hour journey to the medical mission site**.

With hope in their hearts for a chance at surgery, many parents travel long distances to bring their children to Operation Smile, and they entrust their children to medical professionals who might not even speak their same language. "These parents have confidence in us," said Dr. Mradmi Wafaa, an Operation Smile volunteer plastic surgeon from Morocco. **"These parents have put their hope in our hands, and we do not have the right to let them down. We will give you our very best."**

Turn the page for the conclusion of Siham's story.

"I ALWAYS WONDERED WHY I WAS BORN LIKE THIS AND IF ANYONE WOULD EVER COME TO SAVE ME."

- Siham, patient, Morocco

Learn more about Siham's story of courage and hope: [operationsmile.org/healing-siham](https://www.operationsmile.org/healing-siham)





Upon their arrival, Siham felt relieved to see other children with her condition.

“I was happy to know that it was not my fault I was born like this and I was not the only one,” shared Siham. While waiting for her surgery, Siham nurtured the younger patients, helping them practice how to put on their anesthesia masks. When her name was called, Siham walked calmly and confidently to the operating room with the medical volunteers.

Siham’s surgery was a success, and her parents poured out emotions when they saw their daughter’s new smile for the first time. “When she arrived home, I saw her and cried,” said Youssef, Siham’s father. Since her surgery, Siham returned to school – she especially enjoys her French studies – and no longer worries about being bullied.

Thank you to everyone who helps us end this needless suffering. Cleft is a condition that can be healed with safe surgery – remember, reaching the world’s most marginalized people starts with compassion and generosity.

A child’s healing starts with you, and many children are waiting.

Through our commitment to a patient's completeness of care, Siham is receiving free orthodontic treatments from Operation Smile Morocco's care center in Casablanca.

Completeness of Care

Operation Smile believes every child suffering from cleft lip or cleft palate deserves exceptional surgical care.

This vision inspires each of us at Operation Smile to continually strive for excellence for all patients – **every child, every family.**

Reinforced by more than three decades of leadership and excellence in performing safe surgery in resource-limited environments, we know that **a single surgical procedure is a small part of a larger, multitiered process that's focused on the entire well-being of the patient.** This commitment to the completeness of patient care doesn't only ensure the best possible outcomes; it's the right thing to do.

When children and their families arrive at a medical mission or one of our care centers, they're met by caring and talented medical and nonmedical volunteers.

Guided by our Global Standards of Care*, our incredible nurses, plastic surgeons and anesthesiologists deliver surgical results consistent with the world's finest hospitals.

We also bring in an array of specialists, such as biomedical technicians, dentists, speech pathologists, pediatricians and child life specialists, to aid in the healing process.

By modeling this completeness of care where we work, we also set standards for ministries of health to adopt our world-class practices. A prime example of this influence is seen in Vietnam, which has standardized the use of Ultane® (sevoflurane) – an expensive inhaled anesthetic with an excellent patient safety record that Operation Smile has used on every international medical mission since 2002 – for all surgical procedures throughout the country's health system.

Why go to these lengths? The answer is simple: **Our patients deserve it.**

Learn more about our pursuit of excellence in patient care: operationsmile.org/completeness-of-care

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United in Healing: Global Highlights

While we know that **true compassion transcends borders**, the reality is that resource-limited environments present challenges that vary from country to country.

Over the course of delivering safe surgery through medical missions, we recognized that permanent solutions for patient care needed to be built from the ground up – literally. Today, Operation Smile operates 29 care centers in 19 countries, providing the ongoing care our patients deserve. Our training and education programs are designed to increase the quality and number of health care professionals, and we are collaborating with ministries of health to improve patient safety in the countries where we work. **These selected stories highlight the diversity of our accomplishments around the world. Our journey of healing never ends.**

MOROCCO

Our care center in Casablanca utilizes **its high-volume dental program to recruit cleft patients** and provides post-operative care and orthodontic services for patients like Siham.

Learn more about Siham's story: [operationssmile.org/healing-siham](https://www.operationssmile.org/healing-siham)

VIETNAM

Alongside Vietnam's Ministry of Health, we are **helping to ensure safe surgery** is delivered across the country.

Learn more about the Vietnam Safe Surgery Initiative: [operationssmile.org/improving-patient-safety](https://www.operationssmile.org/improving-patient-safety)

COLOMBIA

The Gilberto Mariño Contreras Centro de Atención Integral care center in Bogotá has set the standard for excellence in providing the full spectrum of patient care. **Caring not only for the whole patient but the whole family** is what drew psychologist Andrea Diaz to work here.

Read about Diaz's passion for helping families: [operationssmile.org/diaz](https://www.operationssmile.org/diaz)

ITALY

Smile House in Milan is the **first and only care center in Europe offering comprehensive cleft care**. The center also provides medical training and education opportunities for health care professionals and serves as a resource for couples wishing to adopt children born with cleft conditions.

HONDURAS

In Tegucigalpa, our care center has serviced more than **25,000 patient appointments since its opening in 2007**, providing ongoing care to patients like Britany.

Learn about Britany and the level of care offered at this center: [operationssmile.org/britany](https://www.operationssmile.org/britany)

ETHIOPIA

We're committed to **building surgical capacity through training and education programs** in places of dire need like Ethiopia.

Learn more: [operationssmile.org/more-smiles](https://www.operationssmile.org/more-smiles) and [operationssmile.org/closing-the-gap](https://www.operationssmile.org/closing-the-gap)

Young patients receive post-surgery speech pathology services at our care center in Bogotá, Colombia.



Our Year in Review

With **35 years of expertise**, we continue to provide life-saving reconstructive surgeries and increase our overall surgical safety, quality and capacity worldwide.

As we look back at our highlights from the last fiscal year, we're reminded that **our greatest impact is measured by patients who can now live dignified lives as a result of receiving cleft surgery**. No longer are they deprived of basic opportunities by being painfully, constantly marginalized – hidden, denied individual identity, physically abused, shunned, starved and humiliated. The effects are so much more than just physical – we feel it in our hearts when we listen to our patients. Knowing these transformations occur after every procedure drives us to reach as many patients as we possibly can.

When a patient receives surgery from Operation Smile, it's the first step on a path filled with hope for a brighter future. See how safe surgery changes lives:
operationsmile.org/delivering-life-changing-care

Delivering Life-Changing Care: Program Highlights

Our enduring commitment to the best possible patient outcomes isn't just our hallmark – it has also catalyzed the formation of other organizations with which we share the global surgical burden of cleft.

We're thrilled that we've inspired others to join us in this massive undertaking. More importantly, we celebrate that patients can receive life-changing surgery in their communities. Here is what Operation Smile medical programs achieved last fiscal year*.

320,000+
PATIENT INTERACTIONS

Our medical programs demonstrate the strength of our local partnerships and the delivery of comprehensive care for every patient. **We provided more than 320,000 patient interactions**, including patient health screenings, operations and post-operative care at medical missions; screenings and procedures related to dental care; and operations and consultations at our care center locations around the world.

16
NEW MEDICAL SITES

Medical programs extended to 16 new medical sites including Dafang, Longhua and Mengzi, China; Monte Plata, Dominican Republic; Jama, Ecuador; Ho, Ghana; Puebla, Mexico; Driouch, Morocco; Morong, Siargao, South Cotabato and Subic Bay, Philippines; Rostov-on-Don and Vladikavkaz, Russia; Rwinkwavu, Rwanda; and Mae Hong Son, Thailand.

20,000+
PATIENTS HEALED

We look at surgery as one part of a much larger series of care based on a patient's medical needs. Patient health screenings are an important component of **our medical programs, which have allowed us to provide medical care to many patients for the first time in their lives.** While malnutrition, illness and other factors can keep some patients from receiving care, **we were able to provide more than 20,000 patients with more than 35,000 individual procedures last year.** We remain committed to providing ongoing support for the children we were not able to serve as a result of their health screening.

166
MEDICAL MISSIONS

We conducted **166 medical missions** across **90 sites** in **28 countries.**

6
NEW CARE CENTERS

We now have 29 care center locations in 19 countries, including six new locations providing year-round medical services: Managua, Nicaragua; Quito, Ecuador; Pampanga, Philippines; and Bangalore, Srinagar and Mumbai, India.

*Fiscal year, July 2015-June 2016.

Building Skills, Strengthening Health Systems: Program Highlights

We want to enhance our patients' quality of life by improving their health through safe cleft surgeries that are timely and effective.

In any given week throughout the year, there could be up to 600 compassionate volunteers – both medical and nonmedical – in the field who selflessly give their time and skills to make this work possible. In addition to medical missions, our volunteer-driven training and education programs build more than just knowledge and skill in surgical care – **these programs strengthen health systems around the world.**

\$31,935,728

VALUE OF DONATED MEDICAL CARE

Last year, **3,462 medical volunteers from 54 countries donated 398,832 hours** of time; their dedication and heart is **valued at \$31,935,728**. The engagement we see from our medical volunteers contributes to the quality of service we're able to deliver worldwide and the number of patients we're able to treat.

92%

OF MEDICAL RESIDENTS

Over the past decade through Operation Smile's Resident Leadership Program, generously sponsored by Stryker™ and the Regan family, 208 surgeons² enhanced their skills in cleft lip and cleft palate treatment, improving the delivery of surgical care around the world. Of the participants surveyed, an **average of 92 percent³ agreed this fellowship program significantly and positively impacted all six Accreditation Council for Graduate Medical Education core competencies**, including patient care, medical knowledge and communication skills.

81%

OF VOLUNTEER POSITIONS

We're proud that **81 percent of the medical volunteer positions** filled on our missions last year were held by **health care professionals from low- and middle-income countries – and a majority of them received training and education from Operation Smile**. No one understands the health systems and challenges of where we work better than these volunteers. It's our honor and privilege to work alongside these world-class medical professionals.

Listen to what some volunteers have to say about their experience with Operation Smile: [operationsmile.org/strengthening-health-systems](https://www.operationsmile.org/strengthening-health-systems)





“I’M THANKFUL THAT OPERATION SMILE OFFERS TRAINING IN BOTH BLS AND PALS, AS **ANYONE WHO COMPLETES THESE TRAININGS CAN SAVE LIVES IN THEIR COMMUNITIES.**”

- Florence Mangula, Operation Smile nursing volunteer and Basic Life Support and Pediatric Advanced Life Support instructor, Kenya

Learn more about how our AHA training programs are saving lives around the world: operationsmile.org/saving-lives

Saving Lives Through Education

In response to the dire needs of our patients, Operation Smile is committed to offering American Heart Association (AHA) training programs and other **critical medical programs that improve patient safety and strengthen health systems where we work.**

Over the past 13 years, Operation Smile has **educated more than 25,000 health care professionals** in life-saving cardiopulmonary resuscitation (CPR) skills **through AHA training programs.** **When CPR is administered** in the first few minutes of a cardiac arrest, a person’s chance of **survival can be doubled or tripled.**⁴

In a survey of our AHA trainees:

96%

INFLUENCED EMERGENCY RESPONSE

96 percent of trainees said that taking an **Operation Smile AHA course changed how they responded to an emergency situation** in their country.

84%

REPORTED IMPACT ON POLICIES

84 percent of trainees said that the knowledge of principles taught in the **Operation Smile AHA courses affected policies or procedures** in their country.

84%

SAVED AT LEAST 1 LIFE

84 percent of trainees reported saving at least one life within one year of certification – lives that would have otherwise been lost. This fiscal year, **it cost Operation Smile less than \$200 to train a health care professional to save lives** through AHA training programs.

Operation Smile’s Global Standards of Care* requires that all nursing volunteers are certified in Basic Life Support, a course that teaches the fundamentals of CPR. That standard exists for good reason: **Cardiovascular disease is the leading cause of death worldwide, killing more than 17 million people every year.**⁵ According to the AHA, for every minute CPR is delayed to a victim of cardiac arrest, his or her chances of survival decreases by 10 percent.⁶ In many low- and middle-income countries, knowledge of these life-saving skills is not widespread – even among medical professionals.

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Improving Patient Safety in Vietnam

A continuation of a partnership spanning more than 25 years, Vietnam's Ministry of Health is collaborating with Operation Smile on the Vietnam Safe Surgery Initiative to improve the country's standards of surgical care – **our first initiative implemented by a national government.**

In the spring of 2016, we performed an audit to help the ministry reach a consensus on how to improve standards of surgical care throughout Vietnam. **Committed to advancing access to safe surgery both globally and in Vietnam,** the ministry entrusted us to conduct this critical evaluation due to our leading role in delivering safe surgery in resource-poor environments. Our rigorous **Global Standards of Care*** ensures world-class patient safety, no matter where the surgery is being performed. Based on the World Health Organization's Safe Surgery Guidelines, Operation Smile has recommended a national demonstration project at a local hospital to tailor these guidelines to Vietnam's specific needs.

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“THIS INITIATIVE IS AN ASPECT OF THAT KIND OF SURGICAL LEADERSHIP AND THE MODELING WE SHOULD BE DOING WHEN WE TRAVEL – THAT **WE ARE MODELING MINDFULNESS. THIS KIND OF MODELING TRANSFORMS PEOPLE'S LIVES.** THE IMPACT IS VISIBLY THERE AND WILL CONTINUE ON TO THE NEXT GENERATION. YOU CAN SEE IT IN ACTION EVERY DAY.”

- Dr. Catherine deVries, renowned pediatric urologist, Founder of the University of Utah Center for Global Surgery and Secretary of the Permanent Council of the Global Alliance for Surgical, Obstetric, Trauma and Anaesthesia Care

Learn more about this collaboration to improve the quality of surgical care in Vietnam:
operationsmile.org/improving-patient-safety



Patient-Centered Partnerships

Operation Smile is unwavering in its commitment to every patient: to provide the safest, highest quality care possible, regardless of where in the world the procedure is being performed. **With this great responsibility comes great challenges**, especially when our work sends us to areas where the existing health care systems are not equipped to ensure the best outcomes.

These areas are also the places where our services are needed the most.

Our donors also take this commitment to heart. Without their generous contributions

– from medical supplies to educational opportunities for surgical residents to monetary donations – **we simply wouldn't be able to serve our patients with the level of dignity we seek to restore in them.** We're continually humbled and inspired by our donors' support and grateful for the relationships we have forged to heal hundreds of thousands of patients around the world.

“STRYKER'S MISSION IS TO WORK WITH OUR CUSTOMERS TO MAKE HEALTH CARE BETTER, AND THERE IS NO BETTER DEMONSTRATION THAN BEING ON A MISSION WITH OPERATION SMILE WHERE WE CAN WORK SIDE-BY-SIDE WITH HEALTH CARE PROFESSIONALS TO HELP PATIENTS AND FAMILIES LIVE HEALTHIER, HAPPIER LIVES.”

- Yin Becker, Vice President, Public Affairs and Communications, Stryker

To learn more about these and other partnerships, like Stryker's support of our Resident Leadership Program and Nerd HQ's collaboration with Johnson & Johnson's Donate a Photo app, visit:
operationsmile.org/patient-centered-partners



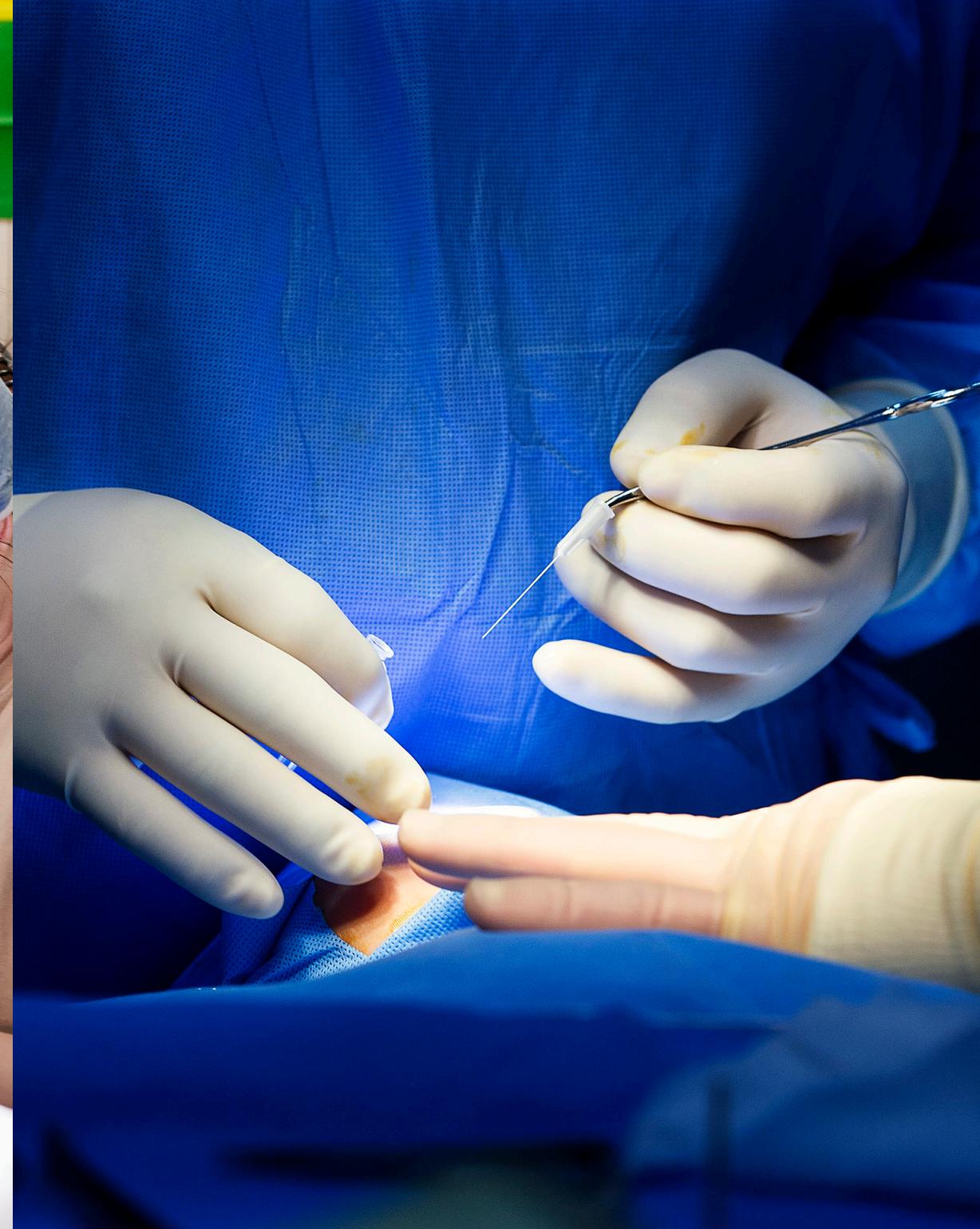
With the help of generous corporate partners, Operation Smile **packed and shipped 533 pallets of cargo, weighing more than 93.5 tons and worth more than \$8.6 million** in support of our international medical programs last fiscal year. Nearly half of the value of these supplies were provided in-kind by companies such as AbbVie, Johnson & Johnson, Medtronic and Mölnlycke Health Care.

ABBVIE

Operation Smile's long-standing partnership with AbbVie is **firmly rooted in patient safety**. Our ongoing relationship began in 1993 with Abbott Laboratories, from which AbbVie split in 2012. In 2002, we began using Ultane® (sevoflurane) – an inhaled anesthetic with an excellent safety record – on every international medical mission.

“THROUGH ABBVIE AND OPERATION SMILE’S PARTNERSHIP, WE WORK TO PROVIDE **SAFE SURGERIES THAT CHANGE THE LIVES OF CHILDREN AND FAMILIES IN NEED** – AND THAT’S INCREDIBLY SPECIAL.”

- Melissa Walsh, Senior Director, Global Philanthropy, AbbVie



“THE PURSUIT OF THE BEST POSSIBLE PATIENT OUTCOMES IS WHAT CONNECTS MÖLNLYCKE AND OPERATION SMILE AT THE HEART. **IT’S OUR PRIVILEGE TO SUPPORT OPERATION SMILE IN ITS MISSION TO BRING WORLD-CLASS SURGICAL CARE AND THE HOPE OF A BRIGHTER FUTURE TO EVERY SINGLE CHILD, NO MATTER WHERE THEY CALL HOME.**”

- Richard Twomey, CEO, Mölnlycke Health Care

MÖLNLYCKE HEALTH CARE

A global partner of Operation Smile since 2003, Mölnlycke Health Care is a world-leading provider of single-use surgical and wound care products that help health care professionals achieve the safest, most efficient outcomes. **Over the course of our partnership, Mölnlycke has provided gifts-in-kind support of more than 1.4 million Biogel® surgical gloves** – the only major brand with a nonpyrogenic range, reducing the chance of irritation, fever and inflammation, which also reduces the need for post-operative interventions. These generous donations allow our medical volunteers to continue to uphold Operation Smile’s Global Standards of Care* through every procedure.

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Pioneering Cleft Research

Loraine is a 7-year-old who received surgeries to repair both her cleft lip and cleft palate from Operation Smile about two years ago. Her father, many of his sisters and their children were also born with cleft conditions. This **unusually high concentration of cleft cases within Loraine's family** piqued the interest of an Operation Smile team of researchers conducting the **International Family Study (IFS)** during a medical mission to Cebu, Philippines, in 2016.

A medical research collaboration between Operation Smile and its partners, the University of Southern California and Children's Hospital Los Angeles, the **IFS analyzes genetic data** obtained from saliva samples voluntarily provided by patients, their families and control groups, as well as information collected from maternal and paternal questionnaires on environmental exposures and lifestyle habits. The study sorts this data to provide the most comprehensive understanding of the causes of cleft conditions. **The ultimate goal is to put this evidence into action to prevent cleft conditions.**

Learn more about Loraine's family and their involvement in this study:
operationsmile.org/cleft-research

Ongoing since 2009, the study has been conducted in nine different countries, representing the poorest segments of those populations and includes more than 10,500 individuals across 4,700 families. More than 3,200 individual samples were collected from about 1,400 families last fiscal year. **To date, the project has amassed the largest repository of genetic information relating to global cleft populations ever collected.**



Innovation Meets Inspiration: NEXT Global Summit

With our responsibility to patients at the center of everything we do, hard work, dedication and collaboration are required on a global scale.

In May 2016, Operation Smile hosted the **NEXT Global Summit**, our largest-ever gathering of more than 500 medical, volunteer and business leaders representing more than 40 countries. The summit provided a platform for these global stakeholders to exchange ideas to improve patient care in their home countries through the following priorities:

FUNDRAISING

Increase patients' access to and affordability of care through our fundraising strategies, strategic partnerships and the distribution of funds.

HEALTH CARE PROFESSIONALS

Ramp up the accessibility and availability of health care professionals and the care they provide their patients through training, education and collaboration with other organizations to address the volume of our patients' surgical needs.

PATIENTS

Increase our patients' quality of health by building and strengthening relationships with local advocates to create educational programming and long-term care solutions.

TECHNOLOGY

Bring health care to patients and improve medical expertise through technologies that connect medical specialists with community health care professionals to promote the global exchange of knowledge.

“(NEXT) BRINGS A WORLDWIDE FAMILY TOGETHER, PROMOTING MEMBER INTERACTIONS AND STIMULATING THE SUCCESS OF FUTURE ACTIVITIES OF OPERATION SMILE, WHICH IS SO DEPENDENT ON ITS VOLUNTEER BASE. BEING PART OF NEXT REINFORCES MY COMMITMENT TO CONTINUE THIS ADVOCACY TO SERVE CLEFT PATIENTS.”

- Dr. Maria Irene Tangco, Operation Smile volunteer plastic surgeon since 1996, Philippines

For more NEXT Global Summit highlights and information, visit:
operationsmile.org/next-2016



“I AM DELIGHTED TO JOIN THIS COMMITTED GROUP OF GLOBAL HEALTH LEADERS FOR A DISCUSSION ABOUT HOW PUBLIC-PRIVATE PARTNERSHIPS CAN CREATE CHANGE IN THE PLACES THAT NEED IT MOST BY SHARING RESOURCES TO ELEVATE SAFE SURGICAL CARE AND MAKE IT MORE ACCESSIBLE TO PATIENTS IN NEED AROUND THE WORLD.”

- Alex Gorsky, Chairman and CEO,
Johnson & Johnson

Today's Global Citizens, Tomorrow's Leaders

Since its founding in 1985, **Operation Smile Student Programs** has cultivated more than 900 student clubs worldwide – a network of more than 18,000 students from 44 countries. Operation Smile Student Programs seeks to create advocacy-minded, compassionate leaders who are socially aware and engaged with the world around them. Its annual International Student Leadership Conference (ISLC) puts this goal into action by engaging students with leadership workshops, inspirational keynote speeches and training for volunteering in upcoming medical missions.

We believe in the power of youth to create a compassionate world. Fostering the value of volunteerism in students is not only an **investment in the future** of our organization, but an **investment in a better world.** Last year, our student volunteers served in key roles as educators on medical missions, spread cleft awareness and goodwill in Panama and convened to build leadership skills and launch a global campaign to advocate for access to safe surgery.

Learn more about our student initiatives and discover the “hackathon” model, which challenged students to work collaboratively to identify and solve a global health issue to reduce childhood mortality: operationsmile.org/tomorrows-leaders

At the **25th annual ISLC** in July 2016, the energy emanating from 514 ISLC attendees would not be matched. **The crowd – comprised of students from 29 countries** donning eye-catching red T-shirts – **took its first steps of the more than 3-mile round-trip walk** from the campus of San Diego State University to Alvarado Hospital and back. Against the summer heat, **each stride symbolized the distances many people in low- and middle-income countries must walk when attempting to access safe surgical care.**



WE LAUNCHED THE UNTIL WE HEAL CAMPAIGN AT THE 2016 INTERNATIONAL STUDENT LEADERSHIP CONFERENCE, KNOWING OUR STUDENT ACTIVISTS WOULD BUILD THE MOMENTUM. FOR ISLC ATTENDEE AND STUDENT VOLUNTEER BLAIN VAN WYK, **UNTIL WE HEAL CARRIES A VERY PERSONAL MEANING.** THE SOUTH AFRICAN GRADUATE STUDENT WAS BORN WITH A CLEFT LIP AND CLEFT PALATE, WHICH HAS REQUIRED MORE THAN 10 SURGERIES. “I HAVE A SOCIAL RESPONSIBILITY TO DEDICATE MYSELF TO OPERATION SMILE AND TO HELP OTHER CHILDREN JUST LIKE ME,” VAN WYK SAID. **“IT’S NOT JUST ABOUT ONE SURGERY – IT’S SO MUCH MORE THAN THAT. IT’S ABOUT GIVING A CHILD HOPE.”**



A Fundamental Human Right: Until We Heal

For the past 35 years, Operation Smile has come to know the physical and emotional pain of hundreds of thousands of people with cleft. **Safe surgery has transformed their lives of suffering into lives of health, well-being and dignity.** They have been lifted from hopelessness to possibility.

Even today, there are billions of people who don't have access to safe surgery that's timely and effective. Too many are dying. The truth is, more people die each year from the lack of access to safe surgery than from AIDS, tuberculosis and malaria combined.⁷

Operation Smile believes it's time to change that, and has created a campaign unlike any other in its history. **Until We Heal* is a global campaign uniting like-minded advocates and global health and world leaders to advance access to safe surgery for all people with cleft conditions.** We are creating platforms for activism, awareness-building, government engagement and the establishment of medical programs to create long-term solutions.

When billions of people don't have access to life-saving surgery that's safe, well-timed and effective – something isn't right.

Learn more, pledge your support and join the movement: untilweheal.org

*Until We Heal is a registered trademark of Operation Smile, Inc.

Our Enduring Commitment

It was March 24, 2012, early in the morning. Alex Guerrero (Don Alex) and his wife, Adilia, had chosen to give birth at a private clinic for the first time. This would be their fourth child, a baby boy. However, **when their son César was born, something was terribly wrong.** The doctor told Don Alex that his son was born with deformities, a cleft lip and cleft palate. His advice was simply to try to avoid letting people see the baby. It would be traumatic for everybody.

The critical situation soon became dire. “He got very low in his glucose levels because we could not feed him – to such a degree that **he almost went into a vegetative state,**” said Don Alex, his eyes tearing up from recalling the memory. “He lost his mobility. And yet no one could tell us what to do.” For almost eight months, **Don Alex and Adilia desperately searched for someone who could help** them. “We thought about selling our house, selling the car. It was all we had, it was my family inheritance ... it hurt so much to have to lose it all. And it hurt to see my son dying. I felt I was at a dead end.”

After Operation Smile repaired his son’s cleft lip and cleft palate, **Don Alex made a commitment to find others living with cleft conditions** and help them access free treatment through Operation Smile. Don Alex’s commitment to finding surgical care for his son and others with cleft conditions inspired us to pursue a new approach to recruit patients in Honduras. **Worldwide, barriers to patient care vary at an individual and community level.** The patient accompaniment model pioneered by the nonprofit Partners in Health and adapted by Operation Smile is one way to increase patients’ access to surgery that’s both safe and timely. “I made a promise to God, to Operation Smile and to my son that for as long as I live, there will not be one single person in the whole department of Olancho living with an untreated cleft lip or cleft palate. I don’t want anybody to go through what we have been through,” Don Alex said.

Watch Don Alex and his son’s story and learn more about this patient recruitment program: operationsmile.org/don-alex



WE KNOW WE HAVE THE MEANS TO END THIS NEEDLESS SUFFERING – **A SURGERY THAT TAKES AS LITTLE AS 45 MINUTES.** IT STARTS WITH THE COMPASSION AND GENEROSITY OF PEOPLE WHO ENSURE WE CAN REACH SOME OF THE WORLD’S MOST MARGINALIZED PEOPLE WITH LIFE-CHANGING SURGICAL CARE.

Board of Directors and Officers

Samuel P. Fuller, M.D.
Board Director, Operation Smile
Retired Plastic Surgeon
Quinton, Va., U.S.

Kathleen S. Magee, M.S.W., M. Ed.
Board Director and Officer, Operation Smile
President and Co-Founder, Operation Smile
Virginia Beach, Va., U.S.

William P. Magee Jr., D.D.S., M.D.
Board Director and Officer, Operation Smile
Chief Executive Officer and Co-Founder,
Operation Smile
President, Magee-Rosenblum Plastic Surgery
Virginia Beach, Va., U.S.

Alex J. Marshall
Board Director, Operation Smile
Managing Partner, Federal Capital Partners
Chevy Chase, Md., U.S.

Kevin Miller, Chairman
Board Director and Officer, Operation Smile
Partner and Chief Operating Officer,
J.R. Reingold & Associates
Alexandria, Va., U.S.

Jerry Moyes, Vice-Chairman
Board Director and Officer, Operation Smile
Founder and Chief Executive Officer,
Swift Transportation
Phoenix, Ariz., U.S.

Jim Siti, Treasurer
Board Director and Officer, Operation Smile
Senior Vice President,
BDF Consulting & Sibelius LLC
Bernardsville, N.J., U.S.

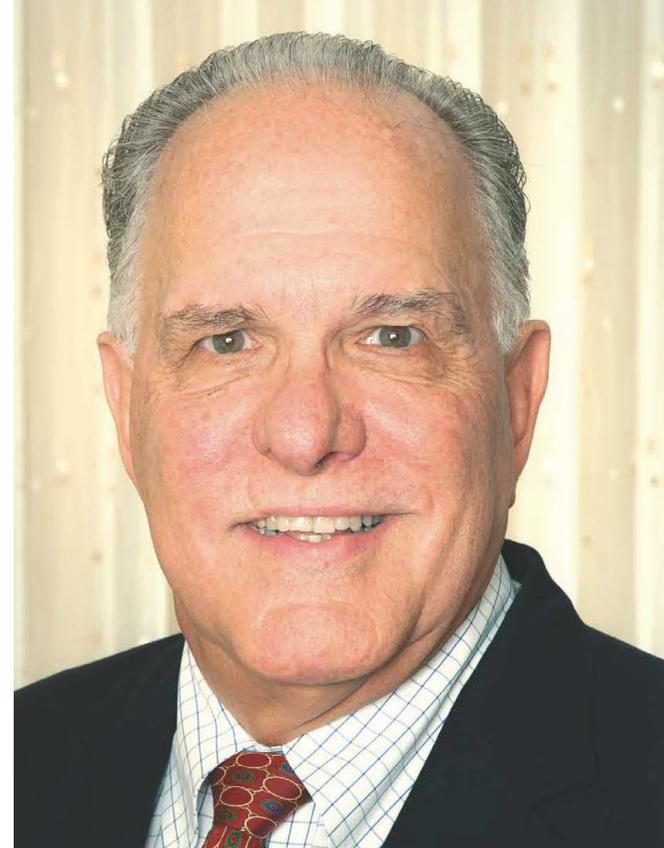
William K. Wynne, J.D., Secretary
Board Director and Officer, Operation Smile
Partner, Thorn Run Partners LLC
CEO and Founder, Healthcare Lighthouse
Denver, Colo., U.S.

Kimberly Getz, C.P.A., M.S.A.F.A.
Officer, Operation Smile
Vice President of Finance, Operation Smile
Virginia Beach, Va., U.S.

E. Wayne Zinn
Officer, Operation Smile
Chief Operating Officer, Operation Smile
Virginia Beach, Va., U.S.

Donald R. Mackay, M.D., F.A.C.S., F.A.A.P.*
Chief Medical Officer, Operation Smile
William P. Graham III Professor of Plastic
Surgery, Professor of Surgery and Pediatrics,
Vice Chair; Department of Surgery, Penn State
Hershey College of Medicine
Hershey, Pa., U.S.

*Appointed officer



“THIS YEAR, WE LOST A DEAR FRIEND IN ALBERTO ‘PANCHO’ MOTTA JR., WHO FAITHFULLY SERVED OPERATION SMILE AS A BOARD DIRECTOR. WE SEND OUR DEEPEST CONDOLENCES AND LOVE TO HIS FAMILY, WHO GRACIOUSLY SUPPORTED HIS INVOLVEMENT WITH OPERATION SMILE. HE MADE A SIGNIFICANT DIFFERENCE IN THE LIVES OF THOUSANDS OF CHILDREN, AND FOR THAT WE OFFER HIM OUR ETERNAL THANKS.”

- Dr. Bill Magee, Operation Smile Co-Founder and CEO

Financials*

We work hard to make the most of your gift. Operation Smile is deeply committed to being the best steward of your gifts. We value the trust you place in our work and our ability to optimize resources and direct funds to programs that will help us care for children suffering from cleft conditions. Donor gifts send medical professionals to the children who need them. They also help us teach and train health care professionals and build awareness of the plight of these children and the need for volunteers and resources. Gifts also allow us to administer our programs and raise more funds. All of our practices seek to demonstrate the highest standard of accountability, effectiveness and efficiency.

SOURCES OF REVENUE

Contributions	\$56,131,671	60.1%
Gifts-in-kind	\$4,301,365	4.6%
Contributed services	\$31,935,728	34.2%
Other	\$982,589	1.1%
Total sources of revenue	\$93,351,353	

HOW FUNDS WERE ALLOCATED

Programs	\$75,147,451	76.3%
Fundraising	\$15,895,536	16.1%
Administration	\$6,909,780	7.0%
Other	\$577,357	0.6%
Total funds allocated	\$98,530,124	



YEAR END FINANCIAL POSITION

<i>Assets</i>		
Cash & investments	\$3,966,423	8.9%
Other current assets	\$19,454,293	43.7%
Property & equipment	\$21,108,170	47.4%
Total assets	\$44,528,886	

<i>Liabilities</i>		
Current liabilities	\$9,170,065	52.6%
Long-term debt	\$8,275,626	47.4%
Total liabilities	\$17,445,691	

<i>Net assets</i>		
Unrestricted	\$18,254,536	67.4%
Temporarily restricted	\$8,828,659	32.6%
Total net assets	\$27,083,195	

Total liabilities & net assets	\$44,528,886	
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*Fiscal year, July 2015-June 2016.

Operation Smile, Inc. is a registered charitable organization in the Commonwealth of Virginia as required by law. Operation Smile, Inc. is registered with The Office of Charitable and Regulatory Programs at the Virginia Department of Agriculture and Consumer Services. For the copy of the latest financial report and registration filed by Operation Smile, or for a complete list of state registration filings, or for additional financial information, please send a self-addressed envelope to Operation Smile, 3641 Faculty Boulevard, Virginia Beach, VA 23453 or visit operationsmile.org/financials. Registration does not imply endorsement, approval, or recommendation by any state. Operation Smile, Inc. is a charitable organization pursuant to section 501(c)(3) of the Internal Revenue Code. Contributions are tax deductible in accordance with IRS rules and regulations. For the Operation Smile Code of Conduct, please visit operationsmile.org/code-of-conduct. The full financial statements, audited by KPMG LLP, are available via request by calling +1-888-OPSMILE and can be found on our website at operationsmile.org/financials.

Credits and References

We have the privilege of working alongside an incredibly talented crew of creative professionals.

These visual artists possess the ability to reveal subtle moments in patients' lives we wouldn't otherwise see if it weren't for their trained eyes. **We'd like to thank our teams, which played a key role in connecting global audiences to our patients and medical programs through their expertise in visually emotive photography and film.**

Marc Ascher, Kevin Ball, Steve Cachero, Matt Cole, Oli Cohen, Bobby Cullipher, Edmund Curtis, Jason Eng, Paulo Fabre, Martin Flink, Shiho Fukada, Pat Heaphy, Jörgen Hildebrandt, Alan Huestis, Markus Jordö, Markus Junghard, Zute Lightfoot, Carlos Rueda, Rohanna Mertens, Margherita Mirabella, William Moffitt, Thapelo Motsumi, Reynaldo Ortiz Toledo, Jasmin Shah, Peter Stuckings, Kristy Walker, Justin Weiler, Beny Zambrano

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2. Yao CA, Swanson J, McCullough M, Taro TB, Gutierrez R, Bradshaw A, Campbell A, Magee WP Jr., Magee WP 3rd. The medical mission and modern core competency training: a 10-year follow-up of resident experiences in global plastic surgery. *Plastic Reconstructive Surgery*. 2016 Sep; 138(3):531e-8e.

3. The six ACGME core competencies are: patient care, medical knowledge, practice-based learning and improvement, interpersonal and communication skills, professionalism and systems-based practice. Yao CA, Swanson J, McCullough M, Taro TB, Gutierrez R, Bradshaw A, Campbell A, Magee WP Jr., Magee WP 3rd. The medical mission and modern core competency training: A 10-year follow-up of resident experiences in global plastic surgery.

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Our Vision and Mission

Operation Smile believes every child suffering from cleft lip or cleft palate deserves exceptional surgical care.

Operation Smile is a children's medical charity that has had a presence in more than 60 countries to provide free, safe treatment and surgery for those who suffer from facial deformities such as cleft lip, cleft palate and other surgically amenable conditions. The organization works to build self-sufficiency and sustainable health care infrastructures in our host countries. To do this, Operation Smile trains local doctors to treat children in their own communities, donates crucial medical equipment and supplies, builds public-private partnerships and creates and mentors in-country foundations to increase capacity. Operation Smile is committed to raising public awareness, educating and serving as an advocate for children born with cleft lip and cleft palate and the need for safe, well-timed and effective surgery. Through partnerships, Operation Smile is conducting research to ultimately help prevent the number of new children born with clefts by identifying the root causes. By inspiring action and leadership, the organization has mobilized thousands of volunteers from more than 80 countries and hundreds of student clubs and associations around the world. Operation Smile educates and encourages communities to spread awareness and strengthen understanding about cleft conditions, treatment and the effect one person can make by taking action.

Operation  Smile





“EVERY CHILD THAT HAS A FACIAL DEFORMITY IS OUR RESPONSIBILITY. IF WE DON’T TAKE CARE OF THAT CHILD, THERE’S NO GUARANTEE THAT ANYONE ELSE WILL.”

- Kathy Magee, Operation Smile Co-Founder and President



Operation  Smile