

A PUBLICATION
FOR THE FRIENDS OF
MEMORIAL HERMANN

Memorial Hermann Foundation
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ADVANCING THE

VISION

To health. TOMORROW'S PROMISE.



THE STARS ALIGN

Board Chair Steve Trauber confidently passes the baton to fellow visionary Marty Phillips • page 12

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After a major crash, a young go-karter makes a remarkable comeback • page 4

DEAR FRIENDS,



Each issue of Vision is an opportunity to pause and reflect on the lives changed through your generosity—and this one is especially meaningful.

Consider the dramatic impact of recent philanthropic efforts. A transformational gift is driving the Health Education and Learning (HEAL) High School campus clinic, while donor support across our system sustains lifesaving trauma care, rehabilitation and specialized programs that stand ready every day. These stories are not abstractions. They represent students gaining access to care, families finding hope in crisis and patients reclaiming their futures.

You'll also find a feature on two outstanding leaders whose shared commitment to community continues to guide the Memorial Hermann Foundation Board. As Steve Trauber's tenure as board chair comes to a close and Marty Phillips steps into the role, we reflect on the impact of Steve's leadership—steady, thoughtful and thoroughly enjoyable. We are deeply grateful for his service and confident that Marty will build on that momentum as we continue creating healthier communities, now and for generations to come.

Thank you for believing in this work. Your generosity is the thread that connects every story in this issue.

To health,

Anne E. Neeson
Executive Vice President & CEO
Memorial Hermann Foundation

Pictured above: Anne Neeson with Liane and Marty Phillips.



A NEW ERA OF SCHOOL-BASED HEALTH AND HEALING

At HEAL High School, education and health are coming together in a powerful new way. A spacious, well-equipped, school-based health clinic has opened its doors, marking an important milestone—not only for students pursuing health care careers, but for the families and communities this innovative program serves.

“I can pull Elianna out for a doctor visit, and she can go right back to class. It’s easy for my little ones as well. Their school is not far away.”

Vianey, Elianna’s mom



H EAL High School, a partnership between Memorial Hermann Health System and Aldine Independent School District, offers students a unique pathway into health professions, combining traditional academics with hospital-based learning and hands-on training.

As plans for the novel school took shape, leaders saw an opportunity to bring comprehensive health and wellness services directly onto campus. This past winter, HEAL Memorial Hermann Health Center opened its doors, expanding access for students and families.

The clinic is not new to the community. Memorial Hermann has provided school-based care to eligible Aldine ISD students since 2014 through a nearby location—part of its broader network of school-based health centers across the region. In 2025 alone, the clinic served more than 1,000 patients and recorded nearly 2,800 visits.

Now located on campus, the clinic offers a larger, permanent space designed to meet growing needs, with dedicated areas for a pharmacy, labs and eye exams.

Like the other nine Memorial Hermann Health Centers for Schools across six school districts, HEAL Memorial Hermann Health Center serves students, regardless of their ability to pay. Providing care close to where students already spend their day removes common barriers, such as transportation challenges, missed work and limited access to primary care. For many families in the district, the clinic also represents a first sustained connection to health care.

Vianey used the previous clinic as the medical home for three of her children since 2023 and looks forward to using the new location. Her daughter, Elianna, is now a sophomore at HEAL High School; younger sons, David and Sebastian, attend nearby Jones Elementary School.

“The new clinic is convenient,” Vianey says. “I can pull Elianna out for a doctor visit, and she can go right back to class. It’s easy for my little ones as well. Their school is not far away.”

Melissa Denby, MSN, APRN, CPNP-PC, a pediatric nurse practitioner who manages the clinic, feels more connected than ever to the students she cares for, and they love her. “The way she explains everything keeps me motivated to learn more,” Elianna says.

“This newly built clinic reflects how we think about community health—proactive, integrated and built around where people actually live and learn,” says Teal Holden,

senior vice president, Ambulatory Services, Post-Acute Care & Community Health at Memorial Hermann.

Why school-based care matters

Despite Houston’s world-renowned medical institutions, many families continue to face significant barriers to care. The region ranks last among the nation’s 50 most populous metro areas in health insurance coverage and fourth in the percentage of families living in poverty.

When students experience untreated asthma, dental pain or mental health challenges, chronic absenteeism often follows—one of the strongest indicators of whether a student will graduate. By providing comprehensive care directly on campus, Memorial Hermann helps students stay healthy, present and ready to learn. Over time, those gains ripple outward—improving graduation rates, strengthening the future workforce and supporting healthier communities across Greater Houston.

Supporting future health care professionals

At the same time, the clinic reinforces classroom learning for HEAL High School students by demonstrating how coordinated, preventive care supports both individual patients and the broader community.

“Students see how care teams work together and how important prevention really is,” says LaTonya M. Goffney, EdD, the superintendent for Aldine ISD. “This connects what they’re learning in class to what happens every day in health care settings.”

In preparation for careers in health care, HEAL High School students must also meet certain health requirements, including immunizations and tuberculosis testing. Providing these services on campus simplifies the process and allows students to stay focused on their academic and professional goals.

A shining example of what’s possible

Funded by a gift from The Cullen Trust for Health Care, HEAL Memorial Hermann Health Center represents the next chapter in our commitment to student health, workforce development and community well-being. Through the continued partnership with community organizations, skilled professionals and generous donors, Memorial Hermann is making giant strides toward creating healthier communities, now and for generations to come.

BY THE NUMBERS

10

clinics across six school districts

40K

patient visits annually

100

schools served through school-based health clinics and mobile dental vans

Fall 2026

opening of the newest clinic in Humble ISD

\$0

out-of-pocket cost to families



Services include primary medical, dental and mental health care.

THE MODEL

Comprehensive care on campus

Memorial Hermann Health Centers for Schools serve as primary care homes for eligible students and their siblings at no out-of-pocket cost.

Integrated staffing

Nurse practitioner, social worker, licensed vocational nurse and receptionist, supported by a dietitian, a care navigator and physician oversight, all working together.

Mobile outreach

Three mobile dental vans provide exams, X-rays, fillings and oral health education across the region.

Full-scale services

Primary medical, dental and mental health care for eligible students and their siblings.

Year-round access

Open Monday through Friday, 12 months a year, serving entire feeder patterns of elementary, middle and high schools.

RECOVERY IN THE FAST LANE



On a spring morning in May 2025, 11-year-old Adrian did what he loved most. He climbed into his go-kart, helmet secured, heart set on the thrill of the track. But in an instant, a routine practice turned into every parent’s worst nightmare.

Karting had been part of Adrian’s life for nearly six years, a shared passion that brought his family together and took them across Texas and beyond. During a controlled practice run in May, a mechanical failure caused a chain-reaction collision. At a speed of approximately 60 miles an hour, Adrian’s kart struck another vehicle and launched into the air, clearing a fence before tumbling violently across the ground.

“That drive to meet him at the hospital felt endless.”

Marielys, Adrian’s mom

“It happened so fast,” his father, Michael, recalls. “When I saw him fly, I knew this wasn’t a normal crash.”

Adrian was critically injured. Emergency responders rushed him to Memorial Hermann Katy Hospital, where physicians quickly recognized the severity of his condition. Within minutes, a call was placed for Memorial Hermann Life Flight® to fly Adrian to Children’s Memorial Hermann Hospital, a Level I pediatric trauma center in the Texas Medical Center.

For Adrian’s parents and his sister and fellow racer, Nayeli, those moments were filled with fear and uncertainty. “We couldn’t go with him,” his mother, Marielys, says. “That drive to meet him at the hospital felt endless.”



Adrian with his sister and parents

As scared as they were, the swift coordination of care they witnessed reassured them. Life Flight crews stabilized Adrian and transported him with speed and precision. “They kept talking to me, asking questions, trying to keep me awake,” Adrian remembers.

At Children’s Memorial Hermann Hospital, an entire trauma team was ready. Surgeons, nurses and specialists worked seamlessly to address Adrian’s multiple injuries, including a broken leg, broken ribs, broken clavicles, a pulmonary embolism, a pulmonary contusion and three thoracic fractures. Though much of those early days remain hazy, Adrian clearly remembers the people who cared for him. “Everyone was super nice,” he says.

One of the caregivers, a pediatric registered nurse on the unit, made a lasting impression, taking time to sit and visit with Adrian and truly engage with him.

“She didn’t just check on me,” Adrian recalls. “She really made me feel comfortable.”

His parents noticed it too. “She came by every day,” Marielys says, “and she was genuinely interested in talking to Nayeli and her cousin, too. She was like that with all of us.”

Her calm tone, sincere curiosity and steady presence brought a different energy into the room—one that helped Adrian relax and focus on getting better.

“The doctors and nurses worked as a team. They talked things through together. There was no ego—just a real sense of collaboration.”

Michael, Adrian’s father

His father noticed that same spirit throughout the care team. “The doctors and nurses worked as a team,” he says. “They talked things through together. There was no ego—just a real sense of collaboration. Everyone had a voice, and together they made a plan.”

Adrian spent three days in the intensive care unit and eight days total in the hospital. Recovery was hard, but his determination never wavered. “I had one goal,” Adrian says with a grin. “I wanted to get back to racing.” He eagerly tackled breathing exercises, physical therapy and mobility challenges. “I just kept working at it every day.”

Adrian’s courageous resolve followed him home, where his rehabilitation continued through Memorial Hermann.

Within weeks, Adrian was cleared to practice again. Just days later, he returned to the same track where the accident occurred—and won his race.



Determined to give back, Adrian and his family presented a monetary gift and toys for young patients at Children’s Memorial Hermann Hospital.

“Being back felt amazing,” he says. “I was just grateful to feel normal again.”

Gratitude has since become central to the Vargas family’s story. During a return visit to Children’s Memorial Hermann Hospital, Adrian and his parents delivered thank-you bags to nurses on the 10th floor, donated toy packs for hospitalized children and made a gift to support pediatric care. “I wanted to give back to the place that helped me,” Adrian says.

Their generosity reflects a deeper understanding of what philanthropy makes possible. Advanced trauma care, specialized pediatric teams, Life Flight helicopters and rehabilitation services are available because donors choose to invest in care that must be ready at a moment’s notice.

Today, Adrian is back on the track—focused, competitive and already looking ahead. In five years, he says, he hopes to be racing in Formula 2. For now, that future feels possible. And for his family, that is more than enough.



SELF-CARE ISN’T SELFISH

The professionals weigh in: Combating burnout, stress and fatigue is essential to good health

As part of our Women’s Initiative, Memorial Hermann Foundation hosted a thought-provoking panel discussion on the importance of women taking time to care for themselves, not only as a way to build personal resilience and well-being, but also to improve their ability to care for others.

Annamaria Macaluso Davidson, MD, vice president of Workplace and Safety at Memorial Hermann, moderated a panel of four Memorial Hermann professionals: Sudha

Tallavajhula, MD, a neurophysiologist and sleep medicine specialist at TIRR Memorial Hermann; Kim Collins and Sarah Sagullo, credentialed health coaches at Memorial Hermann; and Amy Waltz, a program therapist at Memorial Hermann.

This was the second of many events planned to support the Foundation’s new focus on women philanthropists and their role in powering the Memorial Hermann mission. Foundation Board Members Amy Pierce, Deborah Byers and Lisa Simon are leading this important community engagement.



Angela Cotie, Stephanie Perkins, Lisa Simon



Amy Waltz, Sudha Tallavajhula, Annamaria Macaluso Davidson, Sarah Sagullo, Kim Collins



Demetra Jones, Cheryl Boblitt King



Liz Stradling, Anna McLean, Anne Neeson



Amy Pierce, Jennifer Stringer, Regina Lelo de Larrea



Anne Neeson, Deborah Byers, Tilsa Ore, Sue Kean

INSIDE THE HEROES CIRCLE

Memorial Hermann President and CEO, David L. Callender, MD, honors Heroes in Health members for their annual contributions of \$25,000 or more.

In January 2026, Memorial Hermann Foundation offered exceptionally generous Heroes in Health members a rare opportunity to engage with Memorial Hermann Health System leaders at the Museum of Fine Arts, Houston. In this elegant setting, Dr. Callender acknowledged the profound impact of Heroes in Health gifts.

“Your generosity allows us to serve our community in deeper and more meaningful ways,” he said, citing “special programs and services that will change the health of Houston, now and for generations to come.”

Memorial Hermann Health System operates the only integrated trauma network in the Greater Houston area. This trauma trifecta includes prehospital care aboard Memorial Hermann Life Flight; Level I trauma services at the Red Duke Trauma Institute at Memorial Hermann-Texas Medical Center; and rehabilitation services at TIRR Memorial Hermann. The evening talk focused on the third part of Memorial Hermann’s integrated trauma network.

Jamie McCarthy, MD, executive vice president and chief physician executive for Memorial Hermann, joined the conversation, sharing insights about TIRR Memorial Hermann and how it continues to rank as one of the nation’s top two rehabilitation hospitals.

Jaclyn, a former patient, provided living proof of TIRR Memorial Hermann’s secret to success—a unique, deeply personalized approach to rehabilitation. Given no chance for recovery after a traumatic brain injury, Jaclyn made a miraculous recovery once she was transferred to TIRR Memorial Hermann. Her newest goals are to graduate college in December 2026, earn her master’s and PhD, and return to TIRR Memorial Hermann, this time as a neuropsychologist.

“This is the true ripple effect of TIRR Memorial Hermann,” Jaclyn said. “When one life is restored, countless others are impacted.”



Willie Chiang, Linda Chiang



Amalia Stanton, Melissa Juneau, Laurie Krohn



Ann Cazalot, Clarence Cazalot



Edd Hendee, Nina Hendee



April McGee, Wells McGee



Aimee Snoots, Wynne Snoots



Bill Easter, Barbara Easter



Myron Blalock, Zach Matula, Marty Phillips



Marty Beirne, Kathee Beirne



Jessica Brice, Trey Brice



Jack Futcher, Tricia Futcher



Jim Montague, Vicki Montague, Anne Neeson

JACLYN'S AWAKENING

When Jaclyn's life-altering car accident left her with a severe traumatic brain injury, doctors warned her family to prepare for the unthinkable. Their daughter, in her third year of college at The University of Texas at El Paso, might never walk again. She might never speak. She might never wake up.

For Jaclyn's parents, Dennis and Sheri, those words were shocking, but they weren't ready to give up. "We just refused to believe it," Sheri says. "We hoped for more for our daughter."

After weeks in intensive care near their home in El Paso, Jaclyn remained unresponsive and fading from the world they knew. The family began searching for a rehabilitation center that specialized in the most complex brain injuries. Their path led them to Houston and to TIRR Memorial Hermann's Disorders of Consciousness (DoC) Program.

The DoC program admits and treats patients regardless of the cause of their injury and is the only such program in the country that admits consciousness-challenged patients who require ventilators, thanks to a respiratory therapy team that is available 24/7.

"When Jaclyn was admitted, she wasn't responding to us or to commands," Sheri says. "But the first thing our therapist said was, 'We're going to get her up.' That gave us hope."

"The family came here not knowing whether Jaclyn was conscious or not," says Katherine O'Brien, PhD, primary clinical neuropsychologist and clinical director of the program. "But within a few days of arriving here, we were able to identify that she was conscious, and she just took off from there."

At first, progress came in tiny increments. A squeeze of the hand. Eye contact. A slight movement of her legs. Each milestone was a triumph.

Using advanced assessments, Jaclyn's multidisciplinary care team identified subtle signs of responsiveness others had missed. Through detailed evaluations, her therapists discovered that Jaclyn understood far more than anyone previously believed, allowing them to tailor an appropriate rehabilitation plan for her special circumstances.

At first, progress came in tiny increments. A squeeze of the hand. Eye contact. A slight movement of her legs. Each milestone was a triumph.

Very quickly, physical therapist Pooja Patel, PT, DPT, NCS, got Jaclyn up and walking, using cutting-edge technology. "We started with a tilt table to get Jaclyn used to standing," she says. "And we progressed to a standing frame and then a body-weight-support treadmill that reduced the weight on her legs and helped retrain her brain and muscles to walk again."

Day after day, Jaclyn pushed forward, supported by the TIRR Memorial Hermann professionals and her parents who, by design, became part of the rehabilitation team, too.



"Look how far I've come! It's all because of the doctors and nurses who never gave up on me."

Jaclyn

"We try to start family training as soon as possible," says Joy Escalante, BSN, RN, CRRN. "They can practice here in the hospital, so they feel more comfortable when they get home."

"For us, it was a blessing to be a part of Jaclyn's recovery," says Sheri.

Over time, Jaclyn began walking independently. She started speaking in full sentences. She reconnected with friends and family through text messages and conversation.

The young woman who doctors once believed might never regain consciousness was reclaiming her life.

Today, Jaclyn continues her recovery. In January 2026, she graciously shared her story as a speaker at the annual Memorial Hermann Foundation's Heroes in Health CEO Dinner, standing before donors and leaders whose generosity makes miracles like hers possible.

"TIRR Memorial Hermann took Jaclyn from being semi-conscious to being aware of everything around her," her parents say. They are happily astounded by her progress.

Jaclyn echoes their sentiments. "Look how far I've come!" she says, a huge victory smile on her face. "It's all because of the doctors and nurses who never gave up on me."



“Philanthropy is an expression of gratitude. None of us succeeds entirely on our own, and giving back is one way of honoring that.”

Steve Trauber

THE STARS ALIGN

Two treasured leaders and donors and the commitment to community they share

In rare moments, leadership transitions do more than mark a change—they reveal the strength of a shared commitment to community and what it makes possible. For Memorial Hermann Foundation, this is one of those rare moments, as longtime Memorial Hermann Foundation Board Chair Steve Trauber hands the role to Marty Phillips. Both men are widely respected leaders in Houston’s business and philanthropic communities.

Leaders shaping Houston—and giving back

Steve Trauber has spent more than three decades at the center of the global energy industry, advising on hundreds of billions of dollars in transactions and helping shape one of Houston’s defining sectors. As chairman and global head of Energy and Clean Technology at Moelis & Company, his professional impact is extensive.

In Houston, his influence extends far beyond business. Steve’s connection to Memorial Hermann Foundation began through his wife, Leticia, whose early involvement and board membership sparked the family’s long-standing commitment to the organization. A supporter since 2003 and a board member for more than a decade, Steve stepped into the role of board chair in 2022.

Over four years, he helped guide the organization through a period of significant growth, expanded engagement and transformational impact.

For the Traubers, the work has always been grounded in purpose. “What drew Leticia and me to Memorial Hermann Foundation was the clarity of its mission and the direct impact it has on people’s lives every single day,” Steve says. “Health care touches every family at some point, often during their most vulnerable moments, and Memorial Hermann plays an extraordinary role in this community.”

Together, Steve and Leticia have also been deeply involved in efforts that improve the lives of underserved children, as well as education and the performing arts—reflecting a belief that philanthropy creates possibilities that would not otherwise exist.

Marty Phillips brings a similarly strong record of leadership and community engagement. As managing partner and co-founder of EnCap Investments, he has played a central role in building one of the most respected and consequential private equity firms in the country.

He and his wife, Liane, have long been committed to philanthropic efforts that support education, community development and those facing the greatest need.



Steve Trauber, Leticia Trauber

During Steve’s tenure, donors contributed more than \$113 million, and the Foundation invested more than \$85 million in the Memorial Hermann Health System.

For Marty, that commitment is rooted in a clear sense of responsibility. “Liane and I have been incredibly blessed, and we believe we have a responsibility to give back to the community around us—that includes time, whatever talents we may have and resources,” he says.

He sees Memorial Hermann as a natural extension of that commitment. “Memorial Hermann gives us an ideal opportunity to meet that responsibility, as its mission and impact transcend cultural, geographic, economic and racial boundaries,” Marty says. “The system is truly improving the quality of life across this entire region.”

A transformational chapter

Under Steve’s leadership, the Foundation not only grew—it evolved. During his tenure, donors contributed more than \$113 million, and the Foundation invested more than \$85 million in the Memorial Hermann Health System to support patient care, clinical innovation and community-based programs. Major milestones included the launch of the Foundation’s comprehensive campaign; significant investments in heart and vascular care; funding for school-based health clinics; and expanded support for both nursing excellence and pediatric care.

The Foundation also secured one of its most significant gifts—a \$31 million investment from Bloomberg Philanthropies to support the HEAL High School initiative—and surpassed its goal for the Memorial Hermann Life Flight campaign, raising \$60 million to support a new fleet of aircraft.

But for Steve, the true measure of that work is found in its impact. “The greatest impact is that philanthropy allowed Memorial Hermann to move faster, think bigger and deliver care in ways that directly affect outcomes for families,” he says. “What really matters is what those dollars make possible.”

That mindset, focused on outcomes and shared purpose, helped align donors, board members and system leadership in new ways. “What makes me most proud is that we strengthened both the Foundation’s capacity and its ambition at the same time,” he says. “We expanded the board, brought in new voices and helped create momentum around projects that will have long-term impact throughout the communities we serve.”

Leadership that builds and inspires

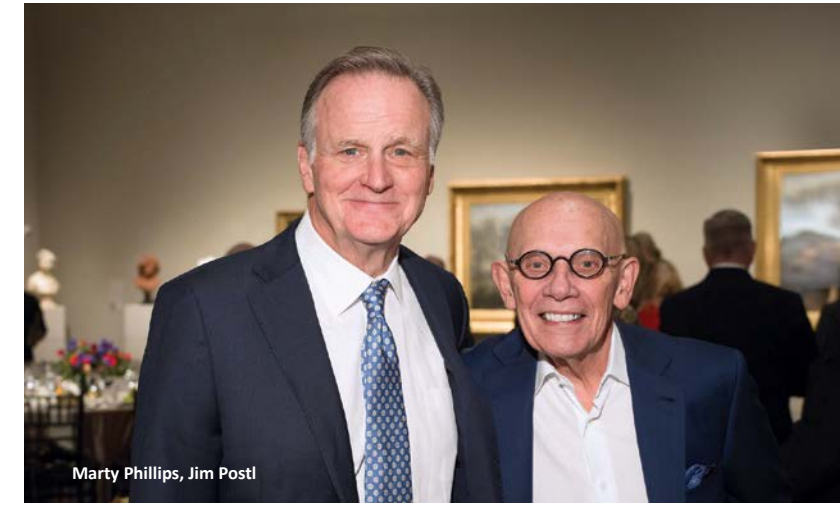
For those who have worked alongside Steve, his leadership is defined not only by results, but by the way he brings people together. “Steve has an extraordinary ability to connect people to purpose,” says Anne Neeson, executive vice president and CEO of Memorial Hermann Foundation. “He brings energy, insight and a deep sense of commitment to everything he does—and he makes the work both meaningful and fun. That combination has been invaluable.” Steve’s ability to inspire confidence and collaboration has been central to the Foundation’s progress—and it sets the stage for what comes next.

A thoughtful transition and strong continuity

If Steve’s tenure was defined by momentum, Marty’s begins with both opportunity and purpose. “Marty brings exactly the kind of leadership the Foundation needs for its next chapter: strong judgment, deep commitment to the mission and a genuine understanding that this work is about service,” Steve says.



Jason Glover, Marty Phillips



Marty Phillips, Jim Postl



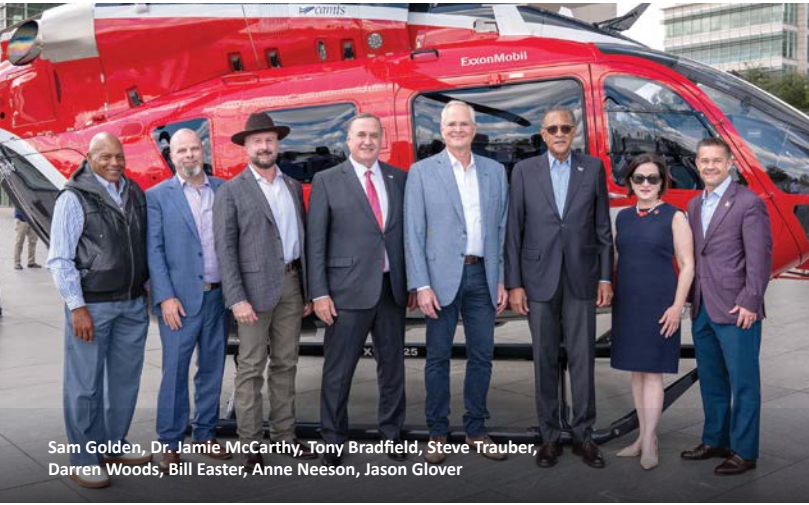
Steve Trauber, Anne Neeson, Marty Phillips



Marty Phillips on TIIR Memorial Hermann tour



Steve Trauber, Dr. David Callender



Sam Golden, Dr. Jamie McCarthy, Tony Bradfield, Steve Trauber, Darren Woods, Bill Easter, Anne Neeson, Jason Glover



Steve Trauber sharing system and Foundation updates with supporters

Marty, who joined the Foundation board in 2022 and has served on the Memorial Hermann Health System's finance committee since 2024, steps into the role with a deep appreciation for what has been built. "Memorial Hermann has been serving this region for more than 100 years. With 18 hospitals and 280 care delivery sites, the scope of the overall operation is extensive," Marty says.

That scale—and the system's reach—are part of what drew him in. "For me, a significant part of Memorial Hermann's appeal related to TIRR Memorial Hermann, Life Flight and the trauma center that provide services to our entire community," he says.

"What makes the Foundation unique is the caliber of people involved—and their shared belief in what Memorial Hermann represents. Steve and Marty exemplify that leadership."

Jim Postl

Looking ahead: opportunity and responsibility

As he begins his tenure, Marty sees both significant opportunity and a clear responsibility to build on the Foundation's momentum. "I'm extremely excited about our planned expansion and renovation of TIRR Memorial Hermann," he says. "It's a significant capital investment, but it is an outstanding operation that serves people from every part of our community and around the world."

Marty encourages others to better understand its impact. "I'd encourage everyone to become better acquainted with our TIRR Memorial Hermann program. It's an incredible resource for Houston and is significantly changing many lives."

At the same time, he points to a broader challenge that will shape the Foundation's future. "I think the biggest challenge our board faces is identifying and engaging that next generation of servant leaders," he says.

A community of leadership

That focus on engagement extends beyond any one individual. Memorial Hermann Foundation is built on a community of donors, board members and supporters who share a commitment to advancing health and improving lives across the region.

Jim Postl, former Foundation board chair and decades-long supporter, has seen this firsthand. "What makes the Foundation unique is the caliber of people involved—and their shared belief in what Memorial Hermann represents," he says. "Steve and Marty exemplify that leadership, but they are part of a much larger community committed to this work."

Together, that community has helped position Memorial Hermann to meet today's needs while preparing for tomorrow.

Carrying the work forward

If there is a common thread between Steve Trauber and Marty Phillips, it is how they view leadership: not as recognition, but as responsibility. Both men have built remarkable careers. Both have earned the respect of their peers. And both have chosen to invest their time, talents and resources in strengthening an institution that serves millions of people in the community.

Memorial Hermann Foundation is proud of the progress made under Steve's leadership and confident in Marty's vision as the work continues—supporting patients, families and communities throughout Greater Houston and advancing Memorial Hermann's vision to create healthier communities, now and for generations to come.

"We've been incredibly blessed, and we believe that comes with an obligation to give back."

Marty Phillips



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Memorial Hermann Foundation

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**Year after year,
Children's Memorial
Hermann Hospital has
earned recognition
as one of the top
children's hospitals in
the nation by *U.S. News
& World Report*.**

**Philanthropy powers
the possibilities.**

To health. TOMORROW'S PROMISE.