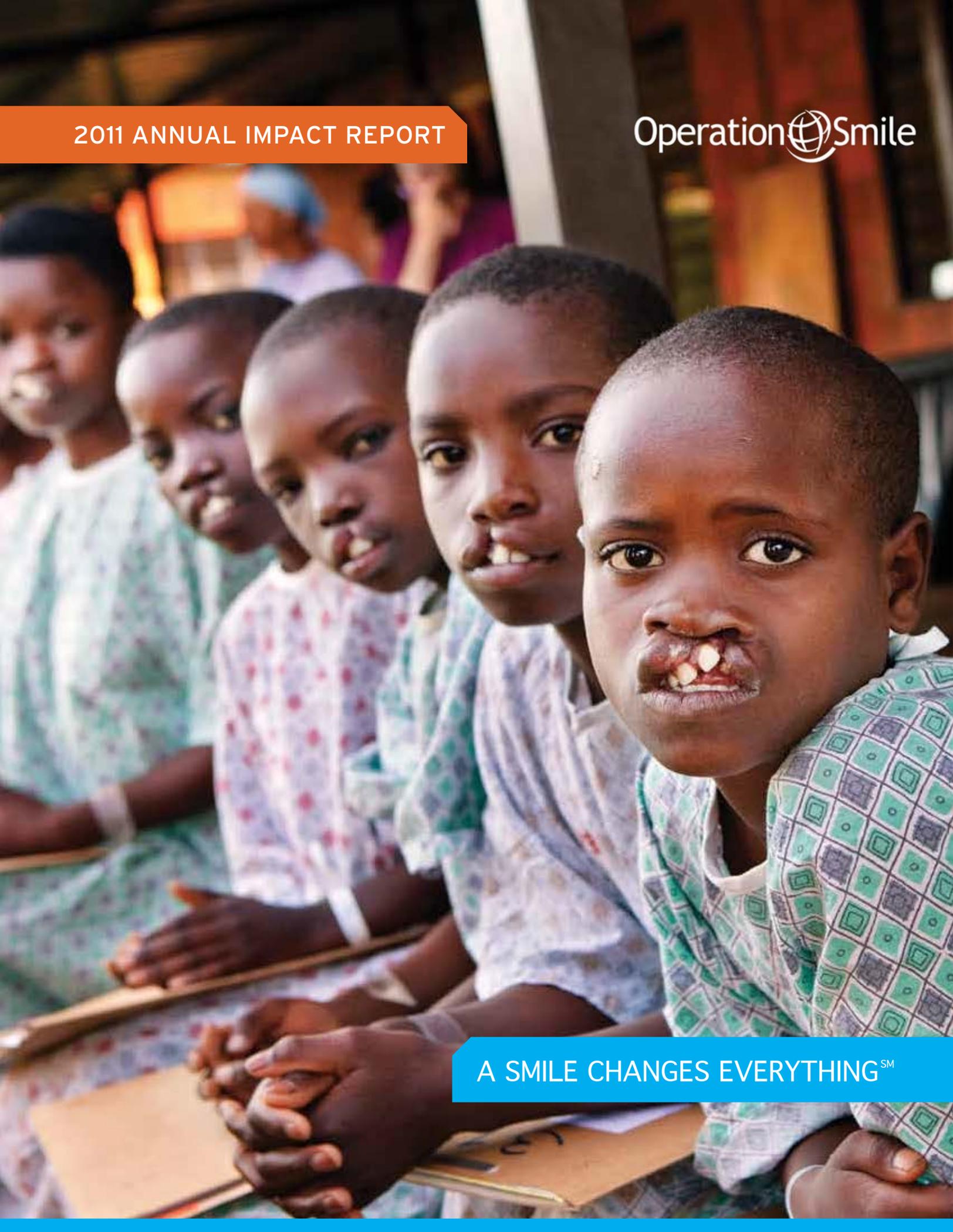
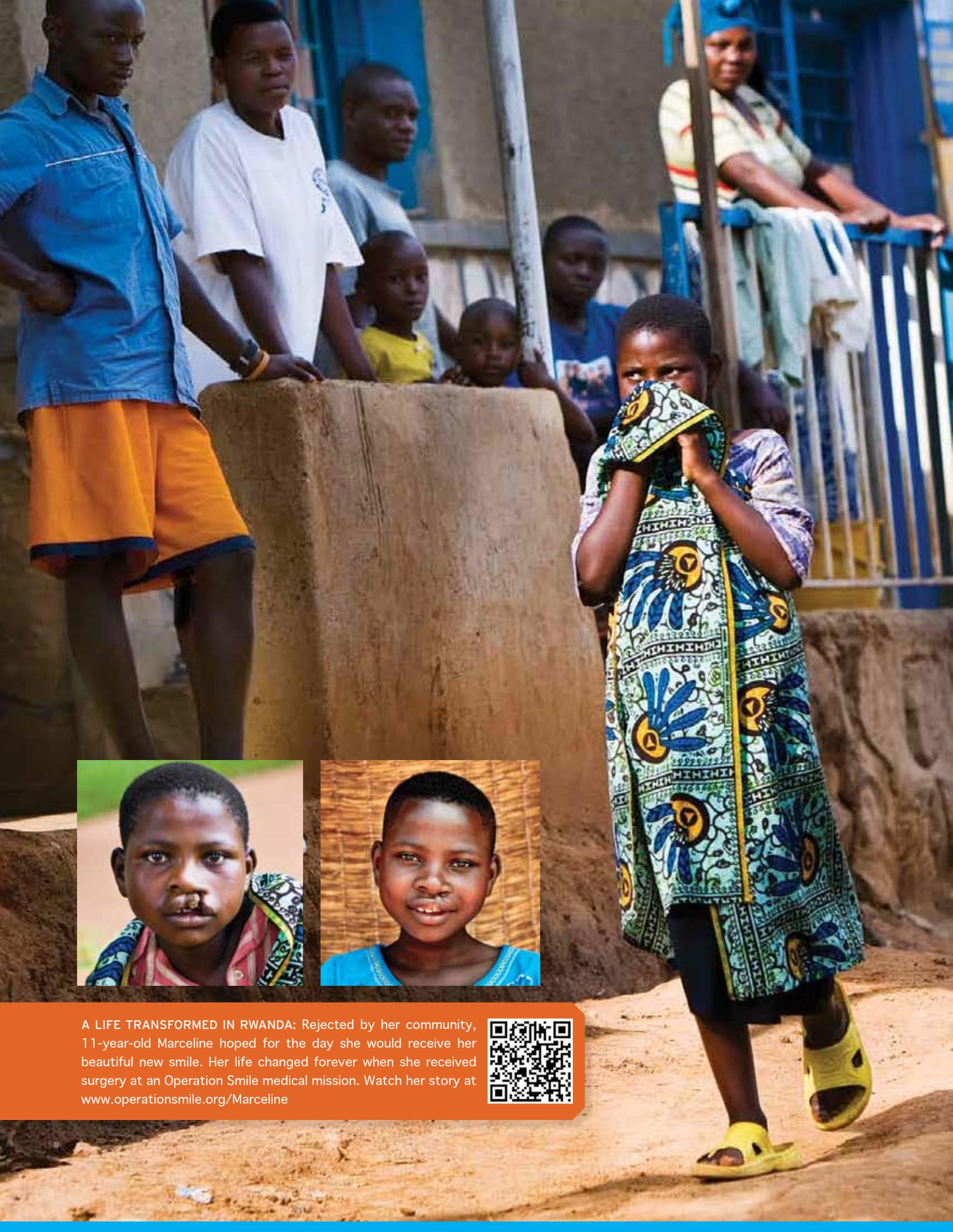


2011 ANNUAL IMPACT REPORT

Operation  Smile



A SMILE CHANGES EVERYTHING<sup>SM</sup>



A LIFE TRANSFORMED IN RWANDA: Rejected by her community, 11-year-old Marceline hoped for the day she would receive her beautiful new smile. Her life changed forever when she received surgery at an Operation Smile medical mission. Watch her story at [www.operationsmile.org/Marceline](http://www.operationsmile.org/Marceline)





## WHO WE ARE

Every three minutes, a child is born with a cleft. One in 10 will die before their first birthday. Many of the children who survive live their lives in shame, hiding their faces because of this tragic deformity. Operation Smile was founded on the belief that no child should suffer or die because of a facial deformity.

Operation Smile is an international children's medical charity committed to saving lives and healing smiles. With a presence in more than 60 countries, Operation Smile provides free reconstructive surgeries for children and young adults born with cleft lips, cleft palates and other facial deformities. We are driven every day by the simple reality that with access to safe surgery, these children have the chance to lead a better life and become a vibrant part of their community.

Through our international network of community-based volunteers, including more than 5,000 medical professionals from over 80 countries, Operation Smile delivers quality surgical care and medical services for vulnerable populations. We reach some of the most impoverished regions in the world where there is limited or no access to safe surgery. Since its founding almost 30 years ago, Operation Smile has provided more than 2 million comprehensive healthcare evaluations and over 200,000 free surgeries.

Operation Smile builds sustainable medical infrastructures in each country by training local doctors and other medical professionals so they have the knowledge and resources to treat their own communities year-round. We also donate and help maintain medical equipment; develop in-country Operation Smile Foundations that manage their own resources; and establish Comprehensive Care Centers that provide year-round surgical and related medical treatment.

## OUR MISSION

Operation Smile mobilizes a world of generous hearts to heal children's smiles and transform lives across the globe.

## OUR VISION

As one of the largest volunteer-based surgical organizations, Operation Smile is committed to building local medical capacity in developing countries to reach the millions of children around the world suffering from facial deformities. Through our long history, experience and the global insights we have gained, Operation Smile has become a leading voice in the global health community in promoting safe surgical practices worldwide and advocating for increased access to quality surgical care. We strongly believe this must become a priority in the global health initiatives. We will continue to raise awareness, inspire action and build sustainability to reach more children in need. One of Operation Smile's expanding areas is to engage more broadly in maternal, newborn and child health initiatives. We are conducting innovative research so we can help prevent the occurrence of clefts and educate families on how to best care for children born with this debilitating deformity.

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**CREATING SMILES IN EAST TIMOR:** Many children in East Timor wait for their chance to receive the surgery that will change their lives forever.

## MESSAGE FROM THE CHAIRMAN OF THE BOARD & CEO

This past fiscal year marked a pivotal point in Operation Smile's long history as we deepened our capacity to reach even more children suffering with facial deformities. The challenges that face the global health sector are complex, yet the milestones and achievements are profound. As we venture into some of the most rural areas to provide healthcare and surgery for impoverished populations, we are inevitably struck by the one element that makes it all possible: the humanity of a vast number of individuals who collectively are changing the lives for so many children around the world.

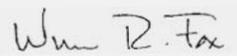
We made great strides toward increasing the self-sufficiency of our partner countries by delivering unparalleled medical education opportunities, increasing our medical volunteer base in developing countries, and establishing even more Comprehensive Care Centers. Ultimately, building sustainability will not only be cost-efficient, but also will give us the ability to treat and provide surgery for a much larger number of children. As we face the realities of our current economy, we must continue to invest in our programs to meet the incredible demand for cleft care, while still maintaining a balanced budget. Our financial position for fiscal year 2011 remained strong. In addition to the \$73 million in revenue reported in our audited financial statements, Operation Smile's independent international Foundations raised over \$20 million in their countries to support local medical missions, sustainability efforts, programs and operations.

In almost 30 years, we have evolved into one of the most prominent volunteer-based cleft organizations in the world, and we are now poised to create an even greater impact. Operation Smile is one of the only global organizations with the expertise to deliver quality surgical care on a large scale for the most underserved communities. We are committed to working with our partners, local governments and other NGOs to make this a priority within the global health community. Our ability to make a difference for children and, by extension, their families and the communities from which they come, has never been stronger. At the same time, the need for our services has never been greater.

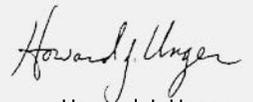
We are moving forward in expanding our capabilities and services to reach more children. In September 2010, Operation Smile broke ground for our new global headquarters in Virginia, scheduled to be completed by late 2012. We are grateful for the support of the City of Virginia Beach, which donated more than 9 acres of land where the new headquarters is now being built, and an anonymous donor who contributed \$10 million for construction costs. With this increased capacity, Operation Smile will more effectively share the world's knowledge of cleft care, while hosting visiting dignitaries, medical professionals and students from around the globe to help further advance our core programs.

The implications of our work are far reaching. Our expanding efforts will enable ever-greater numbers of children to grow up healthy, receive an education, be embraced by their communities and realize a better future. However, we have a responsibility to the children who are still waiting. There are too many preventable deaths in the world for children with clefts, and far too many children who still aren't able to smile.

Thank you for your continued support.



William R. Fox  
Chairman, Board of Directors



Howard J. Unger  
Chief Executive Officer

**“OUR EXPANDING EFFORTS  
WILL ENABLE EVER-GREATER  
NUMBERS OF CHILDREN TO  
GROW UP HEALTHY, RECEIVE AN  
EDUCATION, BE EMBRACED BY  
THEIR COMMUNITIES AND REALIZE  
A BETTER FUTURE.”**

HOWARD J. UNGER

# MESSAGE FROM THE CO-FOUNDERS

Children around the world are dying. They are hidden away because their faces are marred. They can't eat. They can't speak. They certainly don't smile. Their parents struggle every day to give them the basic needs of life – water, food and shelter. Love, however, is often in great abundance, and these same parents go to great lengths to help their children who were born with clefts – a tragedy for any family who can't afford or doesn't have access to treatment. The world outside their home tends to look away, condemning these children to a life of rejection.

There is not a day that goes by when we don't think about the reality of life for our small patients. The odds against them are tremendous. What gives us hope is our knowledge that we can make a difference. With our supporters, Operation Smile is literally transforming the lives of children worldwide every day.

As we look back at almost 30 years, our passion to help these children is still as strong today as it was nearly three decades ago. The difference now is the thousands of people who have joined with us. Because of them, we have a presence in more than 60 countries. We have fostered a culture of volunteerism where none previously existed. Most importantly, hundreds of thousands of children around the world now know what it is to smile. And children who had no access to a doctor now have received a comprehensive healthcare exam from a team of highly-skilled medical professionals.

This year, we have celebrated some incredible milestones. To mark the 20th anniversary of Operation Smile's work in China, we conducted more than 20 medical missions in sites throughout China including an inaugural medical mission in Inner Mongolia. In August, almost 800 students from 23 countries joined us in Beijing for Operation Smile's International Student Cultural Exchange – our largest student conference ever. These students are our future philanthropic leaders, and helping them develop those skills has always been part of our organization's culture.

In Guwahati, India, through a public/private partnership, Operation Smile made a huge step toward building the necessary medical infrastructure in a country where more than 30,000 children are born with clefts each year. Operation Smile's focus on sustainability resulted in the launch of the region's first Comprehensive Care Center. At this state-of-the-art medical facility, patients not only receive free surgery, but also year-round treatment for all their healthcare needs associated with cleft including speech therapy, dentistry and nutrition. This Care Center represents a medical breakthrough for that region and the world and is an inspiration for our future medical programs. It serves as a global classroom and dramatically broadens our medical training capabilities.

Every day, we see the children who desperately need us. We hold the hands of their parents who, with tears in their eyes, plead with us to help their sons and daughters. But in those same communities, we also see children laughing and playing, who were once our former patients. They were given their new smiles by our surgical teams, and today, their lives are completely transformed. They are no longer hidden away and instead are strong members of their community.

We cannot thank you enough for giving them their laughter and restoring their hope. We believe there is no greater gift than the smile of a child.

With our deepest gratitude,



William P. Magee, Jr., D.D.S., M.D.  
Co-Founder and Executive Chairman



Kathleen S. Magee, M.S.W., M.Ed.  
Co-Founder and President



“WE ARE CONDUCTING INNOVATIVE RESEARCH IN PARTNERSHIP WITH LEADING INSTITUTIONS TO DETERMINE THE CAUSES OF CLEFTING. OUR HOPE IS THAT IN THE FUTURE, NO CHILD WILL SUFFER OR DIE BECAUSE OF THIS DEFORMITY.”

KATHY MAGEE



**CELEBRATION OF SMILES IN CHINA:** For 20 years, Operation Smile has provided hope and a new future for children and their parents in China through the gift of a smile.



**RESTORING HOPE THROUGH THE GIFT OF A SMILE:** Kathy Magee visits patients at a medical mission in the Philippines, the site of Operation Smile's first medical mission. For nearly 30 years, Operation Smile has been committed to providing new smiles for children in need around the world.



“OUR COMPREHENSIVE CARE CENTER IN GUWAHATI REPRESENTS A MEDICAL BREAKTHROUGH FOR THAT REGION AND THE WORLD, AND IS AN INSPIRATION FOR OUR FUTURE MEDICAL PROGRAMS. IT SERVES AS A GLOBAL CLASSROOM AND DRAMATICALLY BROADENS OUR MEDICAL TRAINING CAPABILITIES.”

DR. BILL MAGEE

**COMPREHENSIVE CARE CENTER CREATES SMILES:** India has one of the largest backlogs of children with clefts in the world. Dr. Bill Magee shares a smile with 5-year-old Sarban in Guwahati, India.

## WHAT WE DO

# SIGNIFICANT ACHIEVEMENTS

### Delivering Free Surgery and Healthcare to Impoverished Regions

This past fiscal year, Operation Smile provided more than 330,000 healthcare evaluations by Operation Smile medical volunteers. For many children living in vulnerable communities, this was the first time they had ever seen a doctor. Our medical volunteers performed more than 18,000 free reconstructive surgeries last fiscal year for children and young adults born with facial deformities as well as patients with trauma and burn injuries. Operation Smile conducted 164 medical missions, and provided care in 124 sites, including 31 new sites. Additionally, more than 17,000 post-operative evaluations were conducted year-round by our local medical volunteers.

### Increasing Self-Sufficiency for Developing Countries

Over the past 30 years, Operation Smile has established more than 35 Operation Smile offices around the world that focus on training local doctors, increasing the level of care in their country and building capacity. As a result of our efforts to build sustainability, nearly 60% of our surgeries are now performed by local medical volunteers in their own countries. Operation Smile also currently operates 13 Comprehensive Care Centers around the world offering year-round medical services needed by those who have suffered from clefts. We opened a new Operation Smile Comprehensive Care Center in Guwahati, India, where more than 3,000 children will be treated annually for facial deformities. Last year alone, we conducted more than 57,000 healthcare evaluations and 19% of our surgeries were performed at these Comprehensive Care Centers.



**COMMEMORATING 20 YEARS IN CHINA:** It all begins with a smile for 1-year-old Bao, who received surgery in China. See more photos and stories of children like Bao at [www.operationssmile.org/China](http://www.operationssmile.org/China)





## Empowering Local Doctors Through Education and Training

Operation Smile has provided thousands of hours of hands-on practical clinical skills training in multi-disciplinary care for local doctors and healthcare professionals. This allows in-country surgeons to provide cleft surgery year-round for their local populations. Operation Smile also has provided trauma and Emergency Medical Technician (EMT) training for more than 1,000 in-country medical professionals worldwide.

As a global partner of the American Heart Association, Operation Smile also conducts training programs in Basic Life Support, Pediatric Advanced Life Support and Advanced Cardiac Life Support. In the past fiscal year, Operation Smile has certified more than 2,357 healthcare professionals from over 23 countries. In a recent survey, 85% of course participants stated they had saved at least one life with the critical skills learned in these trainings. Operation Smile's investment in this program equals approximately \$170 per life saved.

Operation Smile is currently expanding its life support training to include Helping Babies Breathe (HBB), a course in neonatal resuscitation developed by the American Academy of Pediatrics. To date, HBB training has been held for community midwives in Morocco and for pediatric nurses in Namibia. We are developing a team of HBB master trainers for further implementation of the program.

## Furthering Our Research to Reduce and Prevent Clefts

Operation Smile is conducting innovative research to better understand clefting and identify its causes, so we can work toward preventing and eradicating the incidence of cleft lip and cleft palate. Operation Smile collaborates with institutional leaders such as University of Southern California (USC) and Sorenson Molecular Foundation across numerous disciplines to conduct this essential work. Operation Smile's *International Family Study* is evaluating the links between the genetics of patients and their families as well as environmental factors that increase the incidence of clefts. In the Democratic Republic of Congo, Operation Smile is furthering this study with the "Maternal Exposures, Genetic Susceptibility and Environmental Factors in the Etiology of Oral Clefts" project.

## Building Awareness and Acceptance for Children Born with Clefts

Clefts are one of the most common birth defects in the world, and they can be life-threatening and emotionally traumatizing. Approximately 12% of children born with clefts die under the age of 5. Yet, in nations where there is far greater access to healthcare, many people aren't aware of how prevalent this deformity is, or how many children are dying with clefts. We are committed to educating the general public on the severity of clefting, as well as educating our patients and their families on the best treatment methods for all the healthcare issues associated with clefts through Operation Smile's outreach program. Further, we are encouraging a greater understanding, compassion and acceptance for children born with deformities. Students also represent a powerful voice for Operation Smile. In 2011, almost 800 students from 23 countries demonstrated their support for Operation Smile's mission at our International Student Cultural Exchange in Beijing.

## Breaking Ground for New Global Headquarters

In September 2010, Operation Smile broke ground on our new global headquarters in Virginia. Donald Trump, Jr. who serves on Operation Smile's Board of Directors, and Virginia Governor Bob McDonnell were honored guests at the ceremony. The City of Virginia Beach donated 9.37 acres of land for the new headquarters which is scheduled to be completed by late 2012. The new headquarters will feature sensory, educational experiences and allow us to increase our medical collaborations. With the new headquarters, Operation Smile can showcase the world's knowledge of cleft care and expand our services, while hosting visiting dignitaries, medical professionals and students from around the world.

"OPERATION SMILE COMMEMORATED 20 YEARS OF CREATING SMILES IN CHINA DURING OUR *CELEBRATION OF SMILES* IN 2011. MORE THAN 25,000 PATIENTS HAVE BEEN GIVEN NEW SMILES IN CHINA IN THE LAST 20 YEARS."

HOWARD J. UNGER  
CHIEF EXECUTIVE OFFICER

# Operation Smile is the largest volunteer organization providing free cleft surgeries for

Operation Smile provided more than **330,000 healthcare evaluations** during our medical missions and this included **over 57,000 evaluations** for children at our Comprehensive Care Centers.

Nearly **60% of Operation Smile's free surgeries**

was performed by in-country medical volunteers during local medical missions or at one of our **13 Comprehensive Care Centers.**



**Operation Smile trains local doctors** and healthcare professionals to improve medical care worldwide. We provided trauma and EMT training for more than **1,000 in-country medical professionals.** Operation Smile also has awarded **14,092 certifications** in the American Heart Association's life support training throughout the life of the program. **85% of participants** have saved at least one life with this training. Operation Smile's cost equals approximately **\$170 per life saved.**

## SURGICAL SITES

**Bangladesh**  
Dhaka

**Bolivia**  
Santa Cruz

**Brazil**  
Fortaleza, Maceió, Santarém

**Cambodia**  
Kratie •, Phnom Penh, Siem Riep, Takeo •

**China**  
Baise •, Chuxiong •, Dagan •, Fengkai, Fengqing •, Hangzhou, Honghe •, Kaixian •, Lijiang •, Lincang, Nanchang, Nanjing, Nanning •, Qiandongnan •, Qujing, Weixin, Yuxi •, Zhengzhou

**Colombia**  
Bogotá, Buenaventura, Cali, Duitama, El Bagre, Facatativá, Montería, Popayán, Riohacha, Santa Marta, Sincelejo, Sogamoso •

**Democratic Republic of the Congo**  
Kinshasa

**Dominican Republic**  
La Romana •, Santo Domingo

**East Timor**  
Dili

**Ecuador**  
Ambato, Guayaquil, Latacunga •, Quito

**Egypt**  
Cairo, Alexandria

**Ethiopia**  
Addis Ababa, Jimma

**Honduras**  
Comayagua, Santa Rosa de Copán, Tegucigalpa

**India**  
Guwahati, Jamshedpur, Kolkata, Mumbai

**Indonesia**  
Makassar •

**Jordan**  
Amman

**Kenya**  
Kisumu, Nakuru

• Denotes a new surgical site

# Volunteer-based medical charity children in developing countries.

Our international medical teams from **over 80 countries** conducted **164 medical missions in 124 sites** around the world. We reached **31 new surgical sites** including some of the poorest regions of the world.

Operation Smile has shipped **\$5.6 million of medical supplies and equipment** to hospitals, clinics and Comprehensive Care Centers in **43 cities across 26 countries.**



Over **17,000 post-operative surgical evaluations** were conducted to ensure our patients are healing properly and to evaluate if further care is needed.

Operation Smile's international medical volunteers performed **18,086 surgeries**, creating new smiles and transforming the lives of children worldwide.



Operation Smile's **global outreach programs** have **educated millions** of patients, families and communities on the potential causes and care of children born with clefts.

Last year, our international medical volunteers provided over **300,000 hours** of free care for our patients.

**Madagascar**  
Antananarivo

**Mexico**  
Guadalajara, San Cristóbal de las Casas, Tlaxcala

**Morocco**  
Azilal, Berrechid, Casablanca, Fes

**Myanmar**  
Yangon

**Namibia**  
Windhoek

**Nicaragua**  
Chinandega, Granada, Managua

**Panama**  
Chorrera, David

**Paraguay**  
Asunción

**Peru**  
Arequipa, Cusco, Iquitos, Juliaca, Lima, Piura

**Philippines**  
Bacolod, Cavite, Cebu, Cotabato, Davao, Iloilo, Makati, Manila, Mindanao, Pampanga, Pangasinan, Pasay

**Russia**  
Novosibirsk, Taganrog, Ulan-Ude

**Rwanda**  
Kigali

**South Africa**  
Mt. Frere

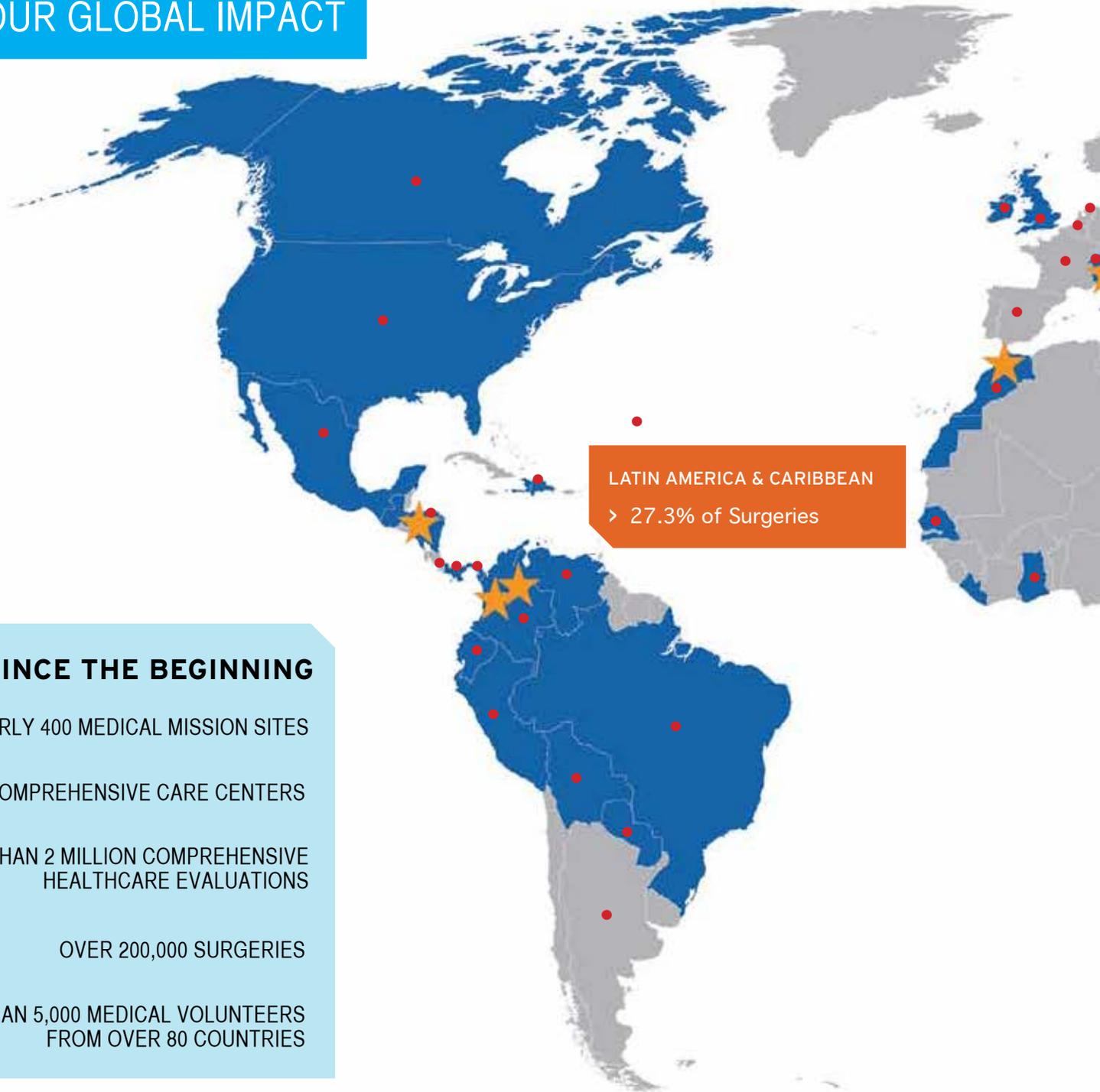
**Thailand**  
Mae Sot, Phitsanulok, Sakon Nakhon, Sisaket, Surin, Trang

**Uzbekistan**  
Tashkent

**Venezuela**  
Cagua, Caracas, La Floresta, Maracaibo, San Juan de los Morros, Valencia

**Vietnam**  
An Giang, Ba Ria, Hai Phong, Hanoi, Ha Tinh, Ho Chi Minh City, Hue, Nghe An, Vinh Phuc

WHERE WE WORK  
OUR GLOBAL IMPACT



**SINCE THE BEGINNING**

NEARLY 400 MEDICAL MISSION SITES

13 COMPREHENSIVE CARE CENTERS

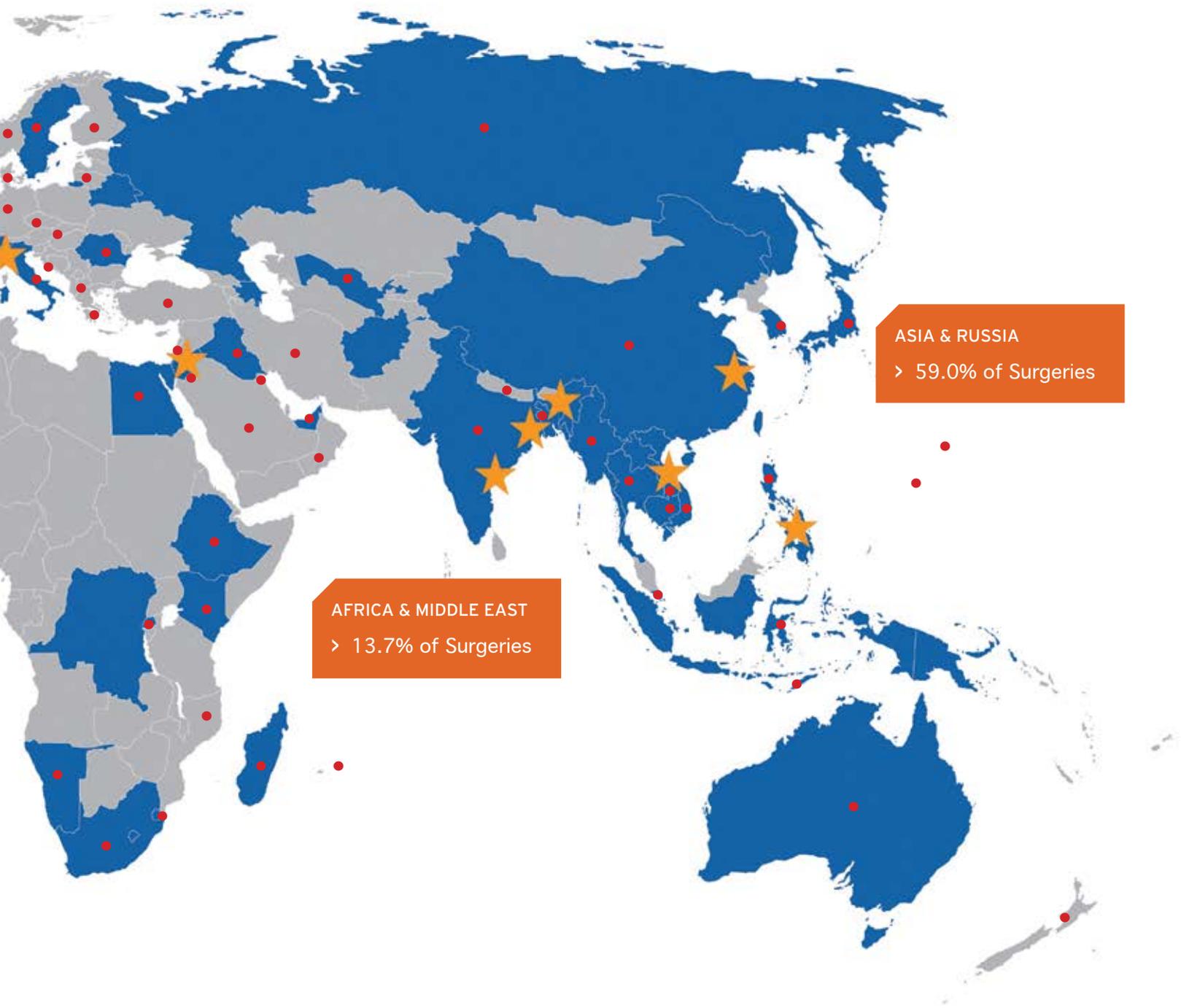
MORE THAN 2 MILLION COMPREHENSIVE  
HEALTHCARE EVALUATIONS

OVER 200,000 SURGERIES

MORE THAN 5,000 MEDICAL VOLUNTEERS  
FROM OVER 80 COUNTRIES

**Our Resource & Program Countries Since 1982**

Australia	China	Ecuador	Haiti	Israel	Liberia
Bangladesh	Colombia	Egypt	Honduras	Italy	Madagascar
Belarus	Democratic Republic of the Congo	Ethiopia	Hong Kong	Japan	Mexico
Bolivia	Dominican Republic	Gaza Strip/ West Bank	India	Jordan	Morocco
Brazil	East Timor	Ghana	Indonesia	Kenya	Myanmar
Cambodia		Guatemala	Iraq	Laos	Namibia
Canada			Ireland	Lesotho	Nicaragua



ASIA & RUSSIA  
> 59.0% of Surgeries

AFRICA & MIDDLE EAST  
> 13.7% of Surgeries

● Denotes the countries from which we have medical volunteers

★ Comprehensive Care Centers

Panama  
Papua  
New Guinea  
Paraguay  
Peru  
Philippines  
Romania

Russia  
Rwanda  
Senegal  
Singapore  
South Africa  
South Korea  
Swaziland

Sweden  
Switzerland  
Thailand  
United Arab  
Emirates  
United Kingdom  
United States

Uzbekistan  
Venezuela  
Vietnam

Amman, Jordan  
Bogota, Colombia  
Casablanca, Morocco  
Davao, Philippines  
Duitama, Colombia  
Guwahati, India

Hangzhou, China  
Hue, Vietnam  
Kolkota, India (2 Centers)  
Milan, Italy  
Tegucigalpa, Honduras  
Vijayawada, India



A LIFE TRANSFORMED IN BRAZIL: Maria returns to school and now shares her smiles with her classmates after receiving surgery at an Operation Smile medical mission in Fortaleza.

## WHAT WE DO

# LIVING PROOF

### A Broken Family...

## A New Smile, A New Life for Maria

Abandoned by both her parents, Maria Eulália Cabralda Costa faced incomprehensible pain during her first five years of life in Brazil. She was born with a cleft lip that scarred her beautiful features. Her parents separated when she was just a baby, and her father chose two of her siblings to live with him. Her mother chose two others. Neither of them wanted Maria, a beautiful little girl with huge eyes that reflect her emotions. When Maria's parents left her, the city's Child Protection Council called her grandmother, who chose to raise her small granddaughter.

As Maria grew older, she begged her grandmother to allow her to skip school. Her classmates taunted and tormented her, yelling, "You are crippled. Stay away from me." Maria was too embarrassed to even play with children in her neighborhood. If she ventured from her home, she covered her mouth with her hands.

Maria's grandmother was determined to find help for her granddaughter. She first approached the mayor of her city, who was also a doctor. Eventually, a government official directed her to Operation Smile.

When she arrived at the medical mission in Fortaleza, 5-year-old Maria immediately captured the hearts of all the medical volunteers. After her surgery, she was bursting with laughter and smiles.

"I'm so very happy," said her grandmother. "She plays, runs, talks. She is completely different. Everything has changed for the best. She is not ashamed anymore. Now, she is always looking at herself in the mirror. She always says that she is beautiful, that she is gorgeous. It was everything we have ever wanted."

#### > LEARN MORE:

Read more about Maria's story:  
[www.operationsmile.org/Maria](http://www.operationsmile.org/Maria)





**TRANSFORMING LIVES IN THE PHILIPPINES:** Operation Smile's first medical mission was to the Philippines in 1982. Nearly 30 years later, Operation Smile Philippines is self-sufficient as they recruit local volunteers and funds and coordinate all their in-country medical missions. Operation Smile is committed to building local sustainability in all its partner countries.



## HOW WE DO IT

# BUILDING LOCAL SUSTAINABILITY GLOBALLY

To combat childhood deformities on a global scale, we must increase local access to quality surgical care for vulnerable populations. Operation Smile is creating long-term systemic change through local volunteerism, medical training, Comprehensive Care Centers and our local Foundations. The partnerships we establish are key to strengthening the healthcare infrastructures of developing nations. We collaborate and work closely with local governments and ministries of health, universities, medical associations, other non-governmental organizations, and the private sector to build self-sufficient local health networks around the world.

### Empowering Medical Personnel through Education and Training

Operation Smile provides specialized training for medical professionals in developing countries to treat children with clefts at the local level - with local resources, volunteers and medical professionals. This approach ensures we are helping even greater numbers of children worldwide.

During a typical medical mission, as many as 100 in-country healthcare workers benefit from training. Operation Smile also collaborates with teaching hospitals and universities globally to offer short-term and long-term educational exchange programs, providing intensive skills-based training that may not typically be available in their own country. Surgery, pediatric and anesthesia residents from around the world are offered scholarships and the opportunity to engage in the global health arena with Operation Smile through mentorship and supervision. This helps foster the growth of future leaders and volunteers.

Operation Smile has also developed an eLearning website and an online training program allowing medical professionals to further develop their skills from anywhere in the world. Our training programs are designed to meet the needs of local healthcare providers, ranging from informal workshops to formal medical conferences. For example, as part of Operation Smile's 20th anniversary in China, we once again co-hosted the 10th annual Shanghai International Plastic Surgery Conference, a major initiative to help share best practices and increase the number of medical professionals who can provide cleft care throughout China.

### Offering Ongoing Healthcare through Comprehensive Care Centers

Operation Smile's Comprehensive Care Centers are part of a strategic initiative to provide children born with clefts access to free year-round care by a myriad of healthcare specialists. The Care Centers are established medical facilities that often draw patients from the most remote regions of their respective countries. Last fiscal year, more than 57,000 healthcare evaluations were provided at Operation Smile's 13 Comprehensive Care Centers, and more than 19% of our reconstructive surgeries were performed at the Care Centers. At the Centers, Operation Smile also provides education and training for local medical professionals so they are empowered to treat their own communities.

“LAST FISCAL YEAR, NEARLY 60% OF OUR SURGERIES WAS PERFORMED BY LOCAL MEDICAL VOLUNTEERS IN THEIR OWN COUNTRY WHO ARE DEDICATED TO HELPING OPERATION SMILE PROVIDE FREE MEDICAL TREATMENT FOR THEIR LOCAL COMMUNITIES.”

ELLEN AGLER  
SENIOR VICE PRESIDENT,  
INTERNATIONAL PROGRAMS

#### > LEARN MORE:

Learn more about how we build local sustainability globally:  
[www.operationsmile.org/Sustainability](http://www.operationsmile.org/Sustainability)



QUALITY CARE FOR EVERY CHILD: Dr. Fabrizio Biffoli, a medical volunteer from Italy, cares for a young patient during a medical mission in Brazil. At Operation Smile, we are focused on delivering quality care for every child, every time.

> LEARN MORE: To find out more about becoming a medical volunteer, visit [www.operationsmile.org/MVAC](http://www.operationsmile.org/MVAC)



## HOW WE DO IT

# GLOBAL STANDARDS OF CARE: ENSURING QUALITY CARE FOR OUR PATIENTS

Operation Smile has established our Global Standards of Care, a sophisticated set of guidelines that ensures every patient treated benefits from the same state-of-the-art equipment, supplies, procedures and highly-trained medical volunteers, no matter where they receive treatment. As part of our core model, every medical volunteer must be credentialed according to Operation Smile standards to guarantee excellence in cleft care.

### Creating Global Medical Volunteerism

Our work would not be possible without the tireless commitment of our network of more than 5,000 credentialed medical volunteers. These highly-skilled professionals from over 80 countries work side-by-side to deliver quality care to our patients in the areas of plastic surgery, anesthesiology, pediatrics, dentistry, nursing, speech pathology, child psychology, and other medical specialties. Our dedicated medical volunteers donate their time and talent throughout the world to give children a new chance at life. They are the drive, the spirit and the reason we have provided more than 2 million patient evaluations and over 200,000 free surgeries at no cost to our patients and their families.

### Established Medical Oversight

Operation Smile's Medical Oversight Board gives our medical volunteers and partner countries a wealth of resources to ensure the organization maintains its strict safety standards. This Board is comprised of the Medical Officers, the Medical Advisory Council, Chairs of Special Programs, Quality Assurance team, and the Medical Directors of each in-country Operation Smile Foundation. The entire Medical Oversight Board works hand-in-hand to provide guidance for our medical teams at a local level.

### Connecting Through Technology

Utilizing the latest online technologies, Operation Smile's Medical Volunteer Action Center, MVAC, is designed to encourage collaboration and coordination among our medical volunteers, as well as to streamline the credentialing, mission selection and management process. Those medical professionals who want to volunteer with Operation Smile are encouraged to find more information through MVAC.

### Promoting Safe Surgery

We wholeheartedly embrace the goal of the World Health Organization's Safe Surgery Saves Lives initiative — to improve the safety of surgical care throughout the world by defining and following a core set of safety standards that can be applied globally — even in the developing world. As one of the only volunteer-based nonprofits providing surgical care, Operation Smile is helping in-country healthcare systems adopt safe surgical practices in every region. Operation Smile was the first cleft organization to support the WHO initiative, which includes the WHO Surgical Safety Checklist designed to improve the delivery of surgical care throughout the world. Operation Smile also provides equipment and ongoing biomedical training to partner countries to ensure all children are treated using the highest quality technology.

“TO PROVIDE THE HIGHEST LEVEL OF QUALITY AND SAFETY IN SURGICAL CARE FOR OUR PATIENTS WORLDWIDE, OPERATION SMILE ASCRIBES TO 14 GLOBAL STANDARDS OF CARE WHICH GUIDE THE IMPLEMENTATION OF BEST PRACTICES IN THE PURSUIT OF EXCELLENCE.”

DR. RANDY SHERMAN  
CHIEF MEDICAL OFFICER



CHANGING THE LIFE OF A CHILD FOREVER: 1-year-old Guo waits to receive his new smile during a medical mission in Lincang, China.

# WHAT HAPPENS ON A MEDICAL MISSION

Operation Smile often works in rural areas around the world where little medical infrastructure or surgical capacity exists, to provide medical care for children and families who otherwise don't have access to doctors. During a medical mission, typically 300-500 children receive full medical evaluations and 100-150 children are surgically treated by a medical team that consists of international and local medical volunteers. A core part of our philosophy is training local doctors and medical professionals during these medical missions, giving them the skills and expertise needed so they can treat their local communities year-round.

During Operation Smile's medical missions, hundreds of children and their families arrive for medical screenings. For many, it will be the first time they have ever seen so many other children suffering from the same deformity. All of them have lived with the pain of having deformities and the stigma and isolation it brings. Many traveled for hours – by bus, canoe, on a donkey or on foot – and overcame huge obstacles to get to the medical mission. They all share a common hope that Operation Smile's medical volunteer teams will give them a new smile, a new life and a brighter future.



## Step One: Medical Screening

Every child receives a full medical evaluation by our multidisciplinary team from all specialties involved in cleft care – including a pediatrician, an anesthesiologist, a dentist, a speech pathologist, and a child psychologist – often for the first time in their life. These medical professionals determine which children can safely undergo surgery. If any other medical complications are found, or if they can't have surgery right away, they are referred to local physicians for further treatment.

## Step Two: Surgery Selection

The medical teams contact the families to let them know whether their child is eligible for the free surgery. A child psychologist is generally there to counsel families who are not able to have surgery at this time. Those who could not be scheduled for surgery on this medical mission are cared for by the Operation Smile global Foundations and medical teams at the local level.

## Step Three: Pre-Op Care

On the day of the surgery, the children wait in the pre-op pediatric area, where young patients can relax and play while they prepare for surgery. Generous supporters help equip these areas with toys, art supplies, and even role-playing materials such as surgical caps and oxygen masks to help ease anxious emotions.



## Step Four: Safe Surgery

Operation Smile's caring medical volunteers carry the babies and walk hand-in-hand with the young patients into the operating room, reassuring them every step of the way. A cleft surgery can take as little as 45 minutes. Operation Smile ensures every patient cared for benefits from the same state-of-the-art equipment, procedures and highly-trained, credentialed medical volunteers.

## Step Five: Post-Op Care

After surgery, the sleepy young patients are wrapped in a soft blanket that is donated to Operation Smile and are cradled by their parents who are often emotional as they see their children's smiles for the first time. A surgical team provides instructions for follow-up care. For the families, this is the start of a new beginning and many are eager to return to their communities to share their joy.

## Step Six: Ongoing Follow-up

For every patient, Operation Smile offers a post-evaluative examination at a minimum of one week, six months and one year after surgery. The children's beautiful new smiles are evaluated by medical volunteers to ensure they are healing properly.

### > LEARN MORE:

Read more about Guo's story and see more photos of Guo's transformation: [www.operationsmile.org/Guo](http://www.operationsmile.org/Guo)



## GUWAHATI COMPREHENSIVE CARE CENTER: A Classroom to the World

Each year, more than 30,000 children are born with clefts in India. Many of these children live in impoverished communities and have limited access to healthcare. Approximately 31 million people live in the State of Assam and 87% of that population resides in rural and isolated regions. However, there are only 5 plastic surgeons in the state, and not all of them are providing cleft surgery. This unfavorable ratio helps to explain the enormous backlog of patients with untreated clefts.

As part of a public/private partnership with the Government of Assam and the Tata Trusts, Operation Smile opened our most technologically-advanced Comprehensive Care Center in Guwahati, India where more than 3,000 children will be treated each year for facial deformities. The Center is equipped with state-of-the-art technology and equipment, thanks to a generous grant by Bupa International, one of the leading expatriate health insurers in the world. This new Center not only provides patients with free surgery, but a myriad of specialties including ENT, audiology, child psychology, speech therapy, dental treatment and nutrition counseling. International medical specialists are working side-by-side with Indian counterparts to provide personal and patient-centered care. Operation Smile is continuously recruiting and training local providers and staff, to increase our capacity to achieve a fully sustainable system of care in the region. The goal is for the Center to be staffed and run by Assamese and other Indian medical professionals while adhering to Operation Smile's Global Standards of Care.

This Center is revolutionary in its ability to further Operation Smile's medical education programs. Video cameras are mounted in each of the operating room lights, displaying the surgery being performed in detail. The entire Center is equipped to stream video worldwide, allowing our highly-skilled surgeons in Guwahati to provide real-time training and education for local medical personnel anywhere in the world. Our surgical techniques can now be video archived to enhance our medical education repository.

The Center liaises with the Accredited Social Health Activist system, a network of 30,000 community workers in Assam, to help educate the population about clefts and to recruit patients in the various districts of the state. Furthermore, Operation Smile has developed teams of patient counselors, who are selected from our most-committed student volunteers, to travel throughout Assam to increase our penetration in the rural communities, helping patients break through the barriers that prevented them from seeking treatment. This is vastly improving Operation Smile's ability to identify, educate, and organize surgery for our patients.



**A NEW LIFE AWAITS IN GUWAHATI:** In Guwahati, India, Scott Siebel, a volunteer anesthesiologist, walks 9-year-old Prabitra Bhumij into the operating room to receive his new smile.



## HOW WE DO IT

# COMPREHENSIVE CARE CENTERS

Operation Smile's Comprehensive Care Centers are a key component to building local sustainability in developing countries. These local medical facilities provide our patients with ongoing free cleft care delivered by local medical volunteers, where previously none was available. Through the Centers, Operation Smile also offers year-round medical education and training opportunities for local medical personnel. All this helps us to reduce the number of people living with clefts, and provide increased care for future generations. Operation Smile opened its first Comprehensive Care Center in 1999, and the number of Centers worldwide is growing.

### Surgical Treatment and Post-op Care

For cleft patients in rural areas of developing countries, the Care Centers provide easy access to medical professionals and state-of-the-art medical equipment in a year-round facility that exemplifies Operation Smile's Global Standards of Care.

### Ear, Nose and Throat (ENT) Specialists

Many children with cleft palate are prone to the buildup of fluid in the middle ear and/or ear infections, which can cause hearing loss. They often need ear tubes to improve hearing. The Care Centers allow children with clefts to have their ears and hearing checked to prevent disorders.

### Dental Treatment, Orthodontics, and Periodontic Treatment

Children with clefts frequently face dental problems, including small teeth, missing teeth, extra teeth or malpositioned teeth. Through the Care Centers, children with clefts can now maintain their oral health through the Operation Smile dental teams.

### Speech Language Pathologists

Children with a cleft palate who do not receive surgery by age 10 will have lifelong speech issues. A child with an unrepaired cleft palate cannot stop air from rushing out their nose while speaking, making it very difficult for a child to learn how to speak correctly, and for others to understand his/her speech. Approximately 15%-20% of children with cleft palates will have speech problems after their surgery. Operation Smile's speech-language pathologists carefully assess a child's speech and language skills, and provide ongoing treatment. In addition, they provide parents practical techniques to help their children at home.

### Nutrition Education

A child born with a cleft palate often is unable to successfully breastfeed or bottle feed, because suction cannot be created when there is an opening, or cleft, in the roof of the mouth. This is one of the primary reasons children in developing countries born with cleft palates often do not survive past infancy. Operation Smile's nutrition experts work with parents to ensure a child with a cleft is receiving the nutrients they need to survive and thrive.

### Child Psychology/Social Work

Surgery and hospital settings can be scary for children. Operation Smile's child life specialists work with our patients and their families to help them manage their stress and fears, while helping them to understand the various medical procedures.

### Genetics

Operation Smile's research teams at the Care Centers collect DNA samples and epidemiological information of patients born with clefts to help us better understand clefting and identify its causes.

### Medical Education and Training

Our Care Centers provide educational opportunities for in-country medical professionals to develop the specialized skills needed to treat clefts.

#### > LEARN MORE:

Read more details about our Comprehensive Care Centers: [www.operationssmile.org/CCC](http://www.operationssmile.org/CCC)



**FINDING THE CAUSE:** Genetics is one area where Operation Smile is conducting innovative research to better understand and help prevent clefts.

## RESEARCH &amp; MEDICAL OUTCOMES

Cleft lip and/or cleft palate occurs in approximately one per 500-700 births. Although clefts can be repaired through surgery, clefting can never be eradicated without first knowing and understanding all the causes of this tragic deformity. Operation Smile's Research and Outcomes Department is conducting innovative research to prevent the incidence of cleft lip and cleft palate.

Operation Smile's research is also focused on creating a better understanding of the physical and psychological effects on those with clefts, and finding ways to better serve our patients with optimal care and treatment. Research areas include epidemiology, genetics, surgical procedures, speech pathology, dentistry, anesthesiology and psychology.

### Researching Factors Leading to Clefts

Operation Smile's International Family Study, a collaborative project between Operation Smile, USC and Sorenson Molecular Foundation, studies the genetic and environmental factors leading to oral clefting and is building a foundation for international research collaboration in this field. During medical missions in areas such as the Democratic Republic of the Congo, Operation Smile's Research department collected DNA samples and epidemiological information of patients born with clefts, as well as their families and unaffected populations. Operation Smile's previous research initiatives to Peru and Vietnam during medical missions set the stage for the current collaborative effort. The team is establishing a centralized biorepository for genetic samples, clinical data, and environmental exposures.

Operation Smile is also researching the importance of nutrition for children with clefts. We are exploring the magnitude of malnutrition among cleft patients and their outcomes after surgery based on their nutritional status. Our research teams are also engaged in studies that evaluate the following:

- How factors such as oral health status, severity, nutrition and surgical technique can affect the outcomes of the surgical treatment.
- Gender differences and common environmental factors and their associations with specific types of clefts in a heterogeneous population sample.
- Whether patients who undergo a surgery at a later stage in life without accompanying speech therapy experience any improvement in producing consonant sounds.
- The *Reliability of Spanish Articulation and Resonance Ratings Collected on Digitally-Recorded Samples* study assesses a tool which could be used systematically to record and report speech outcomes after palate surgery and/or speech therapy in areas without access to Comprehensive Care Centers.

### Tracking Medical Outcomes

Operation Smile developed the Outcomes Evaluation System to ensure the organization is consistently delivering the highest-quality surgical care. This system is an extensive program for monitoring, measuring, evaluating and improving surgical outcomes. For this purpose, a team of trained technicians obtains high-resolution diagnostic images taken prior to surgery, immediately after surgery, as well as one week, six months, one year post-surgery and beyond. Additionally, our Medical Oversight Board and Research specialists are establishing the relationship between surgical results and variables such as surgical techniques, types of sutures, status of patient's oral health, cleft severity, and nutritional status. Our specialists also analyze the conditions surrounding the care to make sure we are effectively educating our patients and their families in areas such as post-operative wound care to prevent infections and complications.

“OPERATION SMILE'S OUTCOMES EVALUATION SYSTEM ENSURES WE IMPLEMENT THE SAFEST, MOST INNOVATIVE AND EFFECTIVE PROGRAMMING WORLDWIDE. OVER 17,000 POST-OPERATIVE EVALUATIONS WERE PERFORMED, ALLOWING OUR MEDICAL VOLUNTEERS TO EVALUATE THE HEALTH OF OUR PATIENTS, THE PROGRESS OF THEIR SURGICAL TREATMENT, THEIR SPEECH AND, IF NECESSARY, DELIVER FURTHER MEDICAL CARE.”

DR. RUBEN AYALA  
HEADQUARTERS MEDICAL OFFICER

## HOW WE DO IT

# EXTRAORDINARY CARE

### Burns

After years of helping patients suffering from burn injuries, Operation Smile established a Burns Division and conducts medical missions to solely treat patients affected by burns. In rural areas, cooking often is performed over open-kerosene burners leading to large numbers of accidental burns. These patients endure many hardships functionally and psychologically, often giving up all hope. Operation Smile hosted three burn missions in Vietnam and India this past year, where our medical volunteers gave their patients mobility and a new life.

### U.S. Care Network

Cleft conditions and other facial deformities know no geographic boundaries. For families in the United States, Operation Smile provides detailed information and guidance through our U.S. Care Network referral service. This year, 98 cases were referred by Operation Smile to different specialists, including general craniofacial cases, cleft lips and cleft palates, and dental cases.

### World Care

Sadly, some children who need Operation Smile's help have much more complicated disfigurements than can be treated during a medical mission. This fiscal year, through our World Care program, 8 children received free surgery in Australia, Italy, South Africa, the Philippines or the United States. The Children's Hospital of The King's Daughters (CHKD) in Norfolk, Virginia is the longest-standing partner with Operation Smile for our World Care program. It is only through the generosity of all the hospitals and their medical teams with which we partner throughout the world that it is possible to give free surgeries and new hope to these patients.

Eight-year-old Nur Mahammad, who suffered from a bilateral oral ocular cleft with a nasal deformity, came to the United States from India as a World Care patient in September 2010. He and his uncle had traveled 12 hours by bus to Operation Smile's medical mission site at the MMC hospital in Guwahati, India. Due to the severity of Nur's deformity, his family could not afford the surgeries he needed. Dr. Bill Magee performed four surgeries at CHKD to repair Nur's severe facial deformity. CHKD and physicians from Children's Specialty Group donated all their services for Nur's surgeries and care. Nur returned home with his family where he began his new life. Nur joins more than 200 other World Care patients whose lives have been transformed.



**BROADENING OUR SERVICES:** George Njogu, a volunteer anesthesiologist from Kenya, comforts a child during a medical mission in Nyeri, Kenya. Nearly 60% of Operation Smile's surgeries are performed by local medical volunteers.



## VOLUNTEERISM & ADVOCACY

# FOSTERING THE CULTURE OF GLOBAL VOLUNTEERISM

Operation Smile wouldn't exist without the dedicated hearts of our volunteers. In addition to more than 5,000 medical volunteers from over 80 countries, thousands of community volunteers worldwide work tirelessly to raise awareness and funds for children with clefts. They are critical to Operation Smile's efforts in educating the general public on the severity and high prevalence of cleft conditions worldwide. Our dedicated volunteers help coordinate medical missions, donate supplies, provide transportation and support educational programs for Operation Smile.

### Helping Their Own Communities

Operation Smile has helped foster a culture of volunteerism around the world. We believe this promotes cross-cultural understanding, sharing of ideas, best practices and medical diplomacy. Further, it helps build the infrastructure necessary for Operation Smile Foundations to manage and execute local medical missions using local resources.

Our local volunteers in our developing partner countries go above and beyond to ensure Operation Smile is able to treat more children in their communities. Coordinated by the Operation Smile Foundations, these volunteers are committed to increasing awareness of clefting in the towns and villages in their country, while educating the parents of children with clefts about proper care. They also recruit patients to our medical missions and build trust in the community for our medical teams. In many of our partner countries, community volunteers travel to rural areas before a medical mission to provide patients with healthcare and nutritional information. This ensures that when patients arrive at a mission, they have the best chance of being healthy and are not suffering from malnutrition or illness which may preclude them from the surgery schedule.



#### > LEARN MORE:

Learn how to become a Volunteer:  
[www.operationsmile.org/GetInvolved](http://www.operationsmile.org/GetInvolved)

## VOLUNTEERISM & ADVOCACY

# STUDENT PROGRAMS: THE NEXT GENERATION

To Operation Smile, students offer the energy and passion necessary to spark the ripple effect for change. Over 700 Operation Smile student clubs in over 40 countries, from grade schools to universities, use their compassion and selflessness to help change children's lives. Operation Smile Student Programs offer youth a unique opportunity to understand why and how to give back to local and global communities. The students dedicate invaluable time and passion to make a difference in the lives of others.

One remarkable way students use Operation Smile as a vehicle to make a difference in the world is through their participation on international medical missions. Hundreds of high school students from the U.S. and around the world serve as volunteers on medical missions, providing education on burn care and prevention, oral rehydration therapy, dental hygiene, and nutrition to inform local populations of basic healthcare that ultimately improves quality of life. Local in-country students also volunteer to serve as translators, and help entertain the children during screening and soothe them in the pre-op and recovery wards. The experience gives them renewed empowerment and the drive to create change in their community and the world.

This past year, Operation Smile launched U-Voice, a program where university students capture the stories of our patients and volunteers during a medical mission. They share their unique insight by writing online blogs, as well as through photography and video.

The students become experts on Operation Smile, and with every presentation they facilitate, video they create, and story they detail, countless others learn about the importance of our mission and ways they too can change lives. Students often self-initiate campaigns for Operation Smile to raise awareness and donations to fund more surgeries for children in need.

Finally, we also introduced Smile Circle, a program focused on providing student alumni and young professionals a platform for using their energy, passion and voices to create change.



**NOW IS THE TIME!:** Smile Ambassador Jackie Chan inspired our student volunteers during the International Student Cultural Exchange conference in Beijing.



**FOSTERING FUTURE LEADERS:** Almost 800 students traveled to Beijing to develop their skills as future philanthropic leaders during Operation Smile's largest-ever ISCE.

### International Student Cultural Exchange Conference in Beijing

Each year, Operation Smile hosts a student conference celebrating the diversity among our students. This year, almost 800 students from 23 countries traveled to Beijing, China for Operation Smile's International Student Cultural Exchange (ISCE) – Operation Smile's largest student conference ever. There, they gained a better understanding of global cultures and developed their skills as future philanthropic leaders.

Smile Ambassador Jackie Chan joined ISCE to inspire the students to make a difference in their communities and around the world. Named one of the most philanthropic people in Asia, Jackie Chan has supported Operation Smile's work in China for more than 18 years. During ISCE, students participated in team-building activities to celebrate their diversity. This year's motto – *Now is the Time!* – motivated students and helped educate them on the value of service and establish a lifetime of giving.

#### > LEARN MORE:

Become involved in Student Programs: [www.operationsmile.org/StudentPrograms](http://www.operationsmile.org/StudentPrograms)



My medical mission with Operation Smile was in Qujing, China — a place I knew little about and probably would never have had the opportunity to otherwise visit. As I headed to China, I kept repeating my favorite saying that I had learned during my medical mission training: “It’s not about me, it’s about them.” In all my preparation, nothing had prepared me for what I took away in my heart. I saw mothers, fathers, and siblings bravely hand their children over to the skillful care of strangers who did not even speak the same language; the hope and faith they had will rest in my heart forever.

One of the people who touched me most was not a patient, but the grandmother of a young patient who spent days living in the hospital without even the simplest luxury of a change of clothes. She was a kind woman with young eyes and a face blanketed in happy wrinkles.

Part of my job as a student educator was to deliver presentations on health topics like nutrition, dental hygiene, and care for dehydration and burns — things I had been privileged enough to learn at a very young age. On the first day of surgery, my friend Diana, a local translator, and I were giving a presentation to about 30 people who crowded around us listening intently to the

nutrition lesson to glean every bit of information they could. After I finished, I always asked if there were any questions. Most of the time, everyone was too shy to ask anything. This time however, the grandmother looked me in the eye and steadily raised her hand. With a smile, she told me her thoughts. I looked to Diana, who had a hint of shock on her face, for the translation. When she repeated what the woman had said, I understood Diana’s unusual reaction. The brave woman had not offered the expected question regarding the basic food groups, but instead gave the most heartfelt thanks I have ever heard in my life: “I have never been educated, so thank you for having pictures. I now understand about nutrition. Thank you.”

I can tell you with the utmost honesty that a student’s job on an Operation Smile medical mission is extremely important. We do not do surgery, but we do change lives. Thinking of that grandmother still makes me smile to this day.

I met so many wonderful patients in Qujing who were given the smiles they deserve and the gift of countless new paths open to them.

Operation Smile has given me so much to be thankful for in my life, including the opportunity to change lives and grow from my new experiences. Each surgery is a miracle for those patients. A smile is a contagious thing. If you give it to one person, they will be sure to spread it around until it reaches epidemic proportions.

SASHA HORN  
Student Volunteer

#### > LEARN MORE:

Read more student stories:  
[www.operationsmile.org/StudentStories](http://www.operationsmile.org/StudentStories)



**GAINING GLOBAL INSIGHT THROUGH STUDENT VOLUNTEERISM:** During a medical mission in Qujing, China, the children and their families touched the heart of Sasha Horn, a student volunteer with Operation Smile.

# VOLUNTEERISM & ADVOCACY PARTNERSHIPS

The following are just a few of our corporate supporters who help us further our mission and create new smiles. Many other companies provide us with valuable in-kind supplies and monetary donations. We thank all our supporters and their employees for their selfless dedication and generosity that changes the lives of thousands of children worldwide.

## Cydcor

Cydcor, the leading provider of outsourced, face-to-face sales teams, along with its network of independently-owned sales offices across the United States and Canada have raised more than \$150,000 to fund an entire medical mission for Operation Smile. The teams raised the funds over the past year through a variety of fundraisers and events including a benefit concert, basketball and dodgeball tournament, and a one mile and 5K walk/run. This was the first unified effort of Cydcor and its network of independent offices - demonstrating the culture of giving back and being involved in the community.

## Hasbro

In an extension of our long-term partnership, Hasbro is once again bringing the sparkle of Hope into the lives of children in Brazil and China. In addition to supporting Operation Smile's medical missions, Hasbro also donates thousands of toys to our patients each year. Not only are these toys a joyful reminder of the day they received their new smiles, but they also serve as a comfort to them both before and after surgery. The employees at Hasbro are also very engaged with Operation Smile, lending their support through the Team Hasbro volunteer programs and annual employee giving contributions.

## Latter-day Saints Charities

Latter-day Saints Charities, sponsored by the Church of Jesus Christ of Latter-day Saints, has contributed significant funding, materials, and volunteers in support of the mission of Operation Smile. As part of its commitment to relieve suffering for families of all nationalities and religions, LDS Charities has helped provide hope for countless children and their families. Furthermore, LDS Charities' hands-on approach to service provides for many local volunteers to participate and serve at Operation Smile medical mission sites.

## Ethicon

This year, Ethicon employees from across the globe joined together in a united effort to give smiles to children everywhere. As part of this innovative corporate program, Ethicon employees have worked hard throughout the year to organize fundraising and awareness events for Operation Smile. Their initiatives are helping us to change the lives of hundreds of children.

## Marriott

Marriott hotels in China have been key supporters of our efforts for many years, and this year, the Marriott Beijing/Tianjin Business Council chose Operation Smile as their Charity of the Year. Marriott employees took part as volunteers during the China 20th anniversary medical missions and were vital to the success of our teams. With support from the Shanghai, South China and Hong Kong Business Councils, they were the largest donors in mainland China by way of in-kind donations, fundraising efforts, and employee donations.

## The Regan Family

Since 2007, the Regan Family has provided funding to make it possible for rising medical professionals to become involved in the global humanitarian field. Created in honor of James Sutton Regan, the Regan Fellowship has supported hundreds of eager young medical professionals, allowing us to build and grow the next generation of cleft care providers.

## Matthew Morahan

The Matthew J. Morahan III Memorial Fund was created in memory of a friend and supporter, Matthew J. Morahan III. It is the hope of Matthew's family that his legacy continues to live on through giving new lives to the children of Operation Smile. Matthew lived a full and successful life surrounded by friends and family and he would want all children to have the same advantages and experiences that he was able to enjoy.

## PARTNERS IN THE FIELD

For Operation Smile, partnerships and collaborations have long been a guiding value and standard practice. Throughout the world, we partner with other non-governmental organizations in a variety of capacities enabling us to mutually meet our goal to reach and treat more children in need. Successful partnerships have been formed with the U.S. and global Embassies, the Peace Corps, USAID, Partners in Health, and many others, to create sustainable local programs.

## UNICEF

UNICEF assists Operation Smile in a number of the countries in which we work. In Africa, UNICEF provides financial support and assists us in patient recruitment and awareness, as well as helping with the logistics of our medical missions such as meals, accommodation and transport.

## World Vision

World Vision has provided generous financial support to Operation Smile to help fund reconstructive surgeries for children. In addition, the organization works on the ground in remote locations to help create patient awareness for Operation Smile, and facilitate logistics in the field.

WE WOULD ALSO LIKE TO THANK THE FOLLOWING CORPORATIONS FOR THEIR SELFLESS DEDICATION AND GENEROSITY:

ABBOTT & ABBOTT FUND	PPA CHARITIES
CIPLA	SWIMWAYS
COGEB	THE ANNENBERG FOUNDATION
COLGATE	THE BOEING COMPANY
COVIDIEN	THE LINCY FOUNDATION
MDC PARTNERS	THE SORENSON LEGACY FOUNDATION
MÖLNLYCKE HEALTH CARE	XANGO, LLC
PEPSICO	



**A WORLD OF GENEROUS HEARTS:** On a medical mission in Morocco, an Ethicon employee comforts a child. We are grateful to these and so many other corporations who help us reach more children around the world. Our work would not be possible without the commitment of our corporate supporters and their employees.

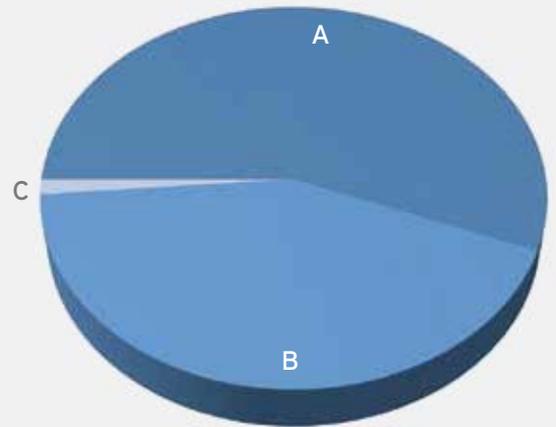
> **LEARN MORE:** [www.operationsmile.org/CorporateAmbassadors](http://www.operationsmile.org/CorporateAmbassadors)

FISCAL YEAR ENDING JUNE 30, 2011

REVENUE	\$ 73,108,204	
EXPENSES	\$ 68,625,863	
ASSETS	\$ 30,678,533	
LIABILITIES	\$ 5,774,832	
NET ASSETS UNRESTRICTED	\$ 16,475,827	
NET ASSETS RESTRICTED	\$ 8,427,874	

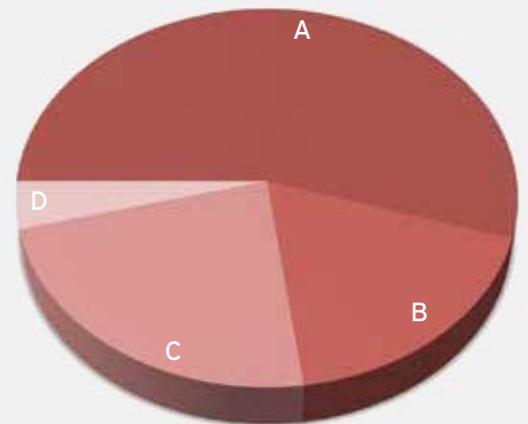
REVENUES

<b>A</b>	CONTRIBUTIONS	\$ 40,887,564	55.93 %
<b>B</b>	GIFTS-IN-KIND AND CONTRIBUTED SERVICES	\$ 31,295,329	42.81 %
<b>C</b>	OTHER REVENUE	\$ 925,311	1.26 %
<b>TOTAL REVENUE</b>		<b>\$ 73,108,204</b>	<b>100 %</b>



EXPENSES

<b>A</b>	PROGRAMS-MEDICAL MISSIONS	\$ 37,624,927	54.83 %
<b>B</b>	PROGRAMS-EDUCATION AND SUSTAINABILITY	\$ 12,366,934	18.02 %
<b>C</b>	FUNDRAISING	\$ 15,872,232	23.13 %
<b>D</b>	ADMINISTRATION	\$ 2,761,770	4.02 %
<b>TOTAL EXPENSES</b>		<b>\$ 68,625,863</b>	<b>100 %</b>



The full financial statements, audited by KPMG LLP, are available upon request by calling 1-888-OPSMILE and can be found on our website at [www.operationsmile.org](http://www.operationsmile.org).

## Executive Team

William P. Magee Jr., D.D.S., M.D.  
Co-founder and Executive Chairman

Kathleen S. Magee, M.S.W., M.Ed.  
Co-founder and President

Howard J. Unger  
Chief Executive Officer

Randy Sherman, M.D.  
Chief Medical Officer

Ruben E. Ayala, M.D.  
Headquarters Medical Officer

Beth Marshall  
Senior Executive Adviser

Kyla Shawyer  
Senior Vice President,  
International Direct Response  
Fundraising & Marketing

Ellen Agler, M.Sc., M.P.H.  
Senior Vice President,  
International Programs

Gianluca Biavati  
Senior Vice President,  
International Business Development

Teresa M. Kraus, CPA  
Senior Vice President, Finance

Kristie M. Porcaro  
Senior Vice President,  
Strategic Partnerships and  
Development

Jessie C. Hines  
Vice President,  
Logistics and Material Management

## Board of Directors

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The Brambleton Group  
Chief Operations Officer  
United States

Felipe Encinales, *Treasurer*  
Inverlink S.A  
Founding Partner and Chief Executive  
Officer  
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Carl W. Treleven, *Audit Committee  
Chairman*  
Westlake Ventures, Inc.  
Chief Executive Officer  
United States

Randy Sherman, M.D., *Chief Medical  
Officer*  
Department of Surgery  
Cedars Sinai Medical Center  
Vice-Chairman  
United States

## Board of Governors

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Operation Smile, Inc.  
Chief Executive Officer  
United States

Sir David Akers Jones  
Chief Secretary of Hong Kong  
(Retired)  
Governor of Hong Kong (Retired)  
Hong Kong

Ken Atkinson  
Grant Thornton Vietnam Ltd.  
Managing Partner  
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Vietnam

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Chairman and Chief Executive Officer  
Republic of Panama

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Co-Anchor  
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Alice Chiu, JP  
Sheen Hok Charitable Foundation  
Founder  
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Clark Success Systems  
Motivational Speaker, Consultant and  
Author  
United States

Elizabeth M. Daley  
Steven J. Ross/Time Warner  
Professor and Dean  
School of Cinematic Arts  
University of Southern California  
United States

Roma Downey  
Actress, Producer and  
Operation Smile Spokesperson  
United States

Gary Loh  
First Alverstone Capital Ltd.  
Chairman  
Friven & Co. Ltd.  
Chairman  
Singapore

Kathleen S. Magee, M.S.W., M.Ed.  
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President and Co-founder  
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EXOP Capital, LLC  
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Chief Executive Officer  
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Hasbro, Inc.  
Director  
Hassenfeld Family Initiatives  
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United States

Paul Higham  
H factor  
Principal  
Wal-Mart Stores, Inc.  
Former Chief Marketing Officer  
(Retired)  
United States

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Financial Times  
Former President, The Americas  
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Adare Manor Hotel & Golf Resort  
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Hensley Beverage Company  
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Swift Transportation, Inc.  
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Court Cavendish  
Chairman  
Elysian Capital  
Partner  
United Kingdom

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Executive Vice President of  
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# HOW WILL YOU MAKE A DIFFERENCE?

Operation Smile is grateful to all those who help us give hope and smiles to children around the world. Our work is only possible through your continued support. In addition to monetary and in-kind donations, there are a myriad of ways to get involved. The following are a few ways in which you can help.

## Support Our Cause

- Donate Smiles
- Become a Monthly Smile Partner
- Establish a Legacy through Planned Giving
- Host a Fundraiser

## Get Involved

- Become a Medical or Community Volunteer
- Invite us to Speak
- Launch or Join a Student Club
- Follow us on Facebook and Twitter

## Involve Your Company

- Become a Corporate Smile Ambassador
- Donate Supplies for Our Medical Missions
- Establish an Employee Campaign
- Provide a Matching Gift

**YOU CAN HELP:** Children worldwide are waiting for a surgery that can take as few as 45 minutes, and cost as little as \$240. Your generous support touches their lives and gives them their smiles.

### > LEARN MORE:

Learn more about ways to give:  
[www.operationssmile.org/Give](http://www.operationssmile.org/Give)



### BEHIND THE LENS:

Thank you to all our dedicated photographers:  
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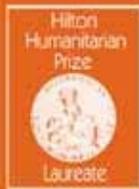
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