NEMOURS CHILDREN'S HEALTH

Advancing Whole Child Health

2025-26 Annual Progress Report



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VISION

To create the healthiest generations of children.

MISSION

To provide leadership, institutions, and services to restore and improve the health of children through care and programs not readily available, with one high standard of quality and distinction regardless of the recipient's financial status.

Inside & Outside Our Walls



Research shows that medical care accounts for only about 15% of a person's overall health. The other 85% comes from factors like nutrition, education, safe housing, and freedom from violence. At Nemours Children's Health, we call this understanding Whole Child Health: the idea that creating real health for kids means addressing both the medical and the nonmedical factors that shape their lives, inside our walls and out.

Investing in children is the strongest lever available to improve the health of the country as a whole. Healthy children grow into healthy adults, and the habits and support systems built in childhood carry forward for a lifetime. This report shares what that commitment looked like over the past year, in our hospitals, our research labs, our communities, and the halls of government where policy gets made.



CLINICAL CARE & RANKINGS

Delivering World-Class Care, Close to Home

Nemours associates provide expert medical care across six states. In 2025, that meant new locations, stronger safety practices, and national recognition for the quality of care children and families receive every day.





BY THE NUMBERS — PATIENT CARE

568,909
unique patients cared for

2,249,003
patient visits completed

544,104
primary care visits

11,696
hospital admissions

43,905
surgeries performed

91,004
emergency department visits

108,589
telehealth visits

336
international patients from 67 countries

Twelve National Rankings and Counting

Nemours Children's Hospital, Delaware, and Nemours Children's Hospital, Florida, earned a combined 12 pediatric specialty rankings from *U.S. News & World Report* in 2025. Delaware ranked in eight specialties, including a top 10 spot in orthopedics. Florida ranked in four specialties, including behavioral health for the first time.

Wolfson Children's Hospital in Jacksonville, a longtime collaborator staffed in part by Nemours physicians, ranked in two additional specialties.

New Locations Bring Care Closer

Nemours opened new primary care clinics in Lake Nona, West Lake Nona, and Sebring, Florida, along with five new cardiology clinics in Jacksonville. In Maryland, Nemours opened its first specialty care location in Salisbury, extending its reach into a new state.



Partnerships Expand Specialty Care Access

Nemours deepened two major hospital partnerships this year. In Pensacola, Nemours now supplies most of the pediatric subspecialists at Studer Family Children's Hospital, significantly expanding specialty care in the Florida panhandle. In Jacksonville, an expanded collaboration with Wolfson Children's Hospital adds Nemours physicians and advanced practice providers across eight specialties, including neonatology, critical care, neurosurgery, and genetics, which began in 2026.

AWARDS & RECOGNITION

CARF Accreditation, a three-year designation, placing Nemours Children's Hospital, Florida, as the only CARF-accredited inpatient rehab hospital with Pediatric Specialty Designation

ECMO Platinum Award, placing the Nemours Children's Health, Delaware, program in the top 6% internationally

Joint accreditation status for continuing education, held by only 3% of hospitals and health systems nationally

Lantern Award (2025-2028), 4th consecutive for Nemours Children's Hospital, Delaware

Lantern Award (2024-2027), Nemours Children's Hospital, Florida

Magnet® Designation, 3rd consecutive for Nemours Children's Hospital, Delaware

Magnet® with Distinction, Nemours Children's Hospital, Florida

National Research Corporation (NRC) Health Patient Experience Award, one of three pediatric institutions nationally, four years in a row

Platinum Pediatric Nursing Excellence Award, inaugural honor from the Society of Pediatric Nurses

Society for Pediatric Sedation Center of Excellence Award, Nemours Children's Hospital, Delaware

Caring for Babies Before They're Born

The Institute for Maternal Fetal Health at Nemours Children's launched on December 11, 2025, bringing together fetal diagnosis, in-utero surgery, and delivery care under one roof. **Julie Moldenhauer, MD**, a leading maternal-fetal medicine specialist, leads the Institute as its inaugural executive director. She also holds the newly created Elizabeth W. Snyder Endowed Chair in Fetal Therapy and Innovation. The Institute's first location, Nemours Children's Hospital, Delaware, began treating patients in early 2026.





Expanded ENT Center Opens in Jacksonville

Nemours Children's Health, Jacksonville, opened the Betty and Jack Demetree Family Center for Otolaryngology in May 2026, the result of a multi-year, $6 million campaign. The 8,500-square-foot center increases patient capacity by 30% and houses the area's largest cochlear implant program and the only pediatric balance disorder program in Northeast Florida.

Advancing Care for Limb Differences

Nemours Children's Hospital, Florida, established the Nemours Children's International Limb Correction Center in September 2025, welcoming **Shawn Standard, MD**, a leading pediatric orthopedic surgeon, as chief. The Center provides advanced care for children with limb deformities, complex joint reconstruction, and limb length discrepancies, treating patients from across the country and abroad. A dedicated 75,000-square-foot facility is planned for completion in 2028.







A New Home for Cancer Care

Nemours opened the Lisa Dean Moseley Foundation Institute for Cancer and Blood Disorders in March 2025, a 24-bed inpatient facility built with a $78 million gift from the Moseley Foundation. The second phase, a 19,000-square-foot day hospital and infusion center, opened later in the year, more than quadrupling the Institute's original size. **Douglas Harrison, MD**, joined as division chief of hematology, oncology, and transplant and cellular therapy, and was named the inaugural Lisa Dean Moseley Foundation Presidential Endowed Chair.

In February 2026, Nemours Children's Hospital, Delaware, became a qualified treatment center for LYFGENIA™, a one-time gene therapy for sickle cell disease, the only hospital in Delaware authorized to offer it to children and teens.



INSIDE OUR WALLS

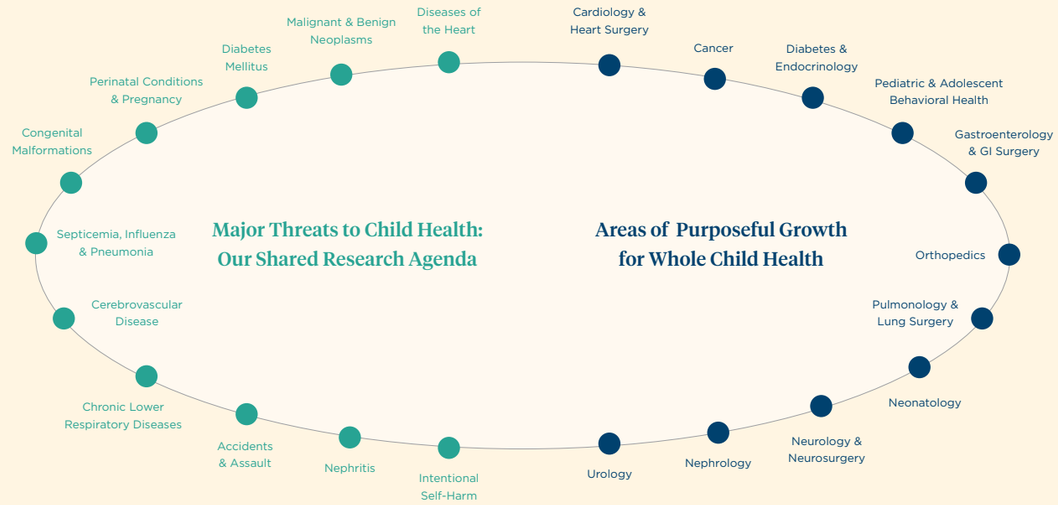
Innovation & Research

Research Built Around the Whole Child

At Nemours, research does not stop at one condition or one moment in a child's life. Associates focus their work on the conditions most likely to shape whether a child survives, thrives, or faces lasting harm, and on the biological, environmental, and community factors that shape a child's health over a lifetime.

Nemours researchers concentrate their work in 11 purposeful growth areas: cancer, neurology and neurosurgery, diabetes and endocrinology, cardiology and heart surgery, gastroenterology and GI surgery, pulmonology and lung surgery, nephrology, orthopedics, urology, neonatology, and pediatric and adolescent behavioral health.





BY THE NUMBERS — RESEARCH

$90.3M
total research funding

225
principal investigators

600
research associates

11
research centers

32
research labs

3
research regions

561
active clinical trials and research studies

660+
peer-reviewed publications

337
grant-funded studies





Bringing Hospital-Level Care Into the Home

The Nemours Children's Center for Advanced Care at Home began operations in spring of 2025, giving qualified children with complex medical needs a way to receive hospital-level support without an inpatient stay. Nurses and providers combine virtual visits, remote monitoring, and around-the-clock support to help families manage care at home. By the end of 2025, 174 children had received comprehensive Advanced Care at Home services. The program grew far beyond its original planning goal of an average daily census of four patients.





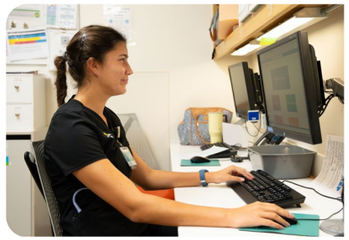
Faster Lab Results Across the System

Nemours went live with Epic Beaker, an enterprise-wide laboratory information system, in May 2025. The new system streamlines how lab tests are ordered and tracked, reducing duplicate work for physicians and speeding up turnaround times for results.

Chasing One Cause Across Three Diseases



Rodney Scott, MBChB, MRCP, DipStat, PhD, Division Chief of Neurology at Nemours Children's Health, Delaware Valley, received a $2.6 million, five-year NIH Director's Transformative Research Award in October 2025. Dr. Scott is investigating whether autism, epilepsy, and Alzheimer's disease share a common malfunction in the brain's hippocampus, the region that regulates memory and emotion. If he finds a shared pattern, his team hopes to develop new brain stimulation methods that could help patients across all three conditions.



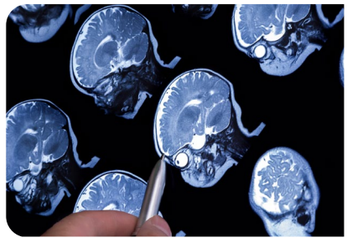




Studying How Moms Help Babies Heal



Elizabeth Wright-Jin, MD, PhD, a neonatal neurologist and early-stage investigator at Nemours Children's Health, Delaware Valley, received a $450,000 Career Development Award from the American Academy of Neurology in April 2026. Her research explores whether a mother's immune cells can help a newborn's brain recover from hypoxic ischemic encephalopathy, the most common brain injury in babies, which occurs in one to three of every 1,000 U.S. births.







Faster Pain Relief, Fewer Hospital Stays



Ibrahim Gwarzo, DrPH, MPH, MBBS, research scientist, Nemours Children's Health, Delaware Valley, led a study published in *JAMA Pediatrics* in September 2025 showing that children with sickle cell disease were 15% less likely to be hospitalized when they received pain medication within 60 minutes of arriving at the emergency department. The study drew on nearly 9,300 emergency visits at 12 children's hospitals with comprehensive sickle cell programs. **David Brousseau, MD, MS**, Pediatrician-in-Chief and Chair of Pediatrics at Nemours Children's Health, Delaware Valley, served as senior author.







Using Technology to Manage Chronic Illness



David Fedele, PhD, Principal Research Scientist and Program Director in the Center for Healthcare Delivery Science and the Center for Pharmacogenomics and Translational Research at Nemours Children's Health, Jacksonville, is developing technology-based tools to help young people manage asthma and cystic fibrosis. His current work focuses on wearable devices and mobile health platforms that support self-management and improve access to care for children living with these chronic conditions.







Helping Premature Babies Learn to Eat



Sreekanth Viswanathan, MD, MS, a neonatologist at Nemours Children's Hospital, Florida, is studying feeding difficulties in very premature babies. As survival rates for extremely premature infants have risen, so has the number of babies facing early feeding challenges. Dr. Viswanathan is working to tailor feeding interventions to each baby's needs, with the goal of improving safety and supporting long-term growth and development. His research builds on an earlier NIH grant studying feeding difficulty in large-for-gestational-age infants.











Supporting the Whole Child

Meeting Basic Needs, One Visit at a Time

Care closets and food bank partnerships continue system-wide, giving families a way to leave medical appointments with food, diapers, and other essentials. In Pensacola, a local food bank partnership lets Nemours give patients bags of food on the spot.

At Nemours Children's Hospital, Florida, the Family Resource Center offers families a one-stop hub for community resources, a computer lab, and supplies like food, books, and diapers, staffed by trained student resource navigators.



BY THE NUMBERS — WHOLE CHILD SUPPORT

123,000
Delaware children covered under the Global Budget Model

17,000
children supported through Integrated Behavioral Health in primary care and schools

17
school-based health centers across the Delaware Valley







Bringing Health Care Into Schools

Nemours Children's school-based health centers in Delaware served 4,738 enrolled students across 17 elementary and middle schools in 2025, providing 5,856 encounters of care, including physicals, screenings, immunizations, and behavioral health counseling. Roughly two-thirds of visits address behavioral health needs, reflecting a real gap in access to that care.





A New Way to Manage Asthma at Home

Community health workers now visit patients' homes across Delaware as part of an asthma management program, delivering culturally relevant education and connecting families with resources like air purifiers and allergen-proof mattress covers. The program's first 21 graduates saw an average 4.8% improvement in asthma control test scores, and more than a third had home mold or moisture issues identified and addressed. Nemours is now replicating the model for children with diabetes.



OUTSIDE OUR WALLS

Speaking Up for Kids

Children's health is shaped by policy as much as by medicine. Nemours brings its expertise in care, research, and prevention, along with the voices of its patients and families, to Congress, federal agencies, and state legislatures to make sure the decisions made there put kids first.

BY THE NUMBERS — ADVOCACY

120+
meetings with Congress, the White House, and federal agencies

2
new Medicaid supplemental payment programs secured in Florida

2
new laws passed in Delaware *(see article at right)*

Advocacy in Washington, D.C.



Nemours' federal affairs team, led by **Allison Gertel-Rosenberg, MS**, Vice President and Chief Policy and Prevention Officer, and **Daniella Gratale**, Associate Vice President of Federal Affairs, held more than 120 meetings with members of Congress, the White House, and federal agencies in 2025. Much of that work focused on ensuring children would continue to have access to the care and services they rely on through Medicaid. Nemours leaders also brought members of Congress to Nemours hospitals to see the organization's work firsthand.

Nemours is a founding member of the Whole Child Health Alliance, a national coalition of children's hospitals, payers, professional associations, and advocacy organizations working to advance Whole Child Health approaches. In 2025, the Alliance published a case study series spotlighting how Nemours, Cincinnati Children's, and Children's Wisconsin each put Whole Child Health principles into practice.

Changing State Law for Kids' Safety

Nemours' state advocacy teams, led by **Jacob Horner**, Associate Vice President of State External Affairs; **Meghan Walls, PsyD**, Associate Vice President of External Affairs, Delaware Valley; and **Katie Flury**, Director of External Affairs, Florida, helped secure two new laws in Delaware during 2025. House Bill 154, signed August 20, 2025, gives nonprofit organizations and law enforcement agencies civil liability protection when they distribute gun locks and other secure firearm storage devices, so long as the devices are new, unopened, and paired with a gun safety pamphlet. Senate Bill 70, signed August 21, 2025, allows licensed genetic counselors to order genetic tests themselves. Before, a counselor who recommended testing had to send the family to a physician just to place the order. The change means fewer appointments and referrals for families. Counselors still explain results to families and refer them to a physician if a medical concern comes up. **Chelsea Kois, MPH, MS, CGC**, a genetic counselor who specializes in pediatric cardiology, testified in support of the change.

In Florida, the state legislature authorized two new Medicaid supplemental payment programs to help expand Nemours' graduate medical education work. Nemours neurologist **Omer Abdul Hamid, MD**, also testified before the Florida legislature in support of adding Duchenne muscular dystrophy to the state's newborn screening panel, allowing earlier detection during the window when the disease is most treatable.



Bringing Patient Voices to Capitol Hill

In June 2025, Nemours patients Naheim Smith and Reign Jefferson joined the federal affairs team on Capitol Hill for the Children's Hospital Association's Family Advocacy Day, alongside **Stephanie Guarino, MD**, a hematologist/oncologist at Nemours Children's Hospital, Delaware. Both Naheim and Reign live with sickle cell disease. Naheim received a bone marrow transplant from his younger sister, a perfect match, and has since been cured. Reign, diagnosed as a newborn, now manages the disease with ongoing care and advocates for other children through an annual sickle cell awareness walk in Jacksonville. Their stories helped lawmakers understand what's at stake for children's hospitals and the families they serve.



Investing in Healthier Futures

Showing Up for Communities

Nemours Cares Week brings associates together each year for more than 50 volunteer events. Associates show up year-round, staffing health fair booths, joining awareness walks, and volunteering at community events that reflect Nemours' broader commitment to the neighborhoods it serves. In 2025, through Nemours Cares, Nemours also distributed nearly $1.5 million in grants to 60 nonprofit organizations across the Delaware Valley and Florida.



BY THE NUMBERS — COMMUNITY

1,470
community volunteers

96,597
community volunteer hours

8,965
associate volunteer hours

90
volunteer events coordinated







Investing in a Neighborhood's Future

In March 2025, Nemours provided its first-ever community impact loan funding to Kingswood Community Center in Wilmington's Riverside neighborhood. The eight-figure bridge investment has accelerated construction of a revitalized center that will offer early childhood education, fitness and arts programs, community outreach, and integrated pediatric and adult healthcare, including a leased space for a Nemours primary care clinic. Nemours has since been repaid in full. Many Kingswood community members are already Nemours patients, a connection that helped spark the partnership.



Bringing Central Florida Together for Kids

The Ginsburg Institute at Nemours Children's Health held its third annual Child Health Symposium in October 2025, themed "Healing Through the Arts." Nearly 300 people representing almost 100 organizations across healthcare, education, the arts, and public policy gathered to develop strategies addressing children's physical, mental, and social well-being. The REED Charitable Foundation, a local literacy and dyslexia nonprofit, received the Institute's 2025 Community Champion Award.

The Symposium feeds into the Institute's Children's Health Collaborative, a consortium of more than 100 organizations working year-round to advance the strategies identified there. In November 2025, the Collaborative, in partnership with Heart of Florida United Way and the Marianna D. Pratt Focus & Collaboration Initiative, awarded five grants totaling $120,000 to Central Florida organizations for projects that deepen collaboration on children's well-being.



Getting Every Child Ready to Learn



Kindergarten readiness is where Whole Child Health comes full circle. It touches clinical care, research, community partnerships, and advocacy all at once, and it's where Nemours is building one of its most ambitious, multi-year commitments. This is an initiative we're building together with associates, families, schools, and communities, year over year.

Why This Matters Now

Kindergarten readiness is one of the strongest indicators of a child's future health, educational success, and economic well-being. A national survey of K-3 teachers, commissioned by Nemours and conducted by The Harris Poll in 2025, found that 84% of teachers are concerned about the readiness of students entering their classrooms, and teachers reported that only about half of students arrive prepared to meet grade-level expectations. The research underscores the importance of the first five years of life, when roughly 90% of brain development occurs.

Children who enter school with strong foundations in language, early literacy, social-emotional development, executive functioning, and physical well-being are better positioned to thrive in the classroom and beyond. By investing in kindergarten readiness, communities can help improve educational outcomes, reduce gaps in health outcomes, and create healthier generations.

"Kindergarten readiness is about far more than being prepared for the first day of school. It reflects the foundation a child has for lifelong learning, health, and success. We know that the trajectory of health begins early, which is why Nemours is making a long-term commitment to helping more children enter kindergarten ready to learn. By working with families, educators, community partners, and policymakers, we can give children the strong start they need to thrive for years to come," said **R. Lawrence Moss, MD, FACS, FAAP**, President and CEO, Nemours Children's Health.

Two Decades of Reading BrightStart!

Nemours Children's Reading BrightStart! launched more than 20 years ago as a pilot in Duval County, Florida, to help children with dyslexia. It's since grown into a research-based literacy program for infants through first grade, combining a multi-sensory, screen-free curriculum, educator training, and a family-focused reading screener. To date, the program has supported more than 295,000 children, trained more than 5,260 early childhood educators, and reached 38 states. In repeated studies of 3,300 children, two-thirds of struggling readers caught up to their peers after using the curriculum.

In 2025, Nemours continued scaling Reading BrightStart! across its service areas in Florida and Delaware, building on a two-decade track record.





Building It With Community Partners

Reading BrightStart! has long partnered with Reach Out and Read, the national pediatric literacy model that puts books into the hands of families during well-child visits, integrating literacy directly into primary care. Nemours is also deepening ties with local organizations like the REED Charitable Foundation, this year's Ginsburg Institute Community Champion Award winner, to expand literacy resources in Central Florida.

In 2025, Nemours launched two ZIP code-based pilot partnerships, targeting kindergarten readiness, including literacy support, to specific communities where the need is greatest.

What makes this initiative different is the intent behind it: embedding literacy support into policy and systems, not just individual programs, so gains outlast any single grant cycle or leadership change. This is a multi-year commitment. We are doing this, together, one child, one classroom, one community at a time.



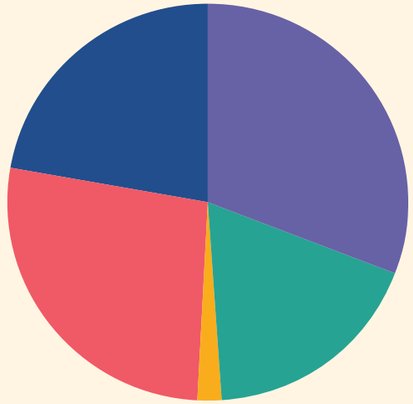
Community Benefit

Community Impact

We're building a culture of engagement across our system and beyond, demonstrating our commitment to Whole Child Health through strategic community partnerships, associate volunteerism, and targeted initiatives that address root causes affecting health, including food security, youth development, maternal-child health, and emotional and behavioral health.

COMMUNITY BENEFIT

2025 Total Community Benefit: $238.7M



- $74.2M Charity Care
- $42.2M Community Health
- $3.8M Education
- $65.5M Research
- $53M Donations

Charity Care includes free or reduced-cost healthcare provided to patients who cannot afford to pay.

Community Health includes resources and services such as health fairs, immunization clinics, screenings, health education classes, and counseling or support groups.

Education includes hands-on training for medical students, residents, fellows, and ongoing continuing education for health professionals.

Research includes clinical drug trials, demonstration projects, and other research conducted to advance healthcare services and medical knowledge.

Donations include a variety of financial contributions and in-kind support from Nemours Children's Health to local nonprofits, for sponsorship of health-related community events or coalitions, and for the provision of meeting spaces for community organizations.

Building Strategic Partnerships for Whole Child Health

Our community engagement teams work across the Delaware Valley and throughout Florida to create strategic partnerships and coordinate associate involvement in initiatives that address root causes affecting health.

In the Delaware Valley, community engagement activities address food insecurity, positive youth development, maternal and child health, emotional and behavioral health, and violence prevention.

In 2025, 25 investment partnerships totaling $925,000 reached more than 116,000 children and families across the Delaware Valley. Nemours supported 148 community events and made 50 sponsorships totaling $198,000 in support of local organizations.

Through the Community Funding Program, 74 associates from more than 20 departments carried out 18 projects to meet local needs, distributing more than 17,000 essential resources

Florida community engagement activities pair associates' clinical expertise with practical support for families, including food, books, school supplies, and health education.

In 2025, Nemours provided 222,892 meals to families in need across Florida through local schools, food banks, and community partners. Nemours held 93 partnerships with community organizations and sponsored 90 community events. Across the state, 32,976 students benefited from school supply donations, hands-only CPR trainings, and program resources.

BY THE NUMBERS — VOLUNTEERS

ASSOCIATES

2,114
associates volunteered

8,965
associate volunteer hours

COMMUNITY

1,470
community volunteers

96,597
community volunteer hours

$3.2M
million in value of community volunteer service

ANIMAL-ASSISTED ACTIVITIES

64
animal-assisted activity teams

5,854
visits to comfort patients and families



EXTENDING OUR GRATITUDE

Donor Impact

BY THE NUMBERS — DONOR IMPACT

$51M
total raised

6
new endowments established

39
U.S. states and 11 countries

11,866
total donors

A Foundation's Vision, Fully Realized

The Lisa Dean Moseley Foundation's transformational gift, first announced in Nemours' 2022-2023 report, reached its full realization in 2025 with the opening of the Lisa Dean Moseley Foundation Institute for Cancer and Blood Disorders. The $78 million investment funded a 24-bed inpatient facility that opened in March, followed by a day hospital and infusion center that more than quadrupled the Institute's original size.



$78 Million Dollar Investment







A Decade-Long Partnership Comes Full Circle

The Jack C. & Betty A. Demetree Family Foundation's $2 million gift, first announced in Nemours' 2024-2025 report, helped bring the Betty and Jack Demetree Family Center for Otolaryngology to life. The center opened in Jacksonville in May 2026, the result of a broader multi-year, $6 million campaign called Sounds of Hope.





Fueling a Decade of Partnership



The Daily's Foundation gave $5.2 million in November 2025 to help build a new conference center at Nemours Children's Health, Jacksonville, bringing its total giving to Nemours past $10 million since the partnership began in 2019. The center will offer collaborative meeting space for education and community engagement.

"Daily's support underscores the power of community-driven partnerships in shaping a brighter future for the children we serve," said **R. Lawrence Moss, MD, FACS, FAAP**, President and CEO of Nemours Children's Health.



A Decade of Care, Guaranteed

The Child Cancer Fund committed $1 million over 10 years in September 2025 to fully fund an oncology Child Life Specialist position in Jacksonville, a role the organization has funded since 1994 in memory of Christy Keirnan. The gift ensures the emotional, educational, and therapeutic support the position provides continues for the next decade of families facing childhood cancer.

“We cannot over-emphasize the positive impact the Child Life Specialist has on children during cancer treatment.”

— Carla Montgomery, Executive Director, Child Cancer Fund





Supporting Children With Autism

The Harvey & Carol Massey Foundation gave $1 million in June 2026 to expand the Applied Behavior Analysis program at Nemours Children’s Hospital, Florida, building on more than a decade of support for the hospital’s autism programs. The gift will strengthen four areas: the Supportive Employment Program, the Nemours Swims Program, caregiver training and education, and behavior analysis services.

Naming the Next Chapter in Fetal Care

Julie S. Moldenhauer, MD, PMH-C, Executive Director of the Institute for Maternal Fetal Health, holds the newly established Elizabeth W. Snyder Endowed Chair in Fetal Therapy and Innovation at Nemours Children’s Hospital, Delaware. The Institute held its ribbon-cutting in April 2026, and opened to patients in a week later. This is the latest in a series of Snyder family endowments at Nemours; last year’s report featured three earlier Snyder-funded chairs supporting osteogenesis imperfecta, skeletal dysplasia, and family support services, all in pediatric orthopedics.





Financial Health

We remain focused on our operational strategy to create an environment with sufficient flexibility to proactively address external pressures while maximizing our long-term financial performance to broaden our impact on the health of all children.



The Nemours Foundation Condensed Combined Balance Sheets*

ASSETS	2025	2024
Current assets	$1,350,803	$1,134,676
Non-current assets	$2,088,412	$1,882,361
Total assets without donor restrictions	$3,439,215	$3,017,037
Restricted assets	$514,640	$440,148
Total assets	$3,953,855	$3,457,185
LIABILITIES		
Current liabilities	$542,377	$425,938
Non-current liabilities	$551,072	$538,766
Total liabilities	$1,093,449	$964,704
NET ASSETS		
Net assets without donor restrictions	$2,358,227	$2,052,962
Net assets with donor restrictions	$502,179	$439,159
Total net assets	$2,860,406	$2,492,481
	$3,953,855	$3,457,185

*Dollars in thousands

The Nemours Foundation Condensed Combined Statement of Operations*

	2025	2024
Net patient service revenue	$2,112,184	$1,902,374
Contributions from the Alfred I. duPont Charitable Trust	$289,061	$261,455
Other income	$267,287	$240,998
Total revenue and other support	$2,668,532	$2,404,827
Total operating expenses	$2,388,236	$2,163,725
Operating income	$280,296	$241,102
Non-operating gains (losses), net		
Net periodic benefit cost, net of service cost	($5,005)	($4,399)
Excess of revenues and gains over expenses	$275,291	$236,703
Net assets released from restrictions used for capital purchases	$22,810	$4,979
Pension-related changes other than net periodic pension cost	$7,165	$22,661
Increase in assets without donor restrictions	$305,266	$264,343

*Dollars in thousands



Governance

Board of Directors
(pictured above)

James “Jim” Hunt
Chair

Cindy Bertrando

Jane Cavalier

Betty Chu, MD, MBA (not pictured)

William F. D’Alonzo

Claire M. DeMetteis

Elliot Joseph

Edward Karlovich

Valerie Montgomery Rice, MD

R. Lawrence Moss, MD, FACS, FAAP

Judy Titera

Board of Managers

DELAWARE

Sharon Mills Higgins
Chair

Raina Harper Allen

Claire M. DeMatteis

Brian McDonough, MD, FAAFP, FAAPL

John Wellons

FLORIDA

Sharon Mills Higgins
Chair

Shari Costantini

Claire M. DeMatteis

Charles J. Hawkins, II, JD, MBA

Randy Singh

Executive Cabinet

R. Lawrence Moss, MD, FACS, FAAP
President and Chief Executive Officer

Sean D. Baptiste
Executive Vice President, Chief People Officer

Aaron Carpenter, DNP, MDiv, APRN, CPNP-PC, NEA-BC, FAANP
President, North Florida

Matthew Davis, MD, MAPP
Executive Vice President, Enterprise Physician-in-Chief, and Chief Scientific Officer

James “Jim” Digan
President, Nemours Children’s Health Alliance

Terry Haley, MBA
Executive Vice President and Chief Marketing and Communications Officer

Patrice Harris, MD, MA
Executive Vice President and Chief Health Impact Officer

Tina Holmes
Senior Vice President, Chief of Staff, Office of the President

Laura Kowal, MPT, JD
President, Delaware Valley

Martha McGill, BSN, MBA, MHA
President, Central Florida

Jane Mericle, DNP, MHS-CL, RN, CENP
Executive Vice President, Enterprise Chief Nursing Executive, and Chief Patient Operations Officer

Mark Mumford
Chief Operating Officer

Caswell L. Samms III, MBA
Executive Vice President, Chief Financial Officer





Locations

Delaware

Hospital

Nemours Children's Hospital, Delaware (Wilmington)

Primary Care

Becks Woods
Dover
Foulk Road
Georgetown
Jessup Street
Kingswood
Lewes
Middletown
Milford
Millsboro
Newark
Pike Creek
Saint Francis
Seaford
Wilmington

Specialty Care

Milford
Riverfront Fieldhouse
Rockland Two
Wilmington

Delaware Valley Collaborating Hospitals

Bayhealth Kent Hospital
Bayhealth Sussex Hospital
Beebe Healthcare
Beebe Healthcare Selbyville
Inspira Medical Center Mullica Hill
Inspira Medical Center Vineland
Jefferson Einstein Philadelphia Hospital
Jefferson Washington Township Hospital
Thomas Jefferson University Hospital
TidalHealth Nanticoke
TidalHealth Peninsula Regional Medical Center
Trinity Health Saint Francis Hospital

New Jersey

Specialty Care

Deptford
Deptford (Surgery Center)

Maryland

Specialty Care

Salisbury

Georgia

Speciality Care

Brunswick
Valdosta

Florida

Hospital

Nemours Children's Hospital, Florida (Orlando)

Primary Care

Alafaya
Celebration
Clermont
Horizon West
Indialantic
Kissimee
Lake Nona
Maitland
Oviedo
Oviedo South
Palm Bay
Sanford
Sebastian
St. Cloud
The Villages
Vero Beach
Windermere
Winter Haven

Specialty Care

Bonifay
Daytona Beach
Fleming Island
Walton Beach
Jacksonville
Jacksonville South
Lake City
Lakeland
Lake Mary
Lake Nona Medical City
Melbourne
Narcoossee Road
Nocatee
North Vero Beach
Oak Street
Old St. Augustine Road
Panama City
Pensacola
Port St. Lucie
Prudential Drive
Prudential Drive II
Sebring
Southeast Pensacola
Tallahassee
Winter Garden

Primary & Specialty Care

Downtown Orlando
Lake Nona Boulevard

Urgent Care

Narcoossee Road
Osceola
Waterford Lakes

Florida Collaborating Hospitals

Ascension Sacred Heart Emerald Coast
Cleveland Clinic Indian River Hospital
Cleveland Clinic Tradition Hospital
HCA Florida Capital Hospital
HCA Florida Osceola Hospital
HCA Florida Oviedo Medical Center
Lakeland Regional Health
Studer Family Children's Hospital at Ascension Sacred Heart
UCF Lake Nona Hospital
Wolfson Children's Hospital

Pennsylvania

Primary Care

Ardmore
Collegeville
Concordville
Exton
Gordonville
Media
Paoli
Philadelphia
Radnor
Valley Forge

Urgent Care

Glen Mills



Specialty Care

Abington
Broomall
Collegeville
Glen Mills
Malvern
Malvern (Surgery Center)
Oregon Pike
Philadelphia



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