



Nemours®

Keeping the Nemours Promise

A REPORT TO OUR COMMUNITIES



KEEPING THE NEMOURS PROMISE

Our Mission charges Nemours to “provide leadership, institutions and services to restore and improve the health of children through care and programs not readily available...”

At Nemours, our plan to do that begins before illness or injury with our integrated **Model of Care**. We begin with education through the Nemours Center for Children’s Health Media and KidsHealth. Then, add prevention in our communities with the perspective of Nemours Health & Prevention Services and literacy aided by our BrightStart! Dyslexia Initiative. In the center are Health Operations, Research and Education—staples of an academic environment providing the right combination of evidence-based health services. Two more ingredients enable Nemours to energize this powerful mix: innovation and technology.

Our **Model of Care** has gained definition from our families and experts in the field who sought the “ideal” combination of services throughout Nemours. The Model is family-centered and incorporates what we’ve found to work in guarding the healthy, joyful life experience of a child. Whether hospitalized or visiting for a check-up, children and families find a centralized, pleasant reception area where the same nurses, physicians and therapists greet them. Patient families also find advice and can report progress electronically from a remote location.

Our eye is on the best health and quality outcomes, measured and monitored according to established benchmarks. And satisfaction as reported by the children and families who have helped define the Model.

We are committed to provide the best experience we can — every time. **Your child. Our promise.**



A Letter from David J. Bailey

Healing. Learning. Discovery. Through these initiatives, the men and women of Nemours have provided hope to families for more than 72 years. Patient care, augmented by research and education, is the hallmark of Nemours and has been from the beginning. More recently, we've begun to understand ever more clearly and embrace the unique role Nemours can play in the lives of the patient families for whom we provide care and in the communities we so proudly serve.

Nemours has an ambitious vision for the future: we will be recognized as a leading children's health system, defined by being in the top five percent as measured by patient satisfaction and health and quality outcomes. This goal is not for our organizational benefit. Rather, it is to gain leverage and raise a stronger voice for children—to guard and promote their health and joy.

The critical elements of success at Nemours are organized in a strategic manner to create and continuously improve an integrated system of care so needed as a model for our country today. We have defined objectives and measure their achievement. We treat every child as if they were our own. And, we endorse no less than the highest level of service by our people who are recognized for their caring behaviors toward those we serve.

Increasingly, we reach out to link arms and aspirations with those who come to us for care or advice from our neighborhoods or around the country. We seek partners in transforming health care in Florida, the Delaware Valley and wherever the health of children can be advanced.

Sincerely,

A handwritten signature in black ink that reads "David J. Bailey, MD, MBA". The signature is fluid and cursive, with the first name "David" being the most prominent.

David J. Bailey, MD, MBA
Nemours President and CEO

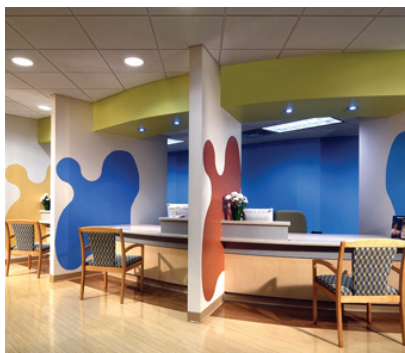




Health Operations

Nemours' strategic plan provides a powerful milestone: by 2015, Nemours will be recognized as a leading children's health system based on inclusion in the top five percent for health and quality outcomes as well as patient satisfaction. This goal effectively broadens our reach on behalf of children and strengthens advocacy efforts to raise standards of quality and service excellence everywhere.

Throughout the Nemours integrated system of care, we are committed to caring for children as if they were our own. Across geography and clinical subspecialties, from home to referring physician to hospital and back, Nemours is creating a continuum of service that produces optimal quality. Teams of employed physicians, scientists and other experts work together—along with families—achieving the best results for children.



Nemours/Alfred I. duPont Hospital for Children (AIDHC) is the northern anchor of our system, serving as a focal point for hospital and ambulatory integration with the Nemours Children's Clinic including its affiliate and satellite locations. With a similarly freestanding hospital under construction in Orlando, we will have the balancing southern anchor for our system of delivering care and enhancing health—the *Nemours Way*.

Our Clinic Practice extends Nemours' world-class care throughout Delaware and Florida, and regional locations in Pennsylvania and New Jersey offer a full range of specialized pediatric health care services. Additionally, Nemours Primary Care pediatric locations throughout the Delaware Valley ensure that no child in the area lives more than 15 minutes away from a medical home.



“As a physician dedicated to research, I’m enthused about leading the health operations at Nemours where we have so much potential to make a difference. Here, research increasingly has implications at the bedside, in the exam room and in the community.”

—Roy Proujansky, MD, Executive Vice President,
Health Operations and Chief Operating Officer

PRACTICE OVERVIEW

Every day, the professionals of Nemours Children’s Clinic, our multi-specialty pediatric group practice, serve thousands of infants, children and adolescents—nearly a quarter of a million individuals annually. Our physicians and other health professionals are among the “best” anywhere: they work together, supported by innovative technology, to ensure every patient receives accurate, skillful care and satisfying treatment with the best possible quality outcome.

In every facet of our Practice, Nemours Associates put the child first, whether it’s direct provision of health care, research to develop better treatment, education to help children reach developmental milestones or coaching to avoid the behaviors that could worsen a condition such as obesity. Our team approach to clinical care, biomedical research, disease prevention and health education unites Nemours in our quest to raise the level of care and bring peace of mind to families.

With multiple sites, Nemours is one organization: an integrated system of care and services committed to raising the bar in children’s health.

As “One Nemours,” we provide care for children through almost one million encounters annually. Our nearly 4,000 Associates and 420 physicians across more than 30 pediatric specialties join in one mission and determination to improve the lives of children.

Convenient patient access is fundamental to success and was enhanced through the consolidation of Nemours Children’s Clinic, Orlando and the opening of Nemours Children’s Clinic sites in Newtown Square and Lancaster, Pennsylvania. Our new location in Orlando brings together all Nemours clinicians under one roof, allowing for better collaboration and a higher level of service to our patients.

In the same manner, our new Clinic locations in Newtown Square and Lancaster combine outstanding physicians and state-of-the-art facilities. The convenient locations offer pediatric specialty care bringing Nemours’ quality services into the community.

Technology Enhances Safety, Quality and Satisfaction

Nemours is at the forefront of technological integration in the care of our patients thanks to the



“NemoursOne—our comprehensive, integrated pediatric medical record that crosses specialties of caregivers, geography, referring physicians and patient families—has enormous potential for improving safety, quality and patient satisfaction.”

—David E. Milov, MD, Chief, Nemours Clinical Informatics

development and use of NemoursOne. Our comprehensive electronic medical record (EMR) is enhanced by Nemours applications including NemoursLink and MyNemours. While we're proud of these innovative advancements, we are most pleased about the potential for improving safety, quality and patient satisfaction.

We achieved a new level of integration with the launch of NemoursOne, a conversion of inpatient and ambulatory applications. The launch signaled a single, electronic database with comprehensive clinical, scheduling, demographic and financial information—a feat unmatched by other pediatric health care systems.

The Nemours Children's Clinic assures the continuity of care supported by NemoursOne. Uniquely uniting all parts of the entity, this EMR crosses specialties, locations, Nemours caregivers, referring physicians and patient families. Using secured web sites, NemoursLink provides access



to a patient EMR for community-based physicians while MyNemours offers patient families access to their medical information online encouraging their participation in the child's care.

Management and continuous improvement of quality and safety for patients, their families and staff is a top priority across Nemours. Our Quality and Safety team supports the Nemours mission by assessing and improving quality and safety of all clinical care and patient outcomes. NemoursOne's enormous data storage potential promotes safety and a continual process of quality improvement.

In 2008, Nemours partnered with investigators from Yale University to research embedding recommendations from clinical practice guidelines into the electronic health record. The U.S. Agency for Healthcare Research and Quality awarded Yale and Nemours a two-year contract. Their work will focus on the management of asthma and prevention of obesity using a tool that collects key clinical information, weighs responses to determine asthma severity and level of control, and then delivers a tailored Asthma Action Plan.



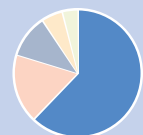
COMMUNITY IN FOCUS: ACCESS TO SERVICES 24/7

Asthma is one of the most common reasons for an emergency hospital visit. In AJ's case, it is the only reason he has ever been to the hospital. While AJ often wakes in the middle of the night struggling to breathe, one night last September the airflow to his lungs was so severely obstructed that his frightened parents called 9-1-1. The paramedics brought AJ into the Emergency Department (ED) at the Nemours/Alfred I. duPont Hospital for Children. A nurse immediately triaged him and whisked him back to a treatment room.

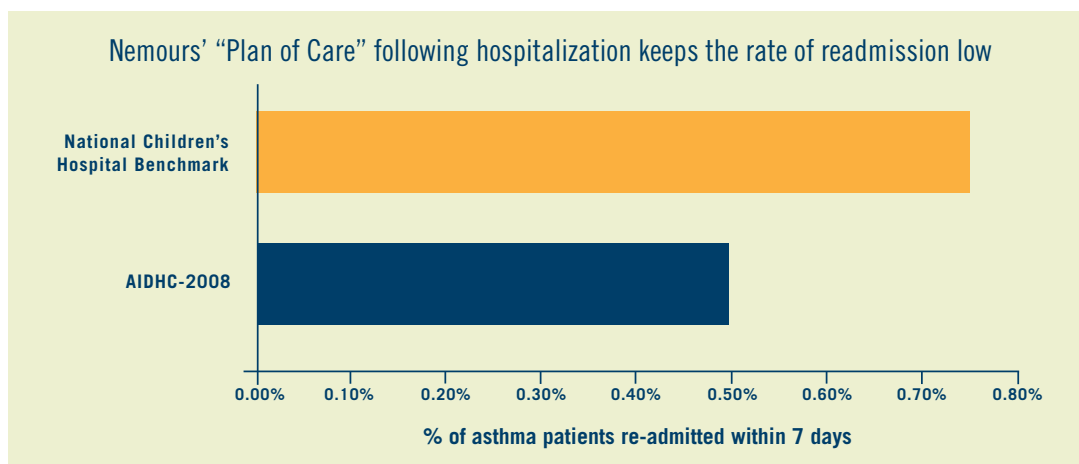
He was evaluated quickly by a resident physician, a nurse and John Loiselle, MD, Chief of the ED, as well as a respiratory therapist who began immediate treatment. The severity of AJ's attack, however, required admission to the Hospital's pediatric intensive care unit under the care of the pediatric intensivists and Aaron Chidekel, MD, staff pulmonologist. Continuing treatment and education by the therapist took effect and helped his parents realize they and AJ have the power to keep such a scare from happening again.

Upon discharge, AJ's pulmonologist used the NemoursOne electronic medical record to implement an Asthma Action Plan and communicate it directly with his primary care physician, seamlessly establishing follow-up care.

Uncompensated Medical Care
Community Benefit \$87.7 Million



Our mission calls us to improve the health of all children through care and programs not readily available, with one high standard of quality and distinction regardless of the patient's financial status.



HOSPITAL OVERVIEW

Our Northern Anchor

Nemours/Alfred I. duPont Hospital for Children (AIDHC) is a tranquil place to heal among beautifully landscaped gardens, lush lawns, sunlight and fresh air. The 200-bed teaching hospital offers intensive and acute inpatient and outpatient services in more than 30 disciplines and attracts patients from across the nation and around the world.



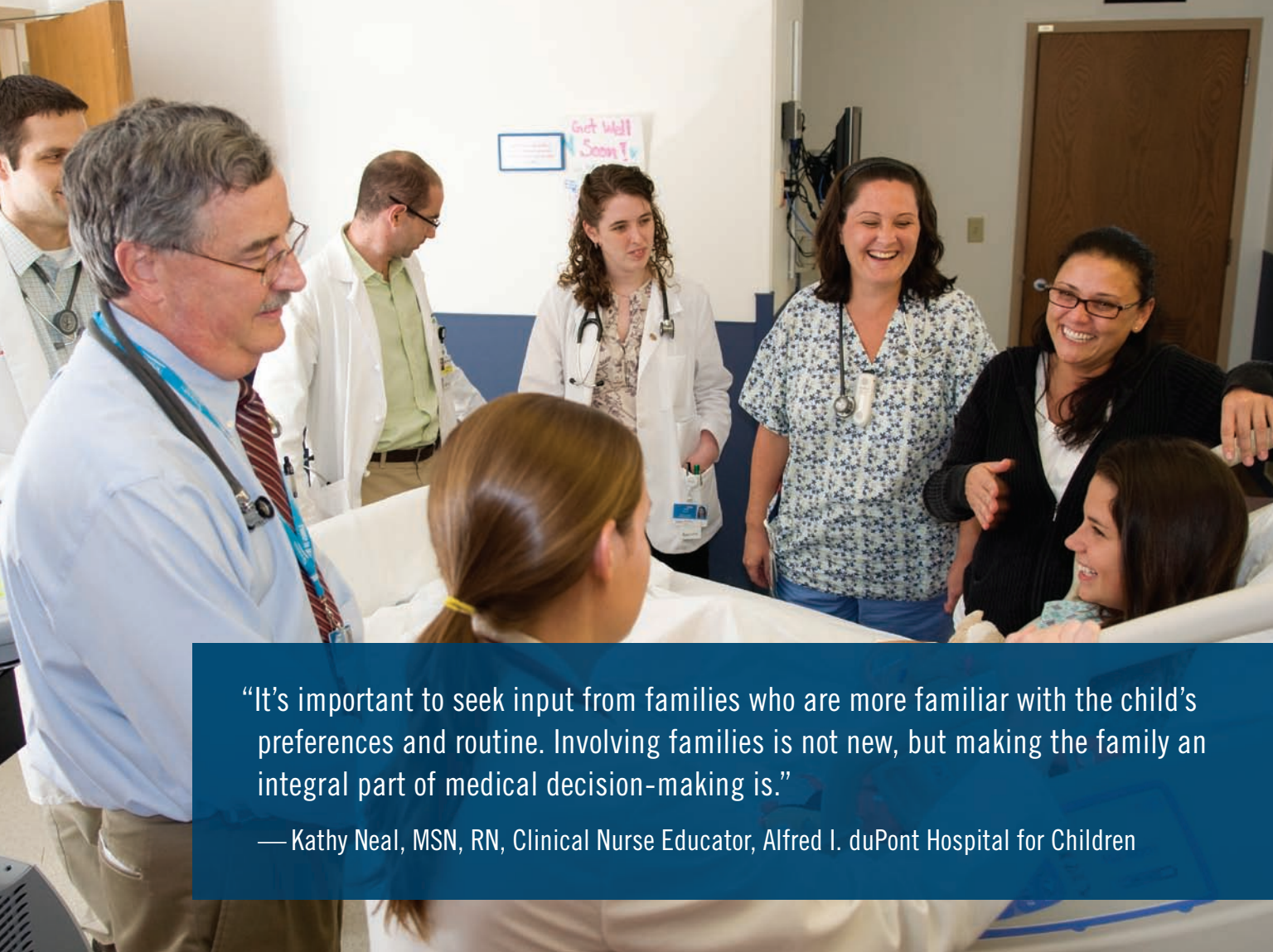
Parents magazine ranked AIDHC among the "Top 25 Best Children's Hospitals" in its influential national survey. The recognition underscores Nemours' determination to be a national leader in children's health care based on patient satisfaction, quality and health outcomes.

Nemours' ongoing commitment to improving emergency services at AIDHC has earned designation as the only Pediatric Level II Trauma Center in the state of Delaware. The effort includes several enhancements to improve delivery of care.

We expanded our helipad to accept larger helicopters, installed a 64-Slice CT Scanner providing high-quality images at a remarkable speed and added observation rooms offering comfortable facilities for our patients and families.

Nemours remains focused on the evolution of the delivery and integration of our system of care. At AIDHC, family-centered care has taken on new meaning with the inclusion of families, nurses, social workers, nutritionists, therapists and pharmacists in the physicians' daily rounds. The family-centered rounds provide the best service possible for children by involving families as an integral part of medical decision-making.

Other family-centered services include the Family Resource Center and the Ronald McDonald Family Room at AIDHC. The facility offers a place of respite and relaxation for families of critically ill children with spacious living and dining areas, a library, communications center, kitchenette, laundry, sleep rooms and showers, as well as a training center to help families learn how to care for their children at home.



“It’s important to seek input from families who are more familiar with the child’s preferences and routine. Involving families is not new, but making the family an integral part of medical decision-making is.”

— Kathy Neal, MSN, RN, Clinical Nurse Educator, Alfred I. duPont Hospital for Children

Our Southern Anchor

Nemours is embarking on a major enhancement to our system—the construction of a top-tier pediatric health care campus anchored by a children’s hospital in Orlando. The new facility will include 95 beds and feature a children’s clinic, emergency department, and diagnostic and ambulatory programs as well as education and research centers.

A recent groundbreaking at the 60-acre site brought the Nemours Children’s Hospital one step closer to reality along with the promise of an integrated health campus for improved pediatric care. Nemours’ Model of Care and holistic, integrated approach will enable improvements in

pediatric services for the children of the Central Florida region and beyond.

The groundbreaking featured Lori Paul, an Orlando resident, who knows all too well the frustration of not having needed medical facilities nearby. Almost four years ago, Lori and her husband, James, rushed to a Central Florida hospital with their 13-month-old son, Max, who was vomiting blood. They spent the night on stretchers waiting for a pediatric room. Now, with a diagnosis of cystic fibrosis, Max regularly visits the cystic fibrosis team at Nemours Children’s Clinic, Orlando, and Lori is helping ensure the new hospital meets the needs of patients and their families.



SPOTLIGHTS

Pediatric Solid Organ Transplant

“It takes a wonderful team of health care professionals to reach a milestone such as 100 pediatric liver transplants. We assembled this team at AIDHC in 2000, and I am impressed with the group’s energy and commitment to quality health care. I am proud of their great work for the children in our care. I’m also proud of our one-year survival rate of 92 percent for transplant recipients, making us one of the top three centers in the nation,” notes Stephen P. Dunn, MD, Division Chief, General Surgery and Transplantation in Wilmington.

Pediatric Endocrinology

Nelly Mauras, MD, Chief of the Division of Endocrinology at Nemours Children’s Clinic, Jacksonville, was on call one night 15 years ago, admitting three new children with Type 1 diabetes to the ICU. In one room, doctors were desperately trying to save six-year-old Collin. He was on a ventilator and had medicine to keep his blood pressure up. When Dr. Mauras saw his twin brother, she noticed his skin was

substantially lighter. “I thought of adrenal insufficiency, a disorder in which the body fails to make cortisol, an indispensable hormone that sustains blood pressure. The sicker the adrenal, the more tanned the patient,” she said.

“The staff drew a cortisol level and gave Collin intravenous steroids. I have never seen anything this dramatic—that a boy in extreme trouble completely turned around within 24 hours,” said Dr. Mauras. Collin had the mutation for a rare genetic disease affecting the adrenals and the brain. After years of careful treatment, Collin is now a normal 22-year-old who just graduated from college. His mom, a nurse manager at Mayo Clinic Hospital, says, “I don’t know if people realize how fortunate we are to have the high caliber of pediatric subspecialists in our community at Nemours. These fine physicians saved my son’s life, providing him with outstanding care and treatment from age 6 to 19.”

Pediatric Pulmonology

The Pulmonary Function Team, usually made up of Respiratory Therapists, plays a critical role with children treated by Nemours physicians for asthma or other lung conditions. They administer tests and



treatments, but they would rather educate children and families on how to manage their asthma and avoid the distress of acute flare-ups which can be threatening to those involved.

Stephanie Conway is a “graduate” from the Nemours program. By her own account she was a non-compliant teenager who did not follow her prescribed regimen very closely. This resulted in her suffering a near-death asthma attack that required her to be admitted to AIDHC’s Pediatric Intensive Care Unit (PICU) and placed on a ventilator to support her breathing. This negative experience led to a positive result. When Stephanie graduated high school she went to college to become a Respiratory Therapist. She now spends many hours educating patients and families, helping them avoid such a frightening experience.

Pediatric Blood & Bone Marrow Transplant

Ayyappan Rajasekaran, PhD, Director, Nemours Center for Childhood Cancer Research, observes, “Nemours has a fine foundation for our pediatric cancer efforts. In Jacksonville, for example, there is a fully-accredited hematopoietic stem cell

transplant program, a collaborative effort with affiliate Wolfson Children’s Hospital and Mayo Clinic, as well as a state-of-the-art proton therapy radiation program, a similar collaboration with the University of Florida.”

Dr. Rajasekaran continues, “The AIDHC unit, directed by E. Anders Kolb, MD, has gained stature as part of the continuum of care for children with cancer seen at the Hospital. Together, the programs bring the most advanced and excellent therapeutic options to children throughout Nemours and nationwide. Excellent results emanating from their treatment are proof that Nemours has the collaborative spirit and commitment to make a significant difference in the lives of children with cancer.”

Minimally Invasive Surgery

AIDHC celebrated an important event this year: the opening of two minimally invasive operating rooms. Using the latest microscopic technology, Nemours surgeons in the Delaware Valley and Florida use the same high definition video equipment to perform endoscopic and laparoscopic procedures. Surgical images are



projected to a variety of monitors around the suite, providing a view of the surgery to the entire surgical team and observers.

Michael Erhard, MD, Medical Director of Nemours Children's Clinic, Jacksonville, and a strong proponent of the technique, notes: "Children do better with smaller incisions: they feel less pain, heal more quickly and get back to a normal routine sooner."

Pediatric Gastric Banding (Lap Band) Surgery

Nemours is proud to offer the longest-running, multi-faceted pediatric obesity program in the United States. Enhancing our efforts, the adolescent bariatric program at AIDHC was one of three approved by the FDA to offer lap-band gastric banding for adolescents. Nearly 30 adolescents have undergone the surgery, including rigorous preparation—physically and emotionally. Preliminary results show a loss of well more than 1,000 pounds for the first two dozen teens. "In the context of the *Nemours Way*, this program is part of a continuum of

effort to prevent, treat and research childhood obesity," observes Sandra Hassink, MD, Director, Weight Management Program.

FUTURE PLANS

Nemours is revitalizing AIDHC in Wilmington and constructing a new hospital in Central Florida. But before designing the new facilities, we defined our new Model of Care—one that will result in top outcomes and enhanced satisfaction. We designed facilities from the ground up by focusing on what the care system and processes will look like.

Nemours is creating something special in health care—buildings that meld inpatient and outpatient activity in entirely new ways based on providing care where the patient is, instead of moving the patient to the care. The facilities will support and enable our caregivers to provide the highest quality, most efficient and effective care possible.



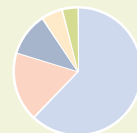
COMMUNITY IN FOCUS: ARIANE IS BREATHING EASIER

Fourteen-year-old Ariane knows all too well what it's like to live with asthma. In fact, she can hardly remember a time when she did not have to take daily asthma medications, carry her quick relievers and be on the lookout for asthma triggers.

Ariane has been under the care of pulmonologists Kevin Maupin, MD, and Kristin Van Hook, MD, at the Nemours Children's Clinic, Pensacola, for the past several years. While Ariane's asthma has been fairly well controlled, her physicians at Nemours wanted to reduce her need for quick relief medications. An opportunity to participate in a drug research study for a new, longer-lasting control medicine presented itself in 2008. Drs. Van Hook and Maupin thought Ariane would be a great candidate.

After consulting with her physicians, Ariane and her parents agreed to enter the trial. Nearly one year has passed and Ariane has shown much improvement. She is breathing easier, and her asthma continues to be under control. Ariane has even started swimming again and is "doing great."

Subsidized Health Services
Community Benefit \$5.3 Million



Nemours subsidizes health services provided in its physician practices and Clinics and Nemours Health Clinic. In 2008, nearly 6,000 low-income seniors received outpatient health services including dental, vision and hearing.



“Together, we have the honor of enhancing Nemours’ integrated pediatric health care system for the future. Our holistic model of care will improve pediatric services as well as health and quality results for the children of Florida and beyond.”

— Charles Hughes, Chair, Nemours Board of Managers — Florida

Developing our Model of Care required input from a wide range of sources including nursing executives from leading children’s hospitals, Nemours clinical and administrative leadership, representatives from the hospitality industry, families and, of course, children.

Architecture is key to the new designs. Color, light and sound are among the most notable principles creating an environment conducive to healing and good health care. Planning includes all factors important to LEED certification for “green” construction.

This progressive facilities design will consolidate and strengthen our position as a leader in pediatric health, setting the bar for the way health care is delivered in the future.

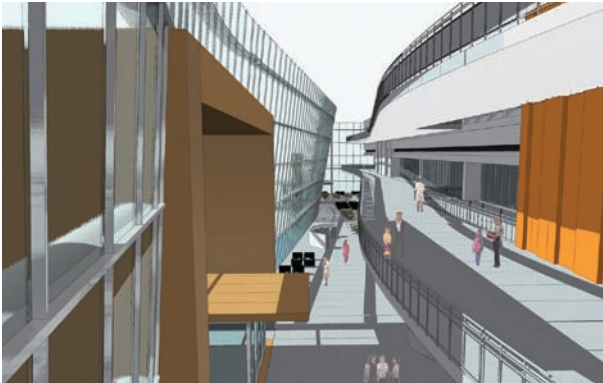
Master Facilities Plan — Delaware

In Wilmington, our plan to redesign the 25-year-old AIDHC building requires retrofitting present physical facilities to more fully support our Model of Care. Current plans call for a new inpatient pavilion that is environmentally sustainable and adaptable for future needs, expanded and renovated intensive care units, a new atrium that will likely encompass an entire side of the existing Hospital and fully renovated outpatient care areas.

We will move several medical and surgical nursing units to an all private-bed configuration in the new pavilion and will reconfigure the current nursing units into smaller groups for more flexibility.

Patients and their families will enjoy a whole series of new amenities including healing and recreation





Nemours/Alfred I. duPont Hospital for Children
Wilmington, Delaware

spaces, in-room patient portals supplying internet, TV, on-demand movies, games and health care information from Nemours' KidsHealth.org.

Master Facilities Plan — Florida

Our Nemours Children's Hospital will rest on a picturesque site in Lake Nona, integrating nature into the healing process. When the Hospital opens in 2012, it will be patient- and family-friendly and incorporate high performance, environmentally friendly and sustainable designs. Much like the lush lawns of AIDHC, the Hospital is in the center of a garden setting. The peaceful campus will feature several accessible gardens for families, patients and staff, all private-bed configuration and noise reduction techniques.

Since our sole purpose is to focus on children's health, we took the opportunity to design our new Hospital in a completely new way to fit the Central Florida community we serve. Unencumbered by geographical constraints and



Nemours Children's Hospital
Orlando, Florida

operational biases, Nemours is creating a one-of-a-kind facility that will become Florida's first new, freestanding children's hospital in more than 20 years.

The campus will improve access to pediatric care in the region and offer integrated patient-centered medical services, biomedical research, medical and allied health training, educational programs, pediatric prevention services and child advocacy programs. The campus will also include ancillary and diagnostic services, offices and support functions, totaling approximately 600,000 square feet. We designed the campus for inevitable growth including shell space in the current construction.

Within close proximity are other major medical entities: the University of Central Florida College of Medicine, Burnham Institute for Medical Research, Orlando Veterans Affairs Medical Center, M.D. Anderson Cancer Research Institute and the University of Florida research facility. The strategic location will advance Nemours' research efforts, as well as increase our role in training the next generation of pediatric subspecialists.

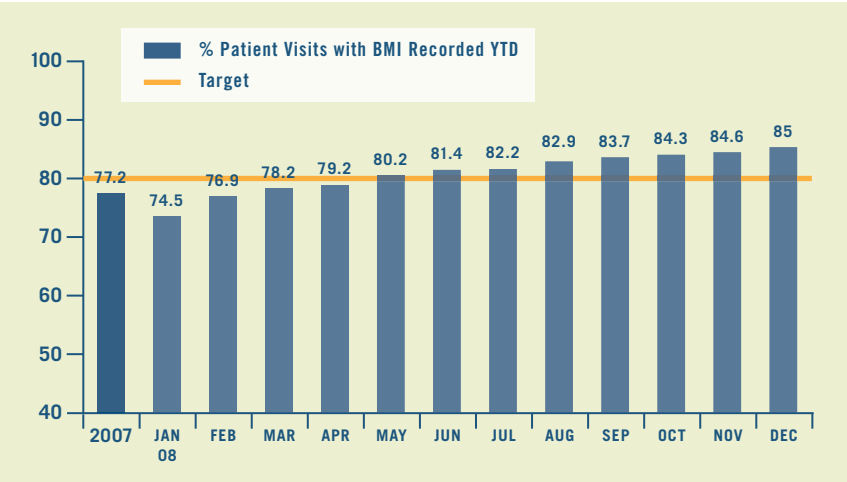


Prevention & Influencing Children’s Health

Expanding beyond the health care for which Nemours is so well known, we are in active pursuit of excellence in preventing disease in children. Nemours is developing programs and increasing knowledge to promote children’s health and prevent disease before it arises. Coupled with outstanding medical care, Nemours’ prevention services enable us to help more children in more ways than ever before. Our programs are catching and treating dyslexia earlier than ever and closing the performance gap between at-risk children and their peers. Our programs are helping Delaware’s children become the “healthiest in the nation” through promotion of our healthy behavioral prescription, *5-2-1 Almost None*.* And still other messages are reaching children, parents, teachers, physicians and nurses online and in the hospital with innovative web content and formats that present complex medical information in a digestible and entertaining format.

While many U.S. children’s hospitals and health systems have an advocacy component, Nemours is one of the few children’s hospital and health systems in the country making such an expansive and sustained investment to optimize children’s health. Our efforts are influencing the health status, physical and emotional well-being of children and are having an impact right now. In fact, our policy agenda, while ambitious, has already proven successful by incorporating physical and emotional health as key factors in how to care for children.

PERCENTAGE OF ANNUAL OFFICE VISITS WITH A BODY MASS INDEX (BMI) RECORDED IN THE EMR



Nemours has an 80% goal of capturing Body Mass Index (BMI) data for patients at least once a year. This data, stored in our EMR system, helps assess the impact of our ongoing obesity prevention initiatives systemwide.

*At least five fruits and veggies per day, two or fewer hours of screen time, one or more hours of physical activity, and almost no sugary beverages.



ACCOMPLISHMENTS

Nemours Health & Prevention Services

As Nemours' leading effort to prevent disease and disability, Nemours Health & Prevention Services (NHPS) believes that changes to policy and practice, supported by scientific evidence, have the greatest potential to transform the areas where children live, learn and play. Along with our community-based partners, we are making significant progress in implementing high impact policies and practices in every sector, especially those targeting obesity prevention.

Making Delaware's kids the healthiest in the nation is an audacious goal, but it's one we firmly believe we can achieve. In fact, our healthy lifestyle message, *5-2-1 Almost None*, has reached more than 100,000 Delaware children.

Our advocacy efforts have also had success. As Delaware developed its quality rating system for child care, Nemours worked to ensure physical and emotional health measures were included in the outcome. After a year-long collaboration,

the new food policies for children in licensed child care specify a more nutritious diet. Nemours also helped with the adoption of licensing requirements for family child care homes to limit screen time and require physical activity. The new policies put Delaware on the leading edge nationally of setting standards in child care.

Nemours Center for Children's Health Media

Broadening its original role of developing media content and programs, Nemours Center for Children's Health Media (NCCHM) is now actually enhancing health care delivery. The Center is supporting Nemours' clinical effectiveness while continuing to draw national recognition for children's health information such as a 2008 WEBBY Award and being named one of *Tech Time's* "50 Coolest Websites."

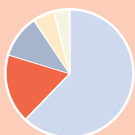
NCCHM collaborated with the Nemours Clinical Informatics team to improve patient compliance, quality, outcomes and satisfaction through virtual access. KidsHealth's award-winning content linked to clinical diagnoses and procedural terminology is featured within MyNemours, a secure, web-based program allowing patient



COMMUNITY IN FOCUS: A PARTNER IN PREVENTION

The Latin American Community Center (LACC) in Wilmington, Delaware, serves nearly 400 children in child care, after school and summer camp programs. Since forging a partnership with Nemours Health & Prevention Services in 2005, the Center has made many changes to the meal and snack menus and reduced portion sizes. Overall, the Center has a greater focus on health as a part of its high-quality care.

“We removed the soda machines and stopped serving sugared fruit juice. The kids drink water and 1% or skim milk,” said Maria Matos, the Center’s executive director. Maria said the Center follows the *5-2-1-Almost None* principles and adheres to the nutritional guidelines mandated by the state. “We don’t use any products that are fried or have added sugar, and when we serve bread or rice, it’s whole grain. We serve a lot of fresh fruits and vegetables.” In addition, Maria credits Nemours with helping staff understand portion sizes. “Nemours provided us with training and illustrations of the proper portion sizes for children at different ages. It was an eye-opener for the staff. We no longer give heaping portions, and the children eat well; they are full.”



Prevention & Influencing Children’s Health
Community Benefit **\$24.2 Million**

Nemours continues to focus on leadership and programs beyond health care, in areas of children’s health information, promotion and disease prevention in all the places children and families live, learn and play.



“Through Nemours BrightStart! our early learning specialists extend Nemours’ medical and scientific knowledge into the community, working with educators, parents and physicians to promote literacy skills and prevent reading failure, setting children on the path to reading success.”

— Laura Bailet, PhD, Executive Director, Nemours BrightStart!

families to access medical records and health history. When parents log on, they see diagnostic terminology, but are also provided links to KidsHealth articles offering context and comfort.

Additionally, KidsHealth created 125 new articles about Nemours’ most commonly performed lab and diagnostic tests, linked within MyNemours to help families understand why the tests are done and how to prepare. The patient portal has a drug database as well, for both prescription and over-the-counter drugs linked to each patient’s medication.

A new partnership with the GetWellNetwork (GWN) is enabling us to help inpatients through innovative educational videos. Together, GWN and KidsHealth created a series of programs covering a range of health topics including asthma and diabetes. The three- to five-minute videos are available through hospital room monitors and provide focused, family-friendly education on the child’s condition along with other service features. The first 40 videos, both in English and Spanish, are complete.

Our web site, KidsHealth.org, continues to be the number-one online destination for children’s


health and development with language that’s easy to understand for kids, teens and parents. In fact, the site has received more than a half-billion visits, and more than 250 hospitals (including 45 children’s hospitals) and the American Academy of Family Physicians license KidsHealth content for their own web sites.

Nemours BrightStart!

When it comes to reading difficulties, early intervention is a key to long-term success. Nemours BrightStart! is a one-of-a-kind program that seeks to level the academic playing field for young, vulnerable learners and ensure that every child has a bright start on the road to reading success.

Since 2005, Nemours BrightStart! has provided screening and intervention services to rising kindergartners, as well as tools for parents, child care experts and health professionals to promote reading readiness for children throughout Duval County, Florida.

In fact, BrightStart! screened nearly 6,200 preschoolers in Duval County in 2008 and provided more than 750 interventions.



“The work that Nemours does through KidsHealth recognizes and builds on the partnership between clinician and family in innovative and powerful ways. The need and desire for families to be part of their own care will be an enduring trend and Nemours is committed to being a leader.”

—Neil Izenberg, MD, Chief Executive,
Nemours Center for Children’s Health Media

The program recently added three mobile classrooms that enable Nemours BrightStart! programs and services to take place almost anywhere. The state-of-the-art “classrooms on wheels” are fully equipped for our unique and highly effective educational intervention.

The mobile classrooms enable BrightStart!-trained staff to provide literacy screenings and instruction for teachers and parents to help boost reading readiness for children who struggle with these skills.

By reaching into the community, we’re making it easier for parents, educators and health

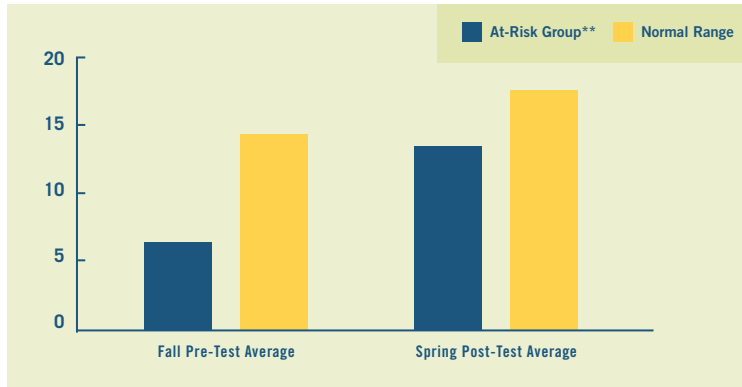
professionals to access information about the importance of literacy development for overall health, as well as the tools to help build a foundation for reading success.

FUTURE PLANS

Nemours Health & Prevention Services will reach into Central Florida thanks to a grant from the Blue Foundation for a Healthy Florida and a shared commitment to develop *Healthy Habits for Life*. The new program signals the beginning of child health promotion and obesity prevention work in Orlando.

*Neil Izenberg, MD, shows the KidsHealth.org web site amid what was innovative technology in 1910 at the Nemours Mansion.

EARLY LITERACY SKILLS SCORES 2005-2009 Combined



** The At-Risk group included children who scored below average on the Fall screening and subsequently received BrightStart! intervention before being screened again in the Spring.

Post-intervention assessments show two thirds of preschoolers identified as “at risk” of reading difficulty moved into the normal range after receiving Nemours BrightStart! early literacy instruction.

Nemours BrightStart! will continue outreach efforts in Florida thanks to our mobile classrooms. We will train teachers along the way, so the reading readiness program can grow without an increase in Nemours staff.

The first edition of the Nemours BrightStart! Early Literacy Curriculum and supporting materials will be published and introduced in several schools, along with training on its use, eventually making this effective resource

available to child-serving agencies and communities everywhere.

Similar growth will occur at Nemours Center for Children’s Health Media with the creation of more GetWellNetwork videos to complete a library of more than 180 educational modules. This department will also continue integrating KidsHealth content into MyNemours. The integration will create an even more patient-friendly process to improve health care delivery.





The Promise of Research

Research at Nemours improves the health and health care of all children. By seeking new approaches to the prevention, diagnosis and treatment of childhood diseases and educating the next generation of leaders in the fields of children's and public health, Nemours is making a difference today and establishing the opportunities to make a difference well into the future. Nemours physician scientists and collaborating PhD and PharmD scientists provide the world with translational research discoveries that can also benefit the children and families we so passionately serve.

RESEARCH STRATEGY

Nemours is undertaking a comprehensive review of our research strategy and developing an aggressive plan for the future. Our initial assessment characterized our strengths, development needs and opportunities and now serves as a springboard for the project's second phase.

Overview of Current Progress

Our research program continues to grow in size and scope; clinical questions continue to drive our efforts. From developing clinical programs offering diagnostic tests for pediatric diseases to services enhancing quality of life for our patients, to clinical research bringing new therapies to our patients, our research programs are meeting clinical needs. Our growing research capability is a critical benefit to our patients' well-being, a strong physician-scientist mentoring program and scientific discoveries for the community.

NEMOURS RESEARCH CENTERS OF EXCELLENCE

- Pediatric Lung Research
- Pediatric Research
- Pediatric Auditory & Speech Sciences
- Applied Clinical Genomics
- Clinical Diagnostics
- Translational Neurobiology
- Orthopedic Research & Development
- Childhood Cancer Research
- Endocrinology, Diabetes & Metabolic Disorders
- Clinical Pediatric Pharmacology
- Pediatric Psychology Research



Currently, more than 300 active research projects and clinical trials are in progress under the direction of 100 Nemours physician-scientists, 20 PhD center directors and laboratory heads and 150 support staff in our biomedical research programs. Together, they integrate research and scholarship into all of Nemours, advancing the delivery of care.

Nemours has achieved a rapid increase in external funding for research. In fact, Nemours is increasingly competitive for funding from the U.S. National Institutes of Health (NIH) in areas ranging from diabetes, asthma and cancer, to the psychology of children dealing with chronic disease, among others.

National Accreditation

Nemours recently became only the third exclusively pediatric program in the country accredited by the Association for the Accreditation of Human Research Protection Programs, joining hospitals in Boston and Cincinnati. Accreditation offers Nemours greater visibility and a competitive advantage for our research programs.

Biomedical Research

Our system of translational medicine brings together research and clinical scientists, medical practitioners and educators, nurses, pharmacists and health prevention and clinical management experts to restore and improve the health of children.

All research activities are coordinated within defined virtual Research Centers. Nemours Biomedical Research is a focused program creating success by combining passion for improving children's health, organizational expertise, excellence and large patient volumes.

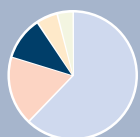
Our Research Centers of Excellence incorporate multi-disciplinary programs united to maximize impact on patient care. The Centers include research and clinical management programs, core labs and clinical diagnostic labs as well as clinical and health and prevention experts. The integrative system provides substantial synergies for solutions to clinical problems and timely application for new developments in clinical settings.



COMMUNITY IN FOCUS: RESEARCH BRINGS RESULTS

Pediatric endocrinology is a specialty dealing with both common and very rare disorders. Type 1 diabetes is probably the most recognized condition of the pediatric endocrine specialist, yet disorders of growth also top the list. Nemours' endocrinologists are extensively involved in clinical research activities, including multi-center trials of different medications used to treat hormonal problems.

"The two young men in the photo above had a rare disorder that caused a fast acceleration of their growth early on but limited their adult height potential. As young boys, both had adult height prognosis in the low five-foot range. However, we diagnosed them early. We treated them for years with novel medical therapies which we were researching in our Clinic, therapies that prevented their growth plates from fusing. Now both are over six feet tall," said Nelly Mauras, MD, Chief, Division of Endocrinology, Nemours Children's Clinic, Jacksonville. Investigating ways to delay the fusion of the bones in puberty remains an area of active investigation in Mauras' group.



Research

Community Benefit **\$15.4 Million**

We will improve children's lives through the power of discovery. But, new discoveries are not enough — Nemours integrates research findings at the bedside and exam room where they have the greatest impact on children.



“Nemours’ strategic planning process for Research provides structure to enable our vision of the future. Research is a required element in assuring that clinical care considers established evidence and has the ability to translate current scientific discovery to application at the bedside or exam room.”

— Vicky Funanage, PhD, Director, Nemours Biomedical Research

Center for Pediatric Research

Thomas H. Shaffer, MSE, PhD, Director of the Nemours Pediatric Research Center and the Research Lung Center, is the principal investigator for a Nemours Centers for Biomedical Research Excellence (COBRE) grant entitled, “Center for Pediatric Research” from the National Center for Research Resources (NCRR). Dr. Shaffer directs translational research programs to support clinical scientists and basic scientists establishing independent programs at Nemours, providing research mentorship, and increasing the number of NIH grants in the State of Delaware. The program was awarded \$10.2 million initially, received an additional \$1.4 million in supplemental funding and has the potential to progress into advanced COBRE research over future years.

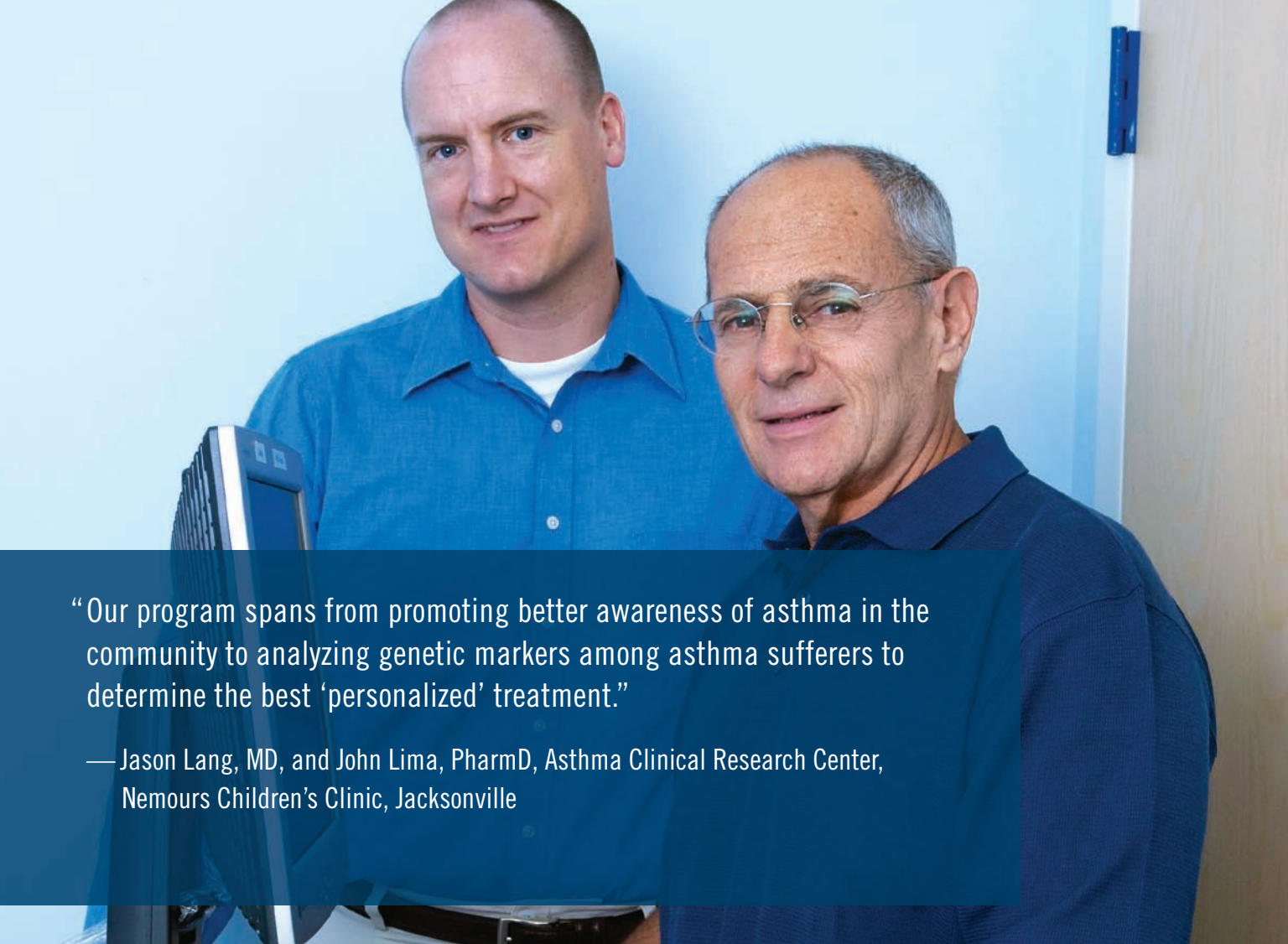
Nemours Research Lung Center

The Nemours Research Lung Center, under the direction of Dr. Shaffer, uses progressive diagnostic and therapeutic procedures and techniques in its quest to help ease the work of

breathing for children challenged by chronic lung disease. The Center takes a proactive role in developing and fostering opportunities for research in neonatal and pediatric lung disease.

The Center includes specialized respiratory testing provided by the Nemours Non-Invasive Pulmonary Evaluation Laboratory (NIPEL), useful in the diagnosis of respiratory disease. Patients come to NIPEL for assistance from throughout Nemours including the Departments of Pulmonary Medicine, Orthopedics, Pediatric Critical Care, Bone Marrow Transplant, Cardiology and Neonatology.

Dr. Shaffer and his team’s revolutionary work with the use of perfluorochemicals for liquid ventilation for respiratory distress syndrome, blood substitutes and imaging is known worldwide as is their work in developmental airway physiology and clinical pulmonary function evaluation in neonates. Additionally, NIPEL has introduced a new pulse oscillometry machine as a non-invasive way of performing pulmonary function testing on small children.



“Our program spans from promoting better awareness of asthma in the community to analyzing genetic markers among asthma sufferers to determine the best ‘personalized’ treatment.”

— Jason Lang, MD, and John Lima, PharmD, Asthma Clinical Research Center, Nemours Children’s Clinic, Jacksonville

Also reporting to Dr. Shaffer is the Nemours Aerosol Research Laboratory in Orlando, evaluating delivery of inhaled therapies to improve the lives of children with lung diseases like asthma and cystic fibrosis. The findings from the laboratory are making a difference for our patients with improved drug effectiveness and patient compliance as well as new aerosolized therapies. Of course, the results reach beyond Nemours helping children worldwide.

Nemours Asthma Clinical Research Center

Nemours is proud to be a leader in asthma research through its membership in the American

Lung Association’s Asthma Clinical Research Centers Network. The collection of 20 clinical centers across the U.S. is the largest of its kind, conducting broad clinical trials to determine the best therapies for people with asthma.

Research among the Network has led to tangible changes and improvements in the international standard of care for children with asthma. Studies have found that the flu vaccine is safe for people with asthma; a useful treatment alternative is available for patients unable or unwilling to take inhaled corticosteroids; and a simpler treatment regimen exists that is just as effective as the gold standard for treatment of mild, persistent asthma.

John Lima, PharmD, Jason Lang, MD, and Kathryn Blake, PharmD, along with other members of the team, are working together on several studies to improve asthma treatment. These studies include determining how genetic variation influences response to drug therapy, and determining if antioxidants can help obese asthmatics.

The Center's nationally recognized asthma research program is leading efforts to explore pharmacogenetics—how an individual's genetic make-up influences response to medications. “Personalized medicine” has been called the “future of medicine” and with more research in pharmacogenetics, it will allow doctors to select the optimal therapy tailored to each individual. Other anticipated study results include the effects of obesity on children's asthma, lung impairment in children with sickle cell disease and the genes responsible for the development of asthma.

FUTURE PLANS

Research Strategy

Having completed the development phase of our new research strategy, we prepare for the project's second phase. As Nemours grows external funding, a priority will be placed on research that involves cross-campus collaboration and non-duplication of effort throughout Nemours. The completed product will serve as a roadmap for research, scholarly activity, clinical care integration and medical education.

Nemours Center for Childhood Cancer Research

The ultimate goal of Nemours Center for Childhood Cancer Research (NCCCR) is to achieve 100 percent cure rate of childhood cancers with minimal side effects. Under the direction of Ayyappan Rajasekaran, PhD, NCCCR is working to create a nationally recognized center at Nemours where basic research closely complements clinical research in childhood cancers and develops strategies for cancer awareness, diagnosis and treatment.

Members of NCCCR have already secured more than \$1 million in grants including a study on the mechanism of increased function of growth factors in cancer cells and a study on a new approach to treat neuroblastoma. Other potential research projects include medulloblastoma, lymphoma, leukemia, Wilms' tumor and osteosarcoma.

NCCCR is establishing a Pediatric Tumor Bank, one of only a few in the United States. The bank will be a collection of tissue samples from cancer patients across Nemours that will allow researchers to identify biomarkers for early diagnosis of disease, predict disease progression and track treatment outcomes.

Additionally, the Center will work to achieve a COBRE grant from NIH to excel in pediatric cancer research. NCCCR will become one of the nation's pediatric cancer drug screening and discovery centers using high throughput screening. The program will also look to integrate cancer clinical trials throughout Nemours.



Education & Training of Health Professionals

A focus on education is a requirement for a health care system intent on being among the best in the country. At Nemours, we value education as a primary tool to improve outcomes for children everywhere. Our educational efforts provide support to our Associates, train the next generation of pediatric subspecialists and reach beyond the walls of Nemours to assist health care professionals throughout the world.

Education partnerships are an important aspect of our system and allow us to teach the profession’s future specialists while gaining access to new talent and enthusiasm. Nemours is proud to work with our academic partners to train more than 1,000 residents, medical students and fellows. This next generation is primarily affiliated with Thomas Jefferson University, Mayo Clinic School of Medicine, and the University of Florida and growing relationships with developing medical schools. Research affiliations bring another range of collaboration.

NEMOURS CHILDREN’S CLINIC 2008 TRAINEES BY LOCATION

FLORIDA	Resident	Fellow	TOTAL
Jacksonville	193	9	202
Orlando	12	1	13
Pensacola	23	0	23
DELAWARE	Resident	Fellow	TOTAL
Wilmington	290	52	342
TOTAL	518	62	580

Nemours is intent on creating an environment of scholarship. This helps teacher, student and patient alike, as we stay abreast of advances in medicine and science to continue to offer the best quality experience.

Our nation is facing a serious shortage of pediatric subspecialists—the very doctors needed to care for a child most in need of expert care. The need varies by geography and subspecialty, but with some disciplines, there are fewer physicians ready to enter the field than those retiring. More than ever, Nemours is making a unique contribution to children and pediatric medicine, with 62 fellows now in training and more positions under consideration.

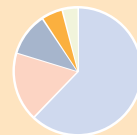


COMMUNITY IN FOCUS: TRAINING FELLOWS TO MEET COMMUNITY NEED

The Nemours/AIDHC Emergency Department developed its first fellowship program in 1996. In fact, the field of Pediatric Emergency Medicine remains young with board certification first offered only as recently as 1992. As AIDHC grows as a trauma center and we watch our patient volume increase yearly, we recognize the increasing demand for well-trained, highly qualified physicians both at Nemours and throughout the country.

As an academic institution, education remains a top priority of every physician in the division. We take pride in producing the next generation of practitioners in the specialty. Thus far, we have 10 graduates from the emergency medicine fellowship who hold various positions in premier institutions throughout the country, including ours. Fellows from our program have been very successful clinical researchers and have numerous publications in this field. Furthermore, our graduates' board-pass rate is well above the national average.

Education & Training of Health Professionals Community Benefit **\$7.9 Million**



We value education as a primary tool to improve outcomes for children. Nemours will continue to train the next generation of pediatric specialists and provide education programs for internal and external health professionals.



ACCOMPLISHMENTS

Fellowship Training

Even in the early days of the Alfred I. duPont Institute, the orthopedic fellowship program was among the most respected educational processes for research, training and practice in addressing the conditions so limiting to a child at that time. This tradition continues to bear quality results, bringing a continuing stream of resources to a field generally underserved with well-trained young physicians.

The effort to enhance our pediatric subspecialty fellowship training continues to prosper with an increase in the number of fellows this past year. We also added fellowships in Endocrinology, Anesthesia and Neurology, joining subspecialties such as Critical Care, Emergency Medicine, Gastroenterology and Rheumatology, among others. Program directors from Delaware and Florida meet monthly to discuss issues about pediatric subspecialty training and review oversight and planning for all graduate subspecialty training.

PedsEducation.org

PedsEducation.org, Nemours' own web-based continuing medical education (CME) program, offers free online courses and lectures to those in the field of pediatrics. The site continues to grow in scope and participation. Currently, 163 presentations are available for 103.5 hours of American Medical Association Certified CME credit with nearly 6,000 registered users receiving more than 7,000 certificates annually.

NEMOURS TRAINS MORE THAN 60 FELLOWS IN VARIOUS DEPARTMENTS THROUGHOUT THE YEAR

DEPARTMENT

Allergy	Gastroenterology
Anesthesiology	Neonatology
Behavioral Health	Neurology
Cardiology	Orthopedics
Critical Care	Otolaryngology
Emergency Medicine	Rehab Psychology
Endocrinology	Rheumatology
Endocrinology Research	Urology



“Our nation is facing a serious shortage of pediatric subspecialists. More than ever, Nemours is making a unique contribution to children and pediatric medicine, with more than 60 fellows now in training and more positions under consideration.”

— Pamela Arn, MD, Director, Nemours Medical Education,
Division Chief, Genetics, Nemours Children’s Clinic, Jacksonville

InfoLink

InfoLink is Nemours’ application that integrates the EMR or provider laptop with online knowledge resources and library databases. It strengthens Nemours’ ability to deliver safe, quality, evidence-based health care through state-of-the-art technology. InfoLink is the primary clinical support tool used in teaching evidence-based medicine at Nemours, integrating Nemours’ clinical applications and the best available medical evidence at the point of patient care.

The system provides access to Nemours’ knowledge resources including online medical subscriptions, library holdings and reflective exercises that facilitate CME. Ultimately, the best source may be Nemours’ own data warehouse of information gathered, measured and analyzed to create standards for consideration in treating a child in comparable circumstances.

Nemours continues to tailor and expand the array of electronic library resources available through InfoLink. The goal is to make resources

available in a seamless fashion for clinicians to access and use internal and external sources of evidence as we continue a cultural shift towards effective use of evidence.

Leadership Training at Nemours

Nemours is harnessing our collective knowledge and power to enhance our growth as a health care system. Curriculum presented at Leadership Development Institutes is followed up by consistent practice. The training provides tools to guide our organization and helps us become a higher performing Nemours for those we serve.

FUTURE PLANS

By their nature, education and the quest for knowledge are eternal. At Nemours, we embrace this tenet as we teach and train our Associates.

In 2009, Nemours leadership will develop a comprehensive plan and process for evaluating fellowships with an eye toward program expansion. The program relies on the power of partnership: between our attending faculty and their residents and between Nemours and our academic partners.



Community Engagement

Our founder and benefactor Alfred I. duPont firmly believed that, “it is the duty of everyone in the world to do what is within his power to alleviate human suffering.” Mr. duPont certainly did his best to alleviate that suffering throughout his life and through the legacy of Nemours. We are grateful for his foresight and compassion. Every day, the Associates at Nemours live out Mr. duPont’s philosophy by treating every child as if they were our own.



Alfred I. duPont

To do this, we reach out to the communities where we live and work, providing health care but also reaching beyond health care, in areas of children’s health information, promotion and disease prevention in all the places children and families live, learn and play. At the same time, we are fortunate that so many in the same communities reach back, offering support and encouragement through partnerships, affiliations, donations and volunteering.



Nemours Health Clinic

Mr. duPont was concerned with all human suffering, so in his will, he provided funds from The Nemours Foundation to offer care and services specifically for seniors.

Since 1981, the Nemours Health Clinic has provided outpatient health services for thousands of seniors throughout Delaware. These services are delivered with the same

brand of warmth, compassion and respect with which our dedicated Associates provide to the children and families served by Nemours.

In 2008, nearly 6,000 low-income seniors received outpatient health care services generally not covered by Medicare or private insurance programs through the Clinic. Services included dental care, eye examinations and eyeglasses as well as hearing tests and hearing aids.



Broader Communities

Nemours physicians, nurses and other scientists are active with national, regional and local health community organizations, societies and journals. Several physicians serve on national boards or influential specialty committees of the American Academy of Pediatrics nationally and

regionally. Several researchers serve as members of review panels of the National Institutes of Health. Many serve in advisory roles with medical schools beyond Nemours' affiliates, such as Louanne Stratton, PhD, RN, Chief Nurse Executive, who serves at Drexel University and the University of Delaware.



A REGIONAL RESOURCE FOR FAMILIES

The Northeast Florida Pediatric Diabetes Center is a collaboration between Nemours Children's Clinic, Jacksonville and our affiliate, Wolfson Children's Hospital. "As the only pediatric diabetes center in Northeast Florida, we serve patients and families from Northeast and Central Florida as well as Southeast Georgia," notes Larry Fox, MD, Nemours Pediatric Endocrinologist and Medical Director of the Center.

The Center's team includes certified diabetes educators, registered nurses and dietitians, as well as Nemours pediatric endocrinologists who provide 40 hours of one-on-one instruction per family for children recently diagnosed with Type 1 diabetes, helping them understand the diagnosis and building confidence with the care required to successfully manage diabetes.



WORKING TOGETHER TO IMPROVE ASTHMA AWARENESS

The Community Asthma Partnership was established in 1992 to combat the potentially life-threatening effects of asthma and to help children with difficult-to-manage asthma stay out of the ER. The program began as a grassroots coalition of volunteers, including Kathryn Blake, PharmD, Senior Research Scientist, Nemours Pediatric Pharmacology Research, Nemours Children's Clinic, Jacksonville, and today is staffed by Nemours' affiliate Wolfson Children's Hospital and led by Medical Director David Schaeffer, MD, who also serves as Division Chief, Pediatric Pulmonology, Nemours Children's Clinic, Jacksonville.

Now known as the Community Asthma Partnership at Wolfson (CAPW), the program has expanded its outreach throughout Northeast Florida to include asthma education in schools and child care centers, training for pediatricians and their office staff, and in-home visits by licensed respiratory therapists at no charge to families with difficult-to-manage asthma.

Just a few examples of the positions Nemours Associates hold in our broader communities provide perspective:

- Sam Gidding, MD, Editorial Board, *Circulation*
- Tim Wysocki, PhD, Associate Editor, *Journal of Pediatric Psychology*
- Nelly Mauras, MD, reviewer of 11 journals, including the *New England Journal of Medicine and Pediatric Research*
- Sandra Hassink, MD, Chair, Obesity Leadership Workgroup, American Academy of Pediatrics
- Eric Sandler, MD, American Cancer Society, Florida Division Chair
- Deena Breecher, MSN, RN, CNS, member of the National Emergency Nurses Association board

Several Associates are leaders in Florida Children's Medical Services, a statewide program. And Nemours' medical leadership and medical direction provide benefit for camps, schools and other state and community efforts for children with asthma, sickle cell, diabetes and cancer, as well as efforts in the areas of psychology, prevention and dyslexia.

Advocacy

To affect health care and promote healthy lifestyle changes, Nemours has taken a more active approach to advocacy. An exciting step forward has been the formation of Nemours Office of Child Health Policy and Advocacy in Washington, D.C. Nemours has an excellent opportunity to impact children's health advocacy at this time, especially with Congress poised to pass health reform legislation.



“Sometimes I think that everything I have done in my life until now was preparing me for my work with Nemours; it’s a pleasure and a privilege.”

— Richard Christopher, Vice Chair, Nemours Board of Directors
and Member, Nemours Board of Managers — Delaware

Nemours and our allies have urged Congress to favor health care coverage for all children that promotes healthy development including preventive and primary care; a medical home for children linking them with community services; greater investment in population-level child health promotion and disease prevention; and greater investment in efforts to improve child health quality and health outcomes.

At the state level, Nemours participated in the 14th Annual Florida Children’s Week in Tallahassee this past spring. As a sponsor, Nemours welcomed thousands of children’s advocates to Florida’s Capitol. The effort included sponsorship of the “Capitol Steps for Kids” Pedometer Challenge during the 2009 Florida Legislative Session to recognize and highlight children’s issues.

Florida and Delaware Chartbooks

Nemours partnered with the University of South Florida, All Children’s Hospital and the Agency for Healthcare Administration to fund the development of the *Florida Chartbook: A Compilation of Current Research and Data Regarding Children’s Health and Health Care Quality*. The Chartbook shares data and information about the state of children’s health.

A similar series in Delaware began in 2006 with the release of Chartbooks that include data focused on the state of childhood overweight and emotional and behavioral health.

With the release of the Chartbooks, our goal is to stimulate action and discussion that will ultimately improve the health of children.





“Nemours continually seeks to expand services to the communities we serve. In the 1990s, when there was a severe shortage of primary care pediatricians in Delaware, we established practices in underserved areas across the state. Now, every child in Delaware can have a medical home.”

— Kathleen Wilhere, Chair, Nemours Board of Managers — Delaware

Nemours Pediatric Partners

Nemours’ newest community-based partnership, Nemours Pediatric Partners at Lancaster General Health, began in January 2008. This partnership enables children to receive advanced pediatric care, close to home whenever possible, with seamless transfer of care to Alfred I. duPont Hospital for Children when necessary. We work with community physicians to offer advanced treatment in specialties such as pediatric cardiology and pulmonology, and Nemours specialists provide inpatient care at Lancaster General Hospital.



Lancaster General Health is one of six of Nemours’ health system partners in the Delaware Valley. Each partner presents unique opportunities to connect Nemours with 1.2 million children including 30,000 new babies born at partner hospitals. Lancaster’s neighborhood-based specialty care clinic is one example where Nemours extends services that may otherwise be unavailable to children in need.

NEMOURS PEDIATRIC PARTNERS AND AFFILIATES

- | | |
|--|---|
| - AtlantiCare
Egg Harbor Township, New Jersey | - Sacred Heart Children’s Hospital
Pensacola, Florida |
| - Christiana Care Health System
Wilmington, Delaware | - Thomas Jefferson University Hospital
Philadelphia, Pennsylvania |
| - Lancaster General Health
Lancaster, Pennsylvania | - Virtua
Marlton, New Jersey |
| - Bryn Mawr Hospital
Bryn Mawr, Pennsylvania | - Wolfson Children’s Hospital
Jacksonville, Florida |



Nemours Partnership for Children's Health

In 2008, our generous donors gave more than \$2.6 million to improve patient care, advance discoveries in research and provide resources for health, education and prevention initiatives that benefit the patients, families and communities we serve. Nemours thanks all of the individuals, corporations and businesses, foundations and organizations who contributed to improve the lives of children. For more information visit nemours.org/give.

AstraZeneca—Corporate Partner

The U.S. headquarters of pharmaceutical giant AstraZeneca is only a stone's throw from the gates of the Alfred I. duPont Hospital for Children. The company has certainly been a good and generous neighbor.

AstraZeneca contributed \$50,000 to the Nemours Partnership for Children's Health to help develop *The Body Theater* located in an outpatient waiting area. *The Body Theater's* centerpiece is a 50-inch, flat-screen display that

EXPANDING EFFORTS TO IMPROVE LITERACY

Nemours BrightStart! mobile classrooms recently rolled into Orlando, Florida, to Nap Ford Community School. BrightStart!-trained staff provided early literacy screenings for the school's rising kindergartners, looking for potential signs of reading difficulties.

Training with Nap Ford's staff will continue, as Nemours BrightStart! instructs teachers and parents on strategies to help boost reading readiness for children who struggle with these skills.

Nap Ford Principal Jennifer Porter-Smith is enthused: "To be able to identify some of the precursors that lead to reading difficulties is exciting, but to have a plan for intervention that will help children? That's the piece of the Nemours program that appeals to me."





HEALTHY KIDS, HEALTHY COMMUNITIES

Hospitals for children play a critical role in improving the health of children and families in the communities they serve. Nemours is proud to serve as a trusted resource for health education in the Delaware Valley.

Our community education department reaches out to more than 11,000 school-aged children each year teaching them how the human body works and why healthy eating and exercise is so important. Stuffedie®, an interactive seven-foot doll, is a frequent school visitor. The doll has a zipper in front that allows students to peek inside at the soft sculpture organs. The program also introduces the children to Nemours' *5-2-1 Almost None* lifestyle program.

Another area of focus is infant mortality. Delaware ranks 44th in infant mortality, with 8.3 deaths per 1,000 live births. Nemours is collaborating with groups such as the Delaware Adolescent Program, Inc. and the State of Delaware Child Death, Near Death and Stillbirth Commission to find solutions to this alarming problem.

features child-oriented content about health through video, games, fun quizzes and mystery pictures.

“We wanted to connect with a credible organization that shares a strong commitment to helping improve patient health,” says Tyrone Jones, AstraZeneca’s Director of Corporate Community Alliances, Alliance Development and Stakeholder Relations. “Anything we can do to support outreach and awareness efforts strengthens the capacity of both organizations to build healthier communities.”

Kohl’s—Corporate Partner

Each quarter, through the Kohl’s Cares for Kids® program, Kohl’s sells special books and toys for \$5 at more than 1,000 Kohl’s stores and online at Kohls.com.

The company donates 100 percent of the net profits to children’s health and educational opportunities nationwide. AIDHC is thankful to have received more than \$257,000 over the last three years to support Stuffedie®, our larger than life interactive health doll, and Trauma/Injury Prevention Programs that teach children and families how to be safe. AIDHC will receive more than \$115,000 this year to continue the Trauma/Injury Prevention program.

In addition, Kohl’s Associates participate in all kinds of community events, from carnivals and walks to the annual Nemours-sponsored “Safe Kids Day.” For each five-Associate team volunteering for three hours, Kohl’s donates an additional \$500 to the Hospital.

“There is no greater gift than what you can do for a child with your contribution. You can improve the ability of kids to grow up normally and have a chance at a better quality of life. How could you not want to support that?”

—Xavier DeCaire, Wilmington, Delaware, Member, *The Nemours Society*



Ronald McDonald House

Despite the cool temperatures, rain and hailstorm, the 20th Annual 5K Run/Walk for Ronald McDonald House of Delaware (RMHD) attracted more than 350 participants. A partner in helping children and families facing chronic and serious illnesses, Nemours sponsored the event which finished on the grounds of Nemours Mansion & Gardens. We are grateful for the partnership with RMHD whose services support patient families receiving treatment at Nemours.

Healthy Lifestyle and Activity Series

In partnership with Orange County Parks & Recreation, Nemours launched a healthy lifestyle and activity program for families in Central Florida. The 10-week program targeted underserved areas in Central Florida featuring the Nemours Health & Prevention Services’ 5-2-1-Almost None message. Each session was facilitated by a Nemours nutritionist and social worker and included Orange County employees who engaged families in fun, physical activities.

UNITED TO DEFEAT CHILDHOOD OBESITY

Nemours physicians, Donald George, MD, and Jonathan Evans, MD, are fighting obesity in Jacksonville as part of a community-wide plan funded by the Blue Foundation called, *2009 Healthy Kids, Healthy Jacksonville: A Community Call to Action*.

Co-chairs, Drs. George and Evans led a team of more than 100 health partners including scientists, clinicians and community leaders to develop a working list of proposals to reduce childhood obesity. The group came up with many community-based recommendations including healthier school lunches, community education and tax incentives for grocers in underserved neighborhoods.

Acknowledging that obesity has lasting effects on children and the community, the coalition will encourage grassroots advocacy and policy change.





Stewardship

Nemours is unique among pediatric health care systems, providing treatment, care, health information and prevention services that form a continuum of care aimed at achieving our vision of freedom from disabling conditions. We are also unique in our ability to respond to extreme economic conditions without impacting the quality of the services within our continuum of care. Alfred I. duPont envisioned a world where all children could receive top-notch medical care, especially children disabled in some way.

THE NEMOURS FOUNDATION

Condensed Combined Balance Sheets – December 31, 2008 and 2007

(Dollars in thousands)	2008	2007
ASSETS		
Current assets	\$ 257,636	\$ 269,239
Non-current assets	536,762	502,399
Total unrestricted assets	794,398	771,638
Restricted assets	332,590	491,455
Total assets	\$ 1,126,988	\$ 1,263,093
LIABILITIES AND NET ASSETS		
Current liabilities	\$ 82,601	\$ 120,405
Non-current liabilities	300,396	172,609
Total liabilities	382,997	293,014
Net Assets		
Unrestricted	\$ 411,782	\$ 478,625
Temporarily restricted	327,848	487,498
Permanently restricted	4,361	3,956
Total net assets	743,991	970,079
	\$ 1,126,988	\$ 1,263,093



“Even during these challenging economic times, Nemours remains committed to restore and improve the health of children: Your child. Our promise.”

— Robert D. Bridges, CPA, Executive Vice President,
Enterprise Services and Chief Financial Officer

At Nemours, we demonstrate sound stewardship by staying true to Mr. duPont’s vision. Continued strong operating performance during these challenging economic times has allowed for continued investment in strategic initiatives that support the mission and further position Nemours to be in the top five percent in patient satisfaction and health and quality outcomes by 2015.

THE NEMOURS FOUNDATION

Condensed Combined Statements of Operations – Years ended December 31, 2008 and 2007

(Dollars in thousands)	2008	2007
Net patient service revenue	\$ 495,880	\$ 452,582
Contributions from the Alfred I. duPont Testamentary Trust	137,820	132,420
Other income	30,632	50,044
Total revenue and other support	664,332	635,046
Total operating expenses	634,620	570,936
Operating income	29,712	64,110
Non-operating expenses	(385)	(293)
Pension liability adjustment	(96,170)	(28,698)
Decrease in unrestricted net assets	\$ (66,843)	\$ 35,119



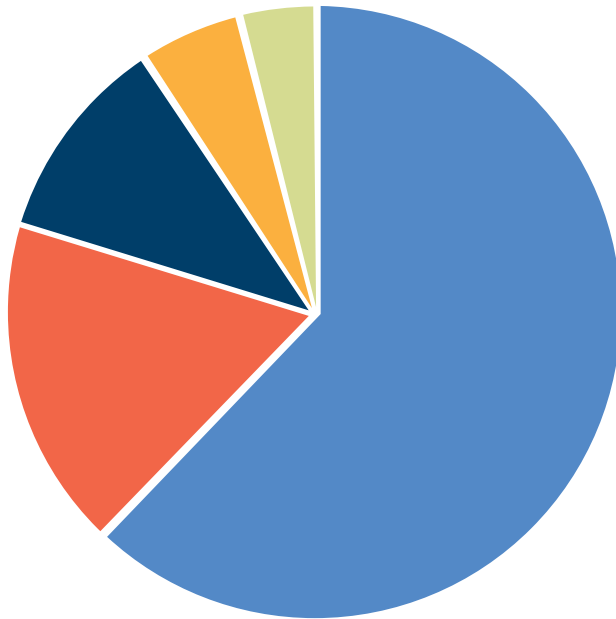
COMMUNITY IN FOCUS: DIANA'S DREAM JOB HELPS FAMILIES AT NEMOURS

When offered the opportunity to advise and counsel families whose children need the services of Nemours, Diana Estevez knew she found her dream job. When asked why she likes being Lead Financial Counselor, Diana said, “The fact that we actually take the pressure away; the financial worry from parents who may have so many other burdens.”

She tells of one occasion when a child who needed attention for a painful fracture sat with his dejected father. Dad thought he knew the rules—no insurance, no job, no access to services. But Diana told him, “I think we can help you. We have a Nemours Financial Assistance Program.” The father of eight, recently unemployed, sat a little straighter and looked reassuringly at his son. Diana believes trust begins with the first encounter and extends to everyone.

Diana, fluent in English and Spanish, knows staying close to community providers is important. “They know we have a flexible program to fit temporary needs until Medicaid kicks in.” Government programs have limits on services and insurance programs can have high deductibles or exclusions for “cosmetic” services such as fashioning a missing ear (seen as very necessary by a child and family).

“It is our pleasure to work personally with families. We get to know their circumstances. We also advise them on state programs and charity programs. All of the counselors want to assure each family that Nemours wants to help,” summarized Diana.



2008 Total Community Benefit \$140.5 Million

Uncompensated Medical Care	\$87.7
Prevention & Influencing Children's Health	\$24.2
Research	\$15.4
Education & Training of Health Professionals	\$7.9
Subsidized Health Services	\$5.3



“It feels right and personally satisfying to perform my work with children as part of the cardiac team at Nemours. Here, I

am able to do what’s best for the child and family, and the organization makes that possible. Our cardiologists have reached into the community to raise the level of medical support for newborns in neighboring areas, and that makes a real difference.”

— Christian Pizarro, MD, Division Chief,
Pediatric Cardiothoracic Surgery, AIDHC

Uncompensated Medical Care

Nemours’ services classified as “charity care” or where the recipient could not afford services or lacked adequate health insurance, totaled \$5.8 million in 2008. Nemours also covered the costs in excess of government payments for services provided from Medicaid and other public health program beneficiaries of approximately \$60.6 million, with an additional \$21.3 million in uncollected patient care charges written off by Nemours.

Prevention & Influencing Children’s Health

During 2008, Nemours continued to focus on leadership and programs dealing with not just health care, but also areas of children’s health promotion and disease prevention. Through



“Of greatest importance to families and children we serve are the quality outcomes Nemours delivers in an individualized, integrated, culturally sensitive manner. This singular focus on what is produced for the child is both differentiating and transformational within the health care industry.”

— David J. Bailey, MD, MBA, Nemours President and CEO

Nemours Health & Prevention Services, Nemours Center for Children’s Health Media, Nemours BrightStart! and others, Nemours subsidized prevention and children’s health programs in excess of **\$24.2 million** in 2008.

Research

Nemours continues to improve children’s lives through the power of discovery. But new discoveries are not enough—we are integrating research findings at the bedside and exam room where they have the greatest impact on children. In total, Nemours subsidized health research in excess of **\$15.4 million** during 2008.

THROUGHOUT THE SYSTEM IN 2008, NEMOURS PROVIDED CARE FOR:

Total Outpatient Visits: **591,191**

Unique Patients: **247,195**

Surgical Procedures: **54,856**

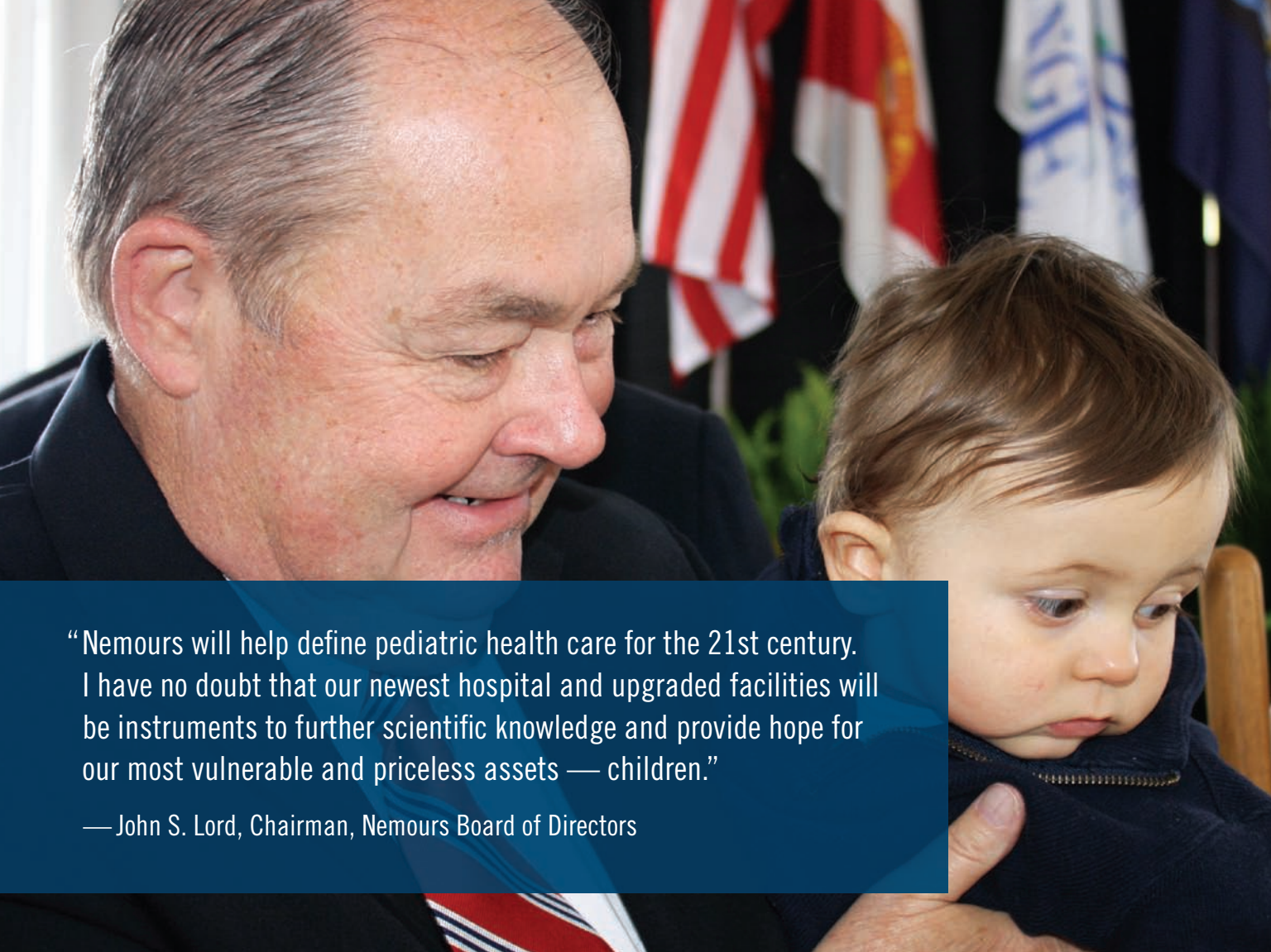
New Patients: **99,193**

Education & Training of Health Professionals

Nemours continues to train the next generation of pediatric specialists through affiliations with Thomas Jefferson University, the University of Florida, the Mayo Clinic Medical College and others. In 2008, Nemours hosted 518 residents and more than 500 medical students while providing fellowship rotations for more than 60 physicians. Nemours supported education and training programs for health professionals of nearly **\$7.9 million**.

Subsidized Health Services

Nemours subsidizes health care services provided in its Physician Practices and Clinic locations in the amount of **\$5.3 million**. In addition, nearly 6,000 low-income seniors in the State of Delaware received a variety of outpatient health care services including dental care, eye examinations and eyeglasses, as well as hearing tests and hearing aids at the Nemours Health Clinic.



“Nemours will help define pediatric health care for the 21st century. I have no doubt that our newest hospital and upgraded facilities will be instruments to further scientific knowledge and provide hope for our most vulnerable and priceless assets — children.”

— John S. Lord, Chairman, Nemours Board of Directors

Together, we honor the legacy of our founder Alfred I. duPont and his wish to alleviate human suffering wherever possible. In return, we are honored by the trust and confidence placed in Nemours by the patients and families we so proudly serve, guarding the health and joy of every child as if they were our own. **Your child. Our promise.**



To learn more about Keeping the Nemours Promise, visit [Nemours.org](https://www.Nemours.org).

In Perspective: Nemours Model of Care

Nemours Model of Care is the platform for our integrated system of Health Operations, Research, Education and Prevention. The technological capabilities of NemoursOne, our electronic medical record (EMR), enable the Model's potential for improved results and satisfaction. This uniquely comprehensive EMR connects Nemours experts with referring physicians and patient families regardless of location, leading to better safety, quality and efficiency. Innovation, a key ingredient, provides for the continuous evolution of our Model in order to improve the lives of children into the future. An upgraded physical environment, soothingly natural and responsive to a child's control, completes the Model.

In a practical sense, this means the latest Research can immediately be applied in Clinical Care settings, and data regarding response to therapies can be utilized in the laboratory. Prevention programs can be implemented in our Practice in addition to outreach throughout communities. Sharing our knowledge and expertise benefits children and families as well as future pediatric health care professionals through formal Education.

Our Model Brought to Life

Within this Report, we have shared several stories and highlights related to services and programs throughout Nemours, some aimed to prevent, treat and improve the condition of childhood asthma. The diagram at right depicts our Model of Care using asthma as an example. Through our Model, Nemours is working to provide an integrated system of advanced health services, prevention, research, education and information for professionals and families to improve the lives of nearly 30,000 asthmatic children seen each year at Nemours while enhancing care for asthmatic children everywhere.

It is through Nemours Model of Care that our dedicated Associates work to keep our Promise: to stand guard with parents, protecting each child's health and joy. The Model enables us to benefit from evidence—at the bedside, in the exam room, online, in the lab and in the classroom—to provide the best possible experience and outcomes for children and families we serve.

We're confident that our Model of Care will accomplish just that for every child in our care. We are optimistic that it may serve as one worthy for others to consider: an evidence-based, comprehensive, integrated system to address or anticipate every need for children to remain healthy and happy.

Your child. Our promise.



A **Level II Trauma Center**, the Emergency Department at AIDHC has staff prepared to receive, stabilize and treat patients with severe asthma attacks at any hour. Respiratory Therapists are on hand to help teach families how to successfully manage their asthma and avoid future asthma emergencies.



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With asthma, educating the patient family to keep symptoms under control is key. “My goal is to help them understand how asthma affects the body, how to manage triggers and symptoms, how medicines work with proper use, and how **prevention is the key** to feeling good every day, minimizing the need for emergency treatment.” —Bill Houston, MD, Nemours Pediatrics



Nemours supports the **Community Asthma Partnership** at Wolfson in raising awareness of asthma, helping families manage this chronic condition. Asthma management tools and training are provided for parents, kids, teachers, coaches and pediatricians, as well as asthma medications for those in need.



Nemours trains the pediatric subspecialists of the future, in increasingly short supply. The **60+ fellows** now in training serve in a range of specialties including emergency medicine and critical care. Their work includes intervention with threatening asthma flare-ups.



TECHNOLOGY

“Nemours’ early commitment to making an integrated, comprehensive electronic medical record (EMR) accessible to a referring physician and to family marks us as a national leader in this technology. The EMR increases the accuracy and completeness of records, improves the quality of care, efficiency, and—simply put—saves lives.”

—David Milov, MD, Chief, Nemours Clinical Informatics

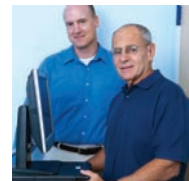
Therapists play a critical role in the children being treated for asthma. They perform "pulmonary function" tests, treatments, and educate patient families to follow a Plan of Action to manage their condition.



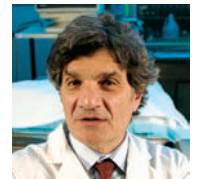
Nemours' KidsHealth and the GetWellNetwork have developed **patient education videos** in English and Spanish, including a series on asthma. The brief videos, available through children's hospital room monitors nationwide, range from "What is Asthma?" and "Asthma Triggers" to "Your Child's Asthma Action Plan."



Jason Lang, MD, Nemours Children's Clinic, Jacksonville, is a researcher in **pharmacogenetics** who looks for better methods of treatment for the patients he sees and is committed to community engagement, educating families and physicians about asthma.



Thomas H. Shaffer, MSE, PhD, a scientist of international renown, directs **Nemours Pediatric Lung Research**; the Center fosters studies of neonatal and pediatric lung disease and includes non-invasive pulmonary function testing on small children.



KidsHealth.org features asthma-related content aimed at helping parents, kids and teens understand and manage the condition. **KidsHealth in the Classroom** offers a Teacher's Guide, as well as activities for students of all ages to learn about asthma and how to deal with triggers and flare-ups.



INNOVATION

"The work that Nemours does through KidsHealth—whether online, at the bedside, through the electronic medical record, or with our other educational media tools—recognizes and builds on the partnership of clinician and family in innovative and powerful ways."

— Neil Izenberg, MD, Chief Executive, Nemours Center for Children's Health Media



**P.O. Box 5720
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Nemours.org | KidsHealth.org