



a letter from DAVID J. BAILEY

At Nemours, we've made a promise to do whatever it takes to help children grow up healthy and reach their full potential.

It's why Nemours reaches beyond the walls of our worldrenowned Hospital and Clinics and into communities where families live, learn and play. And why we proudly share with you this 2010 Report to Our Communities.

There is nothing more sacred than the trust families place in us. In all that we do, we ensure families are at the center of their

children's care. Our family-centered, holistic approach to the health and well-being of children is woven into our DNA. And it's why families from across the country turn to us for the best in children's health.

Nemours is well-positioned to meet the challenges of a changing health care landscape: our comprehensive electronic health record ensures safer, more efficient, higher quality care, in part by enabling unprecedented collaboration among Nemours doctors, referring physicians and patient families; we're building more than a million square feet of "future-proof" health care facilities in Delaware and Florida; we continue to invest in innovative use of technology and groundbreaking research; and by advancing education and child advocacy, we are serving families who may never enter our doors or know our name.

We recognize that Nemours is part of something bigger than ourselves. A passion for providing the best possible care to children in need is one of the reasons I chose the medical profession and Nemours. More than 4,000 Nemours Associates share—and are driven by—our vision of a future where all children, regardless of geography or income, will have the promise of even better days to come. Through our service, we can say that we have truly touched the future.

Sincerely,

David J. Bailey, MD, MBA

Darroy Bailey, ml)

President & CEO

"...in the years to come the influence of the Alfred I. duPont Institute... will be not only nationwide but worldwide. We can then say it is as he would have had it, and we have fulfilled his trust."

— Alfred R. Shands, Jr., MD Medical Director, Alfred I. duPont Institute Excerpt from the Dedication, June 14, 1941



a lasting LEGACY

Through a single, transformational act of philanthropy, Alfred I. duPont set in motion Nemours' journey to transform the future of children's health in perpetuity.

Could a man as visionary as Alfred I. duPont have known that more than 75 years after his death, his legacy would become one of the world's leading children's health systems?

While he might not have known the specific achievements, he established a clear and compelling vision when instructing his estate "to free children from disabling conditions." Thus Nemours' journey began in 1940 when the world-renowned Alfred I. duPont Institute, a pediatric orthopedic hospital in Wilmington, Delaware, opened its doors.

ESTABLISHING THE LEGACY

From the beginning, integration of medical care, research and teaching was essential, and the concept of family-centered care was woven into the DNA of Nemours. Thirty-five years later, the Nemours Board of Directors expanded the Institute's mission to encompass a broader range of pediatric specialty services. And the first phase of the Alfred I. duPont Hospital for Children—Nemours' flagship Hospital in Wilmington—was completed in 1979.

A BROADER VISION

Expansion throughout the Delaware Valley and into Florida has enabled Nemours to grow into the most comprehensive children's health system in the United States. Our Hospital and Clinics are staffed by the most skilled talent available. We have augmented our services to provide for an environment of research and teaching necessary for health in the 21st century.

CARING FOR THE WHOLE CHILD

Nemours' commitment to care for the health of the whole child deepens our efforts to integrate clinical care, prevention and wellness, health education and advocacy efforts in a highly advanced environment. This holistic approach enables Nemours to better meet the needs of children and families in our care and to bring forth a view of improved health services delivery for children everywhere.

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"The most important thing is that they take care of us as a family... as a whole unit. This is important because the whole family is affected by a child's chronic illness."

Lynda, Cian's mother
 Member, Nemours Children's
 Hospital Family Advisory Council
 Orlando, Florida

caring for FAMILIES

Across our health system in four states and 25 locations, we are engaged in various initiatives, including research, to continuously inform and enhance Nemours' commitment to evidence-based, family-centered care.

Families have a strong voice in shaping Nemours policies, programs, facilities and day-to-day operations.

Communication and participation form the foundation for our family-centered partnerships. These collaborations embrace patient and family knowledge, values and cultural backgrounds. They also ensure shared medical decision-making, close attention to questions and concerns, and accurate knowledge of steps necessary for the care of each child.

Incorporating these elements leads to an individualized experience that produces greater satisfaction and better health outcomes for children and families in our care today and in the future.

HEALTH CARE DELIVERY SCIENCE

New drugs, therapies and evidencebased practice will likely improve children's health outcomes. However, a limiting factor for these gains can be the quality of communication during patient visits. In 2010, Nemours launched the largest longitudinal study of clinician-parent-patient communication in pediatric subspecialty care. The study examines interactions to assess communication needs and will lead to improved treatment compliance, quality of life and satisfaction. Recruitment was on pace to enroll 25 Nemours clinicians in early 2011, along with a diverse mix of patients and families.

"TEACH-BACK" METHOD

A mutual understanding of treatment protocol is especially critical to the continuity of care required for a child with a chronic condition such as asthma. Nemours is currently conducting the only pediatric study on the "Teach-Back" Method. This approach requires health care providers to ask families to restate the recommendations discussed at the end of each clinical visit. Research will help verify the method's effectiveness in ensuring comprehension, treatment compliance and a family's confidence in their ability to manage a child's condition.

A VOICE FOR FAMILIES

Nemours Family Advisory Councils (FAC) provide a platform for patient families to present their unique and diverse needs when caring for medically fragile and/or chronically ill children. More than 60 family members, representing a broad spectrum of diagnoses and demographics, regularly meet with Nemours leaders and serve in various consultative roles on committees systemwide. Engaging the Orlando and Delaware FACs in discussions about the design and operations of Nemours' newest facilities ensures the preferences of children and families are considered.

FAMILY-CENTERED CARE // NEMOURS.ORG REPORT TO OUR COMMUNITIES 6

setting the STANDARD

As a leader in children's health, Nemours has a responsibility to provide the safest, most effective, family-centered care. As stewards of quality and safety, we've established systems to ensure we do.

We leverage our national leadership in quality and safety into broader advocacy for children's health and share expertise with other organizations and communities to help them do the same.

Today, more than 75 percent of our specialists benchmark quality and safety indicators to compare against national standards, while collaborating on methods to define and measure improvement. In 2010, Nemours outcomes in quality, safety and satisfaction were recognized by The Leapfrog Group, Consumer Reports, the Healthcare Information and Management Systems Society, U.S.News & World Report and the Studer Group.

Learn more at Nemours.org/Why Choose Us

TRACKING EVERY OUTCOME

More than 10 years ago, Nemours deployed a fully integrated electronic health record (EHR) system across campuses in four states. The system extends EHR access to every member of the care team, including referring physicians and families, resulting in better coordination of care, reduced redundancy, and improved safety and communication. Hundreds of quality of care measures are embedded in the EHR to validate our progress toward achieving the best health outcomes for children.

CARE COORDINATION

With a commitment to transparency, Nemours is moving as a collaborative force to improve clinical processes and patient outcomes. In 2010, Nemours Clinical Management Program (NCMP) launched a comprehensive effort toward improving Care Coordination* by collaborating with each Nemours specialty that is tracking quality indicators and health outcomes in the EHR. Our goal: to create Nemours Standards of Care and facilitate the practice of evidence-based medicine.

NEMOURS AMONG THE BEST

U.S. News & World Report's 2010-2011 edition of the "Best Children's Hospitals" ranked three pediatric specialties at Nemours/Alfred I. duPont Hospital for Children among the best—Orthopedics, Urology and Gastroenterology. In addition, Nemours' pediatric partner in Jacksonville, Florida, Wolfson Children's Hospital, was recognized for Diabetes & Endocrinology. U.S. News requested data from 170 pediatric centers and used survey results from thousands of physicians who were asked where they would send the sickest children.

*Coordinating care among many different providers to avoid over-, under- or misuse of prescription drugs and conflicting care plans.





U.S.NEWS & WORLD REPORT 2010-2011 "BEST CHILDREN'S HOSPITALS" RANKS NEMOURS/ALFRED I. DUPONT HOSPITAL FOR CHILDREN:

6th in Orthopedics 20th in Gastroenterology 29th in Urology

Wolfson Children's Hospital, Nemours' partner in Jacksonville, Florida, ranked 28th in Endocrinology & Diabetes

Nemours received the highest scores possible in both Quality Improvement Activities and Health Information Technology in all ranked specialties.

BIG HELP FOR LITTLE HEARTS

About two-thirds of all patients with critical heart disease are diagnosed as infants. Thanks to Nemours' technological advances and our leading specialists' connectivity throughout our referral network, we can quickly collaborate and provide consultation for fetal diagnosis and also immediately after birth. This enables timely recognition of critical disease and

subsequent treatment. At Nemours, a cardiac patient may be seen or treated by our experts representing more than 25 medical and surgical specialties. The results are dramatic. Nemours' top-notch cardiac surgery outcomes are better than the national average, giving infants with congenital heart conditions the best chance at life.

OUR EXPERTISE IN CARDIAC CARE IS DRAWN FROM MORE THAN 42,000 ENCOUNTERS EVERY YEAR

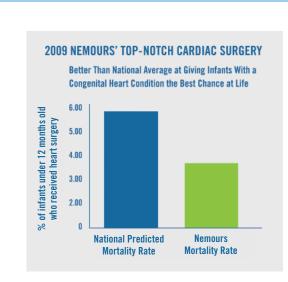
During 2010, the Nemours
Cardiac Center performed:
338 Cardiac Surgeries
317 Cardiac Catheterizations
54 Cardiac MRIs
10,351 Echocardiograms
507 Fetal Echocardiograms
18,113 Electrocardiograms
10,672 Outpatient Visits
1,924 Inpatient Consults

STUDER GROUP AND NEMOURS

Out of more than 300 health organizations, Nemours/Alfred I. duPont Hospital for Children was named "Health Care Organization of the Month" for November 2010 by the Studer Group, a health care consortium dedicated to improving clinical, operational and service excellence. The award recognizes our significant achievements in patient satisfaction and advancing service excellence.

SATISFACTION GROWING

The Emergency Department (ED) at Nemours/Alfred I. duPont Hospital for Children enhanced communication with families, resulting in increased patient satisfaction—a jump from the 56th to the 96th percentile compared to other pediatric facilities. To accomplish this, staff increased the frequency of checking in on families during a visit and followed up with them after discharge.



"The people of the Nemours Cardiac Center saved Amanda's life. Their quick action and quality care were matched by a feeling that the entire staff had adopted her as one of their own."

— Jim, Amanda's father Member, Nemours/Alfred I. duPont Hospital for Children Family Advisory Council Wilmington, Delaware



empowering **TECHNOLOGY**

Innovation is a hallmark at Nemours. Advanced technologies, such as our electronic health record (EHR) system, enable collaboration and connectivity. The ability to track health outcomes supports continuous safety and quality improvement and enhances the care experience for our patients and families.

"Nemours is truly a Model of Excellence. The Patient Safety and Quality team is attacking the demands of national safety goals and leveraging technology for meaningful patient care improvements."

— David Collins, Director of Health Care Information Systems, Healthcare Information and Management Systems Society (HIMSS)



Nemours' journey to a fully integrated electronic health record (EHR) began more than 20 years ago with Computerized Physician Order Entry (CPOE) and has evolved to become the most comprehensive pediatric EHR in the nation.

Regardless of location, all Nemours Associates connect to our electronic platform—so that wherever Nemours is, all of Nemours is. Today, the EHR helps validate our progress toward achieving the best health outcomes for children and provides real-time access to a myriad of information for every member of the care team. Our recent achievements of the 2010 Davies Award of Excellence and Stage 6 Designation for EMR Adoption from the Healthcare Information and Management Systems Society (HIMSS) affirm Nemours' accomplishments on a national scale.

REAL-TIME REFERENCE

Strengthening our ability to deliver evidence-based health care is InfoLink, a unique EHR-integrated resource of clinical applications, medical search engines, library databases, learning modules and more. The data-rich InfoLink provides easy and real-time access to information for the health care team directly from the patient's health record as well as during academic and research endeavors.

NEMOURSLINK TO REFERRING MDs

Every one of Nemours' referring physicians can quickly gain access to patient records. Today, more than 1,330 registered referring physician users connect with Nemours via NemoursLink, a secure online portal to our EHR. Community physicians can easily monitor patients' care as they access Nemours services. This function provides seamless coordination of care for children and keeps our referring physicians connected as an integral part of the care team.

MYNEMOURS FOR FAMILIES

Nemours makes it easier for families to access their children's health records with MyNemours, a secure, 24/7 internet-based tool that connects parents and patients to the Nemours EHR. Here families can view the child's test results and medical summaries, renew prescriptions, request medical appointments and access immunization records, as well as communicate directly with the child's medical care team.

IMPROVING QUALITY, SAFETY AND SATISFACTION:

Care Coordination through the EHR has led to a 22% improvement in disease control for patients with diabetes.

Identifying patients at risk for obesity in the EHR has enabled Nemours to direct healthy lifestyle counseling to more than **75%** of these patients where they would otherwise not have received it.

Nemours is well positioned for continued support of Meaningful Use* through our EHR technology.

In addition to a well-appointed experience for the patient and family, our EHR influences every aspect of the Nemours system. Information and data accessible from the EHR supports strategy, clinical quality and safety, process improvement, service quality, clinical research and compliance. Valuebased functions of Nemours' EHR include decision support tools and alerts, medication safety and reconciliation processes, trending for length-of-stay and readmissions, and clinical research integration.

FAMILY-FRIENDLY VISITS

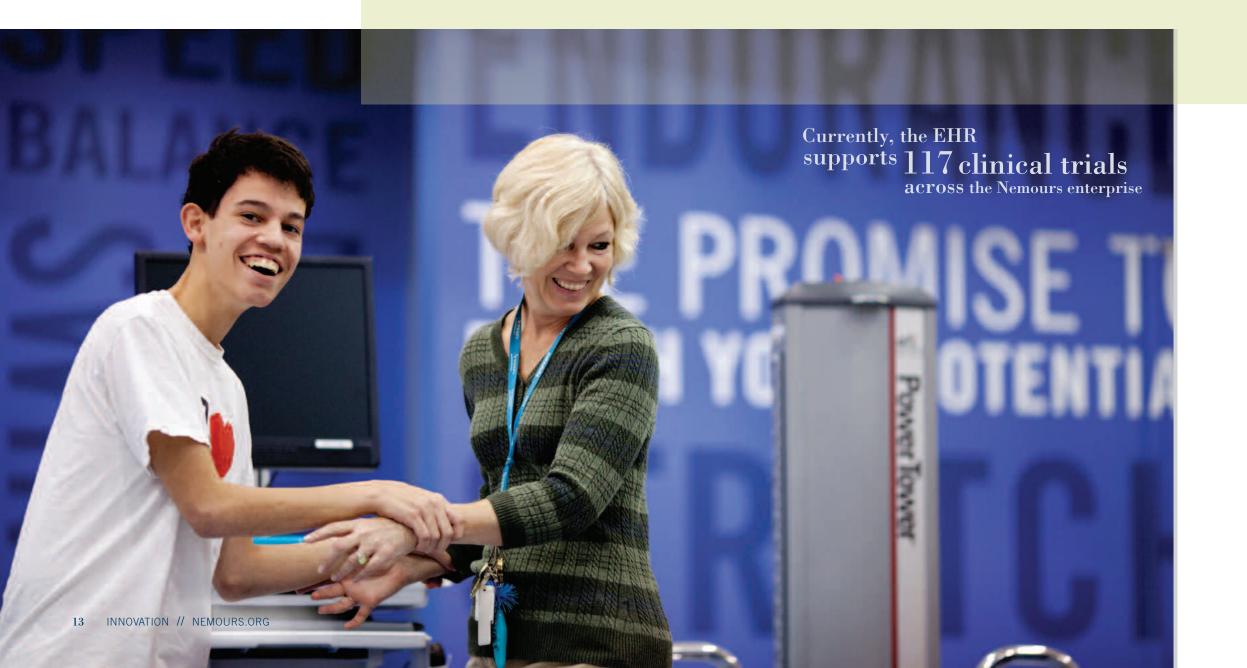
Nemours is one of the first to integrate consumer health resources into its EHR. Interactive patient care and education helps engage families and positively affects the health of children. Working with the Nemours Health Informatics team, Nemours KidsHealth imports family-friendly health information in English and Spanish directly into our EHR system.

EDUCATION THROUGH EHR

In 2010, Nemours KidsHealth teamed with Nemours clinicians and Nemours Health Informatics to begin developing a comprehensive EHR-accessible library of familyfriendly, medically-approved patient discharge instructions. The collection will provide specific instructions in both English and Spanish, helping families better manage their child's care at home.

KIDSHEALTH: PERSONALIZED

Patient-specific KidsHealth content can also be accessed at home through MyNemours—the patient family EHR portal. By clicking an item within the child's record, families can launch a behind-thescenes search of the KidsHealth library. Immediately, the most relevant family-friendly articles, videos and illustrations provide key information specific to a condition, prescription or procedure.



"As I become more familiar with MyNemours, I realize how well this site was developed. Thank you for making it easier for parents to keep track of their child's health."

— Yesim, Alexander's mother MyNemours user

*The American Recovery and Reinvestment Act of 2009 specifies three main components of Meaningful Use: the use of a certified EHR in a meaningful manner, such as e-prescribing; the use of certified EHR technology for electronic exchange of health information to improve quality of health care; and the use of certified EHR technology to submit clinical quality and other measures.

exchanging **KNOWLEDGE**

By providing access to health information, Nemours ensures patients, families, health professionals and communities have the tools necessary to improve health and prevent future illness.

KidsHealth.org Surpassed one billion visits in 2010 providing advice, comfort and perspective to families everywhere ONE BILLION AND COUNTING VIDEO-BASED HEALTH EDUCATION **COMMUNITY OUTREACH**

Nemours provides broad access to expert health education and information to create opportunities for better health.

Our commitment extends health literacy to a wide range of constituents: patients, families, educators, policymakers, community-based groups, health care professionals and medical students, among others. Our efforts are increasing family and patient engagement and improving understanding of complicated health information.

In 2010, Nemours KidsHealth.org, the most visited online source for children's health and parenting information, surpassed one billion visits to the site. The easy-to-use online resource offers more than 10,000 physician-reviewed pieces of content aimed at parents, kids, teens and educators in two languages. KidsHealth.org is also the largest syndicator of online educational content to children's hospitals. Learn more at KidsHealth.org

Now distributed through the GetWellNetwork, KidsHealth has become the largest national syndicator of at-the-bedside educational videos that cover a broad range of inpatient medical conditions. Nemours clinicians, illustrators, animators, writers and producers have generated more than 150 videos. Sharing patient stories is one distinctive technique that helps engage families during and after a hospital stay.

Community research projects enable Nemours to benefit a broader audience and enhance community partnerships. One example is Cookfresh, a research collaboration with Christiana Care Health System made possible through Nemours' participation in the Delaware Health Sciences Alliance and a community grant from the Ammon Foundation. Based on our expertise in pediatric obesity, Nemours was asked to

develop an aspect of the community research that would engage children and families to promote nutritional skills. Cookfresh targets patients who are vulnerable to diabetes with a goal of slowing the progress of the disease. A dietitian and Nemours childhood obesity expert Sandra Hassink, MD, launched the twoyear program of 10-week sessions to teach families practical means of managing food choices, including selection and preparation.

At Nemours, we understand that to provide children the best possible care, we must be deeply involved in research and education.

We are dedicated to the advancement of knowledge to improve the treatment of pediatric illnesses and have established educational initiatives to train the next generation of leaders in children's health. In 2010, more than 1,300 residents, medical students and fellows were trained in pediatrics and pediatric subspecialties throughout our system.

PEDSEDUCATION.ORG

Our commitment to educating the next generation of physicians also extends to front-line pediatricians and family care practitioners. In 2010, we added 37 new units to PedsEducation.org, Nemours' online resource for free continuing medical education (CME). More than 10,000 registered users have access to 135 units. Nemours also provides CME through national and regional conferences, Grand Rounds and other peer-directed activities.

RESEARCH MENTORSHIP

Nemours is supporting and enriching our research and academic environment by mentoring early- to mid-career investigators. The program matches clinicians engaged in research projects to mentors based on shared interests in pediatric subspecialties. Mentors play a significant role in helping mentees propose and lead their own National Institutes of Health (NIH) studies or other outside-sponsored research.

Julia Spencer Barthold, MD, a pediatric specialist, was a mentee in the Nemours mentoring program for rising research scientists when she received more than \$2 million from the National Institutes of Health (NIH), the largest NIH grant awarded to Nemours, to study cryptorchidism. With her success, Dr. Barthold is now a mentor in the program, helping other research scientists achieve success in grant applications.

NEMOURS MEDICAL EDUCATION TRAINEES ARE AFFILIATED WITH:

Thomas Jefferson University Jefferson Medical College

Mayo Clinic School of Medicine

Florida State University College of Medicine

University of Central Florida College of Medicine

University of Florida College of Medicine





Research shows the prevalence of overweight and obesity among Delaware's children ages 2 through 17 leveled off between 2006 and 2008, in contrast to consecutive years of increases. This leveling off is cause for optimism and is impacted by our multi-sector and place-based approach to healthy child lifestyles—through clinical care, research and prevention within our walls and through community-based programs and advocacy initiatives led by Nemours Health & Prevention Services since 2004.

expanding our IMPACT

Our vision calls us to free children from disabling conditions... not just those in our care, but children everywhere. Nemours looks beyond the individual-level of health care to address health outcomes for all children.

Our comprehensive, evidence-based approach translates into deliberate action to ultimately achieve specific policy and practice changes with the potential to help millions of children. Two key initiatives, Nemours Health & Prevention Services (NHPS) and Nemours BrightStart!, seek to reduce and prevent childhood obesity and improve reading readiness for young learners, respectively. Through these and other initiatives, Nemours is achieving systemic change through the development of science-based tools for replication in any community and raising a stronger voice for children on a local, regional and national level.

A MODEL COMMUNITY

Based on NHPS' success, the Sussex County Child Health Promotion Coalition in Delaware is a shining example of how establishing partnerships maximizes community impact. With Nemours' help, this coalition is now a stand-alone non-profit committed to 360 degrees of health promotion, as evidenced by the numerous organizations partnering to promote health where children live, learn and play.

Learn more at Nemours.org/GrowUpHealthy

NATIONAL ADVOCACY FOR KIDS

Nemours Office of Policy & Prevention in Washington, D.C. affords an unprecedented opportunity to advance children's health and well-being at the national level, and positions Nemours to strategically partner with key non-profit, foundation and governmental health entities.

Development of these strategic partnerships has been critical in helping establish a funding stream to support an integrated model of prevention. We are active in large coalitions such as the alliance led by the Trust for America's Health. We are also a founding member of other key partnerships such as the Convergence Partnership and the Partnership for a Healthier America, positioning Nemours as an expert in child health and well-being generally, and in child obesity more specifically.

POPULATION HEALTH // NEMOURS.ORG REPORT TO OUR COMMUNITIES 20

"After completing just one series of the Nemours BrightStart! lessons, the children have shown impressive academic gains. Just as important are the positive changes in their level of confidence and attitude toward learning."

 Bonnie Post, Pre-Kindergarten Specialist, School District of Osceola County, Florida

Nemours BrightStart! is offering all children a better chance at reading success.

Reading ability is a key indicator for long-term health and quality of life, and should be developed from birth. Sadly, nearly 40 percent of all children enter kindergarten already behind their peers in early literacy skills. The Nemours BrightStart! initiative is designed to identify preschoolers at risk for reading challenges and uses science-based tools to engage educators, parents and physicians in helping children overcome reading difficulties such as dyslexia. Now in its sixth year, this ground-breaking approach to reading readiness has gained a national presence and is advancing Nemours BrightStart! tools and resources to a broad public.

EXPANDING COMMUNITY EFFORTS

This year, Nemours BrightStart! community outreach activities increased in Central Florida with continued use of mobile units, expanded programs in public libraries and a collaboration with Kiwanis clubs. Through a \$300,000, three-year grant from the Arsht-Cannon Fund, a satellite program was launched in Delaware with a state-of-the-art mobile unit. A central component of community outreach, the mobile unit allows for screenings, professional networking and community presentations.

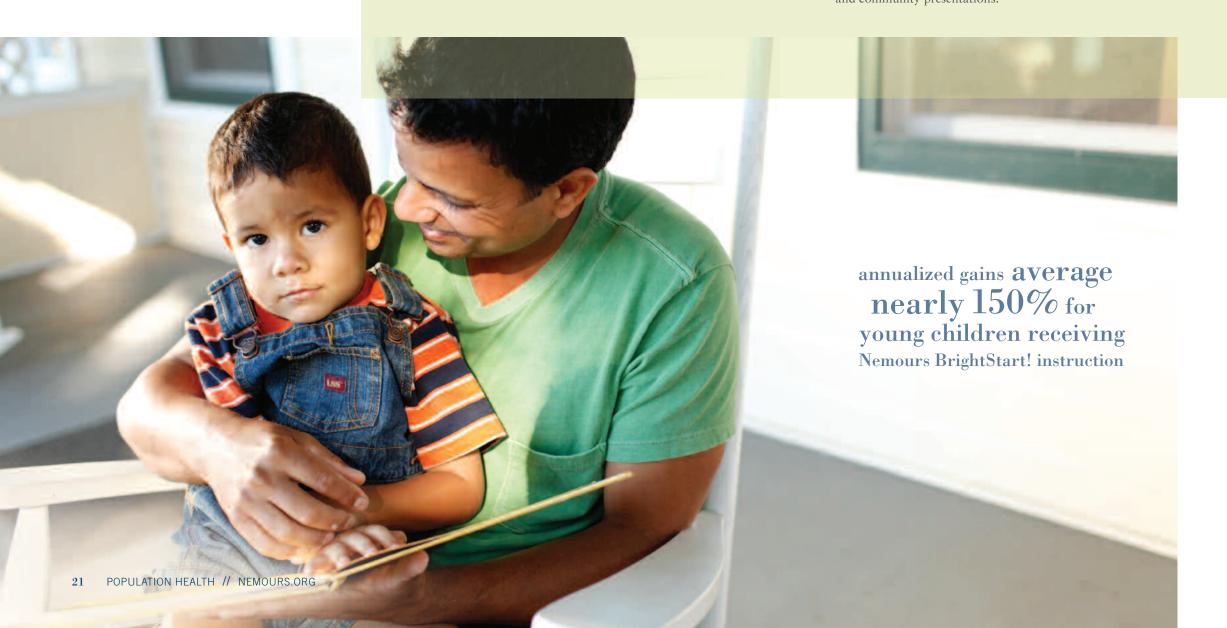
WIDESPREAD AVAILABILITY

Kaplan Early Learning Company and Nemours BrightStart! teamed up to take Nemours Early Literacy Pre-K Curriculum nationwide.
Kaplan's Gryphon House is also distributing our parent tools and resources nationally, including A Parent's Guide to Reading Readiness and the Reading Readiness Milestones wall poster, both in English and Spanish. Also in 2010, Nemours BrightStart! began piloting a kindergarten curriculum that will continue reading skills preparation for young learners.

NATIONAL IMPACT

With the Read it Loud!
Foundation, Nemours BrightStart!
is launching a national campaign
that encourages parents to read
daily to their youngsters. This
partnership positions Nemours as
a national voice on reading
development with top non-profit,
corporate and governmental entities.
Nemours also began work at the
state (Florida and Delaware) and
national levels on policy and
advocacy efforts related to early
learning standards and best practice.

Learn more at Nemours.org/brightstart





touching the **FUTURE**

At Nemours, we see a future where the innovation of new technologies combines with the personal touch of family-centered care, bringing about a whole new level of children's health and joy.

By achieving new standards for family-centered care, raising the bar in quality and safety, and creating and implementing innovative technologies, Nemours has touched the future...

By exchanging this knowledge, Nemours is drawing us all closer to a spectacular view of the transformation of health services and health care delivery. Nemours Children's Hospital in Central Florida and a new patient care pavilion at Nemours/Alfred I. duPont Hospital for Children will become physical extensions of our Model of Care. Every aspect of these facilities will seamlessly converge with the elements of our integrated health system to intuitively address the preferences of our patients and families.

NCH PRESERVES SACRED TRUST

Opening in fall 2012, Nemours Children's Hospital (NCH) will feature unparalleled integration of medical services, research and education while preserving the sacred trust families place in Nemours. A Tactical Operations Center (TOC) will serve as the hub for clinical logistics, security and facilities management. This configuration will enable a single, centralized location to ensure staff on the front lines are given the logistical and communication support necessary so that more effort can be directed toward direct patient care.

Learn more at FloridasKids.org

BREEDING INNOVATION

As part of Central Florida's \$2 billion "Medical City," NCH is building on the synergy and innovative spirit of the community. Neighbors include the University of Central Florida College of Medicine, Sanford-Burnham Medical Research Institute, Orlando Veterans Affairs Medical Center and the University of Florida Academic and Research Center. With the close proximity of these research, academic and medical institutions, the potential for partnership within the Medical City is expected to lead to unprecedented discoveries to benefit adults and children.

DELAWARE EXPANSION

Nemours is building a new patient care pavilion with family-centered care as its cornerstone. The newly designed space will house 144 private rooms that incorporate state-of-the-art technology and amenities: in-room touch screen TVs for patient education, refrigerators and family spaces, and other experiences that enhance the physical, emotional and spiritual healing of the child and family. Renovations over time to the existing building will allow for service expansion and bring the total licensed bed capacity to 260.

our STEWARDSHIP



Robert D. Bridges, CPA EVP, Enterprise Services & CFO

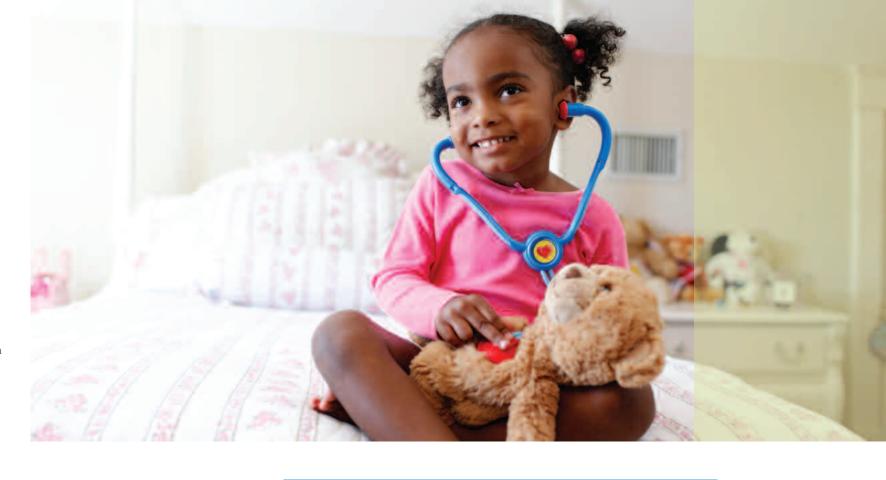
Ensuring a healthier future for children requires Nemours to maintain a sound fiscal strategy. Nemours is unique in the field of pediatric health, providing health information, prevention and wellness services, and medical treatment blended with research and medical education. Our integrated system is achieving higher standards in Nemours' quest to improve health and quality outcomes for children and patient satisfaction through service excellence.

By remaining strategy focused and keeping our patients and families front and center in everything we do, Nemours has been able to weather a sluggish

economic recovery while preparing to fund the significant expansion planned during the next several years. Our positive results occurred as Nemours continued investing in initiatives that are critical to our ability to reach our strategic goals. Nemours remains committed to restoring and improving the health of children—now, and for the future.

THE NEMOURS FOUNDATION	(Dollars in thousands)
Condensed Combined Balance Sheets - December	ber 31, 2010 and 2009

ASSETS	2010 (unaudited) 2009			
Current assets	\$	212,389	\$	284,362
Non-current assets		964,365		855,630
Total unrestricted assets	_	1,176,754	1,	,139,992
Restricted assets		389,827		367,965
Total assets	\$	1,566,581	\$ 1,	,507,957
LIABILITIES AND NET ASSETS				
Current liabilities	\$	88,383	\$	157,360
Non-current liabilities		495,605		455,711
Total liabilities		583,988		613,071
Net Assets				
Unrestricted	\$	592,796	\$	526,997
Temporarily restricted		384,685		363,322
Permanently restricted		5,112		4,567
Total net assets		982,593		894,886
	\$	1,566,581	\$ 1	,507,957



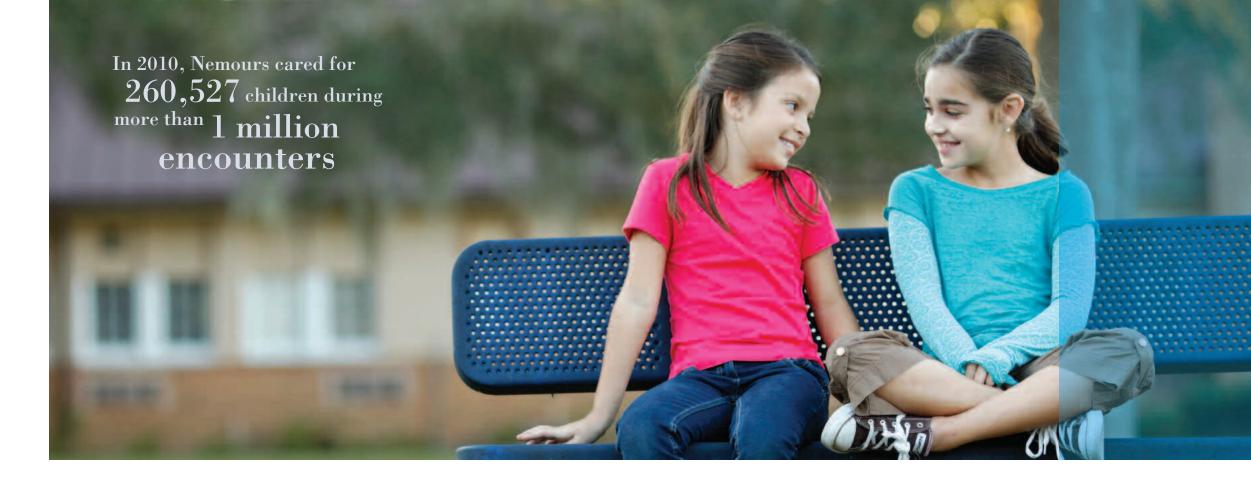
(Dollars in thousands)		
2010 (una		
р 505,917	\$ 550,782	
112,292	94,334	
48,712	61,457	
724,921	706,573	
662,906	641,821	
62,015	64,752	
3,666	50,606	
118	(142)	
\$ 65,799	\$ 115,216	
	2010 (un: \$ 563,917 112,292 48,712 724,921 662,906 62,015 3,666 118	

Throughout the system in 2010, Nemours provided care for **620,617** total patient visits, **260,527** unique patients and **104,976** new patients for **more than one million encounters**.

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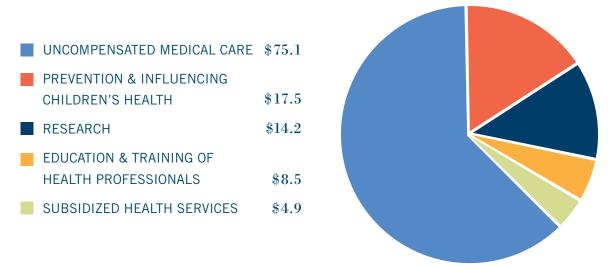
"Thank you for taking the time to help my son and me with our medical/financial situation.
When working with us, you showed so much kindness, compassion and empathy. Your efforts that go beyond the call of duty do not go unnoticed."

— Sherry, Eli's mother



2010 total COMMUNITY BENEFIT

\$120.2 million



Since opening our doors, Nemours has invested nearly \$2 billion to enable a higher standard of care for more than two million children in medical need. Our community benefit report discloses the extent to which Nemours actually underwrites the services received.

UNCOMPENSATED MEDICAL CARE - \$75.1 MILLION

- \$5.6 million in services classified as charity care for children without financial access
- \$42.5 million toward costs in excess of government payments for services provided to Medicaid and other public health program beneficiaries
- \$27 million in uncollected patient care charges underwritten by Nemours

PREVENTION & INFLUENCING CHILDREN'S HEALTH - \$17.5 MILLION

 Subsidized by Nemours for prevention and child health programs, including those provided through Nemours Health & Prevention Services, Nemours Center for Children's Health Media and Nemours BrightStart!

RESEARCH - \$14.2 MILLION

 Contributed by Nemours for translational research and the use of EHR for evidenced-based medicine to improve results at the bedside and in the exam room

EDUCATION & TRAINING OF HEALTH PROFESSIONALS - \$8.5 MILLION

 Invested to support education and training for health professionals, including 618 residents, 663 medical students and 58 fellows

SUBSIDIZED HEALTH SERVICES - \$4.9 MILLION

 Subsidized health care provided in our physician practices and Clinics, including services provided by Nemours SeniorCare for Delaware seniors

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Nemours **GOVERNANCE**



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Leonard H. "Len" Habas

Toni Jennings

J. Malcolm Jones, Jr.

Craig M. McAllaster, EdD

Robert Wilson, MD

your **LEGACY**

HELP US CREATE A HEALTHIER FUTURE

At Nemours, we have the great privilege and opportunity to bring health and joy to children on a daily basis. In partnership with families and each other, our efforts are having a tremendous impact on the health of children today and have the ability to positively impact children's health into the future.

We invite you to partner with Nemours—to invest your time, talent and gifts to help achieve our vision of a healthier future for children.

Learn more about employment, volunteer and partnership opportunities at Nemours.org. To make a donation, visit Nemours.org/give or call 888-494-5251.

NEMOURS FUND FOR CHILDREN'S HEALTH

Nemours Fund for Children's Health develops strong relationships with those in communities who care as much for children as we do. These friends are our partners in improving patient care, enhancing facilities to meet the needs of our patients and their families, and advancing research.

We are grateful for the community's generous investment of \$3.4 million in 2010. Philanthropic support comes in the form of individual contributions and bequests, corporate grants and sponsorships, foundation grants, events, and contributions of goods and services.



^{*} Board of Directors pictured above



Nemours/Alfred I. duPont Hospital for Children, Wilmington, Delaware Rendering: Patient Room, New Patient Care Pavilion



Nemours Children's Hospital, Orlando, Florida Rendering: Patient Family Waiting Area

OUR LOCATIONS

DELAWARE

Hospital

 Nemours/Alfred I. duPont Hospital for Children, Wilmington

Children's Clinic (specialty care)

Wilmington

Cardiac Center

Wilmington

Nemours Health & Prevention Services (NHPS)

Newark

Nemours Mansion & Gardens

Wilmington

Pediatrics (primary care)

- Dover
- Middletown
- Milford
- Newark
- Seaford
- Wilmington

Nemours SeniorCare (health clinic)

Wilmington

Pediatric Partner Hospitals

· Christiana Care Health System

NEW JERSEY

Children's Clinic (specialty care)

- Egg Harbor Township
- Vineland
- Voorhees

Pediatric Partner Hospitals

- AtlantiCare Regional Medical Center - City Campus, Atlantic City
- AtlantiCare Regional Medical Center - Mainland Campus, Pomona

PENNSYLVANIA

Children's Clinic (specialty care)

- Collegeville
- Lancaster
- Newtown Square
- Philadelphia

Pediatrics (primary care)

- Lankenau
- Philadelphia

Lancaster

Pediatric Partner Hospitals

- Bryn Mawr Hospital, Bryn Mawr
- Lancaster General Hospital,
- Thomas Jefferson University Hospital, Philadelphia

FLORIDA

Home Office

Jacksonville

Hospital

 Nemours Children's Hospital, Orlando

Children's Clinic (specialty care)

- Destin
- Jacksonville
- Lake Mary
- Orange Park
- Orlando
- Pensacola
- Viera

Pediatric Partner Affiliate Hospitals

- Holmes Regional Medical Center, Melbourne
- Sacred Heart Hospital, Pensacola
- Wolfson Children's Hospital, Jacksonville

Nemours BrightStart!

Jacksonville



Nemours/Alfred I. duPont Hospital for Children

Nemours Biomedical Research

Nemours BrightStart!

Nemours Center for Children's Health Media

Nemours Children's Clinic

Nemours Children's Hospital

Nemours Fund for Children's Health

Nemours Health & Prevention Services

Nemours Mansion & Gardens

Nemours Office of Policy & Prevention

Nemours Pediatrics

Nemours SeniorCare

Nemours.org

KidsHealth.org

PedsEducation.org

Nemours.

