



HELP ME  
GROW UP  
HEALTHY

REPORT TO OUR COMMUNITIES

Nemours®

# VISION

Freedom from disabling conditions.

# MISSION

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

# COMMITMENT

“I will do whatever it takes to make every contact with Nemours a uniquely satisfying experience...for our patients, parents, visitors, colleagues and business partners.”

# A letter from David J. Bailey

Dear Friends,

The Nemours 2012 *Report to Our Communities* highlights our continued transformation, becoming the nation's only integrated children's health system with two free-standing hospitals and a commitment to do whatever it takes to help children grow up healthy.

There is profound responsibility in our sacred work of healing children and treating the whole child. That's why we are creating unique models of care, increasing points of access and delivering exceptional results. The synergy within our organization has never been greater.

This is the power of One Nemours. Thanks to the incredible dedication and support of our Associates and community partners, 2012 was a year of tremendous accomplishments.

Our Nemours/Alfred I. duPont Hospital for Children was recognized by two leading authorities on standards for quality and safety in health care, receiving the American Nurses Credentialing Center Magnet® designation and The Leapfrog Group's ranking as a *Top 12 Children's Hospital*. These awards acknowledge Nemours' intentional efforts to provide the safest, highest-quality care for children with families at the center of all that we do.

In October, Nemours Children's Hospital opened its doors to welcome families from Central Florida and beyond. This milestone for our organization — and the community — was the result of thoughtful planning and near-perfect execution on the part of our Associates, engaged community members and most importantly, families who helped us to create one of the most advanced environments for care and healing.

What lies ahead for Nemours is indeed exciting. During the coming years, we will set the bar even higher to deliver our best — quality, safety, education and advocacy — to help every child reach his or her full potential in life.

Warmly,



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





WHETHER USING ADVANCED  
MEDICAL TREATMENTS TO ENSURE THE  
**TINIEST PATIENTS**  
GET THE BEST START IN LIFE,  
HELPING PRESCHOOLERS GAIN SKILLS FOR  
**LIFE-LONG SUCCESS,**  
OFFERING EDUCATION IN THE HOME TO  
**HELP FAMILIES**  
UNDERSTAND AND MANAGE  
THEIR CHILD'S CONDITION, TAKING A  
**HOLISTIC APPROACH**  
TO ADDRESS THE NEEDS OF  
**THE WHOLE CHILD**  
OR USING THE MOST  
ADVANCED TECHNOLOGY  
TO KEEP TEENS AT THEIR  
**PEAK PERFORMANCE,**  
NEMOURS IS ANSWERING  
THE CALL FROM CHILDREN EVERYWHERE:  
**"HELP ME GROW UP HEALTHY."**

A close-up photograph of a woman with dark hair, wearing a red floral top, holding a baby. The baby has dark hair with a small yellow bow and is wearing a yellow and white striped shirt. The woman is looking down at the baby with a gentle smile. The background is softly blurred, showing what appears to be a hospital setting with warm lighting.

# THE TINIEST PATIENTS

## SUPPORT FOR THE TINIEST PATIENTS AND NEW PARENTS

### Helping Babies Catch Their Breath

“Three days and two hospitals after my baby was born, we landed in the neonatal intensive care unit (NICU) at duPont Hospital. Within an hour of our arrival, Avery was placed on the extracorporeal membrane oxygenation (ECMO) machine. From the very first minute, the staff made sure I was involved. During rounds, the doctor stood next to me and whispered in my ear to help me understand the terms and what they were talking about. I asked the same questions hundreds of times to all of the nurses and doctors. They were there to answer every one of them, sit with us, comfort us, and make sure I understood what was going on. It made me feel safe. It made me feel good for Avery. It was amazing; they saved my baby’s life.”

— Kristin, Parent, Seaford, Delaware

# Community Partnerships for Healthier Babies and Children

“We chose Nemours because of their desire to really work together and always strive for best practice and compassionate, evidence-based care – values we share at South Jersey Healthcare (SJH). Having Nemours doctors in our pediatric unit and emergency department has given SJH the capability to provide specialized, expert care to children, 24 hours a day. With the addition of our NICU, our families no longer have to travel outside of the area for critical care. Our community-based pediatricians have confidence that with Nemours physicians on site around the clock we can handle a higher level of care. We’ve heard great feedback from families. It’s a true partnership and it’s been wonderful for our community.”

— Elizabeth Sheridan, MA, RN, NEA-BC, FACHE, Chief Nurse Executive, South Jersey Healthcare System and Chief Operating Officer, South Jersey Healthcare Regional Medical Center

## HELPING NEW MOMS TO A GOOD START

Driven by the passion of a neonatal intensive care unit nurse to improve child health outcomes, in collaboration with Nemours Health & Prevention Services, the Nemours Lactation Support Program at Nemours/Alfred I. duPont Hospital for Children offers parents breastfeeding education and support. Nemours is expanding these benefits statewide by partnering with the Breastfeeding Coalition of Delaware, the Delaware Healthy Mother and Infant Consortium, and helping Delaware hospitals earn “baby-friendly” designation.

“When parents come into the ER worried that things are going wrong with breastfeeding, simply teaching them to recognize an adequate feeding session can help eliminate an admission, decrease the length of stay and decrease the risk of re-hospitalization. When I can give moms the tools to recognize when things are going well and they have that ‘Aha!’ moment – that’s my favorite part of my job.”

— Mona Liza Hamlin, BSN, RN, IBCLC, Clinical Nurse Educator, Lactation Consultant, Nemours/Alfred I. duPont Hospital for Children



## MARCHING FORWARD FOR STRONGER, HEALTHIER BABIES

“There may be nothing more life changing and exciting than bringing a baby into the world. Yet even today, premature births, related health concerns, and infant deaths occur at a devastating and preventable rate. Helping moms have healthy pregnancies and saving babies’ lives is something the entire community needs to get involved in. By teaming with March of Dimes, in Delaware and in Florida, Nemours is taking a stand and it’s exciting to be part of it.”

— Tami Anderson, Dir. Critical Care Services, Nemours Children’s Hospital, Nemours team captain, March for Babies, and Board Member, March of Dimes

## BRINGING THE DOCTOR ALONG FOR THE RIDE

In 2012, nurses on the Nemours Delaware Valley critical care transport team and hospital physicians tested the iPad FaceTime app for face-to-face conversations and real-time views of transported patients, X-rays and test results. Using the iPad led to quicker assessments and faster routing of patients, as if the physician had been with the transport team.

“Being able to see the patient through the iPad has been invaluable in giving us that last piece of information – almost as if we could be there and lay hands on the patient ourselves.”

— Nicholas Slamon, MD, Pediatric Critical Care, Nemours/Alfred I. duPont Hospital for Children

## BIG LEARNING TO SUPPORT TINY PATIENTS

Nemours hosted participants from around the world for a groundbreaking ECMO (Extracorporeal Membrane Oxygenation) course focusing on the neonatal and pediatric patient with severe acute cardiac and/or respiratory failure.

The Nemours Hot Topics in Neonatology 2012 conference welcomed more than 1,000 registrants from 60 different countries, to hear top speakers, critical reviews and debate about promising new therapies in the world of neonatology.

More than 60,000 users accessed 250 free educational modules through Nemours PedsUniversity.org and NICUniversity.org, some of which offer CME credit, medical news and interviews with thought leaders in the worlds of pediatrics and neonatology.



# READY TO LEARN

## MAKE SURE I'M READY TO LEARN

### Extending the Reach of Reading Readiness for All

“I was made aware of Nemours BrightStart! from different colleagues, and through my own research I saw its potential. I proposed and coordinated a Nemours BrightStart! pilot program at three local child care centers.

The teachers were anxious at first, because we had introduced a new curriculum in a compressed time frame. But once they saw how it was put together and laid out for them, how easy it was to use, along with the targeted instruction and small group interaction, they became very excited about it. And you could see that their excitement was inspiring the children.

One teacher told me how great it was to see the ‘little light bulbs’ go on when children, who previously struggled, now got it. While other reading and literacy programs were very good and helpful, some children were still left behind. Nemours BrightStart! added that next layer of success that brought everybody along.”

— Heather Smith, formerly of Books from Birth of Middle Tennessee,  
Monroe Carell Jr. Children's Hospital at Vanderbilt

# Helping Young Children Develop Skills for Life-Long Success

“When our division decides whether to partner with an outside organization, we look at a number of factors: their knowledge base, credibility and reputation; their ability to bring aboard additional partners; and, most importantly, whether the relationship will truly advance the public’s health. Our relationship with Nemours dates back to 2009. Nemours is an easy group to work with and brings energy, leadership and experience to our collaborations. They have incredible resources and made substantial and pioneering efforts to control childhood obesity.”

— Dr. Bill Dietz, former Director, Division of Nutrition, Physical Activity, and Obesity, Centers for Disease Control and Prevention

## NUMBERS TELL THE STORY ON READING READINESS

Nemours BrightStart! early literacy program expanded exponentially through partnerships, training and sales. During 2012, the program:

- provided more than 3,200 screenings at 138 sites, resulting in 332 intensive instructions
- trained 302 educators in 18 Florida counties, two Delaware counties and 12 states, potentially reaching 12,000 children
- launched its Level II Curriculum, for kindergartners

And, “Get Ready to Read” scores, a benchmark early literacy screening from the National Center for Learning Disabilities, continued to improve significantly for students receiving Nemours BrightStart! instruction.

- Duval County (Florida) Public Schools Pre-K saw students achieve an average gain of 140 percent between their fall (pre-instruction) and spring (post-instruction) scores
- Orange County (Florida) Pre-K saw an average gain of 107 percent
- Sussex County (Delaware) Pre-K saw an average gain of 77 percent



## COMMUNITY PROGRAMS GO NATIONAL

A successful collaboration developed by Nemours and its Delaware community partners on childhood obesity policies and practices became the model for a \$20 million, five-year cooperative agreement awarded to the Nemours National Office of Policy & Prevention from the Centers for Disease Control and Prevention. The funding will help early care and education providers in six states (Arizona, Florida, Indiana, Kansas, Missouri and New Jersey) adopt nutrition, breastfeeding support, physical activity and screen time best practices with the goal of reaching nearly 85,000 children in the first year.

Both Nemours’ National Office of Policy & Prevention’s collaboration with First Lady Michelle Obama’s *Let’s Move! Child Care Initiative* and Nemours’ Florida Prevention Initiative’s work with *Healthy Habits for Life* expanded their promotion of healthy eating and physical activity in child care settings in 2012. Their successes have spawned additional funding, offering the potential of reaching hundreds of thousands of additional children.

## A GROUNDBREAKING PROJECT FOR AN UNDERSERVED AUDIENCE

“A Boy Named Finn” is Nemours’ 12-minute video for younger children facing cancer. Using live action, animation and puppets, Finn gently explains the treatment process to help young children with the coping skills they will need for the journey ahead. Created by KidsHealth with the experts from the Nemours Center for Childhood Cancer and Blood Disorders, the video was partially funded by Hyundai Hope on Wheels. “A Boy Named Finn” is available on KidsHealth.org along with coloring pages and other resources for families.

“Your approach to making these children feel comfortable is very heartwarming! (We’re) making Finn hats to send to Delaware Head Huggers... Keep up the good work and giving these little ones a positive attitude!”

— post on “A Boy Named Finn” Facebook page

A photograph of a young boy and his father in a bathroom. The boy, wearing a red and black plaid shirt, is looking into a large mirror. His father, wearing an orange t-shirt, stands behind him, also looking into the mirror. The mirror reflects the boy's face and the father's torso. The background shows a window with white blinds and a towel rack on the wall.

## MAKE GOOD HEALTH PART OF MY EVERY DAY

### **An Innovative Approach to Improve Outcomes for Kids with Asthma**

“We visit families at home and teach them about asthma, proper care and medications. Some families are so overwhelmed by difficult circumstances, asthma can’t be the priority. The result is increased asthma exacerbations, doctor visits and hospitalizations. We consider the entire family situation and help by any means necessary so families can focus on their child’s asthma. We make sure that families who speak Spanish have access to communication and materials in their language so they know we’re here to support them in every way to strengthen their childrens’ health.

There’s amazing collaboration among our care coordinator, physicians, nurses, psychologists and patient representatives. We’re involving school nurses and child care centers. The main theme is always the children – how we can improve their health and make their lives better. Everyone is passionate about this new asthma program.

We’re seeing parents gain a better understanding of what their children are going through. They’re using the action plans and visiting the practice instead of the emergency department. Best of all, kids who are no longer afraid to play are getting exercise and socializing instead of watching from the bench.”

— Monique Cornish, José Quiñones, and Geneva Barnes,  
Community Health Workers, Nemours duPont Pediatrics, Seaford, Delaware

# GOOD HEALTH

# Support Where Children Live, Learn and Play

“Nemours is unusual in that, as a health care delivery system, they are dedicated to going beyond their clinical services and becoming actively involved in the upstream health of the total population of their community. A major contribution is their case studies – Nemours has invested the time and energy to reach outside of their own work to determine how the theoretical and conceptual will actually apply in the real world. They have a talented staff of both clinicians and policy personnel who execute well in a timely fashion, and are a pleasure to work with.”

— Jim Hester, former Director, Population Health Models Group, Center on Medicare and Medicaid Innovation

## IT TAKES A VILLAGE: INTEGRATING A MEDICAL HOME FOR KIDS WITH ASTHMA VIA SYSTEMIC CHANGES

With a \$3.7 million, three-year award from the Centers for Medicare and Medicaid Innovation (CMMI), Nemours will widen the scope of primary care and work within the community to provide family-centered solutions that help parents understand and manage their children’s asthma. It will include:

- **Nemours duPont Pediatrics in the Delaware Valley** – “Medical home” efforts (home visits and coordinated care) directed toward improving the care of children at home, using community health workers and technology such as electronic health records with patient family portals.

- **Nemours Health & Prevention Services** – Working with community leaders to develop infrastructure in schools, child care, housing and other systems, to reduce asthma triggers, promote healthier environments and advance the field of population health.
- **Nemours KidsHealth** – Delivering convenient communication vehicles such as email newsletters and text messaging to educate parents about asthma.
- **Nemours Office of Policy & Prevention** – Influencing national policy and practice and positioning Nemours as a trusted resource.

These measures seek to significantly reduce the use of emergency departments and hospital services by children with asthma.



## ACCESS TO RECORDS WHEN YOUR CHILD IS AT SCHOOL

Nemours and community partners in Delaware have successfully provided school nurses in all Delaware schools with access to their students’ health records through NemoursLink, our secure electronic health record portal for health professionals. With a parent/guardian release on file, school nurses can now become a more vital part of a child’s care team, ensuring support and adherence to care plans.

## CLINICAL TRIALS GO MOBILE

Nemours Children’s Clinic, Jacksonville, received a four-year, \$2 million National Institutes of Health (NIH) grant to study the use of mobile devices and the internet to streamline an asthma clinical trial. The project team includes experts in clinical research study design, pediatric ethics, human subjects protection, electronic health records, medical bioinformatics, systems engineering, and computer programming – all working with a patient-centered focus that aims to reduce trial costs.

## MAKING SCHOOL A MOVING EXPERIENCE

Nemours Health & Prevention Services completed a three-year, \$1.2 million Carol M. White Physical Education Program grant in 2012 that:

- involved 72 percent of Delaware’s public elementary schools
- provided 40,000 students more opportunities for physical activity
- trained 2,000 school staff to plan and implement 150 minutes of physical activity per week

To fuel these healthy activities, the Delaware Farm to School Program, in partnership with Nemours Health & Prevention Services, added 13 new schools to the program for a total of 22 Delaware schools growing healthier children through gardening and nutrition education.



## ADDRESS ALL OF MY NEEDS: PHYSICAL, SOCIAL AND EMOTIONAL

### **A Sensor, and Someone to Talk to, Makes Life Better**

“I only remember snippets of being diagnosed at six years old, for me it’s as if there was no life before diabetes. My first school was small and everybody knew I had diabetes, it seemed normal.

Later, at a bigger school, I got stares and questions. I felt self-conscious, yet I was able to talk to others about diabetes. Using the continuous glucose sensor in the clinical trial helped my numbers become more stable. So, from the outside, it looked like I had it together.

However, inside I felt secluded and awkward. Talking with the counselor as part of the trial was very helpful. We discussed my life and future with diabetes; my innermost feelings and how to understand them. Everything is much easier now. It’s my body and my disease, and I’m dealing with it.”

— *Larissa, participant in a Nemours study testing a behavioral intervention to help adolescents with Type 1 diabetes get the most benefit from using new continuous glucose sensors, Valley Forge, Pennsylvania*

# ALL OF MY NEEDS

# Research, Grants and Models Directed at All Aspects of Care

“It is important that adolescents suffering from depression and other suicide risk factors are identified early to get help. Primary care physicians are in a unique position to recognize at-risk adolescents, as they see more than 70 percent of adolescents each year. Our research, ‘Training Pediatricians in Adolescent Depression and Suicide Risk Assessment Using Standardized Patients,’ found that specialized training allowed physicians to assess sensitive topics within a 15-minute check up. We have evidence that the trained pediatricians are now identifying more at-risk adolescents and helping them to receive the treatment they need.”

— Elise M. Fallucco, MD, Division of Psychology and Psychiatry, Nemours Children’s Clinic, Jacksonville

## EXPANDING COMMUNITY-BASED ADVOCACY

To reach smaller communities, the Centers for Disease Control and Prevention (CDC) expanded its 2012 **Community Transformation Grants (CTG)** to include neighborhoods, school districts and villages. We worked with Congress and the CDC to ensure that nonprofits such as Nemours could be CTG conduits. Our work resulted in a competitive, **\$1.69 million award** over two years to improve wellness policies in seven Delaware school districts. These communities have some of the state’s highest populations of children living in poverty. The grant will support “whole child”

efforts to reduce chronic diseases, promote healthier lifestyles, reduce health disparities and control health care spending. Approximately **179,500 people** will be impacted by the grant.

## THE SCIENCE OF RIGHT CARE, RIGHT PATIENT, RIGHT TIME

Healthcare delivery science (HDS) examines the variables that influence how the right care is delivered to the right patient at the right time. Research leading to a better understanding of the care process may lead to improved efficiency, access, safety, satisfaction and



outcomes of health care. In 2012, the **Nemours Center for Healthcare Delivery Science** advanced this area significantly, cataloging **142 ongoing projects** in this field, with **nearly \$1 million in external funding** awards. Examples include family-centered research such as how smartphones and tablets can streamline asthma clinical trials; and how behavioral therapy coupled with continuous glucose monitors can help adolescents better control their diabetes.

## KIDSHEALTH IN THE CLASSROOM REALLY ADDS UP

As part of KidsHealth.org, our school-oriented website **KidsHealth in the Classroom** provides nationally aligned, grade-appropriate health content to school educators and health professionals across the country. In 2012:

- email newsletter subscriptions reached 68,000
- school planner orders topped 100,000
- more than 2 million lesson plans were downloaded

KidsHealth in the Classroom gives teachers, school health professionals, counselors and coaches the tools they need to improve the health of their students and their entire schools. It provides information, news and resources for physical, social and emotional health in an engaging and entertaining way.

## THE BEST CHILDREN’S HEALTH SITE ENSURES ITS “MOBILITY”

During the 20 years since the founding of the Nemours Center for Children’s Health Media, home of KidsHealth.org, we have embraced the technology that best serves families. With 40 percent of traffic to KidsHealth coming from smartphones and tablets, we launched a mobile-optimized site that ensures the best presentation for any device.



## HELP ME STAY IN THE GAME

### A Safe Return to Play

“After a serious second concussion, we took my high school-aged son, a gifted athlete, to duPont Hospital for Children. I was extremely impressed by how everyone involved Peter in his recovery process. It’s important not to make a 15-year-old boy feel like a little kid. When Dr. O’Brien and the physical therapists spoke to Peter, he really listened and took ownership of his recovery. At the Center for Sports Medicine, the atmosphere, amazing technology and equipment make teenage athletes feel like they’re in a gym, not in a kid’s hospital. Because Nemours kept Peter’s school informed, it took the pressure off while he was healing. Today, Peter’s grades are better than ever and he’s back on the lacrosse field.

We really benefited from a world-class facility. I don’t think Peter would have recovered the same way without Nemours.”

— Jacqueline, Parent, Newtown Square, Pennsylvania

IN THE  
GAME

# Best Care: From Research Team to Home Team

“We’re collaborating system-wide, as interdisciplinary teams – a powerful combination where concussion research and meaningful outcomes will positively impact childrens’ lives. We’re providing concussion-related tools to primary care physicians in the community to share with their patients and families. We’re talking with coaches, trainers and athletic directors at schools and sports organizations to educate their staff and manage concussion programs. At Nemours, we’re all about educating people in the community to be able to provide the level of care that’s required to help our children achieve and maintain their best health.”

— Todd A. Maugans, MD, FAAP, Chief, Division of Neurosurgery, Department of Surgery, Nemours Children’s Hospital, Orlando, Florida

## COACHING THE COACHES

Nearly 3,000 youth recreation football and cheerleading coaches from 18 Florida counties gathered in Haines City, Florida, in August 2012, to learn about sports-related concussions. Todd Maugans, MD, FAAP, Chief, Division of Neurosurgery, Nemours Children’s Hospital, presented the symptoms and signs of concussion, answered questions and provided tools for coaches to help concussed athletes receive the help they need to safely return to play. Thanks to Nemours, these coaches are better informed on how to recognize a concussion and what to do if they spot one.

## HAVING YOUNG ATHLETES PLAY SMARTER, SAFER AND BETTER

New offerings from the Sports Nutrition and Concussion Program at the Center for Sports Medicine at Nemours/Alfred I. duPont Hospital for Children are helping young athletes prevent injuries, bolster performance and recover when injuries occur.

Our Injury Prevention Program helps athletes get stronger and smarter about ways to prevent injuries in the future. These four-week, small group clinics are based on scientifically proven methods and focus on the fundamental elements of flexibility, core strength, balance and coordination.



In Florida, the Comprehensive Concussion Center was ready when Nemours Children’s Hospital opened its doors in 2012.

These specialty programs are prime examples of multidisciplinary efforts to meet the individual and multidimensional needs of active youth who come to Nemours for care. Depending on the athlete’s condition, Nemours has an exceptional first-string of neurologists, therapists, nutritionists, psychologists, neuropsychologists and physiatrists – all singularly focused on improving the health and life of the child.


## NEMOURS EXPERTISE ON SCREEN

Nemours’ TeensHealth.org teamed up with the experts from the Center for Sports Medicine at the Nemours/Alfred I. duPont Hospital for Children to produce fitness and injury prevention videos that aired nationally on the NBC Sports Network in 2012. In addition, Nemours joined local schools for open discussions following special screenings of “Head Games,” an award-winning documentary that focuses on concussions and how to prevent them.

## HELPING THE LESS-ABLED TO NAVIGATE A BETTER QUALITY OF LIFE

The Swank Center for Neuro-Orthopedics at Nemours/Alfred I. duPont Hospital for Children is advancing the care of children with cerebral palsy and other neuro-orthopedic conditions, among the most common causes of physical disability in children. Just one year after opening, the Center is providing comprehensive care and support for children and their families, practitioner training and education, advanced technology and orthotics to improve daily living. Nemours is also conducting research to develop new and better therapies and assistive devices.

The recent establishment of a new Tissue Repository will bolster research on these neuro-orthopedic conditions, for which improved diagnostics and early interventions can greatly improve the quality of life for patients.

A smiling woman with dark hair, wearing a white lab coat over a blue top, is holding a baby. The baby is wearing a pink floral headband and a pink floral dress. They are in a brightly lit room with colorful shelves and toys in the background. The text "INTO THE FUTURE" is overlaid on the right side of the image.

# INTO THE FUTURE

## NOW AND INTO THE FUTURE

### Growing Up Healthy Comes Full Circle

“I became a Nemours patient at age five when a thyroid issue required surgery. I remember the walkway between the Nemours Clinic and the hospital, and the brightly colored walls. I especially remember that the doctor was very kind – explaining everything to me – and that everyone at Nemours was so nice.

As an adult, I had the opportunity to become a Nemours Associate. While I don't provide direct care to patients, I do create new technologies that improve the care experience for everyone.

When developing websites and applications, I have the perspective of both a patient and a parent. Whether it's kiosk check-in software, food service iPad applications, or scanning technology that introduces an Associate coming into the room, I constantly challenge myself – what would make this experience easier for a family?

Nemours is an exciting organization – continuously evolving to meet the needs of families. I look forward to helping other children create their own good memories of Nemours, including my own daughter.”

— Teresa Lopes, Parent, Nemours Associate

# Family-Centered Care is a Full-Time Job

“Since my first experience with Nemours six years ago as the parent of a sick daughter, the organization has truly transformed in terms of opportunities for families to participate in their child’s care. I saw this firsthand, serving as Parent Co-Chair of the Family Advisory Council planning the N/AIDHC hospital expansion. In 2012, I jumped at the opportunity to become Director of Service Excellence for Nemours, where I’ve combined my career skills, family experiences and volunteer successes into a full-time job.

Every day, we are finding new ways to incorporate families into efforts that will improve their experience with Nemours. This includes participation in family rounds, nursing shift changes, hospital committee meetings such as Quality & Safety, and Continuous Improvement activities. Parents also interview key leaders before they are hired and present during Associate Orientation throughout the enterprise.

In my new role, my daughter has become the thousands of daughters and sons who will experience the benefits of parents and Nemours Associates working together to ensure that families remain at the center of everything we do.”

— Jim Burrows, Parent, Nemours Director of Service Excellence

## INVOLVING THE FAMILY IN ALL ASPECTS OF CARE

Our commitment to including the voice of the family in all aspects of the Nemours experience continued throughout 2012.

To ensure the quality of leaders we bring into Nemours, **Family Advisory Council (FAC) members** participated in the selection process of nearly 90

percent of the more than 50 new physicians added at Nemours Children’s Hospital (NCH). In addition, as part of new hire orientation classes, FAC members shared their stories with more than 600 new Associates and contractors. The FAC has become a fixture in many committees, providing their insights into topics such as patient safety, performance improvement, ethics and nursing quality. The **Teen and Children’s**

**Advisory Councils** at NCH will now include inpatients, allowing them to share their stories in “real time.”

In Delaware, the Nemours/Alfred I. duPont Hospital for Children Expansion included the construction of mock patient, intensive care and Emergency Department rooms. Members of the Family and Youth Advisory Councils reviewed the mock rooms to offer opinions on spatial relationships, work flows, design elements and furniture choices.

Also, to ensure that families have greater access to facilities they helped design, the Delaware Valley Patient Access Initiative resulted in consistently higher five-day access rates in appointments for primary and specialty care.

## OUR INTERNAL CULTURE OF EXCELLENCE FUELS EXTERNAL RECOGNITION

### Magnet: High Recognition for Our Patient Care



Nemours/Alfred I. duPont Hospital for Children achieved **Magnet®** status from the American Nurses Credentialing Center (ANCC), which recognizes

best practices and highest standards in nursing professionalism, teamwork, and superiority in patient care.

To achieve Magnet recognition, duPont Hospital for Children passed a rigorous and lengthy process on practice, research and outcomes that demanded widespread leadership and staff participation, electronic and written documentation, qualitative and quantitative evidence, and an on-site assessment. Nemours/Alfred I. duPont Hospital for Children now joins a select community of just 395 health care organizations, out of nearly 6,000 U.S. health care organizations, that have earned Magnet designation.

### A Best Hospital, Once Again



Nemours/Alfred I. duPont Hospital for Children was again rated among the best children’s hospitals in the nation by *U.S. News & World Report* magazine in 9 of 10 specialties: orthopedics

(7th), gastroenterology (17th), neonatology (34th), cardiology and heart surgery (35th), urology (36th), pulmonology (41st), neurology & neurosurgery (45th), cancer (47th), and nephrology (49th).

### Another Big Leap for Safety



Nemours/Alfred I. duPont Hospital for Children was one of only 12 children’s hospitals to achieve The Leapfrog Group’s top designation, making us one of the safest children’s hospitals

in the country. The Leapfrog Hospital Survey is the gold standard for comparing hospitals’ performance on the national standards of safety, quality and efficiency.

### Advanced Technology for a More Meaningful Experience

Nemours/Alfred I. duPont Hospital for Children was named among the “**Most Wired**” hospitals and health systems in the U.S. by *Hospitals and Health Networks* magazine, recognizing a hospital’s meaningful use of health information technology. The Hospital also earned its 2012 **Healthcare Information and Management Systems Society (HIMSS) Stage 7 Award**, the highest stage, which represents an advanced patient environment for electronic health records.

These awards, validating our own beliefs and values, have resulted in a significant increase in interest by grantors, partners and other organizations that wish to team with Nemours.

# New Ways of Seeing a Healthier Future

“Clinicians need a way to practice emergency medical procedures before the emergency happens. Clinical simulation reproduces an event, often using a computerized mannequin (high-fidelity simulator) that interacts with the clinician to mimic a patient’s reactions to medical interventions. The best simulations give clinicians a ‘suspension of disbelief’ so they act just as they would in a real emergency. What sets our simulations apart from many others is that we incorporate Healthcare Theatre students from a local university as parents/caregivers and adolescent patients in some of our scenarios. This allows the clinicians who participate in a Nemours course to not only practice their medical skills, but their communication skills, as well, whether they are delivering bad news to a ‘parent’ or helping a ‘teenager’ take the first steps out of an abusive situation. The Healthcare Theatre students also provide feedback to the clinicians from the viewpoint of the family, something we rarely get in our day-to-day practice of medicine.”

— Maria Carmen G. Diaz, MD, FAAP, FACEP, Medical Director of Simulation, Nemours/Alfred I. duPont Hospital for Children

## QUALITY CARE AND SAFETY NEVER BLINK

The Logistics Center (TLC) was established at Nemours Children’s Hospital in 2012 to manage communications and logistics and provide a higher level of patient safety. A first nationally, each hospital room is connected to the TLC, which integrates real-time device monitoring, streaming bedside video and common area video. Skilled TLC Associates provide additional surveillance and assistance when extra eyes are needed to prevent adverse occurrences “in the moment.”

## DISCHARGE INSTRUCTIONS FROM KIDSHEALTH

KidsHealth, in collaboration with Nemours clinicians and Health Informatics, developed family-friendly discharge instructions accessible through the electronic health record. With easy-to-understand medical illustrations and language, these instructions help improve quality, increase efficiency, and help increase families’ knowledge and comfort as they care for children recovering at home. During 2012, 350 instructions were developed in English and 82 in Spanish. KidsHealth will double the number of available instructions in 2013.



## SPREADING THE WEALTH OF KNOWLEDGE

Nemours continued its commitment to train pediatric health care providers in 2012:

- **training programs** – 666 residents, 656 students, 77 fellows
- **academics** – 271 publications, 407 posters and presentations
- **studies** – 140 clinical trials, 165 grants and subcontracts
- **“Hot Topics”** newborn intensive care conference – 1,100 attendees
- **Continuing Medical Education** – more than 800 live hours
- **Physician’s Recognition Award** Category I credits – more than 18,500 to 5,600 physicians
- **NemoursEducation.org** registered users – 60,000

## ADVOCATING FOR A HEALTHIER TOMORROW

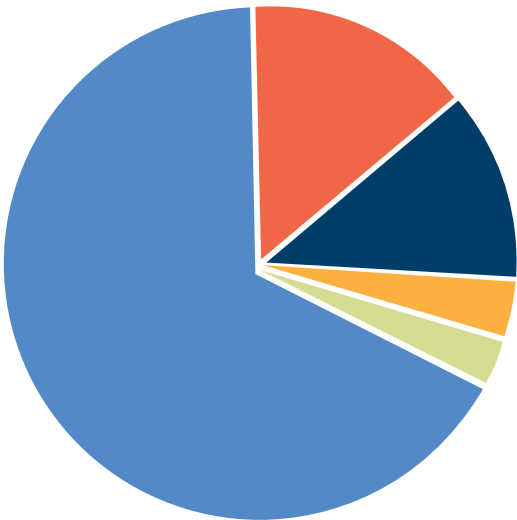
When it comes to good health, Nemours constantly looks to influence, inform and shape opinions and opportunities on the local, state and federal levels. Recognizing that 75 percent of children aged 3 to 5 years are in child care and more than 27 percent of children aged 2 to 5 are overweight or obese, Nemours and other partners worked with Senator Mark Udall (D-CO), who introduced the **Healthy Kids from Day One Act**, together with Senator Tom Carper (D-DE), Senator Chris Coons (D-DE), Senator Tom Udall (D-NM) and Senator Al Franken (D-MN) as co-sponsors.

Based on a Nemours model piloted in Delaware, the legislation included a pilot proposal establishing child care collaborative workshops at the local level to offer child care providers tools, training and assistance in encouraging healthy eating, physical activity and screen time limits. Although the legislation has not passed Congress, the Centers for Disease Control and Prevention embraced the child care learning collaborative concept and created a competitive grant opportunity, which Nemours applied for and won.

2012 Total Community Benefit – \$153.2 Million

Since opening our doors, Nemours has invested more than \$2.3 billion to enable a higher standard of care for children in medical need. Our investment in children, families, research and education is a response to community health needs as Nemours aims to fulfill our mission to provide leadership, institutions, and services to restore and improve the health of children through care and programs not readily available, with one high standard of quality and distinction regardless of the recipient’s financial status.

■ UNCOMPENSATED MEDICAL CARE	\$103.2
■ PREVENTION & INFLUENCING CHILDREN’S HEALTH	\$21.3
■ RESEARCH	\$18.1
■ EDUCATION & TRAINING OF HEALTH PROFESSIONALS	\$6.0
■ SUBSIDIZED HEALTH SERVICES	\$4.6



The total community benefit dollars from Nemours in 2012 exceeded the amount contributed to Nemours from the Trust by more than \$30 million; further evidence of Nemours’ commitment to serving our communities.

UNCOMPENSATED MEDICAL CARE - \$103.2 MILLION

- \$13.1 million in services classified as charity care for children without financial access
- \$66.4 million toward costs in excess of government payments for services provided to Medicaid and other public health program beneficiaries
- \$23.7 million in uncollected patient care charges underwritten by Nemours

PREVENTION & INFLUENCING CHILDREN’S HEALTH - \$21.3 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, Nemours BrightStart! and Nemours Office of Policy & Prevention

RESEARCH - \$18.1 MILLION

- Contributed by Nemours for translational research with nearly 370 active research projects and clinical trials in progress under the direction of 100 Nemours physician-scientists, 22 PhD center directors and laboratory heads, and 165 support staff

EDUCATION & TRAINING OF HEALTH PROFESSIONALS - \$6.0 MILLION

- Invested to support education and training for health professionals, including 656 medical students, 666 residents and 77 fellows

SUBSIDIZED HEALTH SERVICES - \$4.6 MILLION

- Subsidized health care provided by our physician practices and Clinics, including services provided by Nemours SeniorCare for 36,705 of Delaware’s low-income seniors

# Financial Health Assures an Even Better Future



“As the health care industry undergoes significant change and reform, it is important for Nemours to continue to maintain a sound financial strategy in order to fulfill our mission. The balance of resourcing the needs of today while building the systems of tomorrow comes into play with every strategic investment we make – the focus always being on delivering excellence for the children, families and communities we serve.

Our financial results during 2012 continued to enable Nemours to honor our commitment to our communities through critical initiatives such as health delivery, research, prevention and population health, early childhood development, health education and child advocacy.”

— Robert D. Bridges, CPA, Executive Vice President, Enterprise Services & CFO

Nemours’ commitment to achieving the greatest value at the lowest cost is inherent in a formal philosophy of Continuous Improvement (CI) adopted throughout the organization. CI will give Nemours the ability to not only reduce or hold costs steady but more importantly improve the quality and safety of the care we deliver to our patients – giving Nemours the ability to do more for our patients, families and communities.

The year 2012 was one of great accomplishment and the fruition of several initiatives set into motion as the result of Nemours’ dedication to advancing higher standards in children’s health. In October, Nemours celebrated the opening of our 60-acre pediatric health campus in Orlando offering state-of-the-art hospital services, family-centered specialty care and education, and providing Orlando with the only children’s hospital in the region with a true academic mission.

In addition, Nemours/Alfred I. duPont Hospital for Children continued construction on a five-story Expansion to enhance the quality and care for our patients with expected completion in 2014. The Expansion would not be possible without the success of positive cash flow from operations and philanthropic contributions. Nemours continues to collaborate with families, patients and caregivers in the community to develop these advanced facilities, and as a result of this collaboration, provides our patients with an environment that promotes physical, emotional and spiritual healing.

THE NEMOURS FOUNDATION (Dollars in thousands)  
Condensed Combined Balance Sheets – December 31, 2012 and 2011

ASSETS	2012	2011
Current assets	\$ 245,626	\$ 225,347
Non-current assets	1,166,904	1,055,409
Total unrestricted assets	1,412,530	1,280,756
Restricted assets	282,749	389,755
Total assets	\$ 1,695,279	\$ 1,670,511
LIABILITIES AND NET ASSETS		
Current liabilities	\$ 171,513	\$ 162,529
Non-current liabilities	567,807	499,886
Total liabilities	739,320	662,415
Net Assets		
Unrestricted	\$ 673,210	\$ 618,342
Temporarily restricted	276,916	384,492
Permanently restricted	5,833	5,262
Total net assets	955,959	1,008,096
	\$ 1,695,279	\$ 1,670,511

Condensed Combined Statements of Operations  
Years ended December 31, 2012 and 2011  
(Dollars in thousands)

	2012	2011
Net patient service revenue less provision for bad debts	\$ 631,356	\$ 587,058
Contributions from the Alfred I. duPont Testamentary Trust	123,485	125,231
Other income	106,310	59,249
Total revenue and other support	861,151	771,538
Total operating expenses	827,771	695,148
Operating income	33,380	76,390
Non-operating expenses	—	1,509
Net assets released from restrictions used for capital purchases	92,888	—
Pension liability adjustment	(71,399)	(51,943)
Increase in unrestricted net assets	\$ 54,869	\$ 25,956

## Positively Impacting the Financial Health of Our Communities

Nemours commissioned an outside firm to measure our economic impact on the Delaware Valley region and the state of Florida. The study was based on 2012 data and a four-year average of construction spending from 2009 to 2012. We are proud to have a positive economic impact on the communities we serve.

Nemours has evolved as a driving economic force in the Delaware Valley, while growing its footprint in the state of Florida by opening a new state-of-the-art facility in the Lake Nona Medical City community. In 2012, the estimated economic impact of Nemours on the Delaware Valley region – which includes Delaware, Pennsylvania and New Jersey, was **\$2.6 billion** and the impact on the state of Florida was **\$690 million**.

In addition, Nemours supported more than **14,200 direct and indirect jobs** between the Delaware Valley and Florida generating **more than \$938 million in wages**, which generated **more than \$80 million in state and local taxes** between the states.

We are proud to be part of these regions as we continue to deliver on our mission and invest in our communities by building, hiring and expanding our services.

### Nemours By the Numbers – Direct and Indirect Economic Impact on the Communities We Serve

	DELAWARE	DELAWARE VALLEY* (DE, NJ, PA)	FLORIDA
ESTIMATED ECONOMIC IMPACT	\$ 2.0 BILLION	\$ 2.6 BILLION	\$ 690 MILLION

Number of Jobs Supported	7,539	8,539	5,696
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**Jobs Supported** includes direct and indirect jobs. Direct jobs include Nemours’ physicians and Associates (employees), and other on-campus employees. Indirect jobs include those supported by industries purchasing from industries. For example, Nemours purchases supplies from many vendors within the Delaware Valley and in Florida.

Amount of Wages Generated	\$ 485 million	\$ 590 million	\$ 349 million
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**Wages Generated** includes direct earnings and indirect earnings/labor income. Direct earnings are the payroll associated with the direct jobs. Indirect earnings/labor income are the earnings associated with the indirect jobs. This amount can include both wages paid to workers as well as income earned by business owners.

State and Local Taxes Generated	\$ 49 million	\$ 58 million	\$ 22 million
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**State and Local Taxes Generated** includes indirect business taxes such as excise, property, licenses and sales taxes paid by businesses.

Households (HH) Supported	4,979	5,925	4,479
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Supported HH-Level Spending	\$ 340 million	\$ 425 million	\$ 243 million
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**Household-Level Spending** encompasses all of the purchases made by individuals and families for items such as food, clothing, durable and non-durable goods, and other retail of any kind. It also includes spending on personal services such as home repair, dry cleaning, restaurants, automotive repair, etc.

\* Includes Delaware, New Jersey and Pennsylvania

Valued Resources

“My husband and I moved to Orlando for Cru (Campus Crusade for Christ). We live near Medical City and have kept an eye on the developing Hospital in the hope that we could be of service. That prayer was answered when I became a volunteer chaplain with the Spiritual Care team.

Spiritual Care is a ministry of comfort and support, responsive to the needs of the patients and families on their terms. Importantly, it is not an add-on or afterthought at Nemours, it is an integral part of the overall approach to care. I've had senior executives, physicians and other Associates stop to thank me and say how grateful they are that I am here.

At Cru, I am responsible for leadership development. From that perspective, Nemours has an impressive organizational culture – a family atmosphere and a palpable sense of camaraderie in which each role is as valued as the next.

Volunteering at Nemours has helped me connect to the community. It is my privilege to be here.”

— Kathryn Norman, volunteer chaplain, Nemours Children's Hospital

Nemours is honored and grateful for the many, generous ways our community supports our mission. Whether volunteering at a hospital or clinic, on an advisory board or committee, or with financial support through our many fundraising activities, you are all valued resources, and we extend a most sincere, and humble, “Thank you.”



2012 VOLUNTEER HOURS – PROVIDED BY MEMBERS OF OUR COMMUNITIES

Delaware:	Central Florida:	Jacksonville:	Pensacola:
581 Volunteers	232 Volunteers	180 Volunteers	14 Volunteers
53,323 Hours	10,416 hours	12,746 hours	894 hours
\$1,177,905*	\$230,610*	\$277,735*	\$19,840*
91 – number of departments and divisions supported by volunteers	40 – number of departments and divisions supported by volunteers	24 – number of departments and divisions supported by volunteers	8 – number of departments and divisions supported by volunteers

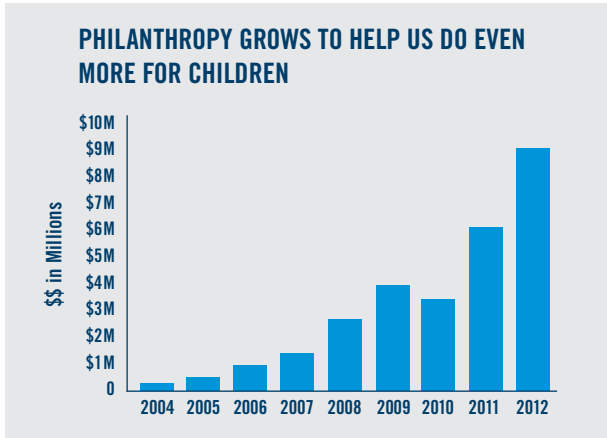
\* From “The Independent Sector.” The value of volunteer efforts received based upon the annual rate assigned.

YOUR GIFTS ENSURE A HEALTHIER FUTURE

Through the generosity of 4,667 donors, more than \$9 million was contributed to the Nemours Fund for Children’s Health during 2012. This amount includes the largest single gift ever received by the Nemours Fund for Children’s Health – a \$3 million contribution to support the Expansion of Nemours/ Alfred I. duPont Hospital for Children in Wilmington, Delaware, and the Shands/MacEwen Endowed Chair of Orthopaedic Surgery.

We are so grateful for the many gifts – large and small – from our generous donors. These gifts support clinical departments such as cardiac care, oncology and orthopedics, as well as underwrite programs that make life a little easier for those who are receiving treatment from Nemours – Child Life, art, pet and

music therapies, and palliative care. Most importantly, these gifts help save lives and give our most vulnerable children the promise of a healthier tomorrow.





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\* Board of Directors pictured above



Nemours Children's Clinic, Pensacola



Nemours duPont Pediatrics, Newtown Square

**DELAWARE**

<b>Hospital</b> <ul style="list-style-type: none"><li>Nemours/Alfred I. duPont Hospital for Children, Wilmington</li></ul> <b>Specialty Care</b> <ul style="list-style-type: none"><li>Wilmington</li></ul>	<b>Cardiac Center</b> <ul style="list-style-type: none"><li>Wilmington</li></ul> <b>Nemours Health &amp; Prevention Services (NHPS)</b> <ul style="list-style-type: none"><li>Newark</li></ul> <b>Nemours Mansion &amp; Gardens</b> <ul style="list-style-type: none"><li>Wilmington</li></ul>	<b>Primary Care</b> <ul style="list-style-type: none"><li>Bear</li><li>Dover</li><li>Middletown</li><li>Milford</li><li>Newark</li><li>Seaford</li><li>Wilmington</li></ul>	<b>Nemours BrightStart!</b> <ul style="list-style-type: none"><li>Newark</li></ul>	<b>Nemours SeniorCare (health clinic)</b> <ul style="list-style-type: none"><li>Milford</li><li>Wilmington</li></ul>
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**NEW JERSEY**

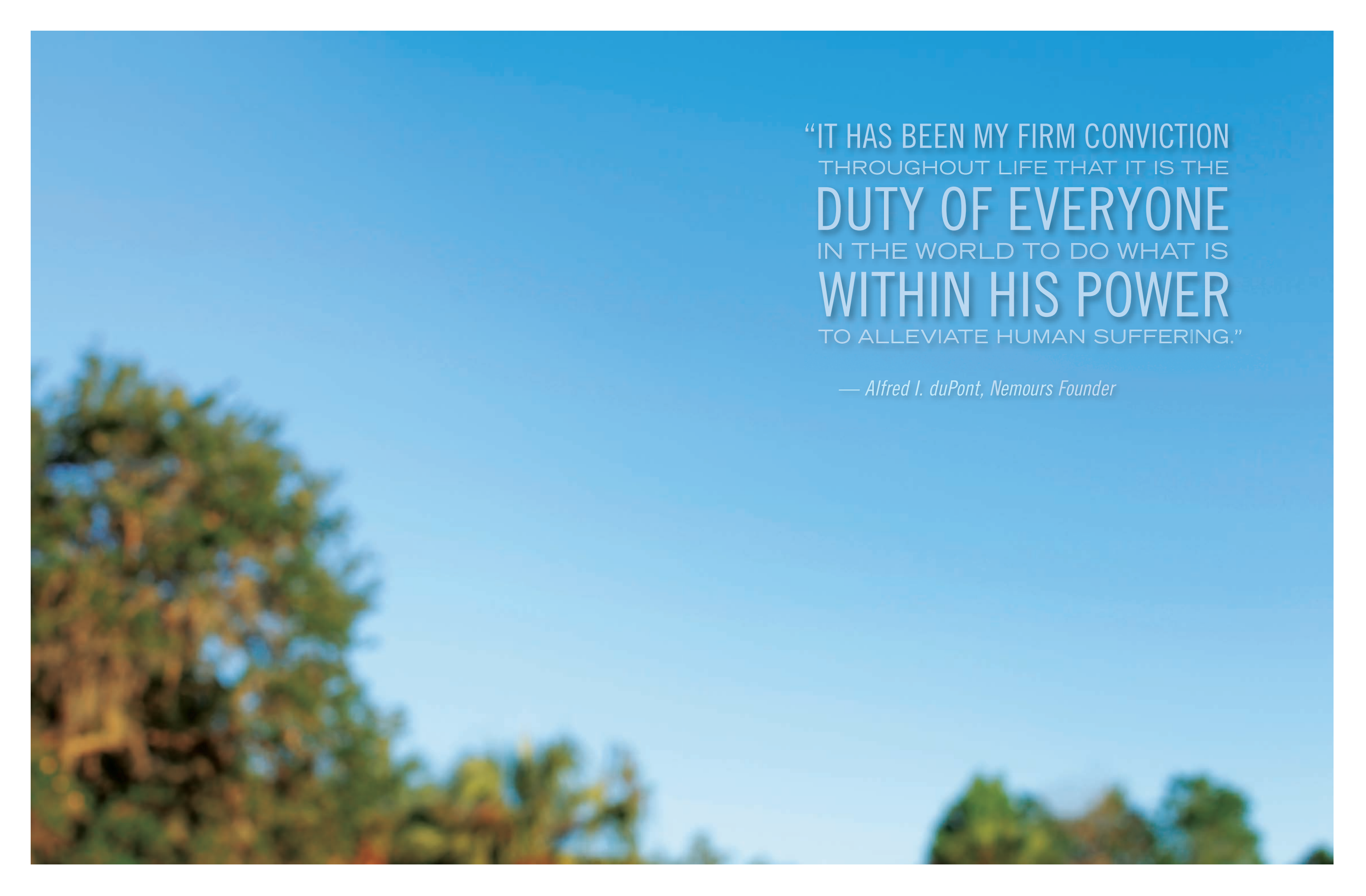
<b>Specialty Care</b> <ul style="list-style-type: none"><li>Egg Harbor Township</li><li>Vineland</li><li>Voorhees</li></ul>	<b>Collaborating Hospitals</b> <ul style="list-style-type: none"><li>AtlantiCare, Atlantic City</li><li>AtlantiCare, Galloway</li><li>South Jersey Healthcare, Vineland</li></ul>
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**PENNSYLVANIA**

<b>Specialty Care</b> <ul style="list-style-type: none"><li>Collegeville</li><li>Lancaster</li><li>Newtown Square</li><li>Philadelphia</li></ul> <b>Primary Care</b> <ul style="list-style-type: none"><li>Philadelphia</li><li>Wynnewood</li></ul>	<b>Collaborating Hospitals</b> <ul style="list-style-type: none"><li>Bryn Mawr Hospital, Bryn Mawr</li><li>Paoli Hospital, Paoli</li><li>Thomas Jefferson University Hospital, Philadelphia</li><li>Lankenau Medical Center, Wynnewood</li></ul>
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**FLORIDA**

<b>Home Office</b> <ul style="list-style-type: none"><li>Jacksonville</li></ul> <b>Hospital</b> <ul style="list-style-type: none"><li>Nemours Children's Hospital, Orlando</li></ul>	<b>Specialty Care</b> <ul style="list-style-type: none"><li>Destin</li><li>Jacksonville</li><li>Jacksonville South</li><li>Lake Mary</li><li>Orange Park</li><li>Orlando</li><li>Pensacola</li><li>Viera</li></ul>	<b>Primary Care</b> <ul style="list-style-type: none"><li>Kissimmee</li><li>Lake Nona</li><li>Longwood</li><li>Orlando</li><li>Ormond Beach</li><li>Vero Beach</li></ul>	<b>Collaborating Hospitals</b> <ul style="list-style-type: none"><li>Health First Holmes Regional Medical Center, Viera</li><li>Sacred Heart Hospital, Pensacola</li><li>Wolfson Children's Hospital, Jacksonville</li></ul>	<b>Nemours BrightStart!</b> <ul style="list-style-type: none"><li>Jacksonville</li><li>Orlando</li></ul>
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“IT HAS BEEN MY FIRM CONVICTION  
THROUGHOUT LIFE THAT IT IS THE  
**DUTY OF EVERYONE**  
IN THE WORLD TO DO WHAT IS  
**WITHIN HIS POWER**  
TO ALLEVIATE HUMAN SUFFERING.”

— *Alfred I. duPont, Nemours Founder*

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

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