



Shared Guardians of
Children's Health &

JOY

2015 REPORT TO OUR COMMUNITIES

Nemours® Your child. Our promise.



JOY



Nemours is not simply a place for care, it's a *way* of caring for children.

Our promise, “to treat every child as if they were our own,” means we will do

everything within our power to restore and improve the health of children. We are shared guardians of children's health and, by extension, their JOY. As one of the largest integrated pediatric health systems in the United States we have the power to influence the places in which we provide care, as well as the ways in which we deliver services. To do both most effectively, we examine how we can increase the joy, inherent and extrinsic, to the environment and experience, and ultimately to the child. It is a philosophy, a way of caring, that goes far beyond the provision of care. **Your child. Our promise.**

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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.

VALUES

Building and sustaining a culture of trust.

EXCEL | RESPECT | SERVE | HONOR | LEARN

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 MESSAGE FROM DAVID BAILEY



TO OUR FAMILIES, FRIENDS AND PARTNERS,

There is nothing quite like the joy of a child — hearing their laughter, sharing in the experience of their curiosity and wonderment, and witnessing them coming into their own. There is something else that is uniquely universal in children — their resilience. As Garth Erasmus, our 2015 visiting artist-in-residence at Nemours/Alfred I. duPont Hospital for Children put it, “even in a child’s most fragile state, there is a strength, an aura of positivity expressed in their cheerfulness and laughter.” It is the children who remind us of the joy to be found in the smallest of things and to celebrate the everyday victories — helping us see life through a fresh lens.

At Nemours, we understand parents’ innate drive to do whatever it takes to protect their children — to keep them safe from harm or to “make it better.” When a child’s ability to experience their natural sense of joy is compromised, there is nothing more urgent than to “fix” it. As a children’s health system, all of us at Nemours have accepted a sacred trust ... we are shared guardians of children’s hope and joy. We fulfill this trust through a promise to families to treat every child as if they were our own. This means, we will do everything within our power to help children grow up healthy and reach their full potential, removing barriers — physical, emotional or social — to achieve the best possible outcome for each child.

How health care is delivered continues to change, moving beyond the traditional definitions of diagnosis and treatment, outside the walls of medical facilities, and toward keeping people well. Nemours is uniquely positioned to help establish a strong foundation for lifelong health in new and ever-expanding ways — keeping the highest quality care local for children and families. We are committed to continuing to establish strong networks to exchange knowledge, creating opportunities to inspire the next generation of health professionals, and crafting experiences that lighten the load for children and their families.

Within the pages of this report are the inspiring stories and highlights from 2015 that we hope will allow you to share our optimism for the future. On behalf of all of us at Nemours, we are committed to the relentless pursuit of helping children and families preserve their joy by providing exactly the care they need and want, how and when they need and want it.

Your child. Our promise.

A handwritten signature in dark ink that reads "David J. Bailey, MD, MBA". The signature is fluid and cursive.

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

At 19 months old, Ivy was diagnosed with arthrogryposis multiplex congenita (AMC), meaning the tendons in her wrists, elbows and shoulders are extremely tight. She could not bend or lift her arms, making it impossible for her to do things like brush her hair or feed herself.

Ivy was referred to Tariq Rahman, PhD, at Nemours/Alfred I. duPont Hospital for Children, who had invented the WREX (Wilmington Robotic EXoskeleton). The WREX is a device made of lightweight parts that eliminate gravity and allow tension where needed, helping patients use their limbs more freely.

Nemours specialists made Ivy's WREX by taking a cast mold of her body, to size the plastic shell that goes over her. The rest of the pieces were made with a 3D printer. Ivy doesn't wear her WREX all the time, but she does use it when doing activities at the table, such as eating.

“ She calls the **WREX** her ‘**BUTTERFLY ARMS**’ and she calls **Dr. Rahman** ‘**DR. BUTTERFLY.**’ ”

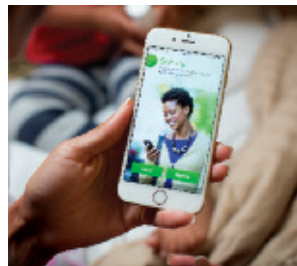


MEETING CHILDREN AND FAMILIES WHERE THEY ARE

No matter where or when a child is in need of care — at home, at school, in the middle of the night, Nemours is transforming our system to deliver services and support to families where they are, as close to home as possible, even in the palm of their hands. For health advice, treatment or follow-up, to ease their worries, and to help families receive the answers they need more quickly, all so kids can get back to what they do best — being kids.

CARECONNECT: 24/7 ONLINE HOUSE CALL

Already an established method for community physicians to talk to our pediatric specialists, Nemours CareConnect has now been expanded to Florida families with the 2015 launch of our direct-to-consumer version. The service offers families 24/7, immediate access to a face-to-face online consultation with a Nemours board-certified pediatrician via mobile device, tablet or computer.



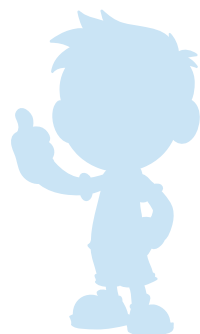
#1 First pediatric direct-to-consumer telehealth service launched in Florida

One low fee applies per visit, and a child does not have to be a current Nemours patient. Visits are secure and HIPAA-compliant, and prescriptions and follow-up notes are available post-visit. In our quest to bring our world-class care closer to families, it doesn't get much closer than the phone or laptop.

BRINGING CARE INTO MORE COMMUNITIES

In our continuing efforts to meet locally the demands of families who seek out our care, we are bringing Nemours to more communities and neighborhoods through expansion, acquisition and alliances. In 2015, we acquired one primary care

02 freestanding hospitals
60 Nemours locations
17 hospital affiliations



practice in Delaware and four primary care practices and one specialty care office in Southeast Pennsylvania; entered into a care collaboration agreement with the five MedExpress immediate care locations in Delaware; and continued to provide hospitalist, neonatal, emergency and/or surgery services to more than 11 hospitals, health systems and clinics in Delaware, Pennsylvania, New Jersey and Maryland.

In Florida, we established partnerships with Lakeland Regional Health to provide highly specialized pediatric care; opened Nemours Children's Specialty Care, Daytona Beach; and opened Nemours Children's Primary Care, Sanford; all while expanding operations at our existing Florida sites.

"It's all important. You want to practice on a mannequin before real life ... This is what it's going to sound like, this is what it's going to feel like, this is what it's going to look like"

— School nurse attendee, Nemours NICE School Nurse Health Conference at NCH

CONNECTING WITH FAMILIES FOR 20 YEARS

In 1995, the Nemours Center for Children's Health Media launched a new website,



KidsHealth.org, and forever changed the way families access trustworthy information about health. Industry benchmarking indicates that KidsHealth provides the highest quality information and user experience of all health care content providers. What families have experienced has now been affirmed by health care systems: about 80 children's hospitals choose KidsHealth for web content, bedside videos and patient instructions.

"My 5-year-old swallowed a marble and we were in a panic about it, even though our doctor said it would pass naturally. I searched for a picture to show him where the marble would travel and found your website. It calmed him so much to have an understanding of his digestive system ... and it was on his level. Now, he's so excited about the other systems and doing a connect-the-dots of the lungs. He's totally forgotten about the marble."

— Parent and child visitors to KidsHealth.org



BUILDING SKILLS AND CONFIDENCE TO CARE FOR CHILDREN AT SCHOOL



Nemours Institute for Clinical Excellence (NICE) remains at the forefront of medical simulation services, an area increasing in demand. Using tools from high-tech mannequins to health care theatre, NICE programs enhance participants' technical, cognitive and behavioral skills. In 2015, NICE hosted the first annual Nemours School Health Conference at Nemours Children's Hospital. Nearly 100 school health professionals from six Central Florida counties attended the conference, which featured the use of mannequins to simulate a number of conditions, including asthma attacks and anaphylactic seizures.



20 YEARS!

KidsHealth.org has grown to be the most-visited site devoted to children's health





Nemours is developing novel uses for telehealth beyond medical care, including using **Nemours CareConnect** to conduct research screenings and research studies.

EXTENDING THE OFFICE VISIT INTO HOMES

Nemours researchers are using a two-pronged approach to study methods to improve the care of adolescents with obesity. First, researchers are **equipping primary care physicians with tools within the electronic health record (EHR) to promote evidence-based practices during office visits.** Then, a subset of patients have **virtual visits with a telemedicine health coach** using Nemours CareConnect. During the biweekly telehealth meetings, the coach can reiterate the physician's counseling and patients can discuss new at-home exercise regimens, brainstorm food choices together, and even give their coach a tour of their refrigerator. **Initial data shows weight loss in both groups, with double the loss among those in the telehealth group.** The research explores the benefits of partnering community physicians with telehealth coaches to reinforce the office visit experience in the home.



#3

Nemours **eXtraordinary Kids Clinic** is only the third program of its kind in the U.S. that addresses the unique needs of children with X and Y chromosome variations.

RESEARCH SCREENING IN THE COMFORT OF HOME

Families applying for inclusion in research studies often incur extensive travel costs and a hefty time commitment to reach the location of in-person screenings, with no guarantee that their child qualifies under the research protocols. For a recent study, the Neurology Research Team at Nemours Children's Hospital (NCH) used telemedicine to pre-screen **potential participants.** Using a readily available app, the NCH team conducted an interview and virtual evaluation. Families that met defined criteria were invited in for more formal in-person screenings. For families that didn't meet the criteria, there was a much higher level of satisfaction knowing they had done all they could while avoiding unnecessary expense and disruption to the life of their child.

AN EXTRAORDINARY PLACE FOR EXTRAORDINARY KIDS

In 2015, Nemours/Alfred I. duPont Hospital for Children launched a comprehensive new program for children with X and Y chromosome variations. Only the **third program** of its kind in the U.S., the **eXtraordinary Kids Clinic** brings together a team of experts in medical and therapeutic disciplines to address the unique needs of patients with these common but frequently undiagnosed genetic conditions. In fact, there are an estimated 500,000 people in the U.S. with an X or Y chromosome variation, but **only 25 percent** are actually diagnosed in their lifetime, with most diagnoses made through prenatal screening.

The clinic is led by pediatric endocrinologist Judith Ross, MD, and supported by a team of pediatric specialists in genetics, developmental pediatrics, psychology, psychiatry, occupational and speech therapy, and social work.



PARENTS HELPING PARENTS PROMOTE HEALTHY WEIGHT BEHAVIORS


Nemours research scientist Thao-Ly Phan, MD, MPH, has received a five-year National Institutes of Health (NIH) award for her study, "Integrating Parenting Interventions into Pediatric Obesity Care." Leveraging Nemours' strengths in family-centered care, health care delivery science and multimedia formats, Dr. Phan is **developing videos** featuring families who have received care in the **Weight Management clinic** at Nemours/Alfred I. duPont Hospital for Children. The diverse group of families will share parenting skills that worked best for them in changing food and exercise behaviors while strengthening the parent/child relationship. Families will be able to **access the videos through MyNemours** and have conversations about the most relevant video topics with their child's health care provider.



Denisha A., parent, Wilmington, Del. —



"My son was 4 years old and weighed 71 pounds when he entered the Weight Management Program. Now he's almost 10 and weighs 76 pounds. We learned so much through the program. When Dr. Phan asked us to participate in videos to provide advice to other families, we were all in. I think listening to someone else who has gone through this with their child would be helpful. My best advice is don't make a child feel different — if you're changing eating or activities, do it together and get the whole family involved. Our whole family has become healthier together."

A young boy with glasses is sitting cross-legged in a lush green field under a dramatic, cloudy sky. He is wearing a bright blue polo shirt and white shorts. His hands are clasped in his lap, and he is looking directly at the camera with a calm expression. The background shows a line of trees on the horizon.

“ Did you hear the one
about the **GERM**?
NEVERMIND, I don’t
want to spread it around. ”

Keith, born three months premature, had a variety of health challenges. Most significantly, he needed a new bladder and a kidney transplant.

At 18 months old, Keith had his first visit with Nemours pediatric urologist Ahmad Bani Hani, MD. Doctors built Keith a new bladder and for three years after, Keith received dialysis three days per week at Nemours/Alfred I. duPont Hospital for Children.

Everyone in 3C South knew Keith, or as they called him, “Bubba” or “Mayor.” He was always ready to share his “joke of the day” with his care team.

In 2014, Keith got his kidney transplant and everything is going well — he’s now a healthy 7-year-old and is even able to attend public school full-time. He still comes to duPont Hospital for Children for appointments and check-ups, and while the visits are less frequent, Keith always has plenty of jokes to go around.



CREATING A JOYFUL ENVIRONMENT

Hospitals and doctors' offices are not places that most people look forward to visiting. Nemours has worked to create environments that minimize stress and anxiety for families who must be in our facilities for treatment or follow-up. We have also worked to create places that are more natural settings for healing and support. Hospitals among gardens, and activities within locations create a sense of normalcy and promote comfort and, at times, even fun.

CAMP WEBELONG, AN INPATIENT CAMP EXPERIENCE

It's bad enough to be in the hospital, but it's even worse when it's summer vacation and your friends are all at camp. Enter the Child Life Department at Nemours/Alfred I. duPont Hospital for Children, creators of 2015's first annual Camp WeBelong. Held for hospital inpatients during the first week of August, Camp WeBelong ensured the entertainment of children of all abilities through food and games, face-painting, make-your-own pizza, ponies, "beach" volleyball, exotic cars, safari night, science displays, a dance-a-thon and a huge, walk-in Earth balloon.



"Trips to the hospital come with a lot of anxiety, especially for families of children with special needs. The REACH program gives the ED team the tools and resources to provide the best care possible to every child and family in a way that is comfortable to them."

— Cara Harwell, ARNP, CPNP, PMHS, ED Nurse Practitioner, Nemours Children's Hospital

SMOOTHING THE VISIT FOR CHILDREN WITH AUTISM

Nemours continues its enterprisewide approach to welcoming and better accommodating children with autism, who may be hypersensitive to a physical space's sights and sounds. Working together, the newly created Autism Family Advisory Council and Associates at Nemours/Alfred I. duPont Hospital for Children are developing an autism-friendly environment at the hospital and other clinical sites.

At Nemours Children's Hospital (NCH) Emergency

Department (ED), the recently enacted REACH (Respecting Each Awesome Child Here) program identifies children who have autism when they enter the ED. The family is then offered the option of a more soothing, quieter waiting area stocked with sensory

toys, headphones and iPads. NCH is evaluating the expansion of REACH to other areas of the hospital.

"I was diagnosed with leukemia, and spent a lot of time in the hospital and receiving treatments. The Nemours IT team connected my Xbox 360 so I could game with my friends and brothers, including one brother stationed at Camp Lejeune. I made my gamer tag about leukemia and educated other players about the disease if they asked, and became friends with another gamer with leukemia. Gaming was a way to take my mind off of everything going on and a way for my online community to support me through my treatment."

— Brady C., Nemours patient, Chester Springs, Pa.

A HOSPITAL AMONG GARDENS PROMOTES THERAPEUTIC BENEFITS OF NATURE

In the words of our founder, Alfred I. duPont, "Old Dame Nature" is the best medicine. Heeding these words and calling back to the original therapeutic role it once played, the majestic mansion and gardens of the Nemours Estate, which neighbors Nemours/Alfred I. duPont Hospital for Children, will look to integrate operations more closely with the hospital. Activities in 2015 included hosting the Night At Nemours Gala, the Hear We Go 5K Run/Walk, the Kids with Confidence 5K Walk/Run, 4.5-star-rated Trip Advisor tours, and more than 800 Nemours Associates and their family members at a holiday season open house. Going forward, the Nemours Estate is planning a slate of health, wellness, healing and play experiences for children, their families and the entire Nemours community, including hosting the Annual Remembrance event for children who have passed and had been under our care.



"After a stressful preoperative physical therapy appointment, we walked through the Atrium as the OperaDelaware performer began. My daughter froze, spellbound ... for a brief time after a hard day, no words were necessary ..."

— Nemours patient mom

THE HEALING POWER OF MUSIC

The world-class design of the Anthony N. Fusco, Sr., Atrium at Nemours/Alfred I. duPont Hospital for Children is now showcasing world-class musicians for the benefit of patients, Nemours Associates


and the public. A chance meeting between Nemours' Paul Rosen, MD, and Brendan Cooke, general manager of OperaDelaware, brought about a question: With performers coming in for OperaDelaware's Sunday shows needing rehearsal time on Fridays, why not use a beautiful setting with an appreciative live audience — the Atrium?

Nemours Children's Clinic, Pensacola also stresses the healing power of music. A partnership formed in 2015 with The Pensacola Symphony provides professional demonstrations in the lobbies along with outdoor concerts and instrument petting zoos for special events.



600

runners/walkers participated in the 7th Annual Hear We Go 5K Run/Walk held on the grounds of the Nemours Estate



“ He doesn’t **THINK** limits.
He just thinks about
ENJOYING LIFE. ”

Shortly after birth, doctors discovered that Josh had a very rare disorder called atelosteogenesis type 3 (AO3), which means his bones don’t develop properly. His doctor referred him to William Mackenzie, MD, at Nemours/Alfred I. duPont Hospital for Children. They discovered Josh’s spine was severely curved and he was at risk for severing his spinal cord.

At 20 months, Josh had the 12-hour life-saving surgery. He went home with a halo that he had to wear for three months until his spine fused and healed. At 24 months he got a walker and took his first steps — he took off with pure joy and exhilaration on his face.

Today, Josh is followed by Stephen Frick, MD, at Nemours Children’s Hospital in Florida, as well as Dr. Mackenzie. He’s had multiple surgeries to align his limbs and fix his Achilles tendons. He wears a back brace for scoliosis, which will eventually require surgery. But for now, he goes to school, rides his tricycle and is about to start equine therapy and baseball.



FINDING MORE MEANING IN THE EXPERIENCE

Being open to learning about experiences that are different than our own enables Nemours to institute programs, services and processes that more accurately reflect and address the physical, emotional, social and spiritual needs of those we serve. For children and families, these holistic experiences are intended to minimize adversity during a serious or difficult situation and to maximize the ability for a child to express freedom and joy.

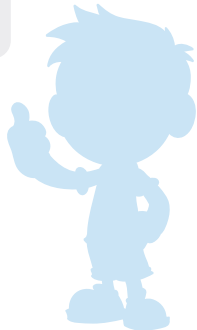
THE ART OF TRANSFORMING EXPERIENCES

Highlighting the positive effect of music and art on the healing process, 2015 saw a partnership between Nemours/Alfred I. duPont Hospital for Children and the University of Delaware to host its inaugural international visiting artist-in-residence, South African Garth Erasmus. When at duPont Hospital for Children, Erasmus collaborated with the hospital's art and music therapists and offered performances and workshops for patients, families and Nemours Associates. Drawing from his own influences of indigenous peoples' art and nontraditional materials, Erasmus helped children create art and music using a variety of items. This included medical materials, showing children how items associated with hospitals and illness can be transformed, both literally and symbolically, into something beyond their medical use.

#1 South African artist Garth Erasmus was the first international visiting artist-in-residence at Nemours/duPont Hospital for Children

"We made musical instruments out of tongue depressors and tubing, and art out of items from the stock room. The children tapped into their full powers of imagination and fantasy. I was inspired by their presence. Even in their most fragile state, there was a strength, an aura of positivity. They were full of cheerfulness, laughter – fun! The reaction of the children was life-changing for me. I'm still reflecting on the experience. It's a feeling I don't want to lose and I will find a way to work it into my future art."

— Garth E., 2015 University of Delaware Visiting Artist-in-Residence, Cape Town, South Africa



SPIRITUAL SUPPORT FOR EVERY SPIRIT

Nemours Children's Hospital (NCH) opened with, and continues to enjoy, support from the entire faith community. NCH's nondenominational chapel, stocked with religious materials for all faiths and ages, has become a place of reflection and worship for our patient families and Associates, as well as our communities. Tuesdays and Thursdays bring music and meditation, a Catholic mass on Wednesday and an Islamic service on Friday. Chaplains are ever-present in our surgical waiting rooms, and pastoral care is available 24/7 for everyone — patients, families and Associates alike, including an annual "blessing of the hands" for our medical staff and "blessing of the paws" for our pet therapy team. Our annual Day of Remembrance, for children who have passed, is also led by our spiritual care team. The 2015 event featured an orchestra, speakers, activities and food.



"Faith is in Nemours Children's Hospital's DNA."

— Jim Degrado, manager, Spiritual Care, NCH

"Nemours has again shown its commitment to family-centered care by fulling supporting Parent to Parent training here at the hospital."

— Lori Brady, Co-chair, Family Advisory Council Nemours/Alfred I. duPont Hospital for Children

ENSURING EXPERIENCES MATCH UNIQUE NEEDS

The Nemours Office of Health Equity & Inclusion was created to help us be respectful, mindful and sensitive to the cultural and spiritual needs and differences of children and families we encounter. In 2015, Nemours created the Health Equity Consortium, a new advisory body consisting of community members representing underserved populations or those experiencing health disparities.

By developing these partnerships among Nemours Associates, our families and our communities, we are able to develop a deeper understanding of different cultures, languages, genders, sexual orientations, gender identities and expressions, religions, abilities, socioeconomic statuses and more. These factors, along with the community input, will have a significant and positive impact on our ability to deliver even more efficient and effective diagnoses, care plans, education and support.

FAMILIES SHARING THEIR EXPERIENCES TO HELP OTHER FAMILIES

About seven years ago, Nemours/Alfred I. duPont Hospital for Children created its first Family Advisory Council (FAC), firmly establishing families as a resource to improve the family experience at Nemours. Now, councils include a youth council, a virtual council, and more than 20 disease- or issue-specific councils. Looking to assist Nemours parents as well as the hospital, Lori



Brady, duPont Hospital for Children FAC co-chair, connected with Delaware Family Voices and the related Parent to Parent USA programs. Parent to Parent offers trained and situation-matched "Support Parents" as a resource for families with children who have special needs.

07 years ago, Nemours formed its first Family Advisory Council ... Today,
20 disease- or issue-specific advisory councils meet regularly along with ...
01 virtual advisory council and several youth advisory councils



A WEBSITE BY AND FOR FAMILIES TO ADDRESS TYPE 1 DIABETES IN VERY YOUNG CHILDREN

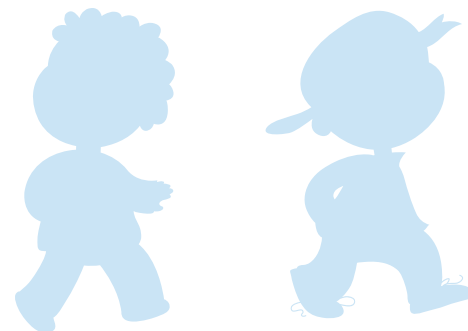
While a diagnosis of Type 1 diabetes is serious at any age, when a child younger than age 6 is involved the care concerns are magnified and more difficult. Parents find that, for this age range, there are few places to have their specific issues addressed. Seeing a critical need, researchers at the Nemours Center for Healthcare Delivery Science secured a National Institutes of Health (NIH) grant for their project, “A Crowdsourced Social Media Portal for Parents of Very Young Children with Type I Diabetes.” The researchers are collaborating with nearly 200 families (including 15 from foreign countries) to develop a patient-centered, “family-sourced” website for expert content and guidance, social support and other resources. Once up and running, the researchers will analyze the efficacy of the site with controlled trials.

CONTROLLING ASTHMA ONE STEP AT A TIME

Developed for a recent grant project seeking to optimize health outcomes for children with asthma in Delaware, Nemours KidsHealth is extending and scaling the successful intervention and education resource known as “Asthma Sequenced Learning Tools.” These learning tools, available in English and Spanish, and approved by the U.S. Department of Health and Human Services (HHS) and the Centers for Medicare & Medicaid Services (CMS), help children build confidence in managing their asthma through supportive messaging that promotes step-by-step mastery without being overwhelming, and motivates with regular encouragement.



Nemours KidsHealth’s Asthma Sequenced Learning Tools include a **five-week e-newsletter** that addresses a new topic each week, and includes a weekly video and follow-up questions; and a **12-week texting program** with two age-specific educational texts per week, daily medication reminders, Friday check-ins for medication adherence, and links to more content.



“My daughter Caitlyn was diagnosed with an airway defect at age 1. Her voicebox covers her airway, so she uses a tracheostomy device to get air in and out instead of through her mouth. It was very scary finding out about the trach, knowing all of my responsibilities as her parent and caregiver. Knowing that I would have to take a crash-course in nursing and respiratory therapy just to be able to be left alone with my child. Without the simulation, I don’t think we would have been able to bring her home... I wouldn’t be able to care for her the way I do.”

— Amber M., parent, Orlando, Fla.



CONFIDENTLY TAKING THE EXPERIENCE HOME



Nemours Institute for Clinical Excellence (NICE) uses medical simulation to train physicians, nurses and other health care providers across a broad spectrum.

Perhaps even more important is the training given parents of children with complex issues and medical devices that must be cared for at home. In many cases, discharge instructions or a medical device manual will not give them the confidence they need.

Through simulation, Nemours creates a safe learning environment where parents and caregivers work on specific skills without worrying they are going to make a mistake. The simulation mannequins can blink, speak and simulate breathing noises; they can change colors and have seizures. The mannequins also respond positively or negatively to the treatment — truly providing a life-like experience to help parents master nuances of care.

CARE EVERYWHERE MEANS BETTER CARE HERE

Within Nemours’ electronic health record (EHR) software is a button called “Care Everywhere” — and while the button is small, the benefits are big. Care Everywhere allows physicians to identify and access the EHR of their patients who have seen other health care providers that use the Epic EHR platform. This provides instant access to the records including medications and dosages, lab results (to avoid ordering duplicates) and any changes in the patients’ care, as noted by the other physician(s). Care Everywhere is crucial for Nemours patients, many of whom have complex conditions and may see multiple providers. In one situation, a child with a congenital lung issue was part of a military family that had been stationed in various cities across the U.S. By accessing the child’s records and “connecting the dots,” the Nemours physician was able to recognize and institute a more effective course of treatment.

Nemours exchanged
3,270,000
electronic medical records with
183 organizations in **47** states

Brennan was born with a congenital condition called microtia which resulted in the deformity of his right ear, or his “little ear,” as he likes to call it. After failing his hearing test at birth, Brennan’s parents brought him to the Nemours ENT (Ear, Nose & Throat) Division and into the care of Robert O’Reilly, MD. Brennan needed three ear tube surgeries as well as a fourth surgery to remove auricular pits (a pit-like dimple) above both his ears.

At age 5, Brennan had reconstructive surgery to rebuild his right outer ear. Throughout this journey, he has been working with audiology, most recently getting his new ear mold to fit his reconstructed ear. He says he loves that he “can hear everything so much louder!”

While he awaits inner ear reconstruction, he and his family are very involved with raising funds and awareness for hearing loss programs at Nemours, including active involvement with Nemours’ annual “Hear We Go” 5K held on the grounds of the Nemours Estate.

“He loves to talk about his **LITTLE EAR** to anyone close enough to **LISTEN.**”



A FUTURE FULL OF JOYFUL POSSIBILITIES

As the health care industry accelerates its evolution, discovery and innovation are moving faster than ever before. New and better ways to diagnose, treat, research and improve health are emerging through pathways that were once only imaginary. This current state is not only inspiring new opportunities for improving health, it is also inspiring a new generation of health professionals who will find their passion through the joy of serving others.

INSPIRING FUTURE HEALTH PROFESSIONALS

A “rare disease” affects fewer than 200,000 individuals in the U.S., so for families of children with rare diseases the journey may seem lonely. In February 2015, Nemours/Alfred I. duPont Hospital for Children teamed with the Delaware HOSA-Future Health Professionals for Nemours’ first annual Rare and Chronic Disease Research Event. Leading up to the event, high school students interacted with Nemours rare-disease researchers, clinicians and patient families. At the event, these students presented disease information that heightened awareness; recognized families that deal with rare diseases; raised \$5,000 for research; and offered innovative ideas for improving a child’s quality of life.

“The two students who visited with our family are part of a dental assisting program through Howard High School of Technology. They were surprised to learn that going to the dentist can be one of the most traumatic appointments for a child with cerebral palsy. They were wonderful with my son Nicholas, and did a great job with their presentation.”

— Senator Nicole Poore (D-District 12, New Castle), Nicholas’ mom

A NEW CENTER FOCUSES ON AUTISM, NOW AND FOR THE FUTURE

At Nemours/Alfred I. duPont Hospital for Children, a generous donation from Dan and Susan Katzin and the addition of Diane Chugani, PhD, as director of neuroscience research have come together to create the Katzin Diagnostic and Research Center. The Center will house the area’s first PET/MRI imaging system — bringing both immediate and long-term benefits to Delaware children.

For children currently under our care, the new PET/MRI system generates more information in less time (meaning fewer visits), requires less sedation and no blood draws. For Dr. Chugani’s leading-edge autism research, the imaging system maps physiologic processes that could result in earlier diagnosis and new, innovative treatments.

#1 the first PET/MRI imaging system in the Delaware area will bring immediate and long-term benefits to Delaware children and aid in leading-edge autism research

“Rare Disease Day went so well you’d have never guessed it was the first year of the event. The students had to complete multiple layers of work — prepping for and conducting interviews with researchers and families, developing a display and honing their presentation skills, but it was worth the tremendous opportunity to have exposure to the many engaged Nemours Associates, clinicians and researchers of a first-class pediatric health system, and to gain such confidence from their achievements.”

— Peggy Enslen, RN, EdD, Education Associate - Health Sciences, Delaware Department of Education, HOSA State Advisor

PEDSNET LAUNCHES THE FUTURE OF RESEARCH

4.5
MILLION
de-identified patient records available to Nemours researchers through PEDSnet

In 2013, we reported how Nemours was one of just eight children’s health systems selected to participate in a Patient-Centered Outcomes Research Institute (PCORI) grant to create a secure electronic network, dubbed PEDSnet. In 2015, the group successfully established the PEDSnet technical infrastructure and dataset, giving researchers at Nemours access to 4.5 million de-identified patient records to answer medical questions that have challenged families and providers for generations.

Nemours has received an \$850,000 PCORI grant to conduct its first clinical research studies using the launched PEDSnet. One study will explore why children with asthma, who are also obese, report more severe asthma symptoms; the other study will analyze the risk of infection in children who take over-the-counter medications used to block stomach acid.

ENGAGING STUDENTS IN HEALTH CAREERS

In the fall of 2015, Nemours Children’s Hospital (NCH) hosted 200 high school students from Orange, Seminole, Brevard, Osceola and Volusia counties for an interactive career exploration day at the hospital. Participating students were all part of a health science/medical academy program and had the opportunity to hear from a variety of Nemours health care professionals. Presenters shared what they do, the educational and career path that led them to their current position, and what they love about their role. Students heard about careers in medicine, respiratory therapy, pharmacy, child life, nursing, social work, health informatics, and more.

During lunch, Nemours Associates visited the students’ tables in a speed networking environment to provide an opportunity for questions about different careers at Nemours. It was a great opportunity to expose young people to the wide variety of professions within the health care field as they prepare to enter college and begin to think about their career paths.



“PEDSnet allows Nemours to conduct studies that could only be imagined a few years ago. No one health system could ever gather a sample size this large.”

— Terri H. Finkel, MD, PhD, chief scientific officer and chair of pediatrics, Nemours Children’s Hospital





“ I used to have to carry
HIM ON A PILLOW,
now I can hold him
IN MY ARMS.”

When Vicky was 20 weeks pregnant with Isaiah, her doctors discovered something was not right. The ultrasound showed her baby's legs were significantly bowed, his arms shorter than normal, and his rib cage broken. They diagnosed her baby with osteogenesis imperfecta, also known as brittle bone disease. Three days after his birth, Isaiah was transferred to Nemours and has been in our care ever since.

He required a lot of treatment as a young baby; Isaiah has broken several bones just doing what normal babies do, like pushing against his mom or sneezing. Vicky had to learn quickly how to splint him in instances of a “break.”

Isaiah receives treatments to strengthen his bones, along with physical therapy — and it's working. His mom used to have to carry him around on a pillow to provide cushioning to his bones, but now she can hold him in her arms.



EXTENDING JOY INTO THE COMMUNITY

Reaching out into the places where our communities' members live, work, learn and play is a way for Nemours to share health knowledge, as well as gain greater understanding of the needs of those we serve. Our outreach activities include education, research, prevention and advocacy on local, regional and national levels. We also invite communities "in," where we deliver workshops, programs and events to enrich both health and joy.

A COMMUNITY EXCHANGE HIGHLIGHTS RESEARCH

People often think medical research is only done in laboratories. While Nemours does have world-class labs,

our research also takes place in hospitals, clinics, primary care offices and neighborhoods, led by our scientists, doctors, nurses, therapists and community partners. Each year, Nemours hosts "Research Days," with events for

fellow researchers and community leaders. A new part of Research Days 2015 at Nemours/Alfred I. duPont Hospital for Children was the first annual Nemours Research Exchange. Open to the community, the day featured presentations, question and answer sessions, and a closing forum. Attendees learned about our research in health disparities, asthma, obesity, cancer, sickle cell disease, orthopedic conditions and other diseases; in turn they offered their thoughts for making our work more meaningful.

#1 the first annual Nemours Research Exchange enabled Associates, families and community members to learn how to make Nemours research more meaningful and effective

A LAND DONATION FOR ALL TO ENJOY

In 2015, The Nemours Foundation donated 46 acres of forestland from the Nemours Estate to the Delaware Department of Natural Resources and Environmental Control's

Alapocas Run State Park. The donation completed the last stretch of the Northern Delaware Greenway Trail, a 10-mile hiking and biking path.



"Alfred I. duPont understood the healing and therapeutic benefits of nature, for both children and their families. As stewards of Mr. duPont's legacy, it is fitting that these lands be transferred to the State of Delaware and improved for the enjoyment of the community."

— Roy Proujansky, MD, chief executive of Delaware Valley Operations and EVP, Nemours

ADVANCING DIVERSITY IN THE STUDY OF HEALTH

The Nemours Office of Health Equity & Inclusion hosts students at three education levels, promoting the next generation of health professionals. In the Health Equity Summer Scholar Program, 10 high school students and four to six college students study epidemiology, the cause and pattern analysis of population health and disease. The Health Disparities Epidemiology Practicum is a six-month, intensive program in which two graduate-level public health students undertake advanced research, analysis and scientific writing that can result in peer-reviewed publication, a rarity at the master's level. Setting Nemours apart is that both the program and practicum are designed to improve the pipeline of diverse candidates who are otherwise underrepresented in health care professions.

COALITION DRIVES PASSAGE OF SAFETY LAW

For children, all terrain vehicle (ATV) accidents don't account for the highest number of injuries, but they do account for the most severe injuries. Alarmed by the statistics, in 2013 the Nemours/Alfred I. duPont Hospital for Children Trauma Program joined forces with Nemours Health & Prevention Services and Nemours Delaware Valley Government Relations to recruit a broad-based coalition that included health systems, injury prevention organizations, state officials and agencies, law enforcement and the ATV industry. Taking a balanced approach, by 2015 the coalition had successfully advocated for the introduction and passage of legislation requiring helmets and limiting passengers for recreational ATV drivers under age 18. Delaware Governor Jack Markell signed the legislation into law in July.

Nemours continues outreach efforts in the community to educate about the new law and provide other tips on safety so families can safely enjoy this popular recreational activity.



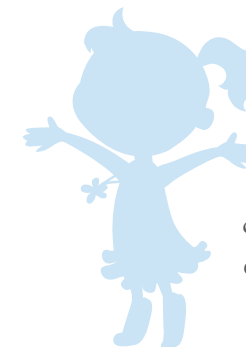
"The skills and confidence I acquired throughout my Health Disparities Practicum at Nemours, in addition to being published, have set me apart as a Master's of Public Health graduate for the positions I've held since. Being involved in every aspect of research, coupled with the opportunity to mentor and to be mentored was unique and extremely beneficial. While I had an interest in public health as an undergrad, my time at Nemours sparked a further passion as it gave me a glimpse at what my future could be looking at the bigger picture of a community and its health."

— Lavisha McClarin, MPH, Research Data Manager, Department of Epidemiology, Bloomberg School of Public Health, Johns Hopkins University

ENSURING ACCESS TO EMERGENCY CARE FOR KIDS

Nemours Children's Hospital hosted the second annual ABC's of Pediatric EMS, a program designed to educate EMS professionals on how to assess a pediatric patient in the field. EMTs and paramedics from Orlando to Tampa and Ft. Lauderdale, Fla. attended the one-day program that included topics such as environmental allergies, pediatric sepsis and pediatric shock. A special skills session took place in the afternoon that included critical thinking stations based on the morning lectures followed by case-based scenarios using pediatric patient simulators.

Access to optimal emergency care for children is affected by the knowledge and skill level of the responding EMS personnel; the Florida Emergency Medicine Foundation and the Florida College of Emergency Physicians, who created the program, recognize that children who require emergency care have unique needs, especially when emergencies are serious or life threatening.





2015 COMMUNITY BENEFIT

Since opening our doors, Nemours has invested more than \$2.7 billion to enable a higher standard of care for children’s health. Our investment in children, families, research, prevention and education is a response to evolving community health needs as Nemours aims to fulfill its mission to provide leadership, institutions and services to restore and improve the health of children with one high standard of quality and distinction regardless of the recipient’s financial status.

● UNCOMPENSATED MEDICAL CARE: \$147.7 MILLION

Uncompensated medical care includes **health care services without a direct source of payment**. In 2015, total uncompensated medical care provided by Nemours included:

- **\$6.7 million** in services classified as **“charity care”** where the recipient could not afford services or lacked adequate health insurance
- **\$112.0 million** in **unreimbursed cost**, or shortfalls that occur when providers are reimbursed below the cost of providing services for Medicaid and other public health program beneficiaries
- **\$29.0 million** in **uncollected patient care charges**, underwritten by Nemours, where patients were presumed able to pay, but from whom Nemours was unable to collect

● SUBSIDIZED HEALTH SERVICES: \$5.0 MILLION

In his will, our founder, Alfred I. duPont called for his estate to also benefit the elderly in Delaware. Nemours Health Clinic, now known as **Nemours SeniorCare**, was established in 1981 and has **provided vision, hearing and dental care services to hundreds of thousands of Delaware’s low-income seniors at little to no cost**. In 2015, these outpatient services at Nemours SeniorCare included:

- **10,930** dental care visits
- **3,242** hearing care visits
- **15,728** vision care visits

2015 TOTAL COMMUNITY BENEFIT: \$193.8 MILLION



● UNCOMPENSATED MEDICAL CARE	\$147.7
● SUBSIDIZED HEALTH SERVICES	\$5.0
● RESEARCH	\$18.4
● EDUCATION & TRAINING OF HEALTH PROFESSIONALS	\$4.0
● PREVENTION & INFLUENCING CHILDREN'S HEALTH	\$18.7

● RESEARCH: \$18.4 MILLION

By increasing the amount of research activity and creating ever-increasing integration between our clinical and research enterprises, Nemours aims to **decrease the time between discovery and practice**. Beyond treatments, we also seek to investigate and understand processes that **affect the delivery, safety, outcomes, cost, quality and value of pediatric care**. Currently, Nemours boasts:

- **382** active research projects and clinical trials
- **100+** Nemours physician-scientists
- **25** PhD center directors and laboratory heads
- **200** research support staff

● EDUCATION & TRAINING OF HEALTH PROFESSIONALS: \$4.0 MILLION

Nemours continues to **train the next generation of pediatric specialists** through its affiliations with Sydney Kimmel Medical College at Thomas Jefferson University, Mayo Clinic School of Medicine, Florida State University, University of Central Florida College of Medicine and the University of Florida College of Medicine. In 2015, Nemours hosted:

- **743** residents
- **115** physician fellows
- **633** medical students

The online presence of Nemours Continuing Medical Education continues to grow through **NemoursEducation.org**, with more than 81,000 registered users. In 2015, **PedsUniversity.org** launched a new iPad app to improve access to its online offerings, including more than 100 units of study.

CELEBRATING A DECADE OF BRIGHT STARTS

In 2005, **Nemours BrightStart!** began with a simple, but powerful, premise: *literacy is the single strongest predictor of adult health status and a major contributor to child health issues*. Through an integrated clinical, neuroscience and public health mindset, it was the first organization to identify and intervene with **at-risk preschoolers**, implementing a method of instruction that led to an **average 114 percent gain in reading readiness scores**. Nemours BrightStart! then developed a **pre-school curriculum and teacher training** program to help reach more struggling students. Most recently, to directly reach parents, Nemours BrightStart! launched **ReadingBrightStart.org**, which includes a preschool reading screener and family activities. With opportunities to scale with partners and further digitize their assets, Nemours BrightStart! is poised to experience major new growth and impact for decades to come.



● PREVENTION & INFLUENCING CHILDREN’S HEALTH: \$18.7 MILLION

Nemours continues to focus leadership and programs in the areas of **health promotion and disease prevention**. These efforts **positively impact population health** within our service area as well as millions of children who may never know our name. The following divisions work to connect our child health experts to community partners, policymakers, educators, health providers and families:

● **Nemours BrightStart!**

Ten years ago, Nemours launched Nemours BrightStart!, the first program of its kind in the nation to develop evidence-based tools to reach young children at risk of reading failure. To date, Nemours has reached more than 117,400 children across the U.S. through early literacy screening and targeted educational activities, including Nemours’ own evidence-based curriculum. With the launch of ReadingBrightStart.org in 2014, Nemours BrightStart! has made early literacy tools and resources available to families everywhere.

● **Nemours Health & Prevention Services**

Since 2004, Nemours Health & Prevention Services (NHPS) has implemented and researched hundreds of evidence-based practices throughout the state of Delaware, worked closely with hundreds of key strategic partners that have policy and practice change influence over organizations that serve children, and led strategies to link the prevention and health promotion work of NHPS with the clinical services of Nemours, focusing on primary care.

● **Nemours National Office of Policy & Prevention**

Nemours National Office of Policy & Prevention works alongside divisions throughout the Nemours enterprise, as well as external organizations, to promote Nemours as a trusted resource to influence and inform policies and practices that make a difference for children, with the ultimate goal of spreading what works nationally and connecting innovation back to Nemours in our journey to be a value-based health system. (See p. 37)

● **Nemours Center for Children’s Health Media**

For 20 years, the Nemours Center for Children’s Health Media has developed and distributed products that provide doctor-approved advice and comfort to children and families across the U.S. This includes Nemours’ KidsHealth.org — the #1 most-visited website for children’s health information and a suite of licensed tools and content for clinicians and educators.

RECOGNIZING OUR VOLUNTEERS

In 2015, nearly 1,400 volunteers provided more than 108,000 hours of service to more than 150 departments throughout Nemours. Many work directly with patients and their families, others choose to work behind the scenes supporting staff. Some work with their hands, while others work with their paws. All of them are vital members of our health care team. We are grateful for the support and skills they bring to our organization and to the children, families and communities we serve.



NEMOURS/ALFRED I. DUPONT HOSPITAL FOR CHILDREN

694 volunteers provided 56,437 hours of service to 101 departments/divisions, valued at \$1,329,656

NEMOURS CHILDREN’S HOSPITAL

477 volunteers provided 39,737 hours of service to 45 departments/divisions, valued at \$922,800

NEMOURS CHILDREN’S SPECIALTY CARE, JACKSONVILLE

182 volunteers provided 11,354 hours of service to 17 departments/divisions, valued at \$261,937

NEMOURS CHILDREN’S CLINIC, PENSACOLA

22 volunteers provided 1,102 hours of service valued at \$25,423

“The experience of being a volunteer chaplain for families and Associates at NCH since 2012 has been life-changing in every way. I have learned so much about myself through serving others in this capacity — to slow down and be still, to be a better listener, to be mindful ... to be more vulnerable. I see my job as being able to let others unburden themselves of what they are feeling or experiencing, so that they can reclaim their joy. We need all of our emotions to be complete.”

— Sharon Z., volunteer chaplain, Nemours Children’s Hospital, Orlando, FL

74

Animal-Assisted Activities teams volunteer across Nemours



CELEBRATING THE JOY OF GIVING

Fundraising continues to play a critical role supporting Nemours in building a healthier future for children. We are grateful for the more than 6,500 generous donors and partners who supported us in 2015. Last year, the Nemours Fund for Children’s Health received gifts totaling more than \$12 million to support our mission, bringing the gifts of health and joy to more children than ever before.



\$557,000

Toni Jennings and Rick Walsh (pictured at left) served as co-chairs of the 2015 *Le Vie en Couleur* gala committee, helping to raise \$557,000 for the Transport Program at Nemours Children’s Hospital in Orlando, Fla. Thanks to their hard work, critically ill children in a much larger radius will have access to expert care when minutes matter most.

Your gift helps us grow!
Visit Nemours.org/give.

FUN FOR CHILDREN OF ALL ABILITIES

Philanthropic donations allowed Nemours to construct an All Abilities Playground on the campus of Nemours/Alfred I. duPont Hospital for Children in Wilmington, Del., adding to the existing playground equipment that was originally donated by the Auxillary of the Alfred I. duPont Hospital for Children. The new pieces are accessible to children who use wheelchairs or other assistive equipment and encourage integrated play by children of differing abilities. In large part, the funds were raised through the efforts of Kate and Ed Leong, who did so in memory of their son Gavin, who would have enjoyed playing alongside his brother on the new equipment.

\$50
MILLION
raised since
2004 when
Nemours Fund for
Children’s Health
was established

CORPORATE PARTNERS DRIVE GIFTS TO NEMOURS

Mercedes-Benz of Wilmington, Del. is a generous partner to Nemours. For every car leased or sold during the month of August 2015, the dealership donated \$150 to Nemours/Alfred I. duPont Hospital for Children. In 31 days, they raised a total of \$18,450, which was counted toward our total funds raised during the *Help Our Kids Radiothon*, a partnership with Delmarva Broadcasting.

In 2015, we celebrated the fifth year of the radiothon and a record-breaking total of nearly \$1 million raised since the inception of this annual event benefiting duPont Hospital for Children.

22,689
generous donors have made
contributions to Nemours
Fund for Children’s Health
since 2004

FUNDED BY PHILANTHROPY

CAPITAL PROJECTS & EQUIPMENT

- Purchased a cryoablation unit to destroy childhood tumors (Orlando, Fla.)
- Acquired a transport Isolette® to provide intensive care to infants while on the move (Wilmington, Del.)

PATIENT CARE & SERVICES

- Funded the cochlear implant summer camp, which educates and connects children with hearing loss (Jacksonville, Fla.)
- Provided “comfort kits” to newly diagnosed oncology patients (Pensacola, Fla.)

BIOMEDICAL & CLINICAL RESEARCH

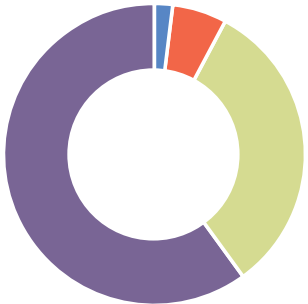
- Researched leukemia to develop treatments more appropriate for children
- Learned to identify which children with sickle cell disease are at risk for chronic kidney disease

PATIENT & PROFESSIONAL EDUCATION

- Conducted obesity prevention workshops targeted toward young adults (Jacksonville, Fla.)
- Continued the trauma injury prevention program to educate parents about child safety equipment (Wilmington, Del.)

WHO CONTRIBUTES

- CORPORATIONS, FOUNDATIONS & COMMUNITY ORGANIZATIONS
- COMMUNITY MEMBERS
- NEMOURS ASSOCIATES
- BOARD MEMBERS



HOW CONTRIBUTIONS ARE SPENT

- CAPITAL PROJECTS & EQUIPMENT
- PATIENT CARE & SERVICES
- BIOMEDICAL & CLINICAL RESEARCH
- PATIENT AND PROFESSIONAL EDUCATION





STEWARDS OF HEALTH AND JOY

Thoughtful stewardship and strategic planning have enabled Nemours to grow while continuously delivering excellent care throughout our health system. During 2015, Nemours provided direct care and services for more than 350,000 children as well as outreach, education, advocacy and support for thousands more.



In all that we do, increasing access to care and services, improving satisfaction with every experience, and generating the best outcomes for our patients and families remains our greatest commitments. The remarkable success Nemours has had in outcomes, service and stewardship has been predicated on the ever-increasing integration of people, processes and technology throughout our health system.

The health care industry continues to undergo significant transformation that is impacting the way we operate. In response, Nemours remains focused on an operational strategy that creates an environment with sufficient flexibility to rapidly address the external pressures and changes facing our organization. During 2015, we continued to advance continuous improvement initiatives across the organization to optimize efficiency and productivity, and implemented cost control measures — all of which have had a positive impact on our bottom line.

In 2015, Nemours experienced continued success in meeting strategic initiatives critical to achieving our organizational goals. We continue to expand our presence throughout Delaware, Southeast Pennsylvania, and Central Florida to bring Nemours-quality pediatric specialty services, urgent care and primary care to the least acute settings possible. We also broke ground on a new ambulatory surgery center and specialty clinic in Deptford, New Jersey, slated to open in 2016. Our Nemours CareConnect is bringing primary and urgent care direct to families and we will continue to explore novel ways to bring our services to those in need. Nemours is poised to navigate the changing environment through further integration and alignment, ensuring we stay true to our mission and vision so that we provide our patients and families the exact care they need and want, how and when they need and want it.



THE NEMOURS FOUNDATION

CONDENSED COMBINED BALANCE SHEETS: DECEMBER 31, 2015, AND 2014

(Dollars in thousands)

(Unaudited)

	2015	2014
ASSETS		
Current assets	\$ 385,479	\$ 246,490
Non-current assets	1,239,325	1,261,165
Total unrestricted assets	1,624,804	1,507,655
Restricted assets	215,424	242,122
Total assets	\$ 1,840,228	\$ 1,749,777
LIABILITIES AND NET ASSETS		
Current liabilities	\$ 161,437	\$ 137,547
Non-current liabilities	604,835	644,565
Total liabilities	766,272	782,112
Net assets		
Unrestricted	\$ 858,532	\$ 725,543
Temporarily restricted	207,169	236,022
Permanently restricted	8,255	6,100
Total net assets	1,073,956	967,665
	\$ 1,840,228	\$ 1,749,777



THE NEMOURS FOUNDATION

CONDENSED COMBINED STATEMENTS OF OPERATIONS YEARS ENDED DECEMBER 31, 2015, AND 2014

	(Unaudited)	
	2015	2014
Net patient service revenue	\$ 886,571	\$ 809,802
Contributions from the Alfred I. duPont Testamentary Trust	157,381	150,223
Other income	96,204	99,455
Total revenue and other support	1,140,156	1,059,480
Total operating expenses	1,093,050	1,011,239
Operating income	47,106	48,241
Net assets released from restrictions used for capital purchases	1,933	3,269
Pension liability adjustment	83,950	(162,250)
Increase (decrease) in unrestricted net assets	\$ 132,989	\$ (110,740)

2015 GOVERNANCE

Governance for The Nemours Foundation is comprised of a group of people whose skills complement the talented professional, executive and medical staff employed by Nemours. The Board of Directors and Boards of Managers collectively possess breadth and depth of expertise in a wide array of disciplines including finance, marketing, distribution, operations, health care management and more. Through these lenses, they contribute to the continued growth of our organization and our focus on improving the lives of children.

THE NEMOURS FOUNDATION BOARD OF DIRECTORS

(pictured at left)

Brian P. Anderson Chair	Richard T. Christopher Vice Chair
Leonard L. Berry, PhD*	John S. Lord
Hugh M. Durden	J. Michael McGinnis, MD
Rosa B. Hakala	John F. Porter, III
Toni Jennings	Robert G. Riney
Terri L. Kelly	Geoffrey M. Rogers

*not pictured



BOARD OF MANAGERS, DELAWARE

Richard T. Christopher
Chair

Catherine M. Bonuccelli, MD
William Dugdale
Hinton J. Lucas, Jr.
Gina F. Ward



BOARD OF MANAGERS, FLORIDA

Leonard H. Habas
Chair

Hugh M. Brown	Andrea Massey-Farrell
Catherine Brown-Butler	Dora Casanova Toro
Matthew Certo	Judy Wall, MD
Carol Craig*	Richard J. Walsh
David A. Dizney	Nina M. Waters
J. Malcolm Jones, Jr.*	Robert K. Wilson, Jr., MD

*not pictured

2015 AWARDS AND RECOGNITION

TOP 25 PERCENT FOR SAFETY IN THE U.S.

Nemours Children’s Hospital and Nemours/Alfred I. duPont Hospital for Children rank within the top 25 percent of all hospitals nationwide for safety as evaluated by the Leapfrog Group, a not-for-profit, independent organization that ranks hospitals for safety. Both Nemours hospitals have been recognized by Leapfrog in their Top Tier safety rankings of all hospitals in the country in the last five years.

RANKED IN NINE USN&WR SPECIALTIES

Nemours/Alfred I. duPont Hospital for Children placed prominently in *U.S. News & World Report* 2015-16 edition of “Best Children’s Hospitals,” ranking in eight specialties: Cancer (38th), Cardiology & Heart Surgery (32nd), Gastroenterology (35th), Neonatology (39th), Nephrology (39th), Orthopedics (5th), Pulmonology (42nd) and Urology (27th). In Jacksonville, our partner Wolfson Children’s Hospital ranked in two specialties: Gastroenterology (47th) and Neurology & Neurosurgery (50th).



A “MOST WIRED” HEALTH SYSTEM

The Nemours Children’s Health System (including both Nemours/Alfred I. duPont Hospital for Children and Nemours Children’s Hospital) was named to the 17th annual *Hospitals and Health Networks* magazine 2015 “Most Wired” list. This is the fifth consecutive year duPont Hospital for Children made the list, while Nemours Children’s Hospital is being recognized for the third time since opening in 2012. With health data security and patient engagement as top priorities, “Most Wired” acknowledges excellence in the use of information technology in four key areas: infrastructure, business and administrative management, clinical quality and safety, and clinical integration.

NEMOURS PHYSICIANS AMONG THE VERY BEST



A total of 142 Nemours physicians were named to the “Best Doctors in America” list for 2015-2016, compiled by Best Doctors, Inc. through a validated peer review of physicians, by physicians. Only five percent of doctors in America earn this prestigious honor.

NEMOURS RECOGNIZED FOR PATIENT EXPERIENCE

Press Ganey, a provider of patient experience measurement and performance analytics for health care organizations, formally recognized Nemours Children’s Hospital with its prestigious “Guardian of Excellence Award,” recognizing the hospital’s performance in the 95th percentile or above for patient experience.



ONE OF “100 GREATEST HOSPITALS IN AMERICA”



Nemours Children’s Hospital was named to the 2015 list of “100

Great Hospitals in America,” published by *Becker's Hospital Review*, a monthly publication offering news and analysis relating to hospitals and health systems.

LEADING THE WAY FOR LGBT HEALTHCARE EQUALITY

For the second year in a row, Nemours/Alfred I. duPont Hospital for Children has been identified as one of a select group of health care facilities nationwide to be named a Leader in LGBT Healthcare Equality by the Human Rights Campaign (HRC) Foundation, the educational arm of the country’s largest lesbian, gay, bisexual and transgender (LGBT) civil rights organization.



CANCER CENTER RECEIVES ELITE ACCREDITATION

The Nemours Center for Cancer and Blood Disorders at Nemours/Alfred I.



duPont Hospital for Children has received a full three-year accreditation with commendation from the American College of Surgeons (ACOS) Commission on Cancer. This designation represents the nation’s highest standard of excellence in cancer care. Only about 25 percent of U.S. hospitals have earned the Commission on Cancer accreditation and duPont Hospital for Children is only the 11th children’s cancer program to be accredited.

NEW PROGRAM HONORED FOR INNOVATION



The Boo Boo Care Team, comprised of skilled paramedics who can treat kids with less serious injuries such as cuts, bites and stings in the Nemours Children’s Hospital Emergency Department (ED), was honored by the Florida Hospital Association with its Innovation in Patient Care award, which recognizes new approaches to care delivery. The program shortens waiting times for families and saves hundreds of hours in ED physician time.

PARALYMPIC SPORTS CLUB DESIGNATION

The United States Paralympics Committee, a division of the U.S. Olympic Committee, has designated Nemours/Alfred



I. duPont Hospital for Children as a Paralympic Sports Club. With this designation, duPont Hospital for Children joins a community-based club network in 48 states and Washington, D.C., offering competitive opportunities for athletes with visual and physical disabilities. The designation supports Nemours’ commitment to helping children of all ability levels grow up healthy.

IMPROVING THE HEALTH OF CHILDREN NATIONWIDE

Nemours continuously aims to impact national policies and practices by leveraging our innovations and expertise. In this way, we can reach millions of children nationwide who will never “walk through our doors.” In 2015, our work included:

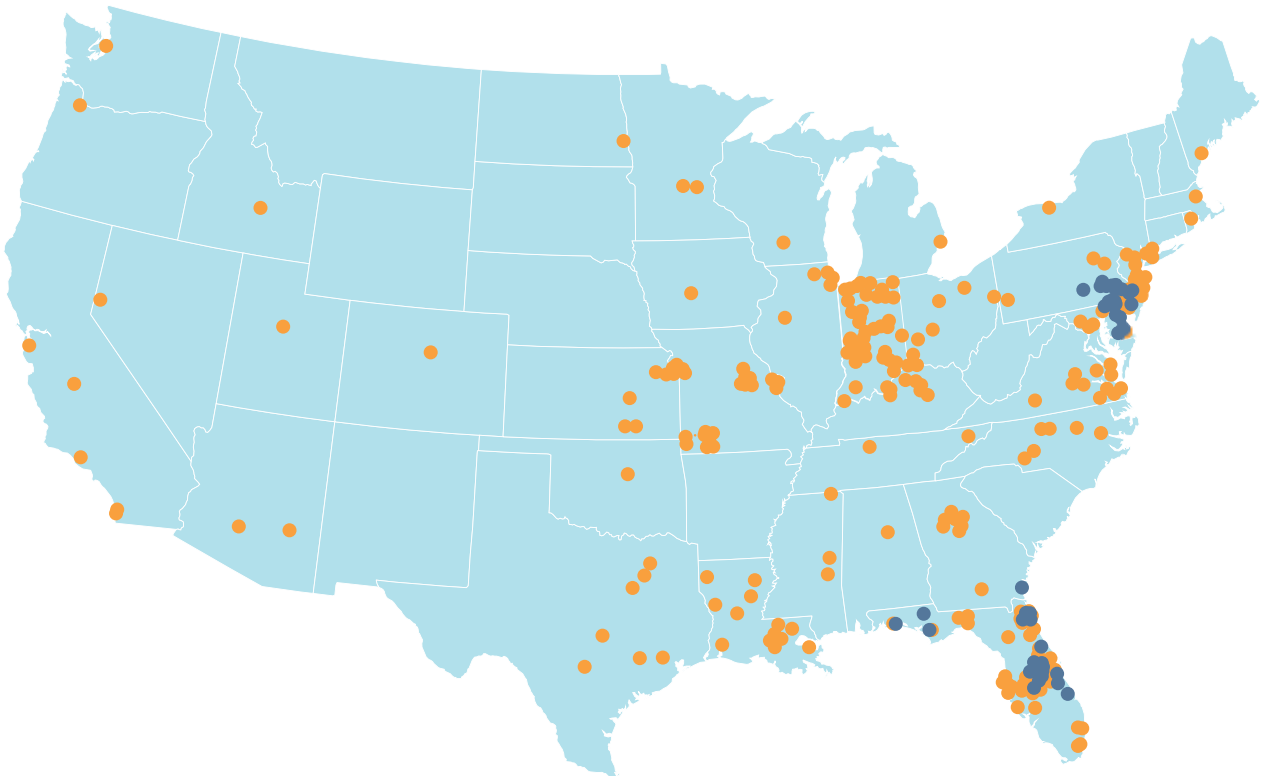
- **HELPING CHILDREN GROW UP HEALTHY**
Reaching 200,000 children in 2,200 child care centers in 10 states with healthy eating and physical activity. The Nemours National Office of Policy & Prevention was also awarded a planning grant from the Robert Woods Johnson Foundation to ensure every child enters kindergarten at a healthy weight through state-level policy and practice change using a multi-sectorial approach.

Further establishing Nemours leadership, the National Office convened the Healthy Kids, Healthy Future Summit, bringing together more than 170 federal, state, and local experts in research, practice, and policy to focus on the intersection of child health and early care and education around obesity prevention.

Finally, Moving Health Care Upstream, funded by the Kresge Foundation, tests, spreads, and accelerates population health innovations in 33 communities, enhancing our national reputation and enabling strategic partnerships.

- **ADVOCATING FOR SUCCESSFUL MODELS OF CARE**
Releasing a policy brief covering our Health Care Innovation Award from the Center for Medicare & Medicaid Innovation (CMMI) – “Optimizing Health Outcomes for Children with Asthma in Delaware.” The brief describes Nemours’ model of care to improve health for children with asthma and provides recommendations for Congress and the Administration to advance innovation in pediatric populations. Nemours is distributing the brief at CMMI, the Office of Management and Budget (OMB) and on Capitol Hill.

OUR LOCATIONS



A SYSTEM DESIGNED TO HELP BRING JOY TO CHILDREN AND FAMILIES *EVERYWHERE*

Clinical integration and collaboration across **Nemours’ regional networks** increasingly enables all of our resources to support the highest level of patient care at the location of our families’ choosing. Leveraging our **children’s health media, education and prevention resources** continues to add value for families, providers and communities — even in areas where Nemours does not have a physical presence.

DELAWARE

HOSPITAL <ul style="list-style-type: none">Nemours/Alfred I. duPont Hospital for Children, Wilmington	PRIMARY CARE <ul style="list-style-type: none">BearCollegevilleConcordvilleDoverExtonMiddletownMilfordNewarkPaoli	<ul style="list-style-type: none">SeafordWayneWilmington<ul style="list-style-type: none">Foult RoadJessup StreetPike CreekRockland RoadSt. Francis	COLLABORATING HOSPITALS <ul style="list-style-type: none">Beebe Hospital, LewesChristiana Hospital, NewarkNanticoke Memorial Hospital, SeafordSaint Francis Hospital, Wilmington NEMOURS SENIORCARE <ul style="list-style-type: none">MilfordWilmington	NEMOURS BRIGHTSTART! <ul style="list-style-type: none">Seaford NEMOURS HEALTH & PREVENTION SERVICES <ul style="list-style-type: none">Wilmington NEMOURS ESTATE <ul style="list-style-type: none">Wilmington
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Nemours celebrated several important milestones in 2015, chief among them the **75th anniversary of Nemours/Alfred I. duPont Hospital for Children**, the **20th anniversary of Nemours KidsHealth** and the **10th anniversary of Nemours BrightStart!**. Our integrated children’s health system continues to consistently deliver on our mission and promise to do what is within our power to restore and improve the health of children throughout the communities we serve.

MARYLAND NEW JERSEY PENNSYLVANIA

COLLABORATING HOSPITALS <ul style="list-style-type: none">Union Hospital, Elkton	SPECIALTY CARE <ul style="list-style-type: none">VinelandVoorhees	COLLABORATING HOSPITALS <ul style="list-style-type: none">Inspira Medical Center Vineland, VinelandInspira Medical Center Woodbury, Woodbury	SPECIALTY CARE <ul style="list-style-type: none">Bryn MawrCollegevilleLancasterNewtown SquarePhiladelphiaUpland PRIMARY CARE <ul style="list-style-type: none">PhiladelphiaVillanova	COLLABORATING HOSPITALS <ul style="list-style-type: none">Bryn Mawr Hospital, Bryn MawrLankenau Medical Center, WynnewoodPaoli Hospital, PaoliPhoenixville Hospital, PhoenixvilleThomas Jefferson University Hospital, Philadelphia
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GEORGIA

- SPECIALTY CARE**
- Brunswick

FLORIDA

HOME OFFICE <ul style="list-style-type: none">Jacksonville NEMOURS BRIGHTSTART! <ul style="list-style-type: none">JacksonvilleOrlando HOSPITAL <ul style="list-style-type: none">Nemours Children’s Hospital, Orlando	SPECIALTY CARE <ul style="list-style-type: none">BonifayDaytona BeachDestinFleming IslandJacksonvilleJacksonville SouthLakelandLake MaryMelbourneOrlando DowntownPensacolaTallahassee	PRIMARY CARE <ul style="list-style-type: none">ClermontHorizon WestKissimmeeLake NonaLongwoodMaitlandOrmond BeachOviedoPalm BaySanfordVero BeachWaterford LakesWindermereWinter Haven	URGENT CARE <ul style="list-style-type: none">Altamonte SpringsDr. PhillipsHunter’s CreekMelbourneSanfordWaterford Lakes COLLABORATING HOSPITALS <ul style="list-style-type: none">Heart of Florida Regional Medical Center, Haines City	<ul style="list-style-type: none">Indian River Medical Center, Vero BeachLakeland Regional Health, LakelandThe Children’s Hospital at Sacred Heart, PensacolaWolfson Children’s Hospital, JacksonvilleWuesthoff Regional Medical Center, Rockledge
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Nemours® Your child. Our promise.

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 Children's Primary Care

Nemours Children's Specialty Care

Nemours Children's Urgent Care

Nemours duPont Pediatrics

Nemours Estate

Nemours Fund for
Children's Health

Nemours Health &
Prevention Services

Nemours National Office
of Policy & Prevention

Nemours SeniorCare

Nemours.org

NemoursEducation.org

KidsHealth.org

ReadingBrightStart.org