



# WHAT IS **HEALTH?**

2016 REPORT TO OUR COMMUNITIES

Nemours® Your child. Our promise.



# 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.

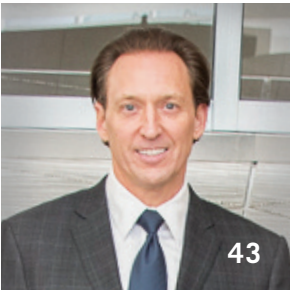
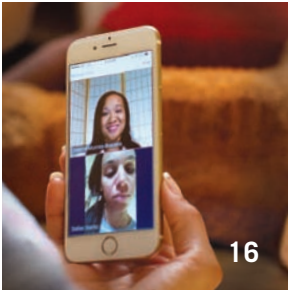
# VALUES

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.”



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# A MESSAGE FROM DAVID BAILEY



**TO OUR FAMILIES, FRIENDS AND PARTNERS,**

In this year’s *Report to Our Communities* we are pleased to share a snapshot of the milestones and ongoing work throughout our children’s health system. These accomplishments, and our motivation for continuous achievement, are rooted in what families tell us is important to them: providing safe, high-quality, innovative programs and services in the most convenient settings, with a personalized delivery that addresses their immediate needs and offers easy-to-use information and tools to help their children stay and grow up healthy.

The Nemours Children’s Health System is uniquely qualified to meet these needs. For more than a decade Nemours Associates have been engaged in groundbreaking work that continues to transform our system. At the heart of this work is a commitment to “help families receive the care they need and want, exactly how and when they need and want it.” We call this Nemours’ True North — and it serves to guide our quest to optimize the health of every child.

This review of Nemours’ accomplishments highlights how that work has strengthened the organization and positioned us to meet the current and future needs of children and families in the ever-changing work of health care and ongoing health care reform in our nation.

Our 7,000 devoted Nemours Associates are the heart and soul of delivering on our mission. Their discretionary effort and commitment to helping heal and improve the lives of children is how we deliver on our promise of being shared guardians of children’s health and joy. Together, we continue to position our health system to create the future of health care for children.

**What is health?** For families, the definition of “health” is as unique as each child. For Nemours, health is being a shared guardian of that definition for each family.

**Your child. Our promise.**

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



Helping families receive  
the care they need and  
want, how and when  
they need and want it.





## HEALTH “IS CLOSER TO HOME.”

Today's families are looking for care where they live their lives — health is not a place you “travel to.” Through bricks-and-mortar expansion further into communities, virtual and digital connectivity, education resources at your fingertips, and access to community-based services, Nemours leverages the strength and scope of its system to support optimal health for families — however they define it, wherever and whenever they need it — eliminating barriers that keep them from successfully managing health.



# HEALTH “IS CLOSER TO HOME.”

## A “HOME TOWN” SUBSPECIALTY MAKES SURGERY SAFER



Pediatric interventional radiology (IR) uses minimally invasive image-guidance to treat children. One powerful use of IR is with

vascular anomalies, which are growths made up of blood vessels that have not developed correctly.

This was the case with Jacksonville resident Sakiya and her son, Nasir. Ultrasounds taken while Sakiya was pregnant showed a growth on the back of her unborn son’s skull. Referred to Nemours by their pediatrician, Sakiya took Nasir to Nemours Children’s Specialty Care, Jacksonville shortly after his birth, where the growth was diagnosed as a vascular tumor. In early 2017, when Nasir was just over a year old and after other various courses of treatment, a team from Nemours Children’s Specialty Care, Jacksonville and

Nemours Children’s Hospital determined that the growth needed to be surgically removed.

The fact that veins from the tumor ran into Nasir’s skull and neck made surgery more complicated. Excessive bleeding, the need for transfusions and life-threatening complications were possible. It was here that having IR present at Nemours in Jacksonville made the surgery much safer. The day before the surgery, Nemours interventional radiologists went in and plugged the major veins that entered the tumor. This allowed surgery to go forward with the least amount of bleeding possible. The benign tumor was successfully removed, and today Nasir is happy, healthy and will not need further treatment.

Had interventional radiology not been available in Jacksonville, Sakiya and Nasir would have faced a higher-risk surgery, or would have had to travel anywhere from 350 to 500 miles to find an IR program that was similar to the expertise offered at Nemours.

**31 DELAWARE  
AND FLORIDA  
PROVIDERS  
OFFER ACCESS  
TO 25  
PEDIATRIC SPECIALTIES  
THRU CARECONNECT  
IN PRIMARY  
CARE PRACTICES**



## NEMOURS IS THERE — WITH OR WITHOUT WALLS

Nemours continued expanding its care into more communities during 2016. This included new facilities and partnerships in New Jersey, Delaware, southeast Pennsylvania and Florida to bring urgent, primary and specialty care services to more families.

Nemours CareConnect, our high-quality telehealth program, allows families in four states to connect directly to a Nemours pediatrician 24/7. CareConnect is also bringing more specialty services to existing locations through its “Clinician-to-Family” program giving Nemours and non-Nemours primary care providers (PCPs) the ability to host telehealth appointments with non-local Nemours specialists. This service helps patients stay within their “own” medical home avoiding unnecessary travel or missed appointments, and improves care coordination among specialists and PCPs.



## THE MODEL OF PRIMARY CARE DELIVERY

Awarded through accrediting agencies, the Patient-Centered Medical Home (PCMH) designation denotes care that is designed to make it easy for families and medical professionals to work together to ensure children receive comprehensive, coordinated, high-quality care, including services and resources provided outside of the medical home. Currently, all 11 Delaware primary care locations enjoy a PCMH-level designation and most recently, all 14 of our Florida primary care locations earned PCMH status, making Nemours the only primary care network in central Florida to receive this designation.

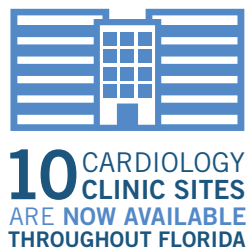
Through their local Nemours primary care, tens of thousands of children and their families are receiving nationally recognized, high-quality, effective and efficient care addressing their whole health — developmental, physical, behavioral and social.

**ALL 11 NEMOURS  
PRIMARY CARE LOCATIONS  
IN DELAWARE AND  
ALL 14 NEMOURS  
PRIMARY CARE LOCATIONS  
IN FLORIDA HAVE  
RECEIVED PATIENT-  
CENTERED MEDICAL  
HOME DESIGNATION**



To address transportation barriers that can affect appointments, in 2016 Nemours/Alfred I. duPont Hospital for Children partnered with two services, Circulation and Roundtrip, to pilot on-demand, nonemergency, HIPAA-compliant medical transportation. Roundtrip offers sedan, wheelchair and stretcher transport to meet a variety of family needs.





## HOME IS WHERE THE HEART IS

The Nemours Cardiac Center in Florida launched in 2016, serving everyone from outpatients to the highest complex cases. The Center hired more than 100 professionals for a new operating room, intensive care unit (ICU) and catheter lab at Nemours Children’s Hospital (NCH). Through the Center’s reach, this also enables families access to 10 cardiology clinic sites throughout Florida — including through partnerships with regional hospitals. With new local patients and referrals flourishing, NCH was also approved by Florida health authorities to establish a lung transplant program.

# HEALTH “IS CLOSER TO HOME.”

## A PLACE TO GET BETTER NEARBY

Medical professionals with pediatric rehabilitation experience — like physical therapy, occupational therapy and speech language pathology — are difficult to find. Often, children needing intensive rehab for the aftereffects of injury or disease must either travel, use adult services or simply forego care. In 2016, Nemours Children’s Hospital (NCH) opened a nine-bed, pediatric inpatient rehabilitation unit, the only such unit in a freestanding children’s hospital in the region. Now, with pediatric therapists, new facilities and specialized equipment, families have a local choice for their children’s rehab needs.



## DECREASING TRAVEL FOR UNCOMMON CARE

Pediatric interventional radiology (IR) is a rare subspecialty that uses minimally invasive image-guidance to treat children’s injuries and diseases. By 2016, the Nemours Children’s Health System had assembled the largest group of pediatric interventional radiologists in the country. These Nemours physicians performed more than 2,000 IR procedures — minor to complex — in 2016, meaning minimized risks and speedier recoveries for children. In addition, Nemours Children’s Hospital inaugurated a dual-robotic, multipurpose pediatric fluoroscopy (imaging) room — the first of its kind in North America and the second in the world. The robotic system rotates around the child so they can be in one position, making the process quicker and less traumatic, as well as more efficient for children with limited mobility.



The first dual-robotic, multipurpose pediatric imaging room in N. America



2 FREESTANDING  
CHILDREN’S  
HOSPITALS



86 CARE  
LOCATIONS IN  
COMMUNITIES  
ACROSS  
6 STATES



NEMOURS  
CARED FOR  
412,228  
PATIENTS  
IN 2016



227,924  
PATIENT  
ENCOUNTERS  
MANAGED  
AT COMMUNITY  
HOSPITALS  
IN 2016



NEARLY 1,500  
PATIENTS MANAGED  
VIA NEMOURS LINK  
+ CARECONNECT  
AT SCHOOL

## CARE DOESN’T STOP AT THE SCHOOL DOOR

Outside the home, school is where most children spend their time. In 2016, Nemours provided many ways to help ensure children receive the care they need when in class. A few examples:

- Health teachers used KidsHealth in the Classroom, a special section of Nemours KidsHealth.org (the most-visited website for children’s health information) to download 4.4 million health lesson plans in 2016.
- The Nemours Institute for Clinical Excellence (NICE), Florida, hosted 65 school health professionals from six Florida counties during its second annual Nemours School Health Conference. The day-long event included lectures and hands-on, simulation-based training in an actual school environment.
- Nemours expanded CareConnect to include its “School-Based Telemedicine Program.” With parental approval, a school health professional can connect with a Nemours board-certified pediatrician within minutes. In one instance, a school kept a contagious disease from spreading because of a timely CareConnect virtual consultation.



LESSON PLANS  
WERE DOWNLOADED BY  
HEALTH TEACHERS  
ACROSS THE U.S.  
VIA KIDSHEALTH  
IN THE CLASSROOM







## HEALTH “INVOLVES ME IN WHAT’S NEXT.”

Nemours’ research and innovation is helping to drive the future of children’s health, and our patients and families are an important part of this. Whether through clinical trials, studies, crowdsourcing or contributing to the lifetime of pediatric data contained within our electronic health record, our patients and families share in the future of their own — and others’ — health.



# HEALTH “INVOLVES ME IN WHAT’S NEXT.”

## ASHER’S STORY: NOTHING SHORT OF A MIRACLE



“At 4 months old, we knew something was wrong with our son Asher. He wasn’t moving the way he should for his age. Our own

research told us it might be SMA — spinal muscular atrophy, a disease where the muscles waste away. We knew our son would die. The neurologist we went to confirmed SMA, but he didn’t have any experience with it. We went home, devastated. We turned off all communication and tried to process what was happening.

What we didn’t know was that the neurologist had emailed Dr. Richard Finkel at Nemours Children’s Hospital. When we finally turned our phones on, they had blown up with messages from Dr. Finkel. When we

first spoke, he was amazing. He spent an hour on the phone with us and talked about a new SMA clinical trial. We had reservations, but we enrolled in the trial.

Asher was the 11<sup>th</sup> infant in the world to be treated with nusinersen. After three months, he began to move his legs. We didn’t know what to think — or hope. It took us a year to commit to the belief that the drug was working. After four years in the trial, Asher, now 4 years old, sits up, crawls, pulls himself up and uses his arms to move his wheel chair — feats previously unimaginable for a child with SMA.

We know we’ve been given a gift of grace. We have feelings of guilt that other children haven’t responded as well — or have passed. But if Asher’s results help propel the research, and give other families hope, then it’s our way of giving back for a greater good.”

— Amanda C., Asher’s mom, Lakeland, Fla.



THROUGHOUT  
NEMOURS,  
**457 FUNDED**  
RESEARCH PROJECTS  
& CLINICAL TRIALS  
ARE IN PROGRESS UNDER  
THE DIRECTION OF  
**100+ NEMOURS**  
PHYSICIAN-SCIENTISTS,  
**25 PhD CENTER**  
DIRECTORS &  
LABORATORY  
HEADS & **200**  
SUPPORT STAFF

## A NEW PLACE TO FIND WHAT’S NEXT

Nemours will occupy 85,000 square feet of research laboratory and office space on the DuPont Experimental Station Campus, located adjacent to Nemours/Alfred I. duPont Hospital for Children in Wilmington, Del. The Station will not only provide Nemours with expanded and enhanced research capabilities, but also will serve as an open innovation hub for collaborations with other organizations. Approximately 70 Nemours scientists, clinical investigators, postdoctorate fellows and support staff will reside at the Station. DuPont recently announced a \$200 million commitment to the entire 150-acre campus site.

## BETTER CARE AND MORE PRECISE MEDICINE

Nemours is one of the eight founding health care institutions of PEDSnet, a pediatric research network amassing data for large-scale studies. PEDSnet has assembled anonymous data across all diseases from more than 5 million patients, dating back to 2009.

With the potential of this data, researchers throughout Nemours are establishing new projects, with an ultimate goal of personalized (or “precision”) medicine. For example, large-scale data research could show that children with an identified genetic marker metabolize a certain medication quicker. The finding could result in a “best practice” dosage alert when a physician has this specific type of patient.

Thus, at Nemours, our previous patients have contributed to the data of PEDSnet, our current patients are in clinical trials and treatments based upon the data, and our future patients will benefit from new discoveries and evidence-based practices. The whole process will continually cycle as today’s new discoveries become tomorrow’s data.

**5 MILLION+**  
**DE-IDENTIFIED**  
**PATIENT**  
**RECORDS**   
**DATING BACK TO**  
**2009 AVAILABLE**  
**TO NEMOURS**  
**RESEARCHERS**  
**THROUGH PEDSnet**

 **\$16.6**  
**MILLION**  
**IN INTERNAL**  
**RESEARCH**  
**FUNDING IN 2016**

 **\$23.1**  
**MILLION**  
**IN EXTERNAL**  
**RESEARCH**  
**FUNDING IN 2016**



# HEALTH “INVOLVES ME IN WHAT’S NEXT.”

## ASTHMA PATIENTS HELP WITH “PROOF OF CONCEPT”



With asthma as the most common chronic condition in children, research studies for this disease are as important as ever. However, clinical trials for asthma can be time consuming for the child and family. The burden of understanding

the process, scheduling office visits and journal record-keeping often results in families dropping out.

To help correct this, a Nemours study on an asthma trial used a multimedia website to explain the trial, house reference materials and obtain consent.

Additionally, participating families were provided a WiFi-enabled iPad for online (FaceTime) visits and a digital lung-function attachment for online symptom reporting. The retention success of this study has now become a “digital health proof of concept” to be applied to future trials.

## TAPPING PARENTS FOR AN UNMET NEED

With only about five percent of Type 1 diabetes diagnoses occurring in children under age 6, medical information and advice for this age group is difficult to find. In 2016, Nemours researchers continued working with parents to develop a website for use as a resource and social media portal for families with these young children. About 175 parents across the U.S. and abroad replied to open-ended questions and polls pertaining to their lives in dealing with their



children and this disease; provided input on the website design and functionality; and are assisting in moderating the social component of the site.

While Nemours provides expert medical content, parents provide invaluable advice and insight into their experiences, fears and joys, all of which will help other families through their journey.

## CLINICAL TRIALS OFFER TWO NEW BREAKTHROUGHS

Nemours researchers have developed a groundbreaking treatment for Type 1 spinal muscular atrophy (SMA), a rare disease in which spinal cord cells (called motor neurons) are lost, leading to muscle wasting and early death. A drug targeting the specific genetic disorder of SMA allowed increased production of a protein critical for motor neuron development. With positive results beyond anything expected, the blind study was shut down and the control group given access to the drug. Other studies exploring the use of the drug in different populations with various stages of Type 1 and Type 2 SMA are currently underway.

**THROUGH A NEMOURS CLINICAL TRIAL, NUSINERSEN IS THE FIRST DRUG TO HAVE SHOWN BENEFIT FOR TYPE 1 SMA + RECEIVED FDA APPROVAL**

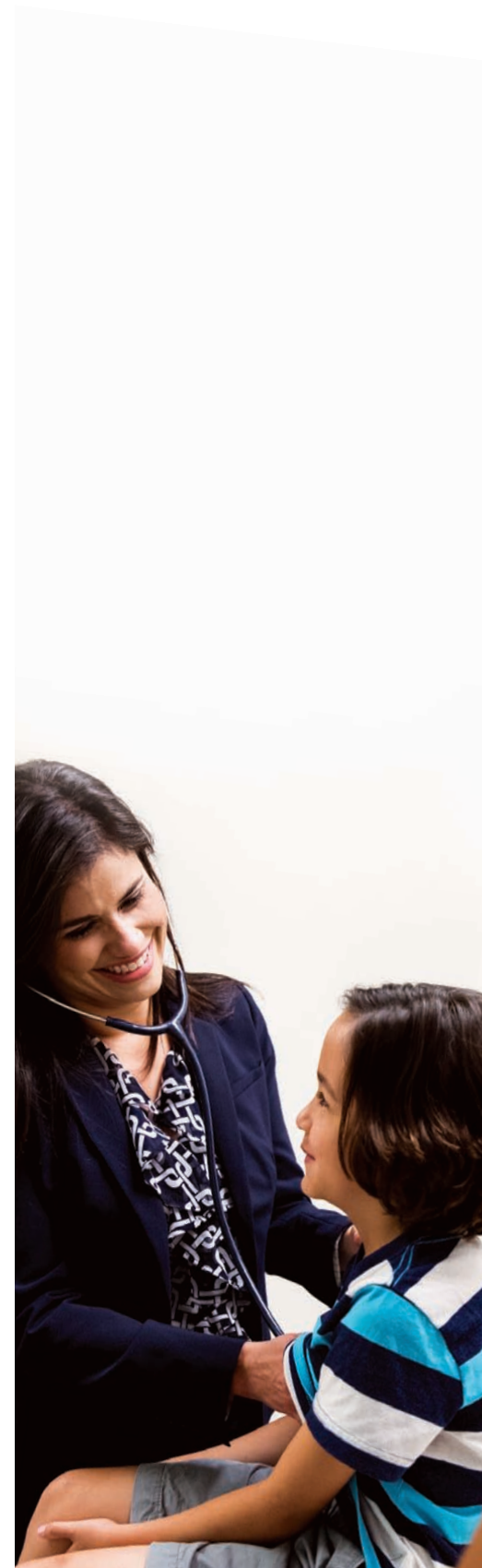
Nemours researchers were also awarded a National Institutes of Health grant to collaborate on a bionic artificial pancreas system for children with Type 1 diabetes. The device senses high blood glucose and delivers insulin, and can deliver glucagon when blood glucose is too low. Going well beyond current insulin pumps and glucose monitors, this fully integrated system’s ability to automatically deliver both insulin and glucagon has the potential to revolutionize diabetes treatment.



**ACROSS ALL NEMOURS CAMPUSES: 205 CLINICAL TRIALS 91 NON-FEDERAL GRANTS + 203 FEDERAL GRANTS AND SUBCONTRACTS**

## IMPROVING ACCESS TO CLINICAL TRIALS FOR ALL CHILDREN

Nemours was awarded a \$1.8 million, four-year grant as part of a National Institutes of Health initiative called Environmental influences on Child Health Outcomes (ECHO). Led by principal investigator Judith Ross, MD, the ECHO program will explore how exposure to various environmental factors in early development influences the health of children and adolescents. The award was based in part on Nemours’ ability to provide medically underserved populations with access to state-of-the-art clinical trials. The ECHO grant also further eliminates disparities in access to clinical trials for children (both Nemours and non-Nemours patients) in underserved and rural areas of Delaware. Nemours is working on a strategy to enable alerts to primary care physicians within the electronic health record if a patient (by diagnosis) could be referred to a clinical trial that may be of benefit.



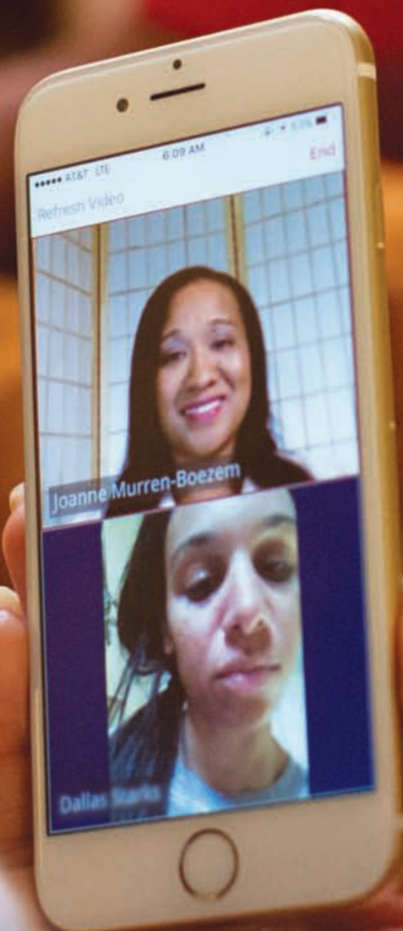
“As a physician who has spent 37 years treating children with SMA, it’s incredibly encouraging to see some patients achieve milestones such as crawling and standing with assistance within the clinical trial. These kinds of clinically meaningful improvements are unprecedented and give new hope to individuals with SMA and their families.”

— Dr. Richard Finkel, chief of neurology, Nemours Children’s Hospital



## HEALTH “MEANS ANSWERS WHEN I NEED THEM.”

When a child is suffering, parents want answers now. Even when an issue or question is not an emergency, families want answers to be on-hand and convenient. Regardless of the situation, Nemours brings innovations, process improvements and access to ensure that “when” is based upon a family’s time frame.





# HEALTH “MEANS ANSWERS WHEN I NEED THEM.”

## A POTENTIALLY SCARY SITUATION, RESOLVED IN MINUTES



“Nemours CareConnect became part of our health plan; we could use it with a copay amount. I downloaded the app to my

devices and preregistered my two daughters, that was very simple.

The first time I used CareConnect is when my preteen daughter, who has asthma, had a coughing attack in the middle of the night. I didn’t know if the cough was related to the asthma or something else — a cold or similar virus. My first reaction was to wake my husband and pack everyone up for a trip to the emergency department. Then I thought — wait — I have the app. Let’s use it.

I was connected immediately to an introductory screen that asked the reason for my call, and that my daughter’s medical records were being retrieved. Within a couple minutes a Nemours physician was on the screen. I was surprised how clear the visual and audio were. The doctor asked both me and my daughter questions about what was happening, and using the app and camera she looked into my daughter’s throat. The doctor told us the cough was not related to her asthma and not to use her asthma medicine — the cough was part of a virus and an over-the-counter cough medicine would be fine. I was completely relieved. What started as a scare had been resolved in minutes, and I hadn’t left my living room.

I’ve used the app several times — for things like cuts and insect bite reactions. Instead of spending time going to urgent care, we get our answers when we need them through CareConnect.”

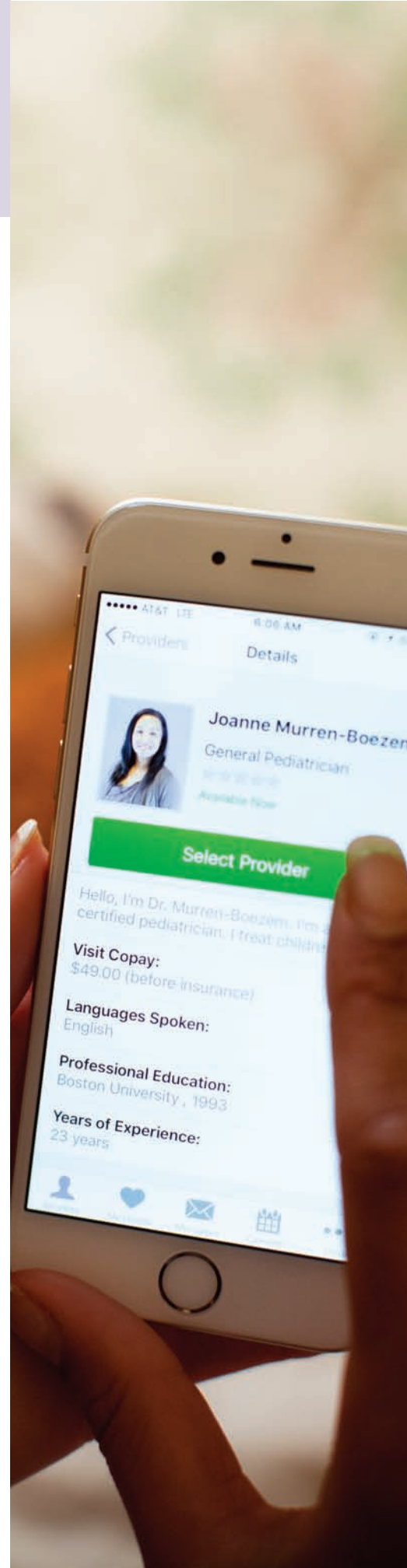
— Martha S., mom, Orlando, Fla.

 **MORE THAN 250 MILLION PARENTS, KIDS AND TEENS VISITED KidsHealth.org IN 2016, RECEIVING ADVICE AND COMFORT ON TOPICS RANGING FROM BIRTH & DEVELOPMENT TO EMOTIONS & BEHAVIOR, & RELATIONSHIPS & BULLYING**

## NEMOURS KIDSHEALTH GROWING WITH FAMILIES

In its 22<sup>nd</sup> year, Nemours KidsHealth.org is going strong as the most-visited website for children’s health information. With separate sections for parents, kids, teens and educators, answers are not only timely, but geared to the level of the audience. With topics ranging from parenting advice, like discipline, to typical growth and development topics and specific medical conditions, KidsHealth is available 24/7/365 to comfort kids and parents. In 2016 alone, KidHealth’s ability to provide answers when needed produced staggering statistics:

- Parents, teens and children visited the site more than 250 million times
- Nemours clinicians gave families 438,000 detailed and time-saving KidsHealth patient instructions
- Families accessed KidsHealth educational videos more than 26,000 times



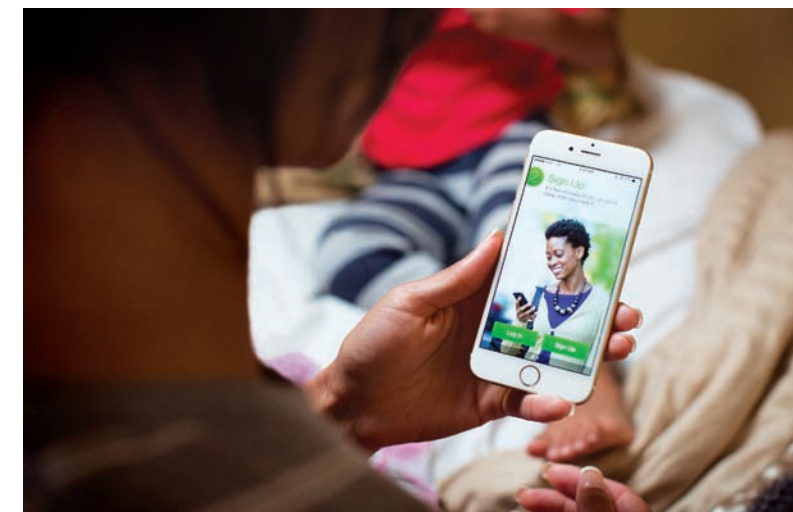
## CONNECTING TO CARE — ON DEMAND

When a primary care appointment (or even an urgent care trip) doesn’t seem quick enough, a way to get “answers now” is Nemours CareConnect, our comprehensive telehealth platform. With an average wait time of under four minutes, parents can connect to a Nemours board-certified pediatrician in high-quality audio and video using a computer, tablet or smart phone. CareConnect is available from home, on-the-go, or traveling — wherever you have internet access.



**68% OF CARECONNECT USERS SAID THEY AVOIDED A TRIP TO THE EMERGENCY DEPARTMENT AS A RESULT OF THEIR ONLINE VISIT**

In 2016, this 24/7, on-demand service expanded to include Florida, Delaware, Pennsylvania and Maryland, and experienced a 90 percent growth in visits compared to 2015. Beyond everyday issues like fevers, colds, bumps and bruises, additional specialty service lines have been added, including nutrition, general surgery and orthopedics. In a survey of CareConnect users, 68 percent said they avoided an emergency room trip by using the telehealth service.







**NEW PATIENT  
APPOINTMENTS  
WITHIN 3 DAYS  
MORE THAN 75%  
OF THE TIME**

### MANY OPTIONS FOR APPOINTMENT ACCESS

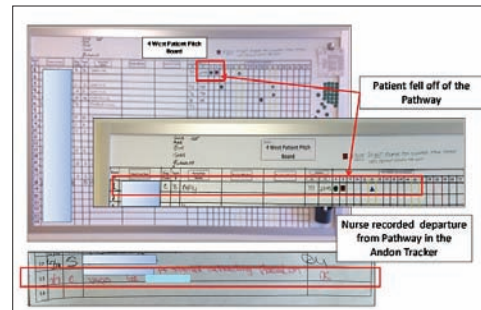
The Nemours Access Center continues to field hundreds of appointment calls daily for nearly every Nemours specialty, and works with the Patient Navigation team to bundle appointments into one visit for families with complex medical situations. More than 75 percent of the time, the Center offers new patients an appointment within three days. The Center also promotes CareConnect as a timely alternative in certain cases, having families use it directly or through their primary care physicians. In addition, the Center enrolls families in MyNemours, our patient portal offering self-scheduled appointments.

# HEALTH “MEANS ANSWERS WHEN I NEED THEM.”

### EFFICIENCY TO REDUCE WASTED TIME AND EASE SUFFERING

Nemours founder Alfred I. duPont said, “*It is the duty of everyone to do what is within his power to alleviate human suffering.*” In most industries, the “lean” concept (a model that eliminates waste from processes) is used to create more value for the customer. For Nemours, “lean” takes on greater meaning — improvements can reduce human suffering. Below are two of the many Nemours improvement projects that have bettered the experience for our patients and families:

In the “4 West” project at Nemours/Alfred I. duPont Hospital for Children, Nemours staff mapped into 22 steps the flow of patients from Emergency Department through inpatient admission and discharge. After restructuring 16 identified “improvement events,” that covers 32 common diagnoses, there was a rise in efficiency, health outcomes and patient satisfaction. These efforts have also decreased length of stay by 90,000 minutes annually. The 4 West unit has since become a Columbia Business School case study.



With surgical services at Nemours Children’s Hospital expanding rapidly, on-time starts and operating room (OR) turnover became critical to family satisfaction. Several initiatives were underway in 2016. In one instance, metrics available through dashboards created in the electronic health record provide real-time averages for surgical procedures that enable accuracy in scheduling and help avoid significant delays.

Previously a function inside the OR, the creation of a separate sedation services team and sedation procedures outside of the OR also greatly improved patient flow.



**WITH  
30  
PEDIATRIC  
RADIOLOGISTS  
ON-STAFF, NEMOURS  
EMPLOYS ONE OF THE  
LARGEST GROUPS OF  
PEDIATRIC  
RADIOLOGISTS  
IN THE U.S.**

**91,000 MyNemours  
USERS HAVE ANYTIME  
ACCESS TO APPOINTMENT  
SCHEDULING, PRESCRIPTION  
REFILLS, DOCTORS’ NOTES,  
IMMUNIZATION RECORDS,  
PATIENT INSTRUCTIONS,  
RELEVANT KidsHealth  
CONTENT AND MORE**



**IN 2016,  
NEMOURS ASSOCIATES  
PARTICIPATED IN 100+  
CONTINUOUS  
IMPROVEMENT  
ACTIVITIES THROUGHOUT  
THE HEALTH SYSTEM**

**DIGITAL  
EDGE50  
AWARDS  
2016  
HONOREE**

**FHA FLORIDA  
HOSPITAL  
ASSOCIATION**  
Mission to Care. Vision to Lead.


### IMAGE READS IN MINUTES, NOT DAYS, 24/7/365

Pediatric radiology is a rare subspecialty of radiology, which uses imaging to diagnose and treat diseases. These highly trained physicians must not only navigate the diseases and injuries particular to children, but must also be thoroughly versed in the radiation and other imaging material dosage issues related to smaller and younger bodies.

Creating a paradigm shift in care, Nemours has brought on staff more than 30 pediatric radiologists throughout our system — forming one of the largest groups of pediatric radiologists in the nation.

This group, completely connected throughout Nemours Children’s Health System, provides coverage for children in our care 24/7/365, regardless of location.

With this level of coverage, the time for an image read and returned report has been reduced from days to under 30 minutes. In 2016, Nemours radiologists completed approximately 285,000 reads, making it among the top three busiest groups in the country.



**NEMOURS  
RADIOLOGISTS  
COMPLETED  
APPROXIMATELY  
285,000 READS  
IN 2016 WITHIN  
AN AVERAGE TIME  
OF < 30 MINUTES**

Nemours CareConnect received Digital Edge 50 honors and won the *Innovation of the Year in Patient Care* award at the Florida Hospital Association’s 2016 annual meeting in Orlando. Nemours was honored for using its CareConnect telehealth platform in multiple ways — in the home, at school and within community hospitals — to provide cost-effective care where and when patients need and want it. Oftentimes, these remote consultations help the child and family avoid a trip to the Emergency Department, an unnecessary transfer from the affiliated hospital or missing school.





## HEALTH “IS BEING PREPARED.”

Nemours continuously strives to improve quality, safety, outcomes and overall value using tools and information to simulate, monitor, coordinate, plan and predict for better health. In addition, Nemours partners with the broader community with the goal of moving all organizations and individuals forward toward the future of health.



# HEALTH “IS BEING PREPARED.”

## KNOWLEDGE AND PLANNING BRING PEACE OF MIND



In December 2016, Chandra and John received devastating news about their unborn daughter, Chloe.

“We saw a

specialist in Panama City, where we live,” says Chandra. “After a two-hour ultrasound, the diagnosis came back of ‘tetralogy of Fallot (TOF) with absent pulmonary valve.’” TOF is a congenital heart defect that could require surgery immediately after birth, or done later based upon circumstances.

“We asked our specialist, if this were your child, where would you go? They referred us to Nemours in Pensacola,” says Chandra. There they met Dr. Mary Mehta, chief medical officer (CMO) of Nemours Children’s Specialty Care, Pensacola, and CMO of network operations for Nemours Florida.

“We were nervous wrecks until we met Dr. Mehta,” says John. “She answered all our questions. She recommended Dr. Peter Wearden of Nemours Children’s Hospital (NCH) to do the surgery. Dr. Wearden took the time to come out to Pensacola to meet us. He explained everything about the surgery.”

Via video conferencing, Chandra, John and Drs. Mehta and Wearden planned out what would happen at delivery. Dr. Mehta would be available to examine Chloe, in consultation with Dr. Wearden via video, and if surgery were needed immediately there would be emergency transport to NCH. Chloe was delivered without the need for immediate surgery. The family now has a new plan of when the surgery will be done at NCH with follow-ups in Pensacola.

“At our first meeting Dr. Mehta told us everything would be okay — we hadn’t heard that from anyone,” says John. “Dr. Mehta and Dr. Wearden gave us peace of mind.”



**41** PARAMEDICS  
MONITOR  
200+ PATIENTS  
PER DAY AT BOTH  
NEMOURS  
HOSPITALS  
THROUGH THE  
LOGISTICS CENTER

## FROM MONITORING TO PREVENTION

A first of its kind, The Logistic Center (TLC) at Nemours uses trained paramedics at a single location to monitor more than 200 inpatients per day at Nemours Children’s Hospital and Nemours/Alfred I. duPont Hospital for Children. The Center can send a rapid response team with the press of a button.

Now, new software along with the electronic health record will give the Center preventive capabilities. For example, based upon TLC monitoring and medical history, patients can be identified as septic shock risks, with protocols instituted before damage sets in.

## PREPARING THROUGH SIMULATION

The Nemours Institute for Clinical Excellence (NICE), with units in both Delaware and Florida, advances quality of care and patient safety through training simulation. Each year, NICE hosts hundreds of simulations for thousands of participants, both inside and outside of Nemours. Highlights of new 2016 activities include:

- Preopening “Day in the Life” simulations at new 2016 Nemours pediatric, specialty and urgent care locations to identify and correct any potential patient safety issues before patients are present
- A University of Central Florida (UCF) “Pediatric Boot Camp,” in which more than 100 medical students who were “matched” into pediatric programs received intensive training — from improving interdisciplinary communications skills to hands-on training for pediatric procedures
- A “Pediatric Cruise Medicine Program” helping cruise ship personnel be better prepared to handle onboard pediatric emergencies
- Partnering in a large multicenter trial that is assessing the use of video game-based simulation in pediatric disaster triage education

In Delaware, recent space and equipment expansion offers inpatient and outpatient simulation with video recording to annotate real life,

increase fidelity and build process improvement.

Future opportunities exist to use telehealth simulation to coach providers whom Nemours may not otherwise reach.



**1,000+**  
SIMULATION  
EVENTS WITH  
**11,962**  
PARTICIPANTS  
HELD THROUGHOUT  
NEMOURS  
IN 2016 IMPROVING  
PROCESSES &  
PATIENT SAFETY



# HEALTH “IS BEING PREPARED.”

## READY TO ROLL (AND FLY)



In an emergency, Nemours Children's Hospital (NCH) is ready to take children into our care with a comprehensive transport program. This includes two full-time transport teams comprised of nurses, medics and/or

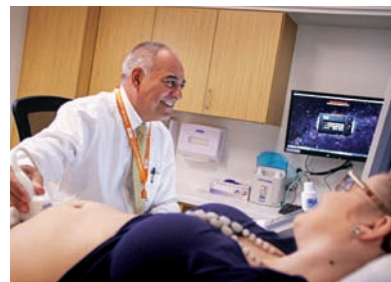
respiratory therapists; leasing two fixed-wing aircraft; contracting for use of a helicopter; and placing into service a new neonatal and pediatric critical care ambulance.

Called “an intensive care unit on wheels,” the new ambulance has all the equipment necessary to deliver critical care immediately while en route to NCH. The ambulance is twice the size of a traditional ambulance to carry up to two patients and transport teams comfortably; has state-of-the-art cooling technology that can prevent neurological damage; and video monitors so parents riding in front can watch over their children in the back.

## A PLAN FOR WHAT TO EXPECT

NCH recently launched the Nemours Center for Fetal Care. With new offices, consultation and exam rooms, the Center collaborates with referring providers to offer advanced maternal-fetal medicine (MFM) and integrated perinatal management. These services help to keep the expectant mother and fetus healthy and safe during pregnancy, especially high-risk pregnancies.

The Center provides consultative services for fetal anomalies with board-certified pediatric specialists and same-day evaluations in urgent cases. All in one



location, the Center, with NCH, has more than 30 pediatric specialists who can provide expectant parents with the answers

they need, while developing an individualized plan of care. The Center is already growing its number of partnerships with area hospitals and OB/GYN practices, and plans to serve all of Central Florida and beyond.



## CHANGING HOW THEY PRACTICE

Nemours presented its annual Hot Topics in Neonatology® conference in 2016. Considered the premier neonatal conference, the event drew more than 1,200 attendees, with about 40 percent of those coming from abroad. Attendees' potentially impacted patients numbered in the hundreds of thousands. The program featured more than 60 internationally-known experts. Also offered were poster sessions, critical reviews, and think tank discussions about promising innovations and research studies. In a participant survey, 76 percent said they “were considering changing how they practice, based on what was learned.”

In addition to Hot Topics, in 2016 Nemours offered free accredited neonatology instruction to more than 14,000 participants, via the classroom, on-demand internet courses and live webinars.

Beyond education, Nemours continues to expand its neonatology hospitalist services to more Delaware Valley community hospitals, and Nemours' CareConnect “Clinician-to-Clinician” telemedicine program offers consultations between Nemours neonatologists and community physicians.



**1,200**  
**INTERNATIONAL**  
**ATTENDEES, 60**  
**INTERNATIONALLY**  
**KNOWN EXPERTS AT**  
**NEMOURS ANNUAL**  
**HOT TOPICS IN**  
**NEONATOLOGY®**  
**CONFERENCE IN 2016**



**EXCELLENCE**  
MISSION • ACTIVITIES  
PATIENT CARE • QUALITY  
TRAINING • EDUCATION

## LIFESAVERS — AS NEEDED

Extracorporeal membrane oxygenation (ECMO) is a machine that temporarily acts as a patient's heart and lungs. It's used when those organs are too sick or injured to work, or need to heal. The dedicated ECMO specialist team at Nemours/Alfred I. duPont Hospital for Children is unique in having multiple ECMO capabilities as well as the region's first ECMO transport program. In 2016, they received the Extracorporeal Life Support Organization's (ELSO) Gold Level Award for Excellence in Life Support. Nemours is also a unique resource for ECMO training and education — for both pediatrics and adult ECMO care — helping residents, fellows and partners, like Christiana Care in Delaware, through ECMO simulation.





## HEALTH “ADDRESSES WHO I AM.”

Health is not a “one-size-fits-all.” Yet, while we are all unique, we must pay close attention to the specific needs of those who are not part of the majority culture. Nemours is committed to supporting optimal health for each child, regardless of race, ethnicity, socioeconomic status, sexual orientation or gender identity, abilities or special needs, and providing resources for others — parents, educators, community members — to also support each child’s optimal health.



# HEALTH “ADDRESSES WHO I AM.”

## AN OPPORTUNITY TO LEARN AND BUILD COMMON UNDERSTANDING



From a very early age, Maddie, a transgender teen, had always seen herself as a girl. With the help of a very supportive

family, Maddie has been making a successful social and medical transition.

She had been a patient at Nemours/Alfred I. duPont Hospital for Children (for issues unrelated to her transition) and her stepmother, Andrea, is a member of a support group for parents of transgender children that meets at the hospital. Because of those connections, Maddie wanted to give back and offered to speak to a group of Nemours physicians and staff to share her story and help health professionals learn more about her experiences.

“It was an interesting and open discussion,” says Maddie. “We first talked about some very basic issues, like using the patient’s chosen name, and pronouns like ‘he’ or ‘she’ that correspond to gender identity. We talked about the things doctors and nurses can do to make appointment experiences and medical interactions more comfortable for transgender individuals. For example, there are questions in a standard health interview that are correct to ask someone who was born female, but would not be appropriate for someone in transition.”

“Concerns can begin with the medical records themselves,” says Andrea. “There may be a listing of hormones and other medical treatments used for transition, but no indication that the person is transgender. It can become a question of medical quality and safety, especially in a medical emergency. As a first step, I’ve always believed medical forms could simply have three boxes — male, female and transgender.”



## HELPING MAKE STEM ACCESSIBLE TO MINORITIES

In Delaware, African-Americans make up nearly 22 percent of the population, but only 6.3 percent of physicians and 1.5 percent of nurses are African-American. Similarly, Hispanics make up about eight percent of Delaware’s population, but less than one percent are physicians and only about three percent are nurses. This noted disparity led to the “STEM UP Delaware!” program, designed to develop precollege programming in STEM (science, technology, engineering and math) disciplines for minority populations. Grant-funded, the program partners Delaware Technical Community College, the Sidney Kimmel Medical College at Thomas Jefferson University, and the Nemours Office of Health Equity & Inclusion. Nemours is using grant funds to expand its Summer Scholars Program to reach middle and high school students interested in pursuing STEM careers. Nemours/Alfred I. duPont Hospital for Children also hosted a career fair, where more than 350 teens interacted with our medical personnel, took tours and participated in activities.

**60 DIVERSE STUDENTS FROM LOCAL MIDDLE AND HIGH SCHOOLS WERE EXPOSED TO CAREERS IN HEALTH AND SCIENCE AT NEMOURS/ALFRED I. DUPONT HOSPITAL FOR CHILDREN THROUGH THE STEM UP DELAWARE! COLLABORATION**



**NEMOURS WAS A FOUNDER OF PHEC, NOW AN INTERNATIONAL ORGANIZATION DEDICATED TO ELIMINATING RACIAL AND ETHNIC DISPARITIES IN HEALTH CARE**

## HELPING SHAPE BEST PRACTICES FOR CARE EQUITY

The Office of Health Equity & Inclusion at Nemours/Alfred I. duPont Hospital for Children and the Monroe Carell Jr. Children’s Hospital at Vanderbilt established the Pediatric Health Equity Collaborative (PHEC), an organization dedicated to best practices and recommendations for demographic data collection in pediatric medical settings.

Now comprised of 11 pediatric institutions across the U.S. and Canada, PHEC recently released “Domains of Culturally Competent Patient-Provider Communication,” a list of interview questions targeting items like language barriers, treatment beliefs and social environment issues that could affect care.



# HEALTH “ADDRESSES WHO I AM.”

## A UNIQUE VOICE TO BE HEARD



Nemours KidsHealth received an Emmy® Award nomination from The National Academy of Television Arts & Sciences, Mid-Atlantic Division, for its video “*Living with Cerebral Palsy: Shannon’s Story*.”

The three-minute video describes Shannon’s daily life, feelings and thoughts from her point of view — and in her voice. Shannon’s was one of the first voices developed by the Nemours Center for Pediatric Auditory and Speech Sciences using technology that blended characteristics of Shannon’s vocalizations with the speech of a voice donor — creating a voice that is uniquely hers. Says Shannon, “I wanted to share my story to help people see that my cerebral palsy is just a part of who I am. I am so proud of the video.”

Other Nemours KidsHealth videos share stories ranging from teens living with diabetes to children born with dwarfism.

## A NEW ERA AT NEMOURS ESTATE

It was no accident that the Nemours/Alfred I. duPont Hospital for Children was located on the grounds of the Nemours Estate, a short distance from its mansion and extensive gardens. Alfred I. duPont believed in the healing benefits of nature, and early images of the hospital include children at the Estate.

Today, the Estate is recapturing that spirit of hospital integration and engagement. A new, family-friendly tour format resulted in a record-setting 25,000 visitors in 2016. The Estate also hosted hospital charity events, galas and ceremonies. And while the mansion is ADA-accessible, the gardens and grounds are not — yet. A multi-year program underway will change that, as well as turning the gardens into a “Please Touch” interactive experience for children of all abilities.



RECORD-SETTING  
**25,000**  
VISITORS  
VIEWED THE MANSION  
AND ENJOYED  
THE GARDENS AT  
NEMOURS ESTATE  
**IN 2016**

Nemours Alfred I. duPont  
Hospital for Children



“**SHANNON’S STORY**”  
FROM KIDSHEALTH  
NOMINATED  
FOR AN **EMMY®**

## A LEADER IN HEALTH CARE EQUALITY

Nemours/Alfred I. duPont Hospital for Children was again recognized in 2016 as a “Leader in LGBT Healthcare Equality” by the Human Rights Campaign Foundation, part of the country’s largest lesbian, gay, bisexual and transgender (LGBT) civil rights organization. As a select group of health care organizations, Leaders meet key criteria, including sexual orientation and identity nondiscrimination policies, same-sex equal visitation guarantees, and LGBT health education for staff members.

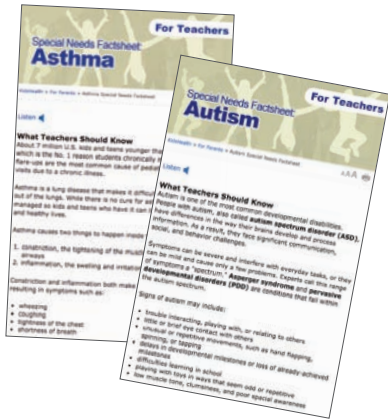


An example of such leadership was the formation of a new support group “Parents of Trans KIDS” through a partnership of Nemours/Alfred I. duPont Hospital for Children, PFLAG-Wilmington and United Way of Delaware PRIDE Council. Hosted at the hospital, the goal of the group is to provide parents who are raising a transgender or non-gender conforming child a safe space where they can discuss issues, raise questions, share resources, network and listen to the experience of other parents. Plans are also underway at the hospital to develop a support group for kids who are transgender or non-gender conforming.

## AWARD-WINNING FACTSHEETS AID EDUCATORS

Designed for educators, Nemours KidsHealth.org has published a series “Special Needs Factsheets” that explain health conditions that can affect learning; offer teaching tips and strategies to help students succeed; and provide links to related resources for teachers, children and their parents.

Currently, about 70 different factsheets address medical issues ranging from ADHD to visual impairments. In 2016, KidsHealth Special Needs Factsheets received a REVERE Golden Lamp Award from the Association of American Publishers, considered the highest honor in educational publishing.



PARALYMPIC SPORT CLUB  
EXCELLENCE PROGRAM

**NEMOURS**  
CELEBRATED ITS  
**FIRST OFFICIAL  
PARALYMPIC  
BOCCIA LEAGUE  
SEASON &  
CHAMPIONSHIP  
IN SPRING 2016**





## HEALTH “SEES THE BIGGER PICTURE.”

Health has many components — physical, mental, emotional, social and developmental. Nemours uses its health expertise to not only address medical challenges in their present state, but also to identify, prevent and address root causes that hinder optimal health and well-being and have the potential to negatively influence future health. For Nemours, the bigger picture seeks to address health at all levels — individual, interpersonal, organizational, community, state and national.



# HEALTH “SEES THE BIGGER PICTURE.”

## BEYOND PRIMARY CARE



Katherine and Shane both spend a lot of time at Nemours duPont Pediatrics, Jessup Street in Wilmington, Del., but the

reasons go far beyond primary care — Jessup Street serves its community in many ways.

Katherine is a retired educator and school principal who decided to volunteer at Nemours/Alfred I. duPont Hospital for Children. “I thought I’d be comforting babies or reading to young children,” says Katherine with a laugh. “But during the training they asked if I would consider tutoring at Jessup Street. I’m a believer in ‘you grow where you’re planted.’ I now work with Shane twice a week on reading, math and other areas that were gaps in his education.

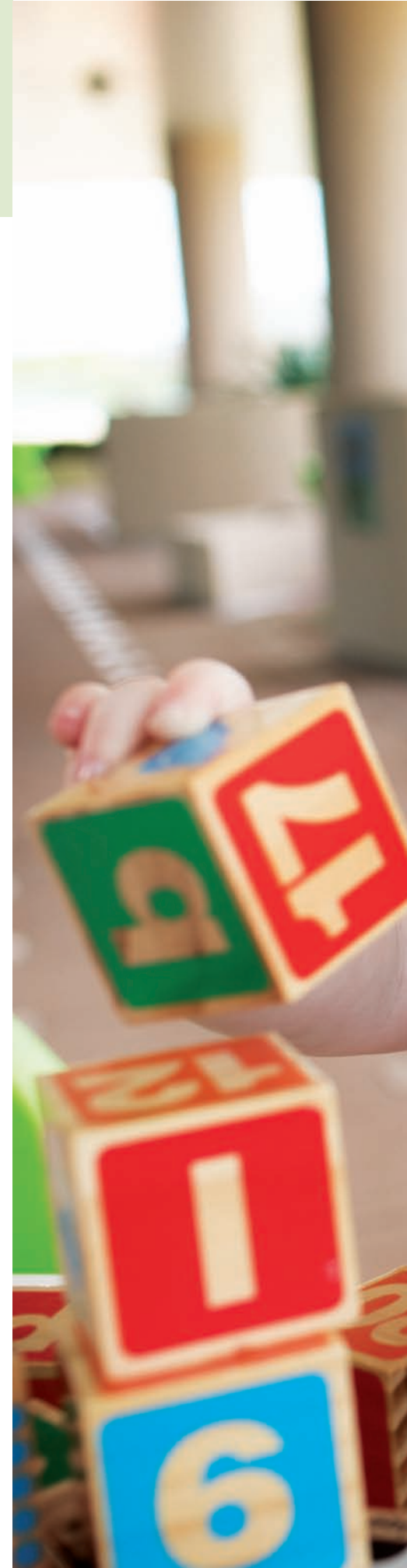
He is enthusiastic and motivated. At Jessup Street I see the care, commitment and support everyone receives when they walk in the door, regardless of why they are there.”

Shane has been going to Jessup Street for primary care since he was small. Now a young man, Jessup Street is working with Shane to ensure a smooth transition to adult health care. However, he will remain at Jessup Street for other services and programs. Katherine will continue tutoring Shane, with the goal of getting grants for community college. “At Jessup Street I feel welcomed, and that I matter,” says Shane. “I get the services and help I need, like a computer that was donated to help me with my reading and math. I’d like to learn to work on homes — construction, electrical and plumbing.” Shane has been asked to mentor younger children in an upcoming Jessup Street collaboration — planting a community garden.

## THE WORK OF BCR IS TO BUILD NETWORKS THAT FOSTER RESILIENCE AGAINST THE STRESSORS THAT CAN BECOME TOXIC TO A CHILD’S DEVELOPMENT AND LONG-TERM HEALTH

### RESILIENT COMMUNITIES ARE HEALTHIER COMMUNITIES

With the help of Nemours and funding from the Doris Duke Charitable Foundation, George Washington University recently launched the Building Community Resilience (BCR) collaborative. Now operating in five cities (including Wilmington, Del.), BCR addresses root causes of childhood adversity, such as homelessness, violence and unemployment, that ultimately affect health. In Wilmington, Nemours Health & Prevention Services, Nemours Primary Care, the department of pediatrics, trauma and Emergency Department Associates are working with internal and external partners to establish a common language and identify resource gaps and community assets to better coordinate efforts to promote healthy social emotional development for children and families. Ultimately, this will enable practitioners to address medical treatment and provide referrals for nonmedical services families need for good health.



## THE PRIMARY CARE LOCATION AS COMMUNITY RESOURCE

Nemours duPont Pediatrics, Jessup Street in Wilmington, Del. is more than a medical practice. For more than 20 years it has been a community hub that’s transforming “primary” care in an underserved area through a team approach to social work and care coordination that addresses the needs of their patient population. Highlights in 2016 include:

**1,699**  
**BREAKFAST MEALS PROVIDED TO LOW-INCOME CHILDREN DURING 2016 THROUGH THE SUMMER FOOD SERVICE PROGRAM AT JESSUP STREET**

- To increase access to healthy and affordable foods (the practice is located in a food desert), a farm stand operates in front of the practice twice a week. Families receive a food voucher from their Nemours physician for an additional \$1 worth of food when they spend \$1 at the stand.
- To help bridge the nutrition gap during summer months, the practice partnered with the Delaware Summer Food Service Program to provide weekday breakfasts to low-income children.
- Other preventive and proactive efforts include oral health assessments during all well-child visits, dietary guidance and referrals to dental homes as needed, and the distribution of donated books through local literacy partners *Success Won’t Wait!* and *Reach Out and Read*.
- In addition, the practice serves as an internet café where community members without access can come to work on their resumes and apply for jobs; tutoring and mentoring for students is also available.





READING READINESS AND FUTURE HEALTH

Literacy has profound effects on medical care and the social determinants of health. Nemours BrightStart! (NBS!), established in 2005, continues to reach parents, educators and children through nationally available tools and resources. Developed for educators, in 2016, NBS! published *10 Best Practices for Developing Book Experiences for Dual Language Learners* as an additional curricula through its long-standing partnership with Kaplan Early Learning. For parents, [ReadingBrightStart.org](http://ReadingBrightStart.org) — a website with free resources that can be used anywhere with children ages birth to 5, received further validation of its free screener as a way for parents to accurately assess their child’s early literacy skills. Next up, NBS! is collaborating with The Ohio State University researchers who received a grant for an independent study into the long-term benefits of NBS! early literacy interventions for children from preschool through first grade.

HEALTH “SEES THE BIGGER PICTURE.”

SPREADING AND SCALING PROMISING PRACTICES

Nemours continuously aims to impact national policies and practices by spreading and scaling what works. In this way, we can reach millions of children nationwide who will never “walk through our doors.” In 2016, this included:

- Continuing to work with child care settings prioritizing healthy eating and physical activity with initiatives now reaching more than 220,000 children in 2,450 child care centers in 15 states across the country.
- With funding from the Kresge Foundation, working with 33 anchor organizations, reaching diverse communities in 22 cities nationwide, to test, share and accelerate the spread of population health innovations that move clinical systems upstream to address the root causes of preventable disease among children and families.



HEALTHY KIDS, HEALTHY FUTURE

Nemours convened its second *Healthy Kids, Healthy Future* summit in February 2016, uniting 175 experts in the field of child health, obesity prevention and child care in shared support of our nation’s youngest children.

The focus of the summit was to identify opportunities, accelerate existing work and identify next steps to ensure that all children in early care and education (ECE) settings grow up healthy.

Also in 2016, Nemours and the Library of Congress Literacy Program presented a symposium, “*Health and Literacy: A New Perspective*” that convened physicians, policymakers, children’s authors and business leaders to address literacy issues in child and adolescent health, as well as adult literacy and subsequent health and economic implications. Nemours BrightStart! released a first-of-its-kind “Reading Readiness Snapshot” during the event that provided key insights on the current state of early literacy among U.S. children ages 3 to 5.



CHILDREN IN 22 STATES IMPACTED BY NEMOURS EARLY CHILD CARE COLLABORATIVES, READING READINESS AND POPULATION HEALTH WORK

WORKING WITH THE PARTNERSHIP FOR A HEALTHIER AMERICA TO ENSURE 1,000,000+ CHILDREN ARE EATING HEALTHY & BEING PHYSICALLY ACTIVE IN CHILD CARE CENTERS

117,000+ CHILDREN IMPACTED BY NEMOURS BRIGHTSTART! READING READINESS CURRICULA ACROSS THE U.S.

NEMOURS’ SUPPORT OF KENT COMMUNITY GARDENS HAS BLOSSOMED INTO 24 GARDENS YIELDING 800 LBS. OF PRODUCE ANNUALLY

POSITIONING FOR THE FUTURE

Nemours National Office of Policy & Prevention works to establish Nemours as a preeminent voice for children, defend Nemours’ priorities for children’s health, support innovation and ensure Nemours is well-positioned to serve our communities, patients and families as a child health system of the future. In 2016:

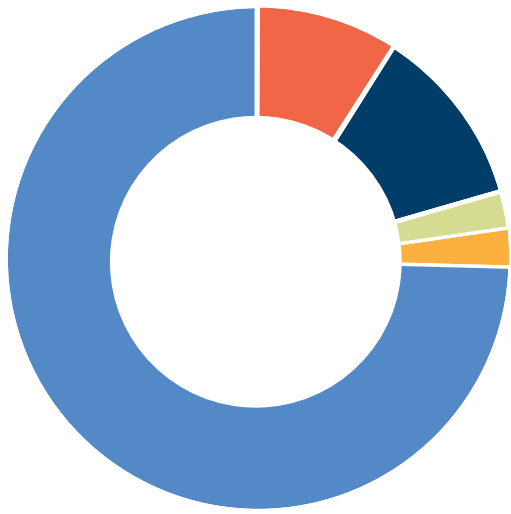
- Nemours and partners successfully advocated for children to be incorporated into the 21<sup>st</sup> Century Cures Act that includes provisions supporting innovation in precision medicine, pediatric research, Health IT and improved access to pediatric mental health services. Telehealth and fostering collaboration and training among providers to address root causes of childhood adversity were the focus of the mental health provisions.
- Nemours and our partners at the American Academy of Pediatrics, with funding from the Robert Wood Johnson Foundation, designed an innovative and new prevention model with the potential to impact millions of children. The model puts children and their families at the center and proposes how the systems that serve them can be better coordinated and aligned within a state. In doing so, we seek to create an infrastructure that will support children’s health and well-being and could also be utilized by states and others to take on additional child health issues.





# 2016 COMMUNITY BENEFIT

Since opening our doors, Nemours has invested nearly \$3 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.



## 2016 TOTAL COMMUNITY BENEFIT: \$169.0 MILLION

● UNCOMPENSATED MEDICAL CARE	\$125.9
● SUBSIDIZED HEALTH SERVICES	\$4.2
● RESEARCH	\$19.4
● EDUCATION & TRAINING OF HEALTH PROFESSIONALS	\$3.6
● PREVENTION & INFLUENCING CHILDREN’S HEALTH	\$15.9

### ● UNCOMPENSATED MEDICAL CARE: \$125.9 MILLION

Uncompensated medical care includes **health care services without a direct source of payment**. In 2016, total uncompensated medical care provided by Nemours included:

- **\$7.5 million** in services classified as **“charity care”** where the recipient could not afford services or lacked adequate health insurance
- **\$73.3 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
- **\$45.0 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: \$4.2 MILLION

In his will, our founder, Alfred I. duPont called for his estate to also benefit the elderly in Delaware. **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 2016, Nemours SeniorCare provided these outpatient services to 6,286 of Delaware seniors.

- **10,370** dental care visits
- **2,890** hearing care visits
- **15,484** vision care visits



### ● RESEARCH: \$19.4 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:

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

### ● PREVENTION & INFLUENCING CHILDREN’S HEALTH: \$15.9 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 among millions of children who may never know our name.

### ● EDUCATION & TRAINING OF HEALTH PROFESSIONALS: \$3.6 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 2016, Nemours hosted:

- **695** residents
- **103** physician fellows
- **724** medical students
- **2,095** allied health professionals

The online presence of Nemours Continuing Medical Education continues to grow through **NemoursEducation.org**, with more than 90,000 registered users.



# VOLUNTEERING IS HEALTH FOR ALL INVOLVED

The Nemours Health System is fortunate, and very grateful, to have a solid network of volunteers of all ages and backgrounds. These individuals unselfishly give their time and talent to support, directly and indirectly, the health of the children we serve. And, it's a two-way street: research has long established the relationship between volunteering and health. Volunteers enjoy reduced stress levels, are active physically and mentally, and have higher self-confidence and sense of fulfillment. We're thankful for our volunteers and the healthy community they've created.



## CENTRAL FLORIDA VOLUNTEERS

**458** Volunteers  
**43,649** Hours  
**\$1,006,982** Monetary Equivalent  
**34** Pet Therapy Dogs

## DELAWARE VALLEY VOLUNTEERS

**610** Volunteers  
**54,910** Hours  
**\$1,257,912** Monetary Equivalent  
**4** Clowns  
**44** Pet Therapy Dogs

**86**  
PET THERAPY  
**DOGS**  
AND  
**10**  
CLOWNS  
ENTERPRISE-  
WIDE

## JACKSONVILLE VOLUNTEERS

**181** Volunteers  
**9,755** Hours  
**\$229,828** Monetary Equivalent

**6** Clowns  
**6** Pet Therapy Dogs

## PENSACOLA VOLUNTEERS

**15** Volunteers  
**1,011** Hours  
**\$23,819** Monetary Equivalent  
**2** Pet Therapy Dogs

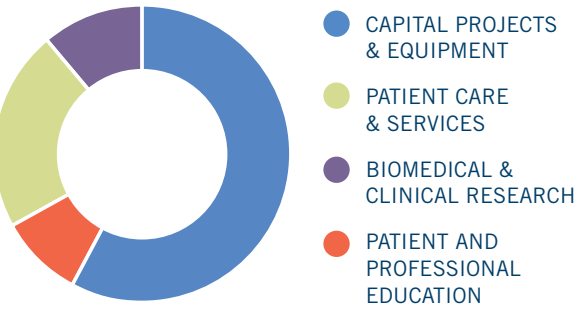
# DONORS MAKE A DIFFERENCE

From securing cutting-edge equipment to supporting services like music therapy, philanthropic gifts impact our patient families every day. Last year, the Nemours Fund for Children's Health received more than \$8.4 million from more than 5,800 donors.



Michael and Ericka Hynansky present a check for \$1 million to establish the Nicholas T. Bracaglia Cerebral Palsy Research Endowed Fund.

## HOW CONTRIBUTIONS HELP CHILDREN



## BECAUSE OF DONATIONS, NEMOURS WAS ABLE TO:

- **Secure a PET/MR**, which allows neurosurgeons to perform more targeted, world-class epilepsy surgery and facilitates groundbreaking autism research.
- **Achieve FDA approval for the first drug for the treatment of spinal muscular atrophy.**
- **Continue critical research** on acute myeloid leukemia.
- **Purchase specialized vision testing equipment** for children of abilities in Jacksonville, Fla.
- **Conduct specialized trainings for the air medical crew** in Orlando, Fla., to increase skill when transporting critically ill children via helicopter.
- And much, much more.

## A TRANSFORMATIONAL GIFT

In 2016, Michael and Ericka Hynansky donated \$1 million to Nemours /Alfred I. duPont Hospital for Children. The gift will establish the Nicholas T. Bracaglia Cerebral Palsy Research Endowed Fund to support cerebral palsy (CP) research. The fund is named for Michael's cousin, Nicholas, who passed away in 2006, due to complications from CP. "Nicholas had an infectious smile, lust for life and an incredible ability to communicate without words," says Michael Hynansky. "We hope this gift will improve the lives of patients and their families."

## COMMUNITY PARTNERS



Members of the Iron Pig Motorcycle Club hosted their annual *Pigs Against Pediatric Cancer* motorcycle ride to raise awareness about oncology services offered at Nemours. The ride began at Nemours Children's Hospital in Orlando, Fla. and they waved the Nemours flag the entire time. They raised a total of \$13,000.

Your gift helps us grow! [www.nemours.org/give](http://www.nemours.org/give)



# FISCAL HEALTH

Thoughtful stewardship and strategic planning have enabled Nemours to grow while continuously delivering excellent care throughout our health system. During 2016, Nemours provided direct care and services for more than 412,000 children as well as outreach, education, advocacy and support for hundreds of 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 remain 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 2016, 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 2016, 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. Also opening in 2016 was our new ambulatory surgery center and specialty clinic in Deptford, New Jersey. Our Nemours CareConnect is bringing primary and urgent care direct to families, schools and community physicians 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, 2016, AND 2015

(Dollars in thousands)	(Unaudited)	
	2016	2015
<b>Assets</b>		
Current assets	\$ 479,233	\$ 385,479
Noncurrent assets	1,250,475	1,239,325
<b>Total unrestricted assets</b>	<b>1,729,708</b>	<b>1,624,804</b>
Restricted assets	224,945	215,424
<b>Total assets</b>	<b>\$ 1,954,653</b>	<b>\$ 1,840,228</b>
<b>Liabilities and Net Assets</b>		
Current liabilities	\$ 179,896	\$ 161,437
Non-current liabilities	643,278	603,210
<b>Total liabilities</b>	<b>823,174</b>	<b>764,647</b>
Net assets		
Unrestricted	\$ 906,534	\$ 858,532
Temporarily restricted	217,994	207,169
Permanently restricted	6,951	8,255
<b>Total net assets</b>	<b>1,131,479</b>	<b>1,073,956</b>
	<b>\$ 1,954,653</b>	<b>\$ 1,838,603</b>





THE NEMOURS FOUNDATION

CONDENSED COMBINED STATEMENTS OF OPERATIONS  
YEARS ENDED DECEMBER 31, 2016, AND 2015

(Dollars in thousands)	(Unaudited)	
	2016	2015
Net patient service revenue	\$ 1,012,578	\$ 886,571
Contributions from the Alfred I. duPont Testamentary Trust	155,865	157,381
Other income	86,789	96,204
Total revenue and other support	1,255,232	1,140,156
Total operating expenses	1,168,895	1,093,050
Operating income	86,337	47,106
Net assets released from restrictions used for capital purchases	1,712	1,933
Pension liability adjustment	(40,047)	83,950
Increase in unrestricted net assets	\$ 48,002	\$ 132,989

2016 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 <b>Chair</b>	Richard T. Christopher <b>Vice Chair</b>
Leonard L. Berry, PhD*	Linda D. Norman
Rosa B. Hakala	John F. Porter, III*
James S. Hunt	Marcus F. Probst
Toni Jennings	Valerie Montgomery Rice
Terri L. Kelly	Robert G. Riney
John S. Lord*	Geoffrey M. Rogers*
J. Michael McGinnis, MD	

\*not pictured



BOARD OF MANAGERS, DELAWARE

Richard T. Christopher  
**Chair**  
Catherine M. Bonuccelli, MD  
William Dugdale  
Hinton J. Lucas, Jr.  
Gina F. Ward



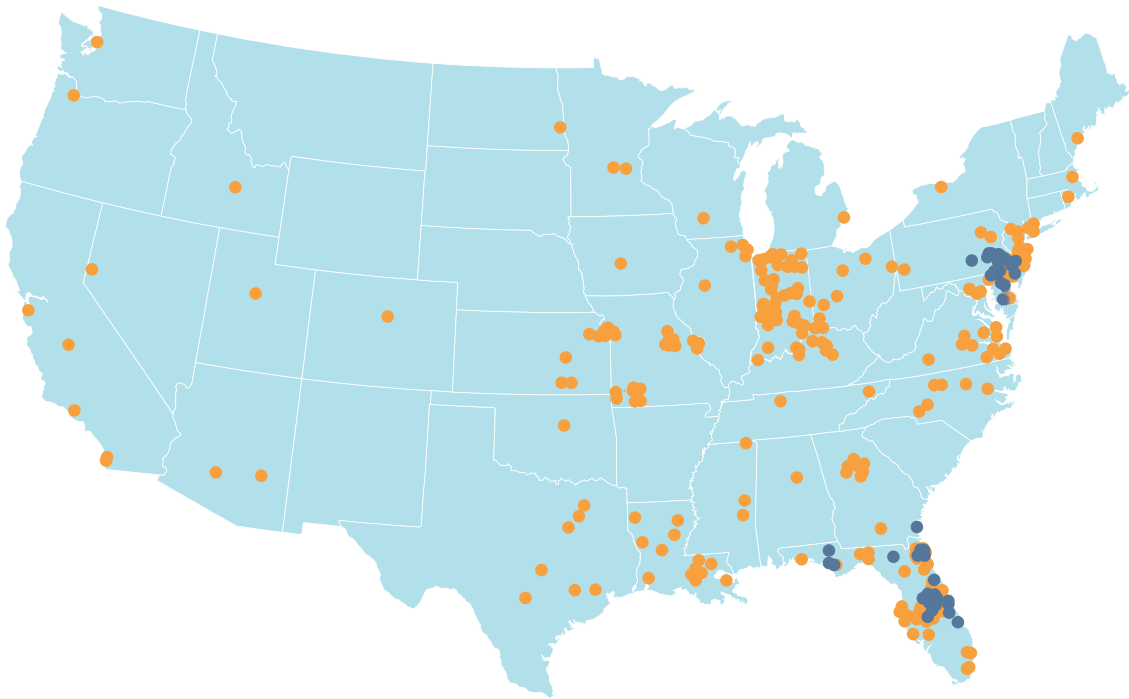
BOARD OF MANAGERS, FLORIDA

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

\*not pictured



# OUR LOCATIONS



## EXTENDING HEALTH — HOWEVER IT IS DEFINED, INTO THE PLACES FAMILIES LIVE, WORK AND PLAY

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

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

#### PRIMARY & SPECIALTY CARE

- Bear — Becks Woods
- Dover
- Middletown
- Milford
- Newark
- Seaford
- Seaford — Shipley Street
- Wilmington
- Foulk Road
- Jessup Street
- Pike Creek
- Rockland Road
- St. Francis

#### COLLABORATING HOSPITALS

- Nanticoke Memorial Hospital, Seaford
- Saint Francis Hospital, Wilmington

#### NEMOURS SENIORCARE

- Milford
- Wilmington

#### NEMOURS HEALTH & PREVENTION SERVICES

- Wilmington

#### NEMOURS ESTATE

- Wilmington

### GEORGIA

#### SPECIALTY CARE

- Brunswick

### MARYLAND

#### COLLABORATING HOSPITALS

- Union Hospital, Elkton



Nemours’ care and services are offered within our two freestanding children’s hospitals, more than 80 specialty, primary and urgent care locations in six states, and through our many community hospital collaborations. Beyond our walls, Nemours’ specialty expertise extends into the home, at school and wherever families live, learn and play.

### NEW JERSEY

#### SPECIALTY CARE

- Deptford
- Vineland
- Voorhees

#### COLLABORATING HOSPITALS

- Inspira Medical Center Vineland, Vineland
- Inspira Medical Center Woodbury, Woodbury

### PENNSYLVANIA

#### SPECIALTY CARE

- Bryn Mawr
- Glen Mills
- Lancaster
- Newtown Square
- Philadelphia
- Upland

#### SURGERY CENTER

- Bryn Mawr

#### PRIMARY CARE

- Collegeville
- Concordville
- Exton
- Media
- Paoli
- Philadelphia
- Vilanova
- Wayne

#### URGENT CARE

- Glen Mills

#### COLLABORATING HOSPITALS

- Bryn Mawr Hospital, Bryn Mawr
- Lankenau Medical Center, Wynnewood
- Paoli Hospital, Paoli
- Phoenixville Hospital, Phoenixville
- Pottstown Memorial Hospital, Pottstown
- Thomas Jefferson University Hospital, Philadelphia

### FLORIDA

#### HOME OFFICE

- Jacksonville

#### NEMOURS BRIGHTSTART!

- Jacksonville
- Orlando

#### HOSPITAL

- Nemours Children’s Hospital, Orlando

#### SPECIALTY CARE

- Bonifay
- Daytona Beach
- Fleming Island
- Jacksonville
- Jacksonville South
- Kissimmee

- Lake City
- Lake Mary
- Lakeland
- Melbourne
- Miramar Beach
- Orlando — Downtown
- Orlando — Lake Nona
- Orlando — Lake Nona, Medical City
- Panama City
- Pensacola
- Tallahassee
- Titusville

#### PRIMARY CARE

- Clermont
- Kissimmee

- Longwood
- Maitland
- Orlando
- Lake Nona
- Waterford Lakes
- Windermere
- Ormond Beach
- Oviedo
- Palm Bay
- Sanford
- Vero Beach
- Waterford Lakes
- Windermere — Horizon West
- Winter Haven

#### URGENT CARE

- Clermont
- Kissimmee
- Lake Nona
- Melbourne
- Orlando — Waterford Lakes
- Sanford

#### COLLABORATING HOSPITALS

- Heart of Florida Regional Medical Center, Haines City
- Indian River Medical Center, Vero Beach

- Lakeland Regional Health Medical Center
- Osceola Regional Medical Center
- Wolfson Children’s Hospital, Jacksonville
- Wuesthoff Regional Medical Center, Rockledge



Nemours/Alfred I. duPont  
Hospital for Children

Nemours Biomedical Research

Nemours BrightStart!

Nemours CareConnect

Nemours Center for Children's  
Health Media

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

## Nemours. Children's Health System

