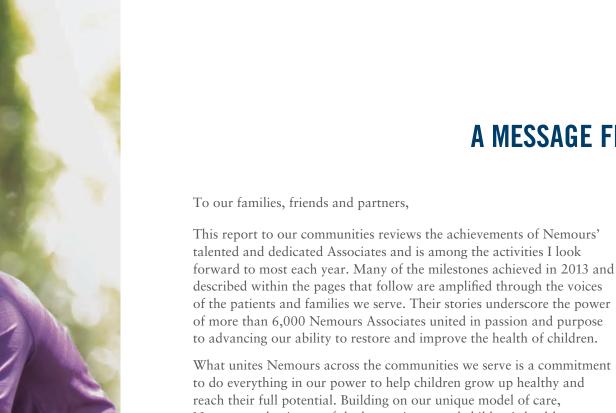
# MAKING EVERY DAY BETTER OUR PROMISE

2013 REPORT TO OUR COMMUNITIES

 $\operatorname{Nemours}_*$  Your child. Our promise

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ROCKIT



What unites Nemours across the communities we serve is a commitment to do everything in our power to help children grow up healthy and reach their full potential. Building on our unique model of care, Nemours today is one of the largest integrated children's health systems with two freestanding children's hospitals and a network of primary, specialty and urgent care centers in five states. Our early child care collaboratives and reading readiness work puts us in another 22 states. We have become a trusted national resource for children's health focused on prevention, education, research and advocacy. Everything we do is dedicated to improving the health of all children, even those we may never see.

The changing health care environment and the continuously evolving needs of families bring new challenges and guide us to establish new paths. We have set the Nemours compass to True North, reflected in the words of those we serve: "Help me receive exactly the care I need and want, how and when I need and want it." This expression is a logical extension of our promise to treat every child as if they were our own.

True North is more than understanding the importance of families' access to care and the most convenient way to provide that care. It speaks to our recognition that care — in its broadest sense — means understanding that we're all part of one community, in a way that understands and meets the needs of families' cultural norms, providing comfort and hope. True North is also how Nemours will meet the needs of families to deliver care in the least acute setting possible, improving quality and reducing cost.

Working with our Family Advisory Councils and like-minded care providers, throughout the pages of this report we are proud to share how we are redefining the health care experience for children and families.

Your child. Our promise.

Ward Bailey, ml,

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

### A MESSAGE FROM DAVID BAILEY



### **INVOLVING FAMILIES TO IMPROVE CARE**

### An All-Access Pass for Family Input

"Both my boys have been patients at Nemours/Alfred I. duPont Hospital for Children. The care they receive here has always been amazing — everyone genuinely cares, people listen to us, and we've always received the answers we needed. For one of my sons, we were at duPont Hospital for Children for different therapies for 20 hours a week for nearly a year. For the past five years I have been part of the Family Advisory Council (FAC) which has given me a whole new appreciation for Nemours. I've found that Nemours administrators and hospital executives are just as caring and passionate about patients and families as frontline nurses and doctors. During 2013, I was asked to participate in several Continuous Improvement activities, which, to my knowledge, are generally reserved for internal staff. I thought, 'What will they think of me, I'm just a parent — will they really listen to me? Will they be cautious and watch what they say in front of me?' The experience has been eyeopening. Not only did they accommodate my schedule so I could participate in key workshops, they asked for my input every step of the way in helping design processes and getting ongoing feedback. Nothing gets held back. A lot of organizations claim to be customer-centered or family-centered, but Nemours backs it up; constantly seeking parents' points of view on how to ensure every aspect of the experience is family-centered."

— Crystal D., FAC member, mom to Gabriel and Michael

# INVOLVING FAMILIES



### **INVOLVING FAMILIES TO IMPROVE CARE**

### **INVOLVING FAMILIES TO IMPROVE CARE**

77 Parents, teens and kids involved in Family & Youth **Advisory Councils** 

110 **Virtual Advisory Council members** participate online



### A DEEP DEDICATION TO FAMILY INVOLVEMENT

Nemours continues to engage families in an everexpanding list of initiatives, processes and policies that affect patients and families. Families offer their time and expertise to improve every aspect of our care and services through our Family Advisory Councils, Youth Advisory Councils and new Virtual Advisory Council. Yet, "advisory" is a bit of a misnomer, implying passive suggestions. These dedicated volunteers work side-by-side with Nemours in deepdive projects, keeping us grounded and ensuring our commitment to family-centered care: delivering exactly the care families need and want, exactly how and when they need and want it.

### **OFFERING A PARENT'S PERSPECTIVE**

All of Nemours' Institutional Review Boards (IRBs committees of scientists and nonscientists who review and approve all research involving humans) include parents of former patients, former patients or other parents from the community. These members play a valuable role in making very complex research procedures understandable in our consent documents, and they also contribute immeasurably by giving a parent's point of view for risk versus benefit decisions and ethics questions. All of our community members help us see and understand these decisions through a parent's eye, mind and heart.



### **INVOLVING FAMILIES ANYTIME, ANYWHERE**

When Nemours first formed Family Advisory Councils (FACs), there was a huge response by those eager to help. Accommodating families who wanted to participate, but whose schedules made it a challenge, led us to create the Nemours Virtual Advisory Council (VAC). Employing social media to create a virtual collaboration network, we've made it easier for even more families to share their insights with us when and how it's convenient for them. With a question posted about every two weeks, VAC members only need to respond if they feel directly affected by the issue or they want to give input. In one example, a team involved in a Rapid Process Improvement Workshop sent out a question and received enough real-time, actionable responses to make an immediate decision.

"Alfred I. duPont Hospital for Children's Virtual Advisory Council just made volunteering even easier! Now I can post comments right from my laptop or iPhone and make a real difference, even when I don't have much extra time. It's also a great way to connect with people who can relate to having a child in the hospital and who care about improving the system."

### **EMPOWERING THOSE WHO ARE IN OUR CARE**

Although one of the meanings of "patient" is to accept things, that usage doesn't apply to the children of the Youth Advisory Council (YAC) at Nemours/Alfred I. duPont Hospital for Children (N/AIDHC). A dedicated group of young people ages 10 to 18, the

YAC gives fresh, hands-on views for issues that may not have occurred to even the most well-intentioned adults. The YAC has offered input on waiting room activities, in-room entertainment choices, optimum area arrangement for gaming, menu options, artwork, hospital clothing and a host of items that directly affect their stay and care. The YAC members are proud to take credit for the innovative almond shape of the Expansion at N/AIDHC, as their early input to the design team was, "Don't make it look like a post office ..."

"I like helping think of ideas for the Hospital Expansion. I feel like I'm making a difference because many of my recommendations have been used."

- Jackson, age 10, YAC member



### INCREASING ACCESS TO CARE AND SERVICES

### **Receiving Answers and Care Close to Home**

"We spent months taking Brendan to different neurologists in Orlando without getting an answer. It seemed like they were throwing darts at a dartboard. After going to Boston and finally getting a confirmed diagnosis of Duchenne muscular dystrophy, we came home wondering what we would do next. We were able to see a Nemours geneticist who told us, 'Nemours Children's Hospital is opening soon and Dr. Richard Finkel is coming there, he's the best of the best.' The hospital opened and our first appointment was with Dr. Finkel. Our lives changed after that. Dr. Finkel is so warm and intelligent. There's an entire multidisciplinary team under one umbrella. If a new issue pops up, he literally goes down the hall and brings back another specialist. The doctors all talk and see each other's files. Dr. Finkel discusses the future with us with care and compassion. Brendan is doing so well. Having access to Nemours here in our backyard has truly been our silver lining."

— Colleen L., Brendan's mom



### **INCREASING ACCESS TO CARE AND SERVICES**

5 **New facilities** opened in 2013

24/7Access for families through MyNemours **EHR** patient portal



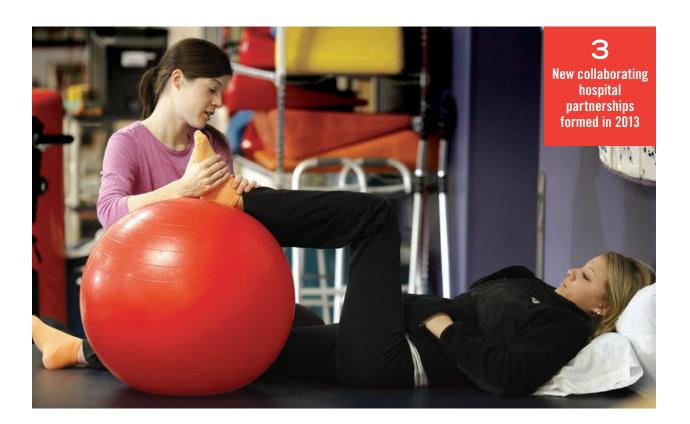
### FAMILY-CENTERED CARE BEGINS WITH ACCESS

A prerequisite to family-centered care is the simple notion that families are able to access our care providers. Throughout 2013, easing the ways in which families access our health care system has been an important focus, and has included:

- a targeted maximum wait of five days for new patients (nonemergency)
- additional evening and weekend hours in subspecialty clinics, as well as expanded hours at primary care locations
- online scheduling for families using the MyNemours application

- the use of text messaging for appointment reminders
- providing "complex scheduling" for families -coordinating same-day care for patients requiring appointments with multiple Nemours specialists
- additional rescheduling options if a family is late to an appointment
- creation of a new department to review registration and insurance verification processes

To test our commitment to access, Nemours has employed the services of a "secret shopper" program, in which callers pretending to be parents document the experience of setting up a new appointment.



### **COMING TO A NEIGHBORHOOD NEAR YOU**

Knowing how important it is to have easy access to expert care, Nemours continues to expand into new communities. In 2013, new facilities included Nemours duPont Pediatrics offices in Bear, Delaware (Becks Woods); Voorhees, New Jersey; and Bryn Mawr, Pennsylvania. All new locations offer outpatient therapy services; Becks Woods adds primary care; Voorhees adds pediatric specialty care; and Bryn Mawr offers a surgery center, imaging and pediatric specialties closer to home. For the many families who had to make multiple, time-consuming trips to Nemours/Alfred I. duPont Hospital for Children for therapies and rehab, these new locations mean fewer missed appointments, continuity of exceptional care, saved time and less stress for all-around better outcomes.

In Florida, we opened our newest specialty clinics in Fleming Island and Lake Nona, and multiple primary care locations throughout Central Florida, ensuring access to the care that families need.

directive.\*

### **COMMUNITY TOURS RESULT IN BROADER PATH**

In 2012, Nemours received a \$3.7 million, three-year cooperative agreement award from the Centers for Medicare & Medicaid Innovation (Innovation Center) to work with primary care practices as well as communities to better understand and improve management of children's asthma. As part of this funding, Nemours' clinical and administrative staffs began community tours in 2013 to get a firsthand look at the connection between the local environment and asthma care. The tours showed inadequate public transportation, lack of accessible pharmacies and other

health facilities, neighborhood safety concerns, lack of walking routes as well as industrial traffic emissions and pollutants, all of which contributed to missed appointments, skipped medications and increased illness not only for asthma but for a host of health issues. More tours are planned, with the goal of adding services and integrating care in the community to address health needs beyond the original asthma

\*The contents of this publication are solely the responsibility of the authors and do not necessarily represent the official views of the U.S. Department of Health and Human Services or any of its agencies.



### **OFFERING KNOWLEDGE TO FAMILIES AND COMMUNITIES**

### A Life-Changing Journey Results in a Life-Affirming Experience

" In a word, it was an 'honor' to be asked to share my story through a KidsHealth video. Everything about my life changed the day I collapsed on the softball field and my heart stopped beating. Having this opportunity to turn something that was so horrible into something good to help others deal with their condition helped me feel more complete. It also helped my friends, teammates, parents and sister, who all participated in the filming, to deal with the events.

I had worked my whole life toward the goal of becoming a college athlete. I was devastated that I would no longer be playing softball. Since my recovery, I've channeled my passion into golf — the activity that doctors approved — and recently signed a letter of intent to play collegiately.

Through the video and every time I share my story, I want other kids dealing with a life-altering diagnosis to know that it's not easy, and life may not end up being what you thought it would be — but I have discovered through this journey that my life has become so much more. Life and all of its challenges give you the voice you are meant to have."

— Ashley M., patient, Nemours Cardiac Center at N/AIDHC, participant in KidsHealth's From the Heart: Our Stories

# OFFERING KA



### **OFFERING KNOWLEDGE TO FAMILIES AND COMMUNITIES**

### 2,828

Families served by **KidsTRACK** family resource at Nemours **Children's Hospital** 

1 MILLION Visits to **KidsHealth.org** each day



### A SPEAKER SERIES BECOMES A FEEDBACK LOOP

The Osceola County School District was concerned as it looked for speakers for its school nurse continuing education training. Some past presentations had been too technical or not relevant. Partnering with Nemours Children's Hospital changed that, as Nemours specialists began providing monthly training on mutually-agreed-upon topics focused on the school setting. A whole new loop morphed from the training - school health officials are now using Nemours physicians as direct resources, while our physicians receive a heads-up on health issues in the schools that could affect their patients.

### PHYSICIAN-. PARENT- AND KID-APPROVED

One of the reasons Nemours KidsHealth is the most trusted source of children's health information is its series of videos featuring real patients and their families discussing their diseases, challenges and experiences. Showing their actual lives and using their own words, Nemours patients and families prepare, educate and inspire those who are beginning their own health journeys. In addition, KidsHealth offers advice, comfort and at times even humor through products such as How the Body Works, family-friendly discharge instructions, the Is it Contagious? mobile app and the highly visited KidsHealth.org.



### **AN INTERNSHIP PROGRAM FLOURISHES**

As of 2013, 50 students representing 14 universities have completed the Nemours Health & Prevention Services (NHPS) Internship Program, a structured learning experience for college students in the fields of health promotion, health sciences, psychology, public health and public policy. Treated like Nemours Associates during their 14-week term, interns work on specific projects aligned with NHPS goals. Many of the students go on to further graduate work or employment in health-related fields, raising a voice for children's health in Delaware and beyond.

### **BECAUSE ONE SIZE DOESN'T FIT ALL**

Nemours helped outfit more than 200 emergency vehicles throughout Orange County, Florida, with pediatric resuscitation and drug dosing kits, and provided training support for the EMS staff. The kits provide the right equipment and medications to treat children in the field. Without such kits, EMS responders need to calculate the proper drug dosages for children, wasting valuable minutes, and use adult equipment that may not fit properly. The kits allow EMS to handle code situations from start to finish, resulting in better outcomes.

### HELPING TEENS AND THEIR CHILDREN **BECOME FAMILIES**

The Nemours Children's Hospital Division of Behavioral Health has set up an on-site practice at the BETA (Birth, Education, Training, Acceptance) Center, an Orlando nonprofit organization with nearly 40 years of experience helping families. Every Friday, child/adolescent psychiatry specialist Dr. Neil Boris offers upbeat sessions that provide counseling, education and support to teen moms. With plans to bring a full mental health clinic to BETA, Nemours is helping give these young families the tools and opportunity to succeed.

"Thanks to the Nemours KidsTRACK team for their kindness. commitment and all the services they offer to people in need. Even without knowing me, they wanted to know my needs and be able to find a way to help my son and me. They found the best doctors for my son, moved heaven and earth to find transportation services for us, and Monica (at KidsTRACK) has become a friend and English teacher."

- Jose G., father of Zahash

# IMPROVING THE EXPERIENCE

### IMPROVING THE HEALTH CARE EXPERIENCE

Family Ambassadors Make You Feel at Home, Even When You're Far Away "When my granddaughter was first diagnosed at another children's hospital, she couldn't be moved. I slept on a sofa for months. If they had people to help families, I didn't see it.

When she was finally stabilized, we were transferred to Nemours/Alfred I. duPont Hospital for Children. Once settled in the room, an Ambassador greeted us right away to show us everything including the Family Resource Center. They were so sweet, checking on us every day. If I had a problem with the room heat or the television, I was helped immediately. With a sick child, the last thing on your mind is 'Where are the blankets?' or 'When am I eating today?' It was great for an Ambassador to come and ask, 'What do you need? Did you eat today?' All those things really helped make a stressful situation a little more bearable.

Saniyah celebrated her third birthday at Nemours. It felt like the whole hospital came to see us. The kitchen staff made her a cake. She still talks about it. Having Ambassadors to anticipate and respond to the needs of the whole family is so great."

— Arline A., Saniyah's grandmother



### **IMPROVING THE HEALTH CARE EXPERIENCE**

### **IMPROVING THE HEALTH CARE EXPERIENCE**

### 140

Families per day assisted by Family Ambassadors at N/AIDHC

56 Weeks of mock codes and training activities to prepare for emergency care



### A GUIDE AT YOUR SIDE

In the past, families with children admitted to our hospitals turned to nurses to provide a lot of necessary, but nonmedical, information and direction. To serve both the families and nurses better, the Family Ambassador program was created. Family Ambassadors help with admissions and act as guides for our wide range of support services, resources and amenities. Being well-versed in a wealth of issues and situations, Ambassadors are able to respond to the needs of patients and families with highly personalized information and action the families need, when they need it.

### HOLISTIC APPROACH TO HEALING

Nemours Children's Hospital offers an integrated pediatric pain management program dedicated to treating acute (temporary) and chronic (ongoing) pain in children and teens. The program, led by one of the world's top pediatric pain specialists, is one of only a few that also provides healing for the entire family, as pain in children can impact the family dynamic. Beyond medication, the program equips the child to have more control over pain, which in turn helps reduce pain-related stress and anxiety. A customized treatment plan may include a combination of physical, occupational and behavioral therapies, biofeedback, acupuncture, natural supplements, yoga, massage and meditation.



### IF YOU BUILD IT, THEY WILL COME (TO HELP)

Nemours opened Nemours duPont Pediatrics, Bryn Mawr in July, a facility constructed by combining the ideals of continuous improvement, project management and architectural design. Using a lifesized cardboard mock-up of the entire site in an empty warehouse, multidisciplinary teams of care providers and patient families compared walls, rooms and spaces to the concept design, analyzed furniture and fixtures for accessibility and flow, and documented how processes and procedures would work. With this input, every facility detail has been designed to create a superior health care delivery experience.

### DELIVERING CULTURALLY INCLUSIVE CARE

Nemours Office of Health Equity and Inclusion (OHEI) seeks to establish national leadership in the elimination of pediatric health care disparities. One focus of OHEI is "cultural competency," or ensuring high-quality care to patients and families while respecting diverse values, beliefs and needs. In 2013, nearly 75 percent of N/AIDHC Associates were trained in cultural competency, using a program that addressed treatment beliefs, decision-making processes, styles of communication and health care literacy to stress a family-centered approach. After working together to navigate a language barrier, dietary needs, social restrictions, and very serious care decisions, an Egyptian mother referred to her son's Nemours case worker as "her American sister."

To date, more than 1,000 Nemours Associates have participated in hands-on and classroom continuous improvement activities throughout Nemours. One project resulted in a more efficient hospital discharge process, saving families from delays and improving communication. Another project applied the manufacturing concept of just-in-time delivery to our hospital supply rooms. Newly enacted processes reduced warehouse activity and inventory value while supply flow and pick arrangement were improved to ensure that caregivers, and therefore our patients, have the supplies they need where and when they need them.

### **GETTING IT RIGHT WHEN MINUTES COUNT**

Although some high-risk health situations happen very rarely, it's still of the utmost importance to be prepared to handle them. For this, the Nemours Institute for Clinical Excellence (NICE) created and deployed "The First Five Minutes" program. NICE staff bring pediatric simulation mannequins to Nemours primary care offices and present different high-risk, low-frequency scenarios ("codes"). The office has five minutes to address the code. It has been highly educational for the primary care offices as this program addresses training and equipment needs as well as systems and process issues. It's become such a popular program that private practices outside of Nemours are requesting this training.

### CONTINUING WITH CONTINUOUS IMPROVEMENT



### WORKING TOGETHER TO RESPOND TO FAMILIES' NEEDS

### The Power of Teamwork for Better Results

" My son, Jack, has spinal muscular atrophy and requires continuous home health care. Knowing how well Nemours partners with others, I wondered if NemoursLink (the secure, registration-only system designed for physicians to monitor referred patients) would be available to our home health care provider. I spoke with Dr. David West, who readily agreed to meet with all of us. Dr. West was extremely generous with his time, thoughtful in his discussions with our provider, and made it possible for Nemours to agree to the registration.

When Jack had to go into the ICU, our home health care provider was able to monitor what was happening every step of the way through discharge. They knew what medications had changed and what respiratory therapy he had. The home health care nurses were able to anticipate the care he would need when he returned home. In fact, this was one of the reasons Jack was able to come home from the hospital nearly four days earlier than expected. His home health care team had all the information they needed to care for Jack, more than I would have been able to supply with typical discharge instructions. I can't tell you how invaluable this was to me, and how it will be to other Nemours families who use this provider."

— Al F., Jack's dad

# WORKING TOGETHER

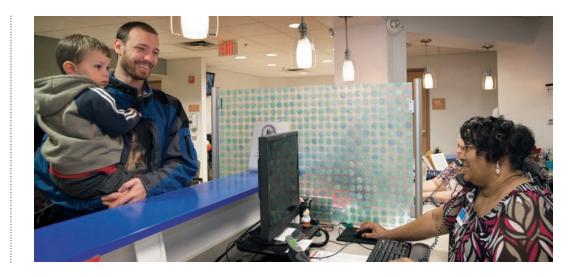


### WORKING TOGETHER **TO RESPOND TO FAMILIES' NEEDS**

### 200

Doctors, nurses and other clinicians help develop and approve **KidsHealth content** 

> 40% **Reduction in ER** visits by asthma registry patients



### A SPECIFIC MODEL TEST LEADS TO GENERAL CHANGES

A Centers for Medicare & Medicaid Innovation (Innovation Center) funded model to improve outcomes for children with asthma has resulted in changes benefiting all families at Nemours primary care locations in Delaware. With dedicated care coordinators now in place, pre-visit calls document issues and questions before appointments, allowing more time for the physician to address specific areas of concern and alleviating worry for parents afraid they may have forgotten to bring something up. A care plan that addresses barriers to care and identifies additional needed resources is developed for families during their visit.\*

"All three of my sons have been patients at Nemours over the last 20 years. Nemours has always overextended themselves to help us — whenever I call, they always call right back, doctors have come in during Saturdays or Sundays to see us, and they will call two or three times to check on us after visits or stays. Last year, we lost everything in a house fire. Nemours was there for us, even when others were not. It was during the winter and the first thing they helped with was getting coats for all three of my boys. They take us in and have never pushed us away."

- Panodoria B., parent

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### MAKING LIVING WITH A DIFFICULT DISEASE EASIER

Nemours Children's Hospital's Muscular Dystrophy (MD) Clinic offers a true team approach to care. Its experts include orthopedics, pulmonology, neurology, genetics, physical and occupational therapy, cardiology, nutrition and psychology. To ease challenges for families that require multiple doctors' visits in one day, patient and family stay in one room while the physicians on the multidisciplinary team rotate through — meaning no back-and-forth appointments for families. Focusing on a patient's independence and maximum capabilities, the clinic is the only one in Central Florida that is certified by the Muscular Dystrophy Association (MDA). Grant support from the MDA enables Nemours to provide the same level of care to all who attend the MD Clinic.

### **EXPERTS WHO HELP THE EXPERTS**

Pediatric Interventional Radiology (IR) is the most integrated department in the entire Nemours system, working with every discipline on holistic treatment plans. Also known as image-guided therapy, IR uses medical imaging techniques to guide Nemours experts as they diagnose and treat a myriad of issues. Pediatric children.

### AN EVENING OUT FOR DINNER AND A SHOW

materials.

IR requires the longest medical training time, and there are only 100 pediatric IR physicians in the U.S. Collectively, Nemours employs the only four pediatric IR physicians in Florida and Delaware. With IR, there are no large surgical incisions, less (if any) anesthesia, shorter hospital stays and overall quicker recovery, resulting in safer care and improved outcomes for

In Delaware, Nemours is using community dinners as a successful outreach tool, bringing together the talents and resources of community coalitions to educate attendees on healthy lifestyles. Dinners often begin with food preparation demonstrations by Delaware Master Food Educators, using vegetables harvested from school and community gardens. Culinary arts students from local high schools provide catering, while speakers and exhibitors offer nutrition and gardening activities, health care access education, health screenings, gift bags, recipes and other

### SHAPING THE FUTURE OF HEALTH

Using Technology to Increase Participation and Engagement in Research

"When we got the news we were in the study, I was like 'Yes!' It was so exciting. It's been really easy to use. I just put my numbers in every day. I've always been good about keeping an asthma diary, but the iPad makes it much faster. When I was in the hospital I couldn't use the iPad, but I still kept my diaries on paper. It took me twice as long to write them out and then we had to save them for the doctor. I'm really glad to be in the study and the most exciting part is knowing that I will be able to help other kids like me." — Emerald, participant in Nemours' National Institutes of Health (NIH)-funded study "Use of Mobile Devices and the Internet to Streamline an Asthma Clinical Trial."

"They made the consent process really easy; Emerald and I watched a video on our first visit and then completed the form online. The iPad has been especially good for me, too. I've been able to keep up with everything Emerald is doing, and everything else is in one location: appointments, emails, getting onto the Nemours site — it's all right there."

## SHAPING THE FUTURE





### SHAPING THE FUTURE OF HEALTH

54,000

Children reached through the Early Care & Education Learning **Collaboratives** 

\$18M In externally funded research grants



### AN INFRASTRUCTURE TO SPREAD BEST PRACTICES

Nemours is sharing in a \$7 million dollar Patient-Centered Outcomes Research Institute (PCORI) grant and partnering with the leading and largest children's health systems in the nation to transform pediatric health care across the United States. Representing nearly three percent of the U.S. pediatric population, the PCORI grant partners will create a secure electronic network, dubbed PEDSNet, allowing users to tap into a huge patient database of existing knowledge for clinical research. The project's goal: understanding what care really works and delivering it to patients more quickly.

### **ENSURING THAT PHYSICIAN SKILLS STAY SHARP**

In light of studies indicating that returning military physicians may show a mild loss of certain clinical skills, the Department of Defense awarded Nemours a \$3.9 million grant to evaluate how physicians can maintain these skills. Using Nemours' comprehensive electronic health record system, researchers will compare best practices to actual care decisions based upon how often a condition is seen. Ultimately, the study will test decision support interventions, such as feedback alerts in the electronic health records, benefiting military and civilian physicians alike.



### A NATIONAL EFFORT TO PREVENT OBESITY

In 2012, a childhood obesity prevention policies and practices model developed by Nemours and its Delaware partners was spread and scaled with a \$20 million, five-year cooperative agreement awarded to Nemours from the Centers for Disease Control and Prevention. Named the National Early Care and Education Learning Collaboratives (ECELC), 2013 saw Nemours launch 27 collaboratives across six states (Arizona, Florida, Indiana, Kansas, Missouri and New Jersey), bolstering the obesity prevention efforts of 500 child care programs serving more than 54,000 children.

"We decided to take a completely different approach to the way we celebrate. Instead of a sedentary event with unhealthy foods, we set up field day games for the children and parents. At the end, families snacked on fruits and veggies. We all bonded that day; parents still talk about it. We are grateful for the Nemours/CDC collaborative for offering so many great ideas to get families started toward a healthier lifestyle."

- Dawn D., Center Director, KinderCare Learning Center

As a discipline, health care delivery science (HDS) analyzes processes that affect the delivery, safety, outcomes, cost, quality and value of health care. Embracing this concept for a rapidly changing and value-driven health care economy, Nemours has expanded its Center for Healthcare Delivery Science by bringing aboard a new co-director, forming a 13-member scientific advisory board, and adding to its research staff. The Center's current vision is to be widely recognized as one of the nation's premier models of integration of HDS research, training, clinical application, mentoring and external collaboration.

### **EASING PARTICIPATION IN CLINICAL TRIALS**

During 2013, Nemours launched a National Institutes of Health (NIH) grant study "Use of Mobile Devices and the Internet to Streamline an Asthma Clinical Trial (MICT)." Current clinical trial explanation and consent forms involve long documents presented during multiple visits, with trial interviews in person and patient diaries requiring physical delivery. MICT uses a brief initial visit, a video for consent and MyNemours for explanations, with iPad to input patient diaries and FaceTime to conduct study visits.

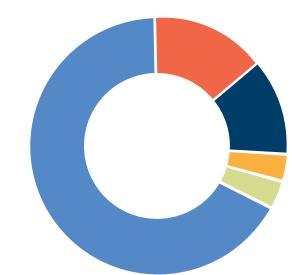
### **EXPANDING HEALTH CARE DELIVERY SCIENCE**

### COMMUNITY **BENEFIT**

Since opening our doors, Nemours has invested more than \$2.4 billion to enable a higher standard of care for children in medical need. Our investment in children, families, research and education is a response to the needs of the communities we serve. It's but one way we fulfill our mission to provide leadership, institutions and services to restore and improve the health of children through care and programs not readily available, with one high standard of quality and distinction regardless of the recipient's financial status.

### 2013 TOTAL COMMUNITY BENEFIT -**\$211.0 MILLION**

• UNCOMPENSATED MEDICAL CARE	\$162.6
PREVENTION & INFLUENCING CHILDREN'S HEALTH	\$20.3
• RESEARCH	\$18.0
EDUCATION & TRAINING OF HEALTH PROFESSIONALS	\$5.0
SUBSIDIZED HEALTH SERVICES	\$5.1



### **UNCOMPENSATED MEDICAL CARE** -\$162.6 MILLION

- \$22.9 million in services classified as charity care for children without financial access
- \$107.2 million toward costs in excess of government payments for services provided to Medicaid and other public health program beneficiaries
- \$32.5 million in uncollected patient care charges underwritten by Nemours

2013 marked the first full year of operations for Nemours Children's Hospital as well as many new specialties at Nemours Children's Clinic, Orlando.



We learned a great deal about the needs of children and families in Central Florida. We are addressing the health care needs of many underserved children in Central Florida with 60 percent of our patients covered by Medicaid or Medicaid HMO programs.

### PREVENTION & INFLUENCING CHILDREN'S HEALTH – \$20.3 MILLION

• Subsidized by Nemours for prevention and population health programs for children, including those provided through Nemours Health & Prevention Services, Nemours Center for Children's Health Media, Nemours BrightStart! and Nemours National Office of Policy & Prevention

During 2013, Nemours National Office of Policy & Prevention convened the final Children's Outcomes Project (COP) meeting, bringing together more than 50 national, state and local experts to advance best practices and policies supporting integrated, multi-sector, place-based initiatives to improve the health and well-being of children. The meeting included

### **EDUCATION & TRAINING OF HEALTH PROFESSIONALS – \$5.0 MILLION**

• Invested to support education and training for health professionals, including 699 medical students, 659 residents, 79 fellows and 1,200 nursing students



NemoursEducation.org, Nemours' free online continuing medical education, continues to grow. The number of total registered users across the U.S. is more than 66,000. In 2013, 54 new units were added to PEDSUniversity.org, bringing the overall total of educational units to 161, with a total of 85.5 AMA PRA Category 1 credits available.

### SUBSIDIZED HEALTH SERVICES - \$5.1 MILLION

 Subsidized health care provided by our physician practices and clinics, including services provided by Nemours SeniorCare for nearly 6.500 of Delaware's low-income seniors through 37,836 encounters of care

Nemours SeniorCare is now part of the Saint Francis LIFE (SFL) network — a Program of All-Inclusive Care for the Elderly (PACE). This unique model of care delivered by a team of compassionate health experts, helps people live safely at home through assistance with medical, health and social services.

panel sessions on early care and education and the impact of the Affordable Care Act on children. By spreading the tools and ideas from COP, participants are strengthening both their local/statewide planning and practice, along with contributing to the development and advancement of a common national agenda to promote children's health.

### **RESEARCH – \$18.0 MILLION**

• Contributed by Nemours for translational research with nearly 318 active research projects and clinical trials in progress under the direction of more than 100 Nemours physician-scientists, 22 PhD center directors and laboratory heads, and 165 support staff

Nemours Speech Research Laboratory along with researchers from Northeastern University is developing VocaliD, a cutting-edge speech synthesis technology that enables delivery of more naturalsounding synthetic voices to individuals who must use a speech-generating device for communication. So far, the researchers have been able to deliver two experimental synthetic voices individuated to Nemours patients and a third to a patient seen at the Northeastern University clinic, giving children and teens their own voice.

### COMMUNITY BENEFIT

### NEMOURS COMMUNITY HEALTH NEEDS ASSESSMENTS

At Nemours, we seek to understand the health needs of the families who live in the communities we serve. We're committed to improving the health of children, even those who may never enter our doors. To do this effectively, we conduct community health needs assessments (CHNAs) then explore potential strategies to influence them.

During 2012-2013, Nemours embarked on a journey to identify the child and adolescent health needs of the communities we serve.

The assessments were comprised of both qualitative and quantitative data including customized local child and adolescent health surveys, focus groups, public health data, vital statistical data and other benchmark data on the health of children in Central Florida and throughout the Delaware Valley.

Based on the information gathered through this study, the Areas of Opportunity represent significant community health needs of children and adolescents in the communities our hospitals serve.

Nemours used the following criteria to evaluate and prioritize the top health needs of children in these communities:

**Magnitude** — the number of children affected, as well as differences from state/national data or *Healthy People 2020* objectives

Seriousness — the degree to which a health issue leads to death, disability or loss of quality of life

Impact — the degree to which the health issue affects/exacerbates other health issues

Feasibility — Nemours' ability to reasonably impact the issue, given available resources

**Consequences of inaction** — the risk of exacerbating the problem by not addressing at the earliest opportunity

The Areas of Opportunity and top priorities identified in the community health needs assessments for Central Florida and Delaware Valley communities are listed on page 29.



Through direct services, or in partnership with other health care or community leaders, we are committed to addressing the health and wellness needs identified through the assessments.

AREAS OF OPPORTUNITY IN CENTRAL FLORIDA			
1. Access to Health Services			
2. Nutrition, Physical Activity & Weight			
3. Prenatal & Infant Health			
Health Education Injury & Safety Men			

AREAS OF OPPORTUNITY IN DELAWARE VALLEY			
1. Nutrition, Physical Activity & Weight			
2. Access to Health Services			
3. Mental & Emotional Health			
Alcohol, Tobacco & Other Drugs	Health Education	Prenatal & Infant Health	Sexual Activity

Our immediate focus will be on the top priorities identified through our process, however, Nemours believes that we have a responsibility to assist our communities in addressing all seven health concerns identified in the study.

For additional details and updates regarding the Nemours CHNA studies and implementation plans, please visit www.nemours.org/about/our-communities.html.

tal & Emotional Health	Vision, Hearing & Speech

### **OUR COMMUNITY PARTNERS\***

### DELAWARE – BOARDS & LEADERSHIP

American Red Cross - Delmarva Peninsula Bike Delaware Blood Bank of Delmarva Breastfeeding Coalition of Delaware CEO Roundtable of Growth Child Care Capacity-Building Program Children's Advocacy Center Crohn's & Colitis Board **Delaware Center for Horticulture** Delaware Children's Museum Delaware Communities in Schools **Delaware Epilepsy Foundation Delaware Guidance Delaware HEAL Coalition** Delaware State Fair Delaware TAC **Delaware Zoological Society Delmarva Safety Association** Easter Seals **Equality Delaware** Family Care Solutions, Inc. Farm to School First State Community Action Agency Governor's Advisory Council on Health Promotion and Disease Prevention Governor's Advisory Council on Hispanic Affairs Governor's Parks & Recreation Council Healthy Kids Healthy Futures Junior Achievement of Delaware Kids Count of Delaware **Kiwanis Club** Latin American Community Center March of Dimes New Castle County Head Start New Castle County Police Athletic League New Castle County Vo-Tech School District **Reliance Grante** Rodel Foundation (RTT-vision 2015) Ronald McDonald House of Delaware Rotary Club of Wilmington Seaford Kiwanis Foundation Slaughter Neck Community Action Sussex Outdoors Team Nutrition United Way Health Advisory Council Voices for Delaware Education Welcome Full Gospel, Inc. Widener School of Law Woodland United Methodist Church

### **DELAWARE – COMMUNITY EVENTS & SPONSORSHIPS**

America Academy for Cerebral Palsy and Developmental Medicine Exhibit Manager Adopt a Pig Adult Congenital Heart Association American Diabetes Association American Heart Association American Liver Foundation AtlantiCare Auxiliary AtlantiCare Trauma Symposium Arthrogryposis Multiplex Congenita **B+** Foundation Baby Steps **Biggs Museum** Boys & Girls Club Brain Injury Association of Delaware Bringing Hope Home Bryn Mawr Community Day Caitlin Robb Foundation Chester County Turkey Trot Citizen's House Company Conkerr Cancer Connecting Generations Crohn's & Colitis Foundation Cystic Fibrosis Foundation Delaware Academy of Medicine Delaware Adolescent Program, Inc. Delaware Alliance for Nonprofit Advancement Delaware Association for the Education of Young Children Delaware Association of Women's Health, Obstetric and Neonatal Nurses Delaware Athletic Trainers Association **Delaware Community Foundation Delaware Department of Agriculture** Delaware Early Childhood Council **Delaware Emergency Nurses Association** Delaware Nature Conservancy and Delaware Greenways, Inc. Delaware Office of Early Learning **Delaware School Nurses Association Delaware State Chamber of Commerce** Delaware Trauma Symposium DO Believe El Centro Cultural ELSO Office Epilepsy Foundation of Delaware Families SMA. McKenna's Gala Food Allergy Research and Education (FARE) Northeast Regional Office

First State Community Action Agency Food Bank of Delaware Garnet Valley Men's Lacrosse Gift of Life Girl Scouts of the Chesapeake Bay Girls on the Run Henrietta Johnson Medical Center Inspira Health Network Kay's Kamp for Kids Kids Runway for Research Kinfolk Latin American Community Center Leukemia & Lymphoma Society Leukemia Research Foundation of Delaware. Inc. March of Dimes Maternity Care Coalition Metropolitan Wilmington Urban League Michael's Way - Bert Bell Mission Kids Main Line Health Neonatology Nanticoke Health Systems National Kidney Foundation New Castle County Department of Community Services Nuestras Raices Delaware Prenatal Diagnosis Institute Radnor Township **Rehoboth Commerce** Ronald McDonald House of Delaware Schreiber Pediatric Rehab Center Simon's Fund South Wilmington Planning Network Sussex County Walks Sussex Outdoors Talleyville Fire Company The 21<sup>st</sup> Century Fund for Delaware's Children United Cerebral Palsy of Delaware United Cerebral Palsy of Philadelphia Valley Forge Education Services Voorhees Soccer Association Memorial Day Classic Western Sussex Boys & Girls Clubs Westside Family Healthcare William E. Proudford Sickle Cell Foundation Wilmington Flower Market Wilmington Music School

### JACKSONVILLE COMMUNITY PARTNERS

American Cancer Society American Diabetes Association American Heart Association American Lung Association AMIkids Jacksonville BioFlorida Brooks College of Health, UNF Center for Global Health and Medical Diplomacy, University of North Florida Child Cancer Fund Community Hospice (PedsCare) Community Nutcracker Crohn's & Colitis Foundation

### Cystic Fibrosis Foundation F.A.R.E. (Food Allergy Research & Ec Florida Bioethics Network Healthy Jacksonville Horse Sense & Sensitivity, Inc. Jacksonville Community Council, Inc Jacksonville Zoological Gardens Juvenile Diabetes Research Foundat Katie Ride for Life Mental Health America of NE Florida National MS Society Patrons of the Hearts

CureSearch

### PENSACOLA COMMUNITY PARTNERS

American Cancer Society American Diabetes Association, South Alabama / Northwest Florida American Heart Association Arthritis Foundation, Northwest Florida Cystic Fibrosis Foundation Escambia County Healthy Start Escambia County School District Kids Arthritis Camp

### CENTRAL FLORIDA – BOARDS, LEADERSHIP & SPONSORSHIPS

100 Black Men Alpha Kappa Alpha Sorority Scholarship American Cancer Society American Heart Association American Lung Association, Central Florida Autism Speaks Beta Center BioOrlando Brevard Child Protection Team Brevard Heart Alliance Camp Boggy Creek Central Florida Council of the Boy Scouts of America Central Florida Health Leadership Council Central Florida Legislative Delegation Central Florida Partnership Christmas Bikes for Kids Community Based Care of Central Florida Crohn's & Colitis Foundation

Kids Asthma Camp Kids Fun & Wellness Camp Kids & Sibs Cancer Camp Ronald McDonald House of Northwest Florida Sacred Heart Foundation Sacred Heart Miracle Camp Sickle Cell Disease Association of EscaRosa Vision of Hope

**Cystic Fibrosis Foundation** Down Syndrome Association, Centra Early Learning Coalition of Osceola East Orlando Chamber of Commerce Get Active Orlando Give Kids the World Heart of Florida United Way Hispanic Chamber of Commerce of Metro Orlando Holocaust Memorial Resource and Center of Central Florida — Upst Program IDRF Kids House Lakeland Little League March of Dimes Mennello Museum of American Art Muscular Dystrophy Association Nathaniel's Hope

\*Nemours is proud to be associated with numerous partners supporting the communities we serve. The above list represents a partial list of community partners.

	Ponte Vedra High School Medical Research
	and Biotechnology Career Academy
ducation)	Ronald McDonald House Charities of
	Jacksonville
	Sam Kouvaris – Dreams Come True
	Southeast Asian Professional Network
с.	Association, Vistakon
	Spina Bifida Association of Jacksonville
tion	The Tom Coughlin Jay Fund
	Vision is Priceless
а	Wolfson Children's Hospital

### PENSACOLA – COMMUNITY Events & Sponsorships

	Arthritis Walk
est Florida	Cordova Mall Ball
	Kaps for Kids
	Levin-Papantonio Children's Gala
	Race for Lace
EscaRosa	

	Orange County Commissioner Jennifer
al Florida	Thompson Back to School Day
l	Orange County Public Schools Advisory Council
ce	Orlando Economic Development Commission
	Osceola County Fetal and Infant Mortality
	Case Review Team
	Oviedo-Winter Springs Chamber
	ROCK: Reduce Obesity in Central Florida Kids
	Ronald McDonald House Charities of
Education	Central Florida
anders	Runway to Hope
	Second Harvest Food Bank
	Shepherd's Hope
	Spina Bifida Association of Central Florida
	Tavistock Foundation
	UCF College of Medicine
	UCP of Central Florida
	Youth Mental Health Commission

### SOUND STEWARDSHIP ENSURES OUR EFFORTS TO **MEET THE NEEDS OF FAMILIES AND COMMUNITIES**



Rodney A. McKendree, CPA Sr. Vice President and CFO "Throughout 2013 Nemours continued to advance continuous improvement activities across the organization to optimize efficiency and productivity, and streamline processes to better meet the needs of families and communities. Nemours is poised to navigate the changing health care environment through further integration and alignment ensuring that we stay true to our mission and vision. In all that we do, increasing access to care and services, improving satisfaction with every experience, and generating the best results for our patients and families remains our greatest commitment. In our work to meet these goals, we will continue to seek the feedback of those whom we serve, ensuring we provide our patients and families the exact care they need and want, how and when they need and want it."

- Rodney A. McKendree, CPA, Sr. Vice President and CFO

The health care industry is undergoing significant transformation that is impacting the way in which we operate. In response, Nemours continues to focus on an operational strategy that creates an environment with sufficient flexibility to rapidly address the external pressures and changes facing our organization.

Management's capital strategy has allowed Nemours' continued success in meeting investing initiatives critical to reaching our strategic destination. Among these initiatives are the funding for expansion of our network with three new service locations in Delaware, Pennsylvania and New Jersey. We also continued to expand our presence in Central Florida through the growth of targeted pediatric specialty services, and the Children's Health Alliance (CHA), a primary care network, ensuring that we can offer families the care they need in locations most convenient for them.

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

THE NEMOURS FOUNDATION Condensed Combined Balance Sh	<b>(Dollars in thousands)</b> eets – December 31, 2013, and 2012		
ASSETS	(Unaudited) 2013		
Current assets	\$ 228,446	\$ 245,626	
Non-current assets	1,232,307	1,166,904	
Total unrestricted assets	1,460,753	1,412,530	
Restricted assets	263,445	282,749	
Total assets	\$ 1,724,198	\$ 1,695,279	
LIABILITIES AND NET ASSETS			
Current liabilities	\$ 138,457	\$ 171,513	
Non-current liabilities	486,013	567,807	
Total liabilities	624,470	739,320	
Net Assets			
Unrestricted	\$ 836,283	\$ 673,210	
Temporarily restricted	257,372	276,916	
Permanently restricted	6,073	5,833	
Total net assets	1,099,728	955,959	
	\$1,724,198	\$ 1,695,279	

THE NEMOURS FOUNDATION Condensed Combined Statements of Operations		<b>(Dollars in thousands)</b> December 31, 2013, and 2012	
	(Unaudited) 2013	2012	
Net patient service revenue less provision			
for bad debts	\$ 732,080	\$ 631,356	
Contributions from the Alfred I. duPont Testamentary Trust	133,103	123,485	
Other income	125,504	106,310	
Total revenue and other support	990,687	861,151	
Total operating expenses	947,190	827,771	
Operating income	43,497	33,380	
Net assets released from restrictions used			
for capital purchases	3,349	92,888	
Dension liebility adjustment	116 007	(71 200)	

Pension liability adjustment Increase in unrestricted net assets

3,349	92,888
116,227	(71,399)
\$ 163,073	\$ 54,869

### A BEACON OF SERVICE EXCELLENCE



N/AIDHC was named a 2013 Beacon of Excellence Award winner by Press Ganey

Associates, Inc. The award recognizes top-performing facilities for physician engagement over multiple years. While Press Ganey partners with more than 10,000 health care facilities to measure and improve the patient experience, only 45 organizations per year earn the Beacon of Excellence title.

### "MOST WIRED" - NEMOURS IS TWO FOR TWO

Both Nemours hospitals have been named to the 15th annual Hospital and Health Networks magazine 2013 Most Wired list. 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

### MOVING UP AS A "BEST CHILDREN'S HOSPITAL"



integration.

N/AIDHC is among the best children's hospitals in the nation in eight specialties in the U.S. News & World Report 2013-2014 Best Children's Hospitals rankings: Cancer (44<sup>th</sup>), Cardiology & Heart

Surgery (31<sup>st</sup>), Diabetes & Endocrinology (46<sup>th</sup>), Gastroenterology (21<sup>st</sup>), Nephrology (48<sup>th</sup>), Neurology & Neurosurgery (44<sup>th</sup>), Orthopedics (5<sup>th</sup>) and Pulmonology (37<sup>th</sup>). Seven of the eight rankings were higher than in 2012. In Jacksonville, along with our

### WALKING THE WALK ON WELLNESS

### **RECOGNIZING OUR COMMITMENT TO CHILDREN**

### **2013 AWARDS AND RECOGNITION**

partner Wolfson Children's Hospital, Nemoursprovided specialties, Orthopedics, Urology, Diabetes & Endocrinology, and Pulmonology, were also ranked among "the best."

### THE TOP RATING FOR ELECTRONIC HEALTH RECORDS

Nemours Children's Hospital and 31 of Nemours' ambulatory clinics joined previously



recognized N/AIDHC in achieving Healthcare Information and Management Systems Society (HIMSS) Analytics Stage 7 Award. Stage 7 reflects the highest level of an electronic patient record environment that seeks to improve process performance, quality of care and patient safety.

N/AIDHC was recognized by NC Prevention Partners (NCPP) as a "Gold Apple"



hospital for providing delicious, affordable and healthy foods to all employees as part of a comprehensive wellness program. NC Prevention Partners is a national leader in guiding schools, hospitals and workplaces to improve their culture of wellness.

### LEADERSHIP IN QUALITY AND PATIENT SAFETY

The Clinical Logistics Center (CLC) at NCH received the Florida



Hospital Association's (FHA) Leadership in Quality and Patient Safety Award. The CLC is staffed by trained medical professionals who remotely track the vitals and alarms of each inpatient child 24 hours a day, seven days a week.



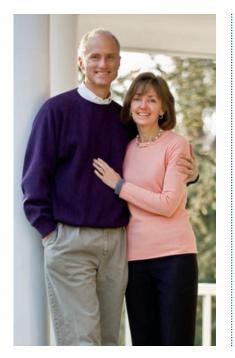
### 2013 VOLUNTEER HOURS – PROVIDED BY MEMBERS OF OUR COMMUNITIES



CENTRAL FLORIDA	DELAWARE VALLEY	JACKSONVILLE	PENSACOLA
2013	2013	2013	2013
354	621	160	28
VOLUNTEERS	VOLUNTEERS	volunteers	Volunteers
25,000	56,894	11,304	1,312
HOURS	HOURS	HOURS	HOURS
\$553,000*	\$1,259,633.10*	\$254,905*	\$29,585*
40	84	24	<b>13</b>
NUMBER OF	THE NUMBER OF	NUMBER OF	THE NUMBER OF
DEPARTMENTS AND	DEPARTMENTS AND	DEPARTMENTS AND	DEPARTMENTS AND
DIVISIONS SUPPORTED	DIVISIONS SUPPORTED	DIVISIONS SUPPORTED	DIVISIONS SUPPORTED
BY VOLUNTEERS	BY VOLUNTEERS	BY VOLUNTEERS	BY VOLUNTEERS

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

### **YOUR GIFTS ENSURE A HEALTHIER FUTURE**



"During Will's freshman year in high school, his kidneys just stopped working. He had many visits to the Emergency Department and several hospitalizations. It took months to stabilize Will's kidney function. Seven months later, our son woke us in the middle of the night. He had found a lump on his collarbone. Will was diagnosed with Hodgkin's disease, a type of lymphoma, and had to undergo chemotherapy and radiation. It sounds crazy, but we were almost relieved to hear that he had cancer — because we were told that Hodgkin disease could be treated successfully. Amazingly, those treatments finally arrested the kidney disease. as well.

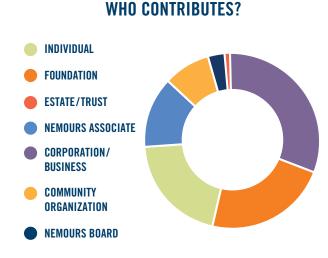
The team of nephrologists, other doctors and nursing staff were really wonderful. We will never forget their kindness. We're extraordinarily grateful for the tremendous results that they were able to deliver for Will and for our family. Making an annual gift and supporting the capital campaign for the Expansion at Nemours/Alfred I. duPont Hospital for Children provides an opportunity to say 'thank you' to all the folks that helped our son."

-Gordon and Cindy Kaiser, Will's parents and donors

### **OUR GENEROUS COMMUNITIES HELP US DO MORE**

Nemours is very fortunate that thousands of people and organizations in our communities share our concern for the health of children. Their generous contributions help us do even more for kids: improving clinical care, supporting life-saving research, providing health education and prevention programs, and training the next generation of health care providers, as well as building and improving our facilities. In the Delaware Valley, the Our Children, Our Hospital capital campaign is reaching out to our communities to achieve its \$20M goal. In Florida, contributions support a diverse group of clinical and support services at Nemours Children's Hospital and Nemours Children's Clinic sites. Our donors make their gifts in many ways including annual, capital and major gifts, donations of stock and planned gifts, such as bequests.

Our own special events, and those sponsored for the benefit of Nemours, raise funds as well as greater awareness of our children's health mission.



In 2013, nearly \$6.7M was contributed enterprise-wide by individuals, corporations, foundations and organizations.

### REPORT TO OUR COMMUNITIES 37





### **BOARD OF DIRECTORS**

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Robert G. Riney William T. Thompson, III

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NEMOURS CHILDREN'S HOSPITAL	THE HOS

### DELAWARE

Hospital • Nemours/Alfred I. duPont

Hospital for Children,

Wilmington **Cardiac Center** 

• Wilmington

### **Specialty Care**

 Bear • Dover Milford

 Seaford Wilmington

> Seaford • Wilmington

Primary Care

Middletown

PENNSYLVANIA

**Specialty Care** 

 Bryn Mawr Collegeville

Lancaster

• Philadelphia

**Primary Care** 

• Philadelphia

Wynnewood

Newtown Square

• Bear

Dover

Milford

Newark

### MARYLAND

**Collaborating Hospitals** 

### **NEW JERSEY**

**Specialty Care** • Vineland Voorhees

**Collaborating Hospitals**  Inspira Medical Center Vineland, Vineland • Inspira Medical Center

Specialty Care

• Fleming Island

Jacksonville

Bonifay

Destin

Woodbury, Woodbury

### **Primary Care**

- Kissimmee
- Lake Nona
- Longwood
- Orlando
- Jacksonville South
- Oviedo
- Vero Beach

Ormond Beach

Waterford Lakes

• Union Hospital, Elkton

FLORIDA

### **Home Office** Jacksonville

Hospital

• Nemours Children's Hospital, Orlando



 Pensacola Viera

### **NEMOURS** LOCATIONS



### **Collaborating Hospitals**

- Christiana Hospital, Newark
- Saint Francis Hospital, Wilmington

### Nemours SeniorCare

- Milford
- Wilmington

### **Prevention Services**

Newark

Seaford

### **Nemours Mansion** & Gardens

Nemours Health &

Nemours BrightStart!

Wilmington

### **Collaborating Hospitals**

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

### **Collaborating Hospitals**

- The Children's Hospital at Sacred Heart, Pensacola
- Heart of Florida **Regional Medical** Center, Haines City
- Wolfson Children's Hospital, Jacksonville

### Nemours BrightStart!

- Jacksonville
- Orlando

### **OUR PROMISE:**

TO TREAT EVERY CHILD AS IF THEY WERE OUR OWN.

### **OUR COMMITMENT:**



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 duPont Pediatrics

Nemours Fund for Children's Health Nemours Health & Prevention Services

Nemours Mansion & Gardens

Nemours National Office of Policy & Prevention

Nemours SeniorCare

Nemours.org

NemoursEducation.org

KidsHealth.org

### $\operatorname{Nemours}_*$ Your child. Our promise.

