



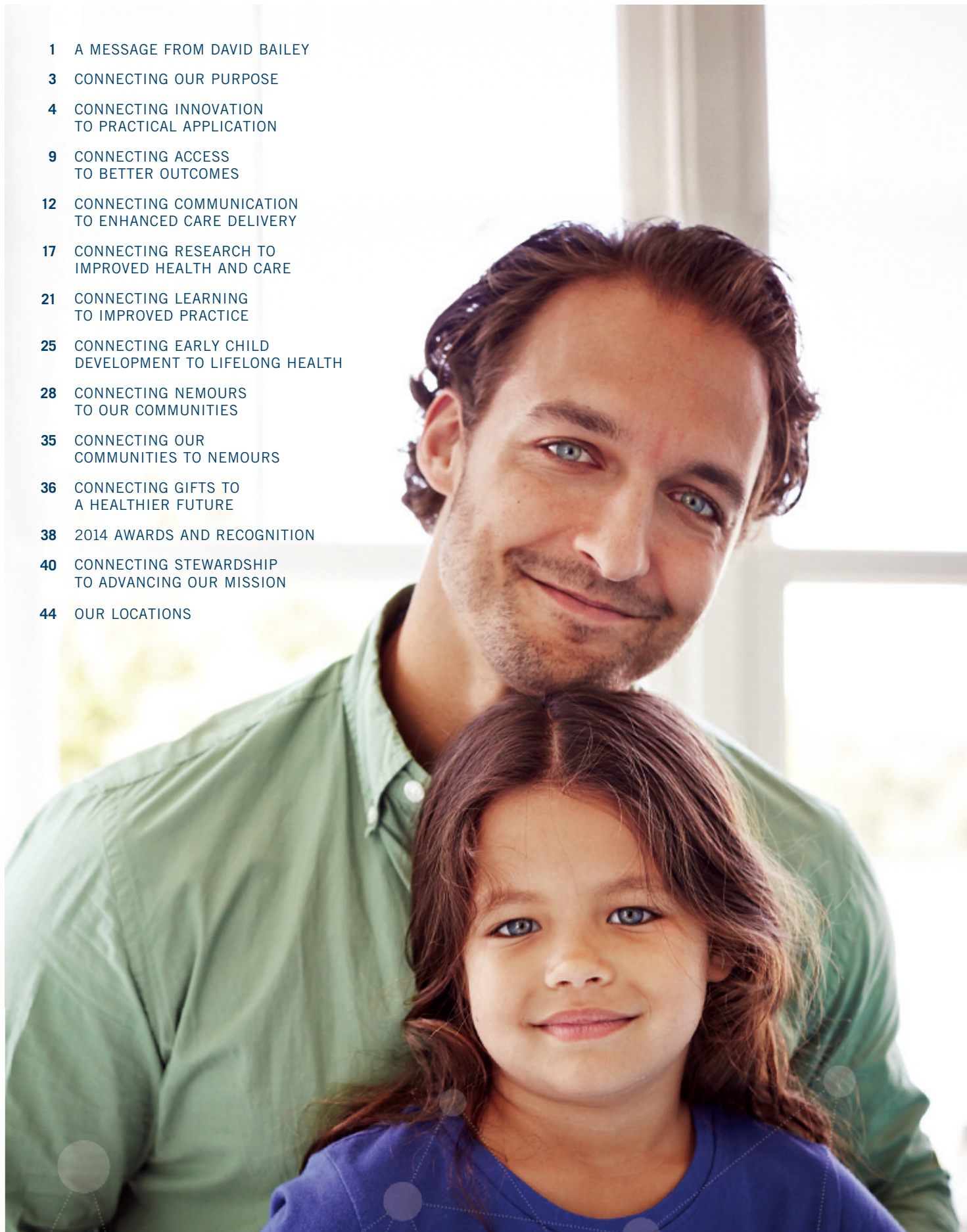
# CONNECTING OUR PURPOSE

2014 REPORT TO OUR COMMUNITIES

Nemours® Your child. Our promise.



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## A MESSAGE FROM DAVID BAILEY



To our families, friends and partners,

As I review Nemours' achievements in the 2014 *Report to Our Communities*, I am truly proud to reflect on the works of our talented and dedicated Associates, donors, partners and families that have helped us reach significant milestones years in the making.

In 2014, we celebrated the near flawless opening of the Expansion of Nemours/Alfred I. duPont Hospital for Children. Beneath its beauty and amenities is a state-of-the-art medical facility enabling the highest levels of quality, safety and comfort; a physical embodiment of the healing environment that I believe our great founder Mr. duPont envisioned to support care for children.

In many ways, the Expansion is one of the best examples of what is underway throughout the entire Nemours system: increasing levels of integration and collaboration bringing about a renaissance of growth and innovation. Nine years ago, we chose four principles as the basis for all of our work at Nemours: 1) the child comes first in everything we do; 2) fully integrate the organization to leverage the power of our system; 3) be a great place to work; and 4) honor the perpetuity of our mission by making stewardship part of our daily activities.

Our 2014 achievements are the benefits realized from integrating the expertise of our people, processes and technology across the enterprise to accomplish our goals. What defines Nemours as a system is not a set of related structures; it is an incredible group of people, united by a common set of principles, connected by purpose: *to do everything within our power to help children grow up healthy and reach their full potential.*

The stories shared through this year's report highlight a few of the ways we connect our purpose, within and outside of our system, to facilitate an ever-greater impact on children. The amazing accomplishments of Nemours Associates have laid the groundwork for our continued success and, even more important, a healthier future for children everywhere.

Your child. Our promise.

A handwritten signature in dark ink that reads "David J. Bailey, MD, MBA". The signature is fluid and cursive, with the first name "David" being the most prominent.

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





## CONNECTING OUR PURPOSE



We are all connected — to one mission, one purpose,  
one promise: *to treat each child as if they were our own,*

doing everything within our power to help each child grow up healthy. As Nemours further integrates the expertise of people, processes and technology across our health system, we begin to fully realize the possibilities that arise from our connectivity. Clinical integration across our regional networks increasingly allows Nemours to support the highest levels 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. Our robust electronic environment brings to life the idea that *wherever* Nemours is, *all* of Nemours is. So, it is as we strive to help children reach their full potential that we begin to reach our own. **Your child. Our promise.**



# CONNECTING INNOVATION TO PRACTICAL APPLICATION

Innovation is a hallmark of Nemours. We continuously strive to find new and better ways of providing care and information that improves children’s lives. Driven by ideas and equipped with technologies that bring them to life, our Associates’ ambitions are as unlimited as the imaginations of the children we serve.

## MINIMALLY INVASIVE, MAXIMIZING POTENTIAL

When Madison was a baby, her parents saw that one of her legs was shorter than the other. Doctors said she needed to be older before undergoing the traditional corrective surgery — attaching the target limb’s bone to an awkward and sometimes painful external frame apparatus.

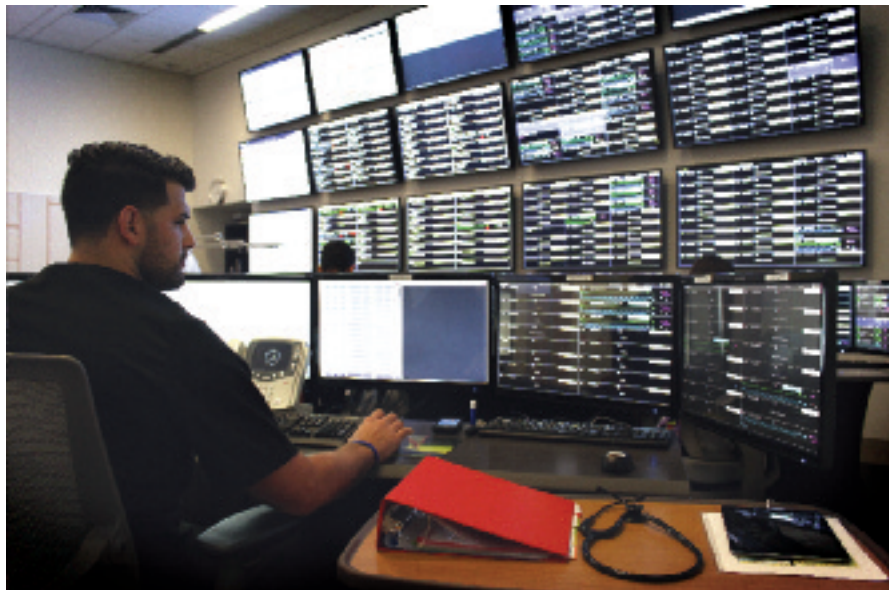
At 11 years old, Madison and her family were connected with Nemours Children’s Hospital pediatric orthopedic surgeon Dr. Christopher lobst, one of only about 20 surgeons in the country using a device called the Precice Nail. In a minimally invasive surgery, the Precice Nail was implanted in Madison’s leg. Madison spent seven minutes each day placing a hand-held magnet device on her leg that interacted with the implant, triggering new bone growth. After eight weeks, Madison’s bone had grown more than two inches — painlessly.

Presenting at the recent Consumer Electronics Show, Dr. lobst called his young patient to the stage. Madison, to the applause of the audience, said, “Well, I feel great. And now I can walk normally and I can run normally, and I don’t have to walk with a limp anymore, so I just feel amazing.”





CONNECTING  
INNOVATION  
TO PRACTICAL  
APPLICATION



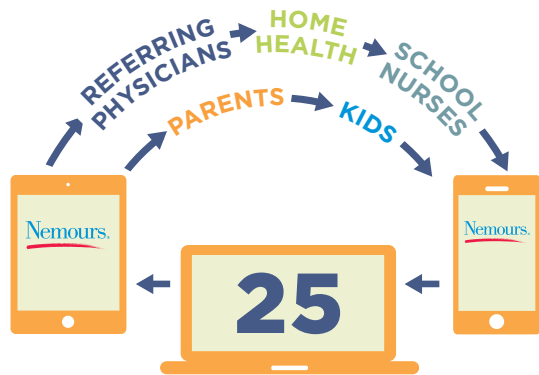
LIMB-LENGTHENING MAGNETS  
ATTRACT NATIONWIDE ATTENTION

Genetically or by injury, a child’s one leg may be shorter than the other. Traditional limb-lengthening involves bulky, painful external devices. Under a novel treatment championed by Nemours’ Dr. Christopher Iobst, a metal rod is inserted into the leg bone, with a controlled break. As the bone heals, patient-applied external magnets slowly pull the metal rod, extending the break. The limb lengthens as it continuously heals. Patients have less pain, easier therapy and greater satisfaction.

EXPANDING THE ROLE OF  
THE LOGISTICS CENTER

Established in 2012 at Nemours Children’s Hospital (NCH), The Logistics Center (TLC) was a national first in integrating and tracking all hospital monitoring from a central hub 24 hours a day, seven days a week. Now, the Center has added stations and staff to provide remote alarm management for Nemours/Alfred I. duPont Hospital for Children representing a five-fold expansion of service. The TLC also served as a tertiary alarm during the transfer of more than 100 patients to the newly expanded patient tower at duPont Hospital for Children. Extending the TLC’s services further exemplifies the commitment to maximize patient safety and maintain high-quality care at both Nemours hospitals.

CELEBRATING 25 YEARS OF EHR TECHNOLOGY



Over the last 25 years, Nemours has continuously expanded the capabilities of our electronic health record (EHR) system to enhance quality and safety, and extend secure access to every member of the child’s care team.

“The real innovation of The Logistics Center is pulling multiple clinical and logistical tasks into one room, for an entire hospital. This had not been done in health care. The coordination and related efficiencies make for greater patient safety and more productive clinicians.”

— James C. Fackler, MD, Associate Professor, Johns Hopkins University School of Medicine, TLC visitor

EASING THE TRANSITION TO  
ADULT HEALTH CARE

For many families, dealing with a child’s chronic or complex medical condition is daunting enough, but making the transition to adult health care brings up many new worries. To help prepare families well ahead of time, Nemours created its unique Transition of Care programs. With dedicated medical and social resources, patients and families are provided with detailed medical documentation, referrals to potential adult providers, and support for insurance, legal, financial, vocational and other life issues. Efforts also include helping youth better understand their conditions and helping parents foster independence in their children.

700  
encounters to guide  
patient families in  
transition to adult care

SHINING A LIGHT ON PROMISING  
PRACTICES

The Kresge Foundation, a private, national foundation that works to expand opportunities in America’s cities, awarded grants totaling \$4.5 million over three years to Nemours and UCLA to fund a national initiative shining a light on otherwise isolated community innovations that promote population health and well-being. Called “Moving Health Care Upstream,” the initiative’s goals are: to identify leaders in community health, develop a network for them to learn and innovate together, and create a system to share their practices nationally. This builds on the significant work that Nemours has underway with the Centers for Medicare and Medicaid Innovation.





## CONNECTING ACCESS TO BETTER OUTCOMES

Nemours has successfully implemented a systematic access initiative to ensure the high-quality care families need and want, when and where they need and want it. We've extended our footprint further into communities through physical locations, implemented new technologies to connect with our families and partners, and created new models of care to expedite appointments, diagnoses and treatment.

### A PICTURE WORTH A THOUSAND WORDS

“Our 8-month-old Abby seemed to be catching a cold that had been going around our house. But it got worse, fast. Something seemed off with her breathing, so I took her to our nearest immediate care center.

Concerned, the care center doc called for transport to our local ER. As soon as we got there, the staff performed breathing treatments, but nothing helped. Her vital signs kept dropping. Our doctor brought in a cart connected to an iPad and dialed up a doctor at duPont Hospital for Children's pediatric ICU. Through the iPad, the Nemours doctor saw and heard everything — he was able to determine that Abby was in respiratory failure. He instructed our doctor on how to best intubate Abby and called for a flight transport over to Nemours. Over the iPad, the doctors set a care plan that started in the ER and continued with the flight crew.

It ended up that Abby had RSV, pneumonia and a bacterial infection — we spent three weeks at Nemours. She's healthy and getting ready to celebrate her first birthday. You'd never know she was once so sick. I believe the ability for Nemours doctors to have a visual on Abby — to see just how dire her situation was and support the emergency teams in stabilizing her — saved her life.”

— Kimberly L., Abby's mom, Millsboro, Del.



## CONNECTING ACCESS TO BETTER OUTCOMES



245

Nemours CareConnect consults for Nemours services in inpatient, outpatient and hospital settings

### THE NEXT BEST THING TO BEING THERE

The Nemours CareConnect telehealth program gives our patient families and community hospitals the ability to see and talk with a Nemours-based physician in real-time. In 2014, duPont Hospital for Children patients completed virtual physician visits in six specialties, while 22 CareConnect “smart carts” were deployed in 10 partner EDs and NICUs to have our physicians evaluate critical-need patients. CareConnect results in greater access to Nemours specialists, more accurate and timely patient care direction, care that may help avoid unnecessary transfers and reduced overall cost.

### THERE’S NO PLACE LIKE (A MEDICAL) HOME

Patient-Centered Medical Home (PCMH) recognition from the National Committee for Quality Assurance (NCQA) is the most widely used measurement to ensure that primary care practices emphasize care coordination and communication in the way that “patients want it to be.” In a comprehensive process, with training provided by Nemours Health & Prevention Services staff and additional support from Nemours Health Informatics and Enterprise Intelligence, six Nemours duPont Pediatrics sites earned Level III PCMH designation — the highest level — in 2014. Now, more than 53,000 patients can expect increased access with higher satisfaction.

“I can’t take the day off from work to get a shot record. Or, I’ll realize I needed an appointment, but the office has closed for the night. Knowing the convenience of MyNemours means I can focus on what Alexa and Tyler need first and still communicate with their health care team.”

— Kelly G., mom and MyNemours user

## EASING THE WAY FAMILIES ACCESS CARE



By extending hours, centralizing scheduling, “bundling” multiple appointments and providing virtual visits, Nemours is increasing access to the care families need and want, when and how they need and want it.

### ADDING MORE MEANING TO “MEANINGFUL USE”

Part of the Affordable Care Act’s Meaningful Use provisions relate to data capture and sharing. With 56,000 log-ins, the users of MyNemours — our online patient portal — have new, useful functions that include viewing, downloading and securely forwarding medical records; accessing questionnaires; seeing an “audit trail” of medical record viewers; graphing lab results; and receiving email “ticklers” for care reminders, appointments and results. A new favorite, direct online appointment scheduling, is also available.

56,000+

MyNemours users access our secure patient portal to manage their child’s care

80%

of new patient appointments available in 5 days or less

### QUALITY-OF-LIFE CARE AVAILABLE TO MORE FAMILIES

In addition to a prescribed treatment course, pediatric palliative care is used to ease a child’s physical, emotional, social and spiritual distress, while also supporting family members. Care is offered at the hospital, at home or via telehealth. Through grants and private donations, our Thomas P. Ferry Palliative Care Program has expanded — to bring this much-needed service to families — adding a child life specialist, establishing a fellowship, conducting research and receiving funding to create Camp Molly, a special weekend away for children who have lost a sibling.



## CONNECTING COMMUNICATION TO ENHANCED CARE DELIVERY

“Help me receive the care I need and want, how and when I need and want it.” These are more than just words at Nemours. When it comes to how, when and where we deliver care to families, Nemours is dedicated to creating new avenues through which we can listen, observe and learn from those who know their children best. The results: more uniquely satisfying experiences for families.

### BUILDING UPON THOSE WHO HAVE BEEN THERE

“I was diagnosed with diabetes four years ago, when I was a freshman in high school. I was overwhelmed — I didn’t know anything about diabetes. There was a lot of information that wasn’t always easy to take in. For example, we tried to learn about insulin pumps through the manufacturers’ websites. The sites were hard to navigate and it was difficult to find the information we needed.

When they asked me to be part of the study [The Nemours Center for Healthcare Delivery Science study creating ‘shared decision-making’ tools for diabetic teens], I was happy to help. I was interviewed about my diagnosis, my daily routine and how I made decisions. I helped review their new website — it’s got a great layout, easy to navigate with videos and information that’s useful. For example, how to decide between staying with insulin shots or using an insulin pump. And it’s all from the point of view of teens. I know the study will help a lot of kids and I’m glad I contributed to it.”

— Chris C., study participant, *Shared Medical Decision-Making in Pediatric Diabetes*, Westchester, Pa.





CONNECTING  
COMMUNICATION  
TO ENHANCED  
CARE DELIVERY



“I was able to access a KidsHealth instruction for every patient I saw tonight. It made it so easy to see patients efficiently and feel like I was giving high-quality supporting information to the verbal education.”

— Iman Sharif, MD, primary care pediatrician, Wilmington, Del.

IMPROVING THE HEALTH CARE  
EXPERIENCE, ONE FAMILY AT A TIME



Patient satisfaction scores for Nemours physician practices and hospitals are at or near the top 5 percent nationally — a goal we set several years ago to achieve in 2015.

HELPING TEENS TAKE CHARGE OF THEIR CARE

The Nemours Center for Healthcare Delivery Science continues its cutting-edge research investigating the best ways to deliver care to positively influence outcomes. A new \$2 million Patient-Centered Outcomes Research Institute (PCORI) grant targets “shared decision-making” with diabetic teens. Often, teens don’t fully understand their options, resulting in poor compliance with the agreed-upon treatment. Teaming with Nemours’ KidsHealth, the Center created web-based tools of videos, personal stories and illustrated content to help teens make decisions about diabetes self-management. Using behind-the-scenes technology, researchers will map the decision process, strengthening future clinician-family communication.

KIDSHEALTH HELPS CLINICIANS DELIVER  
FAMILY-FRIENDLY CARE

While the primary end-user for Nemours’ KidsHealth remains families, the children’s health media powerhouse is also generating tools for use by clinicians to improve their care and communications with families. These include an ever-growing library of pediatric patient discharge instructions that currently address 80 percent of all inpatient, outpatient and Emergency Department situations. Through licensing to electronic health record systems, up to 30 children’s hospitals across the U.S. will offer KidsHealth patient instructions by the end of 2015.

Nemours clinicians  
provide patients with  
family-friendly KidsHealth  
instructions at a rate of

330,000+

times per year

36,000+

patient families  
benefited from  
the GO Project

GREATER SATISFACTION FROM  
CHECK-IN TO CHECK-OUT

One of many strategies Nemours has implemented to enhance provider-patient-family communications, our unique GO Project involves a multidisciplinary team examining the patient experience within a clinic. The team analyzes the function, flow, teamwork and communication of everyone involved: physicians, nurses, assistants, administrative and desk staff, and even patient families. After skill labs and personalized coaching, the GO clinics’ patient-rated “likelihood to recommend” scores rose from the 78<sup>th</sup> percentile to the 98<sup>th</sup> percentile, with provider and staff satisfaction also increasing.

MANY VOICES HELP IMPROVE  
OUR SYSTEM

The dedicated involvement of our patient families, volunteers and community members has created an impressive feedback loop that continually helps improve the overall patient experience. In 2014, duPont Hospital for Children’s Family Advisory Council and Virtual Advisory Council provided their insights on the Expansion, continuous improvement projects, clinic design, medical ethics committee, care provider recruiting and disease-specific councils. Recommendations from NCH’s new Volunteer Advisory Council have increased the effectiveness of its 400 volunteers — its “largest department.”





## CONNECTING RESEARCH TO IMPROVED HEALTH AND CARE

By creating ever-closer connections between our clinical and research enterprises, Nemours is building a culture of continuous inquiry and discovery throughout our health system. These collaborative efforts — both with internal and external partners — are leading us to new ways to improve treatment, enhance the delivery of care, and support the best outcomes for children and families.

### ENTERPRISEWIDE EFFORTS HELP SAVE A YOUNG LIFE

Due to complications from cancer treatments, a patient at Nemours Children’s Hospital (NCH) was diagnosed with a serious liver dysfunction that is fatal in 90 percent of cases if not treated quickly and effectively. The only known therapy was a drug currently under study, and as it happened, Nemours sites in Delaware and Jacksonville were participating in the study. Physicians from NCH and the Nemours Center for Cancer and Blood Disorders realized that if the study could be extended to NCH, the child could receive the life-saving drug and not have to face an emergency transfer.

With parental approval, a united effort began immediately to fast-track Institutional Review Board (IRB) and sponsor authorization for NCH to become a satellite for the drug study. Within 24 hours of the diagnosis, the IRB and sponsor approvals were obtained and the child was enrolled in the study. Within 48 hours of the diagnosis, the drug arrived at NCH and the patient received the medication, making a full recovery from the liver dysfunction.



# CONNECTING RESEARCH TO IMPROVED HEALTH AND CARE



331

funded research projects and clinical trials focused on improving care at the bedside

## “ONE NEMOURS” MULTIPLIES CLINICAL TRIAL ACCESS

Further exemplifying the interconnectedness of our system as “One Nemours,” our Center for Cancer and Blood Disorders combined four locations for a five-year, **\$4.65 million NIH Community Oncology Research Program (NCORP)** grant. Of 46 NCORPs, Nemours is only the second solely pediatric program. The collaboration of resources across Nemours will give more children access to state-of-the-art clinical trials; further best practices research in cancer care delivery; and create a data management and information environment benefitting physicians, families and communities.

## EXPLORING THE EFFECTS OF T1D ON BRAIN DEVELOPMENT

Nemours received a large **NIH R01** grant to follow-up on the research of Dr. Nelly Mauras and co-investigators at four other centers showing that children with type 1 diabetes (T1D) have measurable differences in brain volumes and white matter structure, as well as slower brain growth versus nondiabetic children. The **five-year, \$10 million** project targets children through puberty using glucose monitoring, cognitive testing, structural and functional MRIs. Over the next five years, if more funding is secured, the researchers hope to explore “closed loop” technologies — full automation of insulin pumps and glucose monitors, to assess if near-normalization of blood sugars improves observed brain changes in adolescents with early onset diabetes.

“It is anticipated that the Nemours NCORP is poised to make substantive contributions to the NCI NCORP research agenda and can serve as a national model for other pediatric cancer health care systems or other children’s collaborative and cooperative research entities for years to come.”

— *National Institutes of Health (NIH) reviewer of Nemours NCORP grant*

## NEMOURS RESEARCH CLOSING IN ON TOP 10 NIH-FUNDED CHILDREN’S HOSPITALS

2010	2011	2012	2013	2014
\$11.7 M	\$12.5 M	\$13.3 M	\$14 M	<b>\$16.1 M</b>



Nemours Research has experienced strong growth in recent years, closing in on being a Top 10 NIH-funded children’s hospital research program. Total external research funding reached \$16.1 million in 2014.

## A GROUNDBREAKING STUDY TOWARD PRECISION MEDICINE FOR CHILDREN

In studying proton pump inhibitors (PPIs) in asthma treatments, Nemours researchers found a surprising side effect — more infections in children receiving PPIs versus placebos. The researchers theorized that slower metabolism rates, which can be genetically identified, changed PPI efficacy. Drs. John Lima and Jim Franciosi will follow PPI efficacy for gastroesophageal reflux disease (GERD) and side effects including infections in children receiving PPI treatment based on their genotype and metabolizer phenotype. The ultimate goal: “**precision medicine**” that personalizes treatment based upon genetic information.

## A NEW CENTER TAKES AIM AT A DEBILITATING DISEASE

The Nemours Center for Cancer and Blood Disorders, in collaboration with Delaware State University, received a **\$10.2 million, five-year NIH Center of Biomedical Research Excellence (COBRE)** grant establishing the **Delaware Comprehensive Sickle Cell Research Center**. Initially, the Center will undertake clinical trials addressing sickle cell’s pain and inflammation; conduct research that identifies children at greatest risk of related kidney disease; modify the existing Psychosocial Assessment Tool to screen at-risk children; and advance health informatics to improve outcomes.

150

Nemours clinical and research scientists collaborate with other health care professionals to create clinical care team models to benefit children





## CONNECTING LEARNING TO IMPROVED PRACTICE

Opportunities for Nemours to share and contribute to the greater body of child health knowledge takes many forms. From hosting international conferences to outreach to area physicians and hospitals; providing online information and in-person support for individuals and parents; to simulation for clinicians, families and Associates — Nemours is helping improve the “practice” of providing better health for children everywhere.

### HELPING MOTHER AND CHILD FROM THE VERY START

“As a NICU (neonatal intensive care unit) nurse at Nemours/ Alfred I. duPont Hospital for Children, I know the benefits of breast milk and have been around nursing mothers constantly. However, when I was pregnant with Mya and knew my own decision was coming, I was anxious about breastfeeding. I took a community class with Nemours Lactation Support program, run by Mona Liza Hamlin. It was extremely helpful — and a low pressure, nonjudgmental environment. I decided to give breastfeeding a try.

When Mya arrived, everything was fine at first; then we ran into problems with breastfeeding. Mona met with me and Mya one-on-one at the hospital in a private room. In an easy-going way she addressed both a technique issue and my anxiety. It turned everything around for me.

I’m now a regular member of Nemours Lactation Support group weekly meetings, open to anyone in the community. There is also a Facebook group to help us support one another at any hour of the day or night. duPont Hospital for Children has many private areas for nursing moms as well as designated ‘pumping rooms.’ I’m very proud to be part of an organization that helps support new moms in these ways — whether they’re Associates, parents of patients or parents from the community.”

— Colleen D., Mya’s mom, participant, Nemours Lactation Support program, Wilmington, Del.



## CONNECTING LEARNING TO IMPROVED PRACTICE



645

simulation education  
events held throughout  
Nemours

### MORE SUPPORT FOR NEW MOMS

The benefits of breastfeeding are well-documented: it helps prevent asthma and diabetes in children, while economically-disadvantaged families save money on formula. The **Nemours Lactation Support Program** is growing its services for patients, families and our Associates. The program has received grants to reduce the disparity in breastfeeding percentages among African-American women and other underserved populations, as well as hire counselors, establish support groups, and use telehealth and social media to extend the program's reach.

### PRACTICE MAKES PERFECT

Going well beyond mannequins, the **Nemours Institute for Clinical Excellence (NICE)** and its medical simulation programs continue to expand system-wide. In preparation for transferring more than 100 patients into duPont Hospital for Children's new patient tower, NICE guided **700 participants** on move processes and procedures, mock codes and "day-in-the-life" events, ultimately resulting in a flawless patient move and seamless care transition. NICE's Maria Carmen G. Diaz, MD, FAAP, FACEP, medical director of simulation, is a recognized expert on pediatric medical simulation, contributing a chapter on patient- and family-centered care in the first-ever textbook on the subject.

**NemoursEducation.org  
REACHES 76,000 MEMBERS**

**NemoursEducation.org**  
**FREE, ONLINE**  
**CONTINUING**  
**MEDICAL EDUCATION**

**NemoursEducation.org**, home to **PedsUniversity.org** and **NICUniversity.org**, offers 164 educational units to its 76,000 members across the U.S. through its free, online continuing medical education platform.

"Both CME events were of a very high quality, featuring knowledgeable and engaging speakers. It was a great opportunity to ask questions and listen to other colleagues' questions and answers. The material was highly relatable to a primary care practice, including practical clinical tips to use in the exam room, as well as referral and resource information."  
— Dr. G. Roitman-Geller, *Interlachen Pediatrics, Maitland, Fla., attendee at Nemours' autism and newborn screening CME events*

### SHARING OUR EXPERTISE WITH COMMUNITY PHYSICIANS

Nemours continues its outreach to community primary care physicians (PCPs) through presentations and continuing medical education (CME) activities. Of note: Our Central Florida region hosted events on **newborn screening and autism**, with more than **150 community physicians** in attendance; in the Delaware Valley region, the successful *First Five Minutes* course of simulated emergencies has been offered to **16 primary care and outpatient therapy services offices**; and the training program *Adolescent Depression and Suicide: Screening, Assessment and Treatment in Primary Care* has been extended to more than **115 community PCPs** throughout the Delaware Valley and Central and North Florida.

6,588

Associates, clinicians and  
medical students received  
training and education  
through NICE

### PURSuing NURSING SCHOLARSHIP

"Grand rounds" is a term for conferences, lectures, presentations or actual patient rounds that address clinical issues. Nursing grand rounds are often directed toward health care delivery research. With the goal of giving **Nemours nursing research** national recognition, we are actively pursuing nursing scholarship with studies that will improve direct care, strengthen collaboration and teams, and promote better outcomes. Examples of current research include alarm fatigue syndrome, and direct care nurses' use of a "passport" with patients on the autism spectrum to accommodate particular needs, likes and dislikes to make the health care experience more comfortable and reduce the incidence of distress.





## CONNECTING EARLY CHILD DEVELOPMENT TO LIFELONG HEALTH

Nemours' commitment to helping children grow up healthy extends our work into communities across the U.S. Our child health experts and advocates share information, tools and resources with early child care educators, parents, community partners and other influencers to help spread and scale best practices in early child development.

### FINDING THE CREATIVE WAY FOR OUTDOOR PLAY

"As a participant in the National Early Care and Education Learning Collaborative Project (ECELC), I learned the many benefits of physical activity. But, like many child care centers located in cities, we had no outdoor play space. So, I met with the business owner next door with whom we share a parking lot. We discussed options for an outdoor play area. We agreed that for an hour in the morning the lot would be closed to the public and used as a play area for the children. We got riding toys, sidewalk chalk and used structured and unstructured play. Once we started taking the children outside, I noticed positive behavioral changes, as well as the children sleeping better at nap time. Parents began bringing their children earlier so they could participate in the activities. Parents also talked about their children wanting to have 'outdoor time' at home too. I'm very proud of our efforts. Through the ECELC, we're discovering creative ways to include more active and outdoor play."

— Sharyn H., Toddler Teacher, Good 4 Kidz Child Care Center, Petersburg, Va., part of Nemours' CDC-funded National Early Care and Education Learning Collaborative



# CONNECTING EARLY CHILD DEVELOPMENT TO LIFELONG HEALTH



## SPREADING AND SCALING HEALTHY PRACTICES

This year marked the third of our five-year, CDC-funded National Early Care and Education Learning Collaborative (ECELC) program, implemented by Nemours and partners. The ECELC promotes policy and practice improvements in early care and education programs to prevent childhood obesity. In 2014, with funding of \$3.7 million, Nemours added 22 new learning collaboratives in six states, bringing the **three-year total to \$11.6 million** in funding for collaboratives across nine states reaching nearly 1,300 ECE programs serving more than 156,000 children.

## FOR LITERACY AND HEALTH, A SITE FOR ALL TO SEE

In 2014, Nemours BrightStart!, our reading-readiness program, research and advocacy organization, launched **ReadingBrightStart.org**. Targeting parents with children ages birth to 5, the website promotes the relationship of reading readiness, literacy and health while creating a community of conversation and participation. The site offers Nemours’ free preschool reading screener; pre-reading milestone and skills information; literacy articles and activities; and expert-recommended books. With related mobile, Facebook and Twitter presences, the website has garnered rave reviews.

156,000

children across nine states served through the ECELC program

80,000+

children impacted by Nemours BrightStart! curricula in 20 states

“It is an honor to work together with Nemours — a highly respected leader in obesity prevention in early care and education — to build positive, lifelong habits in kids through *Healthy Way to Grow*. The knowledge and expertise that Nemours provides is critical to supporting a healthy environment for our youngest generation today, and to helping them maintain optimal health in the years ahead.”

— Nancy Brown, CEO,  
American Heart Association

## SPREADING & SCALING BEST PRACTICES IN CHILD HEALTH



Nemours’ early child care collaboratives, population health and reading readiness work extend our physical reach into 22 states impacting more than 900,000 children.

## TAKING A STATE SUCCESS NATIONWIDE

Nemours National Office of Policy & Prevention has leveraged Nemours Florida Prevention Initiative’s (FPI’s) expertise with healthy eating and exercise habits by joining with the **American Heart Association** to create *Healthy Way to Grow*. This national program provides child care centers with policies and best practices on physical activity and nutrition to reduce childhood obesity. With support from the Winter Park Health Foundation, FPI continues to reach thousands of children throughout Florida with its healthy eating and exercise tools for child care providers. The Initiative has expanded its wellness efforts with integrated, grade-approved curriculum for teachers. For example, FPI joined forces with Nemours BrightStart! and the Division of Ophthalmology at Nemours Children’s Hospital for *Our Healthy Eyes* — a combined lesson of reading, math and crafts about eyes, which culminated with parent-approved vision screening for the children.

## ADVOCATING FOR CHILD CARE ACCESS AND QUALITY

Nemours National Office of Policy & Prevention works to influence policies and practices that positively impact millions of children who may never use our medical services. In 2014, President Obama signed the **Child Care and Development Block Grant (CCDBG) Reauthorization Act**, helping economically disadvantaged parents access child care while working or attending school. Nemours National Office of Policy & Prevention successfully advocated for bill provisions that promote nutrition and physical activity training for child care providers, as well as parent engagement strategies.

8,000

children in 118 child care locations benefitting from Nemours’ *Healthy Way to Grow*



# CONNECTING NEMOURS TO OUR COMMUNITIES

Nemours is committed to improving the health of children — even those who may never enter our doors. Through outreach and advocacy, screening and education, and the dissemination of tools and resources, we leverage our child health expertise through partnerships with individuals, families and community groups to promote population-level solutions.

## EARLIER AUTISM IDENTIFICATION MEANS MORE INDEPENDENT ADULTS

With one in 68 children in the U.S. falling somewhere on the autism spectrum, it is more important than ever to diagnose a potential autism disorder as early as possible.

In 2014, with funding from the State of Florida and a gift from the Harvey and Carol Massey Family, Nemours Children’s Hospital launched its Early Autism Intervention Program. The program’s goals are to ensure that more families receive comprehensive evaluations and therapy plans; professionals are trained to become board-certified behavior analysts; and physicians, residents and medical students are educated on the early signs of autism. With earlier identification, diagnosis and treatment, more children with autism will reach their potential as productive and independent individuals as they mature into adulthood.

“When my nephew, Colin (now 16), was going through his own autism diagnosis, there wasn’t one main provider that our family could easily go to for answers and treatment. With our gift to the Early Autism Intervention Program, we wanted to support Nemours, an amazing organization that puts kids and their families first, and where families can have all their needs met at the same time.”

— Andrea Massey-Farrell, president and CEO of the Harvey and Carol Massey Foundation, Inc.





## CONNECTING NEMOURS TO OUR COMMUNITIES



## 10 YEARS OF MAKING DELAWARE'S KIDS THE HEALTHIEST IN THE NATION

**7,000+**

community members joined us on Community Day to celebrate the Expansion at duPont Hospital for Children

HEALTHY EATING

ACTIVE LIVING

POSITIVE PARENTING

ACCESS TO QUALITY CARE

**10**  
YEARS

**SYSTEMIC CHANGE**

Since 2004, Nemours Health & Prevention Services has collaborated with thousands of child care, school, youth-serving and health care professionals, leading the way for increased focus on prevention and wellness at state and national levels.

### NATIONAL RESEARCH PROGRAMS TO BENEFIT COMMUNITIES

In the largest multi-institutional grant ever awarded in Delaware, Nemours/ Alfred I. duPont Hospital for Children and three other organizations have received five-year, \$25 million funding from the National Institutes of Health and State of Delaware to establish The Delaware Clinical and Translational Research Program (DE-CTR). The DE-CTR's goals are to create a research infrastructure; help recruit, train and mentor clinicians, scientists and engineers; and develop model health and wellness community outreach and engagement. The DE-CTR focus areas will include obesity, infant mortality, cancer, women's health, cardiovascular disease and rehabilitation.

### BUILT BY THE COMMUNITY, FOR THE COMMUNITY

More than 7,000 community members helped us celebrate the Expansion during Community Day at the duPont Hospital for Children. With the addition of the five-story Anthony N. Fusco, Sr. Atrium, we can welcome them back to the first Nemours location with learning, healing and entertainment events. Opera Delaware, the state-wide semi-final science fair, and television personality and chef Robert Irvine's healthy cooking demos are a few examples of the community events held since the Expansion's opening. At NCH in Orlando, KidsTRACK is also designed as a place for community learning and has held events for Nemours BrightStart!, diabetes counseling and healthy cooking classes.

### A COMMUNITY PARTNERSHIP TO PROMOTE HEALTHY HABITS

Nemours Health & Prevention Services will receive more than \$1.8 million over three years from the U.S. Department of Health and Human Services Partnership to Improve Community Health (PICH) initiative. The goal is to increase access to healthy eating and physical activity opportunities in Wilmington and surrounding communities, as part of the New Castle County PICH. Social marketing campaigns, worksite wellness, farmers' markets and increased use of public spaces are among the identified strategies.

### PROMOTING DATA FOR PUBLIC HEALTH USE

This year marked the fourth iteration of the Delaware Survey of Children's Health, sponsored by Nemours Health & Prevention Services. The survey questions 3,000 households with children ages birth to 17 on healthy food, physical activity and weight awareness topics. Used primarily by the State of Delaware, Nemours now makes all survey information available through a searchable and sortable portal to any interested community member seeking data to drive needed local programs and resources.

**87**

KidsTRACK-hosted events at NCH, including healthy cooking classes, diabetes counseling and other support groups

"For 30 years our children came here [duPont Hospital for Children]. Now, we know where our contributions go — and we think everyone should contribute to the success of this."

— John P., community member, parent/grandparent, Wilmington, Del.

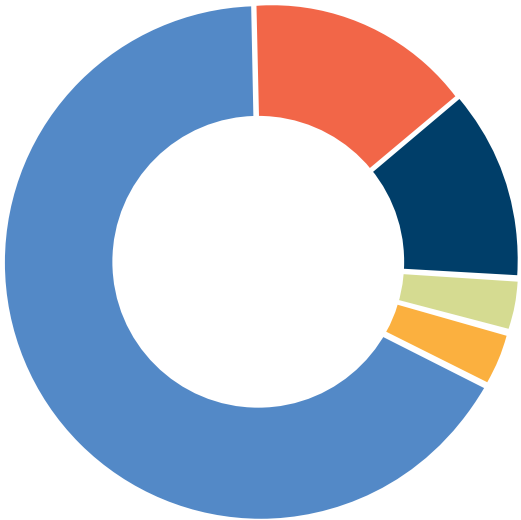


# CONNECTING NEMOURS TO OUR COMMUNITIES

Since opening our doors, Nemours has provided **\$2.6 billion** to enable a higher standard of care for children. Our investment in children, families, research, prevention and education is a response to evolving community health needs as Nemours aims to fulfill our mission.

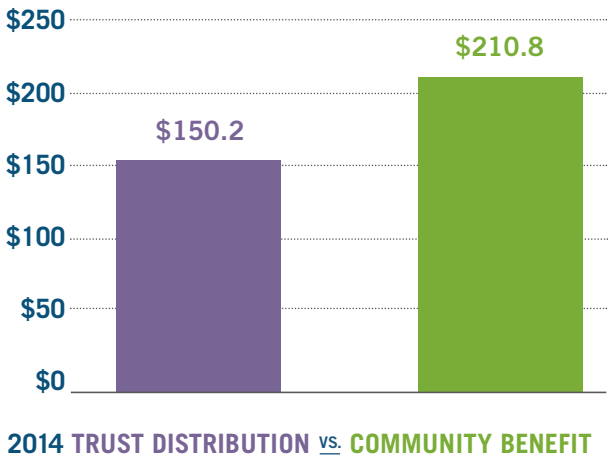


## 2014 TOTAL COMMUNITY BENEFIT: \$210.8 MILLION



● UNCOMPENSATED MEDICAL CARE	\$163.9
● PREVENTION & INFLUENCING CHILDREN'S HEALTH	\$19.7
● RESEARCH	\$17.9
● SUBSIDIZED HEALTH SERVICES	\$4.8
● EDUCATION & TRAINING OF HEALTH PROFESSIONALS	\$4.5

## A 71% RETURN ON INVESTMENT FOR OUR COMMUNITIES



Because of the generosity of Alfred I. duPont, Nemours is the primary beneficiary of The Alfred I. duPont Testamentary Trust. Each year, Nemours yields a significant return on investment, benefitting children and families throughout the communities we serve. In 2014, Nemours received **\$150.2 million** from The Trust to support our mission. In return, Nemours invested more than **\$210.8 million** in services classified as community benefit.

“We’re on-site to guide families through the financial process. Often, parents don’t know what’s available. We assist them with Medicaid, Children’s Medical Services or Nemours financial assistance. It’s gratifying to see their relief, to help reduce some stress of their situation.”  
— Carol B., Admitting/Intake Manager, Jacksonville, Fla.

### ● UNCOMPENSATED MEDICAL CARE: \$163.9 MILLION

Uncompensated medical care includes health care services without a direct source of payment. In 2014, total uncompensated medical care provided by Nemours included:

- **\$11.0 million** in services classified as “**charity care**” where the recipient could not afford services or lacked adequate health insurance
- **\$108.2 million** in **unreimbursed cost**, or shortfalls that occur when providers are reimbursed below the cost of providing services for Medicaid, SCHIP and other public health program beneficiaries
- **\$44.7 million** in **uncollected patient care charges**, underwritten by Nemours, where patients were presumed able to pay, but from whom Nemours was unable to collect

### ● PREVENTION & INFLUENCING CHILDREN’S HEALTH: \$19.7 MILLION

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

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



- **Nemours National Office of Policy & Prevention**  
Nemours National Office of Policy & Prevention works alongside divisions throughout the Nemours enterprise, as well as external organizations, to move forward the field of child health by focusing in the areas of integrated models of community-based prevention and clinical care; multi-sector childhood obesity prevention; and superior quality and outcomes in children’s health.
- **Nemours Center for Children’s Health Media**  
A pioneer in online child and family health education, Nemours Center for Children’s Health Media develops and distributes products that provide doctor-approved advice and comfort to children and families across the U.S. These include Nemours’ KidsHealth.org — the #1 most-visited website for children’s health information, family-friendly video programs, mobile content and apps; a library of family-friendly patient discharge instructions and interactive clinical content; and *KidsHealth in the Classroom* health-related lesson plans and activities.
- **Nemours BrightStart!**  
In 2005, Nemours launched Nemours BrightStart!, the first program of its kind in the nation to develop evidence-based tools to reach young children at risk of reading failure. To date, Nemours has reached more than 80,000 children throughout the U.S. through early literacy screening and targeted educational activities including Nemours’ own evidence-based curriculum. In 2014, with the launch of ReadingBrightStart.org, Nemours BrightStart! has made early literacy tools and resources available to every family at no cost.

- **RESEARCH: \$17.9 MILLION**  
By increasing the amount of research activity and creating better 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:
  - **331** active research projects and clinical trials
  - **100** Nemours physician-scientists
  - **24** PhD center directors and laboratory heads
  - **186** research support staff

- **SUBSIDIZED HEALTH SERVICES: \$4.8 MILLION**  
In his will, our founder, Alfred I. duPont called for his estate to also benefit the elderly in Delaware. Nemours Health Clinic, now known as Nemours SeniorCare, was established in 1981 and has provided vision, hearing and dental care services to hundreds of thousands of Delaware’s low-income seniors at little to no cost. This year was one of the busiest in Nemours SeniorCare’s history:
  - **11,371** dental care visits    • **3,249** hearing care visits
  - **21,286** vision care visits

- **EDUCATION AND TRAINING OF HEALTH PROFESSIONALS: \$4.5 MILLION**  
Nemours continues to **train the next generation of pediatric specialists** through its affiliations with Thomas Jefferson University, the Mayo Clinic Medical College and others. In 2014, Nemours hosted:
  - **717** residents                      • **87** physician fellows
  - **503** medical students

# CONNECTING OUR COMMUNITIES TO NEMOURS

Volunteers are a special part of our connection to the community. In 2014, more than **1,231** individuals gave of their time and talent to help support Nemours’ patients and families. We are fortunate to have these volunteers as a special part of our health care team.

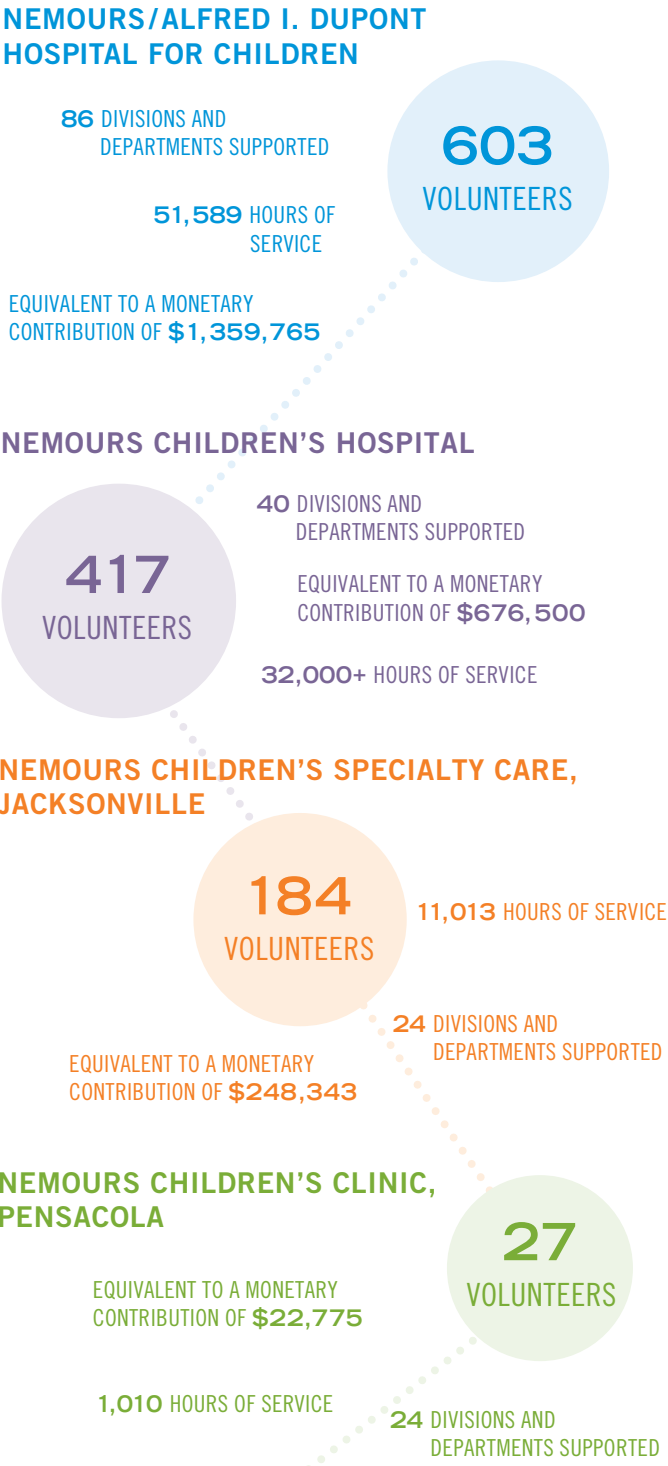
## CELEBRATING THE SPIRIT OF COMMUNITY

In 2014, Nemours held its first annual **Nemours Cares Day** in recognition of National Volunteers Week. Nearly **500** Associates, families and friends took part in activities to improve public and community spaces, deliver food to food pantries, engage children in outdoor fun, raise money for medical research and host educational forums on health and safety.



These efforts are complemented by Associate leadership and involvement in more than 200 medical and community organizations in our service area and nationally.

## OUR COMMUNITY VOLUNTEERS





# CONNECTING GIFTS TO A HEALTHIER FUTURE

Fundraising continues to play a critical role in supporting Nemours’ mission and building a healthier future for children. We are grateful for the support of our generous donors and community partners.



## NEMOURS FUND FOR CHILDREN’S HEALTH

The capital campaign for the Expansion at Nemours/ Alfred I. duPont Hospital for Children raised more than **\$25 million**, exceeding the initial goal of \$12 million. In 2014, our generous supporters donated **\$8.3 million** to Nemours Fund for Children’s Health, and in 2014 the Fund released more than **\$3.5 million** in donated funds to benefit children and families through education, research, equipment, renovations and other capital projects. Local fundraising events for specific projects continued their success in 2014. For example, the goal of Nemours Children’s Hospital’s third annual fundraising gala,

*A Night with Nemours: La Vie En Couleur*, was to raise \$375,000 to purchase a new state-of-the-art transport vehicle. With U.S. Senator Bill Nelson (D-Fla.) and his wife Grace serving as honorary chairs, and with the extraordinary efforts of John and Carolyn Lord and Marc and Sharon Hagle, the event raised a record-breaking **\$580,000**. The customized pediatric ambulance will transport children to NCH from nearby partnering hospitals and medical centers, ensuring that patients receive expert, family-centered care while they are en route.

With your help, we can do even more for kids  
[nemours.org/give](http://nemours.org/give)

**22,649**  
generous donors provide support to children through Nemours Fund for Children’s Health



## A STRONG CONNECTION TO NEMOURS

**Dan Katzin and Susan Hanft** are ardent supporters of Nemours/Alfred I. duPont Hospital for Children. “We want to accomplish things through philanthropy that benefit children and families facing the same challenges we have had,” says Susan. Their relationship with Nemours started more than a decade ago when their daughter was referred for limb-lengthening surgery and physical therapy.

In addition, their son Jack was diagnosed with autism. After treatments and therapies elsewhere, the family found the Nemours team approach encompassing family life, school and treatment services. “When we brought Jack to the Behavioral Health program at N/AIDHC, it was fabulous. They had so much insight and helped us come up with better strategies for Jack (now a teenager) and he’s thriving,” says Dan.

“We want some good to come from our struggle and let the shared experiences of parents like us give other children a chance,” says Susan.

## 2014 INSPIRATION AWARD WINNERS

In 2014, the Nemours Fund for Children’s Health presented its annual “**Inspiration Award**” to two individuals who personify philanthropy and commitment to the community. After losing her young son, Gavin, a frequent patient at N/AIDHC, **Kate Leong** remembers wishing he could have used the hospital playground, but his special abilities made that impossible. So, in 2014, Kate began fundraising for an “**All Abilities Playground**” for the hospital and through a special event raised more than \$60,000.

In Florida, **Dr. Laura Bailet**, operational vice president of Nemours BrightStart!, has long been at the forefront of Nemours’ corporate partnership initiative. She has attracted national attention and large corporate sponsorships for Nemours BrightStart!, as well as being a *Nemours Society* donor for nearly a decade.

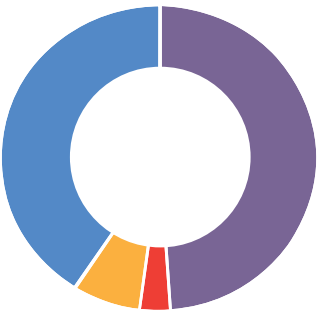
### WHO CONTRIBUTES?

- BOARD
- COMMUNITY ORGANIZATIONS
- CORPORATIONS/BUSINESSES
- EMPLOYEES
- ESTATES/TRUSTS
- FAMILY FOUNDATIONS
- FOUNDATIONS
- INDIVIDUALS



### HOW CONTRIBUTIONS ARE SPENT

- CAPITAL NEEDS
- PATIENT AND PROFESSIONAL EDUCATION
- PATIENT CARE AND SERVICES
- RESEARCH





# 2014 AWARDS AND RECOGNITION

## A LEAP TO THE TOP FOR NCH



In one of the most prestigious distinctions for a U.S. hospital, Nemours Children’s Hospital (NCH) made the annual Top Hospital List from the **Leapfrog Group**, placing NCH within the **top 1 percent of all hospitals** (and one of just nine children’s hospitals). This elite rating is based upon excellence in safety and quality as determined by the Leapfrog Hospital Survey. The Nemours/Alfred I. duPont Hospital for Children also ranks in the **top 25 percent of all hospitals** nationwide.

## EXCELLENCE THAT SHINES THROUGH

The Emergency Nurses Association honored the Nemours Children’s Hospital (NCH) Emergency Department with its prestigious **Lantern Award**, which recognizes a department’s commitment to exceptional emergency care through quality, safety, innovation and presence of a healthy work environment. Placing NCH at the forefront of emergency care, the award was **one of only 17 given nationwide**, and only two in Florida.

## MAKING THE GRADE IN ALL 10 USNWR SPECIALTIES



Nemours/Alfred I. duPont Hospital for Children (N/AIDHC) placed prominently once again in the *U.S. News & World Report* 2014-15 edition of “Best Children’s Hospitals.” In a first for the hospital, N/AIDHC was ranked in all 10 specialties: Orthopedics (6<sup>th</sup>), Diabetes & Endocrinology (23<sup>rd</sup>), Gastroenterology (36<sup>th</sup>), Nephrology (38<sup>th</sup>), Neonatology (39<sup>th</sup>), Cardiology & Heart Surgery (39<sup>th</sup>), Pulmonology (40<sup>th</sup>), Neurology & Neurosurgery (41<sup>st</sup>), Urology (43<sup>rd</sup>) and Cancer (46<sup>th</sup>). Our Jacksonville neurologists were also ranked in Neurology & Neurosurgery (43<sup>rd</sup>) with our partner Wolfson Children’s Hospital.

## TWO BILLION — AND GROWING



Nemours’ KidsHealth.org continues its domination as the #1 most-visited site about children’s health and parenting. In 2014, KidsHealth.org reached its most significant milestone to date: its **two billionth** visitor. KidsHealth was a unanimous **2014 Healthcare Internet Hall of Fame** inductee under “Innovative Products/ Services,” honoring those that “have brought significant change to the healthcare Web, have spurred industry growth and expansion, and have positively impacted the health and well-being of the American public.”

## ACHIEVING A NEW LEVEL IN TRAUMA CARE

The Trauma Center at Nemours/Alfred I. duPont Hospital for Children (N/AIDHC) has been verified as a **Level I Pediatric Trauma Center by the American College of Surgeons**. This achievement recognizes the trauma center’s dedication to providing optimal, round-the-clock care for the region’s most sick and injured patients, from admission through rehabilitation and follow-up care. N/AIDHC is the **only Level I Pediatric Trauma Center in the state of Delaware**, and is the first stop for sick and severely injured children in the tri-state area.

## “MOST WIRED” – AGAIN AND AGAIN



Nemours/Alfred I. duPont Hospital for Children (N/AIDHC) and Nemours Children’s Hospital (NCH) were both named to the **16<sup>th</sup> annual Hospitals and Health Networks** magazine 2014 “Most Wired” list. This is the fourth consecutive year N/AIDHC made the list, while NCH is being recognized for the second time since opening in October 2012. “Most Wired” acknowledges excellence in the use of information technology in four key areas: infrastructure, business and administrative management, clinical quality and safety, and clinical integration.

## NEMOURS PHYSICIANS AMONG THE VERY BEST



More than 160 Nemours physicians appear on the *Best Doctors in America* 2014 list, compiled by Best Doctors, Inc. through a validated peer review of physicians, by physicians. This number represents **more than 20 percent of Nemours physicians**, although only 5 percent of all doctors in America earn this prestigious honor.

## IN-HOUSE PROGRAMS HELP CERTIFICATIONS

Recognizing our clinical quality and safety, the American Board of Pediatrics has granted the Nemours Maintenance of Certification program “**deemed**” status, meaning that Nemours is entrusted to approve clinical and safety programs within Nemours, such that providers can receive credit toward specialty and re-certification from efforts they are already doing.

## RECOGNITION FOR PATIENT-CENTERED CARE



A first for any Delaware provider, the National Committee for Quality Assurance has awarded six Nemours duPont Pediatrics sites the highest-level Patient-Centered Medical Home designation, recognizing these primary care practices’ emphasis on care coordination and communication.

## RAISING THE VISIBILITY OF NEMOURS NATIONWIDE

During 2014, Nemours was invited to present models and work at national conferences and meetings, and published in leading peer-reviewed journals. The following shares a few highlights of Nemours’ increased national recognition as a leader in children’s health.

- **INSTITUTE OF MEDICINE**  
Nemours was invited to share its expertise on health outcomes and obesity prevention at two roundtable events hosted by the Institute of Medicine (IOM), “**Cross Sector Work on Obesity Prevention, Weight Maintenance, and Treatment: Models for Change**” and “**Achieving Meaningful Population Health Outcomes: A Workshop on Spread and Scale.**”
- **HEALTH AFFAIRS**  
Nemours Office of Policy & Prevention contributed to two articles in *Health Affairs*, a leading peer-reviewed journal for health policy thought and research. “**Applying A 3.0 Transformation Framework to Guide Large-Scale Health System Reform,**” Nov. 2014 and “**Accelerating Efforts to Prevent Childhood Obesity: Spreading, Scaling and Sustaining Healthy Eating and Physical Activity,**” Dec. 2014.
- **ROBERT WOOD JOHNSON FOUNDATION**  
Nemours was spotlighted at the Robert Wood Johnson Foundation-sponsored “**National Forum on Hospitals, Health Systems and Population Health**” examining how health care providers can implement population health strategies.
- **POLICY AND ADVOCACY FOR BEST PRACTICES**  
Nemours Office of Policy & Prevention issued two policy briefs: “**Using Health Information Technology to Drive Health Care Quality, Safety and Healthier Patient Outcomes**” setting forth policy recommendations based on Nemours’ 25-year use of health information technology; and “**Bringing the Specialty Back to Pediatrics**” highlighting policy and practice recommendations based on Nemours’ successful implementation of the *Access Pediatrician* program, which embeds general pediatricians in a specialty division to increase patient access.



# CONNECTING STEWARDSHIP TO ADVANCING OUR MISSION

Thoughtful stewardship and strategic planning have enabled Nemours to continuously provide excellent care for children and has encouraged the growth of Nemours into one of the leading children’s health systems in the country, caring for nearly **350,000** children each year.



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.

In 2014, Nemours continued to advance continuous improvement activities to optimize efficiency and productivity, and streamline processes to better meet the needs of families and communities. Our ongoing strategies, now combined with more disciplined and accelerated execution, are producing outstanding results that are bringing greater value to those we serve. These results are just that much more impressive in the face of rapid changes in the marketplace and a health care environment where models of care and reimbursement systems are in a constant state of flux.

During 2014, Nemours also realized the successes of previous strategic planning efforts and a more accelerated implementation of a number of recent plans and projects. One example, Nemours/Alfred I. duPont Hospital for Children completed construction on the five-story Expansion to enhance the quality and care for our patients. This healing environment — built by families, for families — would not have been possible without the success of positive cash flow from operations and philanthropic contributions. The Expansion builds upon and extends our legacy of service and was successfully completed through the extraordinary efforts of our Associates across the enterprise who went the extra mile to help us meet project deadlines and budgets to ensure the building opened debt-free.

## THE NEMOURS FOUNDATION

CONDENSED COMBINED  
BALANCE SHEETS  
DECEMBER 31, 2014, AND 2013

	(Unaudited)	
	2014	2013
<b>ASSETS</b>		
Current assets	\$ 245,272	\$ 228,446
Non-current assets	1,260,684	1,232,307
<b>Total unrestricted assets</b>	<b>1,505,956</b>	<b>1,460,753</b>
Restricted assets	241,301	263,445
<b>Total assets</b>	<b>\$ 1,747,257</b>	<b>\$ 1,724,198</b>
<b>LIABILITIES AND NET ASSETS</b>		
Current liabilities	\$ 135,303	\$ 138,457
Non-current liabilities	644,572	486,013
<b>Total liabilities</b>	<b>779,875</b>	<b>624,470</b>
Net Assets		
Unrestricted	\$ 726,081	\$ 836,283
Temporarily restricted	235,201	257,372
Permanently restricted	6,100	6,073
<b>Total net assets</b>	<b>967,382</b>	<b>1,099,728</b>
	<b>\$ 1,747,257</b>	<b>\$ 1,724,198</b>





THE NEMOURS FOUNDATION

CONDENSED COMBINED  
STATEMENTS OF OPERATIONS  
DECEMBER 31, 2014, AND 2013

	(Unaudited) 2014	2013
Net patient service revenue less provision for bad debts	\$ 809,802	\$ 732,080
Contributions from the Alfred I. duPont Testamentary Trust	150,223	133,103
Other income	98,960	116,800
Total revenue and other support	1,058,985	981,983
Total operating expenses	1,010,166	938,486
Operating income	48,819	43,497
Net assets released from restrictions used for capital purchases	3,229	3,349
Pension liability adjustment	(162,250)	116,227
(Decrease) increase in unrestricted net assets	\$ (110,202)	\$ 163,073



NEMOURS  
BOARD OF  
DIRECTORS



BOARD OF  
MANAGERS,  
DELAWARE



BOARD OF  
MANAGERS,  
FLORIDA

BOARD OF MANAGERS,  
DELAWARE

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**Chair**

Julian Baumann, Jr.  
Catherine M. Bonuccelli, MD  
Richard T. Christopher  
William Dugdale *(not pictured)*  
Hinton J. Lucas, Jr.  
Gina Ward *(not pictured)*

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**Chair**  
Richard T. Christopher  
**Vice Chair**

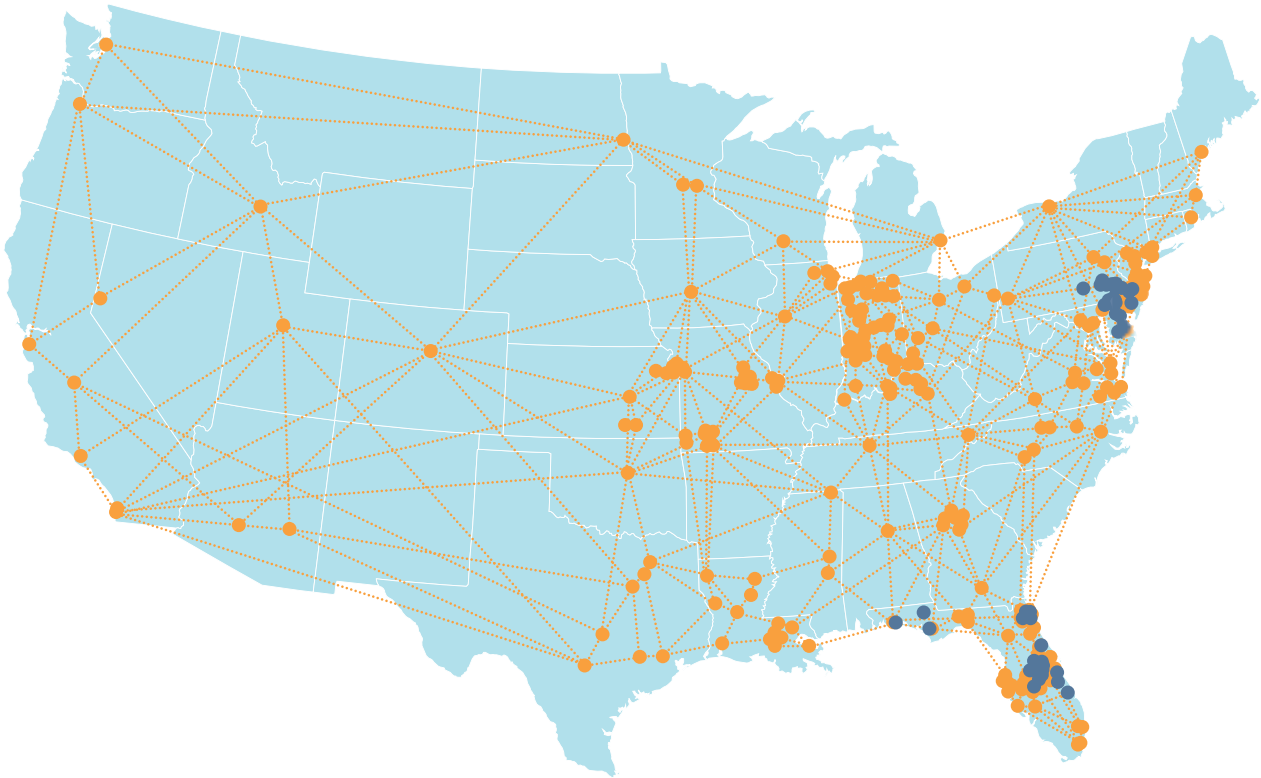
Brian P. Anderson *(not pictured)*  
Leonard L. Berry, PhD  
Hugh M. Durden  
Rosa B. Hakala  
Toni Jennings  
Terri L. Kelly  
J. Michael McGinnis, MD  
John F. Porter, III  
Robert G. Riney  
William T. Thompson, III *(not pictured)*

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FLORIDA

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Gerald F. Banks  
Hugh M. Brown  
Catherine Brown-Butler  
David A. Dizney  
Charles E. Hughes, Jr.  
Toni Jennings  
J. Malcolm Jones, Jr. *(not pictured)*  
Craig M. McAllaster, EdD  
Richard J. Walsh  
Robert K. Wilson, Jr., MD



OUR LOCATIONS



A SYSTEM DESIGNED TO HELP CHILDREN *EVERYWHERE* GROW UP HEALTHY AND REACH THEIR FULL POTENTIAL

Clinical integration and collaboration across **Nemours’ regional networks** increasingly allows 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 .....

<b>HOSPITAL</b> <ul style="list-style-type: none"><li>Nemours/Alfred I. duPont Hospital for Children, Wilmington</li></ul> <b>Cardiac Center</b> <ul style="list-style-type: none"><li>Wilmington</li></ul>	<b>SPECIALTY CARE</b> <ul style="list-style-type: none"><li>Bear</li><li>Dover</li><li>Milford</li><li>Seaford</li><li>Wilmington</li></ul>	<b>PRIMARY CARE</b> <ul style="list-style-type: none"><li>Bear</li><li>Dover</li><li>Middletown</li><li>Milford</li><li>Newark</li><li>Seaford</li><li>Wilmington</li></ul>	<b>COLLABORATING HOSPITALS</b> <ul style="list-style-type: none"><li>Beebe Hospital, Lewes</li><li>Christiana Hospital, Newark</li><li>Nanticoke Memorial Hospital, Seaford</li><li>Saint Francis Hospital, Wilmington</li></ul> <b>NEMOURS SENIORCARE</b> <ul style="list-style-type: none"><li>Milford</li><li>Wilmington</li></ul>	<b>NEMOURS BRIGHTSTART!</b> <ul style="list-style-type: none"><li>Seaford</li></ul> <b>NEMOURS HEALTH &amp; PREVENTION SERVICES</b> <ul style="list-style-type: none"><li>Wilmington</li></ul> <b>NEMOURS MANSION &amp; GARDENS</b> <ul style="list-style-type: none"><li>Wilmington</li></ul>
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Designed by families, for families. Inspired by children. Supported by a generous community. In 2014, we welcomed the community to the newly expanded Nemours/Alfred I. duPont Hospital for Children in Wilmington, Delaware.

MARYLAND ..... NEW JERSEY ..... PENNSYLVANIA .....

<b>COLLABORATING HOSPITALS</b> <ul style="list-style-type: none"><li>Union Hospital, Elkton</li></ul>	<b>SPECIALTY CARE</b> <ul style="list-style-type: none"><li>Vineland</li><li>Voorhees</li></ul>	<b>COLLABORATING HOSPITALS</b> <ul style="list-style-type: none"><li>Inspira Medical Center Vineland, Vineland</li><li>Inspira Medical Center Woodbury, Woodbury</li></ul>	<b>SPECIALTY CARE</b> <ul style="list-style-type: none"><li>Bryn Mawr</li><li>Collegeville</li><li>Lancaster</li><li>Newtown Square</li><li>Philadelphia</li></ul> <b>PRIMARY CARE</b> <ul style="list-style-type: none"><li>Philadelphia</li><li>Villanova</li></ul>	<b>COLLABORATING HOSPITALS</b> <ul style="list-style-type: none"><li>Bryn Mawr Hospital, Bryn Mawr</li><li>Lankenau Medical Center, Wynnewood</li><li>Paoli Hospital, Paoli</li><li>Phoenixville Hospital, Phoenixville</li><li>Thomas Jefferson University Hospital, Philadelphia</li></ul>
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FLORIDA .....

<b>HOME OFFICE</b> <ul style="list-style-type: none"><li>Jacksonville</li></ul> <b>HOSPITAL</b> <ul style="list-style-type: none"><li>Nemours Children’s Hospital, Orlando</li></ul>	<b>SPECIALTY CARE</b> <ul style="list-style-type: none"><li>Bonifay</li><li>Destin</li><li>Fleming Island</li><li>Jacksonville</li><li>Jacksonville South</li><li>Lake Mary</li><li>Melbourne</li><li>Orlando Downtown</li><li>Pensacola</li></ul>	<b>PRIMARY CARE</b> <ul style="list-style-type: none"><li>Clermont</li><li>Kissimmee</li><li>Lake Nona</li><li>Longwood</li><li>Maitland</li><li>Ormond Beach</li><li>Oviedo</li><li>Palm Bay</li><li>Vero Beach</li><li>Waterford Lakes</li><li>Windermere</li><li>Winter Haven</li></ul>	<b>URGENT CARE</b> <ul style="list-style-type: none"><li>Altamonte Springs</li><li>Dr. Phillips</li><li>Hunter’s Creek</li><li>Melbourne</li><li>Sanford</li><li>Waterford Lakes</li></ul> <b>COLLABORATING HOSPITALS</b> <ul style="list-style-type: none"><li>Heart of Florida Regional Medical Center, Haines City</li></ul>	<ul style="list-style-type: none"><li>Indian River Medical Center, Vero Beach</li><li>The Children’s Hospital at Sacred Heart, Pensacola</li><li>Wolfson Children’s Hospital, Jacksonville</li><li>Wuesthoff Regional Medical Center, Rockledge</li></ul> <b>NEMOURS BRIGHTSTART!</b> <ul style="list-style-type: none"><li>Jacksonville</li><li>Orlando</li></ul>
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Nemours/Alfred I. duPont  
Hospital for Children

Nemours Biomedical Research

Nemours BrightStart!

Nemours Center for Children's  
Health Media

Nemours Children's Clinic

Nemours Children's Hospital

Nemours Children's Primary Care

Nemours Children's Specialty Care

Nemours Children's Urgent Care

Nemours duPont Pediatrics

Nemours 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

