



A REPORT TO OUR COMMUNITIES

your child. community. nation. world. our promise.

Nemours<sup>®</sup>





## a letter from David J. Bailey

### A world of health for children...

Nemours is for kids. Simply put, perhaps even simplistic, but profound in impact. Our work at Nemours is all about helping children grow up healthy. Whether it's a newborn with a congenital heart defect at the Nemours/Alfred I. duPont Hospital for Children or a teenager in Barcelona, Spain, who wonders why he fights so much with his parents and turns for answers to KidsHealth.org, Nemours is there. And with our advanced electronic infrastructure, our intent is to ultimately have all of Nemours' expertise available wherever we may be located.



This report provides a snapshot of our efforts to serve our many communities. Rather than a comprehensive listing of programs and services, we've chosen to highlight a few instances that demonstrate our commitment to excellence and high impact through the design and delivery of programs and services that profoundly facilitate children achieving their optimal potential. Patient care, prevention, research, education and advocacy are essential mission components of Nemours. If we are to care best for children, now and in the future, all of these elements must be seamlessly integrated such that the whole is greater than the sum of its parts.

All of the work we do, the impact on countless children's lives over decades, has been made possible through an act of transformational philanthropy by Mr. Alfred I. duPont 75 years ago. We, the more than 4,000 Associates of Nemours, are stewards of his dream and are guided by his vision of a better future for children and his belief that everyone should somehow alleviate human suffering. We must bring both health and joy to children, not only for those who enter our doors, but also for those who may never even know our name. Only then, can we say we will have fulfilled his trust.

### Your child. Our promise.

Sincerely,

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



a legacy of care: past and present

The journey began in 1936 with the formation of The Nemours Foundation under the terms of Alfred I. duPont’s will; it began to deliver on his vision in 1940 when the Alfred I. duPont Institute, a pediatric orthopedic hospital in Wilmington, Delaware, opened its doors. Today, Nemours has grown to become one of the nation’s largest pediatric health systems, integrating prevention and health information services, primary care, hospital-and clinic-based specialty care, research, and medical education programs. Our Model of Care is improving the lives of children and families in the communities we serve throughout our nation and around the world.



**THE NEMOURS MODEL OF CARE** Our Model of Care is the platform for our integrated pediatric health system that enables Nemours to address the holistic health of each child, one experience at a time. Our family-centered model includes programs and services in the core areas of clinical care, research, education and prevention.

The integration of our programs and services is key to delivering our promise—to treat every child as if they were our own. Our Model encourages immediate application of the latest research and evidence-based findings into clinical care settings and prevention programs that can be implemented in our practice as well as within the communities we serve. Through education, we share knowledge and expertise in many ways: with children, families, teachers, communities, referring physicians and other health professionals around the world.

Nemours’ Model makes possible the aggregate benefit of Nemours’ expertise: where one child’s experience can be brought to bear across Nemours’ campuses and shared with other health professionals through publication or presentation to help shape public policies.



**TECHNOLOGY ENHANCES OUR MODEL OF CARE** Nemours has been at the forefront of technological integration with the care of our patients. What began in 1983 with a computerized electronic physician order entry system has developed into NemoursOne, our comprehensive electronic infrastructure, including our mature electronic medical record system that is helping to improve the safety, quality and efficacy of all aspects of care. In addition to unifying all of our physicians, researchers and clinicians across locations and specialties, our system greatly facilitates communication, connecting referring physicians (NemoursLink) and patient families (MyNemours) so that every member of the care team stays informed and can contribute at every step to improving the health of the child.

MyNemours, the secure online portal for our patient families, continues to be enhanced by content from Nemours’ KidsHealth.org. The physician-approved health information tailored to speak to parents, teens and kids is integrated with the patient’s medical record to offer family-friendly explanations of the child’s clinical tests, diagnoses, procedures and medications.



**A COMMITMENT TO STRATEGIC INNOVATION** A strategic plan focused on the needs of families combined with a commitment to service excellence and caring behaviors, guides Nemours so we may achieve our promise.

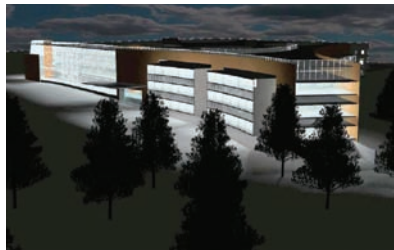
Our integrated model of health care delivery can anticipate and respond to the multi-faceted needs of children and families. Enhanced by our technological capabilities, Nemours is transforming the delivery of children’s health care, resulting in better health for children.

Since 1940, innovation has been a driving force for Nemours to achieve, on behalf of a child, more than was ever thought possible.



# building a healthier future for children

In an ambitious growth strategy, Nemours is moving rapidly to capitalize on Associate and community enthusiasm for a major expansion of the Nemours/Alfred I. duPont Hospital for Children (AIDHC) and construction of the Nemours Children’s Hospital in Central Florida. Our growth is not just about buildings. In fact, before design began, we defined our Model of Care to assure quality outcomes and high levels of patient satisfaction. With this solid foundation, we are developing individual elements that predict and meet the needs of our patients and their families: advanced care in a healing environment.



**NEMOURS/ALFRED I. DUPONT HOSPITAL FOR CHILDREN** Excitement is building in anticipation of the Delaware expansion. The design process begins with “User Groups” of physicians, nurses, clinicians and Associates, in partnership with parents and families, to ensure our facilities provide the highest quality and patient satisfaction.

We will soon prepare for the relocation and expansion of programs in our existing facilities in anticipation of a 2011 groundbreaking for a new five-floor patient tower. The new tower will include a state-of-the-art Pediatric Intensive Care Unit (PICU), all private patient rooms and a reconfigured atrium entrance facilitating access to all services. The new patient rooms will provide the highest levels of technology support both for the professional caregivers and for the patients and families. In the meantime, the Nemours Cardiac Center has opened a new catheterization laboratory that offers higher resolution cardiac images and lower levels of radiation exposure, improving safety and quality for patients and allowing surgeons and cardiologists to work more effectively and efficiently.



**NEMOURS CHILDREN’S HOSPITAL** Nemours made much progress in 2009 on our state-of-the-art, 95-bed, free-standing children’s hospital in Central Florida, including our groundbreaking. Located in Medical City at Lake Nona, Nemours Children’s Hospital is well positioned among renowned clinical teaching and medical research facilities to forge strategic and productive partnerships.

Our new campus offers a holistic approach. Family-friendly features will include an interactive way-finding system; private rooms with guest amenities, 24/7 in-room dining and sleep accommodations for parents; a Family Resource Center; healing gardens, nature trails, pet therapy areas and water features; and a family lounge for each inpatient unit.

The unique ability for patients to “paint” their rooms using special colored lighting is an example of the kind of personalized service anticipated. Also, new digital, interactive communication boards in the rooms will help doctors and parents communicate more effectively providing patient records, personalized daily itinerary, educational resources, room service, entertainment and more. Topping off the building is anticipated in 2010, as well as a new preview center that will allow families and patients, Nemours Associates and the community to experience a patient room and examine a model of the hospital that will open in 2012.

BETTER HEALTH FOR CHILDREN,  
one experience at a time.



## your child

**EAR, NOSE AND THROAT** The day after Sam was born he failed his infant hearing screening. His parents were even more concerned and frightened when he failed again one month later. After a battery of tests with Nemours Otolaryngology, Audiology and Genetics, doctors diagnosed him with sensorineural hearing loss. Thankfully, Sam was a candidate for a cochlear implant. He had the surgery right before his first birthday. Three months later, he spoke his first word, “uh-oh.” Now four years old, Sam’s life has changed forever as evidenced by his normal language development. His parents are considering the relatively new bilateral implant, or second ear implant, to give Sam the most benefit.

## your community



Nemours hosted its inaugural “Hear We Go” 5k run/walk this past year to raise awareness and funds for treatments and research for children with hearing loss. Held on the grounds of Nemours Mansion & Gardens, the race included more than 400 participants as well as entertainment from the Delaware Symphony Orchestra, founded by Alfred I. duPont. Event proceeds benefitted the Nemours Biomedical Research Program, which is exploring causes and treatments of the disability. Current studies are investigating types of hearing loss, methods of therapy for children with cochlear implants and mechanisms of middle ear infection.

## your nation



NemoursOne electronic medical record (EMR) enables research in ways previously impossible and quickly brings discoveries into practice. Thanks to Nemours enterprise-wide integration, our researchers have access to one of the largest pediatric patient databases in the country. Through the Center for Pediatric Auditory and Speech Sciences (CPASS), dedicated to advancing translational research in audiological and speech sciences, researchers are developing a new manuscript concerning the prevalence of childhood balance disorders. This work reviews more than 500,000 unique patient cases, the largest research body of its kind in Ear, Nose and Throat (ENT) literature.

## your world



Even though auditory neuropathy spectrum disorder (ANSD) was discovered in 1996, the condition went misdiagnosed for many years, prompting Nemours scientists to develop a unique program to identify ANSD. The condition encompasses a range of problems from the inner ear to the auditory nerve which cause sound to be disorganized when reaching the brain, so testing now allows better diagnosis and management for patients. ENT departments in Delaware and Florida conduct research to improve long-term management and cochlear implant timing solutions. The combined effort is helping standardize cochlear implants for children with ANSD and creating long-term benefits for children through speech and language rehabilitation across the world.



your community



Nemours health professionals take an active leadership role in community outreach through the Community Asthma Partnership at Wolfson Children’s Hospital, the Healthy Jacksonville Asthma Coalition and the American Lung Association’s Asthma Educator Institute. These collaborative efforts with area hospitals and public health organizations are improving health outcomes and access to high-quality asthma care for children. Nemours professionals are motivated by Jacksonville’s high prevalence and burden of disease inflicted by asthma. More than 60,000 people in the greater Jacksonville area—a significantly higher rate than the national average—suffer with asthma. More concerning is the high number of children seeking emergency care. Nemours is playing an integral role in reaching out to community stakeholders to do whatever it takes to tackle a major problem affecting our children.

your nation

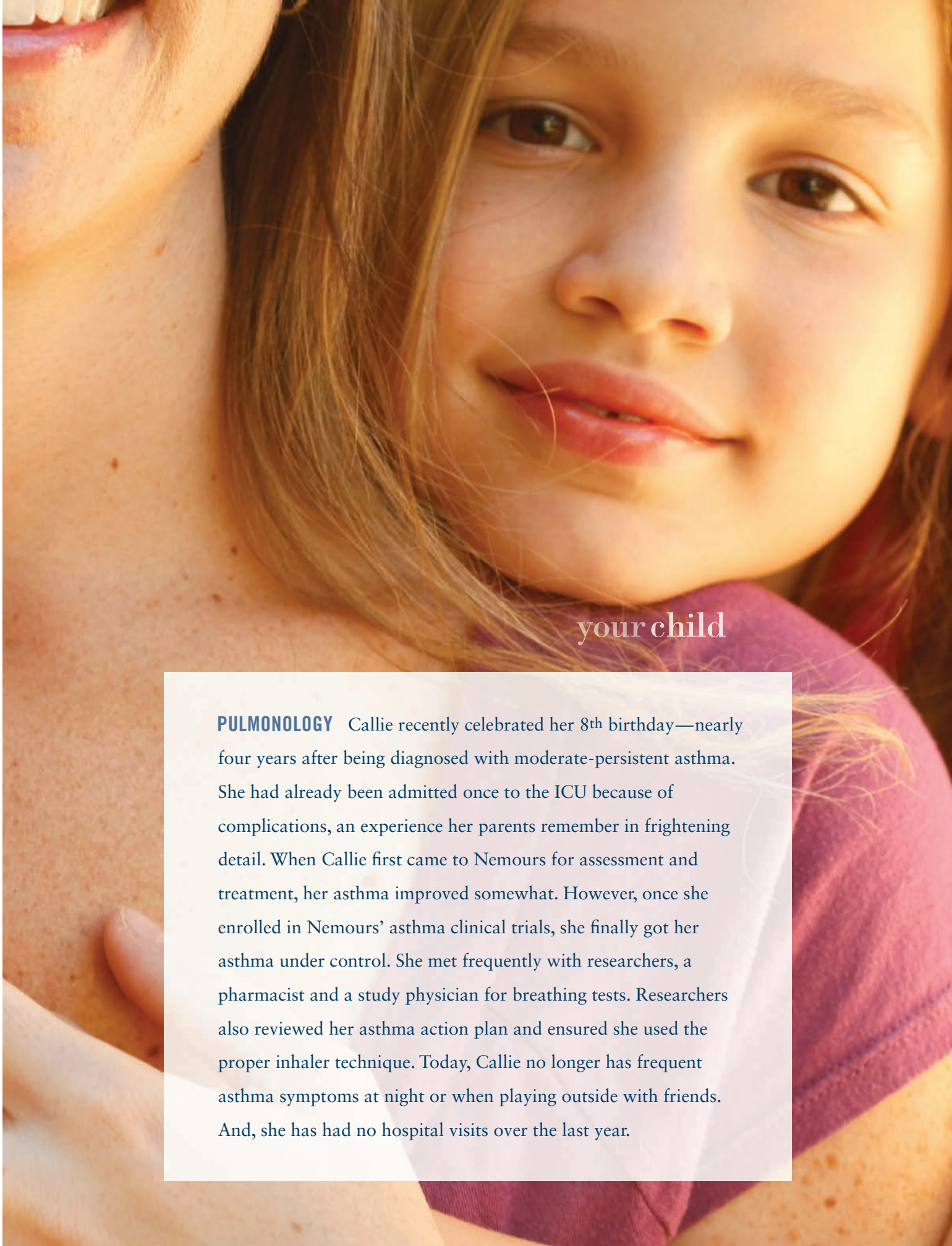


Our EMR provides vast potential for improving health and health care. An example of how Nemours is leading the charge to explore its full potential is our collaboration with Yale University School of Medicine. This effort uses embedded instruments in the EMR to support decisions based on clinically proven guidelines as they relate to asthma and obesity. We are developing methods to demonstrate a systematic and replicable process, easily proliferated, where knowledge contained in these guidelines is transformed into computer-based clinical decision support, to improve the quality of health care delivery.

your world



An estimated 250,000 new asthma cases occur in the U.S. each year solely related to obesity. Nemours is working with the National Institutes of Health’s National Heart, Lung and Blood Institute on a five-year Asthma Genetics Study to determine if certain high-risk genes play a role in the development of both obesity and asthma. The study is targeting 14 candidate genes associated with both asthma and obesity and could be revolutionary to millions worldwide. Nemours’ ability to study such a vast medical and DNA database highlights the importance of our high-tech EMR and its scientific collaboration with the American Lung Association’s Asthma Clinical Research Centers.



your child

**PULMONOLOGY** Callie recently celebrated her 8<sup>th</sup> birthday—nearly four years after being diagnosed with moderate-persistent asthma. She had already been admitted once to the ICU because of complications, an experience her parents remember in frightening detail. When Callie first came to Nemours for assessment and treatment, her asthma improved somewhat. However, once she enrolled in Nemours’ asthma clinical trials, she finally got her asthma under control. She met frequently with researchers, a pharmacist and a study physician for breathing tests. Researchers also reviewed her asthma action plan and ensured she used the proper inhaler technique. Today, Callie no longer has frequent asthma symptoms at night or when playing outside with friends. And, she has had no hospital visits over the last year.



your child

**HEMATOLOGY-ONCOLOGY** At just 13 months of age, Jordan’s trip to the emergency room started a battle for his life. Referred to Nemours, he met with several physicians to explore a mass on his shoulder. The doctors diagnosed him with rhabdomyosarcoma, a soft tissue cancer, and treated him with chemotherapy. They also removed his entire scapula and reconstructed his shoulder. After another round of chemotherapy, Jordan received a bone marrow transplant followed by occupational and physical therapy. Ultimately, a close collaboration across Nemours’ specialties proved the most effective weapon for Jordan. Now, a year and a half post-transplant, Jordan is a happy and active toddler—who just happened to defeat cancer.

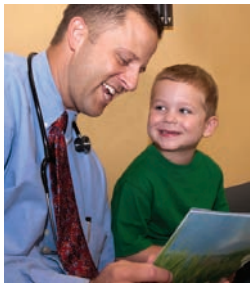


provides outstanding care to each child before, during and post transplant, offering hope for curative therapy for each child.

your community

At Nemours, we provide treatment for a wide range of hematologic and oncologic disorders. Our pediatric hematology-oncology team provides excellent and compassionate care to all our patients. Nemours is among a select group of pediatric institutions with bone marrow transplant programs, ours in Delaware and Florida. The pediatric program in Florida is part of the Blood and Marrow Transplantation Program of Mayo Clinic, Nemours Children’s Clinic and Wolfson Children’s Hospital. This collaboration provides our patients and their families with access to the expertise of the faculty at these three prestigious institutions. The multidisciplinary team

your nation



A collaboration between Nemours and Wolfson Children’s Hospital brings Northeast Florida the highest quality pediatric cancer program possible. This partnership includes inpatient and outpatient care through a collaborative, multidisciplinary approach along with research and education support. The team recently received “Three-Year Accreditation and Commendation” from the Commission on Cancer (CoC) of the American College of Surgeons (ACoS). There are only 11 approved pediatric centers in the U.S. out of more than 1,400 hospitals and facilities that have received accreditation by the ACoS. And, only 40 percent of the accredited programs received the commendation status, awarded after a rigorous on-site evaluation by a physician surveyor.

your world



Nemours is joining forces with the University of Florida Proton Therapy Institute, Wolfson Children’s Hospital and the Ronald McDonald House to bring lifesaving proton therapy to children from around the world with brain tumors and other cancers. Through an exclusive relationship with the United Kingdom (U.K.) National Health Service, the collaboration allows British children to receive proton therapy in Jacksonville (one of only six U.S. centers). The revolutionary therapy offers improved response rates and reduces potential damage to healthy tissue—critically important for children to avoid interference with development, growth and cognitive functioning. Nine children have been seen from the U.K. Nemours provides a medical home for these patients during their six- to eight-week visit, administering outpatient oncological and other subspecialty care as well as inpatient services through Wolfson Children’s Hospital.



## your community



A strong team of champions helps children with diabetes navigate the day-to-day management of their disease. School nurses are important members of the team because they're on the front lines up to eight hours a day. So, when school nurses reached out to the Nemours/Alfred I. duPont Hospital for Children looking to improve the continuity of care, a partnership flourished. With the family's permission, school nurses attend New Onset Diabetes Education, a session designed for newly diagnosed patients. School nurses also attend Pump Start, a class teaching patients and families how to use and monitor an insulin pump.

## your nation

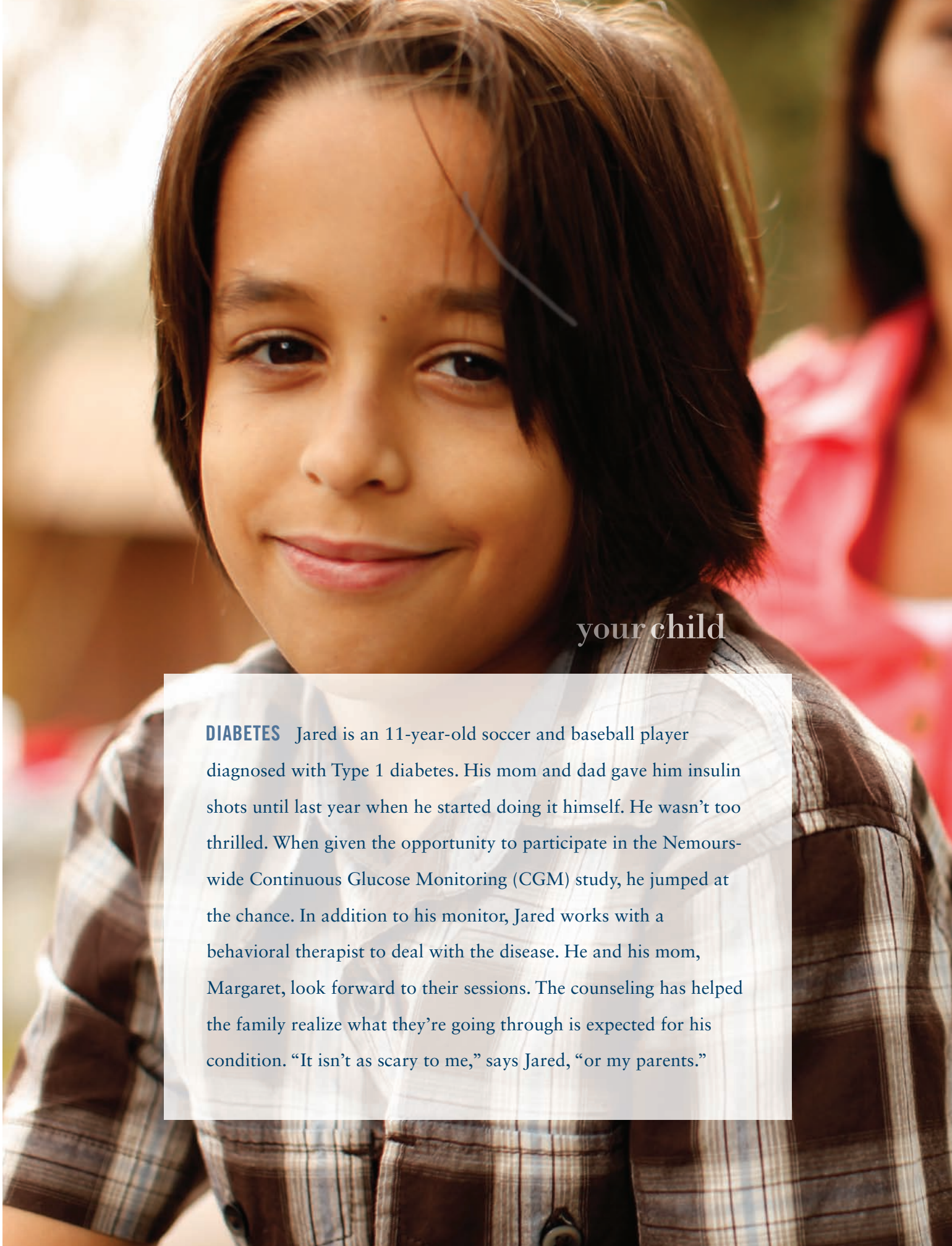


A first-of-its-kind study at Nemours is examining the effectiveness of continuous glucose monitors (CGM) for children with Type 1 diabetes. The study has the potential to restore normalcy to children and parents facing constant worry about blood sugar levels. Traditional finger pricks remain effective, but if a traditional finger prick is like a photograph, the CGM is like a movie. By implanting an electrode under the skin, the CGM takes 1,440 blood sugar readings a day and sounds alarms if the results are unacceptable. The collected information helps manage diabetes and can keep diabetes from interrupting a patient's life, offering a future where children and adults may be less dependent on constant monitoring.

## your world



Teens are usually first to embrace new technology, and Nemours researchers are hoping to get them to do just that with high-tech continuous glucose monitors (CGM). But researchers will have to overcome age-old barriers like arguing with parents and concerns about being different. A grant from the National Institutes of Health (NIH) DirectNet is allowing Nemours to examine if targeted behavioral therapeutic intervention can improve personal regimen and benefits among adolescents with previously inadequate glycemic control. The pediatric behavioral aspect is uncommon in a study like this, and puts Nemours in the top five percent of research hospitals.



## your child

**DIABETES** Jared is an 11-year-old soccer and baseball player diagnosed with Type 1 diabetes. His mom and dad gave him insulin shots until last year when he started doing it himself. He wasn't too thrilled. When given the opportunity to participate in the Nemours-wide Continuous Glucose Monitoring (CGM) study, he jumped at the chance. In addition to his monitor, Jared works with a behavioral therapist to deal with the disease. He and his mom, Margaret, look forward to their sessions. The counseling has helped the family realize what they're going through is expected for his condition. "It isn't as scary to me," says Jared, "or my parents."



## your child

**NEUROLOGY** Ryan endured about two seizures a month for 10 years and faced a disruptive life. She knew her life would never be normal—no driver’s license, no going away to college and no chance of being a Broadway dancer. Doctors from Nemours, Wolfson Children’s Hospital and the University of Florida joined forces to change Ryan’s life. Raj Sheth, MD, Nemours pediatric neurologist, pinpointed where the seizures originated. The doctors removed the small portion of her brain without damaging nearby areas controlling memory, processing and motor function. She left the hospital three days later. Today, Ryan, 14, (pictured at top of p.16) is pursuing her dream of being a dancer at a performing arts school.

## your community



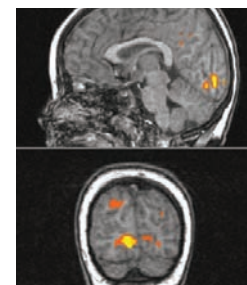
As in most neuroscientific diagnosis and treatment, collaboration is critical to the success of Nemours’ Epilepsy Program. Nemours physicians and Associates team up with our community partners to provide patients a specially tailored plan of care. The program offers comprehensive inpatient monitoring and state-of-the-art surgical management of pediatric epilepsy through our affiliates, Wolfson Children’s Hospital in Jacksonville and Thomas Jefferson University Hospital in Philadelphia. To treat epilepsy in Northeast Florida, pediatric neurologists form a uniquely successful team with pediatric neurosurgeons, electroencephalogram (EEG) testing, neuroradiology and nursing from Nemours, Mayo Clinic Florida and the University of Florida to bring life-changing diagnosis and treatment to children from our communities and beyond.

## your nation



In collaboration with Mayo Clinic College of Medicine, Nemours offers the only Child Neurology Residency and Fellowship Program in Florida and Delaware. The program, accredited in 2005, accepted its first resident in 2006 and accepts only one resident into the rich training environment annually. The three-year program provides leading-edge training for residents and fellows, with extensive inpatient and outpatient clinical experience, didactic programs and research opportunities. There is also cross-campus collaboration among neurologists within Nemours along with participation from all of the Mayo Clinic locations (Rochester, Arizona and Florida). As part of the academic focus, fully integrated weekly neurology educational programs are video-linked for pediatric neurology case conferences, neurology grand rounds, resident educational conferences and epilepsy case conferences.

## your world



The Nemours Model of Care is uniquely capable of guiding the medical diagnoses and treatment of children with complex conditions such as epilepsy, muscular dystrophy, or other brain and nervous system anomalies. The team approach is supported by NemoursOne, a comprehensive, integrated medical record that can be used across geography, specialties and caregivers, to share critical documents and prompts. Caregivers work together with great skill for the direct benefit of one child, while at the same time indirectly helping many children across the world with similar conditions.

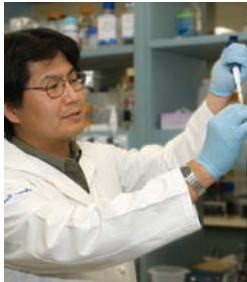


## your community



In big and small communities across our country, children are diagnosed with heart problems. For those in smaller or rural communities, families face the added challenge of travel. At Nemours Children’s Clinic, Pensacola, we’re helping overcome that obstacle by using electronic communication to serve these medically underserved areas. Pensacola Regional Outreach helps the surrounding Florida Panhandle and South Alabama areas through advanced technology offering easier, faster and more efficient services. Nearby medical centers send echocardiographies, EKGs and various other tests to Nemours for interpretation by experienced cardiologists so treatment, if needed, can start as soon as possible.

## your nation



Nemours pediatric cardiology research is having a profound impact by relating risk factors in youth to adult cardiac diseases. In fact, research is uncovering the early causes of atherosclerosis, a hardening of the arteries, by linking children as young as two years old to the adult illness. Led by Nemours Chief of Cardiology Samuel Gidding, MD, the National Institutes of Health-funded research is delving deeper into obesity-related cardiometabolic disease in children providing groundbreaking revelations with worldwide implications. The research ties into additional Nemours studies examining physical fitness and nutrition and their impact on the prevention of future cardiovascular risk.

## your world



Research from Nemours pediatric cardiology is now informing public policy in the U.S. and the world through evidence-based guidelines for pediatric cardiovascular risk reduction in children. Dr. Gidding participates in guideline development that evaluates evidence related to cardiovascular risk factors and develops recommendations for physicians. A comprehensive pediatric guideline funded by the National Institutes of Health and the National Heart, Lung and Blood Institute will provide information on all of the cardiovascular risk factors. In response to the current obesity epidemic, the American Heart Association revised the nutritional guidelines for adults and children.

These two guidelines deal with food choices for children and potential barriers to implementing healthful food choices. The nutrition guidelines help families move from “ideal” diets to “real” strategies to help them eat better.



## your child

**CARDIOLOGY** During pregnancy, women wonder how their babies are developing and trust everything will go well. Unfortunately, some mothers-to-be discover something is wrong. That’s what happened to Holly and Dee. The two met by chance at the Voorhees, New Jersey, Nemours fetal cardiology clinic, part of Nemours Partners for Perinatal Management program, where both learned their babies had congenital heart problems. Born about the same time, both babies were in the Nemours/Alfred I. duPont Hospital for Children’s Cardiac ICU. Dee’s son underwent open-heart surgery when he was just eight days old, and Holly’s son had a different cardiac surgical procedure days later. Now, the boys are nearly one year old and doing well. The chance meeting between Holly and Dee has blossomed into a great friendship.



## your child

**OBESITY** Sherea struggled with weight her entire life. At 18, she weighed nearly 300 pounds and had an enlarged heart and pre-diabetes symptoms. She sought help from the Nemours/Alfred I. duPont Hospital for Children's weight management program. Because she didn't have good results with diet, exercise and nutritional counseling, surgical intervention was presented as an option. "After years of trying, I felt stuck," said Sherea. "Lap-Band® surgery gave me hope." Since the surgery, Sherea's cut her weight in half and her heart symptoms, high blood pressure, asthma and pre-diabetes are resolved. "I feel great. I've joined a running group and started cheerleading." She's also learned the most important rule. "This is not just about losing weight; it's about being healthy."

## your community



Obesity is a national epidemic, rooted in every community across the country. Nemours uses grassroots efforts, technological advances and innovative approaches to tackle obesity. Programs like "Building on the ROCK (Reduce Obesity in Central Florida Kids)" Conference in partnership with the University of Central Florida capitalize on Nemours' experience in the field of childhood obesity prevention and research. Our work with Yale University explores the capacity of our electronic medical record and its ability to help caregivers identify overweight and obese patients and to recommend a specific treatment. Nemours is also testing motivational interviewing. The collaborative technique empowers patients and families, helping them process expert advice into personalized, self-directed care.

## your nation



The full impact of childhood obesity is becoming far more clear and is starkly significant. Nemours has drawn together a team of physicians and other experts with years of experience to implement a multi-faceted plan of attack, aligning societal and family efforts to prevent childhood obesity. The Centers for Disease Control and Prevention recently honored Nemours as one of eight national organizations at the forefront of advancing policies and environmental strategies to prevent and control obesity. As one of the founding organizations of the Partnership for a Healthier America, a recently created independent, nonpartisan foundation, Nemours has an opportunity to collaborate with leading institutions to facilitate families making healthier choices with regard to diet and physical activity. For example, the Partnership is honored to work in conjunction with First Lady Michelle Obama's "Let's Move!" campaign.

## your world



Nemours is proud to be the longest-running, multi-faceted pediatric obesity program in the nation, giving us a stronger presence in the global fight against childhood obesity. The adolescent bariatric program at AIDHC is one of four approved by the FDA to offer Lap-Band® gastric surgery for adolescents. More than 30 patients have had the surgery losing more than 1,600 pounds. More importantly, the co-morbidities of diabetes, depression, gastroesophageal reflux and hypertension are now alleviated for these patients. Our multidisciplinary team includes a surgeon, pediatrician, gastroenterologist, psychologist, nutritionist and exercise physiologist. Before surgery, these patients, and all patients, must learn that surgery is not a cure, but one piece of a comprehensive program.



## a holistic approach



**KIDSHEALTH, NEMOURS CENTER FOR CHILDREN'S HEALTH MEDIA** It wasn't so long ago that children and their families were passive recipients of care. Not anymore. Families increasingly expect to be active in their care—learning how to lead a healthy lifestyle, understanding the meaning of diagnoses and making decisions about care. Much of that participation occurs online or through digital media.

Nemours Center for Children's Health Media helps families make healthy lifestyle decisions through KidsHealth.org, still the #1 most-visited online source of information about children and health. And our work with organizations such as the National Basketball Association, the Boys & Girls Clubs of America and other renowned brands, drive home our healthy messages.

When a child needs care, families can view more than 150 engaging, at-the-bedside video programs to better understand medical conditions and treatments; access Nemours' EMR to click on expanded KidsHealth explanations of diagnoses, procedures, lab tests or medications; or read web pages or educational printouts directly from KidsHealth.

New technologies continue to change how families learn about their health, make changes in their behavior, influence their friends and work with their clinicians. For example, today's families are increasingly using Smartphones, so KidsHealth is developing new applications specific to that technology.



**NEMOURS BRIGHTSTART!** Recognizing the enormous toll of reading failure on individual children, families, schools and communities, Nemours embarked on a visionary journey in 2005 to level the academic playing field for young, vulnerable learners. The nation's first-of-its-kind program, Nemours BrightStart!, was carefully crafted by Nemours specialists in brain science and child development.

The program leverages our medical, scientific and research expertise offering a variety of services and resources including reading readiness screening, early literacy instruction, professional development for educators, parent education and advocacy.

These tools, when partnered with child care programs, schools, parents, teachers, health care providers and the community, enable Nemours to positively affect the future of children with reading challenges.

In five short years, Nemours BrightStart! has screened nearly 10,000 pre-school children and provided educational instruction to 1,500 at-risk learners, two-thirds of whom caught up to their peers and are prepared to read in kindergarten and long-term. Longitudinal studies conducted in partnership with the Florida Center for Reading Research at Florida State University and the Duval County Public Schools show these results hold steady as children move into kindergarten and first grade. Program results have been presented at several national conferences, as well as published in the academic, peer-reviewed *Journal of Learning Disabilities*.

Nemours BrightStart! was incubated for four years in Jacksonville with great results. We are now working in additional Florida communities, including Osceola and Gulf counties, to implement our model. A recent partnership with Kaplan Early Learning Company to publish and distribute our early literacy curriculum and related products provides the opportunity to assist virtually any community in the nation to enact our high-impact programs.



**ADVOCACY** Nemours continues to expand its advocacy to improve the health of children. In fact, with sweeping health care change looming, Nemours is well positioned to have a significant impact. Our community efforts take on a decidedly grassroots approach and employ techniques to educate and encourage local children and their families. These localized endeavors resonate in our communities and build momentum as we move to regional and national forums.

Nemours has worked successfully to ensure Delaware takes a leading role in promoting physical activity in school. Past legislation set the stage, establishing pilots and requiring physical fitness assessments at certain periods in a child's life. Concurrent Resolution 19, adopted by the Delaware General Assembly in 2009, advanced the agenda by encouraging schools to provide 150 minutes of physical activity per week during the school day. Nemours worked with schools and other stakeholders to ensure the legislation's passage and is now helping schools implement physical activities.

Additionally, Nemours, state agencies and the University of Delaware co-hosted an Active Delaware Through Community Design forum on the effects of manmade surroundings on health, active living and economic development. Delaware Governor Jack Markell identified Nemours as a key participant to ensure representation of the health perspective.

An exciting step forward for Nemours has been the formation of the Office of Child Health Policy and Advocacy in Washington, D.C., advocating at the federal level on behalf of all children.

**The Nemours advocacy and policy agenda includes the following:**

1. Address prevention while recognizing the role of integrated systems, like Nemours, that connect health care with community-based, public health work;
2. Improve children's standards for healthy eating and physical activity, particularly in child care settings; and
3. Increase federal funding for community-based disease prevention initiatives.





financial assistance

When Nemours Associates gather “town hall” style to discuss progress on strategic goals and objectives, the results of metrics are shared so Associates know how they contribute to results in areas like patient family satisfaction. CEO David Bailey, MD, MBA, was present at a recent gathering at the Nemours Home Office. Following a report including survey results, he asked the audience of administrative staff, “What role do you play in patient satisfaction?”

Ruth West, a reimbursement analyst, quickly offered: “I think the part we play is important to a parent’s satisfaction with the whole care experience. We take care of the bills for services, doing our best to match a patient family to the right program or insurance support, including Nemours’ resources when that’s needed for access to medically needed services.”



“Families have their plates full with their children’s health issues and should not be worried about interpreting bills and coverage. When we send letters, we’re very careful about accuracy. When a patient is seriously ill, we want to be helpful. We work with payers and our own policies as ‘agents’ to help our patient families.”

— Ruth West, Nemours Reimbursement Analyst

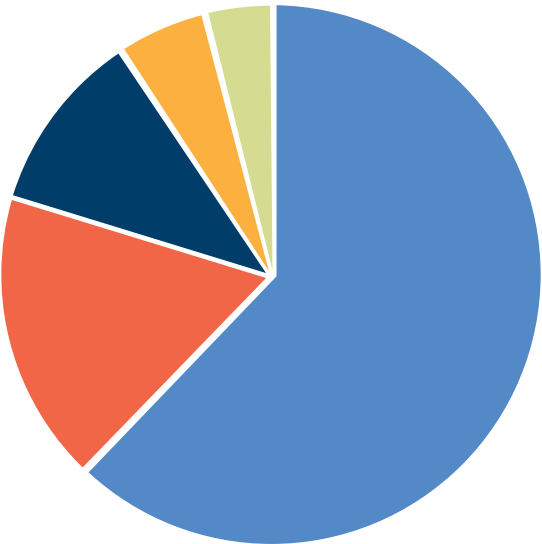
Since opening our doors, Nemours has invested nearly \$2 billion to enable a higher standard of care and health for more than two million children in medical need. Our research, health and medical education initiatives have helped many, many more.

Uncompensated Medical Care

- \$4 million in services classified as charity care for children without financial access
- \$44 million toward costs in excess of government payments for services provided to Medicaid and other public health program beneficiaries

COMMUNITY BENEFIT

2009 total community benefit  
\$120.5 million



- Uncompensated Medical Care ■ \$73.4
- Prevention & Influencing Children’s Health ■ \$21.1
- Research ■ \$13.6
- Education & Training of Health Professionals ■ \$7.6
- Subsidized Health Services ■ \$4.8

- \$25.4 million in uncollected patient care charges underwritten by Nemours

Prevention & Influencing Children’s Health

- More than \$21 million subsidized by Nemours for prevention and child health programs, including those provided through Nemours Health & Prevention Services, Nemours Center for Children’s Health Media and Nemours BrightStart!

Research

- More than \$13.6 million subsidized by Nemours for translational research and EMR use of evidential experiences to improve results at the bedside and in the exam room

Education & Training of Health Professionals

- Nearly \$8 million invested to support education and training for health professionals, including 612 residents, 625 medical students and 60 fellows

Subsidized Health Services

- More than \$5 million in subsidized health care provided in our physician practices and clinics, including services at the Nemours Health Clinic for Delaware seniors



communityengagementlocal

We are pleased to share with you some of the important work Nemours is doing “beyond the walls” and within each level of community we serve: local, national and international. By partnering with members of the community or supporting the efforts of other like-minded organizations, we further fulfill our vision to free children from disabling conditions. The following pages highlight some recent initiatives and programs.

**FAMILY ADVISORY COUNCILS** Family Advisory Councils (FACs) ensure patients and families remain at the center of everything we do. With FACs at both the Nemours/Alfred I. duPont Hospital for Children (AIDHC) and Nemours Children’s Hospital, Orlando, hospital leaders are able to build partnerships with those whom we serve. With up to 30 family members representing a broad spectrum of diagnoses and demographics, the groups provide invaluable input about their fears, desires and experiences.

Members may also serve on other hospital committees and review teams. For example, AIDHC added a Youth Advisory Council this year for a new perspective. And, the group in Orlando provided valuable perspective and influenced many features of the new hospital under construction such as enhanced patient rooms and new technology for parent/doctor communication.



**HARMONY INSTITUTE** Nemours has teamed up with The Harmony Institute for a new study at Nemours Children’s Hospital under construction. The research will examine the impact that nature, in the form of therapeutic gardens and animals, can have on children’s health, wellness and the overall healing process. The evidence-based scientific work defines the innovative thinking our new, free-standing children’s hospital and health care campus will bring to Central Florida. The revolutionary partnership represents the synergies of the proposed medical and biomedical research community.

“The Harmony Institute is extremely gratified to work with Nemours. We look forward to improving the quality of health care for children in Central Florida and beyond by demonstrating the values of human-animal-nature interactions as part of their whole recovery. The missions of our organizations are so similar in their long-term commitment to innovative public health solutions.”

— Martha Lentz, Founder and President  
The Harmony Institute

2010 CHILDREN’S WEEK COMMUNITY INNOVATION AWARD

The effort to reduce childhood obesity in Duval County recently received the 2010 Children’s Week *Community Innovation Award* from United Way of Florida and the Lawton Chiles Foundation. The Healthy Jacksonville Childhood Obesity Prevention Coalition is leading the development of a community-wide plan to address obesity through enhanced provision and coordination of services.

Co-chaired by Nemours physicians Donald George, MD, and Jonathan Evans, MD, the coalition includes 60 dedicated organizations and individuals who in 2009 published a Parent Resource Guide and Community Call-to-Action that helped generate \$160,000 in grants for community-based organizations.



**COMMUNITY ENGAGEMENT COMMITTEE** This year, Nemours Children’s Clinic, Orlando, is following the advice of Winston Churchill: “You make a living by what you get, but you make a life by what you give.” A new Community Engagement Committee is encouraging Associates to volunteer at community events throughout the year.

The successful initiative is increasing awareness of Nemours in Central Florida while demonstrating our Associates’ dedication to children. Associates have become living examples in the community of Nemours’ passion for children’s health.

“Volunteering for Nemours is a joy. I love being in the community serving families and children. I believe Nemours has made a commitment to make a difference in the lives of as many children as possible, and I am one small vessel.”

— Laura Sanford, Nemours Associate and dedicated community volunteer

**CRIBS FOR KIDS** Delaware’s health care leaders are determined to improve the odds for newborns in the state, which currently ranks 44<sup>th</sup> for infant mortality. Nemours, along with the Child Death Commission and the Division of Public Health, discovered Cribs for Kids, a Pennsylvania-based program providing education and free cribs to mothers in need. The Delaware chapter began with an anonymous donation of \$10,000 to the Nemours/Alfred I. duPont Hospital for Children. Advocates across the state are hoping that with the program in place there will be fewer tragic outcomes such as accidental suffocations.

“Providing a safe sleep environment for at-risk infants is a critical first step toward their safe and healthy development.”

— Kate Cronan, MD, Emergency Department  
Nemours/Alfred I. duPont Hospital for Children



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**NEMOURS BRIGHTSTART! EXPANDS TO OSCEOLA COUNTY** In 2009, Nemours BrightStart! partnered with the Osceola County School District and the Early Learning Coalition of Osceola County in Central Florida to implement Nemours’ early literacy curriculum model with voluntary pre-kindergarten and school readiness children. During August, Pre-K and school readiness teachers and resource teachers from 12 different classrooms received their Early Literacy Curriculum kits and specialized training on how to enact the program. With the help of additional grants, the partnership is expected to grow over time eventually being implemented in all Pre-K and school readiness classes across the County.

“Even after completing just one series of Nemours BrightStart! lessons, the children showed impressive academic gains. Just as important are the positive changes in their confidence and attitude toward learning.”

— Bonnie Post, Pre-Kindergarten Specialist  
Osceola County School District



**BACK-TO-SCHOOL HEALTH FAIRS** Back-to-school preparation usually focuses on school supplies and clothes, but leaders in Orange County, Florida, took a more holistic approach by hosting three Back-to-School Health Fairs for more than 10,000 children and families. Nemours Children’s Clinic, Orlando, enthusiastically participated, advancing our mission and building awareness among underserved communities in Central Florida. Participants received free health screenings from Nemours doctors and nurses, tours of the Nemours BrightStart! mobile unit and more than 5,000 educational workbooks, thanks to an anonymous donor.

**CHILD HEALTH PROMOTION NETWORK** Building off the success of the Sussex County Child Health Promotion Coalition, Nemours Health & Prevention Services hosted more than 35 community leaders from organizations throughout New Castle County and Wilmington establishing the Northern Delaware Child Health Promotion Network. The Network will leverage existing resources to build child health capacity in Delaware’s urban, suburban and rural communities. By bringing the community together, the Network is looking to create a unified approach to identifying and closing gaps in services.

“ The good news is that Nemours is expanding and uniting the group and not creating another effort. They have asked for input and are willing to provide the resources to make New Castle County a healthier place for our kids.”

— Liz O’Neill, Project Director, Center for Community Health, Christiana Care Health System

communityengagementnation



**HEALTH PROMOTION IN EARLY CARE AND EDUCATION** In response to mounting public concern about pediatric obesity, the Nemours Office of Child Health Policy and Advocacy co-sponsored a first-ever summit on obesity prevention and health promotion strategies in child care and early education. Healthy Kids, Healthy Future gathered some of the country’s leading experts in nutrition, research and policy and featured U.S. Secretary of Agriculture Tom Vilsack as keynote speaker. Nemours’ Washington office continues to keep policymakers and stakeholders up to date on news and emerging opportunities for obesity prevention and health promotion.

“One of the best things we can do for our country is to teach children the importance of taking care of themselves, like eating healthy meals and exercising regularly. If we teach children at an early age to make these things part of their lives, they are not only likely to do them, but they will encourage others to do the same. To help stay healthy, I always try to follow the Nemours formula for a healthy lifestyle: ‘5-2-1-Almost None.’ ”

— Senator Tom Carper (D-DE)



**H1N1 RESPONSE** As the rapidly evolving pandemic, novel influenza H1N1, was building momentum, a Nemours Task Force composed of experts from across the organization developed a “One Nemours” response. In Delaware, one of the first states to be hit, Nemours worked with state officials and acute care hospitals to prepare for and manage the dramatic increase in patient volume and public concern.

Our response was a model of teamwork, interdisciplinary collaboration and community leadership exemplifying the spirit of “whatever it takes.” As proof, Nemours achieved an increase in patient satisfaction despite treating twice as many patients in the Emergency Department. Additionally, a national report on the response to H1N1 declared Delaware one of eight states with the best response to the crisis.

“Nemours’ response to the challenges of the H1N1 (swine flu) was phenomenal! Our team was a model of expediting, prioritizing, communicating and immunizing our own Associates so they could care for the tremendous swell of sick children in our Emergency Department. The speed with which decisions were made, accommodations carried out and patient families treated, made me—an old critical care doc after all—so proud. Thanks to all for the teamwork in getting it done.”

— Stephen Lawless, MD, MBA, Vice President, Nemours Quality & Patient Safety



# community engagement world



**HAITI OUTREACH** The human tragedy of the devastating Haiti earthquake touched hearts across the world and prompted a compassionate response. Under the direction of our Executive Team, Nemours Associates supported the relief efforts of Project Medishare and the University of Miami Schools of Medicine and Nursing.

Four teams of 48 Nemours volunteer doctors, nurses, respiratory therapists and technicians worked at a pediatric hospital near the Port-au-Prince airport. Nemours covered all logistical expenses and sent much-needed supplies and equipment.

“Nemours applauds these Associates who gave their time, compassion and professional skills to help the people of Haiti impacted by this disaster—or who made it possible for others to go. Sending our people to Haiti was an opportunity for all of us to understand, appreciate and be thankful that our efforts can impact children everywhere and in ways that we may not have previously considered. Each child as if they were our own...fantastic.”

— Roy Proujansky, MD, Executive Vice President, Nemours Patient Operations and COO

**NEMOURS.ORG** Our brand new Nemours.org offers a virtual demonstration of Nemours’ integrated and service-oriented organization. The new, consumer-friendly site allows us to keep in close contact with patient families from anywhere in the world wanting to know about childhood health issues, health professionals, researchers and those wanting to get involved.

Our new “Service Areas” provide centralized, single-access points for patient families to obtain all of the resources related to their child, helping them manage their child’s medical condition. Along with easier to understand language and navigation, we’ve added “quality of care” sections to report measurable quality and health outcomes.



**KIDSHEALTH.ORG** Reaching families around the globe is relatively easy when you have the world’s most visited website for children’s health information. KidsHealth.org has the most advanced information tools for families to use to enhance their roles as partners in their care. As an online resource for parents, teens and children, the site offers information in language specific to each audience. Virtually all of the content is available in both English and Spanish improving our reach throughout the world.

“Our baby, Jack, was born premature with a swallowing disorder and receives all of his nutrients through a G-tube. The video-based training created by Nemours’ KidsHealth provides us with the technical and emotional support we need to help him thrive.”

— Jack’s parents, Erin and John



## NEMOURS PARTNERSHIP FOR CHILDREN’S HEALTH

Nemours Partnership for Children’s Health works to develop strong relationships with those in communities who care as much for children as we do. These friends are our partners in improving patient care, enhancing facilities for the comfort of patients and their families, and advancing biomedical research.

Philanthropic support comes in the form of individual contributions and bequests, corporate grants and sponsorships, foundation grants, proceeds from events, and contributions of goods and services. We are grateful for the community’s generous investment of nearly \$4 million in 2009.

To learn how you can support children’s health, please visit [Nemours.org/give](http://Nemours.org/give) or call 888-494-5251.

## VOLUNTEERING AT NEMOURS

Nemours values volunteers for caring enough to share their time and talents on behalf of children. There are so many ways you can make a difference. The Volunteer Services Program at Nemours places community volunteers in a variety of supportive roles. Some volunteers work directly with patients and families, while others choose to work behind the scenes. We value the contribution of your time and our patient families appreciate your involvement.

If you enjoy helping others and have time to give, we invite you to learn more about volunteering with us by visiting [Nemours.org/waystogive/volunteer](http://Nemours.org/waystogive/volunteer).





# Nemours board of directors

**John S. Lord**  
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**Richard T. “Dick” Christopher**  
**Vice Chair**

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**Leonard “Len” Berry, PhD**

**Hugh M. Durden**

**Rosa B. Hakala**

**Toni Jennings**

**Terri L. Kelly**

**J. Michael McGinnis, MD**

**John F. “Jack” Porter, III**

**Robert G. “Bob” Riney**

**William T. “Tee” Thompson, III**

**W. L. “Win” Thornton**

“As Alfred I. duPont might have wished, Nemours and the Alfred I. duPont Hospital for Children have a long history and commitment to serving the Delaware Valley, our first community, and others in our integrated system of care. Nemours networks with primary care pediatrician offices, schools, child care centers and other community resources all for the health of kids.”

— Dick Christopher, Vice Chair, Nemours Board of Directors and Member, Nemours Board of Managers—Delaware

The Nemours Board of Directors brings global insight to its governance role, guiding Nemours in fulfillment of its mission to advance the health of children. Coming from across the nation—Texas to Delaware and Michigan to Florida—the directors bring diverse experience to Board deliberation. Perspectives from finance, real estate, health care administration and health services marketing to logistics, executive management, legislation, and national and international health policy equip the Nemours Board in considering issues of strategic direction and oversight.



“I have never met a more dedicated and professional group of individuals than I have at Nemours. It is just an incredible assembly of talent committed to improving the health of children. The Nemours standard of excellence should be very reassuring to the communities it serves. We all know how worthy the Nemours mission is, but for everyone to embrace and live the mission is just astonishing.”

— Len Habas, Member, Nemours Board of Managers—Florida

*Pictured at left are: (standing)* Rosa Hakala; W. T. “Tee” Thompson; Hugh Durden; W. L. “Win” Thornton; Chair John Lord; Brian Anderson; Toni Jennings; John F. “Jack” Porter; Leonard “Len” Berry, PhD; and *(seated)* Terri L. Kelly, Vice Chair Richard T. “Dick” Christopher, J. Michael McGinnis, MD, and Robert Riney.



**Board of Managers, Delaware**

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**Catherine Brown-Butler**

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**Craig M. McAllaster, EdD**

**Robert Wilson, MD**



ourstewardship



Nemours is unique in the field of pediatric health, providing health information, prevention services and treatment blended with research and medical education. Our integrated system is designed to reach new standards in our quest for child health quality and patient family satisfaction.

Alfred I. duPont envisioned a world where all children could receive superior medical care, especially children disabled in some way. Nemours has embraced his intent to seek a better quality of life for children not only through medical excellence, but also by finding ways to prevent the injuries and conditions limiting a child’s potential for health and joy.

In all, the impressive financial performance of Nemours during a very difficult year has allowed for continued investment in strategic initiatives that support the mission and further position Nemours for successful execution of our long-term strategy. These positive results occurred as Nemours continued investing in initiatives that are critical in reaching our strategic destination. Being among the leaders in child health quality and patient family satisfaction will strengthen our advocacy on behalf of children.

THE NEMOURS FOUNDATION (Dollars in thousands)  
Condensed Combined Balance Sheets – December 31, 2009 and 2008

ASSETS	2009 (unaudited)	2008
Current assets	\$ 250, 679	\$ 257, 636
Non-current assets	848,117	536,762
Total unrestricted assets	1,098,796	794,398
Restricted assets	364,600	332,590
Total assets	\$ 1,463,396	\$ 1,126,988
LIABILITIES AND NET ASSETS		
Current liabilities	\$ 65,975	\$ 82,601
Non-current liabilities	508,937	300,395
Total liabilities	574,912	382,997
Net Assets		
Unrestricted	\$ 523,884	\$ 411,781
Temporarily restricted	360,033	327,848
Permanently restricted	4,567	4,361
Total net assets	888,484	743,991
	\$ 1,463,396	\$ 1,126,988



“Even during these challenging economic times, Nemours remains focused on and committed to restoring and improving the health of children: Your child. Our promise.”

— Robert D. Bridges, CPA, Executive Vice President  
Enterprise Services and Chief Financial Officer

Condensed Combined Statements of Operations  
Years ended December 31, 2009 and 2008 (Dollars in thousands)

	2009 (unaudited)	2008
Net patient service revenue	\$ 550,782	\$ 495,880
Contributions from the Alfred I. duPont Testamentary Trust	94,334	137,820
Other income	61,084	30,632
Total revenue and other support	706,200	664,332
Total operating expenses	642,955	634,620
Operating income	63,245	29,712
Non-operating expenses	(142)	(385)
Pension liability adjustment	49,000	(96,170)
Unrestricted net assets	\$ 112,103	\$ (66,843)

Throughout the system in 2009, Nemours provided care for 623,799 total patient visits; 258,587 unique patients; 56,192 surgical procedures; and 98,754 new patients during more than one million encounters.



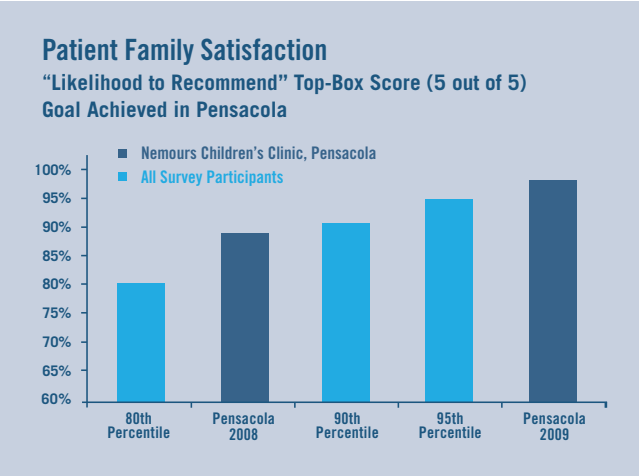
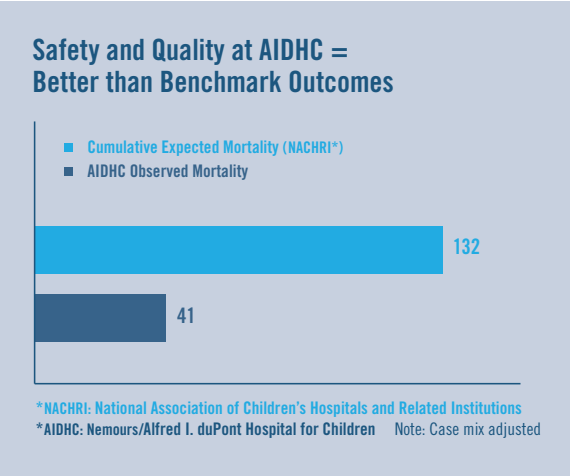
# your child. community. nation. world. our promise.

As a mission-driven organization dedicated to improving the health of children, Nemours has formed a strategic destination that provides each Associate, affiliate and community partner with a sense of where we're headed and a sense of deliberate pace. By 2015, we will be in the 95th percentile of all pediatric health systems—as measured by quality and health outcomes as well as patient family satisfaction.

We're making solid progress. Nemours' primary care patient immunization rates are already 30 percent better than the national average and actual risk-adjusted inpatient mortality rates are less than half of that predicted for our patient mix. Low facility-acquired infection rates are near the "top tier" of pediatric entities, and surgical complication rates are significantly lower than the national average. Additionally, our Nemours Children's Clinic, Pensacola, and about two dozen specialties system-wide, have already reached the 95th percentile of "top-box (5 out of 5)" survey responses for patient family satisfaction.

When we visualize that 2015 destination, it's not just about Nemours or even our collective effort. It's about keeping "Our Promise" to families as well as a stronger ability to raise a voice of advocacy for the holistic health of children.

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







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 Health & Prevention Services   Nemours Health Clinic   Nemours Mansion & Gardens   Nemours Office of Child Health Policy & Advocacy   Nemours Partnership for Children's Health   Nemours Pediatrics   Nemours.org   KidsHealth.org   PedsEducation.org