

# Beyond

2020 Annual Report



**NEMOURS**  
CHILDREN'S HEALTH

Well Beyond Medicine

# Table Of Contents

- 02 A Message from Dr. Moss
- 04 Introducing Beyond
- 05 Beyond a New Normal
- 09 Beyond Barriers
- 13 Beyond Boundaries
- 17 Beyond Expectations
- 21 Beyond What’s Possible
- 26 Beyond Grateful
- 31 Beyond the Numbers
- 35 Beyond Tomorrow
- 37 Our Locations



## Mission

To provide leadership, institutions and services to restore and improve the health of children through care and programs not readily available, with one high standard of quality and distinction regardless of the recipient’s financial status.

## Vision

To create the healthiest generations of children.

## Values

Building and sustaining a culture of trust:  
Excel | Respect | Serve | Honor | Learn

## Commitment

“ I will do whatever it takes to make every contact with Nemours a uniquely satisfying experience ... for our patients, parents, visitors, colleagues and business partners.”

## A Message from Dr. Moss



### Dear Friends,

Nemours Children’s Health is one of the nation’s largest, non-profit health systems dedicated exclusively to kids. I have the privilege of leading Nemours during an extraordinary time to work in healthcare. The year 2020 will be remembered as one of the most disruptive and transformative years in history. While we have endured tragedies, we have also realized unprecedented potential for change. Nemours is leveraging this potential for change in a manner beautifully embodied by our new strategic plan and our new brand.

I’ll begin by recognizing our remarkable associates who have exceeded every expectation throughout this tumultuous year. These dedicated and passionate professionals have gone above and beyond in their monumental efforts to protect the children, families and communities we serve. These extraordinary efforts went beyond tackling the challenges of the day and extended to creating lasting improvements at Nemours.

Throughout 2020, Nemours’ associates and leaders doubled down on creating our strategy to redefine children’s health and planning the future of Nemours. Our new name and look tell the world about our strategic goal of creating the healthiest generations of children.

Transformation has been a theme across Nemours since its inception. Alfred I. duPont’s transformational gift made it possible for us to open our doors more than 80 years ago. The changes underway across Nemours today will open up a world of possibilities for entire generations of children to come.

*Beyond*, Nemours’ 2020 Annual Report, reflects some notable examples of our year’s accomplishments and learnings. It also highlights the work underway to address all factors that influence health and to lead the way in delivering health services equitably to every child.

We must work together to advance through these extraordinary times — to go farther than ever imagined — until no child is lacking in access, opportunity, or the ability to achieve their optimal health and live their fullest life.

### Well beyond medicine

Warmly,

R. Lawrence Moss, MD  
President & Chief Executive Officer  
Nemours Children’s Health





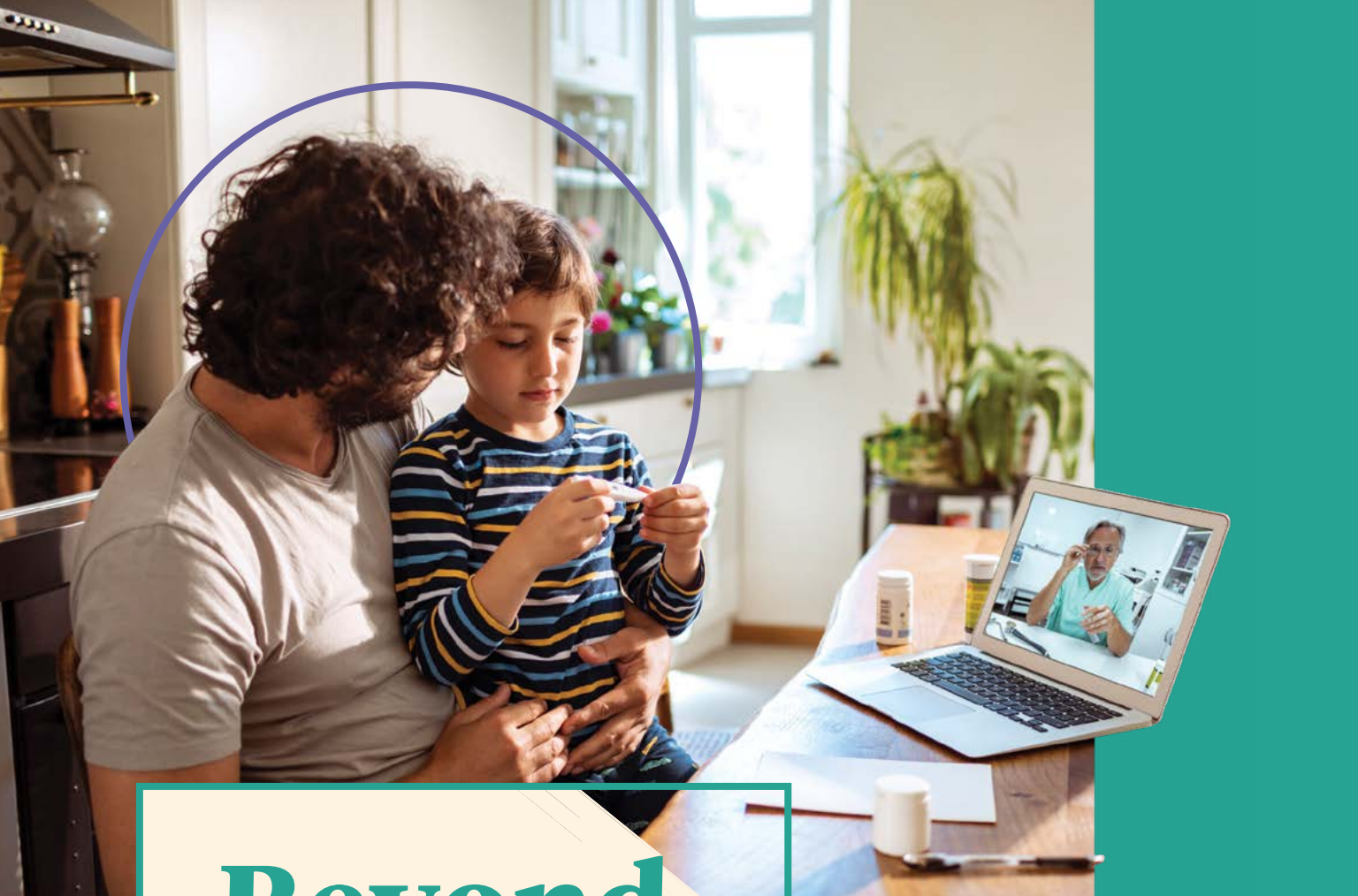
# Introducing Beyond

## Well beyond medicine

Beyond medicine. Beyond medical care. Beyond our walls. To create the healthiest generations of children, we must seek beyond. To the places where a child's health takes shape: in schools and homes, on playgrounds and even in the halls of government.

For Nemours Children's Health, it's not about being the greatest children's health system ... it's the continuous pursuit to improve the systems that contribute to children's health today, tomorrow and for each day beyond.





# Beyond a New Normal

## Learning from the COVID-19 Pandemic

In addition to keeping safe, being nimble and resourceful were also required competencies during 2020. Previous investments in infrastructure and system-wide communication enabled a quick transition to remote work for more than 3,000 associates within a matter of weeks — with zero impact, zero systems changes and very limited cost to Nemours Children’s Health. The mission-driven spirit of Nemours associates could not be stifled: from facilitating remote town halls and virtual training to quickly establishing a contactless patient experience in 60+ locations and novel pathways for preventive health measures. Using the mantra: *“Never let a crisis go to waste,”* key findings, innovative solutions and new alliances are driving our desire to leverage the pandemic experience, and newfound skills, to deliver better health.

## Sharing Our Bounty

In March 2020, Nemours Children’s Health **Transplant and Immunology Diagnostic Laboratory (TIDL)**, under the direction of Dr. Paul Fawcett and management of Carrie Paquette-Straub, validated and implemented the gold standard in testing for SARS-CoV2, the **first FDA-approved viral test** to be offered in a healthcare setting in the **state of Delaware**. This resource proved so valuable that requests came into the TIDL to make viral testing available to Nemours Children’s Health primary care practices, New Castle County first line responders and St. Francis Hospital. To date, the TIDL has **provided COVID-19 testing to more than 15,000 Nemours patients, associates, and first line responders**. The TIDL worked closely with Nemours providers to deliver rapid (24-hour) turnaround for screening of patients before surgery, and to test symptomatic and/or exposed Nemours associates, enabling the safe return of patients to Nemours.

In addition to testing, **novel approaches to maximize the availability of personal protective equipment** became a necessity due to global shortages. Nemours began assembling disposable face shields from foam and film, but they were a temporary solution due to issues with cleaning. A project to create **3D-printed face shields**, under the direction of Tariq Rahman, PhD, Director of the **Nemours Center for Orthopedic Research & Development**, became daunting due to the inability to mass produce quickly. A previous



**Nemours TIDL validated the first FDA-approved viral test for SARS-CoV2 to be offered in a healthcare setting in Delaware and provided it to more than 15,000 patients, associates, and first line responders.**

working relationship resulted in a new partnership between **Nemours** and **DuPont Chemical & Delaware Innovation Space** to print, cut and assemble face shields at the DuPont Experimental Station. Production quickly scaled up and after two months, this collaboration yielded **3,840 completed, reusable face shields** that were assembled and distributed to Delaware hospitals and some nursing homes.

Nemours Children’s Health continued to share its resources with the community. By year end, Nemours’ temperature-controlled storage capabilities in our laboratories across Florida were used to **store COVID-19 vaccines for community distribution** in Central and Northeast Florida.

# 1,071%

**increase in telehealth visits in 2020;  
maintained 4.9/5-star provider rating**

## Disseminating Advice, Comfort & Knowledge

Pediatric experts across Nemours Children's Health, including specialty doctors and clinicians from nursing and behavioral health, shared valuable information freely throughout the year via webinars, online chats and other virtual forums. Their aim was to help parents, kids, educators and others stay safe — physically and emotionally. With a strong desire to connect individuals to their whole health, stay aware of implications specific to physical disease, and cope with the ever-present range of emotions and feelings of isolation, more than a dozen free webinars and virtual events were attended by thousands from our communities.

These online events covered topics such as “Living with Congenital Heart Disease in the Age of COVID-19,” “School Health Trainings: Child Sexual Abuse & Treatment,” “COVID-19 and the Holidays: Keeping Your Family Safe & Healthy,” and sometimes a little fun like the “Williams Syndrome Family Dance Party & Talent Show.”

Early in the pandemic, Nemours KidsHealth and the Nemours Office of Health Equity & Inclusion quickly created, translated and ensured community reflection for COVID-19 resources hosted on KidsHealth.org, the world's most visited website for trusted children's health information. The materials and video guides, which began publishing in January 2020, were directed at families around the world and included topics like “Know Your Symptoms,” “Stop the Spread,” “Calm Your Family,” “How to Protect Babies & Toddlers” and “MIS-C in Children.” With more than 40 million views, the COVID-related content serves as a critical form of education for a vast number of families.



## Getting Ready, Staying Safe

Just as Nemours Children's Health had to plan for its own safe, phased return to in-person activities, school leaders, parents and community health organizations were looking for evidence-based information to determine their **safest courses of action** during the summer and fall months of 2020. Nemours Children's Health Infectious Disease specialists Dr. Kenneth Alexander, MD, PhD, and Adriana Cadilla, MD, jointly and individually **collaborated** with **Central Florida's superintendents of schools** to offer medical advice and presentations on ways the schools could reopen safely during the pandemic. Leveraging Nemours' experts access to science-based information and the latest findings, as the novel coronavirus evolves, they continue to serve on task forces for school districts in Orange and Osceola counties to help monitor community infection rates in schools.

Drs. Alexander and Cadilla also partnered with infectious disease colleagues outside of Nemours to author “Considerations for Teachers and Staff,” that drew on the latest science and experiences with COVID-19 in children's hospitals to inform the recommendations for schools. Their hope was to guide school districts' leadership in their decision-making on how to minimize the risk of exposure in the school environment.

Additionally, Nemours infectious disease professionals collaborated with their peers to devise a tool for providers to confidently and uniformly discuss with parents the advantages and disadvantages of in-person and virtual education.

## Preparing For a New Day: Continuing to Learn from COVID-19

### Nemours Cardiac Center to Participate in New MIS-C Study

The **Nemours Cardiac Center**, under the direction of Shubhika Srivastava, MD, Chief of Cardiology, Nemours Children's Hospital, Delaware will be one of the research sites participating in a new study managed by HealthCore to help understand and combat the pediatric public health emergency for **MIS-C, related to COVID-19**. The study has been named the **MUSIC study**, short for the Long-Ter**M** **O**utcomes after the Multisystem Inflammatory **S**ndrome **I**n **C**hildren. It will be the **first study to provide long-term outcome data** on the newly defined multisystem inflammatory syndrome in children, or MIS-C, which usually occurs in otherwise healthy children and has disproportionately affected Black and Hispanic/Latino children.

### Data Driven: The National COVID Cohort Collaborative

The **National COVID Cohort Collaborative (N3C)** is a partnership among the Clinical and Translational Science Awards Program hubs, the National Center for Data to Health, the Clinical and Translational Research networks (CTRs), distributed clinical data networks (PCORnet, OHDSI, ACT/i2b2, TriNetX), and other partner organizations, with overall stewardship by NIH's National Center for Advancing Translational Sciences. The aims are to improve the efficiency and accessibility of COVID-19 research by providing (1) a centralized, harmonized and aggregated patient database and (2) an analytical ecosystem to collaborate and share insights.

The data set includes **demographics, symptoms, lab test results, procedures, medications, medical conditions, physical measurements, and more**. Eight CTRs (West Virginia, Northern New England, Rhode Island, Mississippi, Oklahoma, Nebraska, Louisiana, and Delaware) are contributing data sets to this national collaboration, which includes data from rural and urban centers of IDeA states. These data sets should provide key information for CTR investigators as well as inform national researchers and policymakers.

## Nemours is contributing data sets to the National COVID Cohort Collaborative to inform national researchers and policymakers

**Additional research grants have been awarded to Nemours investigators to further understanding of the physical, emotional and social impacts of the pandemic, including:**

- **Dr. Maricar Diaz:** “A Feasibility Study to Measure Protection Offered by a COVID-19 Intubation Enclosure”
- **Dr. Anne Kazak:** “How does the pandemic affect families? The COVID-19 Exposure and Family Impact Scale (CEFIS)”
- **Dr. Deepika Thacker:** “Early prevalence of SARS-CoV-2 antibody in children presenting with Kawasaki disease/toxic shock syndrome”
- **Dr. Carissa Baker-Smith:** “Early Experience of Telehealth in Pediatric Cardiology During the COVID-19 Pandemic”
- **Dr. Ly Phan:** “The Impact of COVID-19 on Families and Pediatric Healthcare Delivery”
- **Dr. Erin Crowgey:** “Enhancing COVID-19 diagnostics and genomic surveillance using innovative molecular biology techniques”





# Beyond Barriers

## Addressing the Other Public Health Crisis

Nemours has challenged associates to identify, discuss, understand, and address racism and its impact on children's health, and to correct systemic racism and any resulting inequities within our own organization. We have a clear commitment to combatting racial disparities and other biases that impact the health of children. Therefore, our work to achieve optimal health outcomes for all children includes addressing the social determinants of health (SDoH) and ensuring access to equitable opportunities including but not limited to medical care.

## Creating a Culture of Belonging

Nearly 10 years ago, **Nemours Office of Health Equity & Inclusion** (OHEI) was created with a vision of providing national leadership in the elimination of pediatric healthcare disparities. Initially focused across the Delaware Valley, OHEI has worked to ensure the highest levels of care and respect for all patients, families and communities through six core functions: Quality, Cultural Competency, Community Engagement, Workforce Diversity, Language Proficiency & Healthcare Literacy, and National Leadership in Healthcare Equity Research.

In 2020, OHEI added leadership in Florida to support the expansion of its successful Diversity, Equity & Inclusion (DEI) strategies across our system, including associate resource groups and pipeline programs for underrepresented minorities. Internally, OHEI's efforts in Florida include oversight for the **Nemours D.R.I.V.E. initiative** (see below), along with serving as DEI coaches and mentors for individuals, teams and leaders. Externally, OHEI is working to better understand underserved communities in Florida and explore ways to reflect their needs while embedding a mindset of inclusion among those who deliver their care and services.

## Driving Toward Equitable Health

The Centers for Disease Control & Prevention (CDC) identifies racism as a fundamental driver of racial and ethnic disparities to advance health equity and a healthier nation. As one of the major barriers to health in the United States, racism is a public health crisis — and it threatens the health and future of children. Nemours is committed to improving the health of all children and as such is an anti-Racism organization.

To formalize Nemours' commitment to driving out racism and inequity, Nemours established the **D.R.I.V.E. (Diversity, anti-Racism, Inclusion, Value and Equity) initiative** across our health system. Led by a 75-person taskforce of representative associates, the D.R.I.V.E. initiative was designed by associates to enact changes necessary for optimal associate engagement and patient care and satisfaction.

While Nemours has always been committed to equitable health, D.R.I.V.E. formalizes these efforts, establishes transparent workstreams and holds our system accountable to a higher standard. Nemours D.R.I.V.E. workstreams include:

- **Child & Family Impact:** Ensuring interactions and care with patients and families are respectful of their backgrounds and experiences, including identifying key disparities and decreasing language-based barriers to care
- **Research & National Prominence:** Analyzing links between quality and safety and health disparities, as well as conducting research focused on health disparities and sharing best practices to improve the healthcare of all children

*Continued*



# Driving Toward Equitable Health (continued)

- **Community Engagement & Health:** Increasing involvement in and from diverse communities in our surrounding neighborhoods, and generating and maintaining partnerships that help address preventive measures and SDoH
- **Education, Development & Programming:** Providing opportunities for cross-cultural learning for associates, including monthly town halls, web-based training and guided learning, and enabling access to opportunities and resources for further immersion
- **Associate Engagement & Retention:** Building a culture of inclusion and belonging through listening sessions, associate resource groups, and other forums to collect input and feedback
- **Pipeline, Recruitment & Onboarding:** Expanding current efforts to develop underrepresented candidates for careers in healthcare and opportunities for leadership positions
- **Policies, Processes & Culture:** Reviewing all policies, practices and culture to ensure alignment with diversity, equity and inclusion
- **Communications:** Providing education to patients, families and associates regarding how our work will impact the health of our communities

During 2020, Nemours declared itself an anti-Racism organization, optimized recruiting and hiring practices to promote diversity, evaluated compensation and benefits equity, created an open forum for critical and honest conversations, and developed mandated associate education in those areas to ensure more effective, respectful dialogue. **Learn more at [Nemours.org/OHEI](https://nemours.org/OHEI).**



## What Do We Say to Our Kids?

As the national reaction to George Floyd’s murder unfolded during Summer 2020, Nemours and The Mann Center for the Performing Arts’ Education & Community Engagement program in Philadelphia teamed up to host a virtual conversation: “What Do We Say To Our Kids?”.

The event, which premiered on Juneteenth, featured expert insights from several Nemours pediatric psychologists who discussed the traumatic effects and life-limiting health outcomes of racism. The Nemours team, along with educators from The Mann Center, and Rev. Dr. Alyn E. Waller, Enon Tabernacle Baptist Church, also responded in real time to questions submitted by kids and parents related to unconscious bias, stereotypes, and subversive acts and systems that perpetuate racism.

The hour-long event has been viewed by more than 40,000 people. Nemours’ KidsHealth.org also created resources for teachers, parents, kids and teens to talk about race and the importance of diversity.

# Identifying Disparities & Removing Barriers to Health

The American Academy of Pediatrics recommends surveillance for risk factors related to social determinants of health (SDoH) during all patient encounters — yet, there is no standardized or reportable way in typical pediatric practice. Over the past three years, multidisciplinary teams throughout Nemours have created, piloted and refined a standardized SDoH screening tool connected to the electronic medical record.

Domains within the questionnaire cover topics such as food insecurity, transportation, housing, social support and other non-medical needs that impact health. Scored by risk (green, yellow or red), the tool helps providers triage the needs appropriately and in ways that respect family preferences. For example, the very first question asks families if they would like to complete the form, and the very last question asks if they are interested in receiving assistance or information. Future implementation in Nemours’ clinical settings will include all primary care, inpatient, emergency and specialty care with a goal of having families complete the survey annually.

**The SDoH tool went “live” in 20 Delaware Valley primary care locations to assist care teams in identifying and addressing the social needs of patients, as well as providing connections to appropriate community resources.**





# Beyond Boundaries

## Enabling Better Health for All Children

Providing children with access to high quality care is an important first step toward better health; it's one way we can gauge a child's current health status then, identify what is needed to improve it. Using our inclusive definition of health, this aspect of our work also helps us understand the changes necessary to improve communities so that all children may forge a path of lifelong health and well-being in its fullest meaning. Our transformational approach to redefining children's health and creating the healthiest generations of children requires active and well-coordinated partnerships within communities and at the highest levels of policymaking.

## Proving Its Value: Delaware Children's Health Network

The **Delaware Children's Health Network** (DCHN) has increased access to high quality primary care for more than half of Delaware's children. In 2020, the DCHN was able to complete its **first value-based reimbursement contract with payers** as a clinically integrated network (CIN). In addition, 2020 saw the fulfillment of another DCHN goal to increase access for Delaware's most vulnerable populations when it was **authorized to serve as a Medicaid Accountable Care Organization** (ACO) by the Delaware Department of Health & Social Services. Both accomplishments serve to formally recognize the DCHN and its providers (a total of 32 non-Nemours and Nemours practices) as prepared to provide high value care that improves outcomes for Delaware's children while controlling the cost of care.



**Value-based care seeks to improve the health of the population that's being measured — and for Nemours, that population includes all children.**

## Together is Better: Improving Metrics & Reducing Disparity

Families across the U.S. were compelled to put off routine care during 2020. Remarkably, Nemours saw an **increase in well-child visits and immunization rates** for Pneumococcal-23 and influenza (compared to 2019) among its pediatric populations in the Delaware Valley. Perhaps even more extraordinary, these increases extended to our Black/African American pediatric population where the greatest disparity typically exists. These two critical metrics of children's overall health and well-being are also **key quality outcomes measurements for Nemours Value-Based Services Organization** (VBSO) and the DCHN. Along with payer flexibility and emergency rules, integrated efforts among DCHN providers and

the Nemours VBSO team to increase well-child and immunization rates included:

- **Care coordinators' communication** with families via phone calls, 80,000 text messages and 82,000 emails
- **Utilizing telehealth** for allowable well-child visits (Telewell)
- **Creating safe, outdoor spaces** for drive-thru immunizations (Immunization Stations)
- **Pairing the use of Immunization Station exams with Telewell visits**, allowing for reviews of growth charts, visit findings, blood draws and flagging follow-ups for primary care





Data help reveal areas that are most in need of reform, while data indicators help track progress toward equity. Nemours’ reference guide helps states and communities identify, select and track indicators to advance efforts.

Notes from the Field

As part of a two-year project exploring how healthcare organizations acting as integrators can join, catalyze and sustain cross-sector networks working on shared population health goals, Nemours Children’s Health released an issue brief, “Preliminary Findings on the Role of Health Care in Multi-Sector Networks for Population Health: Notes from the Field.”

The issue brief flows from the first wave of work: a literature scan and interviews with 40 national experts with insights related to integrative roles and functions within multi-sector population health networks, as well as the ways healthcare is involved in carrying out these roles and functions in support of networks’ shared goals. Themes captured in the brief are presented as:

- Findings: What early lessons can be learned from the 40 interviews with field leaders?
- Focus on Success: What communities can we look to for work that illustrates findings presented in this brief?
- Recommendations: What is the import of these learnings for the field?

Transforming Child Health Practices for Good

The Nemours National Office Practice & Prevention team continues to provide leadership, guidance, tools, and technical assistance on efforts that support the health, well-being and healthy development of all children. This team is helping spread, scale and sustain evidence-based population health strategies in 34 states across the U.S., through the following projects:

- Healthy Kids, Healthy Future Technical Assistance Program
- Better Together
- Project HOPE
- Population Health Integrators
- Navigating the Healthcare System

34

states integrating Nemours’ evidence-based tools and technical assistance to build their capacity



Securing a Prosperous Future

Last November, nearly 400 leaders and organizations across the U.S. joined forces to call on then-President-elect Biden and Vice President-elect Harris to establish cohesive national leadership for children and youth. This call for a federal strategy, led by Nemours Children’s Health, Mental Health America, First Focus on Children, The Education Redesign Lab at Harvard Graduate School of Education, and the Forum for Youth Investment, is a response to the confluence of the pandemic, longstanding racial injustice, and economic challenges that are creating a critical inflection point for our nation’s future — which will be driven by today’s children. To ensure optimal health, well-being and development for all children and youth, we must reimagine systems, allocate appropriate funds, and elevate national leadership on behalf of children and youth.

Nemours and its partners believe a federal structure would ensure that leaders at every level prioritize and coordinate children’s needs, offering the services, resources and support that will allow them — and our nation — to flourish.

Learn more at [Nemours.org/WHOffice4Kids](https://Nemours.org/WHOffice4Kids).

Leading up to November, Nemours and partners held two virtual convenings with leading experts, released two issues briefs and developed a sign-on letter that now has more than 400 signatures.





# Beyond Expectations

## Delivering New & Improved Experiences

In person, online or in anticipation, associates across Nemours view every interaction as an opportunity to enhance relationships with families and improve patient outcomes. During 2020, the ability to augment both relationships and outcomes was demonstrated through new physical spaces, and quality and patient experience improvements, along with finding new ways to leverage data and technology to support better, more equitable health.

## Nurturing an Improvement Mindset

In May 2020, Nemours launched **Quality Champions**, an internal continuing education program designed to train healthcare professionals in quality improvement design and implementation. The framework, focused at the unit level, is intended to advance Nemours' **Mission Zero** quality and safety initiative. Sixty-two individuals completed the 10-month program, earning **Institute for Healthcare Improvement (IHI)** basic certification in quality and safety, developed a capstone project and prepared a storyboard for submission to IHI. Nemours covered the cost for each participant and ensured it was a truly interdisciplinary experience by enabling "non-exempt" associates to credit their Quality Champions coursework toward their working hours.

In addition to the Quality Champions course, culture of safety work continued throughout Nemours. With commitment at the highest levels of the organization, Nemours' Board of Directors, Boards of Managers, and hospital



leaders participate in core leadership and safety training through **Solutions for Patient Safety**, and have access to, and training in reading, Nemours' safety dashboard. Clinical associates across the enterprise continue training in core quality and safety skills with error prevention training. This work builds on techniques — such as closed-loop communication — that facilitate highly reliable safety practices in all clinical areas and continue teaching associates a common language to improve error prevention.

## Putting Patient Experience First

Even the pandemic couldn't stall Nemours associates' efforts to advance patient experience. More than **650 associate teams'** focused efforts resulted in **191 improvement projects** with goals to enhance the patient experience and positively impact patient safety and health outcomes.

Examples of associate-led improvement projects designed and implemented in 2020 included:

- increasing the number of registered dietitians providing telehealth visits
- developing the proficiency of staff in applying waterproof casts
- improving patient access to imaging services
- reducing overall wait times
- enhancing communication about infection control and prevention
- engaging parents in improving feeding outcomes for newborns in Cardiac ICU
- establishing a new process for associate certification in medical interpretation services

# 191

Improvement projects  
completed by 653 teams



## Connecting a Better Experience

### Nemours App

Bringing together Nemours CareConnect (telehealth), MyNemours (patient record) and patient-specific KidsHealth content, the Nemours App now serves as a one-stop-app for families managing their child's care.

New enhancements benefiting families within Nemours App include:

- access to price estimates for 300+ medical procedures
- credit card integration for Bill Pay
- in-app "Get Ready" function to complete all necessary forms or paperwork before a visit, including automatic prompts for annual forms, like the SDoH screener tool
- in-app "To Do" lists customized for a child's preventive care or immunization schedule
- doctor-recommended videos for parenting, care and discharge instructions
- one-touch access to condition-specific patient education from KidsHealth
- information on relevant research studies

### KidsHealth Facts:

- 270** million visitors annually
- 40** U.S. children's hospital license Nemours' content for children in their care
- 40** million views of Nemours' KidsHealth COVID-19 content

### Nemours KidsHealth.org

In addition to condition-specific video, animation and articles designed for parents, kids and teens, Nemours' KidsHealth is helping families navigate their healthcare experiences by focusing on topics like how to prepare and participate in a telehealth visit; leveraging the digital health record; and how to read and understand financial forms and health-related billing.

## Collaborating with Families to Navigate the Financial Side of Care

Out-of-pocket medical expenses, even for families with health insurance coverage, have steadily increased over recent years. While Nemours provides **Financial Assistance** programs that offer discounts to uninsured families as well as payment plans, there was a lack of a centralized, consistent approach to partnering proactively with families before services were rendered. Talking about money may be uncomfortable, but realizing the undue burdens placed on families by not having conversations upfront led Nemours to embark on a Continuous Improvement (CI) project to ensure **Financial Advocacy** begins at scheduling.

Beginning in 2016, a phased approach was used throughout the **five-year journey** to assess, educate, improve and test new communications, processes and resources. This included **14 separate process improvement events** and Nemours' **first-ever fully virtual improvement event** in 2020. The CI project was led by a cross-functional, enterprise team of executives, clinicians, and associates from finance, scheduling, information systems and communication. Patient families were engaged throughout the project in a variety of ways: direct interviews, quick surveys, formal patient experience surveys, process observation, in-person and virtual input from Family Advisory Councils, family feedback on family-facing documents, and family input on the assessment of tools, resources, vendor demos and recommendations. Families were also incorporated into the training program for current and new Nemours finance associates.

Additional work is now underway to increase the accuracy of price estimates based on a family's current coverage or benefits. New technology is also being leveraged to increase families' access to financial information, including online check-in and form submission along with a new Bill Pay option through the Nemours App.



### Results of Financial Advocacy CI:

- **From 7 to 1:** decreased the average number of appointments for Medicaid application
- **1,469** self-pay patient families were able to obtain federal healthcare coverage and/or additional financial assistance earlier in their care journey
- **99%** of Nemours charity care-eligible patients are enrolled prior to their first day of service
- **Patient Responsibility Family Advisory Group** is being formed to provide ongoing feedback

## Offering Hope, Help & a Lifeline

Nemours' **KidsHealth.org** is also a lifeline for many young people around the world seeking answers — and sometimes help — for health concerns. When a high school student from New Mexico googled, "What happens if I cut a vein?," they found an article about cutting on KidsHealth.org. They emailed [teens@kidshealth.org](mailto:teens@kidshealth.org) pleading for assistance: "I need help, I no longer want to cut myself but it is a way to free myself from my problems, so I do not feel alone." The Nemours KidsHealth team was able to connect the teen, confidentially, with the help being sought.







# Beyond What's Possible

## Exploring the Future of Health

Investments in pediatric research hold the opportunity to impact an entire lifespan making it a critical element of Nemours' strategic vision to redefine the future of children's health. Nemours' investments manifest in multiple ways, including developing new treatments, personalizing therapies, mining data to inform clinical decisions, and identifying better ways to deliver care where a child or family is — physically, emotionally and socially. A continuous pipeline of innovation requires infrastructure, funding and mentoring — all elements of Nemours' growing reputation in pediatric research.

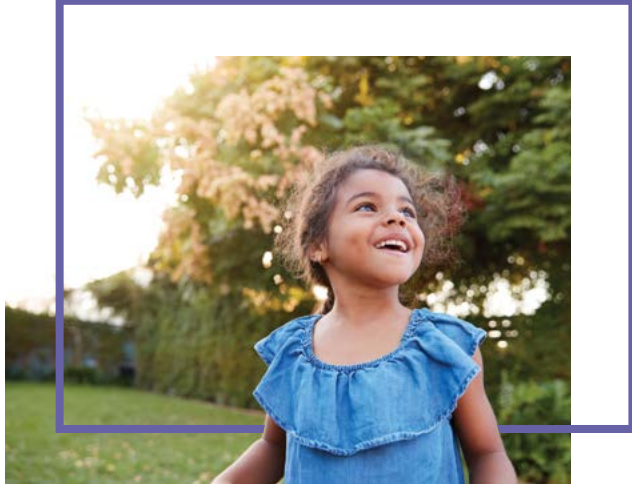
## Igniting a Sustainable Impact to Improve Children's Health

Back in 2003, a group of energetic scientists and clinician-scientists at Nemours networked to develop an **NIH Centers for Biomedical Research Excellence (COBRE) grant**. By brainstorming and exchanging ideas, they produced a proposal that the NIH ranked as one of the best submissions they had received in that round of COBRE funding. The **Center for Pediatric Research (CPR) COBRE** grant was unique in several ways:

- it was the **first COBRE grant** awarded to a pediatric research focus;
- Nemours' center and hospital are **primary providers of pediatric care** and support for the entire state of Delaware;
- it **addressed common barriers** to translational research by integrating researchers from a number of major disciplines, enabling and maintaining a focus on mentored research training; and
- its initial narrowed focus (genetics, cardiology and neuroscience during Phase I) **helped establish a critical mass of investigators** to attract funding and recruit new researchers, ultimately creating a sustainable research center.

The team approach toward solving clinical research questions, exemplified through the CPR, helped further develop the research and clinical programs across all of Nemours.

**\$45.1**  
million total research funding for  
382 projects and trials in 2020



**Of the \$485 million NIH distributed nationally through IDeA, \$257 million was provided to Delaware researchers through 992 new grant awards; Nemours' CPR share is estimated at \$45.5 million**

Today, under the direction of principal investigator Thomas H. Shaffer, MSE, PhD, Nemours CPR remains one of the few **(10%) COBRE** programs that focus on pediatric disorders. During the past 16 years, the grant (receiving four phases of extension through 2020) has supported **nine Target Investigators, two Transitional Investigators, and 12 Pilot Investigators**, as well as numerous **clinical fellows and grad students**.

Each Nemours CPR COBRE investigator has shown remarkable academic progress — being awarded federal, state, corporate and foundation grants; numerous publications and presentations; mentoring students and post-doctoral fellows; and establishing individual investigator laboratories, and enhancing or establishing new core laboratory services at Nemours Children's Hospital, Delaware.



## Addressing Disease in Infants to Impact Lifelong Health

Bronchopulmonary Dysplasia (BPD) is a chronic lung disease affecting 50-55% of extremely low-birth-weight preterm infants that is often complicated by pulmonary hypertension and is the most common cause of death, severe neurodevelopmental impairment, and hospital readmissions in preterm infants. For babies who survive, BPD is a lifelong disease, and long-term studies show that premature babies with BPD have a much higher risk of Chronic Obstructive Pulmonary Disease (COPD) — one of the leading causes of death in the U.S.

Deepthi Alapati, MD, MS, attending neonatologist at Nemours Children's Hospital, Delaware secured a five-year, NIH Mentored Clinical Research Career Development K08 award (a first for Nemours) to investigate the role of CCN2 (a key lung communication factor) in the etiology of BPD and extend the application of lung gene editing techniques among the multiple pulmonary cell types responsive to infection and oxygen, which she developed, as a possible treatment modality.

For Dr. Alapati, this work is deeply personal. She has seen first-hand the variety of respiratory diseases that complicate quality of life or even prove fatal to infants. This research isn't just about lung disease, but whole-body health and quality of life. Of further importance is a matter of health equity: it is well known that minority mothers are at a higher risk of pre-term births and infants with low birth weight, both connected to a higher risk of BPD — and ultimately, predictive of a variety of adverse health outcomes.



## Adding to the Body of Knowledge on Type 1 Diabetes

A nearly **eight-year, multi-center NIH study** led by principal investigator Nelly Mauras, MD, Division Chief, Endocrinology, Diabetes & Metabolism, Nemours Children's Health, Jacksonville, compared brain scans of 144 young children with **type 1 diabetes (T1D)** with those of 72 non-diabetic children to assess whether previously observed **brain and cognitive differences** between children with T1D and control subjects persist, worsen or improve as children grow into puberty and whether differences are associated with hyperglycemia.

Over this long study period, spanning two NIH funding cycles, up to four MRIs were performed measuring white- and gray-matter volumes in various brain regions for all participants at Nemours Jacksonville and four other collaborating institutions at Stanford, Yale, University of Iowa and Washington University in St. Louis. In the T1D group, the research team assessed total cumulative hyperglycemic exposure since diagnosis. They found that total brain volume, gray- and white-matter volumes, overall IQ, and verbal IQ were lower in the diabetes group at age 6, 8, 10 and 12 years, compared to the control group.

These **unique longitudinal data** support the hypothesis that the brain is a target of diabetes complications in young children, and that the effects are seen early in the disease process. Further studies are important to determine how brain and cognitive issues may affect long-term educational and vocational outcomes for children with T1D and whether those changes in the brain can be halted or reversed with scrupulous diabetes control. These seminal studies by Dr. Mauras and her team continue at Nemours.

## Seeking a Higher Standard of Care Delivery

**Nemours Center for Healthcare Delivery Science (CHDS)**, led by Anne Kazak, PhD, ABPP, is an enterprisewide research center that studies the many influences that affect the outcomes, quality, cost, safety and value of pediatric healthcare. CHDS faculty and staff use diverse methodologies drawn from behavioral science, informatics and health policy to build a strong base of scientific evidence about how health care can best be delivered to ensure the next generations of children are the healthiest ever.

Established in 2012, today CHDS supports **20 NIH-funded grants, 22 other externally funded grants, and 12 additional grants** funded internally. Areas of emphasis within CHDS include:

- family adaptation to pediatric medical events
- family psychosocial risk screening
- medical traumatic stress and trauma informed care
- models of care delivery and intervention development and evaluation
- implementation science
- technology-supported intervention delivery
- transition from pediatric to adult healthcare settings
- risk and resilience in child health

## Nemours Center for Healthcare Delivery Science supports 20 NIH-funded grants, 22 other externally-funded grants and 12 internally-funded grants





## Supporting Families in Managing Disease

Approximately half of the current NIH-funded CHDS research projects focus on various aspects of pediatric diabetes, including behaviors and barriers related to glycemic control. Two of these NIH grants are R01 type, meaning they seek to solve a specific problem and provide actionable outcomes backed by significant data that, when published, can often be considered a best practice or standard of care. Typical pediatric diabetes management includes quarterly in-person visits between physician and patient; that means, physicians are managing the disease less than 1% of the time — the other 99% of disease management falls on families. Nemours treats families, not just kids; as such providing support and resources for the whole family is imperative. These two NIH R01 grants (see below) are intended to identify and connect families with the resources they need using the broader perspective of what influences a child's health.

### Remedy to Diabetes Distress: A scalable screen-to-treat program for school-age families

Diabetes distress can be similar to depression and include feelings of sadness, anger, despair, burnout and fear — all related to managing diabetes in yourself or someone else living with diabetes. In addition to being indicative of quality of life, diabetes-specific distress can be one of the largest contributors to glycemic control and patient engagement. It is becoming increasingly important to identify patients and family members experiencing diabetes distress so they can receive appropriate support to reduce the distress.

The Nemours team will work to develop, implement, and test the feasibility and acceptability of a novel, practical, and scalable screen-to-treat program for diabetes distress in parents and school-aged children with type 1 diabetes. This project, the Remedy to Diabetes Distress (R2D2), is funded by a **five-year, \$3.2 million NIH R01 grant** secured by Susana Patton, PhD, ABPP, CDCES, Florida Center Director, Nemours CHDS, and entails the use of screening tools that will be developed and tested in Phase 1 of the study to appropriately identify parents and children for recruitment.

Phase 2 includes an mHealth and telehealth treatment program designed to teach parents and children cognitive-behavioral therapy, mindfulness, and behavioral activation strategies to help them manage feelings of distress.

### Home-based Video Telemedicine to Reduce Parental Fear of Hypoglycemia in Youngs Kids with T1D

Managing type 1 diabetes (T1D) in young children introduces greater risk for low blood sugar or a hypoglycemic event. In part, this is due to increased insulin sensitivity in young kids as well as their unpredictable behavior, eating habits and ability to communicate how they're feeling. Hypoglycemia can lead to dangerous complications and poor health outcomes.

Through a **five-year, \$2.9 million NIH R01 grant**, also secured by Susana R. Patton, Nemours is seeking ways to help families better manage and cope around managing the fear of hypoglycemia through a unique at-home, video-based telehealth intervention. The 10-week sessions, led by PhD-level interventionists, teach families cognitive behavior therapy strategies (e.g., mindfulness, behavioral activation) to reduce fear and promote better coping for fear that's unavoidable.

Throughout the intervention, families complete online surveys, submit data from pump or continuous glucose monitor devices to the cloud, and complete at-home test kits that measure glycated hemoglobin. In addition, Actiwatchs are provided to study participants to measure physical activity and sleep behaviors. Currently, 50 families have participated in the remote study; the total sample size is expected to grow to 180 in coming years.

## Elevating Sickle Cell Disease Research

The **Delaware Comprehensive Sickle Cell Research Center (DCSCRC)** was established in 2014 through a **\$10.2 million, five-year COBRE grant** awarded by the NIH to Nemours Center for Cancer and Blood Disorders (NCCBD), in collaboration with Delaware State University (one of two Historically Black Colleges in the state of Delaware). The Center builds upon strengths in biomedical research, clinical care and faculty to create a sustainable infrastructure supportive of target investigators and cutting-edge research in sickle cell disease (SCD).

Through the COBRE grant, the DCSCRC investigators and clinicians work side-by-side studying the genetic mutation that causes SCD and improving care and outcomes for affected children, to:

- prevent SCD symptoms
- offer families strong psychosocial support
- study the quality of SCD care
- identify genetic pharmacologic approaches to treatment and cure

To date, researchers from the DCSCRC created **60 presentations** and published **66 chapters, abstracts and peer-reviewed manuscripts** related to associated projects and trials. Most recently, researchers from the DCSCRC published a manuscript for *JAMIA Open* titled, **"Implementation of a Learning Health System for Sickle Cell Disease."** The objective of the study was to create a comprehensive learning healthcare system to

**Approximately one in 500 African American babies and one in 11,000 Hispanic infants are born with sickle cell, while 2.5 million Americans carry the sickle cell trait.**

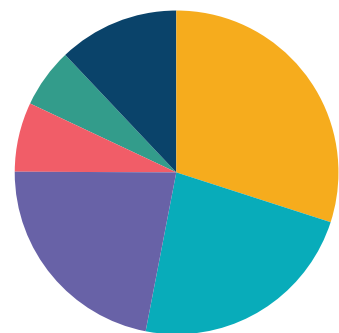
support disease management and research using SCD as a model. The multidisciplinary DCSCRC team developed an SCD clinical data dictionary to standardize bedside data entry and inform a scalable environment capable of converting complex electronic health records into knowledge accessible in real time. A custom application, the **Sickle Cell Knowledgebase**, was developed to improve data analysis and visualization. The system can be used to facilitate patient care and guide medical decision-making, in addition to enhancing the ability to access patient data for research purposes. While the focus was on SCD, the strategy for implementing a learning healthcare system can be applied to many other chronic disease models.





# Beyond Grateful

In 2020, Nemours Institutional Advancement received \$17 million in gifts from 5,895 generous donors across the United States.



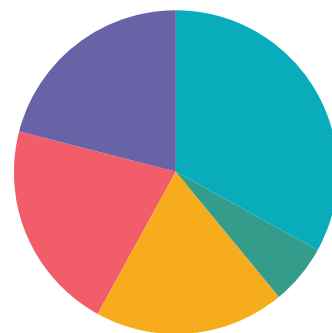
## Where 2020 Donations Came From

Delaware	1,750
Florida	1,361
Pennsylvania	1,312
New Jersey	428
Maryland	338
Other	706

## 2020 Donor Impact

Philanthropy is the catalyst to amplify our impact. Nemours continues to build on our reputation as the only multi-state, multi-site children’s health system with integrated research and clinical operations. Donors are a vital part of our Nemours family. Your gifts to Nemours Children’s Health are critical in supporting our long-term goal of delivering the healthiest generations of America’s children.

Gifts of any size make a significant impact on pediatric care and services today, and help support future programs and treatments. The strength of our connection with donors and partners is what will champion the evolution of health delivery for children across our country and around the world.



## How Funds Were Distributed in 2020

Capital	33.0%
Research	21.0%
Operational	20.7%
Clinical	19.3%
Education	6.0%

## A Gift to Heal Together

Each year, hundreds of infants are transferred to the Neonatal Intensive Care Unit (NICU) at Nemours Children’s Hospital, Delaware to receive the highest level of comprehensive care for the most premature newborns. NICUs provide the best start in life for babies who are born too early or have medical problems. However, having a child in the NICU can be one of the most stressful and trying experiences a family will endure. Additional challenges emerge for families when one baby (of twins) requires that level of care.

A generous gift from the **Michael and Nancy Pia Foundation** to Nemours is supporting the refurbishment of two twin rooms in Delaware’s only Level IV NICU, allowing twins and their parents to remain together at a time when families need each other the most.

The Pias are a family of fraternal twins. In Nancy’s family there have been 13 children from multiple births. The Pias also have family connections with Nemours, which inspired them to help other families of twins.

In addition to the NICU twin rooms, the donation will help provide furniture upgrades and specialized equipment in the NICU space and a refresh of the family waiting room. The Pia’s gift will also purchase a Fermo Aviation Modular system for ECMO transport and establish a Family Emergency Fund.

## Getting Kids to the Right Care More Efficiently, Safer

As one of the largest, most well-respected pediatric radiology departments in North America, Nemours Children’s Health experts are specially trained to work with kids. The use of pediatric radiology equipment designed or adapted to meet the specific needs of children has been a hallmark of Nemours’ imaging services. More than 70 percent of Nemours patients have a chronic and/or complex medical condition requiring ongoing imaging services, so finding ways to increase the efficiency and reduce risks of radiographic exposure are a top priority.

Through the generosity of the **Don and Lorraine Freeberg Foundation**, Nemours Children’s Health was able to purchase and install six state-of-the-art Fujifilm radiograph machines in six Central Florida community-based and outpatient clinic sites. The Fujifilm machines decrease the time it takes to get a high-quality image — providing better access and reduced wait times for results — and reduce radiation dose exposure for children by up to 50 percent. The clarity of Fujifilm’s radiography equipment also improves the accuracy of diagnosis — getting kids to the care they need faster.

“Our family has witnessed the births of twins spanning two generations. We’ve had flawless deliveries, a heartbreaking loss, a miraculous recovery, and birth challenges further complicated when the twins and parents were separated in order to obtain life-saving neonatal intensive care.”

— Nancy McGovern Pia





## When Help is Needed Most

Like Nemours Children’s Health, **Wind Creek Casinos & Resorts** is dedicated to giving back and helping others thrive in the places they call home. From uplifting neighborhoods to making life better for all community members, their contributions make an impact. For the past two years, Wind Creek has doubled down on supporting children and families at Nemours Children’s Health, Pensacola. Their consecutive, generous gifts help Nemours provide **charity care** for all families in need of our world-class services.

Throughout 2020, astronomical losses due to COVID-19 compounded financial challenges. During typical times, insurance reimbursements rarely cover the true cost of delivering medical care. And, often, insurance does not provide for ancillary or preventive services that address the social determinants that must exist to truly influence a child’s health. That lack of investment falls squarely on the shoulders of the healthcare system and other institutions. Nemours extends its gratitude to Wind Creek for their partnership in alleviating financial burdens for families in our care.

## A Welcoming Addition to World-Class Care

Anchored by **THE PLAYERS’** lead gift of \$500,000, THE PLAYERS Lobby at Nemours Children’s Health, Jacksonville, was unveiled in November 2020. The \$3.5 million renovation represents a total refresh of the space, the first major renovation project since the Jacksonville clinic opened in 1991. THE PLAYERS Lobby serves as the gateway for more than 100,000 patients and families each year when they visit Nemours for appointments.

**“THE PLAYERS is honored to support Nemours’ leading efforts in improving the lives of children and families. This new lobby is symbolic of the quality, excellence, and compassionate care patients receive, and we are honored to help welcome them when they enter these doors.”**

— **Jared Rice, Executive Director, THE PLAYERS**

Among the new and refurbished features of THE PLAYERS Lobby at Nemours Children’s Health, Jacksonville are:

- **Open-floor plan** and new windows enabling **more natural light** and accentuating the overlook to the St. Johns River
- Enhanced **access to the outdoors** and butterfly garden
- **Upgraded accessibility**, including adjusted heights for tables and seating, and new family restrooms on the ground floor
- The all-new **Hugs from Hunter 3 Café** for visitors and employees with riverfront, outdoor seating
- The **Florida Blue Art Gallery** featuring art from 30 Nemours patients, themed “connecting communities,” displayed in the shape of the Jacksonville skyline
- The **Family Education Zone** — a designated space for reading, playing or taking calls between appointments
- A new display case for the lobby’s landmark model train thanks to the **Tom Coughlin Jay Fund**

## 2020 Community Impact

### Nemours Cares

Despite facing their own challenges at work and at home during the COVID-19 pandemic, Nemours associates were more determined than ever to invest in making our communities better. During Nemours Cares Week 2020, children and families across our communities received more than 29,250 meals.



- Delaware Valley associates purchased essential items online or dropped off donations at hospitals and clinics, collecting 1,600 pounds of food; a virtual food drive resulted in an additional 6,000 meals; and 2,600 essential items were used to create 600 bags of basic supplies and food for programs with our community partners.

- In Florida, associates participated in food and baby supply drives. Throughout the state, our associates donated items at the hospital and clinics, as well as 17,263 meals for Florida families through a virtual food drive. An additional 789 families received baby supplies they needed to help their children get off to a good start.

### Kids Care, Too!

Nemours Children’s Health Community Engagement team introduced the **Do Gooders Program** to empower children in Delaware to make important changes in their community. Two projects suggested and led by local children were selected and supported by Nemours associates. Through the first project, the children created MaddiePaks (named in honor of creator 8-year-old Madison) — **100 fanny packs of essential supplies** kids needed before heading back to school (masks, hand sanitizers, tissues, pencils and more). The second project, benefitting abandoned cats, involved building feral cat shelters. Nemours associates helped build 12 shelters to protect homeless pets from the elements.

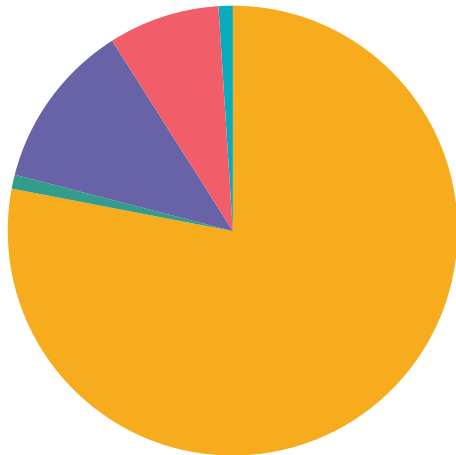
### Staying Healthy & Ready to Learn

Throughout 2020, Nemours Florida associates made certain children had what they needed to feed their minds as well as their bodies. During the transition to virtual learning, early in 2020, associates donated supplies through **A Gift for Teaching**, a non-profit community partner, who, in turn, delivered them to homeless shelters and underserved schools. As children got ready to head back to school for 2020/2021, Nemours associates donated supplies and more than **10,000 backpacks** that included masks, hand sanitizers and information on how to get food close to their home.



# Beyond the Numbers

Since opening its doors, Nemours has invested more than \$3.3 billion in delivering a higher standard of medical care for children. Nemours’ investment in clinical care, research, prevention and education is how we work to fulfill our mission every day — providing leadership, institutions and services that go far and wide to restore and improve the health of children; care and programs, otherwise not readily available, that are delivered beyond the boundaries of Nemours; and services that maintain the same high standard of quality and distinction, regardless of the patient’s financial status.



## 2020 Community Benefit: \$224.2 Million

- **Uncompensated Medical Care** **\$176.1**
- **Subsidized Health Services** **\$3.9**
- **Research** **\$27.0**
- **Prevention & Influencing Children’s Health** **\$14.9**
- **Education & Training of Health Professionals** **\$2.3**



### Uncompensated Medical Care: \$176.1 Million

Uncompensated medical care includes healthcare services without a direct source of payment. In 2020, total uncompensated medical care provided by Nemours included:

- **\$12.3** million in services classified as “charity care” where the recipient could not afford services or lacked adequate health insurance
- **\$163.8** million in unreimbursed cost, or shortfalls that occur when providers are reimbursed below the cost of providing services for Medicaid and other public health program beneficiaries

### Subsidized Health Services: \$3.9 Million

Nemours SeniorCare was established in 1981 and has provided dental, vision and hearing care services to hundreds of thousands of Delaware’s low-income seniors at little to no cost. While closed through much of 2020, more than 12,600 visits were completed

### Research: \$27.0 Million

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

Currently, Nemours boasts:

- **269** funded research projects
- **246** clinical trials
- **164** funded researchers and principal investigators
- **32** PhD center directors and laboratory heads
- **221** research support staff

### Prevention & Influencing Children’s Health: \$14.9 Million

Nemours continues to focus leadership and programs in the areas of health promotion and disease prevention through Nemours’ Value-Based Services Organization, National Office of Policy & Prevention, KidsHealth and Reading BrightStart!

### Education & Training of Health Professionals: \$2.3 Million

Nemours trains the next generation of pediatric specialists through its Nemours Children’s Hospital, Florida Residency and affiliations with Sidney Kimmel Medical College at Thomas Jefferson University, Mayo Clinic School of Medicine and Science, Florida State University, University of Central Florida College of Medicine and the University of Florida College of Medicine.

In 2020, Nemours hosted:

- **859** medical students
- **956** residents
- **94** physician fellows
- **1,677** allied health professionals





# 2020 Stewardship

During 2020, Nemours provided direct care and services to nearly 500,000 children during 1.65 million encounters. In addition, through outreach, education and advocacy, Nemours was able to support hundreds of thousands of other children — many of whom may never enter our doors.

Nemours remains focused on its operational strategy to create an environment with sufficient flexibility to proactively address the external pressures and changes facing the organization. Ongoing efforts to advance continuous improvement activities across the enterprise optimize efficiency and productivity, and help control costs, all of which create value and positively impact our bottom line.

## The Nemours Foundation

Condensed combined statements of operations  
Years ended December 31, 2020 and 2019  
(Dollars in thousands)

Net patient service revenue	\$ 1,094,172	\$ 1,236,209
Contributions from the Alfred I. duPont Charitable Trust	197,655	175,812
Other income	192,185	128,478
Total revenue and other support	1,484,012	1,540,499
Total operating expenses	1,446,970	1,456,666
Operating income	37,042	83,833
Nonoperating gains		
Other components of net periodic pension benefit	5,414	26
Excess of revenues and gains over expenses	42,456	83,859
Net assets released from restrictions used for capital purchases	2,787	686
Other change in net assets	—	(3,000)
Pension-related changes other than net periodic pension cost	(83,228)	(61,970)
Increase in assets without donor restrictions	\$ (37,985)	\$ 19,575

## The Nemours Foundation

Condensed combined balance sheets  
December 31, 2020 and 2019  
(Dollars in thousands)

### Assets

Current assets	\$ 603,971	\$ 621,866
Non-current assets	1,479,212	1,413,461
Total assets without donor restrictions	2,083,183	2,035,327
Restricted assets	277,750	252,390
Total assets	\$ 2,360,933	2,287,717

### Liabilities and Net Assets

Current liabilities	\$ 279,892	\$ 241,540
Non-current liabilities	806,643	759,155
Total liabilities	1,086,535	1,000,695
Net Assets		
Without donor restrictions	\$ 996,648	\$ 1,034,632
With donor restrictions	277,750	252,390
Total net assets	1,274,398	1,287,022
Total liabilities and net assets	\$ 2,360,933	\$ 2,287,717





# Beyond Tomorrow



## 2020 Governance

Day-to-day oversight and execution of Nemours' strategy is led by The Nemours Foundation Executive Cabinet. Governance for The Nemours Foundation is composed of individuals whose skills complement the talented professional, medical and executive staff employed by Nemours. The Board of Directors and Board of Managers collectively possess breadth and depth of expertise in a wide array of disciplines including finance, marketing, distribution, operations, healthcare management and more. Through these lenses, they help drive Nemours forward in creating a healthier future for all children.



## The Nemours Foundation Board of Directors

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Chair

Jane Cavalier

Claire M. DeMatteis, Esq.

Rosa B. Hakala

James S. Hunt

Toni Jennings

Thomas G. Kuntz *(not pictured)*

Valerie Montgomery Rice, MD

Linda D. Norman, DSN, RN, FAAN

Marcus F. Probst

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Catherine M. Bonuccelli, MD

William C. Dugdale

Sharon Mills Higgins

John Wellons

### Florida

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Hugh M. Brown

Matthew Certo

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Andrea Massey-Farrell

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President and Chief Executive Officer

**Peter Adebisi**  
Chief Human Resources Officer

**Gina Altieri, CPA**  
Chief Communications Officer

**Robert D. Bridges, CPA**  
Chief Executive, Florida Operations

**James "Jim" Digan\***  
Chief Development Officer

**Michael J. Erhard, MD, MBA**  
Physician-in-Chief, Florida Operations

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**Mary M. Lee, MD, FAAP**  
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Delaware Valley Operations

**Rodney A. McKendree, CPA**  
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**Jane Mericle, DNP, MHS-CL, RN, CENP**  
Chief Nursing Executive, Patient Operations Officer,  
Delaware Valley

**Mark Mumford\*\***  
Chief Executive, Delaware Valley Operations

**Kara Odom Walker, MD, MPH, MSHS\***  
Chief Population Health Officer

*\*Not pictured*  
*\*\*Joined Nemours August 2020, not pictured*



# Locations

## Wherever Nemours is, all of Nemours is.

Each day 8,000 Nemours associates, go beyond expectation to do everything in their power to help children grow up healthy and reach their full potential. These efforts occur within Nemours' two freestanding children's hospitals, at nearly 80 specialty, primary and urgent care locations, through 24 hospital collaborations and via virtual care. In addition, Nemours' child health expertise extends into homes, schools and child care centers, and throughout the halls of government to positively impact children across the nation.

### Delaware

#### Hospital

- Nemours Children's Hospital, Delaware, Wilmington

#### Primary & Specialty Care

- Bear — Becks Woods
- Dover
- Middletown
- Milford
- Millsboro
- Newark
- Seaford
- Wilmington
  - Foulk Road
  - Jessup Street
  - Pike Creek
  - Rockland Road
  - Saint Francis

#### Nemours Sports Medicine

- 76ers Fieldhouse, Wilmington

#### Nemours Behavioral Health & Swank Autism Center

- Wilmington

#### Collaborating Hospitals

- Christiana Care, Newark
- Nanticoke Memorial Hospital, Seaford
- Saint Francis Healthcare, Wilmington

#### Nemours Seniorcare

- Milford
- Wilmington

#### Nemours Estate

- Wilmington

### Florida

#### Home Office

- Jacksonville

#### Hospital

- Nemours Children's Hospital  
Florida, Orlando

#### Urgent Care

- Kissimmee
- Lake Nona
- Orlando — Waterford Lakes

#### Specialty Care

- Bonifay
- Daytona Beach
- Fleming Island
- Fort Walton Beach
- Jacksonville
- Jacksonville South
- Kissimmee
- Lake City
- Lake Mary
- Lakeland
- Melbourne
- Orlando
  - Downtown
  - Lake Nona
  - Lake Nona, Medical City
- Panama City
- Pensacola
- Tallahassee – Centre Pointe
- Vero Beach
- Winter Garden

#### Primary Care

- Celebration
- Clermont
- Kissimmee
- Longwood
- Maitland
- Orlando
  - Downtown
  - East Orlando
  - Lake Nona
  - Moss Park
  - Windermere
- Oviedo
- Palm Bay
- Sanford
- St. Cloud
- The village, FL
- Vero Beach
- Windermere — Horizon West
- Winter Garden
- Winter Haven — Kinder Clinic

#### Collaborating Hospitals

- Cleveland Clinic Indian River Hospital, Vero Beach
- Cleveland Clinic Martin North Hospital, Stuart
- Cleveland Clinic Tradition Hospital, Port St. Lucie
- Heart of Florida Regional Medical Center, Davenport
- Lakeland Regional Health Medical Center, Lakeland
- Osceola Regional Medical Center, Kissimmee
- Oviedo Medical Center, Oviedo
- Parrish Regional Medical Center, Titusville
- Rockledge Regional Medical Center, Rockledge
- West Florida HealthCare, Pensacola
- Wolfson Children's Hospital, Jacksonville

### Georgia

#### Specialty Care

- Brunswick

### New Jersey

#### Specialty Care

- Cherry Hill
- Deptford
- Vineland

#### Collaborating Hospitals

- Children's Regional Hospital at Cooper, Camden
- Inspira Medical Center Mullica Hill, Mullica Hill
- Inspira Medical Center Vineland, Vineland



### Pennsylvania

#### Specialty Care

- Bryn Mawr
- Collegeville
- Glen Mills
- Lancaster
- Newtown Square
- Philadelphia
- Willow Grove

#### Primary Care

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

#### Surgery Center

- Bryn Mawr

#### Collaborating Hospitals

- Abington Hospital – Jefferson Health, Abington
- Bryn Mawr Hospital, Bryn Mawr
- Lankenau Medical Center, Wynnewood
- Paoli Hospital, Paoli
- Phoenixville Hospital, Phoenixville
- Riddle Hospital, Media
- Thomas Jefferson University Hospital, Philadelphia



Well Beyond Medicine



Nemours Children's Hospital,  
Florida



Nemours Children's Health,  
Delaware Valley