

Well Beyond Medicine



2021 Annual Report

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W. Jeff Wadsworth
1941 – 2021

This Annual Report is dedicated to the memory of W. Jeff Wadsworth, the first President and Chief Executive Officer of Nemours Children’s Health. Mr. Wadsworth joined the organization in 1981 and helped establish our integrated system and its model of care, research, education, prevention and advocacy. He championed our single, seamless electronic medical record technology, laying the groundwork for extraordinary growth throughout our enterprise — and beyond. While he retired in 2006, his contributions and forethought continue to positively impact our ability to improve the health of children across the nation.

VISION

To create the
healthiest
generations
of children.



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.

Dear Friends,

“**Well Beyond Medicine**,” Nemours Children’s health tagline, powerfully exemplifies what our organization stands for. I believe it articulates that we are an integrated academic health system in the business of creating health, not just providing medical care. It tells our stakeholders and the world that we are deeply committed to the health of every child in this country. Our tagline supports our vision “**to create the healthiest generations of children**” and our purpose “**to change children’s health for good**.”

Nemours Children’s is among America’s largest multi-state, multi-hospital children’s health systems and is a preeminent voice for children. Throughout the pandemic, our collective experiences have affirmed our resolve to address the root causes of disparities and adverse health outcomes for children, families and our communities. Together, our innovations have helped our patient families, associates, and communities endure the challenges of this extraordinary time and kept children healthy.

Implementation of our new five-year strategy is well underway in the areas of health, value and equity, clinical and academic preeminence, financial stewardship, reputation and impact, and patient- and family-centered care. These areas are the foundation of our work to transform the definition of health in children to include all aspects of a child’s life and to fundamentally change the financial incentives determining children’s care to a “pay-for health” model.


This report reflects on some of our notable accomplishments thus far. We are accelerating new models of care through our Value-Based Services Organization while spreading our evidence-based best practices into exam rooms, surgical suites, classrooms and labs, childcare centers. Through our National Office of Policy & Prevention, we have successfully influenced legislation to address maternal health, military caregivers, and social determinants of health.

While this journey is just beginning, I have every confidence that we’ll cross the finish line. My high regard stems from the very essence of what Nemours Children’s Health stands for: a commitment to ensure that every child has the opportunity to achieve their greatest potential in life. That deeply held belief has continued to attract the brightest, most determined, and highly skilled associates who bring diverse perspectives and talents to work here every day.

We will continue pushing the boundaries of “what if” farther than ever imagined — until no child is lacking in access, opportunity, or the ability to achieve their optimal health, well beyond medicine.

Warmly,

R. Lawrence Moss, MD
President & Chief Executive Officer



We will transform
the health of children
beyond medicine by
working to improve the
health of the world in
which every child lives.



Well Beyond Medicine

Our deep understanding of the physical, emotional and social impacts of health is informed by more than 80 years of experience in direct service to families and communities across the U.S.

We've seen first-hand the adverse impacts that poverty, racism and inequity have on a child's future and the unintended health consequences of local and national policies.

We also see the promise of better health through coordinated systems of support and believe in our collective power to change children's health for good.

Our mission is delivered through a diverse lens of experience from our highly expert children's health professionals: pediatric specialists, nurses, clinicians and researchers, teachers, policy experts, data scientists, content creators, community health workers, app developers, psychologists and many, many others.



A bold new vision for children's health

In September, Nemours Children's Health officially launched our new brand reflecting our bold strategy to redefine children's health. In addition to a new name and logo, we also introduced "Well Beyond Medicine" to express our strategy to go beyond medicine to improve the health of the world in which every child lives.

As our new tagline, "Well Beyond Medicine" is also a featured section on the redesigned Nemours.org and showcases initiatives reflecting leadership and national collaboration focused on whole-child health.

Our new strategy and brand are intentionally intertwined to express our continuing focus on providing the best medical care while also pivoting to look broadly at the people, places, and institutions that must be influenced and reformed to give children healthier lives.

The Nemours Children's Health symbol and tagline embody our unique brand of care for kids.

As our new brand launched, we began implementation of the visual assets designed to articulate our bold vision. The Nemours Children's Health signature logo, known as the loop of care, reflects our shared humanity and the tender relationship between child and caregiver. An infinity element, shaped like the letter N, represents perpetual innovation, connections and progress toward impacting future generations. Our tagline, Well Beyond Medicine, supports our vision to create the healthiest generations of children and our purpose to change children's health for good.

The color green is also part of the symbolism and connotes new beginnings, growth, vitality and everlasting hope.



Building signage reflective of the new Nemours Children's Health brand continues to be installed across our nearly 90 locations.



The loop of care represents both the enduring relationship between a child and caregiver, as well as Nemours Children's constant forward-looking advocacy for children's health.

Wherever Nemours Children's Health is, all of Nemours Children's Health is.

Along with the new logo and mark, we evolved our name to Nemours Children's Health, creating a unified brand across our organization. This singular approach to our brand model is foundational for each and every strategic pillar that we've defined and will help each of those areas achieve their goals, giving every associate an opportunity to provide a better experience for kids.

The use of a single name also reinforces for families, partners and communities that wherever their experience with Nemours Children's Health takes place it is representative of the Nemours Children's Health definition of health and quality care.

Health Equity

When it comes to health, equity is imperative to the quality of care and health outcomes for all children and families. Our Patient Experience (PE) team, led by Chief Patient Experience Officer Peggy Greco, PhD, supports our journey toward the highest quality care and experience by ensuring the voice of the child and family is represented in policy and process development. The PE team partners with family advisory councils in addition to using routine surveys to gather critical insights which are leveraged into tools and direct support to improve the practices of our clinicians and staff.

4
virtual Patient
Experience
conferences
in 2021

18,000
diverse patient
families part of
“Community
Insights”

Measure what matters.

To further eliminate disparities, the PE team began reviewing survey response rates and questions by race, ethnicity and language. While response rates were representative, several survey questions indicated disparities in patient experience with the largest gap stemming from language barriers.

The team developed a **Patient Experience Health Equity Index** using a composite score from the most disparate areas to track progress as improvement interventions were deployed. Throughout 2021, meaningful changes were implemented in our practices, resulting in a significant narrowing of gaps in communication and ultimately leading to higher quality, safer, more effective and equitable care for all families.

- Expansion of in-person interpreter teams and simplified access to interpreted care, including telehealth
- Discharge instructions available in Spanish, both after the visit as well as through the Nemours App
- Medication instructions and Nemours KidsHealth educational information available in multiple languages
- Multi-language signage in emergency departments to ensure families know how to get their questions answered



“

Excellent attention, all the workgroup is very cordial since due to my lack of English I have been discriminated in other places, thanks for your excellent attention.

2021 survey respondent



How do we effectively increase the cultural competence of our workforce?

Awareness, Bravery, Commitment: A Cultural Humility Training Model for Healthcare Professionals was developed by Nemours Children’s pediatric psychologists Roger Harrison, PhD, and Colleen Cullinan, PhD, to support health care professionals on their lifelong journey of self-reflection and self-critique as they nurture an other-oriented stance.

The course features activities and discussions that explore cultural identity, intersectionality, bias, privilege and power discrepancies. While the full curriculum is intended for psychology trainees and fellows, versions of this course have been delivered to our medical residents and colleagues. Drs. Harrison and Cullinan also teach the content during pediatric grand rounds at other academic institutions nationwide.



Reducing Disparities in COVID-19 Vaccine Uptake

When the COVID-19 vaccine became available to children, researchers Thao-Ly Phan, MD, MPH, and Paul Enlow, PhD, at the Nemours Children’s Center for Healthcare Delivery Science, were determined to improve vaccination rates and decrease disparities, particularly among Black and Latino youth whose communities were experiencing higher rates of infection and hospitalization.

With a grant from the National Institutes of Health (NIH), the researchers convened Nemours Children’s colleagues from the Value-Based Services Organization, Office of Health Equity & Inclusion, and Division of Infectious Disease, as well as Delaware ACCEL colleagues from University of Delaware and ChristianaCare. This team reviewed survey data from patient families about the COVID-19 vaccine to inform evidence-based strategies. The group assembled leaders and youth from

seven local Black- and Latino-serving community organizations as well as focus groups. Together, they created messaging tailored to community vaccine concerns and devised ways to deliver those messages in the primary care setting. Their work resulted in a series of fact sheets, videos and other communication tools — first, tested in a randomized controlled trial in Nemours Children’s primary care clinics with the help of providers and community health workers, then disseminated broadly through partners and social media.

Nemours Children’s made two significant commitments to health equity in 2021, joining both the Health Anchor Network and signing the Health Evolution Health Equity Pledge.



Rachel Thornton, MD, PhD
Vice President, Chief Health Equity Officer

Leading both the Office of Health Equity & Inclusion and Nemours Children’s Diversity, anti-Racism, Inclusion, Value and Equity (D.R.I.V.E.) Task Force, Dr. Thornton is responsible for supporting a richly diverse and inclusive environment for patients, families, associates and the communities we serve. She believes, “Nemours Children’s is charting a path toward realizing equity in child health for the children we serve and creating a blueprint to improve outcomes for all.”

A \$25 million gift establishes the Ginsburg Institute for Health Equity at Nemours Children’s Health

We collaborate with schools, local agencies and community organizations across the U.S. to support initiatives that create health in areas such as nutrition, physical activity, immunizations and literacy screenings. Over the years, a variety of grants have funded efforts to test new health models. While results have shown promise, sustainability for these activities has been elusive without our own formalized institute.

Spurring discovery and innovation to expand child health and well-being

In 2021, the wheels were set in motion for a generous investment by Orlando philanthropist Alan H. Ginsburg and the Ginsburg Family Foundation. Their gift of \$25 million has established the Ginsburg Institute for Health Equity at Nemours



Part think-tank, part health-pilot incubator

Children’s Health — a first-of-its-kind initiative that will advance health equity for children in medically underserved communities by developing a world-class interdisciplinary program. The Institute will identify and remove barriers to health and collaborate to design and implement innovative projects that enhance population health. It will also prepare a healthcare and scientific workforce to deploy resources into diverse communities, locally and globally, bolster existing programs such as Nemours Children’s community-based mobile medical units, and expand existing efforts to deliver direct services to communities through telehealth platforms.

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Advocacy

Research has established that at least 80 percent of health is the result of things that happen beyond the doctor’s office: nutrition, housing, education, transportation and living conditions, also known as social determinants of health (SDoH). These factors are particularly crucial for more than 40 million children enrolled in Medicaid or the Children’s Health Insurance Program (CHIP) across the U.S.

The Centers for Medicare and Medicaid Services (CMS) manages vital state-federal partnerships and has the power to unlock even greater potential to improve the health of children. In recent years, Nemours Children’s has become a leading advocate for policies that help clarify how states can most effectively address the health and social needs of this pediatric population.



20+
policy-related
briefs, white papers
and presentations
in 2021

On June 24, 2021, Dr. Kara Odom Walker, MD, Executive Vice President, Chief Population Health Officer, testified before the House Energy and Commerce Subcommittee on Health about the importance of legislation to address SDoH and maternal health, including H.R. 3894, a bi-partisan bill co-authored by Congresswoman Lisa Blunt Rochester (D-DE-At Large) and Congressman Gus Bilirakis (R-FLA-12).



This bill ensures that as new bright spots and best practices emerge, they are disseminated to each state to share what works quickly and efficiently.

The CARING for Social Determinants of Health Act, passed by the U.S. House of Representatives at the end of 2021, would require the Secretary of Health and Human Services to update guidance and provide examples of strategies that states can implement to address SDoH in the provision of health care. Notably, this legislation requires that the updated guidance include strategies targeting children covered by Medicaid and CHIP.

Advocacy Days engage clinicians, families and pediatric residents

The Hot Topics in Neonatology: Cindy Pellegrini Maternal & Child Health Advocacy Event, co-hosted by Nemours Children’s Health, March of Dimes and Children’s Hospital of Philadelphia, featured a discussion on the Black Maternal Health Momnibus Act of 2021 and the Maternal Health Quality Improvement Act. Afterward, 85 participants, representing 21 states, met with congressional leaders to implore their action to support better health outcomes for mothers and children. The virtual event honored Cindy Pellegrini who passed away in 2019, leaving behind a legacy as a tireless advocate for maternal and child health.

“As pediatricians we have the privilege to advocate for our most vulnerable patients and families. We see firsthand how social determinants of health affect maternal and child health and can provide a unique lens to legislative representatives. It is our duty as pediatricians to share patient stories, to advocate for change, and to work together to build brighter futures for our children.”

Dr. Dana Neumann, DO, Chief Pediatric Resident, Thomas Jefferson University, Nemours Children’s Hospital, Delaware



Kara Odom Walker, MD, MPH, MSHS

Executive Vice President, Chief Population Health Officer

Dr. Walker leads our National Office of Policy & Prevention, Value-Based Services Organization and Office of Health Equity and Inclusion and all aspects of population health strategy, research and innovation. In testifying before Congress in June 2021, Dr. Walker noted, “If effectively implemented and designed in consultation with those they intend to serve, numerous policy approaches starting during pre-conception, continuing through childbirth, into the early years and through adolescence can substantially reduce disparities among underserved populations.”

Project HOPE: Engaging the Community’s Voice in Systems-level Change

Project HOPE (Harnessing Opportunity for Positive, Equitable Early Childhood Development), funded by a \$3 million grant from the Robert Wood Johnson Foundation, works to ensure equitable access to health services and healthy development opportunities for children under age 5 and their families by partnering with states and local organizations to work on policies and programs that result in systems-level change.

A critical aspect of Project HOPE is ensuring all stakeholder voices are heard whenever and wherever new strategies, policies or programs are created. The goal of any change or improvement is to eliminate barriers such as transportation issues and application redundancies so that families can access critical services like workforce development, health care and social-emotional support that impact well-being. To this end, cross-sector teams and local

coalitions in the four HOPE states (Florida, New Jersey, Oklahoma and Washington) have been bringing key stakeholders and community members together to dialogue about issues and co-design actionable and sustainable plans together.

“We need to stop looking at communities as deficits; instead uplifting and highlighting the ways in which the talents and passions of community residents can be core to solutions.”

Nicole Martin-Bynum, TOUCCH, Inc.,
Project HOPE Community Partner

In Florida, teams are co-creating strategies to address social-emotional development and increase child developmental screening. In New Jersey, teams are working on health and childcare strategies that intersect with the workforce. The focus in Oklahoma is on building a stronger feedback loop through story-gathering, while teams in Washington are working to expand “Help Me Grow” across the state.



cCMV Screening Signed Into Law

Congenital cytomegalovirus (cCMV) affects one in 200 babies born in the U.S. and is the most common cause of permanent, non-genetic hearing loss in infants — yet 90 percent of parents have never heard of it. A new bill (SB292) passed earlier this year aims to provide education and promote early diagnosis for this treatable disease.

The founding physician of the **Florida CMV Collaborative**, Cedric Von Pritchett, MD, pediatric otolaryngologist and medical director of the Cochlear Implant Program at Nemours Children’s Hospital, Florida, helped to introduce the legislation. Dr. Pritchett and two other Nemours Children’s physicians testified before the Florida Legislature in support of the bill that requires all babies who fail a newborn hearing screening to be tested for cCMV. Earlier diagnosis means earlier intervention, including anti-viral medication, therapy, hearing aids or cochlear implants. Undiagnosed cCMV can result in permanent hearing loss — even deafness. Late diagnosis can result in irreversible developmental delays that impact the child’s long-term health and well-being. The new requirements help ensure vulnerable children can receive the best start in life.

“After six months, doctors were finally able to diagnose Maddie’s CMV from her newborn blood sample that was kept on file at the Department of Health. She received cochlear implants at age 1 and has made massive developmental gains. We hope this new law will allow families to receive diagnosis and treatment sooner.”

Molly T., Maddie’s mom



Lifting Florida’s Children to Top 10 in 10

Nemours Children’s convened the state’s first-ever *Future of Children’s Healthcare in Florida*, a symposium to kick off the Florida Chamber of Commerce’s Annual Meeting. Comprised of community leaders from government, private business and not-for-profit sectors, the dialogue addressed gaps and opportunities for needed change. Together, this group is working with Nemours Children’s to create a vision for Florida’s children elevated by partnerships that will move Florida’s child health ranking from 38 in the nation to the top 10 in the next decade.

The goal was formally recognized by the Florida Chamber of Commerce and added as a key metric in The Florida 2030 Scorecard.

Population Health

At Nemours Children's Health, value-based care and population health go hand-in-hand. It's why we've made intentional investments and built strategic partnerships that prioritize our commitment to the whole health of the child, as well as their community within and beyond the walls of our physical locations.

Care transformation — a key aspect of population health — is something that we have been successfully implementing across our enterprise for years. Today, our value-based efforts benefit from 20-plus years of a single, fully integrated electronic medical record (EMR) infrastructure as well as patient-centered primary care medical homes across our system. Our decades-long journey in continuous improvement steadily contributes to improving processes and communication and eliminating inefficiencies in the delivery of care.

34,600

**SDoH screenings
offered to Delaware
Valley primary care
patients**

Paying for health paves the way for a healthier future.

Transforming the way health care is paid for is what will fundamentally promote better health. Evidence-based models show that social interventions work to improve health. Until recently, those efforts were unsustainable without payer reimbursement. Our efforts to transform payment are beginning to bear fruit. We've leveraged our enterprise team, including our Value-Based Services Organization alongside the Delaware Children's Health Network (a clinically integrated network) to successfully put in place more than 13 value-based agreements, allowing Nemours Children's to bend the cost curve, improve quality and reach our shared goals for value. One such contract with Medicaid includes incentives to identify and support social determinants of health (SDoH), improve quality and reduce disparities.

14%

**of families had
at least one
SDoH need**



CHWs help bridge gaps for sickle cell patients with complex needs.

In 2021, an additional community health worker (CHW) joined our Value-Based Services Organization with a 75 percent focus on patients with sickle cell disease living in Sussex County, Delaware.

The CHW attends each child's clinic appointment and visits the family at home to offer peer-to-peer support, advocacy, and any socially or medically necessary resources. The goals of the program are to get the family to the right place in disease self-management, to understand the role medications play, the importance of diet and exercise, and making sure they are compliant in attending primary care appointments for well care in addition to their hematology appointments.

In several instances, our CHW has been able to assist families with secure housing, transportation, school enrollment and school supplies.



Karen M. Wilding
Vice President, Chief Value Officer

Ms. Wilding leads our Value-Based Services Organization and Delaware Children's Health Network supporting strategies that improve health care delivery across our system and within communities we serve. She explains, "As an anchor organization for communities, we are privileged to be part of some of the most intimate and impactful moments for families. There's so much more to our patients' lives than a brief encounter in primary care or a two-day stay in the hospital. We cannot think of our commitment to creating the healthiest generations without connecting to the larger picture of what health care means to that patient's life, their family and to our community."



School-based health care offers opportunity and promise.

After a competitive process, Nemours Children's was selected to help the Colonial School District in New Castle County, Delaware, establish school-based health centers in eight elementary schools. The center leverages a multidisciplinary model, staffed by Nemours Children's professionals such as nurse practitioners, LPNs, psychologists and behavioral health therapists, so it can offer a range of services to K-5 students at no charge.

The centers represent an effort to reduce barriers to preventive care and serve as an extension of students' existing primary care provider relationships. Families living in the district often face language, transportation and other disparate barriers to care. These centers offer the availability of critical and convenient services — physicals, immunizations, lab tests and mental health counseling — supporting families and community providers by closing gaps in care and reducing the time students miss school.

The school centers are connected to our electronic medical record which provides a secure way to share the child's visit summary with parents and the child's community provider. Parents who cannot attend a visit in person can also connect to the appointment through our telehealth platform.

"Our partnership will be successful because of the level of collaboration and dedication to building a system that supports kids and families and is aligned with our common goals. Nemours Children's has been a thorough partner — one that our families trust — and we appreciate the sensitivity, respect and care with which they have approached this relationship and our students."

Jon Cooper, EdD
Director of Health & Wellness
Colonial School District

Medical Legal Partnership

Medical-legal partnership (MLP) is a novel intervention that partners health care providers with legal aid attorneys to address legal needs such as housing and access to special educational services that may affect health outcomes.

Patients served at Nemours Children's, Jessup Street, have shown significant rates of health-harming legal needs on SDoH screenings compared to the broader Nemours Children's patient population in Delaware.

First Chance Delaware, established by First Lady Tracey Quillen Carney, and Delaware Community Legal Aid, Inc. have received funds from Casey Family Programs to establish a one-year pilot of neighborhood-focused civil legal aid services for Jessup Street families and the Stubbs Family Center, together comprising the "Wilmington Community of Hope."

These areas of health-harming legal needs fit into the "iHELP" framework:

I: Income and Health Insurance

H: Housing and Utilities

E: Education and Employment

L: Legal Status

P: Personal and Family Stability

Referrals from Jessup and Stubbs will focus on families with income less than 200 percent of the federal poverty level focused on ZIP codes with high rates of health-harming legal needs. The Wilmington Community of Hope pilot represents the first pediatric-focused medical-legal partnership in the state of Delaware.



Addressing the Root Causes of School Absenteeism

An additional partnership was struck with Colonial School District, the Delaware Health Information Network (DHIN) and the Data Service Center in 2021 to develop the Data Access for Student Health (DASH). One of three such projects in the U.S., DASH seeks to improve health by addressing and reducing school absenteeism. With parental consent, school attendance as well as whether the student has an education plan, is collected and shared with DHIN via the Data Service Center. When a threshold of absences is noted, it creates an alert, which notifies the primary care provider to contact the family to better understand the reason of their child missing school. Early detection enables providers and care coordinators to proactively address care needs and offer families support.

Education

Through Nemours Children’s education programs, we’re not just training the next generation of health care providers. We are educating and learning from diverse people who are driven to care about others, and whose work will undoubtedly impact children well beyond our walls and across the world.

In Florida, our academic partnerships have flourished over the last decade. Today, 10 institutions representing 17 distinct residency programs from all regions of Florida send their physicians for rotation at Nemours Children’s Hospital, Florida, joining our 36 Nemours Children’s Hospital medical residents. All residents gain invaluable experience through seeing the high volume of patients representing a wide range of illness and pathology and a host of medical complexities that present at our hospital

and clinics. For children across Florida, that means 16 different trainees per month head back to their community hospitals better prepared to care for them.

In Delaware, our decades-long affiliation with the Sidney Kimmel Medical College at Thomas Jefferson University and partnerships with the University of Delaware strengthen the hard and soft skills of future medical providers and provide inspiring opportunities in research and advocacy.

Recent highlights of our Florida and Delaware medical residents, include:

- 38 regional, national and international presentations
- 26 graduates published in scientific journals
- Advocacy curriculum and hands-on experience during SDoH Advocacy Day on Capitol Hill
- Completion of comprehensive curriculum for inclusivity and health disparities

2,565
med students,
residents, fellows
and allied health
learners

1,349
nursing
students and
residents

Resident-Inspired Mobile Medical Unit Brings Health to Communities in Need

As a second-year pediatric resident, Laura Chilcutt, MD, JD, had the idea to re-purpose an underutilized Nemours Children’s-owned vehicle to bring free preventive care and resources to underserved children in Central Florida.

With a \$25,000 grant from TD Bank, this mobile medical clinic, staffed by Nemours Children’s providers, residents and University of Central Florida medical students offers access to health screenings, immunizations and well visits to children who may otherwise go without services. Children are also screened for social issues that impact their health, including food insecurity and homelessness, language difficulties, transportation or income barriers that prevent them from getting services.



Tryphina Mikhail, MD
PGY-1 Resident,
Nemours Children’s
Hospital, Florida

“Everywhere you turn, there are physicians, nurses, attendings, social workers, all eager to teach you anything to make you a better steward of patient care. It is the uniformity of goals, and not of mentality and methods that makes it an amazing place to grow. You are made to feel that you have ideas and propositions worth offering. And all the while that you are learning, you are being molded into an educator.”



Heather Fagan, MD, MS, FAAP
Graduate Medical Education

Dr. Fagan leads our graduate medical education (GME) program in central Florida ensuring its diversity and sustainability. Under her leadership the program has grown to welcome residents from 17 distinct programs in addition to establishing our own. She extols, “We have worked hard to make GME a part of our academic mission in central Florida. The \$1.2 million appropriation in 2021 to benefit the GME trajectory at Nemours Children’s Hospital, Florida, will allow our program to grow and benefit more children in the state of Florida.”

One in four children have a chronic illness impacting their educational experience in a variety of ways.



“In addition to meeting the educational needs of our patients, this program is designed to develop future generations of teachers with the ability to serve students with complex medical needs in their own classrooms.”

Becca Grysko, PhD, CBIS,
PedsAcademy Program
Coordinator

Hospital-based Internship Prepares Classroom Teachers

Due to side effects of their condition or time away from school, kids with chronic or life-threatening illnesses can have unique learning needs. In partnership with the University of Central Florida (UCF), PedsAcademy at Nemours Children’s Hospital, Florida, offers a one-of-a-kind internship that gives future teachers training and experience that they carry with them into their future classrooms and careers.

UCF Teacher Interns are trained and supervised by a certified teacher in our hospital setting, while providing tailored instruction and educational enrichment opportunities at the bedside or in the hospital classroom. A variety of educational technology tools are used to promote student engagement and learning including robotics, virtual reality and 3D printing. Our school program coordinator also provides educational referrals, resources and guidance to families related to the hospital/homebound application process, individualized educational plans, 504 plans and school re-entry.

These sessions help patients of all ages and across all inpatient units develop and maintain academic skills during prolonged hospitalization. The experiences also help our interns build deep insights and understanding into the educational and social-emotional needs of children and families coping with chronic illness and complex medical needs.

Inspiring Current and Future Scientists Across the Globe

Since 1971, our Biomedical Research Department has funded scholarships to undergraduate students to participate in a 10-week, full-time mentored research summer program.

In the summer of 2021, the program was expanded to Florida with scholars in Jacksonville and Orlando.

Students each met regularly with their physician scientist or clinician scientist mentors to work on two to three projects from assaying cytokines in breast milk and coding radiograph findings to chart abstractions and literature reviews. The program leveraged a hybrid model with both in-person and virtual activities including didactic lectures, research seminars, an alumni panel discussion and student-led journal clubs — engaging participants from all locations.

At the conclusion of the program, students shared their poster presentations with faculty and provided oral presentations virtually to the community, family and friends.



Health Literacy Education and Preparation

As health literacy increases, people are more likely to seek preventive services and enter the health system healthier, have lower rates of preventable hospital and emergency department visits, and are less likely to report their health as poor.

Navigating the Health Care System, our collection of four free and nationally available lesson plans, was designed to enhance health literacy and prepare adolescents and young adults for managing their own health care.

Originally developed for in-class, in-home, after-school, and community settings, materials were adjusted for virtual/remote learning needs during the pandemic. Recent additions include a one-hour version of the content suitable for adults.

861
registered users
across 53
U.S. states and
territories

Access to Care

Going well beyond medicine keeps healthy children healthy, prevents illness and ensures that children with complex health needs are cared for in a manner that addresses their unique physical, emotional, social and educational needs.

Our organization was founded to care for and heal children. Over 80 years, the expansion of our capabilities has evolved the manner in which we accomplish those goals. However, as long as children are in need of medical care — from routine to rare — or there are cures to be discovered, we'll be there.

Collaborative, Community-based

Even if families live far from a Nemours Children's location, they can still benefit from our medical experts in their community:

- **Nemours Children's Telehealth** offers scheduled primary care and specialty care visits.
- **Partnerships** with nearly two dozen collaborating hospitals extend care into communities and minimize travel time or disruption for families.
- **KidsHealth.org** is available 24/7 for doctor-approved articles, videos and illustrations covering every health topic.



"I can't say enough about how thankful I feel to have the Nemours Children's doctors, nurses, therapists and staff supporting us. My daughter has had many health concerns in her short four years of life, and this team has been at our side at all times."

Parent, Patient Experience survey participant

Studying Telehealth to Optimize Capabilities and Increase Access For All

As telehealth use grows, we're committed to evaluating and improving its capabilities. A study developed by Nemours Children's and Amwell one year after the pandemic dramatically increased telehealth usage, found that:

- Parent use increased from 22 percent in 2017 to 72 percent in 2021.
- Families earning less than \$50,000 were the second-largest cohort of telehealth users in the survey.
- Nearly 90 percent of parents believe telehealth helps them participate in their child's health together vs. in-person where only one parent may be able to attend.
- Two-thirds of parents said that insurance coverage for video visits is "essential" or "extremely important."

Journey to a Seamless Patient Experience: In Person / Online

Patient-Focused Scheduling Options

Personal support for complex needs or online for self-service

Seamless Registration & Check-In

High-Quality Care Delivered in the Right Place at the Right Time

Virtual via telehealth or in-person at the hospital or doctor's office

Improved Communication and Engagement Between Visits

Nemours App with personalized results, discharge instructions, education and research opportunities

Simple, Transparent Billing with Effortless Ways to Pay

321


funded research studies and 208 clinical trials underway

1,600,000

patient encounters across Nemours Children's in 2021

300,000+

imaging exam reads annually



Nemours Children's specialists bring highly sought care, research and community to families around the world.

Shunji Tomatsu, MD, PhD, leads the Skeletal Dysplasia Research Laboratory in our Center for Orthopedic Research and Development. As the international leader in treating and investigating Morquio syndrome (a rare genetic disease), he runs the Morquio A (MPS IVA) registry and has published 120 papers in the last decade alone. Importantly, he is respected and beloved by patients and their families worldwide for giving a voice and face to their disease, hosting five family-focused conferences at Nemours Children's.

“Nemours Children's is the only place in the world that knows how to fully treat and investigate Morquio syndrome in the clinic, operating room and research lab.”

Maria McClellan, Morquio Advocate

Through a five-year \$3 million National Institutes of Health (NIH) R01 grant, he will further efforts to understand the natural clinical history of Morquio A. This study brings together 17 other Nemours Children's scientists and clinicians as co-investigators, including cardiologists, radiologists, anesthesiologists and other orthopedic specialists, with an aim to provide information on how pathology progresses across various organs and age — critical knowledge for the evaluation of new therapies.



More Data, More Solutions

Electronic health record (EHR) data collected over decades, spanning millions of patients, could provide clues to help solve medical problems. This is extremely valuable for pediatric populations, where data is scarce, particularly for very rare or complex diseases.

In addition to Nemours Children's participation in and access to PEDSnet — a national data set with more than eight million de-identified records, Epic, our EHR platform, has launched Cosmos, providing access to billions of clinical data points from Epic EHRs all over the U.S. in a way that forms a high quality, representative and integrated data set that can be used to change the health and lives of people everywhere.

Community-Informed Cardiac Care and Support

Congenital heart disease (CHD) is the most common birth defect. Receiving a prenatal CHD diagnosis is stressful for parents and requires additional doctors' visits, careful monitoring, birth planning, and can require multiple surgeries into childhood. There is a lot to digest and a lack of support outside the doctor's office can add additional stressors, impacting the health of the whole family.

Parents of children who've gone through these experiences offer valuable advice and comfort to families facing a new diagnosis. Leveraging that support, Erica Sood, PhD, pediatric psychologist, Nemours Children's

Cardiac Center and Center for Healthcare Delivery Science, worked with parents to develop a program called HEARTPrep — an innovative, virtually-delivered psychosocial intervention for parents of babies with CHD.

The parents served as study team members and worked to identify unmet needs, make recommendations for psychosocial and neurodevelopmental care, and develop interventions to improve outcomes. The program, made possible by a Delaware Clinical and Translational Research (DE-CTR) ACCEL grant known to develop partnerships between community members and researchers, is currently being piloted at Nemours Children's Hospital, Delaware.

Reducing Infant Mortality Across the Globe

Nearly one million infants die each year due to hypoxic-ischemic encephalopathy, a brain injury caused by a lack of blood flow and oxygen during delivery. Babies who survive this life-threatening event are still at risk of dying, developing conditions such as cerebral palsy or experiencing other developmental delays in the future.

The usual practice when delivering neonates who require resuscitation is to immediately clamp the umbilical cord. Nemours Children's neonatologist, Zubair Aghai, MD, believes a simple, no-cost procedure called cord-milking could help protect infants. Dr. Aghai has secured a four-year, \$2.5 million National Institutes of Health (NIH) R01 grant to test his hypothesis in his homeland of India.

This global health collaboration includes Nemours Children's, Delaware Valley, Sharp Mary Birch Hospital for Women and Newborns, St. Louis University, University of California-San Diego, Thomas Jefferson University, and the Jawaharal Nehru Medical College in India.

“This study addresses an important health problem using a technology that makes it applicable globally. If successful, the study has the potential to benefit millions of neonates.”

Comments from NIH review panel

The trial will involve 3,442 term newborns who are depressed at birth from seven hospitals in India and will provide evidence to promote a change in guidelines supporting the use of umbilical cord milking.

Well-Being

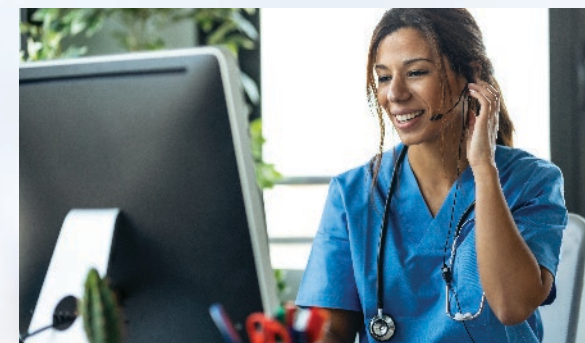
People generally enter the health care profession out of a profound sense of duty or calling to care for others. In pediatrics, nurses, doctors and other clinicians provide care as well as advocacy for children and families. They routinely go above and beyond to improve a child's health and ensure a family's access to resources that support the overall well-being of the child.

In addition, clinicians welcome opportunities to improve the quality and safety of patient care delivery. These discretionary efforts are seen as fundamental to the practice of medicine. What is far too often more difficult to accept and nurture is the focus on a clinical professional's self-care — even though their own well-being is increasingly tied to the well-being of the patients they serve.

Self-care is about quality and safety.

Studies show that external workplace pressures, busy schedules and the overwhelming nature of practicing medicine are significant deterrents that often prevent providers from thinking about their own wellness.

While it seems intuitive to connect provider well-being to the quality of care and patient experience, as well as health outcomes, solutions are not as clear-cut. First, providers must be able to recognize their own burn-out; then, feel empowered to address it; and, finally, have immediate access to resources that guide them in supporting their own well-being.



"I had a very positive experience with Peer Support. The supporter was fantastic. This is a great program and I appreciate that it's available to associates."

Anonymous Associate
Post-Peer Support Survey



A Culture of Wellness

Nemours Children's increased focus on personal and professional well-being resulted in the appointment of a Chief Wellbeing Officer (see p. 29). Programs and services under her direction are designed to help change the work environment into a place where people can thrive and are professionally fulfilled while having access to individual-level supports for their personal well-being.

2021 Highlights Include:

- **A team of 60 trained Peer Supporters** offering free/confidential emotional support to 1-2 associates per week.
- **Well-Being Coalition** formed to share and problem-solve, facilitate listening and response from leaders, and foster community through a virtual forum.
- **Well-Being Rounding** offering an on-site presence of Peer Support among associates to check in, deliver snacks and share reminders about well-being resources.
- **24/7 Access Line** and discounted therapy services for MDs and advanced practice providers.

Building a Culture of Safety: An Ongoing Journey

Our culture of safety and desire for continuous improvement is foundational to who we are. Accountability guides our interactions with one another and the children and families we serve.

In recent years, Solutions for Patient Safety (SPS) training and tools have been a guidepost for our practice and journey in improving quality. During 2021, associates continued completion of the SPS Safety Improvement Bundle across the domains of safety governance, error prevention training and cause analysis, which is strengthening our abilities to make progress on our goals.

What began in 2020, and was operationalized in 2021, was moving beyond goal-setting and actively implementing strategies to reduce and prevent infections. Using SPS training, we achieved our ambitious goal of a 10% reduction for both central line blood stream infections (CLABSI) and surgical site infections (SSI) year-to-date with CLABSIs down from

36 to 30 and SSIs down from 16 to 14. Catheter-associated urinary tract infections were down from a three-year average of nine per year to a total of six in 2021. Practically speaking, that means we prevented harm to seven children who did not experience a CLABSI (3) or SSI (4) in 2021. Each of these infections would have harmed an individual child, required more care, added hospital days, and increased the costs of care.

“If I have a concern or notice an error, I should speak up. I know that I will be supported.”

Associate, SPS training participant,
Nemours Children’s Health, Delaware Valley

Equally important, we saw a reduction in the variation of our outcomes month-to-month, which signals that our processes are improving and we are delivering care much more consistently — we know we’re on the right track.

Maureen Leffler, DO, MPH Chief Wellness Officer

Dr. Leffler leads our Center for Well-Being that includes Employee Health, Wellness and Well-Being. She is charged with guiding the programs and practices that address and support workforce well-being to meet associates’ physical, emotional, mental and social needs. She advises, “The goal of well-being work is to intervene at the systems level while also providing the necessary support for the individual. This work has never been more important. We are in the midst of a public health crisis when it comes to the well-being of the health care workforce.”



A Place of Respite for PICU Nurses

Providing nursing care in the pediatric intensive care unit (PICU) is extremely rewarding but can take an emotional and mental toll.

Two Nemours Children’s, Delaware Valley nurses, Ashley Wilhelm and Maria Gaudino-Smith, created a self-care room on the PICU unit where nurses can retreat for a few minutes to compose themselves, rest and reflect in between care.

The self-care room is one of hundreds of projects that nurses engaged in Nursing Advancement at Nemours Children’s have designed and volunteered their time to implement that enhance the quality of practice for their colleagues and profession.

Making technology work for clinicians instead of the other way around.

Internal surveys at Nemours Children’s showed that information technology (IT) plays a role in physician burnout. Several initiatives at Nemours Children’s aim to combat this EMR-related fatigue.

Physician IT (PhIT) is a program engaging providers in informatics training and certification to be able to improve applications and tools for their fellow clinicians. A three-year program, the first co-hort graduated in 2021 and is developing workflow solutions in tandem with our IT associates to improve efficiencies, experience and physician well-being. PhIT physicians are finding additional value as they are able to better understand and analyze data from the EMR to improve quality. One such physician group is evaluating their own EMR data to understand why some inflammatory bowel disease patients are relapsing from remission.

“Making documentation easier can change the work experience, especially when it can be customized to meet an individual physician’s needs.”

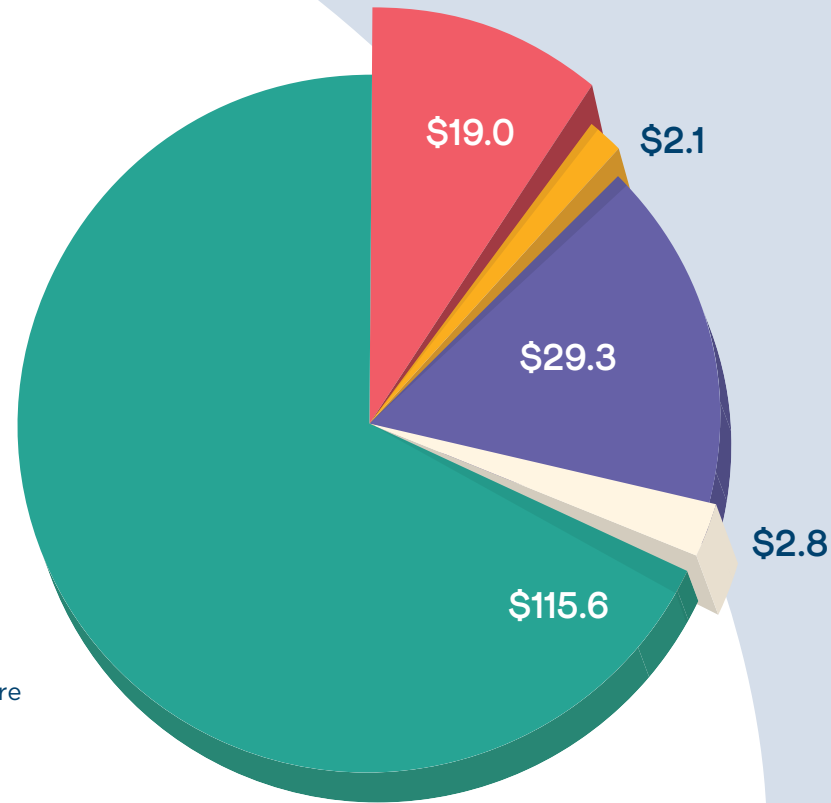
Sara Slovin, MD
Associate Chief Medical Information Officer, PhIT graduate

Another program designed to provide work-savings for physicians, is the digital ambient experience (DAX) virtual scribe tool. This offering leverages artificial intelligence to draft actionable clinical notes — beyond simple transcription — by listening in on the patient-physician encounter. Nemours Children’s is the first pediatric program in the nation to pilot this technology with approximately 20 physicians exploring its ability to reduce hours of time spent converting notes, which could enhance efficiencies for the entire care team.

2021 Community Benefit

\$168.8
Million

- \$115.6 Uncompensated Medical Care
- \$2.1 Subsidized Health Services
- \$29.3 Research & Discovery
- \$2.8 Education & Training
- \$19.0 Prevention & Influencing Health



Community Impact

Invest Today, Transform Tomorrow

Our investment in clinical care, research, prevention and education is how we work to fulfill our mission every day. Children account for only about seven percent of total medical care spending, yet will soon become 100 percent of the adult population. The benefits of improved health in childhood can last a lifetime, and positively impact medical spending when they become adults. It can even impact health and medical care for their children and their children's children.

Contributions today will lead to improved health, improved workforce productivity and reduced health care-related costs to individuals, companies, governments and communities — strengthening our country and the American economy for years to come.



Uncompensated Medical Care

Uncompensated medical care includes health care services without a direct source of payment.

In 2021, total uncompensated medical care provided by Nemours Children's included:

\$18.0 million in services classified as "charity care" where the recipient could not afford services or lacked adequate health insurance

\$97.6 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



Prevention & Influencing Health

We continue our focus on leadership and programs in the areas of health promotion and disease prevention through our Value-Based Services Organization, National Office of Policy & Prevention, KidsHealth and Reading BrightStart!

Highlights

13 total value-based care contracts

8 elementary school-based wellness centers

861 registered users of Nemours Children's health literacy curriculum

34 U.S. states deploying Nemours Children's evidence-based practices in child health

250 million total KidsHealth.org visitors



Subsidized Health Services

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.

Highlights

Total members: 4,822

Total number of visits: 17,938

Eyeglasses: 1,916

Hearing Aids: 240

Dentures: 348



Education & Training

We're training the next generation of pediatric specialists through our residency program at Nemours Children's Hospital, Florida, and through 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 2021, Nemours Children's hosted:

1,106 medical students

1,060 residents

112 fellows

287 allied health professionals

1,328 nursing students

21 nurse residents



Research & Discovery

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

Highlights

321 funded research projects

208 clinical trials

133 funded researchers and principal investigators

32 PhD center directors and laboratory heads

190 research associates

496 publications

Since opening our doors, Nemours Children's Health has invested more than \$3.4 billion in delivering a higher standard of care for children.

Community Volunteer Impact

In 2021, nearly 1,000 community volunteers enhanced our ability to go well beyond medicine in support of children and families in our care.

The impact we feel from these selfless volunteers is truly immeasurable. Their service not only helps patients and families, it also supports our staff.

During 2021, 55,970 hours of service were provided by our community volunteers.



Nemours Cares: Associate Volunteers

Nemours Cares weeks offer associate volunteers a variety of activities and opportunities to support families throughout the communities we serve.

During spring and fall, Nemours Children’s associates facilitated two separate Nemours Cares weeks.



Food insecurity remains a top concern throughout Florida with one out of every six children unsure of where their next meal is coming from.

Our associates from north to central Florida donated and sorted food for local food banks and assembled snack packs and weekend meals for school-aged children.

In 2021, 14,418 hours of community service were provided by associate volunteers.

In the Delaware Valley, associates focused their efforts on addressing disparities in health that impact children. They made donations of clothes and essential items to Nemours Cares Closets, facilitated a kid-friendly health fair at a local community center, and hosted the third consecutive Community Baby Shower offering support and education for expectant moms in need.



“The gratitude from patients and families and the staff for the things you do pays you back 1,000 times for the effort you put in. It gives you a feeling of humility being able to serve.”

Susan Flint
Community Volunteer and Auxilian at Nemours Children’s Hospital, Delaware

Delaware Valley

548 community volunteers
40,145 service hours
\$1,145,738 monetary equivalent

28 animal-assisted activities teams
631 service hours

Central Florida

262 community volunteers
14,000 service hours
\$400,000 monetary equivalent

22 animal-assisted activities teams
728 service hours

North Florida

104 community volunteers
1,827 service hours
\$52,157 monetary equivalent

4 animal-assisted activities teams
64 service hours



Delivered 23,400 vaccinations to community members, associates and patients throughout the Delaware Valley



The gardens at Nemours Estate produced 200 lbs. of fresh produce that were provided to patient families



10,051 parents from 24 states attended free webinars delivered by Nemours Children’s pediatric health experts



Provided more than 43,000 meals to children and families in need



Provided follow-up care at no cost to children who received an abnormal EKG during their free sports physical



110 families participated in the Passport to Health event at Nile Swim Club in Yeadon, Pennsylvania



Nemours Cares Closets supported 234 families in communities near our Jessup Street and Milford, Delaware locations

Donor Impact

Philanthropic Support Fuels Our Vision

The generosity of donors and philanthropic partners culminated in a record-breaking year to support our vision for children’s health. Together, we raised more than \$46 million in 2021, with just over \$30 million supporting non-clinical services, including:

- **Support for Families: \$211,208**
Help with transportation, food, diapers, car seats, uninsured prostheses and medical devices, as well as uncompensated care.
- **Health Equity: \$25,669,850**
Addressing social determinants of health in innovative ways in the communities we serve through new research and programs including: a mobile medical van to provide health screenings, programs to address food insecurity, community health fairs and events, and essential needs pantries.
- **Research: \$3,271,293**
Community foundation and individual support for biomedical, translational and health care delivery research for the benefit of children everywhere.
- **Education: \$549,508**
Health education and support for children and families, endowments to ensure specialty care, and medical education programming for residents, fellows, students, nurses and other health care professionals.



Together, we raised more than \$46 million in 2021, with just over \$30 million supporting non-clinical services.



James “Jim” P. Digan
President, Nemours Children’s Health Alliance

Mr. Digan is responsible for strategic leadership and guidance of philanthropy across the footprint of Nemours Children’s Health. He explains, “Nemours Children’s has developed a resolute strategy to interweave data, policy and philanthropy to create a new framework for children’s health in America, radically shifting the way we understand what it means to be healthy.”

● **Child Life & Childhood Experiences: \$364,734**

Personnel, materials and programming to help patients and their siblings cope with health conditions and treatments through self-expression. Opportunities and events that allow kids to be kids: from informal experiences like bonding with other kids to childhood milestones like camps and proms, and continued learning through in-hospital STEM education.

● **Creative Arts & Animal Therapies: \$492,782**

Evidence-based health services directed through music and art, and our specially trained assisted dog and pony therapy program that supports children’s holistic well-being — socially, psychologically, cognitively and physically; additional funding supports our volunteer-led visiting pet program that provides comfort and positive distraction to kids awaiting care or undergoing treatment.



Philanthropic support fuels our vision to create the healthiest generations of children in U.S. history.



Reign’s mom, Elecia, recalls when her daughter was diagnosed with sickle cell disease as a baby. “I was scared and nervous, but Nemours Children’s has wiped away all of my fears. Without her care team, Reign would not be the energetic, dancing, cart-wheeling girl she is today.”

Reign receives care at Nemours Children’s Health, Jacksonville. She meets with her care team, including nurses, doctor and social workers, every three months.

On the Leading Edge of Medical Science

Thanks to a generous donation from the Don and Lorraine Freeberg Foundation, Nemours Children's Hospital, Florida was the proud recipient of a new da Vinci® surgical robot that will help develop a robotic-assisted laparoscopic program. This leading-edge technology helps conduct minimally invasive surgery for children, dramatically reducing recovery time for certain surgeries, and supports the recruitment and retention of young, academically-minded surgeons.

The da Vinci robot's spider-like arms are controlled by a trained surgeon from a console, allowing for remote micro-precision incisions while the tiny-wristed instruments move like human hands, but with a greater range of motion. The da Vinci® Vision System™ delivers high-definition 3D views of the surgical area, while the instrument size makes it possible for surgeons to operate through one or a few small incisions — essential features, as children require specific surgical needs that are often difficult to meet by traditional techniques.

Installed in December, the robot has already been used to perform surgery on several urology patients. In addition, this investment has had a ripple effect in growing the services offered by the department of urology, including the revitalization of the spina bifida clinic in our Florida hospital. The robotic system that bears the da Vinci name sits at the forefront of medical innovation, expanding the boundaries of existing science and ushering in a new technological future, fusing clinician knowledge with mechanical precision.



Driving Impact for Young Heroes

The Young Heroes Car Parade raised more than \$43,000 in September to benefit children and families through research and services in the Nemours Children's Center for Cancer and Blood Disorders (NCCCBD).

Some 60 vehicles participated in fundraising and driving two celebratory loops around Nemours Children's Hospital, Delaware. Event planners encouraged drivers and their teams to decorate their motor vehicles in honor of their young heroes — current or former patients in the NCCCBD. The top fundraising team was #pipershat, named for the young lady who plays guitar at various locations and raises funds for NCCCBD.



Four-year-old Sha'Nia, who was diagnosed with Infradiaphragmatic Total Anomalous Pulmonary Venous Return, a birth defect of the heart, and received open-heart surgery shortly after birth, served as Ambassador for our 11th Annual Help Our Kids Radiothon. The flagship event raised \$354,456 to bolster programs such as Child Life, creative arts therapy, school programs, palliative care, pastoral care and integrative medicine that benefits patients facing serious illness.

A \$25 million gift ... *(cont'd. from p.10)*

The Ginsburg Institute for Health Equity will focus on improving community health and well-being by addressing the systemic causes of health inequity by way of education, research, clinical care and quality improvement initiatives. This innovative medical incubator and training entity will align with Nemours Children's mission to apply science and discoveries to further education, health care and community service. The Institute will bring together a team of world-renowned pediatric specialists whose research and policy findings will be shared through local, national and international publications and forums to address the underlying social determinants of health (SDoH), and ultimately change how health for children is achieved.

The Ginsburg Institute will bridge traditional subject area and programmatic silos, promote clinician collaboration, and drive excellence by sharing diverse perspectives and areas of expertise. One of the Institute's critical functions will be as a research and innovation incubator, bringing together the brightest clinician scientists under a single roof to tackle the root causes of noncommunicable diseases, health disparities and the SDoH. Groups of scholars will work directly under an Executive Director, present their findings at an



annual International Symposium, and work in tandem with the translational health advocates to turn research and data into tangible evidence-based policy change. Potential areas of study include behavioral health, the intersection of law and medicine, access to health care, and the built environment.

Preventable, noncommunicable conditions such as asthma, obesity, diabetes and behavioral disorders represent an enormous proportion of rising health care costs for children. The SDoH underlying these illnesses in children are often poorly understood, especially in marginalized communities. The Institute will identify and remove barriers to health in medically underserved areas and collaborate to design and implement innovative projects that enhance population health. The mission will also be to prepare a health care and scientific workforce to deploy resources into diverse communities, locally and globally.



Stewardship

Impacting Children in Perpetuity

Like many in our industry, we faced unprecedented uncertainty as we entered 2021. Embodying the perseverance and determination of our founder Alfred I. duPont, we pressed on with an unwavering commitment to putting children first. During 2021, Nemours Children’s Health provided direct care and services to approximately 500,000 children in nearly two million encounters. Through outreach, education and advocacy, we were able to support hundreds of thousands of other children — most of whom will never enter our doors. We continued to move our strategy forward: increasing the value of care for the families and communities we serve, while making strategic investments in the future of health.

The Nemours Foundation

Years ended December 31, 2021 and 2020

Condensed combined statement of operations (dollars in thousands)

	2021	2020
Net patient service revenue	\$1,365,417	\$1,094,172
Contributions from the Alfred I. duPont Charitable Trust	245,074	197,655
Other income	128,824	192,185
Total revenue and other support	1,739,315	1,484,012
Total operating expenses	1,523,920	1,446,970
Operating income	215,394	37,042
Nonoperating Gains		
Other components of net periodic pension benefit	8,471	5,414
Excess of revenues and gains over expenses	223,865	42,456
Net assets released from restrictions used for capital purchases	2,869	2,787
Pension-related changes other than net periodic pension cost	27,085	(83,228)
Change in assets without donor restrictions	\$253,820	\$ (37,985)

Condensed combined balance sheets (dollars in thousands)

Assets

	2021	2020
Current assets	\$788,810	\$603,971
Non-current assets	1,520,056	1,479,212
Total assets without donor restrictions	2,308,866	2,083,183
Restricted assets	309,536	277,750
Total assets	\$2,618,402	\$2,360,933

Liabilities and Net Assets

Current liabilities	\$322,325	\$279,892
Non-current liabilities	736,073	806,643
Total liabilities	\$1,058,398	\$1,086,535
Net assets		
Without donor restrictions	\$1,250,468	\$996,648
With donor restrictions	309,536	277,750
Total net assets	1,560,004	1,274,398
Total liabilities and net assets	\$2,618,402	\$2,360,933

Through a will that empowered a legacy, Alfred I. duPont set in motion a transformative institution bound to improve the health of generations.



Executive Cabinet

- R. Lawrence Moss, MD, FACS, FAAP
President and Chief Executive Officer
- Peter Adebisi
Executive Vice President, Chief Human Resources Officer
- Gina Altieri, CPA
Executive Vice President, Chief Communications Officer
- Robert D. Bridges, CPA
Executive Vice President, Chief Executive, Florida Operations
- James P. Digan
*President, Nemours Children's Health Alliance
Executive Vice President, Chief Development Officer*
- Michael J. Erhard, MD, MBA
*Executive Vice President, Physician-in-Chief,
Florida Operations*
- Carrie W. Grant, MBA, BSN, RN, NEA-BC
*Executive Vice President, Chief Nurse Executive,
Florida Operations*
- Mary M. Lee, MD, FAAP
*Executive Vice President and Enterprise Chief Scientific Officer,
Physician-in-Chief, Delaware Valley*
- Rodney A. McKendree, CPA
*Executive Vice President, Chief Financial and
Business Services Officer*
- Jane Mericle, DNP, MHS-CL, RN, CENP
*Executive Vice President, Chief Nursing and
Patient Operations Officer, Delaware Valley*
- Mark Mumford
*Executive Vice President, Chief Executive,
Delaware Valley Operations*
- Kara Odom Walker, MD, MPH, MSHS
Executive Vice President, Chief Population Health Officer

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- William D'Alonzo
- Claire M. DeMatteis, Esq.
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- Elliot Joseph
- Thomas G. Kuntz
- Valerie Montgomery Rice, MD
- Linda D. Norman, DSN, RN, FAAN
- Marcus F. Probst
- Geoffrey M. Rogers
- Richard J. Walsh
- Robert Riney, *2021 Chair (not pictured)*

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- Delaware**
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- Catherine M. Bonuccelli, MD
- William C. Dugdale
- Sharon Mills Higgins
- John Wellons
- Florida**
- Andrea Massey-Farrell, *Chair*
- Hugh M. Brown
- Matthew Certo
- Joseph Terry (*deceased*)
- Judy Wall, MD

Governance

Creating a Healthier Future For All Children

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



90+
care
locations

Locations

Good Health Close to Home

Day in and day out, more than 8,000 Nemours Children’s associates go beyond expectation, bringing their talents to bear to help children grow up healthy and reach their full potential. These efforts occur within the walls of our clinical locations, in schools and childcare centers across the U.S., throughout the halls of government and online to families around the world.

Hospital

Nemours Children’s Hospital,
Delaware

Primary & Specialty Care

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

Nemours Children’s Sports Medicine

Riverfront Fieldhouse, Wilmington

Nemours Children’s Behavioral Health & Swank Autism Center

Wilmington

Collaborating Hospitals

Beebe Healthcare, Lewes
TidalHealth Nanticoke, Seaford
Trinity Health Mid-Atlantic,
Saint Francis Hospital, Wilmington

Nemours SeniorCare

Milford
Wilmington

Nemours Estate

Wilmington

Nemours Children’s Health, Home Office

Jacksonville

Hospital

Nemours Children’s Hospital,
Florida

Urgent Care

Narcoossee Road
Osceola
Waterford Lakes

Specialty Care

Bonifay
Daytona Beach
Downtown Orlando
Fleming Island
Fort Walton Beach
Jacksonville
Jacksonville South
Lake City
Lake Mary
Lake Nona Medical City
Lakeland
Melbourne
Nocatee
Narcoossee Road
Oak Street
Oviedo
Panama City
Pensacola
Tallahassee
Vero Beach
Winter Garden

Primary Care

Alafaya
Celebration
Clermont
Downtown Orlando
Horizon West
Kissimmee
Lake Nona
Longwood
Maitland
Moss Park
Oviedo
Oviedo South
Palm Bay
Sanford
St. Cloud
The Villages, Florida
Vero Beach
Windermere
Winter Garden
Winter Haven

Collaborating Hospitals

Cleveland Clinic Indian River
Hospital, Vero Beach
Cleveland Clinic Martin Health
Martin North Hospital, Stuart
Cleveland Clinic, Martin Health
Tradition Hospital, Port St. Lucie
HCA Florida West Hospital,
Pensacola
Lakeland Regional Health, Lakeland
Osceola Regional Medical Center,
Kissimmee
Oviedo Medical Center, Oviedo
Rockledge Regional
Medical Center, Rockledge
UCF Lake Nona Hospital, Orlando
Wolfson Children’s Hospital,
Jacksonville

Pennsylvania

Specialty Care

Bryn Mawr
Collegeville
Glen Mills
Oregon Pike
Newtown Square
Philadelphia
Willow Grove

Primary Care

Collegeville
Concordville
Exton
Media
Paoli
Philadelphia
Radnor

Surgery Center

Bryn Mawr

Collaborating Hospitals

Bryn Mawr Hospital,
Main Line Health, Bryn Mawr
Lankenau Medical Center,
Main Line Health, Wynnewood
Paoli Hospital,
Main Line Health, Paoli
Riddle Hospital,
Main Line Health, Media
Jefferson Health, Abington Hospital,
Abington
Jefferson Health, Thomas Jefferson
University Hospital, Philadelphia



New Jersey

Specialty Care

Cherry Hill
Deptford

Surgery Center

Deptford

Collaborating Hospitals

Inspira Health, Mullica Hill
Inspira Health, Vineland

Washington, D.C.

Nemours National Office of Policy & Prevention

Washington, D.C.

Online

Nemours.org

Healthy Kids Healthy Future
HealthyKidsHealthyFuture.org

KidsHealth
KidsHealth.org

Moving Health Care Upstream
MovingHealthCareUpstream.org

Reading BrightStart!
ReadingBrightStart.org



NemoursReport.org