

THE best AND MOST



BEAUTIFUL

THINGS IN THE

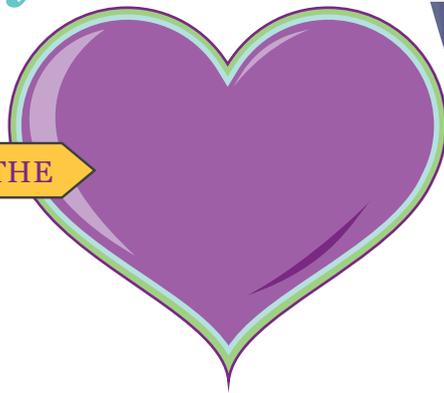


CANNOT be SEEN  
or even TOUCHED.  
They must be

HELEN KELLER

FELT

WITH THE



2021 GRATITUDE REPORT



# Thank you



CHEO is constantly evolving to better serve children, youth and families. Equipment is upgraded with the latest technology, new in-hospital programs are made available to patients, and researchers work tirelessly to make the ground-breaking discoveries that will change treatment and outcomes for patients today and tomorrow. **But we can't make these improvements without you.**

**Steve Read**  
Acting President and CEO  
Vice President, Finance and Administration  
CHEO Foundation

So much of this growth is happening because of you, our donors. Every dollar that is donated goes towards improving care at CHEO, the CHEO Research Institute and Roger Neilson House. In these difficult times the generosity of the donor community has only grown, it is truly inspiring. Thank you on behalf of our team and especially the families who rely on help being there when they need it most. You make that possible.

**We are excited to present some of the accomplishments at CHEO this past year, all possible thanks to your generous support.** Because of you, CHEO can continue building healthier futures for infants, children and teenagers in our region and beyond.



# Gratitude

PLANTS little



ON EVERYTHING  
it TOUCHES

Richelle E. Goodrich

# Patients and families **in**crisis deserve a rapid response

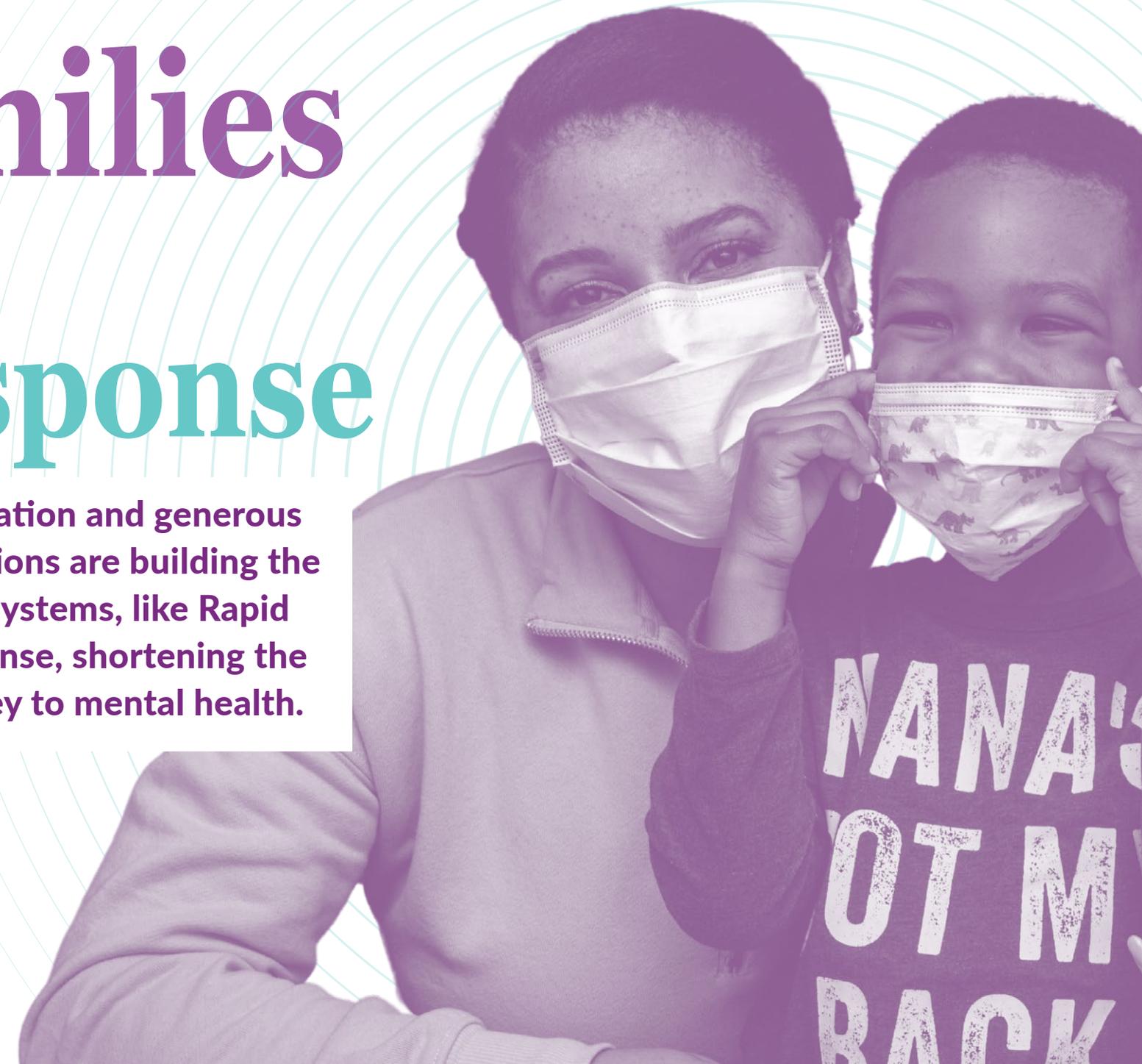
Investments from generous donors have furthered CHEO's mission to transform mental healthcare through the Choice and Partnership Approach (CAPA). A concrete example is in the Rapid Response pathway for children and youth with urgent mental healthcare needs. Young people presenting to CHEO's Emergency Department or to CHEO's community partners receive a follow-up phone call within 24 to 72 hours so that the right resources can be identified for each case. When an appointment is needed, a CHEO mental health clinician will see that child or youth in no more than 14 days.

**Since the start of the Rapid Response program in May of 2020, 530 patients have been seen.**

A pathway has also been developed to allow for discharged inpatients to move smoothly to outpatient follow up, which facilitates well-supported discharges. These more urgent response solutions have been very successful.

Bringing down wait times and coordinating the care available depending on need and severity is the goal of everyone working with children and youth facing a mental health challenge.

**Dedication and generous donations are building the right systems, like Rapid Response, shortening the journey to mental health.**



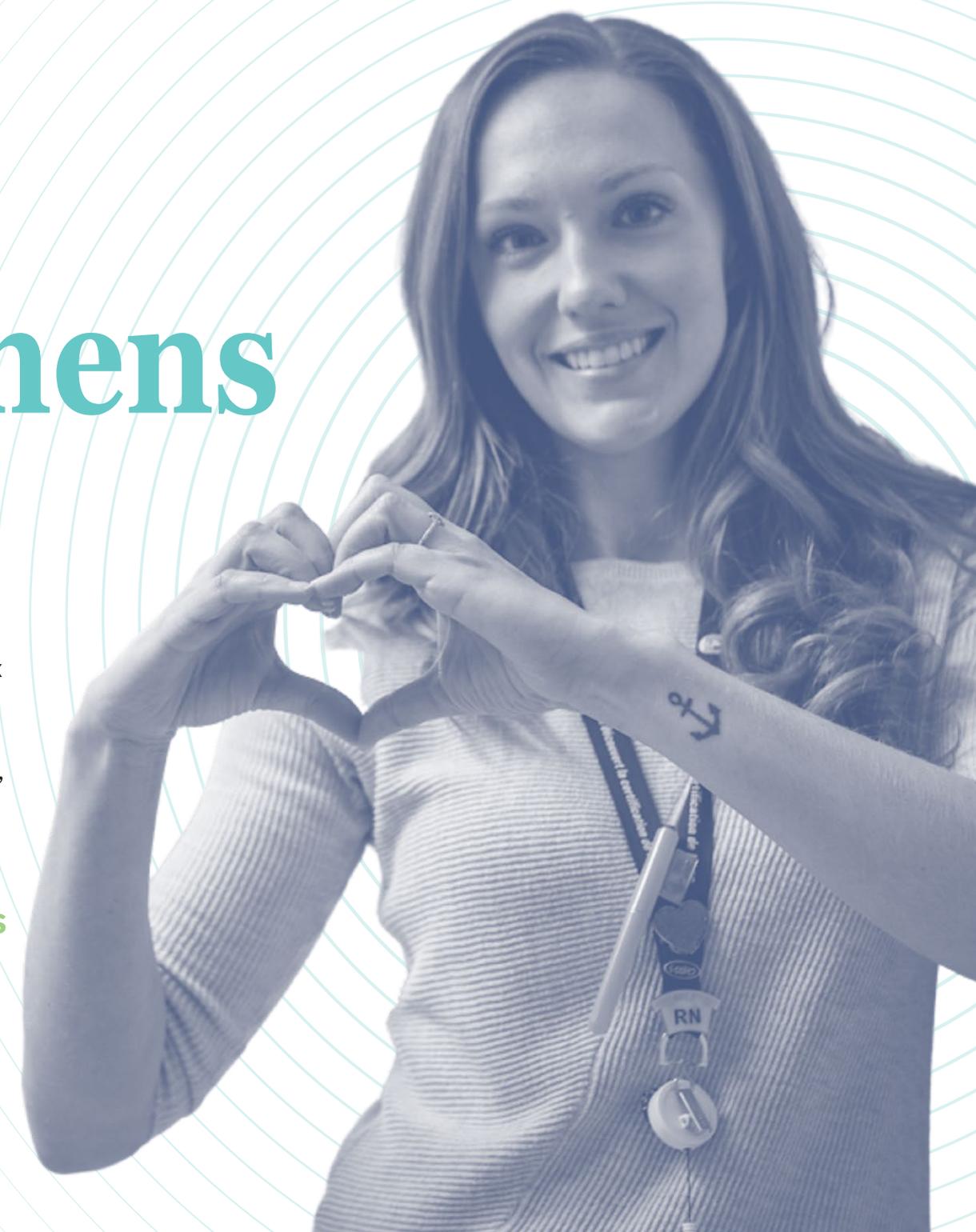
# Experience soothes and strengthens caregivers

CHEO is dedicated to supporting the future, both for our patients and for our staff. Generous donations help CHEO maintain a focus on the next generation of medical professionals by funding programs like the Clinical Resource Nurse position on 4North. This inpatient oncology ward performs delicate work, treating fragile patients with expert skill.

New staff coming to CHEO are highly trained, but the reality of day-to-day work on a ward like 4North can be intimidating. Even veteran CHEO nurses can find 4North unfamiliar. To sooth nerves and maintain the highest level of care, experienced clinical nurses are there to support new nurses and reduce the burden on senior staff.

Whether supervising clinical skills development for complex procedures, maintaining consistency in standard of care for specific duties like caring for central lines or reassuring families that the newer staff are being observed and helped, the clinical expertise of these nurses supports the patients, families and staff.

**Donors are truly part of the world-class team at CHEO, part of training medical staff and elevating standards, and part of the family-centred care that makes CHEO so special.**



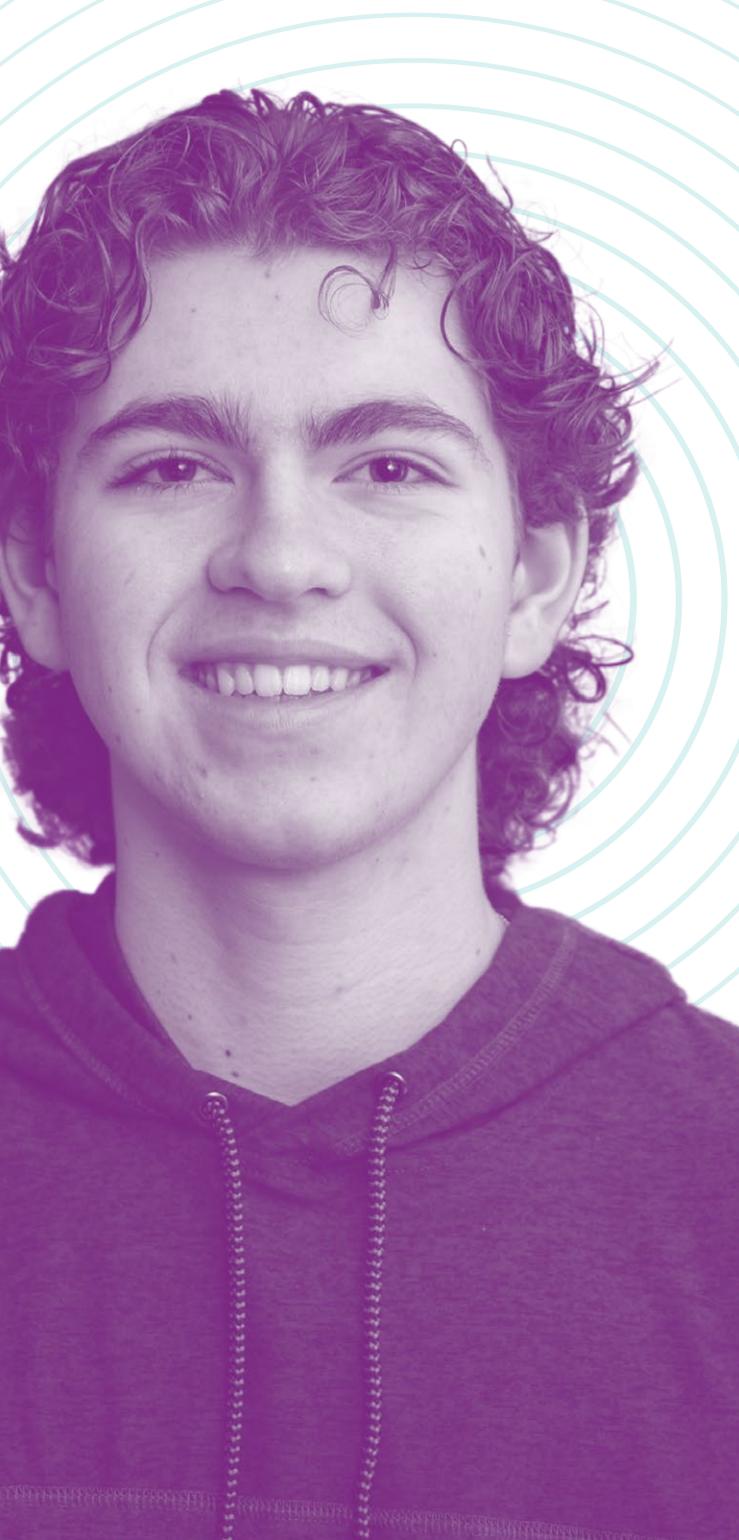
TRY  
TO BE A RAINBOW

in  
SOMEONE'S

CLOUD

Maya Angelou





# Research findings in uncharted waters

COVID-19 has brought so many challenges, but with creativity and the generosity of this community it has also brought advances in science. Wastewater was a term unknown to most just a few years ago. Fortunately, the CHEO Research Institute is home to scientists who understand the power of wastewater surveillance. Dr. Alex MacKenzie and Dr. Tyson Graber joined the initiative led by University of Ottawa engineering professor Robert Delatolla to pioneer a multidisciplinary team to use wastewater surveillance to monitor the levels of COVID-19 in our community. When the virus that causes COVID-19 enters the body and is shed in the intestine, it passes into the water supply with each flush of the toilet. By measuring the level of SARS CoV-2 in any city's wastewater system, you can gauge how much COVID-19 activity there is in that area.

The Ottawa wastewater surveillance team was one of the first labs in the world to report daily levels of viral RNA from SARS-CoV-2 (COVID-19) on a publicly accessible website [613covid.ca/wastewater](https://613covid.ca/wastewater) at the outset of the pandemic in 2020; a game changing innovation that was replicated worldwide. The CHEO RI/uOttawa team helped lead the country in developing tests specific to COVID-19 variants. The Ottawa team helped build a \$12 million Ontario-wide Surveillance Initiative that came into practice in Fall of 2020.

As of summer 2021, all 34 public health units in Ontario joined the initiative with about 160 sampling locations covering over 80 percent of the provincial population. CHEO scientists continue to adapt and improve their process, hoping to apply the idea to tracking other viruses.

**Donors who fuel the cutting-edge research at CHEO today also help to address the issues of tomorrow. This example highlights the importance of well-funded labs staffed by innovative investigators.**



SUPPORTING

cancer patients both

PHYSICALLY

EMOTIONALLY

Oncology massage therapy is an incredibly beneficial massage technique that helps meet the needs of fragile children and youth undergoing cancer treatments. This specialized form of therapy can lower stress, ease tension and pain, reduce anxiety and help make patients feel more physically and emotionally relaxed.

Thanks to community support, in April 2021 CHEO excitedly launched a Massage Therapy Program offered to all oncology patients. For children suffering from the side effects of their cancer treatment, your gift helps CHEO offer therapeutic massage therapy to help alleviate some of the pain they experience.





*relax*



# Cardiac monitoring from the comfort of A CHILD'S HOME

## **Donor generosity helps CHEO purchase Holter monitors.**

Information tracked by a Holter monitor helps CHEO's cardiologists detect if a child has a heart condition, determine if their medications need adjusting, or match a child's symptoms to their heart rate activity. These portable devices are designed to be worn while patients are on the go, providing continuous heart monitoring from school, the park or the comfort of their own home. A stay in the hospital can be difficult for a child at any age. Thanks to you, children and youth can continue to go about their daily routines alongside their family, friends and pets.



Elmo (Sesame Street)

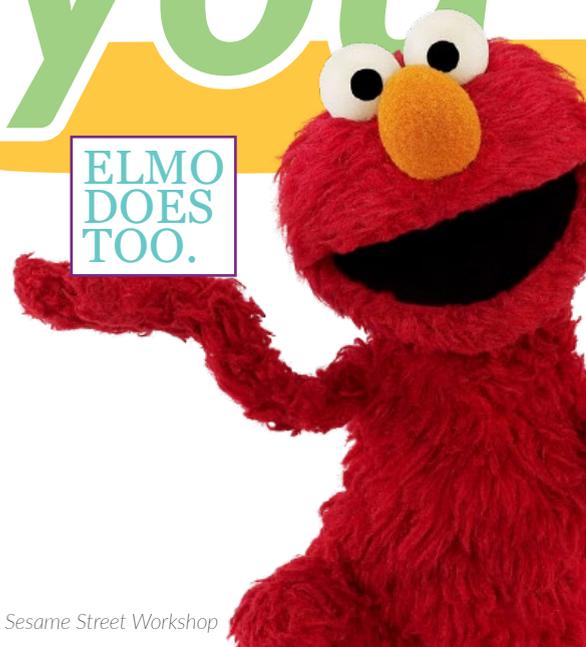
# Smile!

# SOMEONE

# YOU



ELMO  
DOES  
TOO.

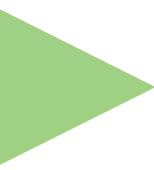




# Mobile c-arm fluoroscopy UNIT

CHEO's surgical team requires up-to-date imaging equipment when performing surgery on patients ranging from the tiniest babies to the tallest teen. The right tools can improve the accuracy of procedures, decrease procedure time and increase overall success for patients.

A key piece of this vital surgical equipment is the Mobile C-arm Fluoroscopy unit which operates on the basic principle of X-ray technology. It is given its name "C-arm," because the X-ray tube and Flat Panel Detector are connected by a C-shaped arm. This semi-circular design allows imaging to occur in multiple angles and allows for maneuverability that is required for sterile surgical guidance.



Working alongside the surgeons, the C-arm is operated by a Medical Radiation Technologist (MRT) providing high resolution images during surgery. Surgeons can see inside the body to better place hardware, stents and devices, as well as assess bones and soft tissue structures. **Thanks to the real-time imaging that a C-arm provides, the surgeon can monitor the progress of the procedure and make decisions as they go.**

Fluoroscopic C-arms are used in orthopaedic surgery, urology, general surgery, neurology, trauma/emergency, and interventional procedures. The mobile C-arm can be moved from room to room, allowing technologists to support surgeries in the eight operational suites at CHEO.

**Having updated imaging technology is particularly important at CHEO, as new developments occur in technology, the lowest radiation dose is always preferred (especially in the pediatric population). With new advances in up-to-date equipment, the radiation dose is lessened while imaging resolution and detail are optimized.**



# Fibroscan

Liver disease can affect children and youth for a number of reasons including epilepsy, obesity and side effects from medications to treat cancer, rheumatoid arthritis, skin conditions and other diseases. Finding out why a young patient's liver is damaged used to require an invasive biopsy that carries the risk of complications. Donor dollars helped CHEO purchase a fibroscan, giving staff and patients a gentler option. A fibroscan uses a process similar to ultrasound technology to send waves through the liver to measure how elastic or flexible the liver is. When the liver is in distress there is often scarring, fibrosis or fat build-up which causes stiffness, reduces liver function and can be very serious.

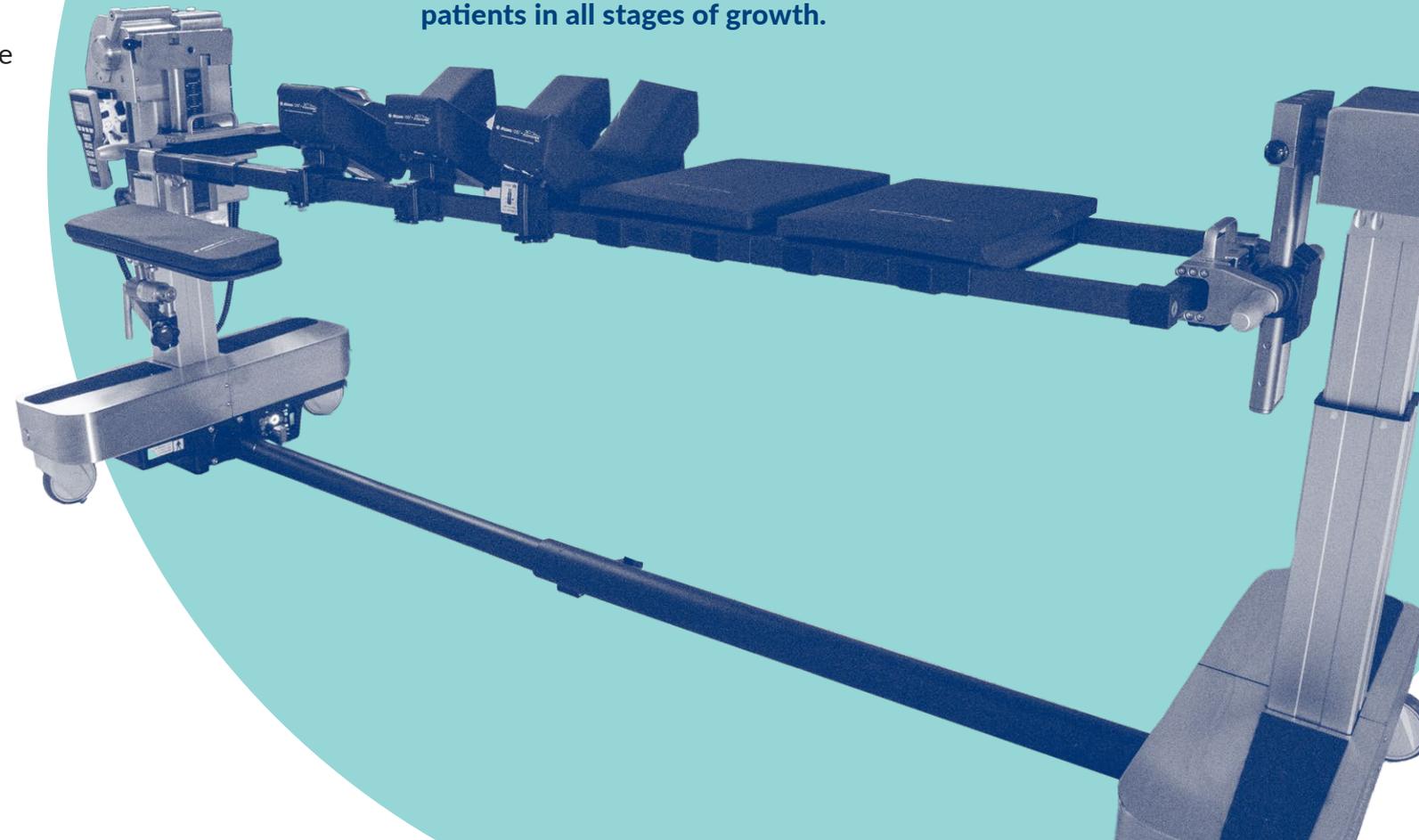
This equipment makes a huge difference in the treatment of some patients, helping just one doctor perform over 150 liver tests each year. **In lieu of a biopsy procedure, testing with a fibroscan can be done in clinic in about 10 minutes and results are available to the team right away. This is one way that donors are giving babies, children and youth at CHEO access to the best and most gentle treatment available.**

# ECMO

Extracorporeal membrane oxygenation (ECMO) machines become the heart and lungs for CHEO's patients. They pump blood outside the body to a machine that removes carbon dioxide and sends oxygen-filled blood back to tissues in the body. Blood flows from the right side of the heart to the membrane oxygenator in a heart-lung machine, and then is rewarmed and sent back to the body. This method allows the blood to "bypass" the patient's own heart and lungs, giving their organs time to rest. ECMO is used in critical care situations, when the heart and lungs need help. **Whether the patient is facing a critical injury or serious disease, this vital piece of equipment, along with specialized staff, keeps patients alive.**

# Spinetable

CHEO's surgeons must have the right tools to help patients in the operating room. For orthopaedic surgeons a spine table is one of these tools. They make positioning the patient easier which creates better access, visibility and control for the medical team during a procedure. **Orthopaedic surgeons are thrilled to have this advanced technology available to them while performing intricate spine operations on patients in all stages of growth.**



# Endoscopic ultrasound

## (EUS)

Endoscopic Ultrasound (EUS) is a relatively new technology that allows the physician to closely examine the layers of the bowel wall and surrounding structures. This is helpful when treating inflammatory bowel diseases such as Crohn's disease (CD) and Ulcerative Colitis (UC) where intestines become chronically inflamed and ulcerated. In UC cases, an EUS can measure how deep the inflammation is, and better assess the severity of the disease. Using the depth of inflammation is one way to predict how a patient will respond to medical therapy. The EUS is also able to measure how much scarring there is in the intestine from inflammation, termed 'fibrosis', which may also help determine whether someone will respond to treatment. **CHEO is very fortunate to have endoscopic ultrasound thanks to donor generosity.**

## Infantscale

Designed with the unique needs of babies in mind, pediatric scales have contoured shapes to cradle small bodies and surface materials made for delicate skin. Being safe and comfortable helps the scales capture accurate and efficient weight measurement for our youngest and smallest patients who don't always want to stay still.



I am NOT  
*afraid of*  
storms

FOR I AM LEARNING  
to SAIL my SHIP

Louisa May Alcott



# Board of directors

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DRTP Consulting Inc.

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Office of the Auditor General of Canada

**Marjolaine Hudon**

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**Tara-Lynn Hughes**

Senior Vice President,  
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TD Canada Trust

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Vice President, Human Resources,  
Finance and Information Services  
Costco Wholesale Canada

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Anna Tosto

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Barry Turner  
Robert Wener



# Statement of Management's Responsibility for Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Foundation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management intends to liquidate the Foundation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Foundation's financial reporting process. The Board carries out this responsibility principally through its Finance Committee, whose members are appointed by the Board.

The Finance Committee meets with management and the external auditors to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, and to satisfy itself that each party is properly discharging its responsibilities. The Finance Committee reports its findings to the Board for consideration when approving the financial statements for issuance to the members in the Annual Report.

Steve Read  
Acting President and CEO  
Vice President, Finance and Administration  
CHEO Foundation

## STATEMENT OF FINANCIAL POSITION

Children's Hospital of Eastern Ontario Foundation  
Incorporated under the laws of the Province of Ontario  
As at December 31

|                                          | 2021<br>\$         | 2020<br>\$         |
|------------------------------------------|--------------------|--------------------|
| <b>Assets</b>                            |                    |                    |
| <b>Current</b>                           |                    |                    |
| Cash and cash equivalents                | 11,567,869         | 9,300,309          |
| Short-term investments                   | 7,180,825          | 2,516,642          |
| Interest and other receivables           | 1,380,858          | 1,591,579          |
| Prepaid expenses                         | 20,240             | 7,949              |
| <b>Total current assets</b>              | <b>20,149,792</b>  | <b>13,416,479</b>  |
| Long-term investments                    | 118,980,036        | 94,377,352         |
| Capital assets, net                      | 79,771             | 73,452             |
| Other assets                             | 122,450            | 122,450            |
|                                          | <b>139,332,049</b> | <b>107,989,733</b> |
| <b>Liabilities and Fund Balances</b>     |                    |                    |
| <b>Current</b>                           |                    |                    |
| Accounts payable and accrued liabilities | 8,343,415          | 5,290,032          |
| <b>Total current liabilities</b>         | <b>8,343,415</b>   | <b>5,290,032</b>   |
| <b>Fund balances</b>                     |                    |                    |
| General Fund                             | 37,096,350         | 24,998,094         |
| Restricted Fund                          | 43,165,684         | 29,003,941         |
| Endowment Fund                           | 50,726,600         | 48,697,666         |
| <b>Total fund balances</b>               | <b>130,988,634</b> | <b>102,699,701</b> |
|                                          | <b>139,332,049</b> | <b>107,989,733</b> |

# Statement of operations and changes in fund balances

Children's Hospital of Eastern Ontario Foundation  
Year ended December 31

|                                                                                                                                     | General Fund      |                   | Restricted Fund  |                  | Endowment Fund   |                  | Total             |                   |
|-------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|------------------|------------------|------------------|------------------|-------------------|-------------------|
|                                                                                                                                     | 2021              | 2020              | 2021             | 2020             | 2021             | 2020             | 2021              | 2020              |
|                                                                                                                                     | \$                | \$                | \$               | \$               | \$               | \$               | \$                | \$                |
| <b>Revenue</b>                                                                                                                      |                   |                   |                  |                  |                  |                  |                   |                   |
| Lotteries                                                                                                                           | 17,387,540        | 12,596,770        | —                | 13,335           | —                | —                | 17,387,540        | 12,610,105        |
| Fundraising                                                                                                                         | 16,818,507        | 15,242,710        | 8,171,962        | 7,088,078        | 216,326          | 527,245          | 25,206,795        | 22,858,033        |
| Investment income                                                                                                                   | 10,598,632        | 5,203,386         | 1,204,397        | 627,524          | 1,700,032        | 859,077          | 13,503,061        | 6,689,987         |
| Parking and miscellaneous revenue                                                                                                   | 3,377,422         | 2,493,376         | —                | —                | —                | —                | 3,377,422         | 2,493,376         |
|                                                                                                                                     | <b>48,182,101</b> | <b>35,536,242</b> | <b>9,376,359</b> | <b>7,728,937</b> | <b>1,916,358</b> | <b>1,386,322</b> | <b>59,474,818</b> | <b>44,651,501</b> |
| <b>Expenses</b>                                                                                                                     |                   |                   |                  |                  |                  |                  |                   |                   |
| Direct expenses                                                                                                                     | 11,839,623        | 7,973,570         | —                | 25,069           | —                | —                | 11,839,623        | 7,998,639         |
| Revenue, net of direct expenses                                                                                                     | 36,342,478        | 27,562,672        | 9,376,359        | 7,703,868        | 1,916,358        | 1,386,322        | 47,635,195        | 36,652,862        |
| Indirect expenses                                                                                                                   |                   |                   |                  |                  |                  |                  |                   |                   |
| Other fundraising expenses                                                                                                          | 3,971,766         | 3,383,713         | —                | —                | —                | —                | 3,971,766         | 3,383,713         |
| Administrative expenses                                                                                                             | 1,522,296         | 1,402,610         | —                | —                | —                | —                | 1,522,296         | 1,402,610         |
| Excess of revenue over expenses before grants                                                                                       | 30,848,416        | 22,776,349        | 9,376,359        | 7,703,868        | 1,916,358        | 1,386,322        | 42,141,133        | 31,866,539        |
| Grants to Children's Hospital of Eastern Ontario, Children's Hospital of Eastern Ontario Research Institute and Roger Neilson House |                   |                   |                  |                  |                  |                  |                   |                   |
| Capital and programs                                                                                                                | —                 | —                 | 13,728,345       | 20,731,407       | —                | —                | 13,728,345        | 20,731,407        |
| Contribution of services                                                                                                            | —                 | —                 | 123,855          | 236,529          | —                | —                | 123,855           | 236,529           |
|                                                                                                                                     | —                 | —                 | 13,852,200       | 20,967,936       | —                | —                | 13,852,200        | 20,967,936        |
| Excess (deficiency) of revenue over expenses and grants for the year                                                                | 30,848,416        | 22,776,349        | (4,475,841)      | (13,264,068)     | 1,916,358        | 1,386,322        | 28,288,933        | 10,898,603        |
| Fund balances, beginning of year                                                                                                    | 24,998,094        | 18,683,317        | 29,003,941       | 26,061,345       | 48,697,666       | 47,056,436       | 102,699,701       | 91,801,098        |
| Interfund transfers                                                                                                                 | (18,750,160)      | (16,461,572)      | 18,637,584       | 16,206,664       | 112,576          | 254,908          | —                 | —                 |
| Fund balances, end of year                                                                                                          | 37,096,350        | 24,998,094        | 43,165,684       | 29,003,941       | 50,726,600       | 48,697,666       | 130,988,634       | 102,699,701       |



# Statement of cash flows

Children's Hospital of Eastern Ontario Foundation

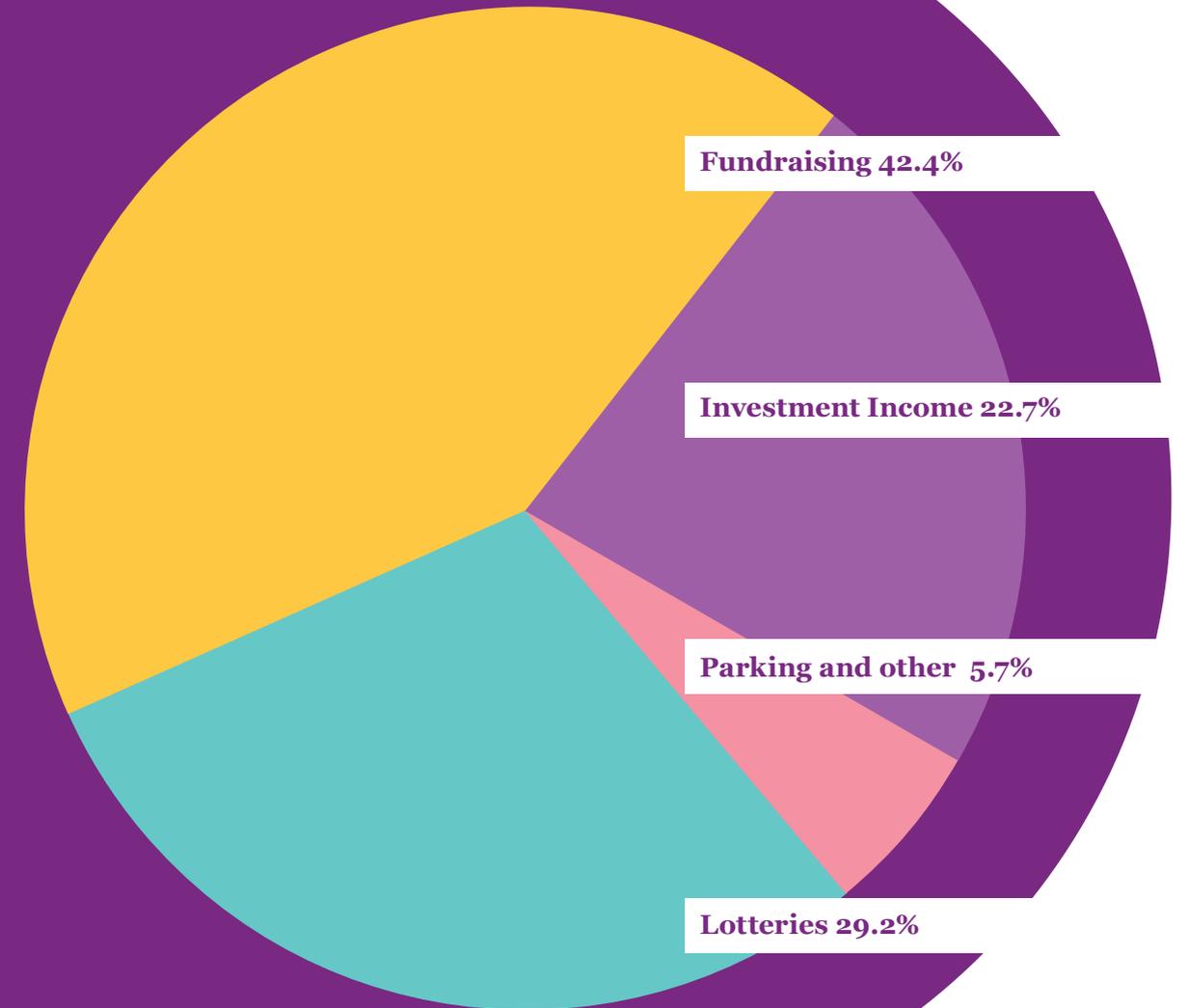
Year ended December 31

## Operating activities

|                                                                       | 2021<br>\$        | 2020<br>\$       |
|-----------------------------------------------------------------------|-------------------|------------------|
| Excess of revenue over expenses before grants                         | 28,288,933        | 10,898,603       |
| Add (deduct) items not affecting cash                                 |                   |                  |
| Amortization                                                          | 29,953            | 16,912           |
| Investment income                                                     | (13,439,725)      | (6,545,039)      |
| Donated shares                                                        | (911,647)         | (1,006,122)      |
| Other non-cash items                                                  | 48,233            | 26,772           |
|                                                                       | <u>14,015,747</u> | <u>3,391,126</u> |
| Net change in non-cash working capital balances related to operations | 3,251,813         | 1,503,134        |
| Cash provided by operating activities                                 | <u>17,267,560</u> | <u>4,894,260</u> |

## Investing activities

|                                                        |                     |                    |
|--------------------------------------------------------|---------------------|--------------------|
| Deposits to externally managed investments             | (15,000,000)        | (9,000,000)        |
| Cash used in investing activities                      | <u>(15,000,000)</u> | <u>(9,000,000)</u> |
| <b>Net increase (decrease) in cash during the year</b> | <b>2,267,560</b>    | <b>(4,105,740)</b> |
| Cash and cash equivalents, beginning of year           | 9,300,309           | 13,406,049         |
| Cash and cash equivalents, end of year                 | <u>11,567,869</u>   | <u>9,300,309</u>   |



Revenue summary

# Donor bill of rights

To assure that our donors and prospective donors can have full confidence in the CHEO Foundation we declare that all donors have the following rights:

1. To be informed of the CHEO Foundation's mission, of the intended use for donated resources, and of the capacity for donations to be used effectively for their intended purpose.
2. To be informed of the identity of the CHEO Foundation's governing board, and to expect the board to exercise prudent judgement in its stewardship responsibilities.
3. To have access to the CHEO Foundation's most recent financial statements.
4. To be assured their gifts will be used for the purposes for which they were given.
5. To receive appropriate acknowledgement and recognition.
6. To be assured that information about their donations is handled with respect and with confidentiality to the extent required by law.
7. To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.
8. To be informed whether those seeking donations are volunteers, employees of the CHEO Foundation, or hired solicitors.
9. To have the opportunity for their names to be deleted from mailing lists.
10. To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.



THANKYOU  
→ *you*  
REALLY *are*  
THE BEST!



My job is so secret...  
even I don't know  
what I'm doing!