



Stronger together ...

2016
[**GRATITUDE**]
REPORT

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FOREVER CHEO

BOARD OF DIRECTORS

FINANCIALS





The team that heals... includes you!

It all starts when a patient comes through the doors at CHEO. Whether it's a minor sprain, or the beginning of a complex medical journey to treat a rare disease, there is One Team that immediately springs into action! Their goal is to make that child the healthiest they can be. From assessment in triage through to discharge and follow-up treatment, a myriad of professionals and processes are in place to ensure each patient receives the best family-centered health care.



KEVIN KEOHANE
PRESIDENT AND CEO, CHEO FOUNDATION

This dedicated team includes, physicians, researchers, staff, students and volunteers; each one committed to helping patients and families in eastern Ontario, western Quebec and beyond.

We would be remiss if we did not include the most important person when listing the team members responsible for CHEO's proficiency in pediatric health care – YOU!

At the CHEO Foundation it is our belief that the words “foundation” and “community” are interchangeable. Without the support of people in our communities, the medical professionals at CHEO would not have the specialized equipment that allows them to deal with a vast array of medical challenges. From treating a tiny, sick baby still in the womb, to a teen with a chronic illness, CHEO is there thanks to you. We have always been able to count on you to be with us in our quest to ensure that every family in our region knows that the best pediatric care is waiting for them at CHEO.

STRONGER TOGETHER

In 2016 we further galvanized the One Team partnership by amalgamating CHEO and the Ottawa Children's Treatment Centre (OCTC). After a thorough review by a joint task force, which included physicians, members of the community and parents, the decision was made to bring CHEO and OCTC together. OCTC provides bilingual, specialized care for children and youth in our region with multiple physical, developmental, and associated behavioural needs. By bringing together the specialized expertise from both CHEO and OCTC, we will provide a single system of care that will offer families clearer access to services, integrated and coordinated treatment, and a more holistic approach to care.

The coming together of CHEO and OCTC is only one of the highlights from 2016, so many of which were a direct result of community support. In this report you will find just a few examples of the specialized equipment we were able to purchase in 2016, information about the incredible life-saving research being conducted at the CHEO Research Institute, and some of the programs that provide support for patient families at CHEO.

It is so important to remember that the one common element in all the incredible work being done at CHEO is YOU.

Your support continues to have unimaginable impact on the over 500,000 lives CHEO touches each year. That is why we changed the name of this year's Annual Report to the CHEO Foundation 2016 Gratitude Report.

We can't thank you enough for being part of the CHEO Team.

Kevin Keohane

President and CEO, CHEO Foundation

Mahesh Mani, MAcc, CA

Chair, CHEO Foundation Board of Directors



MAHESH MANI, MACC, CA

CHAIR, CHEO FOUNDATION BOARD OF DIRECTORS

A woman with long, wavy blonde hair is shown in profile, looking down at a document. The document has a faint, repeating pattern of snowflakes. The background is a soft, out-of-focus brown and beige. The text 'Working and growing as one team!' is written in a white, cursive font with a black outline, positioned in the upper right quadrant of the image.

Working and growing as one team!

How can we make things better for our patients and their families? This is the question we have been asking ourselves and those we work with and serve for several years now. The answers have been coming to us on a daily basis and are being reflected in everything we do and the way we do things at CHEO-OCTC.



ALEX MUNTER
PRESIDENT AND CEO, CHEO - OCTC

This past year, more than ever, has been a year of growth and continuous improvement – always with one goal in mind, providing the best possible care and the best possible experience for everyone who walks through our doors. Our single biggest growth spurt this year occurred in October when we announced that CHEO and the Ottawa Children's Treatment Centre (OCTC), two leading providers of specialized pediatric health services in the region, joined forces and amalgamated into one single organization.

For more than 60 years, OCTC has been providing care for children and youth with disabilities, including cerebral palsy, complex needs associated with congenital conditions, developmental delays, autism spectrum disorders, and brain injuries. Its multidisciplinary team provides more than 100,000 hours of direct service each year.

Through amalgamation we have strengthened the pediatric health system, supporting kids, youth and families in this community. And we met some wonderful people.

One of the highlights of my year was meeting five-year-old Abby Dagleish, described by her mom Christine as “the happiest, most cheerful little bug you will ever meet.” Abby has almost completed junior kindergarten at the Ottawa Children's Treatment Centre (OCTC). She loves school, knows her numbers and months, and is surprising her family with new knowledge and skills every day.

Christine credits Abby's progress to both OCTC and the Children's Hospital of Eastern Ontario – two organizations she is very passionate about.

In addition to this exciting integration, we continue to pursue and expand on the goals we set for ourselves in our CHEOnext action plan – the guiding force that motivates us and makes us accountable for the care and expertise we provide. Here are some of the milestones we reached last year that make us particularly proud:

- Improvement is everyone's job at CHEO. We make small but mighty changes all the time to enhance the quality of our care for kids. This year everyone was encouraged to make an improvement and to date we have completed 1,246 improvements.
- Faster access is a major area of focus for those improvements. For example, our team worked hard to reduce wait times for mental health outpatient clinics. The wait is now down to an average of 22 days from 200 days a year ago. CHEO had 1,479 outpatient referrals and 8,915 outpatient visits in 2015/16.
- In March, CHEO announced a ground-breaking settlement that forever changes the landscape of genetic medicine in Canada. We announced that gene patents would no longer stand in the way of diagnosing life-threatening disease. Specifically, CHEO reached a settlement of its legal challenge with the owner of five gene patents

related to the potentially deadly Long QT syndrome. CHEO and all other Canadian public sector hospitals and laboratories now have the right to test Canadians for Long QT syndrome on a not-for-profit basis. This model can also be used for other genetic tests.

- In 2016, several more units went “live” with Epic. By the end of 2017, nearly the entire hospital will use digital clinical health records. We also expanded patient and family access to MyChart, our secure online portal that connects children, youth and families to their CHEO health record. This will enable them to better understand and make informed decisions about their care.

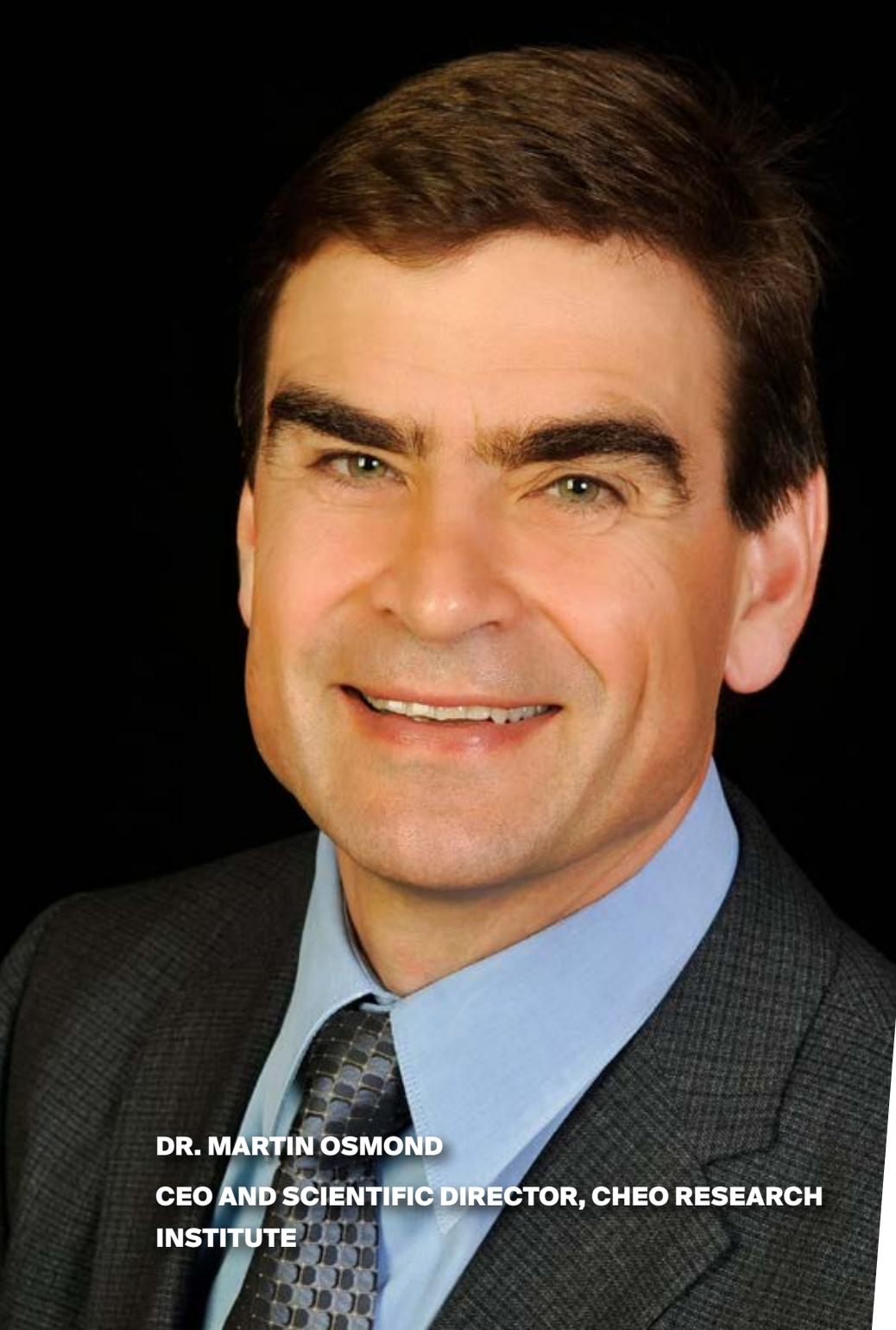
The positive feedback and continuous support CHEO gets from its patients, families, donors and peers both in the community and across the country is reflected in the work that we do every day to improve the lives of patients and families. This engagement and commitment has a huge impact on our growth, both personal and professional, and is our motivation to do our very best today while building for an even better future.

On behalf of CHEO staff, physicians and volunteers, I would like to once again thank you for helping the children and youth of this community get the best possible start in life.

Alex Munter

President and CEO, CHEO - OCTC





DR. MARTIN OSMOND
CEO AND SCIENTIFIC DIRECTOR, CHEO RESEARCH
INSTITUTE

Dear valued members of the community:

I recently attended a meeting where a parent said that, “research is a sign of excellence” in the context of what makes CHEO and the Ottawa Children’s Treatment Centre (OCTC) great. What a strong statement about the work we do and the impact that research at CHEO and OCTC makes! I have been reflecting on this sentiment with my team; we wholeheartedly agree and recognize that the accolade comes with great responsibility.

Our vision is to make discoveries today for healthier kids tomorrow, so what is in the best interest of children, youth, and their family always guides our work. Community support is vital to the work we do and when you donate to CHEO and OCTC research we are able to quadruple your gift amount through research grants and other sources.

We have a close partnership with the University of Ottawa, meaning almost all of our researchers are cross-appointed as professors at the University so we help to train the next generation of scientists. Many of our researchers are also physicians, nurses or health practitioners at CHEO and OCTC, who aim to solve the very problems they see in their day-to-day clinical work. It is a full-circle, highly rewarding experience when our research changes healthcare practice and improves the life of a child.

An excellent example of this is in the realm of concussion research. Dr. Roger Zemek and the team from the CHEO Emergency Department see hundreds of concussion cases per year. Through their pan-Canadian research program we can now predict which of



RESEARCH

high impact publications

40

in business

84

years

33

108

grants awarded in the past year

471 active studies

40,288

Patients and families involved in research

Revenue

#CHEOresearch

\$28,177,270

67 Trainees

scientists with salary awards

421

Publications



287 staff

305 Researchers



these children will still have significant post concussive symptoms one month after injury. We also know which children can return to physical activity sooner! I am so proud of this team as they continually provide evidence on how to deliver the best care to these children. I am also proud that they published in the highly esteemed Journal of the American Medical Association (JAMA) twice in one year, which is a huge accomplishment.

I recently asked my team to pull together metrics, and it is amazing to see at a glance what we achieved last year! Researchers at CHEO have published twice as many discoveries (421) than we did five years ago, and 40,288 patients and families were engaged in research last year alone!

I want to take a moment to express my excitement about working as One Team with the researchers from OCTC as a result of the recent CHEO-OCTC amalgamation. Together, we will be able to study a more complete picture of individual care plans ranging from acute care, to rehabilitation provided by multiple health care providers, to schooling. We hope to gain new insights on what therapy is most effective and influence future care plans based on evidence.

Circling back to “excellence” I want to recognize an incredible team: The broad community of donors, fundraisers and volunteers who enable research at CHEO and OCTC and make all the difference in the scope of our work. We sincerely could not achieve what we do, to help children and families be their healthiest, without your support.

It is a privilege to deliver results (discoveries!) in honour of your contributions.

Thank you,

Dr. Martin Osmond

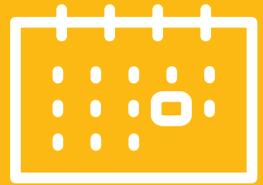
CEO and Scientific Director, CHEO Research Institute

2016: the numbers

2,115 surgical procedures



60 new monthly donors



\$203,923 raised by kids helping kids



Over 2,000 volunteers at the CHEO Telethon on CTV



40,288 patients and families involved in research



108 Community Fundraisers across the National Capital Region



5,788 Thank you calls, letters and emails



CHEO patients spent **39,186** nights in hospital



3,049 participants took part in CN Cycle for CHEO



471 active studies at the CHEO Research Institute



CHEO Telethon TOTAL

\$8,013,771



309 Kids Helping Kids fundraisers



A young man with dark, curly hair is shown in profile, looking towards the right. He is wearing a dark blue shirt. The background is a blurred hospital room with medical equipment and a green wall. On the far left edge, there is a vertical strip of colorful geometric shapes in shades of pink, blue, and purple.

*Donor impact:
equipment and
projects*



Project Stitch

Project Stitch is an ongoing renovation to reorganize CHEO's day care surgery and recovery units, build two new procedure rooms dedicated to inflammatory bowel disease (IBD) procedures and minor surgeries, expand the number of recovery beds, and purchase state-of-the-art equipment, all to better serve the children and youth in our community. When the entire project is completed in 2018, CHEO surgeons will be able to perform an additional 2,200 procedures and surgeries per year, and will reduce wait times by as much as 50 percent.

Donor dollars are making all of this possible and the work done in 2016 enabled CHEO to open the new Post Anesthetic Care Unit (PACU), staff lounge, and anesthesia offices.

The new PACU area accommodates 11 bed bays, has one sedation room and one separation room. It features upgraded technology, newer equipment and a redesigned space offering a comfortable and more private environment for patient families.

It is wonderful to have this portion of Project Stitch completed and your continued support will be very important as work continues on the day care surgery and waiting room areas. For more information on Project Stitch please visit www.cheofoundation.com.

Neonatal Transport Team

CHEO's Neonatal Transport Team is a specially trained critical care team that provides 24/7 service, 365 days a year for community hospitals in eastern Ontario, western Quebec and northern Ontario. Approximately 500 patients a year are transported by a team that includes a nurse and a respiratory therapist, supported by a physician. Ongoing team training and sharing of best practices has sharpened skills and expertise, delivering even greater efficiency when every second counts.

Infants are transported in an incubator which is really a neonatal intensive care unit on wheels. CHEO and the Ottawa Paramedic Service have partnered in the use of a dedicated ambulance, a Neonatal Transport Unit (NTU) that was made possible thanks in large part to a donation from a local family. The paramedic crew stays with the team for the entire transport, providing faster response times, enhancing the safety of our patients and staff and improving the overall effectiveness of our transport team service.

Patient Monitors

Patient monitors are important pieces of equipment that measure a patient's temperature, pulse, breathing rate and blood pressure. These new monitors will be compatible with CHEO's electronic health record system and provide ongoing critical information to the medical team in real time, at their fingertips. Doctors and nurses in most areas of the hospital rely on these monitors every day to relay vital information regarding a patient's status. Thanks to donor support 41 new patient monitors have been purchased. The impact that these monitors will have on patient care will be felt in every department and clinic at CHEO.



Donor impact: Programs

Social Work

No one plans for their child to require emergency medical treatment or a long hospital stay, but in times of distress the CHEO Foundation helps families when they need it most. CHEO's Social Work team is at the helm, ready to step in when families are at their most vulnerable, thanks to the donor supported Max Keeping Family Assistance Fund. This fund celebrates, in loving memory, the legacy of one of CHEO's most passionate community supporters, long time CTV news anchor and children's champion, Max Keeping.

Caring for a child with medical needs is not only physically and emotionally exhausting for caregivers but can also create a financial strain on the entire family. In many cases, admissions to hospital can span several months and parents have to take time away from their jobs to be with their child. Our young patients often require medications and equipment that health insurance plans may not cover.

This fund ensures families have access to nutritious meals, helps with transportation, accommodation and other costs for families who may need to accompany their child to other children's hospitals for surgical procedures that cannot be performed at CHEO. Family Assistance funds also cover costs to purchase or rent equipment to assist a child, or even buy life-saving medications. Thanks to you, in 2016, \$115,000 assisted 362 families with some or all costs related to their child's treatment.



Medical Day Unit

CHEO's Medical Day Unit (MDU) is a busy place with over 10,500 patient visits every year. Patients come for oncology, hematology or dialysis treatments on an outpatient basis. Given the high frequency of visits to this unit, a new assessment room was deemed necessary for CHEO's oncology patients specifically. Even though pediatric cancers are rare, on average 75 new patients are diagnosed each year. At CHEO, doctors, nurses and staff provide expert oncology care to infants, children, teens and young adults. The new MDU room was created so staff can treat more kids and decrease wait times. The new room has all the standard equipment like infant and adult-sized scales, blood pressure cuffs, a stretcher, thermometer and a measuring board for patients of all ages. This was made possible thanks to donor support.





Child Life Programs

At CHEO we recognize that children and youth need to have opportunities to play, develop, and socialize during their hospitalization. Child Life Specialists are professionals trained in areas of child development, play with purpose, and the psychosocial needs of children and families.

Child Life programs at CHEO help patients and families adjust to, and better understand their health care experience. They prepare and support children and youth during medical tests and procedures through play, teaching, and coping skills development. Baking lessons, crafts, story time, movie nights, and tea parties are other life-enhancing activities organized by Child Life Services.

Each year, CHEO purchases age appropriate toys, computer games, books and arts and craft supplies. These will be used by the thousands of children and youth, from birth to 18 years of age, who spend time at CHEO.

The playrooms at CHEO provide space for inpatients to play, create and socialize. Parents and patients alike are thankful for the break these rooms can provide. A recent donation from CHEO's Volunteer Association ensures that playrooms remain open at night and on weekends, because illness doesn't take time off.



About the CHEO Research Institute

The CHEO Research Institute coordinates the research activities of the Children's Hospital of Eastern Ontario (CHEO) and is affiliated with the University of Ottawa. Its three programs of research include molecular biomedicine, health information technology, and evidence-to-practice research. Key themes include cancer, diabetes, obesity, mental health, emergency medicine, musculoskeletal health, electronic health information and privacy, and genetics of rare disease. The CHEO Research Institute makes discoveries today for healthier kids tomorrow.

This forward-thinking vision extends to treatments that while effective, are hard on patients and painful for families to endure.

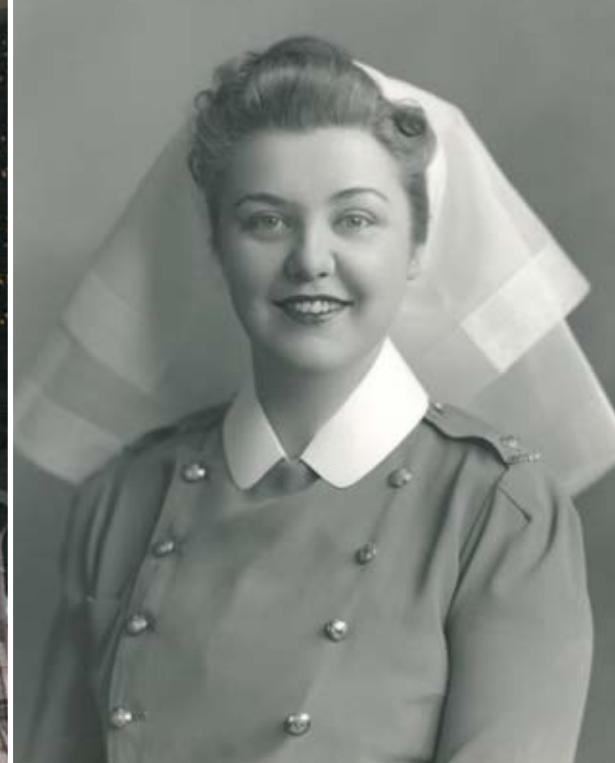
Nowhere is this a more real struggle than in oncology. Young cancer patients are often treated with multi-year chemotherapy and radiation protocols. These life-saving interventions help many children to beat cancer and reach adulthood, but it is a difficult road often with lasting side effects. Within the labs of the CHEO Research Institute dedicated teams are working tirelessly to find new ways to combat aggressive pediatric cancers. And they are showing real progress in clinical trials. Thanks to donor dollars, scientists have identified new immunotherapy techniques that use drugs to make the patient's own immune system more effective at recognizing and killing cancer cells. Funding keeps scientist and clinicians working to discover new ways to more successfully and more gently treat CHEO's most vulnerable patients.



Donor Rights

To assure that our donors and prospective donors can have full confidence in the CHEO Foundation, the Children's Hospital of Eastern Ontario and the Ottawa Children's Treatment Centre, 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.



Forever CHEO ensures good health for future generations of children and their families.

Many donors tell us that they wish they could make a more significant donation to CHEO, but they just can't manage it. Colin and Marjorie Forrest were two such donors. Yet their story shows that there is a way to leave a larger gift, save on taxes, and build a legacy that will live beyond your own life to help future generations.

Both Colin and Marjorie dedicated their lives to their community after having served Canada during the Second World War. They made annual donations to CHEO but never revealed that they had also included a substantial gift in their estate. We wish we could have thanked them during their lifetimes for their incredible generosity.

Today, nearly a hundred years after their births, their legacy lives on and their forward thinking is making a difference for many CHEO patients and their families.

If you would like more information on legacy giving and how you can create your own Forever CHEO legacy, please contact Megan Doyle Ray at megandoyle@cheofoundation.com or 613-738-3694.

"The things that you do for yourself are gone when you are gone, but the things you do for others remain as your legacy." Kalu Kalu

Click [here](#) for more inspiring Forever CHEO stories.



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Partner
Moore Wrinn Financial
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President and CEO, CHEO Foundation

Alex Munter

President and CEO, CHEO - OCTC

Dr. Martin Osmond

CEO and Scientific Director, CHEO Research Institute

Clark Edissi

Representative, Staff Forum, CHEO

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Vicki Clement

Liseanne Forand

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Deneen Perrin

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Financials

Statement of Management's Responsibility for Financial Statements

The accompanying financial statements of the Children's Hospital of Eastern Ontario Foundation are the responsibility of management. These financial statements have been prepared by management in accordance with Canadian Accounting Standards for not-for-profit organizations, which sets out generally accepted accounting principles ["GAAP"] for not-for-profit organizations in Canada.

The Foundation maintains systems of internal accounting and administrative controls of high quality, consistent with reasonable cost. Such systems are designed to provide reasonable assurance that the financial information is relevant, reliable, accurate, and complete, in all material respects, and that the Foundation's assets are appropriately accounted for and adequately safeguarded.

The Board of Directors is responsible for ensuring that management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the financial statements. 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.

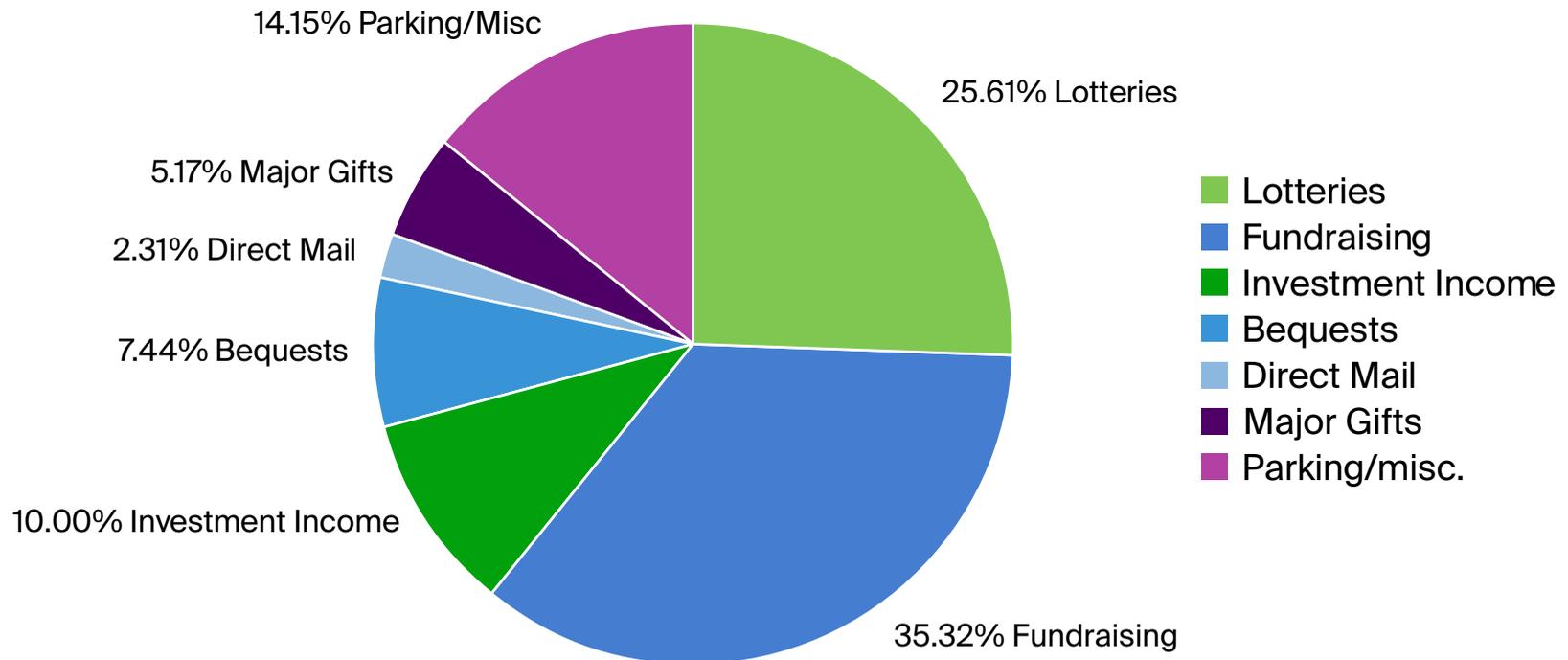
Kevin Keohane,
President and CEO
CHEO Foundation

and

Dan Holland,
Vice President, Finance
CHEO Foundation

Financial Statements

Revenue Summary



Statement of Financial Position

Children's Hospital of Eastern Ontario Foundation

Incorporated under the laws of Ontario

As at December 31

	2016 \$	2015 \$
ASSETS		
Current		
Cash and cash equivalents	9,905,236	8,960,942
Short-term investments	1,239,040	1,996,275
Interest and other receivables	630,717	814,452
Prepaid expenses	153,411	134,047
Total current assets	11,928,404	11,905,716
Long-term investments	61,218,030	57,215,109
Capital assets, net	58,425	56,310
Other assets	122,450	122,450
	73,327,309	69,299,585
LIABILITIES AND FUND BALANCES		
Current liabilities		
Accounts payable and accrued charges	6,650,574	5,183,051
Total current liabilities	6,650,574	5,183,051
Fund balances		
General Fund	11,072,357	13,119,793
Restricted Fund	12,857,118	9,278,954
Endowment Fund	42,747,260	41,717,787
Total fund balances	66,676,735	64,116,534
	73,327,309	69,299,585

On behalf of the Board


Mahesh Mani
Chair


Peter O'Leary
Treasurer

Statement of Operations and Changes in Fund Balances

Children's Hospital of Eastern Ontario Foundation

For the years ended December 31

	General Fund		Restricted Fund		Endowment Fund		Total	
	2016	2015	2016	2015	2016	2015	2016	2015
	\$	\$	\$	\$	\$	\$	\$	\$
REVENUE								
Lotteries	7,488,802	7,343,453	—	—	—	—	7,488,802	7,343,453
Fundraising	6,277,248	6,229,975	4,049,721	2,524,934	—	—	10,326,969	8,754,909
Investment income	2,140,951	1,580,687	340,217	215,349	442,084	220,730	2,923,252	2,016,766
Bequests	1,641,819	921,137	200,000	—	333,621	2,498,640	2,175,440	3,419,777
Direct mail	382,872	884,808	293,193	—	—	—	676,065	884,808
Major gifts	221,753	563,919	1,290,899	1,551,112	—	155,677	1,512,652	2,270,708
Parking and miscellaneous revenue	4,135,545	4,134,368	—	—	—	—	4,135,545	4,134,368
	22,288,990	21,658,347	6,174,030	4,291,395	775,705	2,875,047	29,238,725	28,824,789
EXPENSES								
Direct expenses	7,391,364	6,987,060					7,391,364	6,987,060
Revenue, net of direct expenses	14,897,626	14,671,287	6,174,030	4,291,395	775,705	2,875,047	21,847,361	21,837,729
Indirect expenses								
Other fundraising expenses	2,617,250	2,384,003	—	—	—	—	2,617,250	2,384,003
Administrative expenses	863,745	1,056,102	—	—	—	—	863,745	1,056,102
Excess of revenue over expenses before grants	11,416,631	11,231,182	6,174,030	4,291,395	775,705	2,875,047	18,366,366	18,397,624
Grants to Children's Hospital of Eastern Ontario, Children's Hospital of Eastern Ontario Research Institute and Roger Neilson House								
Capital and programs	2,681,048	2,723,939	12,989,395	14,004,478	—	—	15,670,443	16,728,417
Contribution of services	135,722	103,186	—	—	—	—	135,722	103,186
	2,816,770	2,827,125	12,989,395	14,004,478			15,806,165	16,831,603
Excess (deficiency) of revenue over expenses and grants for the year	8,599,861	8,404,057	(6,815,365)	(9,713,083)	775,705	2,875,047	2,560,201	1,566,021
Fund balances, beginning of year	13,119,793	16,131,257	9,278,954	7,674,020	41,717,787	38,745,236	64,116,534	62,550,513
Interfund transfers	(10,647,297)	(11,415,521)	10,393,529	11,318,017	253,768	97,504	—	—
Fund balances, end of year	11,072,357	13,119,793	12,857,118	9,278,954	42,747,260	41,717,787	66,676,735	64,116,534

Statement of Cash Flows

Children's Hospital of Eastern Ontario Foundation

Incorporated under the laws of Ontario

Year ended December 31

	2016 \$	2015 \$
OPERATING ACTIVITIES		
Excess of revenue over expenses before grants	18,366,366	18,397,624
Grants to Children's Hospital of Eastern Ontario	(15,806,165)	(16,831,603)
Items not affecting cash		
Amortization	12,898	20,902
Contribution of services	135,722	103,186
Investment Income	(3,239,034)	(2,660,044)
Donated Shares	(65,480)	
Other non-cash items	(75,033)	18,674
	(670,726)	(951,261)
Net change in non-cash balances related to operations	1,631,894	1,889,222
Cash provided by operating activities	961,168	937,961
INVESTING ACTIVITIES		
Proceeds from the sale of investments, net	—	2,117,224
Additions to capital assets	(16,874)	(5,092)
Cash provided by (used in) investing activities	(16,874)	2,112,132
Net change in cash and cash equivalents during the year	944,294	3,050,093
Cash and cash equivalents, beginning of year	8,960,942	5,910,849
Cash and cash equivalents, end of year	9,905,236	8,960,942



Mission Statement

To further the physical, mental and social well-being of children and their families in eastern Ontario and western Quebec by raising, managing and dispersing funds.



Photos generously donated by Michelle Valberg valbergimaging.com.



Thank you!