



Annual Report  
**2022**



## Dear Donors,

There are days when reading the latest news can make us worry about the future. While we are returning to activities and routines from before the pandemic, the effects of that time are becoming clearer, and they pose new challenges and increased pressures on systems we all rely on. We know that children and youth are waiting longer for medical care and treatment than is considered clinically safe. We also know that between 2016 and 2021, Ottawa's child and youth population grew at a rate that was nine times the rate for all of Ontario, which further compounds the long wait times. As the population increases, so does the stress on families who need CHEO and the staff who want so much to care for them. We work in a system that is significantly undersized for the population we serve. We need to grow. We need a larger workforce, we need to expand our programs and services, and we need more physical space so that we can provide care for all the kids who need us.

While all of this sounds dire – there is hope, and we have a plan to right-size pediatric care in our region. And that's entirely because of the generosity of donors like you. Since I became President and CEO of CHEO Foundation in the Spring of 2022, I've had the great privilege of talking to many donors. The passion with which you give of your time and money makes me so proud to be in this role. It is my honour to be the conduit for your support as the Foundation channels your funding to the priorities determined by healthcare and research experts.

In the pages ahead, you'll read about your impact on the lives of hundreds of thousands of children and youth this past year. When a child is facing a barrier to their best life, whether that is illness, disability, injury or a complex condition, caregivers need to know that CHEO is here – that their precious family member will have access to the best equipment, programs and ground-breaking research. It is our mission to support CHEO, the CHEO Research Institute and Roger Neilson House – we invite you to join us on that mission.

### **Thank you for caring.**

Warmest regards,



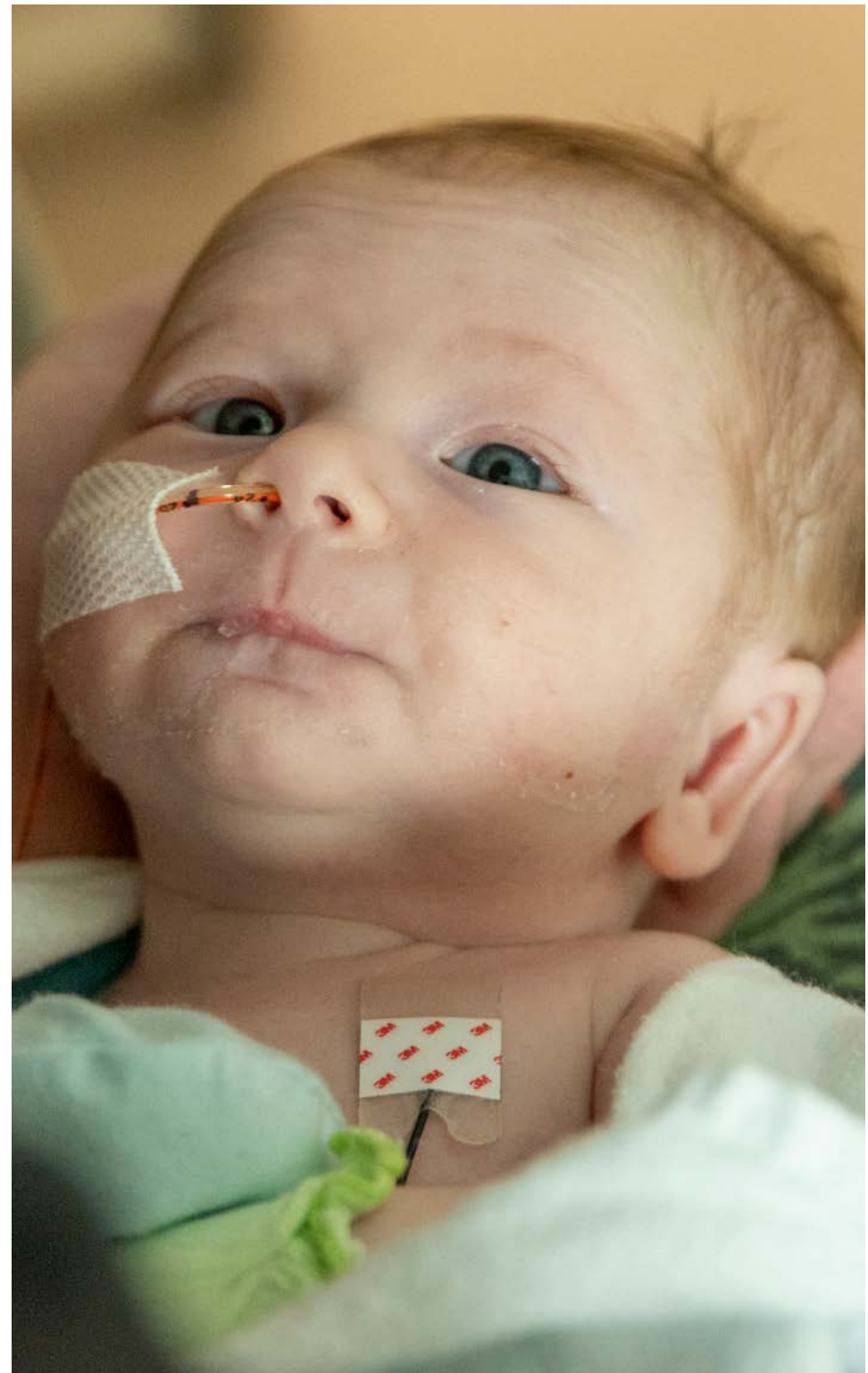
Steve Read  
President and CEO  
CHEO Foundation





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Voyce has proven itself invaluable to CHEO and its patients, having been used an average of **279 times per month** in 2022.

## Removing language barriers at CHEO

CHEO is striving to nurture a culture of belonging – where every member of Team CHEO and every child, youth and family we serve belongs. Our Equity, Diversity, Inclusion and Indigeneity (EDII) Task Force continues to guide the work across CHEO, CHEO Research Institute and the CHEO Foundation. CHEO's EDII Task Force was created to assess Team CHEO's current landscape and progress to date and create a roadmap for change to better serve Indigenous and diverse communities.

CHEO, CHEO Foundation and CHEO Research Institute have been champions and advocates for EDII in many ways. A recent example includes trialing and implementing a virtual language and sign interpretation provider (Voyce) to decrease barriers to interpretation for unexpected visits, emergency and virtual care.

Voyce is an on-demand virtual service that allows CHEO's medical staff to connect with an interpreter within a few seconds, making interpreter services more accessible and available to families. The platform offers services in over 240 languages, and with its usual wait time of 25 seconds, saves CHEO's staff precious time that would otherwise be used to book an interpreter and wait for them to arrive at the hospital. With the help of donor funds, CHEO was able to purchase iPads so that care areas had devices dedicated to Voyce, further reducing barriers to using this service.

“ Being able to properly communicate with families and not have to wait for an interpreter to come to a bedside or exam room is game-changing. Not only is it safer, but it also reduces stress for families as they are able to understand the information that is provided to them and know that they are being understood. ”



# Supporting families in need

Patient Experience and Family Support Services support a range of interactions that patients and families have at CHEO. As an important component of patient-centered care, Patient Experience is personalized to meet the needs of individual families and streamlines processes within CHEO, so families can access supports when they are in need.

Staff are continually looking for ways to support families through financial assistance so that parents can be their child's foremost support without risking substantial financial consequences. Here are some examples of how families were offered compassion thanks to donations:

## **From June – December 2022, Patient Experience at CHEO had:**

- 39 requests for newly diagnosed oncology patients and family support
- 43 requests for financial assistance
- 155 parking pass reload requests

## **In 2022, Family Support Services accessed donor dollars to provide:**

- Seven families with reimbursement of funeral expenses
- Three families with palliative and bereavement support (two of these families accessed supports on more than one occasion)
- 13 families with financial support for gas and food expenses when travelling out of Ottawa to access care
- Many families with parking passes to help cover the out-of-pocket costs of parking at the hospital when families have an urgent need for this assistance



## Enhancing a child's options for movement

CHEO's Development and Rehabilitation team provides various services for over 5,000 children and youth per year who have physical, developmental and behavioural needs. These are children of all ages who have a wide range of needs as the result of an accident, a temporary phase in their growth or a condition that will be a permanent part of their life. Donor support directly impacts the programs and services that help these children and youth build ability, independence and pride.

In 2022, thanks to donor generosity, CHEO's Physiotherapy Department was able to replace two pieces of equipment that are integral in the treatment of patients: an upright cycle and a training bike. In one instance, the upright cycle was used to increase knee mobility for a patient recovering from a tendon injury. In another case, the training bike was used to improve conditioning for a child who had recently completed oncology treatment.

**These are only two out of countless cases where this equipment has had a positive impact on the quality of care that patients receive at CHEO.**



## Laser technology at CHEO

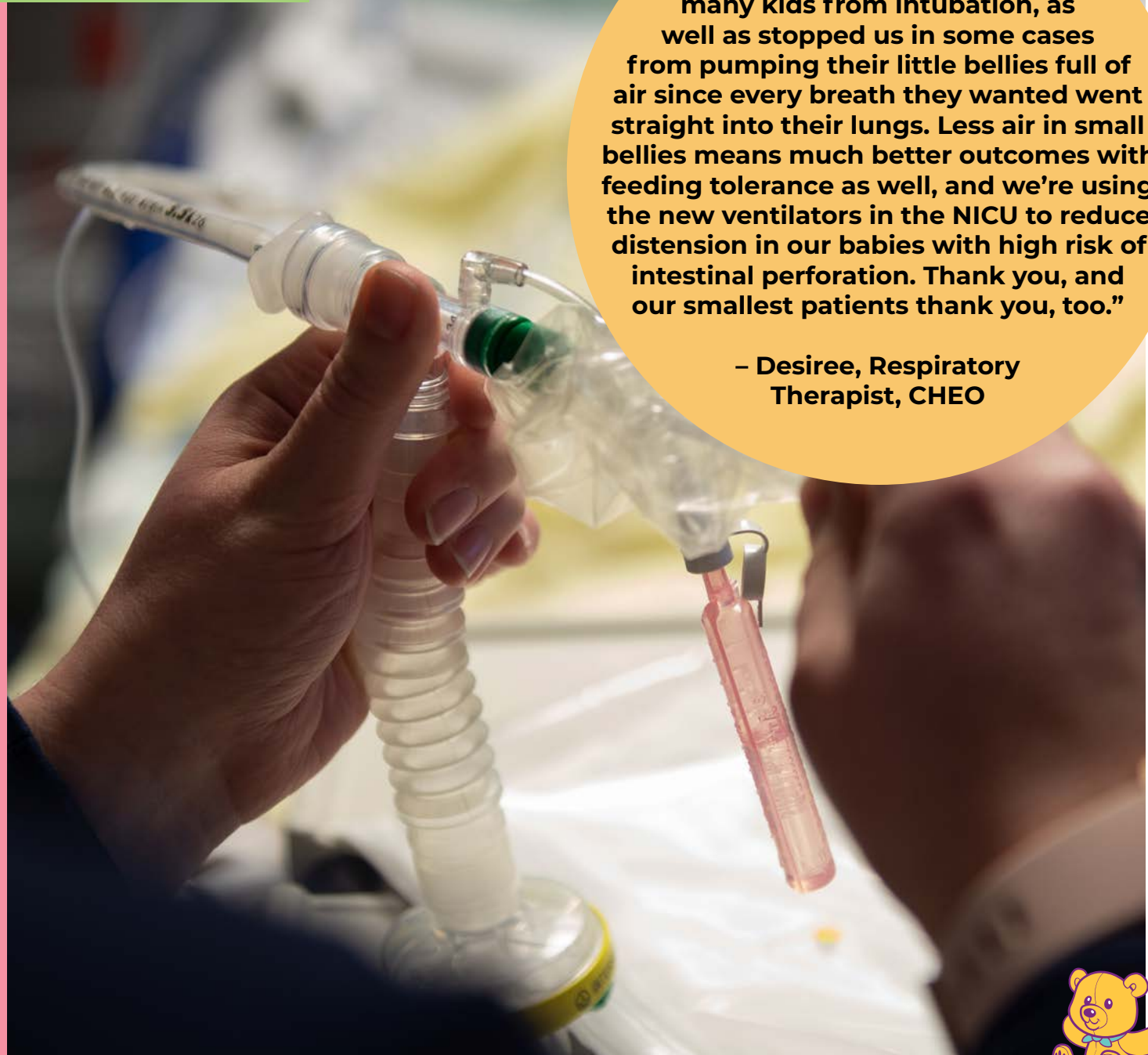


The use of ophthalmic lasers has become very common in the surgical care of many eye disorders and has successfully shown effective and safe results in treating various eye conditions. In the past, CHEO's Ophthalmology Clinic needed to borrow and transport laser equipment from another local hospital in order to provide patient care. **Thanks to donor generosity, CHEO has purchased a new ophthalmology laser, providing children and youth with easier access to specialty care.**



# Critical care ventilators

Seriously ill children who cannot breathe on their own will sometimes need immediate access to a critical care ventilator to ensure that they get enough oxygen to their brain and body. Pediatric and neonatal patients may be put on a critical care ventilator in case of respiratory failure due to illness, serious injury or when they are recovering from complex surgery. Having access to these ventilators was paramount in 2022, when CHEO's Pediatric Intensive Care Unit (PICU) saw its occupancy rate rise to 270 percent during this fall's historic viral infection surge which primarily impacted infants and children under four years of age. **Thanks to donor generosity, CHEO was able to purchase advanced ventilators for the PICU and Neonatal Intensive Care Unit (NICU) rooms, which was key in providing life-saving critical care to the most sick and vulnerable populations.**



**“Our new ventilators kept many kids from intubation, as well as stopped us in some cases from pumping their little bellies full of air since every breath they wanted went straight into their lungs. Less air in small bellies means much better outcomes with feeding tolerance as well, and we’re using the new ventilators in the NICU to reduce distension in our babies with high risk of intestinal perforation. Thank you, and our smallest patients thank you, too.”**

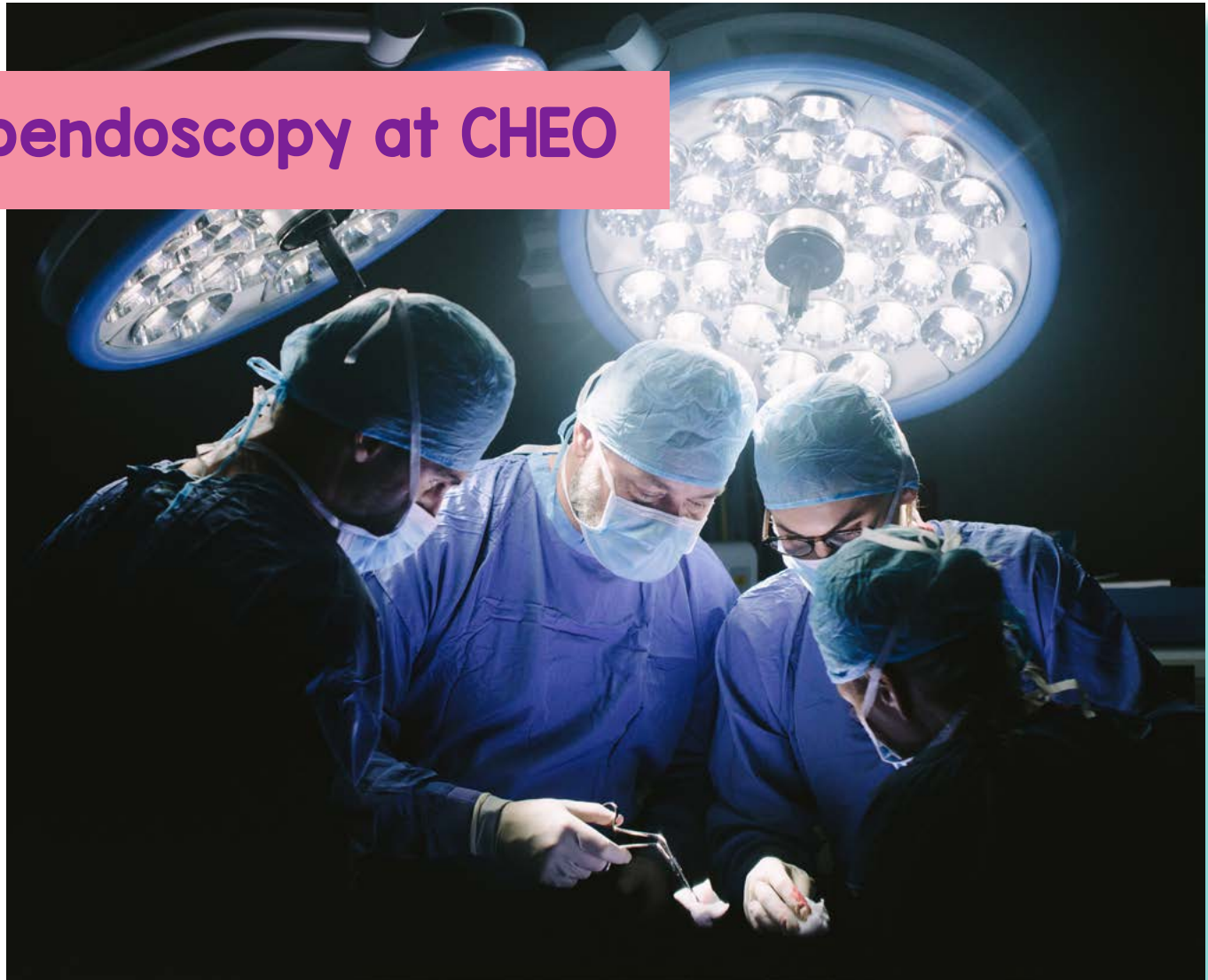
**– Desiree, Respiratory Therapist, CHEO**





## Advancing neuroendoscopy at CHEO

Most people think of neurosurgery as brain surgery – but it is so much more. It is the medical specialty concerned with the diagnosis and treatment of patients with injury to, or diseases/disorders of the brain, spinal cord, spinal column and peripheral nerves within all parts of the body. Neuroendoscopy is a useful technique that allows neurosurgeons to perform less invasive procedures and surgical approaches to treat a variety of brain, head and spine conditions. The main workhorses in neuroendoscopy are rigid glass rod endoscopes.



The team at LCBO is enormously generous and showcased their commitment to the children and youth in our region by funding the replacement of CHEO's rigid endoscopes fleet. This cutting-edge technology with customized surgical instruments offers solutions for bi-manual removal of tumors and cysts by providing additional flexibility for surgeons.

Thank you for helping CHEO offer more for patients through less invasive techniques and expand the possibilities for the future of advanced neuroendoscopy.



# Echocardiogram (ultrasound) machines

Echocardiogram machines are used at CHEO every day to diagnose and monitor all types of heart disease. An echocardiogram captures a live picture of the heart, including valves and cardiac function, allowing for clear pictures to assist in diagnosing CHEO's cardiology patients. Enhancing these machines with 3D technology and strain imaging capabilities gives CHEO's team the most advanced way to assess heart muscle function. Last year, the Cardiology Department received the long-awaited ultrasound machines, which are used in the diagnosis and management of congenital heart disease for patients of all ages.

**These machines provide enhanced information in transthoracic, transesophageal and fetal echocardiography imaging, making a positive impact on patient care due to their superior quality and ability to process scans faster. Furthermore, these new echocardiogram machines provide CHEO's sonographers and cardiologists with more confident interpretations of the imaging data.**



A close-up photograph of a person's hands playing a brown ukulele. The person is wearing a light-colored shirt. The background is softly blurred, suggesting an indoor setting with warm lighting. A teal banner is overlaid on the top left of the image, and a yellow circular callout is on the top right.

## Sharing the healing power of music

Due to donor generosity, CHEO can share the healing power of music therapy to more children and youth in the region, greatly helping them in their respective battles.

Music therapy is an evidence-based treatment that helps patients accomplish goals such as reducing stress, improving mood and developing self-expression. Music therapy experiences may include listening, singing, playing instruments or composing music. Thanks to the community's generous donations, **CHEO expanded its Music Therapy program in the last year, offering more services for young patients who are fighting various illnesses.**

With donor funds, CHEO hired a certified music therapist in October 2022 to serve the CHEO School for one day per week, the CHEO Preschool for a half a day per week and CHEO's inpatient unit for one day per week. The hospital was also able to purchase approximately \$2,500 worth of music therapy equipment such as ukuleles, shakers, drums and maracas to allow for more participation and engagement with this service.

### **Here are a few examples of real CHEO stories that took advantage of this service donors so graciously support:**

- The music therapist (MT) was able to support a family as they journeyed through the death of their two-year-old. The family joined in singing at the bedside and appreciated having a non-verbal way to connect with their son and a way for their other son to connect with his brother. When there was nothing to say and they were grieving, the parents cuddled their son as the MT softly played the family's favourite songs.
- The MT provided procedural support on a weekly basis for a child who was agitated during their dialysis. The MT engaged the child in music, movement and instrument playing as a diversion while the child was being hooked up to the machine.
- A seven-year-old child who had recently had a leg amputation was struggling with hospitalization but consented to begin learning the ukulele with the MT in a series of sessions. Music served as a useful coping tool for dealing with their transition to new body changes and to their extended hospitalization.



# Helping children and families have a more positive hospital experience

Thanks to donor support, there are Child Life Specialists at CHEO who make being at the hospital a little easier. Through therapeutic play, they help patients and families cope with the stress and uncertainty of short- and long-term illness, injury, trauma, disability, hospitalization and loss.

The Child Life team at CHEO saw increasing needs for support in 2022, particularly in the Emergency Department and in the inpatient units. Outpatient support was provided to **277** unique patients in the Surgical Day Unit and Ambulatory Care Clinics. The team also saw an increased need to support children and youth requiring COVID-19 vaccinations.

Despite these challenges and thanks to donor support, Child Life Specialists delivered many seasonal activities for children to enjoy.



**Here are a few examples of how this team helped children, youth and families along their medical journey this past year:**

- Creating seasonal activities such as haunted houses, gingerbread houses, wooden painting crafts and craft kits.
- Enabling families to decorate their child's hospital room for the holiday season by offering a Holiday-in-a-Bag.
- Coordinating fun opportunities for children with community organizations, such as Reverse Trick or Treating, an Ottawa Senators visit by Zoom, rappelling elves and a visit from Santa!
- Helping children and youth understand and prepare for upcoming medical procedures by purchasing iPads for staff to use and provide information to reduce fear, anxiety, and pain. The new iPads also helped with distraction during bloodwork, IV starts and in COVID-19 vaccine clinics.
- Purchasing crafts and activities geared towards a wide variety of age groups and interests, such as birdhouses and canvases for painting, diamond dot craft kits, and making slime.
- Offering weekend programming for the first time. Not only were staff able to work with patients over the weekend, but recreation playroom sessions were also offered in alignment with infection precautions.
- Creating resources for Public Health around COVID-19 and flu vaccines, especially pediatric friendly tips around vaccination, coping strategies, and the provision of distraction kits for CHEO and in the community vaccination clinics.



## Safety Pods provide calm spaces during mental health emergencies

Safety is fundamental for staff, patients and families at CHEO. Children and youth come to CHEO in times of crisis. When their emotions escalate to violence, their protection, and the protection of staff, is vitally important.

With donor support, CHEO's Mental Health Department has deployed a full roll out of Safety Pods around the hospital. Over 200 staff have been trained in Safety Pod use, including frontline, security and extended care teams. This critical program will grow throughout 2023 with the arrival of several more pods in CHEO's Oncology and Medical Day Unit.

Safety Pods are a piece of bean bag equipment that have been designed for physical intervention in cases where a patient has become physically violent. They provide the best chance at de-escalation in the moment through therapeutic verbal intervention and safe use of restraint. During an incident where restraint techniques are needed, the Safety Pod allows a patient to be held in a seated position which allows for physical support to the head and neck. A Safety Pod can be used anywhere, so patients don't need to be moved against their will and offer a more dignified way of supporting patients by reducing the need to apply direct pressure on limbs, assist in nasogastric feeding, and administration of injections and blood sampling while providing a less frightening method of restraint.



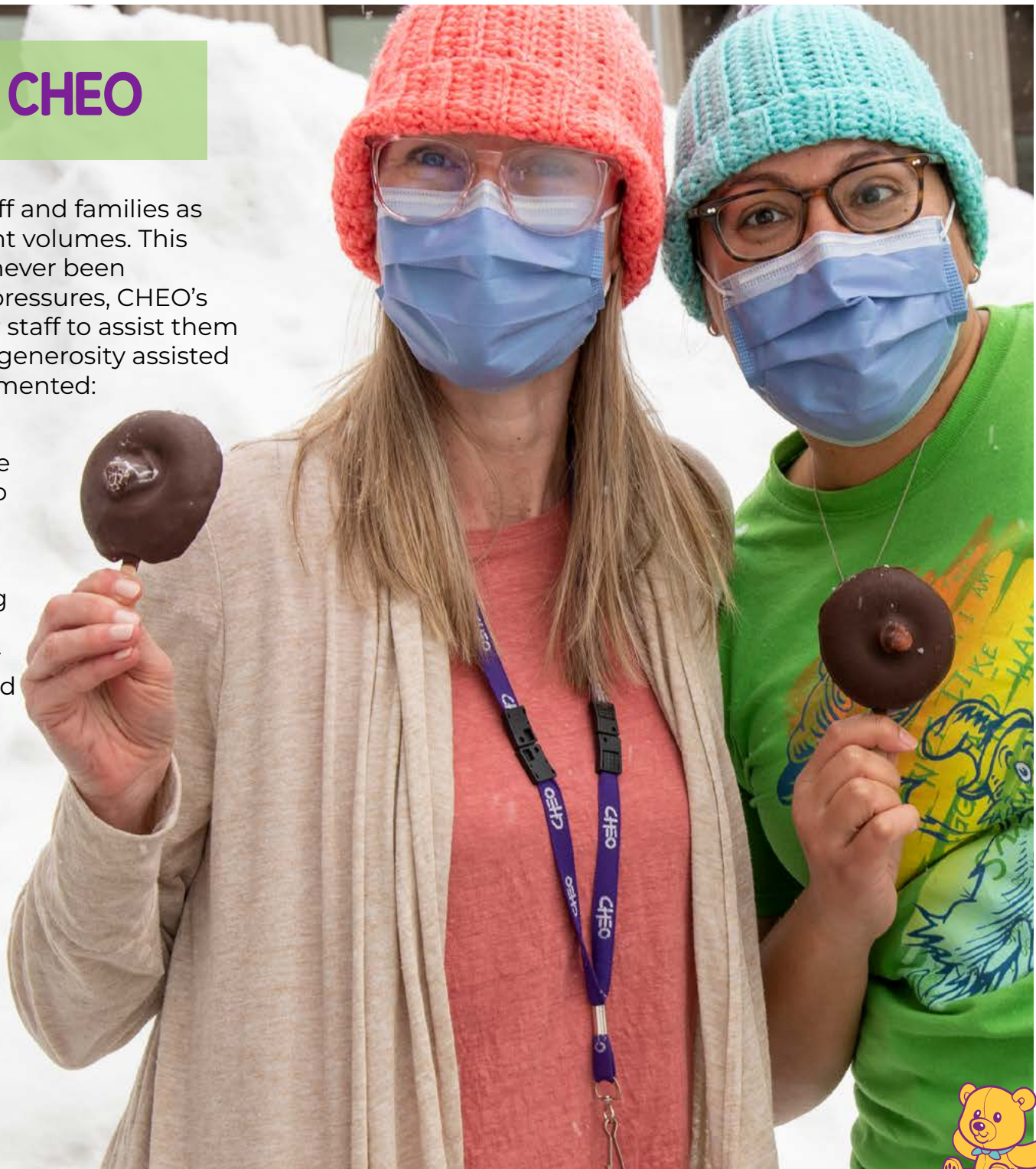
**Thanks to community generosity, CHEO was the first hospital in North America to deploy Safety Pods in pediatric care and last year used Safety Pods in 99 de-escalation cases with patients.**



# Staff wellness at CHEO

2022 was a challenging year for CHEO staff and families as CHEO experienced unprecedented patient volumes. This resulted in challenges for staff that have never been experienced before. To respond to these pressures, CHEO's Wellness Committee created supports for staff to assist them in managing these difficult times. Donor generosity assisted in many of the initiatives that were implemented:

- Warm meals for staff who were unable to leave the bedside for breaks, or who were extending their shifts.
- Wellness baskets that were kept in inpatient units that were experiencing a surge. These baskets contained snacks, beverages, lip balm, and other items that helped them stay nourished and healthy during their shift.
- Pop-up events to boost morale and show appreciation for the care staff were giving. These included a Beavertails and a Dairy Queen event!
- Wellness Leadership Rounds where CHEO leadership team members went to various areas of the hospital to do a wellness check-in and offer edible treats to staff.



# 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.



Rob Thomas  
Vice President, Finance and Administration



# Statement of Financial Position (as at December 31)



<b>Assets</b>	<b>2022</b>	<b>2021</b>
	\$	\$
<b>Current</b>		
Cash and cash equivalents	<b>22,891,173</b>	11,567,869
Short-term investments	<b>9,292</b>	7,180,825
Interest and other receivables	<b>1,795,841</b>	1,380,858
Prepaid expenses	<b>78,874</b>	20,240
<b>Total current assets</b>	<b>24,775,180</b>	20,149,792
Long-term investments	<b>119,583,538</b>	118,980,036
Capital assets, net	<b>150,743</b>	79,771
Other assets	<b>122,450</b>	122,450
	<b>144,631,911</b>	139,332,049
<b>Liabilities and fund balances</b>		
<b>Current</b>		
Accounts payable and accrued liabilities	<b>7,265,983</b>	8,343,415
<b>Total current liabilities</b>	<b>7,265,983</b>	8,343,415
Commitments		
<b>Fund balances</b>		
General Fund	<b>15,570,903</b>	37,096,350
Restricted Fund	<b>68,697,303</b>	43,165,684
Endowment Fund	<b>53,097,722</b>	50,726,600
<b>Total fund balances</b>	<b>137,365,928</b>	130,988,634
	<b>144,631,911</b>	139,332,049

# Statement of OPERATIONS AND CHANGES IN FUND BALANCES

(Year ended December 31)

	General Fund		Restricted Fund		Endowment Fund		Total	
	2022	2021	2022	2021	2022	2021	2022	2021
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Revenue</b>								
Lotteries	15,903,152	17,387,540	—	—	—	—	15,903,152	17,387,540
Fundraising	13,019,580	16,818,507	15,096,589	8,171,962	2,263,932	216,326	30,380,101	25,206,795
Investment income (loss)	(8,679,930)	10,598,632	—	1,204,397	—	1,700,032	(8,679,930)	13,503,061
Parking and miscellaneous revenue	3,644,978	3,377,422	—	—	—	—	3,644,978	3,377,422
	<b>23,887,780</b>	48,182,101	<b>15,096,589</b>	9,376,359	<b>2,263,932</b>	1,916,358	<b>41,248,301</b>	59,474,818
<b>Expenses</b>								
Direct expenses	11,136,112	11,839,623	—	—	—	—	11,136,112	11,839,623
Revenue, net of direct expenses	<b>12,751,668</b>	36,342,478	<b>15,096,589</b>	9,376,359	<b>2,263,932</b>	1,916,358	<b>30,112,189</b>	47,635,195
Indirect expenses								
Other fundraising expenses	4,342,185	3,971,766	—	—	—	—	4,342,185	3,971,766
Administrative expenses	2,110,892	1,522,296	—	—	—	—	2,110,892	1,522,296
Excess of revenue over								
expenses before grants	<b>6,298,591</b>	30,848,416	<b>15,096,589</b>	9,376,359	<b>2,263,932</b>	1,916,358	<b>23,659,112</b>	42,141,133
Grants to Children's Hospital of Eastern Ontario, Children's Hospital of Eastern Ontario Research Institute and Roger Neilson House								
Capital and programs	—	—	17,227,411	13,728,345	—	—	17,227,411	13,728,345
Contribution of services	—	—	54,407	123,855	—	—	54,407	123,855
	—	—	<b>17,281,818</b>	13,852,200	—	—	<b>17,281,818</b>	13,852,200
<b>EXCESS (deficiency) of revenue over expenses</b>	<b>6,298,591</b>	30,848,416	<b>(2,185,229)</b>	(4,475,841)	<b>2,263,932</b>	1,916,358	<b>6,377,293</b>	28,288,933
Fund balances, beginning 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
Interfund transfers	(27,824,038)	(18,750,160)	27,716,848	18,637,584	107,190	112,576	—	—
<b>Fund balances, end of year</b>	<b>15,570,903</b>	37,096,350	<b>68,697,303</b>	43,165,684	<b>53,097,722</b>	50,726,600	<b>137,365,928</b>	130,988,634

# Statement of CASH FLOWS (Year ended December 31)



	2022	2021
	\$	\$
<b>Operating activities</b>		
Excess of revenue over expenses before grants	23,659,112	42,141,133
Grants to qualified donees	(17,281,818)	(13,852,200)
Add (deduct) items not affecting cash		
Amortization	35,207	29,953
Investment loss (income)	8,925,643	(13,439,725)
Donated shares	(2,224,688)	(911,647)
Other non-cash items	(132,924)	48,233
	<b>12,980,532</b>	14,015,747
Net change in non-cash working capital balances related to operations	(1,551,049)	3,251,813
<b>Cash provided by operating activities</b>	<b>11,429,483</b>	17,267,560
<b>Investing activities</b>		
Purchase of capital assets	(106,179)	—
Deposits to externally managed investments	—	(15,000,000)
Cash used in investing activities	(106,179)	(15,000,000)
<b>Net increase in cash during the year</b>	<b>11,323,304</b>	2,267,560
Cash and cash equivalents, beginning of year	11,567,869	9,300,309
<b>Cash and cash equivalents, end of year</b>	<b>22,891,173</b>	<b>11,567,869</b>

# Donor bill of rights



## **TO ASSURE THAT OUR DONORS AND PROSPECTIVE DONORS CAN HAVE FULL CONFIDENCE IN THE CHEO FOUNDATION**

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.

# Board of Directors

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Thank you!