

Transforming care

Annual report 2025



Dear donors,

Every day I see the difference that our community has made for the families who walk through CHEO's doors. It's a privilege to share the 2025 Annual Report so you can be inspired by moments of connection and advances in care that are possible thanks to you.

We all recognize that the world is evolving and that life is complex for kids these days. At CHEO, we are facing the growing healthcare needs of children, youth and families from across Ontario, western Quebec and Nunavut. They are waiting too long for specialized treatment, surgeries, diagnoses, and mental health support. To meet these challenges and properly serve this population CHEO has taken bold steps to transform pediatric care through our biggest capital campaign ever. Thanks to generous donors like you, in 2025 we hit the halfway mark towards our ambitious goal of raising \$220 million. This milestone reflects a generosity that is fundamental to who our donors are. We are humbled and grateful for each and every person who chooses CHEO in their giving plans.

Donor dollars made crucial investments in cutting-edge technology, such as CHEO's world-first ThinkRare search algorithm, which has led to faster diagnoses for complex care patients. Funds from the community have also allowed CHEO to train other health professionals and institutions in the best practices of pediatric interventions, thereby decreasing CHEO's surgical waitlist. In addition to reducing wait times, this collaborative approach also brings CHEO's emergent care expertise out into the community, extending CHEO's scope beyond the hospital's walls.

Your support is crucial to using newer technologies to treat well-known conditions. Last year, donations transformed the dialysis unit with new equipment, making the experience faster and more efficient for patients and their families. Using innovative thinking is also breaking ground in oncology research, exploring new approaches to treat children diagnosed with glioblastoma, the most common and aggressive type of brain cancer. And throughout, the kindness and compassion that is part of CHEO's unique approach is supported by donations to programs such as Music Therapy, which brings opportunities for creativity and healing to young patients.

These are just some examples of what we've been able to achieve together this past year. No matter where you go or who you talk to in this community, it seems someone has a story about how CHEO was there for their family, or for a family they know.

In this report, you'll find more information about the research, programs and services your contributions make possible. Life is different for kids these days, and with your support, CHEO is equipped to change with the times, and to be prepared for whatever the future may bring.

Thank you for caring.

Warmest regards,



Steve Read
President and CEO
CHEO Foundation





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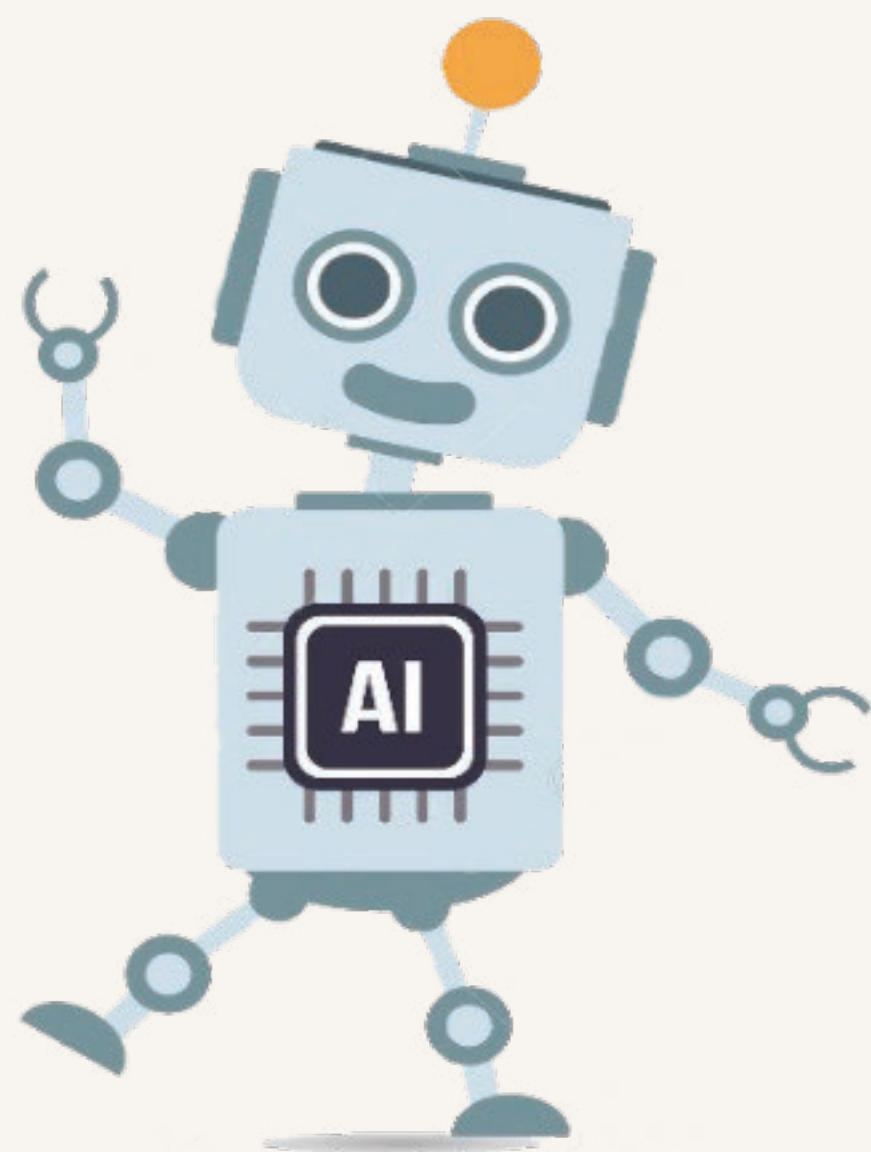
Innovative research and uses of technology

In its quest to innovate pediatric healthcare, CHEO has leveraged its world-leading talent to advance promising research and harness emerging technologies to better serve children and youth. Here are a few ways in which CHEO did so last year:

Groundbreaking oncology research

When a child is diagnosed with glioblastoma, the most common and aggressive type of brain cancer, it marks the start of a long and difficult journey. After undergoing neurosurgery to remove as much of the tumour as possible, a standard treatment of radiation and chemotherapy begins. This phase can take many months and present physical and emotional challenges for these young patients and their caregivers. While these treatments target cancerous cells, they can also cause side effects. Dr. Nirav Thacker, a pediatric oncologist at CHEO and a Researcher at the CHEO RI, is leading the first ever clinical trial exploring new approaches to childhood brain cancer treatment. His groundbreaking study investigates using immunotherapy alone to treat glioblastoma brain tumours, potentially sparing children from the harmful side effects of radiation and chemotherapy. These kinds of innovative research projects are, in part, funded thanks to your generosity.





ThinkRare

World-first research strategy

Across many clinics, departments, labs, and administrative branches, CHEO and the CHEO RI have employed AI to achieve groundbreaking and world-leading results in administrative operations, research, and patient care. One specific example is CHEO's world-first ThinkRare search algorithm that identifies children and youth who may have an undiagnosed rare genetic disease and refers them for genetic testing - putting an end to their diagnostic odyssey. About one to three per cent of children live with a rare genetic disorder. Early identification matters for their care and daily life. ThinkRare has achieved a diagnostic rate of 71%, compared to about 33% for patients referred through the conventional pathway. One child reached a confirmed diagnosis at five months of age, which meant earlier clarity for the family and quicker implementation of informed care. The goal is to make ThinkRare available across Canada and internationally so that the benefits reach other families and hospitals. ThinkRare is a CHEO innovation that could scale from a single-centre success to an international asset.

Holistic approach & cooperation

To keep up with the growing needs of children and youth, CHEO has embraced a coordinated approach to pediatric healthcare. By working with other health professionals and institutions, it's ensuring the medical community is coming together as a team to do all it can to help the most vulnerable. Here are a few ways in which CHEO has done so in 2025:

Lessening the burden on CHEO's operation rooms to care for more kids

Children and youth are waiting too long for surgeries. To address this, CHEO is finding innovative ways to decrease its surgical waitlist. A current program that is showing success is a surgery partnership with other hospitals. During the 2024-2025 fiscal year, **287 scheduled surgeries were performed in one of the four partner hospitals:** Hawkesbury General Hospital, Pembroke Regional Hospital, Carleton Place & District Memorial Hospital, and Brockville General Hospital. These surgeries lowered some of CHEO's waitlists and enabled pediatric training in regional hospitals all while keeping patients closer to home.





Ssafety. **I**nnovation. **M**astery.
Sécurité. **I**nnovation. **M**aîtrise.

Bringing CHEO's emergent care expertise into the community

CHEO runs a crucial program known as the Simulation (SIM) lab, where health professionals from all disciplines share, learn, and master essential skills in a safe and collaborative environment. CHEO SIM is an innovative program that combines in-situ (i.e. inpatient units, ICU, Emergency Department etc.) and lab-based experiences for CHEO healthcare providers, community partners, and families. It delivers high-quality educational programs and is committed to engaging in research to improve educational experiences, patient safety, and care delivery. In 2025, the CHEO SIM lab was able to purchase two new high-fidelity mannequins for these simulations. These mannequins breathe, speak, have a pulse as well as other functions that mirror those of a living patient. One mannequin is used in the CHEO SIM lab for onboarding new clinical and nursing staff, including monthly Code Blue training (life-threatening medical event), anaphylaxis, and a wide variety of Emergency Department (ED) and pediatric resident simulations each week. The second mannequin supports simulations happening at CHEO outside of the SIM lab such as a mock Code Blue, OR and trauma practice, and ventilator training for critical care and respiratory therapy staff. This mannequin also travels to support outreach education at regional hospitals for pediatric-focused simulations and skills. The Hawkesbury, Renfrew, Carleton Place, Almonte and Cornwall ED departments have all been able to build confidence and competency in caring for pediatric patients through training with the CHEO mannequin, which you have helped provide.

Equipment and therapeutic services

Every year, new medical equipment and improvements to therapeutic services are required to offer children and youth the best care possible. Here is what CHEO accomplished last year thanks to your donor dollars:

Donor-funded crucial equipment upgrades

Being on dialysis can be overwhelming for patients and their families. Children and youth with kidney problems that require dialysis spend many hours over weeks, months, and years at CHEO, going through uncomfortable treatments that physically tie them to a machine. In 2025, CHEO was able to upgrade the water treatment system, which greatly improves how dialysis machines function, making the experience faster and more efficient for patients. CHEO was also able to purchase specialized dialysis machines for children who weigh less than 20 kg. These machines are in high demand and are very important for babies who require dialysis. Dialysis machines are not one size fits all – smaller patients require specific machines that include smaller parts like tubing and filters. A regular adult dialysis machine could not be used for a baby, but CHEO is able to provide these specific services thanks to your donations.



“Donor dollars have truly revolutionized the dialysis unit and will bring CHEO up to the gold standard of care for these patients. It impacts all the children in the unit and will directly translate to better care for all the children at CHEO on dialysis.” – Dr. Robert Myette, CHEO Pediatric Nephrologist and Foundation Research Chair for Pediatric Kidney Disease, on the funding used for the pediatric dialysis machines and the new water treatment system.



Child Life practices heal body and mind

Music Therapy is the use of music and musical elements to accomplish therapeutic goals. Having a music therapist as part of the medical team at CHEO creates an opportunity for creativity and healing. For example, CHEO offers Music Therapy in the Eating Disorders and Inpatient Mental Health units to teach healthy coping strategies and promote self-expression. Patients, families, and staff found this to be a very helpful and positive way to approach illness and hospitalization. **In 2025, CHEO was able to expand the Music Therapy program from one part-time therapist to two.** This second therapist now works four days per week and provides music therapy in the CHEO school, preschool, and in-patient units.

Board of directors

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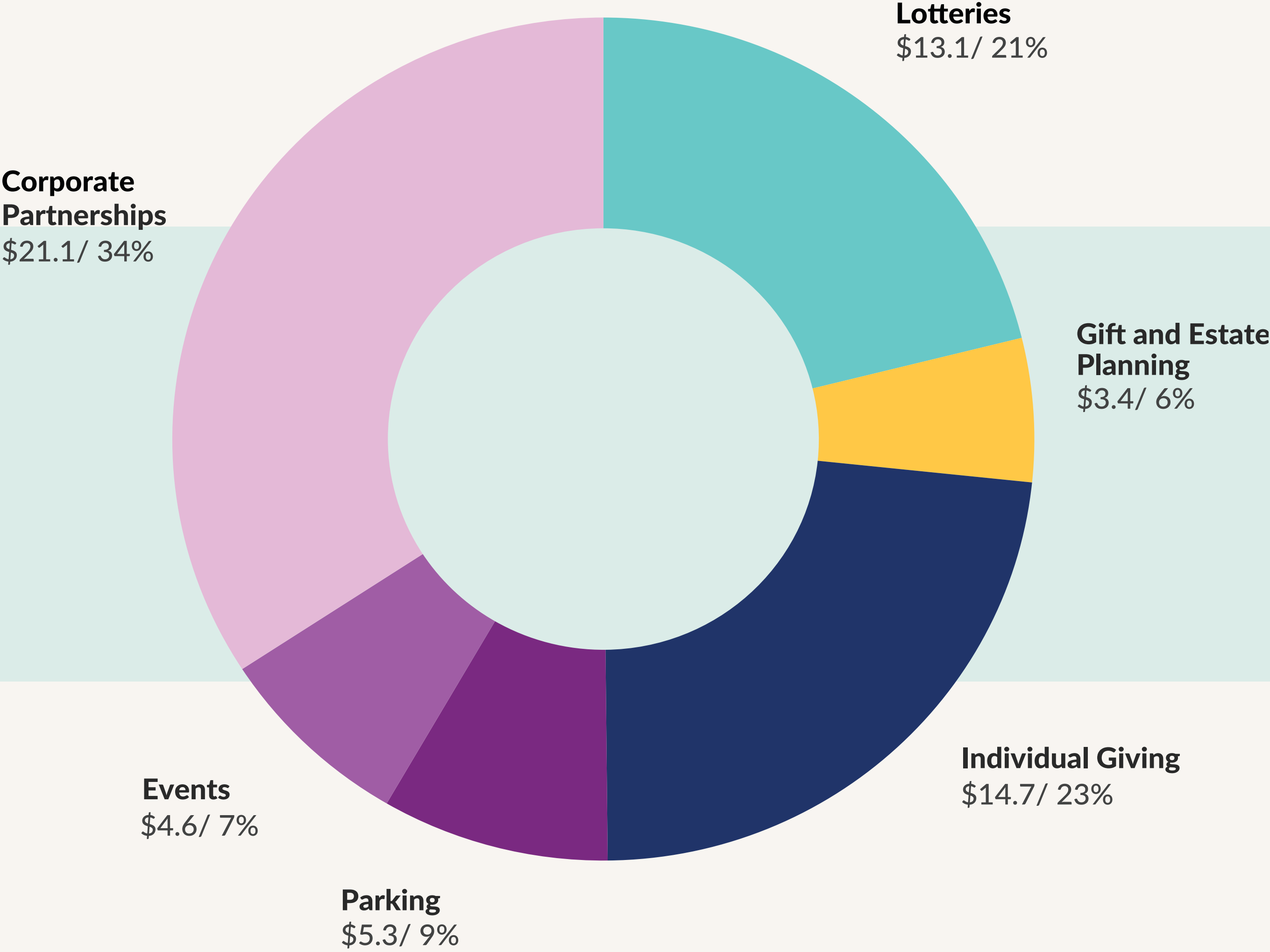


Donor bill of rights

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

Financials

Sources of revenue (in millions)



Financials

Investments in child health
Grants and Charitable
Activity (in millions)

