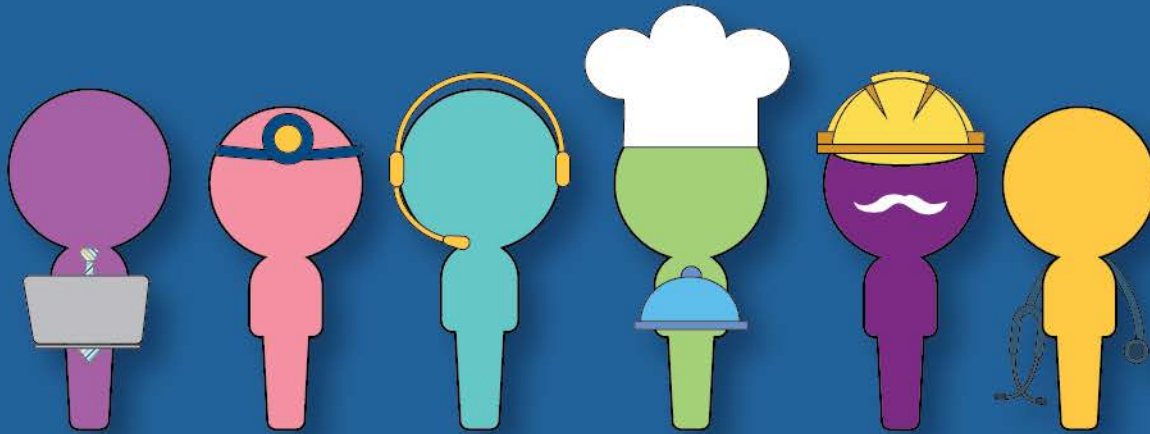


# BEST LOVE



**CHEO** Annual Report

# TABLE OF CONTENTS

2

## Introduction

A letter from CHEO's President and CEO,  
and Chair of the Board of Directors

3

## Vision Mission Values

4

## Stories

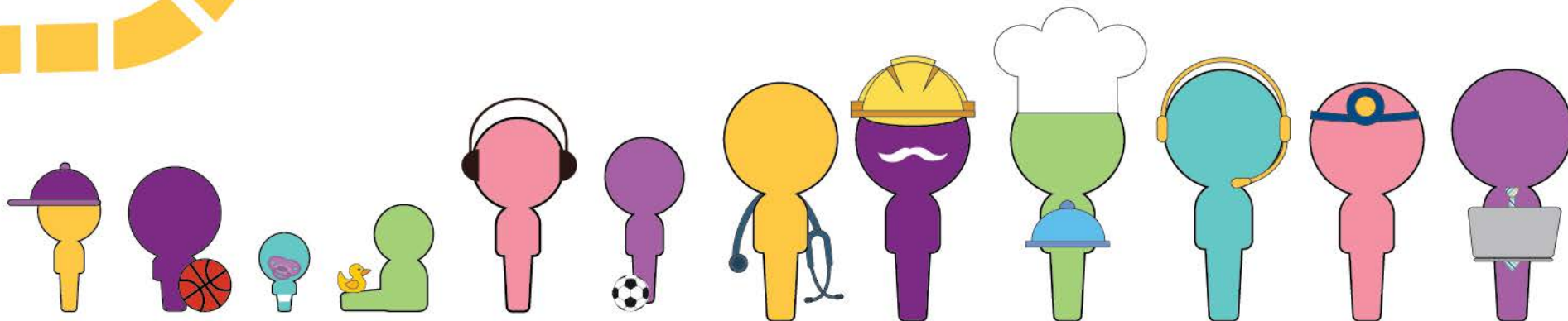
Safety First  
Improvements Made  
Partners in Health  
Faster Access  
Wise Reourcing  
Inspiring Workplace

10

## Statistics

11

## Financials



# INTRODUCTION

## A remarkable end to an outstanding year

With the arrival of the COVID-19 in March, our year came to a very unexpected and remarkable end. As part of the province's response to the threat posed by the COVID-19 pandemic, health-care institutions everywhere refocused their work to ensure capacity to care for the anticipated influx of infected patients. At CHEO, we were suddenly forced to safely postpone all non-urgent care and surgeries.

Making CHEO ready to care for children and youth who might become infected with **COVID-19** was actually the easy part. The real challenge was quickly adapting to provide what matters to families, providing care and support to children and youth *affected* by the virus. Families in our community of care from Ottawa to Gatineau, Arnprior to Hawkesbury, Renfrew to Iqaluit. Families who were suddenly at home with their kids, unable to see their CHEO care-team in person.

The rapid response of our staff and medical staff to the immediate needs of families was extraordinary. Seemingly overnight we found ways to provide more virtual care – including being the first pediatric hospital in Canada to open a **Virtual Emergency Department**. Within three weeks, some ambulatory care clinics were seeing as many patients as they were before the pandemic. Wait times in some departments, like Ophthalmology, even got shorter as we figured out how to test vision remotely. In person, we reached out to provide respite care to isolated families at home with kids with complex needs.

The hard work and compassion of CHEO staff is beautifully summed up in this email we got from 15-year-old Mina:

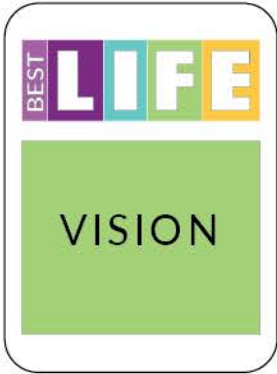
“CHEO has been my hospital since I was born. When I was four weeks old, your surgeons performed heart surgery on me and saved my life. Ever since, I have been eternally grateful. Thank you for saving my life. But, at this point in time, I would like to thank you for helping families through the many ways that you keep our population healthy, both mentally and physically, especially as we are faced with COVID-19. It must be very difficult for you and your employees when you are an essential service and you must stay open. We appreciate your willingness to continue to keep our population healthy and your courage to continue working during this uncertain time. We also appreciate you putting out reliable and trustworthy information quickly about what to do and how to stay healthy, as well as how we can help each other. What you do is noticed and deeply appreciated. Thank you for your tenacity and reliability.”

We hope you enjoy reading this annual report detailing just a few of the highlights of what was already a tremendous year, before the pandemic arrived and drove so many new innovations so quickly. It has never been so apparent as it was in March, when the COVID-19 pandemic arrived, that our vision of the best life for every child and youth is what inspires everyone at CHEO.

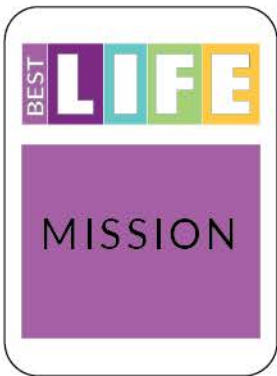
Alex Munter, President and CEO  
Daphne Fedoruk, Chair

ALEX &  
DAPHNE

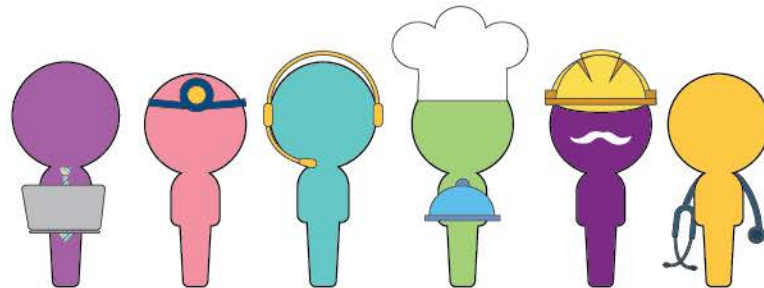
# HOW WE ROLL



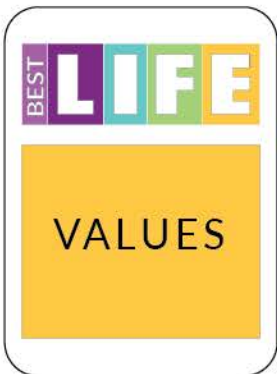
Best life for every child and youth



We respect each other  
We support people on their journey  
We innovate and challenge the status quo  
We create new knowledge, learn and teach



We provide exceptional care and advance how children, youth and families obtain it through partnership, research and education.



## AN EXEMPLARY YEAR

This year, after a thorough audit, Accreditation Canada awarded CHEO the highest safety rating possible – full accreditation with exemplary standing. Accreditation Canada is a not-for-profit company which provides assessment of health-care organizations around the world. At CHEO, since we put safety first every day, we choose **“We’ve got this”** as our motto when preparing for their audit. And, did we ever! CHEO met 99% Accreditation Canada’s safety standards (2,388 out of 2,395).

In order to maintain this level of safety, CHEO is constantly rolling out new initiatives that are important to families. As suicide is the second leading cause of death among youth aged 15-24, we launched **“Head to Toe,”** a suicide prevention program which screens all youth admitted to CHEO – not just those admitted for mental health care. A simple questionnaire is reviewed with all admitted youth, making CHEO the only hospital in Canada to implement a consistent practice of identifying youth potentially at risk of suicide.

CHEO also led **“Protect, don’t infect”** – a campaign in the community to minimize the impact of seasonal flu. We all play a part in protecting against the spread of illness – frequently washing hands, staying home when sick and getting a flu shot before visiting CHEO. These points were made even more poignant with the arrival of the COVID-19 pandemic in March.

A new Safety Reporting System rolled out across CHEO, making it easier to report safety incidents. Our goal is zero serious safety events every year, so having a mechanism to track any incident is key. The new system provides better data, making it easier to spot trends and improve protocols. The system is also easier to use, increasing the amount and quality of information being reported.

As a key part of our safety first focus, we recognize individuals who improve safety. This year, for the first time, a patient received a **Good Catch Award**. Camille Rochon, 11, a patient at CHEO, told her nurse Hayley Atkinson-Fester that the layout of the label on her antibiotics made it difficult to read. On Camille’s advice, Hayley was careful to double-check the label and ensure the medication was properly administered. CHEO Pharmacy subsequently changed how medication labels are printed, meaning that our partner in health, 11-year-old Camille, was responsible for improving safety throughout the hospital.



## PARTNERING WITH FAMILIES AND COLLEAGUES ALL OVER ONTARIO

Everyone at CHEO is expected to not only do their job but also improve their job – after all, nobody knows better how to improve something than the person doing the work. Continuous improvement is one of our strategic goals. This year, staff and medical staff, in partnership with families, made 2,785 improvements – big and small – exceeding our goal of 2,700.

Improvements  
Made

BEST  
LIFE



### Partnering with others to make improvements

CHEO is a founding member, with SickKids and Holland Bloorview, of Kids Health Alliance, a not-for-profit network of health care organizations that collaborate to make tangible improvements in care for children and youth. The Network currently includes six community hospitals in addition to the three founding specialty pediatric hospitals. KHA's work is currently focused in the Emergency Department and Neonatal Intensive Care Units with a focus on improving the delivery of high-quality care close to home.

Families of children and youth with medical complexities experience tremendous social, emotional and economic stresses. In the spirit of cooperation, to help organizations support these families, CHEO teamed with the Pinecrest-Queensway Community Health to create [ChangingYourLens.ca](http://ChangingYourLens.ca). A practical guide to help professionals support parents of children with medical complexities. The new website contains evidence-based knowledge and promising practices that care professionals can use to help support these families address such pressures.

### Families making improvements

Some improvements are an iterative process in partnership with families – make a change, measure success and adapt. We are grateful for Daniel's help improving dental care for children and youth on the autism spectrum. Like many children on the spectrum, Daniel has sensory sensitivities that can make things like going to the dentist stressful. Through collaboration and innovative thinking, CHEO's Autism Program teamed up with Daniel and the Dental Clinic to overcome his unease at the dentist. Daniel made several visits, just to sit in the dentist chair and, each time, learn a little more about the appointment process. Daniel is now comfortable letting a hygienist clean his teeth and his partnership has better prepared CHEO staff to help other children and youth with the same initial fears.

## TOOLS TO ENSURE THAT FAMILIES GUIDE OUR DECISIONS

Everything at CHEO is about doing what matters to families. This means ensuring children, youth and families play an active, partnership role in directing us. In consultation with families, we created a new **Partners in Health** Toolkit. This online toolkit is designed to ensure that what matters to families is heard and directs us at every step of the way in new projects. Staff answer a series of multiple choice questions and get a list of the best ways to engage kids and families – best practices that families taught us. Making informed decisions about delivery of care is only possible with the partnership of families. This new toolkit will pave the way for transparent communication and partnership between all parties.

**CHEO's Youth Forum** increased from 12 to 19 members this year, the highest ever. Youth Forum promotes a youth-friendly environment for patients and their siblings, age 8 to 12, to share what matters most to them – to guide our decisions. They provided guidance to almost every department at CHEO – including presentations to nursing and medical students and the Board of Directors on the best ways to engage young patients. Production of a video – the top ten ways to engage with youth in the hospital – was suspended when the COVID-19 pandemic arrived but it will be completed in the coming months.

The **Family Advisory Council** worked in tandem with Youth Forum to create a new online application form, making it easy for members of the community to apply for engagement opportunities at CHEO. In December, Youth Forum members took delegates from the **Children's Healthcare Canada** conference on a tour of the hospital.

As young people are very concerned about the environment, Youth Forum has begun advising the **CHEO Green Team** on ways, from a patient perspective, that CHEO can continue to improve its carbon footprint. Members are keen to actively participate in green projects around the organization and are looking forward to building this partnership in the coming year.



# FROM NUNAVUT TO OUR NEIGHBORS AT ROGER NEILSON HOUSE

As we work to continuously improve our care, CHEO strives to offer faster access to vital resources while maintaining a high quality of care.

## From far away

For patients arriving from Nunavut, faster access means providing care that is inclusive of their culture, language and specific health needs. That is why CHEO opened the Aakuluk Clinic, a health-care centre specifically serving patients from Nunavut. It can be difficult for Inuit families to be so far from their homes and culture, thus the clinic aims to provide care to these individuals that is clear, efficient and culturally sensitive. Families visiting the clinic have access to translation services and are assisted by pediatricians who have expertise in northern health.

## From around our region

CHEO is one of 60 partner organizations from Eastern Ontario that came together this year to form the Kids Come First Health Team. With support from the Ontario Ministry of Health, Kids Come First aims to make pediatric health care easier by connecting providers in our region and by supporting other Health Teams in our area with pediatric care. Kids Come First will coordinate services in home, in hospital, in school, and throughout the community.

## From across the street

Roger Neilson House (RNH) – an eight-bed pediatric residential hospice which offers compassionate care in collaboration with CHEO's palliative care team – joined CHEO using Epic, our electronic health records system. This provides the CHEO and RNH care teams with the same access to patient records. When a client from RNH visits CHEO, the most up-to-date medical records are available and vice-versa. This makes care faster and reduces the risk of miscommunication.

## Within our walls

In preparation for the winter viral season, CHEO implemented a Command Centre to ensure the flow of patients in, out, and within the hospital is as efficient as it can be. Efficient patient flow maximizes available beds, minimizes the risk of cancelled surgeries and the inconvenience of waiting in the Emergency Department until a bed is available. The Command Centre proved an invaluable innovation when the COVID-19 pandemic arrived in March.





## THE RIGHT EQUIPMENT AT THE RIGHT TIME

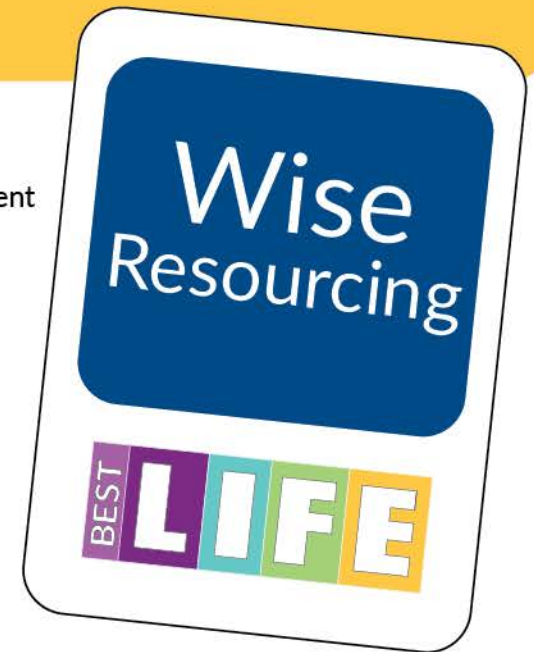
X-Ray machines are a vital resource in any hospital. At CHEO, two x-ray machines running 24/7 take **50,000 x-rays per year**. Our machines had not been updated since way back in 2005 when the provincial government made a special contribution to upgrade imaging infrastructure across the province. Can you imagine these machines running non-stop for almost 15 years!?

All capital acquisitions (major equipment purchases) are carefully considered and prioritized at CHEO. We are always aware of our top needs, ensuring funding is put towards the most vital equipment first. This year, our x-ray machines were at the top of the list.

The **CHEO Foundation** works closely with a variety of donors, big and small, to fund many of CHEO's needs ranging from programming and equipment to world-class research. Often money is donated with no specific goal, just to improve care for kids. Sometimes, though, when there is a specific need, the Foundation will work with a corporate donor or individual to raise funds for a specific need.

This year, the Foundation worked with the **LCBO** to focus on fundraising for two new x-ray machines. In the month of December, LCBO customers were asked if they would like to make a small donation. And, much thanks to the Foundation and the LCBO, we were able to purchase two new x-ray machines, replacing the old ones, and assuring at least another decade of excellent diagnostic imaging and care.

The CHEO Foundation donates millions of dollars a year to CHEO, with donations coming from 72 corporate donors and thousands of individuals.



## AT CHEO WE CARE DEEPLY

Inspiring  
Workplace

BEST LIFE

When staff tell someone that they work at CHEO they often hear, in reply, “That must be very hard.” It can be, but the kind of people drawn to work at CHEO are driven to be here because they care deeply about children and families. And there are many bright spots working with infants, children and teenagers all day too.

### Deeply compassionate

For Nina Kautuq, her healing could only begin after she met the CHEO nurses who held her daughter Tinisha’s hand in hospital. Nina and her family, from Pond Inlet, Nunavut, were camping when their tent tragically caught fire. Nina, her husband, and four children were airlifted to different southern hospitals. Tinisha was brought to CHEO in critical condition.

As you can imagine any mother would be, Nina was distraught at the thought of her daughter Tinisha alone in hospital, very far from home and family. When she was well enough herself, Nina made a trip to CHEO to see the nurses who ensured that Tinisha, her beautiful girl, always had warm blankets, stuffed animals and a hand to hold. When it comes to doing what matters to families – even to filling in for families as best we can as needed – CHEO staff and medical staff so often go far beyond clinical care.

It is because of families like Nina’s that staff and medical staff come to work to be part of Team CHEO.

And, this is why 88% of staff say they are proud to tell others they work for CHEO and why 89% agree they make a positive impact. We make a difference. Did you know that 83% of staff and medical staff at CHEO are women? Again this year, we celebrated our third annual SHEO day (she + CHEO). Held around International Women’s Day, SHEO day is an opportunity for families to meet staff, and colleagues to meet one another. Inclusivity, diversity and positivity are important commitments, and celebrations such as this which celebrate our colleagues help to inspire not only other staff, but also the children, youth and families we serve.

# STATISTICS



**500,000**

Children and youth served per year



**7,670**

Total number of surgeries



**6,623**

Admissions to CHEO



**73,645**

Emergency Department visits



**21,577**

Children's Treatment Centre visits



**179,394**

Ambulatory clinic visits



**11,319**

Medical Day Unit visits

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Revenue



- 51% MOHLTC / LHIN Funding
- 21% Other Funded Programs
- 15% Patient Services
- 11% Other Revenue
- 2% Amortization



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Expenditures



- 51% Salaries / Benefits
- 21% Other Funded Programs
- 19% Supplies / Other
- 4% Amortization
- 3% Medical / Surgical Supplies
- 2% Drugs and Medical Gases

# BEST LITTLE LEAF

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[cheo.on.ca](http://cheo.on.ca)



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