



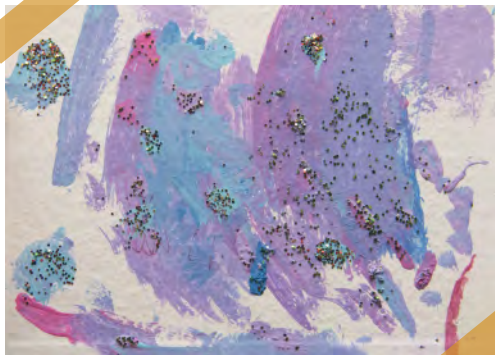
Every child and youth
has a story

CHEO

Annual Report

2017-2018

Dear CHEO...



Dear CHEO hospital,
Thanks for helping my little brother. you guys make the world a better place.

C is for the changes you make in children's lives.

E is for the exciting kids to come home healthy and happy.

O is for the original care you give to all the kids that come your way.

Thanks for your HELP



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Introduction

Dear CHEO friends,

Every year we meet hundreds of thousands of children and youth, each with their own unique story. Many are familiar faces we've gotten to know over the years, while some stay with us for only a few days. We've had the pleasure of supporting all these children throughout their journey. Children and youth like Catherine, Rahma and Harrison who you will meet in this report. These are some of the faces behind every decision we make at CHEO. Children and youth are what drive us to innovate and challenge the status quo, to develop partnerships within our community, to adopt the largest health record system in the world, to make our services and shared space more accessible.

We continue to face the same challenges – a growing child and youth population and more demand for our services. Our pediatric population is unique, they are not tiny adults, and for their care they rely on the expertise of our pediatric health and research centre. Without adequate resources to help the children and youth in our region, they are forced to wait a long time for services or even seek care outside of Ottawa.

Thankfully, we know that by working together within our organization as well as with our community and government partners, we can deliver on our vision to provide the best life for every child and youth. And without support from our generous donors, we wouldn't be able to purchase specialized equipment for our children or conduct life-saving research that not only impacts our own community but communities all across the world.

Always with our kids and families in mind, and with the commitment to provide the best quality of care, we forged ahead with some great new initiatives this year and celebrated very important changes and incredible gains.

Sincerely,



Alex Munter

Alex Munter
President and CEO, CHEO



Jim Roche

Jim Roche
Chair, CHEO Board of Directors

#1door4care



You rallied, you signed petitions, and you campaigned for **#1door4care**. In March 2018, thanks to thousands of community supporters, CHEO received the green light and \$105 million in provincial funding for a new mental health and special needs building that will take our services to the next level. Funding for this project means that CHEO will be able to offer an optimized space for our families; serving them better than ever before. With **#1door4care**, we can provide customized support for our vulnerable kids and teens who require mental health and special needs services – and we can put it all in one place, on CHEO's campus. **#1door4care** will allow us to redirect money previously spent on multiple facilities toward frontline care. We'll be bringing together providers, services and community organizations under one roof, making care more accessible to those who need it most.

#1door4care is about making life simpler for kids like **Abby**, who has gone through more CHEO doors in her 16 years than she can count. Abby's constant moving through the CHEO system will be put at ease by providing her with a permanent community to come to, and one place to be.



- Abby, 16

"It's not just the promise of a single building that's exciting - it's the promise of building a community." - Teresa (mother of Abby)

Our Epic journey

We made a promise to Camryn Wallace and all the children, youth and families we serve – CHEO would simplify medical records, convert everyone’s personal health information to an electronic record and make it more accessible to families. Proud to report, we made good on our word.

Since 2012, we have been adopting Epic – the most powerful health information system in the world – in phases throughout CHEO. Epic rolled out in our outpatient clinics between October 2013 and November 2014. In October 2017, we added Epic to inpatient units, Pharmacy and the Emergency Department. And, at the close of this fiscal year, we brought the few remaining outpatient services onboard throughout our Development and Rehabilitation program.



- Camryn in 2013



- Camryn, 13

Today, a physiotherapist who provides regular care to a child with complex needs can see the details of this child’s most recent visit to the CHEO Emergency Department (ED). And, an ED physician sees progress notes from this child’s ongoing speech-language therapy, giving them a complete picture of this child from the moment they arrive in the ED.

This includes **MyChart**, our secure online health information portal, which is accessible to families for all of CHEO’s services. Camryn and her mom, Sandra, can look at Camryn’s after-visit summaries, appointments, prescriptions and more, no matter what department or unit they are in.

“I love being able to see my test results graphed over time. This is so helpful to be able to track how my health is doing.” - Claire Dawe-McCord (member of Youth Forum)

Becoming one organization



When CHEO and the Ottawa Children's Treatment Centre (OCTC) amalgamated in October 2016, our goal was to not only be one organization but to *feel like one* by April 1, 2018. A lot of behind-the-scenes work has been going on to reach that goal – payroll dates have been changed to coincide, information systems have been synchronised, and management structures have been better aligned. With most of the administrative work of joining together complete, we have been able to invest more time and money in frontline care, creating new hours of clinical time. That is, over 17,000 additional hours spent directly caring for children and youth.

We no longer need to print, collate and hand deliver all kinds of information from one organization to the other – we are #OneTeam. Transferring a child from the CHEO First Words preschool speech and language program to the OCTC speech program once required printing and hand delivering a client package for each child. This information is now instantly shared through Epic, saving over 225 packages, nearly 4,000 pages of printing, and hours of work re-entering information.

The school's kindergarten graduation and fashion show moved from an intimate classroom setting into the CHEO cafeteria. This allowed more room for more family members and staff to celebrate the little graduates on what is one of the most uplifting, smile-inducing events in the year.

"For kids with complex needs, the amalgamation simply made sense! Now as one organization, health-care providers have access to all the information they need without relying on parents to recall all the details. They have a full picture and parents, like me, have a little piece of mind!" - Nicole Stanger (CHEO mom)

Continuously improving

This year, CHEO staff and physicians made 1,827 improvements to the way we work. Big and small, improvements were made in the Emergency Department, Food Services, Finance, Volunteer Resources, surgical services, inpatient units and outpatient clinics, to name a few. Staff and physicians from every department and every CHEO location – from Ottawa to Cornwall to Renfrew – worked hard to come up with new ways to improve your care. For example, take this improvement by Dr. Tatiana Sampaio and her team:



The PAD (Pain, Agitation and Delirium) team, led by Dr. Tatiana Sampaio, worked hard to beat withdrawal symptoms from medication for children and youth in our pediatric intensive care unit. As part of this large scale initiative, the team came up with an easier way to measure pain in children and youth – many of whom are too small or too sedated to tell our nurses how they are feeling.

Nurses previously used a complex pain measurement scale with scores ranging from 6 – 30, making it confusing to understand what is normal. Now they use FLACC (face, legs, activity, cry, consolability) to measure a child's pain. Each letter is assigned a score of 0 – 2. All five are added together to get a total on a 10 point scale. With this score in hand, medication is adjusted in close to real-time, meaning a physician no longer needs to be located to modify medication needs. Children and youth receive less pain medication but they are more comfortable, their withdrawal symptoms are minimized, and they are out of intensive care sooner, helping them get back to living their best life.

Read about some of the **other improvements CHEO's team made this year.**



- Clark, 1

"The incredible CHEO team kept me informed, explaining the withdrawal score, talking us through the process, and answering all of our questions. The nurses and doctors were great at keeping Clark comfortable." - Amanda Story (mother of Clark)

Hacking health



At CHEO, we're all about creating a community of problem-solvers and innovators. In the spring of 2017, Hacking Health Ottawa in partnership with CHEO kicked off the city's first annual #HIP613 Hackathon — an initiative to break down the barriers between innovation and health care. In a single weekend, over 150 health-care practitioners, pediatricians, software and hardware developers — from as far as San Francisco — gathered together to address key issues and make technological advancements to modernize health care.

One idea was spearheaded by CHEO mom, Heidi Hauver, as she sat with her son, Harrison, in one of our waiting rooms. Anxious and unaware of the wait ahead of them, Heidi presented her concerns and possible solutions to CHEO. Pediatric surgeon Dr. Kevin Cheung heard her ideas and organized a #HIP613 Hackathon team to develop a way to predict wait times in our plastic surgery clinic.

Their creation of a wait-time tracker app was elected one of the #HIP613 winners, and has already begun improving patient experiences. The app embodies the simple idea of tracking wait times for families. Gathering an estimate from Epic, our secure database of health records, the app displays how long it will be until a child sees their doctor or clinician. "It's all about setting expectations for the patients, which can make a world of difference," Heidi explained.

The #HIP613 partnership provides a chance for CHEO to pair our skill, expertise and ideas to that of Ottawa's tech experts, and ultimately innovate to realize the best life for those we serve.



- Harrison, 3
Sullivan, 1



"@CHEOhospital is on the leading edge of innovation and technology. Well done! #hip613" - Meg Schellenberg (via Twitter)

CHEO #DiscoveryMinute

CHEO Research helps us learn more about how to improve care for children, youth and families and make discoveries that will help prevent and treat disease. But we don't do this alone. Our researchers include physicians, nurses and pharmacists and they rely on the involvement of CHEO families who are an integral part of our studies. Last year, more than 43,000 families were involved in research at CHEO.

We believe it is important to close the loop and inform families about our discoveries. Through a new initiative, researchers are now able to create short videos called a *CHEO Discovery Minute* that share the discoveries they made with children, youth, families and the general public. Lindsay Hitchcock watched a CHEO Discovery Minute about the link between vitamin D deficiency and very sick children in the PICU: "My daughter Amy was part of this study when she was at CHEO with a broken heart (viral myocarditis). You should see her now; she's a gymnast extraordinaire! I love research!"

- Amy at CHEO



- Amy, 9

Pain management for those with juvenile arthritis, eating disorders and gender identity, and how we're getting kids hospitalized with asthma home faster, are just a few of the other discoveries that we've shared through CHEO Discovery Minutes.



The CHEO Discovery Minute I filmed was an easy way to share the results of my research with the juvenile arthritis community and let them know about some of our upcoming work that supports their pain management efforts." - Karine Toupin April (Scientist, CHEO Research Institute)

All stitched together



Project Stitch has been in progress for over two years, but January 2018 brought a reason for us to celebrate – it's finally complete! Thanks in large part to support from the provincial government and community donations made through the CHEO Foundation. This project pieced together the expansion and renovation of CHEO's Surgical Day Unit and Recovery Unit, and its completion is already making a difference for our families.

Catherine is one of many children and youth who know the importance of this surgical unit. When severe scoliosis suddenly took over her body, resulting in a six-hour surgery with CHEO surgeons and experts across Canada, our new surgical wing was the best place for Catherine's treatment and recovery.



- Catherine, 13

Two new, state-of-the-art procedure rooms, as well as expanded recovery rooms, now help us serve over 10,000 children and youth each year. Project Stitch also allowed CHEO to purchase a new MRI machine, providing higher quality images in less time. The success of this project means that CHEO families and children, like Catherine, can be cared for in the best possible setting.



"Love the nice cheery colours on the walls." - Linda Leslie (commented on CHEO's Facebook page)

Simplifying the journey



- **Rahma, 8**

Through the help of multilingual employees, culture counsellors and the caring hearts of everyone at CHEO, we've been able to offer newcomer families the best start to their lives in Canada. CHEO's response when thousands of Syrian refugees began arriving in the National Capital Region was so well regarded, we were given funding by the Government of Canada's Social Development Partnerships Program to create an online Newcomer Navigator toolkit, called SimplifyingTheJourney.ca. We used our own experience and knowledge to design the resources in our toolkit so that other organizations can be well-equipped to help newcomers navigate Canadian health care.

Back home in Syria, Bousy struggled to find care for her daughter Rahma, who has complex needs including a wheelchair for mobility. It would take half a day's walk through unimaginable landscapes, to arrive at a hospital with less-than-adequate resources. Since coming to Canada, this single mother of six has been able to find exceptional care for her daughter at CHEO. "The care that Rahma is receiving at CHEO she could not have in any other place," Bousy commented.

CHEO is proud of our part in Rahma's care, and excited that SimplifyingTheJourney.ca is being used across Canada to create navigator programs that make complex organizations simple and accessible to newcomers.

"This Newcomer Navigator toolkit will take what CHEO learned about assisting newcomers and make it available to organizations across Canada, improving our national project. With CHEO as a corporate citizen, Canada is an even more welcoming place." - Carl Nicholson (Executive Director, Catholic Centre for Immigrants)

Connecting care in Northern Ontario



CHEO's newly established **Complex Care Clinic in Timmins, Ontario** is helping make things easier for children and families with complex needs in Northern Ontario. Partnering with the local children's treatment centre, hospital and pediatricians, the Timmins Complex Care Clinic connects local care providers with specialists at CHEO – placing northern families at the centre of that care team. Several times a year, a CHEO nurse practitioner travels to Timmins, where he or she provides care and also coordinates teams in Timmins with CHEO's pediatric specialists in Ottawa.

For families of medically complex and fragile children, like two-year-old Lydia, the pressures of navigating so many providers and systems can be overwhelming. Lydia has a rare condition that requires constant care from her family. It also means she is followed by numerous pediatric specialists at CHEO. The complex care that once required her family to travel from Timmins to Ottawa every three months is finally becoming more accessible, close to home.



- Lydia, 2

The Timmins Complex Care Clinic builds on the success of CHEO's own Complex Care Clinic –advancing how pediatric care is delivered, so that families can access services when, where and how they need them.

"Having this clinic in Timmins is fantastic. We now have an open conversation between CHEO and Timmins. It takes a lot of the work off us and simplifies our lives." - Megan Allard (mother of Lydia)

CHEO by the numbers



6,638

Admissions to CHEO



10,879

Medical Day Unit visits



75,961

Emergency Department visits



7,725

Total number of surgeries



175,421

Ambulatory clinic visits



144,863

Babies screened by Newborn
Screening Ontario





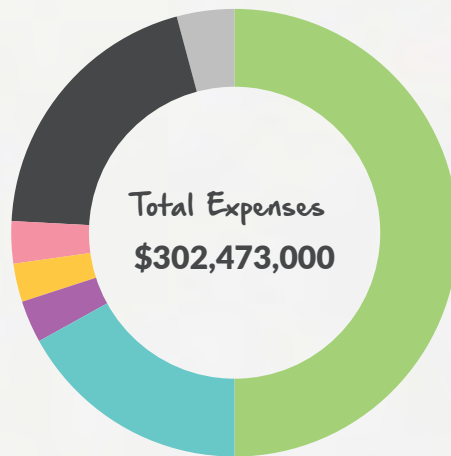
Revenue

- 51% Ministry of Health/LHIN
- 15% Patient Revenues
- 12% Sundry & Ancillary
- 20% Other Funded Programs
- 2% Amortization of Grants



Expenditures

- 50% Salaries / Benefits
- 17% Other Supplies
- 3% Medical Surgical Supplies
- 3% Medical Staff
- 3% Drugs & Gases
- 20% Other Funded Programs
- 4% Depreciation & Amortization



#BestLife