



**STRONGER  
TOGETHER FOR  
CHILDREN AND  
YOUTH**

CHEO Annual Report – 2016/2017



**Children, youth and families deserve a stronger and more connected system of health services, and this year our community took a giant step closer to achieving that goal. On October 1, 2016, the Children's Hospital of Eastern Ontario (CHEO) officially joined forces with the Ottawa Children's Treatment Centre (OCTC) to become one organization. For many years, families have told us that the health care system can be challenging to navigate. We listened, and now we're on the road to delivering results – starting by bringing our hospital services together with the developmental and rehabilitation services of OCTC.**

Now with just one door, CHEO – OCTC is offering easier access to services, and more coordinated care to the patients, clients and families we serve. This will mean the world for kids like Leah, who at one time received care from 14 different services at CHEO and OCTC, ranging from audiology to neurosurgery, from physiotherapy to full-time kindergarten.

By teaming up, we have started to build the foundation for a more integrated child and youth health system – one where we are stronger together for the kids, youth and families in this community.

Our goal is to not only be one organization, but to feel like one. We are taking this opportunity to uncover our shared values and harness our unique strengths to build the organization families want and need us to be. In the coming months, with input from our community, staff and physicians, we will work hard to define our vision, mission, and shared identity.

We are committed to improving the care we provide each and every day. Our staff and physicians not only ensure exceptional care, but they also look for enhancements that will give children and youth faster access to care, keep safety a priority, make the best use of time, and maintain an inspiring workplace.

The entire CHEO – OCTC team knows that better is always possible, and this year we made **1,798 improvements** throughout our organization. That's almost three times as many as last year.

Here is a snapshot of some success stories:



## Improvements Made

### Bedside manners



Nurses in the neonatal intensive care unit realized that their bedside carts – while a must for patient care – were often too heavy, overstuffed and filled with unnecessary items. They reviewed the carts, and for each item asked a key question: "Do we use it in a 24-hour period?" If not, the item was removed and returned to storage. The carts are now cleaner, better organized and easier to replenish – and the team's cleanup has saved more than \$2,200.

### Chalk it up to experience



OCTC preschool teachers are always looking for new kinds of fun, stimulating therapy for our kids. Faced with limited space for activities, one of the teachers simply painted a wall with chalkboard paint. This created a fun space that helps kids achieve physiotherapy, occupational therapy, and speech and language practice objectives. Therapy options have now improved, using existing space at almost no cost.

### Food for thought



"Don't waste food!" is something parents may say to their children. Many medical conditions need special diets, and dieticians at CHEO saw room for improvement in how we stock those items. By monitoring the volume of nutrition products on hand, replacing some and eliminating others, they reduced waste from products being thrown away when they expire. As a result, we are saving \$10,000 a year, making patient care that much better!



## Faster Access

### Newborn Screening Ontario: “What weekend?” ↑

Starting in the fall, Newborn Screening Ontario expanded its hours of operation to include weekends. Blood samples from Ontario’s newborn babies are now received and processed on Saturdays. This has reduced the turnaround time for some screening results by two full days, meaning families can get lifesaving answers sooner.

### Empowering kids to manage chronic pain ↑

Stressful events, like going back to school and exam time, can cause pain flares for kids and youth with chronic pain. To help them, CHEO’s Chronic Pain Program created workshops to empower kids and families to manage their pain – reducing the chance of pain flares and making them less severe. The result is kids who are more involved, active, happy and healthy.

### New critical care carts ↑

This year we purchased nine new critical care carts to help our SPOT team, responsible for critical care patients, respond to emergencies faster, with their toolkits fully stocked and ready. These special carts are stocked with lifesaving equipment to prevent delays in care and maximize safety.



## Safety First

### Spill Busters



To make lab clean-up quick and cost effective, a team of lab techs called Spill Busters created their own bio-hazard kits for the CHEO Research Institute. The kits make clean-up of toxic lab materials easy. Ordering six ready-made kits would cost \$600, but six of these CHEO-made kits cost the team less than \$40 in total.

### The best medicine



CHEO has close to 7,000 admissions each year, so it's important that we know the medication history of each patient. That's especially vital for a child being treated for cancer. Our medication reconciliation team and oncology pharmacists worked together to streamline the process of reconciling each oncology patient's medication history with what they are prescribed upon admission. The new process involves less back and forth between teams, is faster and ensures the right medication is always delivered. Less duplication, time saved and increased patient safety!

### Monitoring blood glucose made easy



For children with diabetes, CHEO's Endocrinology team and the Ottawa-Carleton District School Board worked together to create an educational video on how to monitor blood glucose in children with Type 1 diabetes. This is a great tool to share with teachers and caregivers.

## Time Found

### Technology for mental health



Reduce, reuse and recycle! Our Information Services team repurposed 28 older tablets for use in the Eating Disorders treatment program. These tablets are now used to seamlessly collect data – freeing clinicians to spend more meaningful time with patients (and saving a little money on the side, too).

### Less paperwork, more care



Occupational therapists (OTs) work with kids to develop the skills – physical, social and cognitive – that they need to grow into independent adults. Now families can book time with CHEO's therapists more conveniently. The team worked together to redesign the way appointments are booked and come up with a triage system. This is saving the therapists' time so that they have more hours for direct patient care.

## Inspiring Workplace



### It's all in the delivery



"What is a cow's favourite thing to do? Listen to moooooooic." Staff at the Autism Program came up with the idea of telling jokes as a way to help children learn important communication skills. This approach encourages a child who has trouble expressing themselves to other kids to go up to them, make eye contact and speak in full sentences. The other child learns to listen and, perhaps most importantly, to laugh.

### Getting kids home quicker



Our Inpatient Pediatric Medicine unit has reduced the length of stay for CHEO patients by almost 1,000 days. That's the equivalent of adding three full-time beds! To meet their goal, nurses, physicians, staff and trainees worked together as one team to streamline care, for example, getting inpatients seen sooner for medical imaging and consultations.



## Great strides in mental health

No one struggling with mental health challenges should be alone – especially children and youth. CHEO and The Royal have been working hand-in-hand through the **Young Minds Partnership** to create a stronger system of mental health care for children, youth and families. Both are leading providers of expert mental health care as well as leaders in research for healthy young minds.

A major improvement in 2016 was the launch of the **Choice and Partnership Approach (CAPA)**, a model for outpatient care that reduces wait times and provides the right care at the right time. CAPA puts patients and families at the centre of their treatment. Together, CHEO and The Royal were able to offer 1,433 more counselling sessions, and the **average wait time at CHEO plummeted** from 200 days to just 22 days for a first appointment.

We were also proud to launch **Project ECHO®**, a first for child and youth mental health. With support from the Government of Ontario, Project ECHO® will help clinicians in rural and remote communities across Ontario to provide better care to more kids and young people, right where they live.

A woman with dark hair, wearing a grey t-shirt with the letters 'BI' and 'GE' visible, is smiling and looking down at a young child. The child is wearing a pink and purple striped scarf and a brown and white striped sweater. The background is a plain, light color.

## CHEO MyChart access – anytime, anywhere

CHEO is a Canadian leader in adopting an integrated electronic health record – called Epic. We are even partnering with SickKids to help them adopt Epic and create the first shared electronic health record system for children in Canada. And now CHEO families can access **MyChart**, a feature of Epic that gives them secure access to their records.

Going digital is not only about convenience. Bottom line: it improves care. The families who tested MyChart found they were better prepared for their next medical visit. Parents could see a list of their child's health issues, allergies and medications, lab and test results, physician summaries and future appointments. Some clinics are also using MyChart for secure two-way communication between patients and health care teams.

It's the way of the future. And it's now accessible to all CHEO families and youth, putting personal health information right at their fingertips.



## CHEO Research: Making a Difference



Research in pediatric cancer, diabetes, obesity, mental health, emergency medicine, genetics, rare diseases and more

515 discoveries

40,000+ patients and families involved in research

### Being on the SPOT saves lives

CHEO's SPOT team makes sure that when kids leave intensive care (ICU), they continue on the path to recovery. Before the SPOT team was created, about 40 kids a year went back to the ICU from the units because their condition got worse. CHEO research showed that intervention from the SPOT team on the unit reduced critically ill kids' mortality by 60%. Now, new research by Dr. Anna-Theresa Lobos and Dr. Dayre McNally has demonstrated how to "spot" the children most in need of a follow-up.

### The school of hard knocks

A thousand children a year are treated at CHEO for concussions. Now CHEO scientist Dr. Roger Zemek has led an international research team which has published two studies in the prestigious Journal of the American Medical Association (JAMA). The first study resulted in the world's first comprehensive guidelines to help physicians predict how long a child's concussion symptoms will last – based on proven criteria. The second study went against conventional wisdom by suggesting that, in fact, light exercise may help kids recover from concussion faster.

### Measuring the impact of mental health research

The new Centre for Pediatric Mental Health Services and Policy Research at CHEO is one-of-a-kind. First, it's focused exclusively on mental health in young people and children. Second, it will shed light on how to structure the best mental health care to ensure that children and youth can access mental health care that is available and appropriate for them. Research chairs at CHEO, Dr. William Gardner and Dr. John McLennan, focus on reaching hard-to-reach communities, improving mental health services, and social justice in health care.

---

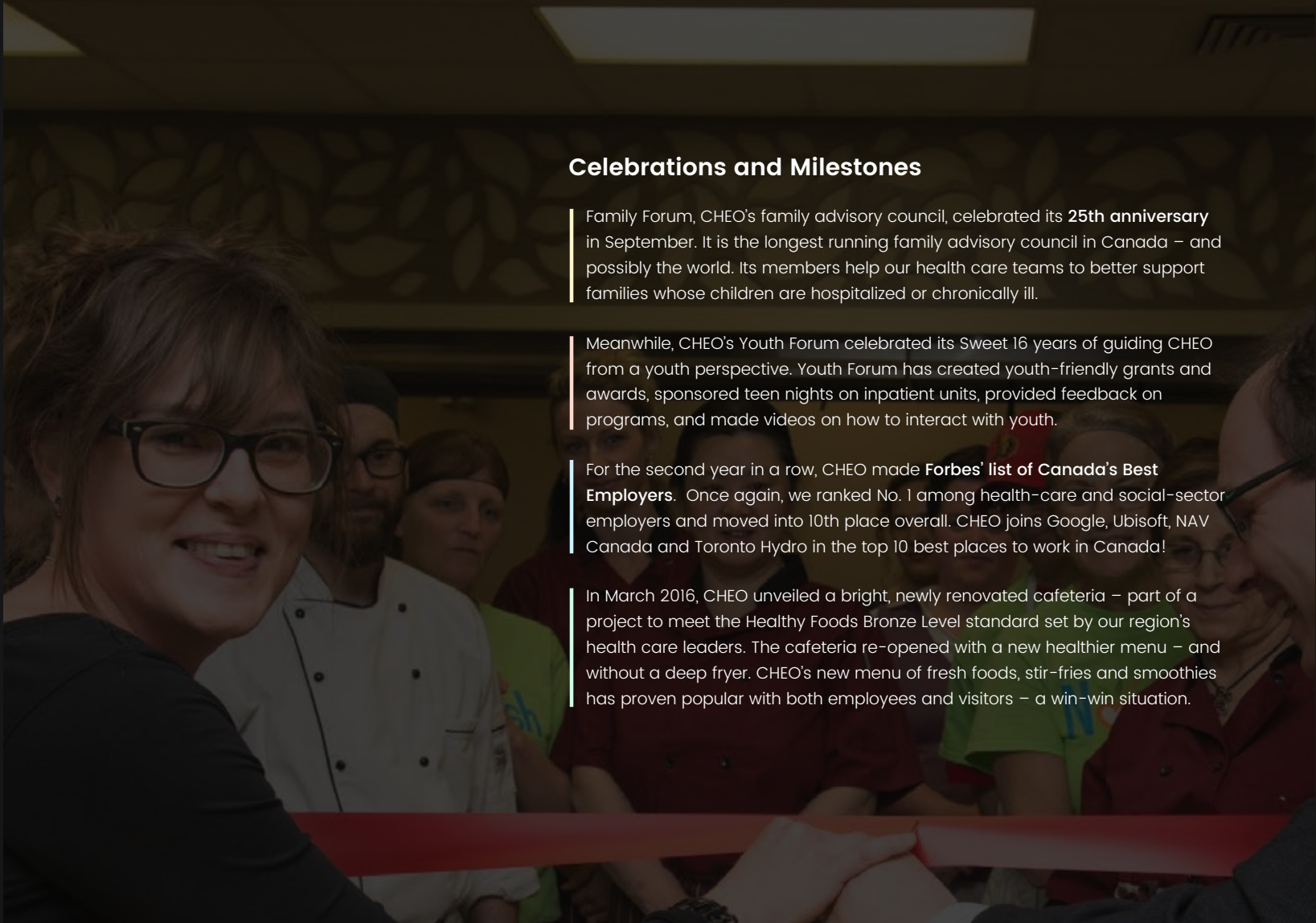
Hear from CHEO researchers and scientists **in their own words** about their discoveries. Help families and children by participating in research at CHEO. **Find out more.**



### **Project Stitch: Making recovery better**

In January, we were thrilled to unveil our completely renovated surgery recovery room, known as the **Post Anesthetic Care Unit (PACU)**, to help make waking up from surgery friendlier for our patients and their families. We redesigned and expanded the recovery areas, added a separation room with a quiet environment, updated our nursing station, and brightened everything up with fun paint colours. All of this means more space and privacy for kids while they're recovering. These upgrades are part of **Project Stitch**, the complete renovation of CHEO's day surgery and recovery units.

CHEO's expert surgeons do almost 8,000 surgeries a year. Once Project Stitch is complete, our capacity will rise to 10,000 surgeries every year – a 25% increase. This will reduce wait times for surgery by up to three months!



## Celebrations and Milestones

Family Forum, CHEO's family advisory council, celebrated its **25th anniversary** in September. It is the longest running family advisory council in Canada – and possibly the world. Its members help our health care teams to better support families whose children are hospitalized or chronically ill.

Meanwhile, CHEO's Youth Forum celebrated its Sweet 16 years of guiding CHEO from a youth perspective. Youth Forum has created youth-friendly grants and awards, sponsored teen nights on inpatient units, provided feedback on programs, and made videos on how to interact with youth.

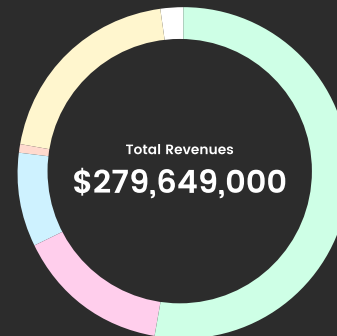
For the second year in a row, CHEO made **Forbes' list of Canada's Best Employers**. Once again, we ranked No. 1 among health-care and social-sector employers and moved into 10th place overall. CHEO joins Google, Ubisoft, NAV Canada and Toronto Hydro in the top 10 best places to work in Canada!

In March 2016, CHEO unveiled a bright, newly renovated cafeteria – part of a project to meet the Healthy Foods Bronze Level standard set by our region's health care leaders. The cafeteria re-opened with a new healthier menu – and without a deep fryer. CHEO's new menu of fresh foods, stir-fries and smoothies has proven popular with both employees and visitors – a win-win situation.

## CHEO-OCTC in numbers (2016/2017)

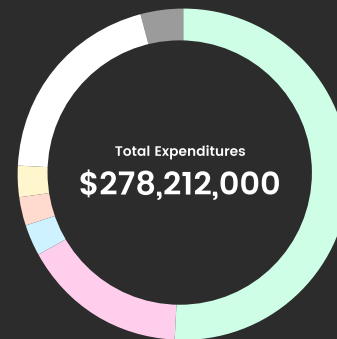
### Revenue


- 53%** Ministry of Health/LHIN
- 15%** Patient Revenues
- 9%** Sundry & Ancillary
- 1%** Preferred Accommodation
- 20%** Other Votes
- 2%** Amortization of Grants





### Expenditures


- 51%** Salaries / Benefits
- 16%** Other Supplies
- 3%** Medical Surgical Supplies
- 3%** Medical Staff
- 3%** Drugs & Gases
- 20%** Other Votes
- 4%** Depreciation & Amortization





 **6,899**  
Admissions to CHEO

 **72,144**  
ED Visits

 **168,867**  
Ambulatory Clinic Visits

 **10,618**  
Medical Day Visits

 **7,839**  
Total number of Surgeries

 **144,384**  
Babies screened by  
Newborn Screening Ontario