



*She is one  
reason we  
provide  
exceptional  
care*

2007 Annual Report

*Alexandra*



Children's Hospital of Eastern Ontario  
Centre hospitalier pour enfants de l'est de l'Ontario

# The reason for exceptional care . . .

Changes are afoot at the Children's Hospital of Eastern Ontario. Construction of a new hospital wing is underway, the Emergency Department has introduced electronic triage and patient tracking, and a regional council has been established to assist the Champlain LHIN in coordinating pediatric health care region-wide. But changes don't end there and we're thrilled about that!

CHEO is at an important crossroads. We need to update our facility, maximize the use of our land, and extend our mandate of care beyond our immediate walls and beyond our city. We are moving forward with many positive changes while remaining firmly committed to the CHEO tradition of developing the best system of care for children and youth.



This year, our outreach mandate took a meaningful turn with the introduction of CHEO clinical pathways (roadmaps that are used by nurses and physicians to treat children and youth) in other hospitals. As a result, children and youth in Cornwall, Winchester, Brockville, Kemptville, Carleton Place, Almonte and Hawkesbury are being treated in their respective community hospitals, while benefiting from CHEO's vast experience and expertise.

There is no doubt that patients' needs prompt us to change. New programs are being introduced and funding is being sought to address the growing needs of children and youth. We know that certain programs

need to be enhanced to address growing demands and gaps—but new funding has yet to arrive! We require the help of our community as we continue to seek new funding to address identified gaps in services.

Despite financial pressures, we have introduced new pain management services, recruited a much-needed pediatric rheumatologist, and contributed to meaningful research findings. In fact, we've done a great deal more and we invite you to read about it in this annual report.

We continue to advocate on behalf of our children and youth. CHEO has always taken this mandate seriously, recognizing that our patients and their families benefit from sound leadership aimed at promoting good health and wellbeing. Whether the issue is poverty, injury prevention or housing, CHEO continues to rally all levels of government to confront issues affecting the optimal health of children.

It is undoubtedly an exciting time for CHEO as we continue to tailor the finest system of health care possible. While Alexandra (featured on the cover) is reason enough for establishing the best system of health care possible, we also have 200,000 other reasons to do so. With the valuable contributions of physicians, staff and volunteers, we intend to respond!

Michel Bilodeau, President and CEO

Brian Radburn, Chair, Board of Trustees



# Who **we** are...

## **Our Mission**

Making a difference in the lives of children, youth and families

## **Our Legacy of Care**

The Children's Hospital of Eastern Ontario opened its doors in 1974 with a mandate to provide care to children and youth from Eastern Ontario and Western Quebec. More than three decades later, CHEO has become a world-class academic health sciences centre providing leading-edge treatment and diagnostic services for children and youth aged 0 to 18 years. CHEO houses the Provincial Centre of Excellence for Child and Youth Mental Health and the Ontario Newborn Screening Program. CHEO is an active partner in the Champlain Local Health Integration Network, providing leadership in all aspects of pediatric health and wellbeing.

## **Our Clinical Mandate**

CHEO provides a full spectrum of pediatric services, anchored in a family-centred model of care. As the regional provider of pediatric care, CHEO is striving to provide an increased range of services, resources and expertise so that our mission of care extends beyond our hospital walls.

## **Our Commitment to Research**

Adjacent to the hospital, CHEO's Research Institute takes a proactive approach to the development and dissemination of new knowledge to ensure the best treatments for children and youth. Research at CHEO spans many diverse areas, including cancer, obesity, emergency and critical care medicine, bone health, mental health and eHealth. The CHEO RI currently employs 225 research personnel with over \$17M of annual research funding.

## **Our Academic Partnership**

CHEO is an academic institution, affiliated with the University of Ottawa and others, and provides a pediatric training ground to medical interns, residents and fellows, as well as students from all health care disciplines. CHEO is committed to this mandate and understands the importance of providing training for tomorrow's health care providers.

CHEO is the pediatric teaching hospital of the University of Ottawa



The reason  
we care...

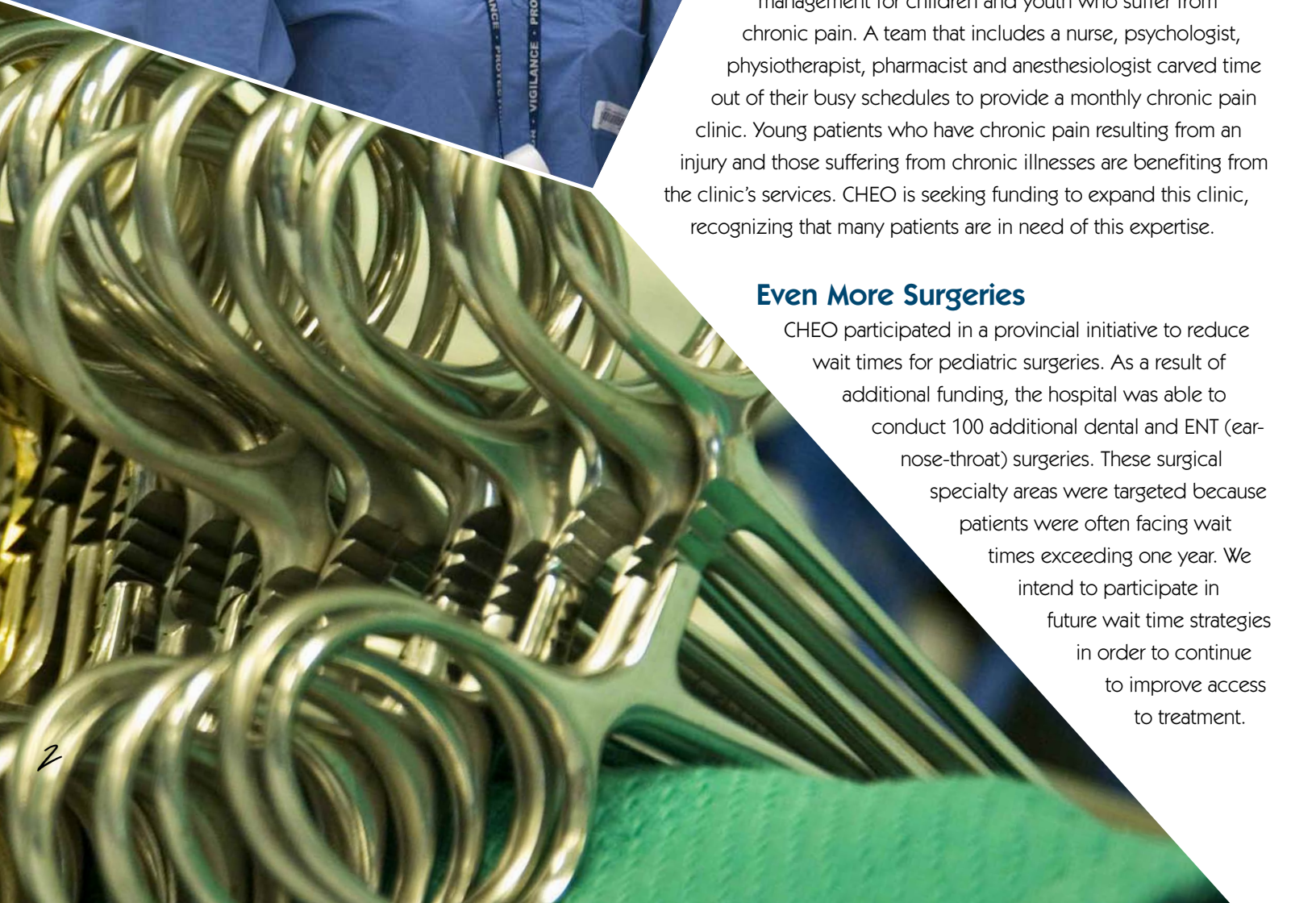
At CHEO, we not only care in the warmest sense of the word, but we provide the most advanced pediatric treatment, leaning on research, best practices and an impressive health care team.

### **New Multidisciplinary Clinic To Manage Chronic Pain**

CHEO has developed a model of care to provide pain management for children and youth who suffer from chronic pain. A team that includes a nurse, psychologist, physiotherapist, pharmacist and anesthesiologist carved time out of their busy schedules to provide a monthly chronic pain clinic. Young patients who have chronic pain resulting from an injury and those suffering from chronic illnesses are benefiting from the clinic's services. CHEO is seeking funding to expand this clinic, recognizing that many patients are in need of this expertise.

### **Even More Surgeries**

CHEO participated in a provincial initiative to reduce wait times for pediatric surgeries. As a result of additional funding, the hospital was able to conduct 100 additional dental and ENT (ear-nose-throat) surgeries. These surgical specialty areas were targeted because patients were often facing wait times exceeding one year. We intend to participate in future wait time strategies in order to continue to improve access to treatment.



## Expansion Of CHEO's Cochlear Implant Program

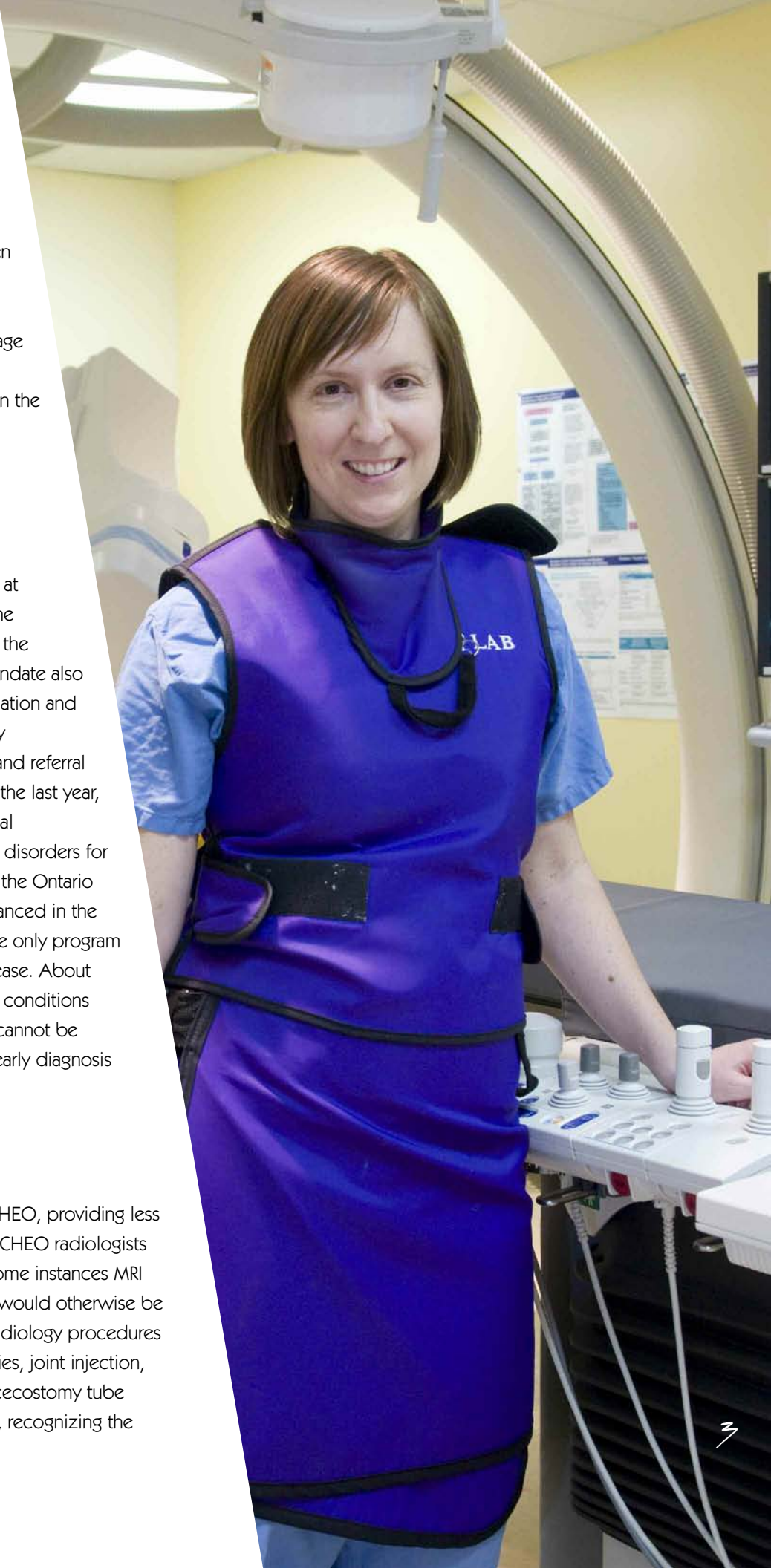
CHEO has expanded its Cochlear Implant Program to include bilateral implantation, which experts argue has become the standard of care for children and youth with severe to profound hearing loss. With today's generation of cochlear implants, affected children may develop speech and language at the same level as their hearing peers. Bilateral implants permit further improvements, especially in the areas of speech recognition, noise and sound localization.

## Best Start To Life Possible With Newborn Screening

The Ontario Newborn Screening Program, located at CHEO, provides screening for all babies born in the province each year (over 140,000). Not only does the program perform the laboratory testing, but its mandate also includes province-wide education, program evaluation and quality assurance, participation in provincial policy development, and most importantly, the retrieval and referral of screen positive babies for follow-up testing. In the last year, screening for Cystic Fibrosis and Congenital Adrenal Hyperplasia (CAH) have been added to the list of disorders for which babies in Ontario are screened. This makes the Ontario Newborn Screening Program one of the most advanced in the country, screening babies for 28 disorders, and the only program in the country screening babies for Sickle Cell Disease. About 1 in 1,000 babies will be affected with one of the conditions screened. The importance of newborn screening cannot be over-emphasized, with early detection triggering early diagnosis and treatment.

## Interventional Radiology— Of Growing Importance

Interventional radiology is gaining importance at CHEO, providing less invasive treatment options for our young patients. CHEO radiologists use fluoroscopy, ultrasound, CT scanning and in some instances MRI guidance to perform therapeutic procedures that would otherwise be performed in the operating room. Interventional radiology procedures include renal biopsies, percutaneous nephrostomies, joint injection, vascular access, abscess drains, liver biopsy and cecostomy tube changes. CHEO is looking to expand this program, recognizing the benefits of less invasive procedures for patients.



# The reason we **innovate**...

CHEO is making technology and innovation a cornerstone of care. From the operating room to the emergency department, from the pharmacy to the hospital wards, new information systems and new technologies are taking hold at CHEO.

## **Computers Take Over In The Emergency Department**

Information technology is taking hold in CHEO's Emergency Department with the introduction of e-triage and e-tracking systems. The initial patient assessment/triage is entered in the computer, creating an electronic record of the patient's health status from the moment they enter the ED. Furthermore, a patient's progress through the ED is monitored using a new electronic tracking system. This tracking system provides all members of the health care team with quick access to critical information about the patient, including tests ordered, results received, time spent in the Emergency Department and more.

## **Digital Radiography System Ensures Timely Diagnoses**

CHEO has taken another step forward in the world of digital technology and acquired a digital radiography system. With this new system, images become available approximately 3 seconds after exposure and require even less radiation than traditional technology. The efficiency of the technology decreases the length of time patients spend in the Diagnostic Imaging Department. After the image is captured, it is then transferred to the Picture Archive Communication System (PACS), allowing physicians to review the information anywhere in the hospital. Overall, the new digital radiography system provides for enhanced viewing of images, facilitating timely diagnoses.

## **Achieving Highest Standards for Medication Preparation**

Recent renovations in the hospital's pharmacy department ensure that CHEO meets all United States Pharmacopeia (USP 797) quality standards for the preparation of medication. CHEO's pharmacy department prepares many sterile products for the inpatient units: IV antibiotics, total parenteral nutrition (TPN) and many large volume solutions. USP 797 guidelines dictate everything from the number of particles present in room air and the number of air changes per hour. To meet these stringent guidelines, CHEO's pharmacy underwent renovations and a whole new IV room was constructed. This new room now has an ISO class 8 anterooms and an ISO class 7 clean room. With these recent renovations, CHEO is meeting the highest standards for medication preparation.



*Innovation,  
research  
and  
technology  
are mobilized  
to treat our  
young patients,  
recognizing  
that illnesses in  
children are  
often more  
serious or acute as  
a result of a  
child's developing  
physiology.*



The reason we reach beyond...

As the regional provider of pediatric care, CHEO is striving to provide an increased range of services, resources, and expertise so that our mission of care extends beyond our walls.

### **ED Roadmaps For Care In Community Hospitals**

Seven community hospitals are now prepared to use CHEO clinical pathways in their Emergency Departments. These guidelines for assessment and treatment are being used to treat children and youth for illnesses such as bronchiolitis, croup, and vomiting and diarrhea. These illnesses were chosen because they are so common in children and youth seeking emergency treatment. This joint initiative, which involved physician and nursing staff from Cornwall, Winchester, Brockville, Kemptville, Carleton Place, Almonte and Hawkesbury hospitals, is a significant step in ensuring that CHEO's expertise and experience extends to our community partners. In future, we hope to broaden this ED Outreach initiative to all hospitals within the Champlain LHIN and to provide similar education programs for other common pediatric illnesses.

### **Extending Critical Care Expertise To The Community**

CHEO, along with three other teaching hospitals in Ontario, is sharing its critical care knowledge and experience beyond its walls. A Critical Care Response Team was created in 2006 to extend ICU expertise to all inpatient units at CHEO. The team is available to respond to the bedside of potentially unstable patients and provide early medical intervention and stabilization. Since the introduction of the Critical Care Response Team, there has been a significant decrease in readmission to the Pediatric Intensive Care Unit. New this year, patients hospitalized in other centres can also tap into expert advice. An intensive care physician is on-call to provide advice on the phone to physicians who are caring for critically ill children in community hospitals. This early intervention will provide for better health outcomes for children and youth who are critically ill.

## Coordination of Mental Health Services

CHEO and the Royal Ottawa Mental Health Centre have forged meaningful partnerships with the providers of child and youth mental health services in the counties of Renfrew, Stormont, Dundas and Glengarry, Prescott- Russell, North Lanark and North Leeds & Grenville. These partnership-agreements spell out the provision of services by each partner, thus providing coordination and clear delineation of care for those requiring community-based and specialized hospital services. These partnerships are yet another step in the right direction to ensure timely and appropriate access to mental health services as close to home as possible.

## Regional Council To Coordinate Child Health Issues

CHEO is working with the Champlain LHIN to ensure that child health is a top priority in Eastern Ontario. Coordination of services and the identification of service gaps require the collaboration of all those dedicated to the care of children and youth. As such, CHEO and the Champlain LHIN have established the Champlain Child Health Council, which has representation from hospitals, the University of Ottawa, the Ministry of Children and Youth Services and others dedicated to children's health. The Council will advise the LHIN on issues related to the delivery of specialized and general pediatric health care.

*CHEO  
is sharing its  
critical care  
knowledge and  
experience  
beyond its walls.*

## CHEO Information For Patients and Families

CHEO's expert information on common health issues facing children and youth is available in community newspapers or at the click of a mouse on CHEO's website.

A monthly health column, written by a CHEO physician, is now published in community newspapers, including Pembroke, Renfrew, Arnprior, Perth and Hawkesbury. This initiative is in keeping with our mandate of providing information for parents and families who rely on CHEO as a definitive resource for their children's health and wellbeing. This column, entitled "CHEO Health Bits", includes information about common childhood illnesses and conditions based on the most up-to-date medical findings.



# 2007-2008 *Facts and Figures*

## **New Critical Care Wing At CHEO**

In September 2007, CHEO broke ground for the construction of a new wing that will house an expanded Emergency Department, a new Medical Day Unit for cancer and dialysis treatment, and new Intensive Care and Neonatal Intensive Care Units for critically ill children and babies. The Garry Cardiff Wing, named in honour of CHEO's former Chief Executive Officer, will be a three-story addition to the existing building. The wing will have 85,580 square feet and construction is expected to be completed in spring 2009.



Premier Dalton McGuinty and Sarah Pion, former critical care patient, participating in the ceremonial ground breaking event to launch the construction of CHEO's new wing.

## **Caring for Small Patients is a Tall Order**

### **Our Services**

- 6,100 admissions to CHEO
- 53,200 emergency department visits
- 7,500 surgeries
- 91,250 visits to specialized clinics (i.e. cardiology, neurology, diabetes, etc.)
- 34,700 visits to allied health services (i.e. genetics, psychology, audiology, etc.)
- 2,570 visits to Medical Day Unit (i.e. oncology, dialysis, hematology, etc.)
- 13,860 visits to mental health services
- 112,680 diagnostic tests (MRIs, scans, X-rays)
- 14,470 other diagnostic tests
- 1,076,000 laboratory tests

### **Our Facility**

- 167 inpatient beds
  - 20 Neonatal Intensive Care Unit (NICU)
  - 10 Intensive Care Unit (ICU)
  - 112 Pediatrics, Oncology, Adolescent Medicine and Surgery
  - 25 Psychiatry
- 63 outpatient specialty clinics

### **Our Team**

- 1,164 administrative/service staff
- 319 allied health
- 1,015 medical trainees (from July '06-June '07)
- 648 nursing staff
- 396 physicians
- 421 volunteers

# Hospital Operating Results

(unaudited\*)

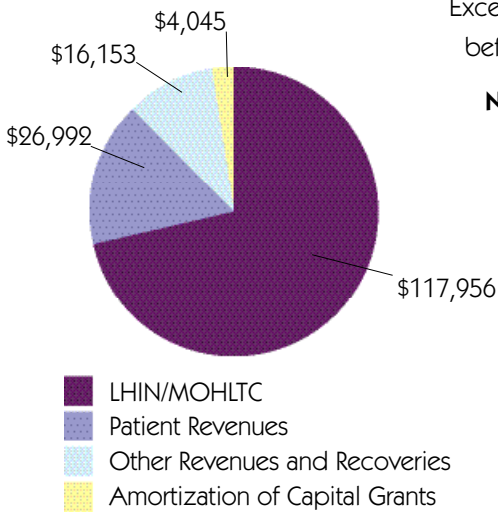
## Statement of Revenue and Expenses

(Excluding Other Funded Programs)

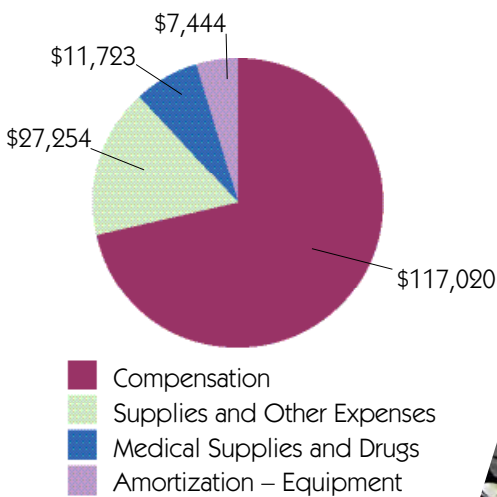
	March 31, 2008 in \$000	March 31, 2007 in \$000
Revenues	\$ 165,146	\$ 153,401
Expenses	\$ 163,441	\$ 147,700
Excess of revenue over expenses, before amortization on building	\$ 1,705	\$ 5,701
<b>Net excess of revenue over expenses</b>	<b>\$ 672</b>	<b>\$ 4,792</b>
<b>Foundation Contribution</b>		
Operating	\$ 50	\$ 50
Capital & Debt Financing	\$ 2,535	\$ 3,805
Designated Funds	\$ 1,651	\$ 824
Research	\$ 1,706	\$ 1,176
<b>Total</b>	<b>\$ 5,942</b>	<b>\$ 5,855</b>

\*audited financial statements available upon request

### Revenue by Sources



### Expenses by Category





# Board of Trustees **Membership** 2007-2008

## Executive Committee

- |                 |            |
|-----------------|------------|
| Brian Radburn   | Chair      |
| David Egan      | Past Chair |
| Michel Bilodeau | Secretary  |
| David Hill      | Treasurer  |
| Julie Tubman    | Vice-Chair |

## Elected and Appointed Trustees

- Pamela Mountenay Cain
- Erin Crowe
- Patti Gauley
- Don Hewson
- Nimet Karim
- Dr. Jim King
- Dr. Michael Leonard
- Johanne Levesque

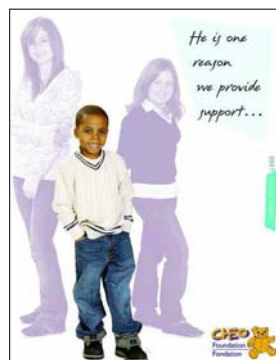
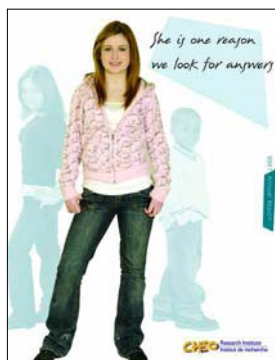
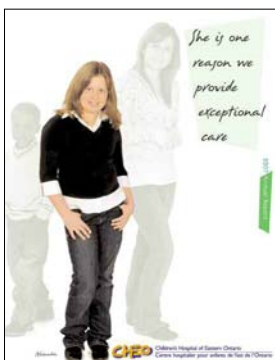
- Dr. Gail Ryan
- Jason Shinder
- Serge Taillon
- Brian Vezina

## Honourary Trustees

- Rabbi Reuven Bulka
- Garth Hampson
- Wayne Rostad
- Robert Thomas

## New Chief of Staff

In the Fall of 2007, CHEO's Board of Trustees appointed Dr. Michael Leonard as Chief of Staff. Dr. Leonard was recruited to CHEO in 1999 as Chief of the Division of Urology. He is a fellow of the Royal College of Surgeons of Canada in Urology, and a fellow of the American Academy of Pediatrics. Dr. Leonard is an active clinician, an avid researcher, and professor with the University of Ottawa.



Together, we make good things happen for the patients and families who depend on us to provide exceptional health care services.

401 Smyth Road,  
Ottawa ON K1H 8L1  
613-737-7600

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