

2018-2019 Annual Report

Introduction

Every day, it is an honour to receive messages from the children, youth and families we serve. Like this one, from Jeff Cray about the care we provided to Megan:

“Yesterday my daughter was sent to the CHEO Emergency Department as her appendix was inflamed. The triage nurse was fabulous. Then, Dr. Allard came down to see my Megan. We were sent for a secondary ultra sound. The ultra sound tech, who was supposed to be off-duty, knew we were coming in from Carleton Place and waited on her own time for us to arrive. She told me that she wanted to be there to ensure the test was done quickly to help alleviate Megan’s pain. Dr. Allard stayed with us during the ultra sound. Shortly after it was completed, two members of the surgery team came down to bring Megan up to the operating room.

The surgery was a success and I wanted to just say how much I appreciated everyone's professionalism, but most importantly their compassion towards Megan. We were kept informed every step of the way about what was going to happen. The nurses on 4West were fabulous as well. You have such an amazing organization. We are so lucky to have a place where our children will receive such top-notch care. Thank you.”

Messages like Jeff’s remind us of why we do what we do at CHEO — how the work of our entire team including physicians, nurses, health professionals, support staff, researchers and volunteers alike impact families in our community. While Megan is unique and her story is her own, the message resonates with us. It means so much to staff when you share your feedback with us – we always take your words to heart and we listen.

Our vision of the **best life for every child and youth** drives the work we do at CHEO. In fact we’ve mapped out our action plan with this top of mind. We hope that you will enjoy reading this report, as we reflect back on some of the 2,385 improvements that CHEO staff and medical staff made in 2018-19.

Our expertise is laser focused on helping kids. Families in eastern and northern Ontario, western Quebec and Nunavut rely on us. We are always here for you!

Sincerely,

Alex Munter

President and CEO, CHEO

and

Jim Roche

Chair, CHEO Board of Directors

Vision, mission and values

Vision: the best life for every child and youth

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

Values:

We respect each other.

We support people on their journey.

We innovate and challenge the status quo.

We create new knowledge, learn and teach.

Stories

Safety first: keeping ahead of the curve

Thanks to the hard work and diligence of nurses, CHEO has substantially reduced adverse drug effects to inpatient children and youth. Medication errors are the number one cause of unintentional harm to patients in Canadian hospitals. Before a nurse administers a medication, Pharmacy double-checks to ensure the medication ordered is the right dose for the age and weight of the patient, and that there are no potential drug interactions or allergies.

With our old paper system, this could take hours. CHEO now uses an electronic system, called Epic, so today this takes 7 to 15 minutes. A historical CHEO study showed nurses are interrupted an average of 15 times between when they get medications from a unit's drug cabinet and reach the intended patient. Anyone who has ever been admitted to a hospital knows that inpatient units are busy, complex places.

Now, despite however many interruptions, Epic allows nurses to conduct a reliable bedside safety check using Bar Code Medication Administration (BCMA). In addition to routine visual checks, nurses scan barcodes on the medication and on the patient's armband, ensuring the correct medicine, correct patient and correct time.

CHEO is ahead of the national average for preventing medication errors at the bedside and this is something we're very proud of. Kudos to our diligent nurses! Safety work is never done — ours is a very complex environment, our patients are the sickest of the sick, new risks pop-up all the time — but getting to zero preventable harm and the healthiest outcomes, which is everyone's goal, means always putting safety first.

Improvements made: looking straight ahead

Young man, there's no need to feel down... I said young man, pick yourself off the ground... It's fun to stay at the Y.M.C.A. It's fun to stay at the Y.M.C.A.

Thanks to the creative work of Darryl Cameron and Marc Bergeron in our Clinical Engineering department, the ever-popular Y.M.C.A. song by the Village People – and other catchy songs – are commonly heard coming from our Ophthalmology Clinic.

To complete a proper eye exam, ophthalmologists require a child's eyes to remain still, at least for a moment. With adults, the doctor simply asks, "Please stare at the red circle on the far wall." But, try getting a four-year-old to do that, even for a moment. To briefly attract and hold a child's attention for a thorough eye exam, ophthalmologists use fixation devices – objects in the distance that will fix a child's gaze. To hold a child's attention it needs to be fun, interesting and unexpected.

Marc and Darryl imagined and built-from-scratch new child-friendly fixation devices featuring coloured lights, music and stuffed animals. Every examining room in our Ophthalmology Clinic is now equipped with two of these custom-built fixation devices. These are compartments near the ceiling, facing the child, each containing something interesting like Elmo, a Furby, a cow, or another stuffed animal.

All of the room controls – fixation devices, room lights, exam chair height, and more – are included in the same console, minimizing cords all over the floor and improving safety. And now, when an ophthalmologist steps on a foot control pedal... Don't blame it on sunshine...Don't blame it on moonlight...Don't blame it on good times...Blame it on the boogie!

Partners in health: our commitment to care

One of our key goals at CHEO is to make sure the voices of children, youth and families guide the care we provide and the future of our organization. We call this being Partners in Health.

When any partner – including a child or youth – has a suggestion for making things better, we listen. It's a priority for us. When we are changing how we do things, we ask families for input. It can be answering a survey, serving on a committee or even working directly with us to develop a new way of doing something. There are many ways their voices can guide their care and the future of CHEO.

For example, this year we collaborated with our Family Advisory Council and Youth Forum to develop an updated version of our Declaration of Values: a guide for how we plan to achieve true partnership among children, youth, families, caregivers and staff. It is our commitment to care.

We held a workshop where youth, families and some staff divided into groups to talk about our existing values and how they could better reflect the way we partner together today. They told us the values were too complicated to understand, with too much hospital jargon. They wanted to see something shorter and to the point. They wanted the values to feel empowering. They also wanted to see the new values hold CHEO and our children, youth, and families accountable – meaning they wanted it to feel like something everyone is responsible for.

Thanks to combined efforts, this is how care at CHEO should feel:

- **Respectful:** We are honest and trust each other. We protect privacy. We are sensitive to everyone's life experiences by respecting culture and differences.
- **Open:** We communicate in a clear, meaningful and timely way. We create a safe space to express personal and differing views, ask questions and share feedback. We talk to our audiences in their preferred language and format.
- **Cooperative:** We work together in an honest, purposeful and fair way to benefit everyone. We include everyone's input in all parts of our work.
- **Supportive:** We support each other's needs. This includes physical, developmental, social, emotional, mental and spiritual needs. We provide a place to learn and grow.

Faster access: knowing where to call

This year we launched the CHEO Access Team because families told us to make it simpler to coordinate development and rehabilitation services for kids. Some children and youth require many visits across multiple services; one more call or one more thing to figure out can be overwhelming.

Navigating the health-care system can be complex, especially when you're worried about a child. Imagine a mom or caregiver, concerned that her two-year-old daughter may be missing some key developmental milestones. This is exactly the type of scenario that brought about our Access Team.

The CHEO Access Team is for those with complex needs. It is for children who have missed important developmental milestones like sitting or talking, or children and youth who have complex physical and cognitive health issues. It is also for those with rehabilitation needs, like temporary treatment after a sports injury. Some of the services included are social work, care and respite, physiotherapy, occupational therapy, recreation therapy, behaviour services and the First Words Preschool Speech and Language Program.

Families no longer need to contact services separately. One call to 1-800-565-4839 starts the ball rolling. The system is designed so you don't have to repeat yourself either. The Access Team will share your information with the best service provider to help you.

Family physicians are also encouraged to make referrals to the Access Team. One more thing CHEO is doing to ensure simpler journeys – working toward building an integrated pediatric health system that connects care for children, youth, families and providers.

Wise resourcing: putting savings to good use

We want to improve how drugs are used and reduce the amount being wasted, but doing so in a complex place like CHEO is not exactly straightforward. These were the goals and challenges of a corporate project headed by CHEO's Medical Chief of Staff, Dr. Lindy Samson – just one of many corporate projects undertaken in 2018 to find ways we can do things better.

As the project progressed through the year, the number of processes that needed tweaking and the number of staff involved grew and grew. Eventually, the drug utilization and wastage project included almost half of CHEO's staff, whether that was a nurse recording the amount of medicine remaining in an IV bag, a physician requesting patient-supplied medications (because families have the drugs at home), or a pharmacist identifying a cheaper alternative for a drug not paid for by the government (a non-formulary drug). This project involved a huge group effort.

The results:

- We waste 45% less IV medication.
- We spend 12.5% less on non-formulary drugs, meaning that for every \$8 we spent last year, this year we only spent \$7.
- Every day, one in three children or youth at CHEO uses medication they supply, compared to one in nine a year ago.

Eventually the team logged 33 improvements and tallied ongoing savings of more than \$100,000 a year. Savings we have since put back into patient care.

Inspiring workplace: having fun at work

This past year, for the seventh time, CHEO was recognized as one of the National Capital Region's Top Employers. This list includes organizations from across our region at the forefront of their respective industries. It is such a tremendous honour for all of our staff and volunteers!

Visitors often remark that they feel they're somewhere special when they step into CHEO's buildings. Our pediatric environment allows us to do little things you don't expect anywhere else – and those things are uplifting for staff too. Molly Penny doesn't just dole out her jokes for kids!

We regularly hold events that allow staff to enjoy themselves by stepping away from their work routine for a moment and we include children, youth and families in the activities too. Our annual Halloween event sees hundreds of staff and physicians donning costumes, decorating work areas and handing out non-food treats to children and youth who get so much joy from “trick or treating” along our hallways.

Our second annual SHEO (she + CHEO) event, held on or around International Woman’s Day, is a showcase of talented and extraordinary woman who work in various roles across CHEO. We arrange a meet and greet with staff and families alike in our cafeteria; the featured women bring props, there’s energizing music and fun facts. It’s become a highly anticipated tradition!

From our annual holiday door decorating contest, #Hero4CHEO day in celebration of our annual Telethon, holiday food drive, pumpkin carving contest to more family-centred events such as Halloween morning and Santa’s annual visit, having fun at work is a large part of what makes CHEO so special.

Statistics

500,000 – Children and youth served per year.

7,782 – Total number of surgeries.

6,728 – Admissions to CHEO.

76,954 – Emergency Department visits.

180,589 – Ambulatory clinic visits.

10,756 – Medical Day Unit visits.

Financials

Revenue

Total revenues: \$313,092 (in thousands)

52% – MOHLTC / LHIN funding

21% – Other funded programs

14% – Patient services

11% – Other revenue

2% – Amortization

Expenditures

Total expenditures: \$313,024 (in thousands)

- 51% - Salaries/benefits
- 21% - Other funded programs
- 19% - Supplies/other
- 4% - Amortization
- 3% - Drugs and medical gases
- 2% - Medical/surgical supplies