

IOGETHER ME WILL







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FROM THE BOARD CHAIRS

We are delighted to welcome you to the first joint annual report of The Hospital for Sick Children (SickKids) and SickKids Foundation. We firmly believe that SickKids stands apart from its peers because of our ability to successfully integrate care, research, learning and philanthropy to advance paediatric health care, and it is the multitude of connections between these pillars that we are proud to highlight here.

It is the beginning of a new era at SickKids, as we respond to a rapidly changing paediatric health-care environment. Leading-edge hospitals around the world are becoming increasingly dynamic, complex organizations – with collaborative teams using ever more advanced technology and information systems to provide coordinated care across a broad continuum of services. At the same time, our health-care system as a whole needs to evolve from being a collection of independent health-care providers to an integrated care network.

What these shifts mean is that collaboration across the Hospital – and with the Foundation and the broader healthcare community – is no longer a choice, but a necessity. It also means that SickKids, with our long history of successful partnerships, is uniquely positioned to help lead these changes and continue to evolve as a world leader in paediatric care, research and learning.

As we have seen so many times before, the dynamic relationship between research discoveries and clinical practice at SickKids is continuing to blaze new trails. This year we profiled remarkable examples of this relationship, including our pioneering work in incisionless surgery and in treating corneal anaesthesia. The SickKids Centre for Global Child Health and SickKids International demonstrated the transformative potential of education by working with partners around the world to build local capacity. And perhaps this year's most stunning example of the power of collaboration was the historic \$130-million gift made by the Rogers Family to establish the Ted Rogers Centre for Heart Research – a landmark partnership between SickKids, University Health Network (UHN) and the University of Toronto (U of T) that will have a major impact on heart health across the lifespan.

We are thrilled to share these successes with you, the people who helped make them possible, as we look to the future with a sense of optimism about what we can accomplish when we come together around the common goal of realizing a healthier future for our children.

Kese u. Patten

Karleen Darfon

Rose Patten Chair, SickKids Board of Trustees

Katie Taylor Chair, SickKids Foundation Board of Directors



Left: Rose Patten; Right: Katie Taylor

FROM THE PRESIDENTS

The theme of the 2014-15 annual report is *Together We Will*, which speaks to the importance of the Hospital and the Foundation working together to ensure the best possible outcomes for children.

The 2015-20 SickKids Strategic Directions, *Building Connections, Accelerating Impact,* include significant emphasis on working together within SickKids to champion continuous improvement; ensure that groundbreaking research is translated into improved care; and focus on partnering with other organizations in the health-care system to build capacity and value. This annual report highlights some excellent examples of these organizational priorities. It also showcases collaboration with our funding partners – including all levels of government, as well as SickKids Foundation – to engage our donors.

Community support is critical for SickKids, where philanthropy funds strategic capital projects, enables us to enhance the patient and family experience, facilitates the recruitment of world-class experts, and fuels our research enterprise. Given the complexity of today's patients, it's challenging to keep our technology and treatments current. Our Possibilities Fund, which supports the highest-priority needs of the Hospital, makes us agile in that regard. We can respond strategically and quickly, if new technology is needed, and support the development of innovative treatment methods.

Collaboration is essential for patients with more complex care needs. Inside the Hospital, we're transitioning to a new model: dynamic, interprofessional teams using advanced technology and information systems to provide co-ordinated care.

The paediatric health-care system faces intense funding pressure. While governments provide significant funding, the pace of funding growth hasn't kept up with the increasing number of children we are caring for or their increasing needs. For SickKids, this funding reality is Right: SickKids President and CEO, Dr. Michael Apkon





Left: SickKids Foundation President and CEO, Ted Garrard

occurring at time when our systems, technology and parts of our campus are reaching the end of their usable lives. Philanthropy ensures we keep pace with the new knowledge, technologies and infrastructure needed to provide a new model of care.

SickKids is the best place to be if you're a sick kid – with the best people, a rich learning environment, a collaborative culture and some of the best clinicians and researchers in child health in the world. We have an exceptionally generous community, without whom we would not be a world-class institution, continually pushing new boundaries to provide the best possible care and outcomes for patients and their families.

We're excited about opportunities to continue to develop state-of-the-art infrastructure and continue to raise the bar in terms of the care we deliver, the innovative learning culture we foster and the discoveries that will drive improved outcomes in the future.

We know we can do this in no small part because of the partnerships we will continue to build locally and globally.

Dr. Michael Apkon President and CEO SickKids

Ganard

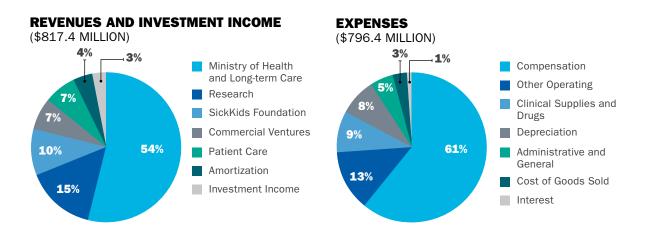
Ted Garrard President and CEO SickKids Foundation

2014-15 HOSPITAL FINANCIAL HIGHLIGHTS To view the audited financial statements, please visit www.sickkids.ca.

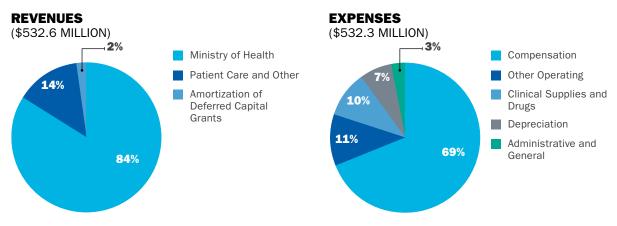
Financial highlights for the year ended March 31, 2015

SickKids is committed to operational efficiency, transparency and accountability. We support evidence-based decisions to enhance our financial health, conduct business under the principle of fiscal prudence and act with integrity and good judgment when allocating resources.

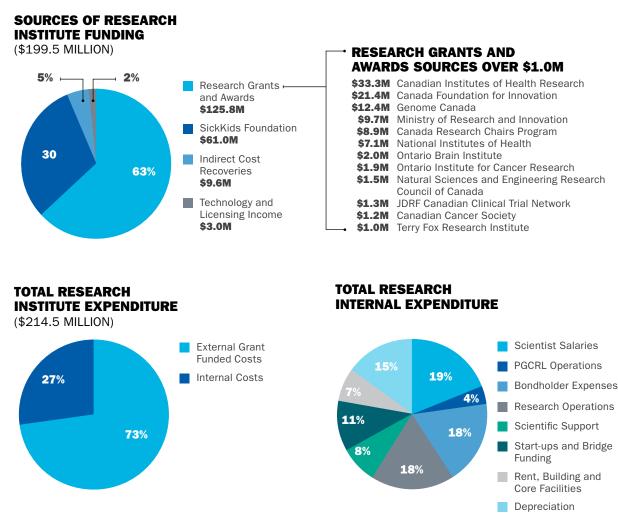
The Hospital continues to maintain its financial health. Excess revenues over expenses contribute positively to the Hospital's net assets, which are then reserved for specific purposes or reinvested into operations and capital investments aligned with the Hospital's strategic priorities.



2014-15 PATIENT CARE TOTAL REVENUE AND EXPENSES



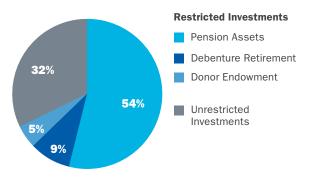
2014-15 RESEARCH INSTITUTE TOTAL REVENUE AND EXPENSES



2014-15 INVESTMENT PERFORMANCE

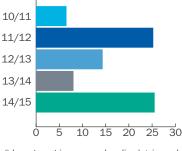
HOSPITAL INVESTMENTS

(\$378.2 MILLION)



INVESTMENT INCOME

(\$ MILLIONS)*



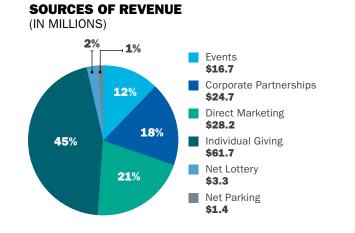
^{*} Investment income and realized gains only

2014-15 FOUNDATION FINANCIAL HIGHLIGHTS To view the audited financial statements, please visit www.sickkidsfoundation.com.

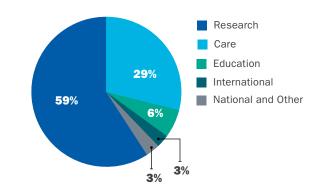
Financial highlights for the year ended March 31, 2015

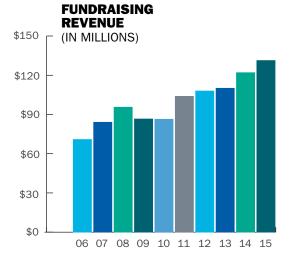
SickKids Foundation is committed to the highest standards of accountability and transparency. We were among the first nationally accredited charities under Imagine Canada's Standards Program and have been recognized by the Canadian Professional Accountants for the quality of our financial reporting.

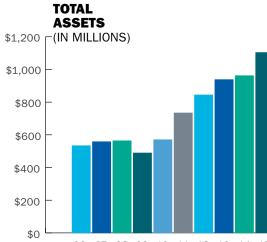
Gross fundraising program revenue and net lottery revenue	\$136 million
Total grants and charitable activity	\$108.4 million
Fundraising and administrative expenses	\$36.6 million



INVESTMENTS IN CHILD HEALTH







06 07 08 09 10 11 12 13 14 15

Report on investments for the year ended March 31, 2015

Endowment funds at SickKids Foundation provide an important base of funding for child health initiatives at SickKids.

Total value of endowment fund	\$959.3 million
Rate of return for the year	15.0 per cent

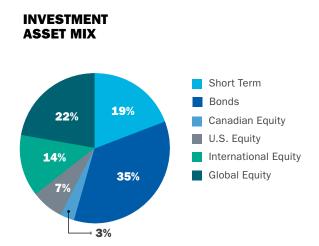
INVESTMENT RETURNS

1 Year	3 Years	5 Years	10 Years	Since Inception*
15.0%	12.1%	11.0%	9.9%	11.3%
Top 11%	Top 61%	Top 18%	Top 1%	Top 1%
	15.0%	Year Years 15.0% 12.1%	YearYearsYears15.0%12.1%11.0%	Year Years Years Years

*Inception date: March 31, 1995

Investment management and philosophy

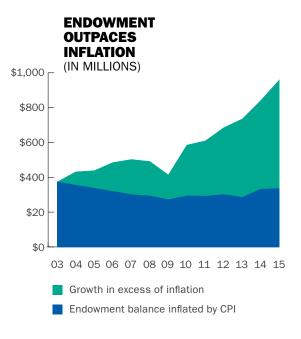
The SickKids Foundation Board of Directors manages endowed funds with assistance from the Board's Investment Committee using a long-term, value-oriented investment philosophy. The Investment Committee monitors the performance of the Investment Managers. The goal is to attain an average annual real total return (net of investment managers fees, after Consumer Price Index) of at least five per cent over a five-year period and also to be in the top 25 per cent of the RBC Investor Services survey.



INVESTMENT ASSET GROWTH SUMMARY SINCE 1995

(IN MILLIONS)

Opening Market Value, March 31, 199	5 148
Contributions	1,111
Grants/Withdrawals	(1,164)
Net Contribution (Withdrawal)	(53)
Investment returns, Realized gains	
and Unrealized appreciation	986
Cumulative Return from Investments	986
Ending Market Value, March 31, 2015	1,081



COLLABORATION THAT HEALS HEARTS



snuggles with his blanket before his open-heart surgery.

The Ted Rogers Centre for Heart Research is the first of its kind: a collaboration that combines the expertise of SickKids, UHN, and U of T to address heart failure across the entire lifespan.

Heart disease touches the lives of many Canadians – with as many as one million people living with heart failure, and 50,000 new cases diagnosed each year. The disease does not discriminate, and impacts babies, children and adults. One out of every 100 Canadian babies is born with a congenital heart defect – the most common birth defect. Only a few decades ago, a child born with a congenital heart defect faced certain death. Now, the vast majority will survive. In 2014, SickKids treated 10,672 children with heart disease. During this time, 40 per cent of children requiring heart surgery at SickKids were under a year old.

With the single largest monetary gift in Canadian history, those statistics will be reduced, and the management of heart disease will be improved, saving the lives of many Canadians. The Rogers family generously contributed \$130 million to establish the Ted Rogers Centre for Heart Research. This donation. announced in November 2014, will be matched with \$139 million in additional funds from SickKids, University Health Network (UHN) and the University of Toronto (U of T) for a total investment of \$269 million. Through this collaboration and combined expertise. the Ted Rogers Centre for Heart Research will deliver programs in personalized genomic medicine, stem cell research and bioengineering, and cardiovascular treatment and management.

The magnitude of this gift, and the transformational effect it will have on heart research, truly reflects the pioneering and innovative spirit of Ted Rogers and his family. Inspired by their legacy and fuelled by their generosity, our powerful, collaborative partnership will have a global impact, accelerating discovery and driving improvements in cardiac care at an unprecedented pace.

This Centre will be the first in the world to bring together research, education, and innovation – in congenital heart disease, regenerative medicine and paediatric and adult heart disease – under one umbrella. Its single focus is to address heart disease across the entire lifespan – from childhood to adulthood – with a primary goal of reducing This Centre will be the first in the world to bring together research, education, and innovation – in congenital heart disease, regenerative medicine and paediatric and adult heart disease – under one umbrella.

hospitalization for heart failure by 50 per cent in the next decade.

Through the Ted Rogers Centre for Heart Research, SickKids will harness the power of genomic science to decode the genetic foundations of cardiac disease. This will allow heart failure to be better predicted before it occurs, and will support individualized therapies for children and adults, based on the unique genome of each patient.

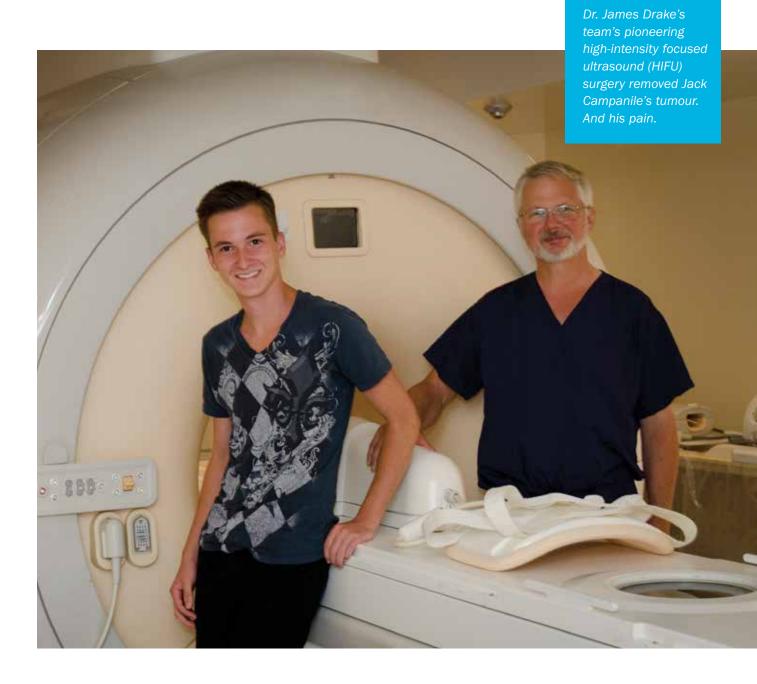
The Ted Rogers Chair in Translational Genomics will translate knowledge of genetic defects into new interventions for heart failure and congenital heart disease. The Ted Rogers Chair in Cardiac Genetics will identify the linkages between genes and heart disease, resulting in the identification of people at risk for heart disease before the disease ever develops.

"This is a great time to be both a doctor and a researcher," says Dr. Seema Mital, Staff Cardiologist and Scientist at SickKids. "Through research that will be done at this Centre, one day in the future I hope to be able to tell parents that they don't have to worry about losing their child to heart disease."

The complementary strengths of SickKids, UHN and U of T will, in partnership, improve heart health across the entire lifespan, enabling newborns and grandparents alike to enjoy the best possible quality of life.

SURGERY WITHOUT STITCHES

North America's first paediatric incisionless surgery to remove a bone tumour brings Jack back to the sports he loves.



Jack Campanile's life was jam-packed with wakeboarding, hockey and snowboarding, until an excruciatingly painful benign bone tumour in his leg began to interfere with his active life. For a whole year, the teen's life revolved around managing the pain. Jack was intrigued when SickKids doctors told him he could be the first paediatric patient in The treatment is completely non-invasive, so the skin and surrounding bone remain intact, greatly reducing the risk of complications like infections. The use of MRI to guide the sound waves means the patient avoids exposure to radiation. The risk of bone fracture is also likely lower than in other treatments, and recovery is quick. An added benefit is rapid pain relief.

The treatment is completely non-invasive, so the skin and surrounding bone remain intact, greatly reducing the risk of complications like infections.

North America to undergo an innovative procedure to destroy the tumour without breaking the skin. On July 17, 2014, the SickKids team, in collaboration with Sunnybrook Health Sciences Centre, used an MRI to intricately guide high-intensity ultrasound waves to destroy Jack's tumour. Hours later, he was pain-free, and he hasn't looked back.

"My life does not revolve around painkillers anymore," says Jack, now 17. "Since the surgery, I can do more things that I couldn't do before without a jolt of pain."

Since the mid-1990s, minimally invasive treatments have been widely used to burn osteoid osteoma tumours like Jack's, but they still carry risks.

In Jack's high-intensity focused ultrasound (HIFU) procedure, the MRI was used to determine the exact location of the tumour and to help target the ultrasound waves to that area. The concentrated ultrasound beam then heated the tissue to destroy the tumour cells. The MRI also enabled doctors to monitor the temperature induced by the ultrasound to ensure that there was no unexpected increase in heat, which could damage surrounding tissues.

"With high-intensity focused ultrasound, we are moving from minimally invasive to completely noninvasive therapy, significantly reducing risk to the patient, and fast-tracking recovery," says SickKids interventional radiologist Dr. Michael Temple, who led the team that performed the surgery.

"This achievement is both a technical and organizational feat that required several years of collaborative work and fine tuning. We see huge potential in using this technology to develop new, non-invasive therapies in a number of other medical and surgical areas," says Dr. James Drake, Director of SickKids' Centre for Image-Guided Innovation and Therapeutic Intervention (CIGITI), Head of the Division of Neurosurgery and Senior Associate Scientist at SickKids.

Since Jack's life-changing incisionless surgery, CIGITI has continued to perform the procedure as part of a clinical pilot study.

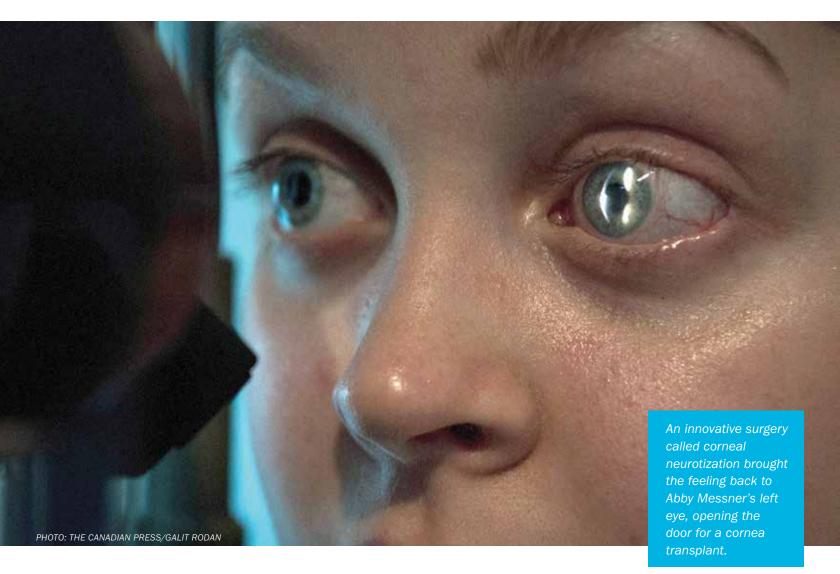
This achievement was made possible thanks in part to a Discovery Grant from the David Pitblado Cancer Research Fund through SickKids Foundation.

ABBY'S CORNEA: A COLLABORATIVE VISION

Our Ophthalmology and Vision Sciences and Plastic and Reconstructive Surgery teams collaborated to restore the feeling in Abby Messner's cornea.

On August 30, 2014, Abby Messner went away to university. Without an innovative surgery at SickKids, Abby's mom jokes that she would have moved into her daughter's dorm room.

Following surgery to remove a brain tumour when she was 11, Abby lost feeling in her left eye, a rare condition called corneal anaesthesia.



SickKids experts pioneered a novel surgery that restores lost feeling in the eye by transplanting a nerve graft from the patient's own leg into their eye. This innovative technique, called corneal neurotization, is a new approach to a medical problem that until now had no good solution. Abby was the first patient to undergo this surgery.

Because of her corneal anaesthesia, Abby could not feel pain when her eye was injured or infected. Without the ability to feel pain, the eye cannot shield itself from elements most people encounter without issue on a daily basis – like dust, microscopic debris and even the wind – so the eye "Essentially, we're borrowing feeling from a place in the face where there is feeling, and using the nerve graft from the leg like an extension cord to bring nerve input back to the place where there wasn't feeling," says Zuker, Staff Surgeon in Plastic and Reconstructive Surgery at SickKids. "The idea is that the nerves will grow across the face from the nerve that is intact to regenerate feeling in the other eye."

The team estimates that the cornea then gains sensation over a period of several months, restoring approximately one millimetre of the nerve per day.

SickKids experts pioneered a novel surgery that restores lost feeling in the eye by transplanting a nerve graft from the patient's own leg into their eye.

develops scratches, scars and infections that can eventually cause blindness.

"Over the years, I have had to watch patients' eye health progressively decline, offering short-term therapies that could only treat some symptoms without addressing the underlying cause. This new technique is the first real opportunity to permanently prevent progression of the disease, and may even reverse its effects," says Dr. Asim Ali, Staff Surgeon in Ophthalmology and Vision Sciences at SickKids.

This procedure would not have been possible without the close collaboration between SickKids' teams in Ophthalmology and Vision Sciences led by Ali, and Plastic and Reconstructive Surgery, led by Drs. Gregory Borschel and Ronald Zuker. Now, the SickKids team is studying nerve regeneration and the impact of nerve operations on the brain. They are also training surgeons worldwide so that others can offer this treatment to patients like Abby.

The successful procedure opened the door for Abby to have a cornea transplant. The transplant, which took place this spring, should make life, and studying, much easier.

Groundbreaking research and advances in treatment like corneal neurotization are made possible thanks to the generous supporters of SickKids Foundation's Possibilities Fund. The flexibility of the Possibilities Fund means SickKids Foundation can respond strategically and quickly to the priorities of the Hospital and Research Institute.

CHILDREN'S MENTAL HEALTH: PUTTING IT ALL TOGETHER



to enabling healthy minds across the lifespan. And that starts in childhood – with children like Taylum.

"The conviction that guides our work in the mental well-being of kids, youth, and their families is: healthy minds form in childhood." says Dr. Tony Pignatiello, Associate Psychiatrist-in-Chief at SickKids.

Public awareness about children's mental health has never been as strong as it is today. "I don't recall a time when there's been so much attention focused on better supporting children and families facing mental health challenges," he says.

Just a few years ago, the landscape was very different. Awareness of children's mental health issues was not



widespread. There was limited integration between the clinics within the Department of Psychiatry at SickKids, between the Department and other mental health care providers across the Hospital, and between services at SickKids and those in the community. Wait times for psychiatry patients at SickKids were as long as nine months. And these challenges were representative of more systemic issues in the delivery of care across the country.

Things began to change in 2011 when the Government of Ontario committed to improving mental health services for children as part of Ontario's Comprehensive Mental Health and Addictions Strategy. SickKids seized the opportunity to identify a number of ways to shift its approach to the delivery of mental health services. Since that time, the Department of Psychiatry, in partnership with mental health care providers across the Hospital and in the community, has implemented a number of changes that are delivering results.

One of the most exciting shifts is the introduction of the Mental Health Access Program in 2011, which provides a centralized point of access for all psychiatry services across SickKids, with plans to incorporate all mental health services in the future. Now anyone wishing to consult a mental health care provider in, or refer a patient to, the Department of Psychiatry can call one number and an intake coordinator will connect them with the appropriate service. The Department of Psychiatry has also added case navigators and collaborative care teams to help families navigate the mental health care system, whether they are moving between different services at SickKids or transitioning back into the community. With these and other changes, the Department of Psychiatry is committed to reducing wait times.

Building on the momentum of these improvements, the Department made a transformational donation to SickKids Foundation. Over 20 years, the SickKids Psychiatric Association, made up of SickKids psychiatrists, had accumulated over \$5 million in an endowment originally set up to support early stage research. Wanting to maximize the impact of the funds, the Association donated the majority of the capital to establish two new endowments: one to support a chair in child and youth mental health and another to fund a new mental health clinician-scientist award. In doing so they set a new benchmark for philanthropic investment by a SickKids department.

As Pignatiello explains, "with so much attention focused on children's mental health we have an opportunity to capitalize on what we have – not just our expertise, but also our own financial resources – and use these tools to make a big difference in children's mental health."

IN SAFE HANDS

Collaboration is key to making patient safety a top priority at SickKids.

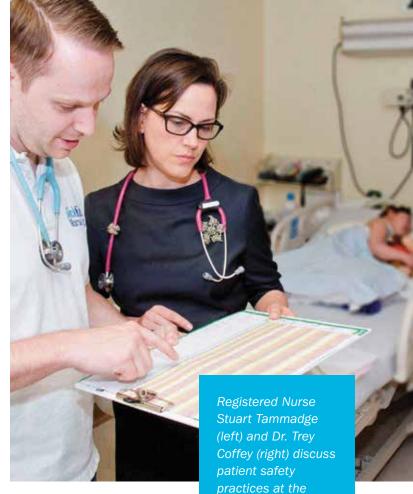
To hear Dr. Trey Coffey tell it, 2014-15 was a breakthrough year for patient safety at SickKids.

"We're constantly working to improve outcomes and reduce patient safety issues," says Coffey, Paediatrician and Medical Officer for Patient Safety at SickKids. "We've made great strides this year, implementing programs that standardize and enhance communication between caregivers at all levels of patient care. Consistent, effective communication is crucial to improving patient safety."

The standout handoff program, I-PASS, does exactly that. It is a formalized system that shapes how residents communicate the details of a case to the resident who replaces them at the end of a shift. Residents use a standardized written tool to address each element of I-PASS together: Illness severity, **P**atient summary, **A**ction list, **S**ituational awareness and contingency planning, and **S**ynthesis by the receiver.

According to a recent New England Journal of Medicine study (Starmer et al), I-PASS was associated with a 23 per cent reduction in the incidence of medical errors and a 30 per cent drop in injuries due to medical errors. At SickKids, I-PASS was piloted in the Division of Paediatric Medicine and has gradually spread to other units that adopt and tailor the program to each unit's specific patient population.

SickKids nurses have implemented a similar system where incoming and outgoing nurses perform an I-PASS handoff and safety check at the bedside, allowing the patient and family to listen in and speak up if they notice any discrepancies. This initiative was made possible thanks to a grant from The Alumnae



Association of the School of Nursing Endowment Fund held at SickKids Foundation.

bedside.

As developers of I-PASS, SickKids, Boston Children's Hospital and other centres, are collaborating with the Society of Hospital Medicine to mentor 32 North American hospitals implementing I-PASS.

Back at SickKids, two new initiatives have been launched to improve situational awareness of patient safety. Nurses have started using the documentationbased Bedside Paediatric Early Warning System (Bedside PEWS), which helps them recognize risk and prevent deterioration in patients by taking necessary action. At the organizational level, a Daily Safety Briefing conference call enables staff from 18 departments and programs to discuss all current and anticipated safety issues for the next 24-hour period.

Moving forward, patient safety will take on an even bigger role in the day-to-day activities at SickKids through the *Caring Safely* campaign.

COLLABORATION BUILDS A BETTER WORLD

SickKids initiatives around the globe build capacity to treat and manage complex health problems.

SickKids works with partners around the world to benefit children's health.

For too many kids around the world, lifesaving treatments and care for chronic illnesses are not easily accessible. SickKids is working to change that through collaborative programs to improve the health of children worldwide through the advancement of health professional education, the enhancement of clinical practice, and the implementation of research in Africa, the Caribbean and the Middle East.

In 2010, SickKids was awarded a contract with Hamad Medical Corporation (HMC), the principal public health-care provider for the state of Qatar. Five-and-a-half years later, as that project nears its completion, we are proud of what we have achieved together, transforming children's health care in Qatar by developing child health research capacity, providing interdisciplinary education to physicians, nurses, and other clinical staff, and enhancing paediatric clinical programs.

The achievements have been exceptional. The partnership has created a multidisciplinary clinic, providing a "one-stop shop" for patients with complex health problems. We have trained over 1,000 clinical staff at HMC in appropriate pain management for children in hospital. The way in which childhood rehabilitation services are delivered has been transformed, with more integrated, family-centred, child-focused and play-based early intervention services. All children diagnosed with cancer in Qatar are now treated in accordance with internationally recognized protocols, which have reduced the variability of treatment by different clinicians, and ensured patients receive care within the window of time set for treatment by Qatar's Supreme Council of Health.

Countries across the Caribbean do not have a system in place to support optimal management of paediatric cancer.

The SickKids-Caribbean Initiative addresses gaps in care, research and education to advance the local diagnosis and management of paediatric cancer and blood disorders, working in partnership with six Caribbean countries – Barbados, Jamaica, St. Lucia, St. Vincent and the Grenadines, Trinidad and Tobago, and The Bahamas. Through the generosity of our donors and partners, this initiative has raised \$8 million; opened five telemedicine rooms across the Caribbean, connecting doctors there with doctors at SickKids and around the world; trained Jamaica's first two paediatric oncologists; set up a nursing training program; and established a local hospital-based oncology database.

For many children in Ghana, preventable diseases will take their life before the age of five. SickKids has already made tremendous progress since the pilot launch of the SickKids-Ghana Paediatric Nurse Training Programme in 2011. There are now 223 paediatric nurses in 10 regions of Ghana. SickKids is now working with local partners in Ghana to train 1,500 specialized paediatric nurses to build health-system capacity and improve patient outcomes. SickKids was recently granted \$9,465,000 for our global work from Foreign Affairs, Trade and Development Canada over the next five years and SickKids Foundation is committed to raising \$3,450,000.

This project is a best-case example of using education and knowledge exchange to build sustainable capacity and health systems improvement. This will ensure the work we do here at SickKids will impact children everywhere.

BRINGING GENETICS TO THE BEDSIDE



Genetic research is helping neuroblastoma patients like Harith turn the corner.

The genetic revolution is beginning to deliver on its promise of more personalized care thanks to generous investment in innovative research.

Genes code for virtually every aspect of an individual – and for the 374 children diagnosed with cancer at SickKids last year, genes are also believed to govern how their tumours initiate and spread. Increasingly, SickKids researchers, like Dr. Meredith Irwin, are discovering that these tumours can be just as unique as the children they affect.

Understanding the genetic characteristics of individual cancers is providing greater insight into how we might treat the disease. This has been the focus of Irwin's lab's revolutionary research into neuroblastoma, the leading cause of cancer-related mortality in children.

"When we treat cancer, we're not just treating one disease," remarks Irwin. "Each patient is different, as is their cancer. And so must be our approach to treating them." Irwin is alluding to the growing movement known as *individualized medicine* – harnessing a patient's genetic information to specifically tailor their treatment.

Since the completion of the Human Genome Project in 2003, more than 1,800 disease-specific genes have been identified. While there is still much more work to be done to make sense of this vast amount of information and how it may be applied in individualized medicine, significant inroads have been made on the frontiers of cancer research, thanks in part to investment from forward-looking donors.

Irwin's research, for example, has been generously supported by The James Fund for Neuroblastoma Research, established in 2001 by the Birrell Family, who lost their son to the disease. With the hope that research could one day deliver lifesaving new treatments, The James Fund has raised more than \$12 million to enable breakthroughs like those happening today in Irwin's lab.

Using cutting-edge genetic tools, Irwin and her team have been able to selectively edit out specific tumour genes in neuroblastoma mouse models to determine which mutations are driving the cancer. By identifying these genes, Irwin will be better able to test which drugs will yield the most benefit for different neuroblastoma patients. Such progress heralds genetic research's arrival at the bedside and reminds us of the power of investing in innovation.

SICKKIDS THOUGHT LEADERS

SickKids is a leader in child health care, research and education because we are able to attract and retain the best and brightest clinicians, scientists and educators, as well as forward-looking donors. This year, we asked some of our thought leaders to tell us what inspires them and describe how they see the future of SickKids.



DR. CHRISTOPHER CALDARONE

Surgeon-in-Chief and Senior Associate Scientist, Physiology and Experimental Medicine What's exciting about working at SickKids is it's hard to keep up with everyone – exceptional achievement is happening all around you. As we move forward as an organization, I think we will broaden our conception of what excellence means, and measure not just how we perform technically – for example how well we are able to fix a heart defect – but how we perform collaboratively across the Hospital and with the community, as well as emotionally in providing comfort to patients and families.



CONNIE CAMERON

Registered Nurse, Orthopaedics and Otolaryngology and Outgoing Co-Chair, RN Council Since I was eight years old, I wanted to be a SickKids nurse. As a former patient, I am inspired by the continued drive to ensure that our patients and their families are at the heart of everything we do. I thrive off my colleagues' enthusiastic zest and commitment to nursing practice. Looking forward to the future of SickKids, it is clear, through our new strategic plan, that we have a renewed commitment to enable our people to deliver the best and safest care possible.



WES HALL

Director, SickKids Foundation Board of Directors

I see SickKids as an organization that looks beyond our local jurisdiction and seeks opportunities to collaborate and build capacity worldwide. We can help other hospitals by sharing our expertise and acting as a resource for them to call on. And we can help children and families worldwide by ensuring that SickKids remains a place they can turn to for help, regardless of where they live or their economic status.



DR. LENNOX HUANG

Chief Medical Officer and Vice President, Medical and Academic Affairs

When I was making my decision to come here, I was impressed with how united everyone at SickKids is around the vision of *Healthier Children. A Better World.*[™] It rallies everyone to work together to achieve great things. SickKids has demonstrated leadership in almost every realm and, as a leader, has a critical role to play in driving solutions across the entire health-care system. I'm inspired to be a part of this important work.



DR. MONICA JUSTICE Head and Senior Scientist, Genetics and Genome Biology

SickKids is one of the best places to conduct paediatric health research. The Peter Gilgan Centre for Research and Learning is one of the few research facilities in the world that is designed to foster collaboration, which is necessary to move science forward. By drawing together researchers with diverse expertise and enabling them to collaborate, SickKids will play a major role in the future of child health research.





Scientist, Neurosciences and Mental Health

New technologies are accelerating the pace of understanding in basic biology and the potential for new medical discoveries. Fuelling this progress requires links between basic and clinical research – and SickKids has the structure and will to facilitate this bridge. Like many of my young investigator colleagues, I came to SickKids because I saw it as the most likely place where what we find in the lab could find its way into the clinic.

LISA LISSON

Director, SickKids Foundation Board of Directors

Challenges are a part of life. I have long held that it is not our challenges that define us, but rather how we meet these challenges. This is why I am honoured to be a part of the SickKids community. From patients to staff, everyone is motivated to overcome challenges. The SickKids community is defined by their passion and their determination. For myself, and countless others, the SickKids community is inspiring.

DR. SHAUN MORRIS

Clinician-Scientist, Infectious Diseases and Child Health Evaluative Sciences I'm inspired by having the opportunity to spend my professional life working with amazing colleagues to improve the lives of children here at SickKids and on the other side of the world. I have the rare opportunity to work both as a doctor for individual children with access to cutting-edge technological tools here at SickKids, and to entire villages in some of the most remote and disadvantaged parts of the world. Every day I am excited to head into work knowing that we are making a meaningful difference in the lives of families.



DR. JANET ROSSANT

Chief of Research Emeritus and Senior Scientist, Developmental and Stem Cell Biology

I continue to be inspired by our vision: *Healthier Children. A Better World*[™]. As a researcher, it encourages me to aspire to having an impact, not just on the lives of children here at SickKids, but all over the world, and not just children, but the adults these children will become. Our vision invites us to think broadly, to push back boundaries, and work together to improve the health of children.





DR. EMILY TAM

Staff Neurologist and Associate Scientist, Neurosciences and Mental Health

SickKids is a great place to work. We attract the brightest and most promising clinicians, scientists, and trainees. In turn, we also have a great track record for clinical care and research output. As part of the SickKids family, I am confident about our continued leadership in patient care and research. I am excited to be part of the SickKids family and look forward to seeing what the future has in store for us.

LARRY AND MARLA WASSER

Established the Wasser Family Chair in Anaesthesia and Pain Management

The inspiration to be involved with SickKids is simple – our love for children. As parents of three healthy children, we, like most parents, want to see all children live a healthy life. Unfortunately, the reality is that not all children are born healthy or are fortunate enough to be illness-free. Our engagement at the Hospital was a way for us to try in some way, to make a difference in these children's lives.

SICKKIDS THOUGHT LEADER PROFILE: THE MAN WHO CAME BACK TO SICKKIDS

Many of you know Irwin Rotenberg. As a respected community and business leader in Toronto for the past 35 years, Irwin has built extensive knowledge in investment strategy and money management for both institutional and individual investors. He is also the founder of Lissom Investment Management, where he serves as President.

At SickKids, we know Irwin not only as a major donor, but also as a Foundation Board member, a member of the Hospital Board of Trustees, a wonderful colleague, and a man who gives his heart and soul to our cause. In conjunction with a very experienced and strong Investment Committee, Irwin has put his financial and investment expertise to work, trebling the value of our endowment over the last decade to more than \$1 billion. Amongst all North American foundations, SickKids Foundation is in the top one per cent by investment returns. These are the achievements of the Irwin Rotenberg we know.

Irwin has been a passionate supporter of SickKids. His devotion and efforts have been fuelled by his own personal experience with the hospital. As a child, Irwin was a SickKids kid, who was treated for symptoms that would be diagnosed as a mild form of Myotubular Myopathy, a rare genetic condition that affects muscle tissue and lessens physical mobility.



Ask Board Member

Irwin Rotenberg – SickKids is one of

Irwin has lived with this condition his entire life, and SickKids has always been there to support and guide him. Now the new Peter Gilgan Centre for Research and Learning provides hope for cures and treatments, perhaps in his lifetime, for others who share this incurable condition.

Irwin is the image of perseverance and determination. In earlier years, he chose not to disclose his disability. He did not want to be seen as a man with limitations, and he intended to use the tools and talents he had. Recently, Irwin has made a new choice. He has decided to share his story in the hopes of demonstrating to his extended SickKids family that disability doesn't get in the way of achieving success and giving back.

We at SickKids are honoured to be asked to share Irwin's story. His diagnosis and treatment at SickKids connected him to our cause at an early age. We are grateful for his courage in accepting his challenge, and never letting it stand in the way of making such an enormous difference in the lives of so many. Irwin, you're the SickKids kid who never left us. Thank you from the bottom of our hearts.

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THEN AND NOW

2015 marks the 140th anniversary of SickKids. In its first year, the Hospital admitted 44 patients and had six inpatient beds. Today, SickKids is one of the world's largest and most respected child health-care centres, treating more than 100,000 patients a year while driving research advances and providing training to the next generation of health-care leaders.



The First Hospital, 31 Avenue Street, 1875



THE HOSPITAL FOR SICK CHILDREN

Then: In 1875, SickKids first opened its doors at 31 Avenue Street.

Now: After several moves, SickKids moved to its current location, 555 University Avenue, in 1951. The Slaight Family Atrium opened in 1993 as the new patient care wing.

FAMILY-CENTRED CARE

Then: Families sit in the outpatient waiting room in the College Street building in 1916.

Now: The waiting room has evolved into a place where we practice family-centred care.



THEN AND NOW



NEONATAL INTENSIVE CARE UNIT (NICU)

Then: Nurses care for SickKids' smallest patients in the Babies Ward in 1915.

Now: Parents are encouraged to play an active role in caring for their babies in the NICU, where nurses provide one-to-one care 24 hours a day for critically ill infants.

EDUCATION FOR PATIENTS

Then: Patients who miss school due to hospitalization continue their studies at SickKids circa 1902. The first school program at SickKids was introduced in 1892.

Now: Today, teachers bring school to the bedside to help patients keep up with their studies.







COMBATTING MALNUTRITION

Then: Pablum, the first ready-to-use vitamin and mineral enriched baby cereal, was invented at SickKids in 1930. Proceeds from Pablum sales later supported the creation of the SickKids Research Institute.

Now: In 1997, Dr. Stanley Zlotkin created Sprinkles, a micronutrient powder developed to address iron-deficiency anaemia in babies and young children in developing countries.

RESEARCH

Then: Working at the research bench in the Bacteriology lab in 1915.

Now: In the state-of-the-art labs in the Peter Gilgan Centre for Research and Learning, which opened in 2013, our researchers collaborate to bring innovative discoveries from the bench to the bedside, resulting in important child health advances.



THEN AND NOW



CHILD LIFE

Then: SickKids has a long history of caring for the whole child. Programming that engages patients is as important as the medical care they receive. In 1921, basket weaving was one such activity.

Now: Child Life Specialists focus on the social and emotional impact of illness and hospitalization. The program strives to promote a positive hospital experience for children.

IMAGING

Then: X-rays were examined on light boxes.

Now: SickKids employs a wide range of technologies for use in diagnosis and treatment planning, including MRI.





INNOVATIVE TREATMENTS

Then: A child undergoes speech therapy. Treatment of speech and hearing disorders has a long history at SickKids.

Now: Cochlear implants help to improve hearing in children and adults with severe to profound hearing impairments. The SickKids Cochlear Implant Program is internationally recognized as a leading clinical and research centre.

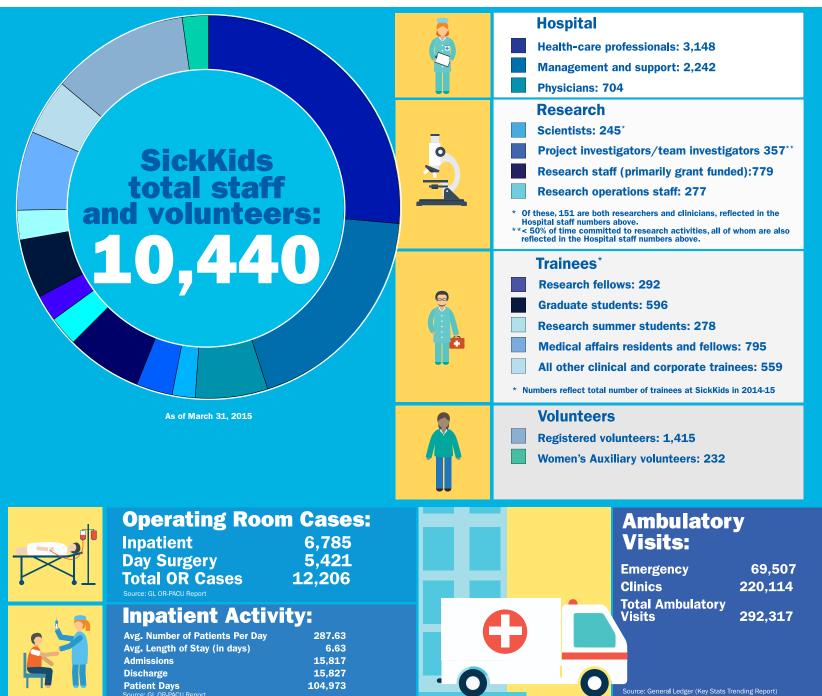
LEARNING

Then: Nursing students attend a lecture at SickKids circa 1959.

Now: Nurse training has evolved to take on a more hands-on approach. Nursing students in the SickKids-Ghana Paediatric Nurse Training Programme use simulation exercises to practice their skills.



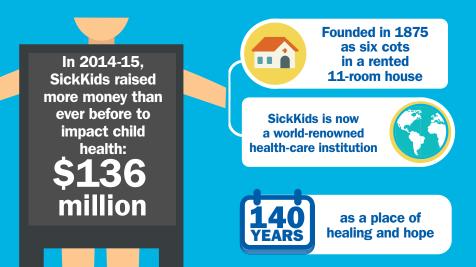
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contribute their time and energy to SickKids Foundation





THANK YOU

We would like to recognize the following individuals whose cumulative contributions have reached or exceeded \$25,000, and those corporations, foundations, associations and community events that have generously contributed \$50,000 or more, between April 1, 1993 and March 31, 2015. We are profoundly grateful for your support. We also wish to thank those donors who have chosen to remain anonymous.

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–Vanessa Morgan, The Catherine and Maxwell Meighen Foundation



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From her time as a student nurse, Irene has fond memories of SickKids, and as a former SickKids patient myself, we were thrilled to have the opportunity to give back. We feel very lucky to support such an incredible research hospital, one that is making groundbreaking discoveries to improve the lives of children every day.

-Garnet and Irene Watchorn

At PetSmart, we feel that pets can enrich the lives of people, and sponsoring the PAWS program at SickKids was a powerful way to show how pets can make people's lives better - this partnership is a perfect fit.

-John DeFranco, President of PetSmart Canada



Photo from top left, clockwise: Julie Hodge, Sean Williams, John DeFranco and Maureen Pharand

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-Lilibeth Caberto

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We created the Patrick Memorial Fund in memory of our son, who left us far too early. The fund was created in recognition of the outstanding care SickKids provided and the compassion we received that went above and beyond expectations. We have seen and experienced the difference SickKids can make, and through our giving we strive to make a better future for all kids that pass through these hospital doors.

-Dave and Deneen Dutchak

Our father, Piergiorgio, was proud to support SickKids and to have his legacy live on by helping sick children and their families. He loved children and we are so proud of our father's gift to our community.

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When I began treatment, I knew that I wanted to give back to SickKids, the place that was helping me and so many other kids get better. The Rally for Kids with Cancer was an opportunity for me to do more than give money, it was a chance for everyone who had been supporting me to have fun and get involved while making a difference.

-Eloise McIntosh, Team Weezy

SickKids Annual Report 2014-15

RunaLung was created by our incredibly brave daughter Kayla, inspired by her dream of running. Continuing the event after she passed keeps us connected to Kayla and the SickKids family we formed. This is our way of giving back to the place and the people that made a difference in her life and in the lives of so many children.

-Susan Tremblett, Kayla's mother, RunaLung organizer

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We are thrilled to partner with SickKids, an institution that we believe is at the forefront of innovation by developing new programs and taking risks that have the potential for transformational impact in the long-term. Through our support of the Centre for Brain and Mental Health, we are excited by the possibility that novel technologies and therapies can pioneer a greater understanding of the brain.

-Kyle McDonald and Jeffrey Gallant, Founders, CAPITALIZE FOR KIDS

Photo left to right: Kyle McDonald and Jeffrey Gallant

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We would like to pay tribute to the following individuals who made a contribution through their estate between April 1, 2014 and March 31, 2015. Their legacy will make a lasting difference to the well-being of children.

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About SickKids

Healthier Children. A Better World.[™] is a vision everyone at SickKids shares. And it will continue to guide us as we look to the future of SickKids. By working together and with our partners in the community, we can lead transformational change that will improve the lives of children everywhere and create a better world for all of us.





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