



# From left: Dr. Michael Apkon, Rose M. Patten, Kathleen Taylor, Ted Garrard

### MESSAGE FROM OUR LEADERS

SickKids has always been on the front lines in the fight for child health. This year was no different. Thanks to the dedication of our people and the support of government, our community, and our partners, SickKids continued to advance paediatric care.

But the future presents new challenges. Unprecedented change is happening across health care. Medicine today is advancing faster than ever. At the same time, we're caring for more children with complex medical issues and facing huge demands on our system.

As a leader, SickKids has great capacity, and even greater potential, to shape the future of child health. As you will read in this Annual Report, driving breakthrough research in heart surgery; partnering with other institutions to deliver better care; and re-imagining our operating suites are just a few of the ways we are seeking to overcome current limitations so we can unleash our full potential.

Before us is a once-in-a-lifetime opportunity to re-imagine SickKids and transform child health - to reduce preventable harm by prioritizing patient safety; to deliver more coordinated care by working with our partners and implementing a new electronic health information system; and to build a campus that will be adaptable to new care-delivery models, technologies, diseases and patient populations.

To realize our vision for the future of child health, we're also embarking on the largest hospital fundraising campaign in Canadian health-care history. At this time of tremendous change, we need our community to come together so we can shatter limits.

Last fall, we launched a new brand platform – SickKids VS The Greatest Challenges in Child Health – to inspire and expand our community. It represents a bold shift in tone. highlighting the 'fight' that occurs at the Hospital each day. The overwhelming response helped deliver our most successful fundraising year ever.

For the work ahead we draw tremendous strength from our people, our community, and our partners - together we have built one of the world's great paediatric hospitals. Every year, we have overcome limitations to advance our vision.

And with all of you standing with us, we'll do it again.

Ted Garrard, CEO.

Kathleen Taylor, Chair, Dr. Michael Apkon, SickKids Foundation SickKids Foundation **Board of Directors** 

President and CEO. Chair. SickKids SickKids

Rose M. Patten, **Board of Trustees** 



### FOUNDATION FINANCIALS

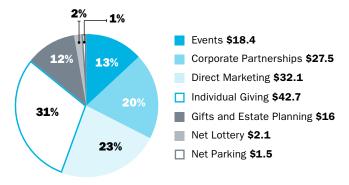
### Financial highlights for the year ending March 31, 2017

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.

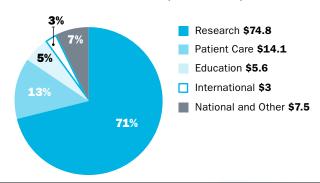
To view the audited financial statements, please visit: sickkidsfoundation.com/annualreport

Gross fundraising program revenue and net lottery revenue	\$140.3 million
Total grants and charitable activity	\$105.0 million
Fundraising and administrative expenses	\$44.6 million

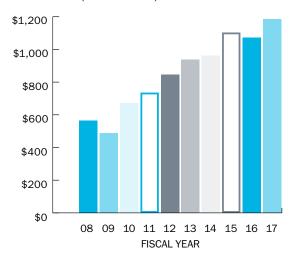
### **SOURCES OF REVENUE (IN MILLIONS)**



### **INVESTMENTS IN CHILD HEALTH (IN MILLIONS)**



### **TOTAL ASSETS** (IN MILLIONS)



### FUNDRAISING REVENUE (IN MILLIONS)





### Report on investments for the year ending March 31, 2017

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

Total value of endowment fund	\$1,013 million
Rate of return for the year	11.1 per cent

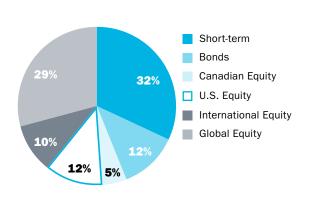
INVESTMENT RETURNS				-	
	1 Year	3 Years	5 Years	10 Years	Since Inception*
Annualized Rate of Return	11.1%	8.0%	9.1%	8.6%	10.6%
Percentile Ranking**	Top 65%	Top 42%	Top 57%	Top 3%	Top 1%

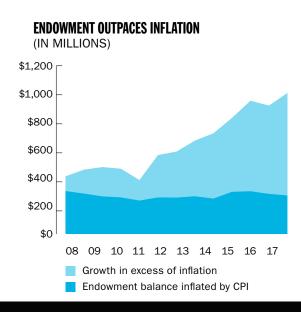
<sup>\*</sup>Inception date: March 31, 1995 \*\*Versus the RBC Investor Services Endowment and Foundation plans universe

### **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, 1995	148
Net Contribution (Withdrawal)	(61)
Investment returns, Realized gains,	
and Unrealized appreciation	1,075
Cumulative Return from Investments	1,075
Ending Market Value, March 31, 2017	1,162



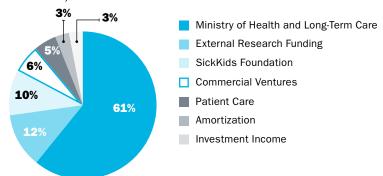
### HOSPITAL FINANCIALS

### Financial highlights for the year ending March 31, 2017

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.

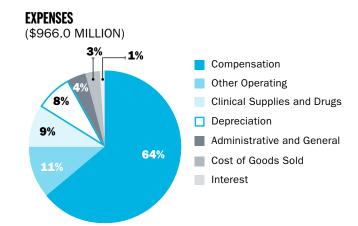
### REVENUES AND INVESTMENT INCOME

(\$977.2 MILLION)

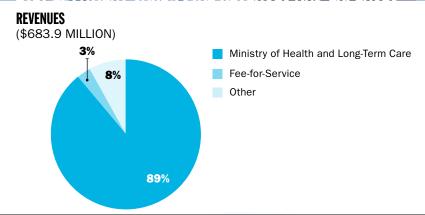


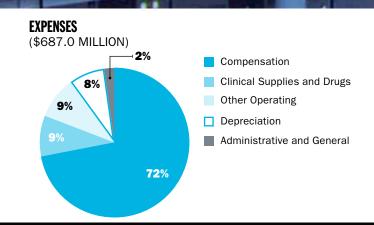
The Hospital continues to maintain its financial health. Excess of revenues over expenses contributes positively to the Hospital's net assets, which are then reserved for specific purposes or reinvested into operations and capital investments aligned with the Hospital's strategic priorities.

To view the audited financial statements, please visit: sickkidsannualreport.ca



### 2016-17 PATIENT CARE TOTAL REVENUES AND EXPENSES

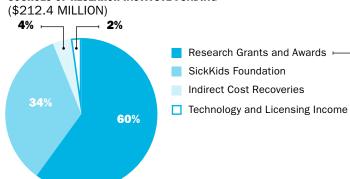






### 2016-17 RESEARCH INSTITUTE TOTAL REVENUES AND EXPENSES

### **SOURCES OF RESEARCH INSTITUTE FUNDING**

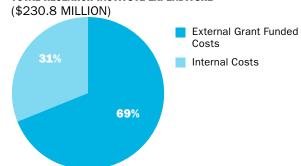


### Research Grants and Awards Sources over \$1.0M

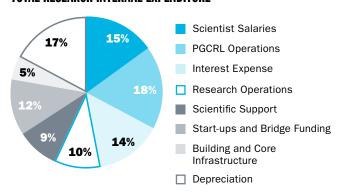
\$1.0M University of Michigan



### TOTAL RESEARCH INSTITUTE EXPENDITURE



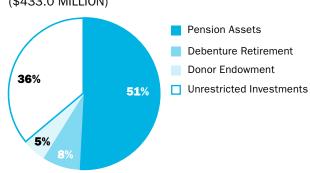
### TOTAL RESEARCH INTERNAL EXPENDITURE



### 2016-17 INVESTMENT PERFORMANCE

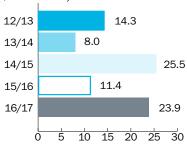
### **HOSPITAL INVESTMENTS**

(\$433.0 MILLION)



### **INVESTMENT INCOME**

(\$ MILLIONS)\*



<sup>\*</sup> Investment income and realized gains only



## WITH THE SUPPORT OF GENEROUS DONORS, SICKKIDS RESEARCHERS

WITH THE SUPPORT OF GENEROUS DONORS, SICKKIDS RESEARCHERS ARE CHASING THE NEXT BREAKTHROUGH IN CARDIAC SURGERY



hat is your favourite part of me?" sixyear-old William del Moral often asks his parents. "I love my heart the most! I love it because it gives me life and because it's so funky!"

William knows all too well about "funky" hearts. At only 20 weeks gestation, an ultrasound indicated that he had five major structural congenital heart defects, including a malformed pulmonary valve, which reduced his oxygen flow, compromising his breathing – and his future.

After delivery, William was rushed to intensive care at SickKids. His was a complex case, requiring multiple surgical interventions for a dangerous chronic pulmonary illness. At only nine days old, he had his first open-heart surgery. Since then, he has returned to SickKids for regular monitoring and two more heart operations, one at five months old, the other when he was six years old.

own valve replacement through the power of regenerative medicine.

That's why Dr. Caldarone is leading the pulmonary heart valve regeneration project to explore creating a living valve that renews itself continually and can grow with the child, using stem cells harvested at birth. Collaborating with University of Toronto biomedical engineers Paul Santerre and Craig Simmons, Dr. Caldarone's landmark scientific research recently received Canadian Institutes of Health Research support, enabling him to continue this innovative work for children's heart health.

"Our goal is to be able to treat an infant with a 'funky' heart with a tiny incision, inserting living tissue from the baby's own stem cells to create a pulmonary valve that renews and repairs itself continually, and can grow with the child," says Dr. Caldarone.

surgeries in Ontario. The Labatt Family Innovation Fund was created a decade ago to spur scientific research. It helped fund the early stages of Dr. Caldarone's pulmonary valve investigation.

William's parents, Joseph and Penny, credit SickKids for compassionate, attentive, and innovative care – and for the astonishing recovery and remarkable energy of their now-healthy son.

"SickKids has been a part of William's entire life – and ours. We are truly grateful to SickKids, and to all the researchers who have spent countless hours finding ways to fix little hearts," says Penny. The del Moral family recently made a \$200,000 donation to support Dr. Caldarone's heart valve research project. They want to help other kids facing the challenges William did; they know maintaining the momentum of scientific study will have a far-reaching impact and benefit thousands

### "Although almost all children survive cardiac surgery at SickKids, the impact that congenital heart defects have on these kids – and their families – is overwhelming." – Penny del Moral

His heart specialist is Dr. Chris Caldarone, SickKids Surgeon-in-Chief. He repaired the defects and increased the size of William's faulty pulmonary valve for better flow, replacing it with an adult valve. Surgical advances have dramatically increased short-term survival rates for congenital heart disease. The next breakthrough researchers are chasing is to enable children to grow their

Innovative heart research at SickKids – like in this promising field of regenerative medicine – has a long history. Many exciting strides have been made possible by the Labatt family's historic gift in 2007 to establish the Labatt Family Heart Centre, which has the only dedicated paediatric cardiac critical care unit in Canada and performs more than 85 per cent of paediatric cardiovascular

of children – perhaps even eliminating the multiple procedures their son endured.

"I hope that our story will inspire others," says Penny. "Although almost all children survive cardiac surgery at the amazing SickKids, the impact that congenital heart defects have on these kids – and their families – is overwhelming. We want to help make it easier."





All children deserve the best health care, no matter where they live.

Imagine being a parent living in a small Ontario town, far away from a children's hospital. Your daughter develops what seems to be a lingering, increasingly severe cold. After several visits to her doctor, and then the nearest hospital, it finally becomes clear that she is seriously ill with an infection rarely seen in the community. When she collapses in the emergency department, the physician contacts SickKids for advice. You watch your child being loaded into a helicopter bound for SickKids in Toronto and then drive frantically to meet her there. By that point, the team has

reached out to SickKids sooner and, through joint consultation, arrived at a diagnosis that could have prevented this young girl from needing to come to SickKids. Working closely with partners, SickKids wants to ensure that patients receive the right care in the right setting. Through trusted relationships, ongoing interaction, support, and sharing, we can provide better access to health care, increase capacity, and reduce variation in outcomes."

In Ontario, a poorly coordinated system makes it difficult for many children with complex needs to access expert care close to home, and care varies widely across the province. A growing collaboration, and integration. To help build this system, SickKids is joining forces with two other leading paediatric health-care centres – Holland Bloorview Kids Rehabilitation Hospital and Children's Hospital of Eastern Ontario-Ottawa Children's Treatment Centre – under the banner of Kids Health Alliance.

This formal partnership between three of Ontario's providers of specialized care for children – which over time will expand to include many more members – will have a significant impact. It will ensure best practices, resources, and expertise are shared across regions. It will leverage data and technology to improve outcomes and

### Navigating a complicated system is always difficult. But the system of care for children is actually more challenging than for adults, since they are looked after by so many experts at so many different stages.

spent hours trying to stabilize her heart, which temporarily stopped beating. And your heart is breaking. Your daughter lies frighteningly still in the Intensive Care Unit, wired to multiple machines, receiving an array of medication and a team of specialists' full attention. Two weeks later, she finally awakens, talking and restless, ready to be transferred to recover at home.

"I believe some patients and families can be spared traumatic, disorienting experiences such as this one," says Intensivist Dr. Lennox Huang, Chief Medical Officer and Vice President for Medical and Academic Affairs. "If closer links between sites had existed, her doctors might have population, the increasing complexities of paediatric diseases and disorders, and advances in technologies and treatment, mean that the number of patients requiring multifaceted care is rising dramatically. Navigating a complicated system is always difficult. But the system of care for children is actually more challenging than for adults, since they are looked after by so many experts at so many different stages. Families are often overwhelmed trying to navigate their child's intricate treatment journey.

Serving families better requires a more coordinated, consistent, high-quality system of paediatric health care, based on communication,

accelerate research. It will reduce the number of unnecessary visits to the emergency department at SickKids. And it will make transitions between health-care providers smoother for patients. But most importantly, it will mean healthier kids and a better overall health-care experience for families.

"We believe that the Kids Health Alliance will be a powerful catalyst to improve the coordination and quality of care for kids in Ontario," says Jeff Mainland, Executive Vice President of Strategy, Quality, Performance and Communications. "We owe it to our patients and their families to make their journey through our system as seamless as possible."



## MONTHLY DONORS ANSWER THE CALL TO UPGRADE OUR AGING OPERATING SUITES 12 | ANNUAL REPORT 2016-17

No parent wants to be at SickKids. Yet all parents want SickKids to be there.

That's certainly the case for Catherine Paul, who raced to SickKids Emergency Department when her infant had what turned out to be a common case of influenza. While her baby's case didn't require any SickKids specialists or purpose-built facilities, Catherine was impressed with the care that her son and entire family received. To express her appreciation, she has been a generous monthly donor since 2001, giving \$45 each month.

"What has always stayed with us was the reassuring kindness we received at every level," says Catherine. "We knew we were in good hands, and felt safe in a very special environment. They didn't dismiss our anxiety, but looked after our child, as well as my husband and me. As a teacher,

The support and care that SickKids provides are made possible by all levels of generous contributors. And vitally important are our monthly donors like Catherine, who make unrestricted gifts that have a huge impact on SickKids most urgent needs.

One of the Hospital's highest priorities is a major project modernising outdated operating suites.

SickKids performs over 12,000 surgeries annually – more than any other children's hospital in Canada. While numerous children require common operations (like treating a broken leg from a fall), many sophisticated surgical procedures are only available at SickKids, including those for brain, heart, and spinal cord, as well as transplantations and facial reconstructions. And the exciting developments in specialized procedures in areas

and technology are becoming outdated. Some of the latest equipment can't even fit through the old doors, or be supported on the flooring. SickKids surgical capacity urgently needs expansion and modernising in order to accommodate cutting-edge technology and rapidly growing demand.

SickKids patients benefit from the breakthrough discovery and innovation that are revolutionizing paediatric surgery – including advances like minimally invasive surgery and surgical robotics. The new suites will ensure the best possible outcomes in an environment designed for optimal healing, with reduced pain and fewer risks of complications.

The operating suites redevelopment project has engaged thousands of individuals. In December 2016, the "100Today" campaign aimed to sign up 100 new monthly donors each day for 30

### The new suites will ensure the best possible outcomes in an environment designed for innovation, optimal healing with reduced pain, and fewer risks of complications.

I believe that kids are our future, and continue to give because I am so grateful to have SickKids here for our children. And for parents like me!"

With a deep and ambitious commitment to the well-being of children, SickKids tackles the full continuum of challenges in child health. At one end of the spectrum are patients who come in with typical childhood ailments like treatable influenza, infections, and accidents. At the opposite end of the spectrum, the Hospital treats children with the most complex illnesses, diseases, and injuries from across Ontario, Canada, and the world.

such as infant heart surgery, epilepsy, nerve grafting, and cochlear implantation have resulted in extraordinary outcomes. For example, last year SickKids operated on 30 children with severe limb deformities – and those successful surgical reconstructions literally allowed patients to jump for joy.

Since SickKids is often considered the only option for complicated cases, the pressure for highly specialized treatment and surgical procedures is only increasing. But some of the Hospital's operating suites are 25 years old, and the existing equipment

days to support the upgrade of an operating suite. Rallying the community around a tangible need resulted in a groundswell of support – and grew the donor base. The initiative surpassed its goal, and more than 3,000 new monthly donors proved that every donation counts – because the SickKids continuum of care really counts.

As one donor expressed it: "My daughter is in good health, but her health is always top of mind. Heaven forbid, if she did become ill or needed an operation, I hope SickKids can take care of her just as it has for so many children for so many years."



## BUILDING A NEW SICKKIDS

IN THE DRIVE TO BUILD A NEW SICKKIDS, OUR COMMUNITY HAS ALWAYS BEEN OUR CORNERSTONE.

### A NEW HOSPITAL ON COLLEGE STREET

Our handsome, red-brick College Street premises opened in 1892. After a series of rented houses, this was SickKids first purpose-built home: the vision of SickKids founder Elizabeth McMaster and the 16 women of the original organizing committee, shepherded into being by the Hospital's benefactor, *Toronto Telegraph* publisher John Ross Robertson.

The Hospital for Sick Children was a beacon of modern medical science and hygiene amongst

the shanties and tenements of the surrounding neighbourhood – "the Ward," as it was called.

With 140 beds, two operating rooms, elevators, water, heat, and an X-ray facility – this was a modern hospital. Here, the practice of surgery at SickKids became routine. Nursing, as a profession, was formalized. Here, by opening our own pasteurization plant, we prodded government to outlaw deadly milk. The College Street site was where SickKids became expert at saving lives.

Yet even in the 1920s, we were beginning to realize we'd been making do.

### ANTS IN THE OR. DOCTORS IN THE CHIMNEY.

Everything contemporary medicine could offer, our building couldn't. Plans were drawn up. But then came the depression and the war. By the mid-1940s, SickKids was an infested tangle of too-small spaces. Journalists called it "a rabbit warren."

Ants marched, literally, across our operating tables. The nurses sang about the cockroaches. It was routinely 85 degrees Fahrenheit in the blood bank. Doctors' offices were carved out of a chimney. Most



humiliating of all, conditions were so bad that the city health department shut down our wellbaby clinic.

SickKids simply couldn't serve our city's population. Toronto had grown to 631,000 people by 1931. Even our successes were working against us – new medical interventions meant more admissions. We'd reached our limit.

### THE NEW SICKKIDS

It was time for a new SickKids. The customary fundraising practice was to tap the well-heeled. But SickKids had a secret weapon. As a staff doctor of the time said (perhaps a touch smugly), "everybody loves us." So we engaged everybody.

Workplace giving, corporate giving, new media advertising – including a new-fangled medium

called television – were thoroughly modern fundraising tactics. It took two fundraising drives. But we did it. And by 'we', we mean the people of Toronto, Ontario and Canada who believed in SickKids. It took all of us.

The cornerstone was laid in 1949. Our brave new hospital opened in 1951, with 14 ORs, 12 X-ray rooms, everything up-to-date, and room for 635 patients. When the Chairman of the Board of Trustees carried the first patient from College Street over the threshold, that child passed from the world of 19<sup>th</sup> century medicine into the 20<sup>th</sup>.

At the open house, 85,000 people lined up to see what they'd built. These good citizens amplified their generosity by spontaneously throwing coins into the brand new hydrotherapy pool. When it was drained, they'd given \$25,000.

SickKids, as the Hospital came to be called, was a triumph of philanthropy. The new building at 555 University was the place where we could not just practice, but lead 20<sup>th</sup> century medicine.

### A RE-IMAGINED CAMPUS

The building has served us well. But it is now close to 70 years old. To continue to lead in the fight for children's health, we need to build a new SickKids – a building that works as hard today for our patients as our staff. Just as we weren't prepared to let a Victorian structure with one rickety elevator limit us, the time has come to re-imagine our campus. Twenty-first century medicine shouldn't be held back by a 1949 building. With our community behind us once again, it won't be.



### UNRESTRIC ANS UNREST

UNRESTRICTED GIVING CREATES IMPACT WHERE IT'S

### WHY UNRESTRICTED GIVING?

Unrestricted giving means the donor places no restriction on how SickKids Foundation allocates funds. With your unrestricted donation, you're giving SickKids flexibility – because unrestricted gifts can be deployed in the areas of most promise or most need, at speed. Whether it's funding research, clinical advances, or compassionate care, unrestricted giving is the best way for donors to assure the best possible outcomes for kids, now and in the future.

### RESEARCH

Unrestricted giving enables us to find and fund the best and brightest scientific minds. Clinician-scientists like Dr. Michael Taylor, whose research is significantly advancing the treatment of brain tumours for children in Canada and around the world, and who helps SickKids remain a world leader in cancer innovation. Currently, you are helping support life-altering research studies, such as the effectiveness of brain surgery for the more than 10,000 children with drug-resistant seizures in Canada, and research on addiction treatment among vulnerable youth.

NEEDED MOST NOW, AND WHERE IT'S NEEDED NEXT.

### **CLINICAL CARE**

Unrestricted giving means that more children with congenital heart defects have a greater chance of survival. Funds allowed the Hospital to replace a more than 10-year-old MRI machine in the Cardiac Diagnostic and Interventional Unit so that doctors could better understand one-of-a-kind hearts before surgery. Unrestricted giving means that doctors can see inside the body, thanks to the newly renovated Image-Guided Therapy suites. These advanced tools allow doctors to work without making large incisions, which reduces pain, scarring, and recovery time for patients.

### **CHILD AND FAMILY-CENTRED CARE**

Unrestricted giving funds special places and experiences that let families spend time together, and let kids be kids. Spaces such as the SickKids Rooftop Patio, where young patients can put aside their worries, enjoy fresh air, and engage in games and play. And our therapeutic clowns, who use humour and fun to help minimize the stress of hospitalization. Unrestricted funds also support the development of special tools, such as mindfulness videos to help children dealing with the chronic pain associated with conditions such as rheumatoid arthritis.



### **STAFF AND VOLUNTEERS**

### HOSPITAL OPERATIONS AND CLINICAL CARE

3,297 Health-care professionals

2,333 Management and support

723 Physicians

### RESEARCH

\* Of these, 157 are both researchers and clinicians, reflected in the clinical staff numbers above.

\*\*<50% of time committed to research activities, all of whom are also reflected in the clinical staff numbers above.

256\* Scientists

**361**\*\* Project Investigators and Team Investigators

**735** Research staff (primarily grant funded)

193 Research Operations staff

157 Core Facilities research staff

### **TRAINEES**

**216** Research fellows

488 Research graduate students

449 Research summer students

925 Medical Affairs residents and fellows

660 All other clinical and corporate trainees

### **VOLUNTEERS**

1,439 Registered volunteers

230 Women's Auxiliary Volunteers (WAV)

TOTAL STAFF AND VOLUNTEERS

10,853





Our Quality Improvement Plan (QIP), which outlines our quality and safety priorities, represents our commitment to ensuring the care and services we provide are accessible, effective, safe, patient-centred, and promote an integrated health system. In accordance with the Excellent Care for All Act, we post our QIP publicly and submit it to the provincial government so they can improve care across the health system. Data reported is based on calendar year (January to December 2016). To see the 2016-17 progress report, visit www.sickkids.ca/qip.

	2016 Performance	2016 Target
90 <sup>th</sup> Percentile Emergency Department Length of Stay for Admitted Patients (hours)	14.44	13.80
Emergency Department Patients with Documented Sepsis Screening Completed at Triage (%)	99.6%	80%
Average Length of Stay – Ministry of Health and Long- Term Care (days)	6.47	6.34
Hand Hygiene Compliance – Moments 1 & 4 (%)	90.7%	89%
Central Line Blood Stream Infections – CCU/PICU/NICU (rate per 1,000 line days)	1.3	1.8



### **BOARD MEMBERS**

### **SICKKIDS FOUNDATION BOARD OF DIRECTORS 2016-17**

### Kathleen Taylor, CM

Chair of the Board, Royal Bank of Canada

Chair

### Sonia A. Baxendale

- · Vice-Chair and Treasurer
- · Chair, Audit and Finance Committee

### Christian Lassonde

Founder and Managing Partner, Impression Ventures

- · Vice-Chair
- · Chair, Development Committee

### Lisa Lisson

President, Federal Express Canada Corporation

 Chair, Compensation/Resource Management Committee

### Walied Soliman

Chairman, Norton Rose Fulbright Canada LLP

· Chair, Governance and Nominating Committee

### V. Prem Watsa

Chairman & CEO, Fairfax Financial Holdings Ltd.

· Chair, Investment Committee

### Lalit Aggarwal

President, Manor Park Holdings

### **Jordan Banks**

Managing Director, Facebook & Instagram Canada

### **Jordan Bitove**

Partner, Bitove Capital

### **Emily Burnett**

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### Joel Feldberg

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Executive Vice President and Chief Commercial Officer, CIBC

### **John Francis**

Managing Director, Fraser Kearney Capital Corp.

### Michael Friisdahl

President & Chief Executive Officer, Maple Leaf Sports & Entertainment

### **Jordan Gnat**

Senior Vice-President, Strategic Business Development, Scientific Games

### Wesley J. Hall

Executive Chairman & Founder, Kingsdale Advisors

### Jake Herman

President, Woodbourne Canada Management Inc.

### Tim Hockey (on sabbatical)

President, TD Ameritrade

### Ken Jesudian

### Dr. Amy Kaiser

Doctor, The Clinic on Dupont

### Lori Latchman

### Michael Medline

President & CEO, Sobeys Inc.

### **Caroline Mulroney Lapham**

Vice President, BloombergSen Investment Partners

### Sheila Murray

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### Richard Nesbitt

President & CEO, Global Risk Institute in Financial Services

### Gail O'Brien

### **Justin Poy**

Founder, President & Creative Director, The Justin Poy Agency

### **Edward Rogers**

Deputy Chairman, Rogers Communications Inc.

### Clare Sellers

### Irit Shay (passed away April 2017)\*

Co-owner, Royal de Versailles Jewellers

### Mary Ann Turcke

President, Digital Media & NFL Network

### **Erol Uzumeri**

Founder, Searchlight Capital Partners

### **Ex-Officio** (voting)

Dr. Michael Apkon

Ajit Khanna

Rose M. Patten

\*We mourn the loss of our colleague, Irit Shay, who was a passionate advocate for SickKids and children's health.



The Foundation would like to thank the Hospital's Board of Trustees for their ongoing support.

### **SICKKIDS BOARD OF TRUSTEES 2016-17**

### Rose M. Patten

Special Advisor to President & CEO, BMO Financial Group

Chair

### Senator Sarabjit (Sabi) Marwah

Retired Vice-Chairman & Chief Operating Officer, Bank of Nova Scotia

- · Vice-Chair
- · Chair, Governance and Nominating Committee

### David I. McKay

President & CEO, RBC Royal Bank

· Chair, Human Resources Committee

### Irwin H. Rotenberg

President, Lissom Investment Management Inc.

· Chair, Investment and Pension Committee

### Lawrence (Larry) W. Scott

Vice-Chair, Deloitte Canada and Global Chief Strategy Officer

· Chair, Finance and Audit Committee

### Dr. Terrence (Terry) Sullivan

Retired President & CEO, Cancer Care Ontario

· Chair, Board Quality Committee

### Catherine (Kiki) A. Delaney

President, C.A. Delaney Capital Management Ltd.

### Claire Duboc

Managing Director, CBT Associates

### **Meric Gertler**

President, University of Toronto

### Donald A. Guloien

President & CEO, Manulife

### Ajit Khanna

Advisor, Global Enablement

### Joseph M. Natale

CEO, Rogers Communications Inc. (as of April 2017)

### Timothy H. Penner

Retired President, Proctor & Gamble Inc.

### J. Robert S. Prichard

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The Zurawski Family



We would like to pay tribute to the following individuals who made a contribution through their estate between April 1, 2016 and March 31, 2017. Their legacy will make a lasting difference to the well-being of children.

Arthur Agajanian

Gloria Anderson

Petronella Andriessen

Margaret Ashford

Jean Atkins

Janet Aziz

**Enid Baldwin** 

Jennie Barnhart

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Ethel Frank

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Aurilla Bonnie Gates

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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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