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<td>23</td>
<td>OUR DONORS</td>
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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.
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

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross fundraising program revenue and net lottery revenue</td>
<td>$140.3 million</td>
</tr>
<tr>
<td>Total grants and charitable activity</td>
<td>$105.0 million</td>
</tr>
<tr>
<td>Fundraising and administrative expenses</td>
<td>$44.6 million</td>
</tr>
</tbody>
</table>

**SOURCES OF REVENUE (IN MILLIONS)**

- Events **$18.4**
- Corporate Partnerships **$27.5**
- Direct Marketing **$32.1**
- Individual Giving **$42.7**
- Gifts and Estate Planning **$16**
- Net Lottery **$2.1**
- Net Parking **$1.5**

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

- Research **$74.8**
- Patient Care **$14.1**
- Education **$5.6**
- International **$3**
- National and Other **$7.5**

**TOTAL ASSETS (IN MILLIONS)**

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<tr>
<td>$0</td>
<td>31%</td>
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<td>13%</td>
<td>12%</td>
<td>3%</td>
<td>5%</td>
<td>7%</td>
<td>71%</td>
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</tbody>
</table>

**FUNDRAISING REVENUE (IN MILLIONS)**

<table>
<thead>
<tr>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>$0</td>
<td>3%</td>
<td>5%</td>
<td>13%</td>
<td>71%</td>
<td>33%</td>
<td>22%</td>
<td>16%</td>
<td>11%</td>
<td>10%</td>
<td>9%</td>
</tr>
</tbody>
</table>

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
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.

<table>
<thead>
<tr>
<th>Total value of endowment fund</th>
<th>$1,013 million</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate of return for the year</td>
<td>11.1 per cent</td>
</tr>
</tbody>
</table>

**INVESTMENT RETURNS**

<table>
<thead>
<tr>
<th>Annualized Rate of Return</th>
<th>1 Year</th>
<th>3 Years</th>
<th>5 Years</th>
<th>10 Years</th>
<th>Since Inception*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>11.1%</td>
<td>8.0%</td>
<td>9.1%</td>
<td>8.6%</td>
<td>10.6%</td>
</tr>
<tr>
<td>Percentile Ranking**</td>
<td>Top 65%</td>
<td>Top 42%</td>
<td>Top 57%</td>
<td>Top 3%</td>
<td>Top 1%</td>
</tr>
</tbody>
</table>

*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 MIX**

<table>
<thead>
<tr>
<th>Short-term</th>
<th>Bonds</th>
<th>Canadian Equity</th>
<th>U.S. Equity</th>
<th>International Equity</th>
<th>Global Equity</th>
</tr>
</thead>
<tbody>
<tr>
<td>29%</td>
<td>32%</td>
<td>12%</td>
<td>12%</td>
<td>5%</td>
<td></td>
</tr>
</tbody>
</table>

**ENDOWMENT OUTPACES INFLATION**

( IN MILLIONS)

<table>
<thead>
<tr>
<th>08</th>
<th>09</th>
<th>10</th>
<th>11</th>
<th>12</th>
<th>13</th>
<th>14</th>
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<tr>
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<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

**INVESTMENT ASSET GROWTH SUMMARY SINCE 1995**

( IN MILLIONS)

<table>
<thead>
<tr>
<th>Opening Market Value, March 31, 1995</th>
<th>148</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Contribution (Withdrawal)</td>
<td>(61)</td>
</tr>
<tr>
<td>Investment returns, Realized gains, and Unrealized appreciation</td>
<td>1,075</td>
</tr>
<tr>
<td>Cumulative Return from Investments</td>
<td>1,075</td>
</tr>
<tr>
<td>Ending Market Value, March 31, 2017</td>
<td>1,162</td>
</tr>
</tbody>
</table>
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.

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 RESEARCH INSTITUTE TOTAL REVENUES AND EXPENSES**

### SOURCES OF RESEARCH INSTITUTE FUNDING ($212.4 MILLION)

- **34%** Research Grants and Awards
- **60%** SickKids Foundation
- **2%** Indirect Cost Recoveries
- **5%** Technology and Licensing Income

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

- $31.0M Canadian Institutes of Health Research
- $14.7M Miscellaneous
- $13.5M Canada Foundation for Innovation
- $12.6M Genome Canada
- $9.8M Ontario Ministry of Research, Innovation and Science
- $8.0M National Institutes of Health
- $6.3M Canada Research Chairs Secretariat – Federal Indirect Cost Program
- $3.5M Canada Research Chairs Secretariat – CRC Program
- $3.5M Bill & Melinda Gates Foundation
- $2.5M Brain Canada Foundation
- $2.4M Natural Sciences and Engineering Research Council of Canada
- $2.1M Ontario Brain Institute
- $2.0M The Terry Fox Research Institute
- $1.6M Canadian Cancer Society
- $1.5M Ontario Student Opportunity Trust Fund
- $1.4M Ontario Institute for Cancer Research
- $1.2M Cystic Fibrosis Foundation Therapeutics Inc.
- $1.2M Luminex Molecular Diagnostics
- $1.1M JDRF Canadian Clinical Trial Network
- $1.0M University of Michigan

### TOTAL RESEARCH INSTITUTE EXPENDITURE ($230.8 MILLION)

- **31%** External Grant Funded Costs
- **69%** Internal Costs

### TOTAL RESEARCH INTERNAL EXPENDITURE

- **17%** Scientist Salaries
- **15%** PGCRL Operations
- **18%** Interest Expense
- **10%** Research Operations
- **9%** Scientific Support
- **14%** Start-ups and Bridge Funding
- **5%** Building and Core Infrastructure
- **12%** Depreciation

---

**2016-17 INVESTMENT PERFORMANCE**

### HOSPITAL INVESTMENTS ($433.0 MILLION)

- **51%** Pension Assets
- **5%** Debenture Retirement
- **14%** Donor Endowment
- **36%** Unrestricted Investments

### INVESTMENT INCOME ($ MILLIONS)*

<table>
<thead>
<tr>
<th>Year</th>
<th>Income</th>
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</thead>
<tbody>
<tr>
<td>12/13</td>
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<tr>
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<tr>
<td>14/15</td>
<td>25.5</td>
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<tr>
<td>15/16</td>
<td>11.4</td>
</tr>
<tr>
<td>16/17</td>
<td>23.9</td>
</tr>
</tbody>
</table>

*Investment income and realized gains only
A HEART THAT REPAIRS ITSELF

WITH THE SUPPORT OF GENEROUS DONORS, SICKKIDS RESEARCHERS ARE CHASING THE NEXT BREAKTHROUGH IN CARDIAC SURGERY
“What is your favourite part of me?” six-year-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.

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 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.

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 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 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.”
ALLIES IN CHILD HEALTH

SICKKIDS IS JOINING FORCES WITH OTHER CHILD HEALTH LEADERS TO ADVANCE PATIENT-CENTRED CARE
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 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.

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

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. 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 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.

“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 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.

“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.”
OPERATION UPGRADE

MONTHLY DONORS ANSWER THE CALL TO UPGRADE OUR AGING OPERATING SUITES
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 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 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 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 well-baby 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 19th century medicine into the 20th.

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 20th 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.
UNRESTRICTED GIVING MEANS UNRESTRICTED IMPACT

UNRESTRICTED GIVING CREATES IMPACT WHERE IT’S NEEDED MOST NOW, AND WHERE IT’S NEEDED NEXT.

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.
UNRESTRICTED GIVING MEANS UNRESTRICTED IMPACT

UNRESTRICTED GIVING CREATES IMPACT WHERE IT’S 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.
### BY THE NUMBERS

#### STAFF AND VOLUNTEERS

<table>
<thead>
<tr>
<th>Hospital Operations and Clinical Care</th>
<th>3,297</th>
<th>Health-care professionals</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,333</td>
<td>Management and support</td>
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<tr>
<td></td>
<td>723</td>
<td>Physicians</td>
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<tr>
<th>Research</th>
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<tr>
<td>256*</td>
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<tr>
<td>361**</td>
</tr>
<tr>
<td>735</td>
</tr>
<tr>
<td>193</td>
</tr>
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<td>157</td>
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<table>
<thead>
<tr>
<th>Trainees</th>
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<tr>
<td>216</td>
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<tr>
<td>488</td>
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<tr>
<td>449</td>
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<tr>
<td>925</td>
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<td>660</td>
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<table>
<thead>
<tr>
<th>Volunteers</th>
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<tr>
<td>1,439</td>
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<tr>
<td>230</td>
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<table>
<thead>
<tr>
<th>Total Staff and Volunteers</th>
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<tbody>
<tr>
<td>10,853</td>
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</tbody>
</table>
## CLINICAL CARE

### INPATIENT ACTIVITY

- **287.5** Average number of beds occupied daily
- **6.48** Average length of stay (in days)
- **16,224** Admissions
- **16,271** Discharges
- **104,920** Patient Days

### OUTPATIENT ACTIVITY

- **73,262** Emergency visits
- **239,083** Total clinic visits
- **312,345** Total ambulatory visits

### OPERATING ROOM CASES

- **6,969** Inpatient and same-day admit cases
- **5,605** Outpatient cases
- **12,574** Total OR cases

### QUALITY IMPROVEMENT PLAN INDICATORS

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.

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

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<td>Irwin H. Rotenberg</td>
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<td>Claire Duboc</td>
<td>Managing Director, CBT Associates</td>
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<td>Meric Gertler</td>
<td>President, University of Toronto</td>
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<td>Donald A. Guloien</td>
<td>President &amp; CEO, Manulife</td>
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<tr>
<td>Ajit Khanna</td>
<td>Advisor, Global Enablement</td>
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<td>Joseph M. Natale</td>
<td>CEO, Rogers Communications Inc. (as of April 2017)</td>
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<td>Timothy H. Penner</td>
<td>Retired President, Proctor &amp; Gamble Inc.</td>
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<td>J. Robert S. Prichard</td>
<td>Chair, Torys LLP</td>
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<td>Saăd Rafi</td>
<td>CEO, Ontario Retirement Pension Plan Administration Corporation</td>
</tr>
<tr>
<td>Andrew J. Sheiner</td>
<td>Managing Partner, Altas Partners</td>
</tr>
<tr>
<td>John M. Sullivan</td>
<td>Chief Executive Officer and President, The Cadillac Fairview Corporation Limited</td>
</tr>
<tr>
<td>Robert (Bob) Weese</td>
<td>Retired Vice President of Government &amp; External Relations, GE Canada Corporate</td>
</tr>
</tbody>
</table>

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- Dr. Michael Apkon
- Dr. Claire De Souza
- Dr. Peter Laussen
- Gail O’Brien
- Kathleen Taylor
- Judy Van Clieaf
As of spring 2017, we are pleased to announce the following Catalyst Donors. Catalyst donors are generous, bold, forward-looking individuals, corporations, and organizations who have each made a minimum $1 million commitment to our Campaign in advance of the official public launch. Their willingness to support our vision for the future inspires others to join us. Thanks to their leadership, we are building the momentum necessary to overcome the limits of today so we can transform child health globally tomorrow.

Our list of Catalyst Donors continues to grow. For an up-to-date list please visit sickkidsfoundation.com/catalystdonors.
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, 2017. We are profoundly grateful for your support. We also wish to thank those donors who have chosen to remain anonymous.

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Wesley Sun
Suncor Energy Products Inc., Suncor Energy Foundation

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Team SickKids World Transplant Games
The Terciote Foundation
The Therapeutic Clown Program at SickKids
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Toronto Air Traffic Controllers
The Toronto Santa Speedo Run
Toronto Transit Commission – Employee Funds

TransGlobe
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The Mike Weir Miracle Golf Drive for Kids
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The W. Garfield Weston Foundation
The Weston/Loblaw Group of Companies
Olivia Wise and The Liv Wise Foundation
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YM Inc.
C.R. Younger Foundation

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Adam Zimmerman

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A Night to Remember
A/F Protein Canada Inc.
Adcom Inc.
Agropur Division Natrel
The Ahluwalia Family
AIMIA
Air Canada Employees
Sandy and Margot Aird
Air-Serv Canada Inc.
Tino and Negin Alavie
A tribute to Frankie “Buddy” Alfano
In honour of Dr. Kenneth M. Alford
Susan Allen and John Cerisano
All-Star Gala In Support of SickKids Hosted by West of Contra
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AMJ Campbell Inc.
David and Christine Anderson
Patrick Anderson and Chantal Gosselin
Anime North
Anixter Canada Inc. Golf Tournament
AOL Canada Inc.
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Abdulkadir Askalan
Dr. Rand Askalan
The Atkinson Charitable Foundation
Atwood Labine Arnone McCartney LLP
Aur Resources Inc.
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B
Stephen and Phyllis Bachand
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Amando and Jacqueline Baldassarra and Family
BAPS Charities
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Believe
Sasha Bella Fund for Family-Centre Care
Berlex Canada Inc.
Beta Sigma Phi
Bevertec CST Inc.
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Burgundy Asset Management Ltd.
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Daniel Burton Endowment Fund
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C
C. I. Mutual Funds Inc.
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Canadian Automatic Sprinkler Association
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The Canonfield Group
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Child’s Play
Ryan Chisim Charity Golf Tournament
Curtis Chow Memorial Fund
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CPL Annual Charity Golf Tournament
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Bill and Gill Cooper
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David Copeland
The Bryce Ashlyn Cormier Fund
Sandra Cowan
CREATe Cord Blood Bank
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Cruise for Kids Golf Tournament
Pauline Cryderman
Michael Cuccione Foundation
Brian Culbert and Denise Loft
In honour of Andrew Cunningham
Cure for Cystinosis

Damian’s Campaign In Honour of Damian Close
Dr. Denis Daneman Family
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Amatore De Sario Family Festival of Lights
The DeGasperis/Muzzo Families
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Dineen Construction Corporation
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William Weiming Dong
Loretta and Stephen Marshall
Deutsche Bank AG, Canada Branch
Jason and Audrey DeZwirek
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Bryan and Barbara Colangelo and Family
Grace Compagnon Stanley Tribute Fund
The ConKer Ride
Linda Haynes & Martin Connell
The Joey Conte Foundation
CPL Annual Charity Golf Tournament
The Sydney and Florence Cooper Foundation
Barry and Sue Cooper
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Critical Care Associates (HSC) – Drs. Barker, Bohn, Cox, Edmonds and Shemie
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Pauline Cryderman
Michael Cuccione Foundation
Brian Culbert and Denise Loft
In honour of Andrew Cunningham
Cure for Cystinosis

Daisy’s Eye Cancer Fund
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E
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Festa Das Amigas, por Maria Andrade “We will fight cancer together”
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France Lafora
The Mitchell Fraser Memorial Slo-Pitch Tournament
Freedom International Brokerage Company
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From Ainsley – In honour of Ainsley Marie Cooper

G
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Gajan’s Golf Classic
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Genzyme Canada Inc.
George’s Kids
Dr. Normand Gervais and Christine Bonelli-Gervais
James Ralph Gibson
G.I.F.T. Gala
James W. Gill
The Gillie Beans FUND
Gloria Gillingham
Girl Guides of Canada Ontario Council
The Glen Marshall Memorial Golf Tournament
Glengarry Foundation
Griffiths McBurney & Partners
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Gift of Gertrude Milrod Gotlib
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The Gross Family
Earl Grossman
Guggenheim Investment Management LLC
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There’s a Way
The Guizzetti Family and The Golini Family

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Holt Renfrew Annual Blossom Gala
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The Hope Charitable Foundation
Hope for John
Ruth and Alan Horn
The Estate of Anthony Horvath
The Hospital Activity Book For Children
The Annual HSC Golf Classic
In honour of Dorothy Hughes
Harry Hunter
Paul and Judy Hurrell

Ideal Fashion Show
Imagine Every Child Healthy Gala! organized by the Greek Diaspora of Ontario
In honour of Mr. and Mrs. Jack Hubbard and Mr. Jack Imrie

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David Knight
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A tribute to our baby Caden Koo 懷念小小古康彦
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Medcan Health Management Inc.
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In honour of Albert Jean Merheb
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RE/MAX of Wasaga Beach Inc.
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Paul and Lea Reichmann Foundation
Larry Repar and Maureen McCaffrey
The Doreen and Steve Resnick Family Foundation
Retro Boogie Night for SickKids
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Alfred Southwick
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Summit for SickKids
Sunnybrook Stables Ltd.
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Sylebration in honour of Sy Benlolo

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Amar Varma
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The Herschel Victor Foundation
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Marjory J. Woodward
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Y
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Yorkdale Shopping Centre
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Z
Lauren Zaracoff Memorial Fund
Giuseppina Zavarella
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$50,000 — $99,999

A
A.C. MacPherson & Company Inc. Employees Charitable Fund
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Accenture
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AGF Management Limited
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B
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Barbados Canada Foundation
Lloyd and Marie Barbara
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Alexion Pharma Canada Corp.
Mario and Anna Alfano
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AVON Skyline Division
Melissa, Sloan and Barry Avrich
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BCA Research Inc.
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Deborah and David Beatty
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Marion Carcone
Cardinal Health Canada
Daniel Cardoso Fund
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Centennial Material Handling
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CHIN UP Foundation
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Circle 21
Cisco Systems Canada Co.
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Crane Fund for Widows and Children
George Cranston
Crestview Investment Corporation
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CV Technologies Inc.

D
D.R.E.A.M. Fund
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Daimler Chrysler Canada
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Damage Entertainment & Survivorman and Son; Logan Stroud
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Dasa Mechanical Int. Ltd.
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dEBra Canada
Matthew Del Fatti
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Andy and Suzanne Dickison
Dinner at the Grano
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Helen Disenhouse
Do Something Sweet
Dominion Day Classic
Don Rogers 10K for Cancer
Carl L. Doughty
Charlie Downey
Downsview Group
Draeger Canada Ltd.
Dundee Real Estate Asset Management
The Mitchell Benjamin Duckman Fund
David Duggan
DuPont Canada Inc.
Andrew and Janet Durnford
Eczema Society of Canada
Education Ventures
The Raymond Edward Foundation
Eglinton Sickle Cell Foundation
David and Julia Elliott
Elmvale Jungle Zoo
Elpis Foundation
Emergent BioSolutions Canada Inc.
John and Dinah Emery
Enterprise Rent-A-Car Annual Charity Golf Tournament
Eric’s Wish
Euro Brokers Canada Limited
Philip and Sherry Evershed
Expedite Plus Inc.
Extrudex Aluminum
The Eye Nickel Trust

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Fairmont Raffles Hotels International
Fallingbrook Middle School – Curtis Chow Memorial Walk
Falls Management Group
The Fatt Family
Jeffrey Feldberg and Waleuska Lazo-Feldberg
Barry Fenton
Joe Fernandes
Ferrero Canada Ltd.
Fidelity Investments Canada Limited
The Fielding Family
Barry Fisher Fund
Violet Flawn
FlyRTW80 – Dave McElroy & Chris Elgar
Luis and Paula Fonseca
Food Basics
Foot Locker Canada
For Kids Sake
The Ford Martin Trust Fund
Forsyth/Auvinen Family Endowment Fund

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Fortress Real Developments Inc.
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Joshua Frase Foundation
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Jim Garner
Gateway Newstand Inc.
Kirby Gavelin and Louise Tynocko
Mariann and Steve Geist
General Mills Canada Corporation
The Employees at General Motors Acceptance Corporation
The Genesis Foundation
Genetics Art Auction
The Georglian Charitable Foundation
Johnny Georgiou
A tribute to Melissa Ger
Glenn Gibson
Norman and Mary Celina Giles
Haley and Kosty Gilis
Alastair W. Gillespie
Girl Guides Work Miracles with Tetley Iced Tea
Giuliano’s Journey Fund
GM Oshawa Truck Raffle for SickKids
Annie Gnat
Allan and Linda Gold
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Oak Ridges Food Market
Jamie O’Brien
Scott O’Brien
Harper Lauren O’Brien
In honour of Kaitlyn O’Brien
Dr. Hugh O’Brodovich and Family
Halee Ochshorn Fund in support of Glycogen Storage Disease
E. & G. Odette Foundation
The Olfzych Foundation
Tom and Susan O’Neill
Sarah Teddy Ann Onley
Ontario Cystic Fibrosis Camp
Ryan Ophelders
Anthony and Angie Oram
Elaine Orfus and Stanley Helpert
Dean and Mara Orrico
Jennifer Osbourne Memorial Fund

Satrohan Persaud
In honour of Jack Pessotto
Mei and Fran Petersiel
The Peterson Family Foundation
Michael H. Petritz
In honour of Paula Dawn Phelan
Philip Demolition
In honour of John K. Phillips and June Henrietta Phillips
Otto & Marie Pick Charitable Foundation
Stephen A. Pike and Lori Miller
Douglas and Patricia Pinkney
Rose Pirri
William Pitt
In honour of Giulia Pittini
Jamie, Jennifer, Joshua and Lauren Pollack
Irving Posluns
Eli Barr and Sandy Posluns
Scott B. Prior
Craig Proctor
Peter Puzzo

Quattrociocchi Family in honour of Alex Schioppo

Ali Rahbar
Penelope Rai
Taranjit Randhawa
Mercer Rang
Ranjani Orchestra by Moorthy Family & Group
Vikram and Julie Rao
Leon and Sue Raubenheimer
Anthony H. Rauscher
Allan Kaplan and Cheryl Reicin
David and Tracy Reid
Remembering Little Angels
Richard Hammond Memorial Golf Tournament
In honour of Catriona Rose Richard

Mark Richards
Rob and Penny Richards
Denis Richardson and Susan W. Gong
Ralph F. D. Richardson
Karen Rieger
Brian and Monica Roberts
Paul and Pamela Robson and Sons
Rochester Area Foundation
A tribute to Jared and Cole Rodness
Laura Dinner and Richard Rooney
Lee and Nancy Rosenbluth
Mark Rosenhak
Jeffrey and Lori Rosenthal and Family
Ron and Cynthia Rosenthal
Rotary Club of North York
Avrom and Fonda Roth
Ron and Jacqueline Routh
In honour of Dr. Joanne F. Rovet
Royal Canadian Golf Association
Royal St. George’s College Fashion Show
Roynat Capital
Greg Rudka and Sharon Westman
Gail Burnett and Daniel Rumack
David Russell
Lynda and Eamon Ryan

Mark F. Sakkejha
Millet and Nancy Salter
Tracy Sandler and Ken Herlin
Andrea M. Sass-Kortsak
Rustom and Zarina Satchu
A tribute to Dr. Norman Saunders
Michelle Savoy and Chip Pittfield
Tom and Jennifer Scheuring and Family
John E. Schmidt
Robin Schwill and Katherine Ristic
Gil and Linda Scott
Marianne Seger
J. Chris Sexton
The SF Charitable Foundation Employees
Sandra Shamas
The Sharp Foundation
Dr. Sam Shemie
Noel Shen
Peter Sheppard
Sheridan College Students, Staff and Faculty
The Shlesinger Family
Ruth Shriner
Evan and Garnet Siddall
Manish K. Srivastava
R. Stadnyk and N. Teeple
Stand Up For Kids
Standard Products (Canada) Limited
Beatrice and Michael Stephen
Will Stephen
The Stewart Family Foundation
David Stier
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Kellie Saunders and Marc St-Onge
Andrew Stronach and Julian Paris
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Kevin and Sandra Sullivan
Margaret Sutcliffe
A tribute to Craig G. Suttie
Swim for the Kids
Swiss Re Life & Health Canada
Beata Swist
Chuck and Barbara Taerk
Amar Tamber
Lucinda Cardinal and Daniel Tamkin
Dr. Rosemary and Dr. Ian Tannock
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Michael Timmers Memorial Fund
Tippet Foundation
Honourable Brian and Jodean Tobin
Tino Todaro and Marisa Disouma Todaro
Augusta Toews
William and Debbie Tomlin
Tomlinson Family
Toronto Elegant Lions Club
Toronto Professional Fire Fighters’ Association, Local 3888
Bell-Toronto Maple Leaf Alumni Charity Golf Classic
Toronto Paragon Lion’s Club
Metropolitan Toronto Police Association
The Employees of the Toronto Stock Exchange
Frank Toskan and Darren Zakreski
Larry Toste
David and Heather Toswell
Ali Totonchian
Molly Towell Perinatal Research Foundation
The TR Family Trust
Transglobe Property Management Employees
Harold Warden Trude
Trudell Medical
Lap-Chee and Ellen Tsui
A tribute to Nicola Tullio
Elizabeth and Jonah Turk Family Fund
Stuart Turk
John and Carol Turner
Stephen Turvey
United Friends
Chip and Barbara Vallis
Jim and Cathy Varrin
Vaughan Fire Fighter Charity Car Wash
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
Betty Barr
J. P. Bicekll Foundation
Patricia Bilbao
Benjamin Birstein Foundation

Marie Bodnar
Dorothy Botterill
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Albert Copp
Elizabeth Crawford
Marilyn Crompton
Helen Cronish
Stephen Czuppon
Irmgard Dambrauskas
Dominic De Genova
Maria Demeulenaere
Margaret Denovan
Lawrence Dorey
Raymond Duncan
Gabriella Dvorak
Jean Elder
Thelma Elder
Margaret A. Erskine
Margaret Etches
Lorraine Fairley
Larry Fast
Catherine Fenemore
Kristiina Fiorino
Ethel Frank
Edith Gajewski
Aurilla Bonnie Gates
William Geddes
Laimdota Gefke

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John and Ingrid Zimnoch RE/MAX
Alex and Charlene Zivoinovich
Stanley Zlotkin and Judith Wolfson
Zoe is a Rockstar
Symon Zucker and Lisa Borsook
The Zurawski Family
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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