



ANNUAL REPORT 2018-19

# A NEW SICKKIDS WILL RISE



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Artist rendering of future Patient Support Centre. Conceptual only and subject to change.

# MESSAGE FROM OUR LEADERS

At SickKids, we are always aspiring to achieve breakthroughs, better care, and the once-in-a-lifetime transformation of our hospital—all in pursuit of our vision, *Healthier Children. A Better World.* In this annual report, we reflect on the progress we've made toward the future we envision.

This past year, our new electronic health information system went live, integrating all patient information and charting into a single platform. Demolition began of the Elizabeth McMaster building at the corner of Elm and Elizabeth streets to make way for our new Patient Support Centre. Our Caring Safely initiative reached the three-year milestone of a two-thirds reduction in serious safety events—well on its way to our goal of eliminating preventable harm. And the SickKids Research Institute celebrated the five-year anniversary of the opening of the Peter Gilgan Centre for Research and Learning.

Seeing the impact of the Gilgan Centre on our research enterprise—the recruitment, collaboration, granting success, and discoveries—fills us with pride and excitement about what further advances will

be possible once our campus transformation is complete. Already, we are seeing glimmers of a new future for children and youth facing serious health challenges, like intractable epilepsy, cancer relapse, and cardiac arrest—the focus of the stories in the following pages.

SickKids is so fortunate to have the support of our people, our government, our partners, and our generous community of donors, who fuel our success. From within our own ranks we have recruited outstanding members—Dr. Ronald Cohn as President and Chief Executive Officer and Dr. Jim Drake as Surgeon-in-Chief—to lead the Hospital into the future. In the April 2019 provincial budget, the Government of Ontario confirmed its support for our campus renewal. And we passed the halfway mark of the SickKids VS Limits Campaign, exceeding \$800 million in cumulative contributions from over 740,000 donors.

We have the vision. We have the momentum. A new SickKids will rise. We're not there yet, but we've never been more determined to reach the heights we seek.



Senator Sarbjit (Sabi) Marwah,  
Chair, The Hospital for Sick Children  
Board of Trustees



Kathleen Taylor, C.M.,  
Chair, SickKids Foundation  
Board of Directors



Ted Garrard, C.M.,  
Chief Executive Officer,  
SickKids Foundation



Dr. David Naylor, C.M.,  
former Interim President and  
Chief Executive Officer,  
The Hospital for Sick Children



Dr. Michael Apkon,  
former President and  
Chief Executive Officer,  
The Hospital for Sick Children





# FOUNDATION FINANCIALS

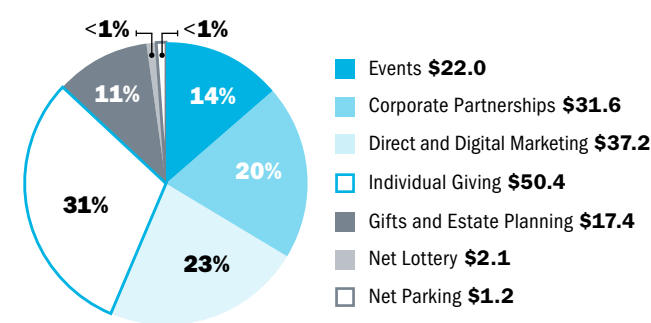
FINANCIAL HIGHLIGHTS FOR THE YEAR ENDING MARCH 31, 2019

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.

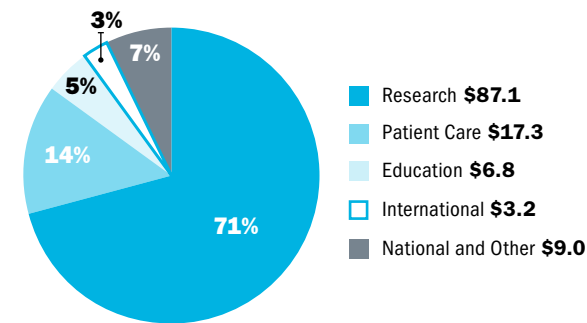
To view the audited financial statements, please visit: [sickkidsfoundation.com/annualreport](http://sickkidsfoundation.com/annualreport)

IN MILLIONS	
Gross fundraising program, net lottery and net parking revenue	\$161.9
Total grants and charitable activity	\$123.4
Fundraising and administrative expenses	\$50.8

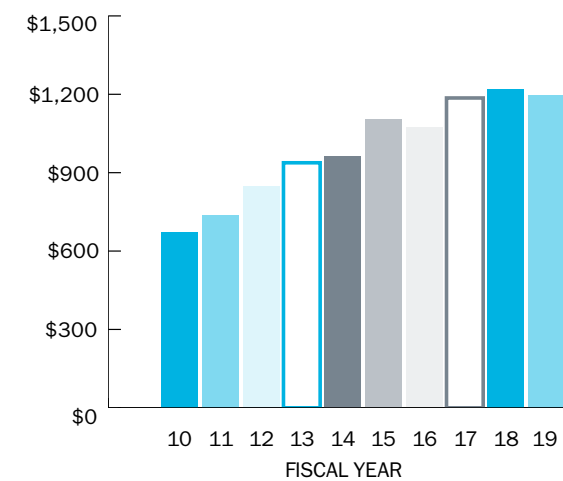
## SOURCES OF REVENUE (IN MILLIONS)



## INVESTMENTS IN CHILD HEALTH (IN MILLIONS)

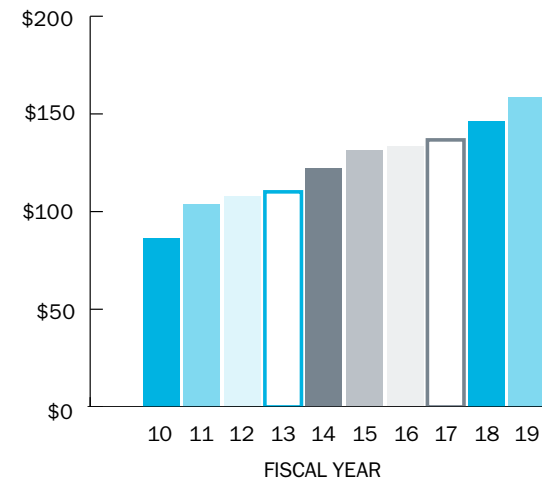


## TOTAL ASSETS\* (IN MILLIONS)



\*primarily restricted-purpose endowments

## FUNDRAISING REVENUE (IN MILLIONS)



# FOUNDATION FINANCIALS

REPORT ON INVESTMENTS FOR THE YEAR ENDING MARCH 31, 2019

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

Total value of endowment fund	\$981.7 million	Rate of return for the year	0.9 per cent
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## INVESTMENT RETURNS

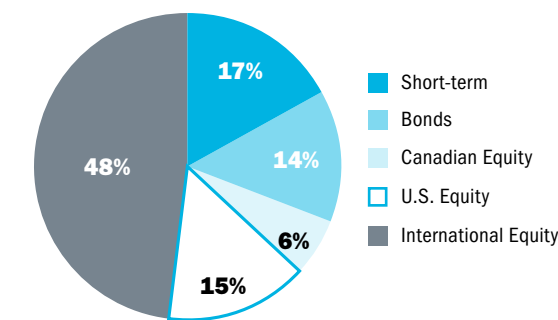
	1 Year	3 Years	5 Years	10 Years	Since Inception*
Annualized Rate of Return	0.9%	5.8%	6.0%	10.4%	10.0%
Quartile Ranking**	4th Quartile	4th Quartile	3rd Quartile	1st Quartile	Top 1%

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

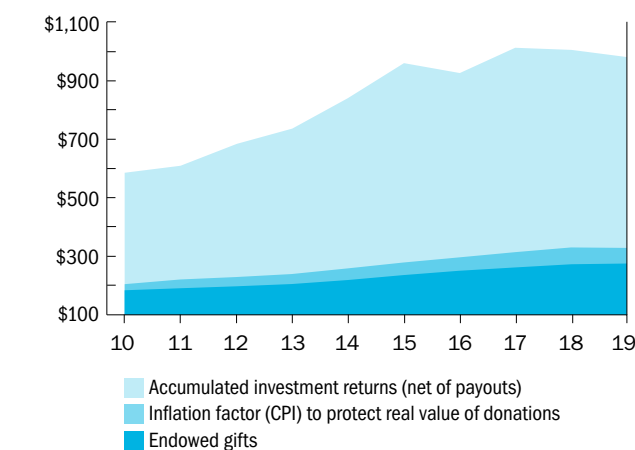
## INVESTMENT MANAGEMENT AND PHILOSOPHY

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 after inflation (as measured by the consumer price index) of at least five per cent over a 10-year period.

## INVESTMENT ASSET MIX



## ENDOWMENT OUTPACES INFLATION (IN MILLIONS)



## INVESTMENT ASSET GROWTH SUMMARY SINCE 1995\* (IN MILLIONS)

Opening Market Value, March 31, 1995	148
Net Contribution (Withdrawal)	(102)
Investment returns, realized and unrealized gains	1,135
Ending Market Value, March 31, 2019	1,181

\*Includes endowment and all other invested funds

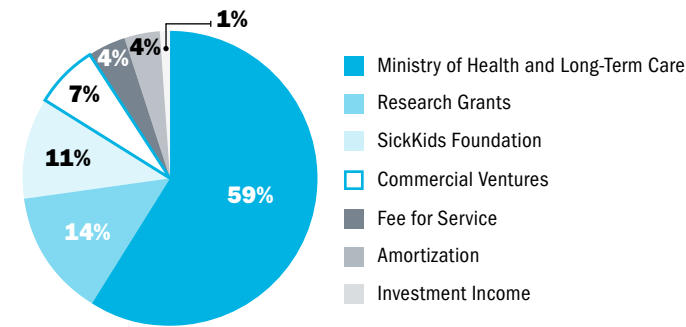
# HOSPITAL FINANCIALS

FINANCIAL HIGHLIGHTS FOR THE YEAR ENDING MARCH 31, 2019

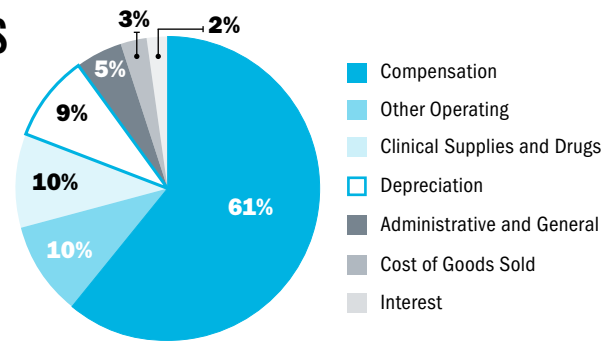
SickKids is committed to operational efficiency, transparency and accountability. We support evidence-based decisions to enhance our financial health, conduct business under the principle of fiscal prudence and act with integrity and good judgment when allocating resources. The Hospital continues to maintain its financial health. In 2018/19, the Hospital had an operating surplus of \$2.2 million. At March 31, 2019, the Hospital had total assets of \$1.9 billion. Excess of 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. **To view the audited financial statements, please visit: [sickkidsannualreport.ca](http://sickkidsannualreport.ca)**

## 2018-19 TOTAL HOSPITAL REVENUES AND EXPENSES

### REVENUES & INVESTMENT INCOME (\$1.0 BILLION)

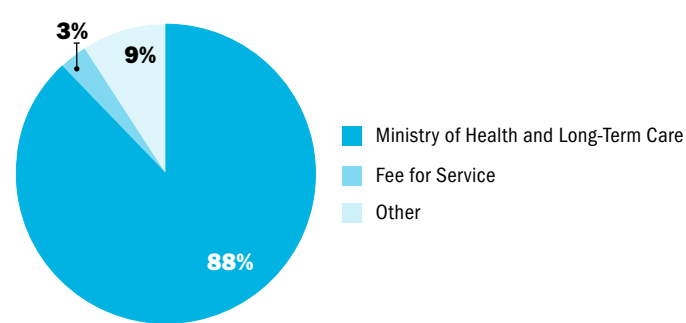


### EXPENSES (\$1.0 BILLION)

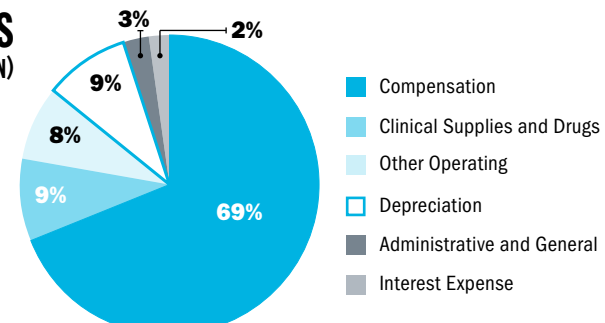


## 2018-19 PATIENT CARE TOTAL REVENUE AND EXPENSES

### REVENUES (\$686.6 MILLION)



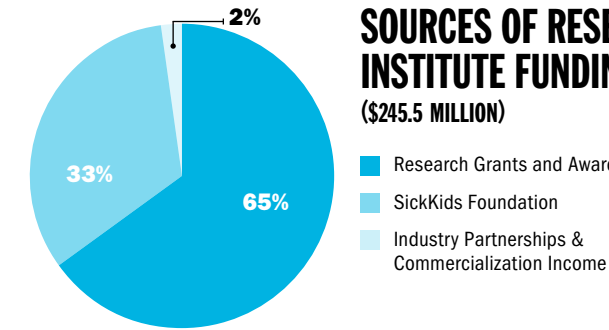
### EXPENSES (\$693.2 MILLION)



# HOSPITAL FINANCIALS

## 2018-19 RESEARCH INSTITUTE TOTAL REVENUES AND EXPENSES

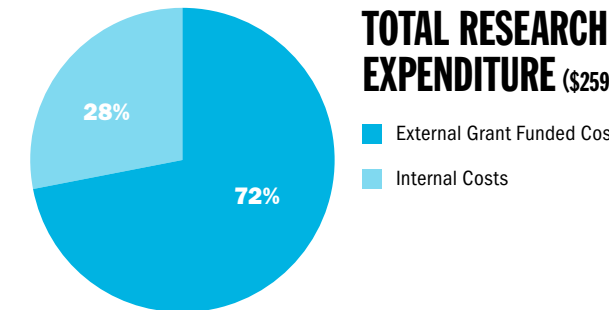
### SOURCES OF RESEARCH INSTITUTE FUNDING (\$245.5 MILLION)



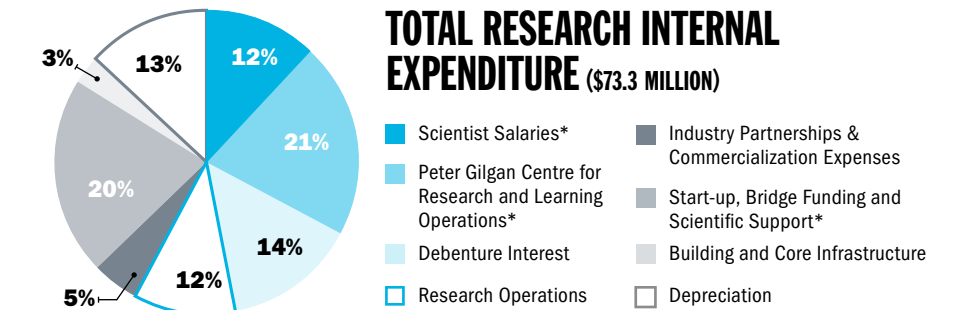
### RESEARCH GRANTS AND AWARDS SOURCES OVER \$1.0M

\$39.0M	Canadian Institutes of Health Research	\$2.3M	Ontario Institute for Cancer Research
\$22.1M	Canada Foundation for Innovation	\$2.0M	The Terry Fox Research Institute
\$23.2M	Miscellaneous	\$1.9M	Ontario Brain Institute
\$8.4M	Ministry of Economic Development, Job Creation and Trade	\$1.8M	Luminex Molecular Diagnostics
\$8.0M	National Institutes of Health	\$1.7M	American Association for Cancer Research
\$6.9M	Genome Canada	\$1.5M	Natural Sciences and Engineering Research Council of Canada
\$6.8M	Tri-agency Institutional Programs Secretariat - Federal Indirect	\$1.4M	Cystic Fibrosis Canada
\$4.5M	Bill & Melinda Gates Foundation	\$1.4M	Ontario Genomics
\$4.0M	Tri-agency Institutional Programs Secretariat - CRC Program	\$1.1M	Canadian Cancer Society
\$2.6M	Canada First Research Excellence Fund	\$1.0M	University of Toronto
\$2.6M	Brain Canada Foundation	\$1.0M	GlaxoSmithKline Inc.

### TOTAL RESEARCH INSTITUTE EXPENDITURE (\$259.4 MILLION)



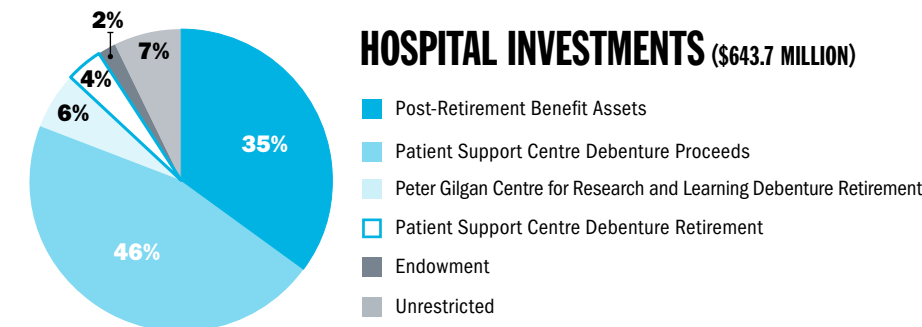
### TOTAL RESEARCH INTERNAL EXPENDITURE (\$73.3 MILLION)



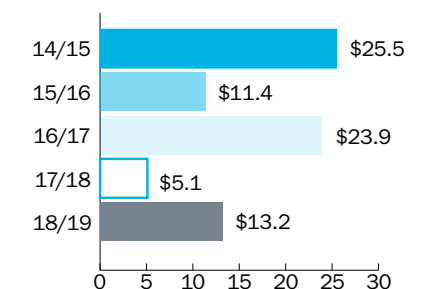
\*Net of Recoveries

## 2018-19 INVESTMENT PERFORMANCE

### HOSPITAL INVESTMENTS (\$643.7 MILLION)

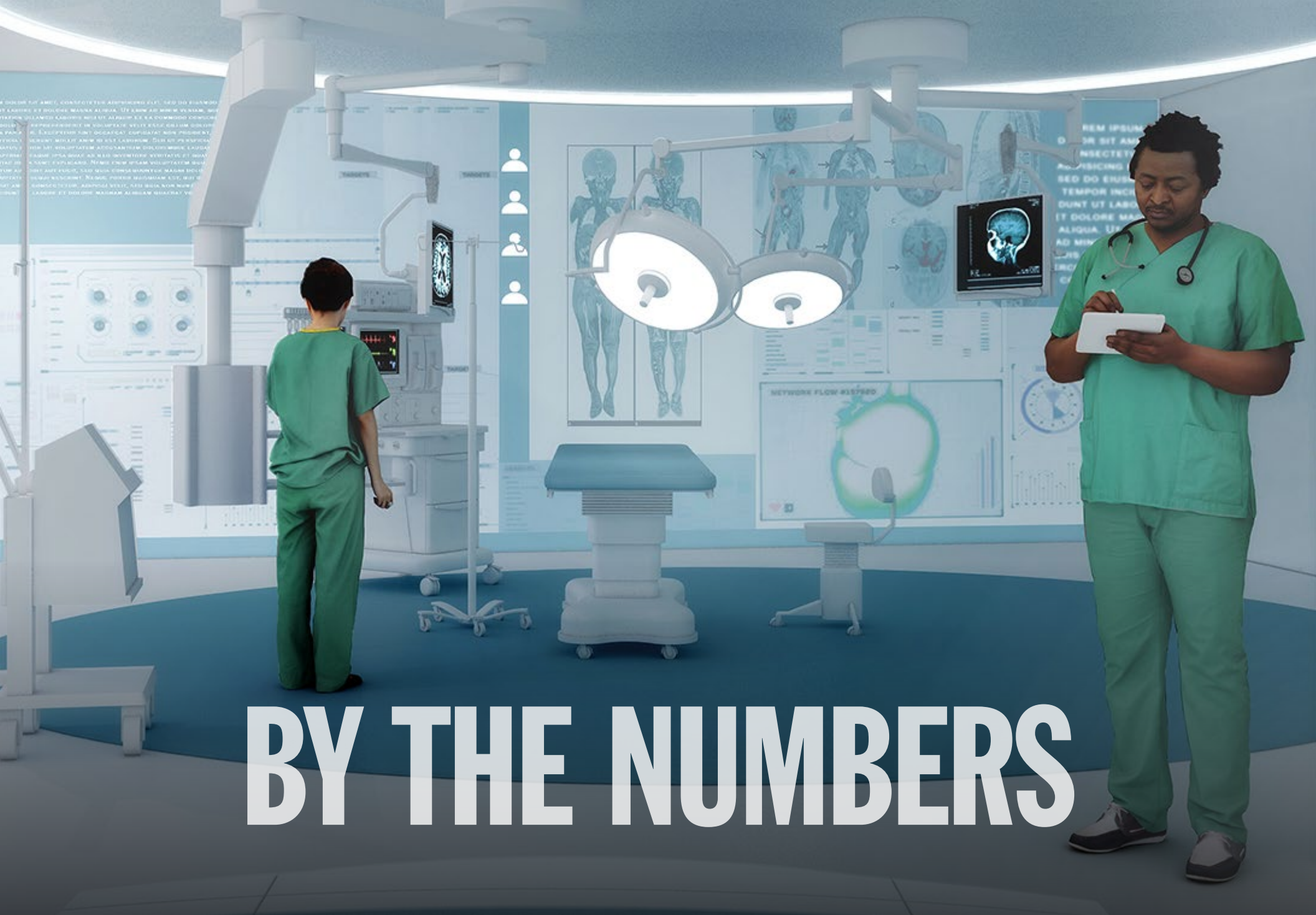


### INVESTMENT INCOME (IN MILLIONS)\*



\*Investment income and realized gains only





# BY THE NUMBERS

Artist rendering of future operating suite. Conceptual only and subject to change.

## CLINICAL CARE

### 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 2018). To see the 2018-19 progress report, visit [www.sickkids.ca/qip](http://www.sickkids.ca/qip).

QUALITY DIMENSION	INDICATOR	YTD December 2018	CY 2018 Target
EFFECTIVE	% Appropriate antibiotic prophylaxis after surgery (%)	81%	85%
EFFICIENT	Average Length of Stay (LOS) for Lowest 99% of Inpatients (Days)	4.99	5.05
PATIENT-CENTRED	Inpatient Guardian Communication Dimension (Guardian) % most positive responses	63.7%	68%
SAFE	Overall Number of Workplace Violence Incidents (Actual number of incidents) (Mandatory)	145	No target required
SAFE	Potentially Preventable Hospital Acquired Conditions Rate/1000 Patient Days (Rate)	1.02	0.90
TIMELY	% of ED patients waiting longer than 2 hours before provider initial assessment (PIA) (%)	32%	27%

## CLINICAL CARE

### INPATIENT ACTIVITY

- 289** Average number of beds occupied daily
- 6.49** Average length of stay (in days)
- 16,265** Admissions
- 16,232** Discharges
- 105,336** Patient days

### OUTPATIENT ACTIVITY

- 78,009** Emergency visits
- 239,169\*** Total clinic visits
- 317,178** Total ambulatory visits

### OPERATING ROOM CASES

- 6,869** Inpatient and same-day admit cases
- 5,298** Outpatient cases
- 12,167** Total OR cases

\*Excludes Diagnostic Imaging and Allied Health visits

\*\*Of these, 162 are both researchers and clinicians, reflected in the clinical staff numbers alone

\*\*\*Staff who spend less than 50% of time on research activities are also counted within Hospital Operations and Clinical Care numbers

## STAFF, STUDENTS, TRAINEES AND VOLUNTEERS

### HOSPITAL OPERATIONS AND CLINICAL CARE

- 3,421** Health-care professionals
- 2,690** Management and support
- 764** Physicians

### RESEARCH STAFF

- 263\*\*** Scientists
- 360\*\*\*** Project Investigators and Team Investigators
- 655** Research staff (primarily grant funded)
- 206** Research Operations staff
- 158** Core Facilities research staff

### STUDENTS AND TRAINEES

- 258** Research fellows
- 546** Research graduate students
- 272** Research summer students
- 1,331** Medical Affairs residents and fellows
- 553** All other clinical and corporate students

### VOLUNTEERS

- 1,507** Registered volunteers
- 272** Women's Auxiliary Volunteers (WAV)

**13,256 TOTAL**





# WE ASKED. YOU ANSWERED.

HOW OUR COMMUNITY IS RALLYING FOR A NEW SICKKIDS

## IN A DARK AND MUDDY PIT DOWNTOWN, SURROUNDED BY SICKKIDS SUPPORTERS HUMMING WITH EXCITEMENT, ACTOR COLM FEORE

raised his outstretched arms. Then, in a booming baritone, he asked, “Who is with us?” The crowd roared and cheered and clapped. We are.

The now-famous commercial, seen by over half-a-million people on YouTube alone, introduced our bold Crews campaign. As groundbreaking as it is galvanizing, Crews unites people with shared interests or professions—The Dog Lovers, The Chefs, The Artists—for one simple, but ambitious goal: to raise \$1.3 billion for a new SickKids.

Since the commercial launched in September, the campaign has energized people across Ontario, from lawyers and traders (The Suits) to carpenters, plumbers, welders, and steamfitters (The Hard Hats). The Carpenters’ District Council of Ontario (CDC) and the Interior Finishing Systems Training Centre (IFSTC) each donated \$1 million to SickKids. For Tony Iannuzzi, Executive Secretary Treasurer of the CDC, and Hugh Laird\*, Executive Director of the IFSTC, the motivation behind the donations was simple. “It’s not just our responsibility to build the new hospital—we need to fund it too,” Iannuzzi says. “Because our members relied on SickKids when they were young. Today, their kids rely on it—all Ontario’s kids do.” Playing matchmaker behind the scenes was SickKids Campaign Cabinet Member, Marita Simbul-Lezon, a Vice President and Director at RBC Dominion Securities who works closely with unions across Ontario. “My job is to bring people like Tony and Hugh to the table,” says Simbul-Lezon. “But that philanthropic urge, that desire to build a better future with SickKids, is already there.”

For Iris Bigornia, who you can see skating with The Roller Derbies in one of our Crews spots, that philanthropic urge is deeply personal. She’s been a SickKids employee for more than 11 years, and her brother-in-law was treated at the Hospital as a premature baby. “The family has always had this overwhelming gratitude to SickKids,” she says.

But even those without a direct connection to the cause have been compelled to join a crew. That includes Jess Bradshaw,

\* SickKids honours his memory.

one of The Gamers, and a seven-year veteran of Extra Life, a 24-hour gaming marathon in support of Children’s Miracle Network hospitals. “SickKids is helping kids fight for their lives and beat their own real-life battles,” Bradshaw says while promoting the event. “You have the power to stand up and fight alongside them.”

“SICKKIDS IS HELPING KIDS FIGHT FOR THEIR LIVES... YOU HAVE THE POWER TO STAND UP AND FIGHT ALONGSIDE THEM.”

In November 2018, the Hospital announced it was “All-In,” urging its nearly 10,000-strong staff to join the cause. And LCBO began its “Joy of Giving” campaign, which ran until the end of the year, netting over \$2 million for SickKids.

We hit our most impressive milestones in 2019. The first was 100,000 cumulative monthly donors—an almost impossible-to-fathom number of community supporters, who help bring in close to \$27 million per year. The second was our overall achievement for the SickKids VS Limits campaign—more than \$800 million raised for a new SickKids and the Hospital’s highest priorities. Both were cause for celebration—and celebrate we did—but the work continues.

We still have millions more to raise and a new SickKids to build. We’re confident, because we know that our community—and our crews—will always be behind us.





# VISIONARY DONORS ENSURE REVOLUTIONARY CARE

IMMUNE THERAPIES AT SICKKIDS ARE CHANGING HOW WE TREAT DISEASES LIKE CANCER

Photo: Owen, SickKids patient

**AT NINE YEARS OLD, ADVENTUROUS, FUN-LOVING OWEN WAS DIAGNOSED WITH LEUKEMIA AT SICKKIDS. WHEN TRADITIONAL** treatments failed, he became a candidate for a bone marrow transplant (BMT)—the gold-standard of care for recurrent leukemia.

BMTs are considered the first human immunotherapy—a treatment that harnesses the power of the immune system to help cure diseases. As we learn more about the immune system's role in an enormous range of diseases, SickKids is pioneering new applications for BMTs, as well as revolutionizing new immune therapies that will help treat other immunodeficiencies, diseases and disorders. Along with surgery, radiation and chemotherapy, immunotherapy is now considered a chief treatment option for certain cancers. It bolsters the patient's immune system and has, in some cases, led to long remissions and potential cures while avoiding the toxic, long-term side effects associated with traditional treatments.

"It's a game changer," says Dr. Donna Wall, Garron Family/Hats Off 2 Kidz Chair in Paediatric Leukemia Research at SickKids. Dr. Wall is a proud recipient of funds from exceptionally generous donors like the Garron family, who established the Garron Family Cancer Centre at SickKids with a \$30 million gift. Her chair is co-funded by Hats off 2 Kidz, a charitable organization dedicated to funding leukemia research at SickKids, and has donated over \$1 million to drive the cause forward. Support like theirs is a big reason why SickKids can give patients like Owen access to cutting-edge treatments.

To maximize Owen's chance for a successful BMT, SickKids offered him a new form of immunotherapy known as CAR T-cell therapy—the genetic altering of a patient's own cells to target the cancer. With the generosity of Rally for Kids, which has raised over \$20 million for cancer research and care through annual,

fun-filled and exhilarating events like Car Rally, SickKids was able to purchase a state-of-the-art machine that will enable the in-house manufacturing of these cells, significantly cutting down on the expense and time it takes to deliver the treatment to these patients, who have so little time to spare.

While the treatments Owen received were able to extend his life, tragically, Owen succumbed to his disease. In his honour, his family set up Owen's Fund. Their goal is to raise \$1 million to continue to advance research in new clinical trials for leukemia and to help build a state-of-the-art hospital.

**"THERE IS NO QUESTION THAT SICKKIDS IS A LEADER IN RESEARCH AND PATIENT CARE, BUT THE BUILDING NEEDS TO MOVE INTO THE 21<sup>ST</sup> CENTURY."**

"There is no question that SickKids is a leader in research and patient care, but the building needs to move into the 21st century," says Owen's mom, Lesly. With the strength and support of the community, we will build facilities as advanced as the Hospital's expertise, and enable more kids to benefit from our relentless drive to improve care.





# UNLEASHING A NEW KIND OF INTELLIGENCE

**DATA-DRIVEN MEDICINE HAS ARRIVED AT SICKKIDS**

Photo: Dr. Anna Goldenberg, inaugural Varma Family Chair in Biomedical Informatics and Artificial Intelligence.

## **IMAGINE YOUR NEWBORN DAUGHTER IS DIAGNOSED WITH A SERIOUS CONGENITAL HEART DEFECT. YOU CAN'T QUITE FATHOM A TINY INFANT**

having open-heart surgery, but the surgeon assures you the survival rate is well above 90 per cent. Your baby endures the five-hour procedure and looks to be recovering well. Then quite suddenly her heart starts to fail. The clinical team springs into action and you watch helplessly as they resuscitate her. They get her heart beating again and she's back on the road to recovery. You're tearfully grateful to the team who saved her and overwhelmed by the thought that you could have lost her. But what if doctors could have seen this coming? What if they'd had time to prepare or even prevent the crisis? This is the promise of artificial intelligence (AI) in medicine. And because of donor support, SickKids is poised to drive the field forward.

Artificial Intelligence in Medicine at SickKids, or AIM@SickKids, launched in January with the goal of developing an in-house hub to support AI projects for clinical use. A key resource will be a platform linking the Hospital's many disparate data sets, while a team of data analysts, statisticians and project managers steward AI projects all the way to the bedside. AIM@SickKids found early support, fittingly, within the Canadian tech industry. Formed in 2017, Tech4SickKids is a fundraising initiative with a goal of \$25 million toward big data projects and building a modern new hospital to support AI's limitless possibilities.

The first major contribution came from Toronto entrepreneur Amar Varma to fund a Chair in Biomedical Informatics and Artificial Intelligence—the first of its kind for a paediatric hospital in Canada. It was awarded to Dr. Anna Goldenberg, a noted computer scientist with a keen interest in applying AI “for good.” “To be able to help children is so important because they have their whole life ahead of them,” she says. “We can actually make a huge difference here.”

Investing in child health as the root of lifelong health underpins the newly announced Edwin S.H. Leong Centre for Healthy Children, the first of its kind in the world, funded by University of Toronto (U of T)

alumnus Dr. Edwin Leong through a \$25 million gift. The Centre will bring together experts in genomics, paediatrics, artificial intelligence and public health at U of T and SickKids, applying a novel “precision prevention” approach to help avoid illness in children before it starts.

Altogether, these AI initiatives—announced within a span of three months—signal a palpable momentum in computational medicine. “We are at an unprecedented time in scientific discovery and computational technology,” says Dr. Ronald Cohn, SickKids President and Chief Executive Officer. “And we have a unique opportunity to improve human health by focusing on our most vulnerable time—childhood.”

**“WE ARE AT AN UNPRECEDENTED TIME IN SCIENTIFIC DISCOVERY AND COMPUTATIONAL TECHNOLOGY.”**

Exploiting the insights of big data will apply to every diagnosis and disease; data-driven medicine will be personalized and proactive. It will predict and prevent. In this vein, a research team led by Dr. Peter Laussen, Head of SickKids Critical Care Department, is now refining a homegrown machine-learning model that can predict cardiac arrest among Intensive Care Unit (ICU) patients. His team is working with Dr. Goldenberg and AIM@SickKids to push the tool into clinical use, so that when a baby is recovering from open-heart surgery, doctors can see crisis coming and do everything to stop it.





# GAME CHANGERS

**MEDICAL BREAKTHROUGHS ARE GIVING KIDS WITH EPILEPSY THE CHANCE TO LIVE THEIR BEST LIVES.**

**Photo: Members of Andi's family and clinical team. From left to right: Dr. Elizabeth Donner, Neurologist; Dr. Cristina Go, Neurologist; Andi, and her mother, Lori, and brother, Nicholas; Ivanna Yau, Nurse Practitioner; Dr. George Ibrahim, Staff Neurosurgeon; Dr. Alfonso Fasano, Neurologist at Toronto Western Hospital; and Dr. Suneil Kalia, Neurosurgeon at Toronto Western Hospital.**

**WHEN SHE WAS THREE YEARS OLD, ANDI HAD HER FIRST SEIZURE. BY THE TIME SHE WAS SEVEN, SHE WAS HAVING UP TO 150 PER DAY.**

She couldn't play soccer anymore and even walking was dangerous—her life was consumed by epilepsy. Sometimes this neurological disease can be controlled with medication, but for one-third of children, it doesn't work. Andi was one of them. In October 2018, SickKids neurosurgeon, Dr. George Ibrahim, with a team spanning SickKids and Toronto Western Hospital, completed an innovative procedure on Andi called Deep Brain Stimulation (DBS). It was the first time it had ever been performed on a child in Canada. Akin to how a pacemaker works in the heart, DBS involves placing electrodes into targeted areas deep inside the brain, sending electrical impulses to relieve seizures.

Donors Dr. Liqin Chen and his wife, Ms. Ruiping Guo, wanted to support exactly this kind of breakthrough. This past year, they generously funded the renovation of the neurosurgery operating suite. "The operating room was very outdated," explains Dr. Chen. "Modern space and equipment are a necessity for both patients and staff. We wanted to give the doctors the opportunity to do their best work."

As the busiest and most specialized paediatric surgical hospital in the country, SickKids performs almost 500 neurosurgical operations per year. "The renovated room makes it much easier for our team to work together with all the high-tech tools that we need to do the best brain surgery possible," says Dr. Peter Dirks, Head of Neurosurgery at SickKids. "We are no longer bumping into each other, we can see patient vitals and the surgical field projected on a screen, so everyone in the room knows what's going on. Ultimately all of that enables better communication—and safer surgery is an extension of that."

Over the past year, SickKids has pioneered several other new therapies for epilepsy: the use of a laser ablation system, a minimally invasive way to treat diseased brain cells with a laser, and groundbreaking research resulting in the first Canadian paediatric study of mixed THC/CBD cannabis oil for drug-resistant epilepsy.

All three of these new therapies are showing tremendous promise in reducing the number and frequency of seizures for children who weren't responding to treatment. In some cases, patients have gone from 100 seizures per day, to weeks without an episode.

**“MODERN SPACE AND EQUIPMENT ARE A NECESSITY FOR BOTH PATIENTS AND STAFF. WE WANTED TO GIVE THE DOCTORS THE OPPORTUNITY TO DO THEIR BEST WORK.”**

Supporting epilepsy research was something that donors Bill Morneau and Nancy McCain could truly get behind. Bill and Nancy's son had the first of hundreds of seizures starting at the age of seven. "The experience we had at SickKids with our son, who was very sick in the early days, made us very much want to give back to the Hospital," says Nancy. So, when the couple learned about the epilepsy research by Dr. Mary Lou Smith, Psychologist and Senior Associate Scientist at SickKids, they were motivated to give. Dr. Smith's work focuses on epilepsy outcomes in children and subsequent brain development, such as how cognitive function and language could be affected by epilepsy surgery. "Research makes future discovery possible, and directly supports the passionate professionals at the Hospital," says Bill. "My hope is that it will help people with epilepsy, and the families of people with epilepsy, to better find a way to lead successful lives while living with the disease."





# PRECISION CHILD HEALTH

A VISION FOR THE FUTURE OF PAEDIATRIC MEDICINE

Photo: Dr. Ronald Cohn, new President and Chief Executive Officer of SickKids.

On May 1, 2019 Dr. Ronald Cohn assumed the position of President and Chief Executive Officer of SickKids, joining senior leaders Ted Garrard, SickKids Foundation Chief Executive Officer, Kathleen Taylor, SickKids Foundation Board Chair, Senator Sarabjit (Sabi) Marwah, SickKids Board of Trustees Chair (succeeded on June 3 by J. Robert S. Prichard). A renowned clinician-scientist in genetic medicine and the Hospital's former Paediatrician-in-Chief, Dr. Cohn has set out a bold vision for the future.

## SICKKIDS IS EMBARKING ON FUNDAMENTAL CHANGE. NOT JUST THE ONCE-IN-A-LIFETIME TRANSFORMATION OF OUR CAMPUS, BUT A TRUE

paradigm shift in the way we deliver care at SickKids, and in the broader health-care system.

The future of paediatric medicine is precision child health—an emerging approach to disease treatment and prevention that considers individual variability in genes, environment and lifestyle for each patient and their family. This approach will be markedly different from the care we provide today in three key ways—it will be data-driven, predictive, and individualized.

We already collect a vast amount of patient data, but we are just beginning to realize its full capabilities in making real-time bedside decisions through analysis and predictive models. We're also expanding the role that data plays in patient care by incorporating key environmental and socioeconomic information—using geomarkers and biomarkers.

We already endeavour to predict and prepare for complications, like cardiac arrest, before they happen. We have health-care teams ready at a moment's notice to respond. But we want to move away from being reactive toward predicting and eventually preventing medical issues from happening in the first place.

And, most importantly, though the care we deliver is always personalized—rooted in attentive, compassionate interactions between health-care provider and child—it is not yet fully individualized. As a specialty hospital, SickKids sees some of the sickest children in Ontario with the rarest conditions. Most of our patients do not match the medical textbook. Nor do our families care how *most* patients respond to the *standard* treatment.

They want to know what will happen to *their* child. And they want us to provide precise care, tailored to their child's precise needs, using all the data, tools, and predictive power at our disposal.

This kind of care should not just be delivered within the walls of SickKids. It should be accessible no matter where a child lives. We are working with government, our partners, our supporters, and our patients and families to build a high-quality, seamless health-care system for all of Ontario's children and families.



Dr. Ronald Cohn, newly appointed President and CEO, SickKids; J. Robert S. Prichard, newly appointed Chair, Board of Trustees, SickKids; Kathleen Taylor, Chair, Board of Directors, SickKids Foundation; Ted Garrard, CEO, SickKids Foundation.

This will require a massive shift. And it won't happen overnight. I feel humbled and honoured to assume my new role at such an exciting moment in the history of SickKids, and grateful for the ingenuity and dedication of our leaders, faculty, staff, volunteers and community, who relentlessly pursue new ways to advance child health.



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In the fight for a new SickKids, our Campaign Cabinet volunteers are true movers and shakers. Working with SickKids Foundation, these influential leaders rally their personal and professional networks in support of the Campaign. They also walk the walk—making major personal donations, too.

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Catalyst Donors were propelling us forward with commitments of \$1 million or more before our Campaign launch.

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SickKids Groundbreakers have put a stake in the ground with a minimum commitment of \$1 million towards building a new SickKids, from the Campaign launch to March 31, 2019.

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We are profoundly grateful for your support. We also wish to thank those donors who have chosen to remain anonymous.

Photo: Amayah, SickKids patient

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