Welcome to the 2013-2014 annual report for The Hospital for Sick Children. We continue to offer the report in a digital format and invite you to click on the six icons and learn more about SickKids, one of the world’s leading paediatric health-care organizations.

Read the full letter from Dr. Michael Apkon, President and CEO, and Robert Harding, Chair, Board of Trustees.
Financial Statements

See Audited Financial Statements 2013-2014

See Management Discussion and Analysis

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.
Milestones

The year 2013-2014 was marked by significant milestones, including the opening of the Peter Gilgan Centre for Research and Learning, new leadership, new world-class research and clinical innovations, and multiple awards recognizing both the organization’s excellence and the excellence of our people.

Sept. 17, 2013 was a day of celebration as SickKids officially opened the 21-storey Gilgan Centre which provides state-of-the-art research facilities for 2,000 scientists and research staff and a learning concourse for the whole organization. Organized into “neighbourhoods,” each one focused on a set of child health issues, the building is designed to spark and facilitate collaboration across disciplines. See the video from the big day.

Days later, the SickKids Board of Trustees announced that Dr. Michael Apkon would succeed Mary Jo Haddad as President and CEO in January 2014. Haddad, who joined SickKids as a nurse in 1984, led SickKids with distinction for 10 years and announced her intention to retire in 2012.

Once again, it was a fruitful year for awards, ranging from organization-wide accolades, such as being named one of Canada’s Top 100 Employers, to individual tributes, including recognition of two of our senior executives as “Women of Influence.”

In the depth of winter, we were delighted to learn that Accreditation Canada had given SickKids “exemplary standing,” the highest possible standing for the quality, safety and efficiency that enables SickKids to deliver the best possible care and service.

We launched two new centres at SickKids in 2013-2014, in addition to 10 existing centres committed to integrating clinical care, research and learning in key child health areas: the Centre for Global Child Health with a focus on the health of children and families in resource-poor environments around the world, and the Centre for Healthy Active Kids with a focus on childhood obesity, healthy nutrition and physical activity.

SickKids continues to make headlines: see the Newsroom for more exciting news about care, research and education activities as SickKids and internationally.
SickKids is committed to a culture of innovation and accountability, and the organization has a highly skilled, engaged and diverse workforce. Our high standards in child health care, research and learning attract leaders from around the world to our organization, as well as invaluable financial support.

This year, once again, SickKids was recognized as one of the top places to work in Canada with the Top 100 Award, as testament to the engagement and support of staff throughout the organization. We were pleased that SickKids was also named a platinum-level award winner of the Quality Healthcare Workplace Award. Presented annually by the Ontario Hospital Association and the Ministry of Health and Long-Term Care, the award acknowledges SickKids’ efforts to create a supportive workplace for all employees. The platinum award is the highest level of excellence a hospital can win.

Our new Daily Continuous Improvement Program (CIP) is a model for staff engagement. A management system that engages all frontline staff, it includes team huddles and status updates to improve problem solving, empower staff, and better manage the tasks of the day. The outcomes from Daily CIP improve the patient experience and help SickKids meet its strategic objectives – hitting performance targets, being innovative, leading in world-class quality and creating a culture of service excellence.

This year’s Humanitarian Awards recognized some of our extraordinary staff and volunteers who make SickKids such a special place.

Families notice our efforts and comment on our excellence. For example, a patient satisfaction survey carried out by National Research Corporation Canada showed that SickKids was the top performing academic hospital in Ontario with respect to patients and families recommending the Emergency Department, and it was the top performing hospital with paediatric inpatient care.

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SickKids is a world leader in child health and proud to be part of a system in Ontario that is focused on quality, accountability, transparency and results. Guided by our strategic roadmap, our commitment to world-class quality and service excellence is a top priority and we strive to maintain the highest levels of quality in the care we deliver. We carefully monitor our progress against plan through our key performance indicators.

Our primary accountability is to our patients and their families and to those who fund our many programs and services. We value their trust. Indeed, as a publicly funded organization, SickKids has a responsibility to demonstrate that we are effectively managing our resources to provide the best in care, education and research.

Our annual Quality Improvement Plan provides a public view of our focus on selected quality improvement priorities that contribute to achieving our strategic aims. Our progress report for 2013-2014, shows that there is much to celebrate, including improved pain assessment at ED triage, a growing percentage of families who report “Excellent Satisfaction,” medication reconciliation and hand hygiene compliance. In addition to these strategically important initiatives, our staff is involved in thousands of improvements resulting in higher quality of care and patient safety every year. This is achieved by a remarkably engaged staff supported by our long-term investment in quality specialists who build capacity among all staff through education, guidance and evidence-based tools.

This year SickKids was proud to receive the highest ranking afforded by Accreditation Canada. In addition, 12 leading practices from SickKids were accepted by Accreditation Canada as worthy to share among the health-care community. In 2013 SickKids’ bone marrow transplant program successfully met standards for accreditation from the Foundation for Accreditation of Cellular Therapy. Also in 2013, SickKids’ ongoing commitment to effectively addressing children’s pain was recognized through rigorous review by external peers resulting in accreditation by ChildKind International.

Our staff and volunteers continue to impress:

- Platinum Quality Healthcare Workplace award
- Professional commitment
- Paediatric safety
- Quality and risk management in diagnostic imaging
- Quality and safety in critical care medicine
- Performance at SickKids
Encouraging innovation is embedded in the SickKids culture, and is a focus of our 2010-2015 strategic plan. Supported by our innovation team, staff is encouraged to come up with ideas to improve efficiency and effectiveness through a number of mechanisms.

The SickKids Innovation Fund was created to help staff turn their ideas into action. In 2013 we renamed the fund the Mary Jo Haddad Innovation Fund to honour Haddad who retired at the end of the year after 10 years as President and CEO of SickKids. Under her leadership, the concept of innovation has become a key strategic direction and a daily activity among all SickKids staff: Creating dynamic interactive spaces, which encourage engagement across disciplines in the new Peter Gilgan Centre for Research and Learning, is one of the ways in which we foster a culture of innovation. With over 2,000 funded research projects – and many more small unfunded projects – taking place across SickKids each year, it is no wonder we are one of the top three research hospitals in Canada and at the forefront of child health research worldwide.

Development of research discoveries and inventions are supported through SickKids’ Industry Partnerships and Commercialization and through a partnership with MaRS Innovation.

Innovation has been fully integrated in the organizational culture, and the results are evident, for example in one of the apps developed by SickKids, a new pain management app, which was recognized as the “best of the best” and a mobile app that gives clinicians all over the world access to benchmark numbers for healthy children – the CALIPER database.

SickKids also drives innovation through its 12 centres that drive the integration of child health knowledge, care and research inside SickKids and beyond.

Learn more about innovation at SickKids:

How we innovate!

International partnership

Research with global impact

Taking innovation on the road

The life-saving blood pressure cuff
Enhancing child health systems is a key direction of SickKids' strategic plan for 2010-2015. This includes identifying, promoting and advocating for evidence-based solutions to address key child health issues, and implementing knowledge translation strategies to facilitate the rapid uptake of new knowledge.

SickKids contributes to system building in its 12 centres that drive the integration of child health knowledge, care and research inside SickKids and beyond. For instance, a team from the Centre for Brain and Mental Health was involved in developing the Provincial Epilepsy Monitoring Unit (EMU) guidelines for Ontario that now represent the standard for EMUs across the province.

The Provincial Council for Maternal & Child Health (PCMCH), developed by SickKids and other health-care leaders in Ontario, continues to be chaired by the President and CEO of SickKids. In 2013, the PCMCH hosted a symposium in collaboration with the Norman Saunders Complex Care Initiative at SickKids that focused on advancing integrated care for children with medical complexity.

At an international level, SickKids Centre for Global Child Health and SickKids International both advance our vision of Healthier Children. A Better World. For example, Dr. Zulfiqar Bhutta, an internationally renowned researcher from the Centre for Global Child Health, was a lead author of a paper published in The Lancet, outlining how increasing investment in women's and children’s health will secure high health, social and economic returns.

SickKids International continues to develop international partnerships that benefit child health across the world. SickKids provides advisory services to international partners and currently has formal relationships with organizations based in the Middle East, Asia and Europe. SickKids also offers continuing education and clinical mentorship for international health-care professionals both in Canada and in their home countries. This year SickKids and Hamad Medical Corporation celebrated the fourth anniversary of their partnership.

SickKids participates in a number of projects with world-wide benefit, among them a web-based portal known as PhenomeCentral which helps to identify rare diseases. Clinicians can input patient data (even genetic data) and PhenomeCentral will find other patients around the world with similar symptoms, creating a vehicle for global collaboration among health-care providers.

Learn about our centres:

- Bone Health Centre
- Centre for Brain & Mental Health
- Centre for Healthy Active Kids
- Garron Family Cancer Centre
- Cystic Fibrosis Centre
- Inflammatory Bowel Disease Centre
- Labatt Family Heath Centre
- Pain Centre
- The Centre for Image-Guided Care
- The Centre for Genetic Medicine
- The Centre for Global Child Health
- Transplant and Regenerative Medicine Centre