



ON OUR WAY TO A BRAND NEW CHILDREN'S

Annual Report 2013-2014



The Montreal Children's
Hospital Foundation

THE CHILDREN'S BY THE NUMBERS



- 260**
PHYSICIANS AND SURGEONS
- 575**
NURSES
- 1,000**
ALLIED HEALTH PROFESSIONALS
- 6,598**
SURGERIES
- 205,000**
PATIENT VISITS
- 129,132**
VISITS TO 70 AMBULATORY CLINICS
- 76,830**
VISITS TO THE EMERGENCY DEPARTMENT
- 5,648**
PATIENTS ADMITTED TO HOSPITAL
- 115**
RESIDENTS
- 180**
MED STUDENTS
- 100+**
RESEARCHERS



OUR PATIENTS AND FAMILIES DESERVE THE VERY BEST, WHICH IS WHY WE SET OUT TO DESIGN AND BUILD THE NEW MONTREAL CHILDREN'S HOSPITAL

The new Children's will be one of the most state-of-the-art pediatric hospitals in North America and it could not have been done without you. Opening in May 2015, this new hospital will allow us to take a giant leap forward in the delivery of healthcare.

The same attention to detail that went into designing this cutting-edge building has also gone into planning our move to the Glen site. Our transfer will be part of one of the most complex moves of all time and our teams have worked long and hard to make sure our transition runs smoothly and that our patients will remain safe throughout the process.

Your generosity has also meant that we can continue to provide our patients with a host of essential services and programs. You helped us purchase life-saving equipment like the NICO Myriad, a multipurpose tool that allows us to treat neurosurgery patients more effectively. Your support has allowed our Trauma Prevention Program to continue its important work of educating the public about safety and injury prevention among children and teens. And, you have also had a direct impact on our most vulnerable patients' health and well-being through our Tiny Tim Fund, which enables us to support our families in need by helping them with transportation, meals and accommodations.

On behalf of our young patients and their families, thank you for your support and for helping to make the Children's a unique place of healing and hope.

MARTINE ALFONSO
ASSOCIATE EXECUTIVE DIRECTOR
MONTREAL CHILDREN'S HOSPITAL

ON SUNDAY, MAY 24, 2015, WHEN THE CHILDREN'S RELOCATES TO ITS NEW HOME ON THE GLEN SITE, IT WILL BE PART OF ONE OF THE BIGGEST AND MOST COMPLEX HOSPITAL MOVES TO EVER TAKE PLACE IN CANADA

The McGill University Health Centre's Transfer Team will have worked with City of Montreal officials and emergency services to determine a designated route for patient transfers to ensure these are conducted as efficiently and safely as possible for everyone involved.

On moving day, elevator crews will be on standby at all elevators and hospital staff will wear different coloured shirts reflecting the tasks they will perform. All patients who must remain hospitalized on the day of the move will be transferred to the new hospital, accompanied by both a healthcare worker and a parent or guardian.

Two weeks prior to May 24, staff members will have begun their transition to the new hospital based on a carefully planned priority-based moving schedule. Key pieces of equipment will have been moved to the new space, so that the hospital will be fully functional by the time the first patients arrive.

Planning the patient move for a Sunday will help avoid traffic delays as much as possible and minimize disruptions to nearby residents and businesses.



READY TO MAKE OUR MOVE

As the Children's gets ready to move to its new home on the Glen site, we're taking stock of another outstanding year of support from our community of corporate and individual donors, partner foundations, and everyone who organized and attended more than 300 events in support of the hospital.

Altogether, your donations this past year amounted to \$21 million. This, coupled with our investment revenue of \$9 million, made this the Foundation's most successful year ever. Thank you for proving once again that together we can make a significant difference in the lives of our patients and their families.

As we look ahead to a promising future in our new hospital on the Glen site, we know that creating a 21st-century hospital has been no small task. We could not have done it without your support. The new hospital's superb patient and family-centered spaces will transform how we deliver care. A neonatal intensive care unit located right beside obstetrics in the adult pavilion, an emergency room designed to create improved staff efficiencies and more privacy, ambulatory clinics with easier access for children in wheelchairs, and single-patient rooms where a parent can stay overnight with a child are just some of the ways the new Children's will focus on children and families first.

With our new hospital, we also plan to help create a new kind of healthcare – healthcare for the future. In addition to supporting the hospital's most urgent needs, we will invest in research into children's diseases and establish academic chairs essential for attracting and retaining the brightest, most innovative minds. The proximity of the new Children's to the new Research Institute will allow many of our talented professionals to come together with their colleagues, providing countless opportunities to share knowledge and advance pediatric care.

We thank you for also putting children and families first. We are grateful for your continued commitment to the Children's and for believing that we can all play an important role in transforming the lives of the young people we treat.

GREG ROKOS
CHAIRMAN OF THE BOARD



MARIE-JOSÉE GARIÉPY
PRESIDENT



WHERE OUR DONATIONS COME FROM...

Donations to the Montreal Children's Hospital Foundation come from four main sources:

MAJOR GIFTS

Whether they are individuals, foundations or corporations, our major gift donors share a common goal to transform the way we deliver healthcare by funding specific projects, research or new equipment that allow the Children's to be a leader in pediatric care. Major gift donors were also instrumental in the success of *The Best Care for Children Campaign* to build the new Children's on the Glen site.

ANNUAL SUPPORT

The Foundation's direct mail campaigns allow us to communicate with donors on a regular basis. Appeals like those done for Radiothon, grateful parents, grandparents and community members, Leadership Circle and corporate leaders generate funds for the hospital's most urgent needs, supporting care and treatment when and where they are needed most.

SPECIAL EVENTS

The Special Events Department works with organizations and individuals who show their tremendous support for the hospital by holding community events. From amateur sports tournaments to elegant fashion shows, fundraisers organize over 300 events each year to benefit the hospital's young patients. The Foundation's flagship events, including the Ball for the Children's, the Golf Tournament, Pedal for Kids and Splash and Dash, and the activities of our Young Leaders Circle, contribute significantly to supporting care, teaching and research at the Children's.

LEGACY GIVING

Legacy giving provides donors with an opportunity to make a long-term commitment to the Children's. Whether gifts take the form of a tribute in the name of a loved one, an endowment, a bequest, a gift annuity or a life insurance policy, funds raised through the Foundation's Planned Giving Department are essential to helping the hospital meet its most urgent needs and its long-term goals. Legacy donors recognize the importance of creating a lasting commitment that helps care for children today and leads to cures for tomorrow.

...WHERE DONATIONS GO

Donations to the Montreal Children's Hospital Foundation are distributed to the hospital and used to support the following:

CARE

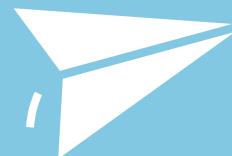
A world-renowned leader providing a broad spectrum of highly specialized care to newborns, children, and adolescents, the Montreal Children's Hospital is a place where families can be confident they are in the best of hands. Through funding of innovative programs and equipment in numerous departments, your donations help our multidisciplinary teams of doctors, nurses and other healthcare professionals deliver patient and family-centered care that is second to none.

RESEARCH

New discoveries and advancements made through research at the Children's are constantly transforming the field of pediatrics. Thanks to the generous support of visionary donors, researchers such as Dr. Constantin Polychronakos who, along with his team, is pursuing the development of antibodies that will target rogue T-cells in children with diabetes, continually strive to make exciting breakthroughs in a vast array of disciplines, delivering precious knowledge from the lab to the bedside and providing new hope for generations of children to come.

TEACHING

The Montreal Children's Hospital is the pediatric teaching hospital of the Faculty of Medicine at McGill University, one of North America's top universities. Young healthcare professionals have the opportunity to learn from the best and brightest in their respective fields and many choose to continue their careers with the hospital. The Distance Teaching and Learning Centre for Northern and Native Child, Youth and Family Health (DTLC), which provided nursing training and education in the Far North and other outlying regions of Quebec, is an example of how donations help foster the spirit of learning and skill sharing that are so vital to the Children's.





ELISSA REMMER

Nurse Educator

MASSIMO'S MOTHER, NATHACHA PERSOPOULOS, REMEMBERS EACH OF THE NAMES OF THE NURSES RESPONSIBLE FOR THE CARE OF HER SON FOLLOWING LIFE-SAVING SURGERY ON THE INFANT'S HEART IN MARCH.

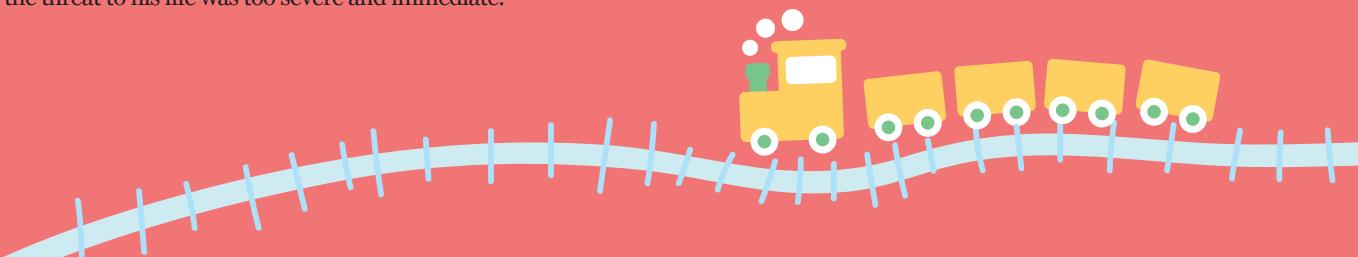
Her baby was born with serious heart malformations that prevented normal blood oxygenation. While doctors had hoped to delay major surgery until Massimo was a little bigger and stronger, the threat to his life was too severe and immediate.

With very little time to lose, a team of doctors, technicians and nurses undertook a complete repair of Massimo's tiny heart when the baby was barely five weeks old. The extraordinarily delicate operation saved Massimo, though he will require follow-up surgery when he reaches school age and again when he becomes an adult.

While in the Children's Neonatal Intensive Care Unit (NICU), Massimo's vital signs were closely monitored around the clock by nurses at his bedside. So it is for all patients in the NICU, where clinical nurses, each assigned from one to three patients, are supported by specialized nurse practitioners and by nurse educator Elissa Remmer. "I teach nurses what to watch for when a patient deteriorates," says Elissa, who recalls Massimo's dangerous condition in the days and hours leading up to his heart operation.

She also recalls her discussions with Massimo's mom, Natacha, and trying to comfort her as her baby's condition took a bad turn. "What we do is accompany parents through some of the worst moments of their lives. At the end of the line," she adds, "there's the patient and the patient's family."

Natacha certainly was impressed by the NICU nurses' diligence in keeping her informed about her baby's condition. "I never felt like I was in the way," says the grateful mother. "I couldn't have asked for better care for Massimo."



"I couldn't have asked for better care for Massimo."

- NATACHA, MASSIMO'S MOTHER



MASSIMO, 9 MONTHS OLD



Stanley, who lives in the Nunavik community of Puvirnituq, has already had two major operations, including open-heart surgery when he was just six months old.



STANLEY, 2 YEARS OLD

TEACHING

BRINGS NEW HOPE

AS THE ONLY PEDIATRIC TEACHING HOSPITAL FOR MCGILL UNIVERSITY'S FACULTY OF MEDICINE, THE CHILDREN'S IS DEEPLY INVOLVED IN NUMEROUS EDUCATIONAL AND TRAINING PROGRAMS. AMONG THESE IS THE DISTANCE TEACHING AND LEARNING CENTRE (DTLC) FOR NORTHERN AND NATIVE CHILD HEALTH.

The DTLC program was launched in 2010 with a multi-year, \$700,000 commitment from a private family foundation. Northern partners and the MCH, in collaboration with the MUHC and McGill's Ingram School of Nursing, provided video conferencing platforms to nurses in the fourteen aboriginal communities that make up the Nunavik region of northern Quebec. Much of the content for the videoconferences was provided by the MCH through its Northern and Native Child Health Program. It designed a program curriculum of two-hour video conferencing sessions every two weeks, in French and in English, covering diverse themes that marshalled the expertise of Montreal-based pediatricians, ER doctors, nurse practitioners and others. The distance learning program delivered nurse certifications in emergency pediatric care, neonatal resuscitation, traumatology and cardiology.

Nurse Émilie Girard, who practiced for two years in Salluit, the second northernmost Inuit community in Canada, is among the more-than-600 participants in the program so far. "The conferences help nurses in the north keep up-to-date and learn best practices," says Émilie. Indeed, many participants have reported that the DTLC program, unique in northern Quebec and Canada, was for them a lifeline to remaining current in their practice.



ÉMILIE GIRARD
Nurse

Among the patients Émilie has worked with is two-year-old Stanley, born with rare malformations collectively known as VACTERL association. Stanley, who lives in the Nunavik community of Puvirnituq, has already had two major operations, including open-heart surgery when he was just six months old. He requires monitoring by health professionals in Puvirnituq and returns to the MCH every six months for check-ups.

By most measures, the DTLC program has exceeded expectations, with a greater-than-anticipated number of participants, video conferences and certifications. Aboriginal communities around Quebec and in other provinces are now asking to join the program and its founding members from Nunavik, James Bay and the Lower North Shore.

RESEARCH

MEDICAL INNOVATORS



DR. CONSTANTIN POLYCHRONAKOS

Pediatric Endocrinologist

Professor, Departments of Paediatrics and Human Genetics
Program Leader, Child Health and Human Development MUHC-RI

DR. CONSTANTIN POLYCHRONAKOS KNOWS HE MUST PRACTICE WHAT HE PREACHES. “I KEEP TELLING MY PATIENTS NOT TO BE IMPATIENT,” HE SAYS AS HE RELENTLESSLY PURSUES HIS GOAL TO HELP PREVENT TYPE 1 DIABETES.

Dr. Polychronakos came to the Montreal Children's Hospital in 1979, attracted in large part by the institution's enviable reputation as a centre for medical research. Over the last 25 years, he has centered his own research on elucidating the molecular genetics of diabetes. Through

his efforts at the Children's and McGill University, he has contributed to the discovery of some of the 50 genes currently known to predispose to type 1 diabetes when they combine in a particular sequence. Dr. Polychronakos believes that finding the key to preventing type 1 diabetes will bring researchers a huge step closer to finding a cure for the disorder. He is even now participating in a multicentre study aimed at predicting diabetes through the use of antibodies.

The stakes are high. Type 1 diabetes, if poorly controlled, can lead to very serious complications including kidney damage, blindness and amputation of a limb. It can kill if no care is given. But the condition, generally diagnosed in children and young adults, doesn't have to be a hindrance to a normal lifestyle and life span. It can be managed.

Ten-year-old Elysia has learned to do just that.

Elysia, a patient of Dr. Polychronakos since being diagnosed with type 1 diabetes at age seven, is one of some 300,000 Canadians living with the disorder who've learned to manage it through constant monitoring of blood sugar levels and insulin injections or an insulin pump. "I've gotten used to it but it's kind of annoying," says Elysia. Yet despite her occasional frustration, she appears to have taken her doctor's counsel to heart: she remains patient. Elysia believes there will be a cure in her lifetime.

And her doctor? "I'm 66 years old," Dr. Polychronakos confides. He pauses, and continues, "But yes, I too might be able to see a cure for diabetes in my lifetime."



*"I too might be able to
see a cure for diabetes
in my lifetime."*

- DR. CONSTANTIN POLYCHRONAKOS

ELYSSA, 10 YEARS OLD



A SHINING EXAMPLE

The work carried out by Opération Enfant Soleil, which is supported by thousands of volunteers, donors and other partners, is one of the cornerstones upon which the development of outstanding pediatric care at the Montreal Children's Hospital is built.

Since 1989, Operation Enfant Soleil's donations have allowed the hospital to acquire state-of-the-art equipment and provide sick children with quality care. The organization's investment in child health is an investment in our collective future.

Opération Enfant Soleil's \$25 million contribution to the *Best Care for Children* campaign has meant that this valued partner was instrumental in transforming the new hospital from a dream to a reality. This donation contributed to the building of the Emergency and Medical Imaging departments. It is in recognition of this generous gift that both will be named in honour of Operation Enfant Soleil.

The Montreal Children's Hospital Foundation is, and will always be, tremendously grateful for this partnership, which has continued to grow over the years.



DAVID, 7 YEARS OLD, ENFANT SOLEIL



OPÉRATION ENFANT SOLEIL MEDICAL IMAGING - AT THE CUTTING EDGE OF TECHNOLOGY

Medical imaging at the new Children's will combine cutting-edge equipment with a state-of-the-art facility to improve the patient experience and enhance staff members' work.

- Radiology
- Ultrasound
- Magnetic Resonance Imaging (MRI)
- Nuclear Medicine
- Computerized Tomography (CT) and Positron Emission Tomography (PET)

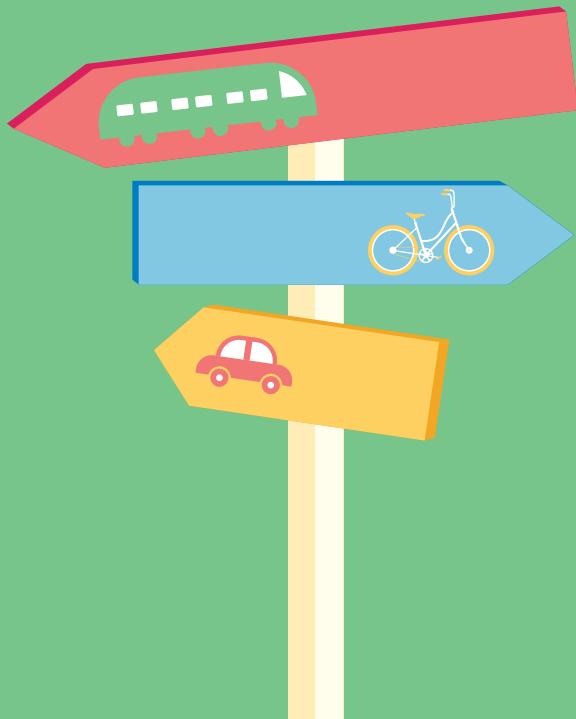
OPÉRATION ENFANT SOLEIL EMERGENCY DEPARTMENT - A PRIME LOCATION

Designed with the input of staff, the new MCH Emergency department, a level 1 trauma centre, will be ultra-efficient and more than twice the size of the existing department in the current hospital.

- 100% single-patient rooms
- Dedicated trauma elevators
- A dedicated drop-off zone
- A covered entrance to protect patients
- A dedicated medical imaging department, situated in the heart of the Emergency department



\$21 MILLION RAISED 2013-2014



AN EXCEPTIONAL YEAR

With more than \$21 million in donation revenues and \$9 million in net investment revenues, amounting to more than \$30 million in total revenues, this has been the best year in the Foundation's history. We are privileged to be able to rely on the generosity of our donors. Whether you are a partner foundation, a corporate partner, or a member of the community, your gifts contribute to the high level of care provided by the MCH team. Your commitment and support allow us to make a real difference. We also warmly thank our many volunteers and Foundation employees who once again went above and beyond the call of duty.

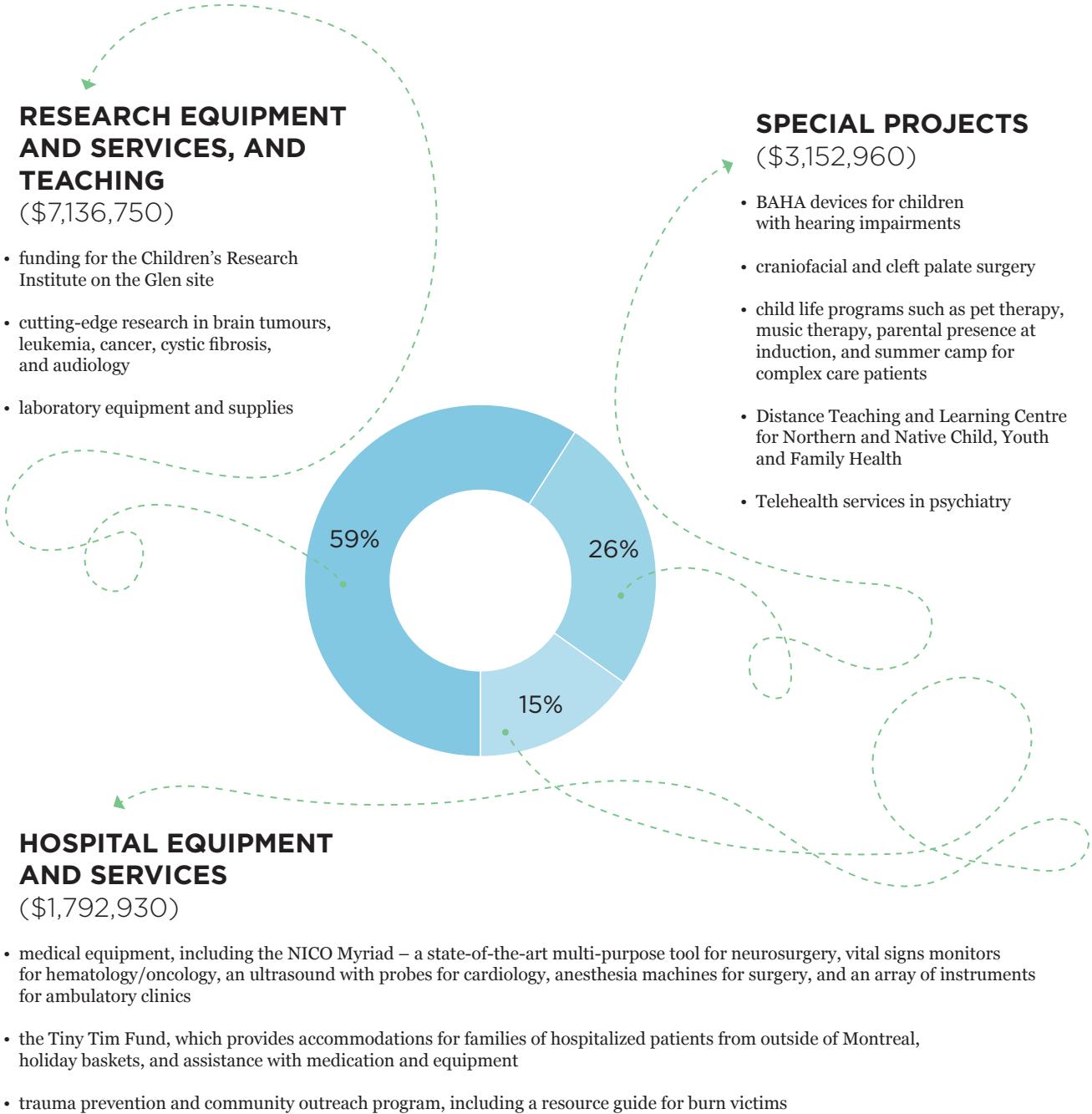
Financial markets were on our side this year, with net investment income totalling nearly \$9 million or 30% of the Foundation's total revenue for 2013-2014. This represented a net return of 13.8%. Over the past six fiscal years, the Foundation has recorded average net returns of 6.2% on investments. The Foundation's investment committee has worked hard to manage our investments prudently and to position the endowment for growth. Thank you to this impressive team for helping the Foundation to continue to grow.

Our cost per dollar raised is among the lowest of any Canadian pediatric hospital foundation. We consider it a top priority to maximize each dollar entrusted to us, and do all that we can to limit our fundraising and administrative expenses, in order to better meet the most urgent needs of the MCH.

This year, the Foundation contributed a total of more than \$12 million to research and teaching (\$7.1 million), equipment (\$1.8 million), and special projects (\$3.2 million).

As May, 2015 rapidly approaches, we are getting ready for an unprecedented move. Thanks to your conviction and loyal support, we will soon be caring for our young patients in a first-class healthcare facility. In its new home, the Montreal Children's Hospital team will continue to distinguish itself through the exceptional care it provides.

Timothy E. Price
Treasurer



THE FOLLOWING COMMITTEES SHARE FINANCIAL RESPONSIBILITIES:

The Executive Committee, chaired by Greg Rokos, maintains control mechanisms to ensure that funds raised honour donors' requests and best serve the needs of our young patients.

The Budget Committee, chaired by Timothy E. Price, plays a key role in establishing the annual budget and in monitoring the Foundation's performance.

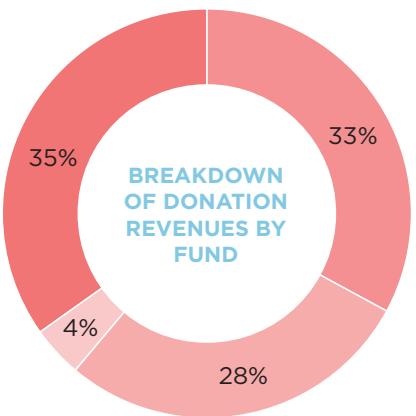
The Audit Committee, chaired by Claude Bédard, works with external auditors, Deloitte LLP, and is mandated to oversee the organization's financial statements, as well as to recommend appropriate accounting policies and practices.

The Investment Committee, chaired by Katrin M. Nakashima, ensures that funds are prudently invested and well managed by providing advice on investment policies and making investment decisions on behalf of the Foundation.

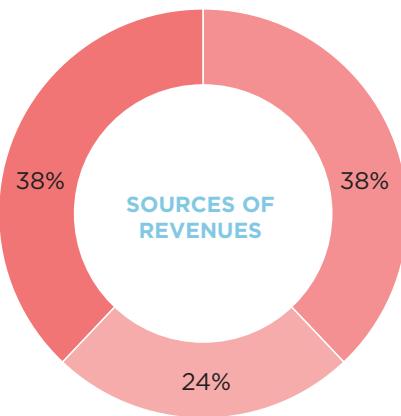
FINANCIAL STATEMENT OF REVENUES, EXPENSES AND CONTRIBUTIONS (IN \$) FOR THE 12-MONTH PERIOD ENDING MARCH 31, 2014

| | 2013-2014 | 2012-2013 |
|---|-------------------|------------|
| Revenues | | |
| Donations | 21,093,287 | 23,229,883 |
| Net Investment Income | 2,848,144 | 866,212 |
| Unrealized Holding Gain (Loss) | 6,144,613 | 4,130,192 |
| Total Revenues | 30,086,044 | 28,226,287 |
| Operating Expenses | 5,064,055 | 4,678,941 |
| Excess of Revenues over Expenses before Contributions | 25,021,989 | 23,547,346 |
| Contributions to the Montreal Children's Hospital | | |
| Hospital Equipment and Services | 1,792,930 | 1,080,368 |
| Research Equipment and Services | 7,136,750 | 8,255,154 |
| Special Projects | 3,152,960 | 4,609,716 |
| Total Contributions | 12,082,640 | 13,945,238 |
| Revenues (Deficiency) over Expenses and Contributions | 12,939,349 | 9,602,108 |

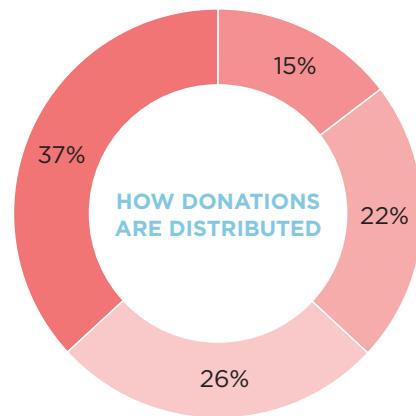
Note: the financial statement reflects current accounting practices and principles. The complete set of audited financial statements by Deloitte LLP is available on our website.



33% ANNUAL HOSPITAL CONTRIBUTIONS FUND
28% OTHER SPECIAL FUNDS
4% ENDOWMENT FUND
35% THE BEST CARE FOR CHILDREN FUND (CONSTRUCTION OF NEW HOSPITAL)



38% FOUNDATIONS
24% CORPORATE SUPPORT
38% INDIVIDUALS AND COMMUNITY GROUPS



15% HOSPITAL EQUIPMENT AND SERVICES
37% RESEARCH EQUIPMENT AND SERVICES
22% TEACHING
26% SPECIAL PROJECTS

REPORT ON INVESTMENTS
FOR THE YEAR ENDED
MARCH 31, 2014

ENDOWMENT FUNDS
PROVIDE AN IMPORTANT
SOURCE OF FUNDING FOR
CHILD HEALTH INITIATIVES
AT THE MONTREAL
CHILDREN'S HOSPITAL.

TOTAL VALUE OF THE
ENDOWMENT FUND

\$44,426,706

RATE OF RETURN
FOR THE YEAR

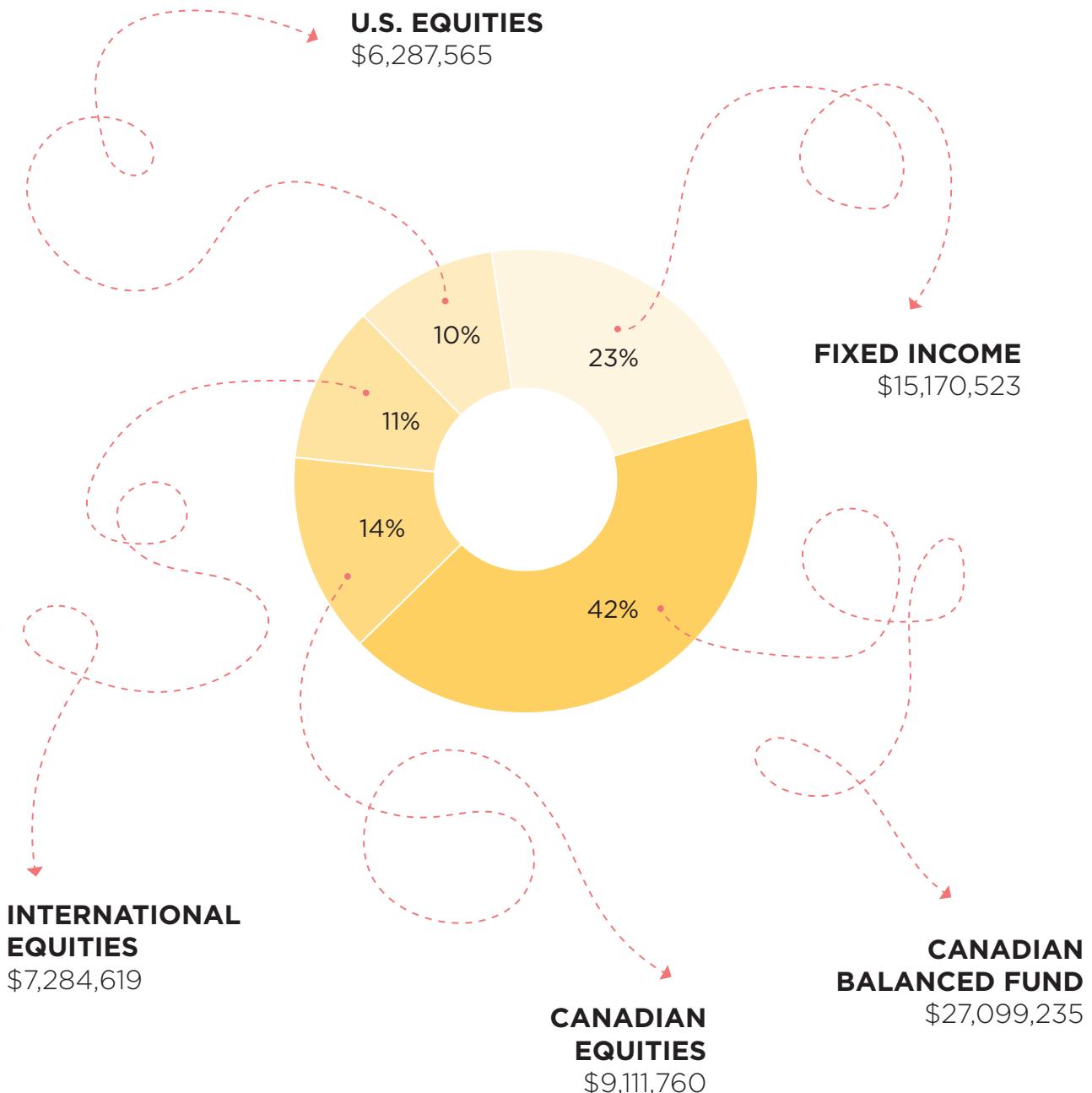
13.8%

2013-2014
**INVESTMENT
ASSET
ALLOCATION**

| MCHF | INVESTMENTS 2014-03-31 | % PORTFOLIO |
|------------------------|---------------------------|----------------|
| TOTAL INVESTMENTS | \$64,953,702 | |
| FIXED INCOME | \$15,170,523 | 23% |
| CANADIAN BALANCED FUND | \$27,099,235 | 42% |
| CANADIAN EQUITIES | \$9,111,760 | 14% |
| INTERNATIONAL EQUITIES | \$7,284,619 | 11% |
| U.S. EQUITIES | \$6,287,565 | 10% |

**INVESTMENT MANAGEMENT
AND PHILOSOPHY**

The MCHF Board of Directors manages endowed funds with assistance from the Board's Investment Committee. The Investment Committee monitors the performance of the investment managers. The Foundation's objective is to earn an annual rate of return at least equal to the Consumer Price Index plus 4.5% over four-year moving periods, assuming normal capital markets during the period. However, these objectives should be achieved in a manner consistent with an appropriate degree of risk.



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2013-2014

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THE MONTREAL CHILDREN'S HOSPITAL
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We saved a tree! Please visit our list of
donors by simply flipping this brochure
around and turning to page 24 of the
French-language edition.

Thank you!