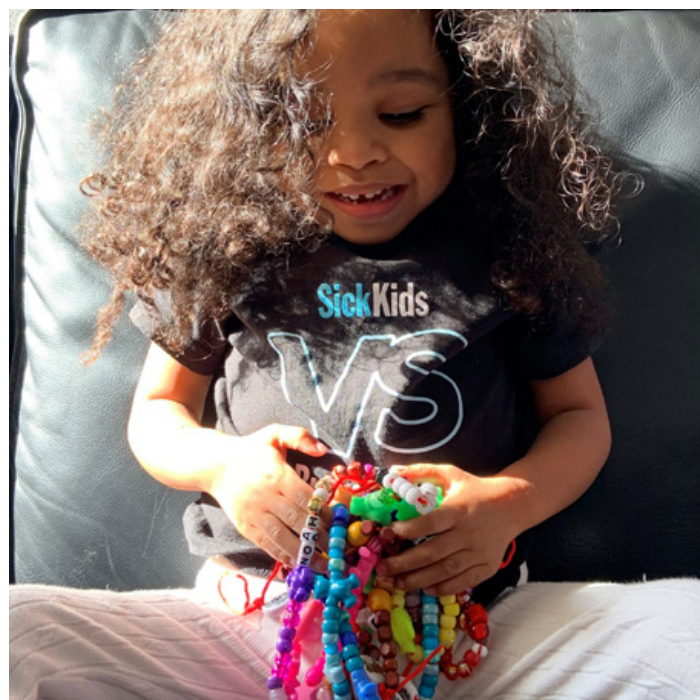




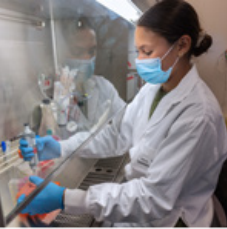
SickKids®

A YEAR OF BRAVERY AT SICKKIDS

ANNUAL REPORT 2020-2021



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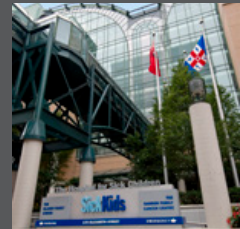
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A MESSAGE FROM OUR LEADERS

Extraordinary times call for extraordinary bravery, and SickKids is responding to the COVID-19 pandemic with exceptional fortitude and resilience. Our deepest gratitude extends to our courageous frontline staff, who are keeping patients and families safe—our top priority.

Care at SickKids is rapidly evolving to address community needs. Targeted outreach has helped detect and curtail COVID-19 outbreaks through on-site testing at schools and congregate care settings. SickKids supported care from a distance with nearly 100,000 virtual visits this past year. We also launched a new [virtual urgent care program](#) to give our paediatric patients and families a new option to seek urgent care from home. It allows families to determine what type of care is needed, access reliable health education resources and, for eligible patients, participate in live virtual urgent care visits. After ramping down clinical activity early in the pandemic, we carefully restored full operative care, ensuring the safe delivery of vital surgeries. We strengthened partnerships with overburdened hospitals and took measures to support the broader health-care system. That is why we accepted children from other hospitals and took the unprecedented step of supporting adult patients with COVID-19—while ensuring we delivered high-quality care for all our patients.

Throughout, our experts worked with colleagues province-wide to [produce and update guidance on school reopenings](#). While we advocated with the Ontario COVID-19 Science Advisory Table and other health-care leaders for schools to open and stay open as long as possible, we are now focused on ensuring a safe and successful 2021-22 school year. Come September, children and youth will be returning to the classroom for the first time in more than five months. The critical importance of in-person schooling on students' physical, mental, and developmental health cannot be overstated, and we have seen the impact of pandemic school closures at the hospital and in research. The staggering rise in child and youth mental health issues is a sobering reminder of the need for our [mental health strategy](#) and additional funding support. Meanwhile, our scientists continue their [breakthrough research](#) in many areas, including COVID-19.

We are thankful to our generous community of donors, many of whom were inspired by the bravery of our frontline staff. We hope you joined our special [celebration](#) in March announcing our one-millionth donor to the SickKids VS Limits Campaign—what a milestone!

SickKids would not be the world-class organization it is today without both private and public support. To our donors, staff, and all levels of government in our communities: we could not have made it through this past year without your courage and commitment. Thank you for your remarkable support during this difficult time.

Sincerely,



DR. RONALD COHN, FACMG
SickKids President and CEO



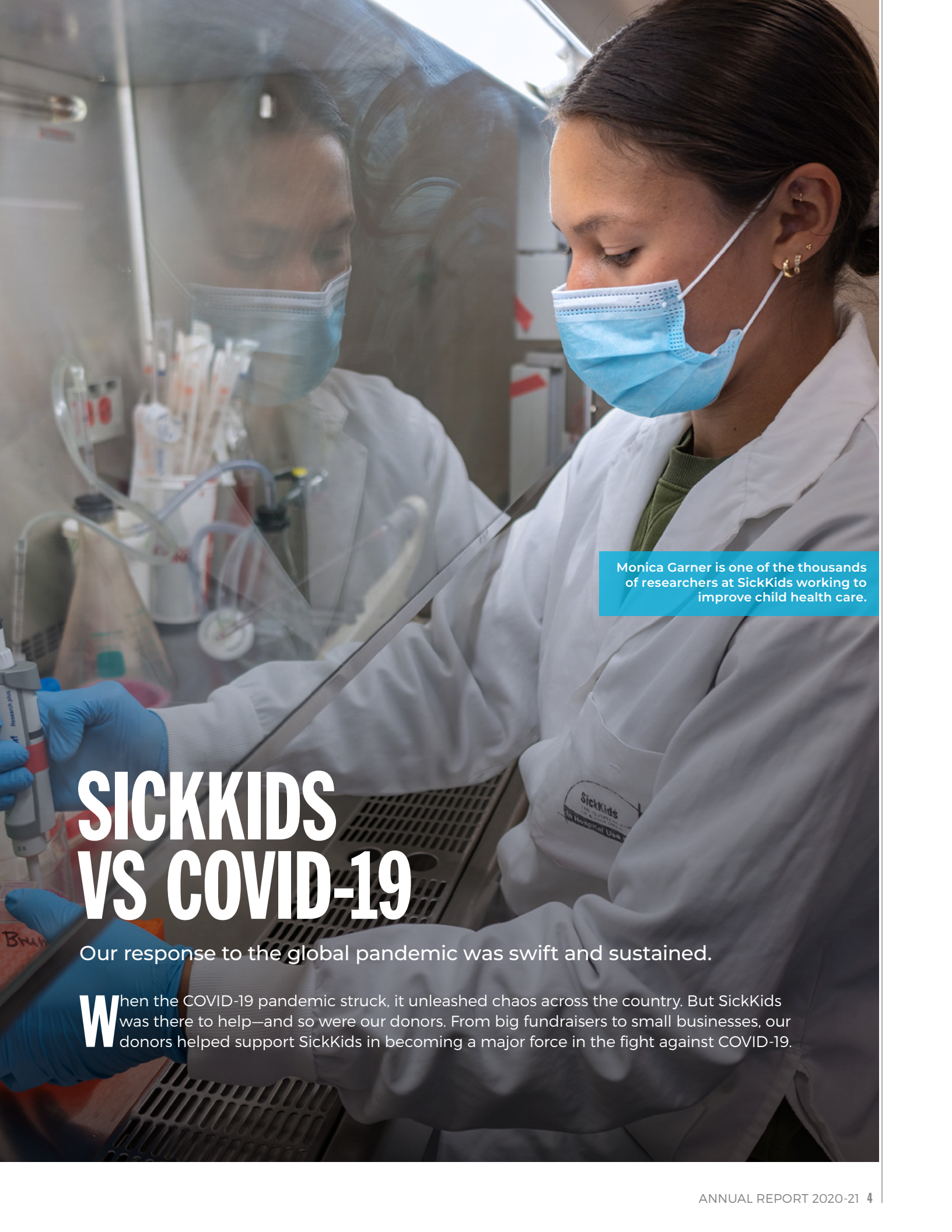
ROBERT PRICHARD, OC
SickKids Board of
Trustees Chair



TED GARRARD, CM
SickKids Foundation CEO



SONIA BAXENDALE
SickKids Foundation
Board of Directors Chair



Monica Garner is one of the thousands of researchers at SickKids working to improve child health care.

SICKKIDS VS COVID-19

Our response to the global pandemic was swift and sustained.

When the COVID-19 pandemic struck, it unleashed chaos across the country. But SickKids was there to help—and so were our donors. From big fundraisers to small businesses, our donors helped support SickKids in becoming a major force in the fight against COVID-19.

COMMUNITY

SickKids is committed to keeping our patients, families, staff, and communities healthy during the pandemic.

- From personal protective equipment to hot meals and gift cards, SickKids and our donors ensured frontline health-care workers were cared for.
- The hospital is now home to an important COVID-19 testing lab, capable of analyzing up to 6,000 samples a day from our patients and communities across Ontario.
- SickKids created mobile teams to test children, youth, and adults in congregate care settings, and in schools with on-site testing and [piloting take-home spit tests](#).
- To help mitigate risk to kids and staff in school, a group of experts led by SickKids developed and updated guidance on school reopenings, based on the latest data and research, for consideration by government and policymakers. Most recently, the group released a [Science Brief](#) with the Science Advisory Table, CHEO, and others.
- With the approval of COVID-19 vaccines, SickKids staff assisted with mass vaccination efforts, including travelling to remote Indigenous communities, and helping coordinate youth vaccination in Toronto.

RESEARCH

Our scientists are investigating COVID-19 from different perspectives. Here are just a few of the studies:

- New preliminary findings from an ongoing [COVID-19 mental health study](#) led by Dr. Daphne Korczak show the pandemic has had a serious, sustained negative impact on the mental health of Ontario children, youth, and their families.
- Leveraging his past research on malaria and HIV/AIDS, Dr. Jean-Philippe Julien and his team have developed a [promising 'super molecule'](#) that boosts viral neutralization against SARS-CoV-2, the virus behind COVID-19 ([hear more on the SickKids VS Podcast](#)).
- Dr. Upton Allen, Chief of Infectious Diseases, is using gene sequencing to determine vulnerability to COVID-19; in another study, he's examining [the extent to which COVID-19 has affected Black communities and the inequities that put them, and other racialized groups, at greater risk](#).

CARE

Amidst all the turmoil of the pandemic, children never stopped needing SickKids—and SickKids never stopped being there for them.

- Forced to limit in-person visits, clinical departments ramped up virtual care; in 2020 there were nearly 100,000 virtual visits compared with just 13,000 in 2019.
- Donations helped house more SickKids families from out-of-town while their child was in hospital, and covered the cost of medical equipment and devices to keep other patients safe at home.
- Because inpatients were spending more time in their rooms, SickKids ramped up Child Life TV, doubling the schedule, and created The SKOOP, [a SickKids YouTube channel](#) with original programming for inpatients, families, and kids healing at home.
- As the pandemic's third wave raged, SickKids accepted paediatric patients from other hospitals and, for the first time in our history, adults with COVID-19 needing intensive care.



“WE SAID, THAT’S GREAT, ONE INDIVIDUAL MAKES THIS ANTIBODY, AND ANOTHER INDIVIDUAL MAKES ANOTHER ANTIBODY. BUT WHAT IF WE STARTED TO COMBINE THEM? THE BEST SOLUTION FROM HERE AND THE BEST SOLUTION FROM SOMEWHERE ELSE.”

- DR. JEAN-PHILIPPE JULIEN ON HIS MISSION TO BUILD AN ANTIBODY SUPER MOLECULE TO FIGHT COVID-19



Ellis, SickKids Patient Ambassador, shares her mental health journey

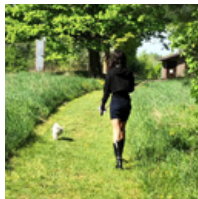
A NEW MINDSET

The SickKids Mental Health Strategy creates new care pathways for patients in urgent need.

Innovation in mental health care is essential. One in five children have a mental health disorder. Of them, fewer than 20 per cent can access the mental health care they need. Up to 40 per cent of children with a chronic physical condition also face mental health challenges. Add to this the isolation, stress, and trauma brought on by the pandemic, and what was a growing problem has become a full-blown crisis. We must act now. Launched in November 2020, the SickKids Mental Health Strategy is a roadmap for the path forward.

In February 2020, 14-year-old Ellis attempted suicide and was taken to a local hospital before being transferred to SickKids. Ellis had been struggling with her mental health as she navigated the journey of coming out as transgender in a gender-binary society. Despite her family's support, the distress of not looking like a girl, of relentless bullying, and feeling hopeless that medical professionals could help had become overwhelming.

Slowly, Ellis recovered physically, but her emotional recovery was harder. She was transferred to the SickKids Mental Health Inpatient Unit, where she spent three weeks receiving care from SickKids doctors and mental health professionals.



“THEY WOULDN’T LET ELLIS LEAVE WITHOUT ALL POSSIBLE AVENUES EXPLORED THAT WERE BEST FOR HER.”

~NADENA, ELLIS'S MOM

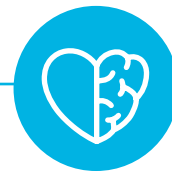
Ellis and her whole family also spent time with the SickKids Adolescent Medicine team. When she was ready, the team helped Ellis secure a spot in an outpatient program at a community-based mental health agency close to home. They helped her find and apply to school programs that would be a good fit. And when she was feeling better, the SickKids Transgender Youth Clinic supported her in thinking through her options and making informed decisions about pursuing medical therapy to affirm her gender.

As Ellis sees it, “SickKids offered me a wide variety of resources that I could use and solutions that could help me figure out my next steps.” With these resources Ellis was empowered to play an active role in her recovery.

“They wouldn’t let Ellis leave without all possible avenues explored that were best for her,” explains Nadena, her mom. “That was what SickKids did for Ellis. We had never had that much support.”

The kind of holistic, integrated care Ellis received is at the heart of the new SickKids Mental Health Strategy. It’s not just about improving access, but something far more profound: a fundamental re-imagining of the purpose of care—achieving a meaningful outcome as defined by each patient and family. For Ellis, this means being accepted for what she wants, which is what family-centred care is all about. And equally transformative, a re-imagining of what care encompasses—fully integrated mental and physical health that extends from hospital to community.

Learn more about the [SickKids Mental Health Strategy](#).



Since the pandemic began, **urgent care mental health visits** are **up 20%** and admissions for **eating disorders** are **up 55%** at SickKids.

DONORS HELP BRING NEW STRATEGY TO LIFE

Philanthropy is critical to the SickKids Mental Health Strategy. The strategy’s development has been several years in the making. Many donors have helped make it possible by enabling key leadership recruitment, partnerships, and collaborations that brought us to where we are today. Future donors will enable us to implement the strategy. We’re thrilled that steadfast SickKids supporters like Sobey’s and the Sobey Foundation, the Slaight Family Foundation, and TD Bank Group have stepped forward this year to support child, youth, and family mental health.



ONE MILLION DONORS. MILLION BRAVERY BEADS. NEW SICKKIDS.

It was a difficult year, but SickKids never lost hope. Our SickKids VS Limits Campaign reached the one-million donor mark, just as our Bravery Bead program surpassed one million beads earned by patients for every procedure and treatment. To honour these milestones, we commissioned Anishinaabe artist Nico Williams to create a spectacular [Monument to the Brave](#) woven with beads donated by SickKids patients. It's a powerful symbol of why we're building a new SickKids and re-imagining what a hospital can be.

The Patient Support Centre will be the education and administrative hub of SickKids. Since the groundbreaking in fall 2019, the foundation has been laid and the concrete poured. Two cranes have been installed at the site, signifying an important milestone and project direction: upward. Work continues on the basement and ground floor and is now climbing above-ground. Opening is scheduled for 2023.

In August 2020, the Ontario government approved the first phase of our capital submission for the Peter Gilgan Family Patient Care Tower, the acute care hub and new public face of SickKids. The design, engineering, and programming contractors are on board and we're gaining momentum.

The Peter Gilgan Family Patient Care Tower will employ the latest in innovative health-care design: private rooms, more dedicated mental health beds, a state-of-the-art bone marrow transplant unit and emergency department. An open-concept rehab and inpatient gathering space spans the 11th and 12th floors, which will also feature family spaces, like the Ronald McDonald House and our new Indigenous Centre.

The pedestrian entrance off University Avenue marks the start of the Great Hall, the main artery that will link the entire campus. Throughout, natural light, green space and intuitive, digital wayfinding will ease the patient journey.

The multi-coloured staircase will link the upper floors and connect to a bridge leading to the hospital Atrium. The stairs will be the building's visual centrepiece and an important staff wellness feature.

Green space will be a dominant design feature. A central indoor garden will anchor the campus spaces, and there are plans for a rooftop garden. Play areas and communal spaces will have skyline views or outdoor access, important for healing and mental health.

All aspects of the design concept will support the technology and infrastructure fundamental to the hospital's new Precision Child Health strategy, anchored by genomics, big data, and artificial intelligence to treat patients based on their unique physiology and environment.

SICKKIDS RE-IMAGINED

The new SickKids will be a bold city landmark and inspired hospital of the future. Here's our current concept for the campus, circa 2030. With donor support, we'll get there.

Artist rendering, subject to change.



Isla benefitted from care through the lens of Precision Child Health.

ISLA'S JOURNEY

How Precision Child Health helped transform a child's life.

Isla was a medical mystery for the first year of her life. At just one week old, she was in the SickKids neonatal intensive care unit with many symptoms, including difficulty feeding and high levels of inflammation markers in her blood. Isla and her parents spent that precious first year in and out of the hospital, and during that time she experienced challenges with eating and was fitted with a feeding tube to help her retain nutrients and grow.

The clinical team suspected a genetic cause behind Isla's symptoms and began treating her with a biologic drug, which helps block inflammation proteins. Once she was on this new treatment, the effect was dramatic. "Isla started to have more energy," says her mother, Miki, "she began smiling and even laughing." To learn more about Isla's condition and to confirm she was on the right course of treatment, the team arranged whole exome sequencing, one of the most comprehensive types of genetic testing currently available. The results showed Isla has a rare but treatable genetic variation, and is on the right treatment.

Isla's story demonstrates why SickKids is championing the movement we call Precision Child Health (PCH). Over the next decade, we'll transform paediatric health care with precision approaches that accelerate research and clinical innovation; harness data about our patients' genes, biology, and environment; and guide predictive, preventive, diagnostic, and therapeutic care tailored to each unique child.



IN COLLABORATION WITH THE SICKKIDS DATA STRATEGY AND AI IN MEDICINE FOR KIDS (AIM), PCH WILL UTILIZE BIG DATA FOR THE BENEFIT OF PATIENTS AND FAMILIES. THROUGH PCH, WE'LL PROMOTE THE HEALTH, RESILIENCE, AND WELL-BEING OF ALL CHILDREN, INCLUDING THOSE LIKE ISLA WHO HAVE BOTH A RARE DISEASE AND GENETIC CONDITION, AND BUILD A HEALTHIER FUTURE.

In 2020, two years after being fitted with a feeding tube, Isla reached a significant milestone—she was well enough to have it removed. Today, Isla is the least-picky eater among all her siblings and is frequently found helping in the kitchen. The promise of PCH to enhance patient-centred care, decrease preventable harm, and unlock treatment for all our patients has never been clearer. With collaborations across our organization and in partnership with patients, families, communities, and donors, SickKids is pioneering a powerful new approach to paediatric medicine.

Read Isla's full story [here](#).



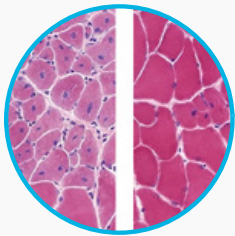
PCH PROJECT SPOTLIGHT

Here's a glimpse of some of the projects to advance PCH:

- Drs. Christine Bear and Jason Maynes are working to help researchers expand their insights into the root causes of disease. Their project, STAT (SickKids Tissue Avatars for Therapy), is developing individualized tissue models (called avatars) for researchers to model specific diseases and test responses to different therapies to ensure patients get the safest and most effective treatments.
- Drs. Andrea Doria and Devin Singh are using machine learning (ML) to help improve the patient journey at SickKids. With ML algorithms, their teams are determining which patients can be fast-tracked for a diagnostic investigation before they even reach the emergency room, saving time for families and clinicians. Their goal is to provide care that is faster, more efficient, and responsive to the unique needs of individual patients and families.

THE BIG BREAKTHROUGHS

SickKids is dedicated to advancing research to improve and save lives. Supported by our generous community of donors, including those making unrestricted gifts, SickKids researchers have nimbly adapted their work in response to the pandemic. Here are some highlights of groundbreaking research and discoveries over the past year.



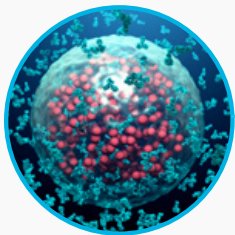
POTENTIAL NEW TREATMENT AVENUES FOR RARE INHERITED DISORDERS

Duplication mutations are believed to cause nearly 10 per cent of rare inherited disorders. Research showed the CRISPR-Cas9 genome-editing tool could model and treat a duplication mutation in mice that causes Duchenne muscular dystrophy (DMD), potentially opening new treatment avenues for patients.



IMPACT OF PANDEMIC MEASURES ON MENTAL HEALTH

Many experts have speculated that the same public health emergency measures implemented to keep Ontario children and youth safe from COVID-19 can also negatively impact their mental health. The first published paper from an ongoing COVID-19 mental health study showed a large majority of children and youth experienced deterioration of their mental health during the first wave, due in large part to the stress of social isolation.



EXAMINING COVID-19 INEQUITIES IN BLACK CANADIAN COMMUNITIES

The COVID-19 pandemic has exposed significant health inequities in Canada and around the world. A SickKids-led research team is conducting large-scale antibody testing and data collection to understand the prevalence of COVID-19 infection in Black Canadian communities. Recently awarded additional support from the COVID-19 Immunity Taskforce, the study aims to inform targeted policies to reduce disease risk for Black Canadians.

THE BIG BREAKTHROUGHS CONTINUED



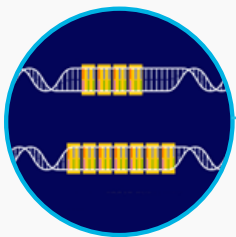
NEW APPROACH COULD STOP GROWTH OF BRAIN CANCER CELLS

Inhibiting a key enzyme that controls a large network of proteins important in cell division and growth paves the way for a new class of drugs that could stop glioblastoma, a deadly brain cancer, from growing. SickKids researchers showed that chemically inhibiting the enzyme PRMT5 can suppress the growth of glioblastoma cells and stop the cancer from spreading.



EXPEDITING DIAGNOSIS WITH WHOLE GENOME SEQUENCING FOR CHILDREN WITH MEDICAL COMPLEXITY

For children with medical complexity, it can take several years to diagnose a suspected genetic condition. SickKids research shows how whole genome sequencing, used as a standard of care, could provide the diagnostic answers families and clinicians are seeking, and open up new avenues for treatment in a shorter period of time than conventional testing allows.



MOVING THE NEEDLE ON GENETIC CONTRIBUTORS TO AUTISM

A SickKids research team has uncovered new genetic contributors to autism spectrum disorder (ASD), a group of neurodevelopmental conditions resulting in social and behavioural challenges. The team looked at thousands of repetitive DNA “wrinkles” that identified previously hidden genetic alterations.



DECIPHERING THE COVID-19 ANTIBODY RESPONSE

Understanding how the immune system responds to SARS-CoV-2 and how long our bodies might be protected from COVID-19 after an infection is crucial. SickKids is leading a longitudinal study of COVID-19 survivors. The findings will help us better understand the virus’s impact on the immune system and the duration of protective immunity, with a goal of improving patient outcomes.



Child Life Specialist Dana Kondo hands a bravery bead to SickKids patient Elizabeth

OUR DONOR COMMUNITY: YOUR IMPACT

As SickKids faced the challenges of COVID-19, long-time and first-time donors rallied with vigour, heart, and ingenuity. Thank you for giving so generously to SickKids despite these uncertain times. Your resilience helped keep SickKids going when we needed it most.

Numbers are for the last fiscal year,
April 1, 2020 to March 31, 2021



49% of funds raised were **unrestricted**, supporting our highest priority needs

We celebrated the **one-millionth donor** to the SickKids VS Limits Campaign

9,881 first-time SickKids donors

~400 donors directly supported our COVID-19 response

Over **half-a-million masks, gloves, and gowns** for frontline staff

22,000+ meals for hospital staff

\$463,800 in sponsorships for Scrubs, Glitter, and Wanderlux events
converted to donations

338 events with **community partners**, including 100 first-time events

BY THE NUMBERS

CLINICAL CARE

INPATIENT ACTIVITY

256.9	Average number of beds occupied daily
6.43	Average length of stay (in days)
14,560	Admissions
14,518	Discharges
93,782	Patient days

OUTPATIENT ACTIVITY

45,566	Emergency visits
183,486*	Total clinic visits (clinic visits, medical day care and telemedicine/virtual visits)
229,052	Total ambulatory visits

OPERATING ROOM CASES

5,917	Inpatient and same-day admit cases
3,969	Outpatient cases
9,886	Total OR cases

STAFF, STUDENTS, TRAINEES, AND VOLUNTEERS

HOSPITAL OPERATIONS AND CLINICAL CARE

3,619	Health-care professionals
2,996	Management and support
469	Physicians

RESEARCH STAFF

276**	Scientists
394***	Project Investigators and Team Investigators
762	Research staff (primarily grant funded)
219	Research Operations staff
145	Core Facilities research staff

STUDENTS AND TRAINEES

248	Research fellows
592	Research graduate students
137	Research students
1,274	Medical Affairs residents and fellows
468	All other clinical and corporate trainees

VOLUNTEERS

882****	Registered volunteers
270	Women's Auxiliary Volunteers (WAV)

TOTAL STAFF AND VOLUNTEERS

12,751

*Clinic visits exclude diagnostic imaging, allied health, research and administration.

**Of these, 170 are both researchers and clinicians, reflected in the clinical staff numbers above.

***Staff who spend less than 50 per cent of their time on research activities are also counted within Hospital Operations and Clinical Care numbers.

****Most volunteer programs paused due to the pandemic. Of these, 158 volunteers were active on site or remotely, with the balance on leave of absence until volunteer programs and recruiting resume.

BY THE NUMBERS CONTINUED

OUTPATIENT VIRTUAL CARE

- Total number of outpatient virtual visits: **97,518**
- **40%** of outpatient visits were virtual

COVID-19 TESTING

- Total number of COVID-19 specimens tested: **262,106**
- Ramped up testing to **6,000** specimens/day from 100/day

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 to improve care across the health system. Data reported is based on the calendar year (January to December 2020). Read the latest progress report [here](#).

QUALITY THEME	INDICATOR	2020 PERFORMANCE	2021 TARGET
Timely and Efficient Transitions	Time to inpatient bed from ED (hours)	3.37	7.0
	Virtual outpatient visits (percentage of total)	41% (April to Dec. 2020)	>30%
Patient-Centred Service Excellence	Inpatient caregiver communication survey (positive response rate)	67%	68%
Safe and Effective Care	Total number of workplace violence incidents reported by staff	131	178
	Rate of potentially preventable Hospital Acquired Conditions (HAC) including one additional harm metric (per 1,000 patient days)	1.21	1.15
	Serious Safety Event Rate (per 10,000 adjusted patient days)	0.94	0.69
	Compliance to Connected Care hospital to home transition program (percentage of patients discharged with full package)	66%	80%

FOUNDATION FINANCIALS

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

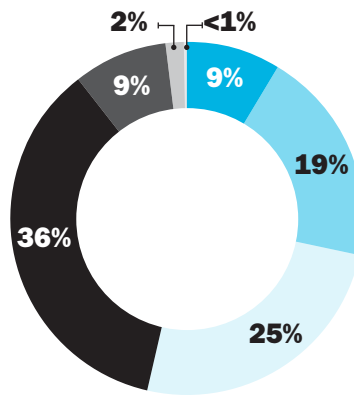
SOURCES OF REVENUE (IN MILLIONS)

Gross fundraising program, net lottery and net parking revenue \$172.3

Total grants and charitable activity \$84.9

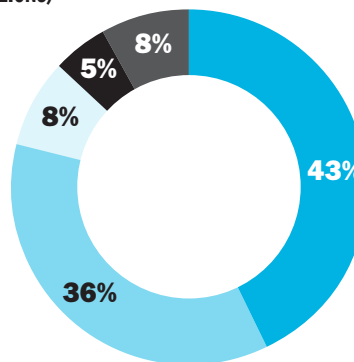
Fundraising and administrative expenses \$50.5

Granting to the hospital was lower than usual due to the pandemic. The balance of funds raised are available for future granting.



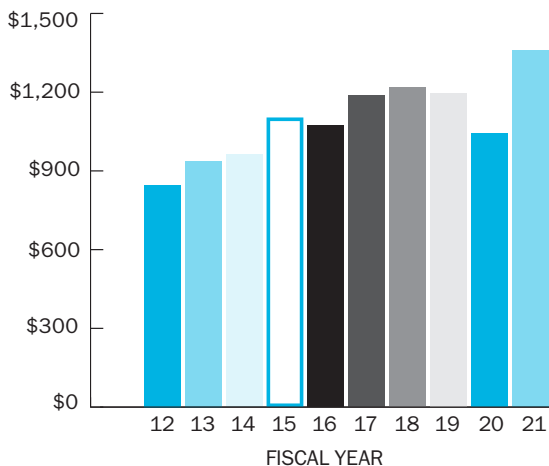
- Events **\$15.3**
- Corporate Partnerships **\$33.6**
- Direct and Digital Marketing **\$43.7**
- Major Individual Gifts **\$61.8**
- Gift and Estate Planning **\$14.9**
- Net Lottery **\$2.9**
- Net Parking **\$0.1**

INVESTMENTS IN CHILD HEALTH (IN MILLIONS)



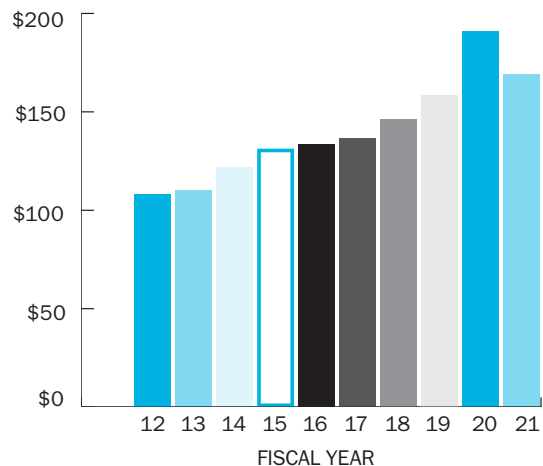
- Research **\$36.6**
- Patient Care **\$30.9**
- Education **\$6.8**
- International **\$3.9**
- National and Other **\$6.7**

TOTAL ASSETS* (IN MILLIONS)



*primarily restricted-purpose endowments

FUNDRAISING REVENUE (IN MILLIONS)



FOUNDATION FINANCIALS CONTINUED

INVESTMENT RETURNS

	1 Year	3 Years	5 Years	10 Years	Since Inception*
Annualized Rate of Return	28.5%	3.9%	5.7%	7.4%	9.6%
Percentile Ranking*	Top 25%	Top 100%	Top 100%	Top 60%	Top 1%

*Inception date: March 31, 1995

INVESTMENT MANAGEMENT AND PHILOSOPHY

Endowment funds at SickKids Foundation provide an important base of funding for child health initiatives. These funds largely consist of externally restricted contributions and internal resources, transferred by the Board of Directors, where the capital is required to be maintained intact over the long term. Each year, the Board approves the rate of payout, or distribution from the funds.

The SickKids Foundation Board of Directors, through its Investment Committee, manages the Foundation's endowed funds using a long-term, value-oriented investment philosophy. This

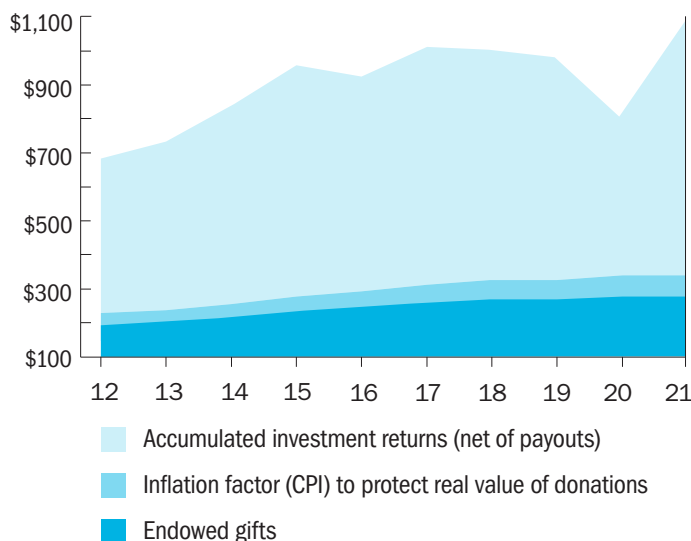
philosophy best enables the Committee's objectives of preserving capital, enabling approved distribution (or payout), and realizing an average annual real total return after inflation of at least five per cent over a 10-year period. The Investment Committee regularly monitors the performance of the investment managers, selecting, appointing and releasing managers as required.

Strong investment returns this year reflect the success of our philosophy. The endowment fund continues to be among the top one per cent of performers when assessing returns since inception.

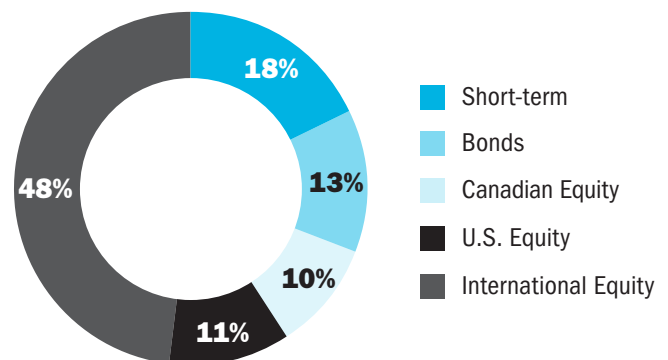
INVESTMENT ASSET GROWTH SUMMARY SINCE 1995* (IN MILLIONS)

Opening Market Value, March 31, 1995	\$148
Net Contribution (Withdrawal)	(\$82)
Investment returns, realized and unrealized gains	\$1,260
Ending Market Value, March 31, 2021	\$1,326

ENDOWMENT OUTPACES INFLATION (IN MILLIONS)



INVESTMENT ASSET MIX

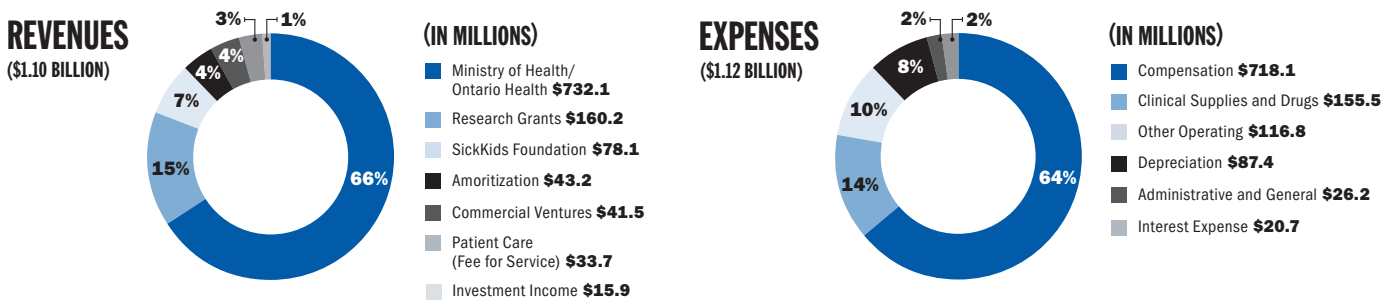


HOSPITAL FINANCIALS

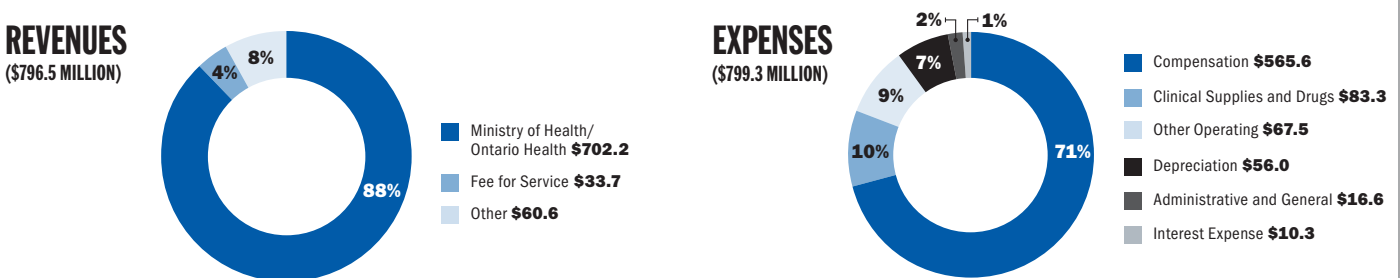
SickKids is committed to operational efficiency, transparency, and accountability. We support evidence-based decisions to enhance our financial health, conduct business under the principle of fiscal prudence, and act with integrity and good judgment when allocating resources.

For 2020-21, the hospital had an operating deficit of \$20.1 million. The hospital received significant funding from the Ministry of Health/Ontario Health to manage the COVID-19 pandemic. Despite this funding, the hospital is facing financial challenges due to years of inflation, increases in patient volumes and acuity, and other cost pressures that are outpacing increases in funding from our major funder, the Ministry of Health/Ontario Health.

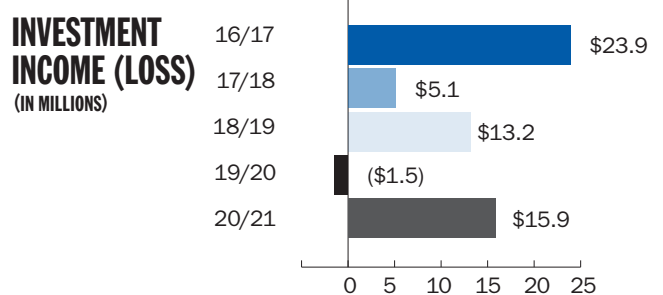
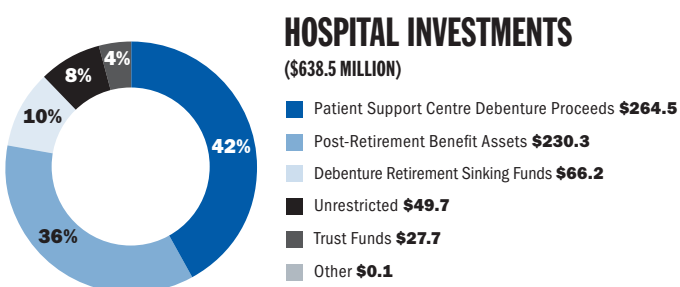
2020-21 TOTAL HOSPITAL REVENUES AND EXPENSES



2020-21 PATIENT CARE TOTAL REVENUE AND EXPENSES



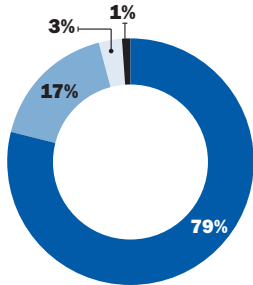
2020-21 INVESTMENT PERFORMANCE



*Investment income (loss) and realized gains (losses) only

HOSPITAL FINANCIALS CONTINUED

2020-21 RESEARCH INSTITUTE TOTAL REVENUES AND EXPENSES

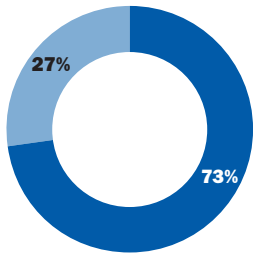


SOURCES OF RESEARCH INSTITUTE FUNDING (\$220.4 MILLION)

- Research Grants and Awards **\$175.1**
- SickKids Foundation **\$36.5**
- External Billings (Core Facilities) **\$5.9**
- Industry Partnerships & Commercialization Income **\$2.9**

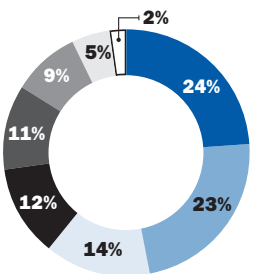
RESEARCH GRANTS AND AWARDS SOURCES OVER \$1 MILLION (IN MILLIONS)

- | | |
|---|---|
| \$36.5 SickKids Foundation | \$5.8 Bill & Melinda Gates Foundation |
| \$32.4 Canadian Institutes of Health Research | \$5.2 Tri-Agency Institutional Programs Secretariat – Canada Research Chairs |
| \$19.9 Tri-Agency Institutional Programs Secretariat – Canada Research Continuity Emergency Fund | \$2.4 Ontario Brain Institute |
| \$17.6 Ministry of Health/Ontario Health | \$1.6 Natural Sciences and Engineering Research Council of Canada |
| \$16.1 Canada Foundation for Innovation | \$1.5 University of Toronto |
| \$11.5 Ministry of Colleges and Universities | \$1.5 Ontario Institute for Cancer Research |
| \$10.3 National Institutes of Health | \$1.3 Luminex Molecular Diagnostics |
| \$7.9 Genome Canada | \$1.2 Novartis Pharmaceuticals Corporation |
| \$7.8 Tri-Agency Institutional Programs Secretariat – Research Support Fund | \$1.1 Entertainment Industry Foundation |
| | \$1.1 Medicine by Design |



TOTAL RESEARCH INSTITUTE EXPENDITURE (\$262.6 MILLION)

- External Grant-Funded Costs **\$191.0**
- Internal Costs **\$71.6**



TOTAL RESEARCH INTERNAL EXPENDITURE (\$71.6 MILLION)

- Start-Up & Scientific Support (Net of \$5.8M Recovery) **\$17.2**
- PGCR Operations **\$16.3**
- Debenture Interest **\$10.4**
- Research Operations (Net of \$4.0M Recovery) **\$8.3**
- Scientists Salaries (Net of \$15.5M Recovery) **\$7.8**
- Depreciation **\$6.5**
- Technology & Licensing Expenses **\$3.6**
- Core Infrastructure **\$1.5**

2020-2021

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President, InnoVision
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Jordan Bitove

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The Hospital for Sick Children
Chair, Torys LLP

Tim Penner

Vice-Chair, Board of Trustees,
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Retired President, Proctor & Gamble Inc.

2020-2021

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Retired Vice-President of Government & External Relations,
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The Hospital for Sick Children

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Chair, Medical Advisory Committee,
The Hospital for Sick Children

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President & CEO, Global Risk Institute

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Member, Board of Directors,

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Professional Director and Philanthropist

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& Chief Nursing Officer,

The Hospital for Sick Children

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Edward Rogers

The Women's Auxiliary Volunteers of The Hospital for Sick Children

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Capital Corporation

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Past Chair, Director, SickKids Foundation
Trustee, The Hospital for Sick Children
Chair of the Board, Royal Bank
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President, Manor Park Holdings

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Director, SickKids Foundation
President, Rogers Sports & Media

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Chair, Board of Directors,
SickKids Foundation
President & CEO, Global Risk Institute

Jordan Bitove
Director, SickKids Foundation
Publisher & Co-Owner, TorStar

Rudi Blatter
CEO & President, IBEX CHC Inc.

Bruce Bowen
Founder, Rock Capital Partners
Founder, ADVANTAQ Ltd.

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Professional Director & Philanthropist

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President & CEO, Philomathia Foundation

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Chief Risk Officer, BMO Financial Group

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Corporate Advisor & Strategist

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Managing Director, CBT Associates

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Paramount Fine Foods

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Director, SickKids Foundation
President & CEO, Global Furniture Group

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CEO, FED Construction Management Ltd.

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President & CEO, Maple Leaf Sports &
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Investment Advisor,
Gallant MacDonald Team,
CIBC Wood Gundy

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Founder and CEO, Playmaker Capital Inc.

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Founder & Co-Chair, The Brain Project

Marty Goldberg
President, Elderwood Foundation
President, Marisgo Inc.

Eryn Green
SickKids Innovator

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President, MJH & Associates

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Executive Chairman & Founder,
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Managing Director & Head of
Global Equity,
Scotiabank Global Banking & Markets

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Founder, Women's Executive Network

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Director Partners, Google Cloud Canada

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2020-2021

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President, Federal Express Canada Corporation

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Founder, Capitalize for Kids
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Executive Chairman, Cossette

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Past Director, SickKids Foundation
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Joanne O'Hea

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Founder, Coast to Coast Against Cancer Foundation Co-Owner, President & Chief Executive Officer, Media Resources

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Managing Partner, Altas Partners

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Vice-President, Corporate Knowledge, Sorbara Group of Companies

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COO, NFL

T. Albert Wang

Director, SickKids Foundation
Founder, Lorenzo Developments Inc.

Ethel Weiner

Associate Wealth Consultant, Cidel

Lauren Kimel Wise

Director, Warren & Debbie Kimel Family Foundation

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Co-Founder & Chief Operating Officer, Autonomic Inc.

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Retired: Managing Partner & CEO, Deloitte LLC

ABOUT SICKKIDS

Healthier Children. A Better World.™ – a vision everyone at SickKids shares. 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.

To see our full donor listing, please visit
www.sickkidsfoundation.com/annualreport

