

Caring and growing to help children and youth reach their best lives.

At CHEO, we have been helping children and youth reach their best lives for half a century.

We started as a hospital in 1974 and we've since grown to become a leading pediatric health system that serves one of the largest regions in the country – with more growth on the horizon!

Our role is to deliver seamless pediatric care **when, where** and **how** children, youth and families need us, provide the care and support they require, and to do so with one outcome in mind: **best life.**

Caring and growing towards best life:

Our guiding principles

- 1. You matter** – At CHEO, we are here to support the care and life goals that matter most to you, your parents/caregivers and family.
- 2. We make it easier to get what you need** – We work hard to help you access care, tools and resources to meet your needs in tandem with our many partners.
- 3. We use evidence to inform everything we do** – Every day and everything we do is informed by evidence and new knowledge as we constantly look to improve and reach better outcomes.
- 4. We work with you, for you** – We know and value the importance of lived experience and work hard to engage with you and all others we care for to learn from you.
- 5. We work as a team** – We believe in the power of bringing broad expertise and skill sets together to provide the best possible care. We foster a strong learning environment where everyone can thrive and build a life-friendly career.
- 6. We partner and influence to benefit everyone** – We leverage our knowledge and expertise to build capacity for excellent pediatric care across all communities we serve and beyond.
- 7. We create a healthier planet** — We are committed to a climate-friendly, sustainable health system so your generation and future generations of children and youth in our care can live their best lives.

CARING and GROWING

to help children and youth reach their best lives



Excellent care - We are the trusted leader in excellent, safe and compassionate pediatric care and expertise and always strive to know, do and be even better.



Everyone belongs - We respond to every unique need, going above and beyond to ensure safe and supportive spaces for Indigenous and diverse communities.



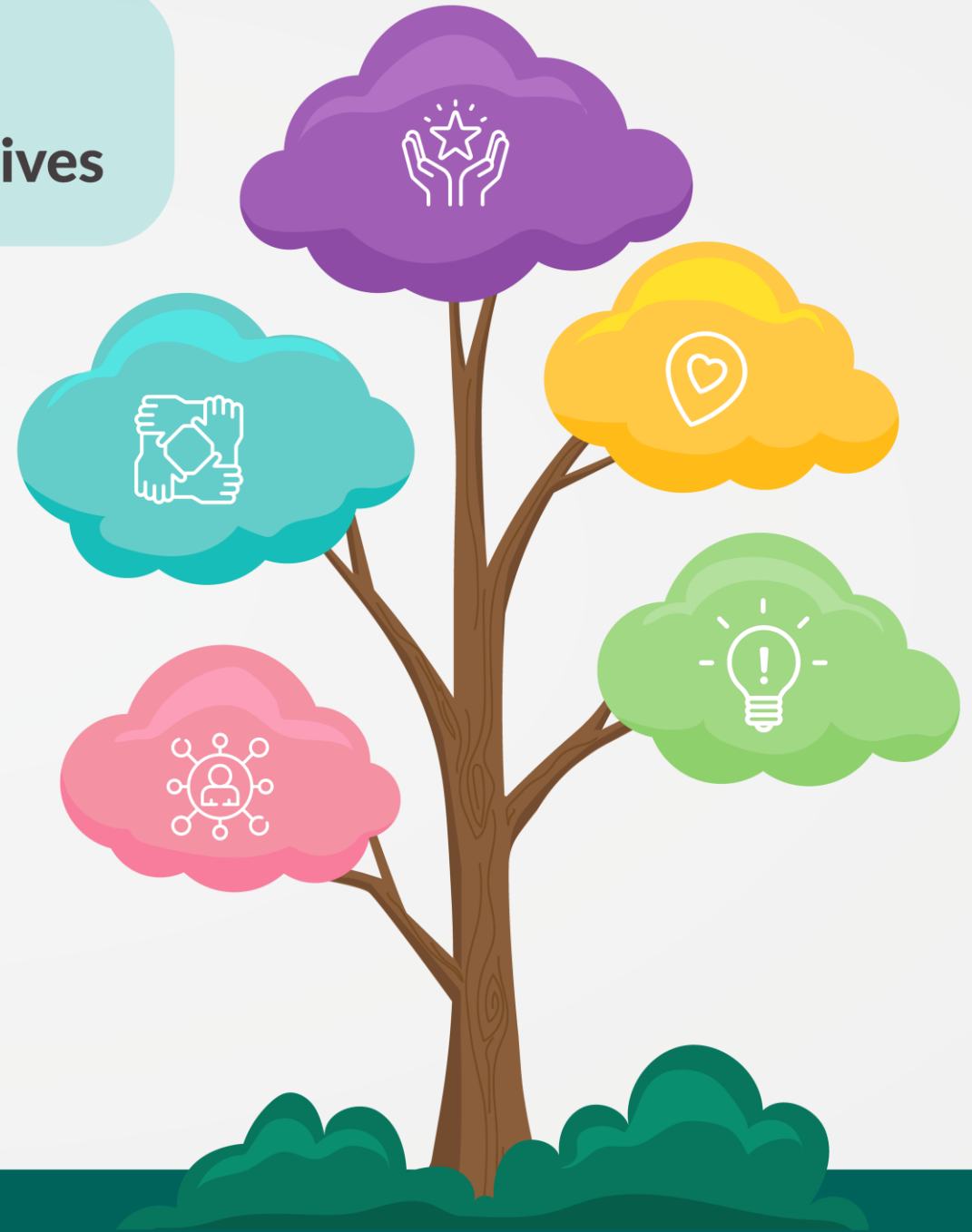
Strong team - We branch out to attract, support and teach the very best people and empower everyone at CHEO to make big, bold and meaningful contributions.



Bright future - We all develop and leverage clinical expertise, research and innovation to create a stronger, healthier tomorrow – for kids here and around the world.



Connected care - We work, educate, collaborate and advocate with others to grow capacity, build expertise and bring care closer to home.



Excellent care



Why it matters:

1. We foster an environment that leverages evidence-based research and care excellence, which enables us to offer the highest quality, innovative care designed for the **unique needs of each child and youth**.
2. **We assess every child and youth for the full range of needs** — including physical, emotional, developmental and social — which enables us to best support all of them in their journey.
3. **We cultivate and celebrate a robust safety culture** that ensures the care we provide results in the best possible outcome for each child and youth.

How we'll get there:

- Deepen our strong safety culture and practices to **eliminate all preventable harm**.
- Innovate, adapt and grow programs and teams to **better respond to the increasing needs of children and youth**.
- Expand education for providers, parents, children and youth to **bring CHEO's knowledge to the world**.
- Develop a framework to **screen every child and youth for the full range of developmental, wellness and social needs**.

How we'll know we're making progress:

- Harm Index
- % of care within clinically recommended window
- Time to inpatient bed
- % of provider initial assessments completed within targeted time

Everyone belongs



Why it matters:

1. We ensure CHEO is free from discrimination and safe and inclusive for everyone to create better outcomes for all.
2. We ensure care is appropriate and equitable to best meet the needs of the Indigenous and diverse communities we serve.

How we'll get there:

- Develop training and tools that improve awareness, knowledge and competency to ensure that all forms of discrimination and bias are eliminated at CHEO.
- Continue in our commitment to advance reconciliation by building respectful and reciprocal relationships with First Nations, Inuit and Métis people in all regions we serve, including host nations and the Ottawa urban Indigenous communities, to improve health access and outcomes.
- Work with partners to understand and address the developmental health, wellness and social needs of each child and youth.
- Leverage data and analysis to measure the progress and impact of I-IDEAS initiatives.

How we'll know we're making progress:

- Quality of experiences at CHEO
- % completion of the We Count survey

Strong team



Why it matters:

1. **Attracting and retaining the best and brightest** means CHEO can continue to lead excellent pediatric care in the communities we serve and provide thought leadership that improves children's health.
2. **Being an inspiring, supportive place to work and learn** enables us to build on an innovative team of highly-skilled experts.
3. **Working with those with lived experience** ensures the care we provide is adapted to the unique needs of the diverse communities we serve.

How we will get there:

- **Build and support strong teams** through ongoing opportunities to learn, grow and strive, led by empowered and authentic leaders.
- **Strengthen engagement and recognition** to create a team of CHEO ambassadors.
- **Attract and retain the best talent** through workforce planning, innovative recruitment, robust onboarding and ongoing mentoring.

How we'll know we're making progress:

- Turnover rate
- % positive score on CHEO engagement score

Bright future



Why it matters:

1. Developing homegrown research and quality improvements ensures children and youth get the best care.
2. Leveraging new research enables us to improve outcomes in meaningful ways for children and youth as well as improve the broader health system.

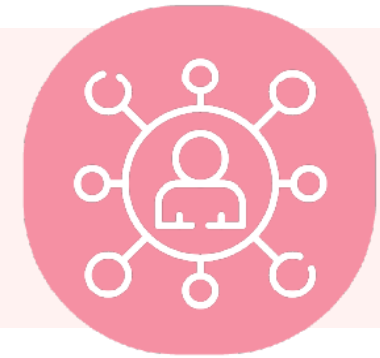
How we'll get there:

- Create strong links between CHEO and CHEO Research Institute to optimize research, innovation and quality improvement advancement.
- Improve research study recruitment and participation by making it easier to collect and use data, collaborate with partners and leverage the research to make meaningful change.
- Grow our efforts and initiatives that contribute to a greener, more sustainable CHEO.

How we'll know we're making progress:

- Percent of staff/medical staff participating in research, QI or innovation

Connected care



Why it matters:

1. Ensuring children, youth and families have access to **high-quality pediatric care, no matter where they live**, will improve health outcomes.
2. By **working in close partnership and sharing CHEO expertise**, CHEO and its partners can ensure every child and youth gets the best care possible.
3. CHEO is a best-in-class training ground for health professionals, and it is essential **we attract diverse learners who choose to train and work here**.






How we'll get there:

- Expand our network of partners to ensure every child's developmental, health and social needs are met where they live.
- Deepen CHEO's academic teaching role for future health professionals, aligned to our many academic partners.
- Increase access to **holistic navigation support** and build a network that facilitates an integrated approach to services across the communities we serve.

How we'll know we're making progress:

- Number of patients seen in regional care programs led or supported by CHEO.

CHEO's Action Plan: 2024-29

		Target for 2024-25	Target for 2029	
Excellent care		Harm Index - <i>composite count of Safety Events</i>	9	0
		Percent of care completed within the clinically recommended window	50%	100%
		Time to Inpatient Bed	14 hours	6 hours
		Percent of Provider Initial Assessments in ED completed within target time	35%	90%
Everyone belongs		Quality of experience at CHEO (patient-reported scores grouped by demographics)	100% positive scores	100% positive scores
		Percent completion on the We Count survey	60%	Our workforce represents the populations we serve
Strong team		Turnover rate	5.0%	5.0%
		Percent positive score on CHEO engagement score	80%	Top 10% of hospitals
Bright future		Percent of staff/medical staff participating in research, QI or innovation	75%	100%
Connected care		Number of patients seen in regional care programs led or supported by CHEO (year one: regional surgical program and 1Call1Click.ca)	6800 300 surgery 6500 1C1C	Continued growth and expansion. Targets to be determined based on year over year growth.