

2012-2013

KGH this year



KG+ Kingston General Hospital *Outstanding care, always*

“My dream hospital is a place in which staff and patients are partners in an environment of compassion, where each and every patient at KGH has a better experience than the last.”

– Anndale McTavish
KGH Patient Experience Advisor

We are a community of people dedicated to transforming the patient and family experience through innovative and collaborative approaches to care, knowledge and leadership.

Strategic directions

Four strategic directions focus our energy, action and resources each year, moving us closer to our aim of Outstanding Care, Always. We are:

- Transforming the patient experience through a relentless focus on quality, safety and service
- Bringing to life new models of interprofessional care and education
- Cultivating patient-oriented research
- Increasing our focus on complex-acute and specialty care

Guiding principles

- Respect
- Engagement
- Accountability
- Transparency
- Value for money

Table of contents

Message to the community.....3
Transforming the patient experience4
Partnering with patients and families6
Eliminating preventable delays7
Eliminating preventable harm.....8
Creating a healthy workplace.....9
KGH in the spotlight.....10



Message to the community

In this report, we have chosen to highlight examples of our progress and accomplishments in some key dimensions of our strategy, including our focus on partnering with patients and families, eliminating preventable harm to patients and staff, and eliminating preventable delays in the journey to, within and from KGH. In fact, we've chosen to illustrate our progress through the lens of the patient journey because, together with our patients and families, that is the lens through which we plan and undertake all quality, safety and service improvement initiatives in our organization.

Four years ago, we started a journey to transform the patient and family experience at our hospital. Our KGH 2015 strategy articulates a future that is bold, progressive and, dare we say, achievable – a future where KGH is standing out as a top performer and making Outstanding Care, Always a reality for every patient, every day. While this journey will never be complete, we continue to take steady steps toward our aim.

Today, there is a lot to be proud of at KGH. This is our fourth consecutive year of solid improvement. We've embraced the principles of continuous improvement and people across the organization are driving change more rapidly and effectively.

This year, we're pleased to report that we achieved 88 per cent of our annual corporate plan milestones. At the same time, we continued to deliver all the core responsibilities of a highly complex organization in a challenging health-care environment. We are even being recognized for achieving unprecedented levels of excellence in relation to our peers, earning seven major awards that reinforce our progress against our strategy. We're particularly proud to have earned Accreditation with Exemplary Standing from Accreditation Canada, achieving 98.9 per cent of 2,000 standards.

Financially, our ability to balance the budget again while allocating \$15 million to capital equipment, technology and infrastructure has allowed us to improve patient and staff safety as well as the quality of work life at KGH. This is a monumental achievement, given that we started with \$3 million for capital and a \$24 million operating deficit four years ago.

To keep up the momentum of change and continuously deliver results in the face of challenging circumstances takes strong leadership at every level. We have another ambitious set of targets to achieve in this year's annual corporate plan and we are confident that we will continue to move forward. We are well positioned for the future, but also aware of the amount of sheer hard work it takes to keep our hospital running while moving it forward at the same time.

We have the privilege of presenting impressive results this year and that's due to the more than 7,000 people standing with us – our patient experience advisors, staff, physicians, volunteers, learners and donors – who have made our achievements possible. We are deeply grateful for their efforts and we look forward to continuing our journey together as we work toward our collective aim of Outstanding Care, Always.

Leslie Thompson
President and Chief Executive Officer

Tom Buchanan
Chair, KGH Board of Directors

Transforming the patient experience: our progress

We're transforming the patient and family experience through a relentless focus on quality, safety and service. The patient journey through KGH is as complex as the hospital itself, with stops at many different departments, floors and specialized units. By partnering with patients and their families, we're making sure that their journey is smooth and efficient and that they have the best possible experience, every step of the way. Here are just some of the ways we improved the patient and family experience this year:



In the community

- We continue to collaborate with regional hospitals, community agencies and the South East Local Health Integration Network to support integrated, co-ordinated, patient- and family-centred care

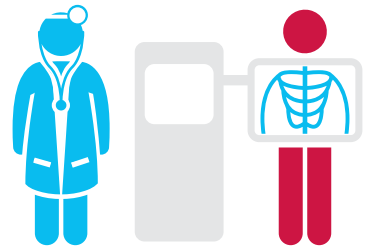
Getting care in an emergency

- We're managing increased requirements for emergency care while making our patients feel cared for
 - Patient satisfaction with emergency care increased from 85% to 89%, despite an increase in the number of patients visiting our emergency department
- Patients are waiting less for non-urgent emergency care
 - 90% of all patients who visit our emergency department are seen by a physician within 2.5 hours of arrival
- Rapid transmission of information is improving emergency care and efficiency
 - Our Emergency Department Information System puts electronic patient information at the fingertips of health-care providers



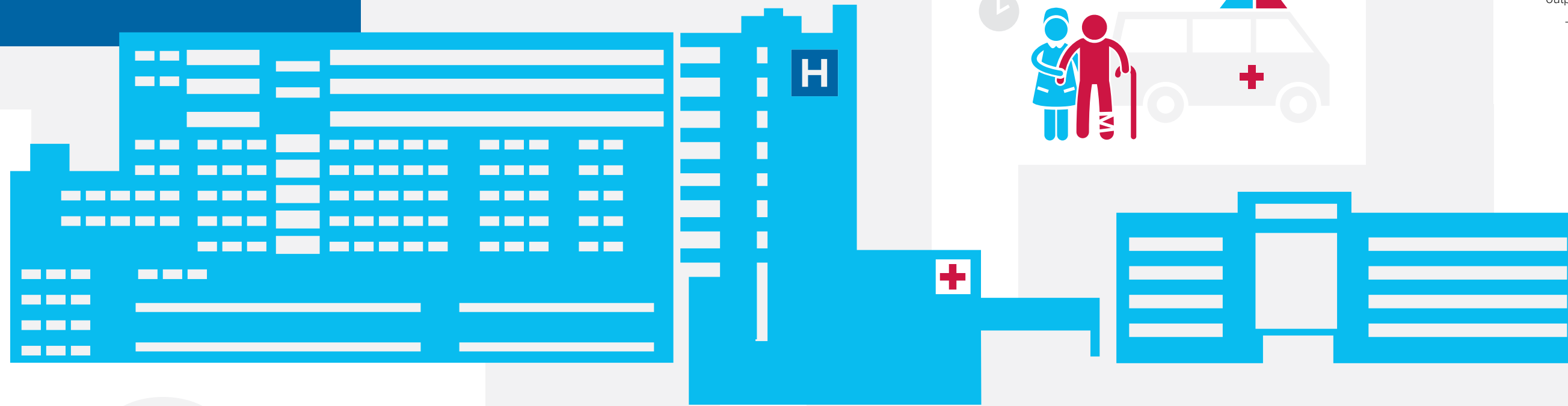
Visiting a clinic

- We're partnering with Hotel Dieu Hospital to improve access and co-ordination of specialized outpatient services
 - We moved 80 clinics representing 50,000 annual patient visits to Hotel Dieu Hospital



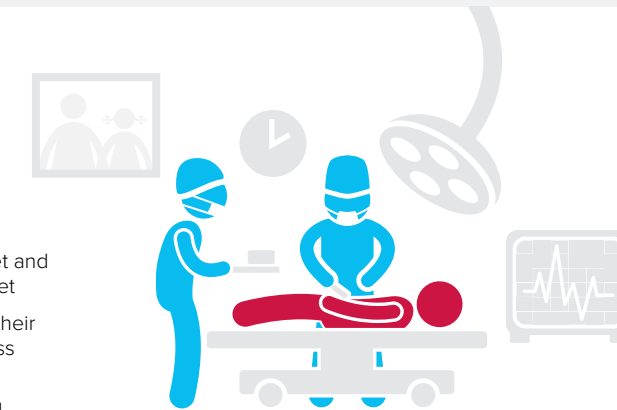
Staying at the hospital

- Patients are telling us the food is better, the place is cleaner and they are more satisfied with their care
 - Satisfaction with meals increased from 63% to 100% (Based on responses to Morrison patient satisfaction report)
 - Satisfaction with the environment at KGH increased from 76% to 84%
 - Overall acute care patient satisfaction increased from 75% to 77%, exceeding the provincial teaching hospital average
- We continue to put patient suggestions into action in all clinical areas
 - Whiteboards in patient rooms help patients and families communicate with their health-care teams
 - Nametags worn at chest level help patients know who is caring for them
 - Menus are enticing and easy-to-read
- We continue to pioneer innovative ways to care for our patients
 - We introduced a new cardiac procedure (TAVI) for patients at high risk for open-heart surgery
 - Patients had access to 195 clinical trials studying new tests and treatments
- Our hospital is cleaner and our patients are safer
 - Independent cleaning audits are conducted on a regular basis and our average score this year was 80%
 - We removed 190,570 square feet of carpet from patient areas
 - There were no *C. difficile* outbreaks in the last 12 months
 - Hand-washing rates have consistently been around 95% all year
 - Hospital-acquired infections dropped by 46% compared to last year
 - Detailed medication reviews were completed on admission for 97% of internal medicine patients



Having a procedure

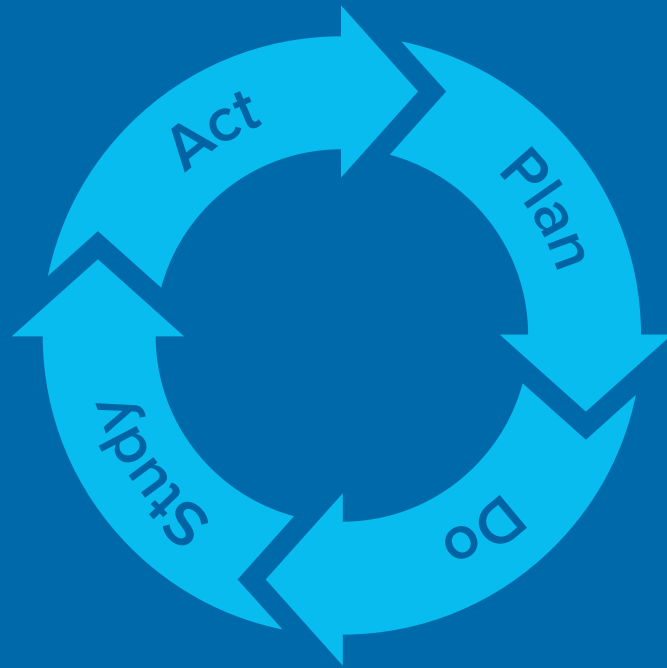
- Patients are waiting less to receive elective procedures
 - 83% of our publicly reported clinical wait times met or exceeded the provincial target and the rest are very close to target
- Families and friends can see where their loved ones are in the surgical process
 - New computer screens in our waiting rooms display surgical patient status updates in real time



Leaving the hospital

- We continue to work with partners like the Community Care Access Centre and HomeFirst on innovative ways to streamline transitions in care
- Patients are getting into and out of the hospital faster and more efficiently
 - Approximately 16,000 of 18,000 patients were discharged at or before their expected length of stay, making space for new admitted patients
- Patient feedback is leading to improvement opportunities across the organization
 - Nine patient feedback forums were held this year, where staff and physicians heard directly from recently discharged patients and their families about what their experience was like

Continuous Improvement at KGH



While we've accomplished much, our journey of transforming the patient experience is far from complete. To ensure we keep learning, growing and improving every day, we are committed to:

- Solving challenges using continuous improvement as the KGH way of working,
- Keeping the patient voice front and centre in everything we do,
- Using our rich sources of data to continually identify opportunities for improvement.



Partnering with patients and families

Partnering with patients and families is what defines the *KGH Way* – it's how we're making steady progress toward our aim of *Outstanding Care, Always*.

Our dedication to transforming the way patients and their families experience our hospital continues to be one of the most exciting features of the way we work at KGH.

Over 50 patient experience advisors are partnering with staff, physicians and students across KGH. Together, we're shaping new models of care and transforming the patient experience in every facet of the service we deliver. Having experienced care at KGH firsthand, our advisors continue to shape the way we partner with patients and families in meaningful ways and are changing the conversation at every level of our organization.

As we embed the patient and family voice more deeply across KGH, it's bringing about a profound transformation and making our hospital a truly patient- and family-centred community of people.

The year ahead

- Patient and Family Feedback Forums will allow us to hear directly from patient and families about their recent hospital visits, and report back regularly about the changes we're making to improve the patient experience.
- Organization-wide patient-centred care standards and tools will help improve communication and create a safer, more consistent environment for our patients and families.
- The continued recruitment of patient experience advisors will ensure that the patient and family perspective is woven into every key initiative or change that influences the patient experience at KGH.

Eliminating preventable delays

Waiting to receive care in the hospital is stressful. We've made it a top priority to eliminate all preventable delays in the patient journey to, within and from KGH.

A significant part of the patient and family experience at any hospital is the amount of time it takes for patients to receive the care they need at each step in their health-care journey. KGH has made great strides to ensure our patients wait less time for their care. But over the past year, the average number of patients waiting at KGH to be transferred to another care setting has nearly doubled.

There are many factors contributing to this situation, including an increase in the number of patients visiting our Emergency Department and in the number of patients who then need to be admitted to one of our inpatient beds. At the same time, we have experienced a more than doubling in the number of patients at KGH designated as being Alternate Level of Care (ALC). These patients are typically waiting for spots in long-term care facilities and no longer require treatment at KGH.

All in all, it's a complex set of challenges that KGH is committed to improving in every way we can.

The year ahead

- We are bringing together professionals from every department to study the process of how patients move through our hospital, pinpoint the delays they may experience along the way and design innovative solutions to eliminating wait times at every point of care.
- We will start an ongoing process of identifying the root causes of our wait time challenges, planning improvements and embedding sustainable changes to the way patients are able to access care and services throughout KGH.
- We are stepping up our efforts to partner and collaborate with our regional health-care partners because we can't solve this challenge alone. We will continue to work closely with the Community Care Access Centre, Providence Care and other regional hospitals, family physicians, transportation providers and representatives from the province's Health Links initiative.





Eliminating preventable harm

There's no question KGH is a brighter, cleaner place today, and that means a safer environment for our patients.

You can't help but notice the difference in the environment at KGH. Controlling the spread of infections is a constant challenge for hospitals across Canada. Our continued focus on safety and cleanliness is driving steady improvements in the quality of the care we offer our patients and families. Over the last year at KGH we've reduced our total number of hospital-acquired infections by about 46 per cent and reached a milestone of 12 straight months without an outbreak of *C. difficile*.

What's the key to our success?
Some contributing factors include:

- Detecting infections quickly – we're using a much more sensitive *C. difficile* test that allows staff to quickly find out if a patient is infected, so they can be treated and isolated.
- Simply washing our hands – our hand hygiene rates are consistently around 95 per cent across the hospital, which puts us in line with the best performing hospitals in the province.

- Keeping KGH obsessively clean – our relentless focus on keeping KGH clean is delivering results that our patients and staff are noticing and independent cleaning audits are proving. And, by December 2013 we'll be carpet free in all patient areas of the hospital!

The year ahead

- Adopting best practices for the use of antibiotics will ensure these medicines are prescribed only when it's appropriate. When overused, antibiotics can cause drug resistance and can trigger *C. difficile* infections in vulnerable patients. This approach has already seen a 12 per cent decrease in the use of antibiotics across the hospital.
- Working with government on plans to continue modernizing the facilities at KGH. With the support of the South East Local Health Integration Network, we're looking forward to advancing plans for new operating rooms, labour and delivery rooms, a neonatal intensive care unit, clinical laboratories and new emergency facilities.

Creating a healthy workplace

A quality work environment touches everyone who steps inside our hospital, including patients and families. KGH is truly becoming one of the best places to work.

Patients and families benefit from Outstanding Care, Always when our people are working at their full potential. That's why KGH is so proud to have won the Quality Healthcare Workplace Award for the second year in a row. This year's move from Silver to a Gold status means we're amongst the top 18 health-care workplaces in Ontario when it comes to staff safety, wellness, engagement, and the quality of the care and services we deliver.

We're proud of the achievements that helped make KGH a healthy workplace this year:

- Achieving 85 per cent of our Health and Safety Scorecard targets
- Launching a new staff wellness program
- Developing an e-learning course on intercultural competency and face-to-face training
- Training leaders and staff in continuous improvement methodology
- Investing over \$325,000 in ergonomic equipment to improve patient and staff safety, including bedside chairs, lifts, bariatric equipment, office chairs and workstations.

The year ahead

- Leadership development will support our leaders on their learning journey and improve their performance, while helping us retain and attract great hospital leaders.
- We're equipping our leaders and staff with training, tools and methods to drive continuous improvements in everything we do.
- Employee engagement action planning will support the development of high-performing and effective teams across the organization.
- A variety of initiatives will enhance staff and patient safety, including programs to prevent workplace violence, staff slips, trips and falls, needle-stick and musculoskeletal injuries, and a revamped behavioural crisis alert program.



KGH in the spotlight



Accreditation Canada awards KGH Accredited with Exemplary Standing

Hospital achieves 98.9 per cent of 2,000 standards



KGH receives the NRC Picker Innovative Best Practice Award for 2012 for our work on creating new models of patient- and family-centred care and interprofessional collaboration

First Canadian hospital to claim the prestigious international award



KGH rises from the 27th to the 23rd spot amongst Canada's Top 40 Research Hospitals, according to Research Infosource

Hospital increases research income by 36 per cent



Kingston General Hospital recognized as national top performer in stroke care

KGH becomes second acute-care hospital in Canada to achieve Accreditation Canada's 'Stroke Distinction' designation



KGH Patient Experience Advisor Marla Rosen wins Human Touch Award from Cancer Care Ontario

Award shines a spotlight on cancer care providers and volunteers who have made outstanding contributions to compassionate care for cancer patients



KGH Clinical Laboratory Service achieves full accreditation from Ontario Laboratory Accreditation

All 11 KGH labs demonstrate compliance with 497 standards

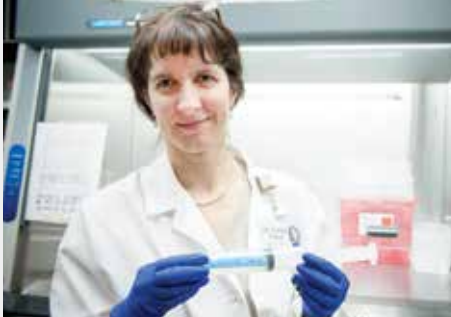


Ontario's Minister of Health and Long-Term Care makes special visit to KGH

The Honourable Deb Matthews helps officially open our newly renovated and expanded Cancer Centre and meets with KGH patient experience advisors

KGH and Queen's-led initiative named Network of Centre of Excellence

New research network, TechValueNet, focused on improving health care for an aging population positions Canada as a global leader in providing the highest quality of care for the seriously ill elderly



Synthetic stool study finds *C. difficile* cure

KGH researcher Dr. Elaine Petrof receives international media attention for her ground-breaking proof-of-concept trial shown to cure patients experiencing chronic *C. difficile* infections



KGH gets the Gold in the Quality Healthcare Workplace Awards

Hospital improves from Silver to Gold based on health and safety improvements



KGH CEO Leslee Thompson wins the Kingston Whig Standard businesswoman of the year award, representing the public sector

The Kings Fund

Achieving organizational change in partnership with patients

Leslee Thompson and Anndale McTavish invited to speak at the King's Fund in UK to share how the team at Kingston General Hospital have worked in partnership with patients and families to achieve massive organizational change

We're committed to accountability and transparency at every turn. Please check out our corporate website for detailed evidence of the progress we've described in this report. Visit <http://www.kgh.on.ca/en/aboutkgh/strategyandperformance> to access our:

- KGH 2015 Strategy for achieving Outstanding Care, Always
- KGH 2015 Action Plan for achieving Outstanding Care, Always
- Annual Corporate Plan 2013-14
- Quality Improvement Plans
- Quarterly Master Performance Reports
- Management Discussion and Analysis of financial performance
- Audited financial statements

Staying connected with KGH



We began a communication revolution four years ago by asking our stakeholders to help us set priorities and shape our strategy. We have continued on this path by emphasizing listening and participation and making it easier for people within our hospital and out in the community to keep track of the exciting things happening at their hospital.


We've built a strong digital platform for information exchange and engagement in the life of KGH. Our websites and social media channels are ensuring that the people who are interested in being part of the conversation with KGH are getting the information and interaction they want, in the way they want to receive it.


There are many ways you can stay in touch:

Check out our corporate website at kgh.on.ca

Join the conversation on kghconnect.ca

 www.facebook.com/KGHConnect

 twitter.com/KGHConnect
and follow our CEO @Leslee_KGH

 www.linkedin.com/company/kingston-general-hospital

 www.youtube.com/kghconnect

Joining us on these platforms has many benefits, including invitations to special events, news updates, quarterly hospital performance reports and access to videos and blogs containing news and educational content from KGH leaders.

We hope you enjoyed your read of *KGH This Year*. Please send us any questions or comments you have. Don't forget to check out the *KGH Master Performance Report* on our website at www.kgh.on.ca where you can see how each of our indicators have trended over the past five quarters and what actions are being taken to improve our performance.

Stay tuned, KGH is on the move!



Kingston General Hospital is committed to being an environmentally responsible organization. *KGH This Year* is printed on 100% post-consumer recycled Rolland Enviro 100 PC paper.

KGH This Year is published by the KGH Communications Department. All material is subject to copyright and may not be reproduced without permission. *KGH This Year* is distributed within KGH and to the greater Kingston community as well as via the internet.