

Strategy for  
achieving

Listening and respect  
delivering on promises  
with budget  
Doctors  
staff teamwork  
listening to patients  
efficient  
collaboration  
Patient-centred care  
use technology  
respect safe  
quality  
empower patients  
and families

# Always Outstanding care

June 16, 2010

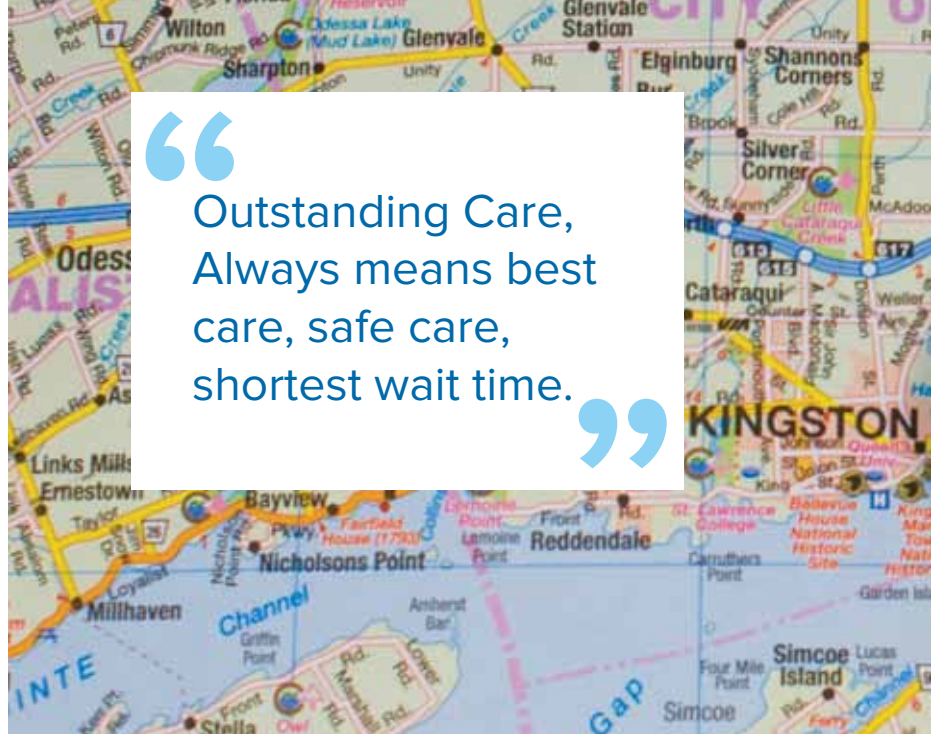


Kingston  
General  
Hospital

*Outstanding care, always*

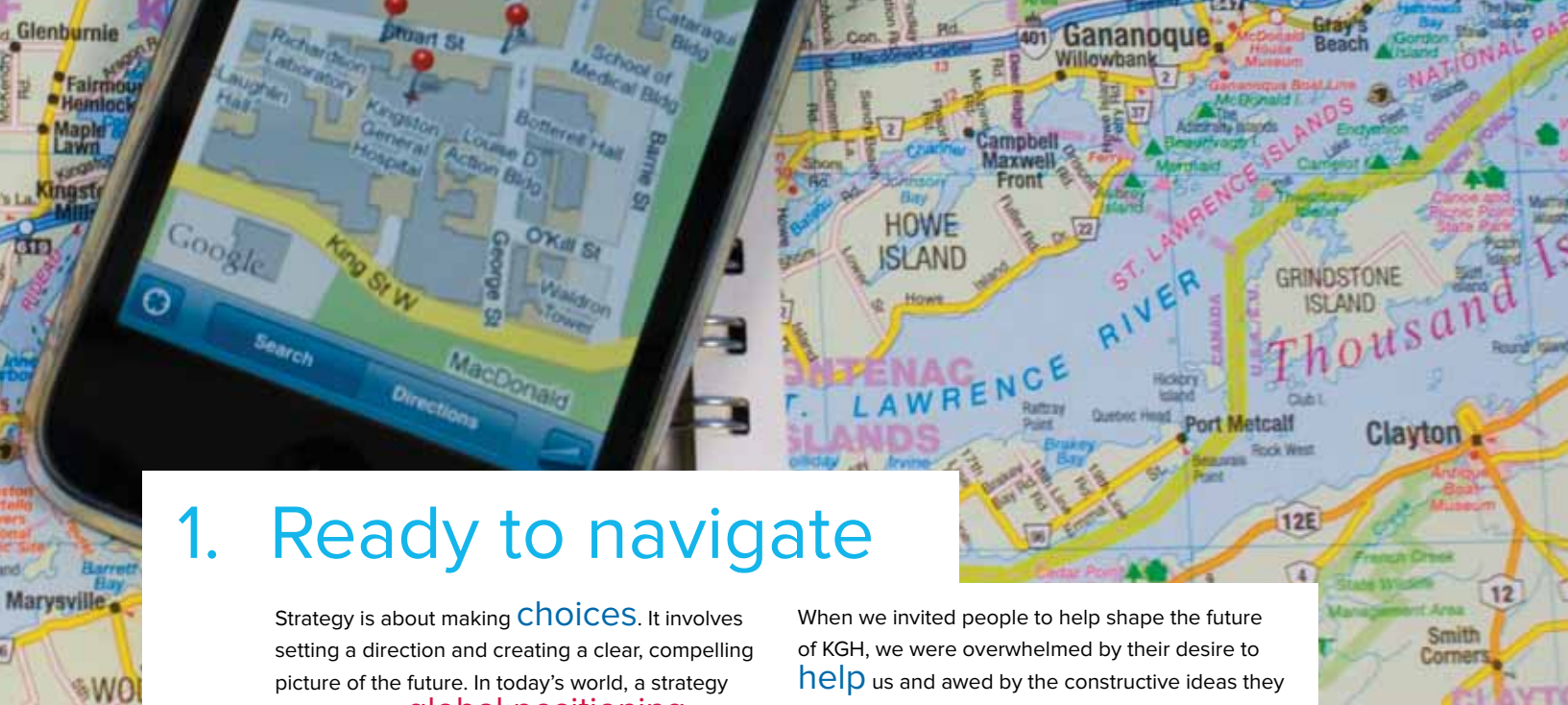
# Contents

- Acknowledgements . . . . . 2
- 1. Ready to navigate . . . . . 3
- 2. The strategic process . . . . 4
- 3. Our vision of 2015 . . . . . 10
- 4. Our strategy . . . . . 14
- 5. Outcomes . . . . . 21
- 6. Getting there . . . . . 22
- 7. The way forward . . . . . 22



# Acknowledgements

We thank our **patients, partners** and other **stakeholders** who shared their expertise and experience with us during the consultations that shaped this strategy. Their feedback helped us identify priorities and bring our strategic directions into focus. We are especially grateful to the **staff** of Kingston General Hospital, who displayed **courage** and **trust** when sharing their concerns and ideas for improving both patient care and our working environment. We hope this strategy reflects the richness of the ideas shared and captures the sense of purpose and enthusiasm that emerged in our discussions. As we shared our **ideas** and **aspirations** for KGH, we formed a common language that bridges differing perspectives and mandates and will serve us well as we work together to achieve **Outstanding Care, Always.**



# 1. Ready to navigate

Strategy is about making **choices**. It involves setting a direction and creating a clear, compelling picture of the future. In today's world, a strategy is more like a **global positioning system** (GPS) than a compass. It is a dynamic, multi-dimensional navigation tool that helps plot where you are and where you are going in relation to others. It also serves as a continuous source of information and feedback; tracking progress while moving toward one's **destination**.

KGH 2015 articulates a future that is **bold**, progressive and, dare we say, achievable. It puts Kingston General Hospital on a clear path, and sharpens our focus on a few big things that will set KGH apart over time. It is a call to action, shaped by hundreds of people who are connected to KGH in various ways: as patients, families and friends of patients, citizens, staff members, researchers, partners, business leaders and policy makers. The power of this strategy is that it reflects the voices of more than **2,000** people who care deeply about "their hospital."

Today, KGH is at a crossroads of sorts. We have come far from where we started in 1835, and we have achieved many important milestones along the way. Some would say, however, that KGH has drifted over the past few years and has not been achieving its full potential. We have had to face some inconvenient truths about ourselves and our performance in relation to others, and these have not been easy to absorb. But rather than shy away from these **challenges**, we have embraced them, transforming them into **opportunities** for radical improvement.

That is where our new strategy comes in.

Today at KGH, we are delivering results that only a short time ago people thought were impossible. There is a wave of cautious **optimism** in the air, and people are starting to believe that a strong future for KGH is possible.

When we invited people to help shape the future of KGH, we were overwhelmed by their desire to **help** us and awed by the constructive ideas they proposed. Sometimes their feedback was hard to hear, but it helped us understand how we can improve and what it will take to make meaningful progress over the next five **years**.

The beauty of having a strategy in place to guide us, a GPS so to speak, is that we can step up to meet our own and others' expectations of us within the complex system and environment in which we operate. KGH does not exist in isolation. Many forces influence the choices we might make about our future and our ability to make our chosen future happen. Some of these external forces matter more to us than others and have been factored into our strategy. Because it is impossible to anticipate all the potential shifts in our environment, we need to prepare ourselves well.

We know the traditional list of trends that are and will continue to influence the future of any health-care organization: people are getting older, demands on the system are increasing, the size of the health-care workforce is decreasing and costs are rising.

Governments across the country are striving to incorporate the realities of these trends into their policies, platforms and legislative mandates. Our responses to forces and trends may vary, but the themes and desired outcomes are the same; we are all striving for **better health care** for all at less cost.

Our new strategy embraces the **challenges** and **opportunities** we already know are on the horizon and positions us to flourish in a future bound to have periods of uncertainty and surprise. We are ready to navigate.

## KGH today

KGH is southeastern Ontario's leading centre for **complex-acute** and **specialty care**. Through our facility in Kingston and 24 satellites and affiliate sites throughout southeastern Ontario, we serve almost **500,000** residents who live in a 20,000-square-kilometre predominantly rural area, as well as some communities on James Bay in Ontario's north. These people **count on us** to be there when they have high-risk pregnancies, cancer, very sick babies, heart attacks, strokes, life-threatening injuries and respiratory failure. They come to us when they require **specialized care** that is not available in their local community: when they need heart surgery, life support, dialysis, brain surgery, stem cells, radiation and special imaging. In addition to our regional role, we also serve as a **community** hospital, caring for the less acute needs of the residents of Greater Kingston. Together with Queen's University, we **train** post-graduate students and conduct important **research**. Every year, 2,400 students from 34 universities and colleges across Canada rely on our learning environment on their journey to become the health-care professionals of tomorrow. We are home to 160 researchers. We are the third largest **employer** in the Greater Kingston area. We are the place where 850 **volunteers** contribute their energy and skills to caring for others.

## 2. The strategic process

The strategies and directions set out in KGH 2015 are based on an extensive environmental scan that explored the forces of **change** affecting our national and provincial health-care systems. They are also informed by primary qualitative **research** we conducted in a region-wide consultation with our **stakeholders**. Our environmental scan and consultations together provided insights that helped us match our strengths, resources and capabilities to the environment in which we operate, with all its challenges and opportunities.

100-day consultation

Strategic framework

Internal engagement

External engagement

Synthesis

Validation

Launch

“Outstanding Care,  
Always means  
confidence in the  
quality of care delivered  
by staff who love what  
they do.”



KGH's Board of Directors and its President and CEO led the **strategic process**, which began in February 2009, when the new President and CEO was appointed. As a first step, the CEO conducted a 100-day **consultation** with more than 500 KGH staff and external stakeholders. Based on these discussions, we developed a Strategic Framework to guide KGH's annual work plan and a long-term strategy through further consultations with stakeholders. The Strategic Framework included a promise of **Outstanding Care, Always**, a set of guiding principles, five areas of focus and priorities for action with corresponding performance metrics.

Our stakeholders are those who can **influence our future** and/or be affected by our decisions and actions. More than 2,000 internal and external stakeholders helped us shape the future of KGH by participating in the **engagement process** that informed this strategy. They included:

- Members of KGH's Governors' Advisory Council
- Citizens and community leaders in southeastern Ontario
- Patients who had been cared for at KGH and their family members
- KGH employees, volunteers, physicians and midwives
- students who learn at KGH
- Queen's University, St. Lawrence College and other educational facilities that place students at KGH
- those who conduct and support research at KGH and Queen's University
- staff and board members from other hospitals and health-care organizations in our region
- family physicians, nurse practitioners and others who refer patients to KGH
- the South East Local Health Integration Network (SELHIN)
- the Ontario Ministry of Health and Long-Term Care (MoHLTC)
- community agencies and community health centres
- organizations that advocate on behalf of patients with particular kinds of conditions
- those who do business with KGH



## The value we create

Three common themes arose when we synthesized the information from our environmental scan, stakeholder consultations and an analysis of recent performance trends. The themes centred around the **care** we provide, the **knowledge** we generate and share, and the **leadership** people want us to display. These three themes captured the value that we at KGH can create for others and the roles we can play in the health-care system. Here are highlights of what we heard and learned.

### Care

Our stakeholders said they count on us for **safe, high-quality care**. They want us to be there when they need the procedures and treatments that only KGH provides within our region. They want their hospital to be **clean** and equipped with the best possible equipment. They want assurance that they will not acquire infections or suffer any other harm when they or their loved ones are in hospital. They understood that we have limited resources and that we cannot be all things to all people. They encouraged us to make the tough decisions necessary to live within our means and deliver the best **value** for the money we are allocated.

People affirmed our unique role as the region's leading provider of **complex-acute and specialty care**. They value our satellites and affiliate sites which make KGH-led care directly available to communities throughout southeastern Ontario. If hard decisions must be made about the kinds and volumes of care we are able to provide with the money we have, they urged us to focus on complex-acute and specialty care and to let other organizations take the lead for complementary parts of the health-care system. They asked us to do our part in ensuring that our health-care system is **well connected** and that a patient's journey is well coordinated. Many told us that we can greatly enhance the experience of patients and their families by improving communication. They asked us to improve **communication** in all its dimensions, while making patients our central focus. They called on us to wrap our activities around the needs of each patient, helping them understand processes and **flow seamlessly** through the steps and transitions in their journey.

Many staff members voiced frustration with barriers impeding their ability to provide the kind of care they want to give. Some days are wonderful, they said, but others are difficult. Some said they are working harder than ever before, and that they are sometimes missing the tools, **training** or **support** they need to do their jobs well.



They shared examples of waste, inefficiencies and day-to-day hassles that, when addressed, could improve working life and the patient experience. They said that people are working in “silos” at KGH, and not helping each other as much as they should; they called for **teamwork** across departments to be strengthened. Our front-line staff are eager to be more involved in identifying and solving problems.

Accreditation Canada, a national organization that evaluates hospital performance against national standards of excellence, evaluated us in 2009. While we met 94 per cent of the standards, there was room for improvement. **Quality** and **safety** emerged from the accreditation process, our own analysis of our performance, the consultations and our environmental scan as areas we need to focus on. Concerns about quality and safety are today driving many national and international health-care initiatives. Led by organizations such as the global Institute for Healthcare Improvement and the Canadian Patient Safety Institute, these efforts are pressing professionals, associations and institutions to address the underlying causes of quality and safety issues in hospitals. Research shows that most quality and safety issues are caused by problems with processes, not by an individual's lack of skill or experience. In a province where health-care expenditures are projected to consume 70 per cent of total provincial program spending by 2030 if left unchecked, current approaches are clearly unsustainable. It is reassuring to know that research shows that high-quality health care, delivered by teams working well together, costs less than care that is highly variable, fragmented and unsafe.

While Ontario hospitals have publicly reported patient-safety indicators for some time, only recently has quality become a major feature in government reforms to health policy, health-care planning and funding formulas. The new Excellent Care for All Act 2010 will set the stage for significant improvements and changes at all levels of the health-care system by increasing accountability for quality, supporting the use of evidence-based practices and standards, and ensuring that patients, staff and the public are involved in initiatives to improve health care.

## Knowledge

Our stakeholders said that our role as an **academic hospital** is important to KGH, the region, the province and beyond. They appreciate the scope of the **education** and **training** we provide to prepare the next generation of physicians, nurses and other health-care specialists. Some described KGH as their “**biggest classroom,**” and they asked us to keep our education responsibilities front and centre in our decisions. Education, they said, is not only about teachers and students; it encompasses the contributions of all our health-care professionals to experiential learning at the bedside, in the clinic, through telemedicine and in the **simulation lab**. We heard that people value how we transfer our **expert knowledge** of best practices and standards to regional partners and how we help pioneer **regional protocols** and programs such as stroke and cardiac care. Staff members said we should make **continuing education** and learning a priority so that they can stay at the forefront of their fields and access knowledge in ways that enable them to bring research results and best practices into the clinical setting faster.

People said that a collaborative academic environment, one that brings professionals from different disciplines together for the benefit of patients, is a stimulating place to work, learn and conduct **research**. They asked us to create this kind of environment; they want us to be a place where **expert teams** of professionals work together to deliver innovative evidence-based care. They asked us not to leave this to chance; and they urged us to continue our implementation and evaluation of a new model of care we developed and launched this past year. We call the model **ICPM**, short for Interprofessional Collaborative Practice Model. Our stakeholders asked us to capitalize on opportunities afforded by having students from more than 30 educational institutions learning together in an interprofessional environment. We were heartened to hear that despite outdated facilities and old equipment in some areas, students enjoy being and learning at KGH.

We learned that clinical research conducted at KGH is having a far-reaching influence on areas such as gastrointestinal disease, mobility and cancer, but that research activity across the hospital was not well connected or profiled.

**Researchers** said they valued the support we provide to investigators and scholars through our clinical research centre; however, we heard that we could do far better and far more by fully embracing our research mission and integrating it with care and teaching activities. People recommended that we build on our recognized centres of research excellence, grow in **partnership** with others the areas of research that can improve quality of patient care, and take deliberate steps to nurture a **research culture**. They called on us to make the strategic decision and take the steps necessary to become a more research-intensive hospital. Research hospitals in Canada typically have a research **institute** through which they develop innovative partnerships and a drive for excellence that positions them well to secure the funds they need to grow their research enterprises. Our stakeholders said that the creation of a well-defined **research arm** of KGH is an essential step in our journey to become a world-class academic health science centre.

## Leadership

There was a resounding call for KGH to demonstrate leadership in the region and beyond. Moreover, our stakeholders called for leadership that is guided by **listening** and **learning** from others, as well as leadership that forges **new paths** for others to follow. Our stakeholders asked us to be proactive and progressive in our thinking and actions. They urged us to define our future directions clearly so that other centres, departments and individuals associated with us can chart their own courses effectively. We learned that as the largest health-care organization in the region, our behaviours and decisions affect others, and that we must take responsibility for working well within a broader context. Our stakeholders urged us to strengthen KGH through the execution of this strategy while strengthening the region’s health-care system as a whole, through effective participation in regional initiatives and partnership. They asked us to improve the sharing and promotion of our work so that others can learn from us, adopt our **innovations** and build on them.



Inside KGH, staff said they wanted their managers and senior leaders to be **visible, available** and **responsive**. They told us they wanted to be asked for input when changes that could affect them are considered. They want to know they can bring their concerns forward in a safe and easy way. They said that morale will improve if we address the underlying day-to-day issues that are frustrating staff. By addressing these frustrations, people will feel better about coming to work and patients will feel the difference this makes. Leadership, they said, is about creating the conditions for Outstanding Care, Always, to occur. They asked us to set high standards and to focus our efforts on doing things that make the biggest difference to patients. And when progress is being made on this front, they want us to communicate widely, recognize people for a job well done and **celebrate**.

Our stakeholders said they expect us to be a force for **positive change** within the broader health-care system and to champion ideas and initiatives that make a difference to patients and patient care. They reminded us that one can't be a good leader if people don't know what you are doing. They asked us to do a better job of **communicating** about our directions and activities and to build awareness of the hospital's achievements and accomplishments.

## Principles that guide us

A key feature of our consultation process was getting feedback on our five guiding principles; **respect, engagement, accountability, transparency** and **value** for money. We asked people about what each principle meant to them and how KGH might best demonstrate it. We encountered strong support for our principles. Although the principles meant different things to our patients, staff and other partners, they all had one thing in common: they asked us to **live** by them. They called on us to nurture a culture of respect and to demonstrate it by valuing diversity and differences, the opinions and perspectives of others and the roles of all those who work at our hospital.

They asked us to communicate in respectful, courteous ways and to advocate on behalf of our **patients** and families and each other. They want us to engage patients and families in their care and involve all who work for and with us at KGH in improving our services and our working environment. They expect us to put our patients and their families first and to promote teamwork, especially across departments. Being accountable meant being responsible for our actions and doing what we said we would do. Stakeholders called for transparent decision-making, **disclosure of errors** and adverse events, and timely sharing of information. People called on us to pursue value for money by educating citizens and our staff about the cost of care and by looking for new, cost-effective and efficient ways of delivering care that is of the most benefit to our patients.

## Strengths to build on: people, partners and performance

Internal and external stakeholders identified the **skill** and **commitment** of our **staff** as significant assets to build on. They urged us to capitalize on the region's high quality of life to attract and retain top specialists and other leaders. They pointed out our strength as a major employer and economic engine in this region and suggested that we leverage this strength to gain support for achieving our aspirations. They called on us to forge ever-stronger relations with our partners: the SELHIN; Queen's University; St. Lawrence College; Providence Care, Hotel Dieu Hospital and our region's other hospitals; the South East Community Care Access Centre; health units; family health teams; and community health centres. Participants in the consultations were pleased to learn that we were reducing our deficit and heading toward a balanced budget by 2012. They noted that we are exceeding our Performance Improvement Plan targets, that we have completed 65 per cent of a \$196-million redevelopment plan while continuing to care for our patients, and earning investments from the SELHIN and the Province of Ontario as a direct result of our heightened levels of **performance**. They asked us to build on and reinforce these achievements, which are laying the foundations for future success.

### 3. Our vision of 2015

KGH may be small in relation to the size of our peers, but through the execution of our strategy, we will move to a position of visible **strength** and **influence** among other acute-care research and teaching hospitals in Canada. In 2015, we will express Outstanding Care, Always by “standing out” as a top performer. Outstanding Care, Always will be the reality at KGH for every patient, every day, through advances in clinical care, knowledge and leadership.

Let’s take a closer look at that picture of the future.

In 2015:

Our **patients** and their **families** are at the centre of everything we do. We are a Canadian leader in the delivery of **top-quality complex-acute** and **specialized care** within a well-integrated regional health-care system. We are dynamic, nimble and responsive to the needs of patients and to our ever-changing health-care environment.

We have forged **connections** among the care we give, the knowledge we create and share, and the leadership we provide for the benefit of our patients. Moreover, the **interplay** among evidence-based interprofessional care, the creation and translation of knowledge to improve patient outcomes and leadership are driving our achievement of Outstanding Care, Always.

Our **patients** are fully in the driver’s seat, **participating** meaningfully in every initiative that can influence their care and service. In surveys, they give us excellent ratings for compassionate care, communication and coordination of their journey to KGH, through our facilities, and home or to other points in the health-care system.

We are among the hospitals in North America that have eliminated all **preventable harm** to patients during their hospital stay.

We are a place of **learning** and **research** and a generator of knowledge and scholarship. Everyone is a learner. Central to our position as an engine of health innovation is our ability to bring together educators, students, researchers and practitioners in new ways for the benefit of patients. The health-care professionals of tomorrow are choosing KGH as their place of learning in order to become leaders in interprofessional **collaborative** practice.

We are living within our means and investing wisely in new facilities, technology and training. We have the look and feel of a vibrant, leading-edge patient-focused hospital. Our facilities are clean, green, carpet-free and easy to navigate. Our technology supports communication and collaboration with patients, by staff and among partners throughout the region. Our continuing-education, leadership-development and performance-management programs help people achieve their goals and stay at the **cutting edge** of their fields.



**Collaboration** is the KGH way of doing business. Our regional partners in health care value our leadership in complex-acute and specialty care, and they collaborate with us in the development and execution of regional programs, protocols and education. By connecting and collaborating with others, we achieve consistently high levels of quality, safety and service at affordable costs. We systematically build and strengthen **relationships** both inside and outside KGH. We break down silos using innovative ways to connect people, ideas and information. We leverage our strengths and capabilities and nurture those we need for the future. In short, at KGH we make the right connections to achieve Outstanding Care, Always.

Our five **guiding principles** – respect, engagement, accountability, transparency and value for money – are reflected in our behaviours and actions every single day. We nurture, support and monitor our individual and collective success in applying our guiding principles in everything we do at KGH. Our principles are much more than a set of words, they are like a magnetic force, keeping us centred on what's important and guiding us as we work together and with others.

Our physicians, staff and volunteers identify KGH as a great place to work. They are proud of being part of KGH and don't hesitate to let people know. KGH feels more like a community than a hospital: everyone knows they are a valued contributor to the patient experience, and people bring out the best in each other.

We are recognized by others as being one of the top performers and leaders in our field. We have earned awards and designations that bring **honour** and **respect** for the substantial achievements our people are making to the improvement of health care in our region, our province and our country. Demonstrating success in relation to others fuels our pursuit of excellence.

How do we know we can get there?

We are confident of our track record, our staff and our partners. Since 1835, KGH has been committed to delivering high-quality patient care. Throughout the decades, we have advanced, despite constraints, by hiring talented staff, educating future health-care professionals and fostering ground-breaking research. Progress against the odds is not new to us.

We know that simply declaring what we are going to do won't make it so, and that we must mobilize the hearts, heads and hands of everyone who will play a part in making our vision of Outstanding Care, Always a reality. Unleashing the full potential of KGH is at the heart of our new strategy. Let's take a look at how that will be achieved.

“ Outstanding Care, Always means innovative and collaborative, within the hospital and across the continuum of care. ”

# KGH 2015

Strategy for achieving  
Outstanding Care, Always

collaboration

Knowledge

Ca

Outsta  
ca  
alw

## Principles

Respect   Engagement   Accountabi

## 4 Strategic directions

1. Transform patient experience  
focus on quality, safety and s
2. Bring to life new models of i  
and education
3. Cultivate patient-oriented re
4. Increase our focus on comp

## Enablers

People   Processes   Facilities   Tech

are

nding  
re,  
ays.

Leadership

innovation

ity    Transparency    Value for money

e through a relentless  
service

interprofessional care

search

ex-acute and specialty care

nology    Finances    Communication

We are a community of people dedicated to transforming the experience of our patients and families through innovative and collaborative approaches to care, knowledge and leadership



## 4. Our strategy

### Our aim

Our aim is Outstanding Care, Always.

### Our value to others

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

That means:

We will be pace-setters for safe, high-quality, interprofessional care, putting patients at the centre of everything we do.

We will be pioneers in the use of knowledge to improve patient outcomes; generating new knowledge through research, sharing knowledge through education and scholarship, and facilitating the rapid translation of evidence into practice.

We will be agents of change, leading by example as high performers and champions in health-system reform.

### Our guiding principles

**Respect:** We treat every person we encounter the same way we like to be treated ourselves.

**Engagement:** We encourage and support the involvement of our internal and external communities in all aspects of KGH life.

We, in turn, contribute to the success of the many constituencies upon which we depend.

**Accountability:** We are responsible for the decisions we make and the results we achieve as individuals and as teams.

**Transparency:** While respecting the privacy of our patients and staff, we communicate clearly, openly and honestly about everything we do. We do not hide from difficult conversations, and we share both our successes and our opportunities for improvement.

**Value for money:** We are responsible stewards of resources, striving always to achieve the greatest results for the money entrusted to us over both the short and long term.

### Our strategic directions

Four big strategic directions will focus our energy, action and resources over the next five years, moving us closer to achieving our aim of Outstanding Care, Always.

We will:

1. Transform the patient experience through a relentless focus on quality, safety and service
2. Bring to life new models of interprofessional care and education
3. Cultivate patient-oriented research
4. Increase our focus on complex-acute and specialty care

## Transform the patient experience through a relentless focus on quality, safety and service

Our commitment to dramatically improve quality, safety and service at KGH is bold but essential if we are going to achieve our aim of Outstanding Care, Always. Providing care that is consistently **safe, excellent** and truly patient-centred requires us to introduce a host of changes that will fundamentally transform the patient and family experience.

What kinds of changes? To start with, **patients** will become **involved** in all aspects of our care, safety and service-improvement initiatives. Guided by our newly formed Patient and Family Advisory Council, we will adopt the philosophy of leading patient-centred hospitals: “nothing about me, without me.” And we will translate that commitment into everyday life for patients at KGH. We are confident in this strategic direction because research has shown that involving patients in deliberate and meaningful ways improves their outcomes as well as their overall satisfaction with the health-care services provided. The same goes for involving staff. They have good ideas about how to make things better for patients, and we will ensure that they are more involved in making these changes.

People expect to feel safe and be free of harm during their hospital stay. However, the reality is that given the complexity of the care and service we provide 24 hours a day, seven days a week, adverse events can and do occur. Patient safety research shows that most of these events are preventable, and that our systems are at the heart of the problem. At KGH, we are committed to eliminating all preventable harm to patients. **Zero harm** is not something we can achieve overnight, but we can and will work toward achieving it over the next five years. We will engage patients, their families, physicians and other staff in systematically addressing sources of errors, adverse events and critical incidents, while learning from these situations and preventing them from happening again.

How will we do this? We will increase our use of process excellence tools, staff training and improvement projects to move us along this path. We will give priority to investments in technology and equipment that help eliminate harm to patients. A new **Quality and Safety Council** will oversee the design, implementation and evaluation of our quality and safety initiatives. We will monitor and report publicly on our progress and rapidly incorporate leading practices and lessons learned along the way. Leaders at all levels of the organization will drive quality, safety and service improvements in their areas of responsibility, and our accountability systems will reflect this expectation.

By 2015, KGH will join the ranks of leading acute-care hospitals in North America that have eliminated all preventable harm to patients during their hospital stay.

## 2

## Bring to life new models of interprofessional care and education

**Collaborative** models of practice and education are changing the face of health care as we know it. The importance of working in **teams** may seem obvious, but patients and families repeatedly experience care that is fragmented and centred on our needs as a provider, rather than on theirs. There is mounting evidence that collaborative practice among health-care professionals improves patient outcomes and that positive attitudes and trust among professions is fostered by interprofessional education experiences. We embarked on the design and implementation of ICPM, our new model of care, in 2009. This approach affects the behaviour, duties and roles of all members of the health-care team; and it enables us to better respond to the needs of patients and families along every step of their journey with us. We are starting to see positive results in the patient-care units that are using this approach. Early analysis suggests that in ICPM units, patients are spending less time in hospital; patients are experiencing smoother transitions to and from KGH; and patients, staff and learners are expressing higher levels of satisfaction.

Over the next five years, we will roll out ICPM across every clinical area of the hospital and anchor the changes arising from this approach into our **culture**. By 2015, it will be clear to everyone that collaboration is the “KGH way” of doing business. This will not only help transform the experience of our patients but will also enrich the working life of staff, learners and volunteers.

We are fortunate that the Faculty of Health Sciences at Queen’s University has embraced interprofessional education as part of its future, so that together we can shape the next generation of health-care leaders in a way that sets us apart from our peers and delivers more value to patients. We are not aware of any other academic centre that is advancing their commitment to interprofessional care and education in this way, and we are excited about the opportunity to be a leader in this area.

By 2015, we will be a nationally recognized centre of excellence for interprofessional care and education.

## 3

## Cultivate patient-oriented research

In Canada, about 80 per cent of health-care research is conducted in hospitals and their **research institutes**. Research discoveries have changed the face of health care as we know it, and major advances are progressing at a faster pace than ever before. At KGH, our research programs have grown steadily over the years in **collaboration** with Queen's University and other partners, but we have not moved forward in a deliberate way to maximize our full potential. Our stakeholders and environmental scan confirmed that we have pockets of research excellence at KGH, a strong foundation on which to build, but we don't yet have a well-integrated research culture in the hospital. Research has always mattered a great deal in the life of an academic hospital. Now, it has become an academic hospital's defining characteristic. Research is not something that can be done well when it is treated as an add-on to all our other responsibilities. It must be well integrated into an overall strategy for the hospital and tied to a commitment to excellence. To position ourselves as a serious player in the increasingly competitive research arena, we must build on our strengths, forge new partnerships and take action that will enable us to realize our full potential.

“ Outstanding Care, Always means every patient is treated with compassion and respect. ”

The message from the research community in Kingston was clear: step up and take the lead in cultivating a **research environment** at KGH that will help grow and strengthen clinical research. Patient-oriented research is the priority initiative for national funding agencies such as the Canadian Institutes of Health Research (CIHR). Patient-oriented research is research that brings patient outcomes into sharper focus. This priority is perfectly aligned with our own strategy for achieving Outstanding Care, Always. We have decided to make our response to this call to action a central feature of our new KGH strategy.

We are establishing a **research institute** at KGH. The institute will provide us with a platform for change and a mechanism for channelling the growth and development of a productive research enterprise. We will create a Clinical Research Council and a long-term strategy to cultivate patient-oriented research at KGH. We will build innovative **partnerships** with Queen's University, the Southeastern Ontario Academic Medical Organization (SEAMO) and others to advance the research agenda in tangible ways. We will position ourselves and others for success in national research funding competitions so that appropriate infrastructure and support is in place to enable clinical scientists conducting research at KGH to be **globally competitive**. We will encourage scholarly activity, including seminars, publications, posters and presentations that profile research and innovations at KGH so that knowledge is shared and our reputation as a leading-edge academic centre is strengthened.

Researchers at KGH currently receive about \$18 million in external funding from government and other sources. By 2015, we will increase external funding by 50 per cent.





# 4

## Increase our focus on complex-acute and specialty care

KGH is an integral part of the broader health-care system, and we are working closely with other health-care organizations to develop a **well-integrated system** of care that meets the needs of patients today and into the future. In our consultations with stakeholders, we heard loud and clear that people across the region are counting on KGH to be there when they need us most – for the diagnosis, treatment and care of **serious** and **life-threatening conditions**.

As the lead or sole provider of many **complex-acute** and **specialty care** services within our region, we have a responsibility to ensure that everything we do measures up against the best. But how? To achieve excellence, we will systematically strengthen the links among care, teaching and research in targeted areas. Our health-care teams will consistently use evidence to plan and deliver care and regularly evaluate and **benchmark** our clinical outcomes. Our teams will ensure that patients who require the specialized skill, expertise, facilities and equipment from KGH will be able to move to and from our hospital in a smooth and timely way.

Increasing our focus on complex-acute and specialty care will bring other changes. Some of the services we are delivering today will move to other parts of our health-care system over time. Other services will continue, but through innovation, they will be delivered in new and better ways. One thing is certain, however; changes will not happen in isolation. They will be shaped through consultation with our communities and through the planning process now led by the SELHIN to improve the quality and integration of health-care services in our region. Working with our partners, we will create a clinical services plan for KGH that will guide our approach and decisions regarding human resources, facilities, resource allocation and research and education.

By 2015, KGH will have worked with the SELHIN and other organizations to shape a highly integrated, high-performing regional system of care. We will be providing leading-edge complex-acute and specialty care services and working effectively with others to meet the broader health-care needs of people in our community.

## Our enablers

Our ambitious strategy requires **strong leadership, resources and support** from everyone who is part of the KGH community. As such, we have identified six enablers that are essential to successful implementation of our new strategic directions. In year One of our strategy, we will develop detailed plans for each enabler, and specific objectives and targets will guide our annual corporate plans.

### 1 People

Helping everyone at KGH achieve their full potential is the focus of our “people plan.” We know that if we get the people part right, everything else in the strategy will follow. Turning our hospital into a **positive, dynamic, healthy workplace** is a top priority. To do that we will foster the development of a culture that defines KGH not simply as a hospital but as a **“community of people”** who are united around our common aim of Outstanding Care, Always. We will embrace our patients and everyone who works at KGH as valued contributors to the patient experience and ignite new levels of **passion, pride and performance**. Together, through the engagement of staff, we will eliminate barriers and day-to-day frustrations so that our strategy can be achieved. We will build a more robust learning environment to ensure that people can receive the training and support they need to excel in the roles they play today and prepare for new roles in the future. That means everything from making sure people get their vacations and performance reviews, to living our principles and providing people with the right tools, knowledge and support to perform their jobs safely and well. We will **eliminate injury** and harm in the workplace. Our strategy positions KGH as part of a larger community, and with this comes a responsibility to demonstrate good corporate citizenship. Seeking out regular feedback, we will always look for ways to do things better and take time to celebrate our contributions and achievements.

### 2

## Processes

We are rapidly developing our ability to improve our processes and solve problems through **“lean”** and other **“process excellence”** approaches and tools that deliver more value with less work. Experts in process improvement are currently using case studies about KGH’s experience in this area to teach other hospitals how to improve their processes by making it easier to do things right the first time, every time. Our process improvement team has led or supported 17 projects involving more than 100 staff over the past 18 months. Already these projects are improving the way patients move through the hospital, **increasing our efficiency**, eliminating waste and reducing errors. These projects involve **front-line staff** in identifying problems and designing solutions themselves. Going forward, we will align our process improvement efforts to our strategy and ensure that tools, techniques and new knowledge are shared across the organization so that best practices can be more rapidly and easily adopted.





### 3 Facilities

**Safe, modern** facilities are essential for leading-edge acute care research and teaching hospitals. KGH is one of the oldest standing hospitals in Canada and we are providing some of the most advanced clinical services in physical space that is inadequate. Thanks to the generous support of government and the people of Kingston and our surrounding communities, we are turning a corner. Our \$196-million redevelopment project is breathing new life into the hospital. We are already experiencing the benefits that bright, new, well-equipped facilities bring to our patients and staff. State-of-the-art facilities for cancer, dialysis, mental health, pediatrics and critical care will be complete in 2012 – on time, and on budget. Knowing that our operating rooms and other essential service areas require major overhauls as well, we are currently updating our long-term **master plan** for our facilities and working to secure approvals for Phase 2 redevelopment. We are also taking some big steps to make KGH “green” and to demonstrate **environmental stewardship**. Inside, we will keep KGH **clean**, all the time, and we will get rid of the carpets as fast as our finances will allow. We will find ways to improve the parking situation. We know that the best physicians, researchers, staff and students can choose where they work, and that their choices are influenced by the working environment. We must keep pace with our peer acute-care research and teaching hospitals on all fronts.


### 4

## Technology

Technology is above all an instrument of **communication** and **collaboration**. It is transforming the way people and health systems work, and at the same time improving care, saving lives and, in some cases, reducing costs. It can help us speed transmission of important **information**, improve clinical care and slash error rates. Through **telemedicine**, KGH specialists might advise and conduct procedures virtually in rural and remote areas. Keeping pace with emerging technology is essential. KGH has a solid foundation in place for **electronic patient records**. Going forward, we will define how technological advances can best enable advancement of our strategy. We will ensure through wise decision-making and financial management that we have the capital resources to invest in technology over the long term. This will require us to make choices about what projects to invest in and when, and to ensure that the behaviours and processes required to support new technologies are supported and well planned.

## 5 Finances

Living within our means is at the heart of our operating plan at KGH. We learned a tough lesson when we went off this course. But we are now on target to **eliminate our deficit** as promised by April 2012. It's not easy to do while absorbing rising costs and improving care. But this past year we proved that making headway toward financial health is possible without cutting clinical service. Today, we are about \$7 million ahead of where we expected to be. We still have work to do to achieve the operating efficiency levels that our peers have already reached, to **reduce expenses** and to **increase revenues**. This important work will enable us first to deliver our Performance Improvement Plan and second to give us the resources we need to invest in our future. An organization of our size and scope should be allocating about \$20 million a year in capital to renewing its equipment and technology. In addition to this level of capital investment, we must dedicate resources to improving our research infrastructure. Recognizing that we are far behind in our capital investment, we will work aggressively through the life of this strategy to rebuild our **capital resources**. Notwithstanding the challenges, we are optimistic. We know that governments, industries and other funders want to invest in high-performing organizations – and we know we are well on our way to becoming one. We will ensure that KGH benefits from the variety of funding opportunities that exist, and we will continue to support the fundraising strategies of the University Hospitals Kingston Foundation. Achieving long-term financial health is essential. As we go forward, we will balance our aspirations with reality, achieve the best possible outcomes for money raised and money spent and, most importantly, treat every dollar we are entrusted with as if it were our own.



“ Outstanding Care, Always means research is part of the culture. ”

## 6 Communication

We have already begun a communication revolution at KGH by asking our stakeholders to help us set priorities and shape this strategy. And we intend to continue on this path, which emphasizes **listening** and **participation**. We take seriously our stakeholders' call to **improve communication** with patients, among staff and with our partners. We will align our communication and community engagement plans to our strategy and seek feedback as we move forward. We will communicate in ways that build trust, confidence and energy, and exemplify our guiding principles of respect, transparency, engagement, accountability and value for money.



## 5. Outcomes

**Results** will be the ultimate test of whether this strategy is successful. Hence, in addition to painting a picture of the future through the aspirations and intentions expressed in this strategy, we are identifying up front some very concrete outcomes we expect to achieve. Action plans will be in place to ensure that we move forward in each of our strategic directions, and we will **report openly** and regularly on our progress. This is not an exhaustive list, but through the successful execution of our strategy we will have achieved these outcomes by 2015:

- Patients are engaged in all aspects of our quality, safety and service improvement initiatives.
- All preventable harm to patients is eliminated.
- All preventable delays in the patient journey to, within and from KGH are eliminated.
- Staff are engaged in all aspects of our quality, safety and service improvement initiatives.
- All preventable harm to staff is eliminated.
- KGH is designated as one of the best places to work.
- Our Interprofessional Collaborative Practice Model (ICPM) is implemented in every clinical area with high ratings from patients, staff and learners.
- KGH is recognized as a centre of excellence for interprofessional education.
- Externally funded research at KGH has increased by 50 per cent.
- Phase 1 redevelopment is complete, and Phase 2 construction is underway.
- KGH is clean, green, carpet-free and has sufficient parking.
- Our operating budget is balanced and we are able to allocate \$20 million a year to capital expenditures.
- One hundred per cent of Accreditation Canada requirements are met with an unconditional three-year award.
- KGH services are well aligned and integrated with the broader health-care system.

## 6. Getting there

As we go forward, we will use our strategy as a GPS to help us make choices about what we will start, stop and continue, and to navigate within a changing environment. We will implement our **strategic directions** over five years. We will put annual plans in place to guide the execution of our strategy, and the first round of these will be done over the next six months. With metrics, performance targets and monitoring systems in place, we will always know where we are in relation to where we want to be. We will **review our progress** yearly in consultation with our stakeholders, adapt as needed and incorporate what we are learning as we go. In years One and Two we will take definitive actions to advance each of our strategic directions and align and strengthen our enablers. While we do this, we will stay on course for achieving the ambitious targets already set for April 2012, including elimination of the operating deficit and completion of Phase 1 redevelopment. In years Three and Four we will build on our success, anchor the big changes we have made firmly in our culture, continue to achieve milestones and monitor progress. We will continue to scan the environment and address new challenges and opportunities as they arise while staying focused on our aim of Outstanding Care, Always. In year Five, 2015, we will consolidate our gains, **celebrate our success** and embark on a strategy for the next five years.



What are  
our strengths?

## 7. The way forward

KGH is well positioned for the future. Our new strategy sets out four big directions and creates an inspiring vision of KGH in 2015. Powered by a new aim, a statement of the value we create for others and a set of principles all shaped through extensive consultation, we are ready to navigate the landscape ahead and weather any unexpected storms. Success will be enabled by our people, processes, facilities, technology, finances and communications, all channelled toward common goals.

The future of KGH is in our hands. Let's work together to achieve our collective aim of Outstanding Care, Always. Lives depend upon it.



research  
**people**

**partnerships**

**specialists**

clinical trials committed dedicated  
collaboration regional cancer centre  
Queen's University outstanding staff  
diverse experience clinical  
partners outstanding people  
services  
new buildings  
excellent medical care  
staff  
location  
employees  
experience  
diverse services  
dedicated staff

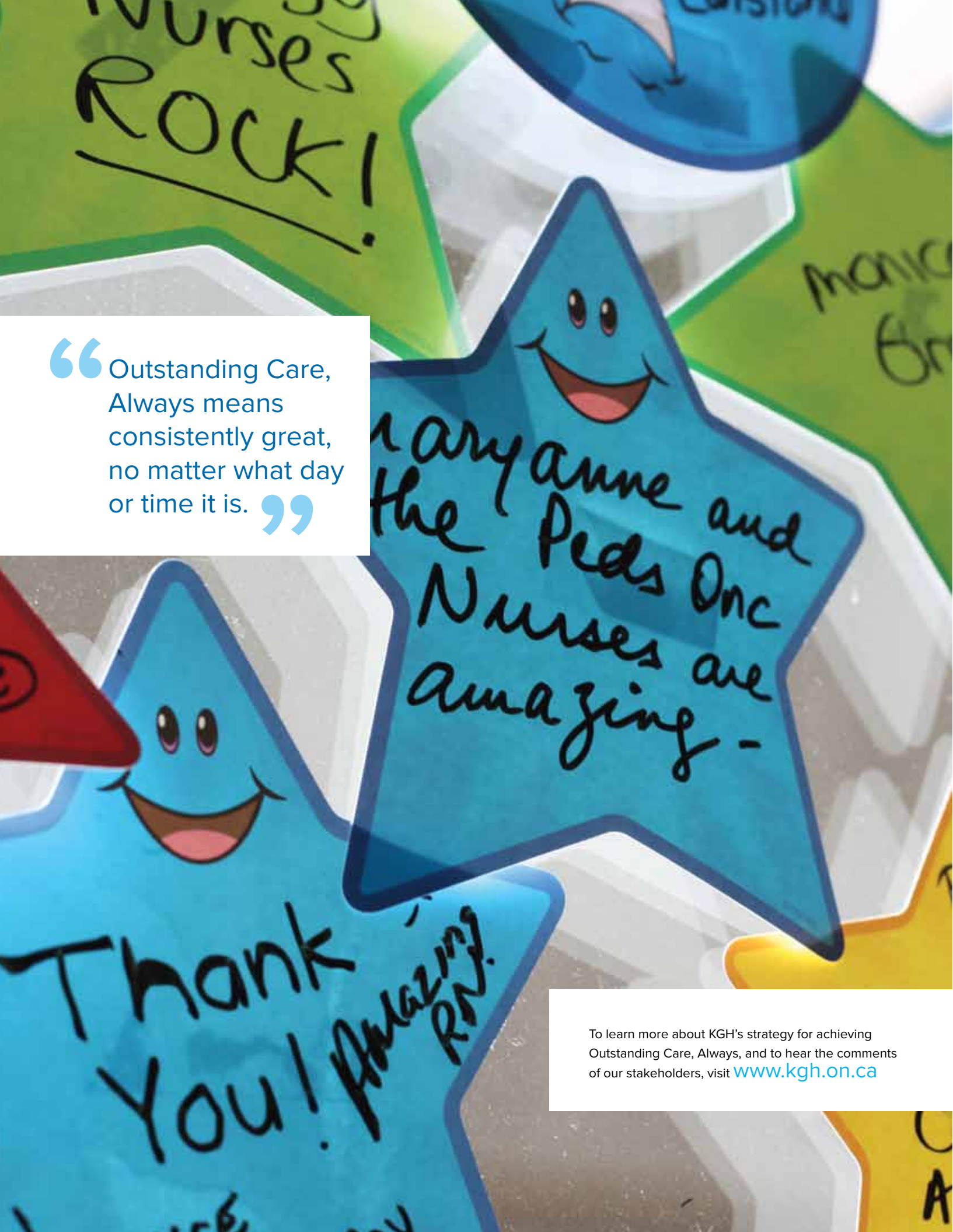
quality

caring staff

quality-of-life

knowledge

people are our greatest strength  
front-line-staff

The background of the entire page is a collage of colorful star-shaped stickers. The stars are in shades of blue, green, red, and yellow. Many of the stars have a simple cartoon face with two dots for eyes and a wide, smiling mouth. The stars are scattered across the page, some overlapping. The text on the stars is handwritten in black ink. One prominent star in the center-right says "Maryanne and the Peds Onc Nurses are amazing -". Another star in the bottom-left says "Thank You! Amazing RN!". In the top-left, a green star says "Nurses ROCK!". In the top-right, a blue star says "Maryanne". In the middle-right, a green star says "Maryanne". In the bottom-right, a yellow star says "C A".

“ Outstanding Care, Always means consistently great, no matter what day or time it is. ”

Maryanne and the Peds Onc Nurses are amazing -

Thank You! Amazing RN!

To learn more about KGH's strategy for achieving Outstanding Care, Always, and to hear the comments of our stakeholders, visit [www.kgh.on.ca](http://www.kgh.on.ca)