

2013-2014

KGH this year



KG+

Kingston
General Hospital

Outstanding care, always™

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

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Message to the community



Welcome to *KGH This Year*. It has been a year of impressive milestones for our hospital and we're delighted to share them with you on behalf of the more than 7,000 people who work, learn and volunteer at KGH to make these achievements possible. Our fourth quarter ended March 31, 2014 and we're pleased to report that we achieved 85 per cent of our Annual Corporate Plan milestones. We also achieved 67 per cent of our ambitious Quality Improvement Plan targets. In the spirit of continuous improvement, we have incorporated each of the areas where targets were missed this year into our annual corporate plan for 2014-15. Sometimes it takes longer than expected to make improvements. Other times we have to pause and adjust our approach if we find the path we are on is not working as well as we had hoped. We are holding ourselves to high standards and won't stop until we achieve our goals.

Our organization is committed to being a top performer, so we spend a lot of time monitoring targets and indicators, but we're mindful not to get lost in the numbers as every number represents a person, namely, a patient or member of our staff.

This year, we're excited to share just some of the stories of how we're moving closer to our aim of making Outstanding Care. Always a reality for every patient, every day, while also making KGH a great place to work.

KGH was in the spotlight this year for our innovative approach to partnering with patients and families to transform their experience. This has become a defining feature of our hospital and attracted international attention. We were pleased to host our first national conference on transforming the patient experience in May 2013. It brought together over 300 participants from across the country to share information about embedding the patient voice into planning and decision-making to create a truly patient- and family-centred environment. Our work was also profiled by the CBC Radio program *White Coat, Black Art*, CBC TV and on the front page of Canada's national newspaper, the *Globe and Mail*.

There are always a lot of great initiatives to choose from when we put together our annual report. This year, we decided to showcase one of the ways we are transforming the patient experience, and that is by improving the hospital environment. Today KGH is a brighter, cleaner place today than it was four year ago. That's when we made a commitment to remove the carpets in our hospital in response to the concerns of patients, families, and staff. Now, we are officially carpet-free in all patient areas of our hospital! Our bright new floors and freshly painted walls are contributing to a safer and cleaner KGH.

We are also pleased to report this was the fifth consecutive year that we achieved a balanced operating budget, while increasing our capacity to invest in the equipment, technology and infrastructure we need to deliver outstanding patient care. In total, the hospital currently has \$17.5 million available for capital investment, thanks to the many cost-saving and efficiency ideas that people across our organization contributed, and because of the support of generous donors to University Hospitals Kingston Foundation. As a next step, we are committed to increasing the amount of funds available for capital investment to \$20 million by March 31, 2015.

Even as we work to modernize our hospital, we also took a moment this year to look back and celebrate our long and rich history of caring for our community. This past year was our 175th anniversary and people from across the KGH community joined us to celebrate our legacy, and look towards our bright future.

Thank you for your interest in KGH. Stay tuned. KGH is on the move!

Leslee Thompson
President and Chief Executive Officer

Tom Buchanan
Chair, KGH Board of Directors

Creating the environment for Outstanding Care, Always

Hospitals are for healing. That's why it's so important to our patients and their families that KGH is as bright, clean, safe and welcoming as it can be. Over the past few years, we've been working hard to improve the environment inside our hospital and we've now hit a milestone worth celebrating. We have officially removed all of the carpets from our patient-care areas and renovated dozens of floors along the way.

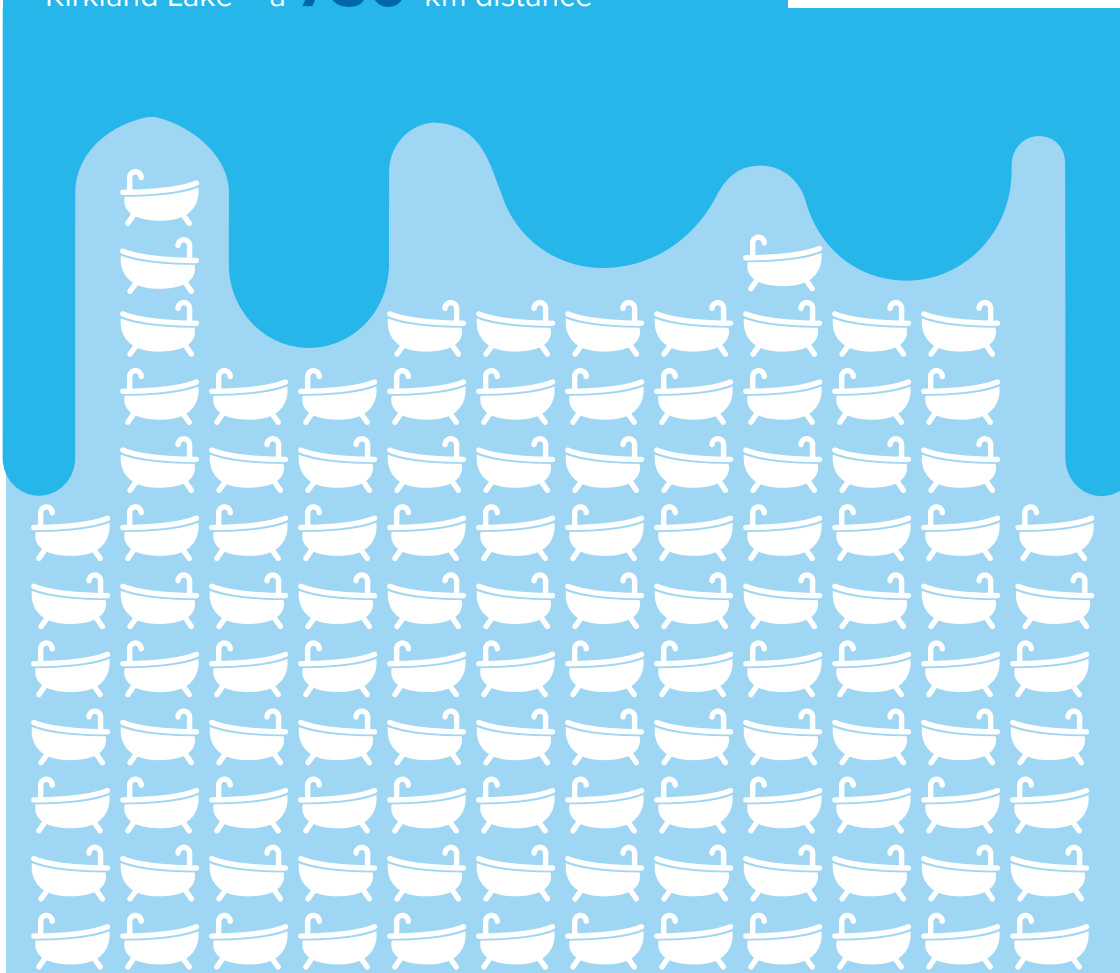
We have also been busy improving how we clean all of these spaces by implementing new cleaning methods and infection control practices to make sure patients and their families are safe while in our care.

Follow the info-graphic to see highlights of the ways we're transforming our hospital to improve the patient and family experience.

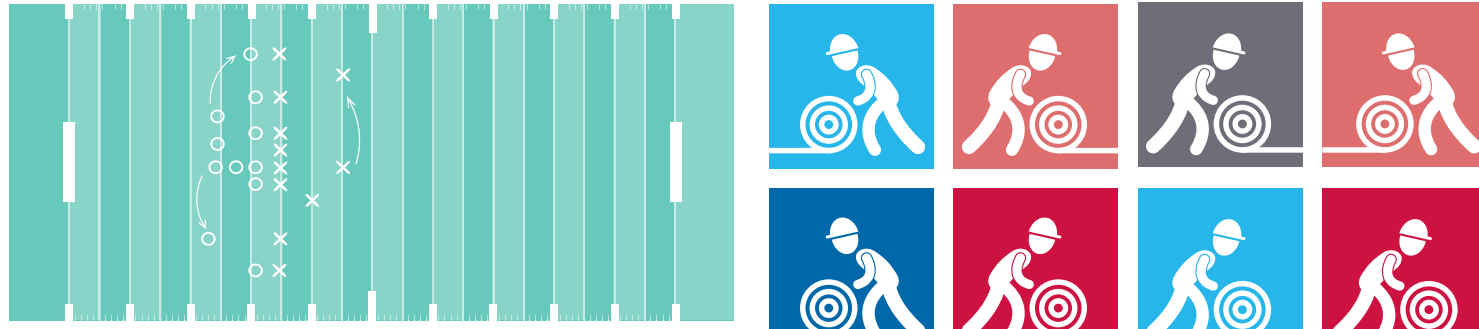
Rolling up the carpets

It wasn't long ago that KGH was almost entirely covered with carpets. The KGH community let us know they'd prefer to see them removed. Thanks to a special grant from the Ministry of Health and Long-Term Care, we were able to start the job in 2011 and now the final pieces have been pulled up. As part of the project, we also renovated many areas that needed refreshing. It was no small feat. Here are some highlights of the job:

2,760 gallons of paint were applied, which would fill **115** bathtubs or paint a **15**-centimeter wide line from Kingston to Kirkland Lake – a **750** km distance



24,154 square metres of carpet were removed – that's equal to 4.5 football fields



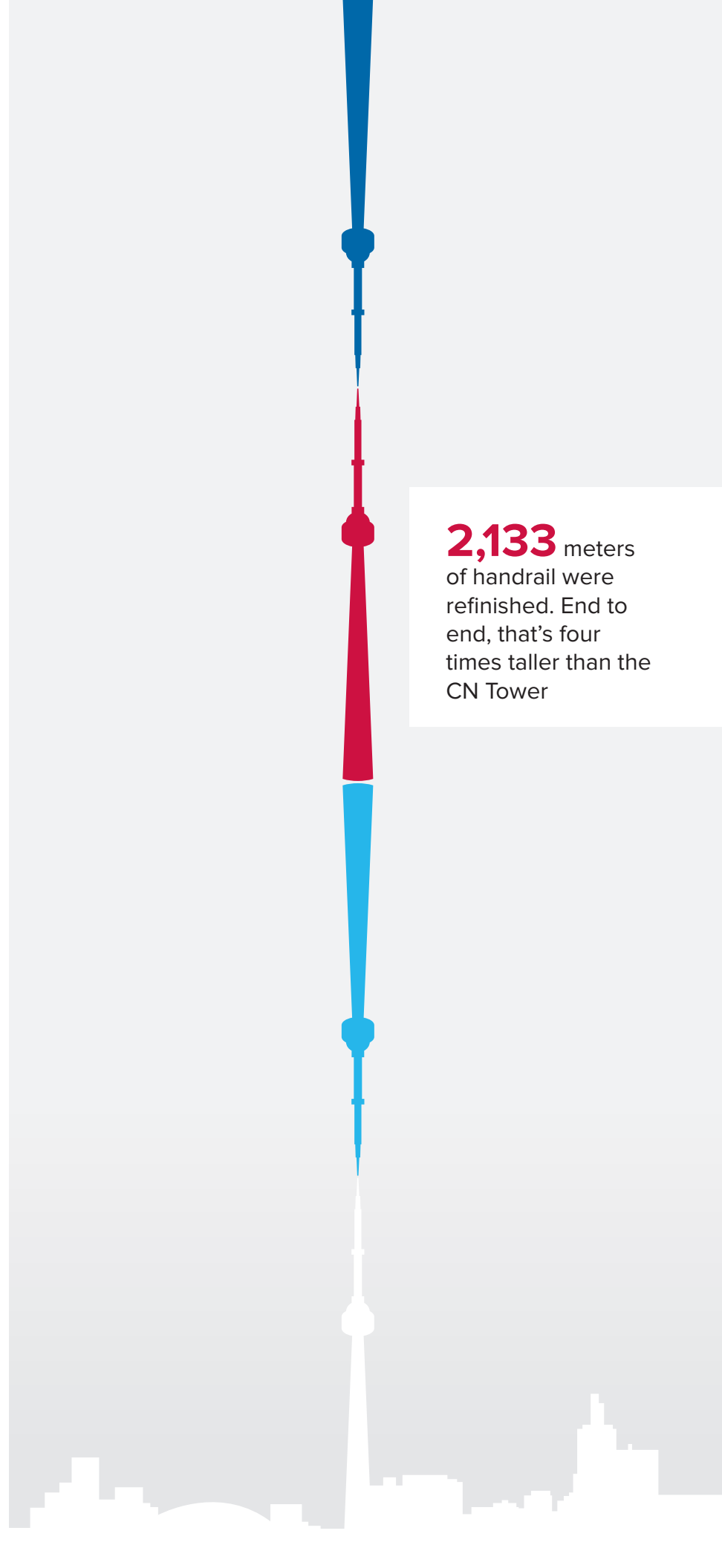
634 beds were temporarily relocated during the project while we continued to provide outstanding patient care.

It took **38** months to complete and we finished on budget



Carpets were removed from **23** different patient-care areas of the hospital and **20** floors were renovated

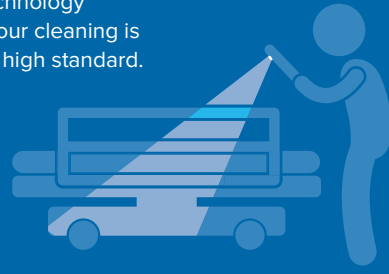
2,133 meters of handrail were refinished. End to end, that's four times taller than the CN Tower



A culture of clean

Along with the fresh new look in our patient-care areas, we are also keeping our hospital cleaner than ever. With the help of our independent auditor Westech, we have improved our cleaning audit scores remarkably and are implementing new cleaning techniques to ensure things are safe and sparkling.

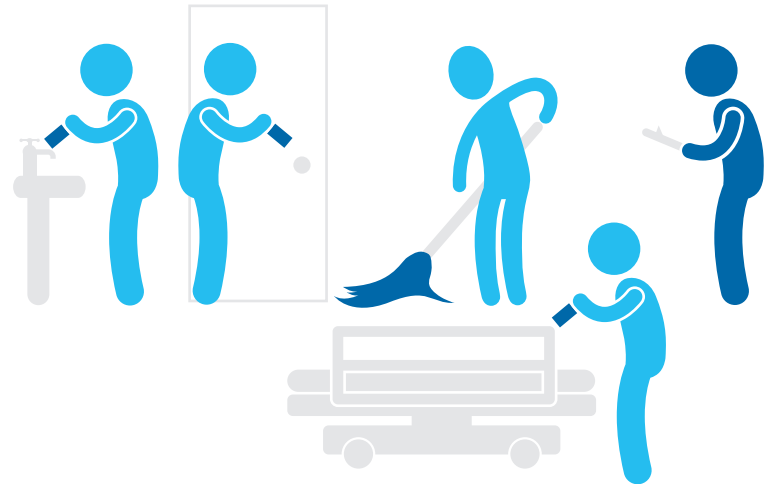
As part of our cleaning regimen, we use glow germ technology to double check that our cleaning is kept to a consistently high standard.



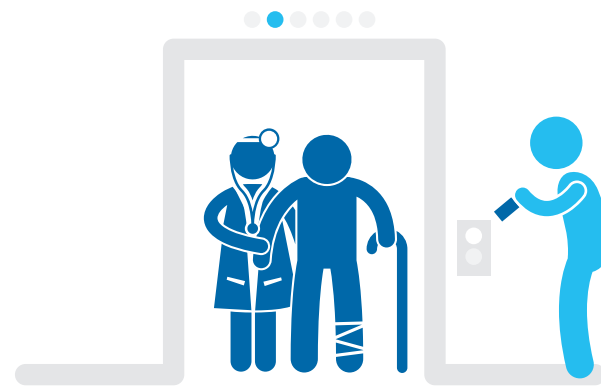
We were one of the first hospitals in Ontario to bring in a third-party auditor to help drive improvements.

Westech carries out thorough audits of **500** rooms two times a year and we are consistently scoring high marks against their standard measures that look at everything from the cleanliness of bed rails to door knobs and other high-touch areas.

Our latest score was **81** per cent, up from 68 per cent in our first audit in 2011, and closing in on the industry benchmark of 85 per cent.



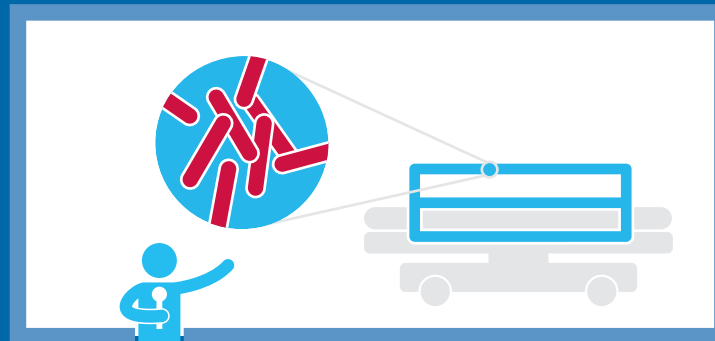
We have increased the cleaning frequency in our busy public areas including our lobbies, elevators, rest rooms and retail areas by as much as five more cleans per day to ensure a good first impression for visitors.



Patient and visitor feedback and comments are improving when it comes to hospital cleanliness. The percentage of patients responding 'good, very good or excellent' to the question 'How would you rate the condition of your room and hospital environment' has improved from 71 per cent in 2011 to 81 per cent in 2013.



Environmental Services staff are regularly trained in the Provincial Infectious Diseases Advisory Committee (PIDAC) standards, which promote best practices for hospital environmental cleaning.



Going green

KGH may be one of the oldest hospitals in the country, but that doesn't mean we can't be modern in our approach to helping the environment. Over the past few years, we have invested heavily in upgrades to our facilities so we can reduce our energy and water usage and save on our utility bills. It is money we are now spending where it's needed most – on patient care.

We have reduced our energy use by 14 per cent, saving the planet 6,354,000 kilograms of CO₂ per year. This is equivalent to 1,338 passenger vehicles being removed from the road or enough electricity to supply 834 homes for one year.

14% less energy
= **6,354,000 kg**
of CO₂



1,338

834



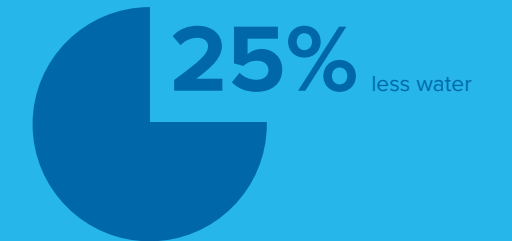
Energy projects have resulted in a net **16** per cent reduction in our utility budget, which adds up to **\$800,000** per year – money that can be redirected to patient care.



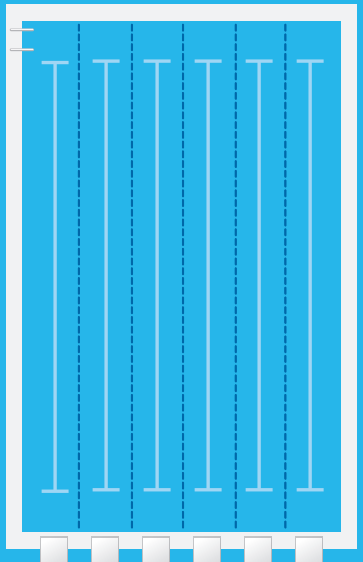
Our water consumption has been reduced by about 25 per cent per year, thanks to our installation of low-flow toilets, sinks and other water fixtures. KGH is now conserving nearly

76,000

cubic metres of water annually. That's equal to 30 Olympic-sized swimming pools.



30x



We are recycling 20 per cent of the waste generated at KGH, which meets the Ontario hospital average. This waste is now either being recycled, reused or composted.





Transforming the patient experience

Partnering with patients and families

When we set out on our journey towards Outstanding Care, Always we asked our patients and their families to join us every step of the way. It's a partnership that has been growing steadily and it's helping us transform the patient experience at our hospital in ways we could not have imagined.

This year, 59 Patient Experience Advisors held 91 positions on important standing committees, along with 216 positions on other committees. They also participated in 200 hiring interviews for frontline staff and management positions. And we're not done growing this vital partnership. We are expanding further the scope of what Patient Experience Advisors can do in our hospital.

This year, advisors joined teams specially created to tackle some of our top improvement priorities. To help them participate as equal partners they received the same training as our staff members in our continuous improvement methodology. By the end of the fiscal year, 12 advisors had completed this training and they are now participating in 20 of our improvement priority teams.

These are just some examples of the close partnership that is capturing attention across the country and even overseas. Several national media outlets profiled our Patient Experience Advisor program this past year, including *CBC Radio* and *Television*, as well as the *Globe and Mail*. Our practices are also informing think tanks such as the Change Foundation, the Canadian Foundation for Healthcare Improvement and Accreditation Canada. They are also being shared through vehicles such as the international *Patient Experience Journal*, a new publication dedicated to sharing the latest research on improving the patient experience.

At the same time, we have also been doing our own part to help spread the word about our partnership with patients. In May of 2013, we became the first Canadian hospital to hold a major conference focused on Patient- and Family-Centred Care with over 300 people attending, mainly from across Canada.

Our leaders, staff and some of our Patient Experience Advisors have attended conferences here and in the U.S., as well as in Europe, to share how we are listening to and incorporating the patient voice into almost everything we do that has an impact on the patient experience.

The year ahead:

- It's important for Patient Experience Advisors to participate as equal partners in our improvement initiatives. We will continue to offer support and education in continuous improvement methods so they have the same knowledge and tools as the rest of our teams.
- The demand for Patient Experience Advisor participation continues to grow as programs and departments benefit from their contributions. We will keep recruiting more advisors to ensure the patient voice is woven into everything we do that impacts the patient experience.
- We will conduct an advisor engagement survey to learn how this partnership is working for our advisors so we can improve and strengthen their role.

Eliminating preventable harm

Hand in hand with keeping our hospital cleaner, we have also made big progress on improving patient safety. This year, we saw a steady decline in all of our hospital-acquired infection rates. It's now been over two years since we have had an outbreak of *C. difficile* and we now have one of the lowest *C. difficile* infection rates in the province for comparable hospitals.

This is thanks to the focused and dedicated work of teams across our hospital. For example, this year we introduced a new *C. Difficile* Infection Order Set. This protocol helps physicians and care teams quickly detect and manage all cases using the latest best practices. Our Antibiotic Stewardship program also took hold. It helps us reduce the avoidable use of antibiotics, as these drugs can help trigger *C. difficile* infections in some patients.

Infection Prevention and Control staff also supported the close monitoring of all *C. difficile* cases and worked with staff on the floors to sharpen the focus on preventing the spread of infections.



The year ahead:

- Nothing helps prevent the spread of infections as much as washing our hands. At KGH we expect a hand hygiene compliance rate of at least 95 per cent. To get there, we will continue conducting monthly audits on all units and then posting the results for everyone to see.
- It only takes a second for a patient to lose balance and fall so we will be teaching all of our staff to use two proven programs that focus on preventing falls before they happen.
- It's important for our care teams to know which medications a patient may have been taking when they are admitted at KGH to help inform their care plan. We will be creating new processes and forms to make sure this medication reconciliation happens for every patient admitted to our hospital.
- Patients are counting on us to test their samples quickly and accurately to support their diagnosis and treatment. Yet sometimes these samples are collected or stored improperly or are mislabelled or mismatched. This year, we are targetting these types of errors with tighter procedures and more education for staff.
- The Surgical Safety Checklist was put in place to improve safety before the start of any surgical procedure. We will now be monitoring its use to make sure all three phases of the checklist are being completed for every surgery that takes place in our hospital.



Eliminating preventable delays

A key part of delivering Outstanding Care, Always is making sure our patients don't experience any unnecessary delays in their journey to, within and from KGH. This year, more patients came to our hospital for emergency department visits, surgeries and cancer care and more were admitted to our inpatient units. We managed all this increased activity while maintaining an overall patient satisfaction score of 95 per cent.

But there were challenges along the way, and maintaining good patient flow was one of them.

At times, we experienced long bouts of gridlock, which occurs whenever there are significant delays in our ability to move patients through the hospital to their intended destination. This year, we had 18 Gridlocks that lasted a total of 1,403 hours. While that is almost double the number of gridlock hours we experienced the previous year, we were still able to see the same number of patients and in some areas of the hospital we saw more.

Over the past year, our staff and community partners swung into action to focus on tackling this complex problem. Out of this, we identified 20 improvement opportunities. Eight of them are being actively addressed, and three are now fully implemented.

For example, we created a new Patient Transfer Checklist to expedite the exchange of information when patients move from our emergency department to inpatient units. At the same time, we eliminated a paper registration form that was time-consuming and no longer necessary thanks to software improvements. In doing so we decreased the time it takes to make decisions about a patient's admission to an inpatient unit.



On another front, we also worked with our regional partners, and signed on to a new non-urgent patient transfer service that will speed up the movement of patients between hospitals, long-term care homes and other facilities. This new service enables us to transfer patients seven days a week.

We have also made progress on reducing wait times and lengths of stay, as well as on decreasing avoidable admissions and optimizing occupancy rates. Our cancer program created a new wait-list management process and developed a new set of tools that quickly reduced the amount of time cancer patients wait for their surgical procedures.

The year ahead

- We remain concerned by the high number of patients waiting in our hospital to be transferred to a more appropriate care setting, such as a long-term care home. As of year end, there were an average of 43 patients per day waiting to receive care in another setting, well above our target of 20. We will be working more closely with our regional partner hospitals, the Community Care Access Centre and the South East Local Health Integration Network to address this challenge as a system.
- Every time we experience gridlock, our Patient Flow Task Force reviews the circumstances to identify opportunities for improvement so work can begin to tackle them. We will continue this work until all sources of gridlock have been addressed and patient flow is consistently smooth.
- As part of this work, teams are focussing on more improvement cycles. One deals with how our patients receive consults with our allied health professions. Another is focusing on how we predict when patients will be discharged and then on making sure the discharge goes smoothly once it's underway.
- We will be redistributing hospital beds amongst programs and services to group together patients with similar care needs. This will support patient safety and quality of care while making the best use of our resources and improving patient flow.
- We will be working with our regional partners to strengthen regional health care through such initiatives as the Ministry of Health and Long-Term Care's Health Links, which is aiming to close the gaps in care when patients move from one setting to the next.

Bringing to life new models of interprofessional care and education

As its name suggests, our interprofessional collaborative practice model (ICPM) features teams of healthcare professionals working together to deliver patient- and family-centred care. This year, we've been busy building on this model by introducing a set of patient- and family-centred care standards. These standards will apply to everyone who works, learns and volunteers at KGH and help ensure patients have the same service experience in all areas of the hospital.

The first four standards include:

- Completing whiteboards in patient rooms so patients and families can quickly see who is on their care team each day. This also supports the exchange of important information about their care.
- Wearing identification badges at chest level so people can see who is entering their room and what role they play.
- Hourly rounding on units to ensure every patient is regularly seen by a staff member and provided care and comfort measures as needed.
- Conducting Patient and Family Feedback Forums. These are an opportunity for the care teams to meet with recently discharged patients and their families to hear and learn about their experience, which helps us identify opportunities for improvement and reinforce what's working well.

To help these standards take hold, we are auditing how we are doing on each of them. So far, our results are encouraging with scores exceeding 80 per cent compliance on almost all of them, against our target of 100 per cent. The one standard falling below this target is staff and physicians wearing their identification badges at chest level. That score was 76 per cent and work is underway to explore ways to improve compliance.

The fifth standard we have decided to adopt aims to improve how we communicate with our patients, their families, and each other. It's a successful model developed at the Cleveland Clinic called 'Communicate with H.E.A.R.T.' It helps everyone understand the nine service behaviors that support positive and productive interactions. The model empowers people to address concerns and questions in such a way that each person feels he or she was truly heard. For patients, this will help foster an environment more conducive to healing.

The year ahead:

- Everyone who works, learns or volunteers at KGH will be trained in the 'Communicate with H.E.A.R.T.' program. This year, the first group of at least 500 will receive their education.
- To help bring to life our model of Patient- and Family-Centred Care we will continue to hold special education sessions for our staff, physicians and volunteers. So far, over 2,300 people have completed this training, which represents about two-thirds of our workforce.
- Patient satisfaction scores tell us how we are doing in delivering the care people expect from us. When asked 'Overall, how would you rate the care you received at the hospital?' patients have been consistently giving KGH a satisfaction rating of 95 per cent. Our target for next year is to increase this to 97 per cent.





Creating a healthy workplace

A hospital is made up of much more than bricks, mortar and medical equipment. It takes people to deliver Outstanding Care, Always. That's why one of our top priorities is to become a great place to work.

To get there, this year we surveyed our employees, volunteers and physicians to find out what they feel is needed to improve engagement in their area and across the hospital. Four main themes were identified from the employee survey as opportunities for improvement across the organization, including recognition, trust and communication, wellness and career development.

In a change from previous surveys, the employee results were also broken down to the team level so people could see what is important to the employees in their area. Everyone on the team was then invited to create an Engagement Action Plan that spelled out their group's top opportunities for improvement. As of year end, every team at KGH had an engagement action plan in place.

One message that came through in the surveys was that employees across the hospital would appreciate the opportunity to be more physically active in our workspace. To support this we created new fitness, yoga, dancing and meditation classes that are open to the KGH community. We also launched a new website that has cutting-edge tools to support both mental and physical health.

Another way to improve engagement is to strengthen leadership across the hospital. This year, 97 per cent of leaders completed special training to provide them with new tools to engage and retain talent.

The year ahead:

- We will expand the implementation of performance reviews and agreements at the employee level where this has not occurred in the past. These reviews will help support employees in their professional development while strengthening accountability.
- We will continue to strengthen our leadership development program, which includes a new workshop for frontline leaders, such as charge nurses, supervisors and technical leads.
- We are committed to improving employee, volunteer and physician engagement in our hospital and we know it's going to take time to get to where we want to be. A key step this year will be to finish developing and rolling out our new corporate engagement plan for the hospital.
- Over the last five years we have heard from our employees and our unions regarding the need to improve how we schedule employees while reducing payroll errors. This year we will complete our Scheduling Project, which includes implementation of new technology and a review of the way all employees are scheduled.
- We have been making great progress towards our goal of eliminating preventable harm to staff. Our needlestick injuries were down as were the number of musculoskeletal injuries resulting in lost time from work. We plan to build on this success by creating more training and introducing some new equipment.

KGH in the spotlight



KGH celebrates 175 years

Over 300 people came out for a special event to help us mark this impressive milestone in our history and to take part in a commemorative photograph.



KGH hosts national conference on Patient- and Family-Centred Care

People from across the country came to learn about how organizations are embedding the patient and family voice into their planning and decision-making activities.



**QUALITY HEALTHCARE
WORKPLACE AWARD**

SILVER
2013

KGH strikes Silver in Quality Healthcare Workplace Award

Our hospital scored high in this provincial award that measures health and safety improvements.



The W.J. Henderson Centre for Patient-Oriented Research

Thanks to a generous donation from the W.J. Henderson Foundation, the new centre will house a multi-disciplinary hub for researchers working to improve disease prevention, diagnosis and treatment.

CANADA'S TOP 40 RESEARCH HOSPITALS 2012 RESEARCH Infosource

Top 40 Research Hospitals

KGH rises to 22nd among Canada's top research hospitals according to Research Infosource.

We generate \$23 million per year in research revenue and have 585 active research projects.



Employer Award 2013 from Kingston Immigration Partnership

KGH recognized for efforts to promote and support diversity in our workplace.



KGH's Patient- and Family-Centred Care program profiled on CBC Radio's White Coat, Black Art

Host Dr. Brian Goldman visited KGH to hear first-hand how Patient Experience Advisors are helping our hospital transform the patient experience.



We received a bronze score in the Ontario Hospital Association's new Green Hospital Scorecard for our ongoing efforts to significantly reduce our energy and water usage.



KGH researchers part of ground breaking discovery

Researchers from KGH and Queen's University contributed to an international study that has shown that taking Aspirin before non-cardiac surgery as a way to protect the heart is ineffective, and in some cases, harmful.



Globe and Mail feature on our Patient Experience Advisors

Canada's national newspaper focused on how our advisors are taking part in hiring panels for all new staff.



Relay for Life

KGH teams made up of staff, family and friends raised over \$25,000 that helped our cancer program purchase special chairs that convert to beds for family members of patients.



KGH provides leadership to the Canadian Foundation for Healthcare Improvement

- CEO Leslee Thompson appointed Chair, Board of Trustees of the foundation dedicated to accelerating health care improvement in Canada.
- Patient Experience Advisor Angela Morin and Executive Vice President and Chief Nurse Executive Eleanor Rivoire became faculty for the Partnering with Patients collaborative.

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/aboutkgh/strategyandperformance> to access our:

- KGH 2015 Strategy for achieving Outstanding Care, Always
- KGH Action Plan for achieving Outstanding Care, Always
- Integrated Annual Corporate Plan 2014-15
- Quality Improvement Plan
- Quarterly Master Performance Report
- 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!



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