

2010-11

KGH this year



Kingston
General
Hospital

Outstanding care, always

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.

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Chair & President's message

We are on our way

This year everyone at KGH has focused on advancing our aim of Outstanding Care, Always. We are bringing our new mission to life one patient at a time by transforming the patient and family experience through innovative and collaborative approaches to care, knowledge and leadership.

Shaped with the input of over 2,000 people, our strategy, *KGH 2015*, keeps us focused on what matters most. Putting patients at the center of everything we do is at the heart of our new strategy and it is exciting to see that philosophy come to life.

KGH is now achieving results that many people thought were impossible just a short time ago thanks to the dedication and teamwork of our people. Staff from across the hospital are working together to tackle tough problems and make measurable improvements. Infection rates are down, surgical wait times are shorter and the number of patients waiting in hospital for alternate levels of care has decreased significantly.

Our finances are improving thanks to our collective effort to cut costs, eliminate waste and become more efficient. Not only are we on track to eliminate our operating deficit by 2012 as planned, but we have tripled the amount of money we are able to invest in capital equipment and information technology.

Our redevelopment project is nearing completion which would not be possible without the generous support of our donors, the University Hospitals Kingston Foundation, our community and government. We are grateful for their confidence in KGH and their contributions to our success.

Plans are in place to ensure that our staff has the best possible resources to deliver outstanding care, teach and conduct research. We know that high performance is essential to earning investments from government and others, especially in these challenging economic times. Our resolve to keep our positive momentum is high, and we intend to deliver on the goals that people are counting on in the year ahead.

We invite you to read some of the stories of patients and staff who are translating our strategy into action. *KGH This Year* is one of the ways in which we are sharing highlights of the accomplishments our staff, physicians and volunteers have made over the past twelve months. It is hard to capture the entire magnitude of change that is underway at KGH, but we see evidence every day that things are moving in a positive direction. We hope you are as impressed as we are by the strides our people are making toward our aim of Outstanding Care, Always. Stay tuned for more progress reports throughout the year — KGH is on the move!

Sincerely,

Leslee Thompson
President and Chief Executive Officer

Chris Cunningham
Chair, KGH Board of Directors



Transforming the patient experience



“Nothing about me, without me”

Jennifer Dee has a voice in the way health care is delivered at KGH.

As a patient at KGH she rarely felt empowered to speak up about the care she’s received over the past 30 years. Now, as a member of the new Patient and Family Advisory Council, Dee speaks on behalf of patients who are unable to advocate for themselves. Her opinions are heard.

Dee’s experiences at KGH have been both positive and negative. She felt grateful that her life was given back to her after knee replacement surgery. She also felt helpless after contracting *C. difficile* during another routine medical procedure.

“When you’re sick and vulnerable, you don’t have the strength to question the quality of the care you receive. You don’t want to offend anyone or rock the boat. But we are all responsible for our own health and need to be partners in our care.”

Formed in February 2010, the advisory council is made up of 12 former patients or family members of patients who come to the table with their own stories, their families’ stories, wanting to work with KGH to improve the patient experience. They drive and guide change as part of the hospital’s goal of engaging patients in all aspects of our quality, safety and service improvement initiatives.

Their opinions are invaluable and are incorporated in all new and existing patient-centred initiatives. They are drawn into the planning and decision-making process.

The advisory council reviews patient information brochures, quality improvement plans, and the format of white boards for improving communication between staff and patients on the floors. Members address new staff during orientation, recounting personal stories and providing a unique perspective on the importance of patient and family-centred care.

“Not every patient will receive positive news,” says Dee. “They may face outcomes that will change their lives forever. But, if you are treated with respect and in an open, transparent manner and you’re engaged in your care — you can deal with anything.”

Performance Highlights

- Patient & Family Advisory Council was introduced and 27 Patient Experience Advisors are now participating on key KGH committees
- Infection rates have been significantly reduced — an 88 per cent reduction in *C. difficile*, a 62 per cent reduction in MRSA, and 100 per cent reduction in Ventilator Associated Pneumonia was achieved in the past two years
- Hand hygiene compliance has increased from 44 per cent to 91 per cent — a 107 per cent improvement over the past two years
- Emergency Department wait times improved by 20 per cent for patients admitted with complex conditions
- Patient flow improved with the introduction of short stay units, the Home First program and lots of teamwork



Bringing to life new models of care

Patients and families are at the centre of everything we do

Respiratory therapist Sandy Fodey works with patients on every floor at KGH. When she arrives at each unit, Fodey knows that current patient information is updated within centralized team communication tools. She can quickly assess who needs her care and when.

Patient flow boards, bullet rounds and interprofessional charting are new concepts at KGH, implemented as part of a new model of care known as the Interprofessional Collaborative Practice Model, or ICPM.

The new model, designed by KGH staff and physicians, is transforming the way care is delivered at KGH. The focus on safe, cost effective, patient and family-centred care has now been implemented on every inpatient unit. Ensuring patients and families are involved in every step of their care is at the heart of the model. Basic tools, like white boards and staff name badges, with easy-to-read large type, help open up the lines of communication between patients, families and the care team. Visiting hours are now flexible to accommodate each patient's circumstance.

“Before the new model, every unit functioned differently and they all thought that their way was the only way to do things,” says Fodey. “This created barriers for us to find the information we need to provide the quality of care our patients deserve. Today, there is a consistency on every floor that makes it easier for us to do our jobs”.

Surgery was among the first areas to implement the new model. Charge nurse Cathy Ewart admits the transition had its challenges but thanks to a flexible staff willing to embrace the changes and work together, the new model has made a difference.

“As a team, we communicate more. We share information with each other and with patients and their families. It's in everyone's best interest to always look at ways to improve care to get patients home safely and in a timely fashion,” says Ewart.

The new model is ever-evolving, customized to provide support for the different needs and processes of every patient care unit. It's a work in progress but it is helping staff better deliver seamless, coordinated care that focuses on safety, quality and service.

Performance Highlights

- ICPM was introduced and 17 units have implemented the new model
- 229 employees have completed training for the new Interprofessional Collaborative Practice Model (ICPM)
- Initial evaluations completed and results are encouraging — length of stay decreased, staff and patient satisfaction increased
- The new model is helping to reduce the number of patients waiting in our beds for alternate levels of care — there was a 47 per cent reduction in the number of alternate level of care patients per day at KGH last year
- Overall patient satisfaction is 90%

Cultivating patient-oriented research



Translating world-class research into world-class care

Dr. Diane Lougheed credits a supportive environment and collaborative culture within KGH for attracting high-quality researchers.

The establishment of the KGH Research Institute in 2010 will further develop this culture by formalizing how the hospital supports and funds research. It signals the hospital's intention to move forward and strengthen research in a very deliberate way.

"We have great people here who are willing to do the work," says Lougheed, "and a hospital that's willing to give us the resources we need to do it."

Lougheed, a clinical epidemiologist and researcher in respirology and critical care medicine, helped establish the *Adult Asthma Care Map*, a set of easy-to-understand guidelines for the diagnosis, treatment and management of asthma in emergency departments. These guidelines are an example of what is known as evidence-based care. They not only affect the lives of patients at KGH, they form a critical part of Ontario's provincial asthma strategy, which has since been rolled out in every emergency department in Canada.

Lougheed's work represents just a fraction of KGH's patient-oriented research that has influenced national and international practice. KGH's status as a leader in developing evidence-base care positively impacts the lives of patients here and around the world.

The KGH Research Institute will provide us with a platform for channelling growth in our research programs and fostering an environment where patient-oriented research will flourish. While still in its infancy, the research institute already includes a Clinical Research Council and Clinical Research Associates Committee that engage the research community to help shape the institute's future and identify areas of focus.

The institute also opens doors to potential private sector funding by issuing tax credits through the federal Scientific Research and Experimental Development program. Promoting and cultivating new relationships with industry will ensure patient-oriented research at KGH continues to translate into improved patient care.

Performance Highlights

- KGH Research Institute was established in 2010
- New clinical trials increased by 32 per cent
- KGH investigators secured \$7 million in new awards from research funding competitions
- The Canadian Institutes of Health Research (CIHR) funded seven KGH applications – almost twice the national average success rate
- KGH brought research to the community with three informal gatherings known as Café Scientifiques
- A Cancer Care Ontario Research Chair in Health Services was awarded to KGH oncologist, Michael Brundage

Increasing our focus on complex-acute and specialty care



Specialized care that is saving lives

When Michel Feuiltault was diagnosed with multiple myeloma, a type of cancer that affects the plasma cells in bone marrow in 2009, he couldn't even pronounce it. The Adolphustown man had never heard of multiple myeloma and, for someone who hadn't been in a hospital since he was a child, Feuiltault felt overwhelmed. He was referred for treatment at the Cancer Program at KGH, one of many complex-acute and specialty care programs that only KGH provides to patients in the region. The program provides services to cancer patients including diagnosis, treatment, supportive and palliative care, education and research.

Staff at the program walked Feuiltault through every step of his care, from diagnosis to treatment — and recovery.

"I never felt alone," says Feuiltault. "I felt informed about what to expect and this took some of the guess work out of my care."

He underwent a stem cell transplant at KGH, one of a small number of hospitals in the province that offers this highly specialized treatment. A patient's normal cells are harvested, processed, frozen and then reintroduced to the blood stream following a higher-than-standard dose of chemotherapy that destroys the myeloma cells.

"I endured a lot of hardship during the high-dose chemo treatment," says Feuiltault. "I caught an infection and spent over a week in intensive care. But I came out of it, my energy came back, and today, I'm OK."

Feuiltault says, the care he received was exceptional and he credits the staff for helping him to remain positive through his experience.

"You are never cured. There's a lot of resurgence but they're able to postpone the inevitable," he says. "I've been able to resume my life."

Performance Highlights

- Critical care capacity increased with the opening of ICU west
- Renal services expanded with the opening of our new inpatient renal unit
- Critical Care led the way in KGH's systematic roll out of evidence-based clinical guidelines
- KGH participated in two Council of Academic Hospitals of Ontario Adopting Research to Improve Care Projects — the *Canadian C-Spine Rule and Handy Audit™ to Measure and Improve Hand Hygiene Compliance*
- KGH participated in the South East Local Health Integration Network's Clinical Services Roadmap initiative aimed at improving access to care for southeastern Ontario residents
- KGH formed repatriation and data-sharing agreements with partner hospitals, and established a protocol for managing critical care capacity

Enabling high-performance

An ambitious strategy like *KGH 2015* calls for strong leadership, resources and support from everyone who is part of the KGH community. Our people, processes, facilities, technology, finances and communication are essential to successful implementation of our strategic directions. Here are just a few of the highlights that were achieved this year.

Focusing on our people

- Sick days were reduced from 14 days to 11.6 days per employee — 17 per cent improvement over the last two years
- A major musculoskeletal injury prevention program was launched including mandatory online training for all staff. Fifty staff members are now trained to be safe patient handling coaches and safety champions throughout the hospital
- A new leadership development program launched to help strengthen leadership capabilities
- KGH staff receive award from United Way for their contributions to this year's campaign

Improving our systems & processes

- A new fast track project in the Emergency Department reduced the door-to-doctor time for walk-in patients by half
- KGH introduced a new software program that allows staff to better track treatment and care in our renal program and in our regional satellite units
- Porter introduced an automated real-time dispatch system that improves response times and overall efficiency
- Emergency Department Information System was implemented, providing real-time tracking of patients to improve patient flow and reduce wait times
- KGH achieved full accreditation status from Accreditation Canada
- KGH is implementing changes that will improve the quality of food services for patients, visitors and staff. We are on track to launch the new patient and retail food services in fall 2011
- A new online news centre, KGH Today, was launched to keep staff informed and engaged



Modernizing our facilities

- A new medicine and oncology inpatient unit opened featuring six positive pressure rooms for patients most susceptible to infection
- Our new inpatient renal unit opened featuring 40 dialysis stations, expanding our capacity to treat the most vulnerable and critically-ill dialysis patients
- New outpatient cancer clinics opened — bright, spacious facility enhances the patient and family experience
- Phase 1 of the intensive care unit, known as ICU west, expansion opens
- A major energy conservation project made significant progress in energy savings, including water conservation and lighting
- Phase 1 of our redevelopment project is 87 per cent complete. Phase 2 has been submitted to the Ministry of Health and Long-Term Care for approval
- KGH's Ontario Breast Screening Centre opened a new location featuring enhanced digital mammography and providing more efficient screening
- Many of our newly redeveloped spaces meet Leadership in Energy and Environmental Design standards, which include the use of environmentally friendly materials and energy efficient appliances and fixtures
- More than 25,000 square feet of carpet has been removed from patient areas and replaced with bright, easy-to-clean vinyl flooring
- Planning got underway for the new food system at KGH. On track to launch in fall 2011, the new system will improve the quality of food services for patients, visitors and staff



Improving our finances

KGH embarked on its three-year Performance Improvement Plan (PIP) following an Investigator's Report in June 2008. Starting out with a \$24 million deficit, our financial position presented immense challenges. The year 2011 marks the second year of the PIP plan. Building on strong fiscal and operational management practices, we achieved efficiencies throughout the organization that allowed us to end the year with a balanced operating budget. At the same time, KGH continued to meet the needs of our patient population, maintaining all activity levels and service volumes. The entire KGH community supported this accomplishment, including management, staff, physicians, learners and volunteers.

KGH is earning investment by delivering results. In 2010-11 we received post-construction operating funding in the amount of \$12.6 million. This revenue provides funding for four-and-a-half new critical care beds, three new intensive observation beds for our new acute inpatient mental health unit and approximately 400 additional surgical cases. We also secured a one-time investment of \$7 million from the Ministry of Health and Long-Term Care to remove carpets from all inpatient areas of the hospital which will help create a cleaner, safer environment for our patients, their families and our staff.

In spite of our financial success, our challenges are not over. The reality is that the next year will be difficult. Inflationary costs will exert pressure on the organization and we will be required to manage within the operating resources provided. Careful management of our financial resources will allow our staff, physicians, volunteers and learners to focus on our aim of achieving Outstanding Care, Always.

Please visit our website for a copy of the 2010-11 audited financial statements and our management discussion and analysis (MD & A)

Hospital statistics 2010-11

- Admissions **19,484**
- Outpatient visits **153,839**
- Cancer program visits **70,286**
- Emergency department visits **49,329**
- Births **2,040**
- Surgeries **8,765**
- Average length of stay (in days) **7.34**

Did you know?

KGH is the only **acute care academic health science centre** in southeastern Ontario



We are home to **160** researchers



We are the **third-largest employer** in the Greater Kingston area

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**

We are the place where **900** volunteers contribute **80,000** hours to various programs and services



Every day we clean **1 million square feet** of space

We **recycle** approximately **50 per cent** of all our waste



Residents of southeastern Ontario, as well as some communities in Ontario's north, 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**

Our clinical laboratories perform over **4.6 million** tests every year

KGH has **24 satellite and affiliate sites** throughout southeastern Ontario

We serve **1,200** patient meals per day

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



Listening to patients
 listening and respect
teamwork
 use technology
 compassion respect safe
 Patient-centred
 innovation
 Doctors
Outstanding
 empower patients
 and families
 communication
 collaboration
care
 quality
 Staff
always
 efficient
 Leadership
 within budget
 delivering on promises
 listening and respect



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