



Transformation

Hotel Dieu Hospital, Kingston

2011/2012 A year in review



Bricks-and-mortar-wise, our growth as a leading academic ambulatory care centre was made visible this year through the construction of new clinic space, elevators and more as part of our major redevelopment project, as well as through the completion and launch of a 3000-square-foot, world-class orthopedic research lab.

We also celebrated patient care milestones that included introducing a new regional bariatrics program and implementing a model of Patient and Family-Centred Care. We supported our staff and volunteers through e-learning and training sessions, and embraced initiatives such as benchmarking and case costing to help us provide excellent patient care in a safe and accountable fashion.

In many ways, this has been a year of intense preparation for the additional 56,000 patient visits that will come to us when most specialized ambulatory clinics in the region land under our roof later this year.

During this time of growth and transformation we have had the unwavering support of staff, physicians and volunteers, who together continue the tradition of the Religious Hospitallers of Saint Joseph, who marked 165 years of compassionate care and healing this year. Together, we are leading the transformation of ambulatory care.

Dr. David Pichora
Chief Executive Officer

Sherri McCullough, Chair
Board of Directors

Board of Directors for 2011/2012

Sherri McCullough, Chair	ex-officio Directors
Eric Bennett, Vice Chair	Caroline Manley
Robert Boucher	Dr. Richard Reznick
Peter Candlish	Dr. David Pichora
George Caron	Sandi Cox
Alan Cosford	Dr. Dale Mercer
Michael J. Hickey	Dr. Vladimir Kratky
Sister Joan Kalchbrenner	Dr. Sou Thain
Mary Smith	

Senior Administration Team:

Dr. David Pichora
Chief Executive Officer

Elizabeth Bardon
Chief of Public Relations & Community Engagement

Sandi Cox
Chief of Patient Care & Chief Nursing Executive

Edward Darby
VP Planning KGH/HDH/Providence Care

Scott MacInnes
Chief Human Resources Officer

Steve Miller
Chief Financial Officer/Chief Operating Officer

Janine Schweitzer
Chief of Quality, Risk Management & Corporate Education

Obesity is an illness that can have a critical impact on a person's health. With obesity rates skyrocketing in our region we're working to help people shed excessive weight and reduce their risk of serious and debilitating health problems.

Relative to the province, the people in our region are significantly more likely to be overweight or obese—about 54 per cent of the adult population compared to 49 per cent of the entire adult population of Ontario.

With the launch of the Kingston Bariatric Regional Assessment and Treatment Centre, we are bringing highly specialized care closer to home for people living with obesity.

Patients referred for weight loss surgery are supported by an inter-professional team charged with making sure that surgery—completed in Toronto or Ottawa—is the best option for them; the team also provides pre-surgical assessment and post-surgical follow-up.

The new centre also taps into complementary programs at Hotel Dieu Hospital that are associated with the co-morbidities of obesity including diabetes education and cardiac wellness. The synergy of clinical services will result in the highest quality care for patients and their families.

And, positioned within an academic health centre with research and teaching opportunities, the new program will contribute to the growing body of knowledge in bariatric medicine. That means patients and families will receive services framed within the context of best practice.

Supporting healthier options for people living with obesity:
Kristine Canty, Nurse Practitioner, Kingston Bariatric Regional Assessment and Treatment Centre





Implementing a model of Patient and Family-Centred Care is aligned with our strategic direction of providing an excellent experience and excellent care for every patient and family member at each visit. We know that the experience of care, as perceived by the patient and family, is a key factor in health care quality and safety. That perspective will now play a central role in the planning, delivery and evaluation of health care at Hotel Dieu.

This year, we've been educating hospital leaders, staff, physicians and volunteers about the new model and its four key principles:

Tapping into the experience of patients and families:
Rita McDonald, Patient Experience Advisor, and Larry Erwin, Director of Facilities Management

respect and dignity, information sharing, participation and collaboration.

A steering committee has also been formed and will soon recruit patients and families for a new Patient & Family Advisory Council. And a physician group has been recruited to serve as counsel as we implement Patient and Family-Centred Care.

We know that this approach to care is a journey, not a destination—one that requires continually exploring and assessing new ways of working in partnership with patients and families. We look forward to the road ahead.

One step at a time, we're moving ahead with Patient and Family-Centered Care, which will transform our organization and bring new ways of collaborating with patients and families.

The drive to transform nursing through knowledge finds us in a select group of health care organizations as we begin implementing clinical best practice guidelines recognized worldwide for ensuring excellence in patient care.

This year, Hotel Dieu was accepted as a candidate for the Best Practice Spotlight Organization (BPSO) program, a dynamic partnership with the Registered Nurses' Association of Ontario (RNAO) that focuses on improving patient outcomes by implementing and evaluating clinical best practices.

Over the next three years, we will use an interprofessional approach to target seven Best Practice Guidelines (BPGs) that are based on the latest evidence and research.

Five BPGs will drive the project in various areas of patient care: enhancing client-centred care; preventing falls and related injuries in clinics; assessing and managing pain in the pain

clinic; reducing foot complications in people with diabetes in the Diabetes Education and Management Centre; and supporting families through unexpected life events such as a cancer diagnosis in the Breast Assessment Program.

In addition, the hospital will implement two guidelines—collaborative practice among nursing teams and professionalism in nursing—related to creating a healthy work environment.

We've selected guidelines that will have the greatest impact on the health and well-being of the patients and families we serve. It all adds up to excellent experience and excellent care across our hospital.

Champions for clinical best practices: Jennifer O'Neil, Project Manager, Best Practice Spotlight Organization (front right), and members of the BPSO team.



This year we watched as the building blocks of our \$20 million redevelopment project steadily fell into place, including 25,000 square feet of new clinic space that will soon house 82 new outpatient clinics. And there's more to come.

The clinic space on two floors will add 40 new exam rooms, four procedure rooms, a phlebotomy satellite site and teaching conference rooms. Respiratory clinics will be just steps away from a new pulmonary function testing lab, and patients coming for urology services will receive care in a dedicated cystoscopy suite. And a new elevator tower will help smooth the flow of patients and families through the hospital.

At the same time, we'll soon move ahead with an expansion of our ophthalmology clinic, adding five new exam lanes, injection suite

and diagnostic lab to help accommodate the huge spike in eye patients that comes with an aging population and new ways of diagnosing and treating ophthalmic diseases. Also on the horizon are plans to renovate scope washing facilities in the endoscopy suite to further enhance patient safety.

Highly welcoming and functional, all of these spaces add up to a superior environment for integrating care, research and education. All support our vision of creating a premier ambulatory care facility under one roof.

A building for the future: Krista Wells Pearce, Director of Capital Planning, and Mike McDonald, Acting Chief of Patient Care and Chief Nursing Executive





In a Patient Safety Culture Survey of staff and physicians conducted prior to our 2012 accreditation site visit, Hotel Dieu scored higher marks on its patient safety environment than five years ago at the time of our last accreditation:

- 81 per cent of survey respondents said they feel they work in an environment where patient safety is a high priority (increase of 5 per cent from 2008)
- 73.2 per cent gave Hotel Dieu an overall grade of excellent or very good on patient safety (up 5%)

- Almost 80 per cent gave their unit an overall grade of excellent or very good on patient safety (up 5 per cent)
- About 75 per cent indicated they believe hospital management will act on reports of patient safety incidents (up 5 per cent)
- 71 per cent felt that when an incident occurs the hospital analyses it thoroughly (up 13.1 per cent)
- About 72 per cent felt that senior management has a clear picture of the risk associated with patient care (up 11.4 per cent).

Results from a recent survey demonstrate that our culture of patient safety continues to be strong as we work to refine quality and safety processes with a focus on driving improvement across the organization.

**Research studies got underway
in the new, world-class
Human Mobility Research Lab.
As the meeting point for
different disciplines, the lab
captures the spirit of leadership
and collaboration that will be
the hallmark of our new
Research Institute.**

Affiliated with Queen's University, the HMRL is a great example of a learning environment that brings together various research partners—from medicine, engineering, health sciences and information technology—to foster innovation and to translate new knowledge into clinically important applications.

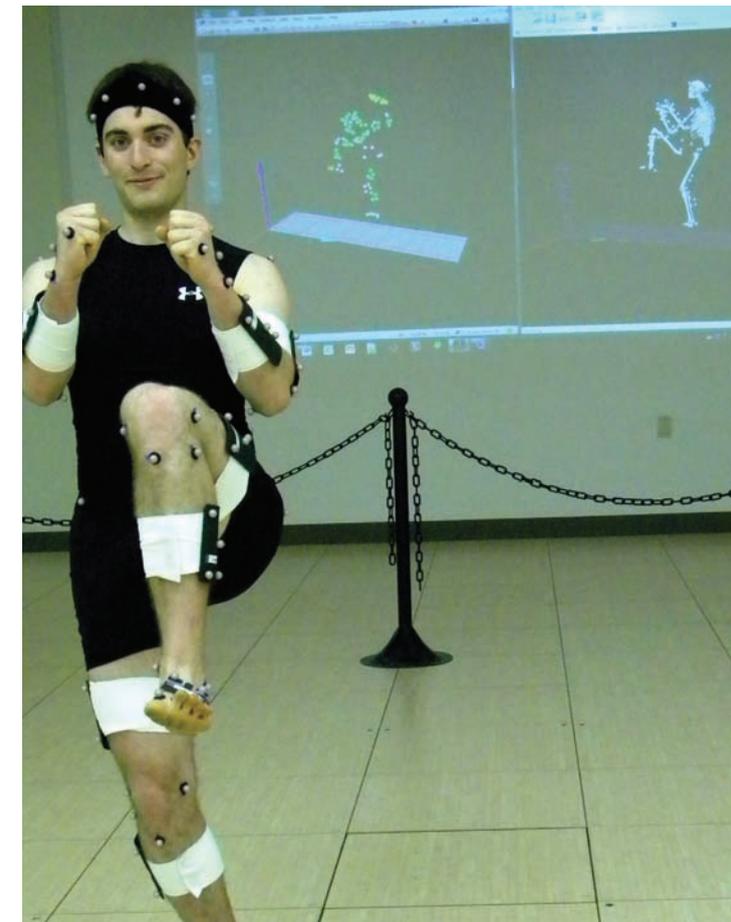
The same emphasis on collaboration was evident in other hospital research and teaching this year—for instance, in an ophthalmology-engineering project that patented a surgical device to enhance the safety and success of glaucoma surgery and in the ongoing work of a retinal specialist who harnesses the power of information technology to create online

education platforms for patients and medical learners.

At Hotel Dieu, researchers in the departments of anesthesiology and perioperative medicine, emergency medicine, medicine, ophthalmology, pediatrics, psychiatry and surgery are involved in 44 research projects with a total funding of over \$3.8 million.

Improving the quality of people's lives is at the heart of all these activities, and it will drive our newly-emerging Research Institute as it provides leadership in ambulatory care education and research.

Making big strides in mobility research: Simon Grondin, an undergraduate student and research assistant in the Department of Mechanical Engineering, Queen's University.





In June 2011, the University Hospitals Kingston Foundation announced it had surpassed its \$70 million campaign goal by \$2 million, raising a total of \$72 million for Kingston's hospitals including Hotel Dieu. The generosity of donors extended throughout the year.

Volunteer Services to HDH Inc. presented Hotel Dieu with \$111,000 toward their \$1 million pledge to hospital redevelopment. The contribution brings their total contribution to \$750,000. Our local District 3 Lions Club, working in conjunction with the Lions Club International Foundation, presented the hospital with \$75,000 for an Optical Coherence Tomography unit, vital diagnostic technology that provides detailed images from within the retina.

Keeping the wheels in motion: The Agravante family on the run to support three-year-old Jeremiah (front left) and the Child Development Centre.

The EveryBody's Beautiful charity event raised close to \$10,000 for our eating disorders clinics. The funds allowed clinicians to purchase resources and to visit the eating disorder clinic at Ottawa General Hospital; the team left that clinic inspired and armed with resources. And the annual Child Development Centre Run/Walk raised close to \$15,000 to help improve the quality of life for children with special needs. This year's event saw more families, participants and pledges than ever before.

The list goes on, as does the commitment and generosity of all those who proudly support our hospital.

How did they contribute to the future of Hotel Dieu Hospital? Our patients and families, volunteers, staff, physicians and community members all found ways to make a difference.

“ I have very poor eyesight without my glasses. Following surgery, the OR nurses handed off my glasses to the recovery nurse, who handed them to me in the recovery room. It took a little extra effort for to keep track of my glasses, but it made quite a difference to me. Thanks for instilling in the nursing staff the confidence to make the little decisions that help your patients feel better cared for.” *From a surgical patient*

“I noticed an elderly visitor arriving on the ramp. Jesse, a security guard, also noticed her from his post inside the hospital and immediately headed out. He quietly, but quickly, offered his arm as assistance and helped the very grateful woman into the building. The woman’s driver was able to park the car without worry. That’s patient safety and patient-centred care at work! Jesse is an example of someone who ‘gets it.’” *From a physician*

“One thing that struck me deeply while touring the hospital recently is the feeling of caring and customer/patient-focused service reflected in our hospital. At one time I think there were plans or rumours about closing Hotel Dieu. Imagine!! It made me very proud to know that our hospital is making such a significant contribution to health care delivery and research and that this will be continuing and expanding in the future.”

From an alumna of the Class of 1967, St. Joseph’s School of Nursing

“The Height Measurement Scale has arrived and was installed today. All of the nurses love it! It’s great to have a scale that doesn’t require our unsteady patients to try to step up onto and balance on a small platform. This will be a great benefit for our patients. We all sincerely appreciate this very kind donation from Volunteer Services.”

From a staff member in Pre-Surgical Screening

It was a year of recognition as “mission moments” became a way for everyone to share their experience of being a patient or working at Hotel Dieu.

A measure of our mission: Lori Gencarelli, Charge Nurse, Pre-Surgical Screening (left) and Mary Smith, President, Volunteer Services



Our Mission

The mission of Hotel Dieu Hospital in Kingston, rooted in the Gospel of Jesus Christ, is to make visible the compassionate healing presence of God to all persons. We share in this Mission by being a caring and just community. This is expressed through the pursuit of excellence in health service, education and research.

Our Vision

Leading the transformation of ambulatory care

Our Values

- Dignity of the Human Person
- Compassion
- Justice
- Integrity
- Excellence

Clinic Visits:

Ophthalmology Clinic:	70,726
Surgical Clinics:	52,557
Other (e.g. Pre-Surgical Screening):	30,059
Medical Clinics:	24,984
Children's Outpatient Centre (COPC):	15,157
(excludes COPC UCC visits)	
Psychiatry Clinics - Adult:	14,198
Child Development Centre (CDC):	13,973
Ear, Nose and Throat Clinic:	9,563
Psychiatry Clinics - Child and Adolescent:	4,394
Clinical Immunology Outpatient Clinic (CIOC):	1,356
Family Court Clinic:	454
Acquired Brain Injury:	394

Total Clinic Visits: 237,815

Urgent Care Centre:	43,454
Day/Night Visits:	13,290
(includes Day Surgery, Endoscopy and GI Functions)	
Pediatric Urgent Care Clinic:	8,282
Operating Room Cases:	7,183
Detoxification Centre Admissions:	1,357
Inpatient Psychiatry Admissions:	275

Total Other Visits: 73,841

Financial Position - \$ are in thousands

Total Revenue	\$89,915
Excess of (expenditures) over revenue	\$(733)K
Working Capital Ratio =	0.43: 1
Purchases of capital assets	\$8,912

*Our audited financial statements are available through Financial Services 613-544-3400 extension 2187.
The salary disclosure record for 2011 is available through Public Relations 613-544-3400, extension 2648.*

Other Clinical Procedures

Radiology exams:	39,647
Electrocardiogram (ECG) exams:	17,933
Ultrasound exams:	15,358
CT Scans:	13,404
Mammography:	10,755
Audiology visits:	7,797
Cardiology Procedures (holter & echo):	6,810
Speech Therapy Attendances:	2,246
Electrodiagnosis exams:	2,041
Bone Density:	1,006
Electroencephalography (EEG) exams:	23

Total Clinical Procedures: 117,020

Total Visits to Hotel Dieu Hospital: 428,676



Hotel Dieu
HOSPITAL

166 Brock Street
Kingston, ON K7L 5G2

613-544-3310
www.hoteldieu.com