

Hotel Dieu Hospital, Kingston

2012/2013 A year in review



# Expanding into the Future



# Reaching into the future of ambulatory care

On February 6, 2013, Hotel Dieu Hospital proudly opened and blessed 36,000 square feet of new clinic space, the culmination of a two-year, \$20 million redevelopment project that accommodated the transfer of about 80 ambulatory clinics from Kingston General Hospital, representing an additional 50,000 patient visits per year. The newly constructed and renovated spaces listed below are now alive and bustling with patients, families, physicians, staff, learners and volunteers. We are grateful to the Ontario government for the funding for this project, and we owe a special debt of gratitude to donors who contributed close to \$6 million of the funding through community donations raised by the University Hospitals Kingston Foundation's Together We Can campaign.

✓ Construction of generic clinic space

Jeanne Mance 4 & 5

✓ Construction of Pulmonary Function Testing Lab Brock 4

✓ Construction of Cystoscopy Suite Johnson 4

✓ Construction of new elevator tower Johnson wing

✓ Renovation of Main Lobby Jeanne Mance Wing

✓ Renovation of Human Resources Johnson 1

✓ Renovation of Facilities Management Johnson 0

✓ Extension of existing elevator shaft Jeanne Mance wing

## What does expansion look like?

In 2012/2013, expansion was visible everywhere you looked at Hotel Dieu Hospital. It was in the construction milestones that we ticked off in our major \$20 million redevelopment project. When those beautiful new spaces opened in February 2012—36,000 square feet in total—it was in the more than 80 new clinics and associated professional staff, patients and families that extended the scope of specialized ambulatory care in our hospital. Our ophthalmology clinic

increased its footprint, adding new exam lanes and diagnostics space to accommodate escalating volumes of patients. Provincial funding translated into more and vitally needed services for those living with chronic pain and for youth struggling with a mental health crisis. We focused even further on providing safe, evidence-based care by embedding additional best practices and standards throughout the organization, and we continued to extend our model of Patient & Family-Centred Care to ensure that patients and families have the best hospital visit possible. We were also pleased to be fully accredited by Accreditation Canada. In a year of remarkable growth, we solidly positioned our organization as a leading ambulatory care hospital in the province. Guided by our mission and supported by the professionalism, creativity and dedication of all who work and volunteer here, Hotel Dieu Hospital is expanding into the future of ambulatory care.



*Sherri McCullough*

Sherri McCullough  
Chair Board of Directors

*Dr. David Pichora*

Dr. David Pichora  
Chief Executive Officer

### 2012/2013 Board of Directors

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### Senior Leadership Team:

- Dr. David Pichora, Chief Executive Officer
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- Elizabeth Bardon, Chief of Public Relations & Community Engagement
- Scott MacInnes, Chief Human Resources Officer
- Mike McDonald, Chief of Patient Care & Chief Nursing Executive
- Steve Miller, Chief Financial Officer/Chief Operating Officer
- Janine Schweitzer, Chief of Quality, Risk Management & Corporate Education





## Adding chronic pain services to boost quality of life

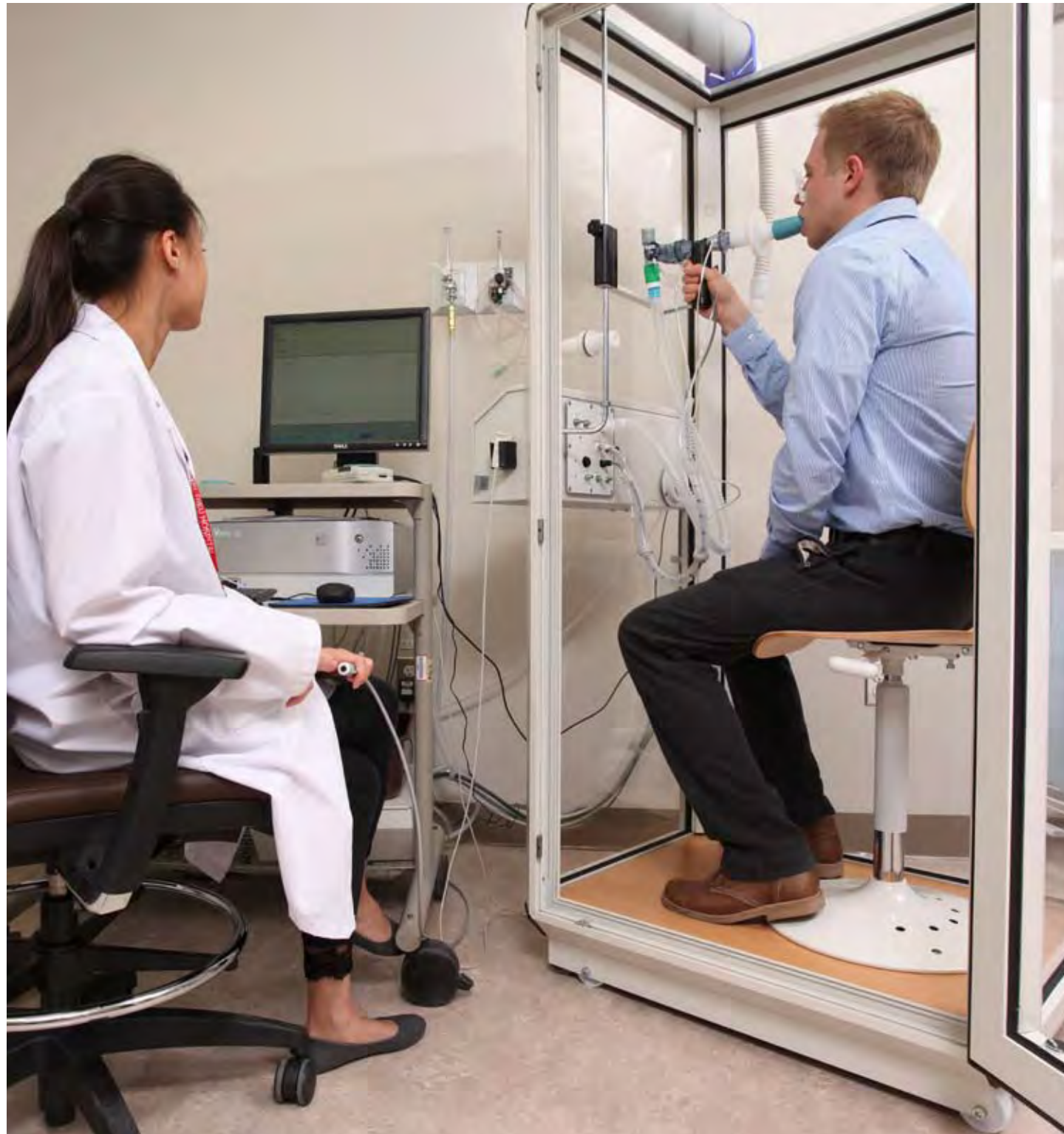
In August 2012, we received \$230,000 in provincial funding to increase the services of the Chronic Pain Clinic, which expanded its staff and added clinic, procedural and recovery rooms. This growth translated into more services for patients with chronic, debilitating conditions such as back and neck pain, headaches and sciatica—many of whom have had no success being treated for their chronic pain before. In the new fluoroscopy procedure suite, physicians can now safely and accurately inject medication to block nerves that transmit painful signals from damaged or arthritic bones in the spine. The procedure can dramatically improve a person's quality of life. As one patient gratefully wrote, "It's hard to articulate how this has impacted on my life, my sense of self-worth and my well-being."

“We see patients who have really have tried to get better and are becoming quite frustrated and burdened by chronic pain. We're working on limiting trips to the ER for those in chronic pain and improving their level of care.”  
*Dr. Scott Duggan, Anesthesiologist*



It's a very forward-looking and professional environment. Our patients are happy, the staff are thrilled and Hotel Dieu has welcomed us with open arms. We're delighted to be here."

*Dr. Lutz Forkert, PFT Lab Director*



## Enlarging the footprint for pulmonary function testing

With a footprint three times its former size, the new, 3,800-square-foot Pulmonary Function Testing (PFT) Lab is spacious, bright and full of natural light. It is home to two diagnostic labs, exercise testing area, cleaned and soiled utility rooms, conference room, staff offices and reception area. "The close proximity to respirology clinics just around the corner on the same floor really helps to minimize stress on patients," says Lab Director Dr. Lutz Forkert. Lab patients—who are being assessed or monitored for illness such as asthma, emphysema and cystic fibrosis (CF)—are often short of breath so they are grateful for short distances. Another bonus for pediatric CF patients is the opportunity to stay on site for both medical and PFT visits, which means hospital pediatricians get PFT results faster. It adds up to one-stop care—great news for patients and families.

### *And we also...added urgent consult services for kids in crisis*

*Supported by almost \$290,000 in provincial funding, our new Child and Adolescent Mental Health Urgent Consult Clinic was launched in October 2012 to assess and support youth with urgent mental health issues such as suicidal or violent behaviours. The clinic's team—a psychiatrist, social worker, nurse and medical residents—is charged with reducing the time youth and families spend waiting for help in the ER. "We don't want kids with urgent mental health concerns sitting for hours in a hospital," says social worker Nicholas Axas. "We want to get families the rapid access to the services they need to help their child, and we also want to prevent and decrease admissions to the hospital." In six months, the clinic reported 474 visits, which included assessments and both clinic and telephone follow-ups, and was averaging 40 new assessments per month.*





Having this support is making us more confident in our management of diabetes because we know the guidelines are based on evidence that leads to best practice.”

Nancy Benn, Diabetes Nurse Educator



## Extending the knowledge nurses bring to everyday practice

At the end of March, we officially completed the first year of our candidacy for Best Practice Spotlight Organization (BPSO), an initiative geared to improving the quality of care and quality of life for patients through the implementation of clinical best practices developed by the Registered Nurses Association of Ontario. The BPSO slogan of “transforming knowledge into practice” is exactly what is happening across Hotel Dieu as interdisciplinary teams work to translate the best available evidence into the everyday clinical practices in areas such as chronic pain management, falls prevention and client-centred care.

Diabetes Nurse Educator Nancy Benn (pictured left) is co-lead for the team tackling guidelines related to reducing foot complications and managing foot ulcers for people with diabetes. As part of the BPSO work, the entire team has received additional training in foot risk assessment, revised documentation processes and worked to make more community resources available to both adult and pediatric patients.

### *And we also...grew quickly in response to patient needs in Bariatrics*

*The needs of patients have spearheaded rapid growth in the Kingston Bariatric Regional Assessment and Treatment Centre ever since it opened in March 2012. The clinic supports patients seeking weight loss through surgery by providing pre-surgical assessment and post-operative follow-up; the surgery itself is done in Ottawa or Toronto. This past year, the Centre launched a diabetes clinic to help patients achieve optimal blood sugar levels prior to surgery, as well as a sleep apnea clinic to help people improve respiratory function. And it introduced a medical management program in February 2013 to support patients who do not take the surgical route. “We know that for all these patients significant weight loss means an improved quality of life,” says Advanced Nurse Practitioner Kristine Canty. “It’s a lifelong process. We want to help the patient make permanent changes and to stick to them.”*





It's exciting to have your input appreciated and utilized. This work is hands-on and tangible, and it's so satisfying to suggest changes from a patient perspective and to see them enacted."

*Sharon Noseworthy, Patient Experience Advisor*



## Broadening our model of Patient & Family-Centred Care

This year, we widened the scope of our model of Patient & Family-Centred Care (PFCC), boosting the number of staff educated about the key PFCC principles and giving more definition to the role of Patient Experience Advisors (PEAs). More than 65 per cent of staff have participated in PFCC education and 100 per cent of new staff are completing a PFCC orientation module. Our six new PEA recruits are now participating in policy reviews, committees, patient safety walkabouts and public hospital events. One of the new voices is Sharon Noseworthy (pictured left), a member of the Patient Safety Council. Spotting challenges to smooth patient flow, she has helped to drive the installation of new signage and the relocation of the registration desk in our eye clinic, bringing it closer to elevators and making it more visible for the convenience and comfort of patients and families.

### *And we also...widened our field of vision to support eye patients*

In February 2013, construction started on the expansion of the Ophthalmology clinic, where patient volumes continue to escalate. The blueprint included five exam lanes plus a new diagnostics space and waiting area. The projected completion date is June 2013. This work is critical to meet expanding volumes—explained by an aging population plus the rapid rise in new ways of diagnosing and treating eye diseases—and to care more appropriately for patients who return regularly for injections to treat eye diseases such as macular degeneration. We are very excited about this new space, which gives the excellent eye care team at Hotel Dieu that much more opportunity to provide the most efficient and effective care to patients in our region.





I always think about how I would help someone in my own family. I wouldn't want them sitting in the hospital. I would like to see them reach their car safely and head home."

Corey Abrams, Porter



## Building on our mission moment by moment

On an icy day in early March 2013, a Orthopedics patient with two fully-casted legs managed to get to Hotel Dieu with his family after having his accessible transportation unexpectedly cancelled. But the family found they could not safely lift him back into the minivan after the clinic visit. As they were struggling in the blustery wind at the main entrance, hospital Porters Marcel Cernik and Corey Abrams (pictured left and right) caught sight of the situation, quickly stepped away from their usual duties and headed outside to help. They made sure the patient was safely inside the vehicle for the trip home. The two Porters were living up to their reputation—both are noted for going the extra mile—and they were living out the mission of the hospital: they saw people in need and they immediately helped. This year, we recorded and publicly recognized many such “Mission Moments” at Hotel Dieu, ranging from an off-duty/off-site staff member escorting a patient directly to our Urgent Care Centre to a physician making special arrangements for a patient with special needs to a Volunteer calming down a crying child with a soft finger puppet. Together these moments add up to a caring and just community, one embodied by staff such as Marcel and Corey every single day.

### 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





## Spreading care and compassion

Last year, our Volunteers closed in on a \$1 million pledge to hospital redevelopment, presenting \$115,000 to hospital representatives and the University Hospitals Kingston Foundation in October 2012. The cheque boosted their pledge contribution to \$865,000, and later this year they will achieve—and celebrate—their fully completed pledge. This year, too, they generously donated more than \$20,000 to support various hospital departments and causes, including the Child Development Centre, Child Life Program, equipment and patient comforts. In any given week, 200 volunteers are active in the hospital, and whether helping a visitor to find the perfect scarf in the Brock Boutique or steering someone in the right direction at the Information Desk or bringing an extra blanket to a patient in Day Surgery, they continue to spread their care and compassion throughout Hotel Dieu and beyond every day.



Our volunteers are amazing people. They dedicate themselves to this hospital, and you see great examples of this spirit every day. Patients, visitors and staff love and support our services.”  
*Mary Smith, President of Volunteer Services*





## By the numbers:

### Clinic Visits:

Acquired Brain Injury Clinic: .....	257
Child Development Centre (CDC): .....	9,659
Children's Outpatient Centre (COPC)(excludes COPC urgent care clinic visits): .....	15,067
Chronic Pain Clinic: .....	1,867
Ear, Nose and Throat Clinic: .....	9,304
Family Court Clinic: .....	476
Infection & Immunology Clinic: .....	1,466
Kingston Bariatric Regional Assessment and Treatment Centre: .....	1,869
Medical Clinics: .....	23,493
Ophthalmology Clinic: .....	72,103
Other (e.g. Pre-Surgical Screening): .....	27,529
Mental Health Program:	
- Adult Clinics: .....	15,208
- Child and Adolescent Clinics: .....	7,120
- Child and Adolescent Urgent Consult Clinic: .....	474
Surgical Clinics: .....	52,400

**Total Clinic Visits:..... 238,292**

### Other Visits:

Detoxification Centre Admissions: .....	1,186
Day/Night Visits (includes Cystoscopy, Day Surgery, Endoscopy and GI Function): .....	14,251
Pediatric Urgent Care Clinic: .....	7,825
Operating Room Cases: .....	7,254
Urgent Care Centre: .....	41,591

**Total Other Visits: ..... 72,107**

### Other Clinical Procedures:

Audiology: .....	6,980
Bone Density: .....	976
Cardiology Procedures (Holter & Echo): .....	6,233
CT Scans: .....	13,334
Electrocardiogram (ECG) exams: .....	17,616
Electrodiagnosis exams: .....	2,529
Electromyography (EMG): .....	82
Mammography: .....	10,739
Pulmonary Function: .....	1,335
Radiology exams: .....	41,456
Speech Therapy Attendances: .....	2,145
Ultrasound exams: .....	16,374

**Total Clinical Exams: ..... 119,772**

*\*Note the above numbers include telephone visits*

**Total Visits to Hotel Dieu Hospital: ..... 430,171**

### Financial Position - \$ are in thousands

Total Revenue	\$92,599,837
Excess of revenue over expenditures	\$2,650,691
Working Capital Ratio =	0.69 to 1.0
Purchases of capital assets	\$10,769,568

*Our audited financial statements are available through Financial Services 613-544-3400 extension 2187.  
The salary disclosure record for 2012 is available through Public Relations 613-544-3400, extension 2648.*

