

Hospital: Kingston General Hospital

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Specific initiatives were described that contribute to performance in the following quadrants. These initiatives demonstrate a high degree of resource allocation to quality improvement, standardization of processes, engagement of front line staff, communication of targets and measures throughout organization, systems in place for monitoring care, and linkage of internal and external stakeholder groups, all factors which contribute to organizational quality. In particular, there is a strong emphasis on regional planning so that services are most efficiently coordinated for the patient, rather than for the benefit of a particular hospital or physician.

### **System Integration and Change**

Use of data for decision-making  
Community involvement and coordination of care  
Management and support of human resources

### **Clinical Utilization and Outcomes**

Readmissions, medical

#### Data Sharing

- Regional model - cooperation amongst 36 corporations for the past 10 years
- Data sharing agreement enabling examination of patterns of care, market share, etc.

#### Wait Time Initiative

- Surgical wait list management data accessible through web
- Input at the office level so that individual physicians are engaged in the process

#### Health Care Network

- Linkage of CCACs, mental health, public health, Faculty of Medicine, and the regional hospitals to review and plan regional initiatives eg. stroke, cardiac, palliative care, psychiatry, regional PACS etc.
- This means that patients are quickly referred to the regional hub for appropriate care, but then are quickly returned to their institution of origin

#### CCAC Relationship

- Close relationship with CCAC to get patients into hospital as required, then quickly back home
- CCAC offices located within hospital
- When CCAC resources are stretched, use hospital clinics to deliver services, avoid admissions

#### Clinical Leaders Committee

- VPs and medical leaders from all regional/community hospitals have been meeting on a regular basis for the last five years to review performance data, and make decisions about the organization and delivery of services
- There is a strong commitment to maintaining good working relationships

Alternate Funding Plan

- Common medical staff between three hospitals due to SEAMO and AFP
- No duplication of programs between PCCC, KGH, and Hotel Dieu
- AFP physicians integrated into community hospitals within region
- Recruitment and retention is cooperative and planned according to regional needs

Chronic Disease Management Programs

- Heart failure clinics and diabetes education programs are provided on an ambulatory basis
- Resulted in reduced emergency visits and admissions

ED Innovations

- Severe lack of long term care facilities in the region
- Geriatric Emergency Medical Nurse identifies ALC patients and links them with appropriate community resources to avoid admissions
- Developed non-admission protocols for aggressive, short-term treatment within 14 to 20 hours for acute asthma, COPD, and heart failure to avoid admissions

Human Resources

- Shift from administrative support function to a strategic planning function
- One of organization's strategic priorities is to make KGH a great place to work, and mission statement also reflects this – “we care for each other”
- HR restructured into key functional areas with a manager for each area, for example:
  - Organizational Development and Learning
  - Recruitment and Retention
  - Rewards and Recognition
  - Employee and Labour Relations
  - Occupational Health & Safety
  - HR Information Systems and Informatics
  - Statutory Compliance and HR Policy Development
- Employee referral program for hard-to-fill positions
- Criminal background checks and improved reference and credential checking for new hires
- Staff satisfaction survey every two years
- Occupational health and safety has been broadened to include staff wellness
  - Staff wellness centre where staff can get away from clinical environment
  - Massage therapy services for staff
  - Attendance management program, supported by new computer system that monitors visits to occupational health and safety, has significantly reduced absenteeism
- Rewards and recognition
  - New compensation program for non-union staff
  - Pay equity program for CUPE represented employees
  - Service awards now more highly profiled, including a big offsite social event
  - Staff discount booklet offered through the support of more community businesses

**Financial Performance and Condition** (\*\*questioned accuracy of “current ratio”)

- Taking Control Program involved asking staff to suggest ideas for cost savings
- generated 600 ideas in 11 categories
- assigned people to follow-up on ideas

- \$20 million saved in last three years
- performance 13% less spending than expected costs
- formal budget control process including physician impact analysis for new physician hires
- formal utilization management process also includes impact analysis for any new service