Leading the Transformation of Ambulatory Care
our hospital

Hotel Dieu Hospital is the ambulatory care teaching and research hospital for Kingston and Southeastern Ontario, affiliated with Queen’s University.

As an ambulatory (or outpatient) care facility we provide medical care or treatment that does not require an overnight stay and that includes services such as specialized clinic visits, day surgeries and diagnostic procedures using advanced technology, equipment or procedures. For most of our patients, the length of stay—from time of registration to discharge—occurs on the same day.

We provide expert care to more than 500,000 people in the region through specialized programs including pediatrics, medicine, cardiology, surgery, mental health, oncology and urgent care. We deliver quality, safe health care, while advancing innovative research and educating the health care professionals of the future.

our mission

Our mission, 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, and express this through the pursuit of excellence in health care, teaching and research.

our vision

Leading the transformation of ambulatory care

our values

- dignity of the human person
- compassion
- justice
- integrity
- excellence

our heritage

Hotel Dieu Hospital was established by the Religious Hospitallers of Saint Joseph (RHSJ), a congregation of religious women founded in France by Jerome le Royer de la Dauversiere in 1636. In the mid-1600s, the Sisters arrived in Canada to help build a hospital in Montreal, and they were called upon to continue their healing mission by opening the first public hospital in the Kingston area in 1845.

They originally took up residence on the corner of Brock and Sydenham Streets, caring for the immigrants who flooded the region and for hundreds of orphans whose immigrant parents died from disease and starvation.

In 1892, the Sisters moved to Hotel Dieu’s current site, increasing patient capacity from 40 to 150 people. A chapel was built in 1895 and a convent in 1897. A School of Nursing started in 1912, with the first class graduating in 1914. More buildings and services were added over the following years with the Centenary, Brock and Johnson wings, and subsequently the Jeanne Mance building in 1984.

While the mission of the Sisters remains the touchstone of all we do at Hotel Dieu Hospital, formal sponsorship of the hospital now rests with Catholic Health International, whose mission is to ensure the presence of Catholic values in its member Corporations.
With our 2010-2015 Strategic Plan we set our course to build on tradition while advancing our organization’s contributions to patient care, education and research in the field of ambulatory health care. The plan sets out six strategic directions that will steer our hospital to clinical and organizational excellence:

- focusing on and defining our role as a centre of excellence for ambulatory care, teaching and research;
- delivering excellent care and an excellent experience for our patients and families;
- creating an environment where staff feel engaged, valued and safe;
- advancing research and education in the field of ambulatory care;
- fostering a culture marked by high performance, accountability and quality; and
- engaging in partnerships with solid value for our patients and organization.
our caring

At Hotel Dieu Hospital we are leading the transformation of ambulatory care. Each year, we record about 430,000 patient visits, which include clinic visits, day surgeries and diagnostic procedures. Our deep commitment to excellence in ambulatory health care is exemplified by the ways in which we innovate and lead, including:

- **Introducing dermatology services:** In March 2014, we will open a new dermatology clinic at Hotel Dieu Hospital, filling a service gap in our region and making much-needed dermatological care available at a time when skin cancer rates are skyrocketing. The new clinic means increased opportunities for early detection and surveillance, both paramount for successful treatment and management of skin disease.

- **Boosting chronic pain services:** One of our fastest growing services, the Chronic Pain Clinic assesses and treats patients with debilitating conditions such as back and neck pain, headaches and sciatica, including patients who have found no relief for their pain elsewhere. In 2012, $230,000 in provincial funding translated into expanded staff and space, including a fluoroscopy procedure suite where physicians can safely and accurately inject nerve blocks that dramatically improve quality of life.

- **Adding services for youth in crisis:** Supported by almost $290,000 in provincial funding, we opened a new Child and Adolescent Mental Health Urgent Consult Clinic in 2012 to support youth with urgent mental health issues such as suicidal or violent behaviours. This busy clinic helps to ensure that children (often identified through their parents, family physician or teachers) are receiving prompt and appropriate access to crisis care and spending less or no time in the Emergency Room.

- **Supporting patients seeking weight loss:** The Kingston Bariatric Regional Assessment and Treatment Centre provides highly specialized pre-surgical assessment and post-surgical follow-up for patients undergoing weight loss surgery (in Toronto or Ottawa). The program and its interdisciplinary team continue to grow, most recently adding dedicated pre-operative diabetes and sleep apnea clinics. And in February 2013 a non-surgical behavioural/medical management program was started for individuals who are not surgical candidates or who choose not to have surgical intervention.
• **Widening our field of vision in Ophthalmology:** To accommodate escalating patient volumes, the Ophthalmology clinic grew physically in 2013, adding five new exam lanes, diagnostics space and waiting areas. In addition, it created a new facility for the many patients who receive regular intraocular injections for age-related macular degeneration. The clinic’s growth equips the eye care team with the most efficient and effective environment for providing excellent patient care.

• **Scoring high on surgical patient satisfaction:** In 2013, our Day Surgery unit was declared the top performer among 28 Ontario hospitals in terms of patient satisfaction with surgical services, a result that reflects our commitment to a positive patient experience. Satisfaction rates are consistently high in our short-stay total joint replacement program, a model for efficient care that targets patients who can be ambulatory on the day of surgery and return home within 48 hours.

• **Achieving excellence in urgent care:** Our Urgent Care Centre has also been declared a top performer among Ontario teaching hospitals. In a 2012 survey, patients rated Urgent Care highly for a care experience that excelled in emotional support, physical comfort, information and education, respect, access and continuity of care. We continue building capacity to provide better access to urgent care services for the patients, families and health care providers of our community.

• **Implementing Patient and Family-Centred Care:** To provide an excellent experience and excellent care for every patient and family member we are implementing a model of Patient & Family-Centred Care based on the principles of respect and dignity, information sharing, participation and collaboration. We are committed to putting patients and families at the heart of all we do—from clinical practice to building design to day-to-day interactions—so they will experience the best and safest health care.

• **Transforming nursing through knowledge.** We are now implementing and evaluating seven Best Practice Guidelines based on the latest evidence and research—five related to ensuring excellence in patient care and two to creating a healthy work environment. The work calls for a dynamic partnership with the Registered Nurses’ Association of Ontario and sets us up to become a Best Practice Spotlight Organization.
our commitment

To help ensure safe, quality care for our patients and families we are committed to:

• **public reporting of Patient Safety Indicators**...that is now mandatory in Ontario hospitals and that means the public can check our website for rates of infections and hand hygiene compliance.

• **a Patient Safety Council**...that tackles safety issues such as monitoring patient falls, medication reconciliation, patient education about safety and hand hygiene, and hospital accreditation safety requirements.

• **a Quality Improvement Plan**...that is aligned with our strategic plan and revised annually. It sets out key performance targets for the year such as creating positive patient experiences, measuring patient satisfaction, and enhancing safety, access and patient-centredness.

• **a Patient Relations Program**...that encourages and promotes direct and open communication between patients and their families and the hospital.

• **a Patient Declaration of Values**...that reflects what patients and families can expect from our caregivers and our hospital at every visit, touching on notions such as respect, quality, engagement and collaboration. The Declaration builds on our mission and values as a hospital providing health care within the Catholic tradition.

• **hospital-wide patient safety education**...that is delivered through signage, posters and brochures, covering everything from hand hygiene and cough etiquette to the best ways for patients and their families to get involved in their health care.
To support the safety, growth & well-being of staff we are committed to:

- **online education and patient safety training**...through our e-learning system that allows the hospital to assign online safety courses on topics ranging from hand hygiene to laser safety in the Operating Room, along with a broad spectrum of mandatory and position-specific education.

- **the “SAFE Reporting” tool**....which enables staff, physicians and learners to electronically report events that may adversely impact patients, employees or the organization. The tool makes it possible to follow up events quickly and to maximize the opportunity for organizational learning.

- **customer service training**...that is aligned with our Excellent Experience, Excellent Care strategic direction and that highlights how everyone at Hotel Dieu Hospital is accountable for contributing to excellent experiences for our patients and visitors.

- **a nursing scholarship program**...that helps to open the doors to exciting new career opportunities for our nurses as they continue their professional growth. In that journey, they increase their skills, confidence and ability to deliver excellent patient care.

- **workplace wellness**...that is encouraged, supported and offered by our Workplace Wellness Advisory Committee through health-related programs that assist staff in achieving ownership for their physical, mental, emotional and spiritual well-being.
our community

Hotel Dieu Hospital is a vital part of Kingston’s rich heritage. With a population of about 167,000, Kingston is the largest urban centre between Toronto and Montreal, and is just a short distance from Ottawa, Canada’s capital.

Originally a trading post in the 1600s and then a defence post for both France and England, Kingston is one of Canada’s most historic sites. It was the capital of the United Provinces of Upper and Lower Canada from 1841 to 1843. Our first Prime Minister, Sir John A. Macdonald, had his home here at Bellevue House.

Kingston sits amidst a beautiful and large outdoor recreation area that features the Thousand Islands, Rideau Canal and a sprinkling of small lakes where people can enjoy plenty of summer and winter activities. In 1976, the city hosted the sailing events for the XXI Olympiad, and each summer the annual Canadian Olympic Training Regatta Kingston (CORK), an international sailing competition, takes place here.

We are fortunate to be the home of several excellent educational facilities, such as Queen’s University, St. Lawrence College and the Royal Military College. Also located in the area are administrative, defence training and correctional facilities supporting federal and provincial government services.

While the city boasts large industries such as Invista and Novelis, the majority of its successful businesses are smaller, run by creative entrepreneurs.

Kingston’s lifestyle is unique — second to none in Ontario. Despite being an urban centre, many people choose to live in a country setting since we measure commuting time in minutes, not hours.