



Health Care Network of Southeastern Ontario

## PARTNER PROFILE

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### **Kingston General Hospital and host to the Cancer Centre of Southeastern Ontario**



76 Stuart Street  
Kingston, ON K7L 2V7

(613) 549-6666  
[www.kgh.on.ca](http://www.kgh.on.ca)

Chair  
Chief Executive Officer

John Hudson  
Joseph A. de Mora

Multi-Year Funding Profile:

2005-06: \$214,321,610  
2006-07: \$222,111,300  
2007-08: \$224,116,200

Number of Staff:

2,363 FTEs

Kingston General Hospital (KGH) is the major tertiary care referral facility complementing community hospitals and other health care providers serving Southeastern Ontario. Integrally linked with Queen's University, the 456-bed fully-accredited hospital supports a comprehensive array of acute and ambulatory clinical services in a vibrant and dynamic academic environment. Mutually reliant upon its many partners within Kingston and the region, KGH provides exemplary patient care in an environment embracing innovation and recognizing tradition.

KGH's roots in Kingston go back more than 150 years. In 1838, Kingston Hospital (as it was then known) cared for its first patients: 20 wounded Americans who were taken prisoner in the Battle of the Windmill during the Rebellion of 1837. After the Union of the provinces of Upper and Lower Canada, Parliament met in the hospital from 1841 to 1844. After this brief sojourn as a political venue, the building returned to its original purpose and in 1845 began its full-time continuing operation as a hospital.

The hospital's affiliation with Queen's University, which began in 1854, enables KGH to obtain advanced medical equipment, attract leading healthcare professionals and researchers, and to provide the best in patient care.

Kingston General Hospital provides critical care, trauma care and in-patient overnight stays. KGH offers a full-service 24-hour Emergency Department and specialized programs and services including Cancer Care, Cardiac Care, Renal Care, Gastroenterology, General Medicine, General Surgery, Musculoskeletal Care, Neurosciences, Obstetrics & Gynecology, Perinatal Care Pediatrics, Plastic Surgery, and Urology. Kingston General is also the regional stroke centre. KGH is a partner in the Southeastern Ontario Health Sciences Centre (SEOHSC). Other SEOHSC partners include: Queen's University, Hotel Dieu Hospital, Providence Continuing Care Centre (St. Mary's of the Lake Hospital site), Kingston Psychiatric Hospital, the Kingston, Frontenac, Lennox & Addington Community Care Access Centre and the Kingston, Frontenac, Lennox & Addington Health Unit. KGH also has a unique partnership with Lennox & Addington County General Hospital.

KGH is host to the Cancer Centre of Southeastern Ontario, which is funded separately by Cancer Care Ontario, the provincial cancer agency.

**Kingston General Hospital**  
**Selected Performance Indicators, 1998/99 to 2004/05**

Indicator	1998/1999	1999/2000	2000/2001	2001/2002	2002/2003	2003/2004	2004/2005
<b>Corporate Financial Measures</b>							
Global Operating Revenue	153,734,739	157,291,795	169,744,324	177,176,537	189,709,976	227,851,998	252,454,095
Global Operating Expense	151,010,561	158,772,951	173,077,197	184,055,140	195,895,080	223,848,615	248,582,219
Operating Margin	13.95%	15.90%	13.59%	12.74%	14.05%	14.81%	14.38%
Total Margin	2.42%	0.08%	-0.83%	-2.47%	-2.77%	1.49%	1.28%
% of Non-MOHLTC Revenue	16.49%	17.87%	15.95%	14.44%	14.74%	13.66%	12.42%
Current Ratio	1	0.7	0.9	0.8	1.4	1.4	1.3
Working Capital	1,133,399	-12,295,155	-9,339,928	-15,991,807	22,630,572	30,794,548	14,463,287
Long Term Debt as % of Operating Revenue	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Long Term Investments as % of Operating Revenue	0.58%	0.56%	0.48%	0.44%	0.40%	0.30%	15.89%
Days in Inventory (Turnover)	39	39	39	38	37	33	33
<b>Total Expense by Category</b>							
% of Compensation Expense - Salaries and Wages	63.75%	61.68%	60.56%	60.40%	61.07%	61.63%	62.25%
% of Medical Staff Remuneration Expense	1.82%	1.96%	2.31%	2.40%	2.69%	2.51%	2.63%
% of Medical & Surgical Supplies Expense	8.24%	8.49%	8.60%	9.13%	8.72%	8.95%	8.74%
% of Supplies - Other Expense	7.63%	8.03%	7.85%	7.57%	7.60%	7.53%	7.05%
% of Drugs & Medical Gases Expense	6.06%	6.36%	6.69%	7.18%	6.67%	6.56%	6.36%
% of Equipment Expense	6.24%	6.46%	6.73%	6.71%	6.45%	5.69%	5.19%
% of Referred Out Expense	0.87%	0.91%	0.90%	0.85%	0.85%	0.91%	1.08%
% of Amortization Expense	2.32%	2.29%	2.22%	2.13%	2.00%	1.82%	1.81%
% of Other Expense	3.07%	3.82%	4.14%	3.62%	3.95%	4.40%	4.90%
<b>Activity Measures</b>							
Inpatient Cost per Patient Day	348	329	372	394	407	457	467
Operating Expense per Worked Hour	47	47	51	54	56	61	64
Average MOS & UPP Hourly Rate	29	28	29	31	32	34	36
Administration Expense as % of Operating Expense	9.04%	8.39%	9.20%	9.51%	9.72%	11.17%	9.64%
Equipment Expense as % of Operating Expense	6.81%	7.15%	7.38%	7.39%	7.13%	6.17%	5.61%
% of Hotel of Operating Expense	13.03%	12.32%	12.37%	11.38%	11.66%	10.77%	11.13%
% of Support of Operating Expense	3.34%	3.10%	2.94%	3.31%	3.42%	3.30%	3.61%
<b>Staffing/Productivity</b>							
Total Full Time Equivalents (FTE's)	1,881	1,996	2,022	2,056	2,107	2,225	2,369
MOS & UPP FTE - Worked	200	250	238	241	265	288	322
MOS & UPP FTE - Benefit	1,682	1,746	1,784	1,815	1,843	1,937	2,046
MOS & UPP FTE - Purchased	0	0	0	0	0	0	0
% UPP - Facility	89.39%	87.47%	88.25%	88.29%	87.43%	87.04%	86.39%
% UPP in Patient Care Functional Centres	90.22%	87.74%	88.69%	88.70%	87.47%	86.95%	85.94%
% UPP in Inpatient Nursing Functional Centres	88.24%	85.78%	87.19%	87.21%	88.12%	88.09%	88.05%
<b>Clinical Data</b>							
<b>Inpatient Days</b>							
Acute - Inpatient Days	123,686	131,903	129,458	121,937	128,668	119,533	126,184
ICU / CCU Inpatient Days	15,182	16,143	16,085	16,487	16,296	16,313	17,129
Mental Health - Inpatient Days	0	0	0	0	0	0	0
Rehabilitation - Inpatient Days	0	0	0	3,602	1,083	2,775	1,909
Chronic Care - Inpatient Days	0	0	0	0	0	0	0
ELDCAP - Inpatient Days	0	0	0	0	0	0	0
Total Inpatient Days	138,868	149,204	146,761	143,096	147,053	139,447	146,213
<b>Inpatient Averages per Day</b>							
Average Acute Daily Patients	339	361	355	334	353	327	346
Average ICU/CCU Daily Patients	42	44	44	45	45	45	47
Mental Health Average Daily Patients	0	0	0	0	0	0	0
Rehab Average Daily Patients	0	0	0	10	3	8	5
Chronic Average Daily Patients	0	0	0	0	0	0	0
ELDCAP Average Daily Patients	0	0	0	0	0	0	0
Total Average Daily Patients	380	409	402	392	403	381	401
<b>Surgical Cases</b>							
Surgical Cases - Inpatient	7,552	7,958	7,656	7,544	7,884	7,648	7,656
Surgical Cases - Outpatient	1,929	1,923	2,514	4,290	4,534	4,548	4,889
Surgical Cases - Total	9,481	9,881	10,170	11,834	12,418	12,196	12,545
<b>Ambulatory Visits</b>							
Average Daily ER Visits	138	144	143	140	139	133	131
ER Visits	50,192	52,529	52,014	50,961	50,826	48,648	47,653
D/N Care Visits	40,472	26,044	32,886	36,556	40,365	50,993	76,200
Clinic Visits	86,766	77,557	70,336	72,604	77,739	80,189	98,725
Total Ambulatory Visits	177,430	156,130	155,236	160,121	168,930	179,830	222,578