



## Public Sector Excellence Lifetime Achievement Award to Dr. Jack Kitts

[Introductory speech delivered by Jean Tourigny, CPSQA Co-Chair of the OPSQF-2013]

- The Ottawa Public Sector Quality Fair has presented every year since 2009 its Joint CPSQA – Excellence Canada Public Sector Excellence Lifetime Achievement Award. Les gagnants précédents étaient:
  - Le Dr. Ivan Fellegi, Statisticien en chef émérite du Canada, en 2009;
  - Brian Marson, Conseiller supérieur au Secrétariat du Conseil du Trésor et Art Daniels, ancien Sous-ministre adjoint de la fonction publique de l'Ontario, en 2010;
  - Mme Liseanne Forand, Sous-ministre déléguée principale de RHDC et Chef de la direction de Service Canada, en 2011; and
  - Angela Coke, Associate Deputy Minister, HR Ontario in the Ministry of Government Services, and Chair of the Public Service Commission, in 2012.
- This year, the Fair is very pleased to present the Public Sector Excellence Lifetime Achievement Award to Dr. Jack Kitts, President and CEO of The Ottawa Hospital.
- The criteria for the Lifetime achievement award are posted on the Fair Website but in summary, candidates for this award are living role models in their fields during their performance of service in the Public Interest. They hold or have held organizational or business leadership roles in the Public Sector and have achieved significant milestones in quality, excellence or in creating a healthy work place.
- In the case of today's winner, Dr. Kitts clearly combines significant achievements in all of the above areas.
- To be considered for this award, the recipient must have demonstrated the following criteria;
  - \* Leadership in the advancement and implementation of Excellence Principles;
  - \* Outstanding commitment to excellence for all stakeholders;
  - \* Having fostered a continuous improvement environment and encouraged the development of employees at all levels; and
  - \* Having championed the principles of a Healthy Workplace through the involvement of employees.
- I think the selection committee could not have chosen a better recipient for this year's award, one whose career illustrates well this year's theme for the Fair: Embracing change, seizing opportunities, transforming organizations.
- Le Dr. Kitts est devenu anesthésiologiste et directeur de la recherche au Département d'anesthésiologie de l'Hôpital Civic d'Ottawa en 1988. En 1992, il a dirigé la création de la Clinique d'évaluation préopératoire de l'Hôpital, qui est devenue un modèle pour d'autres cliniques créées ensuite, au pays comme ailleurs dans le monde. En 1995, le Dr Kitts est devenu chef du Département d'anesthésiologie de l'Hôpital Civic et professeur agrégé à l'Université d'Ottawa.
- IN 1998, Dr. Kitts was appointed Vice-President of Medical Affairs and led the medical staff during a forced complex restructuring in which three hospitals and five large programs were merged into The Ottawa Hospital.
- The early years of the merger were very difficult and led to an unprecedented hospital debt – the largest of any hospital in Canada at the time. In addition to the financial difficulties, morale was very low and there were increasing concerns about the quality of care.
- In the fall of 2001, the Board of Directors and the CEO of the hospital were fired and a provincially appointed Supervisor took on the leadership of the hospital. In February 2002, Dr. Jack Kitts was appointed president and CEO of The Ottawa Hospital. Wow... I call this Rising to the challenge!
- The Ottawa Hospital is one of the largest acute care hospitals in Canada with a staff of 12,000. In fact it serves the highest volume of patients with a focus on the critically ill patients. It is also a major teaching and research hospital.
- Dr. Kitts focused on 3 key challenges: Operational and Financial Stability, Staff Morale and Quality of Patient Care.



- Over the past 10 years, under the leadership of Dr. Kitts:
  - TOH has balanced its budget each year. It has invested more than half a billion dollars in new facilities including a world class critical care wing and cancer centre.
  - It has introduced state of the art equipment and technology like a surgical robot, cyber-knife and virtual rehab platform where TOH was the first hospital in Canada to have it. TOH has also become internationally recognized as a leader in health research, particularly for Cancer and Stem Cells.
  - TOH has attracted some of the best physicians and researchers from some of the most prestigious medical centres in the World.
- Dr. Kitts has also demonstrated foresight in his management of TOH by being a Pioneer in Canada in enhancing the capacity of employees and in developing a well-articulated quality plan with accountabilities, measures and targets to track performance and with appropriate data to support decisions.
- Dr. Kitts is a passionate leader whose constant focal point is the patient experience and quality of care. TOH is now recognized as a leader in quality and safety of patient care.
- His staff describe Dr. Kitts as a caring leader who excels at communicating with people and at rallying their support. We certainly need caring and charismatic leaders in the times that we are living in to help managers and employees through challenging transitions and to effect culture change.
- In conclusion, Dr. Kitts has demonstrated an inclusive, team-oriented strategic leadership, a passion for the delivery of quality patient-centered care and a commitment to the development and mentoring of physician leaders. This has been a central, unifying force in support of the vision of The Ottawa Hospital to provide each patient with the world-class care, the exceptional service and the compassion that we would want for our loved ones.
- It is now our pleasure, Steve Davies and I as Co-chairs of the 2013 Ottawa Public Sector Quality Fair, to hand out the CPSQA-Excellence Canada Public Sector Excellence Lifetime Achievement Award for 2013 to Dr. Jack Kitts. Congratulations to Dr. Kitts!
- There will be a few pictures taken and then Dr. Kitts will be invited to take the podium.
- Il y aura une courte séance de photos puis le Dr. Kitts prendra la parole.