

ACCESS
QUALITY

| Indicator | PYFiscal Result | Previous Result | Current Result | Target | Var | Status |
|------------------------------|-----------------|-----------------|----------------|--------|--------|------------------|
| C. difficile Infection Rate | 0.4 | 0.4 | 0.2 | 0.4 | -0.2 | Meeting Goal |
| Hand Hygiene Compliance Rate | 58.5% | 56.0% | 48.9% | 70.0% | -21.1% | Not Meeting Goal |

| Indicator | PYFiscal Result | Previous Result | Current Result | Target | Var | Status |
|--|-----------------|-----------------|----------------|--------|--------|------------------|
| 30-Day Readmission Rate | 17.7% | 18.3% | 18.4% | 17.2% | 1.2% | Approaching Goal |
| ED Patient Satisfaction (Would You Recommend?) | 52.0% | 50.6% | 56.4% | 55.5% | 0.9% | Meeting Goal |
| Medication Reconciliation | | | 43.8% | 80.0% | -36.2% | Not Meeting Goal |

ACCESS

| Indicator | PYFiscal Result | Previous Result | Current Result | Target | Var | Status |
|-----------------------------|-----------------|-----------------|----------------|--------|-----|------------------|
| ED LOS Admitted Patients | 33.9 | 37.7 | 35.6 | 30.4 | 5.2 | Not Meeting Goal |
| ED LOS Non-Admitted Complex | 7.0 | 7.5 | 7.2 | 6.2 | 1.0 | Not Meeting Goal |
| ED LOS Non-Admitted Minor | 4.0 | 4.5 | 4.2 | 3.9 | 0.3 | Approaching Goal |

| Indicator | PYFiscal Result | Previous Result | Current Result | Target | Var | Status |
|---------------------------|-----------------|-----------------|----------------|--------|-------|------------------|
| ED Volumes | 97,351 | 23,881 | 25,165 | 20,500 | 4,665 | Meeting Goal |
| % Alternate Level of Care | 17.0% | 16.3% | 18.2% | 15.4% | 2.8% | Not Meeting Goal |
| Cancer Wait Times (Days) | 51 | 55 | 50 | 70 | -20 | Meeting Goal |
| Knee Wait Times (Days) | 482 | 524 | 613 | 170 | 443 | Not Meeting Goal |

VALUE

| Indicator | PYFiscal Result | Previous Result | Current Result | Target | Var | Status |
|---------------|-----------------|-----------------|----------------|--------|-------|------------------|
| Total Margin | 0.4% | 0.4% | -0.2% | 0.0% | -0.2% | Not Meeting Goal |
| Current Ratio | 1.3 | 1.3 | 1.3 | 1.2 | 0.1 | Meeting Goal |
| Turnover | 9.1% | 9.1% | 10.3% | 6.7% | 3.6% | Not Meeting Goal |
| Vacancy | 4.0% | 3.9% | 3.3% | 6.3% | -3.0% | Meeting Goal |

| Indicator | PYFiscal Result | Previous Result | Current Result | Target | Var | Status |
|----------------------------|-----------------|-----------------|----------------|--------|------|------------------|
| Sick Time (Days) | 8.6 | 8.6 | 8.6 | 8.4 | 0.2 | Approaching Goal |
| Nursing Agency Usage | 3.2% | 3.3% | 2.3% | 2.0% | 0.3% | Not Meeting Goal |
| WSIB Lost Time (Incidents) | 4 | 4 | 3 | 9 | -6 | Meeting Goal |

Legend

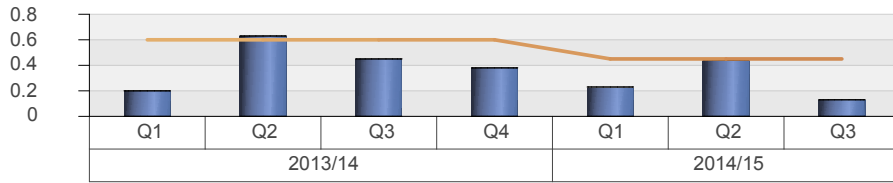
Meeting Goal

Approaching Goal

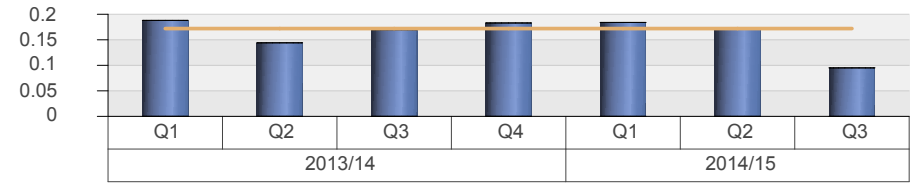
Not Meeting Goal

| Indicator | PYFiscal Result | Previous Result | Current Result | Target | Var | Status | Indicator | PYFiscal Result | Previous Result | Current Result | Target | Var | Status |
|------------------------------|-----------------|-----------------|----------------|--------|--------|--------|--|-----------------|-----------------|----------------|--------|--------|--------|
| C. difficile Infection Rate | 0.4 | 0.4 | 0.2 | 0.4 | -0.2 | | 30-Day Readmission Rate | 17.7% | 18.3% | 18.4% | 17.2% | 1.2% | |
| Hand Hygiene Compliance Rate | 58.5% | 56.0% | 48.9% | 70.0% | -21.1% | | ED Patient Satisfaction (Would You Recommend?) | 52.0% | 50.6% | 56.4% | 55.5% | 0.9% | |
| | | | | | | | Medication Reconciliation | | | 43.8% | 80.0% | -36.2% | |

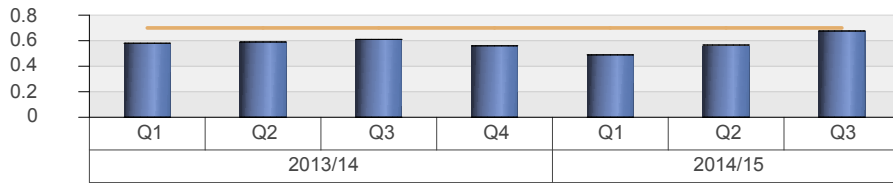
C. difficile Infection Rate



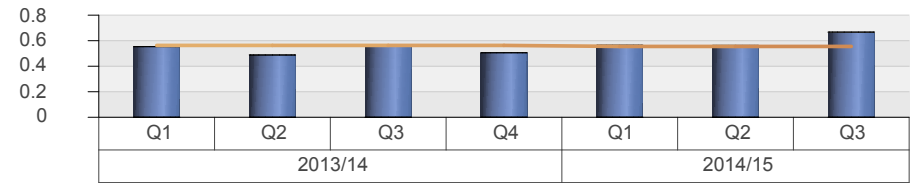
30-Day Readmission Rate



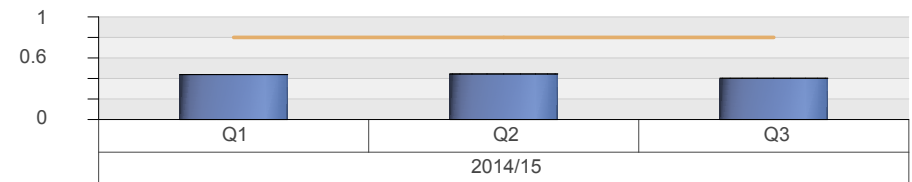
Hand Hygiene Compliance Rate



ED Patient Satisfaction (Would You Recommend?)

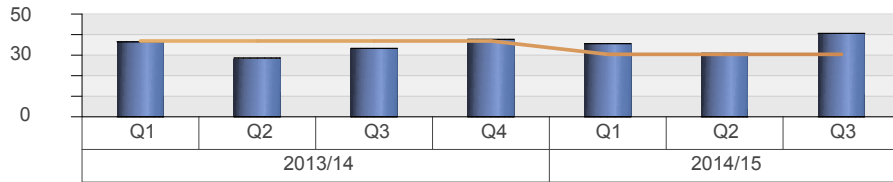


Medication Reconciliation

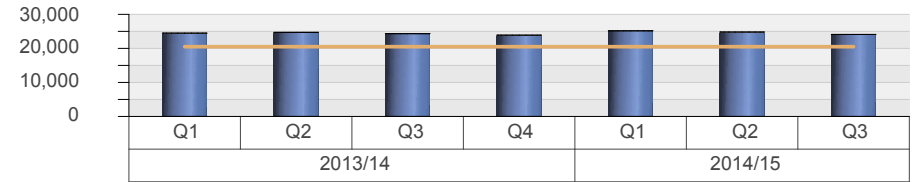


| Indicator | PYFiscal Result | Previous Result | Current Result | Target | Var | Status | Indicator | PYFiscal Result | Previous Result | Current Result | Target | Var | Status |
|-----------------------------|-----------------|-----------------|----------------|--------|-----|--------|---------------------------|-----------------|-----------------|----------------|--------|-------|--------|
| ED LOS Admitted Patients | 33.9 | 37.7 | 35.6 | 30.4 | 5.2 | Red | ED Volumes | 97,351 | 23,881 | 25,165 | 20,500 | 4,665 | Green |
| ED LOS Non-Admitted Complex | 7.0 | 7.5 | 7.2 | 6.2 | 1.0 | Red | % Alternate Level of Care | 17.0% | 16.3% | 18.2% | 15.4% | 2.8% | Red |
| ED LOS Non-Admitted Minor | 4.0 | 4.5 | 4.2 | 3.9 | 0.3 | Yellow | Cancer Wait Times (Days) | 51 | 55 | 50 | 70 | -20 | Green |
| | | | | | | | Knee Wait Times (Days) | 482 | 524 | 613 | 170 | 443 | Red |

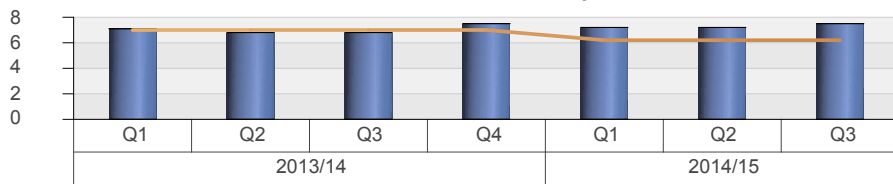
ED LOS Admitted Patients



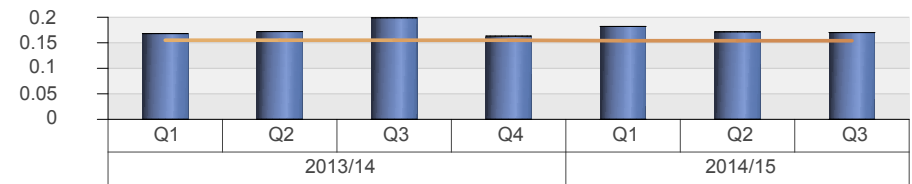
ED Volumes



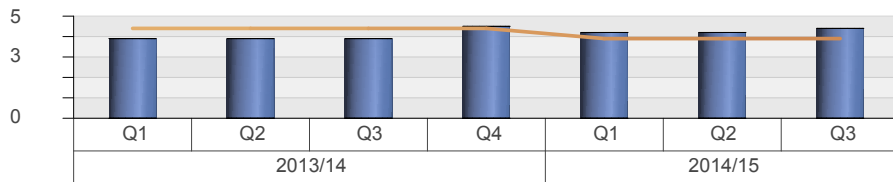
ED LOS Non-Admitted Complex



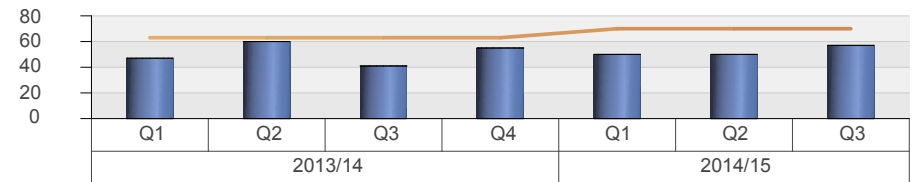
% Alternate Level of Care



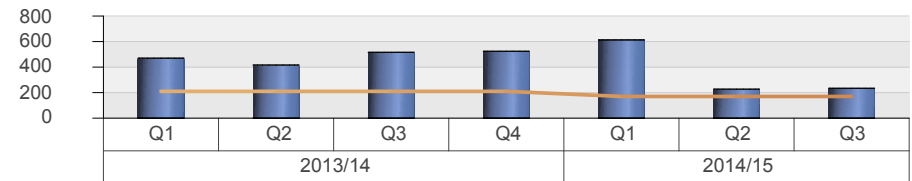
ED LOS Non-Admitted Minor



Cancer Wait Times (Days)

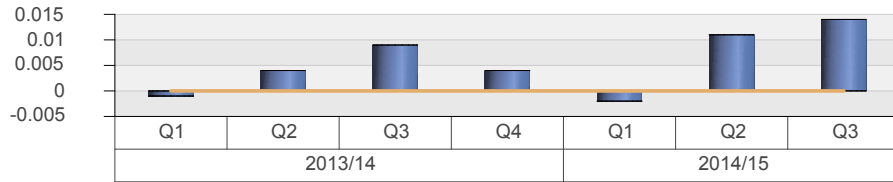


Knee Wait Times (Days)

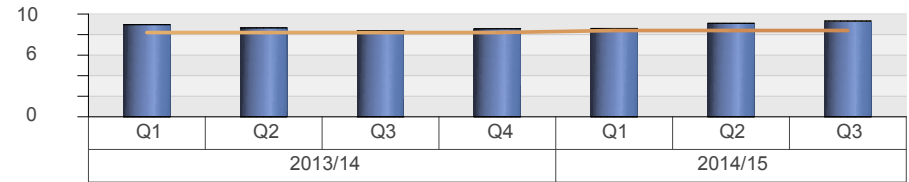


| Indicator | PYFiscal Result | Previous Result | Current Result | Target | Var | Status | Indicator | PYFiscal Result | Previous Result | Current Result | Target | Var | Status |
|---------------|-----------------|-----------------|----------------|--------|-------|--------|----------------------------|-----------------|-----------------|----------------|--------|------|--------|
| Total Margin | 0.4% | 0.4% | -0.2% | 0.0% | -0.2% | Red | Sick Time (Days) | 8.6 | 8.6 | 8.6 | 8.4 | 0.2 | Yellow |
| Current Ratio | 1.3 | 1.3 | 1.3 | 1.2 | 0.1 | Green | Nursing Agency Usage | 3.2% | 3.3% | 2.3% | 2.0% | 0.3% | Red |
| Turnover | 9.1% | 9.1% | 10.3% | 6.7% | 3.6% | Red | WSIB Lost Time (Incidents) | 4 | 4 | 3 | 9 | -6 | Green |
| Vacancy | 4.0% | 3.9% | 3.3% | 6.3% | -3.0% | Green | | | | | | | |

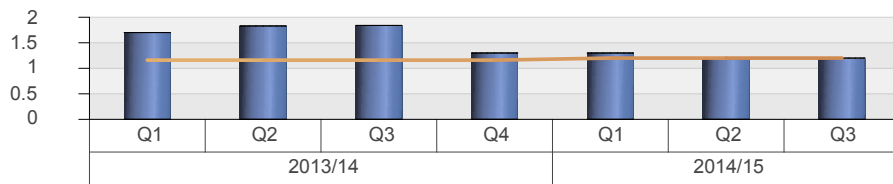
Total Margin



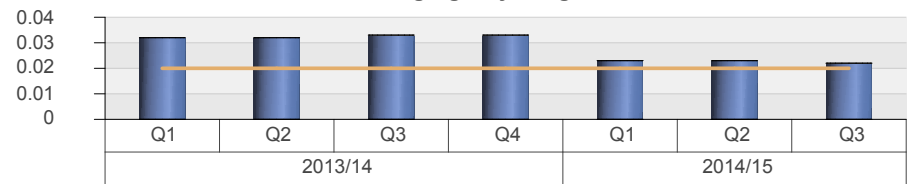
Sick Time (Days)



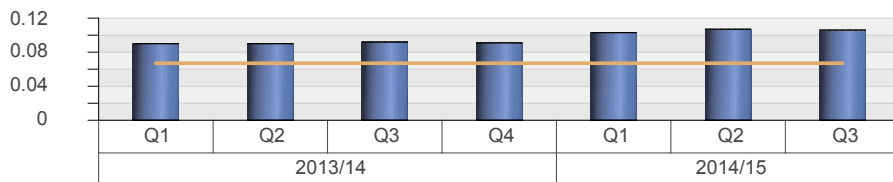
Current Ratio



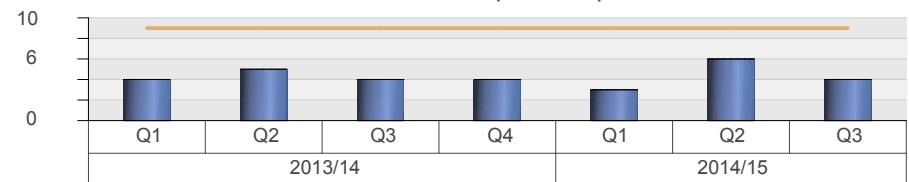
Nursing Agency Usage



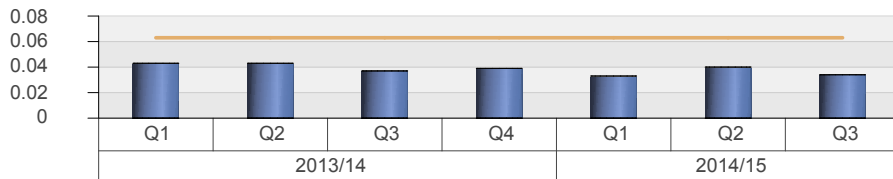
Turnover



WSIB Lost Time (Incidents)



Vacancy



**ACCESS
QUALITY**

| Indicator | Indicator Definition |
|------------------------------|--|
| C. difficile Infection Rate | CDI rate per 1,000 patient days: Number of patients newly diagnosed with hospital acquired CDI, divided by the number of patient days in that month, multiplied by 1,000. |
| Hand Hygiene Compliance Rate | The number of times that hand hygiene was performed divided by the number of observed hand hygiene indications for before and after initial patient contact multiplied by 100. |

| Indicator | Indicator Definition |
|--|--|
| 30-Day Readmission Rate | Percentage of acute hospital inpatients discharged with selected CMGs that are readmitted to any acute inpatient hospital for non-elective patient care within 30 days of the discharge for index admission. |
| ED Patient Satisfaction (Would You Recommend?) | Patient Satisfaction ER - "Would you recommend this hospital to your friends and family?" (NRC Picker) |
| Medication Reconciliation | The total number of patients with medications reconciled as a proportion of the total number of patients admitted to the hospital. |

ACCESS

| Indicator | Indicator Definition |
|-----------------------------|--|
| ED LOS Admitted Patients | 90th Percentile ER length of stay for Admitted patients (hrs) |
| ED LOS Non-Admitted Complex | ED LOS where 9 out of 10 non-admitted CTAS I-III patients complete their visit. ED LOS is defined as the time from triage or registration to the time the patient leaves the ED. |
| ED LOS Non-Admitted Minor | ED LOS where 9 out of 10 non-admitted CTAS IV-V patients complete their visit. ED LOS is defined as the time from triage or registration to the time the patient leaves the ED. |

| Indicator | Indicator Definition |
|---------------------------|---|
| ED Volumes | Number of registered patient visits in Emergency Department. |
| % Alternate Level of Care | ALC patient days as a % of total beds (acute and nonacute). |
| Cancer Wait Times (Days) | Wait time in days in which 90% of cancer surgeries were completed. |
| Knee Wait Times (Days) | The number of days 9 out of 10 patients (90th percentile) wait for a knee replacement from the date of decision to treat to day of surgery. |

VALUE

| Indicator | Indicator Definition |
|---------------|---|
| Total Margin | Percent by which total corporate (consolidated) revenues exceed or fall short of total corporate (consolidated) expense excluding the impact of facility amortization, in a given year. |
| Current Ratio | Number of times a hospital's short-term obligations can be paid using the hospital's short-term assets. |
| Turnover | Percentage of staff leaving the organization based on total number of staff employed. |
| Vacancy | The total number of vacancies divided by (number of employees + number of vacancies) |

| Indicator | Indicator Definition |
|----------------------------|---|
| Sick Time (Days) | Average number of sick leave days per full-time employee across the Health Centre. |
| Nursing Agency Usage | The number of agency hours (RN+RPN) as a percentage of the total paid hours for (RN+RPN) staff. |
| WSIB Lost Time (Incidents) | Total number of WSIB lost time incidents per quarter |