

ACCESS  
QUALITY

| Indicator                    | PYFiscal Result | Previous Result | Current Result | Target | Var    | Status           |
|------------------------------|-----------------|-----------------|----------------|--------|--------|------------------|
| C. difficile Infection Rate  | 0.4             | 0.2             | 0.4            | 0.4    | 0.0    | Meeting Goal     |
| Hand Hygiene Compliance Rate | 58.5%           | 48.9%           | 56.6%          | 70.0%  | -13.4% | Not Meeting Goal |

| Indicator                                      | PYFiscal Result | Previous Result | Current Result | Target | Var    | Status           |
|--|-----------------|-----------------|----------------|--------|--------|------------------|
| 30-Day Readmission Rate                        | 17.7%           | 18.4%           | 17.1%          | 17.2%  | -0.1%  | Meeting Goal     |
| ED Patient Satisfaction (Would You Recommend?) | 52.0%           | 56.4%           | 56.3%          | 55.5%  | 0.8%   | Meeting Goal     |
| Medication Reconciliation                      |                 | 43.8%           | 44.4%          | 80.0%  | -35.6% | Not Meeting Goal |

ACCESS

| Indicator                   | PYFiscal Result | Previous Result | Current Result | Target | Var | Status           |
|-----------------------------|-----------------|-----------------|----------------|--------|-----|------------------|
| ED LOS Admitted Patients    | 33.9            | 35.6            | 30.9           | 30.4   | 0.5 | Approaching Goal |
| ED LOS Non-Admitted Complex | 7.0             | 7.2             | 7.2            | 6.2    | 1.0 | Not Meeting Goal |
| ED LOS Non-Admitted Minor   | 4.0             | 4.2             | 4.2            | 3.9    | 0.3 | Approaching Goal |

| Indicator                 | PYFiscal Result | Previous Result | Current Result | Target | Var   | Status           |
|---------------------------|-----------------|-----------------|----------------|--------|-------|------------------|
| ED Volumes                | 97,351          | 25,165          | 24,797         | 20,500 | 4,297 | Meeting Goal     |
| % Alternate Level of Care | 17.0%           | 18.2%           | 17.2%          | 15.4%  | 1.8%  | Not Meeting Goal |
| Cancer Wait Times (Days)  | 51              | 50              | 50             | 70     | -20   | Meeting Goal     |
| Knee Wait Times (Days)    | 482             | 613             | 227            | 170    | 57    | Not Meeting Goal |

VALUE

| Indicator     | PYFiscal Result | Previous Result | Current Result | Target | Var   | Status           |
|---------------|-----------------|-----------------|----------------|--------|-------|------------------|
| Total Margin  | 0.4%            | -0.2%           | 1.1%           | 0.0%   | 1.1%  | Meeting Goal     |
| Current Ratio | 1.3             | 1.3             | 1.2            | 1.2    | 0.0   | Meeting Goal     |
| Turnover      | 9.1%            | 10.3%           | 10.7%          | 6.7%   | 4.0%  | Not Meeting Goal |
| Vacancy       | 4.0%            | 3.3%            | 4.0%           | 6.3%   | -2.3% | Meeting Goal     |

| Indicator                  | PYFiscal Result | Previous Result | Current Result | Target | Var  | Status           |
|----------------------------|-----------------|-----------------|----------------|--------|------|------------------|
| Sick Time (Days)           | 8.6             | 8.6             | 9.1            | 8.4    | 0.7  | Approaching Goal |
| Nursing Agency Usage       | 3.2%            | 2.3%            | 2.3%           | 2.0%   | 0.3% | Not Meeting Goal |
| WSIB Lost Time (Incidents) | 4               | 3               | 6              | 9      | -3   | Meeting Goal     |

Legend

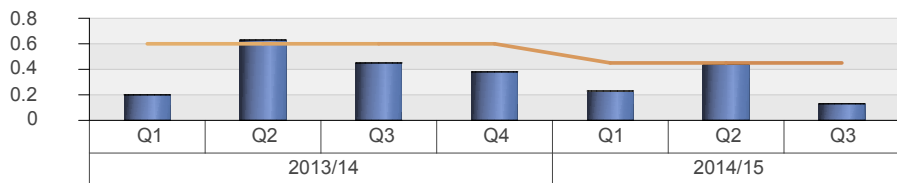
Meeting Goal

Approaching Goal

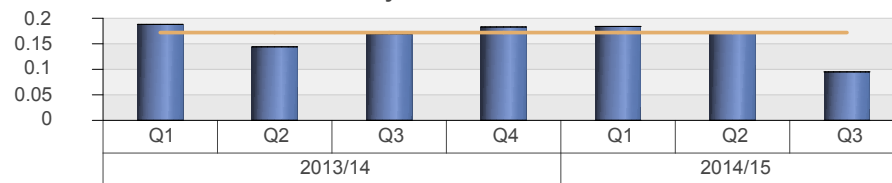
Not Meeting Goal

| 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             | 0.2             | 0.4            | 0.4    | 0.0    | Green  | 30-Day Readmission Rate                        | 17.7%           | 18.4%           | 17.1%          | 17.2%  | -0.1%  | Green  |
| Hand Hygiene Compliance Rate | 58.5%           | 48.9%           | 56.6%          | 70.0%  | -13.4% | Red    | ED Patient Satisfaction (Would You Recommend?) | 52.0%           | 56.4%           | 56.3%          | 55.5%  | 0.8%   | Green  |
|                              |                 |                 |                |        |        |        | Medication Reconciliation                      |                 | 43.8%           | 44.4%          | 80.0%  | -35.6% | Red    |

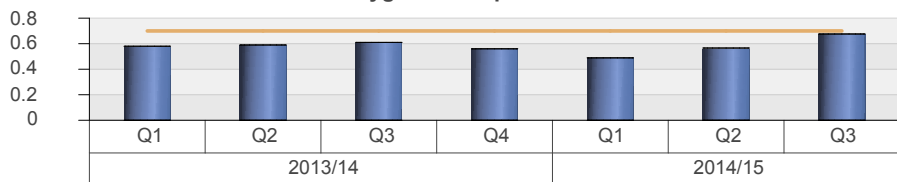
**C. difficile Infection Rate**



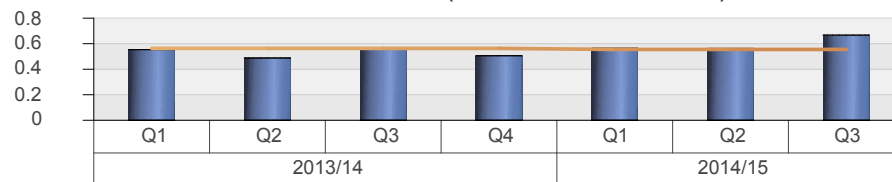
**30-Day Readmission Rate**



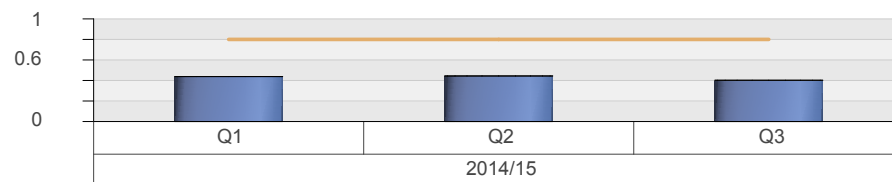
**Hand Hygiene Compliance Rate**



**ED Patient Satisfaction (Would You Recommend?)**

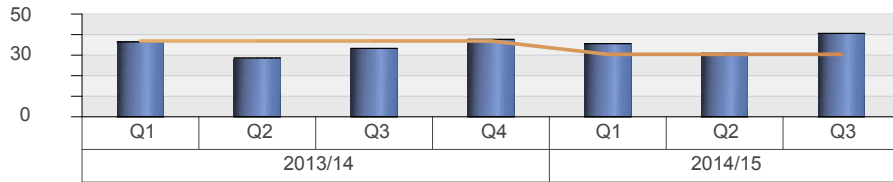


**Medication Reconciliation**

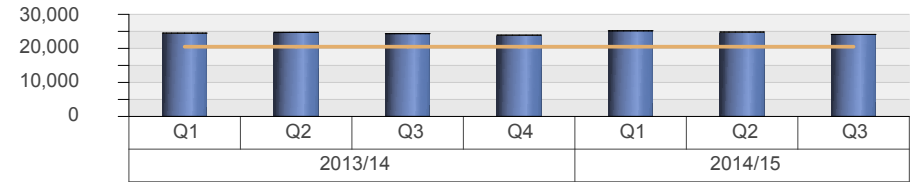


| Indicator                   | PYFiscal Result | Previous Result | Current Result | Target | Var | Status | Indicator                 | PYFiscal Result | Previous Result | Current Result | Target | Var   | Status |
|-----------------------------|-----------------|-----------------|----------------|--------|-----|--------|---------------------------|-----------------|-----------------|----------------|--------|-------|--------|
| ED LOS Admitted Patients    | 33.9            | 35.6            | 30.9           | 30.4   | 0.5 | Yellow | ED Volumes                | 97,351          | 25,165          | 24,797         | 20,500 | 4,297 | Green  |
| ED LOS Non-Admitted Complex | 7.0             | 7.2             | 7.2            | 6.2    | 1.0 | Red    | % Alternate Level of Care | 17.0%           | 18.2%           | 17.2%          | 15.4%  | 1.8%  | Red    |
| ED LOS Non-Admitted Minor   | 4.0             | 4.2             | 4.2            | 3.9    | 0.3 | Yellow | Cancer Wait Times (Days)  | 51              | 50              | 50             | 70     | -20   | Green  |
|                             |                 |                 |                |        |     |        | Knee Wait Times (Days)    | 482             | 613             | 227            | 170    | 57    | Red    |

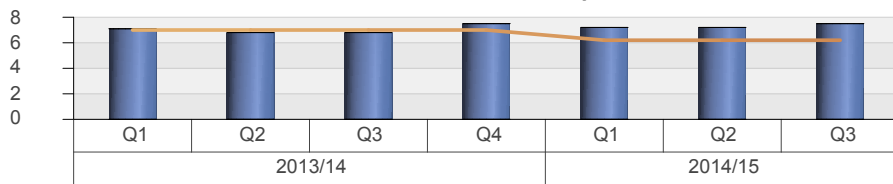
**ED LOS Admitted Patients**



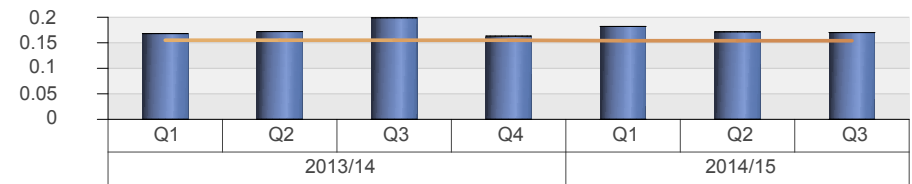
**ED Volumes**



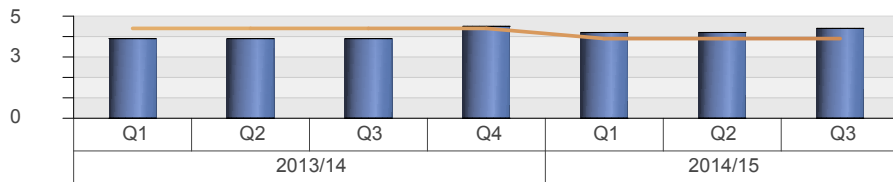
**ED LOS Non-Admitted Complex**



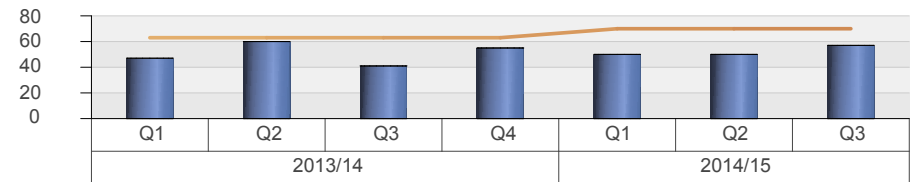
**% Alternate Level of Care**



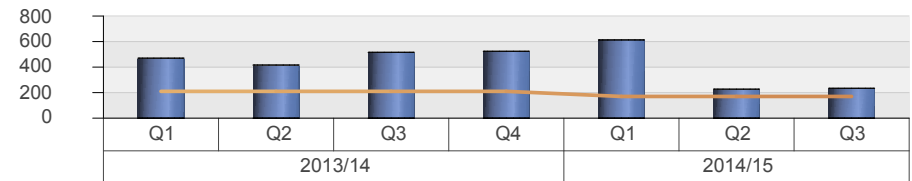
**ED LOS Non-Admitted Minor**



**Cancer Wait Times (Days)**

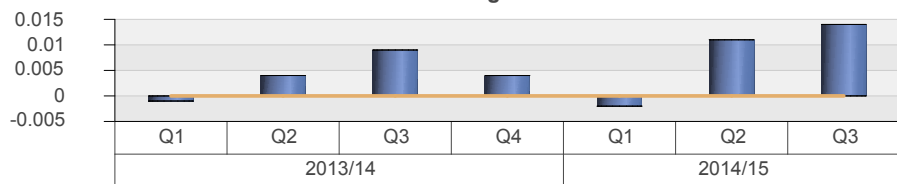


**Knee Wait Times (Days)**

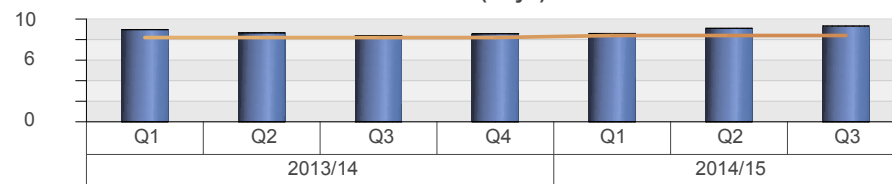


| Indicator     | PYFiscal Result | Previous Result | Current Result | Target | Var   | Status | Indicator                  | PYFiscal Result | Previous Result | Current Result | Target | Var  | Status |
|---------------|-----------------|-----------------|----------------|--------|-------|--------|----------------------------|-----------------|-----------------|----------------|--------|------|--------|
| Total Margin  | 0.4%            | -0.2%           | 1.1%           | 0.0%   | 1.1%  | Green  | Sick Time (Days)           | 8.6             | 8.6             | 9.1            | 8.4    | 0.7  | Yellow |
| Current Ratio | 1.3             | 1.3             | 1.2            | 1.2    | 0.0   | Green  | Nursing Agency Usage       | 3.2%            | 2.3%            | 2.3%           | 2.0%   | 0.3% | Red    |
| Turnover      | 9.1%            | 10.3%           | 10.7%          | 6.7%   | 4.0%  | Red    | WSIB Lost Time (Incidents) | 4               | 3               | 6              | 9      | -3   | Green  |
| Vacancy       | 4.0%            | 3.3%            | 4.0%           | 6.3%   | -2.3% | Green  |                            |                 |                 |                |        |      |        |

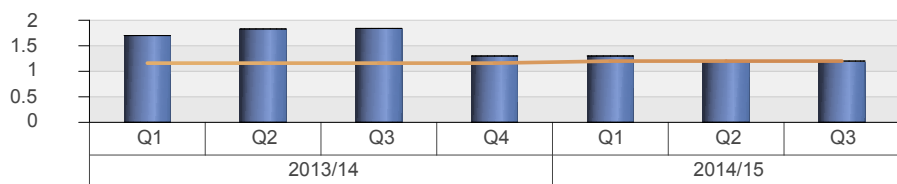
**Total Margin**



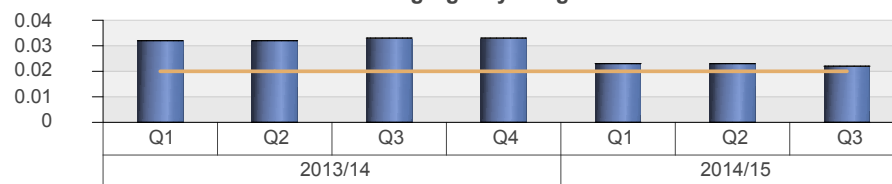
**Sick Time (Days)**



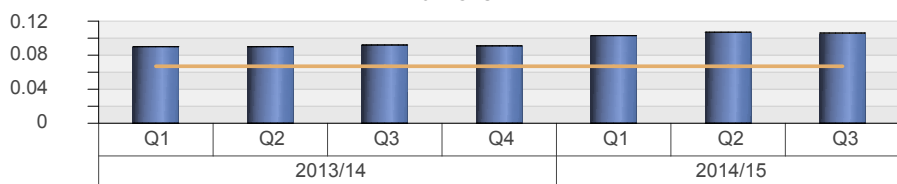
**Current Ratio**



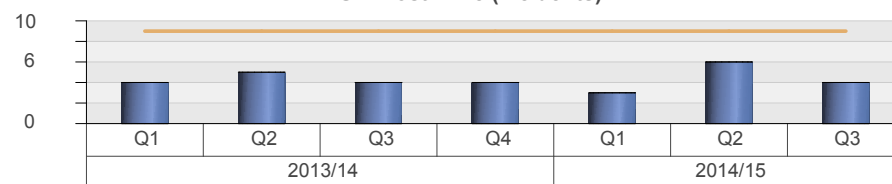
**Nursing Agency Usage**



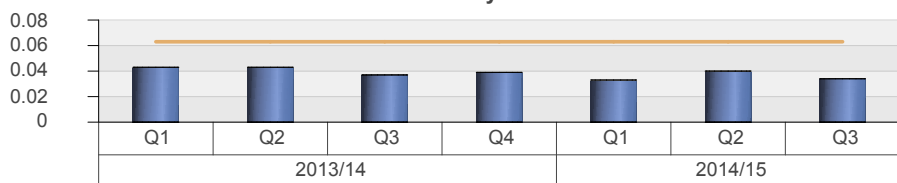
**Turnover**



**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  |