

QUALITY

Indicator	PYFiscal Result	Previous Result	Current Result	Target	Var	Status
C. difficile Infection Rate	0.5	0.4	0.4	0.6	-0.2	Meeting Goal
Hand Hygiene Compliance Rate	93.0%	61.0%	56.0%	70.0%	-14.0%	Not Meeting Goal

Indicator	PYFiscal Result	Previous Result	Current Result	Target	Var	Status
30-Day Readmission Rate		17.0%	18.3%	17.2%	1.1%	Approaching Goal
ED Patient Satisfaction (Would You Recommend?)	57.7%	56.8%	50.6%	56.3%	-5.7%	Not Meeting Goal

ACCESS

Indicator	PYFiscal Result	Previous Result	Current Result	Target	Var	Status
ED LOS Admitted Patients	37.7	33.3	37.7	36.9	0.8	Approaching Goal
ED LOS Non-Admitted Complex	6.7	6.8	7.5	7.0	0.5	Approaching Goal
ED LOS Non-Admitted Minor	3.8	3.9	4.5	4.4	0.1	Approaching Goal

Indicator	PYFiscal Result	Previous Result	Current Result	Target	Var	Status
ED Volumes	96,422	24,328	23,881	20,500	3,381	Meeting Goal
% Alternate Level of Care	19.1%	19.9%	16.3%	15.5%	0.8%	Approaching Goal
Cancer Wait Times (Days)	51	41	55	63	-8	Meeting Goal
Knee Wait Times (Days)	425	516	524	210	314	Not Meeting Goal

VALUE

Indicator	PYFiscal Result	Previous Result	Current Result	Target	Var	Status
Total Margin	0.8%	0.9%	0.4%	0.0%	0.4%	Meeting Goal
Current Ratio	1.8	1.8	1.3	1.2	0.1	Meeting Goal
Turnover	9.3%	9.2%	9.1%	6.7%	2.4%	Not Meeting Goal
Vacancy	4.3%	3.7%	3.9%	6.3%	-2.4%	Meeting Goal

Indicator	PYFiscal Result	Previous Result	Current Result	Target	Var	Status
Sick Time (Days)	9.2	8.4	8.6	8.2	0.4	Approaching Goal
Nursing Agency Usage	4.5%	3.3%	3.3%	2.0%	1.3%	Not Meeting Goal
WSIB Lost Time (Incidents)	12	4	4	9	-5	Meeting Goal

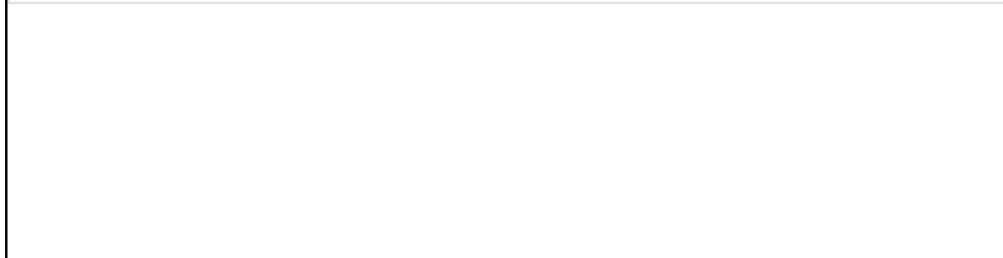
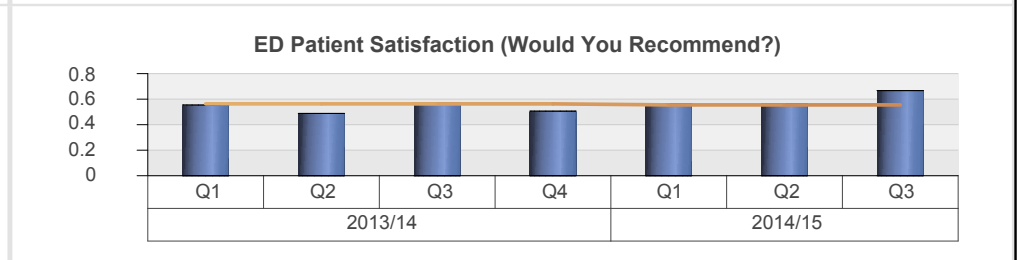
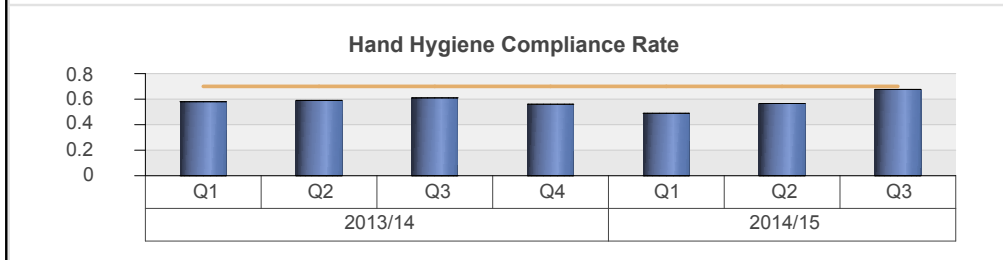
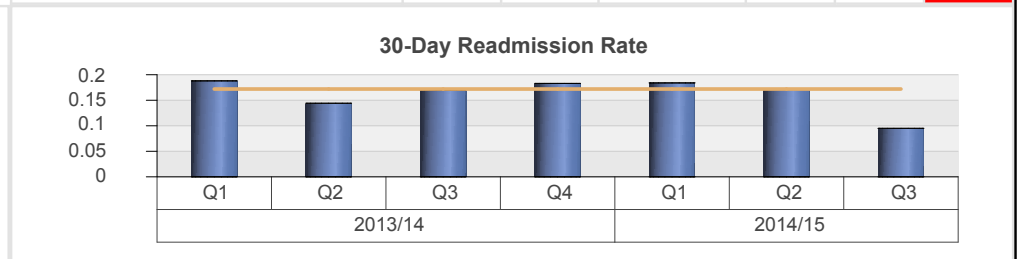
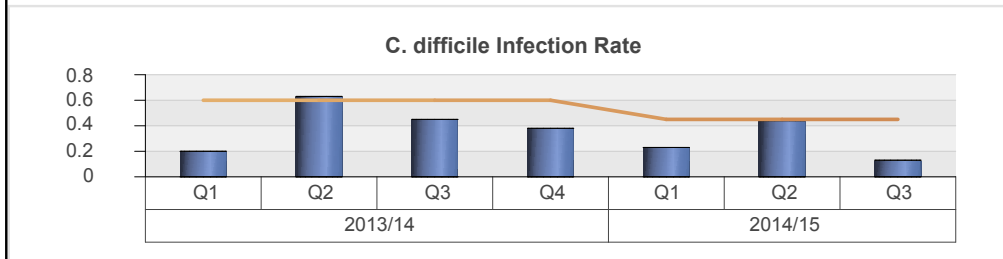
Legend

Meeting Goal

Approaching Goal

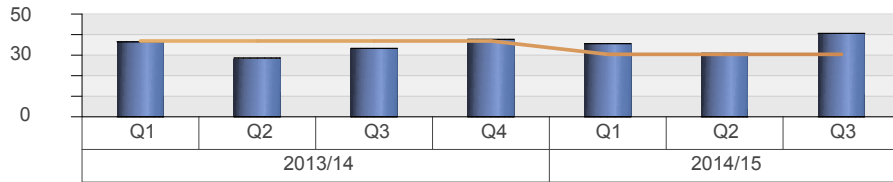
Not Meeting Goal

Indicator	PYFiscal Result	Previous Result	Current Result	Target	Var	Status	Indicator	PYFiscal Result	Previous Result	Current Result	Target	Var	Status
C. difficile Infection Rate	0.5	0.4	0.4	0.6	-0.2		30-Day Readmission Rate		17.0%	18.3%	17.2%	1.1%	
Hand Hygiene Compliance Rate	93.0%	61.0%	56.0%	70.0%	-14.0%		ED Patient Satisfaction (Would You Recommend?)	57.7%	56.8%	50.6%	56.3%	-5.7%	

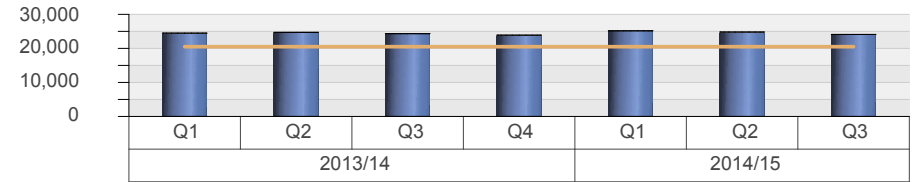


Indicator	PYFiscal Result	Previous Result	Current Result	Target	Var	Status	Indicator	PYFiscal Result	Previous Result	Current Result	Target	Var	Status
ED LOS Admitted Patients	37.7	33.3	37.7	36.9	0.8	Yellow	ED Volumes	96,422	24,328	23,881	20,500	3,381	Green
ED LOS Non-Admitted Complex	6.7	6.8	7.5	7.0	0.5	Yellow	% Alternate Level of Care	19.1%	19.9%	16.3%	15.5%	0.8%	Yellow
ED LOS Non-Admitted Minor	3.8	3.9	4.5	4.4	0.1	Yellow	Cancer Wait Times (Days)	51	41	55	63	-8	Green
							Knee Wait Times (Days)	425	516	524	210	314	Red

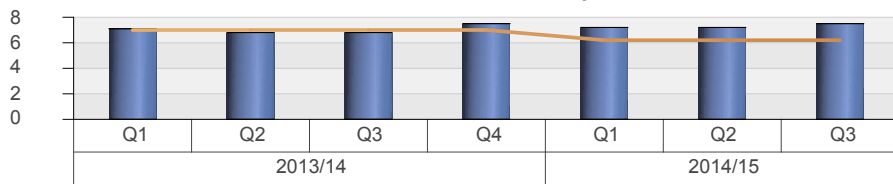
ED LOS Admitted Patients



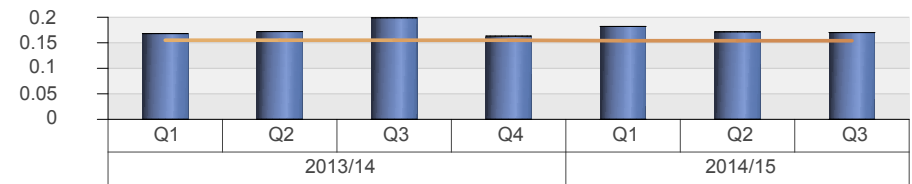
ED Volumes



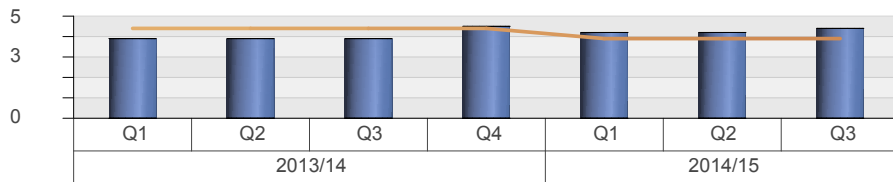
ED LOS Non-Admitted Complex



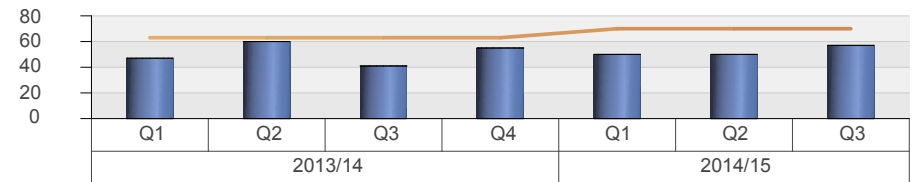
% Alternate Level of Care



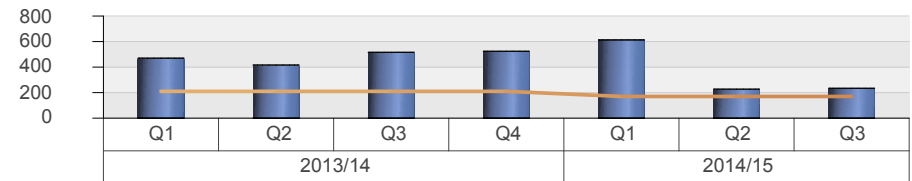
ED LOS Non-Admitted Minor



Cancer Wait Times (Days)

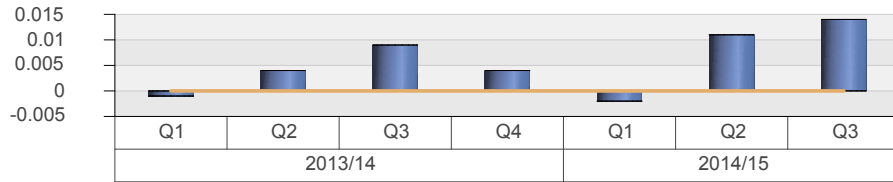


Knee Wait Times (Days)

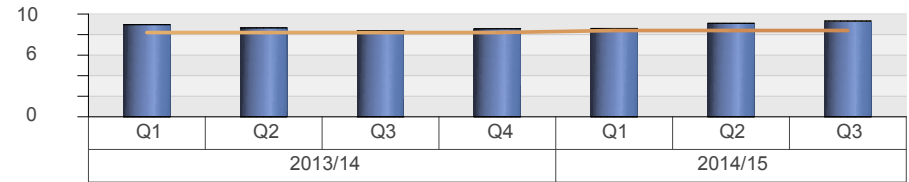


Indicator	PYFiscal Result	Previous Result	Current Result	Target	Var	Status	Indicator	PYFiscal Result	Previous Result	Current Result	Target	Var	Status
Total Margin	0.8%	0.9%	0.4%	0.0%	0.4%	Green	Sick Time (Days)	9.2	8.4	8.6	8.2	0.4	Yellow
Current Ratio	1.8	1.8	1.3	1.2	0.1	Green	Nursing Agency Usage	4.5%	3.3%	3.3%	2.0%	1.3%	Red
Turnover	9.3%	9.2%	9.1%	6.7%	2.4%	Red	WSIB Lost Time (Incidents)	12	4	4	9	-5	Green
Vacancy	4.3%	3.7%	3.9%	6.3%	-2.4%	Green							

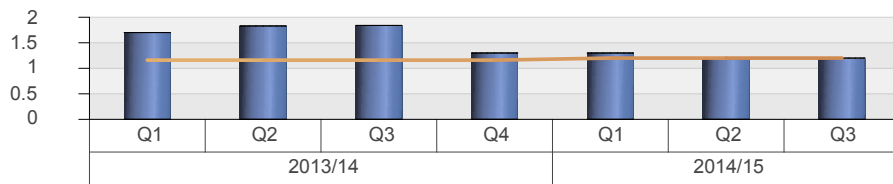
Total Margin



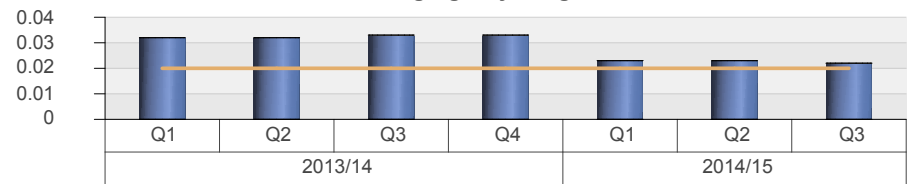
Sick Time (Days)



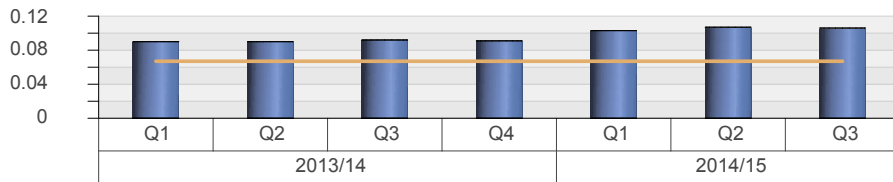
Current Ratio



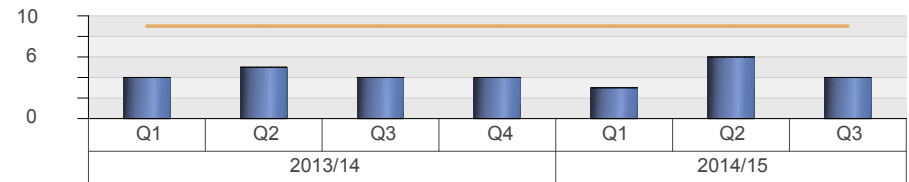
Nursing Agency Usage



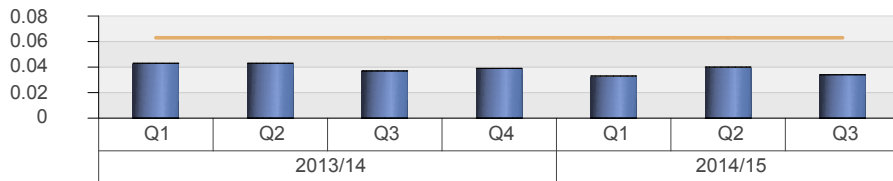
Turnover



WSIB Lost Time (Incidents)



Vacancy



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)

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