

# Balanced Scorecard Results

*Our purpose statement in action*



UNIVERSITY HEALTH NETWORK

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## A Message from Bob Bell, Kevin Empey and Catherine Zahn

We are pleased to share the Balanced Scorecard Results for Quarter Three (October - December 2006). In this Quarterly Report, find out how we are increasing the number of full-time nurses working at UHN, transforming our operating rooms and tracking our researchers' impact on the scientific community.

## Interpreting Results for Quarter Three

(October - December 2006)

To see the complete results in colour, go to the intranet home page and choose "Strategy & Scorecard."

- Indicators marked in "Green" show that we're on track towards meeting our target.
- Indicators marked in "Yellow" show that we're not yet on track, but close.
- Indicators marked in "Red" require our continued focus toward achieving the target through all of our work.
- For some indicators, we do not have results at this time.

## Highlights

### Domain: People (We)

#### ► Indicator: Percentage of full-time nurses

**How we're doing:** *Green*. Increasing the number of full-time nursing positions is an important priority for UHN. It helps to attract and retain nurses in Ontario, increases patient safety and the continuity of care, improves patient satisfaction, and encourages multi-disciplinary teamwork. At UHN, we are pleased that we exceeded

our target by reaching 82.9 per cent. New nursing graduates make up the largest proportion of new hires at UHN. Every spring, we make a concerted effort to hire new graduates and to offer them a rewarding work environment that encourages continuous education and leadership development.

### Domain: Patient-Centred Care & Program Integration (Caring)

#### ► Indicator: Percentage of patients admitted via the ED whose wait time to an inpatient bed was > 12 hours

**How we're doing:** *Red*. When we launched our ED-GIM initiative last year, we recognized that our goals would be long-term. The number of UHN patients waiting for an inpatient bed is growing due to a higher volume of patients entering through the EDs and admissions to GIM. Over the last few months, we have introduced a number of process changes to improve patient flow and to maximize efficiency. We recently completed a pilot to reduce the bed turnaround time on our GIM

floors from 4 hours to 1 hour. We are also discharging patients earlier in the day, which frees up beds. Each process change is helping to transform our ED-GIM floors by improving access and the coordination of care, and enhancing patient and staff satisfaction. We are working with rehabilitation and long-term care facilities in order to improve our ability to transfer patients requiring these services when they are ready to leave UHN.

## Domain: Patient-Centred Care & Program Integration (Caring)...continued

### ► Indicator: Percentage of surgeries cancelled within 48 hours

**How we're doing:** *Green.* We continue to make terrific progress in this area. Staff are working hard on the OR Transformation Project to improve the way we manage

the ORs and the surgical booking process. At quarter three, we were on track to achieving our annual target of 8.8 percent cancellation rate.

### ► Indicator: Wait-time volumes

**How we're doing:** *Green.* Thanks to the leadership of Drs. Nizar Mahomed and Rod Davey, we surpassed our hip and knee target of 949 by completing 965 procedures from April 2006 to March 2007. To achieve this, we introduced protocols for early discharge, and are

working to maximize our operating room resources. This will not only enable us to meet our wait time targets for arthroplasty, but also to reduce the waiting time for hip fracture surgery.

## Domain: Research & Innovation (Creative)

### ► Indicator: Number of citations from 2003 to 2005 papers

**How we're doing:** *Green.* UHN achieves global impact in many ways. In the world of research, global impact means influencing scientific thinking and the development of new therapies that will improve the delivery of patient care. One of the most effective ways for research hospitals and universities to measure their scientific influence is by counting the number of citations of their work in peer-reviewed journals. UHN Research has been collecting citation analysis information in recent years.

For 2006/07, we exceeded our expected annual result by recording 36,331 citations in papers published between 2003 to 2005 by our Principle Investigators. This figure reflects the groundbreaking research conducted at UHN and its scientific impact over time. The reason that this indicator has a substantial delay is that it takes a while for scientific discoveries to be read and then quoted in further work in the same scientific area.

## Domain: Resources and System Integration (Accountable)

### ► Indicator: Average number of Alternate Level of Care (ALC) days per ALC

**How we're doing:** *Red.* Ensuring patients leave our hospital in a timely fashion when they are ready for other types of care is at the heart of this indicator. ALC stands for Alternate Level of Care and describes patients who are waiting in our beds for available facilities in Long Term Care or Rehabilitation hospitals. Reducing the number of ALC days per ALC patient is a difficult, systemic challenge for the healthcare system. One way

that we are reducing our ALC days is through our ED-GIM Transformation Project. We are working with Bridgepoint Health's assessment teams to identify GIM patients at medical rounds who may be appropriate for rehabilitation or complex continuing care. This approach has been a tremendous success, resulting in a 160 percent increase in patients transferred to Bridgepoint.

## Domain: Teaching (Academic)

### ► Indicator: Percentage of peer-reviewed education grants per calendar year

**How we're doing:** *Green.* For this quarter, we surpassed our target of 51 by achieving 107 peer-reviewed education grants for 2007/08. As a research and teaching hospital, we rely on education grants to support our

groundbreaking research in health education and practice within The Wilson Centre. Our success in receiving grants reflects the high caliber of our scientists and their research in education within the Wilson Centre.

These results clearly reflect the hard work and creative energies of our staff and we want to thank you for making UHN's first Balanced Scorecard such a success. Now that we are well into the 07/08 fiscal year look out for news on this year's scorecard.