

UHN's Primary Value: The needs of patients come first

Quadruple Aim Dimension	2019/20 Balanced Scorecard Indicators	Executive Sponsor	2018/19 Actual	Q1	Current Performance (Q2)*	2019/20 Target	Quarterly Target Corridors			
Health Outcomes	Readmission rate to UHN (8 HIG groups, HSAA)**	Janet Newton	15.7%	15.5% (Q4 18/19)	15.5% (Q1 19/20)	13.7%	≤13.7%	>13.7%, ≤16.1%	>16.1%	
	Actual length of hospital stay compared to expected length of stay (excludes long stay typical cases)	Janet Newton	0.93	0.93 (updated)	0.92 (As of July)	1.00	≤1.00	>1.00, ≤1.04	>1.04	
	QIP Serious safety event rate**	Emily Musing	0.49	0.41	0.34 (As of July)	0.31	≤0.31	>0.31, ≤0.49	>0.49	
	Surgical site infection rate** (risk-adjusted)	Toronto General	Shaf Keshavjee	8.49%	7.60%	8.14%	6.79%	≤6.79%	>6.79%, ≤8.49%	>8.49%
		Toronto Western		3.47%	4.31%	4.81%	2.78%	≤2.78%	>2.78%, ≤3.47%	>3.47%
Princess Margaret		2.12%		1.34%	1.62%	1.70%	≤1.70%	>1.70%, ≤2.12%	>2.12%	
Patient Experience	Same day surgical cancellation rate**	Shaf Keshavjee	5.47%	4.78% (updated)	5.41%	5.00%	≤5.00%	>5.00%, ≤6.67%	>6.67%	
	System wide EPR downtime hours	Brad Wouters	3	0	0	0	0	>0, <4	≥4	
	Patient Experience: did you receive enough information from the hospital staff about what to do if you were worried about your condition or treatment after you left the hospital? **	Joy Richards	61.6%	61.7% (Q4 18/19)	60.7% (Q1 19/20)	70%	≥70%	<70%, ≥63%	<63%	
	Emergency department wait time for inpatient bed **	Marnie Escaf	21.4hrs	20.2 hours (updated)	21 hours (As of August)	19.4hrs	≤19.40	>19.40, ≤23.45	>23.45	
TeamUHN Experience	% of learners in Education who would recommend a placement at UHN	Brian Hodges	91%	87%	93%	91%	≥91%	<91%, ≥86.5%	<86.5%	
	New hire retention after 2 years	Emma Pavlov	87.1%	86.7%	85.5%	89%	≥89%	<89%, ≥86%	<86%	
	Number of all reported workplace incidents		1873	446	475	FY: 1780 QTR: 445	<445	>446, <468	>469	
	Number of WSIB reported workplace incidents that required health care and lost time		350	71 (updated)	53	FY: 333 QTR: 83	≤83	≥84, ≤86	≥87	
Operational Excellence	Alternative Level of Care (ALC) rate **	Marnie Escaf	8.31%	8.4% (updated)	9.6% (As of August)	8.00%	≤8.00%	>8.00%, ≤8.31%	>8.31%	
	Performance against UHN's approved budget and forecast	Darlene Dasent	\$26.2M, 1.13%	-\$9.4M -1.58%	-\$14.5 M -1.23%*	\$30 M margin; 1.33% (0% variance)	≥1.3%	<1.3%, ≥ -1.5%	< -1.5%*	
	Deferred maintenance renewal	Ron Swail	\$24M	\$3.4M 11%	\$8.1M 27%	Q1-Q3, 20% (\$6M); Q4, 40% (\$12M)	≥20%	<20%, ≥15%	<15%	
	Proportion of industry-sponsored clinical trial agreements completed within 90 days	Brad Wouters	36.4%	34.5%	40.4%	60%	≥60%	<60%, ≥40%	<40%	

* Current performance (Q2) represents available data as of October 15, 2019.

**Performance against UHN's approved budget and forecast – Red target corridor will vary, depending on anticipated timing of MOHLTC funding flow

**2019/2020 Quality Improvement Plan (QIP) Indicator