

2014/15 Balanced Scorecard

Q3 Highlights

Success Story

Baseline 0.92

Central Line Infections

Target 0.90

0.74 Year to date

UHN's central line infection (CLI) rate has seen enormous improvement over the last year. The teams on the ICU units have been working extremely hard implementing change ideas to reduce CLIs. Some of the change ideas include:

- 1.) Educational sessions on line maintenance and swabcaps
- 2.) Daily assessments on vascular access for every patient
- 3.) Improved response times of insertions and interventions by the PICC team at TGH
- 4.) Use of Chlorhexidine baths at TWH

Avoidable Surgical Cancellation Rate



Baseline 4.7%

4.9%

Target 4.5%

Year to date

UHN isn't meeting our target of 4.5% for avoidable surgical cancellations. In the upcoming year the team plans to modify UHN escalation and surge plans to minimize likelihood that surgeries will be cancelled due to ED no-bed admissions and bed-spaced off-service patients on surgical units.

Percent of Discharge Summaries Completed within 2 Days



Baseline 78%

78%

Target 79%

Year to date

SIMS is currently working on a project which will enable a web-based online editing clinician portal (CLiP) to allow most responsible physicians to sign-off on discharge summaries online.

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Q3 Results (October - December)

Domain	Theme	5 Year Goal	Measure	Baseline	Q1	Q2	Q3	YTD	Target
WE	Develop the best people who will enable system leadership	Continue to build organizational capability and capacity	Overtime rate	1.2%	1.4%	1.4%	1.4%	1.4%	1.1%
			Average sick hours per employee for the last 12 months	56	56	57	57	57	56
			Voluntary turnover rate	4.9%	4.7%	4.8%	5.1%	5.1%	5.0%
			LEAN – Opportunity for improvement generated	1,007	1,162	1,512	1,956	1,956	2,500
CARING	Achieve and document exceptional outcomes for our patients	Become a world leader in documenting and improving patient outcomes	Hospital standard mortality ratio	87.0	85.5	80.8	82.5	83.0	95.0
			C. difficile rate	0.51	0.60	0.46	0.34	0.51	0.42
			Hand hygiene rate	92%	92%	92%	94%	93%	90%
			Central line infections	0.92	0.15	1.27	0.82	0.74	0.90
			Influenza vaccination rate	36%	57%				70%
		Transform "patient centred care" to "patients as partners in care"	ED length of stay for admitted patients (90th percentile in hours)	25	26	25	29	27	24
			Approach rate for organ donation	89%	100%	N/A	100%	100%	95%
			Percent of surgeries (avoidable) cancelled within 48 hours	4.7%	4.5%	4.9%	5.3%	4.9%	4.5%
			Number of patients involved in LEAN activities	300	421	529	709		675
			Patient Experience (acute and rehab)	92%	89%	84%	85%	86%	90%
		Measure and improve the value of care	Percent of inpatient days designated as ALC	9.4%	9.8%	8.4%	9.9%	9.4%	9.3%
			30-day readmission rate	16.7%	16.8%	15.7%	13.7%	15.5%	17.0%
			Surgery to rehab LOS in days for fractured hip rapid assessment treatment	35	33	38	31	34	31
			Medication Reconciliation	60%	84%	90%	90%	87%	70%

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CREATIVE	Become the research hospital of the future	Further our understanding of the basis of health and disease through biology and technology platforms	Citations	117,682	88,995	105,232	121,172		121,000
			Total value of all grant funding	\$317 M	\$88 M	\$80 M	\$89 M	\$256 M	\$310 M
		Intellectual property disclosures	132	39	35	28	102	137	
		Leverage experimental therapeutics and health services research to impact the lives of patients	Percent of study agreements and contracts that had an initial review within 5 weeks	53%	48%	57%	66%	57%	60%
		Turn around time for institutional review of clinical research studies (% meeting target)	82%	68%	72%	67%	69%	85%	
ACCOUNTABLE	Expand our space, develop new sources of revenue, and become a leader in clinical, administrative, and research information integration	Optimize productivity and integration of care through next-generation information management and technology	Percent of discharge summaries completed within 2 days of discharge	78%	77%	78%	79%	78%	79%
			Percent of OR/Procedure notes completed within 7 days of discharge	91%	90%	91%	92%	92%	95%
		Develop new sources of revenue	Working capital ratio	0.97	0.97	0.97	0.94		0.90
		Enable the creation of new physical space for our clinical programs, operations, research, and education areas	Total energy consumption (GJ)	307,947	288,340	559,029	901,793		853,278
ACADEMIC	Deliver exceptional education at all levels to enable the success of tomorrow's healthcare leaders	Position UHN as the institution of choice for trainees	Rating of teaching effectiveness scores by postgraduate medical trainees (TES)	4.4	4.4				4.4
			Rating of rotation effectiveness scores by postgraduate medical trainees (RES)	4.1	4.1				4.1
		Continue to pioneer new models of teaching and learning	Percent of nursing students who felt prepared to begin their placement after orientation	70%	74%	74%	67%	72%	75%
			Student participation in interprofessional education	65%	80%	74%	67%	69%	66%