

# 2014/15 Balanced Scorecard

## Q1 Highlights

### Medication Reconciliation



**83.8%**

**Target: 70.0%**

As a new measure on the Balanced Scorecard, Decision Support and Pharmacy have been working hard to develop sustainable tracking mechanisms for data captured at UHN.

### ED Length of Stay



**26.4 hours**

**Target 24.1 hours**

Placing emphasis on internal flow strategies and improving ED consultation and decision making are important initiatives to help reach our target this year.

### Energy Consumption



**288,339 GJ**

**Target: 273,776 GJ**

Our energy consumption was higher than target. Staff can do their part by being energy-conscious and turning off lights and computers when not in use.

### Approach Rate for Organ Donation

**100%**  
Target 95%

We are exceeding our approach rate for organ donation target, which is a new measure that requires UHN and Trillium Gift of Life collaboration to maximize the number of eligible donors.

### 30-Day Readmission



**18.8%**

**Target: 17.0%**

Providing follow-up support to surgical patients using nurse navigators is one of the UHN initiatives to improve 30-day readmissions.

### Intellectual Property Disclosures



**39** IP Disclosures

**Target: 137 for year**

Intellectual property disclosures is a leading indicator of our innovations that could result in commercialization outcomes. We are currently on track to meet our year-end target.

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## Q1 Results (April-June)

Domain	Theme	5 Year Goal	Measure	13/14 Baseline	Q1	14/15 Target
WE	Develop the best people who will enable system leadership	Continue to build organizational capability and capacity	Overtime rate	1.17%	1.40%	1.10%
			Average sick hours per employee for the last 12 months	56.0	56.3	56.0
			Voluntary turnover rate	4.9%	4.7%	5.0%
			Employee engagement score	59.0%	N/A	61.0%
			LEAN (opportunities for improvement generated)	1,007	1162	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	85.2	95.0
			C. difficile rate (per 1000 patient days)	0.51	0.60	0.42
			Hand hygiene rate	92.2%	92.3%	90.0%
			Central line infections	0.92	0.15	0.90
			Influenza vaccination rate for staff (part-time and full-time)	36%	N/A	70%
		Transform "patient centred care" to "patients as partners in care"	ED length of stay for admitted patients (90th percentile in hours)	25.0	26.4	24.1
			Approach rate for organ donation	89%	100%	95%
			Percent of surgeries (avoidable) cancelled within 48 hours	4.7%	4.5%	4.5%
			Number of patients involved in LEAN activities	300	421	675
			Patient experience (acute and rehab)	92.2%	N/A	90.1%
		Measure and improve the value of care	Percent of inpatient days designated as ALC	9.4%	9.8%	9.3%
			30-day readmission rate	16.7%	18.8%	17.0%
			Date of surgery to rehab LOS in days for fractured hip rapid assessment treatment	34.5	32.9	31.0
			Medication reconciliation	60.0%	83.8%	70.0%

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Domain	Theme	5 Year Goal	Measure	13/14 Baseline	Q1	14/15 Target
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	121,000
			Total value of all grant funding	\$317 M	\$88 M	\$310 M
			Intellectual property disclosures	132	39	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	50.0%	47.7%	60.0%
			Percentage of clinical research studies that met turn around time target for ethics review	81.8%	67.7%	85.0%
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	78.3%	77.0%	79.0%
			Percent of OR/Procedure notes completed within 7 days of discharge	91.4%	89.8%	95.0%
		Develop new sources of revenue	Working capital ratio	0.97	0.97	0.90
		Enable the creation of new physical space for our clinical programs, operations, research, and education areas	Total energy consumption (gigajoules)	306,911 GJ	288,339 GJ	273,776 GJ
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)	4.43	N/A	
			Rating of rotation effectiveness scores by postgraduate medical trainees (RES)	4.15	N/A	
			Percent of nursing students who felt prepared to begin their placement after orientation	70.0%	74.0%	75.0%
		Continue to pioneer new models of teaching and learning	Student participation in interprofessional education	65%	80%	66%