

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

Quadruple Aim Dimension	2019/20 Balanced Scorecard Indicators	2018/19 Actual	Q1	Q2	Q3	Q4	2019/20 Target	Quarterly Target Corridors			
Health Outcomes	Readmission rate to UHN (8 HIG groups, HSA)**	15.7%	15.5% (Q4 18/19)	15.5% (Q1 19/20)	17.0% (Q2 19/20)	14.7% (Q3 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)	0.93	0.93	0.92	0.93	0.94	1.00	≤1.00	>1.00, ≤1.04	>1.04	
	QIP Serious safety event rate**	0.49	0.41	0.25	0.28	0.19	0.31	≤0.31	>0.31, ≤0.49	>0.49	
	Surgical site infection rate** (risk-adjusted)	Toronto General	8.49%	7.60%	8.14%	7.83%	7.40%	6.79%	≤6.79%	>6.79%, ≤8.49%	>8.49%
		Toronto Western	3.47%	4.31%	4.81%	4.60%	4.28%	2.78%	≤2.78%	>2.78%, ≤3.47%	>3.47%
Princess Margaret		2.12%	1.34%	1.62%	1.83%	1.74%	1.70%	≤1.70%	>1.70%, ≤2.12%	>2.12%	
Patient Experience	Same day surgical cancellation rate**	5.47%	4.78%	5.41%	4.68%	4.8%	5.00%	≤5.00%	>5.00%, ≤6.67%	>6.67%	
	System wide EPR downtime hours	3	0	0	0.0	1	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? **	61.6%	61.7% (Q4 18/19)	60.7% (Q1 19/20)	60.6% (Q2 19/20)	65.2% (Q3 19/20)	70%	≥70%	<70%, ≥63%	<63%	
	Emergency department wait time for inpatient bed**	21.4hrs	20.2 hrs	21 hours	20 hours	20.6 hours	19.4hrs	≤19.40	>19.40, ≤23.45	>23.45	
	% of learners in Education who would recommend a placement at UHN	91%	87%	93%	87%	97%	91%	≥91%	<91%, ≥86.5%	<86.5%	
TeamUHN Experience	New hire retention after 2 years	87.1%	86.7%	85.5%	85.8%	83.5%	89%	≥89%	<89%, ≥86%	<86%	
	Number of all reported workplace incidents	1873	446	475	408	430	FY: 1780 QTR: 445	<445	>446, <468	>469	
	Number of WSIB reported workplace incidents that required health care and lost time	350	77	101	52	119	FY: 333 QTR: 83	≤83	≥84, ≤86	≥87	
	Alternative Level of Care (ALC) rate **	8.31%	8.4%	10.4%	11.3%	10.6%	8.00%	≤8.00%	>8.00%, ≤8.31%	>8.31%	
Operational Excellence	Performance against UHN's approved budget and forecast	\$26.2 M, 1.13%	-\$9.4 M -1.58%	-\$14.5 M -1.23%	-\$14.6 M -0.83%	\$30.6 M 1.23%	\$30 M margin; 1.33% (0% var.)	≥1.3%	<1.3%, ≥ -1.5%	< -1.5%*	
	Deferred maintenance renewal	\$24 M	\$3.4 M 11%	\$8.1 M 27%	\$7.4 M 25%	\$11 M 37%	Q1-Q3 20% (\$6 M); Q4 40% (\$12 M)	≥20%	<20%, ≥15%	<15%	
	Proportion of industry-sponsored clinical trial agreements completed within 90 days	36.4%	34.5%	40.4%	27.5%	32.6%	60%	≥60%	<60%, ≥40%	<40%	

*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