



Hospital Service Accountability Agreement (H-SAA) 2008-10 -2009/10 Q2

Board of Directors Meeting
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2008-10 H-SAA Dashboard - Evaluation

Keeping your finger on the pulse of the local Health Care System

- The H-SAA Dashboard enables viewers to gauge & determine the current status of each public hospital within Central East LHIN.

“How has a hospital performed in relation to their Negotiated Targets and performance corridors”

- The measurement of performance includes all domains/quadrants as per H-SAA requirements
 - Meeting negotiated targets/performance standards/corridors,
 - Comparison of actuals vs. budget and;
 - Funding reconciliation;
- This mechanism or tool is to assist in the quick identification a hospital’s status for:
 - Emerging issues;
 - Budget and Resource pressures;
 - Risks and impacts;

Colour-Coding Assessment in Following Slides – CE LHIN Summary

All CE LHIN Hospitals are meeting their Negotiated Targets and/or are above their Lower Performance Corridor

7 out of 9 Hospitals are meeting their Negotiated Target and/or within their Lower Performance Corridor

5 out of 9 Hospitals are meeting their Negotiated Target and/or within their Lower Performance Corridor

4 or more Hospitals are meeting their Negotiated Target and/or within their Lower Performance Corridor

2008-10 H-SAA CE LHIN-Level Dashboard – Financial Domain (Hospital-level)

Status	Performance Requirements per H-SAA highlighted in			% Change and/or Variance	2009/10Q2	2009/10	Trend	Chart - Trends
Current Q2	Orange	bold font		08/09 vs 09/10 Forecast	YTD	Target and/or Budget		
	2007/08	2008/09	2009/10Q2					
	YE Actuals	YE Actuals	YE Forecast					
1.0 Financial								
1.1 - LHIN Base Allocation	\$33,478,738	\$35,060,950	\$35,968,950	2.59%	\$17,984,500	\$35,845,711	●	<p>Thousands</p> <p>07/08YE 08/09YE 09/10Q2 YE 09/10</p> <p>Forecast Target</p> <p>◆ Current Ratio ■ YE Total Margin ▲ % Surplus/Deficit</p>
1.2 - LHIN/MOH One-Time Allocation	\$782,163	\$848,294	\$427,650	-49.59%	\$229,448	\$172,500	●	
1.3 - Total Other Revenue less LHIN Base & LHIN One-Time	\$17,163,818	\$18,068,458	\$18,248,702	1.00%	\$9,246,011	\$16,342,131	●	
1.4 - Total Revenue	\$51,424,719	\$53,977,702	\$54,645,302	1.24%	\$27,459,959	\$52,360,342	●	
1.5 - Year End Total Margin	(522,265)	(1,995,259)	(1,082,426)	-45.75%	(125,387)	(2,035,848)	●	
1.6 - % Surplus/Deficit of LHIN Base Allocation	-1.56%	-5.69%	-3.01%	-47.12%	-0.70%	-5.68%	●	
1.7 - Current Ratio	0.88	0.71	0.41	-42.68%	0.52	0.26	●	
1.8 - Working Capital [CA - CL]	(\$1,090,482)	(\$3,186,221)	(\$4,296,663)	34.9%	(\$3,977,697)	(\$7,474,660)	●	
1.9 - % of Long-Term Debt	3.31%	2.89%	2.75%	-4.64%	5.99%	13.86%	●	

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2008-10 H-SAA CE LHIN-Level Dashboard – Financial Domain

Year End Total Margin – 4 hospitals forecasting a deficit, ranging from \$(106K) to \$(13.95M)

- Campbellford Memorial Hospital (CMH)
 - has improved significantly from prior years, currently reporting a smaller deficit = \$(75K), a drop from \$(569K) in 2008/09YE (-86.81% change).
 - Healthy positive working capital (significant improvement from last year as was \$-1.4M in 2008/09) with a greatly improved current ratio = 1.32 (from 0.45 in 2008/09).
- Ross Memorial Hospital's (RMH)
 - prior year end surplus position has decreased to a current forecasted deficit \$(770K). This is mainly attributable to several unplanned costs outside hospital control and one-time implementation costs & their Arbitration Award expenses that have been incurred due to implementation of current and future operational efficiencies that will impact this year but going-forward, will benefit into substantial cost savings that will see the Hospital balanced in 2010/11 and on.
 - Steadily decreasing working capital = -\$8.1M (from \$-5.8M in 2008/09YE) and current ratio = 0.15 from 0.38.

2008-10 H-SAA CE LHIN-Level Dashboard – Financial Domain cont'd

Year End Total Margin – 4 hospitals forecasting a deficit, ranging from \$(106K) to (13.95M)

- Peterborough Regional Health Centre (PRHC)
 - is forecasting a \$(13.95M) deficit (deficit growing in out-years). PRHC is currently undergoing a Peer Review with the new CEO (Ken Tremblay) now on site.
 - Steadily decreasing working capital = -\$95M (from \$-33.7M in 2008/09YE) and current ratio = 0.18 from 0.27.
 - Note: Current Ratio and/or Working Capital denotes a hospital's ability to meet their short-term obligations (e.g. accounts payable, etc.)
- Haliburton Highlands Health Services (HHHS)
 - has reported a small deficit (\$(106K) but the intent is to come in balanced next fiscal year.
 - HHHS has made great strides in improving their working capital and current ratio (best in CE LHIN), working capital = \$1.5M with current ratio = 2.12.

2008-10 H-SAA CE LHIN-Level Dashboard – Financial Domain cont'd

Year End Total Margin – 4 hospitals forecasting a deficit, ranging from \$(106K) to \$(13.95M)

- Northumberland Hills Hospital (NHH)
 - is reporting a \$(1.082M) deficit for 2009/10 but is a significant improvement from prior years (almost \$1M in savings). Much of the deficit is attributable to restructuring and equipment expenses. NHH has implemented and continues to plan to have further operational efficiencies that will net more savings. Significantly more efficient than closest peers in 2008/09, their actual cost per weighted case is -4.76% less than the expected cost per weighted case (measure of efficiency).
 - Steadily worsening working capital, from \$-3.9M in 2008/09YE to \$-4.3M in 2009/10YE forecast with same trend for current ratio = 0.71 to 0.41 in 2009/10YE.
- Lakeridge Health Corporation (LHC)
 - had originally forecasted a deficit = \$(7.8M) as of 2009/10Q2 but more current information indicates that they will be balanced by year end.
 - Slightly improving from prior fiscal year but still substantial negative working capital, \$-60.4M to \$-56.8M in 2009/10YE forecast. Current ratio decreasing from 0.6 to 0.2 in 2009/10YE forecast.

2008-10 H-SAA CE LHIN-Level Dashboard – Financial Domain cont'd

Year End Total Margin – 4 hospitals forecasting a deficit, ranging from \$(106K) to \$(13.95M)

- Rouge Valley Health System (RVHS)
 - continues to strive for further efficiencies based on their benchmarking efforts with peers and is maintaining their surplus position (2008/09YE = \$ 3.6M to 2009/10YE = \$3.6M).
 - Working capital still negative but not getting worse, approximately \$-34M with a current ratio dropping from .32 to 0.23.
- The Scarborough Hospital (TSH)
 - has significantly improved their surplus position from 2008/09 = \$210K to 2009/10 = \$404K (% change = 92.59% increase).
 - Working capital negative for both 2008/09 to 2009/10YE forecast (\$-31.9M to \$-32.8M) and a current ratio from .42 to 0.40.
- Ontario Shores for Mental Health Sciences (OSMHS)
 - continues to maintain a surplus position in 2009/10 = \$785K although a significant reduction from 2008/09YE = \$1.8M (% change = -57.16% decrease).
 - Healthy working capital for both 2008/09 to 2009/10YE forecast although significantly reduced in 2009/10YE (\$4.8M to \$22K) and a current ratio from .1.32 to 1.0.

2008-10 H-SAA CE LHIN-Level Dashboard – Staff Utilization (Hospital-level)

Status Performance Requirements per H-SAA highlighted in Current Q2 <i>Orange bold font</i>	2007/08	2008/09	2009/10Q2	% Change and/or Variance 08/09 vs 09/10 Forecast	2009/10Q2	2009/10	Trend	Chart - Trends
	YE Actuals	YE Actuals	YE Forecast	YTD	Target and/or Budget			
2.0 Staff Utilization (Fund Type 1)								
2.1 - MOS FTE's	45	51	55	7.61%	na	52	●	
2.2 - % MOS FTE's of Total FTE's	11.73%	13.03%	14.03%	7.67%	na	13.46%	●	
2.3 - UPP FTE's	339	343	338	-1.21%	na	336	●	
2.4 - % UPP FTE's of Total FTE's	88.27%	86.97%	85.97%	-1.15%	na	86.54%	●	
2.5 - Other FTE's (NP + MED)	0	0	0	0	na	0	na	
2.6 - Total FTE's	384	394	394	-0.06%	na	388	●	
2.7 - Ratio of Sick Hours (FT) vs Overtime Hours (FT)	26070 : 1854124316		1723420006 : 15192	na	na	18590 : 10990	na	
2.8 - Sick Hours (FT) of Total Earned Hours	3.48%	3.16%	2.67%	-15.66%	na	2.48%	●	
2.9 - Overtime Hours (FT + PT) of Total Earned Hours	3.61%	3.32%	3.17%	-4.65%	na	1.79%	●	
2.10 - % of Sick Time (FT) Expenses of Total Expenses	1.38%	1.22%	0.94%	-22.90%	na	1.13%	●	
2.11 - % of Overtime Expenses (FT & PT) of Total Expenses	2.32%	1.52%	1.28%	-15.92%	na	1.18%	●	
2.12 - % of Full-Time Nurses	66.08%	69.10%	68.50%	-0.87%	na	66.27%	●	

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2008-10 H-SAA CE LHIN-Level Dashboard – Bed Utilization (Hospital-level)

Status Performance Requirements per H-SAA highlighted in Current Q2 <i>Orange bold font</i>	2007/08 YE Actuals	2008/09 YE Actuals	2009/10Q2 YE Forecast	% Change and/or Variance 08/09 vs 09/10 Forecast	2009/10Q2 YTD	2009/10 Target and/or Budget	Trend	Chart - Trends
3.0 Bed Utilization								
3.1 - Total Beds Staffed & In Operation (excl. incubators & bassinets)	96	97	97	0.00%	97	97	●	
3.2 - Total % Occupancy (excl. ICU-CCU)	92.9%	93.2%	91.2%	-2.10%	91.3%	91.2%	●	
3.3 - Acute Beds - % Occupancy (excl. ICU-CCU)	92.1%	92.8%	89.5%	-3.55%	89.4%	89.5%	●	
3.4 - ICU-CCU Beds - % Occupancy	58.4%	58.1%	60.0%	3.38%	51.6%	60.0%	●	
3.5 - Mental Health Beds - % Occupancy	na	na	na	na	na	na	na	
3.6 - Rehab Beds - % Occupancy	93.0%	92.0%	95.0%	3.24%	94.8%	95.0%	●	
3.7 - CCC Beds - % Occupancy	100.2%	100.0%	97.8%	-2.11%	99.9%	97.8%	●	
3.8 - Total Average Length of Stay (ALOS)	8.66	8.55	7.15	-16.40%	7.64	7.15	●	
3.9 - Acute Beds-Average Length of Stay (ALOS) (excl. ICU-CCU)	6.72	6.66	5.55	-16.66%	5.81	5.55	●	
3.10 - Mental Health Beds - Average Length of Stay (ALOS)	na	na	na	na	na	na	na	
3.11 - Rehab Beds - Average Length of Stay (ALOS)	27.91	26.28	21.15	-19.51%	28.64	21.15	●	
3.12 - CCC Beds - Average Length of Stay (ALOS)	44.91	75.12	41.67	-44.53%	53.33	41.67	●	

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2008-10 H-SAA CE LHIN-Level Dashboard – Performance Indicators (Staffing & Productivity)

% of Full-Time Nurses, all Hospitals are meeting their Negotiated Target and/or Lower Performance Corridors.

1. CMH = Decrease in Total FTE's by **-14.83%** from 2008/09YE;
2. RMH = Increase in Total FTE's by **0.34%** from 2008/09YE;
3. PRHC = Increase in Total FTE's by **4.27%** from 2008/09YE;
4. HHHS = Increase in Total FTE's by **1.1%** from 2008/09YE;
5. NHH = Maintaining staff levels from 2008/09YE;
6. LHC = Increase in Total FTE's by **1.14%** from 2008/09YE;
7. RVHS = Increase in Total FTE's by **0.91%** from 2008/09YE;
8. TSH = Increase in Total FTE's by **2.23%** from 2008/09YE;
9. OSMHS = Increase in Total FTE's by **3.01%** from 2008/09YE;

Slight decreases in % of Full-time nurses from 2008/09YE to 2009/10 YE forecast for the following hospitals:

- a) HHHS **(-0.51%)**;
- b) NHH **(-0.87%)**;
- c) TSH **(-1.68%)**;
- d) OSHMS **(-1.16%)**;

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2008-10 H-SAA CE LHIN-Level Dashboard – Volumes Domain (Hospital-level)

Status	Performance Requirements per H-SAA highlighted in	2007/08	2008/09	2009/10Q2	% Change and/or Variance 08/09 vs 09/10 Forecast	2009/10Q2 YTD	2009/10 Target and/or Budget	Trend	Chart - Trends
4.0 Volumes									
4.1 - Total Wtd Cases (inpatient & Day Surgery)		4,803	4,839	4,467	-7.69%	2,218	3,995	●	
4.2 - Total Patient Days [excl ICU-CCU]		30,521	30,946	30,295	-2.10%	15,197	30,295	●	
4.3 - Acute Patient Days [excl. ICU-CCU]		21,849	22,348	21,555	-3.55%	10,795	21,555	●	
4.4 - ICU-CCU Patient Days		1,279	1,272	1,315	3.38%	567	1,315	●	
4.5 - Mental Health Patient Days		na	na	na	na	na	na	na	
4.6 - Rehab Patient Days		6,112	6,044	6,240	3.24%	3,122	6,240	●	
4.7 - CCC Weighted Patient Days		2,563	2,579	2,769	7.36%	1,384	2,150	●	
4.8 - ER Patient Days		292	343	500	45.77%	172	500	●	
4.9 - Emergency Visits		32,581	31,764	34,000	7.04%	16,813	34,000	●	
4.10 - Ambulatory Visits [excl. ER]		33,013	33,785	30,860	-8.66%	15,572	30,860	●	

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2008-10 H-SAA CE LHIN-Level Dashboard – Performance Indicators (Inpatient Volumes)

Total Weighted (WTD) Cases – All Hospital are either meeting their target and/or above their lower performance corridor with the exception of LHC

1. CMH = Increase in Wtd cases by **2.91%** from 2008/09YE;
2. RMH = Decrease in Wtd cases by **-11.39%** from 2008/09YE;
3. PRHC = Increase in Wtd cases by **0.03%** from 2008/09YE;
4. HHHS = Increase in Wtd cases by **7.26%** from 2008/09YE;
5. NHH = Decrease in wtd cases by **-7.69%** from 2008/09YE;
6. LHC = Decrease in Wtd cases by **-5.41%** from 2008/09YE;
7. RVHS = Decrease in Wtd cases by **-8.25%** from 2008/09YE;
8. TSH = Decrease in Wtd cases by **-3.92%** from 2008/09YE;
9. OSMHS = na;

2008-10 H-SAA CE LHIN-Level Dashboard – Performance Indicators (Inpatient Volumes)

Mental Health Patient Days, all CE LHIN Hospitals are either meeting their negotiated target and/or are above their lower performance corridor.

1. CMH = na;
2. RMH = Decrease in MH Inpatient Days by **-7.38%** from 2008/09YE;
3. PRHC = Increase in MH Inpatient Days by **17.51%** from 2008/09YE;
4. HHHS = na;
5. NHH = na;
6. LHC = Decrease in MH Inpatient Days by **-4.85%** from 2008/09YE;
7. RVHS = Increase in MH Inpatient Days by **2.30%** from 2008/09YE;
8. TSH = Decrease in MH Inpatient Days by **-1.79%** from 2008/09YE;
9. OSMHS = Increase in MH Inpatient Days by **0.06%** from 2008/09YE;

2008-10 H-SAA CE LHIN-Level Dashboard – Performance Indicators (Inpatient Volumes)

Complex Continuing Care Inpatient Days – All Hospitals are either meeting their target and/or above their lower performance corridor.

1. CMH = na;
2. RMH = Decrease in CCC Inpatient Days by **-3.74%** from 2008/09YE;
3. PRHC = Increase in CCC Inpatient Days by **5.61%** from 2008/09YE;
4. HHHS = na;
5. NHH = Increase in CCC Inpatient Days by **7.36%** from 2008/09YE;
6. LHC = Decrease in CCC Inpatient Days by **-6.46%** from 2008/09YE;
7. RVHS = Decrease in CCC Inpatient Days by **-6.49%** from 2008/09YE;
8. TSH = na
9. OSMHS = na;

2008-10 H-SAA CE LHIN-Level Dashboard – Performance Indicators (Inpatient Volumes)

Rehabilitation Inpatient Days – All Hospitals are either meeting their target and/or above their lower performance corridor.

1. CMH = na;
2. RMH = Decrease in Rehab Inpatient Days by **-6.96%** from 2008/09YE;
3. PRHC = Increase in Rehab Inpatient Days by **50.1%** from 2008/09YE;
4. HHHS = na;
5. NHH = Increase in Rehab Inpatient Days by **3.24%** from 2008/09YE;
6. LHC = Decrease in Rehab Inpatient Days by **-5.62%** from 2008/09YE;
7. RVHS = Increase in Rehab Inpatient Days by **0.68%** from 2008/09YE;
8. TSH = Increase in Rehab Inpatient Days by **10.23%** from 2008/09YE;
9. OSMHS = na;

2008-10 H-SAA CE LHIN-Level Dashboard – Performance Indicators (Outpatient Volumes)

Emergency Visits (ER) – All Hospitals are either meeting their target and/or above their lower performance corridor.

1. CMH = Increase in ER Visits by **2.52%** from 2008/09YE;
2. RMH = Increase in ER Visits by **17.15%** from 2008/09YE;
3. PRHC = Increase in ER Visits by **-0.63%** from 2008/09YE;
4. HHHS = Increase in ER Visits by **6.42%** from 2008/09YE;
5. NHH = Increase in ER Visits by **7.04%** from 2008/09YE;
6. LHC = Decrease in ER Visits by **3.82%** from 2008/09YE;
7. RVHS = Increase in ER Visits by **9.39%** from 2008/09YE;
8. TSH = Increase in ER Visits by **4.23%** from 2008/09YE;
9. OSMHS = na;

2008-10 H-SAA CE LHIN-Level Dashboard – Performance Indicators (Outpatient Volumes)

Ambulatory Care Visits – All Hospitals are either meeting their target and/or above their lower performance corridor.

1. CMH = Decrease in Ambulatory Care Visits by **-12.45%** from 2008/09YE;
2. RMH = Increase in Ambulatory Care Visits by **19.67%** from 2008/09YE;
3. PRHC = Decrease in Ambulatory Care Visits by **-0.73%** from 2008/09YE;
4. HHHS = na;
5. NHH = Decrease in Ambulatory Care Visits by **-8.66%** from 2008/09YE;
6. LHC = Decrease in Ambulatory Care Visits by **-1.18%** from 2008/09YE;
7. RVHS = Increase in Ambulatory Care Visits by **0.96%** from 2008/09YE;
8. TSH = Increase in Ambulatory Care Visits by **0.88%** from 2008/09YE;
9. OSMHS = Decrease in Ambulatory Care Visits by **-1.15%** from 2008/09YE;