

Our Health Care Report Card

Fraser Health
Fiscal Period: FP11, 201718 - Ending Jan 25, 2018

No	Measure Name	Last Available Update	Target	Actual	Status	Preferred Direction
QUALITY AND SAFETY						
1	Facility-associated <i>Clostridium difficile</i> Infection (CDI)	Apr2017-Jan2018	4.5	3.3	●	↓
2	Facility-associated Methicillin-Resistant <i>Staphylococcus Aureus</i> (MRSA)	Apr2017-Jan2018	7.0	6.7	●	↓
3	Hand Hygiene Compliance	Apr2017-Jan2018	80%	87.3%	●	↑
4	In-Hospital Sepsis Rate	Apr-Sep 2017	4.0	2.7	●	↓
5	Medication Reconciliation at Hospital Admission	Apr-Sep 2017	75%	82.8%	●	↑
6	In-Hospital Acquired Pneumonia Rate (Age 55+)	Apr-Sep 2017	15.6	14.9	●	↓
7	In-Hospital Acquired Urinary Tract Infection Rate (Age 55+)	Apr-Sep 2017	15.5	13.8	●	↓
8	Hospital Standardized Mortality Ratio	Apr-Jun 2017	91	81	●	↓
9	Worsened Pressure Ulcer in Residential Care Facilities	Apr-Aug 2017	2.0%	1.6%	●	↓
CAPACITY AND CARE ACROSS ALL SECTORS						
10	Time Spent in Emergency by Admitted Patients	Apr2017-Jan2018	35.5	46.9	◆	↓
11	Admitted Patients Waiting for Inpatient Bed Placement	Apr2017-Jan2018	160	170.3	▲	↓
12	Patients Length of Stay Relative to Expected Length of Stay	Apr-Sep 2017	0.95	0.99	▲	↓
13	Long Stay Patients	Apr2017-Jan2018	455	418.1	●	↓
14	Alternate Level of Care Days	Apr-Sep 2017	10.0%	13.9%	◆	↓
15	Hospitalization Rates for Residents (Age 70+)	2016/2017	264.5	267.8	▲	↓
16	Hospital Readmission Rates Overall	2016/2017	10.0%	10.6%	▲	↓
17	Mental Health & Substance Use Patients Hospital Readmission Rate (Age 15+)	Apr-Sep 2017	12.4%	11.6%	●	↓
18	Patients with Chronic Conditions Admitted to Hospital (Age 75+)	Apr-Sep 2017	3,411	3,233	●	↓
19	Low Acuity Emergency Visits by Community	Apr2017-Jan2018	105.6	109.0	▲	↓
20	Home Health Services Provided Within Benchmark Time	Apr2017-Jan2018	37.0%	47.5%	●	↑
21	Wait Time for Home Health Assessment	Apr2017-Jan2018	38.2	37.4	●	↓
22	Admissions to Residential Care within 30 Days	Apr2017-Jan2018	63.0%	79.1%	●	↑
23	Emergency Visits by Home Health Clients	Dec2016-Nov2017	75.8	94.9	◆	↓
24	Emergency Visits by Residential Care Clients	Dec2016-Nov2017	33.0	39.0	◆	↓
25	Non-emergency Surgeries Completed Within 26 Weeks	Apr2017-Jan2018	95%	83.8%	◆	↑
26	Non-emergency Surgeries Waiting Less Than 40 Weeks	Apr2017-Jan2018	95%	90.5%	▲	↑
POPULATION & PUBLIC HEALTH MEASURES						
27	Percent of 2-Year Olds with Up-To-Date Immunizations	Apr-Dec 2017	80%	77.0%	▲	↑
28	Health Protection Program Response Time to Public Complaints	Apr-Dec 2017	85%	98.8%	●	↑
29	Prenatal Registrations	Apr-Dec 2017	75%	68.0%	▲	↑
30	Life Expectancy Disparity within Fraser Health Communities	2011-2015	7.0	8.6	◆	↓
STAFF						
31	Sick Time Rate	Apr2017-Jan2018	5.0%	5.06%	▲	↓
32	Overtime Rate	Apr2017-Jan2018	3.0%	2.93%	●	↓
33	WorkSafeBC (WSBC) Claims Rate	Apr-Jun 2017	7.0	7.1	▲	↓
34	Long Term Disability Claims Rate	2017	2.25	2.04	●	↓
35	Turnover Rate In The First Year Of Service	Apr-Dec 2017	2.5%	3.4%	◆	↓
BUDGET ACCOUNTABILITY						
36	Budget Performance Ratio	Apr2017-Jan2018	1.000	1.011	▲	↓

Notes:

All measures reported on YTD (Year-to-Date) basis

KPI Count By Status

Meeting Target	●	18
Within 10% of Target	▲	11
Not Meeting Target	◆	7

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Facility-associated *Clostridium difficile* Infection (CDI)

What is the rate of patients who acquire a *Clostridium difficile* infection during their hospital stay?

What are we measuring?

Number of new facility-associated CDI cases at the FH acute care site where CDI was most likely associated and confirmed or diagnosed per 10,000 patient days, within a specified time frame e.g. fiscal period, year-to-date, fiscal year (Note: does not account for cases that are transferred between sites)

Why?

Clostridium difficile is the most common cause of facility-associated infectious diarrhea. CDI occurs when antibiotics kill good bacteria in the gut, allowing the *Clostridium difficile* bacteria to grow and produce toxins that can damage the bowel.

How do we measure it?

$(\text{Number of new facility-associated CDI cases attributed to the same FH acute care site where CDI was most likely acquired and confirmed or diagnosed}) / (\text{Total number of patient days for a particular site or FH overall}) * 10,000$ for a specified reporting period

How are we doing?

Fraser Health's annual CDI incidence rate, which is the number of new cases per population-at-risk, has consistently met our internal target since 2013/14. The current fiscal year-to-date rate for CDI is 3.3 cases per 10,000 patient days. Please see figures below.

What are we doing?

Fraser Health actively monitors and reports CDI rates by carrying out surveillance and providing units and acute care sites with regular reports that show the number of newly acquired cases. This information helps staff develop improvement plans to reduce CDI transmission.

The Infection Prevention and Control (IPC) program works with hospital pharmacists and physicians to promote appropriate antibiotic treatment, and with Environmental Services to ensure that all rooms of patients with suspected or known CDI are cleaned twice a day with bleach. IPC Practitioners conduct detailed reviews of each CDI case to understand the factors that may have contributed to the infection. In addition, hand hygiene practices of healthcare providers are monitored across FH to support IPC best practices.

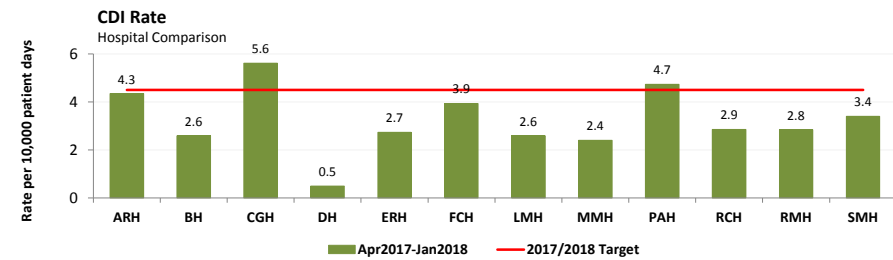
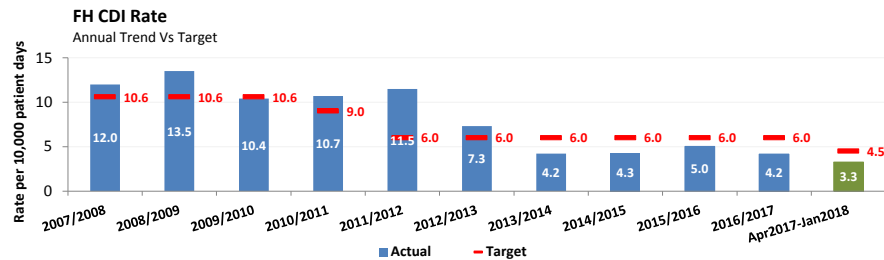
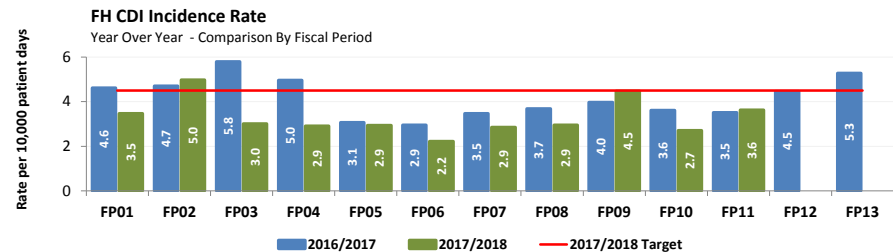
What can you do?

One of the most important things you can do to prevent the spread of infections is to clean your hands when entering and exiting a patient room and the facility; please remind others to do the same. When visiting, please follow all instructions and signs posted on the unit to decrease the chance of spreading germs.

Our Performance	Target *
3.3 ●	<= 4.5
Unit of Measure: Number of infections / 10,000 patient days	

Performance timeline: Apr2017-Jan2018
 Data source: FH Infection Prevention and Control Database
 * Target Source: FHA Internal

- Notes: 1) Data are examined and updated on a regular basis, therefore numbers may change slightly based on adjustments
 2) Starting Apr 1, 2015, MSA acute care data are combined with ARH data
 3) Starting Apr 1, 2015, YR acute care data are combined with SMH data



Our Health Care Report Card

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Facility-associated Methicillin-Resistant *Staphylococcus Aureus* (MRSA)

What is the rate of patients who acquire MRSA during their hospital stay?

What are we measuring?

Number of new facility-associated MRSA cases at the FH acute care site where MRSA was most likely associated and confirmed or diagnosed per 10,000 patient days, within a specified time frame e.g. fiscal period, year-to-date, fiscal year (Note: does not account for cases that are transferred between sites)

Why?

Staphylococcus aureus is a bacterium that normally lives on skin and in noses. Many people are carriers of *Staphylococcus aureus* and never have symptoms. Others may develop an infection, usually involving the skin. Occasionally, more serious problems can occur such as bloodstream or respiratory infections. MRSA is a strain of *Staphylococcus aureus* that is resistant to a number of antibiotics; infections with MRSA can be more difficult to treat.

How do we measure it?

([Number of new facility-associated MRSA cases attributed to the same FH acute care site where MRSA was most likely associated and confirmed or diagnosed] / [Total number of patient days for a particular site or FH overall] * 10,000) for a specified reporting period

How are we doing?

Fraser Health's MRSA incidence rate, which is the number of new cases per population-at-risk, has risen from 5.0 in 2013/14 to 7.1 in 2015/16. The fiscal year-to-date is below the target at 6.7 cases per 10,000 patient days. Please see figures below.

What are we doing?

Many of the initiatives to reduce *Clostridium difficile* infections are also used to reduce MRSA infections in acute care sites – particularly hand cleaning with ABHR (alcohol-based hand rub) and following Infection Prevention and Control best practices (e.g., wearing gloves and a gown).

Fraser Health actively monitors and reports MRSA rates by providing units and acute care sites with regular reports that show the number of cases acquired on a unit. Fraser Health's Infection Prevention and Control program works collaboratively with units to develop improvement action plans to reduce MRSA transmissions and address infection control best practice gaps.

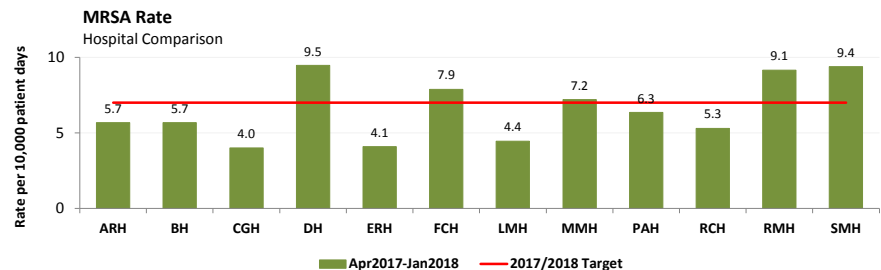
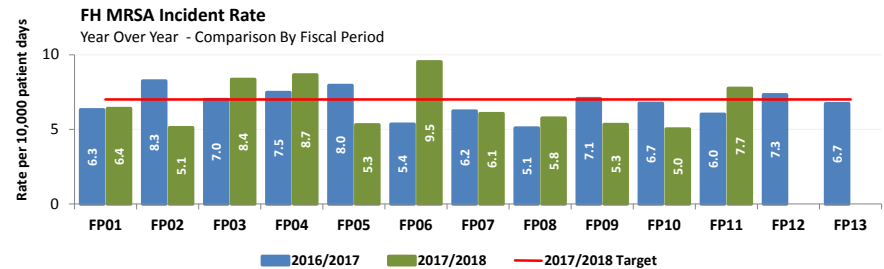
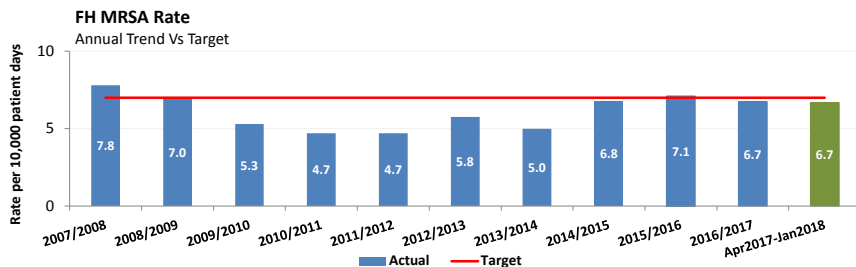
What can you do?

One of the most important things you can do to stop the spread of infections is to clean your hands when entering and exiting a patient room and the facility; please remind others to do the same.



Performance timeline: Apr2017-Jan2018
 Data Source: FH Infection Prevention and Control Database
 * Target Source: FHA Internal

- Notes:** 1) Data are examined and updated on a regular basis, therefore numbers may change slightly based on adjustments
 2) Starting Apr 1, 2015, MSA acute care data are combined with ARH data
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Our Health Care Report Card

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Hand Hygiene Compliance

What percentage of healthcare providers perform hand hygiene according to FH policy/protocols in acute care facilities?

What are we measuring?

The percentage of times that healthcare providers correctly perform hand hygiene while providing direct patient care. Opportunities measured for hand hygiene include before-and-after entering/exiting the patient environment. Use of soap and water or alcohol-based hand rub (ABHR) is acceptable. Missed opportunities are times when hand hygiene should have been carried out but was not.

Why?

Hand hygiene is an essential patient safety initiative and one of the most effective, well-known measures to reduce the transmission of healthcare infections. Hand hygiene education and training is provided annually and through new employee orientation sessions. Fraser Health's hand hygiene program aligns with Accreditation Canada's Required Organizational Practices, as well as with the BC Ministry of Health's provincial auditing and reporting requirements for hand hygiene compliance.

How do we measure it?

$(\text{[Number of times healthcare providers correctly performed hand hygiene while providing direct patient care]} / \text{[Total number of times that hand hygiene should have been performed by those same healthcare providers]} * 100)$ for a specified reporting period

How are we doing?

Fraser Health's overall hand hygiene compliance has improved from 38.0% in 2010/11 to 87.3% for the 2017/18 year-to-date. Please see figures below. Fraser Health has exceeded the provincial target (80%) in each year since 2014/15.

Hand hygiene compliance is consistently lower before patient contact than after patient contact.

What are we doing?

Fraser Health ensures that hand sanitizer dispensers are available in all appropriate locations. Hand Hygiene compliance audits are conducted regularly to reinforce that hand cleaning is important and to determine how well healthcare providers are cleaning their hands. The Infection Prevention and Control program provides educational support for healthcare providers and their units and helps them develop action plans for improvement if necessary. Acute care facilities post hand hygiene compliance rates on each unit and throughout the site so staff, families, and visitors are aware of the rates.

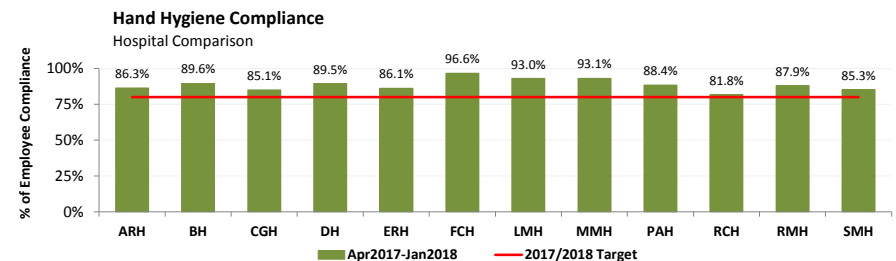
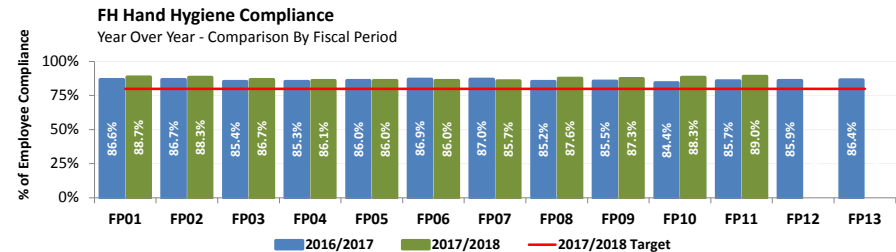
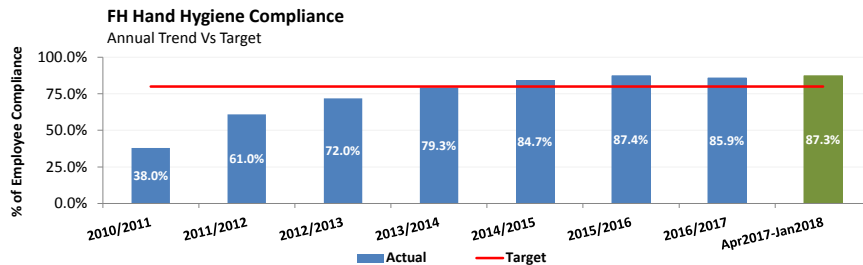
What can you do?

One of the most important things you can do to stop the spread of infections is to clean your hands when entering and exiting a patient room and the facility; please remind others to do the same.

Our Performance	Target *
87.3% ●	>= 80%
Unit of Measure: Percent of compliant employees	

Performance timeline: Apr2017-Jan2018
 Data Source: FH Infection Prevention and Control Program Hand Hygiene System (FormAudit)
 * Target Source: Provincial Target

- Notes:** 1) Data are examined and updated on a regular basis, therefore numbers may change slightly based on adjustments
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 3) Starting Apr 1, 2015, YR acute care data are combined with SMH data



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In-Hospital Sepsis Rate

Are our patients receiving a high quality of care which aims to reduce acquired sepsis during their hospital stay?

NEW KPI

What are we measuring?

We are measuring the rate of sepsis infection within our acute care inpatients population that occurs during their hospital stay. It could occur when a patient is unintentionally harmed and infected with Sepsis as a result of their care and treatment during their hospital stay.

Why?

As a clinical syndrome, sepsis occurs as a complication of infections. It could be a leading cause of mortality and is linked to increased healthcare resource utilization and prolonged stay in hospital intensive care units. Appropriate preventive and therapeutic measures during a hospital stay can reduce the rate of infections and/or progression of infection. This indicator helps us to evaluate how effective we are in preventing the development of sepsis during patients stay in our acute care facilities.

How do we measure it?

We take the number of patients 1 year or older who have acquired Sepsis while in hospital and divide it by the total number of discharged acute care inpatients (excluding Mental Health and Palliative care) 1 year or older in that hospital. The rate we report is per 1,000 patient discharges.

How are we doing?

Fraser Health's year-to-date (2017/18 FP07) in hospital sepsis rate of 2.7 is meeting our internally set target of 4. Our hospitals' year-to-date results show that all of our sites are meeting their internal targets. Our annual performance trend continues to show steady and consistent performance for this indicator.

What are we doing?

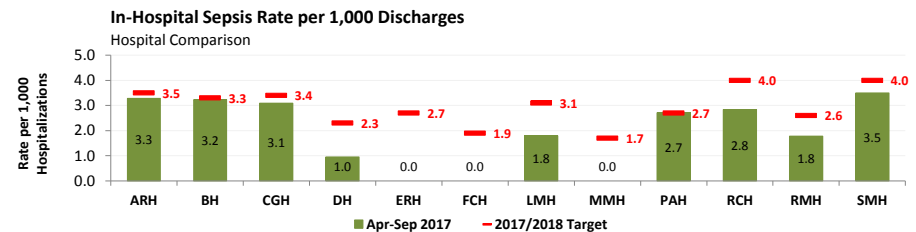
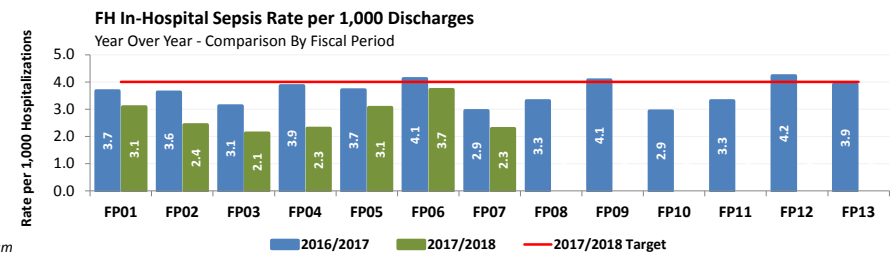
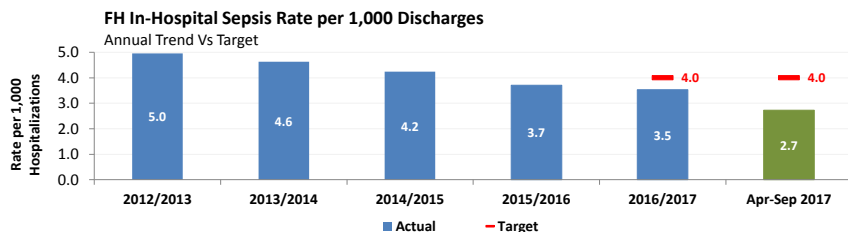
In-hospital acquired sepsis is a patient safety priority for Fraser Health and is monitored closely by clinical leaders at all 12 acute care sites. Site leadership continues to develop quality and safety-focused action plans that incorporate best practices to prevent care-sensitive adverse events, both at the patient care unit level and at an overall site perspective, focusing on prevention. Part of this is to educate all Healthcare Providers on early prevention, recognition and treatment of Hospital Acquired Sepsis and to improve the uptake and utilization of tools for the healthcare teams to identify and treat hospital acquired sepsis and diagnose it early. The Patient Safety and Sensitive Adverse Events core teams are available to sites to provide support and guidance related to action plan development to reduce hospital acquired sepsis. Successful action planning is focused on behavioural changes and identification of accountabilities at all levels, from executive and operational leadership, to frontline leadership and direct care staff that will reduce hospital acquired sepsis rates by highlighting and sustaining best practices.

What can you do?

You are encouraged to get vaccinated against the flu, pneumonia, and any other infections that could lead to sepsis and practice good hygiene (e.g., handwashing, bathing regularly) especially while in the hospital. Tell your health care provider immediately if you have any of the following symptoms: fever, chills, rapid breathing and heart rate, rash, confusion, or disorientation. Together, we can help to reduce the risk of acquiring infection and sepsis during your hospital stay.

Our Performance	Target *
2.7	<= 4.0
Unit of Measure: Infections per 1,000 Discharges	
Performance timeline:	Apr-Sep 2017
Data Source:	Med2020
* Target Source:	FHA Internal
BC Average (FY 2014/15)	4.2
National Average (FY 2014/15)	4.1
BC and National Average Source:	CIHI - Your Health System

Notes: Hospital specific targets were devised based on the different types Fraser health operates (Teaching Hospitals, Large, Medium and Small size community hospitals) as specified by the Canadian Institute of Health information (CIHI), and each site historical performance.



Our Health Care Report Card

Fiscal Period: FP11, 201718 - Ending Jan 25, 2018

Medication Reconciliation at Hospital Admission

What is the percent of hospital admissions via the emergency department where Fraser Health's Medication Reconciliation forms were signed by a prescriber?

What are we measuring?

The percentage of patients, admitted through the Emergency Departments, have Admission Medication Reconciliation forms signed by a prescriber (doctor or nurse practitioner) according to FH protocols/policy.

Why?

Medication reconciliation is a formal, systematic process in which our healthcare professionals partner with patients to ensure accurate and complete communication of medication information at transitions of care.

How do we measure it?

We calculate the percentage of acute care discharges, admitted via the emergency department, where the FH MedRec form is present and signed by a prescriber (doctor or nurse practitioner) at the time of admission.

NEW KPI

How are we doing?

Fraser Health continues to exceed the target of 75%, with a continuing upward trend moving to 83.6% in FP07, 2018. This means that there continues to be an increase in the uptake of prescribers utilizing the documentation of patient's home medications to inform in-hospital medication orders. BUH, ERH and FCH continue to lead the way in being the most effective in the communication and documentation of patients' medication information! All sites are above target. Most sites now fully appreciate admission MedRec as being the foundation of MedRec. As such, there continues to be good uptake by sites of using the action planning tool to develop informed quality improvement plan to ensure sustainment of admission MedRec.

What are we doing?

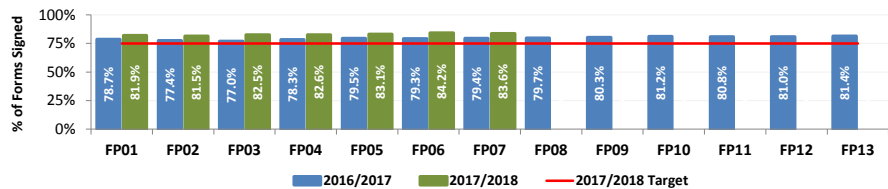
Implementing a formal MedRec process will help decrease readmissions related to adverse drug events. MedRec is also an Accreditation Canada requirement that must be fully implemented in Fraser Health at all transitions by October 2018. As of early February 2018, transfer and discharge MedRec implementation has been completed at all sites. There will now be a shift in effort to quality improvement and sustainment as well as completing implementation in community sites/programs. In addition the MedRec team is working with health & business analytics to develop a mechanism for sites to complete and report random admission and discharge MedRec quality for all units at site and regional levels. The plan is to involve the local Medication Quality & Safety Committees and quality improvement consultant at each site in mitigating any identified gaps & escalating identified issues as appropriate. The MedRec team will continue to gather feedback on the communication process.

What can you do?

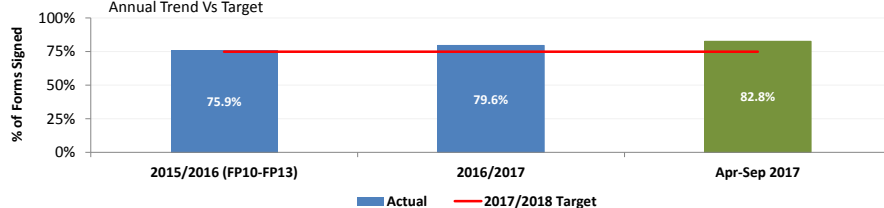
Strong site and physician leadership is essential to the successful sustainment of MedRec. Sites need to ensure that there is consistent follow through with any action plan developed as part of the unit audits. As well MedRec needs to be visible and continue to be a high priority patient safety initiative. Patients can be educated on the importance of maintaining an up to date medication list and also be prepared to ask questions about their medications in all transitions during their hospital stay.

Our Performance	Target *
82.8% ●	>= 75%
Unit of Measure: Percent of Med-Rec forms signed by prescriber	
Performance timeline:	Apr-Sep 2017
Data Source:	Med2020
* Target Source:	FHA Internal

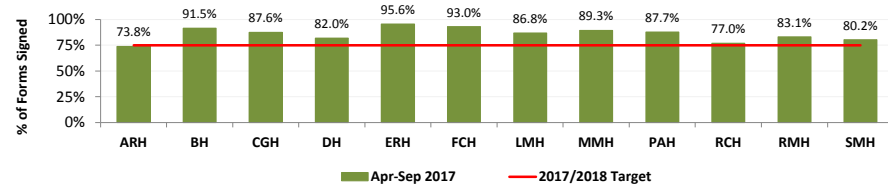
FH % of Admission Medication Reconciliation Forms Signed by a Prescriber
Year Over Year - Comparison By Fiscal Period



FH % of Admission Medication Reconciliation Forms Signed by a Prescriber
Annual Trend Vs Target



% of Admission Medication Reconciliation Forms Signed by a Prescriber
Hospital Comparison



Our Health Care Report Card

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In-Hospital Acquired Pneumonia Rate (Age 55+)

Are our patients receiving a high quality of care which aims to reduce acquired Pneumonia during their hospital stay?

NEW KPI

What are we measuring?

We are measuring the rate of In-Hospital Acquired Pneumonia for all acute care inpatients (excluding Mental Health and Substance Use and Maternity) 55 years of age or older. This adverse event can occur when a patient is unintentionally harmed as a result of their care and treatment during their hospital stay.

Why?

Our goal is to provide the best care to our patients. Appropriate preventative therapeutic measures along with evidence informed practice (oral care, frequent ambulation, hand hygiene, ETC) during a hospital stay reduces the rate of infections. The inter-professional care team provides evidence informed practices for optimal health outcomes and recovery. This enhances communication with patient, families, and providers as to their role in health promotion and prevention during their hospital admission. Everyone understanding their role in the application of evidence informed practice is the foundation to preventing hospital acquired infections and the progression to sepsis.

How do we measure it?

We take the number of patients 55 years or older who have acquired In-Hospital Pneumonia while in hospital and divide it by the total number of discharged acute care inpatients (excluding Mental Health and Substance Use and Maternity) 55 years or older in that hospital. The rate we report is per 1,000 patient discharges.

How are we doing?

Overall, we are pleased with our progress, as the rate of patients experiencing Hospital Acquired Pneumonia has decreased steadily from 2014/15. Currently, Fraser Health year-to-date performance (14.9) is meeting the target for this indicator (15.6). Of our hospitals, seven sites are meeting their performance target (Abbotsford, Chilliwack, Eagle Ridge, Fraser Canyon, Langley Memorial, Royal Columbian, and Ridge Meadows). We will continue to work with our sites and programs that have opportunities to reduce Acquired Pneumonia during patient stays in our facilities.

What are we doing?

In-hospital Acquired Pneumonia is a patient safety priority for Fraser Health and is monitored closely by clinical leaders at all 12 acute care sites. Site leadership continues to develop quality and safety-focused action plans that incorporate best practices to prevent care-sensitive adverse events, both at the patient care unit level and at an overall site perspective, focusing on prevention. The Patient Safety and Sensitive Adverse Events core teams are available to sites to provide support and guidance related to action plan development to reduce the in-hospital acquired pneumonia rate. Appropriate preventative therapeutic measures, along with evidence-informed practice (oral care, frequent ambulation, hand hygiene, etc.) during a hospital stay reduces the rate of infections. The inter-professional care team provides evidence-informed practices for optimal health outcomes and recovery. This enhances communication with patients, families, and providers as to their role in health promotion and prevention during a hospital admission. Everyone understanding their role in the application of evidence-informed practice is the foundation to preventing hospital-acquired infections and reducing the progression to sepsis.

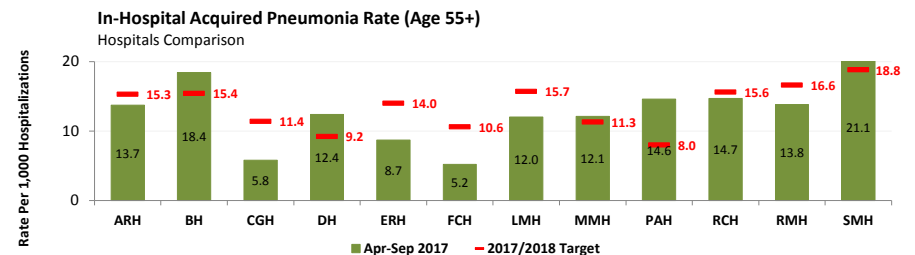
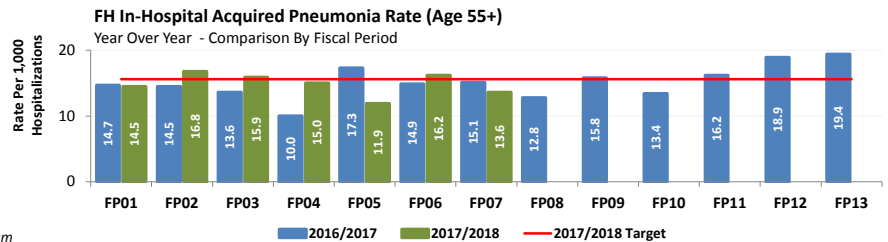
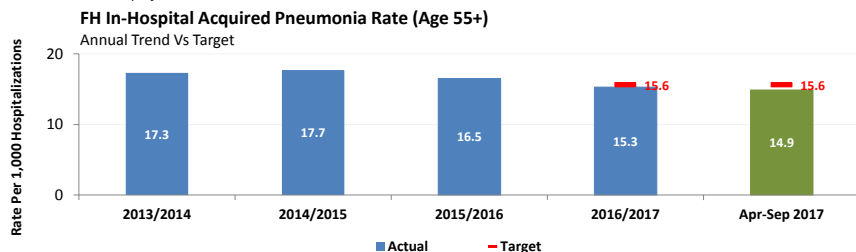
What can you do?

You are encouraged to take deep breaths and cough every hour to reduce the risk of acquiring pneumonia. Cleaning your hands frequently as well as cleaning your teeth in the morning, after each meal and at bedtime, aids in doing this. Together, we can help to reduce the risk of acquiring infection and pneumonia during your hospital stay.



Performance timeline: Apr-Sep 2017
 Data Source: Med2020 Abstracting and Coding system
 * Target Source: FHA Internal

Notes: Hospital specific targets were devised based on the different types Fraser health operates (Teaching Hospitals, Large, Medium and Small size community hospitals) as specified by the Canadian Institute of Health information (CIHI), and each site historical performance.



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In-Hospital Acquired Urinary Tract Infection Rate (Age 55+)

Are our patients receiving a high quality of care which aims to reduce acquired Urinary Tract Infection (UTI) during their hospital stay?

NEW KPI

What are we measuring?

We are measuring the rate of In-Hospital Acquired Urinary Tract Infection (UTI) for all acute care inpatients (excluding Mental Health and Substance Use and Maternity) 55 years of age or older. This adverse event can occur when a patient is unintentionally harmed as a result of their care and treatment during their hospital stay.

Why?

Our goal is to provide the best care to our patients. Appropriate preventative therapeutic measures along with evidence informed practice (oral care, frequent ambulation, hand hygiene, ETC) during a hospital stay reduces the rate of infections. The inter-professional care team provides evidence informed practices for optimal health outcomes and recovery. This enhances communication with patient, families, and providers as to their role in health promotion and prevention during their hospital admission. Everyone understanding their role in the application of evidence informed practice is the foundation to preventing hospital acquired infections and the progression to sepsis.

How do we measure it?

We take the number of patients 55 years or older who have acquired In-Hospital UTI while in hospital and divide it by the total number of discharged acute care inpatients (excluding Mental Health and Substance Use and Maternity) 55 years or older in that hospital. The rate we report is per 1,000 patient discharges.

How are we doing?

Fraser Health is currently performing better than our target of 15.5. We have seen a steady decline in the rate of in-hospital acquired urinary tract infections (UTI) since 2013/14. Of our 12 hospitals, 10 are performing better than their target (Abbotsford, Chilliwack, Eagle Ridge, Fraser Canyon, Langley Memorial, Mission Memorial, Peace Arch, Royal Columbian, Ridge Meadows and Surrey Memorial). We will continue to work with our sites and programs that have opportunities to reduce this infection that impacts a patient's stay in our facilities.

What are we doing?

In-hospital Acquired Urinary Tract infection is a patient safety priority for Fraser Health and is monitored closely by clinical leaders at all 12 acute care sites. Site leadership continues to develop quality and safety-focused action plans that incorporate best practices to prevent care-sensitive adverse events, both at the patient care unit level and at an overall site perspective, focusing on prevention. The Patient Safety and Sensitive Adverse Events core teams are available to sites to provide support and guidance related to action plan development to reduce the in-hospital acquired pneumonia rate. Appropriate preventative therapeutic measures, along with evidence-informed practice (reduced urinary catheter days, frequent ambulation and toileting, hand hygiene, etc.) during a hospital stay reduces the rate of infections. The inter-professional care team provides evidence-informed practices for optimal health outcomes and recovery. This enhances communication with patients, families and providers as to their role in health promotion and prevention during their hospital admission. Everyone understanding their role in the application of evidence-informed practice is the foundation to preventing hospital-acquired infections and the progression to sepsis.

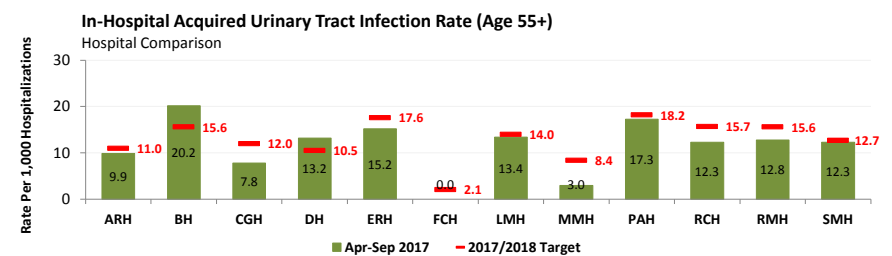
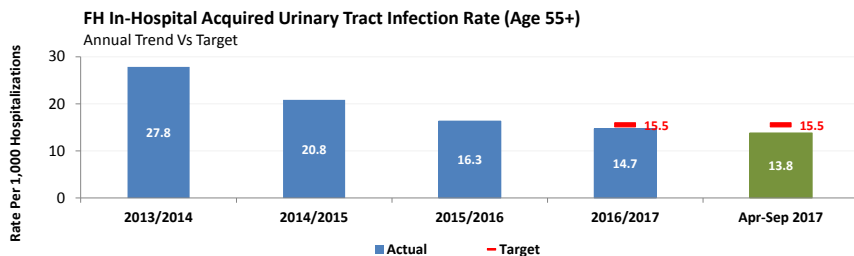
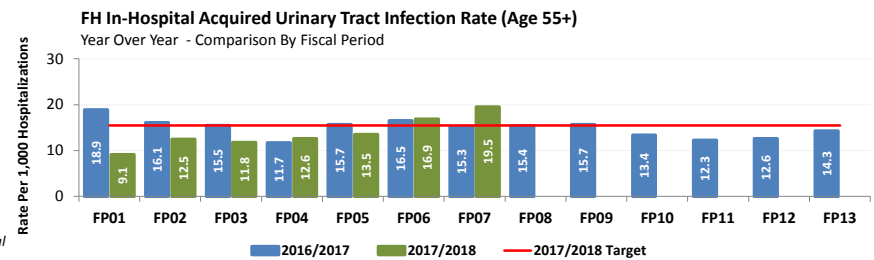
What can you do?

It is important to empty your bladder every few hours to reduce the risk of acquiring a urinary tract infection. Together, we can help to reduce the risk of acquiring an infection or injury during your hospital stay.

Our Performance	Target *
13.8 ●	<= 15.5
Unit of Measure: Infections per 1,000 Discharges	

Performance timeline: Apr-Sep 2017
 Data Source: Med2020 Abstracting and Coding system
 * Target Source: FHA Internal

Notes: Hospital specific targets were devised based on the different types Fraser health operates (Teaching Hospitals, Large, Medium and Small size community hospitals) as specified by the Canadian Institute of Health information (CIHI), and each site historical performance.



Our Health Care Report Card

Fiscal Period: FP11, 2017/18 - Ending Jan 25, 2018

Hospital Standardized Mortality Ratio

What are the mortality rates at Fraser Health hospitals?

What are we measuring?

The number of patient deaths in our hospitals, compared to the average Canadian experience.

Why?

Hospital Standardized Mortality Ratio (HSMR) is an important measure to improve patient safety and quality of care in our hospitals. We use it to identify areas for improvement to help reduce hospital deaths, track changes in our performance and strengthen the quality of patient care. Taking action quickly to treat patients who suddenly become much more ill than expected is key to reducing hospital deaths.

How do we measure it?

The HSMR is calculated as a ratio of the actual number of deaths to the expected number of deaths among patients in hospital. It takes into account factors that may affect mortality rates, such as the age, sex, diagnosis and admission status of patients. It uses the national baseline average from 2012/13.

How are we doing?

Our current year to date rate of 81 is meeting the internally-set target. Fraser Health has maintained an annual Hospital Standardized Mortality Ratio of 92 between the years of 2013/14 to 2015/16. It dropped to 91 for 2016/17, and to 81 for 2017/18 Q1. There are three hospitals, Fraser Canyon Hospital, Langley Memorial, and Ridge Meadows, which are not meeting the target. All sites within Fraser Health are dedicated to ensuring that we have the best practice and performance in place for patients and families. We will continue to make every effort to improve our performance in the area of Hospital Standardized Mortality Rate.

What are we doing?

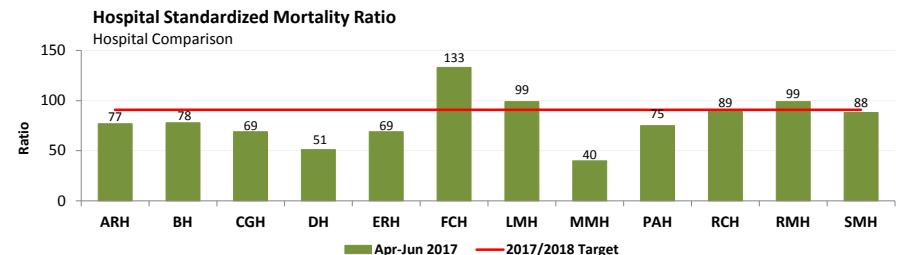
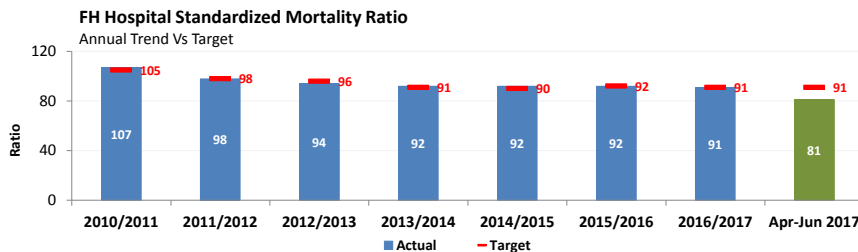
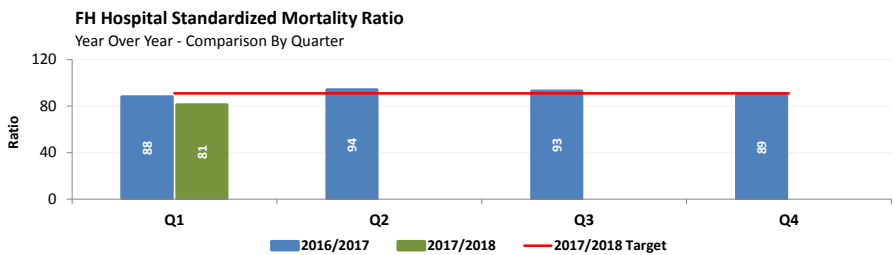
We have identified areas for improving care for patients whose condition unexpectedly worsens. We are beginning to see results at sites as their Hospital Mortality rates are beginning to decrease. Early recognition and rapid response to sudden worsening of a patient's condition is a key area of focus to reduce Hospital Standardized Mortality Rates. An area that we are focusing on is Hospital Acquired Sepsis, with enhanced training and education and resources for nurses and physicians. Best practice includes communication of critical patient information between healthcare team members, early identification of patient clinical indicators that are signs and symptoms for further investigation, and ensuring interventions are clear for the nurses and physicians.

What can you do?

No matter what stage of life or health you are at, communication with your healthcare team regarding what you or your family is seeing or experiencing is vital for ensuring appropriate treatment and level of intervention. If you are a patient, we encourage you to participate as much as possible in setting goals and planning your care while in hospital.

Our Performance	Target *
81 ●	≤ 91
Unit of Measure: Hospital Mortality Ratio	
Performance timeline:	Apr-Jun 2017
Data Source:	Canadian Institute for Health Information (CIHI)
* Target Source:	FHA Internal
BC Average	91
BC and National Average Source:	CIHI - Your Health System

Notes: 1) From Oct 2015, Fraser Health is using a recalculated series from CIHI. The new recalculated series tracks FH performance compared to the national average in 2012/13, as opposed to the 2009/10 baseline used in previous reports.
2) The target was adjusted to reflect BC average for the corresponding year



Our Health Care Report Card

Fiscal Period: FP11, 2017/18 - Ending Jan 25, 2018

Worsened Pressure Ulcer in Residential Care Facilities

What is the percentage of residents who suffered from a worsened pressure ulcer while living in a Residential Care Home? **NEW KPI**

What are we measuring?

This indicator measures the percentage of residential care residents whose stage 2, 3, and 4 pressure ulcers had worsened since their previous InterRAI assessment.

Why?

Our goal is to provide evidence informed care to residents with the intention to avoid worsening of pressure ulcers, and ultimately to support healing of existing pressure ulcers. This measure raises awareness and is an opportunity for the care team at the Residential Care home to monitor their care for residents with pressure ulcers. Residents will have optimal health outcomes and recovery if evidence-informed practices, including preventative care are provided by the inter-professional care team.

How do we measure it?

This indicator examines the percentage of residents whose stage 2 to 4 pressure ulcer had worsened since the previous assessment. It is calculated by dividing the number of residents whose stage 2 to 4 pressure ulcer worsened by the number of all residents with valid assessments (excluding those who maintained a stage 4 ulcer) within the applicable time period. The indicator is helpful for regular monitoring, prevention, and treatment of pressure ulcers and with quality care we expect to see a reduction in the prevalence of pressure ulcer and indirectly

How are we doing?

Our year-to-date (Apr 2016 - Sep 2017) performance of 1.6% meets our internal-set target of ≤2.0%. At the community-level, the aggregate facility performance of four Fraser Health communities (Abbotsford, Hope, Langley, and Mission) have incidence rates higher than 2%. It is important to note that residents are moving in to residential complex care home later in their journey of life at higher levels of frailty than before. It has been regularly discussed in the literature that age is an important factor associated with a higher risk for developing Pressure Ulcer and therefore they are at higher risk of having or developing pressure ulcers in care. We are taking the steps below to reduce these risks for our residents.

What are we doing?

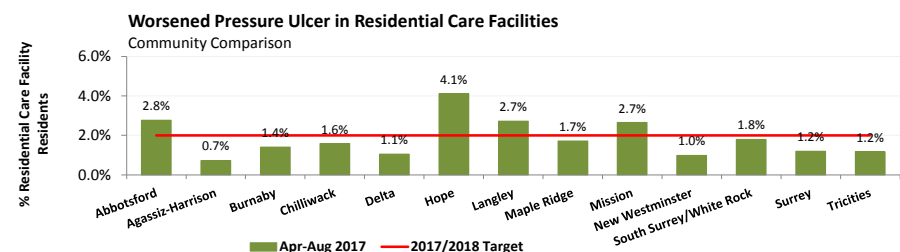
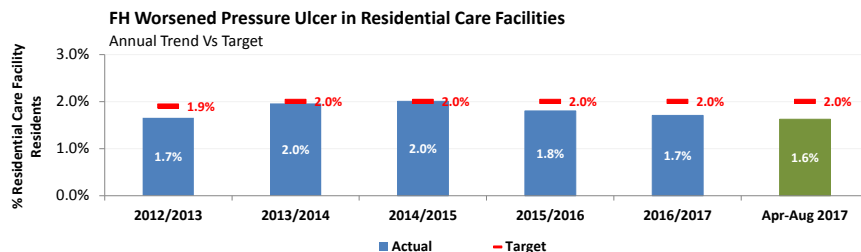
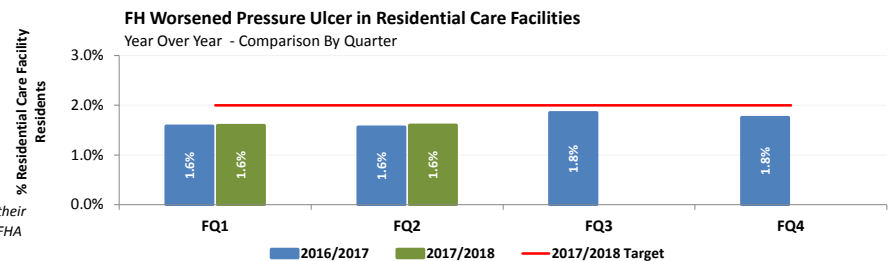
All residential complex care providers are familiar with the care required by this frail population and responsible to ensure that high quality care occurs. Beginning in 2016/17, each residential care home is receiving on a quarterly basis a quality indicators report that includes % of residents who had stage 2-4 pressure ulcers. Quarterly quality indicators report support monitoring the prevalence of pressure ulcer and associated quality improvement activities. In addition, the Residential Care Clinical Practice Support Team initiated in January 2017 a year long wound care collaborative whereby almost 20 facilities joined together to learn how to better prevent, monitor, and treat pressure ulcers; and to enhance resident's quality of life. This collaborative will be expanded to additional facilities in the coming months

What can you do?

As always, family members are an important part of residential care team. If you have a loved one who resides in a residential care home, please encourage and support them to receive adequate nutrition and hydration since it has an important impact on "skin health" and healing of ulcers. If you observe any skin redness (particularly over bony prominences), please ensure that nursing staff are aware.

Our Performance	Target *
1.6% ●	≤ 2.0%
Unit of Measure: Percent of residential care clients	
Performance timeline:	Apr-Aug 2017
Data Source:	FHA Database (RAI compliance table)
* Target Source:	FHA Internal
BC Average	2.0%
BC and National Average Source:	CIHI - Your Health System

Notes: Some variation between these values and CIHI's figures are expected as CIHI applies a risk-standardization methodology to their results while results published in the report card will be crude rates. CIHI published figures include Private Pay clients, while FHA figures exclude them.



Our Health Care Report Card

Fiscal Period: FP11, 2017/18 - Ending Jan 25, 2018

Time Spent in Emergency by Admitted Patients

How long do admitted patients stay in the emergency department?

NEW KPI

What are we measuring?

We are measuring the 90th percentile of the length of time that admitted patients from the Emergency Department (ED) spend in the ED. A smaller number is desirable and represents the maximum length of time that 90% of ED admitted patients spend from time of arrival to the ED to transfer to an inpatient location or discharge home.

Why?

To provide the best care for our patients we want them to receive timely treatment. Timely transfer of admitted ED patients to an inpatient location frees up beds in the ED for other patients waiting for treatment in the ED and ensures proper care environment for all our patients. In conjunction with other indicators, this can be used to monitor the inpatient bed turnover rate and efficiencies associated with our bed utilization.

How do we measure it?

This indicator measures the 90th percentile of time intervals between the earlier of triage or registration time to when a patient is admitted to an inpatient location or is discharged from the ED.

How are we doing?

The time spent in emergency by FHA's admitted patients has increased over the past three fiscal years. Though year to date admitted ED patients are waiting 46.9 hours, which is longer than our internal target of 35.5 hours, year over year results show in the first eleven fiscal periods of this year admitted patients spent less time in our ED compared to the same periods in the previous year. The hospitals comparison chart shows eight of our hospitals are above the set target: Abbotsford Regional, Chilliwack General, Delta, Langley Memorial, Peace Arch, Royal Columbian, Ridge Meadows, and Surrey Memorial. We recognize the need to improve our performance continuously to achieve our target and to provide higher quality of care for our patients.

What are we doing?

We want to ensure that you receive your care in the right place at the right time. All FH sites have initiated early pull of patients from the Emergency Department to support this goal. This is done proactively in anticipation of daily discharges. We continue monitoring our transfer processes and identifying opportunities for improvement such as improving communication and collaboration as patients move through the hospital. Additionally, all FH sites have initiated focused efforts to refresh key care and discharge planning tools with front line patient care teams. All the tools are aimed to optimize care planning and decrease the length of stay on acute care units for non-acute issues. This will have the downstream benefit of decreased time spent in the Emergency for patients awaiting an inpatient bed.

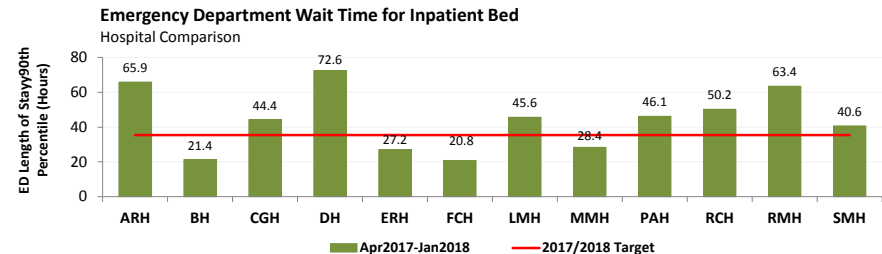
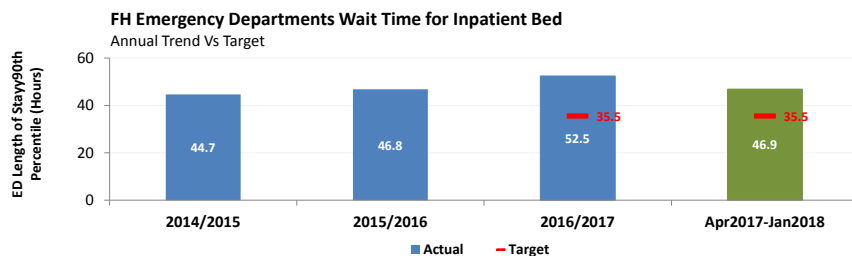
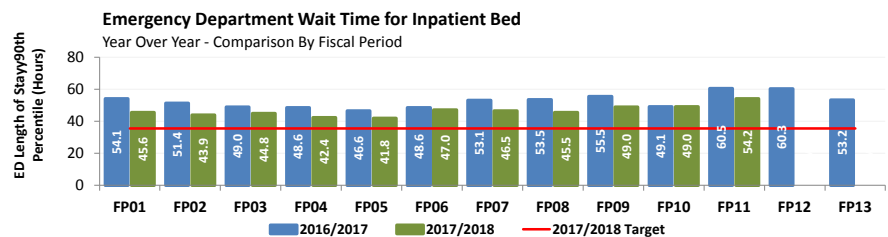
What can you do?

Fraser Health is committed to working with the communities that we serve to place more emphasis on the promotion of health and on preventing or delaying chronic diseases, disabilities, and injuries. Doing this will improve the quality of life while reducing disparities in health and the impact these conditions have on individuals, families, communities, the health-care system.

Click the link below to browse to the "Use your ER wisely campaign".

[Use ER wisely campaign](#)

Our Performance	Target *
46.9 ◆	<= 35.5
Unit of Measure: Hours spent in the Emergency Department	
Performance timeline:	Apr2017-Jan2018
Data Source:	NACRS as measured by FHA
* Target Source:	FHA Internal
BC Average (2014/15)	35.5
National Average	30.5
BC and National Average Source:	CIHI - Your Health System



Our Health Care Report Card

Fiscal Period: FP11, 2017/18 - Ending Jan 25, 2018

Admitted Patients Waiting for Inpatient Bed Placement

How many patients admitted to hospital are receiving care in locations typically not designated for inpatient clinical care?

What are we measuring?

Number of patients admitted to hospital receiving care in a location not typically designated for inpatient clinical care such as Emergency Department, hallway, lounge, or other spaces.

Why?

Patients who require inpatient hospital care receive the best care in locations designed specifically for that care. Patients who are waiting to move to an inpatient room have higher safety and quality of care risks. Moving admitted patients quickly out of the Emergency Department (ED) also allows our ED teams to respond to patients who require emergency care.

How do we measure it?

Every day at 2pm, we count the number of inpatients in our hospitals that are in locations that are not typically designated for clinical care (including Emergency Departments). We then take the average for all days for the reporting period. In future iterations of this measure, we will make a change to count at midnight instead of 2pm, to better reflect the overall status of the day.

How are we doing?

Fraser Health's 2017/18 FP01-FP11 performance was 170.3 that does not meet the internally-set target of 160.0. The year-over-year chart shows this year fewer patients are waiting for an inpatient bed in all fiscal periods with the exception of FP06 compared to the same periods in the previous year. At the hospital-level, seven of our hospitals (Abbotsford, Chilliwack, Delta, Langley Memorial, Peace Arch, Royal Columbian, and Ridge Meadows) are not meeting their targets for 2017/18.

What are we doing?

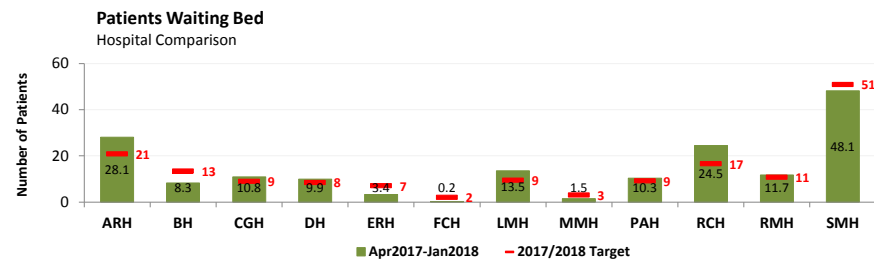
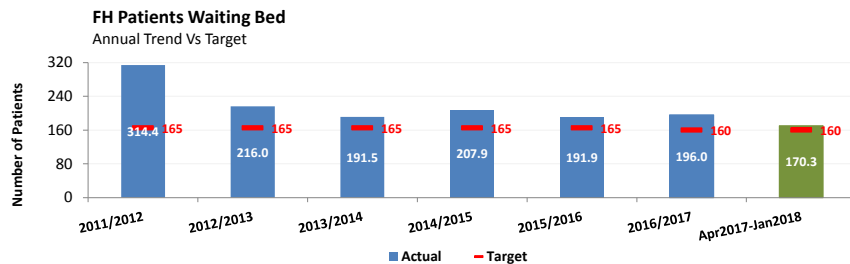
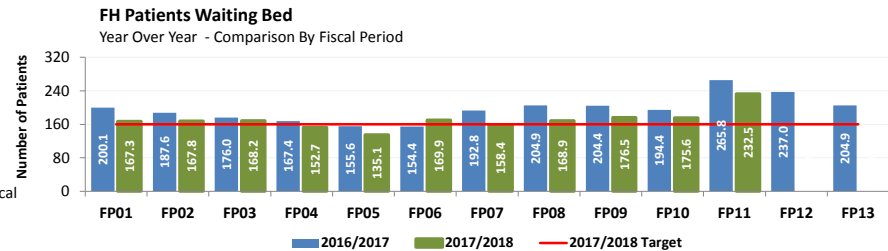
Fraser Health is currently working with all of our care teams to improve care planning so that patients are moved to the right care location as quickly as possible. Achieving this target requires both short and long term strategies that improve hospital efficiency and build capacity for care in the community. For example, in our hospitals we are building partnerships between hospital and community care teams to support earlier transitions back to community settings. In the community, we are improving integration of Fraser Health services with community General Practitioners to provide more care in the community and reduce the need for hospital admissions. We have recently refined our initiatives in these areas to continue pursuing improvements and we are carefully monitoring performance.

What can you do?

Click the link below to browse to the "Use your ER wisely campaign".

[Use ER wisely campaign](#)

Our Performance	Target *
170.3 ▲	≤ 160
Unit of Measure: Number of patients waiting for Inpatient bed	
Performance timeline:	Apr2017-Jan2018
Data Source:	Meditech Client Server (Admissions), Master Bed Map spreadsheet (Clinical Capacity Optimization and Finance)
* Target Source:	FHA Internal



Our Health Care Report Card

Fiscal Period: FP11, 2017/18 - Ending Jan 25, 2018

Patients Length of Stay Relative to Expected Length of Stay

Are our patients having longer hospital stay compared to the national average?

What are we measuring?

Ratio of inpatient Average Acute Length of Stay (ALOS) for medical cases to the average Expected Length of Stay (ELOS). This measure focuses only on typical patients to be comparable to the national benchmark.

Why?

Length of stay (LOS) is influenced by many factors but safe and effective patient care should result in a shorter hospital stay. Measurement of LOS is important in evaluating efficiency and optimal use of resources, and comparing against a national average (ELOS) benchmark would take into consideration the effect of changes in mix of patients across different hospitals and time periods.

How do we measure it?

This measure is calculated by taking the actual average acute length of stay (ALOS) for typical patient discharges and dividing by the expected length of stay (ELOS) for the same group of patients. The ELOS for each hospital visit is calculated by the Canadian Institute of Health Information on the basis of actual stays across Canadian hospitals for every cluster of diagnoses, interventions, age, sex, and complexity.

How are we doing?

Fraser Health's patients' actual length of stay relative to expected length of stay is not meeting our internal target. Four of our hospitals are meeting the target for this indicator (Chilliwack, Fraser Canyon, Peace Arch, and Royal Columbian). During this time, eight of our hospitals (Abbotsford, Burnaby, Delta, Eagle Ridge, Langley Memorial, Mission Memorial, Ridge Meadows, and Surrey Memorial) had opportunities to improve their performance.

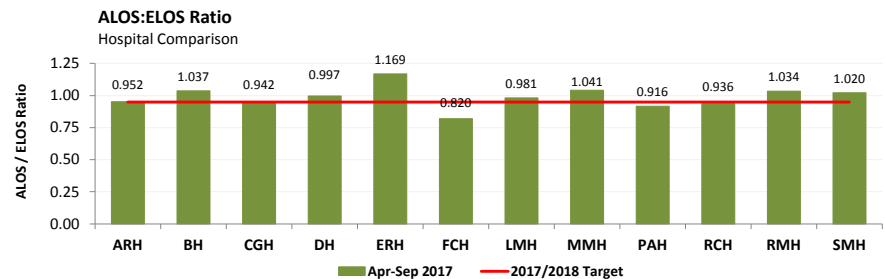
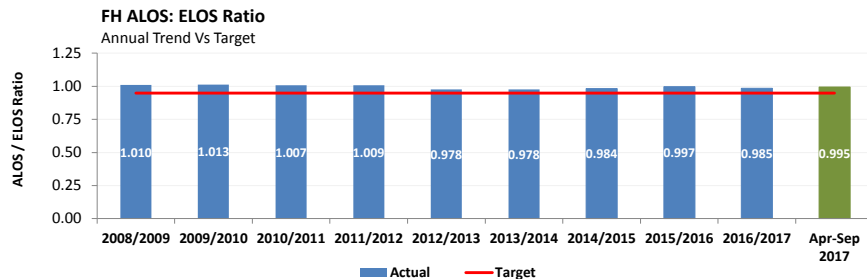
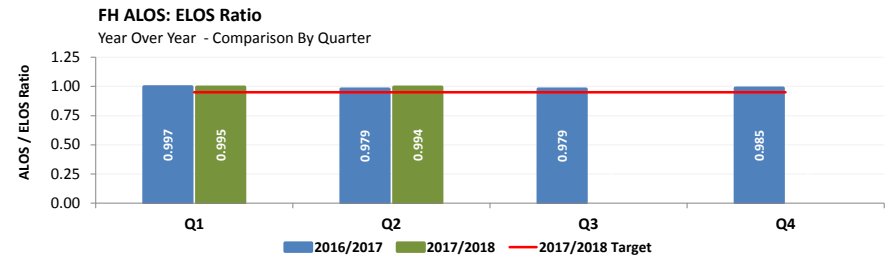
What are we doing?

Effective Care & Discharge Planning helps Fraser Health provide quality care for our patients while supporting improvement for this indicator. Core components of care and discharge planning in our hospitals include screening and care planning, structured rounds, and the use of bedside whiteboards to support two-way communication with patients and families. We are committed to increasing our performance in these areas and have improvement projects ongoing for the key elements of performance.

What can you do?

Take an active role in planning your care. Ask questions about your medical condition and participate in setting your goals for care. Inform your care providers about what you need to feel supported to leave the hospital.

Our Performance	Target *
0.995 ▲	<= 0.95
Unit of Measure: Ratio of Actual to Expected Length of Stay	
Performance timeline:	Apr-Sep 2017
Data Source	MOH Measurement SharePoint
* Target Source:	FHA Internal



Our Health Care Report Card

Fiscal Period: FP11, 2017/18 - Ending Jan 25, 2018

Long Stay Patients

How many patients are staying in hospital longer than 30 days?

What are we measuring?

The average number of patients per day staying in the hospital longer than 30 days.

Why?

Our goal is to provide the best quality of care for our patients. When patients have stayed longer than 30 days in the hospital, it is likely their care needs are better suited in a different setting, such as community, long term care, or a separate rehabilitation facility. Keeping patients in hospitals when they could be cared for elsewhere, is not an efficient use of our hospitals and contributes quality and safety risks.

How do we measure it?

A long stay patient is defined as a patient that stays in the hospital longer than 30 days. We track the daily number of long stay patients in our hospitals by performing a count of our patients at the end of each day. The average number of long stay patients per day is calculated by summing the daily counts of the measurement period and dividing it by the number of days in the period.

How are we doing?

At 418.1, the average number of long-stay patients for 2017/18 FP01-FP11 was lower than the Fraser Health internal target of 455. Fraser Health is pleased to report that our current fiscal year number of long stay patients are the lowest that we have reported in five years. The year-over-year trend shows we've made our target every fiscal period for more than a year (2016/17 FP02 - 2017/18 FP10). This ensures that patients are receiving the right level of care at the right time in their health care journey.

What are we doing?

Fraser Health has patient care rounds that focus specifically on patients with complex needs to coordinate their care and identify resources that they might need. Communities have been sharing and spreading successful strategies across the health authority. Health Care leaders are making adjustments to our community services to support patients who do not need to be in a hospital and can be cared for in the community. We continue focusing on strategies to improve our performance.

What can you do?

You are encouraged to talk with your health care team about when you are likely to be discharged and what supports you may need to return home.

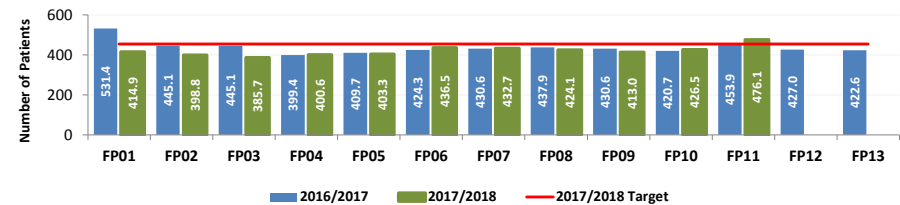
Our Performance	Target *
418.1 ●	<= 455
Unit of Measure: Number of patients staying longer than 30 days	

Performance timeline: Apr2017-Jan2018
 Data Source: Meditech
 * Target Source: FHA Internal

Notes: Target is set to 8% improvement from FY2013/14

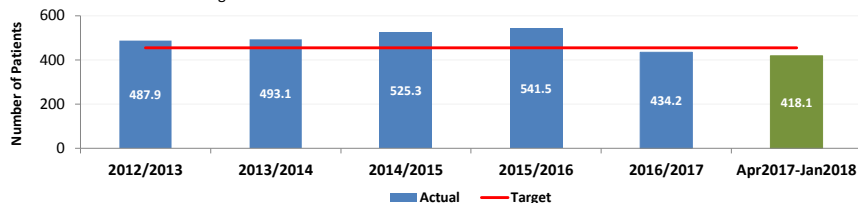
FH Long Stay Patients

Year Over Year - Comparison By Fiscal Period



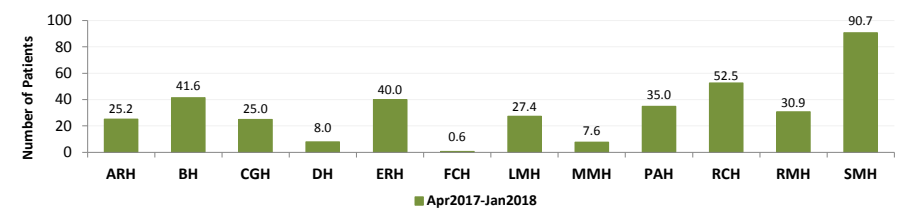
FH Long Stay Patients

Annual Trend Vs Target



Long Stay Patients

Hospital Comparison



Our Health Care Report Card

Fiscal Period: FP11, 2017/18 - Ending Jan 25, 2018

Alternate Level of Care Days

How many "extra" days do patients spend in hospital?

What are we measuring?

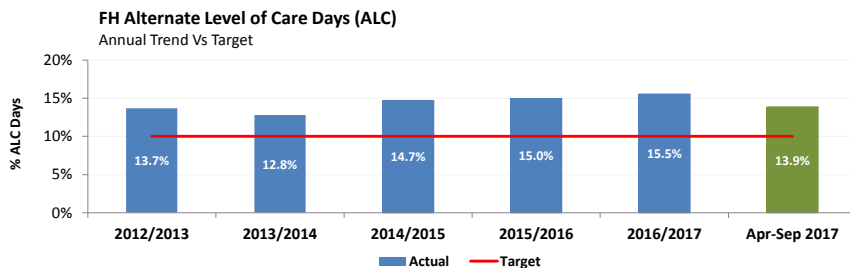
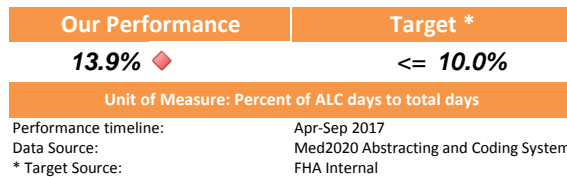
We track how many "extra" days patients spend in hospital when they no longer need hospital treatment. These patients are usually waiting to transfer to other care services such as residential care, home care, or specialized forms of housing and support. The ALC rate will never be zero due to lag between the time a patient finishes hospital treatment and moves to a new service

Why?

Timely access to the appropriate type of care is in the best interests of our patients and may increase their chances for a healthy recovery. It also means that hospital beds are available for the patients who truly need them. Within the organization, the time it takes to move a patient to an alternate level of care (ALC) may relate to how responsive our primary, community, residential care, mental health and addiction services are to patients, how closely the teams work together, a lack of capacity for the right type of care, or inefficient processes for transferring a patient.

How do we measure it?

We compare the actual date patients were discharged from hospital to the date they were expected to leave the hospital. The difference in the number of days reflects the "extra" ALC days. This is divided by the total number of patient days in hospital to give us an ALC percentage.



How are we doing?

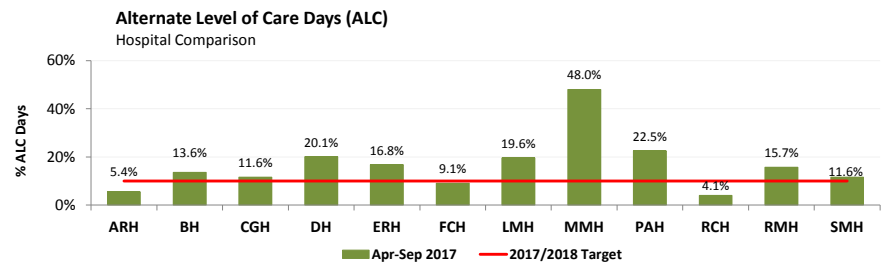
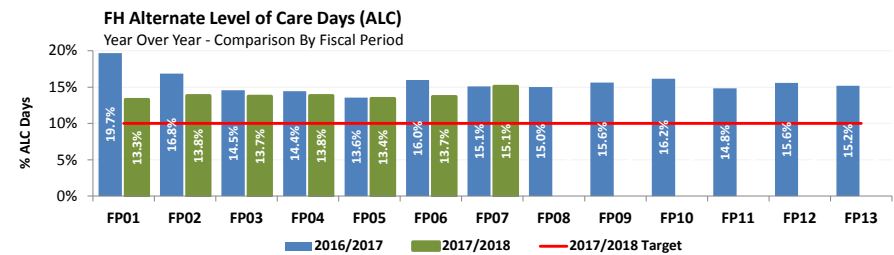
Fraser Health's current year performance of 13.9% does not meet our internally-set target of 10.0%. The year-over-year comparison shows equal or improved performance in the first seven periods of this year compared to the same periods last year. Three hospitals are meeting the target (Abbotsford, Fraser Canyon and Royal Columbian), while our other nine hospitals are above target.

What are we doing?

We prevent unnecessary admissions to hospital by providing access to appropriate community resources through our integrated community health networks. Daily meetings are held with clinical leadership and health care workers to focus on discharge planning. We ensure that appropriate and sufficient community resources are available, such as home support and residential care beds. In April 2015, 35 new residential care beds were added in Burnaby. In 2016, a total of 403 new residential care beds were added across White Rock, Surrey and the Tri-Cities. Multiple home health care intake phone lines have been consolidated into one centralized call centre to provide user-friendly access to community resources. We are identifying and facilitating safe discharge home plans for those individuals awaiting residential care through the Home First initiative. Home Health nurses are contacting patients after hospital discharge to identify any unmet needs. Home Health has many initiatives underway to optimize capacity of resources to increase supports at home. For those patients and families that need inpatient service, we have refreshed our Care and Discharge planning framework to ensure that we are working with patients and families early in their care to identify concerns that could delay a transition to home or other recovery location.

What can you do?

Collaborate with your health care team in care and discharge planning to establish a safe and appropriate transition to home or other recovery location, including access to appropriate community resources.



Our Health Care Report Card

Fiscal Period: FP11, 201718 - Ending Jan 25, 2018

Hospitalization Rates for Residents (Age 70+)

How many seniors in our region have been hospitalized?

What are we measuring?

Direct age standardized hospitalization rates for FH residents 70 years old and older per 1,000 population

Why?

Hospitalization rate is an important indicator of hospital activities. Hospital activities are affected by a number of factors, including the demand for hospital services, the capacity of hospitals to treat patients, the ability of the primary care sector to prevent avoidable hospital admissions, and the availability of post-acute care settings to provide rehabilitative and long-term care services. This measure is an important indicator of the illness in the population, the utilization of inpatient hospital services over time, and the effectiveness of primary health care.

How do we measure it?

We track the number of discharged patients aged 70+ who have stayed at least one night in hospital and divide by the total population in our region. The rate is then standardized using Canada's population to remove any effects on the data due to changes in our population (size, age).

How are we doing?

Our 2016/17 performance (267.8) is not meeting our internal target (264.5), although this rate has been gradually decreasing. We are taking actions to ensure seniors have access to community services so options in addition to the hospital is available to them and they can receive the appropriate level for their needs.

What are we doing?

We are seeking to reduce unnecessary hospitalizations by ensuring people aged 70 and older have access to a most responsible physician or Nurse Practitioner, and are partnering with clinician to maintain their health. Through the GP4Me initiative the Divisions Of Family Practice, in partnership with Fraser Health, are implementing strategies to enhance capacity of, and access to, GPs and Nurse Practitioners. This includes increasing visits to homebound patients. We are identifying models of expanded, or extended after-hour care, expanding community interdisciplinary team / GP collaboration in communities, and working to increase access to clinics/community resources for Specialized Geriatric, COPD, Outpatient Rehabilitation, and CHF. We are also strengthening the Quick Response Case Manager role, in partnership with the Geriatric Emergency Nurse clinician to better enable patients to connect with appropriate community resources.

What can you do?

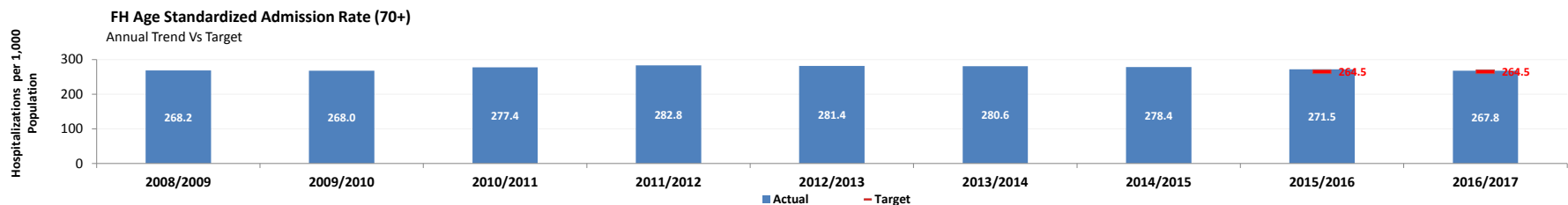
Ensure that you have a family doctor, and/or are using other community health provider resources. Ask your family physician to help you learn how to manage any chronic conditions that you may have to avoid a deterioration of your health. Know what to do in the event of emergency. Build a relationship with your GP, or NP, and partner with them in keeping yourself well. Exercise if you can. Eat a healthy diet, and try to maintain a healthy weight.

Our Performance	Target *
267.8 ▲	<= 264.5

Unit of Measure: Number of patients hospitalized/1,000 Population

Performance timeline: 2016/2017
 Data Source: Healthideas BC
 * Target Source: FHA Internal

Notes: 1) All rates are standardized using the direct method; All rates are per 1000 population; The standard population used is Census 2011; Based on BC Hospital Discharge Data; Population data provided by BC STATS (P.E.O.P.L.E. 2015);
 2) In late 2016, MOH changed the calculation methodology for standardization by using Census 2011 instead of Census 1991. Previous numbers have been restated and target has been adjusted accordingly.
 3) Target is set to 5% improvement from FY2014/15.



Our Health Care Report Card

Fiscal Period: FP11, 2017/18 - Ending Jan 25, 2018

Hospital Readmission Rates Overall

How many FHA residents return to a acute care hospital within 30 days?

What are we measuring?

Rate of FHA residents who are unexpectedly readmitted to an acute care hospital within 30 days of an inpatient episode of care. Readmission may or may not be related to the previous episode of care. This is based on the place of residence of the patient, not the location of the hospital.

Why?

Urgent returns to hospital are difficult for patients and costly for the health system. While not all readmissions can be prevented, the rate can often be reduced through better follow-up and coordination of care for patients after discharge. Tracking the readmission rate helps us understand the effectiveness of hospital care, and how well we support patients after they leave the hospital.

How do we measure it?

We take the number of FHA residents who are unexpectedly admitted to an acute care hospital within 30 days of an inpatient episode of care, and divide it by the total number of all inpatient episodes of care between April 1 and March 1 of the fiscal year.

How are we doing?

Fraser Health's hospital readmission rate has remained steady for the past three years (2014/15 - 2016/17) at 10.6% which is not meeting our overall target of 10%. In 2016/17 two of our communities met their targets (Burnaby and Tricities). There are several of our communities that still have the opportunity to improve on this indicator (Abbotsford, Agassiz-Harrison, Chilliwack, Delta, Hope, Langley, Maple Ridge, Mission, New Westminster, South Surrey White Rock, and Surrey).

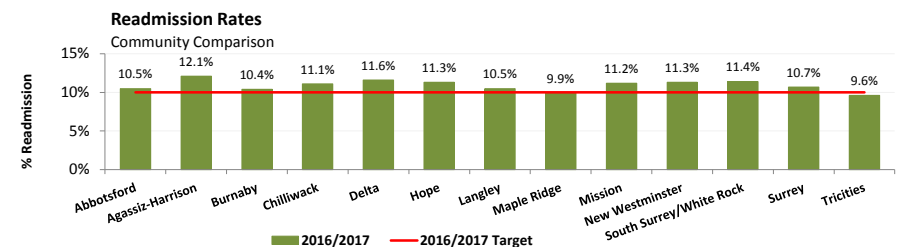
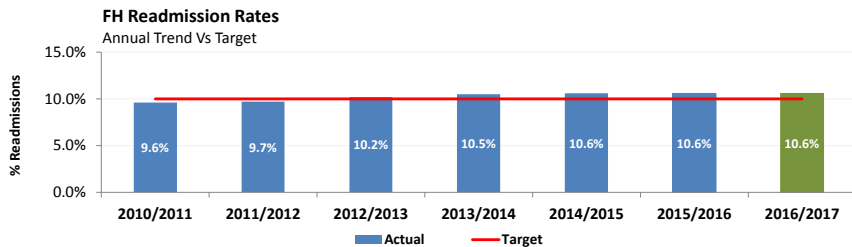
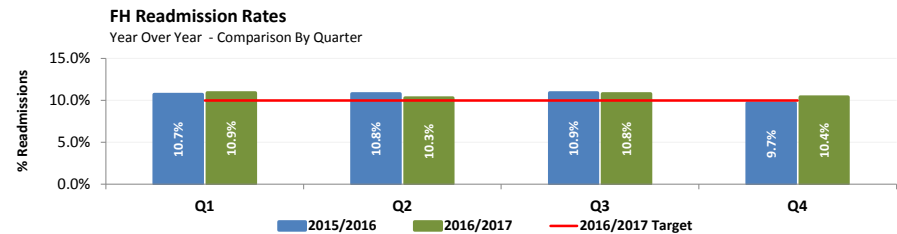
What are we doing?

We have established a Transitions Working Group that is focusing on initiatives to support seamless transitions between hospital and community. We are enhancing our discharge planning processes that will include improved communications with our patients and community providers to ensure they have the information they need for continuity of care. We are developing and enhancing programs and services to support follow-up and monitoring of patients post discharge from hospital. We are identifying additional indicators that will give us a more detailed understanding of our readmission rate performance. We continue to look for strategies that will enhance our performance for this indicator.

What can you do?

If you or your loved one needs to stay in one of our hospitals, discuss with our healthcare providers the discharge plan at the beginning of the stay. The plan could include information about the type of care required, activities that will help with the recovery, medications, diet and/or equipment. Let your healthcare provider know as soon as possible if you have any questions. Familiarize yourself with the discharge instructions and contact information provided. Connect with the suggested community provider for any concerns about recovery.

Our Performance	Target *
10.6% ▲	<= 10%
Unit of Measure: Percent of patients readmitted	
Performance timeline:	2016/2017
Data Source:	MOH Measurement SharePoint
* Target Source:	FHA Internal
BC Average (2014/15)	10.8%



Our Health Care Report Card

Fiscal Period: FP11, 2017/18 - Ending Jan 25, 2018

Mental Health & Substance Use Patients Hospital Readmission Rate (Age 15+)

How many FHA residents with Mental Health and Substance Use had a hospital readmission within 30 days?

NEW KPI

What are we measuring?

Rate of readmission for FHA residents with Mental Health and Substance Use issues to an acute care hospital within 30 days of an inpatient episode of care, when the reason for readmission is related to a mental illness similar to the initial hospitalization for mental illness. This is based on the place of residence of the patient, not the location of the hospital.

Why?

We are trying to improve patient health outcomes and reduced hospitalizations for those with mental health and substance use issues through effective community services, primary care and outpatient programs. Returns to hospital are difficult for patients and family members, and costly for the health system. While not all readmissions can be prevented, the rate can often be reduced through better follow-up and coordination of care for patients after discharge. Tracking the readmission rate for mental illness helps us understand the effectiveness of hospital care, and how well we support mental health patients after they leave the hospital.

How do we measure it?

We take the number of FHA residents with mental health and substance use issues who are at least 15 years old. Then out of this population we count the number of episodes of care for patients who were readmitted to an acute care hospital within 30 days of an inpatient episode of care, and divide this number by the total number of all inpatient episodes of care for mental health and substance use issues. This includes patients discharged between April 1 and March 1 of the fiscal year recorded for FHA residents and allows 30 days following discharge to ensure all readmission are captured.

How are we doing?

The readmission rate for MHSU in Q2 of 2017/18 is 9.1%; this is a large reduction from the 13.3% readmission rate in Q1 of 2017/18. The overall readmission rate in Q1 and Q2 of 2017/18 is 11.6%, meeting the 12.4% target for 2017/18. This is a substantial reduction from the readmission rate in 2016/17: 13.5%. It is also a record low compared to the previous five quarters (13.3%, 12.4%, 13.7%, 14.4%, and 13.1% respectively), and the annual rate of previous 7 years (11.6%, 13.5%, 13.2%, 13.4%, 12.7%, 12.7%, 12.4%, and 13.0% respectively). This is the first time in the last seven years that MHSU has a 9.1% readmission rate. However, this was not the case for all Fraser Health communities. During Q1 and Q2 of 2017/18, six out of 13 Fraser Health communities did not meet the 12.4% target for 2017/18, ranging from 12.6% in Surrey to 14.3% in South Surrey / White Rock. The other seven communities all met the readmission rate target, ranging from 4.8% in Agassiz-Harrison to 11.2% in Burnaby.

What are we doing?

MHSU is in the process of establishing an Urgent Response Centre (URC) in Surrey to provide a central point of access for adults with mental health and substance use concerns. The URC will provide low-barrier, timely access to assessment, initiation of treatment, and connection to appropriate services for individuals in psychiatric distress, or for those struggling with substance use challenges, including those with opioid use disorder. The extended hours of service will reduce or eliminate wait-times for MHSU services and should result in a decreased readmission rates. There are other initiatives focusing on timely follow up in the community with clients discharged from acute services. A prominent example of this is the creation of three regional Integrated Transitional Care Teams (ITCT) at three of FHA's regional hospitals, covering six communities, which seem to have a positive impact on readmission rate reduction. MHSU has also established two Intensive Case Management (ICM) teams (in Maple Ridge and Langley) and is in the process of establishing two more ICM teams (in Surrey and Chilliwack) to serve vulnerable clients who are living with serious addiction and other comorbidities, and who are homeless or at risk of homelessness in these four communities that are considered communities at high-risk of overdose. Among other initiatives, it is expected that this service will also reduce readmission rate to acute care for this at-risk group. MHSU is enhancing discharge planning processes to include improved communication with patients, families / supporters and community providers to ensure that they have the information they need for post-discharge continuity of care, self-management, and relapse prevention. The MHSU Dashboard includes the monitoring of readmission rates for acute sites. This is to enable physicians and clinical administration leaders to review the quarterly readmission rates for their sites and to take the necessary actions for improvement. MHSU's Regional Departments of Psychiatry meetings and local sites will continue to monitor readmission rates for MHSU patients at the facility- and community-level to ensure that hospital quality improvement initiatives, like the enhancement of discharge planning / transition and MHSU community services, result in reducing hospital readmission rates.

What can you do?

If you or your loved one stays in one of our hospitals due to mental health or substance use issues, discuss the discharge plan with healthcare providers before going home. The plan could include information about the type of care required, activities that will help with the recovery process, medications, diet and / or equipment, resources available in the community, and what to do when in crisis. Let your healthcare provider know as soon as possible if you have any questions. Familiarize yourself with the discharge instructions and the contact information provided. Connect with the suggested mental health and substance use community providers regarding any concerns about you or your loved one's recovery.

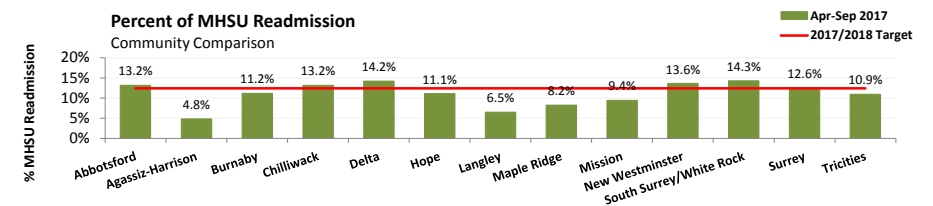
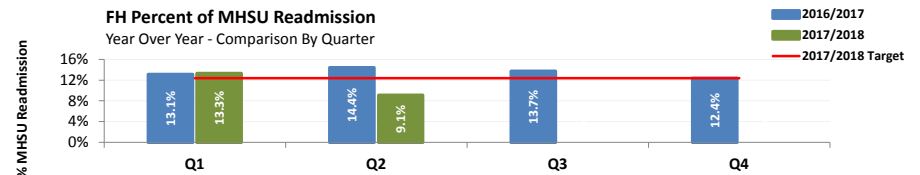
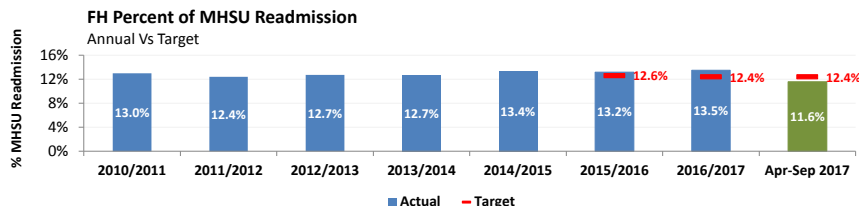
Our Performance	Target *
11.6% ●	<= 12.4%

Unit of Measure: Percent of patients readmitted

Performance timeline: Apr-Sep 2017
 Data Source: MOH Measurement SharePoint
 * Target Source: BC Ministry of Health

MOH 2016/17 Target for FHA	12.4%
BC Average	14.5%
BC Average and MOH Target Source	MOH Measurement SharePoint

Notes: The annual FHA targets proposed by MOH for this metric are 12.6% for FY 2015/16, 12.4% for FY 2016/17 and 12% for FY 2017/18. The annual BC targets proposed for provincial average are 13.8%, 13.0%, and 12.0% for FY 2015/16 to FY 2017/18.



Our Health Care Report Card

Fiscal Period: FP11, 2017/18 - Ending Jan 25, 2018

Patients with Chronic Conditions Admitted to Hospital (Age 75+)

How many hospital stays could be avoided by using GP, outpatient clinics and community health resources instead?

What are we measuring?

Number of people with a chronic disease admitted to hospital per 100,000 people aged 75 years or greater (Ambulatory Care Sensitive Conditions admissions rate). Hospitalization for Ambulatory Care Sensitive Conditions (ACSC) is an indirect measure of access to primary care and the capacity of the system to manage chronic conditions such as diabetes, congestive heart failure, chronic obstructive pulmonary disease (COPD), and asthma. ACSC hospitalizations are often referred to as avoidable and are an indirect measure of the effectiveness of the health care system in the community.

Why?

The rate of admissions to hospital for ACSC's is used as a measure of patient access to appropriate health care in the community. A very low rate of ACSC admissions could indicate that there is good access to appropriate primary care and other outpatient care. However, we still expect some ACSC admissions because not all hospital admissions with these conditions are avoidable.

How do we measure it?

The ACSC hospital admission rate (Age>75) is the number of people with specific "ACSC" conditions (typically chronic diseases) in every 100,000 people of this age group who are admitted to hospital in a given time period. Definition of ACSC is based on 2011 CIHI Health Indicator technical notes. Please note that the MOH annualizes the rate in order to allow for comparability between quarters and full years. Quarterly rates are annualized using the rolling four quarters calculation.

How are we doing?

Fraser Health's performance has remained relatively stable the past several years. The 2017/18 YTD (annualized) admission rate of 3,233 meets our target of 3,411. We continue to examine opportunities to improve.

What are we doing?

Fraser Health (FH) working in partnership with Family Physicians and the Divisions of Family Practice (DOFP) to examine opportunities to make systematic changes in how health care is delivered with a specific emphasis on improving access to care for individuals with medical complexity, including the senior's population. New initiatives are being locally planned and implemented to ensure the needs of the local population are being addressed. As noted above work continues in partnership with the DOFP; all communities have now commenced initiatives that aim to optimize access to primary and community care services. Additionally, services like the "CARES initiative" are gaining momentum. CARES aims to prevent or defer frailty and the associated health complexities; working in collaboration with the Family Physician individuals are identified as being susceptible to becoming frail and subsequently benefit from the program.

What can you do?

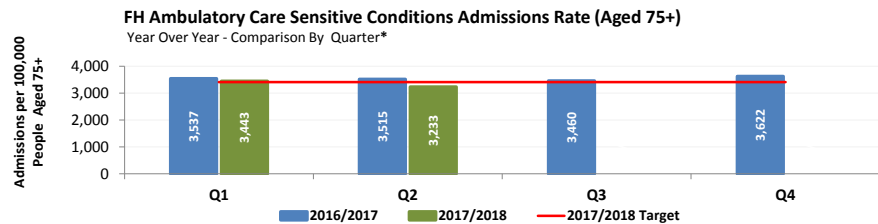
Fraser Health is committed to working with individuals, families, and communities to help people maintain as much health and independence as possible through prevention, early detection, and management of chronic conditions in their homes and communities. Ask your healthcare providers to help you learn how to manage your chronic condition before going to the Emergency Department. Some self-management reminders are exercise if appropriate for you, eat a healthy diet, and try to maintain a healthy weight.

Our Performance	Target *
3,233 ●	<= 3,411

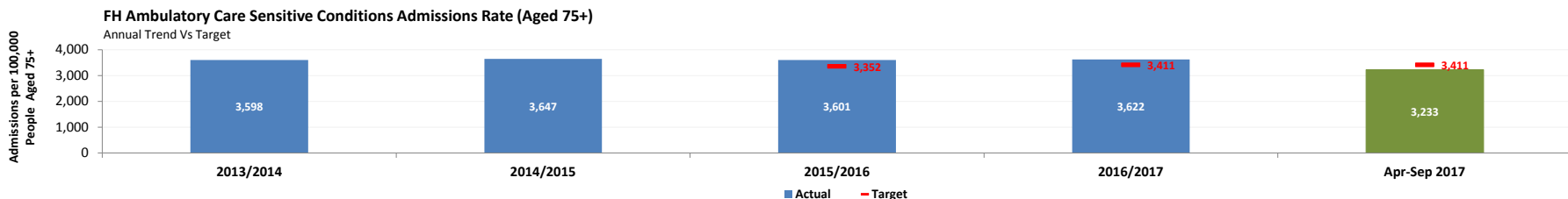
Unit of Measure: Number of patients admitted / 100,000 Population

Performance timeline: Apr-Sep 2017
 Data Source: MOH Measurement SharePoint
 * Target Source: BC Ministry of Health

- Notes:**
1. All rates are standardized using the direct method; All rates are per 100,000 population; The standard population used is Census 2011; Population data provided by BC STATS (P.E.O.P.L.E. 2017);
 2. FY2015/16 target is based on MOH Service Plan for 2015/16-2017/18; FY2016/17 target is based on MOH Service Plan for 2016/17-2018/19.
 3. Previously reported data has been restated based on new MOH report



* Quarterly rates are annualized using the method documented in MOH report



Our Health Care Report Card

Fiscal Period: FP11, 2017/18 - Ending Jan 25, 2018

Low Acuity Emergency Visits by Community

How many ED visits are for non-urgent issues identified by Canadian Triage and Acuity Scale (CTAS) levels 4 and 5? **NEW KPI**

What are we measuring?

We are measuring the number of low acuity visits to our emergency department per 1,000 population. We classify a visit as low acuity if the patient's medical problem has been identified as less- or non-urgent at the time of triage based on the Canadian Triage and Acuity Scale (CTAS levels 4 and 5).

Why?

Our community visits the emergency department (ED) frequently, often for minor medical problems that might be more appropriately treated in another setting. However, Eds give priority to patients with urgent needs who require highly skilled care. It is important to provide opportunities to shift patients with more minor medical problems away from the ED to other settings (such as doctors' offices), which may improve a patient's continuity of care and overall experience. Such opportunities could also benefit our overall health care system, by allowing ED resources to focus on those who more appropriately require them.

How do we measure it?

We take the count of low acuity visits to our emergency rooms by patients that reside in a Fraser Health LHA and multiply by 1,000/[LHA Population], and normalize by the length of the fiscal period for comparability to annual figures result * 365 / [# Days in Period]

How are we doing?

The year-to-date rate is at 109.0 per 1,000 population is higher than our targeted rate of 105.6 or lower. This indicator has not changed much over the years. Performance differs from community to community with seven areas at a level better than the target (Burnaby, South Delta, Langley, New Westminster, South Surrey / White Rock, Surrey and Tricities), are at a level better than the target. Performance in the eastern communities of Abbotsford, Chilliwack, Hope, Agassiz-Harrison, Mission and Maple Ridge is much worse than target. However, Chilliwack and Hope are showing slow improvement over the last year.

What are we doing?

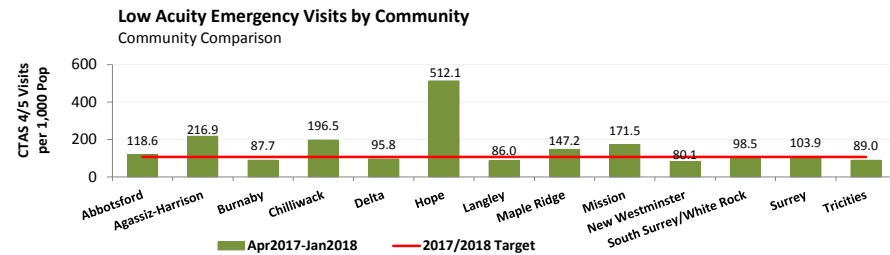
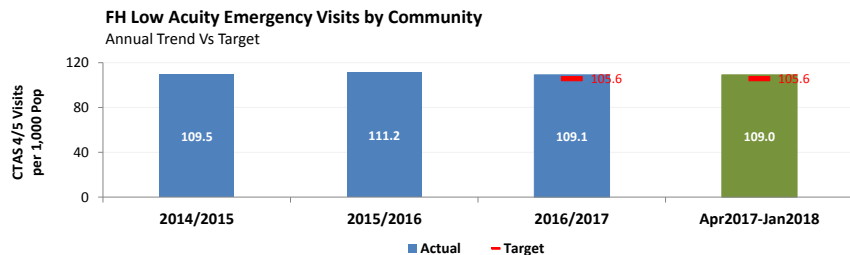
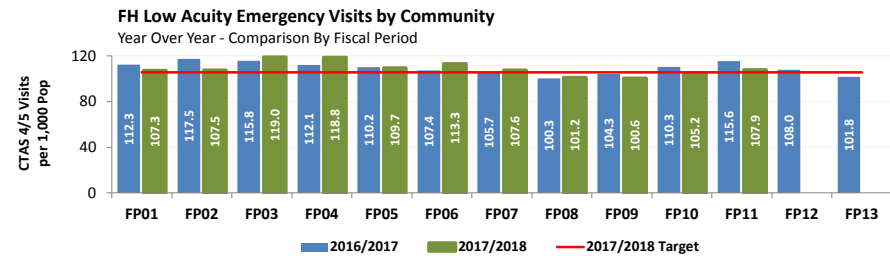
We are working with our divisions of family practice to ensure that all individuals that want a family doctor have access to these services. Each community as part of the transition to community work is reviewing these data monthly to determine where more effective partnerships need to be built to ensure that patients have access to quick response appointments with general practitioners

What can you do?

Continue to work with your family doctor or nurse practitioner to determine how to meet your healthcare needs. If in doubt if you need to go to the emergency department, call 811 to speak with a healthcare professional.

Our Performance	Target *
109.0 ▲	<= 105.6
Unit of Measure: Number of CTAS 4 and 5 ER Visits /1,000 Population	
Performance timeline: Apr2017-Jan2018	Amcare and Meditech for the numerator and P.E.O.P.L.E.2015 (BC Stats) for the denominator
Data Source:	FHA Internal
* Target Source:	

Notes: Target is set to 5% improvement from previous year performance.



Our Health Care Report Card

Fiscal Period: FP11, 2017/18 - Ending Jan 25, 2018

Home Health Services Provided Within Benchmark Time

What is the percentage of Home Health clients starting Home Health services within the required service benchmark?

NEW KPI

What are we measuring?

We are measuring the percentage of people who receive home care service within the benchmark time for their assessed priority level. Services include nursing, case management/community care, occupational therapy, physiotherapy, social work, dietitian, and HSCL (health services for community living). Each client referral gets assigned a priority code based on the high probability of immediate negative outcome to the health, safety of client/family and/or the development of primary and/or secondary complications if the client is not contacted within a certain timeline. Benchmark timeline ranges from 12 hrs. for Priority 1A to 14 days for Priority 5. Priority for all new referrals. Priority level is assigned by Home Health Service Line Clinicians, Quick Response Case Managers, and Home Health Liaisons.

Why?

Time is crucial to the effectiveness and outcome of patients. This indicator was developed as a measure of access to health care. Home health service wait times may be influenced by availability of home health professionals and organizational practices such as referral and wait list management.

How do we measure it?

We take the number of clients starting a specific home health service in a given period whose wait time from referral to service start was within the recommended wait time limit and divide by the total number of clients who began service in that same period.

How are we doing?

With 47.5% of services provided within benchmark time across the region, we continue to see positive improvement each period. Performance has remained above the 37% target for more than a year since January 2017.

Twelve out of 13 communities are above target performance level. Four communities, Abbotsford, Burnaby, South Delta and Maple Ridge, have achieved a level of 50% or more services provided within benchmark time. Chilliwack was the only community to fall short of the 37% target in period 11, but data is trending in a positive direction.

What are we doing?

Further work is being done to understand the information and to determine the reasons that these benchmarks are not being met. The communities will then be using this information to target their improvement efforts. A review of trends over the next 3 months will be completed by the home health network with the goal of process improvement to enable all areas to reach their targets. Areas with better performance will be evaluated to determine what the causal factors are so we can implement these strategies across the broader network.

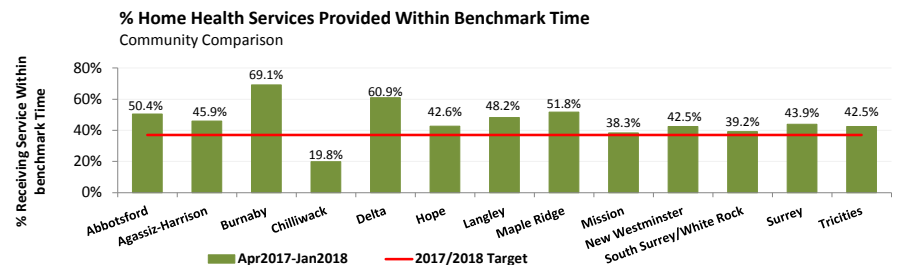
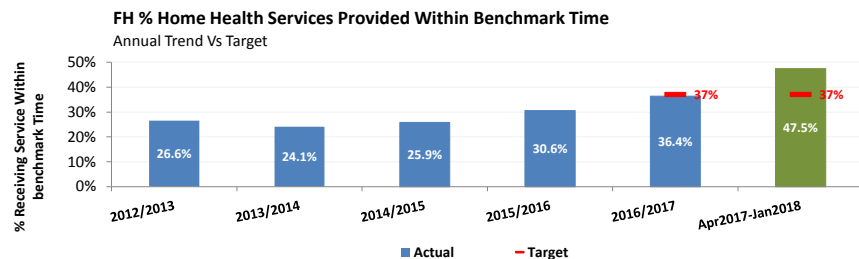
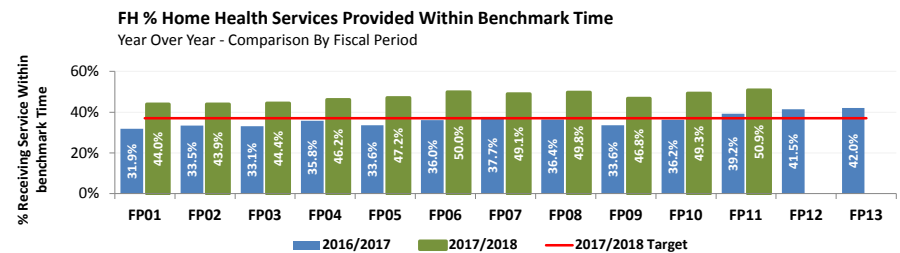
What can you do?

If you have not been contacted by your local home health office to update your assessments or schedule the services you expect please call the home health service line to ensure your contact information is up to date and you are connected with your local home health office.

Our Performance	Target *
47.5% ●	>= 37.0%
Unit of Measure: Percent of Services provided within benchmark	

Performance timeline: Apr2017-Jan2018
 Data Source: PARIS System
 * Target Source: FHA Internal

Notes: An increase of 20% year over year for Percent of Home Health Service delivered within benchmark time is set for the first year of measurement.



Our Health Care Report Card

Fiscal Period: FP11, 2017/18 - Ending Jan 25, 2018

Wait Time for Home Health Assessment

How long are clients waiting for their initial Resident Assessment Instrument (RAI) assessment for Home Care (HC) Services?

NEW KPI

What are we measuring?

This indicator measures the average wait time (in days) for the initial RAI-HC assessment after a client has been referred to the case management program. The first RAI-HC is assumed to occur at the first home visit by a community care professional.

Why?

This indicator reflects our capacity, relative to need, for conducting the initial RAI-HC assessment in a timely manner, which is important for understanding the clients' health status and care needs as well as facilitating the provision of additional long term care services.

How do we measure it?

We take the sum of the wait times of every client who is visited by a case manager in a given period and divide by the number of those clients.

How are we doing?

With the year-to-date level at 37.4 days, current performance has met the target of 38.2 days or less. It is at the same level as reported in the last period.

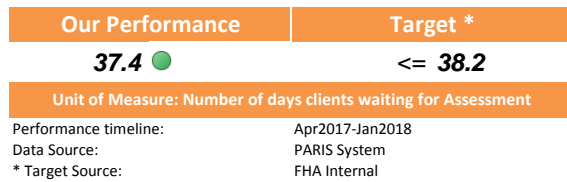
Seven communities, Abbotsford, Agassiz-Harrison, South Delta, Hope, Langley, Mission and Surrey have met the target year-to-date. Burnaby, Chilliwack, Maple Ridge, New Westminster, South Surrey and Tricities are not currently meeting target. Majority of these communities are showing improvement.

What are we doing?

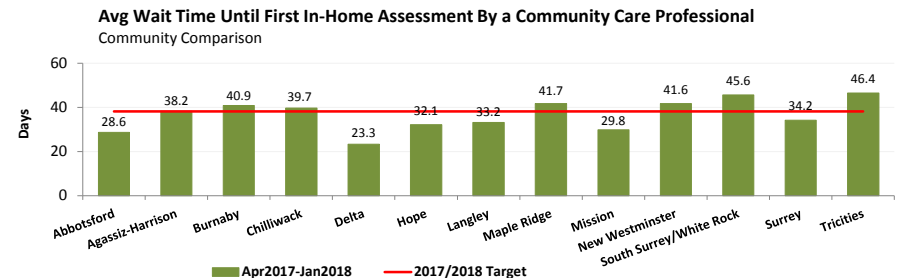
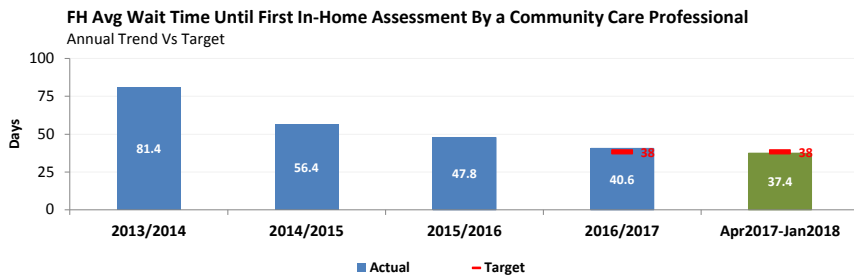
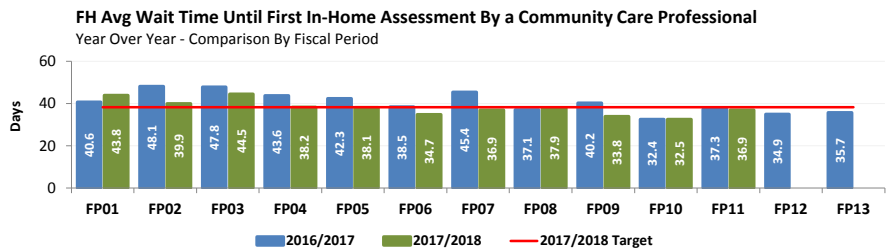
Communities will be measuring this target and reviewing caseloads with their community care professionals to understand the reported delays and will work to reduce wait time for these assessment services. Multiple strategies are being employed by different communities and these are being reviewed at the home health network to determine most effective strategies to support these assessments being done within the benchmark timelines.

What can you do?

If you have not been contacted by your local home health office to update your assessments or schedule the services you expect please call the home health service line to ensure your contact information is up to date and you are connected with your local home health office.



Notes: Target is set to 20% reduction from previous year for the first year of measurement to demonstrate a significant decrease in delays of patients waiting for service in the community



Our Health Care Report Card

Fiscal Period: FP11, 2017/18 - Ending Jan 25, 2018

Admissions to Residential Care within 30 Days

What percent of residential care (RC) clients are admitted within 30 days of being assessed and approved for services?

NEW KPI

What are we measuring?

Percentage of new residential care clients admitted to a facility within 30 days of being assessed and approved for services.

Why?

Our goal is to provide the best quality of care for our patients. Provincially, this is a measure identified to monitor one aspect of the use and adequacy of the continuum of services offered by the health care system. It assumes that individuals assessed as needing residential care have reached a significant level of frailty, and have exhausted all other support options such that they now require care in a Residential setting. Once residential care is deemed the most appropriate care setting it is presumed that a wait of up to 30 days is logistically reasonable, anything more suggests the system is not adequately resourced to provide the right care, in the right place at the right time.

How do we measure it?

We take the number of clients placed in residential care with a wait time of 30 days or less and divide by the total number of clients placed in the same period.

How are we doing?

Fraser Health's 2017/18 FP11 performance meets our internally set target (63.0%). All but one small community (Mission) achieved the target.

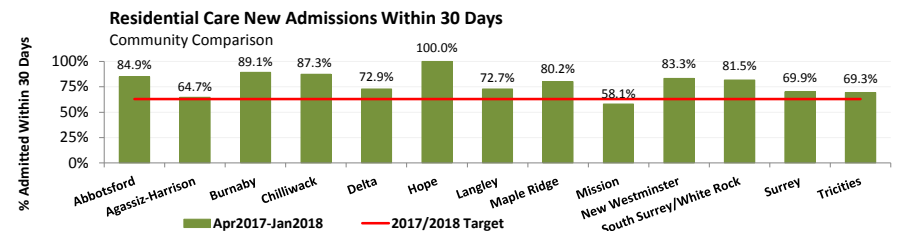
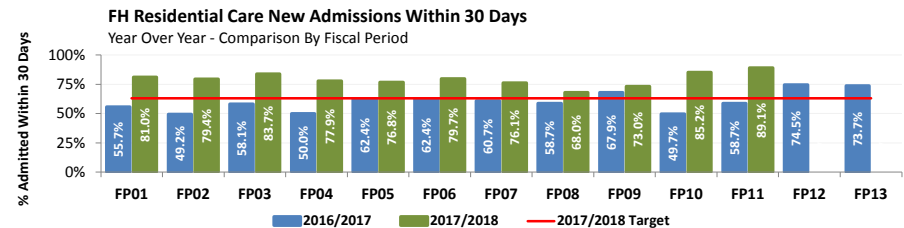
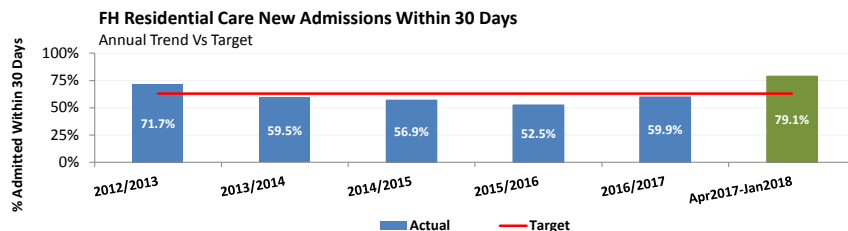
What are we doing?

FH continues to focus on improving primary & community care service delivery for the frail seniors population in order to better support frail seniors to live in their own homes where they want to be. FH Residential Care Services, Home Health and Acute Care Services have begun to implement redesigned collaborative processes that review individuals put forward for residential care and identifying those whose care needs can be met at home or in the community with different resources. This ensures that residential care beds are available in a more timely manner to those individuals whose care needs can only be met in residential care. November thru January we saw an unusual # of vacancies available in Residential Care with 10 to 20 new vacancies daily instead of the usual 7 to 10 which has also aided achieving this target.

What can you do?

If you are a healthy senior, consider making choices now to keep yourself healthy and to work with your personal support networks to make it easier for them to assist you if and when frailty develops. Consider moving to a physical environment which can support you as your mobility decreases; one which will also provide you with a social outlet without having to travel far and keep connected with your family and friends. Set up your finances so bills are automatically paid, and you have funds available for mobility aids and a regular housekeeper. The right built environment, with some financial resources can allow you to remain confidently in your own home for the rest of your life journey. Less than 1 of 10 adults over 75 require residential care; most are able to remain in the community.

Our Performance	Target *
79.1% ●	>= 63%
Unit of Measure: Percent of clients admitted within 30 days	
Performance timeline:	Apr2017-Jan2018
Data Source:	Strata Health Pathway
* Target Source:	FHA Internal
BC Average (2014/15)	63%



Our Health Care Report Card

Fiscal Period: FP11, 2017/18 - Ending Jan 25, 2018

Emergency Visits by Home Health Clients

What is the rate of home health clients making unscheduled visits to hospital emergency departments?

NEW KPI

What are we measuring?

This indicator measures the total number of unscheduled visits made by home health clients to Fraser Health emergency departments, as a proportion of the total number of clients receiving home health services.

Unscheduled visits are defined as all ED visits that were not for IV therapy, Imaging, or scheduled physician consultations.

Why?

The purpose of this measure is to identify the extent to which unscheduled visits to emergency departments by home health clients occur.

How do we measure it?

We take the number of unscheduled ED visits by home health clients in a given period and divide by the number of clients who were receiving home health services at the end of that period, and multiply by 100 to get the rate. Quarterly and year-to-date rates are annualized using a rolling four quarter method to enable comparisons with historical annual rates.

How are we doing?

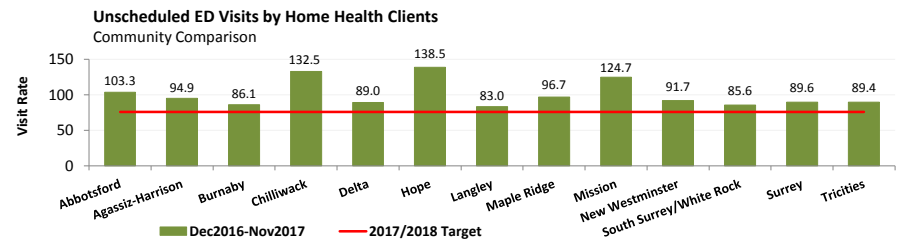
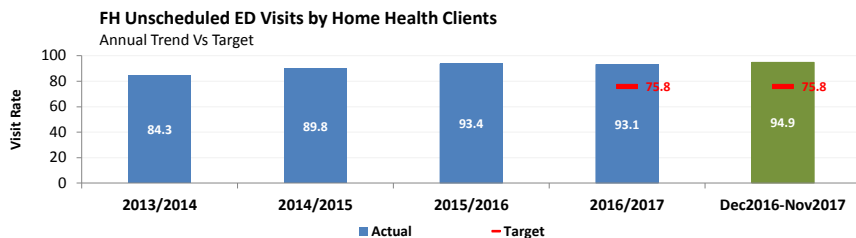
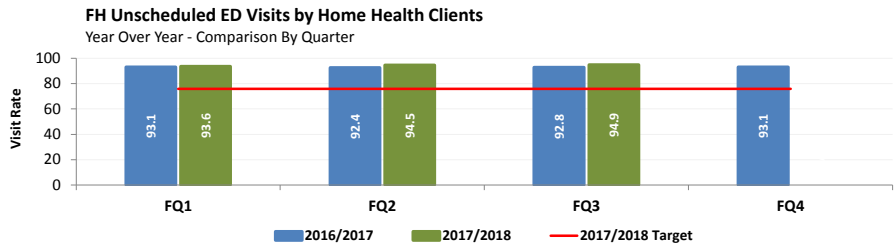
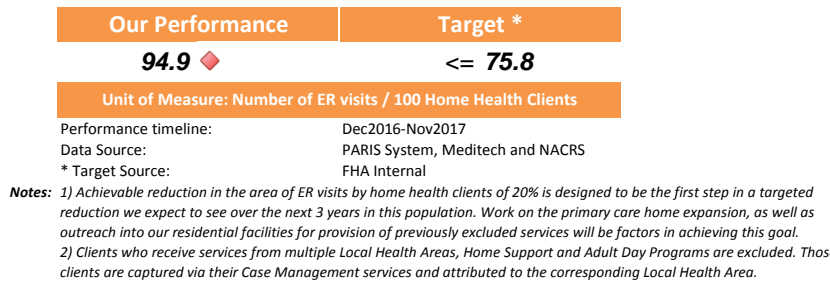
Against a target of reducing emergency department visits to 75.8 for every 100 Home Health clients each year over the next three years, Fraser Health is currently at 94.9. There has been little movement in the measure over the last several quarters. Given the long-term nature of this measurement, it will take time for mitigating strategies to reduce this rate. None of our communities have met target year-to-date, however, Agassiz-Harrison, Hope, Langley, Maple Ridge and South Surrey/White Rock are making progress toward achieving this goal.

What are we doing?

The reasons for these visits are being further explored to determine if there is more that home health services can do to assist people in not needing to go to hospital. Sometimes it is necessary to visit the emergency department, however we would like to better understand when it may not be needed and how to better respond to needs in the community

What can you do?

If you are receiving Home Health services, please connect with your home health office or case manager to determine what community services are available to keep you healthy and well at home



Our Health Care Report Card

Fiscal Period: FP11, 2017/18 - Ending Jan 25, 2018

Emergency Visits by Residential Care Clients

What is the rate of Residential Care clients making unscheduled visits to hospital emergency departments?

NEW KPI

What are we measuring?

This indicator measures the total number of unscheduled visits made by Residential Care clients to Fraser Health emergency departments, as a proportion of the total number of Residential Care clients in that time period. Unscheduled visits are defined as all ED visits that were not for IV therapy, Imaging, or scheduled physician consultations.

Why?

Residential care clients generally have conditions which make them very frail, and are in the final phase of their life journey. As such, their personal care goals are typically better aligned with optimizing the quality of their days according to their preferences, rather than increasing the length of their days. This is the focus of care in a Residential Facility. Health care interventions do not always benefit older adults with frailty and should be chosen with discretion. Nevertheless, there are times when their health deteriorates and medical diagnosis or treatment is required. A residential care facility is not designed, staffed or equipped to diagnose or treat individuals with acute conditions therefore, there will always be residents who appropriately visit the ED for acute onset of symptoms & conditions. The goal is to reduce unscheduled transfers to ED for conditions that can be managed with on-site physician assessment and treatment, knowledgeable and skilled facility staff, and family/residents who make informed decisions about goals of care.

How do we measure it?

We take the number of ED visits by Residential Care clients in a given period and divide by the number of clients who were receiving Residential Care services during the period, and multiply by 100 to get the rate. Quarterly and year-to-date rates are annualized using a rolling four quarter method to enable comparisons with historical annual rates.

How are we doing?

Fraser Health demonstrated a noticeable improvement in 2017/18 over the previous 4 years. This performance was maintained in 2017/18 with a third fiscal quarter rate of 39.0, though further improvement will be needed to meet our target. Seven of our communities (Abbotsford, Agassiz-Harrison, Delta, Langley, Mission, WRSS and New Westminster) are meeting target with one being close (Tricities), demonstrating it can be done.

What are we doing?

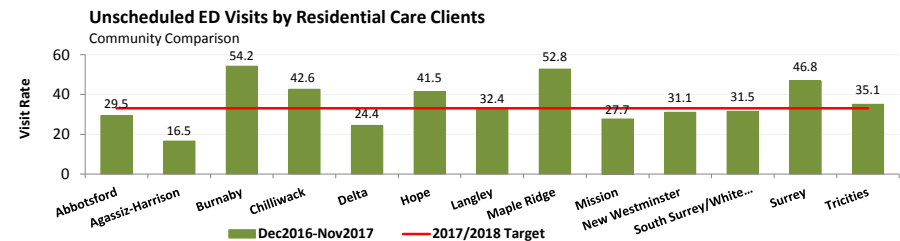
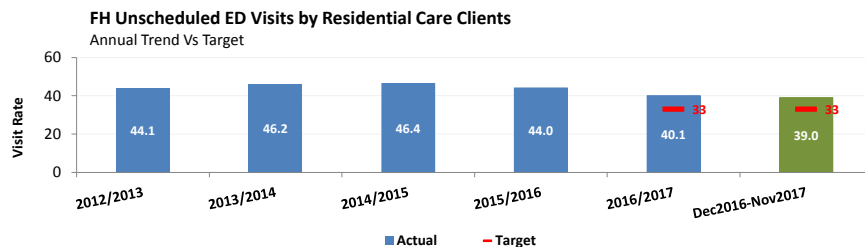
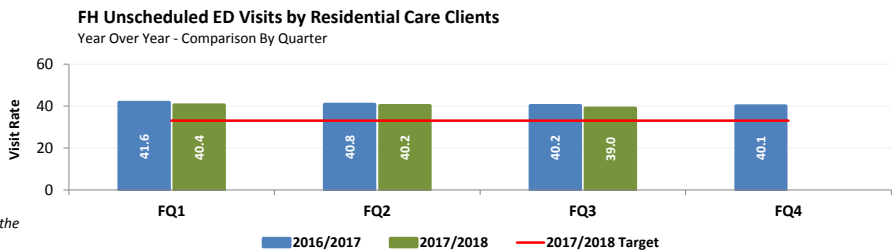
The Residential Care Initiatives of the Family Practice Divisions have been initiated in all 10 communities in FH. This initiative is in early stages but provides funding for physicians to ensure 5 best practices for primary care are met for residents - including timely access to a physician when needed. As this initiative matures, we expect to see continued increased, proactive, on-site involvement by physicians at care facilities along with focussed on-call support which will have a positive impact on this measure. FH Residential Care Services has developed a palliative approach to care to ensure that residents are able to make their wishes for care known to all (and ease the burden of family having to make the decisions) and to find ways to better support residents who wish comfort care only when their health deteriorates. This approach is being spread in several Fraser North facilities in Fall/Winter 2017 and then implemented across the region throughout 2018/19 as resources to support the spread are made available. Each care facility is also receiving a quarterly report of their performance (relative to the target which is 7.5 per 100 residents per quarter) which will raise awareness and provide opportunity for each facility to consider developing a site specific action plan to decrease unscheduled transfers to ED.

What can you do?

Go to Ministry of Health website, search for My Choice document, review it and discuss with significant people in your life what you want in the event that your health deteriorates. Don't make others make the choices for you.

Our Performance	Target *
39.0 ◆	<= 33.0
Unit of Measure: Number of ER visits/100 residential care clients	
Performance timeline: Dec2016-Nov2017	
Data Source: PARIS System, Meditech and NACRS	
* Target Source: FHA Internal	

Notes: Target is set to 20% reduction from previous year for the first year of measurement based on analysis of historical data and the type and pattern of unscheduled Emergency Department use and identified opportunities for improvement



Our Health Care Report Card

Fiscal Period: FP11, 2017/18 - Ending Jan 25, 2018

Non-emergency Surgeries Completed Within 26 Weeks

How many patients had their non-emergency surgeries completed within 26 weeks?

NEW KPI

What are we measuring?

Percentage of scheduled surgeries completed within 26 weeks. Wait time measurement is calculated from the date the hospital received a booking form to the surgery date.

Why?

Our goal is to provide timely access to quality care for our patients. Fraser Health supports the provincial goal of all patients undergoing scheduled surgery waiting less than 26 weeks from when patients are ready for surgery.

How do we measure it?

We take the number of scheduled surgeries completed within 26 weeks of receiving a booking form and divide it by the total number of scheduled surgeries completed from the waitlist. Emergency surgeries are not considered in this indicator.

How are we doing?

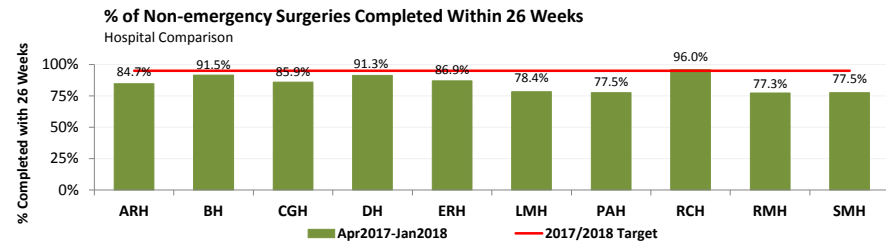
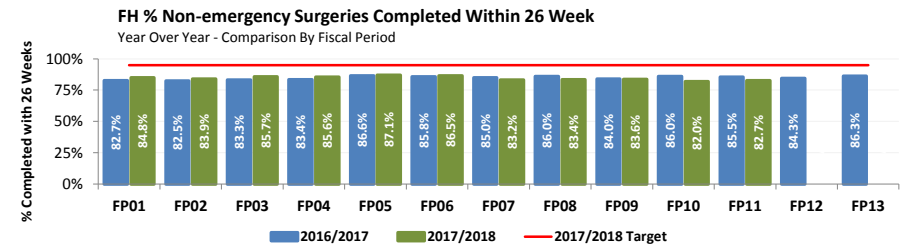
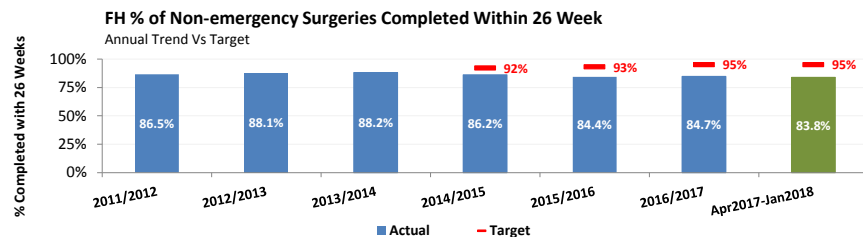
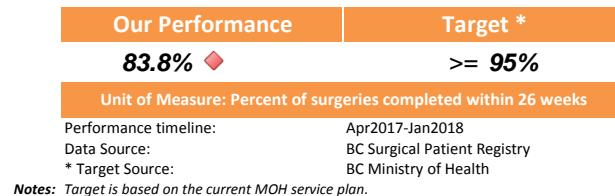
In the most recent month the proportion of non-emergency surgeries completed within 26 weeks increased slightly from 82.0% (FP10) to 82.7% (FP11), year-to-date performance was essentially steady from 83.9% to 83.8%. Year-to-date performance decreased slightly at Abbotsford Regional Hospital and Cancer Centre, Burnaby Hospital, Delta Hospital, Peace Arch Hospital, Royal Columbian Hospital and Ridge Meadows Hospital, increased slightly at Surrey Memorial Hospital, and was virtually unchanged at the other hospitals. One hospital (Royal Columbian) is above the 95% target, while Burnaby Hospital and Delta Hospital are close.

What are we doing?

Planning is underway to develop regional centres for arthroplasty surgery, starting with Burnaby Hospital. The surgical leadership team at SMH has engaged with local private surgical centres to significantly increase access to surgery for the longest waitlists - most notably cataract surgery. At all sites, the surgical leadership teams are working to increase surgery volumes through focused OR efficiency gains. These teams are also working in collaboration with surgeon offices to best manage waitlists, particularly for non-emergency procedures that tend to have more of the long-waiting patients.

What can you do?

Review the FH Soonest Surgery Tool to see suggestions for which surgeon may be able to perform your surgery sooner. Discuss with your GP who can (re)direct your referral if this is what you want. Make every effort to be able to accept a surgery date offered by your surgeon. If your situation changes (e.g., you won't be available for a period of time), please notify your surgeon's office.



Our Health Care Report Card

Fiscal Period: FP11, 2017/18 - Ending Jan 25, 2018

Non-emergency Surgeries Waiting Less Than 40 Weeks

How many patients on the waitlist for non-emergency surgery have waited less than 40 weeks?

NEW KPI

What are we measuring?

The percentage of scheduled surgeries on a given waitlist snapshot that have waited less than 40 weeks from that date when the hospital received a booking form.

Why?

Our goal is to provide timely access to quality care for our patients. Fraser Health supports the provincial goal of all patients undergoing scheduled surgery waiting less than 40 weeks from when patients are ready for surgery.

How do we measure it?

We take the number of scheduled surgeries waiting less than 40 weeks and divide it by the total number of scheduled surgeries from the waitlist snapshot. Waitlist snapshots are taken at the end of each fiscal period and fiscal year. Schedule surgery wait time is calculated from the date the hospital received a booking form to the date of the waitlist snapshot.

Emergency surgeries are not considered in this indicator. Wait times are calculated exclusive of periods of time when patient is unavailable for surgery.

How are we doing?

Overall the proportion of patients on the waitlist for surgery in FH who are waiting less than 40 weeks increased slightly from 90.4% (FP10) to 90.5% (FP11). By hospital, improvements were seen at Burnaby Hospital, Delta Hospital, Eagle Ridge Hospital, Langley Memorial Hospital, and Royal Columbian Hospital. At Surrey Memorial Hospital the proportion decreased 1%, while at the other hospitals the proportion decreased only slightly or was virtually unchanged. Five of the hospitals are exceeding the 95% target, two hospitals within 0.5% of target and one hospital within 5% of target. Peace Arch Hospital and Surrey Memorial Hospital have more than 10% and almost 20% of patients, respectively, on the waitlist past 40 weeks.

What are we doing?

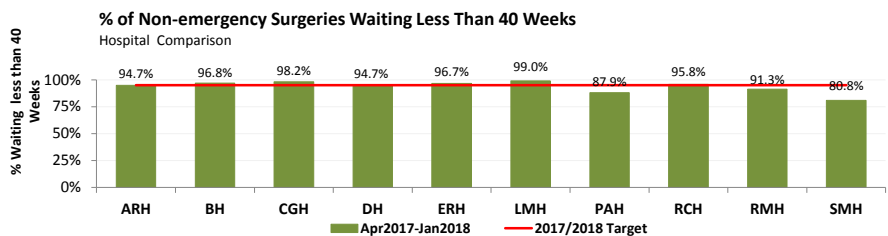
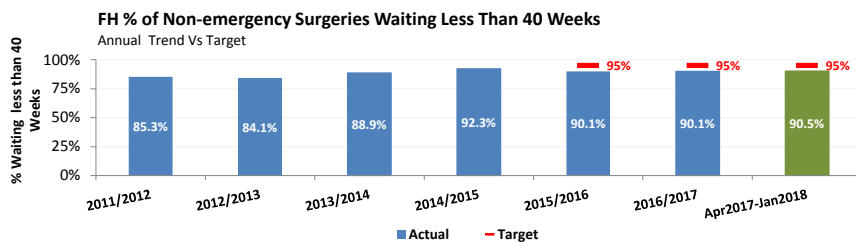
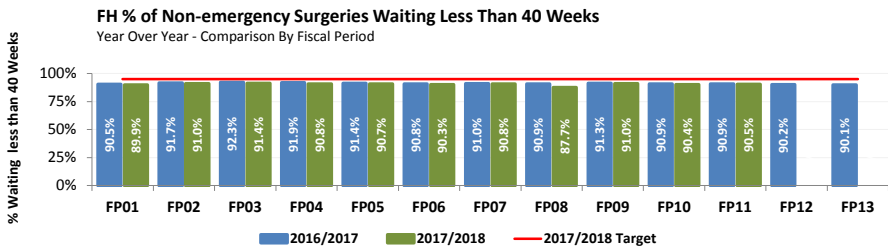
Planning is underway to develop regional centres for arthroplasty surgery, starting with Burnaby Hospital. The surgical leadership team at SMH has engaged with local private surgical centres to significantly increase access to surgery for the longest waitlists - most notably cataract surgery. At all sites, the surgical leadership teams are working to increase surgery volumes through focused OR efficiency gains. These teams are also working in collaboration with surgeon offices to best manage waitlists, particularly for non-emergency procedures that tend to have more of the long-waiting patients.

What can you do?

Review the FH Soonest Surgery Tool to see suggestions for which surgeon may be able to perform your surgery sooner. Discuss with your GP who can (re)direct your referral if this is what you want. Make every effort to be able to accept a surgery date offered by your surgeon. If your situation changes (e.g., you won't be available for a period of time), please notify your surgeon's office.

Our Performance	Target *
90.5% ▲	>= 95%
Unit of Measure: Percent of surgeries waiting less than 40 weeks	
Performance timeline: Apr2017-Jan2018	
Data Source: BC Surgical Patient Registry	
* Target Source: BC Ministry of Health	

Notes: Target is based on the current MOH service plan.



Our Health Care Report Card

Fiscal Period: FP11, 2017/18 - Ending Jan 25, 2018

Percent of 2-Year Olds with Up-To-Date Immunizations

What percentage of 2-year olds are up-to-date with all their immunizations?

What are we measuring?

The percentage of 2-year olds that are up to date for the following immunizations - 4 doses diphtheria/tetanus/pertussis, 3 doses hepatitis B, 1 dose measles/mumps/rubella, 3 doses polio, at least 1 dose of Haemophilus influenzae type b after 15 months of age, 1 dose varicella (or recorded exemption for varicella due to previous disease or protective antibody levels), and up-to-date for pneumococcal conjugate and meningococcal C conjugate as defined by age of first dose.

Why?

Immunization is the most effective health measure for protecting children and adults from vaccine-preventable disease. Recent outbreaks among children in the Fraser Health Authority (FHA) remind us of the need to be vigilant in maintaining high immunization coverage rates. Because infants and toddlers are the most vulnerable and because most immunizations in an individual's life are received before the age of two, FHA monitors the percent of 2-year olds with up-to-date immunizations to ensure that young children are protected against diseases easily preventable by vaccine.

How do we measure it?

This statistic is produced quarterly by the BC Centre for Disease Control. The number of children is pulled from the Panorama system. It is calculated as the number of children who have completed the routine child immunization schedule by 2 years of age divided by the number of children turning 2 years old during the designated time period.

How are we doing?

In Fiscal Quarter (FQ) 3 of Fiscal Year (FY) 2017/18 (October to December 2017), 77.9% of 2-year-olds were up-to-date with their immunizations. This rate was 1.3 percentage points above the FQ2 2017/18 rate (July to September 2017). From April to December 2017, the overall percentage of 2-year-olds who were up-to-date with their immunizations was 77.0%. This rate is 3.0 percentage points below the 2017/18 target of 80.0%.

What are we doing?

To achieve our 80% target, a multi-faceted approach based on LEAN management principles is being taken to improve business processes and technological infrastructure, and increasing physician's awareness around immunization coverage. In addition, Population and Public Health (PPH) reminds parents of newborns to immunize their children on time. For children who are delayed in immunizations at 8 months of age, 14 months of age, 21 months of age and KG students, PPH reminds their parents that their children are past due in immunizations. PPH has increased the degree of rigor in our internal surveillance and reporting of 2-year old immunizations, and increased the focus on reducing wait times and accelerating recruitment, to facilitate nimble operational responses to boost the rate. PPH continues to work with our physician partners to facilitate record sharing and uptake of immunization practice. Lastly, the Fraser Health website is being transformed to make it more relevant and informative for the general public.

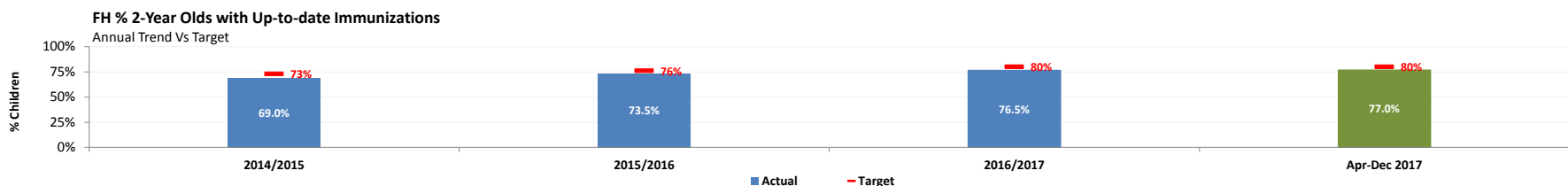
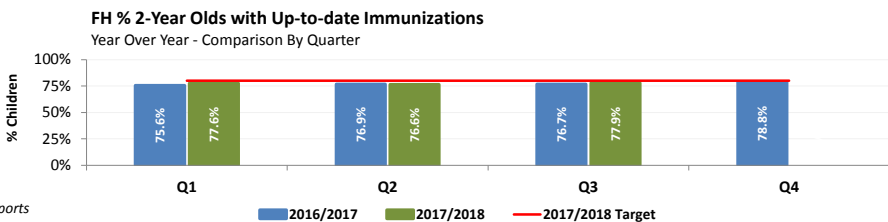
What can you do?

Immunize your children on time with all the vaccines they need. Immunization is the most effective way to protect children from vaccine-preventable diseases. All parents are encouraged to ensure their children's immunizations are up to date and documented. Parents can sign up for free text reminders at immunizebc.ca and are encouraged to download the ImmunizeCA app (immunize.ca) on their smart phones to keep track of their children's immunizations. If children are immunized by their family doctor or receive their immunizations from Vancouver Coastal Public Health, parents should report their child's immunizations to Fraser Health by calling their local Health Unit or by email at reportimmunizations@fraserhealth.ca

Our Performance	Target *
77.0% ▲	>= 80%
Unit of Measure: Percent of 2-year olds	

Performance timeline: Apr-Dec 2017
 Data Source: Current data extracted from Panorama. Historic data extracted from Integrated Public Health Information System (iPHIS)
 * Target Source: FHA Internal

Notes: Data for the 2014/2015 fiscal year are based from BCCDC's "Immunization coverage by 2nd birthday, BC HSDA" quarterly reports whereas data for the 2015/2016 fiscal years and onwards were extracted from Panorama directly



Our Health Care Report Card

Fiscal Period: FP11, 2017/18 - Ending Jan 25, 2018

Health Protection Program Response Time to Public Complaints

Is the public receiving a timely response to complaints?

NEW KPI

What are we measuring?

Percentage of complaints where initial response time met target within each of the six Health Protection program areas (Food Safety, Recreational Water Safety, Personal Service Establishments, Community Sanitation, Drinking Water, Community Care Facilities Licensing) and reported by fiscal quarter.

Why?

The Fraser Health Authority (FHA) protects human health by quickly responding to potential population health risks through the identification, prevention, control and mitigation of adverse physical, chemical or biological conditions. Identifying and responding to health hazards in a timely manner is critical to reducing the potential for public exposure. Therefore, FHA monitors the efficiency of the health protection programs such as food safety and drinking water systems through the "Health Protection program response time to public complaints" indicator.

How do we measure it?

The sum of complaints across 6 program areas meeting the program initial response time target divide it by the sum of complaints across the 6 program areas (rolling sum by quarter).

How are we doing?

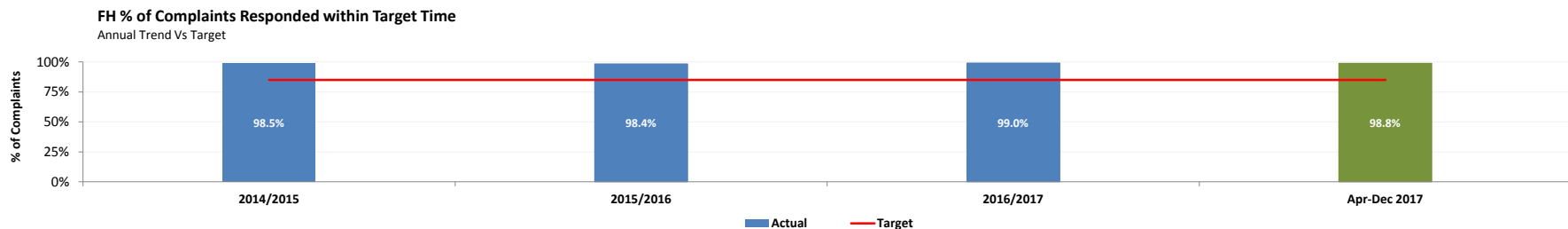
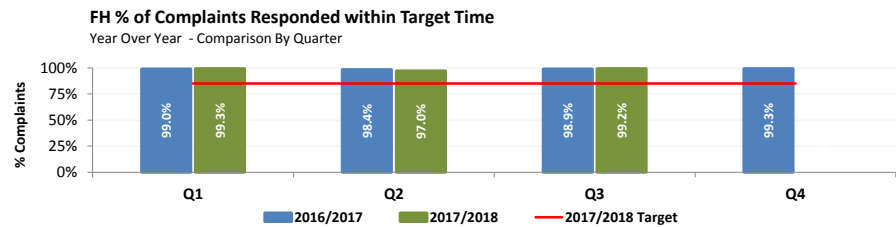
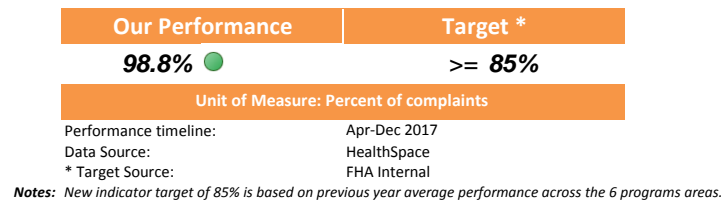
The rate of Responding to Public Complaints Within Targets (RPCWT) increased from 97.0% in Fiscal Quarter (FQ) 2, of Fiscal Year (FY) 2017/18 (July to September 2017) to 99.2% in FQ3, 2017/18 (October to December 2017). In the last three years, the RPCWT has been consistently above the fixed annual target of 85%.

What are we doing?

Health Protection staff receive public complaints via telephone, email or the FH Feedback system. Staff then assesses the particulars of the complaint and respond as necessary to mitigate any health hazards that may be present. Often a site visit to the premises or affected area is conducted. Wherever necessary, the health officer may require the premises operator to take action to rectify the situation. Response time targets vary depending on the level of risk associated with the type of complaint. This ensures resources are directed towards those situations that present the highest level of risk to the public.

What can you do?

The public can notify their local Health Protection office to report a complaint. Licensing Officers follow up on concerns in licensed care facilities (day cares and residential care). Environmental Health Officers follow up on community environmental complaints (food safety, recreational water safety, personal service establishments, drinking water and community sanitation).



Our Health Care Report Card

Fiscal Period: FP11, 2017/18 - Ending Jan 25, 2018

Prenatal Registrations

What percentage of women who give birth in FHA hospitals register with the Best Beginnings program during their pregnancy (i.e., prenatally; prior to giving birth)?

NEW KPI

What are we measuring?

Percentage of women that give birth in FHA hospitals that register with the Best Beginnings program in FHA during their pregnancy (i.e., prenatally) and reported by fiscal period.

Why?

Prenatal registration provides expectant mothers with access to nursing services to support their pregnancy. This is particularly important for vulnerable women, such as teen mothers or those with high-risk pregnancies, who can benefit from targeted programs like the Nurse-Family Partnership. The prenatal registration rate is an indication of the acceptability and accessibility of the broader Best Beginnings program to pregnant women.

How do we measure it?

Number of women who deliver in FHA that register with Best Beginnings prenatally divide it by total number of women that deliver in FHA

How are we doing?

In Fiscal Quarter (FQ) 3 of Fiscal Year (FY) 2017/18 (October to December 2017), 67.4% of women who gave birth in FHA hospitals were registered with the Best Beginnings program during their pregnancy. This rate was 0.5 percentage points below the FQ2 2017/18 rate (July to September 2017). This rate has decreased over the last 12 months and FQ3 2017/18 is the quarter with the lowest rate since July 2014. In the last year, the prenatal registration rate has steadily moved away from the FY 2016/17 target of 75.0%.

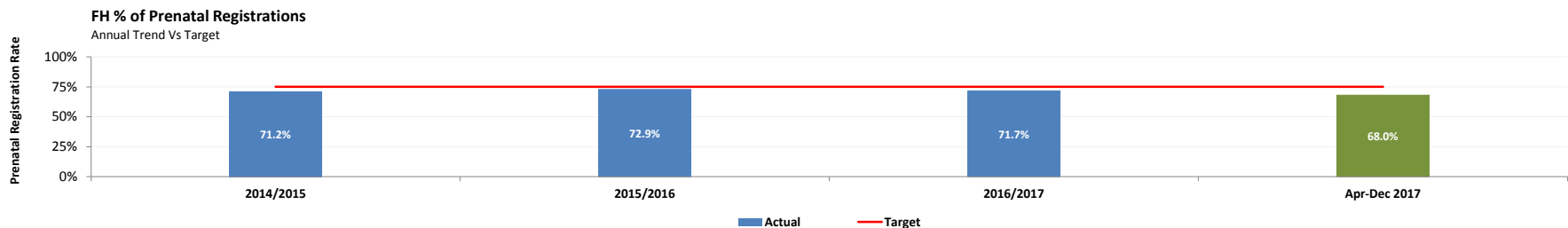
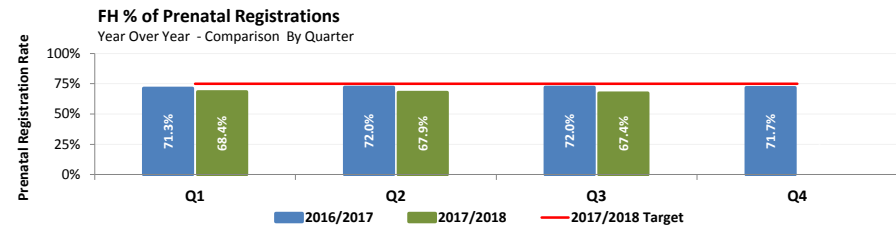
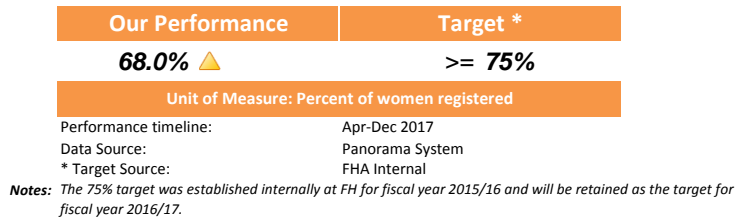
What are we doing?

The PPH is working with stakeholders such as GPs and maternity clinics and other community partners to facilitate early registration and awareness of program. We are currently exploring contributing factors as well as opportunities to increase prenatal registration in these areas; such as, Facebook campaign. Moreover, regular fiscal period reports with run charts for prenatal registration are being developed to facilitate regular monitoring and to inform action. Public Health nursing support prenatally complements primary care provider reproductive health services to support pregnant women with screening, health promotion, education, and referral to other needed health or community services. Since 2013, PPH has been encouraging electronic registration through the Fraser Health website (fraserhealth.ca/parenting) and a mobile version of the registration website has been launched. Despite current efforts, competing priorities such as the fentanyl overdose crisis have prevented PPH from achieving the prenatal registration target.

In order to receive the full benefits of Public Health services, and improve maternal and child health outcomes, particularly for women needing support and those with high-risk pregnancies, pregnant women should register with their local public health unit as early as possible at www.fraserhealth.ca/parenting.

What can you do?

In order to receive the full benefits of Public Health services, and improve maternal and child health outcomes, particularly for vulnerable women and those with high-risk pregnancies, pregnant women should register with their local public health unit as early as possible.



Our Health Care Report Card

Fiscal Period: FP11, 2017/18 - Ending Jan 25, 2018

Life Expectancy Disparity within Fraser Health Communities

Are there inequalities in life expectancy across Fraser Health?

NEW KPI

What are we measuring?

The difference in Life Expectancy (LE) between the Local Health Area (LHA) in FH with the highest and lowest LE, measured for 5 year periods (i.e., report same value annually over each 5-year period).

Why?

Life Expectancy (LE) at birth is one of the most important measures of health. LE at birth indicates the average number of years a person may expect to live when they are born. Many factors, including health behaviours, socioeconomic status, and environmental conditions, can influence how long one lives. The Fraser Health Authority monitors LE disparities across its Local Health Areas (LHAs) to inform actions that can contribute to reduce the difference between the LHAs with the lowest and highest LE.

How are we doing?

Compared to the previous 5-year period (2010-2014), Burnaby and Hope remain the areas with the highest and lowest LE at birth among LHAs in Fraser Health, respectively. The LE across LHAs in 2011-2015 ranged from a high of 84.5 years in Burnaby to a low of 75.9 years in Hope. Overall, the LE disparity increased by almost one year, from an average of 7.7 years in 2010-2014 to 8.6 years in 2011-2015. The overall increase was driven by both a slight increase (3.5 months) in the average LE in Burnaby, and a decrease (6 months) in the average LE in Hope.

What are we doing?

Population and Public Health activities in health promotion, community engagement and community development contribute to improving LE across the region; focused efforts in these areas can reduce health disparities and improve life expectancy in geographic areas and populations where poorer health outcomes occur. □

Community partnerships are foundational to this approach. A review is currently underway to build on the Healthier Community Partnerships to increase community capacity to address complex health problems of interest to the community. Community grants were established in 2015/2016 to support this work and Hope recently received \$500,000 for initiatives to improve population health in the area. □

Regional initiatives complement local efforts by ensuring appropriate interventions in populations with higher health risks, such as people who smoke, vulnerable mothers, or people who need housing. Improvements to Clinical Smoking Cessation Supports and progressive implementation of Fraser Health's Smoke Free Policy will ensure smokers are identified and supported to quit while at the same time minimizing exposure to others on Fraser Health property. Health Equity Impact Assessment Training for Population and Public Health staff will help ensure our programs and services account for and are responsive to the needs of the most vulnerable.

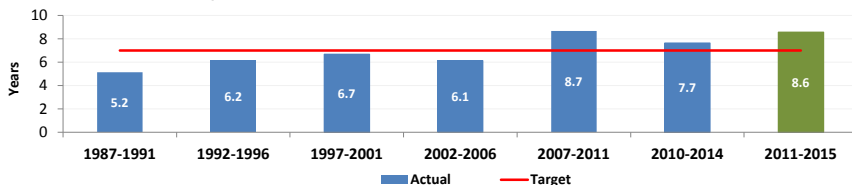
How do we measure it?

Life Expectancy (LE) in the LHA with the highest LE minus LE in the LHA with the lowest LE.

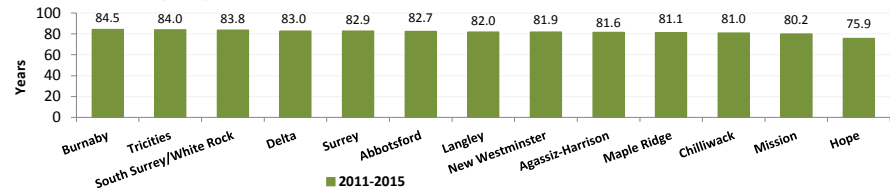
Our Performance	Target *
8.6 ◆	<= 7.0
Unit of Measure: Number of years different in life expectancy	
Performance timeline:	2011-2015
Data Source:	Vital Statistics
* Target Source:	FHA Internal
BC Average	9.8 Years

Notes: Target is set to 7 years based on internal data from previous six 5-year periods

FH Communities Life Expectancy Disparity
Annual Trend Vs Target



Life Expectancy By Age
Community Comparison



Our Health Care Report Card

Fiscal Period: FP11, 2017/18 - Ending Jan 25, 2018

Sick Time Rate

How often are staff away from work due to an illness or non-occupational injury?

What are we measuring?

Paid sick leave hours as a percent of total productive hours

Why?

We want to help our staff be well and productive at work so they can provide the best care to our patients, clients and residents. Reducing sick time improves our services, reduces the workload stress and overtime costs of staff covering for ill or injured coworkers, and allows us to reinvest in patient care.

How are we doing?

Our current year to date performance for Fiscal Period 11 is 5.06% which is above our performance target of 5.0%. The Hospital Comparison report card identified 5 of the 12 hospitals that are currently meeting our target. The Period 11 Fraser Health report card identifies that the following Fraser Health hospitals: Chilliwack General Hospital (5.12%), Delta Hospital (5.09%), Langley Memorial Hospital (5.21%), Peach Arch Hospital (5.40%), Royal Columbian Hospital (5.15%), Ridge Meadows Hospital (5.29%) and Surrey Memorial Hospital (5.54%) are reporting sick time usage above target. This group of hospitals are consistently higher than target.

What are we doing?

Our Employee Experience team continues to proactively work with units and sites to develop and implement strategies to help mitigate sick time to support and maintain a positive and productive work environment including:

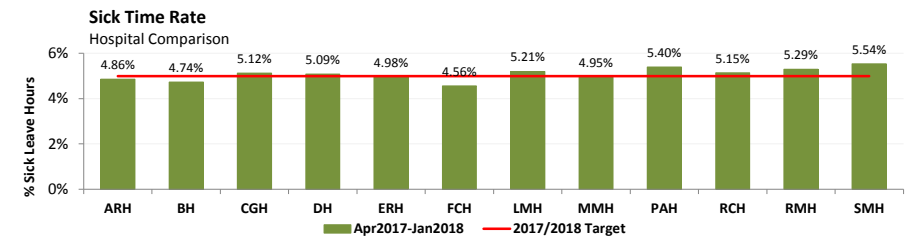
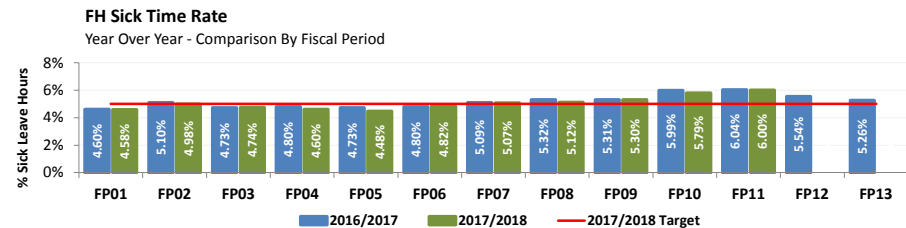
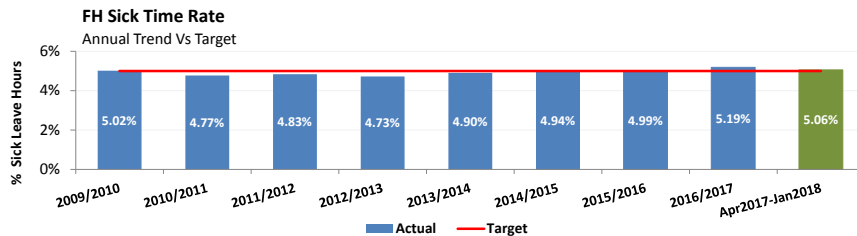
- New work launched in February 2017 to address casuals commitment and cancellation rate (sick or other).
- Creating communication tools for Managers to raise awareness at the department level regarding sick time usage and the impacts of it.
- Using systems like EARL to enable just in time conversations between FH Leaders and employees when an employee calls in sick.
- Communication, education and audits implemented to ensure coding occurs appropriately for all shifts including sick time.
- Enabling Managers through coaching on how to lead difficult conversations on sick time and other related topics.
- Initiating Automation for the Attendance Promotion Program to enhance support for the Managers.
- APP is transitioning to Workplace Health and moving towards more of a health-focused program in order to enhance our client services and increase integration and alignment within our current departments. Managers are also focussing on targeted messages locally during the extended holiday break and staffing accordingly.

How do we measure it?

We track the number of hours lost (paid sick leave) to illness or non-occupational injury and divide it by the total number of productive (working) hours. This gives us the percentage of productivity lost to sickness.

Our Performance	Target *
5.06% ▲	<= 5.0%
Unit of Measure: Percent of sick hours to productive hours	

Performance timeline: Apr2017-Jan2018
 Data Source: Meditech – G/L (General Ledger) Module data stored on a MicroStrategy data warehouse server
 * Target Source: FHA Internal



Our Health Care Report Card

Fiscal Period: FP11, 201718 - Ending Jan 25, 2018

Overtime Rate

How often do our staff work overtime?

What are we measuring?

Total overtime hours as a percent of total productive hours

Why?

As we are accountable for the funds we receive through B.C. taxpayers, we want to deliver the highest quality patient care at the lowest possible cost. Providing care at overtime rates is often more expensive than providing the same care at regular wage rates. Overtime also puts workload stress on individual employees.

How do we measure it?

We take the total overtime hours and divide by total productive (working) hours.

How are we doing?

The Fiscal YTD over time rate for FH is below target at 2.93%. FH overall overtime rate decreased by 0.2% in fiscal period 11 from the previous fiscal period but is still above target with all but 3 sites exceeding their overtime target.

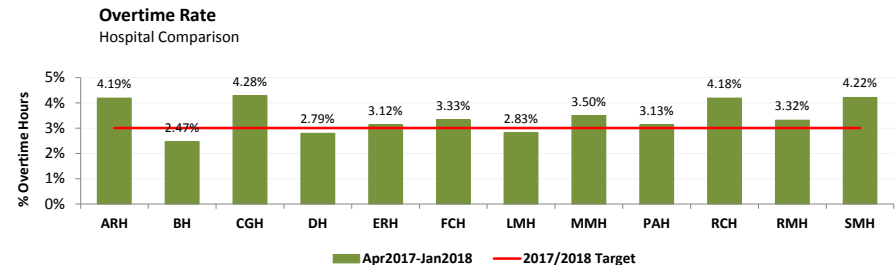
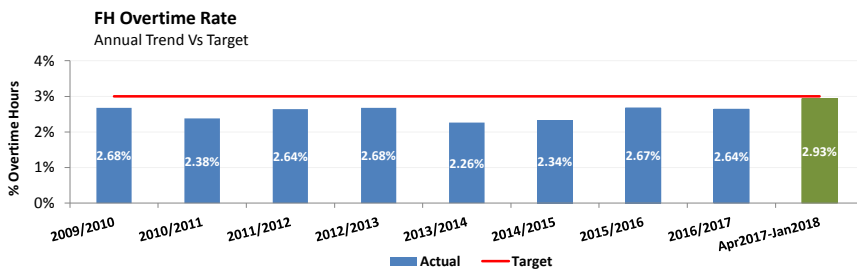
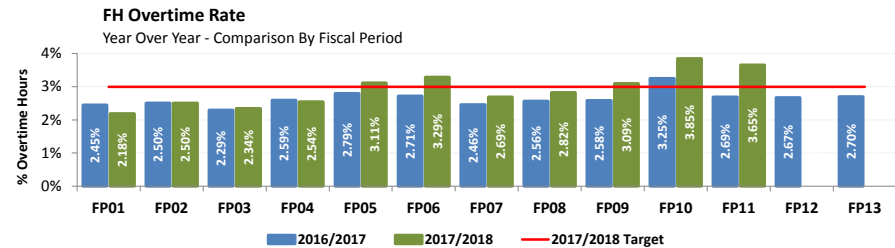
Common challenges contributing to overtime include:

- Surge in patient volumes
- Lack of available casual relief due to increasing sick calls
- Shortages of qualified RNs in some specialty areas

What are we doing?

- Casual hours verification in process for all casual RN's who did not work 300+ hours in 2017. A follow up call will be made to each RN to identify barriers to meeting their hours requirement and attempt to match interested RNs with existing vacancies. RN's with education in specialty areas will be prioritized.
- A report has been generated to identify all unionized employees who have unscheduled vacation. Managers and directors will be provided information for their immediate follow up.
- Strategic HR continues to proactively meet and targets sites with high overtime, workload and/or sick time to develop mitigation strategies. To date over 87 units have been reviewed.

Our Performance	Target *
2.93% ●	<= 3.0%
Unit of Measure: Percent of overtime hours to productive hours	
Performance timeline: Apr2017-Jan2018	Meditech – G/L (General Ledger) Module data stored on a MicroStrategy data warehouse server
Data Source: FHA Internal	
* Target Source:	



Our Health Care Report Card

Fiscal Period: FP11, 2017/18 - Ending Jan 25, 2018

WorkSafeBC (WSBC) Claims Rate

What are we measuring?

Employee safety by tracking the frequency of WSBC Claims over time. This measures the number of WSBC accepted claims resulting in lost time per 100 FTEs.

Why?

This indicator is a nationally comparable performance indicator, and is a measure of staff safety and well-being. It measures the overall extent to which FH is providing a safe work environment for its direct care employees by tracking the amount of time lost due to injury over time.

How do we measure it?

We measure staff safety in the workplace by tracking the frequency of accepted lost-time WSBC Claims over time. This measures the number of WSBC accepted incidents per 100 FTEs. Numerator data is from the WHITE database and denominator (FTEs) from FH Payroll data.

How are we doing?

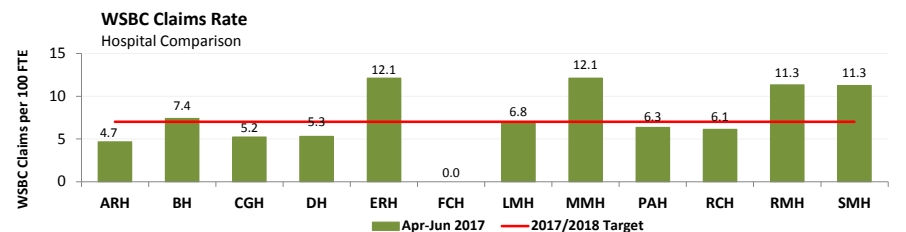
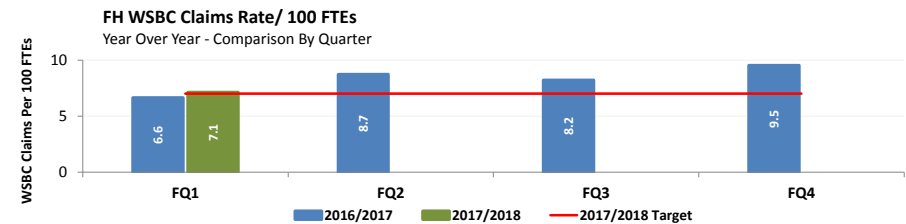
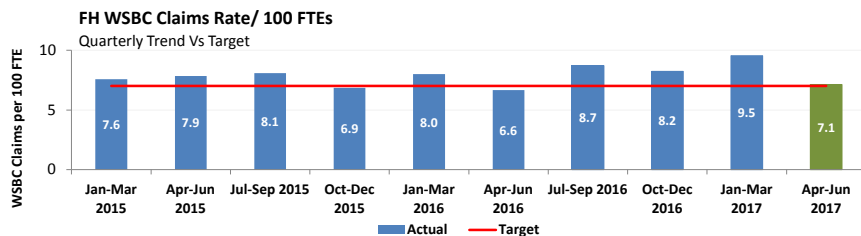
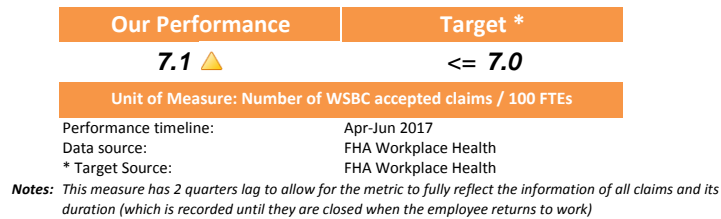
For the current reporting period we saw an decrease in Claims Rate, approaching our goal of 7.0 claims/100FTE. This also occurred in the same quarter in the previous year. The reduction was both in acute care and other areas with no significant increases in patient handling/violent/slip trip falls/material handling and patient care claims. It is hoped that this is a sign that our prevention activities are having a positive impact, if not then at least to reduce variability.

What are we doing?

Over 97% of staff in designated high risk areas have been trained in violence prevention. Needlesticks are at a 5 year low in occurrence. Every year in Fraser Health, more than 400 WorkSafeBC claims occur due to patient/resident/client handling. For both client and caregiver safety and well-being, we support the importance of early and ongoing assessment of client mobility and care planning to promote mobility, including use of client handling equipment. This includes assessment of clients for bed mobility and transfer methods; selection and appropriate use of equipment to match patient/resident/client abilities; and, involvement of interdisciplinary team members in communication of changes in assessment/mobility. A similar approach applies to the prevention of violence. Point of care risk assessments, training and a safe physical environment are assessed through a detailed risk assessment process. Additionally, we have begun monitoring the timeliness of manager's incident investigations, with a goal of completing them in less than 48 hours. This will comply with WSBC regulations, and impact department safety sooner so we minimize repeat incidents; for example, when multiple employees are hurt working with the same patient. The incident investigation KPIs are now "live" and part of the FH "Management Centre" web site.

What can you do?

Ensure that all staff are oriented and trained in the application of mobility assessments, use of lifts and related equipment. Ensure that all reported hazards and investigations are investigated effectively and hazardous conditions are corrected without delay.



Our Health Care Report Card

Fiscal Period: FP11, 201718 - Ending Jan 25, 2018

Long Term Disability Claims Rate

How many FHA employees starting long term disability claims benefits this reporting period?

NEW KPI

What are we measuring?

The rate of Fraser Health Employees starting long term disability claims in the reported quarter per 100 Full Time Employees (FTEs)

Why?

Long Term Disability claims have a significant impact on Fraser Health Authority (Operations and staff) due to the cost of the claims and associated benefits as well as the lost productivity and personal impact of staff on claim. LTD claims are approximately 10x cost of the total WSBC claims and the hours lost working exceeds that of WSBC. We have about 1100 LTD claims at any time and about 350 new claims each year. 70% of the new claims are 1 year or less in duration and the remaining 30% could be from 1 to 30 years in duration depending on the individual circumstances. It is important measure for the organization to track, monitor and keep under control from a cost and human resources/productivity perspective.

How do we measure it?

We divide the number of New LTD Claims starting benefits in the quarter by the Total number of Productive Hours (Regular hours + Overtime hours + Other Productive Hours)*195000 hours (Total working hours per 100 employee in the year)

How are we doing?

Fraser Health is currently aligned with the average claims rate for the 6 Health Authorities with a lower claims rate than that of VIHA, IHA, but higher than VCH, PHC, NHA or PHSA (not directly comparable). Rates are fairly comparable across all HAs. Rates of new claims dropped for FH from 2010-2014 consistently with a rise in 2015. However, in 2016, year end incident rate was 17.8 claims per 1,000 covered lives which put us below the provincial average by 1.0/1,000. We closed as many claims as were opened in 2016 but continued a higher rate of new claims as shown in the graph. For 2017, new claims adjudication is lagging so the total will change as the decisions on claims are made and the data matures.

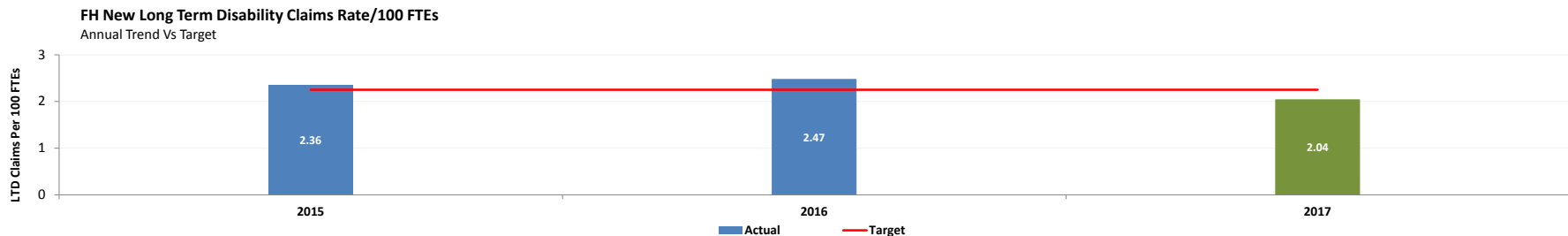
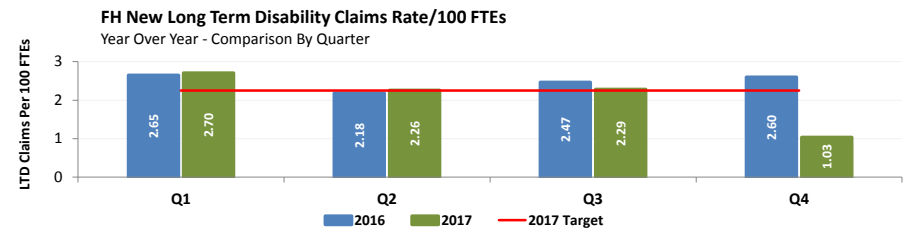
What are we doing?

There are full reporting/monitoring environments in place to track performance measures and outcomes for leading and lagging indicators on our FH Management Centre for managers to know the status of all their employees who are in Dis Mgmt services. FH Disability Management leaders are preparing a issues Briefing Note for FH Exec and FH Board in August 2017 to provide a business case for enhanced investment and redesign of DM services to address ongoing issues with our insurance provider Great West Life on adjudication delays, lack of referrals and early intervention services.

What can you do?

Management within Fraser Health can help reduce the LTD Claims Rate when they facilitate a return to work or an effective accommodation when approached by Disability Management about their employees that require such services

Our Performance	Target *
2.04 ●	<= 2.25
Unit of Measure: Number of LTD claims / 100 FTEs	
Performance timeline:	2017
Data source:	FHA Workplace Health White Database and FHA Meditech System
* Target Source:	FHA Internal



Our Health Care Report Card

Fiscal Period: FP11, 2017/18 - Ending Jan 25, 2018

Turnover Rate In The First Year Of Service

What is the percentage of employees hired within the past year that have been terminated?

NEW KPI

What are we measuring?

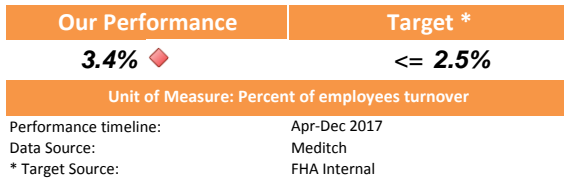
Percent of Regular Status Employees who left Fraser Health Authority (Voluntary or Involuntary) within their first year of service

Why?

Retention of individuals has a large impact on Fraser Health operations and staff. Measuring the percentage of employees with less than one year of service is one indicator of quality of hire and the quality of the work environment. A high percentage may signal a misalignment between employee and employer expectations, how effective the individuals are integrating into the organization and ensuring we are hiring the right fit.

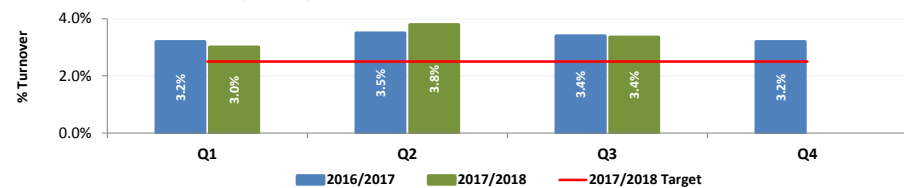
How do we measure it?

Divide employees who have been hired and terminated within the year over the employees who have been hired within the year. Termination includes voluntary and involuntary turnover. Termination due to retirement, transfers/mitigation as part of an organizational change or employees who pass away are not included. Only considered Regular Status employees.



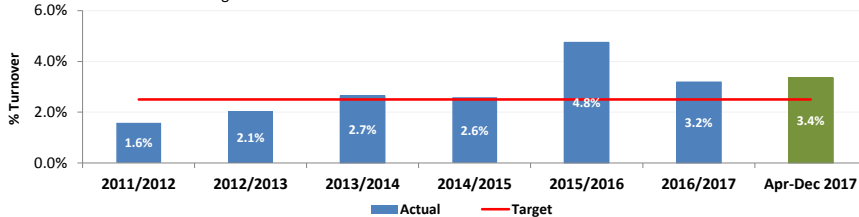
FH % Turnover In The First Year Of Service

Year Over Year - Comparison By Quarter



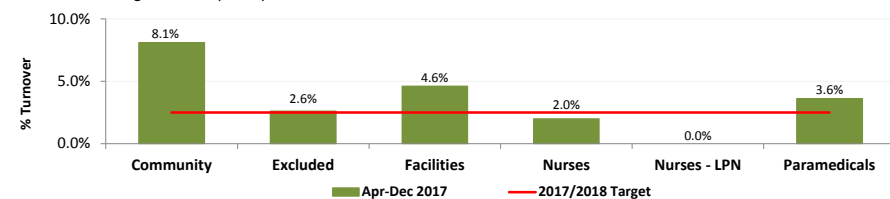
FH % Turnover In The First Year Of Service

Annual Trend Vs Target



% Turnover In The First Year Of Service

Designated Group Comparison



Our Health Care Report Card

Fiscal Period: FP11, 2017/18 - Ending Jan 25, 2018

Budget Performance Ratio

How well are we performing compared to our budgeted plan?

What are we measuring?

This is a measure of how programs are performing against their Board approved budget.

Why?

To measure and monitor financial performance to help ensure that no program is running a deficit.

How do we measure it?

Budgeted expenditures less net variance to budget over budgeted expenditures.

How are we doing?

The eleventh fiscal period, ended January 25, 2018, closed with a year-to-date deficit of \$31.4 million. There are a number of new and ongoing mitigation strategies which will continue to improve productivity, moderate spend against budget, transition care to the appropriate level and allow Fraser Health to meet its overall financial commitments to the Ministry.

What are we doing?

Fraser Health has a comprehensive financial control framework that is embedded in the budgeting, reporting and operational processes across the organization and is inherent in both the internal control and financial management processes. Management continues to enforce stringent protocols when VP's, ED's and managers exceed budget variance thresholds across both sites and portfolios.

Our Performance	Target *
1.011 ▲	<= 1.000
Unit of Measure: Actual to budget ratio	
Performance timeline: Data Source:	Apr2017-Jan2018 Meditech – G/L (General Ledger) Module data stored on a MicroStrategy data warehouse server
* Target Source:	FHA Internal

