Vitalité Health Network
Performance Report (June 2023)

1.0 Health results

	Benchmark	Target	Result	Quarterly trend	Annual trend
1.1 Hospitalization rate for ambulatory care sensitive conditions (hospitalization per 100,000 people)	240	240	251	—	+
1.2 Percentage of hip and knee surgeries performed within 182 days	85.0 %	85.0 %	51.5 %	—	—
	75.0 %	75.0 %	49.7 %	O	—
1.3 Percentage of knee and hip surgeries waiting more than 365 days	0 %	0 %	5.0 %	+	+

2.0 Patient and family experience

	Benchmark	Target	Result	Quarterly trend	Annual trend
2.1 Percentage of level 4 and 5 visits to the emergency department	31.0 %	31.0 %	55.5 %	+	O
2.2 Rate of repeat hospital stays due to mental illness	7.8 %	7.8 %	6.3%	+	O
2.3 Percentage of alternate level of care patients hospitalized in acute care beds	16.7 %	16.7 %	35.9 %	—	—

3.0 Employee experience

	Benchmark	Target	Result	Quarterly trend	Annual trend
3.1 Turnover rate	10.0 %	10.0 %	3.8 %	O	+
3.2 Average number of paid sick days per employee	10	10	12.6	+	—
3.3 Work accident rate with lost time	2.0	4.1	2.4	+	+
3.4 Percentage of vacant positions	7.1 %	7.1 %	9.0 %	O	O

4.0 Organizational excellence

	Benchmark	Target	Result	Quarterly trend	Annual trend
4.1 Actual versus CIHI expected length of stay ratio	0.96	0.96	1.06	O	O
4.2 Percentage of surgeries waiting more than 365 days	0 %	0 %	5.3 %	+	—
4.3 Overall hospital Readmission rate	9.4	8.5	7.8	O	+
4.4 Improvement rate	Not available	Not applicable	40 %	+	+
4.5 Variance in actual spending on operating budget	Not available	+/- 1%	-1.8 %	O	O

Results: 🟥 Fails to meet target   🟨 Meets target (+/ 5%)   🟩 Better than target

Trend: **+** Positive   **-** Negative   **O** Stable

1.0 Health results

	Benchmark	Target	Result	Quarterly trend	Annual trend
1.1 Hospitalization rate for ambulatory care sensitive conditions (hospitalization per 100,000 people)	240	240	251	—	+
1.2 Percentage of hip and knee surgeries performed within 182 days	85.0 %	85.0 %	51.5 %	—	—
	75.0 %	75.0 %	49.7 %	O	—
1.3 Percentage of knee and hip surgeries waiting more than 365 days	0 %	0 %	5.0 %	+	+

1. Health Outcomes
1.1 Hospitalization rate for ambulatory care sensitive conditions
Indicator showing hospitalizations for conditions that could have been prevented by better management by primary health care.

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Hospitalization for ambulatory care sensitive conditions is considered a measure of access to appropriate primary care. While not all admissions for these conditions are preventable, it is assumed that appropriate ambulatory care could prevent the onset of this type of disease or condition, help control an acute care episodic disease or condition, or help manage a chronic condition or disease.

Additional information
Includes 7 conditions: COPD, angina, asthma, diabetes, hypertension, heart failure, epilepsy. Excludes those aged 75 and older. Excludes deaths.

Formula
Total number of cases over 12 months / Area population.
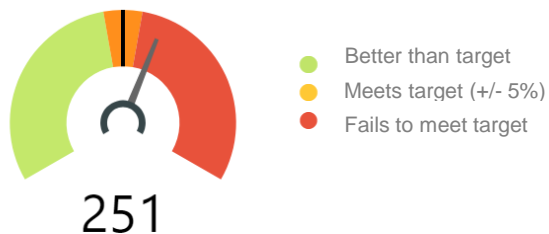
Leadership
Dr. Natalie Banville and Patrick Parent

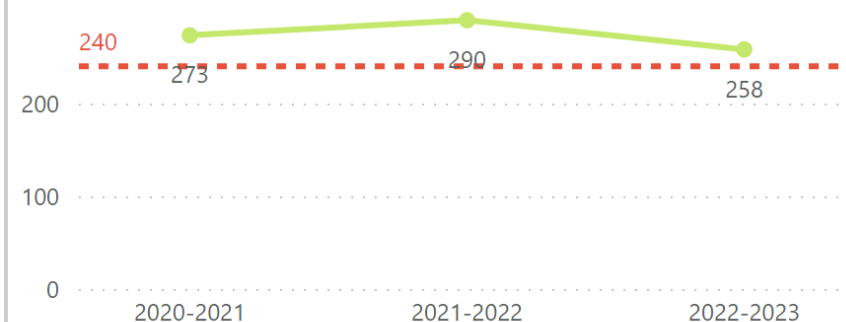## Data source
CIHI

Measure
Rate per 100,000 inhabitants

Desired results
Reduction sought
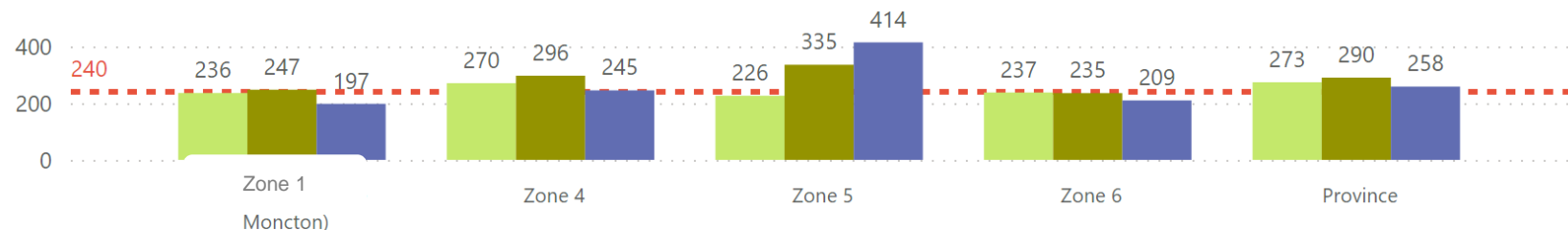
Target
240/100,000 (CIHI, Canadian result (2021–2022)

Last quarter results available

251

- 🟢 Better than target
- 🟡 Meets target (+/- 5%)
- 🔴 Fails to meet target

Trend over time

240

273   290   258

| | 2020-2021 | 2021-2022 | 2022-2023 |

🟢 2020-2021 🟩 2021-2022 🟣 2022-2023

240

Zone 1 (Moncton)	Zone 4	Zone 5	Zone 6	Province
236 / 247 / 197	270 / 296 / 245	226 / 335 / 414	237 / 235 / 209	273 / 290 / 258

Year	2020-2021				2021-2022				2022-2023		
Zone	T1	T2	T3	T4	T1	T2	T3	T4	T1	T2	T3
Zone 1	219	202	260	262	247	225	271	245	244	145	204
Zone 4	338	226	304	213	310	227	328	321	234	221	280
Zone 5	225	232	227	219	317	320	334	370	581	373	288
Zone 6	206	254	230	260	271	223	238	208	191	198	239
Province	273	258	281	281	296	275	299	289	314	210	251

1.2 Percentage of hip and knee surgeries performed within 182 days

Indicator that shows our ability as a Network to perform hip and knee surgeries within the timelines recommended in best practices.

English | Français

2023-06-14

Description

This indicator helps assess access to surgical services by Network clients

Additional information

None

Formula

Number of hip and knee surgeries completed on time/Total number of hip and knee surgeries completed X 100

Leadership

Dr. Natalie Banville
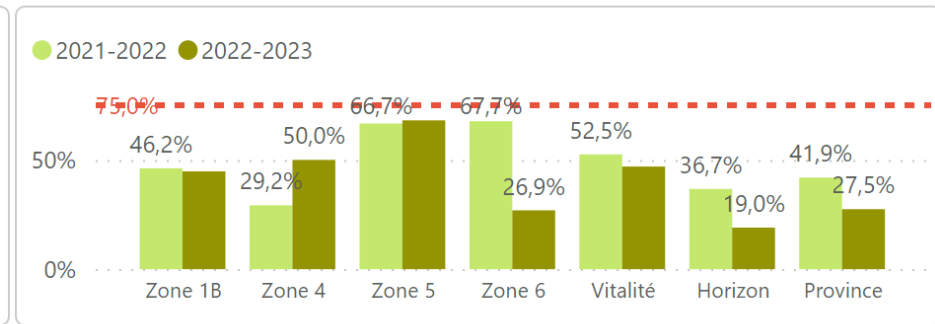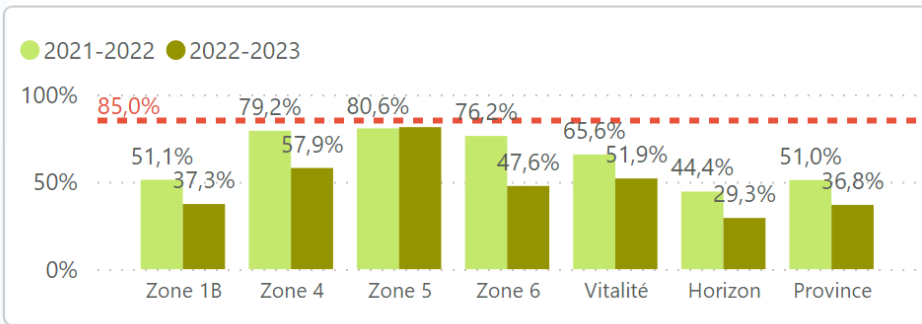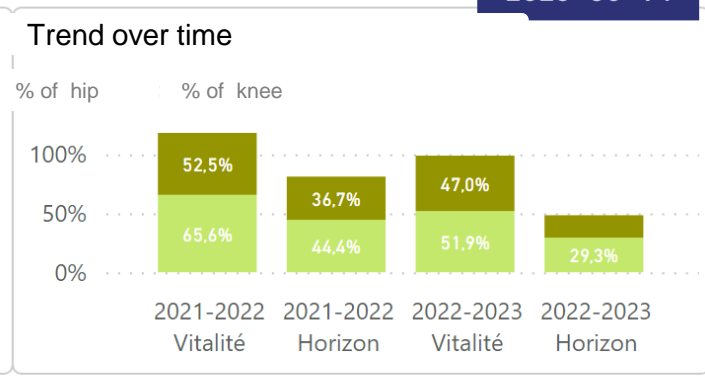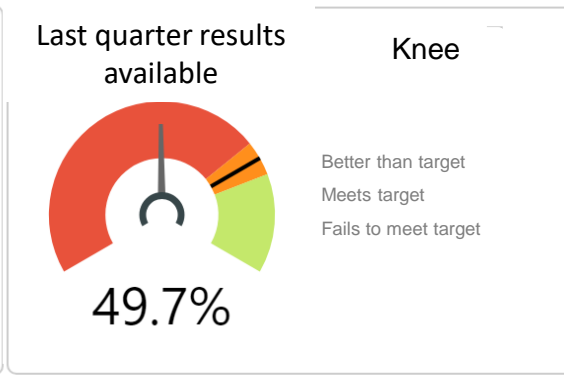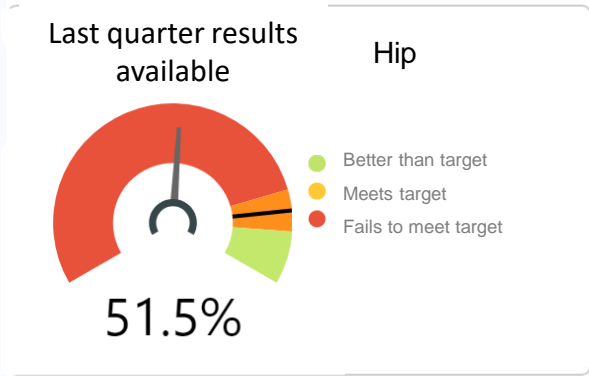
Data source

CIHI

Measure

Percentage

Desired results

Increase sought

Target

Canadian reference proposed by CIHI (2023): 85% for hips and 75% for knees

Last quarter results available — Hip

51.5%

- Better than target
- Meets target
- Fails to meet target

Last quarter results available — Knee

49.7%

- Better than target
- Meets target
- Fails to meet target

Trend over time

% of hip | % of knee

	2021-2022 Vitalité	2021-2022 Horizon	2022-2023 Vitalité	2022-2023 Horizon
knee	52,5%	36,7%	47,0%	
hip	65,6%	44,4%	51,9%	29,3%

Hip bar chart — 2021-2022 / 2022-2023

Target line: 85,0%

Zone	2021-2022	2022-2023
Zone 1B	51,1%	37,3%
Zone 4	79,2%	57,9%
Zone 5	80,6%	80,6%
Zone 6	76,2%	47,6%
Vitalité	65,6%	51,9%
Horizon	44,4%	29,3%
Province	51,0%	36,8%

Knee bar chart — 2021-2022 / 2022-2023

Target line: 75,0%

Zone	2021-2022	2022-2023
Zone 1B	46,2%	46,2%
Zone 4	29,2%	50,0%
Zone 5	66,7%	66,7%
Zone 6	67,7%	26,9%
Vitalité	52,5%	49,6%
Horizon	36,7%	19,0%
Province	41,9%	27,5%

% of hip surgeries completed on time

Year	2021-2022			2022-2023			
Zone	T2	T3	T4	T1	T2	T3	T4
Zone 1B	54,2%	62,2%	34,5%	41,2%	30,4%	36,7%	36,8%
Zone 4	90,9%	80,0%	62,5%	26,7%	56,5%	83,3%	65,4%
Zone 5	87,5%	66,7%	84,2%	73,9%	93,8%	85,0%	76,2%
Zone 6	83,3%	55,6%	77,8%	58,6%	40,7%	38,1%	50,0%
Vitalité	74,6%	63,3%	58,5%	50,0%	51,7%	55,4%	51,5%
Horizon	50,6%	38,0%	42,6%	31,6%	30,9%	30,4%	26,0%
Province	57,2%	45,7%	48,3%	38,6%	38,2%	37,3%	34,1%

% of knee surgeries completed on time

Year	2021-2022			2022-2023			
Zone	T2	T3	T4	T1	T2	T3	T4
Zone 1B	57,5%	41,7%	35,7%	42,4%	64,3%	38,5%	43,8%
Zone 4	33,3%	28,6%	23,8%	37,2%	48,5%	59,3%	59,0%
Zone 5	66,7%	83,3%	58,3%	48,7%	68,0%	72,1%	78,6%
Zone 6	76,0%	71,4%	38,9%	31,3%	37,2%	25,6%	15,4%
Vitalité	60,0%	54,4%	39,6%	39,3%	50,4%	49,6%	49,7%
Horizon	40,6%	41,6%	24,6%	20,8%	18,6%	19,9%	17,4%
Province	47,4%	45,3%	29,8%	27,5%	28,7%	28,0%	26,3%

1.3 Percentage of hip and knee surgeries waiting more than 365 days

Indicator that shows our ability as a Network to perform hip and knee surgeries within the timelines recommended in best practices.

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English   Français

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For surgeries waiting, wait times are calculated for surgeries waiting as of the last date in each quarter from the date that the patient and physician agree to the surgery and the patient is ready to receive it. Wait time is calculated using data collected through the Surgical Access Registry. These statistics do not include emergency surgeries. Timeframes during which the patient was not available to have surgery are excluded from wait time calculations.

Additional information

None

Formula

Number of surgeries waiting more than 12 months for hips and knees completed / Total surgeries waiting more than 12 months for hips and knees

Leadership

Dre.Natalie Banville

Data source
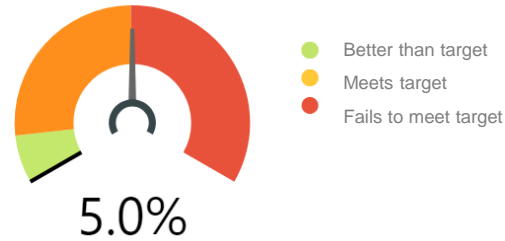
Surgical Access Registry

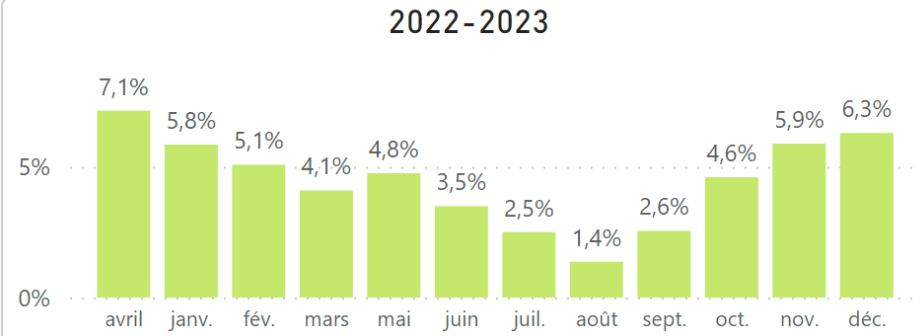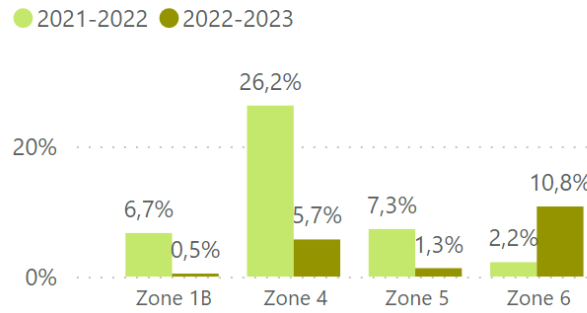## Measure

Percentage

Desired results

Reduction sought
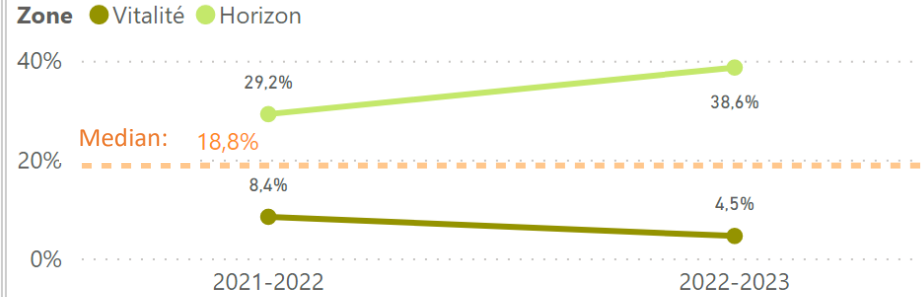
Target

0% based on best practices (2023)

Last quarter results available

- Better than target
- Meets target
- Fails to meet target

5.0%

Trend over time

Zone ● Vitalité ● Horizon

40%
29,2%
Median: 18,8%
20%
8,4%
4,5%
38,6%
0%
2021-2022   2022-2023

● 2021-2022 ● 2022-2023

	Zone 1B	Zone 4	Zone 5	Zone 6
2021-2022	6,7%	26,2%	7,3%	2,2%
2022-2023	0,5%	5,7%	1,3%	10,8%

2022-2023

avril	janv.	fév.	mars	mai	juin	juil.	août	sept.	oct.	nov.	déc.
7,1%	5,8%	5,1%	4,1%	4,8%	3,5%	2,5%	1,4%	2,6%	4,6%	5,9%	6,3%

Year	2021-2022			2022-2023			
Zone	T2	T3	T4	T1	T2	T3	T4
Zone 1B	11,4%	6,1%	2,7%	0,8%	0,6%	0,5%	0,0%
Zone 4	12,4%	33,6%	31,1%	19,2%	3,6%	1,6%	0,0%
Zone 5	10,5%	6,5%	5,5%	1,4%	0,8%	2,8%	0,0%
Zone 6	2,1%	2,0%	2,4%	4,7%	4,4%	15,7%	16,0%
Vitalité	9,0%	9,1%	7,3%	5,1%	2,2%	5,6%	5,0%
Horizon	25,2%	30,1%	31,7%	37,9%	43,2%	42,1%	31,5%
Province	21,1%	24,3%	25,5%	29,9%	32,7%	32,1%	24,2%

2.0 Patient and family experience

	Benchmark	Target	Result	Quarterly trend	Annual trend
2.1 Percentage of level 4 and 5 visits to the emergency department	31.0 %	31.0 %	55.5 %	+	O
2.2 Rate of repeat hospital stays due to mental illness	7.8 %	7.8 %	6.3 %	+	O
2.3 Percentage of ALC patients hospitalized in acute care beds	16.7 %	16.7 %	35.9 %	—	—

2.1 Percentage of level 4 and 5 patients with a primary health care provider visiting the emergency

Indicator that shows the percentage of patients who present to the emergency department and report having a primary health care provider.

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ⓘ This indicator refers to the percentage of patients who present to the emergency department and report having a family doctor.

Additional information

Triage levels 4 and 5 only

Formula
Number of patients who report having a family doctor when visiting the emergency department/Number of emergency department visits.

Leadership

Patrick Parent

Data source
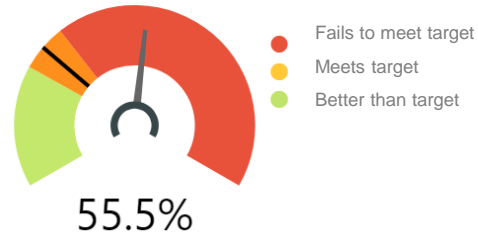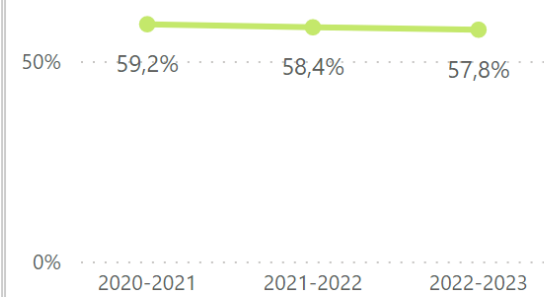
Ipeople

Measure

Percentage
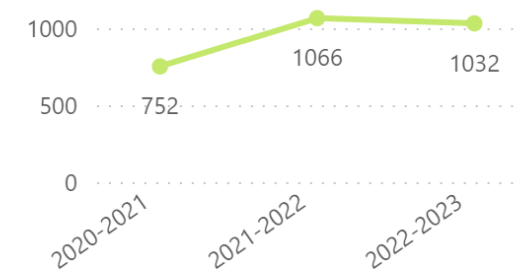
Desired results

Reduction sought

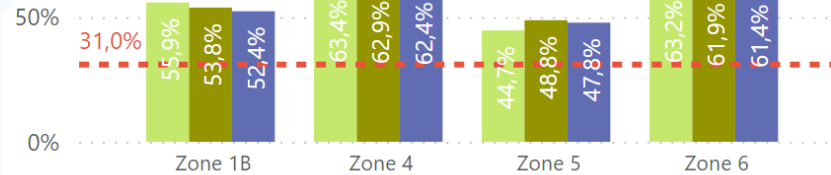**Target**

31% (NACRS 2021)

Last quarter results available

55.5%

- ● Fails to meet target
- ● Meets target
- ● Better than target

Trend over time

50% ···· 59,2% ···· 58,4% ···· 57,8%

0%
2020-2021   2021-2022   2022-2023

Number of patients referred in community settings

1000 ···· 1066 ···· 1032
500 ···· 752
0
2020-2021   2021-2022   2022-2023

Chart by Zone

● 2020-2021 ● 2021-2022 ● 2022-2023

31,0%

Zone 1B	Zone 4	Zone 5	Zone 6
55,9% / 53,8% / 52,4%	63,4% / 62,9% / 62,4%	44,7% / 48,8% / 47,8%	63,2% / 61,9% / 61,4%

Number of visits to ER

● 4 and 5   ● Total visits

200K
154 344 ···· 163 308 ···· 175 313
100K
91 386 ···· 95 441 ···· 101 397

2020-2021   2021-2022   2022-2023
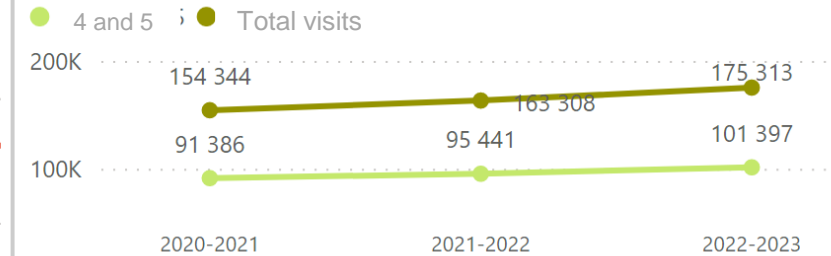
Year / Zone	2020-2021				2021-2022				2022-2023			
	T1	T2	T3	T4	T1	T2	T3	T4	T1	T2	T3	T4
Zone 1B	56,2%	59,0%	53,6%	54,2%	54,2%	54,5%	53,5%	52,9%	53,5%	53,1%	52,0%	50,8%
Zone 4	62,3%	65,5%	62,8%	62,7%	63,9%	64,2%	62,4%	60,6%	62,7%	63,3%	62,4%	61,0%
Zone 5	44,5%	46,6%	43,4%	43,9%	47,4%	50,8%	48,5%	48,2%	50,6%	49,6%	46,6%	43,6%
Zone 6	62,7%	64,7%	63,8%	61,2%	62,0%	63,4%	61,1%	60,8%	63,2%	61,9%	61,9%	58,2%
Vitalité	59,0%	61,4%	58,5%	57,6%	58,6%	59,7%	58,1%	57,1%	59,0%	58,7%	57,7%	55,5%

2.2 Rate of repeat hospital stays due to mental illness

Indicator that shows the percentage of patients who have had repeat hospitalizations due to mental illness.

| English | Français |

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ⓘ This indicator measures the percentage of patients who have had repeat hospitalizations due to mental illness. Frequent hospitalizations may indicate difficulties in obtaining care, medication and adequate support in the community. The Restigouche Hospital Centre is not included in the calculation of this indicator. Therefore, it has no impact on the results for Zone 5.

Additional information

Discharge diagnoses: Substance use disorders and addictive disorders, schizophrenia and other psychotic disorders, mood disorders, anxiety disorders, selected personality and behavioural disorders, other disorders.
Readmission within the same facility

Formula

∑ # of people with 3+ episodes of mental health care /# of people with 1 episode of mental health care

Leadership

Patrick Parent and Rino Lang

Data source

3M

Measure

Percentage

Desired results

Reduction sought

Target

7.8% based on the Network's result for the previous year
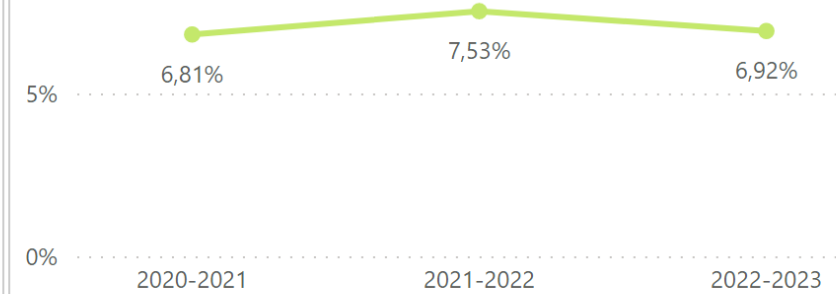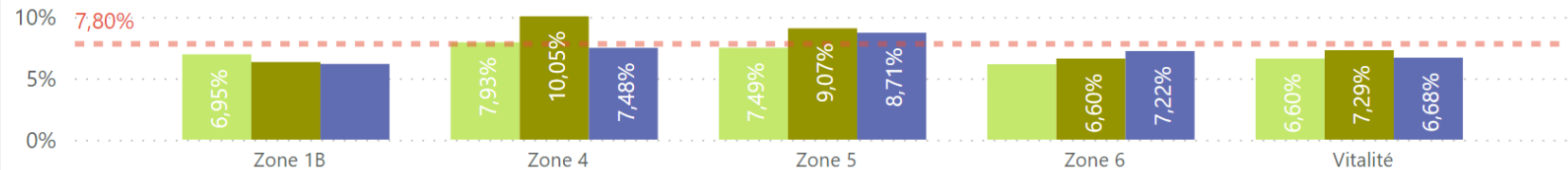
Last quarter results available

6.31%

- 🟩 Better than target
- 🟧 Meets target
- 🟥 Fails to meet target

Trend over time

6,81%   7,53%   6,92%

5%

0%

2020-2021   2021-2022   2022-2023

🟩 2020-2021 🟢 2021-2022 🔵 2022-2023

10% 7,80%

Zone		
Zone 1B	6,95%	6,78%	6,13%

Bar chart values:
- Zone 1B: 6,95% / 6,78% / 6,13%
- Zone 4: 7,93% / 10,05% / 7,48%
- Zone 5: 7,49% / 9,07% / 8,71%
- Zone 6: 6,60% / 6,60% / 7,22%
- Vitalité: 6,60% / 7,29% / 6,68%

Year Zone	2020-2021				2021-2022				2022-2023		
	T1	T2	T3	T4	T1	T2	T3	T4	T1	T2	T3
Zone 1B	7,49%	6,78%	7,43%	6,13%	7,81%	6,84%	5,20%	5,56%	5,60%	7,47%	5,45%
Zone 4	7,60%	8,74%	6,75%	8,66%	8,98%	9,58%	11,03%	10,72%	9,84%	6,85%	5,95%
Zone 5	4,29%	7,50%	7,94%	10,58%	9,43%	8,84%	9,42%	8,54%	7,14%	10,86%	8,11%
Zone 6	6,82%	5,57%	5,43%	6,77%	6,53%	6,44%	6,26%	7,20%	6,01%	6,76%	9,14%
Vitalité	6,64%	6,54%	6,24%	6,99%	7,33%	7,27%	7,18%	7,37%	6,68%	7,05%	6,31%

2.2 Repeat hospital stays for mental health and substance use

Indicator that shows the percentage of patients who have had repeat hospitalizations due to mental illness.

English   Français

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This indicator measures the risk-adjusted percentage of individuals who have had 3 or more episodes of care for mental health and substance use disorders among all those who had at least one episode of care for mental health and substance use disorders in general or psychiatric hospitals in a given year.

Additional information

Responsible discharge diagnoses:
Substance use disorders and addictive disorders, schizophrenia and other psychotic disorders, mood disorders, anxiety disorders, selected personality and behavioral disorders, other disorders.
Readmission within the same facility

Formula

Σ

Total number of individuals who had at least 3 episodes of care for MHSU disorders [repeat hospitalizations] in a 1-year period ÷ Total number of individuals who had at least one episode of care for MHSU disorders in a 1-year period × 100

Leadership

Patrick Parent and Rino Lang

Data source

CIHI

Measure

Percentage
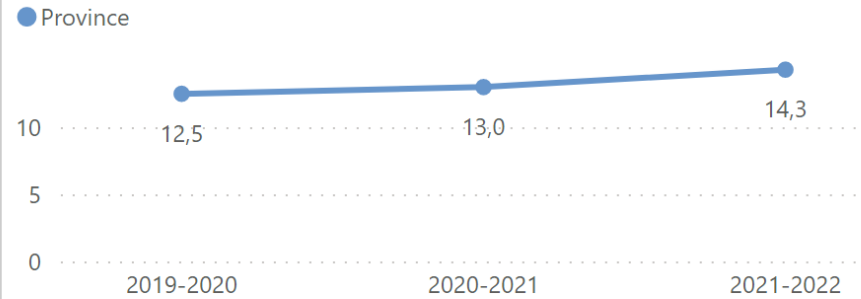
Desired results

Reduction sought

Target

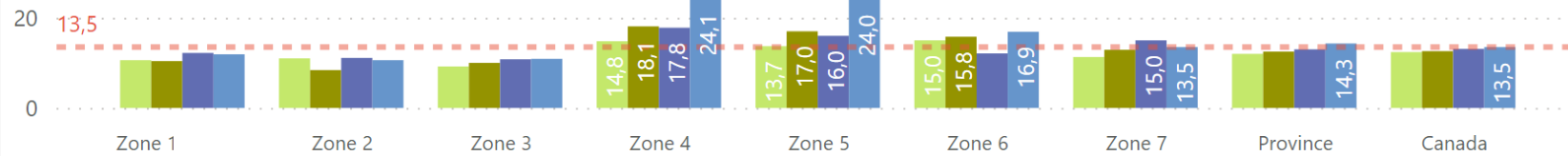**13.5% based on the Network's result for the previous year**

Last quarter results available

14.3

● Better than target
● Meets target
● Fails to meet target

Trend over time

● Province

10 .... 12,5 .... 13,0 14,3

5

0
2019-2020   2020-2021   2021-2022

● 2018-2019 ● 2019-2020 ● 2020-2021 ● 2021-2022

20   13,5

Zone 1 | Zone 2 | Zone 3 | Zone 4 (14,8 18,1 17,8 24,1) | Zone 5 (13,7 17,0 16,0 24,0) | Zone 6 (15,0 15,8 16,9) | Zone 7 (15,0 13,5) | Province (14,3) | Canada (13,5)

Zone	2018-2019	2019-2020	2020-2021	2021-2022
Zone 1	10,6	10,4	12,2	11,9
Zone 4	14,8	18,1	17,8	24,1
Zone 5	13,7	17,0	16,0	24,0
Zone 6	15,0	15,8	12,1	16,9
Province	12,0	12,5	13,0	14,3
Canada	12,4	12,6	13,1	13,5

2.3 Percentage of alternate level of care patients hospitalized in acute care beds

Indicator that shows the percentage of acute care beds occupied by patients who would be able to receive care outside the hospital.

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English   Français

2023-06-14

ℹ️ This indicator reflects the percentage of alternate level of care patients in acute care beds. The vast majority of ALC days are associated with elderly people.

Additional information

Acute care only.

Formula

Number of NSA days /Total days over the same period

Leadership

Sharon Smyth Okana and Yves Goudreau

Data source

3M

Limit

None

Measure

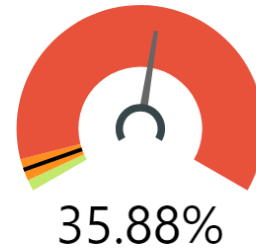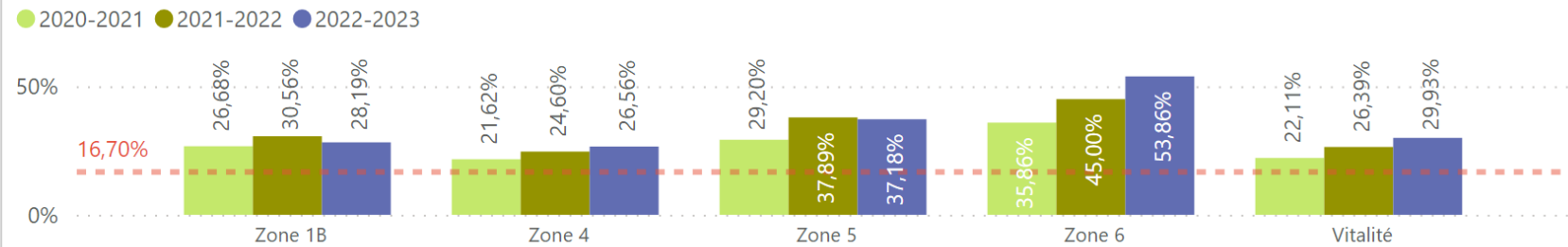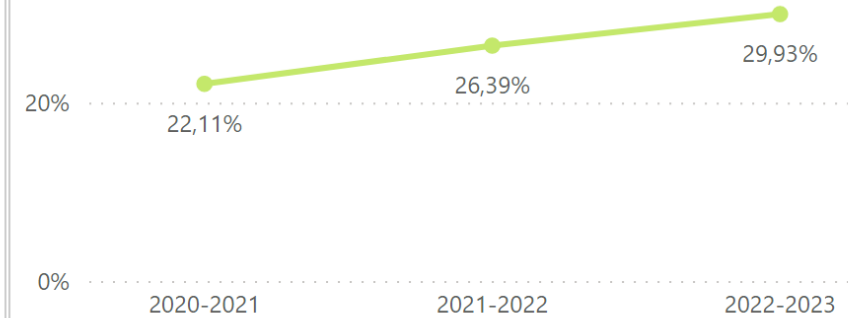Percentage

Desired results

Reduction sought

Target

16.7% based on CIHI (2020–2021)

Last quarter results available

35.88%

- 🟢 Better than target
- 🟡 Meets target
- 🔴 Fails to meet target

Trend over time

29,93%

26,39%

22,11%

20%

0%

2020-2021   2021-2022   2022-2023

🟢 2020-2021 🟢 2021-2022 🟣 2022-2023

16,70%

	Zone 1B	Zone 4	Zone 5	Zone 6	Vitalité
2020-2021	26,68%	21,62%	29,20%	35,86%	22,11%
2021-2022	30,56%	24,60%	37,89%	45,00%	26,39%
2022-2023	28,19%	26,56%	37,18%	53,86%	29,93%

Year Zone	2020-2021				2021-2022				2022-2023		
	T1	T2	T3	T4	T1	T2	T3	T4	T1	T2	T3
Zone 1B	27,69%	20,78%	32,02%	24,73%	25,28%	33,22%	37,92%	26,57%	22,83%	30,39%	31,37%
Zone 4	11,51%	17,62%	21,80%	31,76%	22,02%	25,19%	19,08%	30,74%	18,85%	19,95%	37,11%
Zone 5	16,22%	43,81%	25,11%	33,06%	39,76%	35,62%	40,91%	33,82%	23,53%	25,74%	56,46%
Zone 6	37,63%	21,59%	37,12%	43,77%	40,67%	41,69%	50,59%	46,25%	51,24%	51,04%	58,67%
Vitalité	22,73%	19,68%	19,83%	25,97%	25,50%	23,53%	29,25%	27,09%	25,62%	27,07%	35,88%

Vitalité Health Network
Performance Report (June 2023)

RÉSEAU DE SANTÉ
vitalité
HEALTH NETWORK

2023-06-08

3.0 Employee experience

	Benchmark	Target	Result	Quarterly trend	Annual trend
3.1 Turnover rate	10.0 %	10.0 %	3.8 %	O	+
3.2 Average number of paid sick days per employee	10	10	12.6	+	−
3.3 Work accident rate with lost time	2.0	4.1	2.4	+	+
3.4 Percentage of vacant positions	7.1 %	7.1 %	9.0 %	O	O

Indicator that shows the percentage of employees leaving the organization.

English Français

RÉSEAU DE SANTÉ vitalité HEALTH NETWORK

2023-06-14

Percentage representing the number of employees leaving the organization during the reporting period relative to the total number of employees in the organization at the end of the reporting period.

Additional information

The turnover rate is annualized. It only takes into account permanent full-time and part-time positions.

Formula

Number of departures during the reference period/Total number of employees at the end of the reference period

Leadership

Frédéric Finn

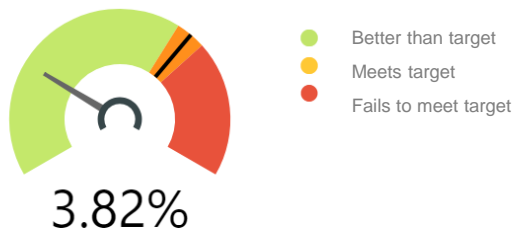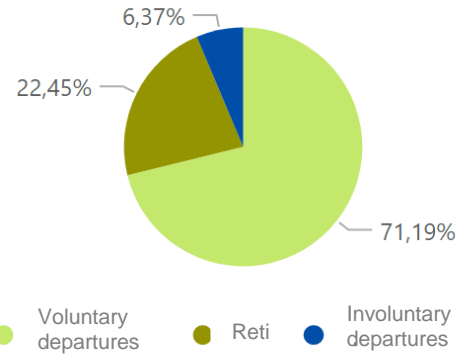### Data source

Meditech

Measure

Percentage

Desired results

Reduction sought

Target

5.0% based on industry benchmark

Last quarter results available

3.82%

- Better than target
- Meets target
- Fails to meet target

Trend over time

7,46% 7,84% 4,63%
5%
0%
2020-2021 2021-2022 2022-2023

Pie chart:
- 6,37%
- 22,45%
- 71,19%

Voluntary departures | Reti | Involuntary departures
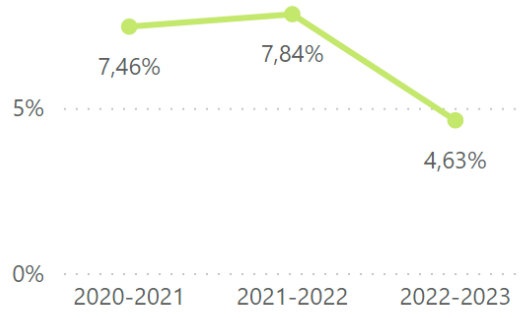
Distribution of departures
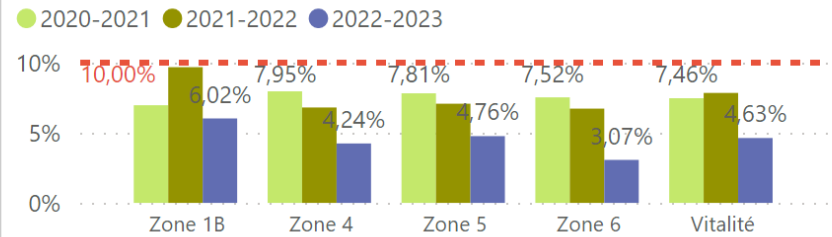
● 2020-2021 ● 2021-2022 ● 2022-2023

10% 10,00%
7,95% 7,81% 7,52% 7,46%
6,02%
4,24% 4,76% 3,07% 4,63%
5%
0%
Zone 1B | Zone 4 | Zone 5 | Zone 6 | Vitalité

Number of departures

● Vitalité
500
479 501
298
0
2020-2021 2021-2022 2022-2023

Year	2020-2021				2021-2022				2022-2023			
Zone	T1	T2	T3	T4	T1	T2	T3	T4	T1	T2	T3	T4
Zone 1B	5,57%	6,80%	8,73%	6,74%	7,45%	13,65%	8,71%	8,90%	10,00%	3,87%	5,25%	5,04%
Zone 4	8,03%	10,69%	6,16%	6,92%	6,59%	9,79%	6,87%	3,94%	8,25%	3,24%	1,63%	3,88%
Zone 5	6,91%	5,87%	11,74%	6,71%	8,47%	8,08%	7,45%	4,26%	7,87%	3,22%	4,69%	3,24%
Zone 6	5,50%	8,41%	9,85%	6,34%	4,95%	12,10%	5,83%	4,01%	4,21%	2,41%	3,06%	2,60%
Vitalité	6,27%	7,83%	9,09%	6,66%	6,77%	11,49%	7,33%	5,76%	7,65%	3,23%	3,84%	3,82%

Indicator that shows absenteeism of Network employees.

English | Français

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vitalité
HEALTH NETWORK

2023-06-14

This indicator reflects the average paid sick days per Vitalité Health Network employee. Absenteeism can be caused by problems with physical health, psychological health, the work environment and family situations.

Additional information

None

Formula

Number of sick hours/Average number of permanent employees

Leadership
Frédéric Finn

Data source
Meditech

Limit
None

Measure
Days

Desired results
Reduction sought

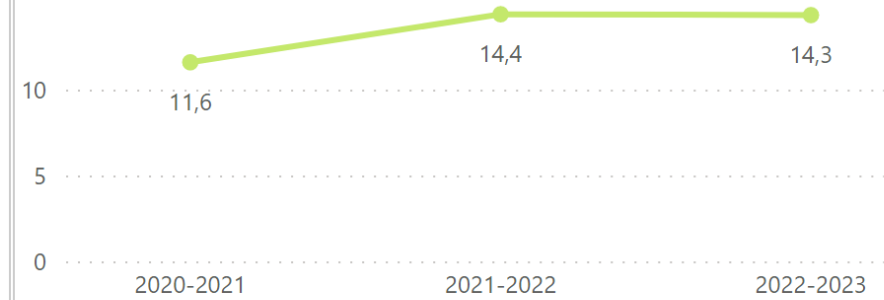**Target**
12.8 days based on the Canada Labour Code
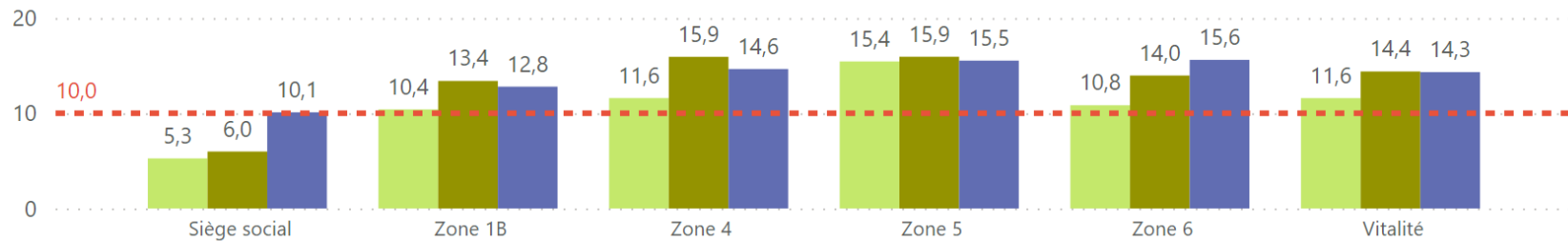
Last quarter results available

- ● Better than target
- ● Meets target
- ● Fails to meet target

12.6

Trend over time

2020-2021	2021-2022	2022-2023
11,6	14,4	14,3

● 2020-2021 ● 2021-2022 ● 2022-2023

Zone	2020-2021	2021-2022	2022-2023
Siège social	5,3	6,0	10,1
Zone 1B	10,4	13,4	12,8
Zone 4	11,6	15,9	14,6
Zone 5	15,4	15,9	15,5
Zone 6	10,8	14,0	15,6
Vitalité	11,6	14,4	14,3

(Target line: 10,0)

Year	2020-2021				2021-2022				2022-2023			
Zone	T1	T2	T3	T4	T1	T2	T3	T4	T1	T2	T3	T4
Siège social	3,0	4,2	8,1	6,0	9,3	2,6	6,5	5,7	9,4	11,4	13,3	6,6
Zone 1B	8,8	10,9	11,1	10,7	14,7	11,7	13,3	13,9	14,6	12,3	13,5	10,8
Zone 4	9,6	13,3	13,1	10,4	17,0	14,0	16,7	15,9	15,2	14,4	15,9	13,1
Zone 5	13,7	17,6	16,0	14,4	17,7	14,8	15,3	16,0	17,0	16,1	15,3	13,7
Zone 6	9,5	10,4	12,3	11,1	16,4	11,2	14,2	14,0	16,9	15,4	15,9	14,2
Vitalité	10,0	12,4	12,7	11,4	16,0	12,4	14,5	14,6	15,7	14,1	14,9	12,6

3. Employee Experience
3.3 Work accident rate with lost time

Indicator that shows the frequency of workplace accidents.

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vitalité
HEALTH NETWORK

2023-06-14

ℹ This indicator reflects the frequency of lost-time accidents. It includes any accident in which an employee is absent during the shift following the accident.

Additional information
None

Formula
(Number of accidents at work with loss of time *200,000 hours)/Number of hours worked

Leadership
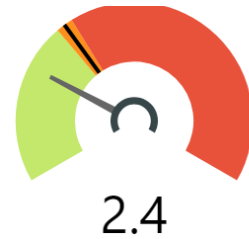Frédéric Finn

Data source
Parklane and Meditech

Limit
None

Measure
Rate

Desired results
Reduction sought
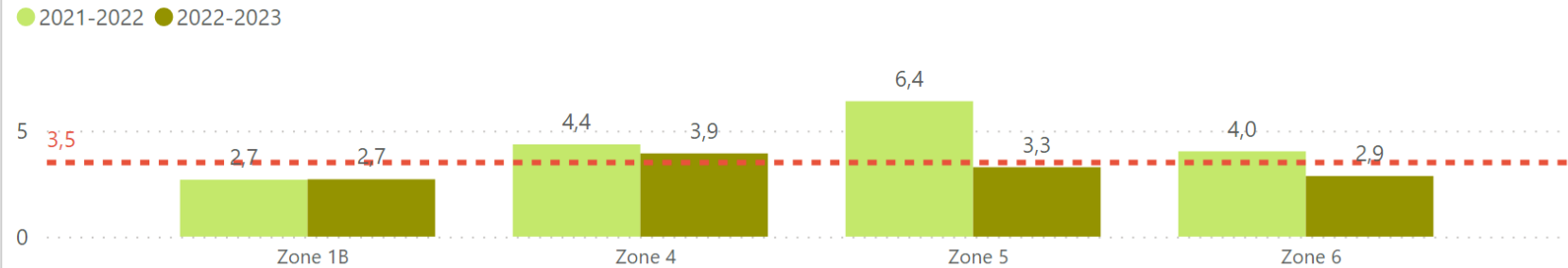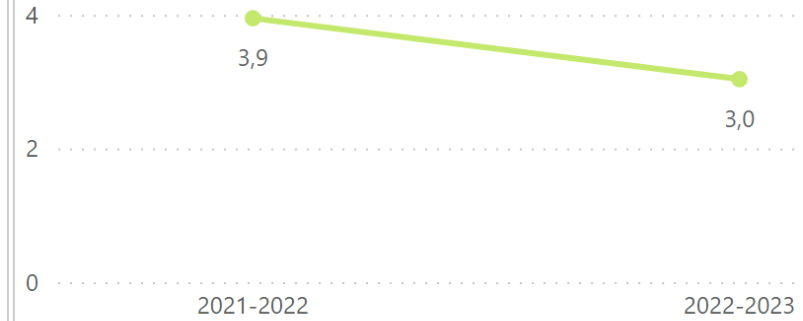
Target
3.5 determined by the Leadership Team

Last quarter results available

2.4

- 🟢 Better than target
- 🟡 Meets target
- 🔴 Fails to meet target

Trend over time

- 2021-2022: 3,9
- 2022-2023: 3,0

● 2021-2022 ● 2022-2023

	Zone 1B	Zone 4	Zone 5	Zone 6
2021-2022	2,7	4,4	6,4	4,0
2022-2023	2,7	3,9	3,3	2,9

Target line: 3,5

Year	2021-2022				2022-2023			
Zone	T1	T2	T3	T4	T1	T2	T3	T4
Zone 1B	1,8	2,7	2,5	3,8	3,3	1,7	3,3	2,5
Zone 4	3,1	5,1	2,8	6,4	2,5	4,3	5,4	3,3
Zone 5	4,8	5,4	8,2	7,2	5,1	3,4	2,9	1,7
Zone 6	3,4	2,6	4,6	5,4	1,7	5,4	2,3	2,2
Vitalité	3,0	3,6	4,1	5,2	3,0	3,4	3,3	2,4

3. Employee Experience
3.4 Vacant positions (permanent positions)

Indicator that shows the percentage of positions posted without being filled.

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vitalité
HEALTH NETWORK

2023-06-14

Description

ⓘ Percentage representing the number of vacant positions relative to the average number of positions in the organization for the reference period.

Additional information

None

Formula

Σ (Number of vacancies (period)/Total or average number of positions in the organization) X 100

Leadership
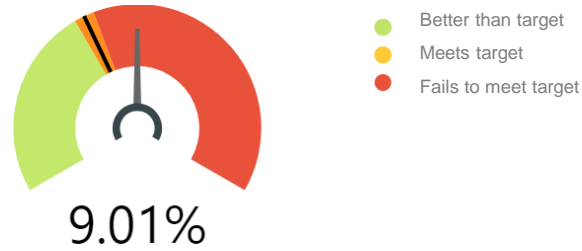
Frédéric Finn

Data source
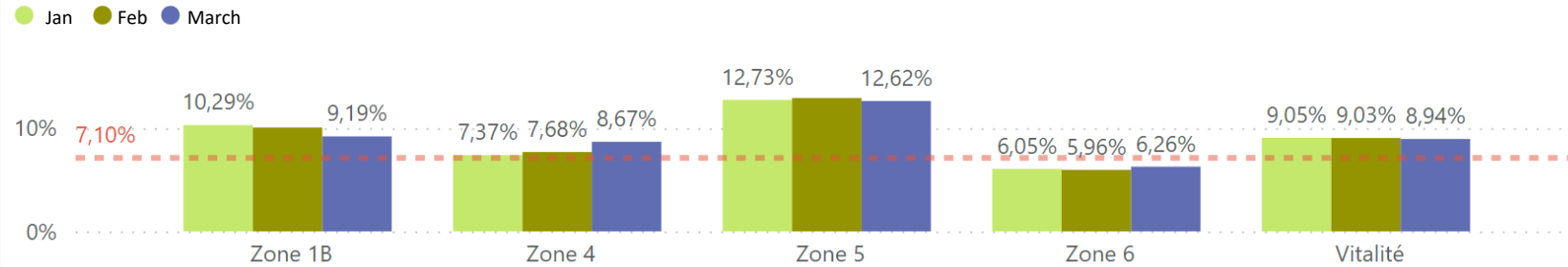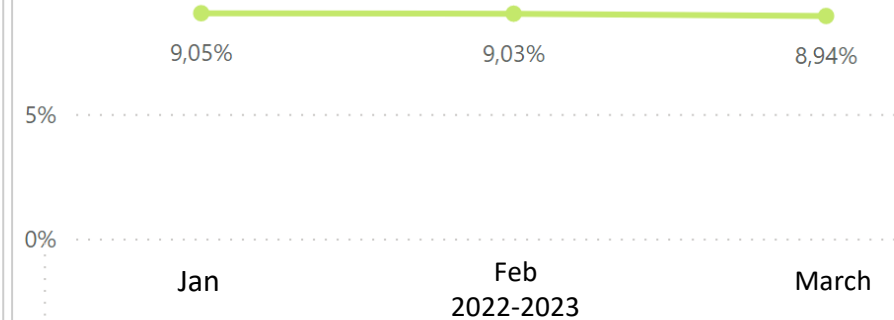
Parklane and Meditech

Limit

None

Measure

Rate

Desired results

Reduction sought

Target

7.1% based on the previous year's result

Last quarter results available

9.01%

- 🟢 Better than target
- 🟡 Meets target
- 🔴 Fails to meet target

Trend over time

9,05%   9,03%   8,94%

5%

0%

| Jan | Feb | March |
2022-2023

🟢 Jan 🟤 Feb 🔵 March

| Zone 1B | Zone 4 | Zone 5 | Zone 6 | Vitalité |
10,29% 9,19% | 7,37% 7,68% 8,67% | 12,73% 12,62% | 6,05% 5,96% 6,26% | 9,05% 9,03% 8,94% |

7,10%

Year Quarter	2022-2023		
	T4		
Zone	**Jan**	**Feb**	**March**
Zone 1B	10,29%	10,05%	9,19%
Zone 4	7,37%	7,68%	8,67%
Zone 5	12,73%	12,91%	12,62%
Zone 6	6,05%	5,96%	6,26%
Vitalité	9,05%	9,03%	8,94%
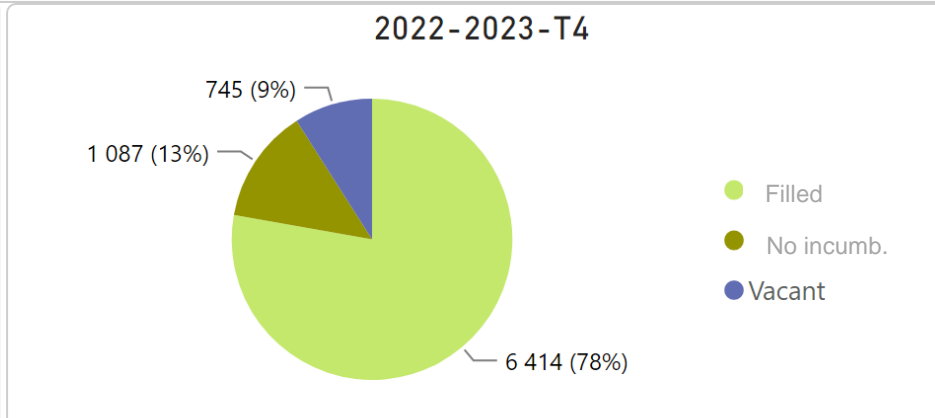
2022-2023-T4

745 (9%)
1 087 (13%)
6 414 (78%)

- 🟢 Filled
- 🟤 No incumb.
- 🔵 Vacant

4.0 Organizational excellence

	Benchmark	Target	Result	Quarterly trend	Annual trend
4.1 Actual versus CIHI expected length of stay ratio	0.96	0.96	1.06	O	O
4.2 Percentage of surgeries waiting > 365 days	0 %	0 %	5.3 %	+	—
4.3 Overall hospital readmission rate	9.4	8.5	7.8	O	+
4.4 Improvement rate	Not available	Not applicable	40 %	+	+
4.5 Variance in actual spending on operating budget	Not available	+/- 1%	-1.8 %	O	O

4.1 Actual versus CIHI expected length of stay ratio

Indicator that shows the percentage of positions posted without being filled.

English   Français

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vitalité
HEALTH NETWORK

2023-06-14

This indicator represents the effectiveness of the length of stay in our hospitals for typical cases. It represents the difference between the length of stay in acute care and CIHI's expected length of stay. Typical cases exclude deaths, transfers between acute care facilities, discharges against physician advice, and extended stays (beyond the demarcation point). ALC days are also excluded from the calculation for this indicator.

Additional information

None

Formula

Number of typical hospitalization days / the number of days of hospitalization planned by CIHI

Leadership

Yves Goudreau

Measure

Ratio

Desired results

Reduction sought

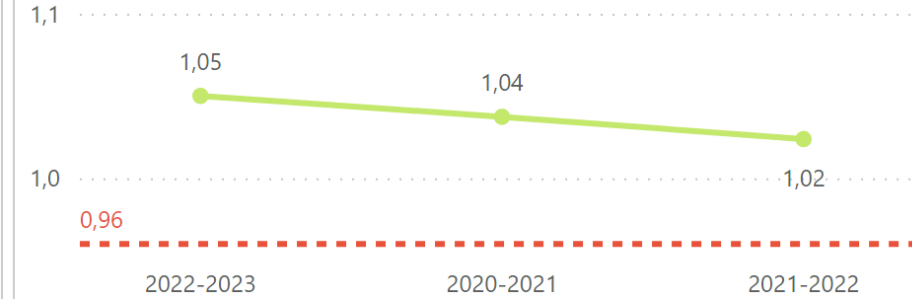### Target

0.96 based on Canadian average (CIHI 2020–2021)
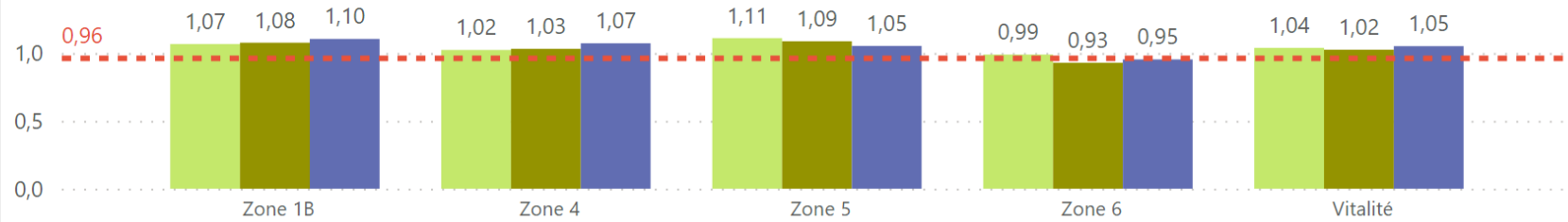
Last quarter results available

1.06

- Better than target
- Meets target
- Fails to meet target

Trend over time

1,1

1,05

1,04

1,0

0,96

1,02

2022-2023   2020-2021   2021-2022

● 2020-2021 ● 2021-2022 ● 2022-2023

0,96

	Zone 1B	Zone 4	Zone 5	Zone 6	Vitalité
2020-2021	1,07	1,02	1,11	0,99	1,04
2021-2022	1,08	1,03	1,09	0,93	1,02
2022-2023	1,10	1,07	1,05	0,95	1,05

1,0

0,5

0,0

Year	2020-2021				2021-2022				2022-2023		
Zone	T1	T2	T3	T4	T1	T2	T3	T4	T1	T2	T3
Zone 1B	1,08	1,09	1,04	1,06	1,11	1,08	1,05	1,05	1,04	1,17	1,10
Zone 4	0,99	1,09	1,00	1,00	0,99	1,02	1,03	1,08	1,03	1,09	1,09
Zone 5	1,21	1,09	1,07	1,09	1,11	1,17	1,03	1,01	1,07	1,04	1,05
Zone 6	1,05	0,99	1,01	0,91	0,93	0,98	0,89	0,91	0,98	0,91	0,97
Vitalité	1,06	1,06	1,02	1,01	1,03	1,05	1,00	1,02	1,03	1,06	1,06

4.2 Percentage of surgeries waiting more than 365 days

Indicator that shows the percentage of surgeries waiting more than one year.

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HEALTH NETWORK

English | Français

2023-06-14

For surgeries waiting, wait times are calculated for surgeries waiting as of the last day in each quarter from the date that the patient and surgeon agree to the surgery and the patient is ready to receive it. Wait time is calculated using data collected through the Surgical Access Registry. These statistics do not include emergency surgeries. Timeframes during which the patient was not available to have surgery are excluded from wait time calculations.

Additional information

Categories are grouped and divided according to the number of months > 365 days

Formula

Number of surgeries waiting more than 12 months / Total surgeries waiting

Leadership

Dr. Natalie Banville

Data source

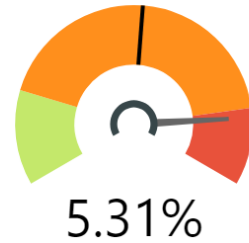Surgical Access Registry

Measure

Pourcentage

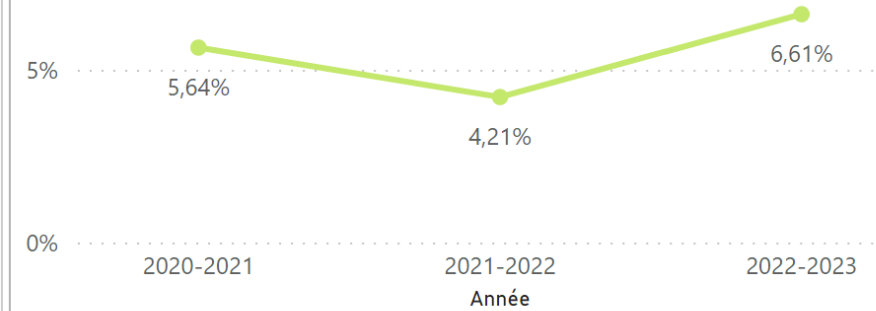**Desired results**

Reduction sought

Target

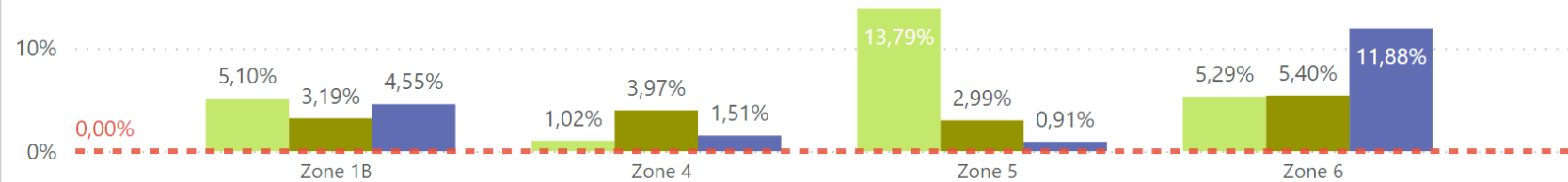0% based on best practices (2023)

Last quarter results available

5.31%

- ● Better than target
- ● Meets target
- ● Fails to meet target

Trend over time

5% — 5,64%
4,21%
6,61%
0%
2020-2021 | 2021-2022 | 2022-2023
Année

● 2020-2021 ● 2021-2022 ● 2022-2023

10%

Zone 1B	Zone 4	Zone 5	Zone 6
5,10% 3,19% 4,55% 0,00%	1,02% 3,97% 1,51%	13,79% 2,99% 0,91%	5,29% 5,40% 11,88%

Year	2020-2021				2021-2022				2022-2023			
Zone	T1	T2	T3	T4	T1	T2	T3	T4	T1	T2	T3	T4
Zone 1B	3,48%	5,05%	6,49%	5,33%	2,72%	3,29%	2,78%	3,82%	4,30%	5,25%	4,46%	4,15%
Zone 4	0,27%	0,12%	0,30%	3,10%	2,96%	2,39%	4,86%	5,22%	3,29%	1,21%	0,82%	0,87%
Zone 5	10,69%	12,34%	18,98%	14,75%	4,94%	3,16%	2,71%	1,28%	0,90%	0,88%	1,20%	0,65%
Zone 6	3,65%	4,82%	6,03%	6,43%	2,54%	4,09%	5,30%	8,60%	11,76%	13,56%	10,90%	10,72%
Vitalité	4,36%	5,17%	6,66%	6,31%	2,89%	3,44%	4,18%	5,84%	7,14%	7,89%	5,89%	5,31%
Horizon	15,01%	15,56%	15,17%	14,08%	11,21%	12,38%	12,74%	13,53%	14,91%	16,02%	16,10%	14,82%
Province	12,67%	13,16%	13,15%	12,13%	9,02%	10,02%	10,32%	11,49%	12,74%	13,74%	13,42%	12,50%

4.4 Overall hospital readmission rate

Indicator that shows the rate of readmission within 30 days of a patient's discharge from hospital.

English　Français

RÉSEAU DE SANTÉ
vitalité
HEALTH NETWORK

2023-06-14

This indicator measures the risk-adjusted rate of urgent readmissions within 30 days of discharge for episodes of care for the following patient groups: obstetric, pediatric, surgical and medical.

Additional information
None

Formula
Observed number of readmissions for each facility / Expected number of readmissions for the facility × Canadian average readmission rate

Leadership
Dr. Natalie Banville and Sharon Smyth Okana

Data source
CIHI

Measure
Rate

Desired results
Reduction sought

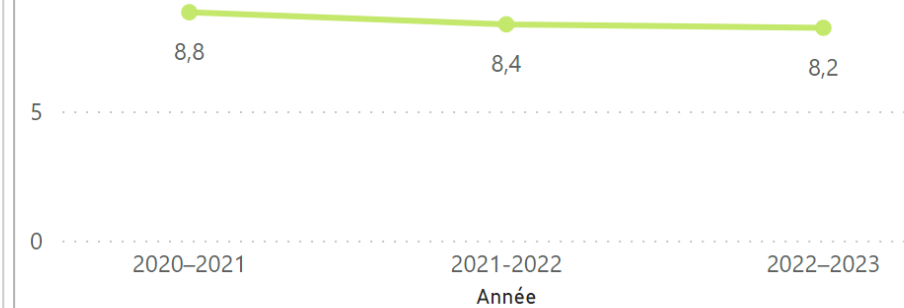**Target**
9.4 CIHI (2020–2021)

Last quarter results available
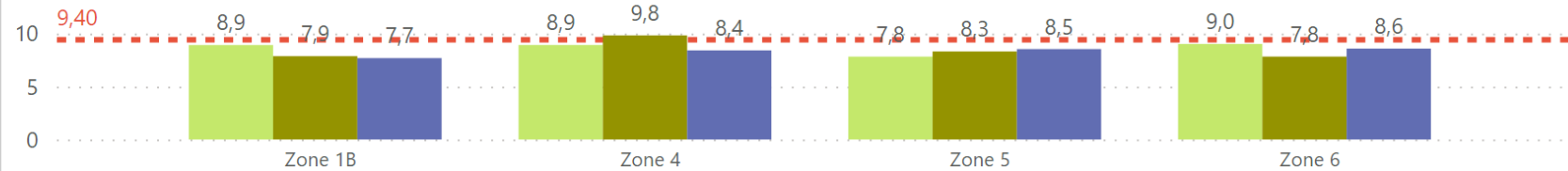
7.81

- Better than target
- Meets target
- Fails to meet target

Trend over time

8,8　　8,4　　8,2

2020–2021　　2021-2022　　2022–2023
Année

● 2020–2021　● 2021-2022　● 2022–2023

9,40　8,9　7,9　7,7　　8,9　9,8　8,4　　7,8　8,3　8,5　　9,0　7,8　8,6

Zone 1B　　Zone 4　　Zone 5　　Zone 6

Year	2020–2021				2021-2022				2022–2023		
Zone	T1	T2	T3	T4	T1	T2	T3	T4	T1	T2	T3
Zone 1B	8,40	8,84	9,39	8,92	8,81	7,55	7,14	7,90	8,33	7,36	7,30
Zone 4	10,05	9,13	7,83	8,77	9,81	10,09	10,05	9,00	8,53	8,08	8,57
Zone 5	7,62	7,39	7,50	8,99	9,21	10,27	5,89	6,55	12,37	6,62	6,93
Zone 6	9,52	9,91	8,76	7,30	8,35	7,43	8,05	7,18	8,76	8,69	8,27
Vitalité	9,03	9,05	8,66	8,46	8,94	8,46	7,98	7,82	8,99	7,85	7,81
Horizon	9,98	9,65	9,20	8,14	9,08	8,42	8,52	7,78	8,66	8,05	7,33
Province	9,69	9,46	9,03	8,24	9,04	8,43	8,34	7,80	8,76	7,99	7,47
Canada	10,04	9,59	9,06	8,42	9,41	9,08	8,91	8,83	9,65	9,28	8,33

Indicator that shows the difference between actual and budgeted spending.

English   Français

RÉSEAU DE SANTÉ
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HEALTH NETWORK

2023-06-14

Trend over time

● Réel ● Budget ● Variance in actual spending on operating budget

$200M

$0M

$182,1M | 183,6M | $1,5M | $176,4M | 177,4M | $0,9M | $202,0M | 189,7M | ($12,4M)

2022-2023 T1   2022-2023 T2   2022-2023 T3

Additional information
Excludes pandemic and Medicare

Formula
Budgeted Spending-Actual Spending

Leadership
Patrick Parent

Data source
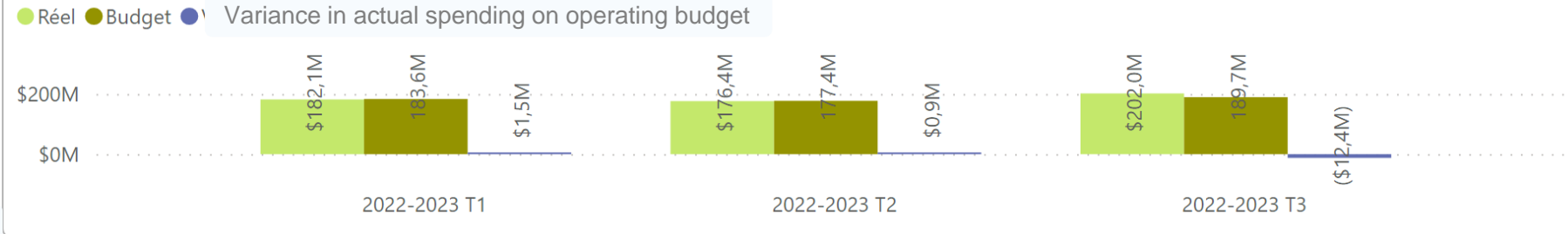Meditech

Measure
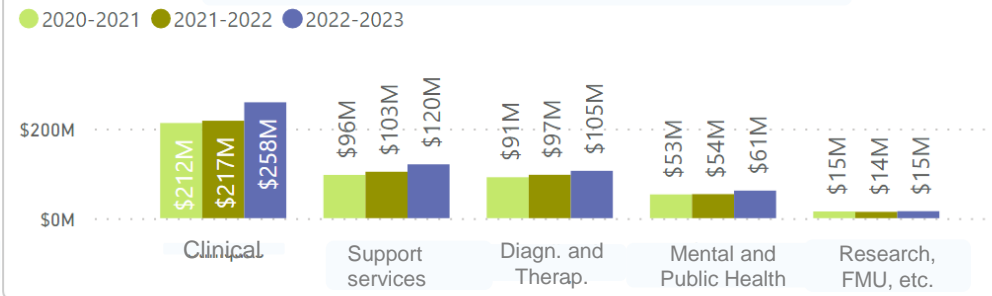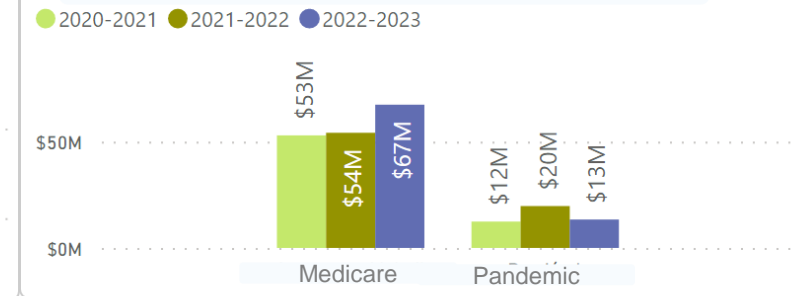Dollars

Desired results
Reduction sought

Target
Not available

Actual spending per program

● 2020-2021 ● 2021-2022 ● 2022-2023

$200M

$0M

| | $212M | $217M | $258M | $96M | $103M | $120M | $91M | $97M | $105M | $53M | $54M | $61M | $15M | $14M | $15M |

Clinical   Support services   Diagn. and Therap.   Mental and Public Health   Research, FMU, etc.

Actual spending per program

● 2020-2021 ● 2021-2022 ● 2022-2023

$50M

$0M

$53M | $54M | $67M | $12M | $20M | $13M

Medicare   Pandemic

Actual spending per program

Program	2020-2021	2021-2022	2022-2023
Clinical	$212,1M	$217,2M	$258,3M
Research, FMU, etc.	$14,9M	$14,1M	$15,5M
Mental and Public Health	$52,9M	$53,5M	$61,4M
Diagn. and Therap.	$91,2M	$96,7M	$105,5M
Support services	$96,4M	$103,5M	$120,0M
Total	**$467,5M**	**$484,9M**	**$560,6M**

Program	2020-2021	2021-2022	2022-2023
Medicare	$53,0M	$54,2M	$67,4M
Pandemic	$12,4M	$19,7M	$13,4M
Total	**$65,4M**	**$73,9M**	**$80,8M**