Humber River Hospital’s Balanced Scorecard

Our balanced scorecard is a tool we use to measure our activities and initiatives described in our Strategic Plan. The scorecard is called “balanced” because it has four quadrants represented within a circle. Each quadrant has a specific focus – stakeholders (patients and their families and our physicians, staff and volunteers), learning and growth, financial and accountability, internal processes (to deliver safe care). Each quadrant contains key performance indicators that we will measure to see if we are fulfilling our strategic plan.

In the centre of the circle is our mission, which is “Providing quality patient care for a diverse urban community within an ambulatory care centre and acute care hospital.”

The next circle surrounding our mission lists our 3 values that our practices and behaviours must reflect: compassion, professionalism and respect.

The largest circle of the balanced scorecard is divided equally into 4 quadrants.

Quadrant #1: Stakeholders

*We will complete the redevelopment and transition successfully.*

The key performance indicators we will measure are:

- Overall rating of care (medical and surgical inpatients)
- Overall rating of care (emergency patients)
- Percent of family physicians that receive discharge summaries
- Employee and physician engagement
- Community consultation measures
- Transition plan measures.

Quadrant #2: Learning and Growth

*We will enhance and maintain a healthy work environment.*

The key performance indicators we will measure are:

- Leader retention rate
- Leader learning development
- Grievances received and resolved prior to arbitration
- Percent performance development plans completed as per hospital policy
- Vacancy rate – all nursing full time equivalents (registered nurses, registered practical nurses).

Quadrant #3: Financial and Accountability

*We will demonstrate accountability and efficiency.*
The key performance indicators we will measure are:

- Percent alternative level of care patients – HRH overall
- Total overtime as a percent of total productive hours
- Percent nursing purchased service worked hours
- Absenteeism rate
- Emergency room wait times: 90th percentile length of stay for admitted patients.

**Quadrant #4: Internal Processes**

*We will pursue quality, patient safety and patient-centred care.*

The key performance indicators we will measure are:

- Publicly-reported infection prevention and control measures
- Percent compliance with hand hygiene – before and after patient contact
- Hospital standardized mortality rate
- Pressure ulcer incidents measures
- Surgical safety checklist compliance
- Rate of inpatient falls
- Percent medication reconciliation on admission.

The original Balanced Scorecard document was published on May 24, 2013. It was revised on July 18, 2013.

Reference: Humber River Hospital Strategic Plan, 2012 to 2015.