

# **Performance Measures 2013-2014: Final Report**

**Jean Morrison, CEO, St Paul's Hospital**

**Saskatoon Regional Health Authority**

**July 2014**

**Approved by: Bill Edwards, St. Paul's Hospital Board Chair**

# Performance Measures 2013-2014: Final Report— Jean Morrison, CEO, St. Paul’s Hospital Saskatoon Regional Health Authority

SHR VICE PRESIDENT MEASURE REPORT					
Measure	Weight	Achievement Criteria	2013/2014	Trend	Analysis and Discussion
Living the SPH Vision, Mission and Values, Catholic Health Ethics and Partnership	10%	Specific Target	4 of 7 Milestones Completed <ul style="list-style-type: none"> <li>- Evidence the Mission, Vision and Values are being lived by staff (testimonials from patients).</li> <li>- Develop and initiate implementation of a communication strategy to share SPH’s place and brand.</li> <li>- Evidence that SPH continues to be a leader in ethical health issues presented through quarterly reporting to the Board.</li> <li>- - CEO completed JBA Lean Leader Certification.</li> </ul>		<ul style="list-style-type: none"> <li>• 4 or 7 milestones completed</li> <li>• Patient testimonials evidence that the Mission, Vision and Values are being lived by staff</li> <li>• Communication strategy developed and under review by Board. Have begun using key messages in communication, presentations and for annual report development.</li> <li>• September 25, 2014 initiated Ethics Quarterly Reporting to the Board and 2 deep dive education sessions have been held with Board (Oct. 23 and Nov. 28, 2013).</li> <li>• Lean Leader Certification awarded April 23, 2014.</li> </ul>
					<b>Performance Pay</b>
					<b>100%</b>

Target Criteria				
90% threshold	95%	100%	105%	110%
None of subsequent milestones achieved	Standardized orientation package that includes orientation to Vision, Mission and Values, introduction to Catholic Health Ethics and reference to Catholic Health Ethics Guide, and introduction to SPH/SRHA partnership agreement prepared and provided to managers for application	4 of 7 milestones completed <ul style="list-style-type: none"> <li>- Evidence the Mission, Vision and Values are being lived by staff (testimonials from patients).</li> <li>- Mission integration assessment initiated.</li> <li>- Develop and initiate implementation of a communication strategy to share SPH’s place and brand.</li> <li>- Evidence that SPH continues to be a leader in ethical health issues presented through quarterly reporting to the Board.</li> <li>- 100% of SPH-based managers’ report inclusion of SPH material in staff orientation</li> <li>- CEO completes JBA Lean Leader Certification.</li> </ul>	>4 of 7 100% milestones complete	All milestones complete Mission integration assessment completed

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Measure	Weight	Achievement Criteria	2013/2014	Trend	Analysis and Discussion
Advance Spiritual Care Services	8%	Specific Target	2 of 4 milestones completed. <ul style="list-style-type: none"> <li>- A plan for the ongoing leadership of the Regional Spiritual Care program is implemented.</li> <li>- A plan for a Clinical Pastoral Educator Residency developed and put forward for approval for implementation in 2014-15.</li> </ul>		<ul style="list-style-type: none"> <li>- Advanced Spiritual Care Services with 2 milestones completed</li> <li>- Senior Leadership Team approved plan for ongoing leadership of Spiritual Care. Corey Miller, VP Integrated Health Services has taken over direct reporting for Spiritual Care.</li> <li>- Clinical Pastoral Educator Residency program plan developed and approved by the board on October 23, 2013. Advertising for candidates occurring now.</li> </ul>
					<b>Performance Pay</b>
					<b>95%</b>

Target Criteria				
90% threshold	95%	100%	105%	110%
None of 100% milestones achieved	< 3 of 100% milestones achieved	3 of 4 milestones complete <ul style="list-style-type: none"> <li>- A plan for the ongoing leadership of the Regional Spiritual Care program is implemented.</li> <li>- Spiritual Care referral process developed collaboratively with CPAS and Social Work and referrals are being received from those Departments.</li> <li>- Pilot study completed and research proposal amended as necessary and submitted for approval of full study.</li> <li>- A plan for a Clinical Pastoral Educator Residency developed and put forward for approval for implementation in 2014-15.</li> </ul>	4 of 4 milestones achieved.	All nursing units with designated chaplains consistently make referrals re: Spiritual Care needs.  Research project report completed.

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Measure	Weight	Achievement Criteria	2013/2014	Trend	Analysis and Discussion
Service to Vulnerable populations with a focus on patients groups requiring hospice (seniors and those living with HIV)	10%	Specific Target	3 of 5 milestones completed <ul style="list-style-type: none"> <li>• Prepare and submit an outreach and communication plan to the Board to assist in advancing Hospice</li> <li>• Assist the Foundation to complete development of a fundraising campaign</li> <li>• Request approval from SHR to initiate fundraising plan</li> </ul>		<ul style="list-style-type: none"> <li>- Hospice communication plan embedded in draft communication plan submitted to Executive Committee and communication has proceeded in consultation with Executive Committee.</li> <li>- Director and Fellow worked with Foundation CEO as requested and provided information. In March a full time planning lead for Hospice was assigned.</li> <li>- SHR SLT has given permission for development of fundraising campaign with the intent to initiate the campaign in 2015.</li> <li>- 3 of 5 milestones achieved therefore pay for performance 100%</li> </ul>
					<b>Performance Pay</b>
					<b>100%</b>

Target Criteria				
90% threshold	95%	100%	105%	110%
None of 100% milestones achieved	< 3 of 100% milestones achieved	3 of 5 milestones complete <ul style="list-style-type: none"> <li>• Submit Hospice functional program to SLT and SPH Board</li> <li>• Confirm the site for the hospice</li> <li>• Prepare and submit an outreach and communication plan to the Board to assist in advancing Hospice</li> <li>• Assist the Foundation to complete development of a fundraising campaign</li> <li>• Request approval from SHR to initiate fundraising plan</li> </ul>	5/5 milestones complete	Fundraising initiated in 2013-14. Design phase initiated

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Measure	Weight	Achievement Criteria	2013/2014	Trend	Analysis and Discussion
Optimize infrastructure at SPH.	7%	Specific Target	4 of 5 milestones completed <ul style="list-style-type: none"> <li>Plan developed to remove rotunda in order to improve safety and support smoke free environment and submitted to SHR for approval.</li> <li>Development of 1719 - 20<sup>th</sup> Street parking lot complete.</li> <li>Rejuvenation of Auditorium complete.</li> <li>C-Wing 2<sup>nd</sup> floor mechanical refurbishment complete.</li> </ul>		<ul style="list-style-type: none"> <li>Capital and Facility services recommended not proceeding with full removal of the rotunda at this time instead they recommended removal of the windows and that work was completed.</li> <li>Development of 1719-20<sup>th</sup> street parking lot complete and open for use March 2014.</li> <li>Auditorium rejuvenation complete – Grand Opening March 12, 2014.</li> <li>C Wing 2<sup>nd</sup> floor mechanical refurbishment complete.</li> <li>4 of 5 100% milestones achieved therefore pay for performance 105%</li> </ul>
					<b>Performance Pay</b>
					<b>105%</b>

Target Criteria				
90% threshold	95%	100%	105%	110%
None of 100% milestones achieved	< 3 of 100% milestones achieved	3 of 5 milestones complete <ul style="list-style-type: none"> <li>Plan developed to remove rotunda in order to improve safety and support smoke free environment and submitted to SHR for approval.</li> <li>Determine site for a healing garden with consideration to have this designated as sacred space to be used for reflection and healing.</li> <li>Development of 1719 - 20<sup>th</sup> Street parking lot complete.</li> <li>Rejuvenation of Auditorium complete.</li> <li>C-Wing 2<sup>nd</sup> floor mechanical refurbishment complete.</li> </ul>	>3 of 100% milestones complete	Removal of rotunda initiated.