



**Heartland Health Region
2013/2014 Pay for Performance Plan
CEO and Vice Presidents**

The overall performance score for the CEO is comprised of:

- (1) Achievement of system/provincial targets (40%)
- (2) Achievement of organizational goals (20%)
- (3) Achievement of fiscal responsibility goal (20%)
- (4) Patient Client Experience (10%)
- (5) Demonstration of behavioral competencies (10%)

System Goals	Goals	Achievement Criteria	Performance Measure	Target	Weighting (Points Available)	Performance & Score Matrix			Score Achieved
						0 – 1.5 points	1.5 points	1.5 to 3 Points	
System/Provincial Goals and Measures	Better Health, Better Care, Better Value, Better Teams	System-Wide Combined Achievement	Surgical Wait Times • Maximum wait time for 1st offer of surgery	By March 31, 2014, all patients are offered an option to have surgery within 3 months	CEO -3 points available	0.5 points will be deducted for every percentage of patients waiting in excess of three months	Target Achieved	0.3 points will be earned for every week less than three months	1.4
						0 – 0.99 points	1 point	1.01-2 Points	
					VP – 2 points available	0.2 points will be deducted for every percentage of patients waiting in excess of three months	Target Achieved	0.2 points will be earned for every week less than three months	.93
						0 points	1 point	1 to 2 points	
		Organizational Combined Achievement	Surgical Wait Times • Maximum wait time for 1st offer of surgery	By March 31, 2014, all patients are offered an option to have surgery within 3 months	CEO - 2 points Available	Target Not Achieved	Target Achieved	0.2 points will be earned for every week less than three months to a maximum of 2 points.	1.5
						0 points	.50 point	0.51-1 points	
					VP – 1 point available	Target Not Achieved	Target Achieved	0.1 points will be earned for every week less than three months to a maximum of 1 point.	.75

System/Provincial Goals and Measures	System Goals	Goals	Achievement Criteria	Performance Measure	Target	Weighting (Points Available)	Performance & Score Matrix			Score Achieved
	Better Health, Better Care, Better Value, Better Teams	Rural Emergency Stabilization Services	Organizational Combined Achievement	Rural Emergency Stabilization Services <ul style="list-style-type: none"> Number of service disruptions in Category A facilities. Number of disrupted days in Category B Facilities 	Zero Emergency Stabilization Service Disruptions in Category A facilities; AND 50% reduction in disrupted days in Category B facilities as compared to the period from April to December 2012	CEO -3 points available VP – 2 points available	0 to 1.5 points	1.5 points	1.5 – 3 points	2.66
							0.3 points will be deducted for every 5% by which the target is missed.	Target Achieved	0.3 points will be earned for every 5% by which the target is surpassed	
							0-0.99 points	1 point	1.01 – 2 points	
0.2 points will be deducted for every 5% by which the target is missed.							Target Achieved	0.2 points will be earned for every 5% by which the target is surpassed		
									1.77	

Organizational Goals and Measures	System Goals	Goals	Achievement Criteria	Performance Measure	Target	Weighting (Points Available)	Performance & Score Matrix			Score Achieved
	Better Care	Medication Reconciliation	Region Specific	Yearly average of completed medication reconciliation on admission to acute care.	78% Compliance	CEO & VP 2 Points available	0 - 0.99 points	1 point	1.01 - 2 points	1.19
							for every 2% the target is missed, 0.10 points will be deducted from the 1 point target	Target is met 78% yearly average of medication reconciliation on admission to all acute sites	For every 2.2% the target is surpassed, 0.10 points will be earned to a maximum of 2 points.	
							0 - 0.99 points	1 point	1.01 - 2 points	
For every 2% the target is missed, 0.20 points will be deducted from the 1 point target							Target is met	For every 1% the target is surpassed, 0.50 points will be earned to a maximum of 2 points.		
									0	

Fiscal Responsibility	System Goals	Goals	Achievement Criteria	Performance Measure	Target	Weighting (Points Available)	Performance & Score Matrix				Score Achieved
	Better Value	Fiscal Responsibility	Region Specific	Achieve a balanced operations budget at fiscal year end	Achieve a balanced operations budget within .5%	CEO - 4 Points Available	0 points		4 points		4
							Target Not Achieved	Target Achieved			
							0 points		3 points		3
Target Not Achieved							Target Achieved				
VP - 3 Points Available	Target Not Achieved	Target Achieved									

Patient/Client Experience	System Goals	Goals	Achievement Criteria	Performance Measure	Target	Weighting (Points Available)	Performance & Score Matrix				Score Achieved
	Better Care	Patient Satisfaction	Region Specific	Patient Satisfaction HQC Survey	Achieve a 2.5% increase patient rating of exceptional overall health care experience (rating hospital 9 or 10 out of 10) by January 2014.	CEO & VP 2 Points Available	0 - 0.99 points		1 point	1.01 - 2 points	
For every .50% the target is missed, 0.20 points will be deducted from the 1 point target							Target is met	For every .50% the target is surpassed, 0.20 points will be earned to a maximum of 2 points.			

Staff Satisfaction/ Executive Competency	System Goals	Goals	Achievement Criteria	Performance Measure	Target	Weighting (Points Available)	Performance & Score Matrix					Score Achieved
	Better Teams	Executive Behavioral Competency	Region Specific	360 Degree Feedback based on Manager Competency Portfolio (MCP) 360 feedback tool administered by Hay Group	7 of 11 leadership competencies related to managing self, managing your team, managing the work, and managing collaboratively are identified as areas of strength.	CEO & VP 2 Points Available	0 points	0.5 points	1 point	1.5 points	2 points	2
5 of 11							6 of 11	7 of 11	8 of 11	9+ of 11		

Vice President Specific Measure	System Goals	Goals	Achievement Criteria	Performance Measure	Target	Weighting (Points Available)	Performance & Score Matrix			Score Achieved
							0 – 2.99 points	3 points	3.01 – 4 points	
Better Care		Long Term Care Falls Reduction	Region Specific	Reduction in the number of Long Term Care Falls	Achieve a 5% reduction in total number of LTC falls of the 2012-13 baseline.	VPs- 4 Points Available	For every 1% the target is missed, 0.60 points will be deducted from the 3 point target	Target Achieved	For every 1% the target is surpassed, 0.20 points will be earned to a maximum of 4 points.	4

Executive (Incumbent)	Area of Responsibility	Pay for Performance Percentage Entitlement	Base Salary (100%) ¹	Final Pay for Performance Salary ²
Gregory Cummings	Chief Executive Officer	103.93%	\$264,000	\$273,375
Stacey Bosch	Corporate Services	104.83%	\$172,855	\$181,203
Jeannie Munro	Primary Health/Quality Services	104.83%	\$172,855	\$181,203
Sheila Pajunen	Human Resources	104.83%	\$172,855	\$181,203
Gayle Riendeau	Health Services	104.83%	\$212,034	\$222,275

¹ Participants were paid at 90% of base salary.

² For illustration purposes only. The final amount of pay will be based on actual paid hours during the 2013-14 fiscal year.