

Heartland Health Region
2011/2012 Performance Goal and Measures for Vice-Presidents

Executive Pay-for-Performance Plan

The government, regional health authorities (RHAs) and the Saskatchewan Cancer Agency (SCA) are focused on quality patient care and improving the patient experience. CEOs and executive staff play a critical role in our health system and are being asked to lead transformational change throughout the health system. To encourage this leadership and increase executives' accountability, the Ministry of Health, RHAs and the SCA agreed in early 2011 to an Executive Pay-for-Performance Plan (EPPP) for their CEOs and Vice-Presidents. This plan measures and compensates for senior-level responsibility to successfully achieve established objectives.

Performance Pay Levels

The Executive Pay-for-Performance Plan (EPPP) is part of a total compensation package that positions Saskatchewan to be able to attract and retain health care leaders who can ensure the delivery of quality health care to the province's residents. All members of regional executive, including the CEO, are paid at 90% of their salary during the year. The plan stipulates that executives will only receive their full base salary (100%) if they have met a number of shared & individual strategic performance targets by the end of the year. If performance targets are not met, executives forego up to 10% of their base salaries. If performance targets are exceeded, Vice-Presidents can earn up to a maximum of 10% additional pay. A Vice-President's final rate of pay will be somewhere between 90% and 110% of base salary determined by his or her specific combination of targets missed, met or exceeded.

Goal-Setting and Weighting

Performance measures have been chosen to ensure that Vice-Presidents have clear targets in line with provincial health system and regional priorities. For CEOs, 40% of the plan value is based on province-wide (system) goals established by the Ministry of Health in consultation with RHAs and the SCA; 40% of the plan is based on organizational measures established by the Board of each RHA/SCA in consultation with its CEO; 10% of the plan value is based on the patient experience; and 10% of the plan value is based on an assessment of executive behaviours or competencies linked to organizational and system values. Vice-Presidents share the same overall system & organizational goals as determined for the CEO, albeit with a different weighting. In addition to these, Vice-Presidents must identify between 3-5 additional objectives which are weighted at 40%.

The overall performance score for the Vice-President group is comprised of:

- (1) Achievement of system/provincial targets (20% weighting)
- (2) Achievement of organizational goals (20% weighting),
- (3) Achievement of individual objectives (40% weighting),
- (4) Patient/Client Experience (10% weighting),
- (5) Demonstration of behavioral competencies (5% weighting),
- (6) Staff Satisfaction (5% weighting)

The final pay for performance percentage for each Vice-President noted in this document is made up of the results in each of the above 6 targets, goals & objectives based on the appropriate weighting.

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System/Provincial Goals and Measures	Strategic Focus	Goals	Performance Measure	Target	Achievement Criteria	Weighting	Performance Score					Performance Achievement
						VP	90%	95%	100%	105%	110%	Result
	Health of the Individual	1.2 Achieve timely access to evidence-based and quality health services and supports	Number of patients waiting longer than 12 months for surgery	All patients are offered an option to have surgery within 12 months	System-wide	10%	For every 5 percentage points by which the health system does not meet the target a reduction of 1 percent compensation to the minimum of 90%	Target achieved	All patients offered an option to surgery within 50 weeks	Pay For Performance Score 2011/2012: 99.21%		
Percent of invasive cancer surgeries performed within 3 weeks			95% of invasive cancer surgeries performed within 3 weeks	System-wide	% of invasive cancer surgeries performed within 3 weeks is less than achieved in 2010/2011						% of invasive cancer surgeries performed within 3 weeks is no worse than in 2010/2011	% of invasive cancer surgeries performed in less than 3 weeks is better than achieved in 2010/2011
1.3 Continuously improve health care safety in partnership with patients and families		Number and percentage of LTC residents who experience a fall, including affiliated and for-profit LTC facilities	Reduce the discrete number of LTC residents who experience a fall by 20% to 218 residents.	Region specific	5%	Target not achieved	Target achieved	For every 2 percentage points by which the region exceeds the target an additional 1% compensation will be received to the maximum of 110%; no increase in prevalence of daily physical restraints	Pay For Performance Score 2011/2012: 90%			
		Prevalence of Daily Physical Restraints	The prevalence of daily physical restraints decreases or remains the same as the 2010-11 level of 27.99%.									
Health of the Individual	1.3 Continuously improve health care safety in partnership with patients and families	Medication Reconciliation The proportion of clients receiving formal medication reconciliation at admission to acute care	To close the gap by 50% between current implementation and 100% (Acute Care) by March 31, 2012	Region specific	5%	Target not achieved	Target achieved	For each 1 percentage point above the target, an additional 1% compensation up to 110%	Pay For Performance Score 2011/2012: 110%			

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Organizational Goals and Measures	Strategic Focus	Goals	Performance Measure	Target	Achievement Criteria	Weighting	Performance Score					Performance Achievement
							VP	90%	95%	100%	105%	110%
Providers	3.2 Work together to create safe, supportive and quality workplaces	a. Reduction in number of WDP hours per FTE	WDP reduction of 14.4% to 28.6h FTE by March 31, 2012	Region specific	5%	<90% HHR targets for reduction in overtime and <80% of target met for reduction in sick time	90-99% of HHR target met for reduction in overtime and 80% of target met for reduction in sick time	Target met for reduction in overtime and 81-89% of sick time target met	Target met for reduction in overtime and 90-99% of sick time target met	HHR targets met for reduction in overtime and sick time	Pay For Performance Score 2011/2012: 90%	
		b. Reduction in sick leave hours per FTE	Sick Time reduction of 5.5% to 77.55 hrs/FTE by March 31, 2012									
Providers	3.2 Work together to create safe, supportive and quality workplaces	Number of lost time WCB days per FTE	14.1% reduction to 203.6 lost time WCB days per 100 FTE by March 31, 2012	Region specific		< 3% decrease	3-5% decrease	For every decrease above 5%, there is a 1% increase in compensation up to 110%				
Health of the Individual	1.3 Continuously improve health care safety in partnership with patients and families	Compliance with Infection Control Accreditation Canada ROP 1.3 - Infection Control ~ Reprocessing of endoscopes and reusable devices	To meet all unmet Process Standards (34) and 50% (4 of 8) Environment Standards by March 31, 2012	Region specific	5%	Developed Business Plan for centralized reprocessing of useable devices and implemented	Develop plan for meeting standards in reprocessing of endoscopes	Implement plans for reprocessing of endoscopes and meet 90% of the 34 Process Standards	Complete Implementation of centralized reprocessing and meet 95% of the 34 Process Standards	Compliance with 100% of Process Standards and 50% of Environment Standards	Pay For Performance Score 2011/2012: 100%	
Health of the Individual	1.3 Continuously improve health care safety in partnership with patients and families	Implement all components of the Surgical Site Infections (SSI) Bundle from SHN! in the operating room	2 sites performing surgery have implemented the surgical site infection bundle in its entirety	Region specific	5%	No spread of application of components of the bundle beyond what services are using as of April 2011	1 additional component of the bundle adopted	2 or more components of the bundle adopted	Both surgical services have adopted the entire bundle	100% compliance with the bundle	Pay For Performance Score 2011/2012: 105%	
Sustainability	4.1 Achieve best value for money while improving the patient experience and population health	Achieve adjusted operating results at year-end within 0.5% of total revenue	Adjusted operating results at year-end within 0.5% of total revenue	Region specific	5%	>1.0% deficit	.51-.99% deficit	+/- .5% of budget	.51-.75% surplus	.76 – 1% surplus	Pay For Performance Score 2011/2012: 110%	

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Strategic Focus	Goals	Performance Measure	Target	Achievement Criteria	Weighting	Performance Score					Performance Achievement
						VP	90%	95%	100%	105%	110%
Patient/Client Experience 10%	Health of the Individual	1.1 Improve the Individual Experience by providing exceptional care and service to customers	Patient Satisfaction: Percent of clients reporting through HQC survey that they felt nurses always communicated well with them.	Increase of 10% over baseline of 74.85% by March 31, 2012.	Region specific	10%	No improvement over baseline	5% point increase	10% point increase	For every % point by which the region exceeds target an additional 1% compensation will be received to a max of 110%	Pay For Performance Score 2011/2012: 90%
	Providers	3.2 Workplace that supports patient and family centered care	Staff Satisfaction: Percentage of staff responding to the Employee Engagement Survey that they are very satisfied with their job	Increase in employees who indicate that they are very satisfied with their jobs	Region specific	5%	No improvement over baseline	For every .2% increase, there is a 1% increase in compensation to a maximum of 110%			Pay For Performance Score 2011/2012: 110%

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	Strategic Focus	Goals	Performance Measure	Target	Achievement Criteria	Weighting	Performance Score					Performance Achievement
							90%	95%	100%	105%	110%	Result
Individual Goals for Stacey Bosch Vice-President, Corporate Services (40%) Demonstration of behavioral competencies (5%)	Sustainability	4.1 Achieve best value for money while improving the patient experience and population health	Implement RIS PACS in 5 sites in HHR	Implement RIS PACS in 5 sites in HHR by March 31, 2012.	Individual	15%	RIS implemented in 5 sites	PACS initiated in 5 sites	RIS/PACS implemented in 5 sites	NA	Filmless in 5 sites	Pay For Performance Score 2011/2012: 110%
	Sustainability	4.1 Achieve best value for money while improving the patient experience and population health	Eneraction -Financing	All financing obtained and project commenced by March 31, 2012.	Individual	5%	RFP completed	NA	Tender awarded, Approvals in Place	NA	Financing obtained ; Project commenced	Pay For Performance Score 2011/2012: 110%
	Sustainability	4.1 Achieve best value for money while improving the patient experience and population health	Submit timely accurate reporting to Ministry, Board and HHR Management	Required Reports are submitted on time	Individual	10%	Reporting not submitted on time to all parties	NA	Required Reports are submitted on time	NA	Variance Reports to supplement are completed	Pay For Performance Score 2011/2012: 100%
	Sustainability	4.1 Achieve best value for money while improving the patient experience and population health	Implement Operational Efficiencies to meet Provincial Target	Implement Operational Efficiencies to meet Provincial Target by March 31, 2012.	Individual	10%	< 90% of \$193,000 Target (\$173,700)	95%	100%	For every 1% above adjusted by 1% up to 110%	110% of target (\$212,300)	Pay For Performance Score 2011/2012: 110%
	Supportive Process	5.2 Achieve system-wide performance improvement and culture of quality through adoption of LEAN and other quality improvement measures	Behavioral Competency: 360 degree feedback based on Manager Competency Portfolio (MCP) 360 Feedback Tool administered by Hay Group	9 of 11 leadership competencies related to managing self, managing your team, managing the work and managing collaboratively are identified as areas of strength	Individual	5%	5 of 11	6 of 11	7 of 11	8 of 11	9 of 11	Pay For Performance Score 2011/2012: 110%

Final Pay for Performance amount = 104.09% of base salary

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	Strategic Focus	Goals	Performance Measure	Target	Achievement Criteria	Weighting	Performance Score					Performance Achievement
							90%	95%	100%	105%	110%	Result
Individual Goals for Carolyn Glessing, Vice-President, Primary Health Services (40%) Demonstration of behavioral competencies (5%)	Health of the Individual	1.3 Continuously improve health care safety in partnership with patients and families	Implement of SHN Falls bundle in all LTC facilities, Home Care, Acute Care services	100% adoption of the SHN Falls Bundle and reduce the number of LTC residents who experience a fall resulting in injury by 15% by March 31, 2012.	Individual	10%	Roll out Falls reduction strategy in one service area i.e. LTC in 50% of facilities	Roll out falls reduction strategy in all LTC facilities/services	Roll out falls reduction strategy in all areas of services (HC, LTC, AC)	10 % reduction of falls resulting in injury	15% reduction of falls resulting in injury	Pay For Performance Score 2011/2012: 95%
	Health of the Individual	1.3 Continuously improve health care safety in partnership with patients and families	Implement all components of the Surgical Site Infections (SSI) Bundle from SHN! in the operating room	2 sites performing surgery have implemented the surgical site infection bundle in its entirety	Individual	10%	No spread of application of components of the bundle beyond April 2011 status	1 additional component of the bundle adopted	2 or more components of the bundle adopted	Both surgical services have adopted the entire bundle	100% compliance with the bundle	Pay For Performance Score 2011/2012: 105%
	Health of the Individual	1.3 Continuously improve health care safety in partnership with patients and families	Compliance with Infection Control Accreditation Canada ROP 1.3 - Infection Control ~ Reprocessing of endoscopes and reusable devices	To meet all unmet Process Standards (34) and 50% (4 of 8) Environment Standards by March 31, 2012	Individual	15%	Developed Business Plan for centralized reprocessing of useable devices and implemented	Develop plan for meeting standards in reprocessing of endoscopes	Implement plans for reprocessing of endoscopes and meet 90% of the 34 Process Standards	Complete implementation of centralized reprocessing and meet 95% of the 34 Process Standards	Compliance with 100% of Process Standards and 50% of Environment Standards	Pay For Performance Score 2011/2012: 100%
	Providers	3.2 Work together to create safe, supportive and quality workplaces	a. Reduction in number of WDP hours per FTE	a. WDP reduction of 14.4% to 28.6h FTE by March 31, 2012	Individual	5%	<90% HHR targets for reduction in overtime and; <80% of target met for reduction in sick time	90-99% of HHR target met for reduction in overtime and; 80% of target met for reduction in sick time	Target met for reduction in overtime and; 81-89% of sick time target met	Target met for reduction in overtime and; 90-99% of sick time target met	HHR targets met for reduction in overtime and sick time	Pay For Performance Score 2011/2012: 90%
			b. Reduction in sick leave hours per FTE	Sick Time reduction of 5.5% to 77.55 hrs/FTE by March 31, 2012								
Supportive Process	5.2 Achieve system-wide performance improvement and culture of quality through adoption of LEAN and other quality improvement measures	Behavioral Competency: 360 degree feedback based on Manager Competency Portfolio (MCP) 360 Feedback Tool administered by Hay Group	9 of 11 leadership competencies related to managing self, managing your team, managing the work and managing collaboratively are identified as areas of strength	Individual	5%	5 of 11	6 of 11	7 of 11	8 of 11	9 of 11	Pay For Performance Score 2011/2012: 110%	

Final Pay for Performance amount = 100.09% of base salary

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	Strategic Focus	Goals	Performance Measure	Target	Achievement Criteria	Weighting	Performance Score					
							90%	95%	100%	105%	110%	
Individual Goals for Linda Wasko-Lacey, Vice-President, Quality Services (40%) Demonstration of behavioral competencies (5%)	Health of the Individual	1.3 Continuously improve health care safety in partnership with patients and families	Medication Reconciliation Implementation of medication reconciliation at admission to acute, long term care and home care	To have 24 sites/services with medication reconciliation on admission implemented by March 31, 2012. 7 Acute, 11 LTC, 8 Home Care	Individual	10%	No improvement achieved	1% increase for every additional site with Med Rec implemented	Target Achieved	1% increase for every additional site implemented above the target		Pay For Performance Score 2011/2012: 106%
	Health of the Individual	1.3 Continuously improve health care safety in partnership with patients and families	Medication Reconciliation The proportion of clients receiving formal medication reconciliation at admission	To increase the % of patients receiving formal medication reconciliation on admission by 10-20% by March 31, 2012.	Individual	10%	No improvement achieved	1% increase for every 2% compliance	Target Achieved	1% increase for every percent above target		Pay For Performance Score 2011/2012: 101%
	Health of the Individual	1.3 Continuously improve health care safety in partnership with patients and families	Develop and Implement Incident Reporting Plan	Develop and Implement Incident Reporting Plan with all sites visited in year 1 and attendance at all PHSA meetings	Individual	10%	Plan not Developed		Plan developed and year 1 strategies implemented			Pay For Performance Score 2011/2012: 90%
	Supporting Processes	5.2 Achieve system-wide performance improvement and culture of quality through adoption of Lean and other quality improvement methodologies	Develop and Implement a Multi-Year Plan to spread Lean across the Continuum and Implement Year 1 of the plan	All year 1 activities implemented	Individual	10%	Plan not approved by the MOH		Plan approved by HHR and MOH by target date March 31, 2012.		Plan approved by MOH and Year 1 activities implemented	Pay For Performance Score 2011/2012: 90%
	Supportive Process	5.2 Achieve system-wide performance improvement and culture of quality through adoption of LEAN and other quality improvement measures	Behavioral Competency: 360 degree feedback based on Manager Competency Portfolio (MCP) 360 Feedback Tool administered by Hay Group	9 of 11 leadership competencies related to managing self, managing your team, managing the work and managing collaboratively are identified as areas of strength	Individual	5%	5 of 11	6 of 11	7 of 11	8 of 11	9 of 11	Pay For Performance Score 2011/2012: 105%

Final Pay for Performance amount = 99.54% of base salary

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	Strategic Focus	Goals	Performance Measure	Target	Achievement Criteria	Weighting	Performance Score					Performance Achievement
							90%	95%	100%	105%	110%	Result
Individual Goals for Sheila Pajunen, Vice-President, Human Resources (40%) Demonstration of behavioral competencies (5%)	Providers	3.2 Work together to create safe, supportive and quality workplaces	a. Reduction in number of WDP hours per FTE	a. WDP reduction of 14.4% to 28.6h FTE by March 31, 2012	Individual	10%	<90% HHR targets for reduction in overtime and; <80% of target met for reduction in sick time	90-99% of HHR target met for reduction in overtime and; 80% of target met for reduction in sick time	Target met for reduction in overtime and; 81-89% of sick time target met	Target met for reduction in overtime and; 90-99% of sick time target met	HHR targets met for reduction in overtime and sick time	Pay For Performance Score 2011/2012: 90%
			b. Reduction in sick leave hours per FTE	Sick Time reduction of 5.5% to 77.55 hrs/FTE by March 31, 2012								
	Providers	3.2 Work together to create safe, supportive, quality workplaces	Implement Year 2 of Injury Reduction Strategy	All 6 elements of the Safety Management System implemented and evaluated by March 31, 2012.	Individual	10%	4 of 6 elements of Safety Management System implemented	5 of 6 elements of Safety Management System implemented	All 6 elements of Safety Management System implemented	Evaluation components identified	Evaluation implemented	Pay For Performance Score 2011/2012: 90%
	Providers	3.2 Work together to create safe, supportive, quality workplaces	Lead Essential Services Planning for SUN and SEIU	All program areas have completed Essential Services Plan completed by March 31, 2012.	Individual	10%	90% of areas have completed their Essential Services plans	95% of areas have completed their Essential Services plans	Target achieved	Table top simulation occurs in one department	Table top simulation occurs in more than one department	Pay For Performance Score 2011/2012: 100%
	Providers	3.2 Work together to create safe, supportive, quality workplaces	Improve active employee performance appraisal rates	10-15% improvement to baseline rate of 35% by March 31, 2012.	Individual	10%	No improvement to current /baseline rate	5-10% improvement to baseline rate	10-15% improvement to baseline rate	For every 1% above 15%, compensation will be adjusted by 1% up to 110%	For every 1% above 15%, compensation will be adjusted by 1% up to 110%	Pay For Performance Score 2011/2012: 90%
	Supportive Process	5.2 Achieve system-wide performance improvement and culture of quality through adoption of LEAN and other quality improvement measures	Behavioral Competency: 360 degree feedback based on Manager Competency Portfolio (MCP) 360 Feedback Tool administered by Hay Group	9 of 11 leadership competencies related to managing self, managing your team, managing the work and managing collaboratively are identified as areas of strength	Individual	5%	5 of 11	6 of 11	7 of 11	8 of 11	9 of 11	Pay For Performance Score 2011/2012: 110%

Final Pay for Performance amount = 98.09% of base salary

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Vice-President (Incumbent)	Area of Responsibility	Pay for Performance %age Entitlement	Base Salary (100%) ¹	Final Pay for Performance Salary ²
Greg Cummings	Chief Executive Officer	100.34%	\$260,100	\$260,990
Stacey Bosch	Corporate Services	104.09%	\$170,300	\$177,269
Carolyn Glessing	Primary Health Services	100.09%	\$170,300	\$170,457
Linda Wasko-Lacey	Quality Services	99.54%	\$170,300	\$169,520
Sheila Pajunen	Human Resources	98.09%	\$170,300	\$167,051

¹ Participants were paid at 90% of base salary.

² For illustration purposes only. The final amount paid will be based on actual paid hours during the fiscal year 2011/12. The illustrative amount does not include situations where participants did not participate for the complete fiscal year e.g. new hire, unpaid leave of absence.