

**Executive Pay for Performance Plan
2012-13: Final Report**

Heartland Regional Health Authority

June 2013

Executive Pay for Performance Plan 2012-13 Heartland Regional Health Authority

SYSTEM MEASURES OF PERFORMANCE									
Measure	Target	Achievement criteria	Compensation					Relative weighting of each measure (within group)	Performance Achievement Results
			90%	99%	100%	105%	110%		
1.a. Number of patients waiting longer than 6 months for surgery	All patients are offered an option to have surgery within 6 months	System-wide achievement	By March 31, 2013, for every percentage of patients waiting in excess of six months, three percentage points will be deducted from base salary, to a floor of 90%		Target achieved	Target surpassed: 2% additional compensation for: every week less than six months		CEO 20% , VPs 5% (1.a. and 1.b. combined achievement)	90%
1.a.(1.) Number of patients waiting longer than 6 months for surgery	All patients are offered an option to have surgery within 6 months	Organization-specific achievement	Six month <u>maximum</u> wait by March 31, 2013 is not met, <i>OR</i> proportion of patients receiving invasive cancer surgery within 3 weeks falls below 2011-12 (measured on a 3-month/quarterly average)		Six month <u>maximum</u> wait by March 31, 2013 <i>AND</i> proportion of patients receiving invasive cancer surgery within 3 weeks remains at 2011-12 levels or higher (measured by a 3-month average);	Target surpassed: 2% additional compensation for: every week less than six months		CEO 10%, VPs 5% (1.a.(1.) and 1.b. combined achievement)	106.86%
1.b. Percent of invasive cancer surgeries performed within 3 weeks	95% of invasive cancer surgeries performed within 3 weeks	System-wide achievement and Organization Specific Achievement	<i>If</i> the proportion of patients receiving invasive cancer surgery within 3 weeks falls below 2011-12 (measured on a 3-month/quarterly average), only 90% of base salary will be paid		Target achieved			(1.a. and 1.b. combined achievement)	No change in cancer surgery wait times means that performance pay can be paid for measure 1a.(1.) (Organization Specific)
2. Percent of completion of an evidence-based plan to sustainably reduce Rural Emergency Service disruptions	Completion of an evidence-based plan to sustainably reduce disruptions by a significant percentage within one year, including effective collaboration with neighboring RHAs.	Baseline for disruptions (for a 12 month period) by November 30, 2012; Disruption Analysis by Jan 15, 2013; By Feb 28, 2013 establish target and Action Plan to meet the target by March 31 2014. Collaboration with neighbouring RHA(s) and communities	90% compensation if <u>any</u> of the following are true: <ul style="list-style-type: none"> o No collaboration with neighbouring RHAs; o Two of the above deadlines are missed; 		Completion of an evidence-based plan to sustainably reduce disruptions by a significant percentage within one year, including effective collaboration with neighbouring RHAs	5% additional compensation will be paid if RHAs identify affected communities and begin engagement with them;	10% additional compensation will be paid if engagement with affected communities is completed and plan is ready for implementation.	CEO 20%, VPs 15%	105%

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ORGANIZATIONAL MEASURES OF PERFORMANCE									
Measure	Target	Achievement Criteria	Compensation					Relative weighting of each measure	Performance Achievement Results
			90%	95%	100%	105%	110%		
1. Achievement of break-even or better on adjusted operating results as defined by the MoH reporting guidelines. Revenues equal to or in excess of expenditures once adjusted for transfers.	Adjusted operating results that are equal to or greater than 0.5% of 2012-13 total budget		>1.0% deficit	.51-.99% deficit	+/- .5% of total budget	.51-.75% surplus	.76 – 1% surplus	CEO 15% VPs 10%	100%
2. Percent of patients receiving medication reconciliation on acute care admissions.	To achieve a 10% increase from baseline in completed medication reconciliations on acute care admissions.	11/12 Baseline 67% 12/13 Target 77%	No increase over baseline	Every 1% increase in completed medication reconciliations on acute care admissions results in 1% compensation increase up to 110%			CEO 15% VPs 10%	90%	
VP Pay for Performance Measures									
1. Discrete number of LTC Residents who experience a fall	To reduce the discrete number of LTC residents who experience a fall by 3% Baseline (11/12) 267	259 discrete number of LTC Residents experience a fall.	No decrease over baseline	Every 1% decrease in the discrete number of LTC residents who experience a fall results in 3.33% compensation increase up to 110%			VPs 15%	90%	
2. The percent of fully completed Surgical Safety Checklists in the 2 surgical sites for all inpatient and outpatient surgeries	To achieve a 20% increase in the number of completed Surgical Safety Checklists in the 2 surgical sites for all in-patient and out-patient surgeries	2012/13 Target 94% Baseline (11/12) 74%	No increase in completion of checklist	Every 1.25% increase in completion of surgical safety checklists results in a 1% compensation up to 110%			VPs 10%	110%	
3. The percentage of age-standardized hospitalization rate for ambulatory care sensitive conditions	To achieve a 10% reduction in age-standardized hospitalization rate for ambulatory care sensitive conditions by March 31, 2013	2012/13 Target 335 Baseline (11/12) 372	No decrease	Every 1% decrease in age-standardized hospitalization rate for ambulatory care sensitive conditions results in 1% compensation increase up to 110%			VPs 10%	90%	

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PATIENT/CLIENT EXPERIENCE MEASURES OF PERFORMANCE

Measure	Target	Achievement Criteria	Compensation					Relative weighting of each measure (within group)	Performance Achievement Results	
			90%	95%	100%	105%	110%			
1. Percent of in-patients reporting through HQC survey that they would rate their hospital 10 out of 10.	To achieve a 2.5% increase patient rating of exceptional overall health care experience (rating hospital 10 out of 10) by March 31, 2013	36.64% by March 31, 2013. Baseline (11/12) 34.14% (monthly Mean Average)	No increase	Every .25% increase in patient satisfaction results in 1% compensation up to 110%					CEO 10% VPs 10%	110%

BEHAVIOURAL MEASURES OF PERFORMANCE

Measure	Target	Achievement Criteria	Compensation					Relative weighting of each measure (within group)	Performance Achievement Results
			90%	95%	100%	105%	110%		
1. Number of areas identified as strengths are per the 360 degree feedback based on Manager Competency Portfolio (MCP) 360 Feedback Tool administered by HayGroup	7 of 11 leadership competencies related to managing self, managing your team, managing the work, and managing collaboratively are identified as areas of strength and achieving 9 of 11 as a stretch target	7 of 11 leadership competencies related to managing self, managing your team, managing the work, and managing collaboratively are identified as areas of strength	5	6	7	8	9	CEO 10% VPs 10%	CEO – 110% VP 1 – 110% VP 2 – 95% VP 3 – 110% VP 4 – 100%

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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	100.19%	\$260,100	\$260,594
Stacey Bosch	Corporate Services	100.19%	\$170,300	\$170,624
Jeannie Munro	Primary Health/Quality Services	99.19%	\$170,300	\$168,921
Sheila Pajunen	Human Resources	100.19%	\$170,300	\$170,624
Gayle Riendeau	Health Services	98.69%	\$208,900	\$206,163

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 2012-13 fiscal year.