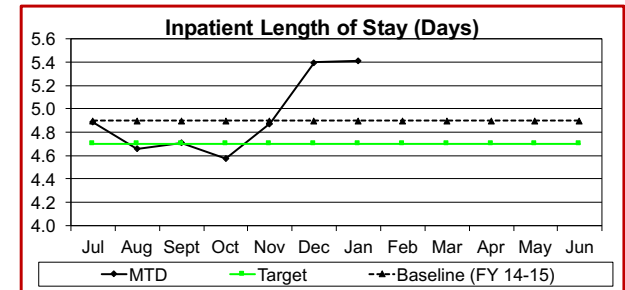
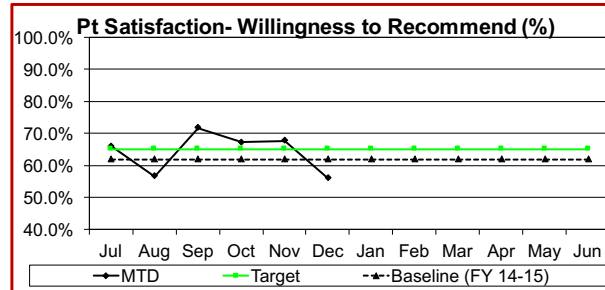
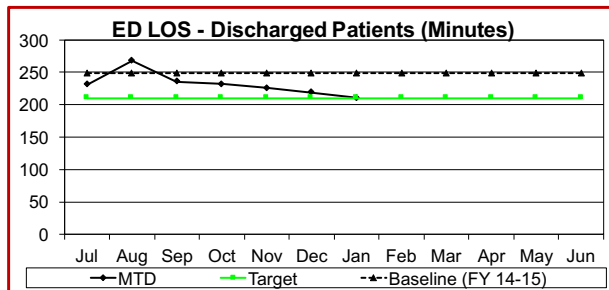




True North Category	Measure	Owner	Measure Unit	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	YTD Avg or Total	On-Target Off-Target Direction	Previous Year Baseline	Target
Safety	Staff Injuries*	Ochi	#/Quarter			100				78		89	↓	98/Q; 392/yr	95/Q*; 380/yr*
Quality	Preventable Mortality	Huen & Williams	Obs/Exp	1.09	0.66	1.21	0.77	1.00	0.83			0.92	↓	0.85	0.80
Quality	Readmissions (30-Day)	Huen & Williams	%	9.8%	10.2%	11.2%	11.7%	11.2%				10.8%	↓	12.1%	11.3%
Care Experience	Access and Flow: ED LOS Discharged Patients	Dentoni & Marks	minutes	231	268	236	232	226	219	211		227	↓	249	210
Care Experience	Patient Satisfaction: Willingness to Recommend	Critchfield & Johnson	%	65.9%	56.5%	71.6%	67.2%	67.7%	56.0%			64.2%	↑	61.8%	65.0%
Developing People	A3 Practitioners - Trained	Nazeeri-Simmons & Huen	# Total YTD	75	100	125	150	175	175	200	200	200	↑	50	200
Developing People	LINC Leadership Assessment: "Adept at Problem Solving"	Nazeeri-Simmons	1-5 Score				3.4			2.9		2.9	↑	n/a	4.0
Financial Stewardship	Length of Stay - Inpatient	May & Dentoni	Days	4.9	4.7	4.7	4.6	4.9	5.4	5.4		4.9	↓	4.9	4.5*
Financial Stewardship	Spend within 001 Hospital-wide Salary Annual Budget	Inouye	% Variance YTD	4.3%	1.4%	0.9%	1.1%	1.6%	1.9%	2.3%	2.2%	2.2%	↑	0.9%	>0%

*Pending Metric/Target Finalization

Key Off-Target Indicators:



Measure Definitions:

Patient Harm - Sum of Catheter-associated urinary tract infections, central line-associated blood stream infections, hospital-acquired C-Diff infection, falls with injury, hospital-acquired pressure ulcers, surgical site infections, ventilator-associated pneumonias, MRSA, and hospital-acquired venothromboembolism.

Staff Injuries* - Total number of worker compensation claims, including assaults, falls, needlesticks, musculo-skeletal, infections, and other injuries, quarterly.

Preventable Mortality - The ratio of observed patient deaths to the expected number of deaths based on statical prediction from UHC/Vizient clinical database of administrative data from academic. medical centers

Readmissions (30-Day) - Percentage of readmissions to ZSFG within 30 days of discharge for adult inpatients (excludes Psychiatry, pediatrics, nursery, skilled nursing).

Access and Flow: ED LOS Discharged Patients - The length of stay in minutes from arrival to departure for emergency room patients who are not admitted.

Patient Satisfaction: Willingness to Recommend - The percentage of patients who respond to the HCAHPS patient satisfaction survey that they would definitely be willing to recommend the hospital.

A3 Practitioners - Trained - The number of patients who have attended problem solving training called A3 Thinking, year-to-date.

LINC Leadership Assessment: "Adept at Problem Solving" - Average score by leaders in self-assessment of "problem solving," scale 1-5.

Inpatient Length of Stay - Average length of stay for inpatients, excludes 4A Skilled Nursing Facility, Psychiatry and Mental Health Rehabilitation Facility.

Spend within 001 Hospital-wide Salary Annual Budget - Salary variance percentage reported in most recent pay period, year-to-date.