



True North Category	Measure	Owner	Measure Unit	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD*	Baseline**	On-Off-Target	Target
Safety	Patient Harm Events <div>★ VBP HAC</div>	Williams & Dentoni	Events	11	3	11	11	18	8	7	8	9				10/month (86 YTD)*	14/month (164 FY)	<div></div>	<10
Safety	Safe Discharge Home CJR Cases	Williams & Dentoni	%	-	-	53%	62%	68%	62%	66%	69%	71%	72%	73%		66%	45%	<div></div>	60%
Quality	Readmissions <div>★ PRIME RRP</div>	Marks & May	%	15.52%	15.28%	15.08%	15.18%	14.46%	14.58%	14.48%	14.55%	14.55%	14.73%	14.63%	14.28%	14.78%	15.26%	<div></div>	15.04%
Quality	LLOC Patient Days	Marks & May	# Aggregate Days/Month	1015	1271	1475	1515	1420	1235	1388	1081	1296	1085	1104		1262	941	<div></div>	300
Quality	ED Average LOS <div>★</div>	Marks & May	# Minutes	353	385	363	350	342	346	354	301	344	328	324	334	344	310	<div></div>	275
Quality	Time on Diversion	Marks & May	%	67.0%	68.0%	59.9%	48.6%	47.7%	52.6%	52.8%	34.1%	52.8%	55.0%	42.3%	52.7%	52.8%	58.0%	<div></div>	40.0%
Care Experience	Patient Satisfaction: "Courteous & Respectful Communication" <div>★</div>	Andrew & Johnson	% CG CAHPS	63.0%	70.0%	62.0%	67.9%	64.4%	67.3%	63%	62.1%	62.5%	72.7%			65.5%	62.7%	<div></div>	70.0%
Care Experience	Patient Satisfaction: "Food Taste"	Andrew & Johnson	% HCAHPS	35.7%	29.6%	22.0%	30.9%	28.6%	24.7%	31%	32.1%	29.0%	25.8%			28.9%	26.1%	<div></div>	30.0%
Workforce Care & Development	Leaders Trained in A3 Thinking	Ehrlich & Nguyen	%	91%	91%	91%	93%	93%	93%	98%	94%	94%	94%	100%	100%	100%	77%	<div></div>	100%
Workforce Care & Development	Leaders Adopting Leader Standard Work	Ehrlich & Nguyen	%	0%	0%	0%	55%	55%	61%	75%	87%	87%	87%	87%	87%	87%	0%	<div></div>	100%
Workforce Care & Development	Staff Injuries	Williams	# Events	23	9	22	20	20	16	13	19	13				17/month (55 YTD)	23/month	<div></div>	<18/month
Financial Stewardship	Meet Monthly Expenditure Targets	Inouye	% Variance YTD (FY)	-1.4%	-1.1%	-1.8%	-0.6%	-0.9%								-0.9%	0.8%	<div></div>	0.0%

★ = Included in CMS Star Ratings

VBP = Included in CMS Value-Based Purchasing Program

HAC = Included in CMS Hospital-Acquired Conditions Reduction Program

RRP = Included in CMS Readmissions Reduction Program

PRIME = Included in CMS Patient Readmission Initiative

*YTD = January '17 - Present, **Baseline = FY 15-16 (Except "CJR" = CY14, "Readmissions", "LLOC" and "Diversion" = CY 16)

