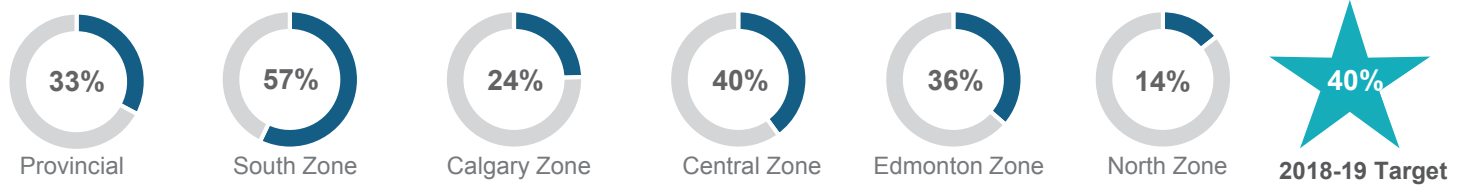


This measure is defined as the percentage of nursing units at the 16 busiest sites meeting Operational Best Practice (OBP) labour efficiency targets. A higher percentage means more efficiencies have been achieved across AHS.

**Percentage of Nursing Units Achieving Best Practice Efficiency Targets, Q2YTD 2018-19**



**Percentage of Nursing Units Achieving Best Practice Efficiency Targets**

Zone Name	2015-16	2016-17	2017-18	Q2YTD 2017-18	Q2YTD 2018-19	Trend	2018-19 Target
<b>Provincial</b>	<b>20%</b>	<b>28%</b>	<b>38%</b>	<b>35%</b>	<b>33%</b>	↓	<b>40%</b>
South Zone	63%	58%	61%	58%	57%	☆	40%
Calgary Zone	15%	20%	25%	25%	24%	⇔	40%
Central Zone	7%	14%	47%	36%	40%	☆	40%
Edmonton Zone	14%	29%	42%	39%	36%	↓	40%
North Zone	33%	33%	36%	29%	14%	↓	40%

Trend Legend: ☆Target Achieved    ↑Improvement    ⇔Stable: ≤3% relative change compared to the same period last year    ↓Area requires additional focus

Source: AHS General Ledger (no allocations); Worked Hours - Finance consolidated trial balance, Patient Days – Adult & Child - Finance statistical General Ledger, as of October 30, 2018

Notes: - Data quality issues were identified in historical data which potentially overstated efficiencies. While improvements to data quality continue to be made, historical data cannot be retroactively corrected.

## OBJECTIVE 11: IMPROVE EFFICIENCIES THROUGH IMPLEMENTATION OF OPERATIONAL AND CLINICAL BEST PRACTICES WHILE MAINTAINING OR IMPROVING QUALITY AND SAFETY.

### WHY THIS IS IMPORTANT

AHS is supporting strategies to improve efficiencies related to clinical effectiveness and appropriateness of care, operational best practice and working with partners to support service delivery. AHS is making the most effective use of finite resources while continuing to focus on quality of care.

### AHS PERFORMANCE MEASURE

*Nursing Units Achieving Best Practice Efficiency Targets* is defined as the percentage of nursing units at the 16 busiest sites meeting operational best practice (OBP) efficiency targets.

### UNDERSTANDING THE MEASURE

Operational best practice is one of the ways we can reduce costs, while maintaining or improving care to ensure a sustainable future.

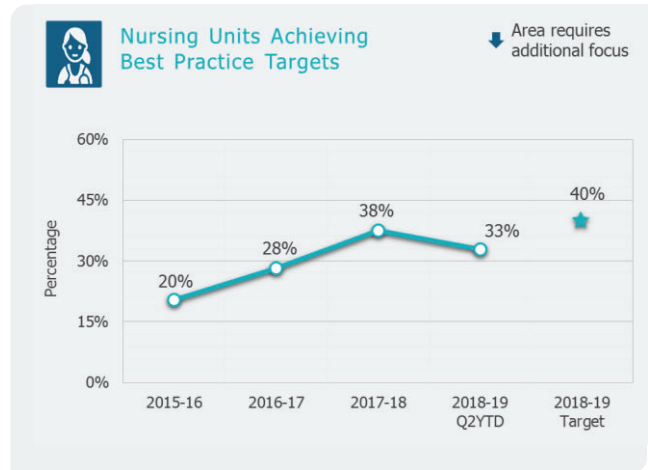
This initiative is focusing on the 16 largest hospitals in Alberta, including clinical support services and corporate services.

Using comparative data from across the county, AHS has developed OBP targets for nursing inpatient units. These targets are designed to achieve more equitable service delivery across the province with the measure used to monitor leadership's ability to meet the targets and reduce variations in the cost of delivering high quality services at AHS' sites.

A higher percentage means more efficiencies have been achieved across AHS.

### HOW WE ARE DOING

This measure has shown deterioration compared to the same period last year (33% in 2018-19 Q2YTD compared to 35% in 2017-18 Q2YTD). Given that some sites are not meeting the 40% provincial target, a Resource Team model has been implemented to provide appropriate support for these areas to help implement operational best practice plans.



Source: AHS Finance Statistical General Ledger (STAT GL)

### WHAT WE ARE DOING

In addition to initiatives related to operational best practice, AHS is also engaged in many other strategies to help improve efficiencies across the organization.

#### Clinical Appropriateness

Advanced diagnostic imaging tests, such as CT scans, MRIs and ultrasounds have dramatically changed the way patients are diagnosed and treated. These advancements have resulted in improved, more efficient, and more effective patient care. AHS has implemented a number of projects aimed at promoting clinical appropriateness.

- As of September 2018, there was a 24.8% decrease in unwarranted CT lumbar spine exams performed in Q2 compared to the same period last year. In addition, there has been a reduction in MRIs for chronic knee pain of 8.7%. A lower value demonstrates improved efficiencies and wait times.
- Pharmacy Services has seen a reduction in the use of select drugs which have been replaced with less costly options. For example, pre-filled syringes are less expensive, produce less waste and are less prone to errors.

Provincial Laboratory Services

The new Chief Executive Officer (CEO) and Board Members of Alberta's new **provincial lab services** subsidiary (called Alberta Public Laboratories) commenced duties in September 2018. Recruitment of a permanent Board Chair is underway. Staff transitioning is being coordinated in conjunction with Alberta Labour Relations Board and Local Authorities Pension Plan.

Zone Health Care Planning

The goal of **Zone Health Care Planning** and service planning is to develop a population health driven strategic plan. Initiatives identified will support quality, accessible care in the community and a sustainable health system, reduce the reliance on acute care and enhance care in the community.

South Zone

- Completed the Chronic Pain Implementation Plan in Medicine Hat.
- Working with the Blood Tribe Department of Health to develop a community health action plan and an addiction plan. Recommendations are being finalized.

Calgary Zone

- The draft Calgary Zone Healthcare Plan is completed and will be reviewed by AHS leadership in Q3. An implementation approach is under development.
- Work on the Indigenous Health Action Plan is underway. Engagement sessions with internal and external key stakeholders continued in Q2 and included cultural competency training.

Central Zone

- The Central Zone Healthcare Plan has been finalized and will be released publicly in Q3. Implementation is proceeding.
- An engagement process for Central Zone Indigenous communities to inform health service planning is underway.
- Red Deer Regional Health Centre Capital Needs Assessment was completed and submitted to Alberta Health.

Edmonton Zone

- The Rehab & Restorative Pillars team continued the development of an action plan in Q2.
- Deliverables and timelines have approved on the Chronic Pain Plan which is being informed by the Alberta Pain Strategy.

North Zone

- The draft Area 9 (Grande Prairie and Area) Service Plan is in development and is on track.