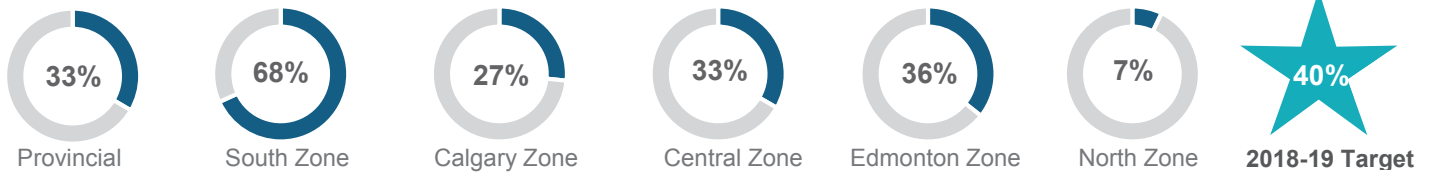


This measure is defined as the percentage of nursing units at the 16 busiest sites meeting Operational Best Practice (OBP) labour efficiency targets. A higher percentage means more efficiencies have been achieved across AHS.

Percentage of Nursing Units Achieving Best Practice Efficiency Targets, Q3YTD 2018-19



Percentage of Nursing Units Achieving Best Practice Efficiency Targets

Zone Name	2015-16	2016-17	2017-18	Q3YTD 2017-18	Q3YTD 2018-19	Trend	2018-19 Target
Provincial	20%	28%	38%	36%	33%	↓	40%
South Zone	63%	58%	61%	67%	68%	☆	40%
Calgary Zone	15%	20%	25%	25%	27%	↑	40%
Central Zone	7%	14%	47%	36%	33%	↓	40%
Edmonton Zone	14%	29%	42%	39%	36%	↓	40%
North Zone	33%	33%	36%	36%	7%	↓	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 February 1, 2019
 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.

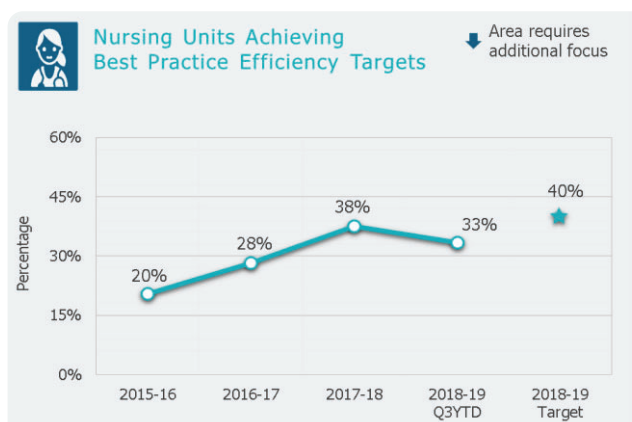
This initiative is focusing on the 16 largest hospitals in Alberta, including clinical support services and corporate services.

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

South Zone achieved target and improvements were also noted in Calgary Zone. 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 achieve greater improvement. Improving efficiencies through the implementation of Operational Best Practice while maintaining or improving quality and safety is a journey of continuous improvement. Since 2015-16, the 16 busiest hospitals have implemented efficiencies resulting in an increase from 20% of nursing units achieving target to 33% in 2018/19.



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.

- **Diagnostic Imaging**, as of December 2018, there was a 9.2% decrease in unwarranted CT lumbar spine exams performed and a 1.6% decrease in MRI lumbar spine exams in Q3 compared to the same period last year. In addition, there has been a reduction in MRIs for chronic knee pain of 4.9%. These decreases demonstrate improved efficiencies, wait times, and financial savings.
- **Pharmacy Services** has implemented initiatives to improve the use of drugs that maintain or improve patient care while having a lower system cost. Examples include reduced use of select drugs and using prefilled syringes to reduce the risk of errors.
- **Alberta Public Laboratories** initiated a project to provide Framingham Risk Scores (FRS) to physicians. The goal is to improve outcomes for patients at high risk for cardiovascular disease by increasing under prescribed statins prescriptions. The potential savings to the system as a result of managing these patients before they have a cardiovascular disease event is approximately \$21 million over 5 years.

- The **Digestive Health Strategic Clinical Network (SCN)** have initiated a project to Use of Canada – Global Rating Scale (C-GRS) to improve colonoscopy quality and patient outcomes. Poor colonoscopy quality can lead to higher rates of colorectal cancers.
- The **Cardiovascular Health & Stroke** Strategic Clinical Network (SCN) recently completed an initiative that provincially standardizes the evidence based order set for reperfusion for STEMI (ST Elevation Myocardial Infarction) patients. By using this, health professionals and physicians will be able to make better and quicker decisions for patients having this type of heart attack. Also, the SCN is working to reduce low value cardiovascular investigations to provide higher quality care at lower costs.

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 complete. All AHS lab employees have been transitioned over to the new entity and belong to either the Local Authorities Pension Plan or approved Registered Retirement Savings Plans/Defined Contribution Pension Plans (RRSP/DCPP).

Zone Healthcare Planning

Zone Healthcare Planning lays out a roadmap for transforming our health system to better meet the needs of Albertans. In conjunction with the AHS Health Plan and Business Plan, Zone Healthcare Plans will inform annual operational planning, including Zone implementation and capital plans.

Following extensive consultations with our health advisory councils, patient and family advisors, community members, partners, volunteers, physicians and staff, it became clear that residents want to receive healthcare services within their own communities. For them, having access to the right care in the right place at the right time is a key priority.

Zone Healthcare Plans have already been completed in Central Zone and Calgary Zone. The plans describe the current state of healthcare in the Zone, the case for change, and detailed strategies and initiatives to transform the system. A major area of focus is on enhancing care in the community and improving integration of the health system for patients and families.

Calgary Zone

- The Calgary Zone Healthcare Plan was finalized, approved and released publicly in Q3. An implementation plan has been established.

Central Zone

- The Central Zone Healthcare Plan was released publicly in Q3. An implementation plan has been established.

Zone Service Planning

Zones are also undertaking additional service planning work. **Service Planning** utilizes rigorous processes such as needs assessments, best practice research and community feedback to develop comprehensive model(s) that identify the appropriate programs and services that will deliver effective healthcare for Albertans.

South Zone

- Working with the Alberta Healthy Living Program on phase 2 of the Chronic Pain Implementation Plan.
- Completed and presented the draft Blood Tribe Addiction Framework ("Bringing the Spirits Home"). Components of the framework are now being implemented.

Calgary Zone

- Work on the Indigenous Health Action Plan is underway with engagement sessions and relationship building continuing in Q3. The Traditional Indigenous Protocol Guide for the province was also approved.

Central Zone

- An engagement process for Central Zone Indigenous communities to inform health service planning is ongoing.
- A Clinical Service Plan for Red Deer Regional Hospital Centre is under development.

Edmonton Zone

- The Rehab & Restorative Pillars team began implementation of the action plan in Q3.
- Edmonton Zone continues to develop their Chronic Pain Plan in coordination with the Alberta Pain Strategy.

North Zone

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