

June 25, 2014

Personal and Confidential

Dr. David Hill
Integrated Vice President, Research & Scientific Director, LHRI
SJH LRI, Room F4 – 106

Dear David:

The purpose of this letter is to share the results of the 2013-2014 Quality Improvement Plan (QIP) for LHSC, specifically as it relates to your performance-based compensation for the 2013-2014 fiscal year.

As communicated to you last year, you are eligible to receive up to one and one half percent (1.5%) of your annual base compensation tied to the achievement of the five targets outlined in the LHSC's Quality Improvement Plan.

The targets on which the 2013-2014 QIP is based are outlined below. Each of the indicators carries equal weight (20%) and each indicator has three levels of possible achievement:

- less than 50% of target achieved = no compensation awarded for that indicator
- 50%-99% of target achieved = 50% of compensation awarded for that indicator
- 100% or more of target achieved = 100% of compensation awarded for that indicator

2013-14 / QIP Performance Based Compensation-LHSC

Performance Indicator	Weight	Target Ranges							Actual Performance	Proposed Compensation
		Target	Target	Target	Target	Target	Target	Target		
Integrated	CHF 30 Day Readmission Rate (%)	1	21.4	19.3	>20.4	19.3-20.4	<=19.3	20%	21.2 (Missed)	0%
Safe	CDI cases per 1,000 Pt. Days (rate)	1	0.49	0.44	>0.465	0.44-0.465	<=0.44	10%	0.38 (Met)	10%
	MRSA cases per 1,000 Pt. Days (rate)	1	0.04	0.03	>0.035	0.03-0.035	<=0.03	10%	0.02 (Met)	10%
Timely	90% ED LOS for Non-Admit Patients (CTAS 4&5) (hr)	1	6.0 (6.7 UH -5.6 VH)	5.0	>5.5	5.0-5.5	<=5.0	20%	5.9 (Missed)	0%
Effective/ Efficient	HSMR (ratio)	1	100	93	>96.5	93-96.5	<=93	20%	93 (Met)	20%
Patient & Family Centered	Inpatient Satisfaction - overall rating is excellent (%)	1	49	50	<49.5	49.5-50	>=50	20%	48 (Missed)	0%
Total										40%

Given the corporate performance detailed above, you have earned 40% of your performance-based compensation. You will receive a one-time payment of \$1,390.40 as your performance-based compensation for 2013-2014 which will be deposited on July 3, 2014.

Thank you for your positive contributions to the Quality Improvement Plan and to the success of the organization throughout this challenging year. I look forward to working with you as we continue our journey into an exciting future of healthcare.

Sincerely,

Murray Glendining
President and CEO
London Health Sciences Centre

CC: Employee File

Office of the President

268 Grosvenor Street, PO Box 5777

London, ON N6A 4V2

T: 519 646-6100 ext. 64200

F: 519 646-6054

www.sjhc.london.on.ca

May 29, 2014

Dr. David Hill

Integrated Vice President

Lawson Health Research Institute

Personal and Confidential

Dear David:

The purpose of this letter is to share the results of the 2013/14 Quality Improvement Plan (QIP), specifically as it relates to your performance-based compensation for the 2013/14 fiscal year.

As communicated to you 1.5% of your annual base salary is based on St. Joseph's achieving the four targets outlined in our QIP. These four indicators carry equal weight (25% each) and each indicator has three levels of possible achievement:

- less than 50% of target achieved = no compensation awarded for that indicator
- 50%-99% or target achieved= prorated based on per cent of target achieved for that indicator
- 100% or more of target achieved = 100% of compensation awarded for that indicator

The results of the four indicators are listed below:

QIP Indicator	Baseline 2012/13	Target	2013/14 final results	% Indicator Earned
Corporate Hand Hygiene Compliance Before Patient Contact (Moment 1)	87%	90% (year end audit)	85.5%	0%
Corporate Influenza Vaccination Rate (Staff and Physician)	57%	65%	74%	100%
Parkwood Hospital and Mount Hope: Falls with Injury (total number per quarter)	180 per quarter	144 (by Q3/Q4)	134 (Q3/Q4 average)	100%
Parkwood Hospital: Methicillin Resistant Staphylococcus Aureus (total number per quarter)	22 per quarter	10 (by Q3/Q4)	27.5 (Q3/Q4 average)	0%
			RESULTS ACHIEVED: 100% of two indicators and 0% of two indicators earned = 50% of 1.5% of annual base salary	

CARING FOR THE BODY, MIND & SPIRIT SINCE 1869

Renowned for compassionate care, St. Joseph's is one of the best academic health care organizations in Canada dedicated to helping people live to their fullest by minimizing the effects of injury, disease and disability through excellence in care, teaching and research.



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Dr. David Hill
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Given the corporate performance detailed above, you have earned 50% of your performance-based compensation. As such, a one-time payment of 0.75% of your annual base salary in the amount \$1,738.00 will be paid to you on your regular pay of June 5, 2014.

I would like to thank you for the considerable work that was done this year by the team to achieve the results outlined above. Your commitment to quality and continual improvement is evident.

Lastly, I would also like to confirm the 2014/15 annual performance based compensation goals are outlined in the St. Joseph's posted QIP.

If you have any questions please do not hesitate to contact me.

Sincerely,

Gillian Kernaghan, MD, CCFP, FCFP
President and Chief Executive Officer

cc: Murray Glendenning
HR File



London Health Sciences Centre

Office of the President

800 Commissioners Road East
London, Ontario, Canada N6A 5W9
Tel 519.685.8462
Fax 519.685.8225

Personal and Confidential

June 28, 2013

Dr. David Hill
Integrated Vice President, Research & Scientific Director
Lawson Health Research Institute

Dear David:

The purpose of this letter is to share the results of the 2012 - 2013 Quality Improvement Plan (QIP) for LHSC, specifically as it relates to your performance-based compensation for the 2012 - 2013 fiscal year.

As communicated to you last year, you are eligible to receive up to 1.5 % of your annual base compensation tied to the achievement of the five targets outlined in LHSC's QIP.

The targets on which the 2012 - 2013 QIP is based are outlined below. Each of the indicators carries equal weight (20%) and each indicator has three levels of possible achievement:

- less than 50% of target achieved = no compensation awarded for that indicator
- 50%-99% of target achieved = 50% of compensation awarded for that indicator
- 100% or more of target achieved = 100% of compensation awarded for that indicator

The results for the five 2012 - 2013 QIP indicators for LHSC are:

	Current	50% of Target	Target	Performance
Hand Hygiene Before Patient Contact	80%	83%	86%	86% Monthly Average January-December 2012
HSMR	101	98.9	97	100 YTD December 2012/13
ER Wait Times 90 th percentile for admitted patients	31 hours	30 hours	29 hours	28.2 (UH) 28.6 (VH) YTD Q3 2012/13
Inpatient Satisfaction (% positive recommendation)	78%	79%	80%	80% April-September 2012 Monthly Average
Congestive Heart Failure Readmission Rate 30 Days	26%	25%	24%	17% YTD Q2 2012/13

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Dr. David Hill
June 28, 2013
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Bill 55 – Strong Action for Ontario Act (budget measures) received Royal Assent on June 20, 2012 and amendments were made to the Broader Public Sector Accountability Act, 2010. Section 7.9 of the Act provides that “every designated employer shall ensure that its performance pay envelope for any performance cycle falling, in whole or in part, within the restraint period does not exceed its performance pay envelope for the last performance cycle.” At this time, there is no determined date for when these restraint measures will be lifted.

Given the corporate performance detailed above, you have earned 100% of your performance-based compensation. However, in order to remain in compliance with the restrictions under Bill 55, your payment will be limited to 75% of your eligible performance-based compensation. This will confirm your eligibility to receive a payment of \$2,607.00 as your performance-based compensation. You will receive this QIP payment on the pay deposit of July 5, 2013 or July 19, 2013.

If you have any questions about how the payment has been calculated, please contact Steve Coulahan.

This past year has once again been a year full of unique challenges and accomplishments at London Health Sciences Centre. I look forward to working with you as we continue our commitment as a key partner for health and well-being in our community.

Sincerely,

Bonnie Adamson
President and Chief Executive Officer
London Health Sciences Centre

copy: Employee File

June 14, 2013

Dr. David Hill
Integrated Vice President
Research & Scientific Director,
Lawson Health Research Institute
Personal and Confidential

Dear David:

The purpose of this letter is to share the results of the 2012/2013 Quality Improvement Plan (QIP), specifically as it relates to your performance-based compensation for the 2012/2013 fiscal year.

As communicated to you 1.5% of your annual base salary is based on St. Joseph's achieving the four targets outlined in our QIP. These four indicators carry equal weight (25% each) and each indicator has three levels of possible achievement:

- less than 50% of target achieved = no compensation awarded for that indicator
- 50%-99% or target achieved= prorated based on per cent of target achieved for that indicator
- 100% or more of target achieved = 100% of compensation awarded for that indicator

The results of the four indicators are listed below:

QIP Indicator	Current	50% of Target	Target	2012/2013 final results	% Indicator Earned
Hand Hygiene	75%	80%	85%	87.1%	100%
Influenza Vaccination	49%	52%	55%	56.2%	100%
Breast Care wait time (last two quarters of 2011/12)	16 weeks	14.5 weeks	13 weeks	8.5 weeks	100%
MRSA Parkwood Hospital	0.6/1000 patient days	0.45/1000 patient days	0.3/1000 patient days	0.69/1000 patient days	0%
				RESULTS ACHIEVED: 100% of three indicators and 0% of one indicator earned = 75% of 1.5% annual base salary	

CARING FOR THE BODY, MIND & SPIRIT SINCE 1869

Renowned for compassionate care, St. Joseph's is one of the best academic health care organizations in Canada dedicated to helping people live to their fullest by minimizing the effects of injury, disease and disability through excellence in care, teaching and research.

 **ST JOSEPH'S**
HEALTH CARE
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Dr. David Hill
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As discussed, Bill 55 – Strong Action for Ontario Act (budget measures) received Royal Assent on June 20, 2012 and were amendments made to the Broader Public Sector Accountability Act, 2010. Section 7.9 of the Act provides that “every designated employer shall ensure that its performance pay envelope for any performance cycle falling, in whole or in part, within the restraint period does not exceed its performance pay envelope for the last performance cycle.” At this time there is no determined date for when these restraint measures will be lifted.

Given the corporate performance detailed above, you have earned 75% of your performance-based compensation. However, in order to remain in compliance with the restrictions under Bill 55, your payment will be limited to 50% of your eligible performance-based compensation. As such, a one-time payment of 1.5% of your annual base salary in the amount of \$1,738.00 will be paid to you on your regular pay of June 20, 2013.

I would like to thank you for the considerable work that was done this year by the team to achieve the results outlined above. Your commitment to quality and continual improvement is evident.

Lastly, I would also like to confirm the 2013/2014 annual performance based compensation goals are outlined in the St. Joseph's posted QIP.

If you have any questions please do not hesitate to contact me.

Sincerely,

Gillian Kernaghan, MD, CCFP, FCFP
President and Chief Executive Officer

cc: Bonnie Adamson
HR File

CARING FOR THE BODY, MIND & SPIRIT SINCE 1869

Renowned for compassionate care, St. Joseph's is one of the best academic health care organizations in Canada dedicated to helping people live to their fullest by minimizing the effects of injury, disease and disability through excellence in care, teaching and research.

 **ST. JOSEPH'S**
HEALTH CARE
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August 1, 2012

Dr. David Hill
Integrated Vice President, Research & Scientific Director
Lawson Health Research Institute

Personal and Confidential

Dear David:

The purpose of this letter is to share the results of the 2011 - 2012 Quality Improvement Plans (QIP) for London Health Sciences Centre and St. Joseph's Health Care London, specifically as they relate to your performance-based compensation for the 2011 - 2012 fiscal year.

As communicated to you at the beginning of the fiscal year, three percent (3%) of your annual base salary is performance-based, with 50 percent tied to LHSC's QIP and 50 percent tied to the QIP for St. Joseph's. Each Hospital's QIP has four indicators that carry equal weight (25% each), and each indicator has three levels of possible achievement:

- less than 50% of target achieved = no compensation awarded for that indicator
- 50% to 99% of target achieved = prorated based on per cent of target achieved for that indicator
- 100% or more of target achieved = 100% of compensation awarded for that indicator

The results of the four 2011 - 2012 indicators for LHSC are:

	Target	2011/2012 final results	% Earned
HSMR (excluding palliative)	100	89	25%
Hand Hygiene Provider Compliance	80%	85.4%	25%
Cancer Surgery 90 th Percentile Wait Times	84 days	69 days	25%
Emergency Department 90 th percentile ED LOS	6 hours	8.1 hours	0%
ACHIEVED RESULTS			75% of QIP Target

The results of the four 2011 - 2012 indicators for St. Joseph's are:

	Baseline	50% of Target	Target	2011/2012 final results	% Indicator Earned
Hand Hygiene	55%	65%	75%	83%	25%
Influenza Vaccination	43%	49%	55%	49%	12.5%
Breast Care wait time (last two quarters of 2011/12)	16 weeks	14.5 weeks	13 weeks	15 weeks	0%
MRSA Parkwood Hospital	0.45/1000 patient days	0.325/1000 patient days	0.2/1000 patient days	0.54/1000 patient days (19 cases) (Q4)	0%
				RESULTS ACHIEVED: 37.5% of QIP Target	

Dr. David Hill
August 1, 2012

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Given the corporate performance noted above for both organizations, you are eligible to receive a one-time payment of \$3,910.50 as your performance-based compensation. You will receive this payment by manual cheque on August 3rd.

In addition, I would also like to confirm with you the 2012 - 2013 annual performance-based compensation plan. Your total QIP target will continue to be up to 3% of your annual base salary, and will be based on corporate performance on both LHSC's and St. Joseph's quality improvement plan (QIP) indicators.

Please note that Ontario's Bill 55 is currently being interpreted, and this could result in changes to the performance-based compensation plan.

The targets on which the 2012 - 2013 QIP is based are outlined below. Each Hospital's indicators carry equal weight (20% each for LHSC and 25% each for St. Joseph's) and each indicator has three levels of possible achievement:

- less than 50% of target achieved = no compensation awarded for that indicator
- 50%-99% of target achieved = prorated based on per cent of target achieved for that indicator
- 100% or more of target achieved = 100% of compensation awarded for that indicator

The five 2012 - 2013 QIP indicators for LHSC are:

	Current	50% of Target	Target
Hand Hygiene Before Patient Contact	80%	83%	86%
HSMR	101	98.9	97
ER Wait Times 90 th percentile for admitted patients	31 hours	30 hours	29 hours
Inpatient Satisfaction (% positive recommendation)	78%	79%	80%
Congestive Heart Failure Readmission Rate 30 Days	26%	25%	24%

For St. Joseph's, the 2012/2013 annual performance based compensation goals can be found on the St. Joseph's posted QIP.

This past year has once again been a year full of unique challenges and accomplishments at both London Health Sciences Centre and St. Joseph's Health Care London. We look forward to continuing to work with you as we continue our commitment as a key partner for health and well-being in our community.

If you have any questions please do not hesitate to contact me.

Sincerely,

/For
Bonnie Adamson, MScN, FCCHL, FACHE
President and Chief Executive Office
London Health Sciences Centre

Gillian Kernaghan, MD, CCFP, FCFP
President and Chief Executive Officer
St. Joseph's Health Care, London

cc: HR File