 <p>POLICY</p> <p>WRH Universal (WRU)</p>	Document Title: Non-Union Performance Based Compensation Policy	Policy Number: HR-U-120
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	Author: Melissa Simas (Manager HR)	Authorized By: Sharon Morris (Director HR) David Musyj (CEO)

Non-Union Performance Based Compensation Policy

POLICY

Bill 46 – *Excellent Care for All Act (ECFAA)* was passed on June 3, 2010 in Ontario and contains a number of provisions, one of which is a performance based compensation plan for executives. This document intends to provide a plan to meet the requirements for performance related pay not only to those covered by Bill 46 but also other non-union staff.

The Act seeks to tie a portion of executive compensation (a bonus) to the quality of care delivered within the Hospital as measure by the targets in the Quality Improvement Plan (QIP). In the case of Windsor Regional Hospital (WRH) where the existing compensation plan does not provide for a bonus based on performance, the compensation plan is to be modified to ensure that a portion of the existing compensation is contingent upon the achievement of the Quality Improvement targets.

The Act does not specify what portion of executives’ salaries must be tied to quality targets, nor does it impose any ceiling on executive compensation. The focus is on accountability rather than any specific change to the overall level of compensation.

The Board of Directors of Windsor Regional Hospital supports that ALL non-union staff should be subject to this policy based upon the ECFAA.

PURPOSE

The purpose of this policy is to influence the Leadership team empower staff in striving for excellence in meeting the targets of the organization’s key corporate indicators.

SCOPE

This Plan applies to all those covered under Bill 46 and other non-union staff and thus includes:


- The **CEO** and anyone who holds an equivalent position, regardless of title,
- **Members of senior management** who report directly to the CEO or equivalent,
- The **Chief of Staff**;
- **Members of the Medical Advisory Committee (MAC) that receive stipends directly related to their appointment on the MAC**; and
- **All other non-union staff**

Therefore it does not apply to:

- Employees covered by the terms of a collective agreement (“unionized staff”); and
- Consultants or others that may be providing senior management services that are not employees or deemed employees.

DEFINITIONS

ECFAA defines “**compensation**” as any form of payment, benefits, and perquisites paid or provided, including discretionary payments. There is no plan at present to prescribe the amount of compensation that must be at risk.

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WHAT IS THE QUALITY IMPROVEMENT PLAN (QIP)?

Health care organizations are to develop an Annual Quality Improvement Plan for the next fiscal year and make that plan available to the public. In developing the Annual Quality Improvement Plan, regard is to be paid to:

Results of Annual Patient and Caregiver Satisfaction and Employee and Service Provider Satisfaction Surveys,

- Data relating to patient relations processes,
- In the case of a public hospital, its aggregate critical incident data compiled based on disclosures of critical incidents pursuant to regulations under the **Public Hospitals Act** and information concerning indicators of quality of health care provided by the hospital disclosed pursuant to Regulations under the **Public Hospitals Act**,
- Additional factors as may be provided for by regulation.

The Annual Quality Improvement Plan is to contain annual performance improvement targets and a justification for those targets and information concerning the manner and the extent to which executive compensation is linked to achievement of those targets. The LHIN may request a draft of the Annual Quality Improvement Plan before it is made available to the public. Every health care organization shall provide a copy of its annual quality improvement plan to the Ontario Health Quality Council in a format established by the Council to allow for province-wide comparisons. On an annual basis the Board of Directors, through the recommendation of the CEO, will set not only the targets to be met but the amount of “bonus” that is eligible to be earned. In order for the bonus to be treated a pensionable earnings, the bonus plan will be registered with the Healthcare of Ontario Pension Plan (HOOPP).

THE PLAN

For the 2018 calendar year all non-union staff can earn up to an additional two (2%) percent on their annual salary wage grid placement as of December 31, 2018. The only exception to this is for the President and CEO, Chief Nursing Executive and Chief of Staff who can earn up to an additional 5% on their annual salary wage grid placement as of December 31st, 2018 as a result of their ultimate accountability for the QIP.

The Performance Based bonus is calculated using twelve performance indicators and actual results for the time period between January 1st, 2018 to December 31st, 2018. On the basis of performance during that time period, a % of available incentive will be calculated. The table below shows the QIP Metric Indicator, performance target, and performance weightings.



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Effective Date: 03/29/2018
Next Review Date: 03/29/2019
Origination Date: 03/24/2011

2018 Non Union Performance Based Compensation
Jan 1, 2018 - Dec 31, 2018

Quality Dimension	Measure/Indicator	Target	Actual Performance		Performance Weighting %	Actual Performance Result	% of Available Incentive			
							Excellent (At or Above Target)	Achieving (At or Near Target)	Approaching (Target Within Range)	Below Target
							100%	66%	33%	0%
Effective	Risk-Adjusted 30-Day All-Cause Readmission Rate for Patients with COPD (QBP Cohort)	19.9%	WRM		10.0%		Less than or equal to 0.199	Greater than 0.199 and less than or equal to 0.2388	Greater than 0.2388 and less than or equal to 0.2786	Greater than 0.2786
			WRO							
			WRH							
Effective	Risk-Adjusted 30-Day All-Cause Readmission Rate for Patients with CHF (QBP Cohort)	21.2%	WRM		10.0%		Less than or equal to 0.212	Greater than 0.212 and less than or equal to 0.2544	Greater than 0.2544 and less than or equal to 0.2968	Greater than 0.2968
			WRO							
			WRH							
Effective	Risk-Adjusted 30-Day All-Cause Readmission Rate for Patients with Stroke (QBP Cohort)	8.5%	WRM		10.0%		Less than or equal to 0.085	Greater than 0.085 and less than or equal to 0.102	Greater than 0.102 and less than or equal to 0.119	Greater than 0.119
			WRO							
			WRH							
Effective	HSMR	91	WRM		10.0%		Less than or equal to 91	Greater than 91 and less than or equal to 109	Greater than 109 and less than or equal to 127	Greater than 127
			WRO							
			WRH							
Timely	90th Percentile Emergency Department Length of Stay For Complex Patients (Hours)	8.0	WRM		10.0%		Less than or equal to 8	Greater than 8 and less than or equal to 9.6	Greater than 9.6 and less than or equal to 11.2	Greater than 11.2
			WRO							
			WRH							
Safe	Hospital Acquired Infections (HAI) Rate per 1,000 Patient Days	3.0	WRM		10.0%		Less than or equal to 3	Greater than 3 and less than or equal to 3.6	Greater than 3.6 and less than or equal to 4.2	Greater than 4.2
			WRO							
			WRH							
Safe	Patient Falls with Injury Rate per 1,000 Patient Days	0.04	WRM		10.0%		Less than or equal to 0.04	Greater than 0.04 and less than or equal to 0.048	Greater than 0.048 and less than or equal to 0.056	Greater than 0.056
			WRO							
			WRH							
Efficient	Alternate Level of Care (ALC) Rate Acute Care	12.7%	WRM		10.0%		Less than or equal to 0.127	Greater than 0.127 and less than or equal to 0.1524	Greater than 0.1524 and less than or equal to 0.1778	Greater than 0.1778
			WRO							
			WRH							
Patient Centred	Patient Experience: Would you recommend inpatient care	70.0%	WRM		10.0%		Greater than or equal to 0.7	Greater than or equal to 0.56 and less than 0.7	Greater than or equal to 0.42 and less than 0.56	Less than 0.42
			WRO							
			WRH							
Patient Centred	Patient Experience: Would you recommend emergency department?	59.0%	WRM		10.0%		Greater than or equal to 0.59	Greater than or equal to 0.472 and less than 0.59	Greater than or equal to 0.354 and less than 0.472	Less than 0.354
			WRO							
			WRH							

Total for 10 indicators (Met & Ouellette Campuses Combined)
 0 X indicators at 100% of available incentive, with 10% weighting = 0%
 0 X indicators at 66% of available incentive, with 10% weighting = 0%
 0 X indicators at 33% of available incentive, with 10% weighting = 0%
 0 X indicators at 0% of available incentive, with 10% weighting = 0%
Grand Total for 2018 = 0.0%


Approved by:

* 2017 was 83.00% of Bonus Payable Karen McCullough, COO _____

* 2016 was 60.00% of Bonus Payable Mark Fathers, VP, CFO _____

* 2015 was 43.52% of Bonus Payable David Musyj, President & CEO _____

* 2014 was 48.41 % of Bonus Payable Lynne Watts, Board Chair _____

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OTHER ISSUES

Other issues to be addressed and obligations are:

1. If eligible staff is hired after January 1st, 2018, their compensation offer shall refer to this plan in addition to other compensation elements. In the case of a mid-year hire, the performance based plan will be pro-rated based on the number of days of service worked as a percent of total days in that fiscal year. Payment shall be subject to conditions set forth below.
2. If the eligible staff member voluntarily terminates employment prior to December 31st, 2018, they shall forfeit the payment of any earned but unpaid performance based pay. If the eligible employee voluntarily terminates employment or service after December 31st, 2018, they shall be eligible for any earned but unpaid performance based pay.
3. If the eligible staff member is terminated, salary continuance or termination pay will only be calculated on annual base compensation on time worked and shall not include any performance based pay component.
4. The performance based pay will be considered pensionable earnings in the year in which it is earned and the employer will file this plan with HOOPP and ensure eligibility. All other applicable deductions (income tax, Canada Pension Plan and Employment Insurance) will be made in accordance with applicable legislation.
5. The payment (automatic deposit) of the performance based plan to the eligible staff member will be made no more than 90 days after the calendar year ended on which the performance targets are measured against.
6. All applicable employer and staff member related costs and taxes associated with the performance based pay will be applicable to this agreement.
7. The payment of the bonus in any year does not impact the salary grid placement of the staff member in any way. Any movement on the salary grid for a staff member will be made on the basis of individual performance evaluation results and will not take into consideration the payments made pursuant to this policy.
8. This bonus plan will comply with all applicable Ontario Acts and regulations.

REFERENCES

- None