

Table of Contents

<u>Section</u>	<u>Page</u>
EXECUTIVE SUMMARY	1
1.0 INTRODUCTION	3
2.0 CLINICAL COMPLEXITY AND WORKLOAD	5
3.0 CLINICAL EFFICIENCY	8
3.1 DAY PROCEDURE COMPARISONS	8
3.2 AVERAGE LENGTH OF STAY COMPARISONS	10
3.3 SUMMARY OF CLINICAL EFFICIENCIES	12
4.0 OPERATIONAL EFFICIENCY	13
4.1 DIRECT COST PER WEIGHTED CASE	13
4.2 WORKED HOURS PER WEIGHTED CASE	15
4.3 EMERGENCY SERVICES	16
4.4 INPATIENT FOOD SERVICES	17
4.5 OVERALL HOSPITAL OPERATIONAL EFFICIENCY	17
APPENDIX A:	2019
PARTICIPATING COMMUNITY HOSPITALS	2019
ONTARIO COMMUNITY HOSPITALS (18 ORGANIZATIONS- 24 SITES)	2120
COMMUNITY HOSPITALS IN OTHER PROVINCES	2120
(9 ORGANIZATIONS - 17 SITES)	2120

Executive Summary

Background

This report presents a comparison of the clinical and operational efficiency of major community hospitals in Ontario with those in other Canadian provinces. The comparisons are based on the findings of the 2000 ACAHO/HayGroup Benchmarking Comparison of Canadian Hospitals.

Clinical Efficiency

Clinical Efficiency is measured terms of the percentage of inpatient days that could be reduced if a hospital were to achieve benchmark levels of performance for both substitution of ambulatory for inpatient care and average length of stay. Findings related to the clinical efficiency of Ontario hospitals include:

- Ontario community hospitals provide 10.4% more of their care on an ambulatory basis than community hospitals in other provinces.
- The average length of stay in Ontario community hospitals is 22% shorter than in community hospitals in other provinces.
- Ontario Hospitals have significantly less opportunity to reduce inpatient days through achievement of best practice LOS and % Ambulatory Care Benchmarks.
- Ontario hospitals' clinical care processes can be considered to be 30% more efficient than community hospitals in other provinces in that they are 30% closer to achieving best practice levels of performance for all their patients.

Operational Efficiency

Operational efficiency is measured in terms of the potential savings opportunity were a hospital to operate at the benchmark level of performance. Thus, the lower the potential savings, the more efficient the hospital. When compared across a range of direct care, administrative, and support functions, Ontario community hospitals can be considered to be 36% more efficient than community hospitals in other

provinces in that they are 36% closer to achieving best practice levels of performance.

1.0 Introduction

This report presents a comparison of the clinical and operational efficiency of community hospitals in Ontario with the clinical and operational efficiency of community hospitals in other parts of the country.

Clinical Efficiency

Clinical efficiency is measured in terms of:

- Opportunities to increase the proportion of care provided on an ambulatory basis and
- Opportunities to decrease lengths of stay for patients who need to be admitted to hospital.

Overall clinical efficiency of a hospital is measured in relation to the percentage of inpatient days that could be reduced if a hospital were to achieve benchmark levels of performance for all types of patients.

Operational Efficiency

Operational efficiency is measured in terms of:

- Worked Hours per Unit of Workload (Weighted Cases, Hospital Area, Inpatient Days) and
- Net Operating Cost per Unit of Workload (Weighted Cases, Hospital Area, Inpatient Days).

Operational Efficiency is compared among hospitals using financial and statistical data obtained directly from each hospital.

Comparisons of efficiency are based on the findings of the 2000 ACAHO/HayGroup Benchmarking Comparison of Canadian Community Hospitals

The comparisons are based on the findings of the 2000 ACAHO/HayGroup Benchmarking Comparison of Canadian Community Hospitals. Members of ACAHO (Association of Canadian Academic Healthcare Organizations) annually sponsor a benchmarking comparison of the:

- Clinical Efficiency
- Operational Efficiency
- Quality of Care

of major Canadian Teaching and Community General Hospitals. The study helps the participating hospitals to identify high performing clinical and operational processes at peer hospitals that can serve as a model or benchmark for improving these processes at their hospitals. The comparisons are conducted by the HayGroup, Canada's leading consulting firm in the use of clinical and administrative data to identify

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