

# Vitalité Health Network

## Vitalité Health Network Performance Report (December 2022)

### 1.0 Health results

	Benchmark	Target	Result	Trend
1.1 Ambulatory care sensitive conditions (hospitalizations per 10,000 people)	25.1	25.1	28.3	○
1.2 Percentage of hip and knee surgeries performed within 182 days	56.0%	56.0%	50.7%	—
	47.0%	47.0%	43.9%	—
1.3 Percentage of knee and hip surgeries waiting > 365 days	0%	0%	3.6%	+

### 3.0 Employee experience

	Benchmark	Target	Result	Trend
3.1 Turnover rate	10.0%	10.0%	5.5%	+
3.2 Average number of paid sick days per employee	10	10	15	—
3.3 Work accident rate with loss of time	4.7	4.1	3.8	+

Results: ■ Fails to meet target ■ Meets target (+/- 5%) ■ Better than target

### 2.0 Patient and family experience

	Benchmark	Target	Result	Trend
2.1 Percentage of level 4 and 5 visits to emergency	31.0%	31.0%	58.9%	○
2.2 Repeated hospitalizations for mental illness	7.8%	7.8%	7.1%	+
2.3 Percentage of ALC patients in acute care	16.7%	28.4%	30.0%	○
2.4 Percentage of patients who visit the emergency who have a primary health care provider	92.0%	92.0%	76.0%	○
2.5 Measure of access to primary health care (in développement)	TBD	TBD	TBD	TBD

### 4.0 Organizational excellence

	Benchmark	Target	Result	Trend
4.1 Actual vs CIHI expected length of stay ratio	0.96	0.96	1.03	○
4.2 Percentage of surgeries waiting > 365 days	0%	4.1%	7.4%	—
4.3 Overall rate of hospital readmission	9.4	8.5	7.7	+
4.4 Improvement rate	TBD	TBD	TBD	TBD
4.5 Difference between actual expenses and operating budget	Not available	+/- 1%	0.7%	○

Trend: + Positive - Negative ○ Stable

1.0 Health results

	Benchmark	Target	Result	Trend
1.1 Ambulatory care sensitive conditions (hospitalizations per 10,000 people)	25.1	25.1	28.3	○
1.2 Percentage of hip and knee surgeries performed within 182 days	56.0%	56.0%	50.7%	—
	47.0%	47.0%	43.9%	—
1.3 Percentage of knee and hip surgeries waiting > 365 days	0.0%	0.0%	3.6%	+

# 1.1 Ambulatory Care Sensitive Conditions

English

Français

2022-11-29

**i** Hospitalization for a condition conducive to outpatient care is considered a measure of access to appropriate primary care. While not all admissions for these conditions are preventable, it is assumed that appropriate ambulatory care could prevent the onset of this type of disease or condition, help control an acute care episodic disease or condition, or help manage a chronic condition or disease.

**🕒** Precision  
There are 7 favourable conditions: COPD, Angina, Asthma, Diabetes, Hypertension, Cardiac ins., Epilepsy

**Σ** Formula  
Total number of cases over 12 months / Area population

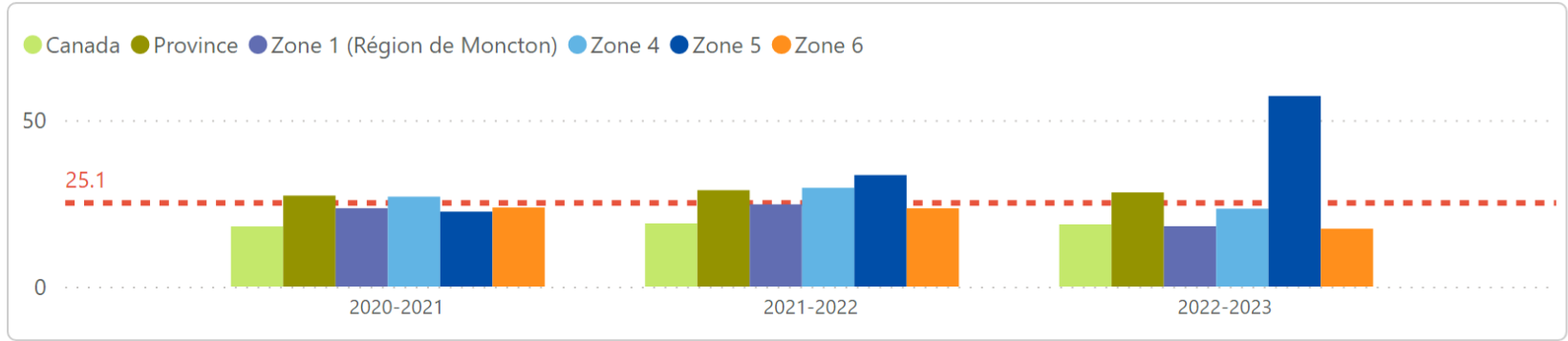
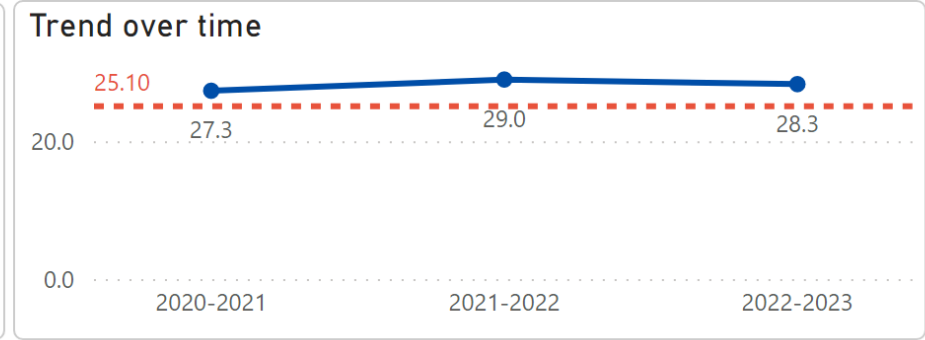
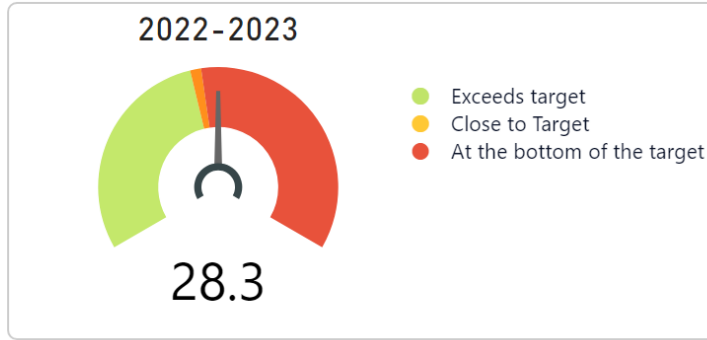
**👤** Leadership  
Jacques Duclos

**🗄️** Data source  
CIHI

**📏** Unit of measurement  
Crude rate per 10,000 inhabitants

**↕️** Direction  
Reduction sought

**🎯** Target  
25.1 based on the Canadian average



Année Zone	2020-2021				2021-2022				2022-2023
	T1	T2	T3	T4	T1	T2	T3	T4	T1
Canada	17.0	18.4	18.8	18.0	18.5	19.3	20.7	17.4	18.7
Province	27.3	25.8	28.1	28.1	29.6	27.5	29.9	28.9	28.3
Zone 1 (Région de Moncton)	21.9	20.1	26.0	26.2	24.7	22.5	27.1	24.5	18.1
Zone 4	33.9	22.5	30.4	21.3	31.0	22.7	32.8	32.2	23.4
Zone 5	22.4	23.2	22.9	21.6	31.7	32.0	33.3	37.0	57.3
Zone 6	20.7	25.4	23.0	25.9	27.1	22.3	23.8	20.8	17.4

# 1.0 Health Outcomes

## 1.2 Percentage of hip and knee surgeries completed on time

English

Français

2022-11-29

**i** This indicator helps assess access by Network clients

**🕒** Precision  
null

**Σ** Formula  
Number of hip and knee surgeries completed on time / Total number of hip and knee surgeries completed on time) X 100

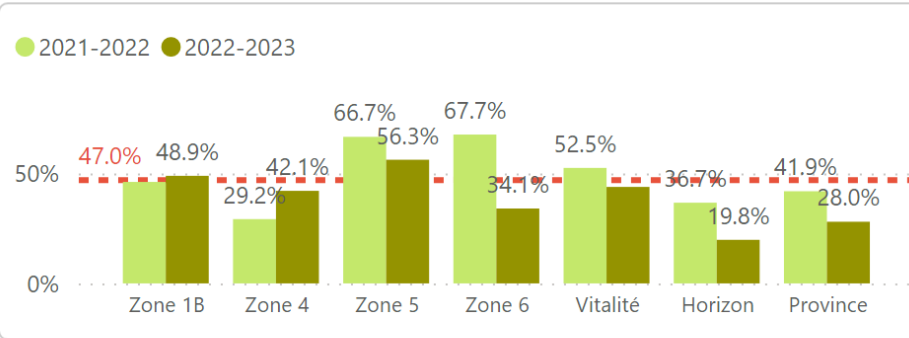
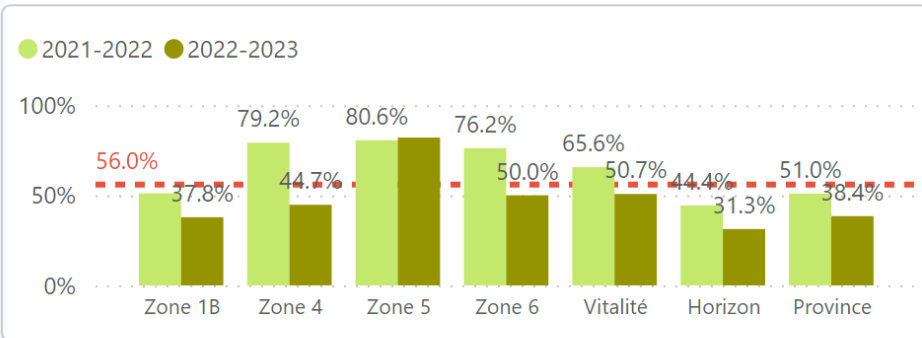
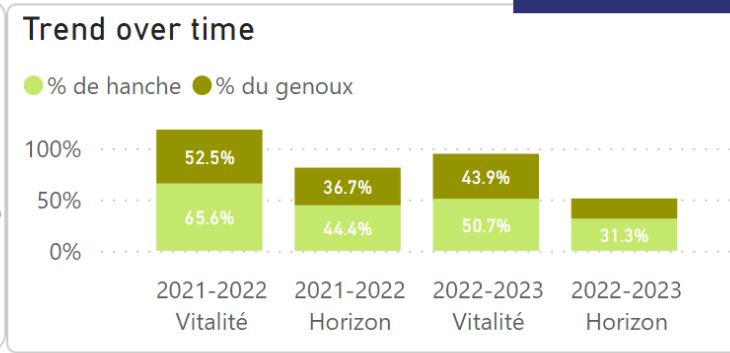
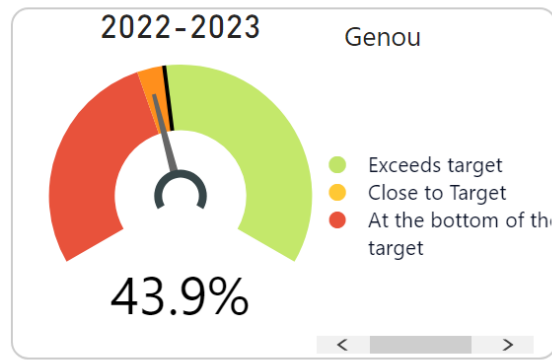
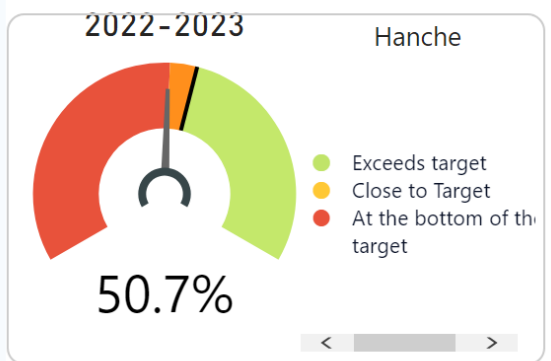
**👤** Leadership  
Dre.Natalie Banville

**🗄️** Data source  
Provincial patient registry

**📏** Unit of measurement  
Percentage

**↕️** Direction  
Increase sought

**🎯** Target  
According to the Canadian average: 56% for hips  
47% for knees



### % de chirurgie de la hanche complétées dans les délais

Année	2021-2022			2022-2023	
	T2	T3	T4	T1	T2
Zone 1B	54.2%	62.2%	34.5%	41.2%	30.4%
Zone 4	90.9%	80.0%	62.5%	26.7%	56.5%
Zone 5	87.5%	66.7%	84.2%	73.9%	93.8%
Zone 6	83.3%	55.6%	77.8%	58.6%	40.7%
Vitalité	74.6%	63.3%	58.5%	50.0%	51.7%
Horizon	50.6%	38.0%	42.6%	31.6%	30.9%
Province	57.2%	45.7%	48.3%	38.6%	38.2%

### % de chirurgie du genou de complétées dans les délais

Année	2021-2022			2022-2023	
	T2	T3	T4	T1	T2
Zone 1B	57.5%	41.7%	35.7%	42.4%	64.3%
Zone 4	33.3%	28.6%	23.8%	37.2%	48.5%
Zone 5	66.7%	83.3%	58.3%	48.7%	68.0%
Zone 6	76.0%	71.4%	38.9%	31.3%	37.2%
Vitalité	60.0%	54.4%	39.6%	39.3%	50.4%
Horizon	40.6%	41.6%	24.6%	20.8%	18.6%
Province	47.4%	45.3%	29.8%	27.5%	28.7%

### 1.3 Percentage of hip and knee surgeries waiting for more than one year



For surgeries waiting, wait times are calculated for surgeries waiting as of the last date in each quarter from the date that the patient and physician agree to the surgery and the patient is ready to receive it to the last date of each quarter. Wait time is calculated using data collected through the Surgical Access Registry. These statistics do not include emergency surgeries. Timeframes during which the patient was not available to have surgery are excluded from the wait time calculations.



Precision

null



Formula

Number of surgeries waiting more than 12 months for hips and genubes / Total surgeries waiting for hips and knees



Leadership

Dre.Natalie Banville



Data source

Provincial patient registry



Unit of measurement

Percentage



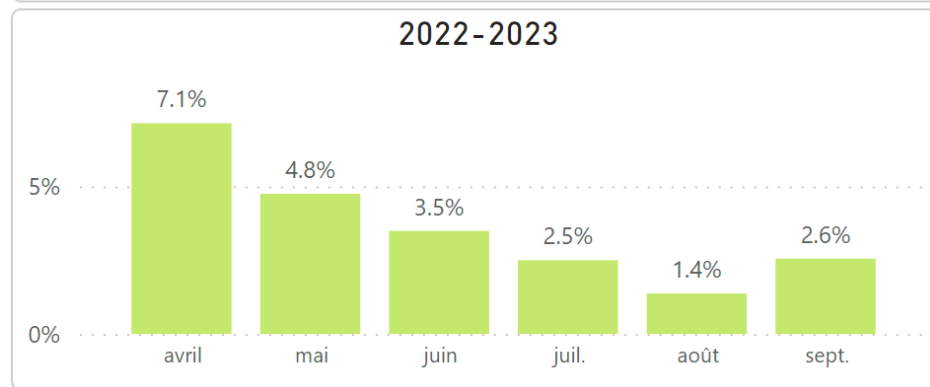
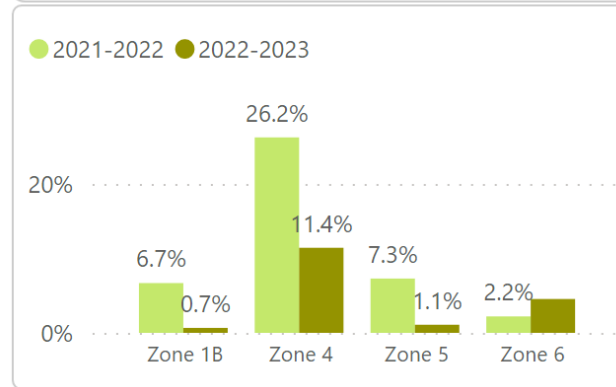
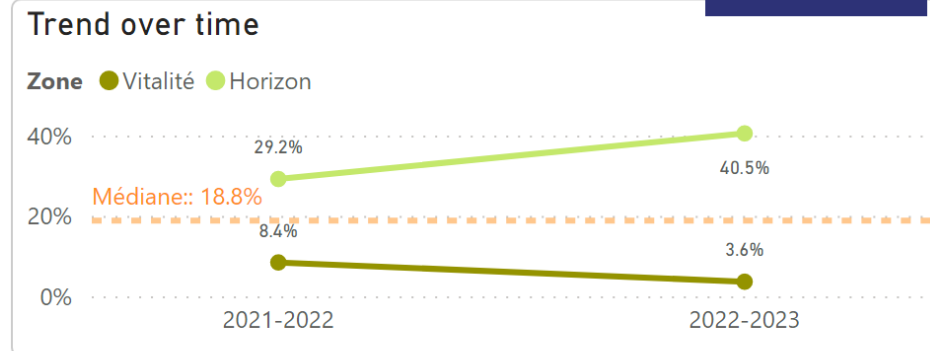
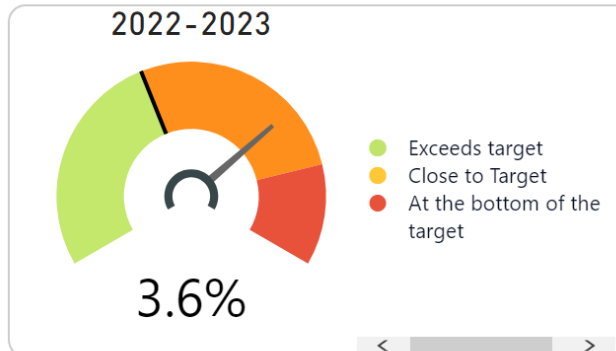
Direction

Reduction sought



Target

0 %



Année	2021-2022			2022-2023	
	T2	T3	T4	T1	T2
Zone 1B	11.4%	6.1%	2.7%	0.8%	0.6%
Zone 4	12.4%	33.6%	31.1%	19.2%	3.6%
Zone 5	10.5%	6.5%	5.5%	1.4%	0.8%
Zone 6	2.1%	2.0%	2.4%	4.7%	4.4%
Vitalité	9.0%	9.1%	7.3%	5.1%	2.2%
Horizon	25.2%	30.1%	31.7%	37.9%	43.2%
Province	21.1%	24.3%	25.5%	29.9%	32.7%

2.0 Patient and family experience

	Benchmark	Target	Result	Trend
2.1 Percentage of level 4 and 5 visits to emergency	31.0%	31.0%	58.9%	○
2.2 Repeated hospitalizations for mental illness	7.8%	7.8%	7.1%	+
2.3 Percentage of ALC patients in acute care	16.7%	28.4%	30.0%	○
2.4 Percentage of patients who visit the emergency who have a primary health care provider	92.0%	92.0%	76.0%	○
2.5 Measure of access to primary health care (in développement)	TBD	TBD	TBD	TBD

## 2.0 Patient Experience

### 2.1 Percentage of level 4 and 5 visits to Emergency

English

Français

2022-12-12

**i** This indicator reflects the percentage of level 4 and 5 visits to Emergency. When visiting Emergency, the acuity of the visit will be coded based on the Canadian Triage and Acuity Scale. Level 4 and 5 visits to Emergency are considered less urgent.

**Σ** Formula  
(Total number of visits coded 4 and 5 / Total number of visits to Emergency) X 100

**👤** Leadership  
Jacques Duclos et Dre.Natalie Banville

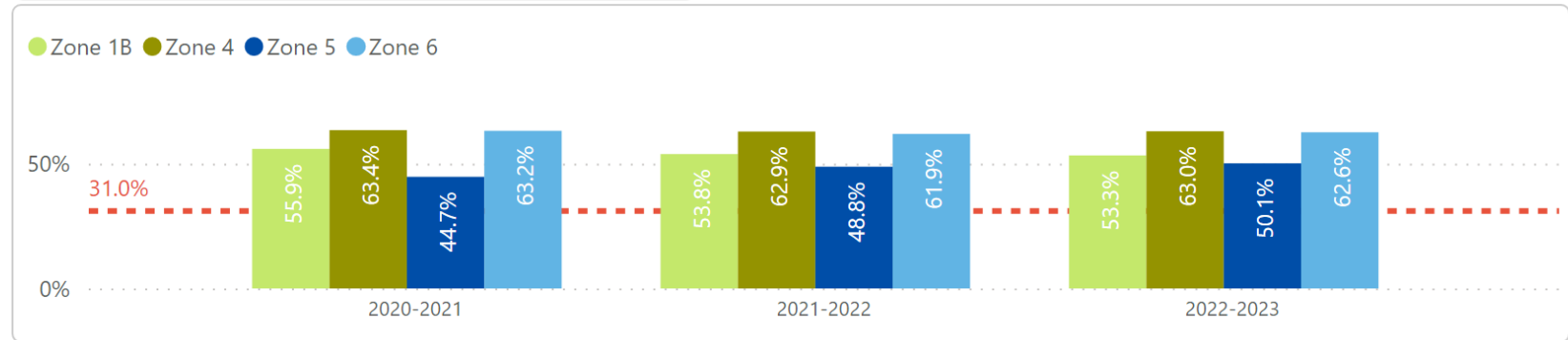
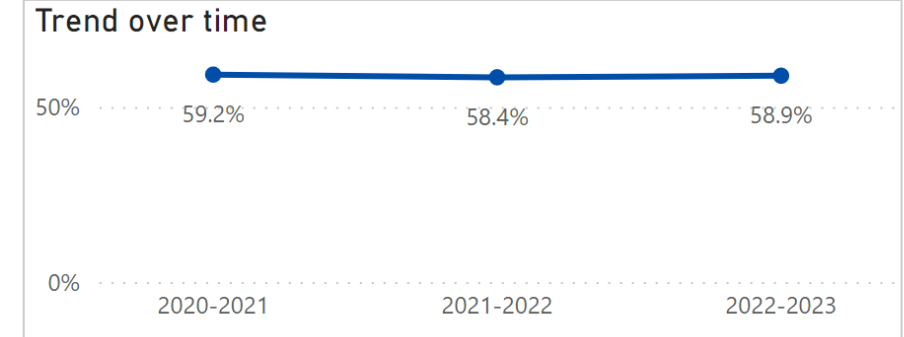
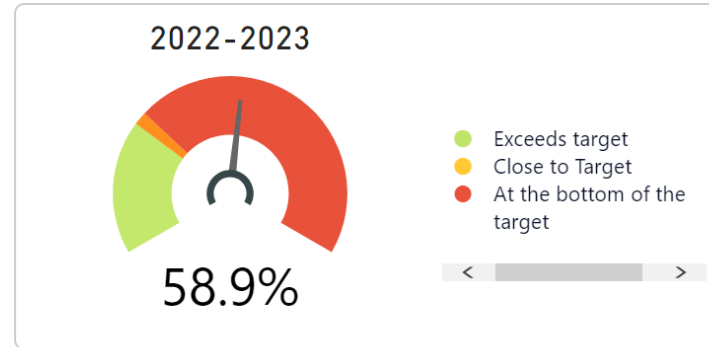
**🗄️** Data source  
SIG

**🕒** Limite  
None

**📏** Unit of measurement  
Percentage

**↕** Direction  
Reduction sought

**🎯** Target  
31% according to the NACRS average



Année	2020-2021				2021-2022				2022-2023	
	T1	T2	T3	T4	T1	T2	T3	T4	T1	T2
Zone 1B	56.2%	59.0%	53.6%	54.2%	54.2%	54.5%	53.5%	52.9%	53.5%	53.1%
Zone 4	62.3%	65.5%	62.8%	62.7%	63.9%	64.2%	62.4%	60.6%	62.7%	63.3%
Zone 5	44.5%	46.6%	43.4%	43.9%	47.4%	50.8%	48.5%	48.2%	50.6%	49.6%
Zone 6	62.7%	64.7%	63.8%	61.2%	62.0%	63.4%	61.1%	60.8%	63.2%	61.9%
<b>Vitalité</b>	<b>59.0%</b>	<b>61.4%</b>	<b>58.5%</b>	<b>57.6%</b>	<b>58.6%</b>	<b>59.7%</b>	<b>58.1%</b>	<b>57.1%</b>	<b>59.0%</b>	<b>58.7%</b>



**i** This indicator measures the percentage of patients who have had repeated hospitalizations due to mental illness. Frequent hospitalizations may indicate difficulties in obtaining care, medication and adequate support in the community. Restigouche Hospital is not included in the calculation of this indicator. It therefore has no influence on the results of Zone 5.

**Σ** Formula  
# of people with 3+ episodes of mental health care /# of people with 1 episode of mental health care

**Person icon** Leadership  
Jacques Duclos

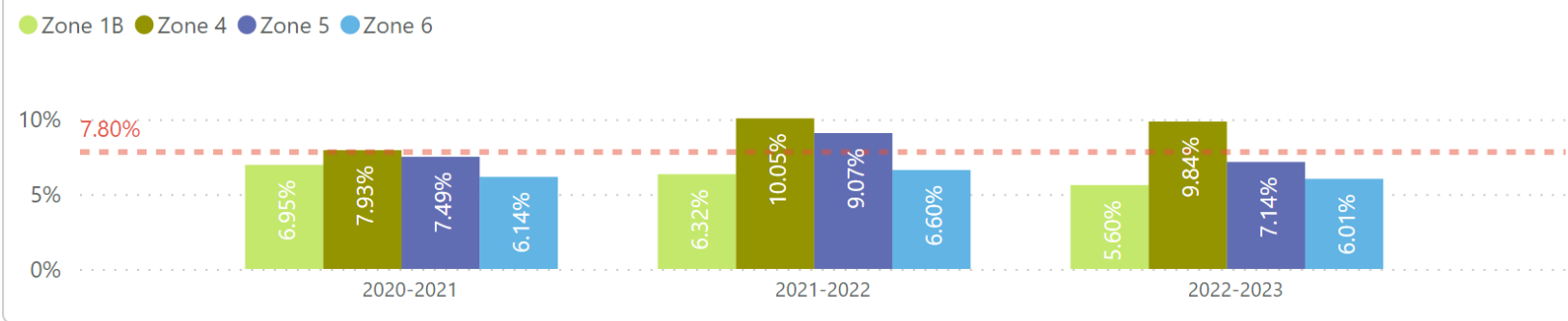
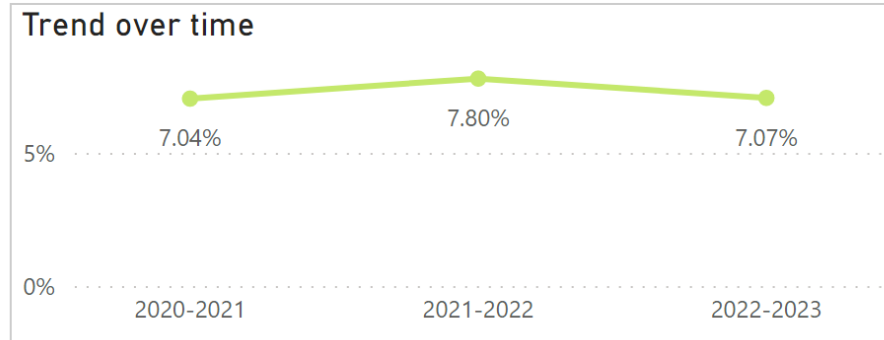
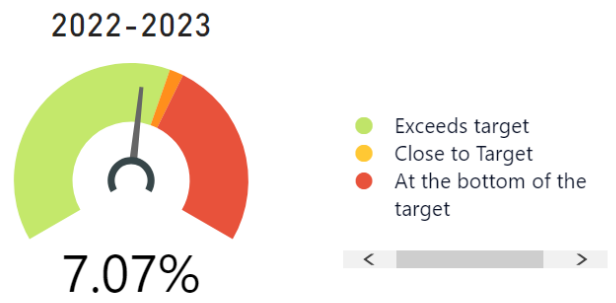
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CIHI Portal

**Gauge icon** Limite  
None

**Ruler icon** Unit of measurement  
Percentage

**Upward arrows icon** Direction  
Reduction sought

**Target icon** Target  
7.8 % based on Vitalite last year



Année	2020-2021				2021-2022				2022-2023
	T1	T2	T3	T4	T1	T2	T3	T4	T1
Zone 1B	7.49%	6.78%	7.43%	6.13%	7.81%	6.84%	5.20%	5.56%	5.60%
Zone 4	7.60%	8.74%	6.75%	8.66%	8.98%	9.58%	11.03%	10.72%	9.84%
Zone 5	4.29%	7.50%	7.94%	10.58%	9.43%	8.84%	9.42%	8.54%	7.14%
Zone 6	6.82%	5.57%	5.43%	6.77%	6.53%	6.44%	6.26%	7.20%	6.01%
<b>Vitalité</b>	<b>6.84%</b>	<b>7.03%</b>	<b>6.65%</b>	<b>7.67%</b>	<b>7.94%</b>	<b>7.75%</b>	<b>7.67%</b>	<b>7.82%</b>	<b>7.07%</b>



## 2.0 Patient Experience

### 2.3 % of patients Alternative Care Level (ANC) in acute care beds



This indicator reflects the percentage of patients in alternative levels of care in acute care beds. The vast majority of NSA days are associated with the elderly.



Formula  
Number of NSA days / Total days over the same period



Leadership  
Sharon Smyth-Okana et Dre.Natalie Banville



Data source  
3M



Limite  
None



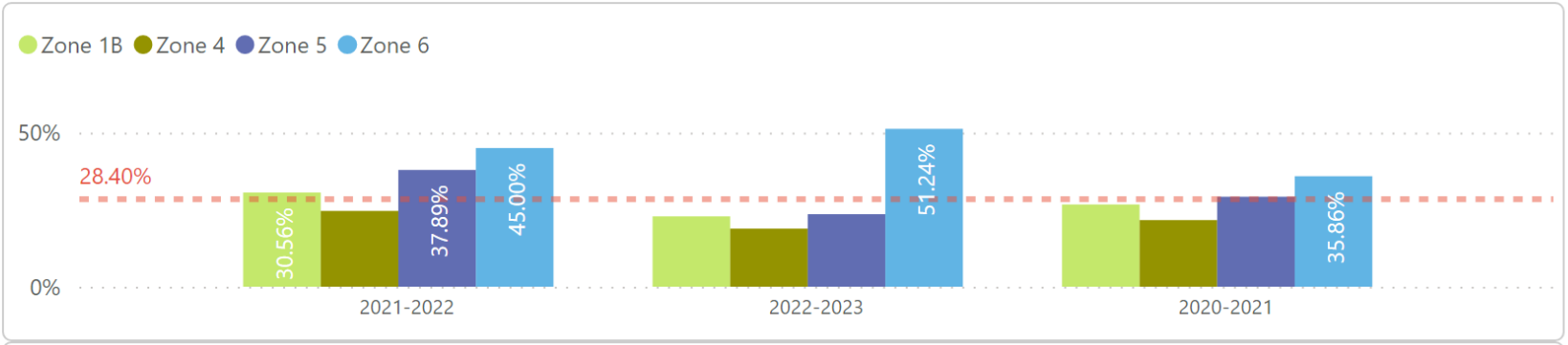
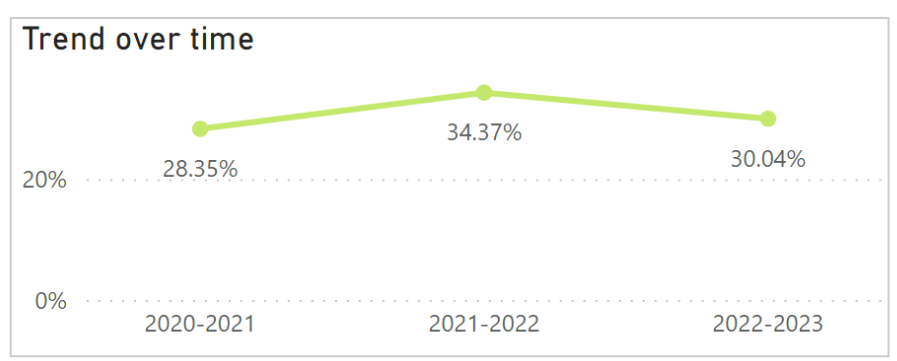
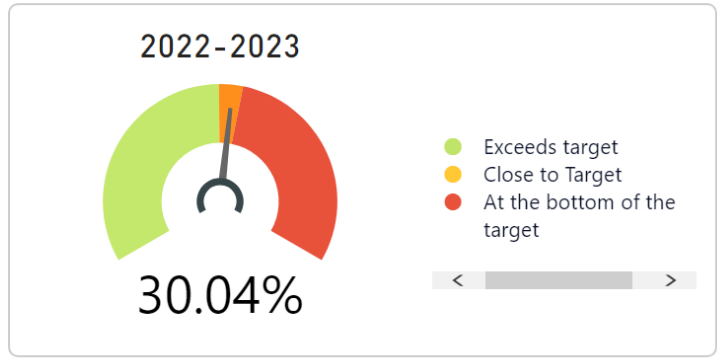
Unit of measurement  
Percentage



Direction  
Reduction sought



Target  
28.4% depending on the result during pandemic



Année	2020-2021				2021-2022				2022-2023
	T1	T2	T3	T4	T1	T2	T3	T4	T1
Zone 1B	27.69%	20.78%	32.02%	24.73%	25.28%	33.22%	37.92%	26.57%	22.83%
Zone 4	11.51%	17.62%	21.80%	31.76%	22.02%	25.19%	19.08%	30.74%	18.85%
Zone 5	16.22%	43.81%	25.11%	33.06%	39.76%	35.62%	40.91%	33.82%	23.53%
Zone 6	37.63%	21.59%	37.12%	43.77%	40.67%	41.69%	50.59%	46.25%	51.24%
<b>Vitalité</b>	<b>25.49%</b>	<b>24.19%</b>	<b>30.52%</b>	<b>32.32%</b>	<b>31.15%</b>	<b>34.20%</b>	<b>38.85%</b>	<b>33.26%</b>	<b>30.04%</b>

## 2.0 Patient Experience

### 2.4 % of patients visiting the emergency department with a primary health care provider

**i** This indicator refers to the percentage of patients who present to the emergency department and report having a family doctor. Access to a regular health care provider plays an important role in the detection, prevention and early treatment of health problems.

**Σ** **Formula**  
Number of patients who report having a family doctor when visiting the emergency department/Number of emergency department visits

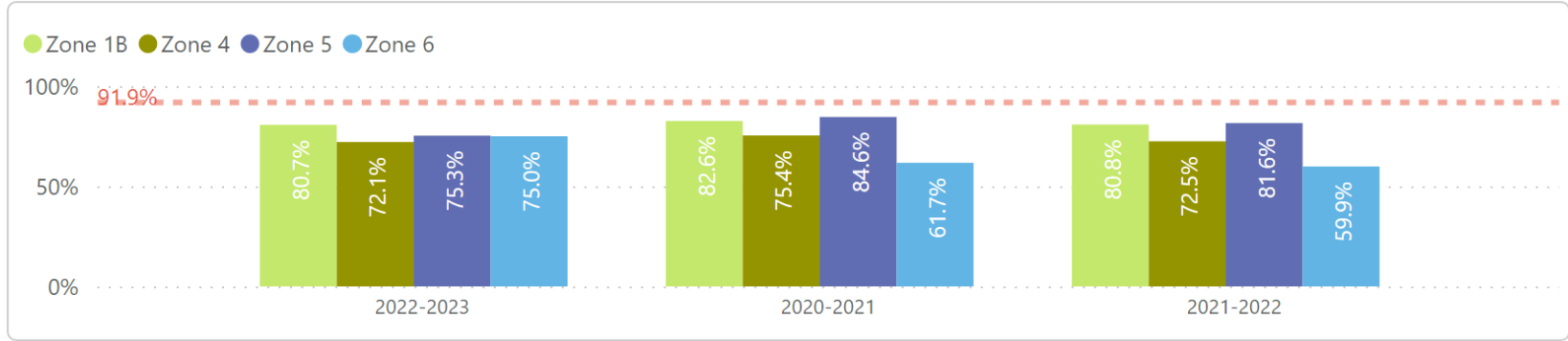
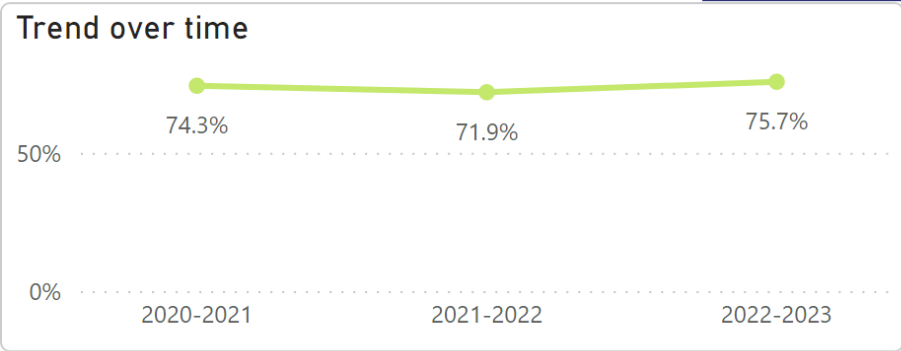
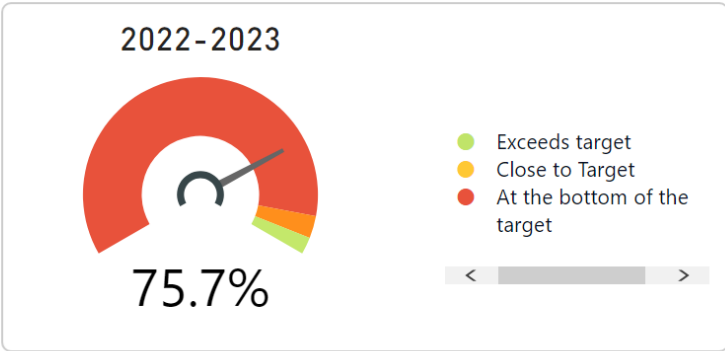
**Person icon** **Leadership**  
Jacques Duclos et Dre. Natalie Banville

**Database icon** **Data source**  
Ipeople

**Ruler icon** **Unit of measurement**  
Percentage

**Upward arrows icon** **Direction**  
Increase sought

**Target icon** **Target**  
91.9% according to CIHI for NB (2017 to 2018)



Année	2020-2021				2021-2022				2022-2023		
	T1	T2	T3	T4	T1	T2	T3	T4	T1	T2	T3
Zone 1B	83.6%	81.7%	83.0%	82.5%	82.4%	80.1%	80.2%	80.5%	82.2%	79.7%	79.0%
Zone 4	78.6%	77.7%	73.0%	72.0%	73.4%	72.9%	71.9%	71.5%	72.8%	71.7%	71.2%
Zone 5	89.6%	84.1%	83.2%	83.0%	83.0%	81.3%	81.5%	80.4%	77.5%	73.3%	74.5%
Zone 6	60.7%	62.4%	62.2%	61.3%	60.7%	59.8%	60.6%	58.1%	66.6%	80.1%	84.5%
<b>Vitalité</b>	<b>75.6%</b>	<b>74.8%</b>	<b>73.7%</b>	<b>73.1%</b>	<b>73.1%</b>	<b>71.8%</b>	<b>71.7%</b>	<b>71.1%</b>	<b>74.0%</b>	<b>76.8%</b>	<b>78.0%</b>

3.0 Employee experience

	Benchmark	Target	Result	Trend
3.1 Turnover rate	10.0%	10.0%	5.5%	+
3.2 Average number of paid sick days per employee	10	10	15	-
3.3 Work accident rate with loss of time	4.7	4.1	3.8	+

### 3.0 Employee Experience

## 3.1 Turnover rate (total)

English

Français

2022-12-05

**i** Percentage representing the number of employees leaving the organization during the reporting period relative to the total number of employees in the organization at the end of the reporting period.

**Σ** Formula  
Number of separations during the reference period/Total number of employees at the end of the reference period

**Person** Leadership  
Frédéric Finn

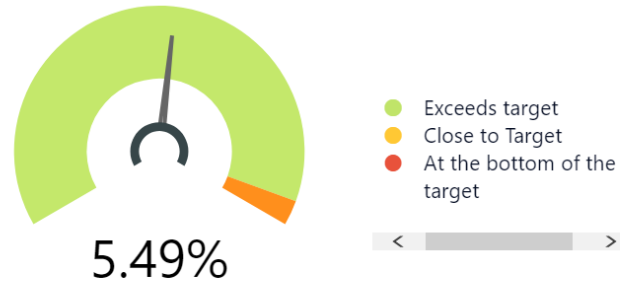
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Meditech

**Gauge** Limite  
None

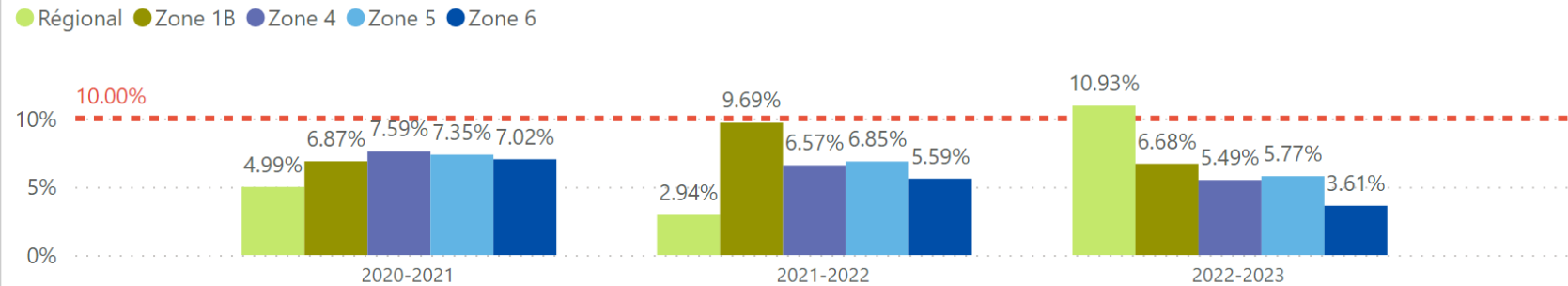
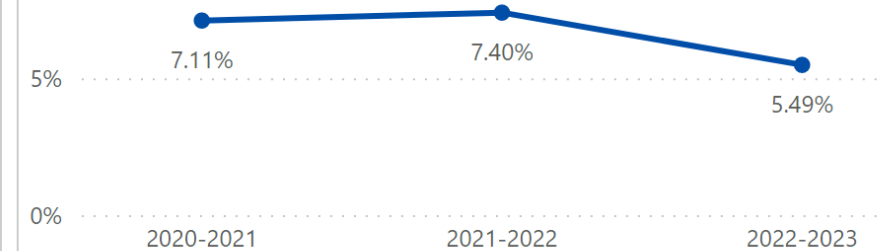
**Ruler** Unit of measurement  
Rate

**Upward arrows** Direction  
Reduction sought

**Target** Target  
10.0% according to industry benchmark



Trend over time



Année	2020-2021				2021-2022				2022-2023	
	T1	T2	T3	T4	T1	T2	T3	T4	T1	T2
Régional	6.35%		13.95%			5.85%	5.71%		16.74%	5.36%
Zone 1B	5.13%	6.74%	8.70%	6.87%	7.42%	13.93%	8.51%	8.90%	9.65%	3.77%
Zone 4	7.51%	10.87%	5.61%	6.35%	5.68%	9.93%	6.64%	4.00%	8.38%	2.64%
Zone 5	6.05%	6.07%	10.69%	6.57%	7.30%	7.98%	7.69%	4.41%	8.19%	3.35%
Zone 6	5.06%	8.05%	8.60%	6.35%	4.20%	8.09%	5.75%	4.33%	4.53%	2.70%
<b>Vitalité</b>	<b>5.75%</b>	<b>7.71%</b>	<b>8.48%</b>	<b>6.51%</b>	<b>6.12%</b>	<b>10.44%</b>	<b>7.22%</b>	<b>5.82%</b>	<b>7.81%</b>	<b>3.20%</b>

### 3.0 Employee Experience

## 3.2 Average paid sick days per employee

English

Français

2022-12-05

**i** This indicator reflects the average paid sick days per Vitalité Health Network employee. Absenteeism can be caused by problems with physical health, psychological health, the work environment and family situations.

**Σ** Formula  
Number of sick hours/Average number of permanent employees

**👤** Leadership  
Frédéric Finn

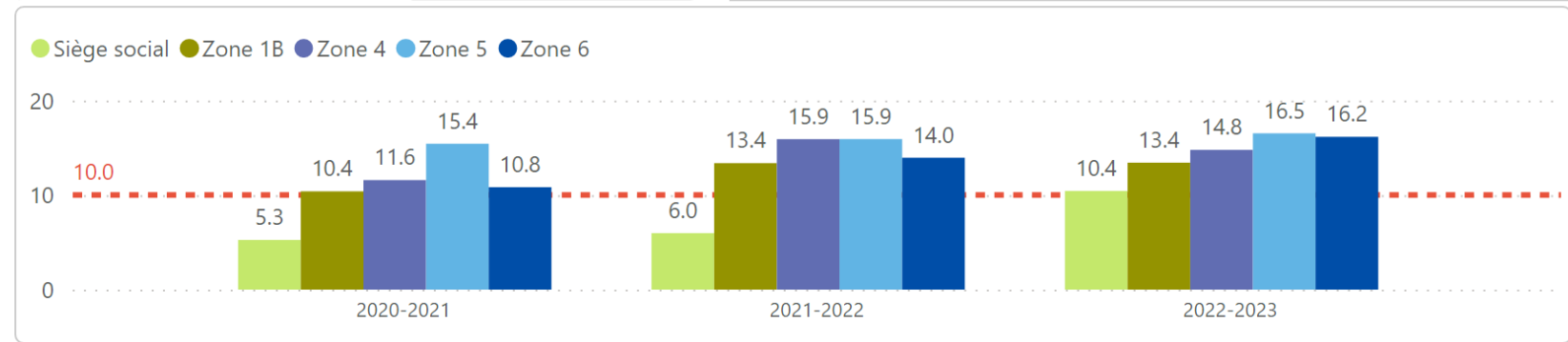
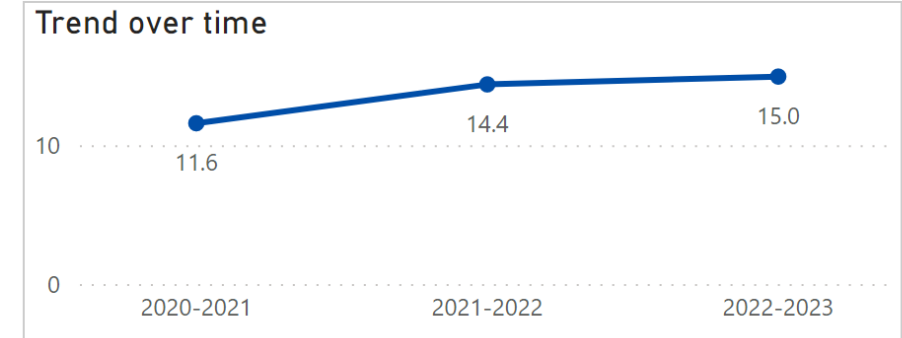
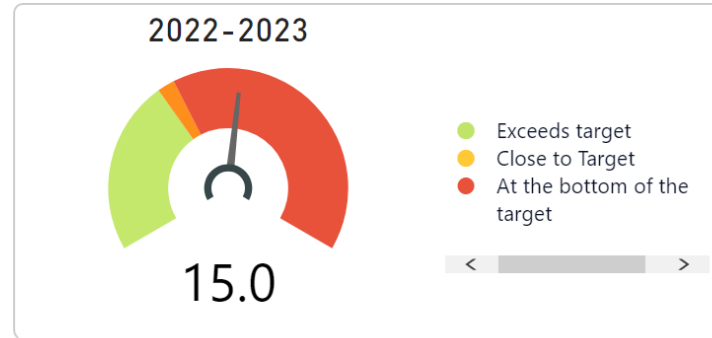
**🗄️** Data source  
Meditech

**🕒** Limite  
None

**📏** Unit of measurement  
Days

**↕️** Direction  
Reduction sought

**🎯** Target  
10 days according to the Canada Labour Code



Année	2020-2021				2021-2022				2022-2023	
	T1	T2	T3	T4	T1	T2	T3	T4	T1	T2
Siège social	3.0	4.2	8.1	6.0	9.3	2.6	6.5	5.7	9.4	11.4
Zone 1B	8.8	10.9	11.1	10.7	14.7	11.7	13.3	13.9	14.6	12.3
Zone 4	9.6	13.3	13.1	10.4	17.0	14.0	16.7	15.9	15.2	14.4
Zone 5	13.7	17.6	16.0	14.4	17.7	14.8	15.3	16.0	17.0	16.1
Zone 6	9.5	10.4	12.3	11.1	16.4	11.2	14.2	14.0	16.9	15.4
<b>Vitalité</b>	<b>10.0</b>	<b>12.4</b>	<b>12.7</b>	<b>11.4</b>	<b>16.1</b>	<b>12.4</b>	<b>14.5</b>	<b>14.6</b>	<b>15.7</b>	<b>14.2</b>

## 3.0 Employee Experience

### 3.3 Occupational injury rate

English

Français

2022-12-05

**i** This indicator reflects the frequency of lost-time accidents. This indicator includes any accident in which an employee is absent during the shift following the accident.

**Σ** Formula  
(Number of accidents at work avec loss of time \*200,000 hours)/Number of hours worked

**Person** Leadership  
Frédéric Finn

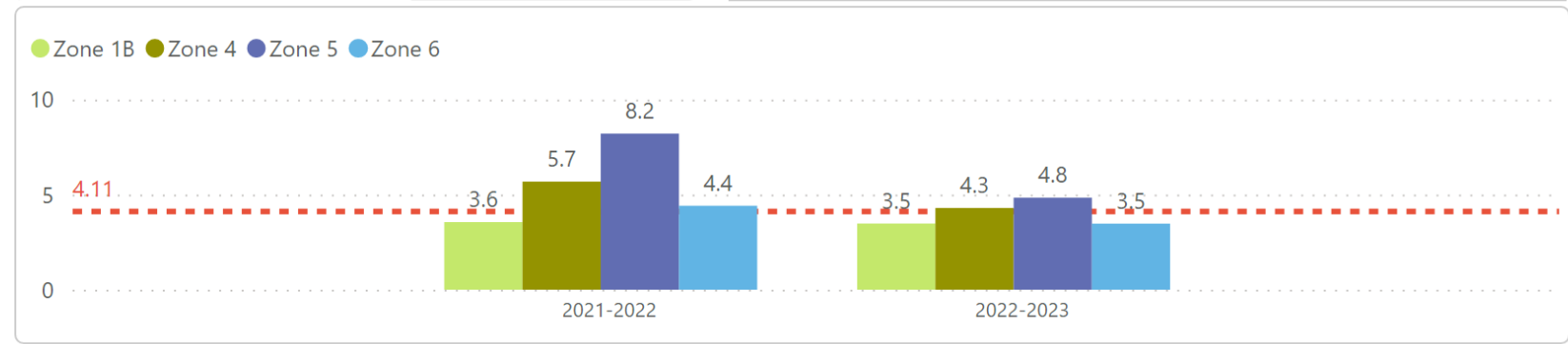
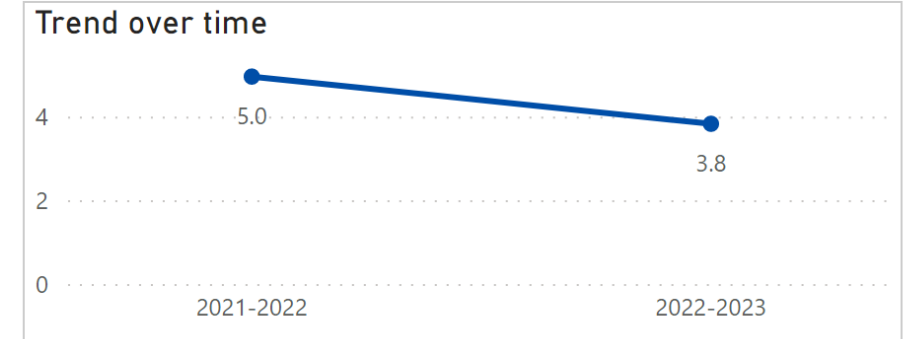
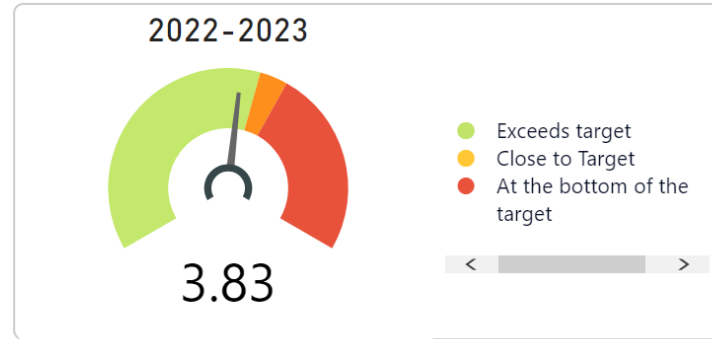
**Database** Data source  
Pacmed and Meditech

**Gauge** Limite  
None

**Ruler** Unit of measurement  
Rate

**Upward arrows** Direction  
Reduction sought

**Target icon** Target  
4.11 determined by the leadership team



Année	2021-2022				2022-2023	
	T1	T2	T3	T4	T1	T2
Zone 1B	2.21	3.32	3.33	5.46	4.47	2.45
Zone 4	3.75	7.78	4.16	7.21	3.97	4.65
Zone 5	5.43	6.83	11.22	9.55	5.63	3.99
Zone 6	3.49	2.77	5.17	6.20	1.76	5.28
<b>Vitalité</b>	<b>3.39</b>	<b>4.56</b>	<b>5.32</b>	<b>6.64</b>	<b>3.77</b>	<b>3.89</b>

4.0 Organizational excellence

	Benchmark	Target	Result	Trend
4.1 Actual vs CIHI expected length of stay ratio	0.96	0.96	1.03	○
4.2 Percentage of surgeries waiting > 365 days	0%	4.1%	7.4%	—
4.3 Overall rate of hospital readmission	9.4	8.5	7.7	+
4.4 Improvement rate	TBD	TBD	TBD	TBD
4.5 Difference between actual expenses and operating budget	Not available	+/- 1%	0.7 %	○



**i** This indicator represents the effectiveness of the length of stay in our hospitals for typical cases. It represents the difference between the length of stay in acute care and CIHI's expected length of stay. Typical cases exclude deaths, transfers between acute care facilities, discharges against physician advice, and extended stays (beyond the demarcation point). ALC days are also excluded from the calculation for this indicator.

**Σ** **Formula**  
 Number of typical hospitalization days / the number of days of hospitalization planned by CIHI

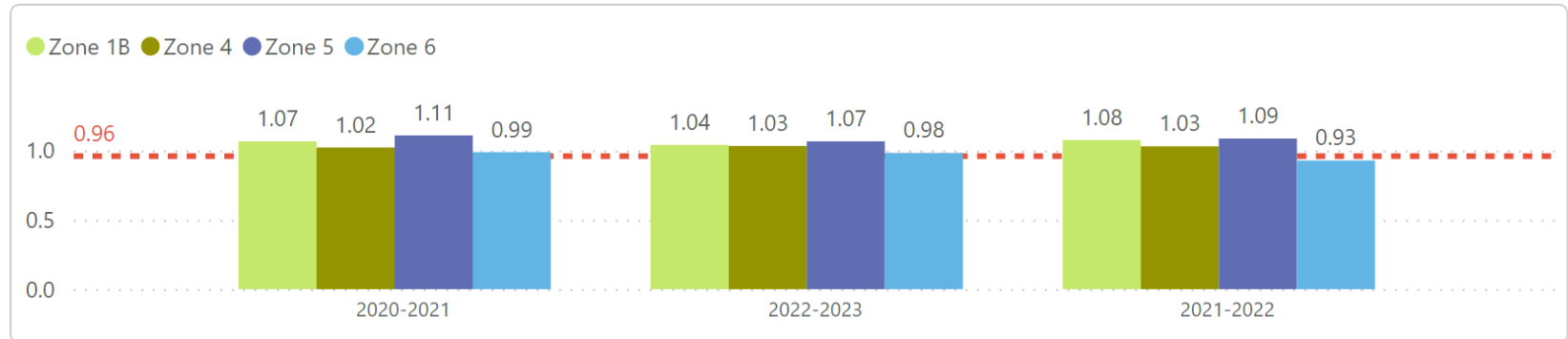
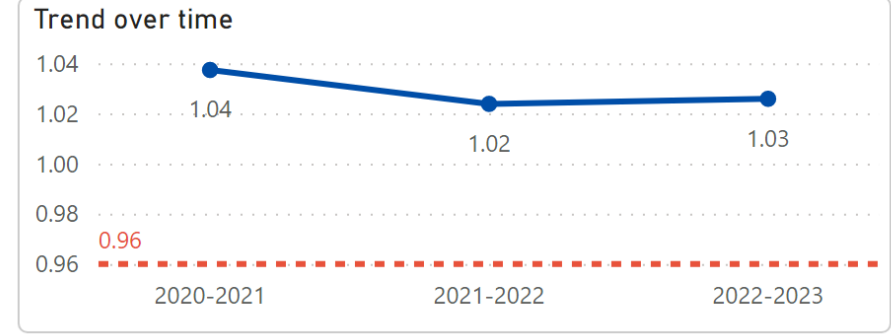
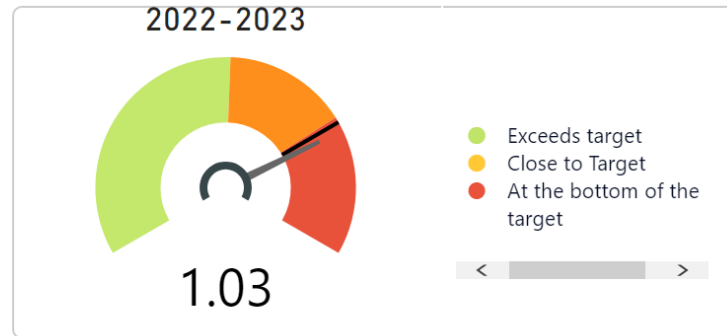
**Person icon** **Leadership**  
 Sharon Smyth-Okana et Dre.Natalie Banville

**Speedometer icon** **Limite**  
 None

**Ruler icon** **Unit of measurement**  
 Ratio

**Upward arrows icon** **Direction**  
 Reduction sought

**Target icon** **Target**  
 0.96 according to Canadian average



Année	2020-2021				2021-2022				2022-2023
	T1	T2	T3	T4	T1	T2	T3	T4	T1
Zone 1B	1.08	1.09	1.04	1.06	1.11	1.08	1.05	1.05	1.04
Zone 4	0.99	1.09	1.00	1.00	0.99	1.02	1.03	1.08	1.03
Zone 5	1.22	1.09	1.07	1.09	1.11	1.17	1.03	1.01	1.07
Zone 6	1.05	0.99	1.01	0.91	0.93	0.98	0.89	0.91	0.98
<b>Vitalité</b>	<b>1.06</b>	<b>1.06</b>	<b>1.02</b>	<b>1.01</b>	<b>1.03</b>	<b>1.05</b>	<b>1.00</b>	<b>1.02</b>	<b>1.03</b>

**i** For surgeries waiting, wait times are calculated for surgeries waiting as of the last date in each quarter from the date that the patient and physician agree to the surgery and the patient is ready to receive it to the last date of each quarter. Wait time is calculated using data collected through the Surgical Access Registry. These statistics do not include emergency surgeries. Timeframes during which the patient was not available to have surgery are excluded from the wait time calculations.

**Σ** Formula  
Number of surgeries waiting more than 12 months / Total surgeries waiting

**Person icon** Leadership  
Dre.Natalie Banville

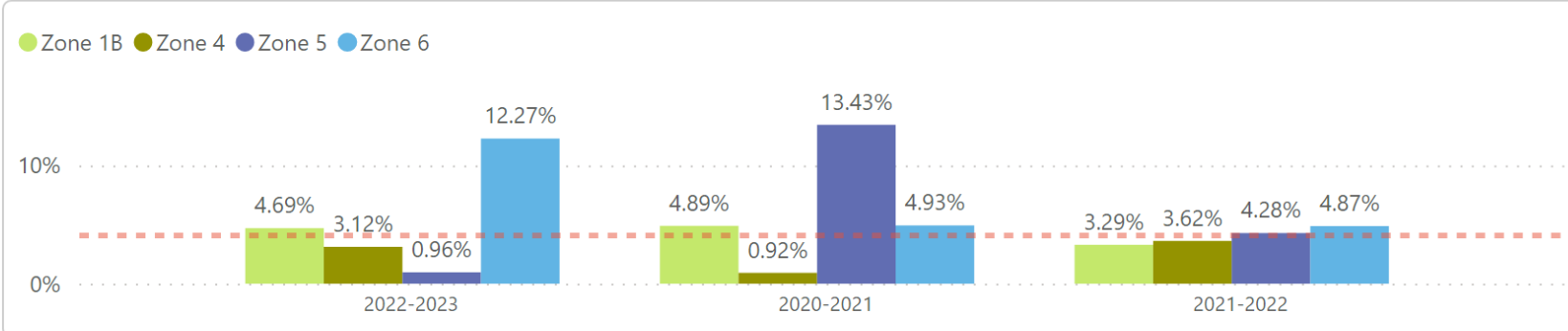
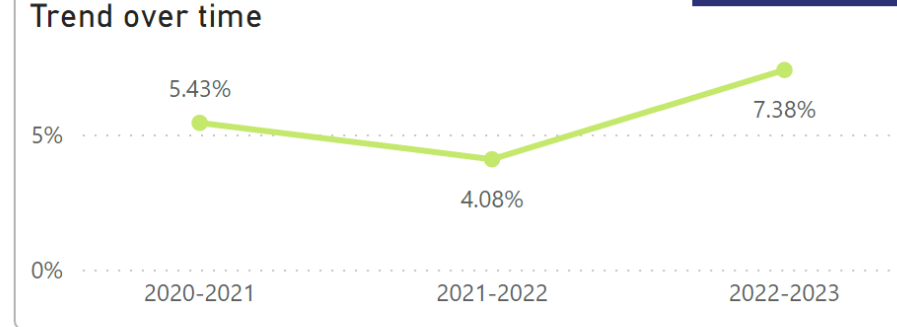
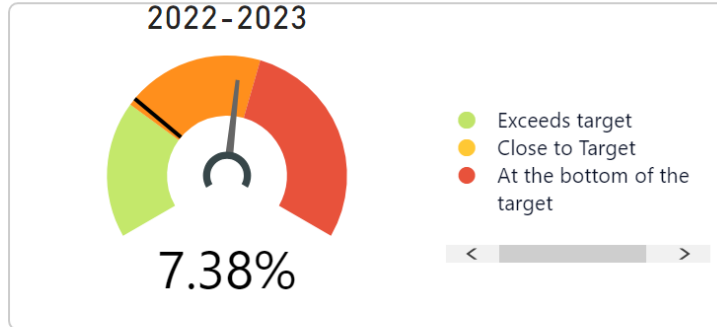
**Database icon** Data source  
Provincial patient registry

**Gauge icon** Limite  
None

**Ruler icon** Unit of measurement  
Percentage

**Upward arrows icon** Direction  
Reduction sought

**Target icon** Target  
4.08% based on previous year



Année	2020-2021				2021-2022				2022-2023	
	T1	T2	T3	T4	T1	T2	T3	T4	T1	T2
Zone 1B	3.29%	4.38%	6.01%	5.92%	2.98%	3.17%	3.07%	3.80%	4.34%	5.02%
Zone 4	0.43%	0.17%	0.18%	2.61%	3.17%	2.07%	3.88%	5.03%	4.39%	1.85%
Zone 5	9.35%	11.91%	17.48%	17.05%	7.99%	4.26%	2.86%	2.27%	1.02%	0.91%
Zone 6	3.10%	4.35%	5.54%	6.53%	3.19%	3.20%	5.17%	7.08%	11.66%	12.84%
Vitalité	3.81%	4.86%	6.25%	6.76%	3.55%	3.08%	4.10%	5.24%	7.28%	7.52%
Horizon	14.60%	15.08%	15.30%	14.90%	11.75%	11.67%	12.63%	13.03%	14.54%	15.14%
Province	12.25%	12.78%	13.19%	12.90%	9.62%	9.42%	10.20%	10.94%	12.57%	13.25%

**i** This indicator measures the risk-adjusted rate of urgent readmissions within 30 days of discharge for episodes of care for the following patient groups: obstetric, pediatric, surgical and medical.

**Σ** Formula  
Observed number of readmissions for each facility / Expected number of readmissions for the facility \* Canadian average readmission rate

**Person icon** Leadership  
Sharon Smyth-Okana et Dre.Natalie Banville

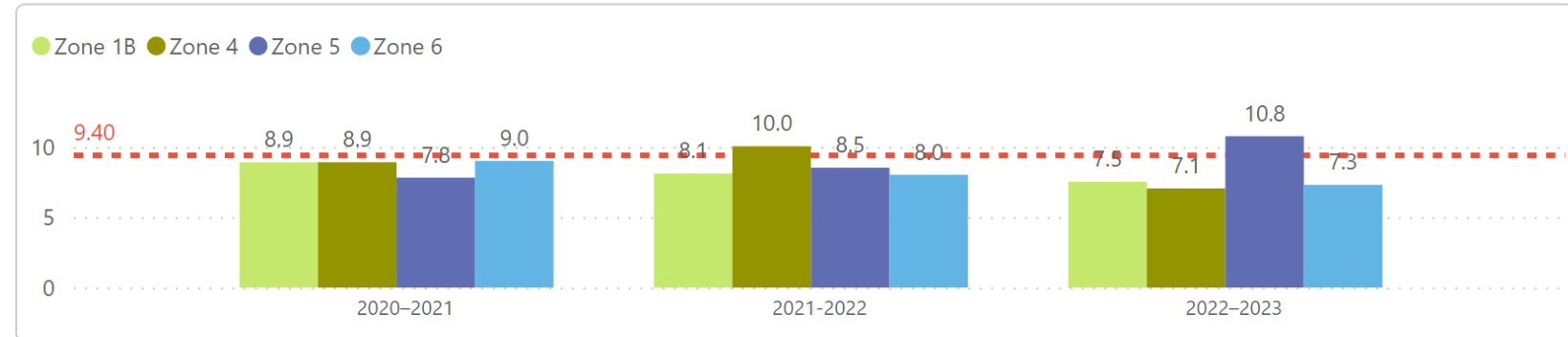
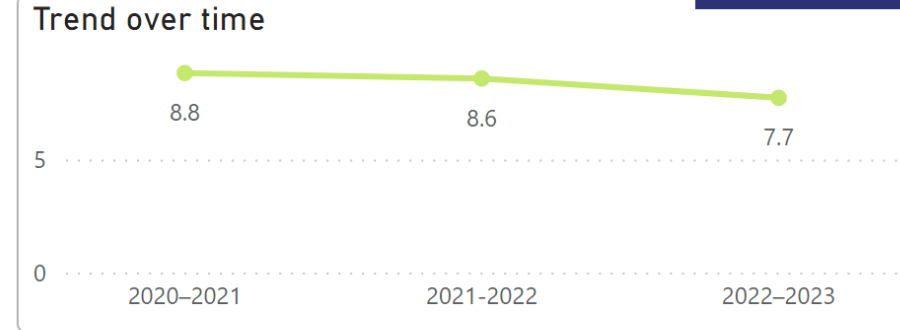
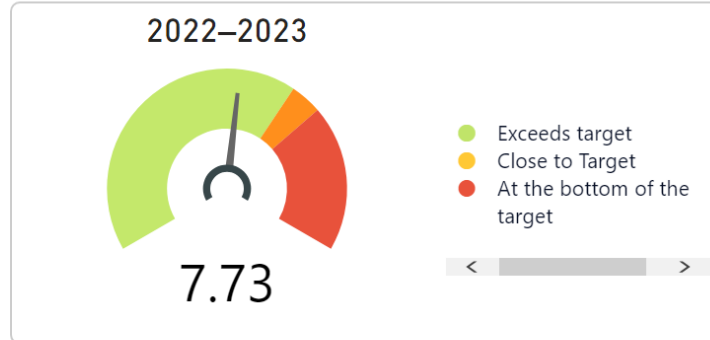
**Database icon** Data source  
CIHI

**Gauge icon** Limite  
None

**Ruler icon** Unit of measurement  
Rate

**Upward arrows icon** Direction  
Reduction sought

**Target icon** Target  
9.4 Canada result 2020-2021



Année	2020-2021				2021-2022				2022-2023
	T1	T2	T3	T4	T1	T2	T3	T4	T1
Zone 1B	8.40	8.84	9.39	8.92	9.17	7.83	7.30	8.05	7.53
Zone 4	10.05	9.13	7.83	8.77	10.06	10.30	10.30	9.17	7.05
Zone 5	7.62	7.39	7.50	8.99	9.48	10.59	6.01	6.68	10.77
Zone 6	9.52	9.91	8.76	7.30	8.61	7.60	8.26	7.32	7.31
Vitalité	9.03	9.05	8.66	8.46	9.23	8.70	8.17	7.97	7.73
Horizon	9.98	9.65	9.20	8.14	9.29	8.63	8.73	7.93	6.55
Province	9.69	9.46	9.03	8.24	9.27	8.65	8.55	7.94	6.94
Canada	10.04	9.59	9.06	8.42	9.87	9.54	9.36	9.18	7.53



Precision  
Excludes pandemic and Medicare

Formula  
Budgeted Spending-Actual Spending

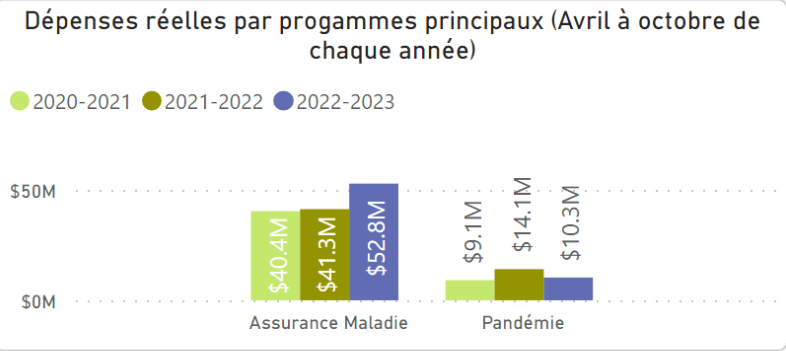
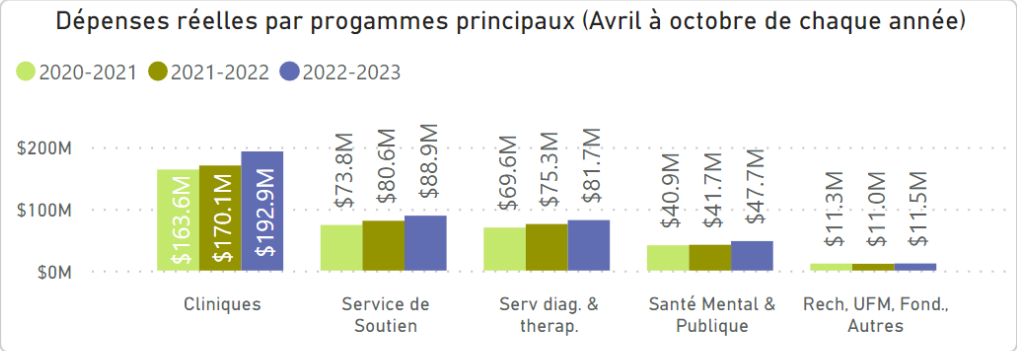
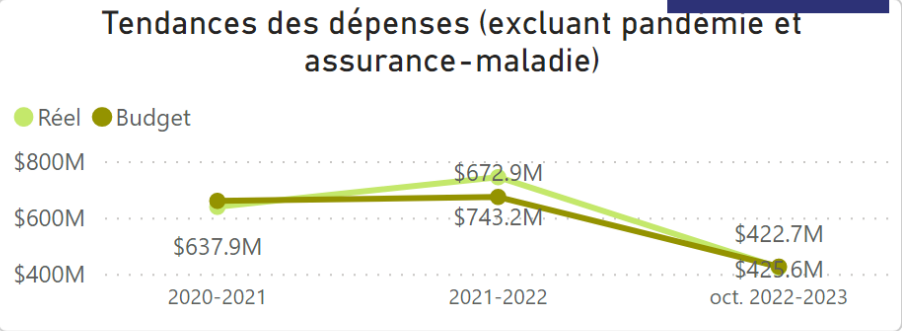
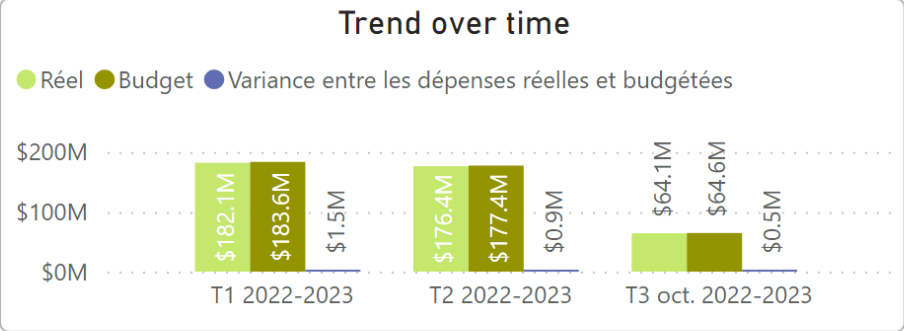
Leadership  
Stephane Legacy

Data source  
Méditech

Unit of measurement  
Dollars

Direction  
Reduction sought

Target  
None at this time



Dépenses réelles par programmes principaux

Année	2020-2021	2021-2022	2022-2023
Programme	Avril à oct.	Avril à oct.	Avril à oct.
Cliniques	\$163.6M	\$170.1M	\$192.9M
Rech, UFM, Fond., Autres	\$11.3M	\$11.0M	\$11.5M
Santé Mental & Publique	\$40.9M	\$41.7M	\$47.7M
Serv diag. & therap.	\$69.6M	\$75.3M	\$81.7M
Service de Soutien	\$73.8M	\$80.6M	\$88.9M
<b>Total</b>	<b>\$359.1M</b>	<b>\$378.7M</b>	<b>\$422.7M</b>

Année	2020-2021	2021-2022	2022-2023
Programme	Avril à oct.	Avril à oct.	Avril à oct.
Assurance Maladie	\$40.4M	\$41.3M	\$52.8M
Pandémie	\$9.1M	\$14.1M	\$10.3M
<b>Total</b>	<b>\$49.5M</b>	<b>\$55.4M</b>	<b>\$63.1M</b>