

## BOARD OF DIRECTORS BALANCED SCORECARD Fiscal Year 2016-17 April 1, 2016 - March 31, 2017

| Performance Indicator   | Q1           | Q2             | Q3           | Q4           | Year End         | Target         |  | Target Source           |
|---|--------------|----------------|--------------|--------------|------------------|----------------|--|-------------------------|
|   |              |                |              |              |                  | Quarter        | Annual   | ranger course           |
| Clients and Families  |              |                |              |              |                  |                |  |                         |
| Client Satisfaction: Quality of Services Received                                     |              |                |              |              | n/a              | 90%            |  | ErinoakKids' internal   |
| Number of Unique Clients Served (excluding clients served by subcontracted providers) | 8,308        | 11,356         | 13,808       | 16,164       | 16,164           | n/a            | 13,800   | ErinoakKids' internal   |
| Percentage of Clients Seen within Wait Time Targets                                   | 83%          | 82%            | 83%          | 82%          | 82%              | 80%            |  | ErinoakKids' internal   |
| Organizational Processes and Innovation   | on           | ı              |              |              |                  |                |  |                         |
| Direct Client Time per FTE Week (including Instructor Therapists)                     | 19.1         | 18.9           | 18.2         | 19.0         | 18.7             | 19.0           |  | ErinoakKids' internal   |
| Workplace Wellbeing   |              |                |              |              |                  |                |  |                         |
| Number of Sick Days per Employee<br>(excluding LTD)                                   | 2.85         | 2.71           | 2.93         | 3.07         | 8.97             | 3.40           | 10.00  | Benchmarking assessment |
| Number of Formal Grievances Filed   | 0            | 0              | 0            | 0            | 0                | 1              | 4  | ErinoakKids' internal   |
| Staff Turnover Rate - Voluntary (%)   | 0.39%        | 2.39%          | 0.72%        | 1.10%        | 3.60%            | 5.50%          | 11.00%   | Benchmarking assessment |
| Resource Utilization  |              |                |              |              |                  |                | <u>.                                      </u> |                         |
| Administration Expenses as Percent of Overall<br>Expenses                             | 11.8%        | 10.6%          | 9.9%         | 11.3%        | 11.3%            | 12.5%          |  | ErinoakKids' internal   |
| Capital Redevelopment Project Costs   | On<br>Budget | On<br>Budget   | On<br>Budget | On<br>Budget | On<br>Budget     | On Budget      |  | ErinoakKids' internal   |
| Corporate Budget at Fiscal Close  |              |                |              | On<br>Budget | On<br>Budget     | Balanced       |  | ErinoakKids' internal   |
|   |              |                |              |              |                  |                | _  |                         |
| Greater than 10% from Target  | <b>\( \)</b> | Within 5 to 10 | % of Target  |              | Within 5% of Tar | n 5% of Target |  | Data not available      |
| Notes:  |              |                |              |              |                  |                | l  |                         |