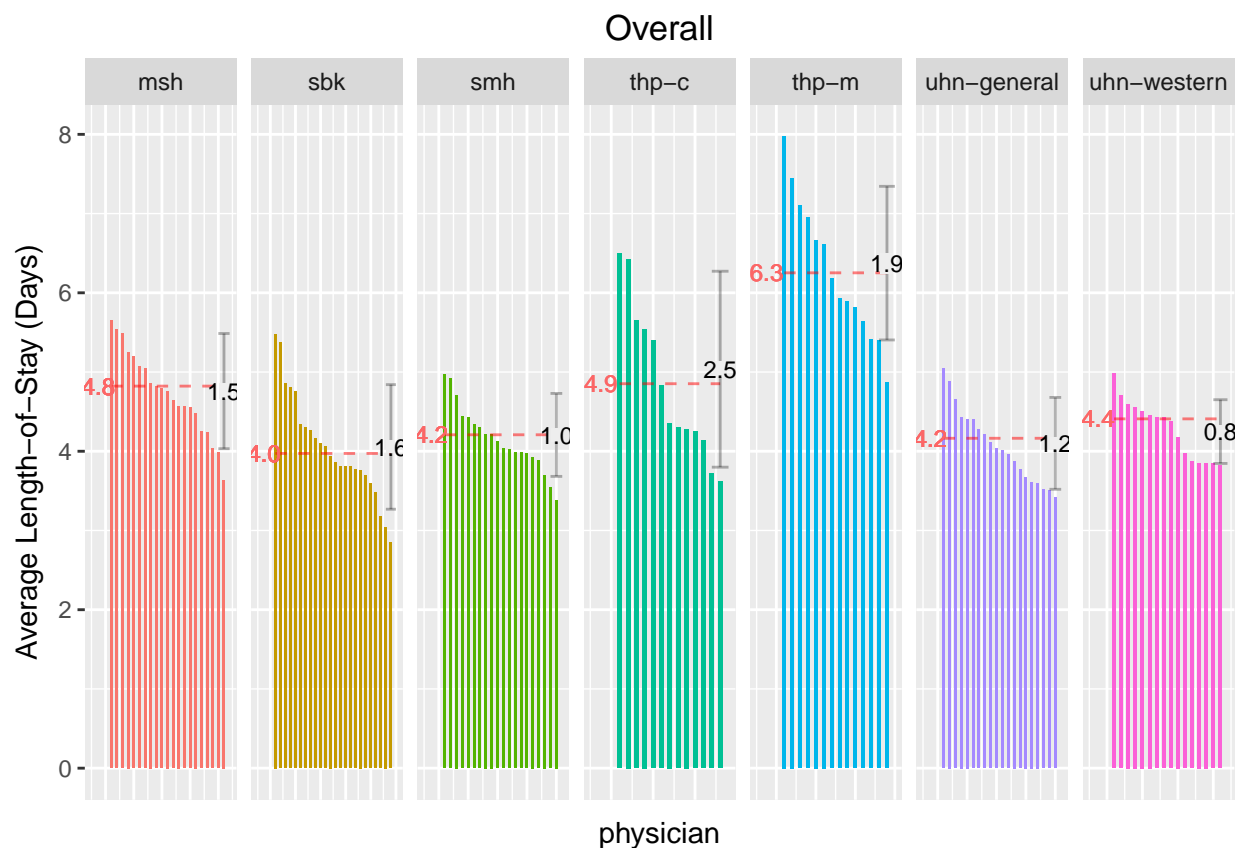


Analyses for presentation to hospital administrators

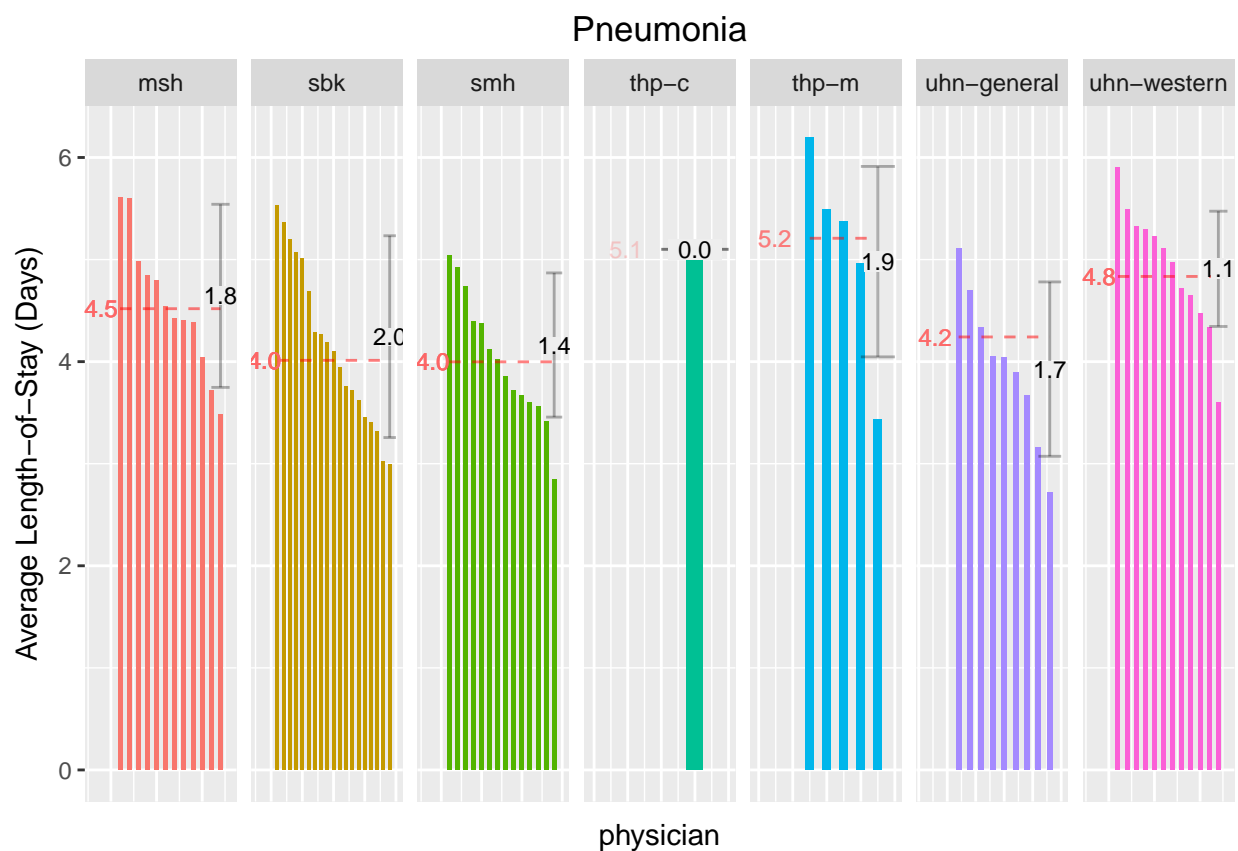
Yishan Guo

March 22, 2017

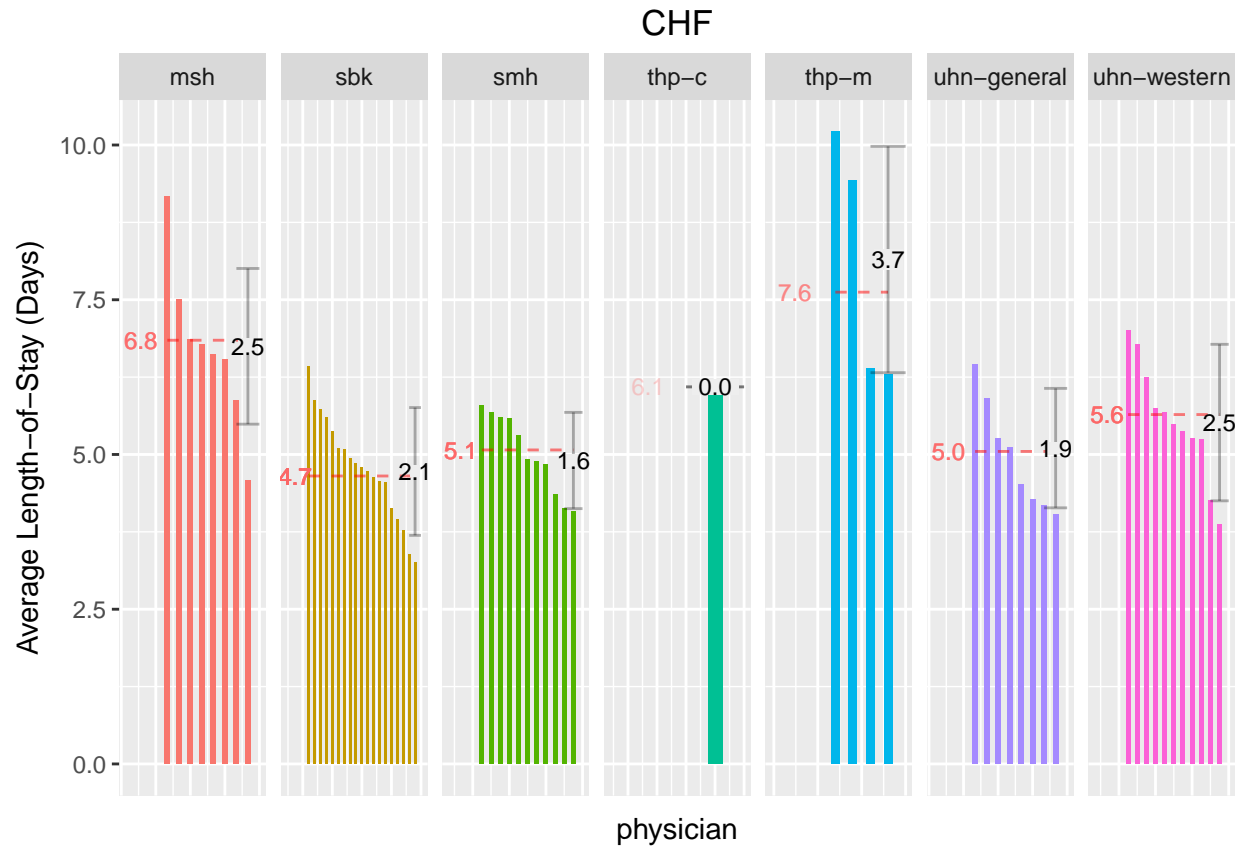
Figure 1. Average length-of-stay per Doctor



##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	23	msh	254	5.650262	1	Debaroti	Borschel
## 2	118	msh	287	3.638066	21	Matthew	Morgan
## 3	579	sbk	528	5.481061	1	Mireille	Norris
## 4	652	sbk	1688	2.847897	24	Steven	Shadowitz
## 5	253	smh	436	4.966456	1	Ahmed	Bayoumi
## 6	616	smh	295	3.385452	20	Joel	Ray
## 7	403	thp-c	179	6.496365	1	Yaniv	Hason
## 8	411	thp-c	258	3.617393	13	Sasha	High
## 9	470	thp-m	275	7.979949	1	Peter J.	Lam
## 10	723	thp-m	290	4.866451	14	Kerry	Thompson
## 11	130	uhn-general	328	5.045018	1	Andrea	Page
## 12	21	uhn-general	539	3.415224	20	Isaac	Bogoch
## 13	144	uhn-western	891	4.982895	1	Lisa	Richardson
## 14	37	uhn-western	460	3.816849	16	Caroline	Chessex

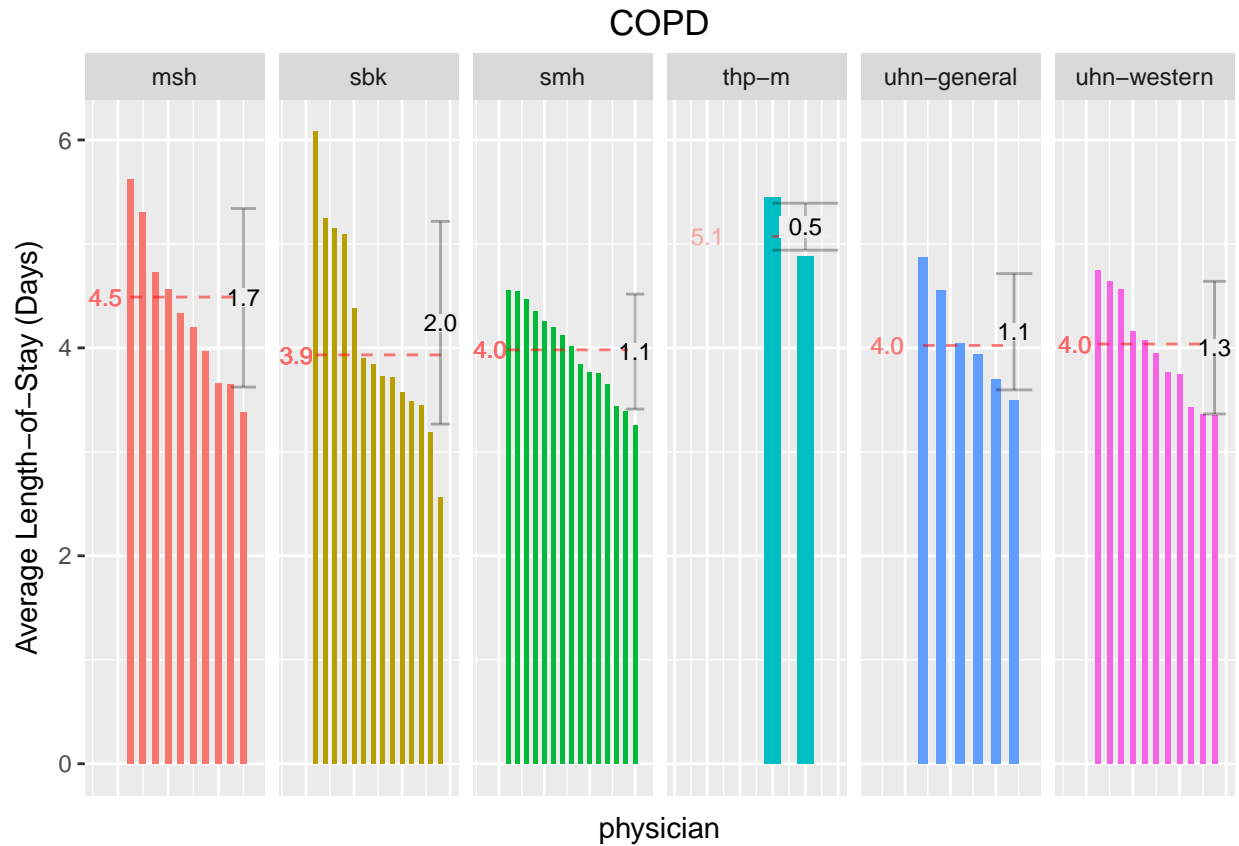


##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	8	msh	26	5.610577	1	Meyer	Balter
## 2	63	msh	37	3.481982	12	Shiphra	Ginsburg
## 3	491	sbk	23	5.534420	1	Donald	Livingstone
## 4	467	sbk	23	2.996377	19	Ayelet	Kuper
## 5	420	smh	25	5.038333	1	Stephen	Hwang
## 6	730	smh	28	2.843750	14	Khai-Minh	Tram
## 7	456	thp-c	30	5.100602	1	Waheed	Kirmani
## 8	456	thp-c	30	5.100602	1	Waheed	Kirmani
## 9	116	thp-m	36	6.194965	1	Michelle	Mohammed
## 10	723	thp-m	21	3.435384	5	Kerry	Thompson
## 11	151	uh-general	105	5.109689	1	Mohammad	Shafiee
## 12	103	uh-general	20	2.715972	9	Ken	Locke
## 13	11	uh-western	20	5.900764	1	Raviqubal	Basi
## 14	144	uh-western	42	3.601637	12	Lisa	Richardson

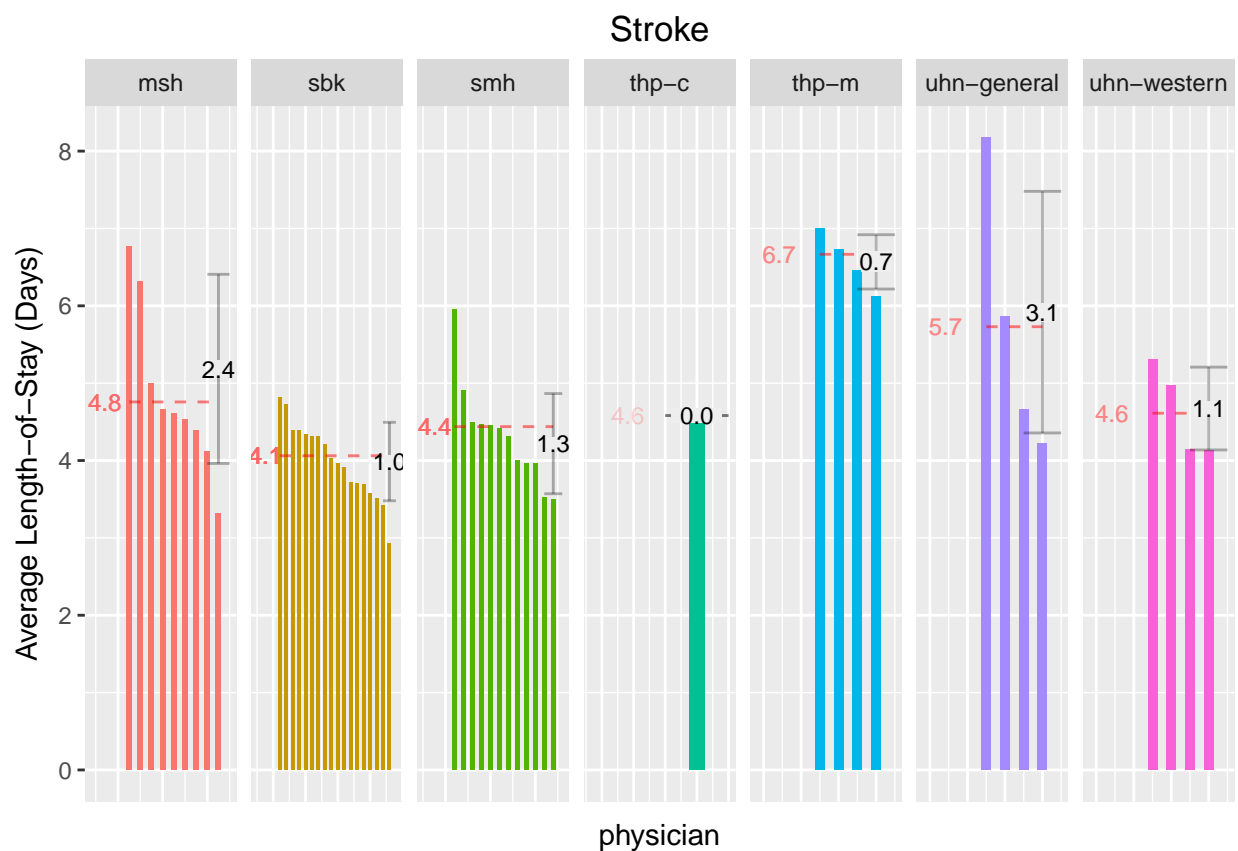


##	code.new	site	N	phy.ave	phy	first.name
## 1	125	msh	28	9.177083	1	Mitra
## 2	49	msh	24	4.578125	8	Luke
## 3	579	sbk	33	6.417929	1	Mireille
## 4	764	sbk	49	3.256803	19	Brian
## 5	547	smh	28	5.785714	1	Ophyr
## 6	426	smh	22	4.079545	11	Trevor
## 7	456	thp-c	20	6.092431	1	Waheed
## 8	456	thp-c	20	6.092431	1	Waheed
## 9	325	thp-m	26	10.214931	1	Chikkahanumaiah
## 10	124	thp-m	58	6.291571	4	Dang Minh
## 11	65	uhn-general	65	6.452286	1	Wayne
## 12	174	uhn-general	48	4.034057	8	Katina
## 13	40	uhn-western	63	7.009270	1	Bill
## 14	37	uhn-western	22	3.863194	11	Caroline
##	last.name					
## 1	Niroumand-Sarvestani					
## 2	Devine					
## 3	Norris					
## 4	Wong					
## 5	Mourad					
## 6	Jamieson					
## 7	Kirmani					
## 8	Kirmani					
## 9	Devaraj					
## 10	Nguyen					

```
## 11      Gold
## 12      Tzanetos
## 13      Coke
## 14      Chessex
```

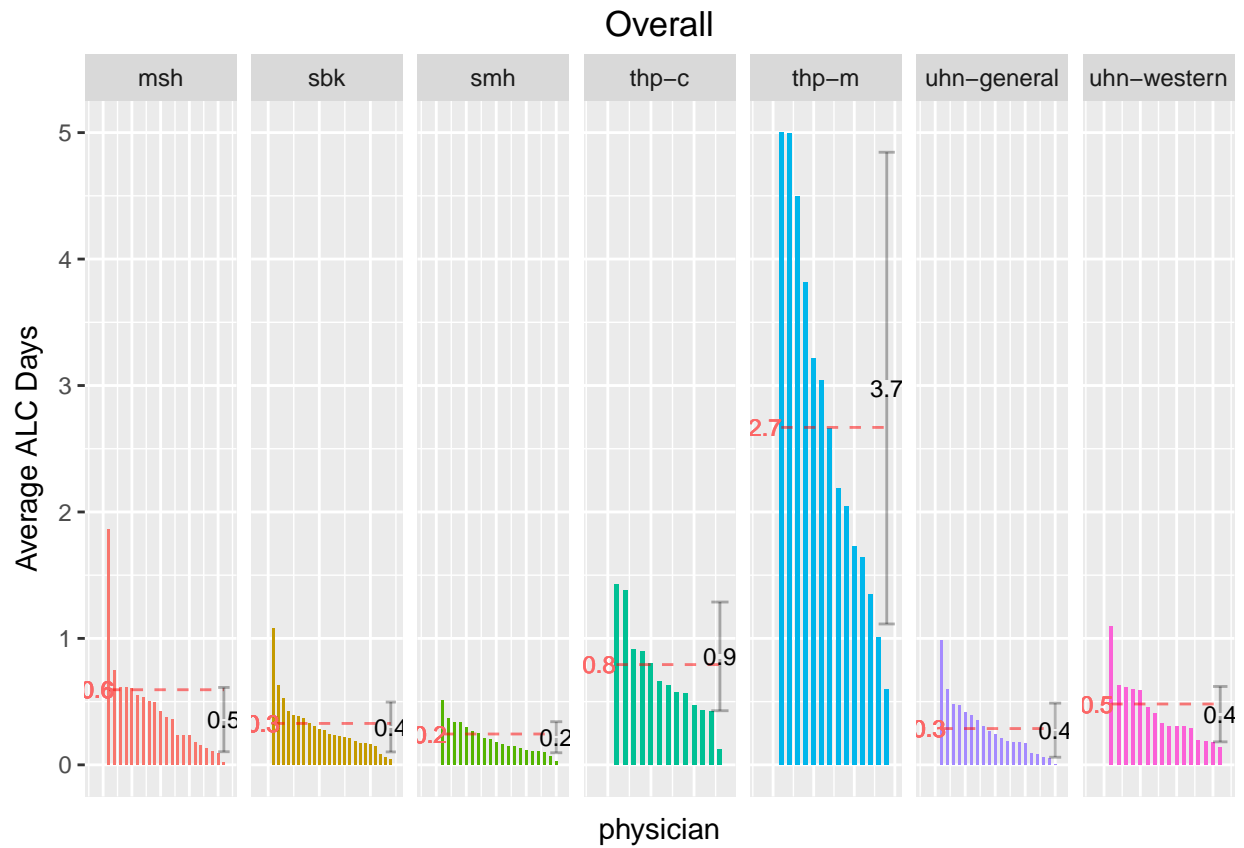


##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	48	msh	50	5.625000	1	Allan	Detsky
## 2	49	msh	31	3.376344	10	Luke	Devine
## 3	491	sbk	36	6.081019	1	Donald	Livingstone
## 4	652	sbk	60	2.565278	14	Steven	Shadowitz
## 5	767	smh	29	4.550287	1	Natalie	Wong
## 6	326	smh	30	3.259722	15	Irfan	Dhalla
## 7	124	thp-m	30	5.448148	1	Dang Minh	Nguyen
## 8	325	thp-m	60	4.883206	2	Chikkahanumaiah	Devaraj
## 9	21	uhn-general	21	4.868717	1	Isaac	Bogoch
## 10	22	uhn-general	33	3.493245	6	Mark	Bonta
## 11	40	uhn-western	33	4.751052	1	Bill	Coke
## 12	37	uhn-western	24	3.354485	11	Caroline	Chessex

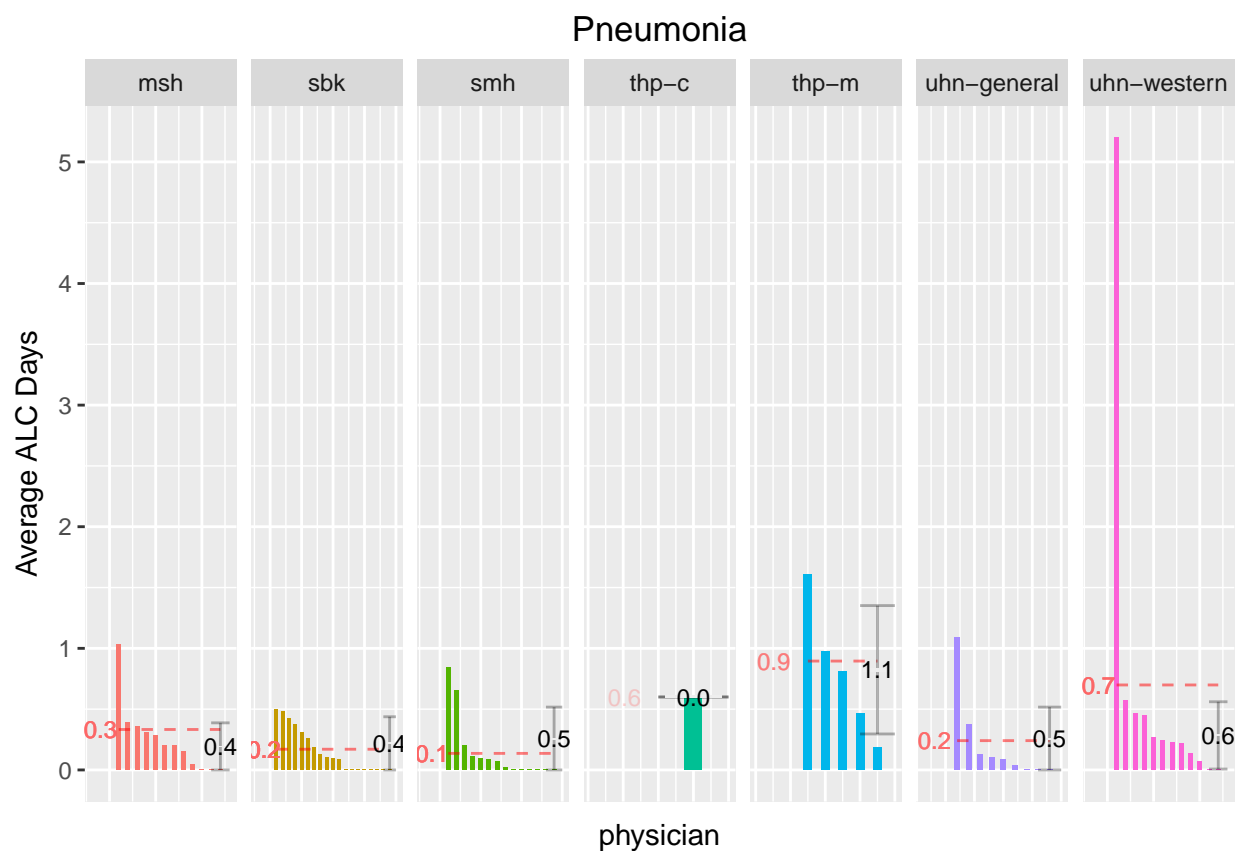


##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	178	msh	29	6.771552	1	Hillar	Vellend
## 2	128	msh	36	3.320602	9	Mirek	Otremba
## 3	579	sbk	74	4.811374	1	Mireille	Norris
## 4	62	sbk	23	2.922101	18	Jeremy	Gilbert
## 5	292	smh	48	5.950521	1	Vincent	Chien
## 6	326	smh	20	3.497917	12	Irfan	Dhalla
## 7	456	thp-c	40	4.581806	1	Waheed	Kirmani
## 8	456	thp-c	40	4.581806	1	Waheed	Kirmani
## 9	124	thp-m	49	7.003330	1	Dang Minh	Nguyen
## 10	325	thp-m	21	6.115575	4	Chikkahanumaiah	Devaraj
## 11	65	uhn-general	26	8.173478	1	Wayne	Gold
## 12	22	uhn-general	20	4.226910	4	Mark	Bonta
## 13	33	uhn-western	23	5.310930	1	Rodrigo	Cavalcanti
## 14	40	uhn-western	21	4.135284	4	Bill	Coke

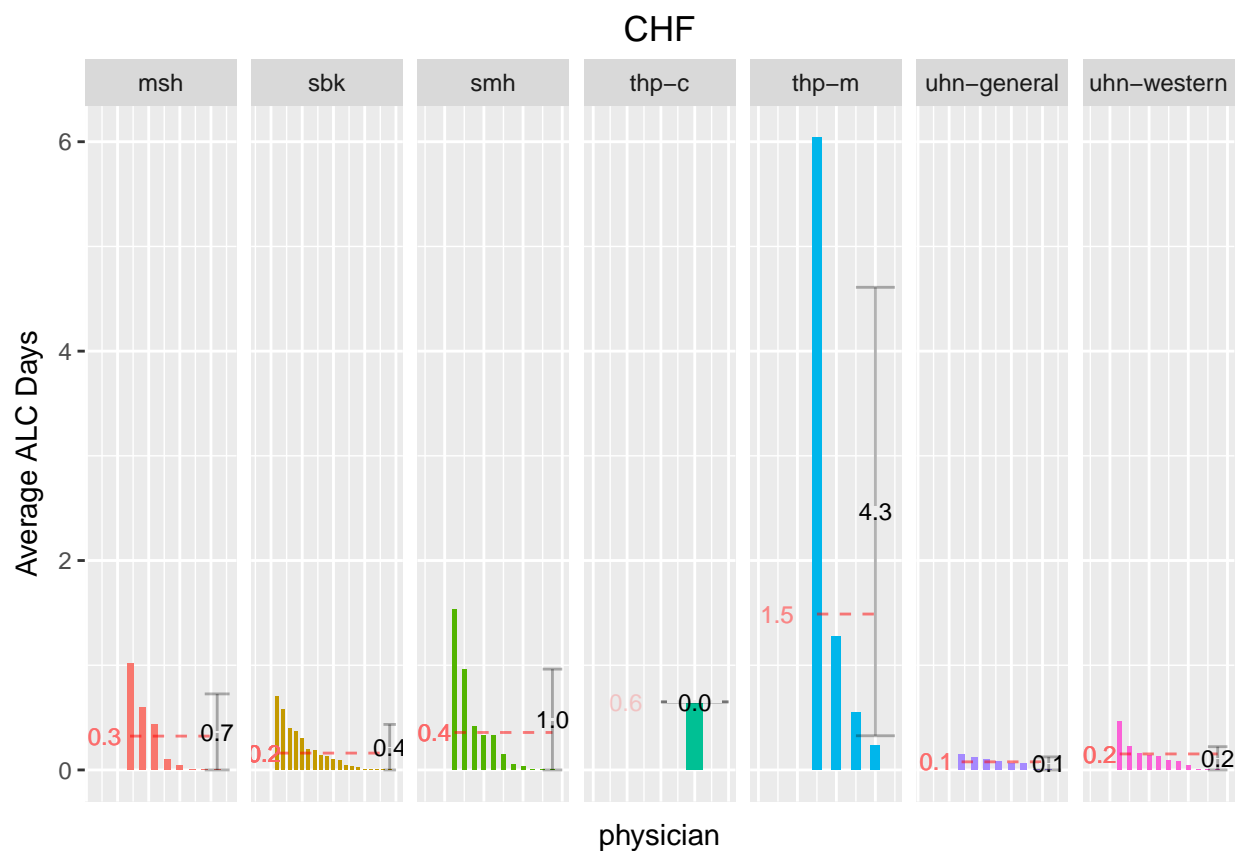
Figure 2. Average ALC Days per Doctor



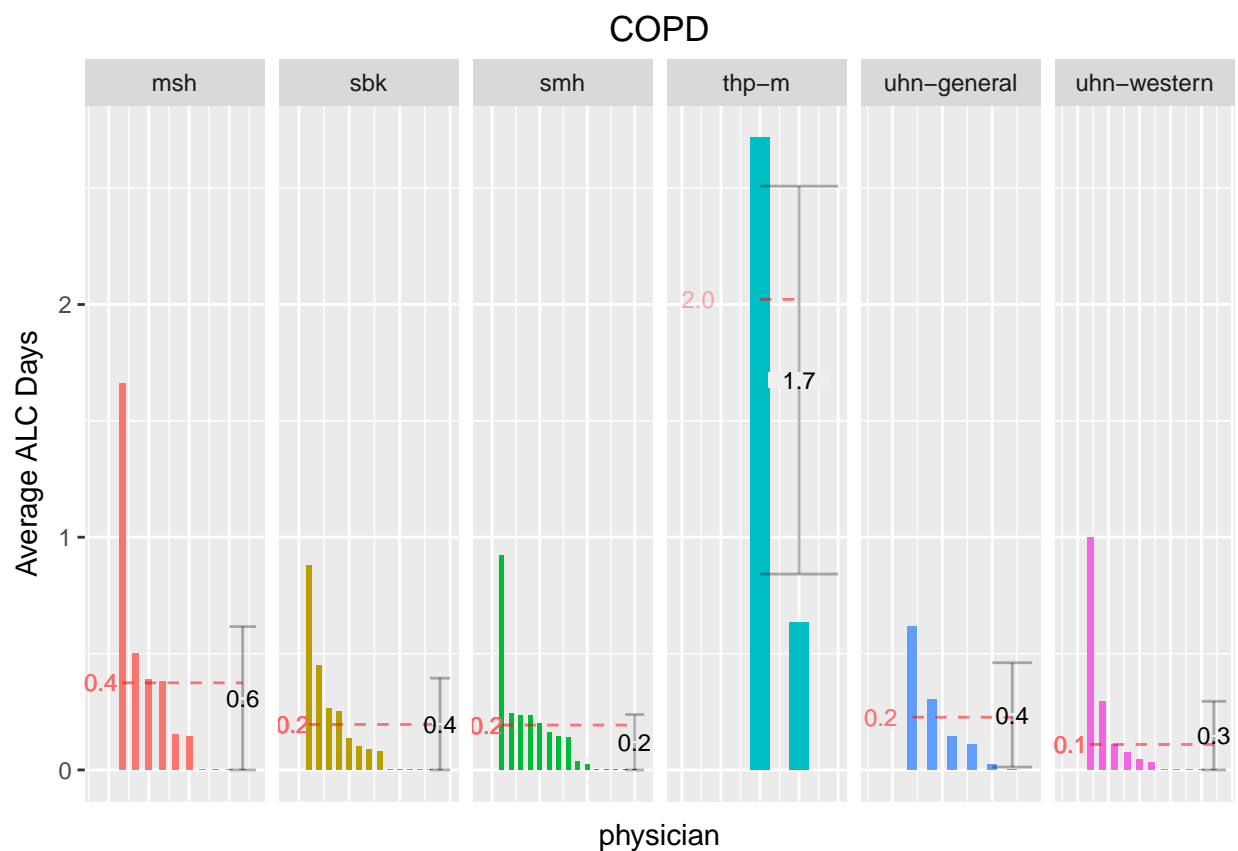
##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	128	msh	1160	1.865517241	1	Mirek	Otremba
## 2	69	msh	139	0.021582734	21	Patrick	Gudgeon
## 3	104	sbk	377	1.082228117	1	Julia	Lowe
## 4	699	sbk	110	0.045454545	24	John	Staples
## 5	292	smh	990	0.508080808	1	Vincent	Chien
## 6	617	smh	128	0.031250000	20	Fahad	Razak
## 7	456	thp-c	500	1.424000000	1	Waheed	Kirmani
## 8	284	thp-c	203	0.123152709	13	Rajpal	Chandi
## 9	582	thp-m	171	5.000000000	1	Clifford	Oh
## 10	634	thp-m	317	0.599369085	14	Jasdeep	Saluja
## 11	119	uhm-general	283	0.982332155	1	Dante	Morra
## 12	84	uhm-general	278	0.007194245	20	Murray D.	Krahn
## 13	154	uhm-western	984	1.092479675	1	Abdul	Sharkawy
## 14	88	uhm-western	235	0.136170213	16	Aly	Lakhani



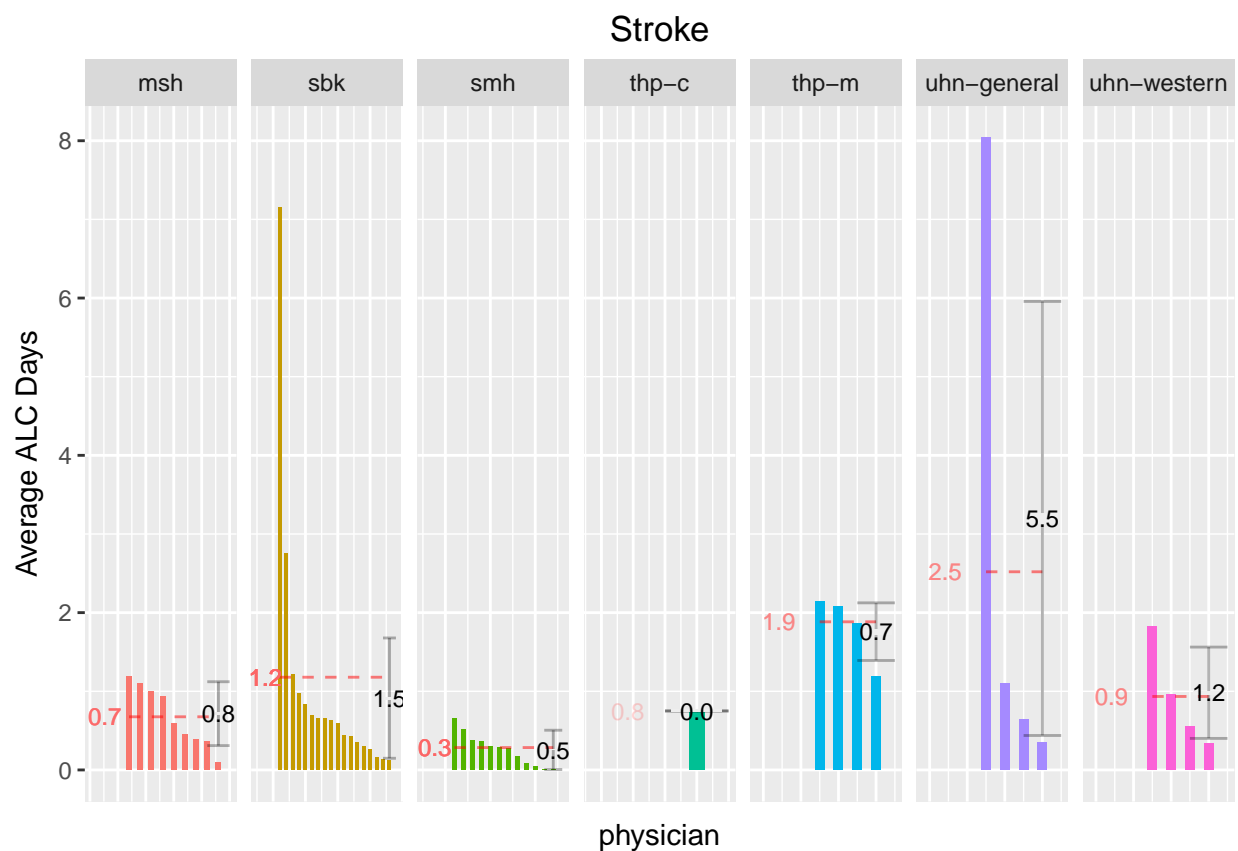
##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	133	msh	88	1.0340909	1	Yashesh	Patel
## 2	63	msh	37	0.0000000	12	Shiphra	Ginsburg
## 3	104	sbk	26	0.5000000	1	Julia	Lowe
## 4	764	sbk	56	0.0000000	19	Brian	Wong
## 5	394	smh	32	0.8437500	1	Rajesh	Gupta
## 6	91	smh	44	0.0000000	14	Yuna	Lee
## 7	456	thp-c	30	0.6000000	1	Waheed	Kirmani
## 8	456	thp-c	30	0.6000000	1	Waheed	Kirmani
## 9	691	thp-m	48	1.6041667	1	Joo-Meng	Soh
## 10	634	thp-m	22	0.1818182	5	Jasdeep	Saluja
## 11	22	uhn-general	54	1.0925926	1	Mark	Bonta
## 12	79	uhn-general	28	0.0000000	9	Moiria K.	Kapral
## 13	89	uhn-western	40	5.2000000	1	Bohdan	Laluck
## 14	132	uhn-western	25	0.0000000	12	Daniel M.	Panisko



##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	133	msh	49	1.0204082	1	Yashesh	Patel
## 2	66	msh	21	0.0000000	8	Barry	Goldlist
## 3	104	sbk	27	0.7037037	1	Julia	Lowe
## 4	764	sbk	49	0.0000000	19	Brian	Wong
## 5	547	smh	28	1.5357143	1	Ophyr	Mourad
## 6	91	smh	29	0.0000000	11	Yuna	Lee
## 7	456	thp-c	20	0.6500000	1	Waheed	Kirmani
## 8	456	thp-c	20	0.6500000	1	Waheed	Kirmani
## 9	325	thp-m	26	6.0384615	1	Chikkahanumaiah	Devaraj
## 10	116	thp-m	43	0.2325581	4	Michelle	Mohammed
## 11	174	uh-general	48	0.1458333	1	Katina	Tzanetos
## 12	79	uh-general	24	0.0000000	8	Maira K.	Kapral
## 13	110	uh-western	84	0.4642857	1	David	Mcneely
## 14	88	uh-western	22	0.0000000	11	Aly	Lakhani

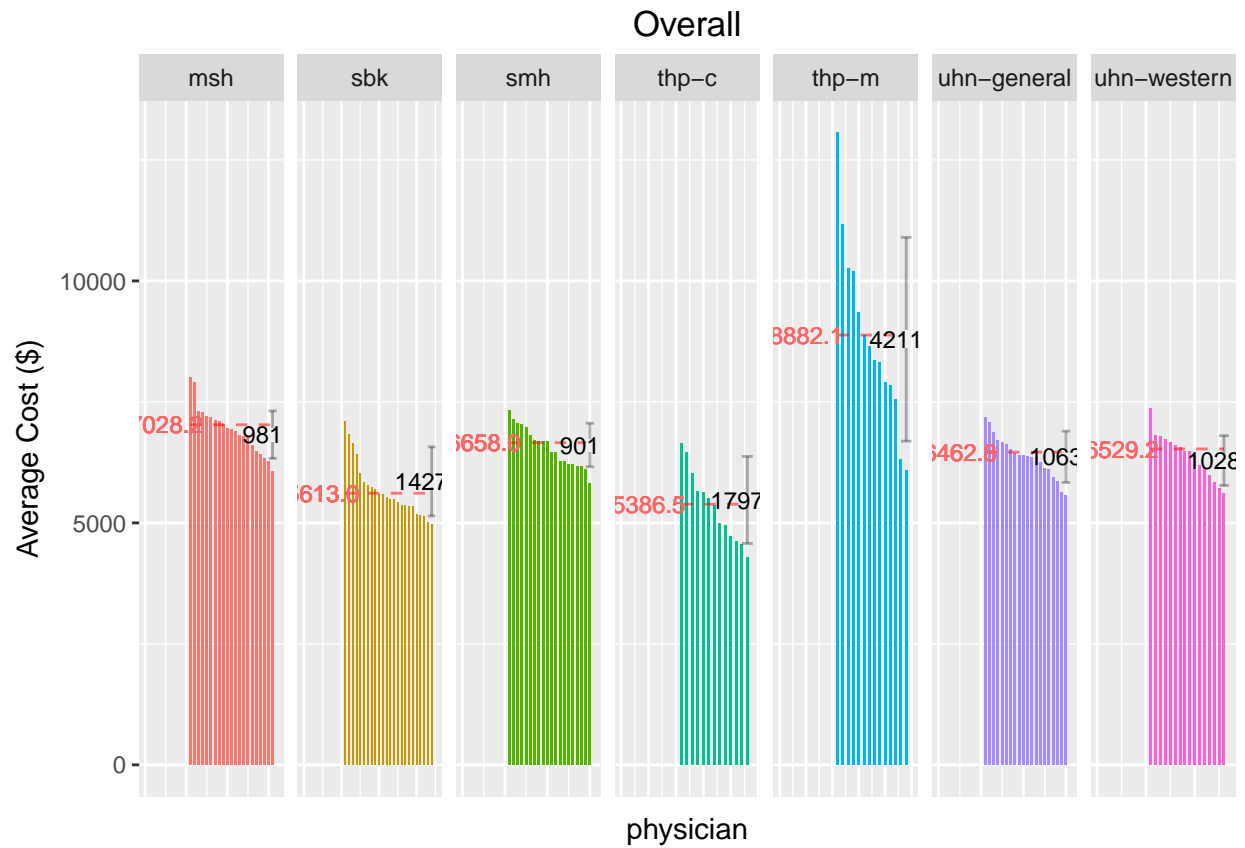


##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	48	msh	50	1.6600000	1	Allan	Detsky
## 2	63	msh	25	0.0000000	10	Shiphra	Ginsburg
## 3	673	sbk	73	0.8767123	1	Steven	Shumak
## 4	764	sbk	32	0.0000000	14	Brian	Wong
## 5	292	smh	63	0.9206349	1	Vincent	Chien
## 6	730	smh	28	0.0000000	15	Khai-Minh	Tram
## 7	325	thp-m	60	2.7166667	1	Chikkahanumaiah	Devaraj
## 8	124	thp-m	30	0.6333333	2	Dang Minh	Nguyen
## 9	151	uh-general	55	0.6181818	1	Mohammad	Shafiee
## 10	187	uh-general	39	0.0000000	6	Robert	Wu
## 11	38	uh-western	20	1.0000000	1	Angela	Cheung
## 12	58	uh-western	40	0.0000000	11	David	Frost

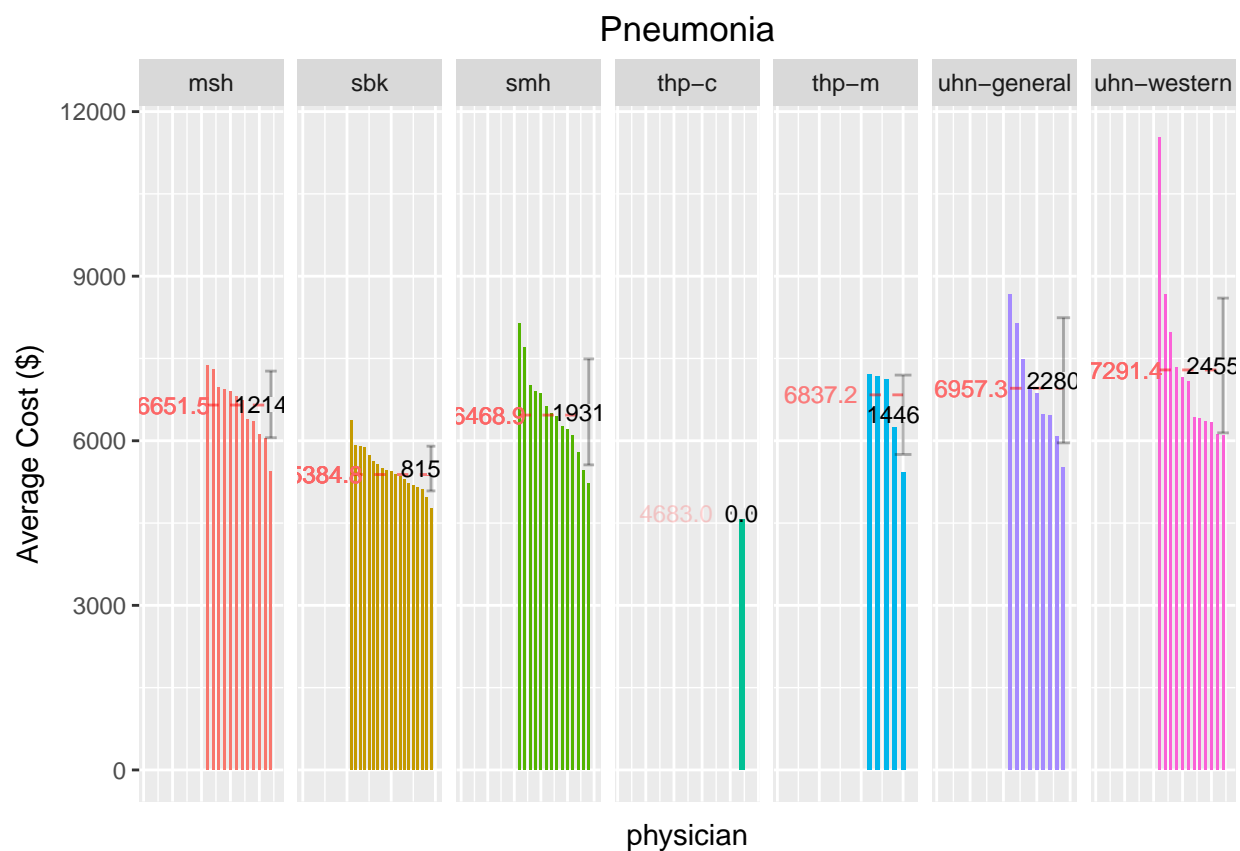


##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	128	msh	36	1.1944444	1	Mirek	Otremba
## 2	48	msh	32	0.0937500	9	Allan	Detsky
## 3	104	sbk	46	7.1521739	1	Julia	Lowe
## 4	164	sbk	25	0.1200000	18	Graham	Slaughter
## 5	547	smh	23	0.6521739	1	Ophyr	Mourad
## 6	394	smh	21	0.0000000	12	Rajesh	Gupta
## 7	456	thp-c	40	0.7500000	1	Waheed	Kirmani
## 8	456	thp-c	40	0.7500000	1	Waheed	Kirmani
## 9	116	thp-m	21	2.1428571	1	Michelle	Mohammed
## 10	325	thp-m	21	1.1904762	4	Chikkahanumaiah	Devaraj
## 11	65	uh-general	26	8.0384615	1	Wayne	Gold
## 12	151	uh-general	34	0.3529412	4	Mohammad	Shafiee
## 13	89	uh-western	28	1.8214286	1	Bohdan	Laluck
## 14	40	uh-western	21	0.3333333	4	Bill	Coke

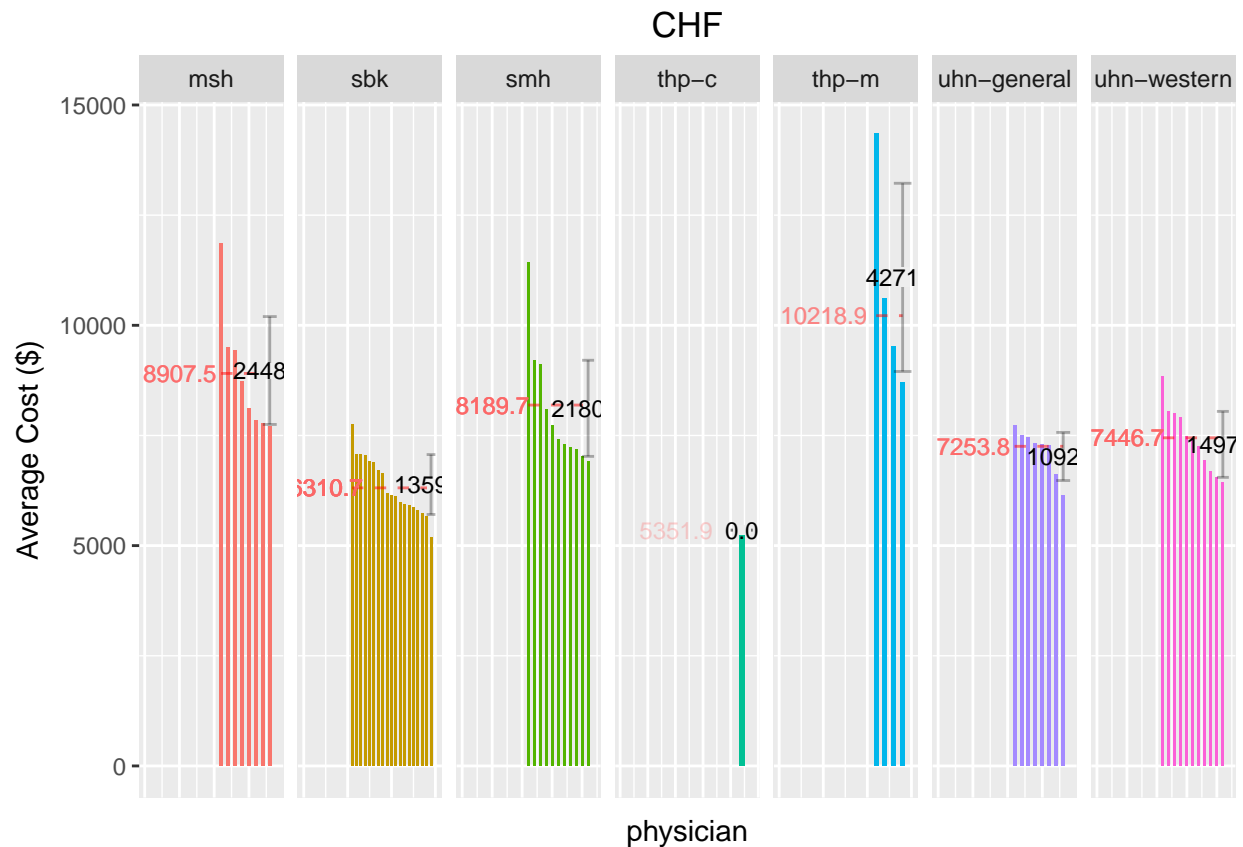
Figure 3. Average Cost per Doctor



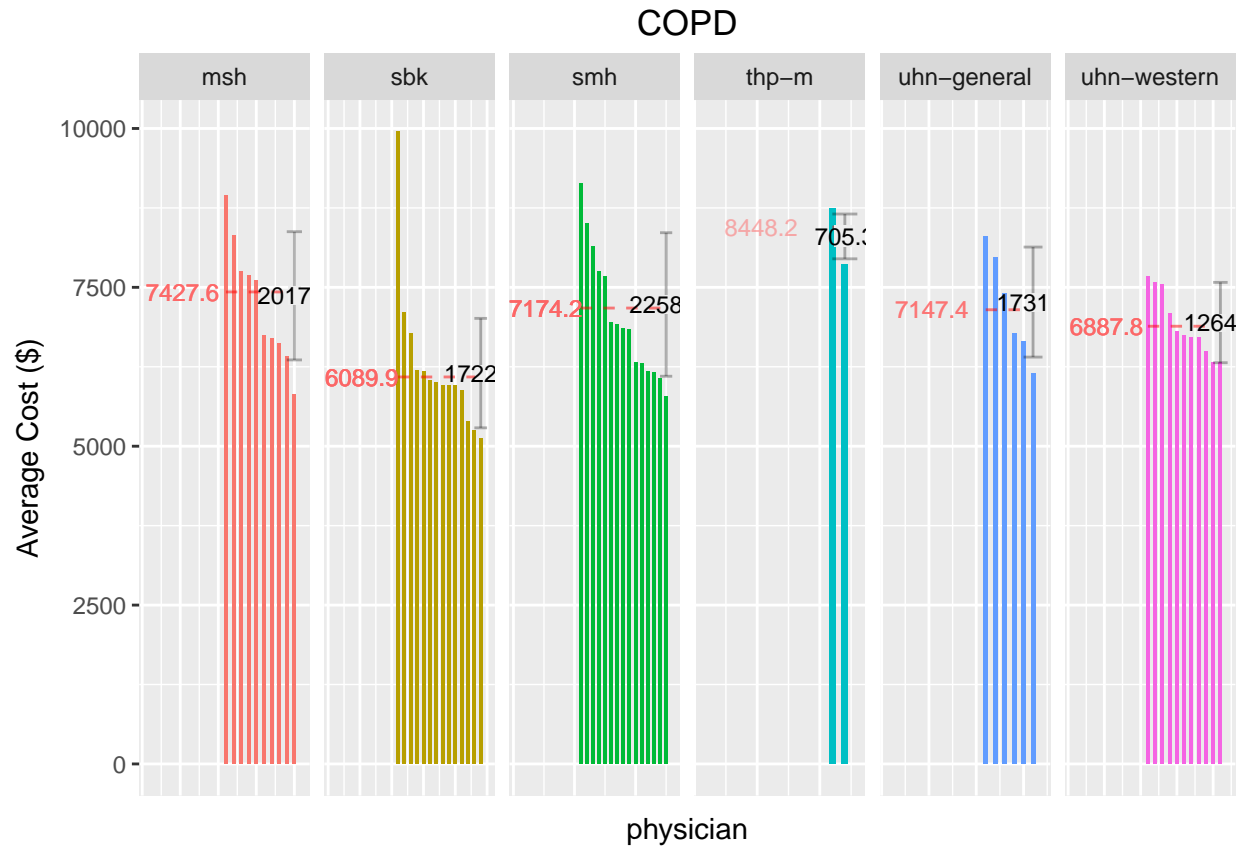
##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	23	msh	254	8002.294	1	Debaroti	Borschel
## 2	118	msh	287	6075.367	21	Matthew	Morgan
## 3	104	sbk	377	7092.259	1	Julia	Lowe
## 4	467	sbk	276	4964.319	24	Ayelet	Kuper
## 5	253	smh	436	7317.371	1	Ahmed	Bayoumi
## 6	617	smh	128	5826.396	20	Fahad	Razak
## 7	403	thp-c	179	6651.306	1	Yaniv	Hason
## 8	135	thp-c	161	4294.257	13	Nausheen	Pirzada
## 9	470	thp-m	275	13064.853	1	Peter J.	Lam
## 10	634	thp-m	317	6086.806	14	Jasdeep	Saluja
## 11	119	uhn-general	283	7190.909	1	Dante	Morra
## 12	185	uhn-general	384	5559.502	20	Rene	Wong
## 13	154	uhn-western	984	7358.769	1	Abdul	Sharkawy
## 14	7	uhn-western	158	5618.543	16	Michael A.	Baker



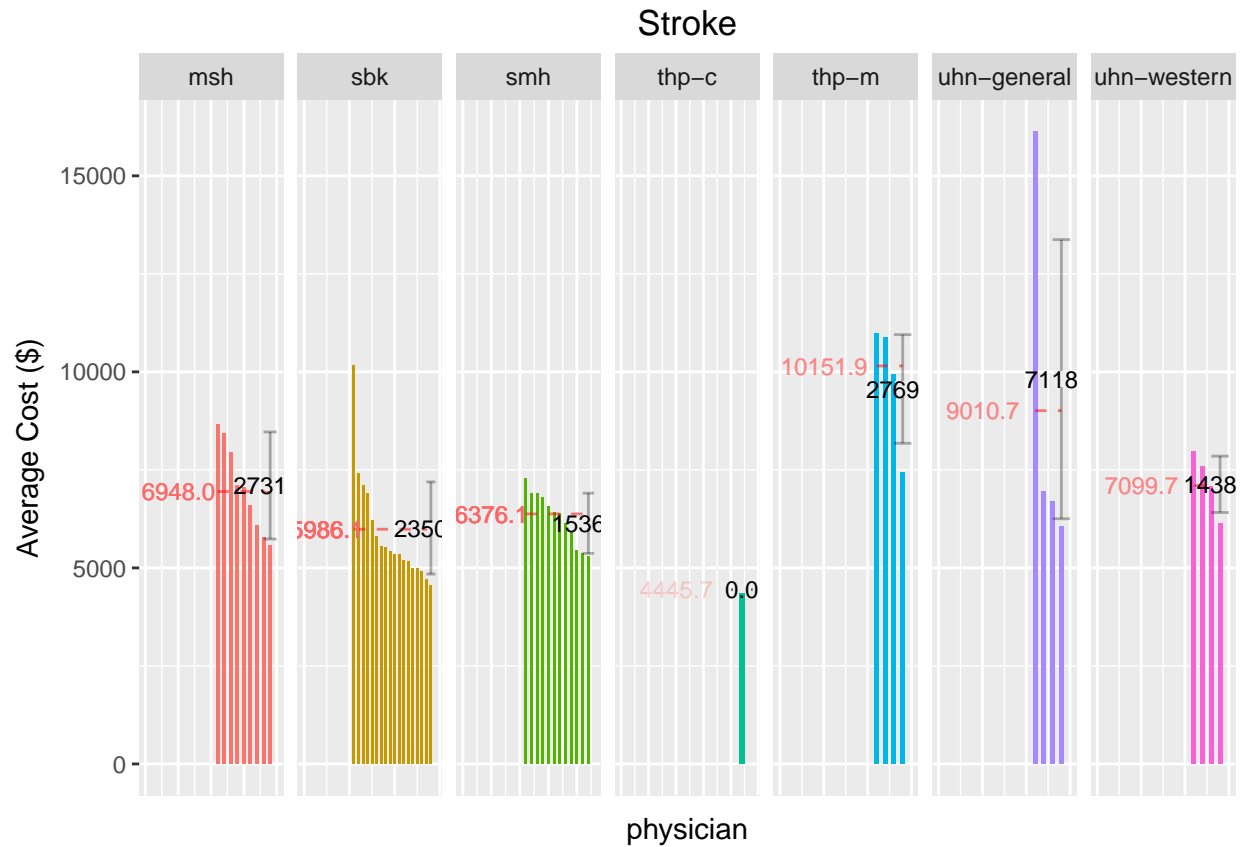
##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	178	msh	41	7375.273	1	Hillar	Vellend
## 2	63	msh	37	5432.263	12	Shiphra	Ginsburg
## 3	436	sbk	27	6371.946	1	David	Juurlink
## 4	164	sbk	46	4767.741	19	Graham	Slaughter
## 5	253	smh	23	8140.161	1	Ahmed	Bayoumi
## 6	730	smh	28	5226.866	14	Khai-Minh	Tram
## 7	456	thp-c	30	4683.003	1	Waheed	Kirmani
## 8	456	thp-c	30	4683.003	1	Waheed	Kirmani
## 9	691	thp-m	48	7210.177	1	Joo-Meng	Soh
## 10	634	thp-m	22	5417.750	5	Jasdeep	Saluja
## 11	174	uh-general	51	8662.957	1	Katina	Tzanetos
## 12	2	uh-general	20	5517.581	9	Howard	Abrams
## 13	89	uh-western	40	11526.520	1	Bohdan	Laluck
## 14	11	uh-western	20	6090.158	12	Raviqubal	Basi



##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	178	msh	35	11849.072	1	Hillar	Vellend
## 2	49	msh	24	7695.058	8	Luke	Devine
## 3	687	sbk	22	7754.204	1	Andrew	Smaggus
## 4	764	sbk	49	5180.809	19	Brian	Wong
## 5	91	smh	29	11422.842	1	Yuna	Lee
## 6	426	smh	22	6913.272	11	Trevor	Jamieson
## 7	456	thp-c	20	5351.894	1	Waheed	Kirmani
## 8	456	thp-c	20	5351.894	1	Waheed	Kirmani
## 9	325	thp-m	26	14348.089	1	Chikkahanumaiah	Devaraj
## 10	691	thp-m	55	8709.946	4	Joo-Meng	Soh
## 11	151	uhn-general	90	7722.530	1	Mohammad	Shafiee
## 12	21	uhn-general	30	6144.325	8	Isaac	Bogoch
## 13	132	uhn-western	47	8835.469	1	Daniel M.	Panisko
## 14	33	uhn-western	65	6431.893	11	Rodrigo	Cavalcanti

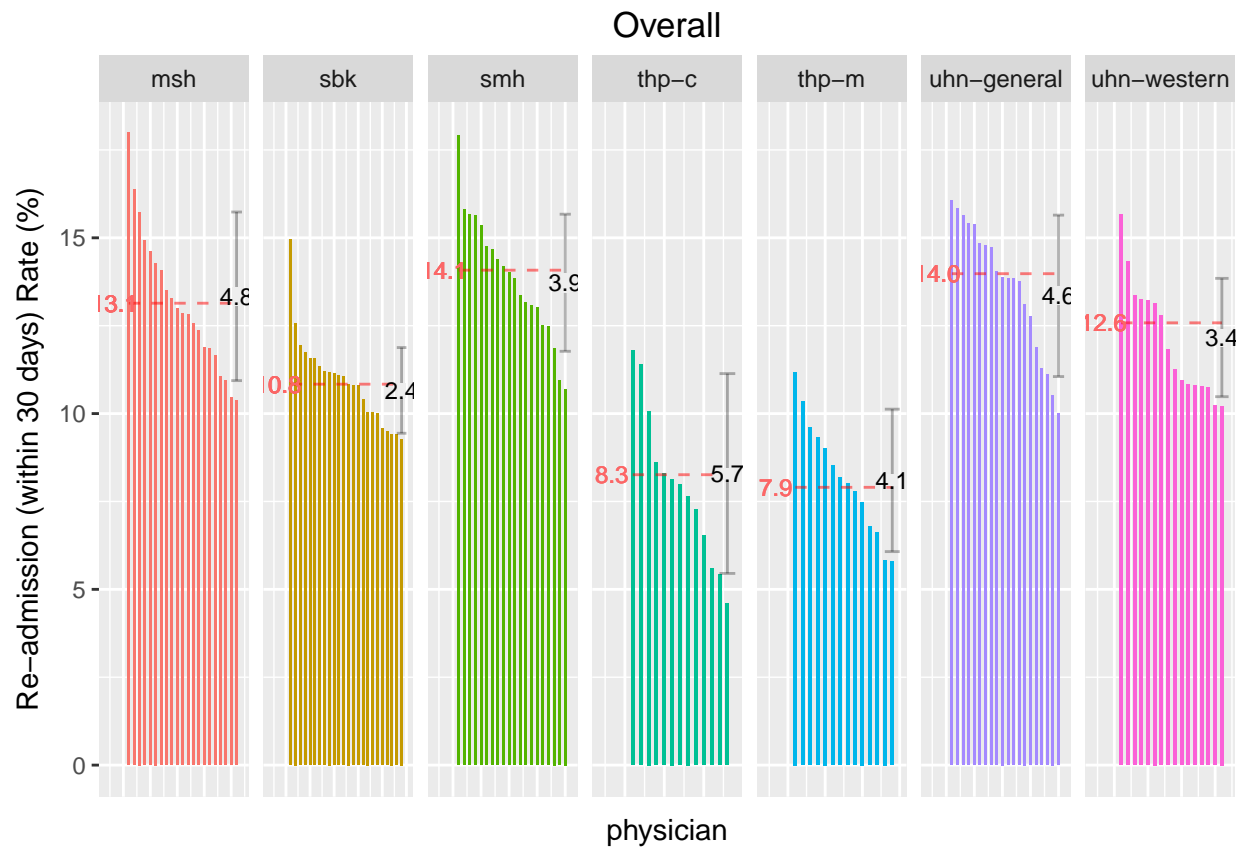


##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	48	msh	50	8940.447	1	Allan	Detsky
## 2	8	msh	28	5809.847	10	Meyer	Balter
## 3	764	sbk	32	9949.047	1	Brian	Wong
## 4	652	sbk	60	5125.232	14	Steven	Shadowitz
## 5	469	smh	45	9133.009	1	Ignazio	Ladelfa
## 6	326	smh	30	5777.753	15	Irfan	Dhalla
## 7	325	thp-m	60	8742.044	1	Chikkahanumaiah	Devaraj
## 8	124	thp-m	30	7860.399	2	Dang Minh	Nguyen
## 9	21	uhn-general	21	8296.047	1	Isaac	Bogoch
## 10	22	uhn-general	33	6149.422	6	Mark	Bonta
## 11	40	uhn-western	33	7667.333	1	Bill	Coke
## 12	37	uhn-western	24	6312.491	11	Caroline	Chessex

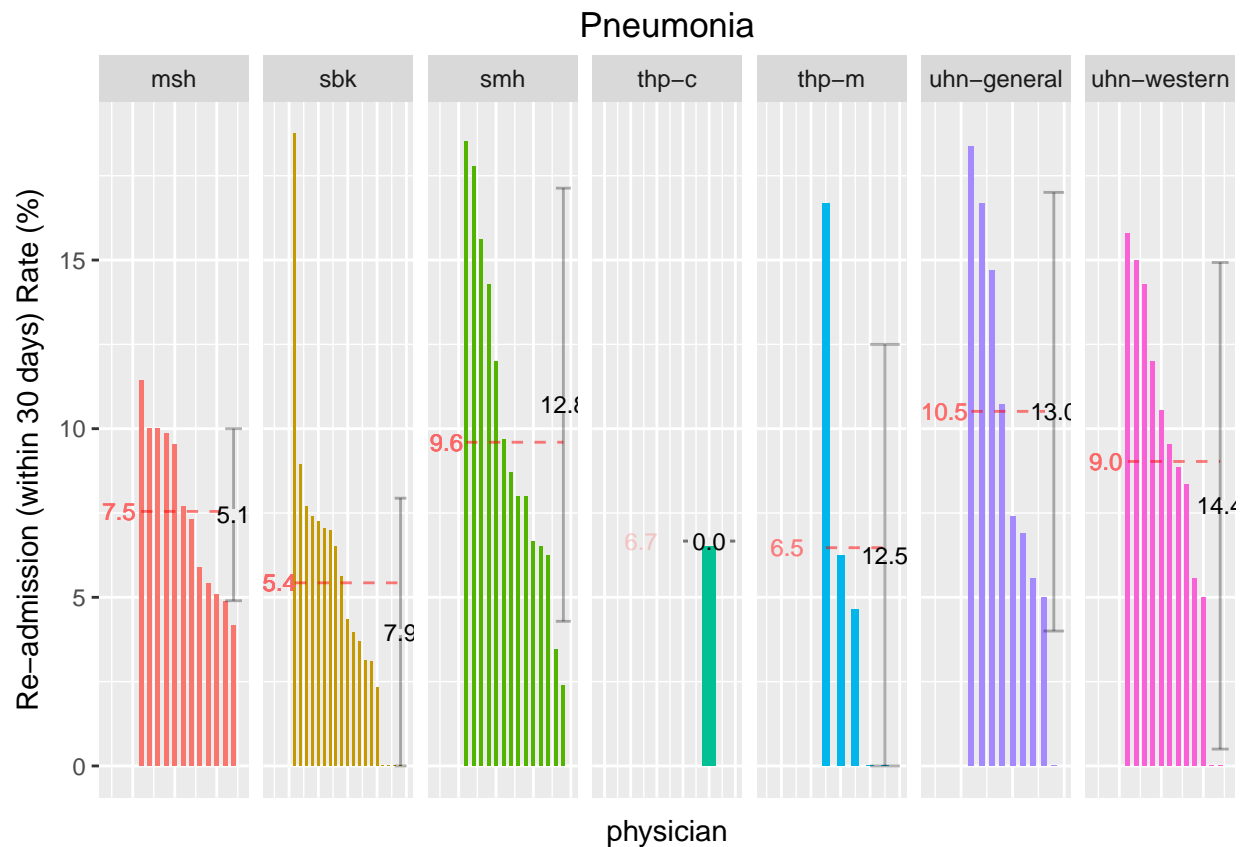


##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	178	msh	29	8669.038	1	Hillar	Vellend
## 2	66	msh	20	5574.985	9	Barry	Goldlist
## 3	104	sbk	46	10174.096	1	Julia	Lowe
## 4	491	sbk	34	4550.267	18	Donald	Livingstone
## 5	335	smh	31	7278.445	1	Vera	Dounaevskaia
## 6	326	smh	20	5287.483	12	Irfan	Dhalla
## 7	456	thp-c	40	4445.741	1	Waheed	Kirmani
## 8	456	thp-c	40	4445.741	1	Waheed	Kirmani
## 9	124	thp-m	49	10979.107	1	Dang Minh	Nguyen
## 10	325	thp-m	21	7423.254	4	Chikkahanumaiah	Devaraj
## 11	65	uhn-general	26	16125.279	1	Wayne	Gold
## 12	187	uhn-general	22	6069.480	4	Robert	Wu
## 13	33	uhn-western	23	7965.175	1	Rodrigo	Cavalcanti
## 14	110	uhn-western	34	6124.811	4	David	Mcneely

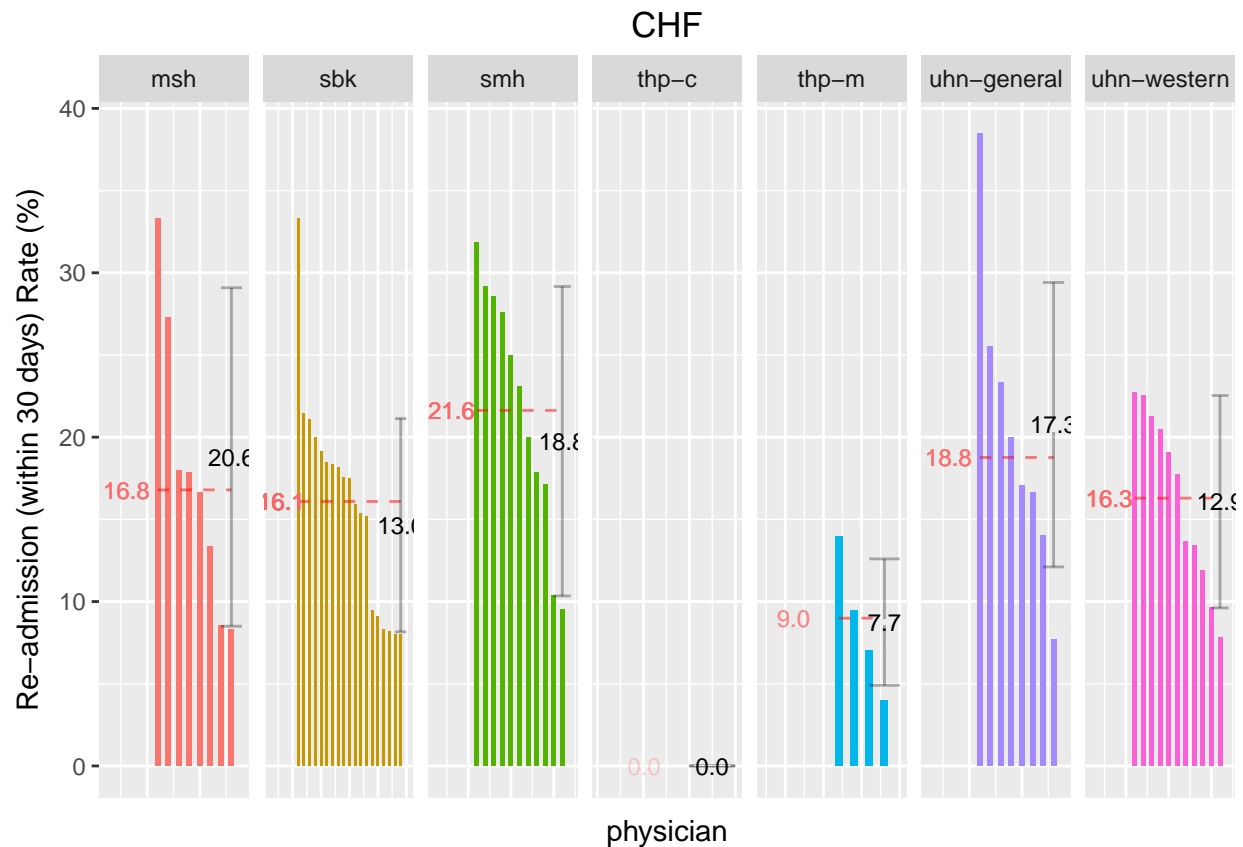
Figure 4. Readmission (within 30 days) Rate per Doctor



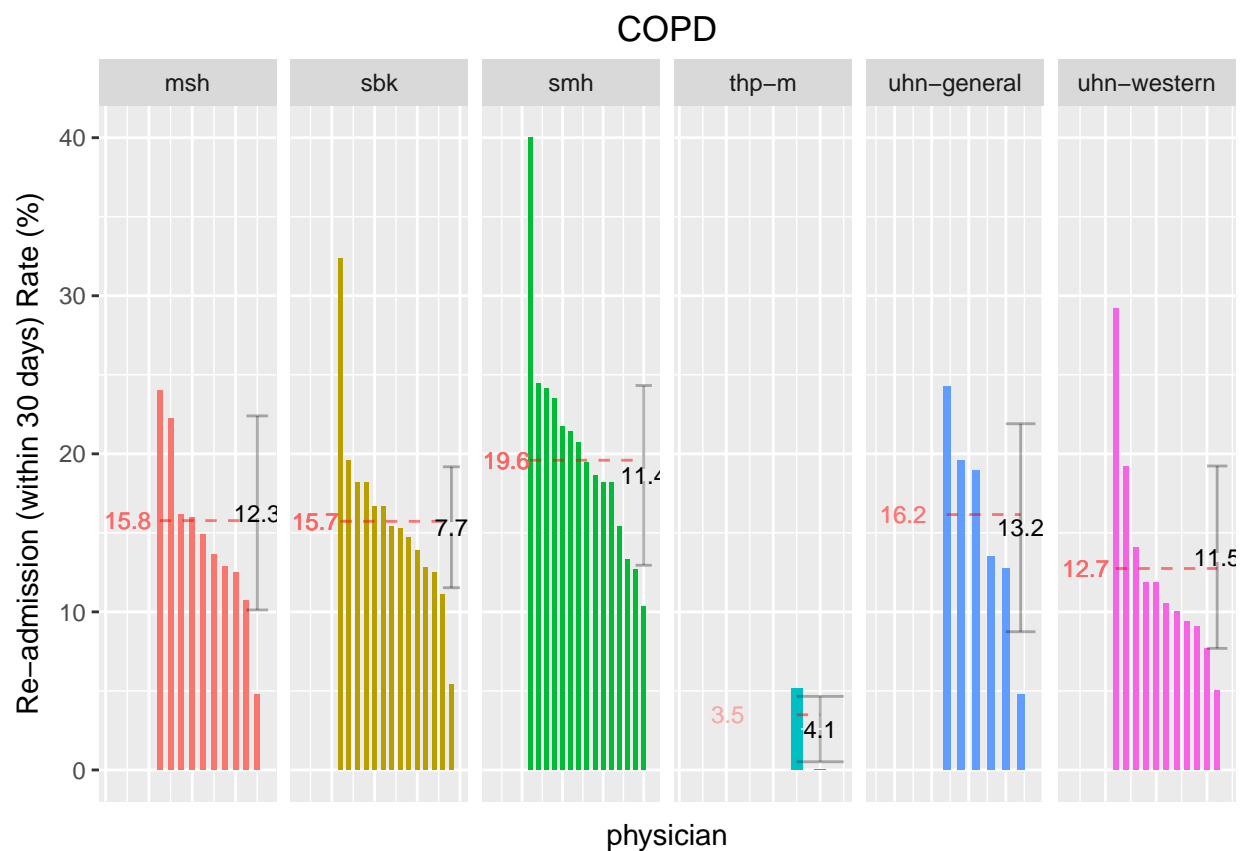
##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	69	msh	139	17.985612	1	Patrick	Gudgeon
## 2	88	msh	135	10.370370	21	Aly	Lakhani
## 3	682	sbk	362	14.958449	1	Khalil	Sivjee
## 4	687	sbk	388	9.278351	24	Andrew	Smaggus
## 5	730	smh	373	17.910448	1	Khai-Minh	Tram
## 6	420	smh	430	10.697674	20	Stephen	Hwang
## 7	257	thp-c	212	11.792453	1	Winston	Bharat
## 8	642	thp-c	152	4.605263	13	Rosemarie	Schwarz
## 9	582	thp-m	171	11.184211	1	Clifford	Oh
## 10	697	thp-m	350	5.797101	14	Melanie	Spring
## 11	174	uhm-general	918	16.055046	1	Katina	Tzanetos
## 12	69	uhm-general	140	10.000000	20	Patrick	Gudgeon
## 13	37	uhm-western	460	15.652174	1	Caroline	Chessex
## 14	88	uhm-western	235	10.212766	16	Aly	Lakhani



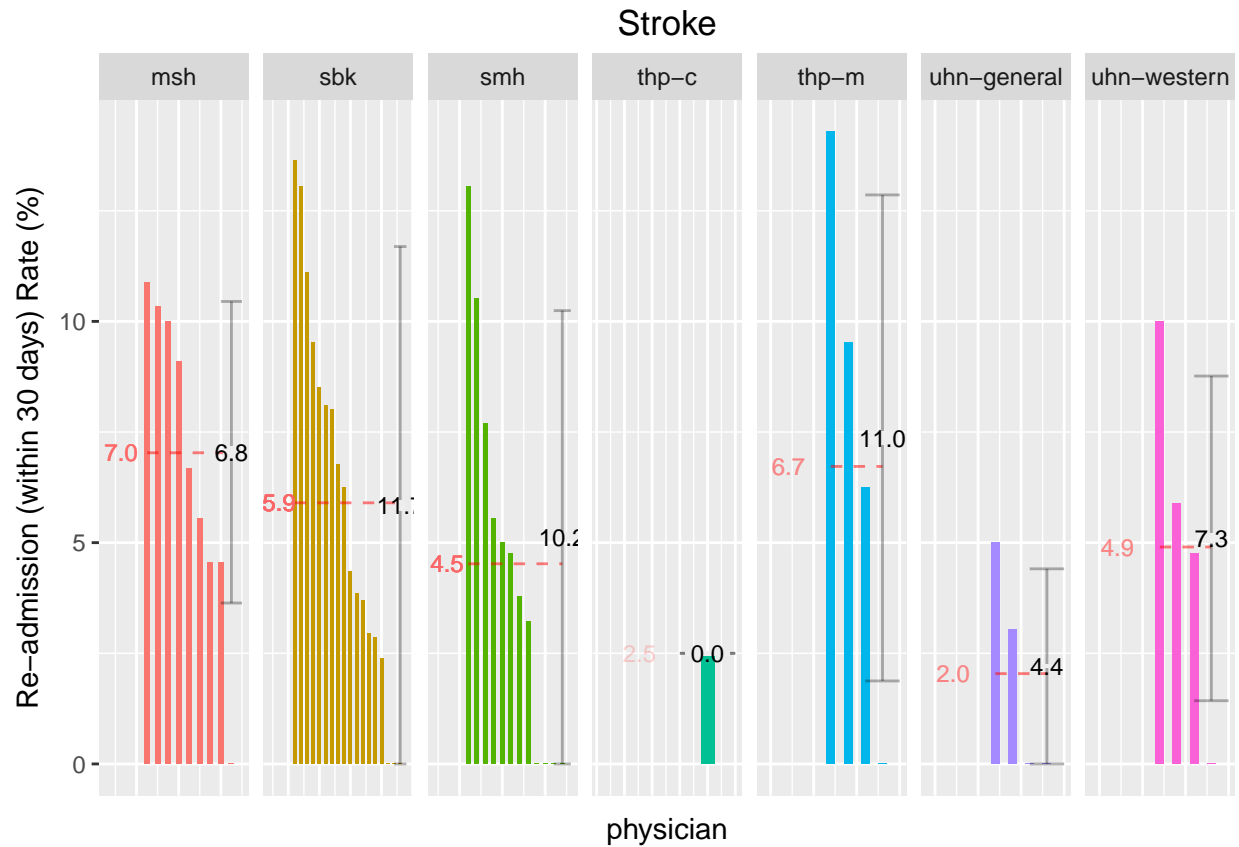
##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	66	msh	35	11.428571	1	Barry	Goldlist
## 2	120	msh	25	4.166667	12	Andrew	Morris
## 3	295	sbk	48	18.750000	1	Gregory	Choy
## 4	687	sbk	21	0.000000	19	Andrew	Smaggus
## 5	326	smh	27	18.518519	1	Irfan	Dhalla
## 6	91	smh	44	2.380952	14	Yuna	Lee
## 7	456	thp-c	30	6.666667	1	Waheed	Kirmani
## 8	456	thp-c	30	6.666667	1	Waheed	Kirmani
## 9	116	thp-m	36	16.666667	1	Michelle	Mohammed
## 10	723	thp-m	21	0.000000	5	Kerry	Thompson
## 11	174	uhn-general	51	18.367347	1	Katina	Tzanetos
## 12	103	uhn-general	20	0.000000	9	Ken	Locke
## 13	58	uhn-western	38	15.789474	1	David	Frost
## 14	37	uhn-western	21	0.000000	12	Caroline	Chessex



##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	66	msh	21	33.333333	1	Barry	Goldlist
## 2	49	msh	24	8.333333	8	Luke	Devine
## 3	104	sbk	27	33.333333	1	Julia	Lowe
## 4	752	sbk	25	8.000000	19	Adina	Weinerman
## 5	426	smh	22	31.818182	1	Trevor	Jamieson
## 6	420	smh	21	9.523810	11	Stephen	Hwang
## 7	456	thp-c	20	0.000000	1	Waheed	Kirmani
## 8	456	thp-c	20	0.000000	1	Waheed	Kirmani
## 9	116	thp-m	43	13.953488	1	Michelle	Mohammed
## 10	325	thp-m	26	4.000000	4	Chikkahanumaiah	Devaraj
## 11	26	uhn-general	26	38.461538	1	Paul Evan	Bunce
## 12	65	uhn-general	65	7.692308	8	Wayne	Gold
## 13	37	uhn-western	22	22.727273	1	Caroline	Chessex
## 14	33	uhn-western	65	7.812500	11	Rodrigo	Cavalcanti

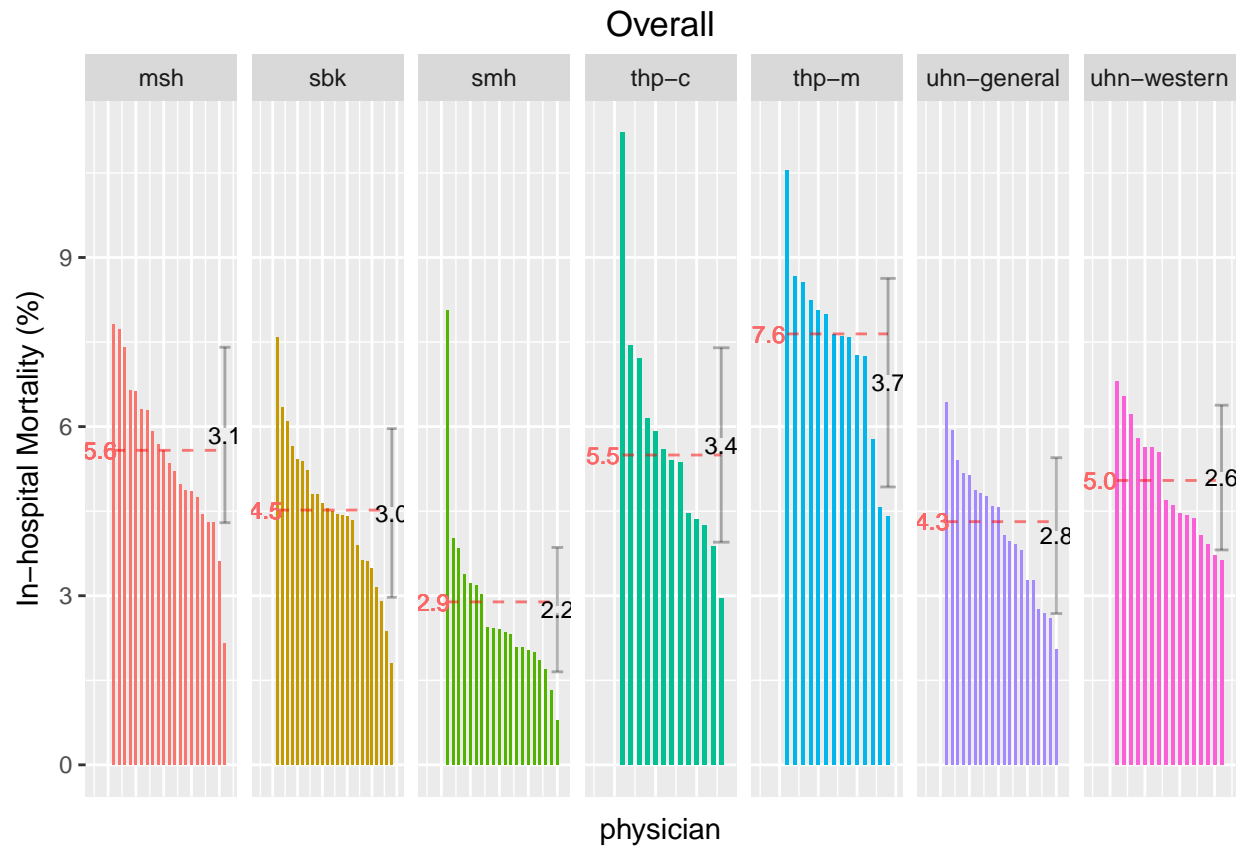


##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	128	msh	50	24.000000	1	Mirek	Otremba
## 2	59	msh	21	4.761905	10	Shital	Gandhi
## 3	164	sbk	34	32.352941	1	Graham	Slaughter
## 4	703	sbk	37	5.405405	14	Lynfa	Stroud
## 5	326	smh	30	40.000000	1	Irfan	Dhalla
## 6	253	smh	30	10.344828	15	Ahmed	Bayoumi
## 7	325	thp-m	60	5.172414	1	Chikkahanumaiah	Devaraj
## 8	124	thp-m	30	0.000000	2	Dang Minh	Nguyen
## 9	22	uh-general	33	24.242424	1	Mark	Bonta
## 10	21	uh-general	21	4.761905	6	Isaac	Bogoch
## 11	37	uh-western	24	29.166667	1	Caroline	Chessex
## 12	38	uh-western	20	5.000000	11	Angela	Cheung

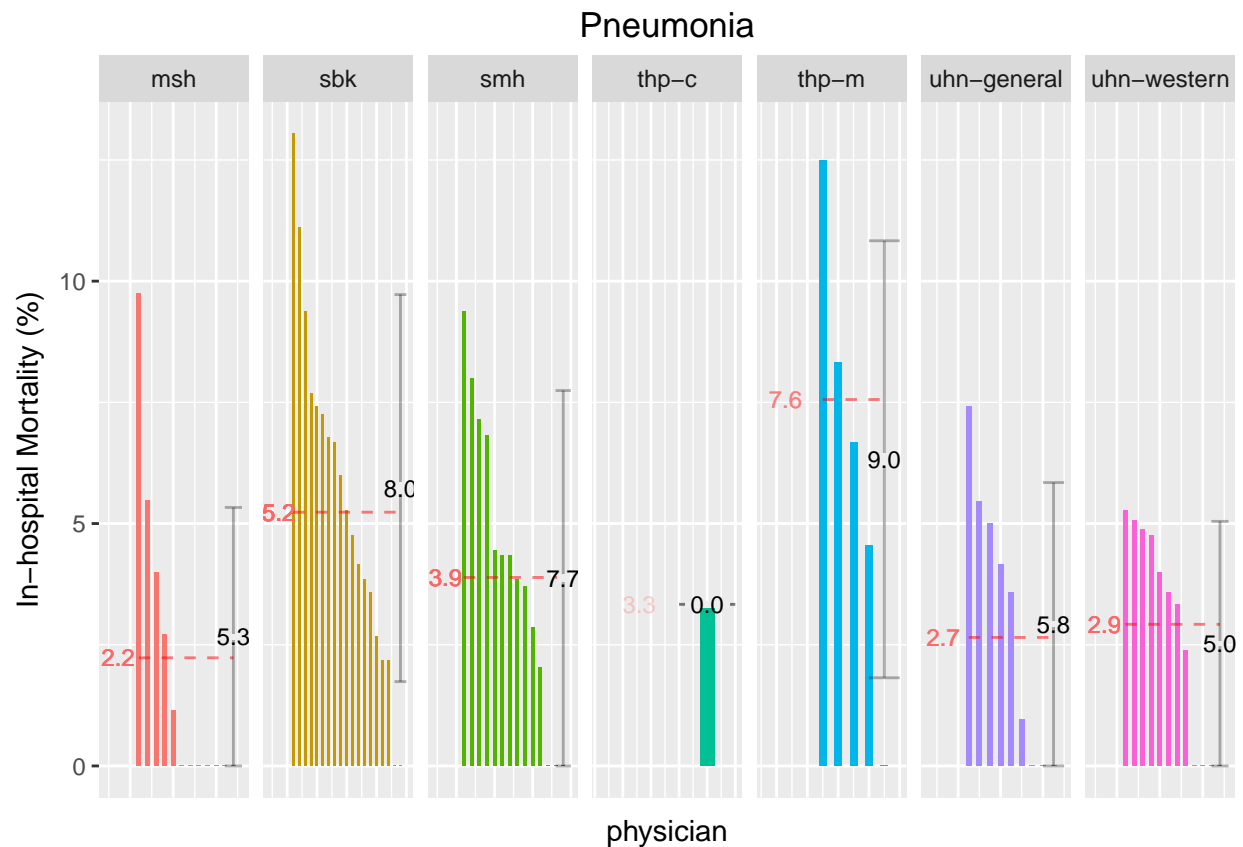


##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	133	msh	47	10.86957	1	Yashesh	Patel
## 2	178	msh	29	0.00000	9	Hillar	Vellend
## 3	295	sbk	22	13.63636	1	Gregory	Choy
## 4	764	sbk	26	0.00000	18	Brian	Wong
## 5	547	smh	23	13.04348	1	Ophyr	Mourad
## 6	469	smh	37	0.00000	12	Ignazio	Ladelfa
## 7	456	thp-c	40	2.50000	1	Waheed	Kirmani
## 8	456	thp-c	40	2.50000	1	Waheed	Kirmani
## 9	116	thp-m	21	14.28571	1	Michelle	Mohammed
## 10	691	thp-m	29	0.00000	4	Joo-Meng	Soh
## 11	22	uhn-general	20	5.00000	1	Mark	Bonta
## 12	65	uhn-general	26	0.00000	4	Wayne	Gold
## 13	40	uhn-western	21	10.00000	1	Bill	Coke
## 14	89	uhn-western	28	0.00000	4	Bohdan	Laluck

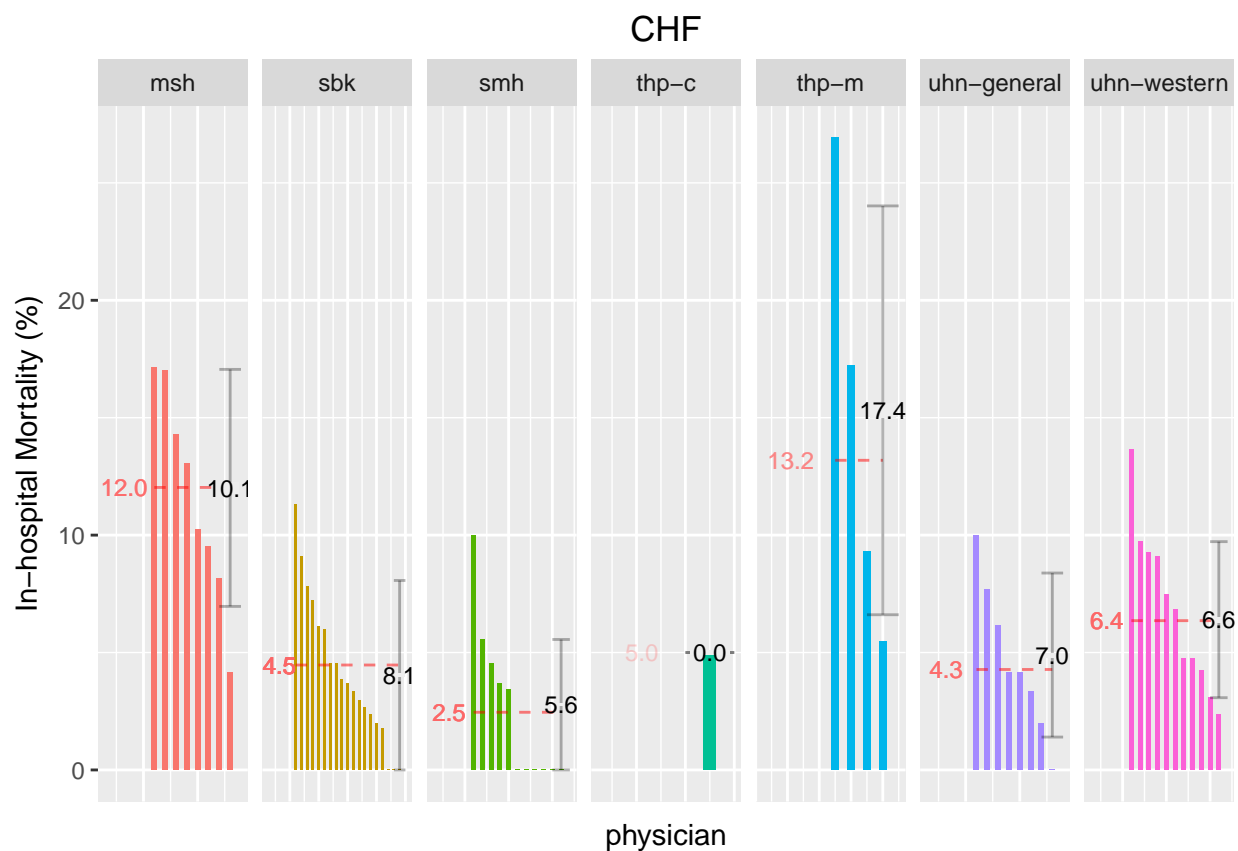
Figure 5. In-hospital Mortality Rate per Doctor



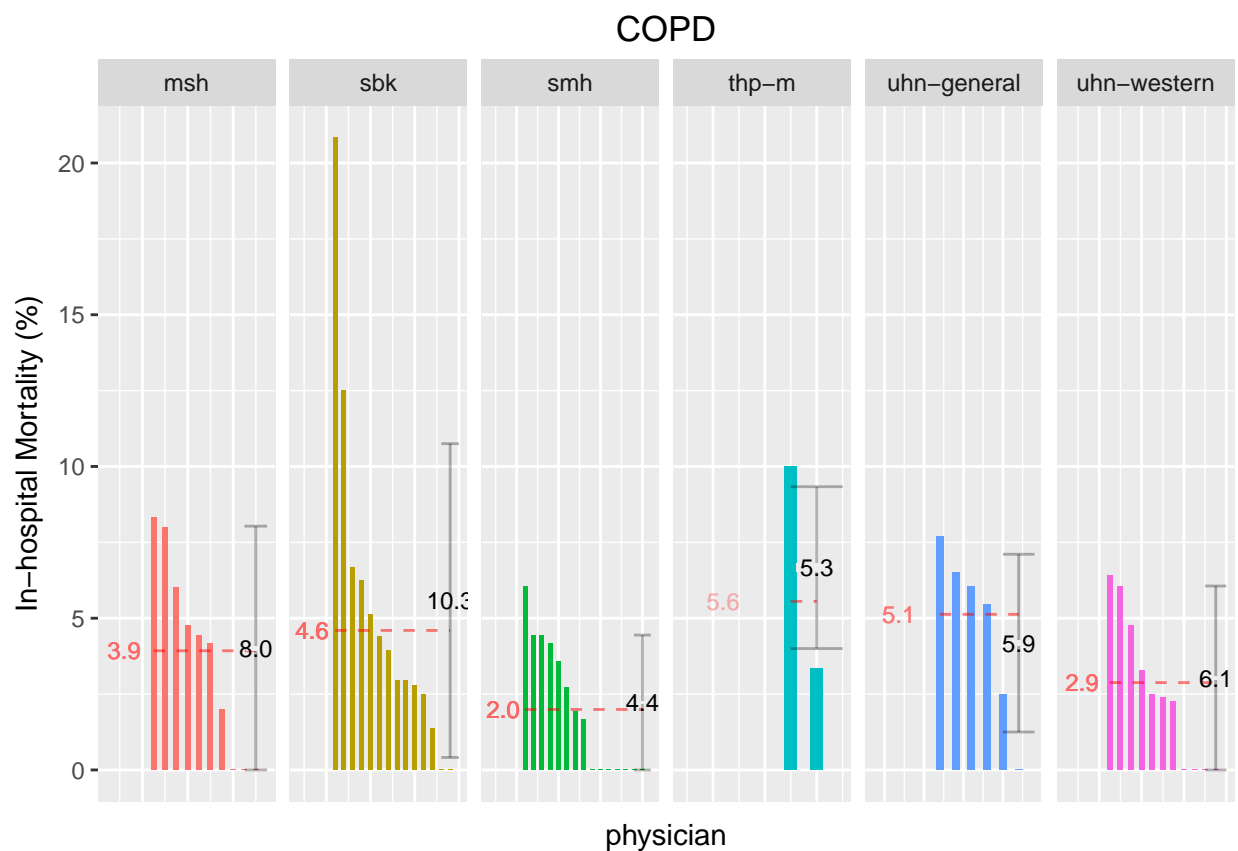
##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	16	msh	320	7.812500	1	Chaim	Bell
## 2	69	msh	139	2.158273	21	Patrick	Gudgeon
## 3	579	sbk	528	7.575758	1	Mireille	Norris
## 4	752	sbk	334	1.796407	24	Adina	Weinerman
## 5	469	smh	608	8.059211	1	Ignazio	Ladelfa
## 6	617	smh	128	0.781250	20	Fahad	Razak
## 7	772	thp-c	107	11.214953	1	Nancy	Xi
## 8	284	thp-c	203	2.955665	13	Rajpal	Chandi
## 9	470	thp-m	275	10.545455	1	Peter J.	Lam
## 10	338	thp-m	250	4.400000	14	Jeanne	Du Manoir
## 11	69	uhg-general	140	6.428571	1	Patrick	Gudgeon
## 12	7	uhg-general	244	2.049180	20	Michael A.	Baker
## 13	88	uhg-western	235	6.808511	1	Aly	Lakhani
## 14	132	uhg-western	717	3.626220	16	Daniel M.	Panisko



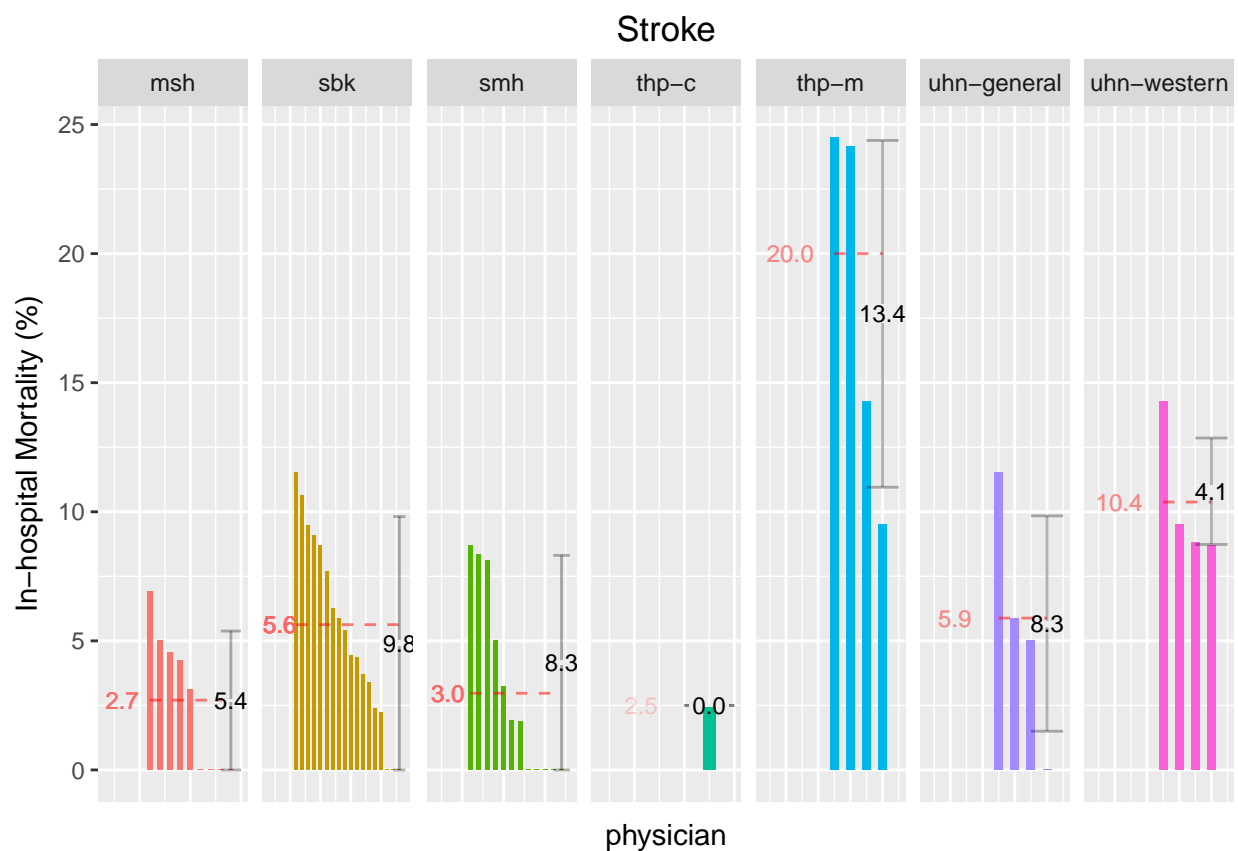
##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	178	msh	41	9.756098	1	Hillar	Vellend
## 2	8	msh	26	0.000000	12	Meyer	Balter
## 3	491	sbk	23	13.043478	1	Donald	Livingstone
## 4	62	sbk	43	0.000000	19	Jeremy	Gilbert
## 5	394	smh	32	9.375000	1	Rajesh	Gupta
## 6	547	smh	46	0.000000	14	Ophyr	Mourad
## 7	456	thp-c	30	3.333333	1	Waheed	Kirmani
## 8	456	thp-c	30	3.333333	1	Waheed	Kirmani
## 9	691	thp-m	48	12.500000	1	Joo-Meng	Soh
## 10	723	thp-m	21	0.000000	5	Kerry	Thompson
## 11	22	uhn-general	54	7.407407	1	Mark	Bonta
## 12	65	uhn-general	58	0.000000	9	Wayne	Gold
## 13	58	uhn-western	38	5.263158	1	David	Frost
## 14	89	uhn-western	40	0.000000	12	Bohdan	Laluck



##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	178	msh	35	17.142857	1	Hillar	Vellend
## 2	49	msh	24	4.166667	8	Luke	Devine
## 3	703	sbk	53	11.320755	1	Lynfa	Stroud
## 4	752	sbk	25	0.000000	19	Adina	Weinerman
## 5	469	smh	20	10.000000	1	Ignazio	Ladelfa
## 6	91	smh	29	0.000000	11	Yuna	Lee
## 7	456	thp-c	20	5.000000	1	Waheed	Kirmani
## 8	456	thp-c	20	5.000000	1	Waheed	Kirmani
## 9	325	thp-m	26	26.923077	1	Chikkahanumaiah	Devaraj
## 10	691	thp-m	55	5.454545	4	Joo-Meng	Soh
## 11	21	uhn-general	30	10.000000	1	Isaac	Bogoch
## 12	22	uhn-general	41	0.000000	8	Mark	Bonta
## 13	88	uhn-western	22	13.636364	1	Aly	Lakhani
## 14	1	uhn-western	42	2.380952	11	Nadine	Abdullah

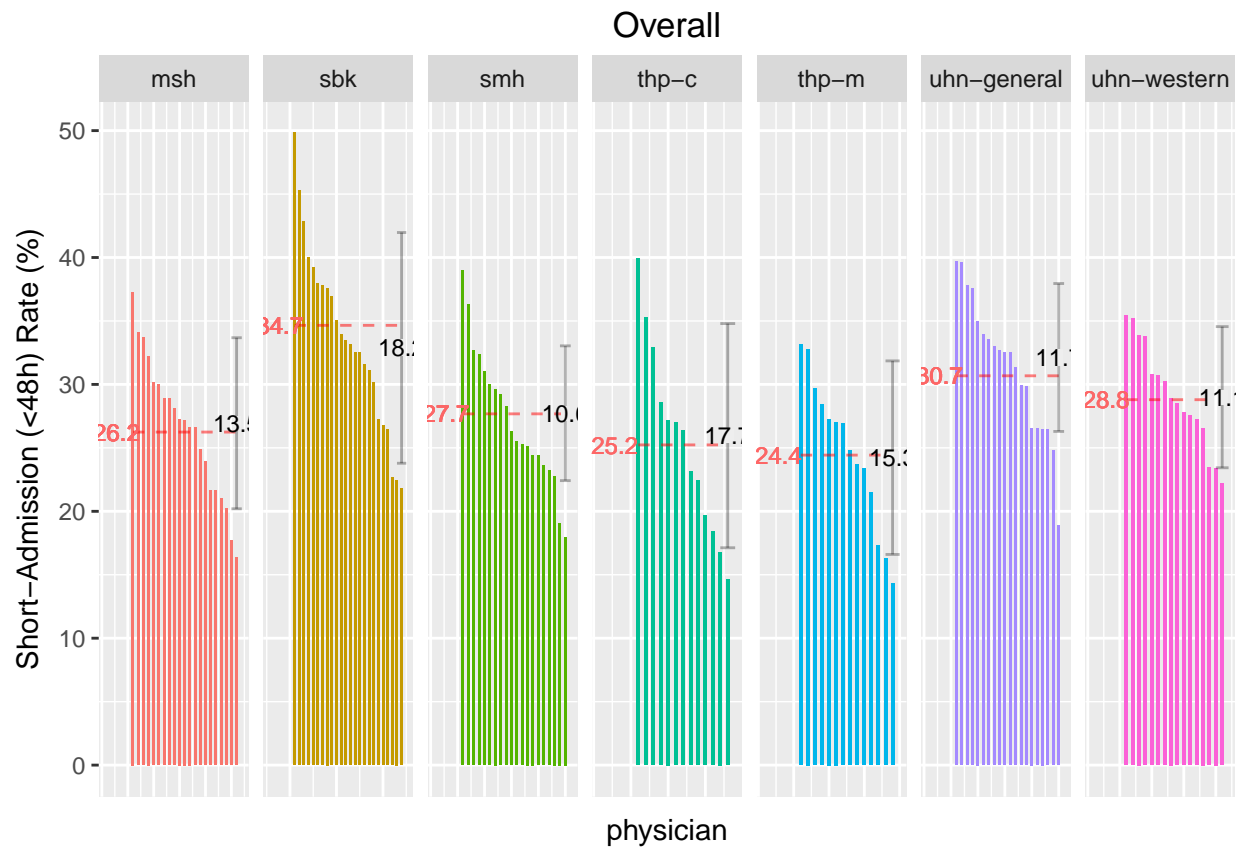


##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	178	msh	36	8.333333	1	Hillar	Vellend
## 2	8	msh	28	0.000000	10	Meyer	Balter
## 3	579	sbk	24	20.833333	1	Mireille	Norris
## 4	703	sbk	37	0.000000	14	Lynfa	Stroud
## 5	335	smh	33	6.060606	1	Vera	Dounaevskaia
## 6	767	smh	29	0.000000	15	Natalie	Wong
## 7	124	thp-m	30	10.000000	1	Dang Minh	Nguyen
## 8	325	thp-m	60	3.333333	2	Chikkahanumaiah	Devaraj
## 9	187	uhn-general	39	7.692308	1	Robert	Wu
## 10	21	uhn-general	21	0.000000	6	Isaac	Bogoch
## 11	110	uhn-western	78	6.410256	1	David	Mcneely
## 12	38	uhn-western	20	0.000000	11	Angela	Cheung



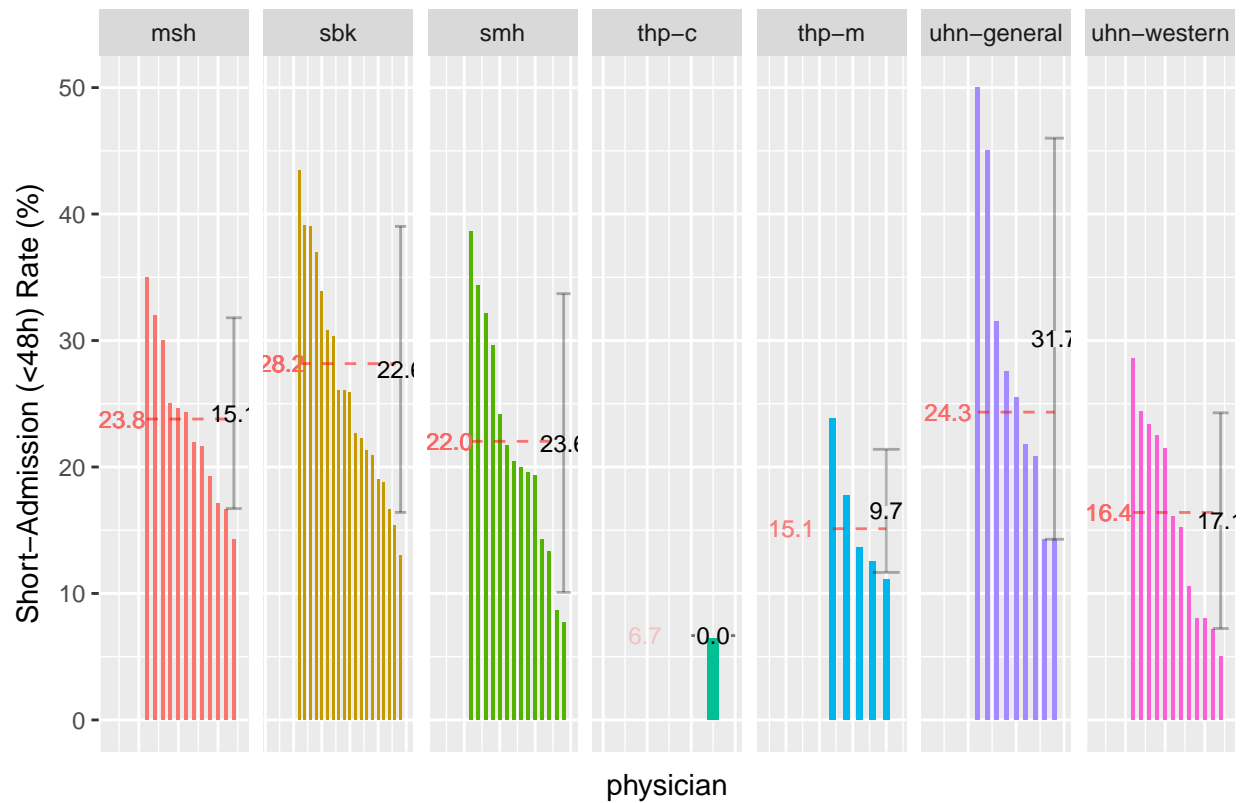
##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	178	msh	29	6.896552	1	Hillar	Vellend
## 2	59	msh	22	0.000000	9	Shital	Gandhi
## 3	764	sbk	26	11.538462	1	Brian	Wong
## 4	62	sbk	23	0.000000	18	Jeremy	Gilbert
## 5	767	smh	23	8.695652	1	Natalie	Wong
## 6	91	smh	40	0.000000	12	Yuna	Lee
## 7	456	thp-c	40	2.500000	1	Waheed	Kirmani
## 8	456	thp-c	40	2.500000	1	Waheed	Kirmani
## 9	124	thp-m	49	24.489796	1	Dang Minh	Nguyen
## 10	116	thp-m	21	9.523810	4	Michelle	Mohammed
## 11	65	uhn-general	26	11.538462	1	Wayne	Gold
## 12	187	uhn-general	22	0.000000	4	Robert	Wu
## 13	89	uhn-western	28	14.285714	1	Bohdan	Laluck
## 14	33	uhn-western	23	8.695652	4	Rodrigo	Cavalcanti

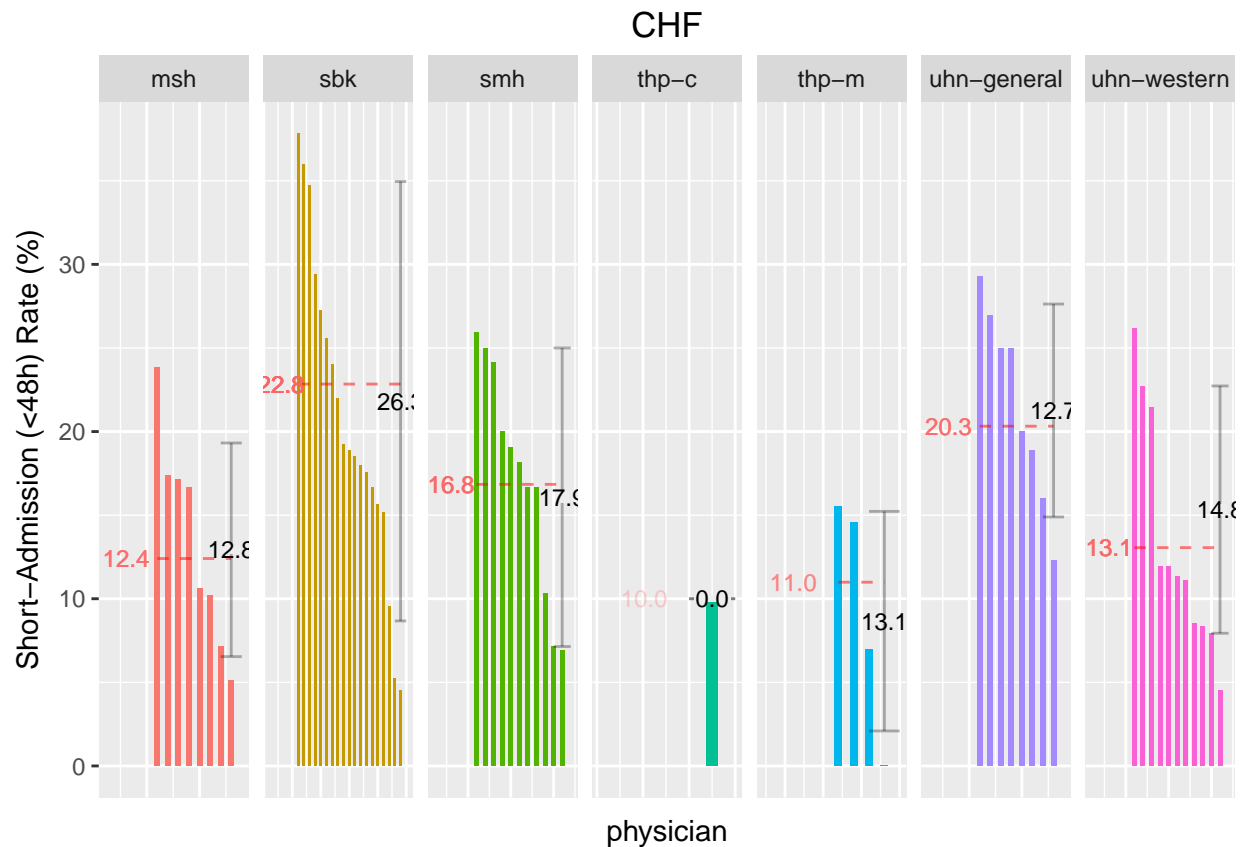
Figure 6. Short-admission (<48h) Rate per Doctor



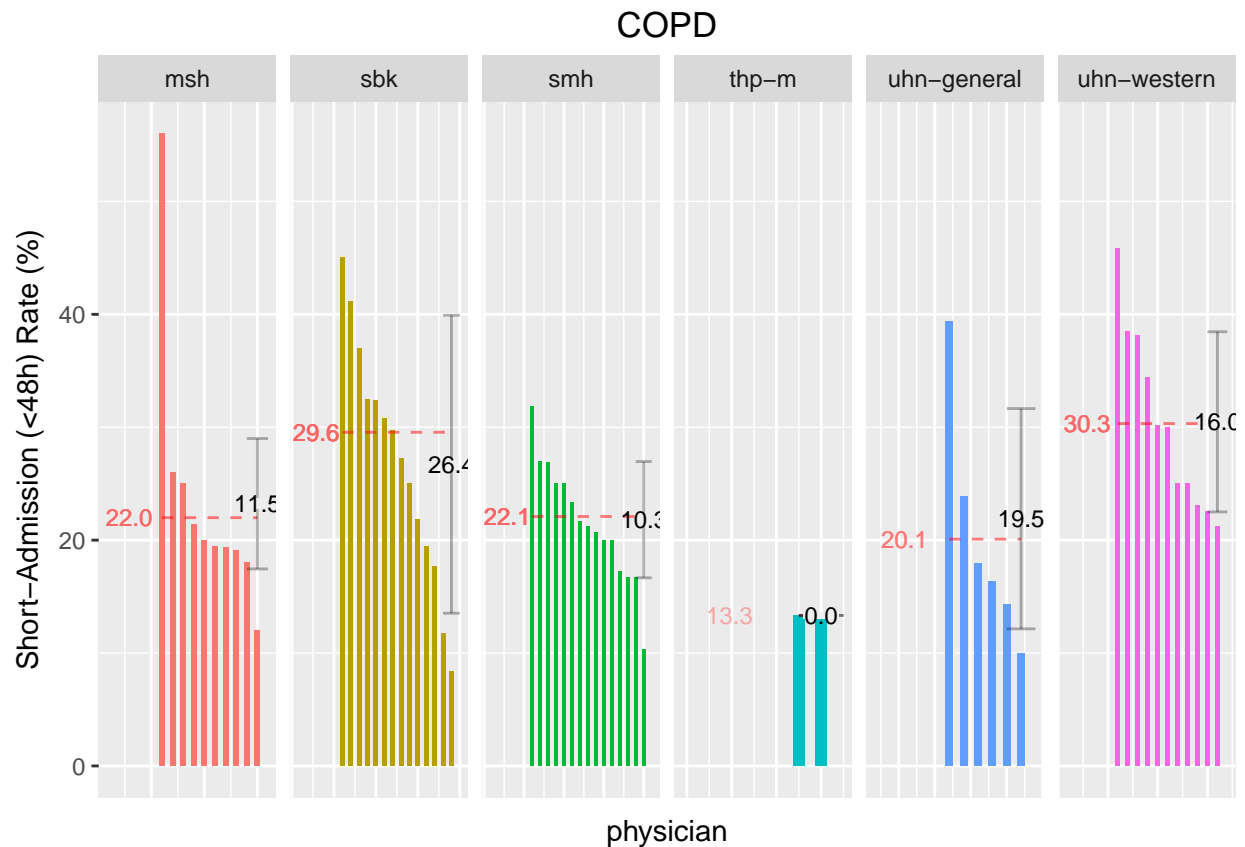
##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	118	msh	287	37.28223	1	Matthew	Morgan
## 2	130	msh	416	16.34615	21	Andrea	Page
## 3	652	sbk	1688	49.82227	1	Steven	Shadowitz
## 4	579	sbk	528	21.78030	24	Mireille	Norris
## 5	616	smh	295	38.98305	1	Joel	Ray
## 6	617	smh	128	17.96875	20	Fahad	Razak
## 7	543	thp-c	278	39.92806	1	Katherine	Monkman
## 8	257	thp-c	212	14.62264	13	Winston	Bharat
## 9	69	thp-m	193	33.16062	1	Patrick	Gudgeon
## 10	325	thp-m	602	14.28571	14	Chikkahanumaiah	Devaraj
## 11	21	uhn-general	539	39.70315	1	Isaac	Bogoch
## 12	130	uhn-general	328	18.90244	20	Andrea	Page
## 13	7	uhn-western	158	35.44304	1	Michael A.	Baker
## 14	11	uhn-western	225	22.22222	16	Raviqubal	Basi

Pneumonia

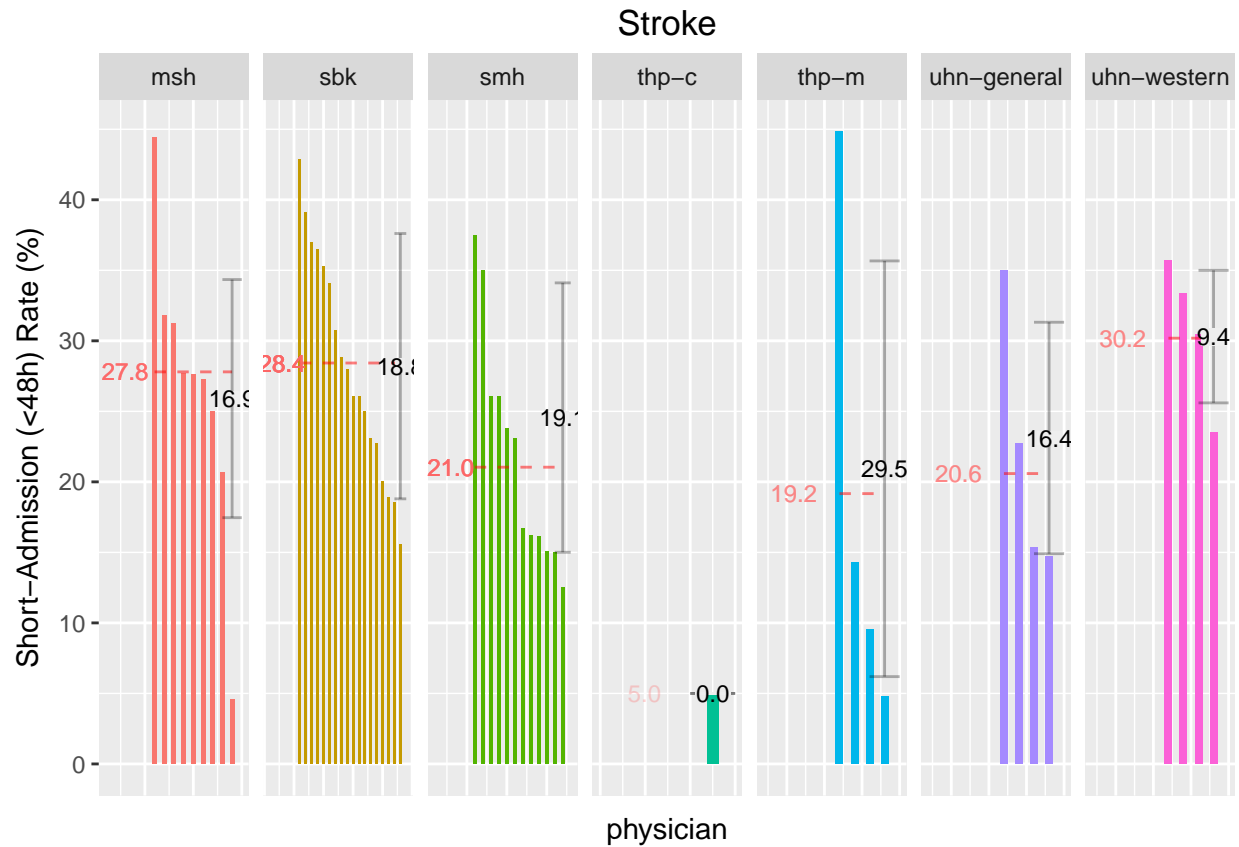




##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	66	msh	21	23.809524	1	Barry	Goldlist
## 2	128	msh	39	5.128205	8	Mirek	Otremba
## 3	652	sbk	119	37.815126	1	Steven	Shadowitz
## 4	682	sbk	22	4.545455	19	Khalil	Sivjee
## 5	292	smh	27	25.925926	1	Vincent	Chien
## 6	458	smh	29	6.896552	11	James	Kitchens
## 7	456	thp-c	20	10.000000	1	Waheed	Kirmani
## 8	456	thp-c	20	10.000000	1	Waheed	Kirmani
## 9	124	thp-m	58	15.517241	1	Dang Minh	Nguyen
## 10	325	thp-m	26	0.000000	4	Chikkahanumaiah	Devaraj
## 11	22	uhn-general	41	29.268293	1	Mark	Bonta
## 12	65	uhn-general	65	12.307692	8	Wayne	Gold
## 13	33	uhn-western	65	26.153846	1	Rodrigo	Cavalcanti
## 14	88	uhn-western	22	4.545455	11	Aly	Lakhani



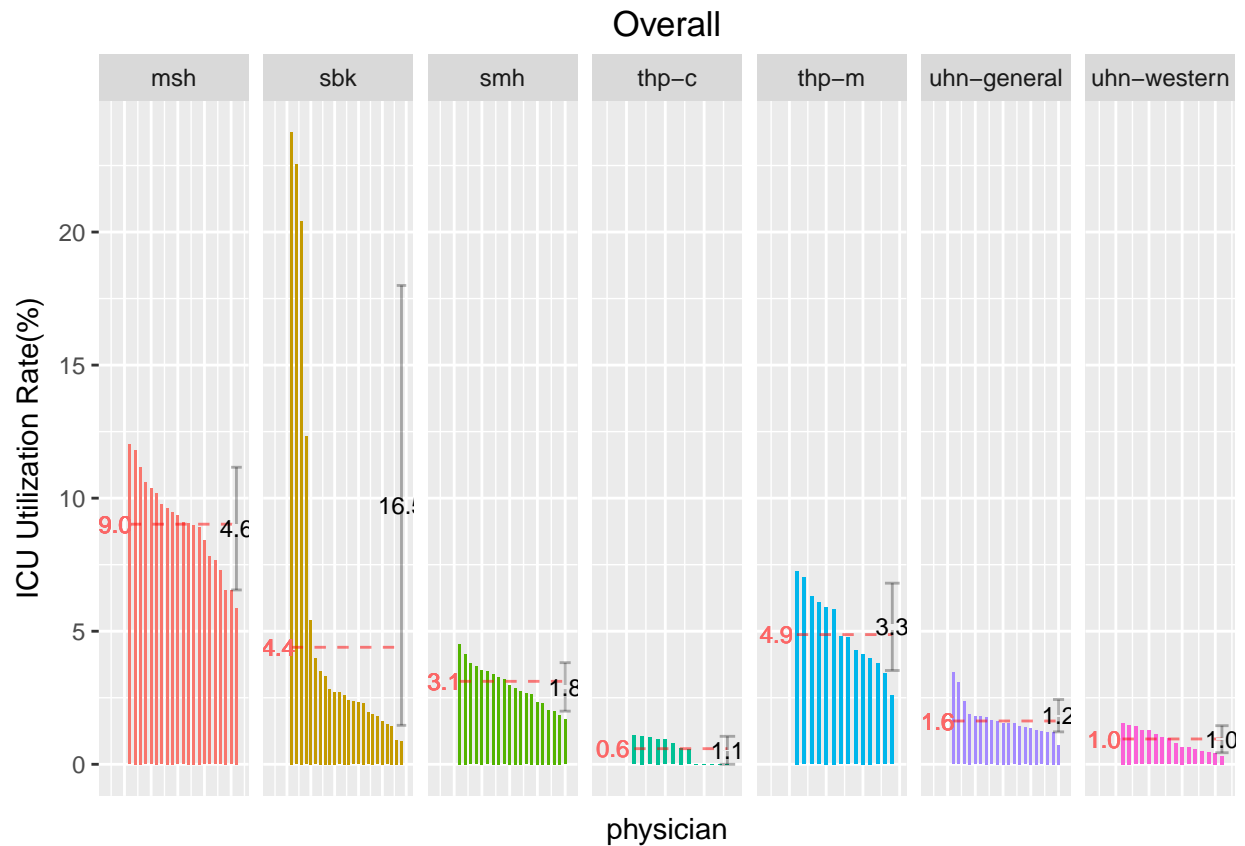
##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	63	msh	25	56.000000	1	Shiphra	Ginsburg
## 2	48	msh	50	12.000000	10	Allan	Detsky
## 3	652	sbk	60	45.000000	1	Steven	Shadowitz
## 4	579	sbk	24	8.333333	14	Mireille	Norris
## 5	426	smh	44	31.818182	1	Trevor	Jamieson
## 6	767	smh	29	10.344828	15	Natalie	Wong
## 7	124	thp-m	30	13.333333	1	Dang Minh	Nguyen
## 8	325	thp-m	60	13.333333	2	Chikkahanumaiah	Devaraj
## 9	22	uhn-general	33	39.393939	1	Mark	Bonta
## 10	174	uhn-general	40	10.000000	6	Katina	Tzanetos
## 11	37	uhn-western	24	45.833333	1	Caroline	Chessex
## 12	40	uhn-western	33	21.212121	11	Bill	Coke



##	code.new	site	N	phy.ave	phy	first.name
## 1	128	msh	36	44.444444	1	Mirek
## 2	125	msh	22	4.545455	9	Mitra
## 3	532	sbk	42	42.857143	1	Rajin
## 4	682	sbk	45	15.555556	18	Khalil
## 5	91	smh	40	37.500000	1	Yuna
## 6	292	smh	48	12.500000	12	Vincent
## 7	456	thp-c	40	5.000000	1	Waheed
## 8	456	thp-c	40	5.000000	1	Waheed
## 9	691	thp-m	29	44.827586	1	Joo-Meng
## 10	325	thp-m	21	4.761905	4	Chikkahanumaiah
## 11	22	uhn-general	20	35.000000	1	Mark
## 12	151	uhn-general	34	14.705882	4	Mohammad
## 13	89	uhn-western	28	35.714286	1	Bohdan
## 14	110	uhn-western	34	23.529412	4	David
##	last.name					
## 1	Otremba					
## 2	Niroumand-Sarvestani					
## 3	Mehta					
## 4	Sivjee					
## 5	Lee					
## 6	Chien					
## 7	Kirmani					
## 8	Kirmani					
## 9	Soh					
## 10	Devaraj					

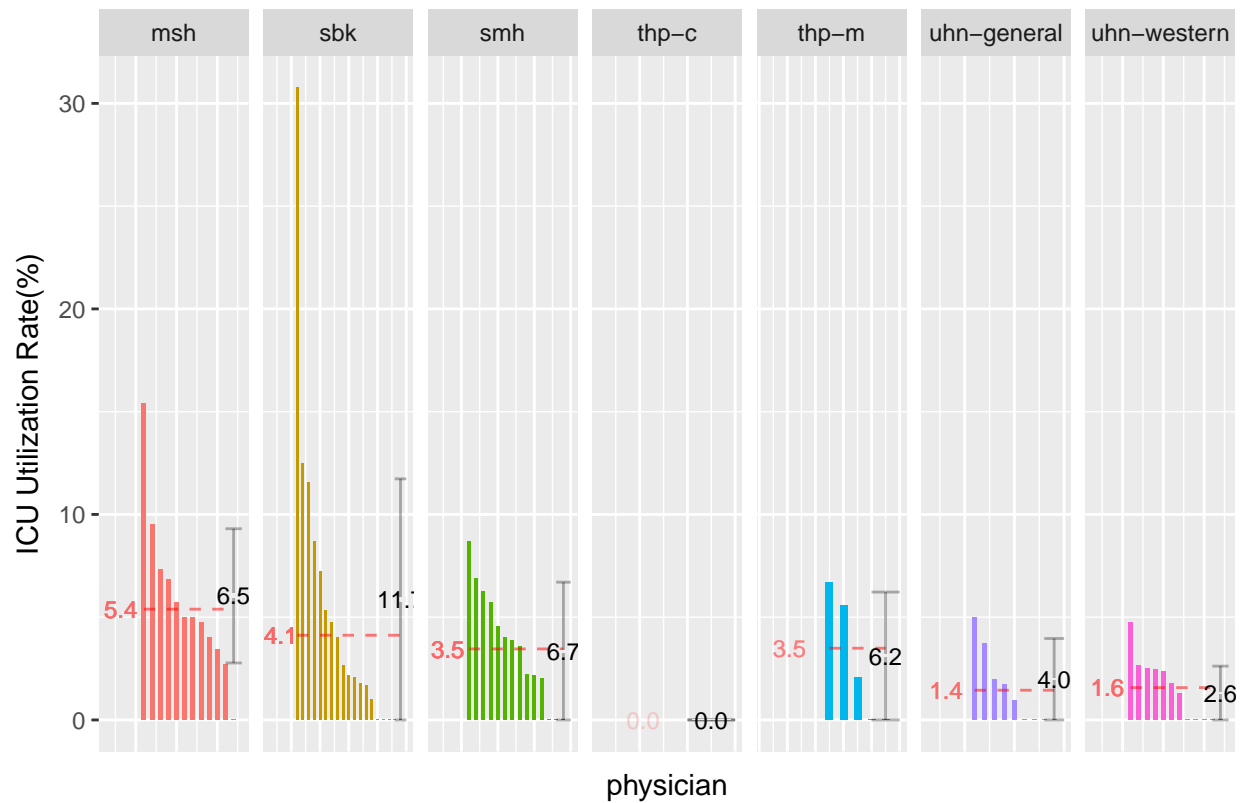
```
## 11          Bonta
## 12          Shafiee
## 13          Laluck
## 14          Mcneely
```

Figure 7. ICU Utilization Rate per Doctor

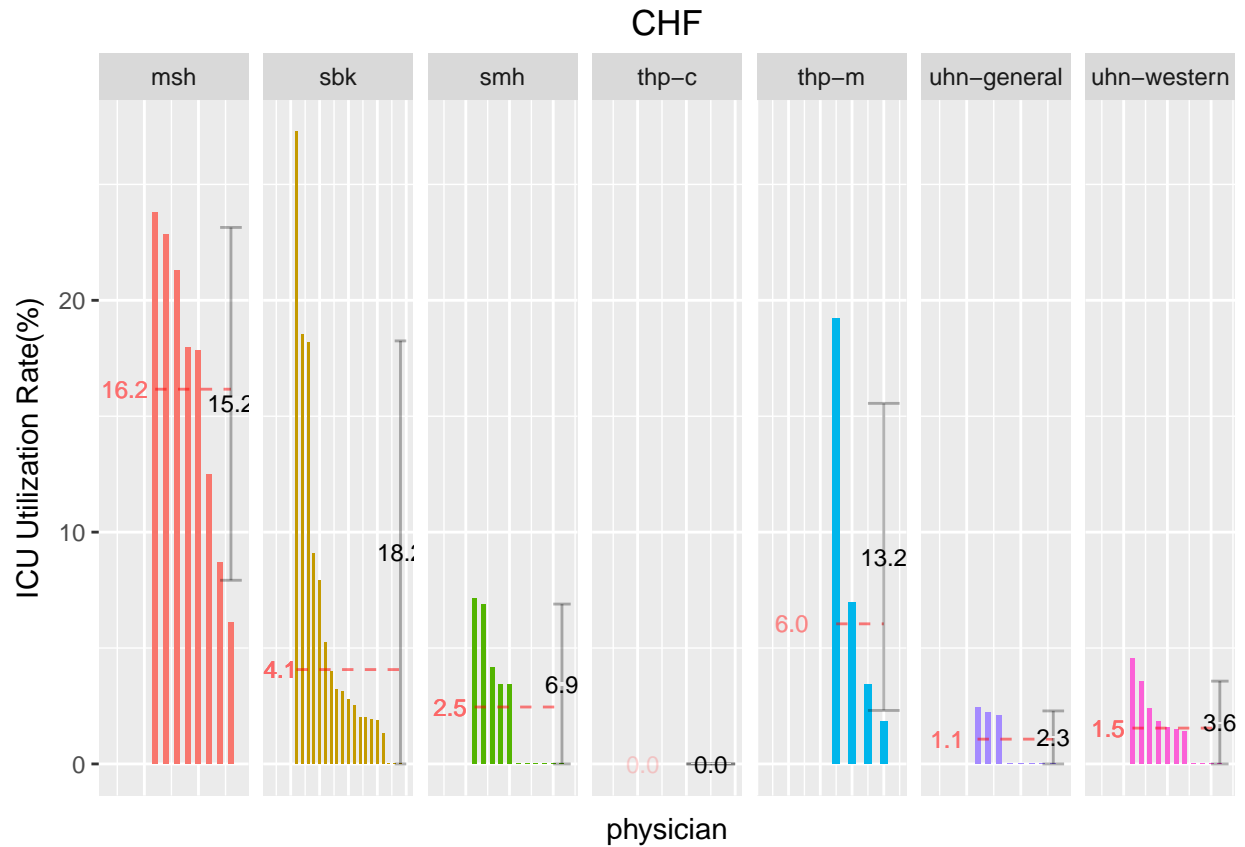


##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	103	msh	233	12.0171674	1	Ken	Locke
## 2	131	msh	221	5.8823529	21	Christian	Pagnoux
## 3	682	sbk	362	23.7569061	1	Khalil	Sivjee
## 4	398	sbk	115	0.8695652	24	Ilana	Halperin
## 5	16	smh	266	4.5112782	1	Chaim	Bell
## 6	220	smh	237	1.6877637	20	Jonathan	Ailon
## 7	543	thp-c	278	1.0791367	1	Katherine	Monkman
## 8	736	thp-c	205	0.0000000	13	Mark	Unger
## 9	470	thp-m	275	7.2727273	1	Peter J.	Lam
## 10	69	thp-m	193	2.5906736	14	Patrick	Gudgeon
## 11	103	uhn-general	290	3.4482759	1	Ken	Locke
## 12	149	uhn-general	273	0.7326007	20	Clodagh	Ryan
## 13	160	uhn-western	128	1.5625000	1	Robert D.	Silver
## 14	38	uhn-western	326	0.3067485	16	Angela	Cheung

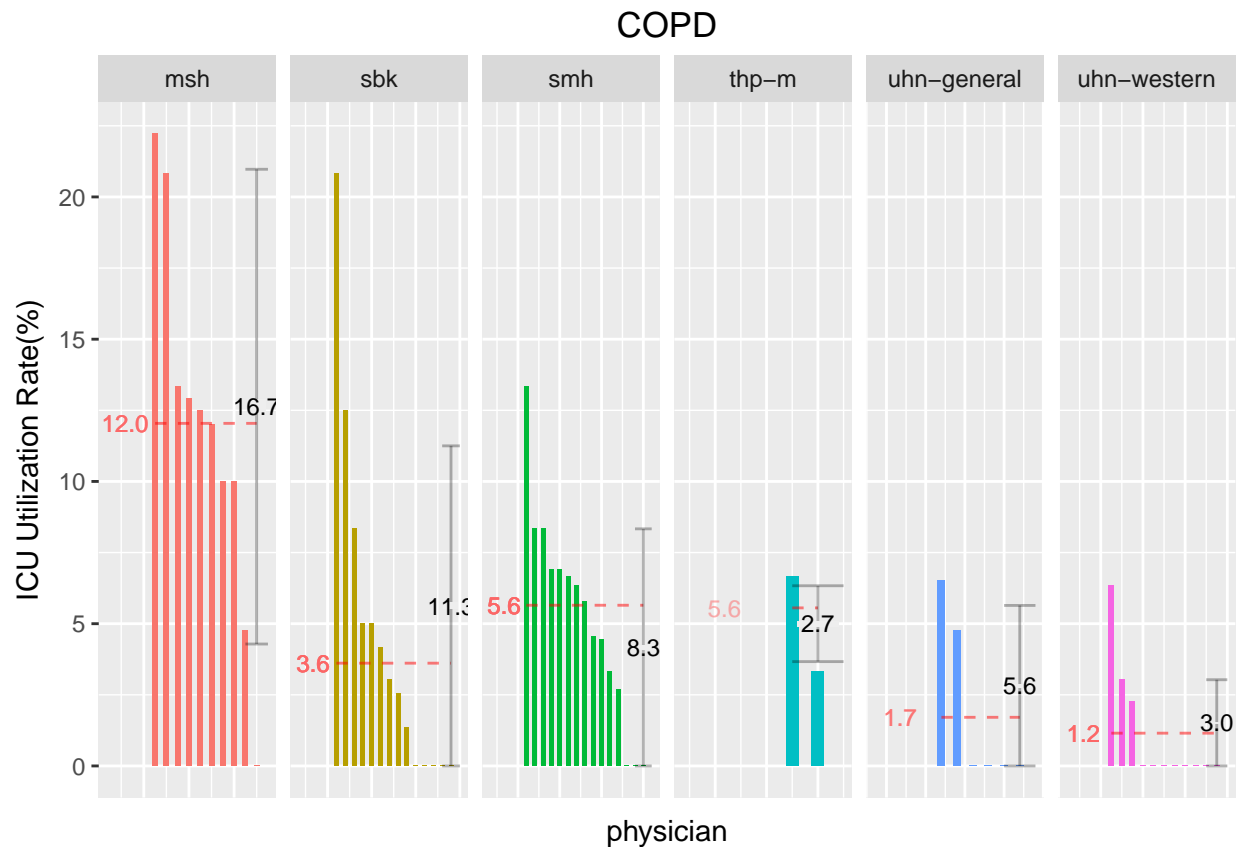
Pneumonia



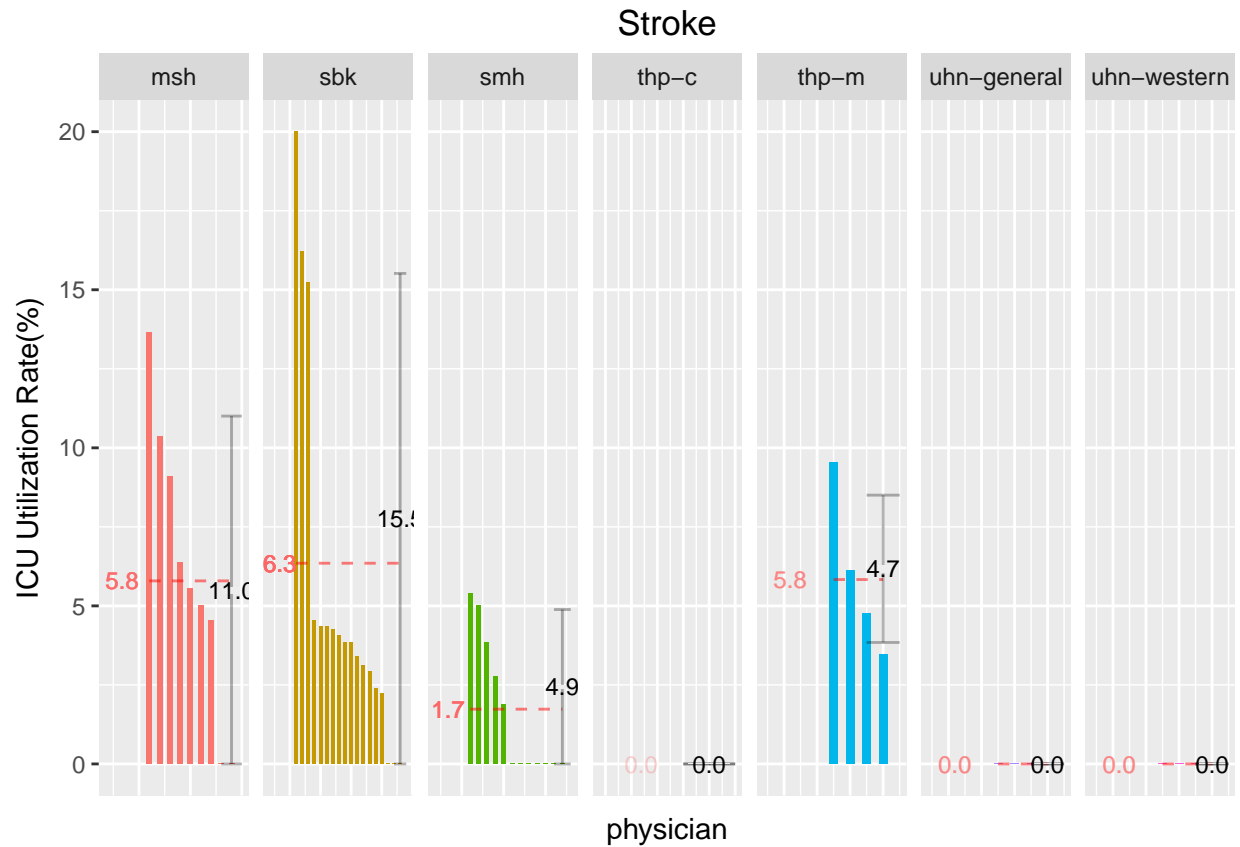
##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	8	msh	26	15.384615	1	Meyer	Balter
## 2	120	msh	25	0.000000	12	Andrew	Morris
## 3	579	sbk	26	30.769231	1	Mireille	Norris
## 4	62	sbk	43	0.000000	19	Jeremy	Gilbert
## 5	426	smh	23	8.695652	1	Trevor	Jamieson
## 6	335	smh	31	0.000000	14	Vera	Dounaevskaia
## 7	456	thp-c	30	0.000000	1	Waheed	Kirmani
## 8	456	thp-c	30	0.000000	1	Waheed	Kirmani
## 9	124	thp-m	45	6.666667	1	Dang Minh	Nguyen
## 10	723	thp-m	21	0.000000	5	Kerry	Thompson
## 11	103	uhn-general	20	5.000000	1	Ken	Locke
## 12	79	uhn-general	28	0.000000	9	Moir K.	Kapral
## 13	37	uhn-western	21	4.761905	1	Caroline	Chessex
## 14	40	uhn-western	28	0.000000	12	Bill	Coke



##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	66	msh	21	23.809524	1	Barry	Goldlist
## 2	133	msh	49	6.122449	8	Yashesh	Patel
## 3	682	sbk	22	27.272727	1	Khalil	Sivjee
## 4	764	sbk	49	0.000000	19	Brian	Wong
## 5	547	smh	28	7.142857	1	Ophyr	Mourad
## 6	767	smh	20	0.000000	11	Natalie	Wong
## 7	456	thp-c	20	0.000000	1	Waheed	Kirmani
## 8	456	thp-c	20	0.000000	1	Waheed	Kirmani
## 9	325	thp-m	26	19.230769	1	Chikkahanumaiah	Devaraj
## 10	691	thp-m	55	1.818182	4	Joo-Meng	Soh
## 11	22	uhn-general	41	2.439024	1	Mark	Bonta
## 12	79	uhn-general	24	0.000000	8	Moiria K.	Kapral
## 13	37	uhn-western	22	4.545455	1	Caroline	Chessex
## 14	88	uhn-western	22	0.000000	11	Aly	Lakhani



##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	178	msh	36	22.222222	1	Hillar	Vellend
## 2	8	msh	28	0.000000	10	Meyer	Balter
## 3	579	sbk	24	20.833333	1	Mireille	Norris
## 4	703	sbk	37	0.000000	14	Lynfa	Stroud
## 5	469	smh	45	13.333333	1	Ignazio	Ladelfa
## 6	730	smh	28	0.000000	15	Khai-Minh	Tram
## 7	325	thp-m	60	6.666667	1	Chikkahanumaiah	Devaraj
## 8	124	thp-m	30	3.333333	2	Dang Minh	Nguyen
## 9	65	uhn-general	46	6.521739	1	Wayne	Gold
## 10	22	uhn-general	33	0.000000	6	Mark	Bonta
## 11	89	uhn-western	63	6.349206	1	Bohdan	Laluck
## 12	58	uhn-western	40	0.000000	11	David	Frost



##	code.new	site	N	phy.ave	phy	first.name	last.name
## 1	59	msh	22	13.636364	1	Shital	Gandhi
## 2	49	msh	29	0.000000	9	Luke	Devine
## 3	682	sbk	45	20.000000	1	Khalil	Sivjee
## 4	436	sbk	27	0.000000	18	David	Juurlink
## 5	469	smh	37	5.405405	1	Ignazio	Ladelfa
## 6	91	smh	40	0.000000	12	Yuna	Lee
## 7	456	thp-c	40	0.000000	1	Waheed	Kirmani
## 8	456	thp-c	40	0.000000	1	Waheed	Kirmani
## 9	116	thp-m	21	9.523810	1	Michelle	Mohammed
## 10	691	thp-m	29	3.448276	4	Joo-Meng	Soh
## 11	151	uhn-general	34	0.000000	1	Mohammad	Shafiee
## 12	65	uhn-general	26	0.000000	4	Wayne	Gold
## 13	110	uhn-western	34	0.000000	1	David	Mcneely
## 14	89	uhn-western	28	0.000000	4	Bohdan	Laluck