

# The Balanced Scorecard

*Our purpose statement in action*



UNIVERSITY HEALTH NETWORK

## Understanding UHN Strategy and the Balanced Scorecard

# Vision, Mission, Purpose

## Vision

- An aspirational statement designed to guide an organization's actions
- Identifies a future direction for the organization

# Vision, Mission, Purpose

## Mission

- The mission statement encompasses an organization's core ideology, values and goals
- Describes what the organization does and for whom

# Vision, Mission, Purpose

## Purpose

- A clear and succinct statement of the organization's reasons for existence
- It serves to set the direction in which to proceed

# UHN Vision, Mission, Purpose

## VISION

To achieve global impact

## MISSION

Exemplary patient care, research, and education

## PURPOSE

We are a caring, creative, and accountable academic hospital transforming healthcare for our patients, community, and the world



# Strategy

## Strategy

- Our plan to get there
- Charting the course

## How do we know...

- We're getting there?
- Our course is effective?



**How do we evaluate our Strategy?**

# The Balanced Scorecard

- Translates an organization's strategy into actions with an evaluation system
- Links vision, mission, and purpose to goals and objectives
- A method of organizing data in order to reduce information overload
- A comprehensive and balanced view of the organization

Critical questions the  
Balanced Scorecard  
helps answer

**How do we look to our stakeholders?**

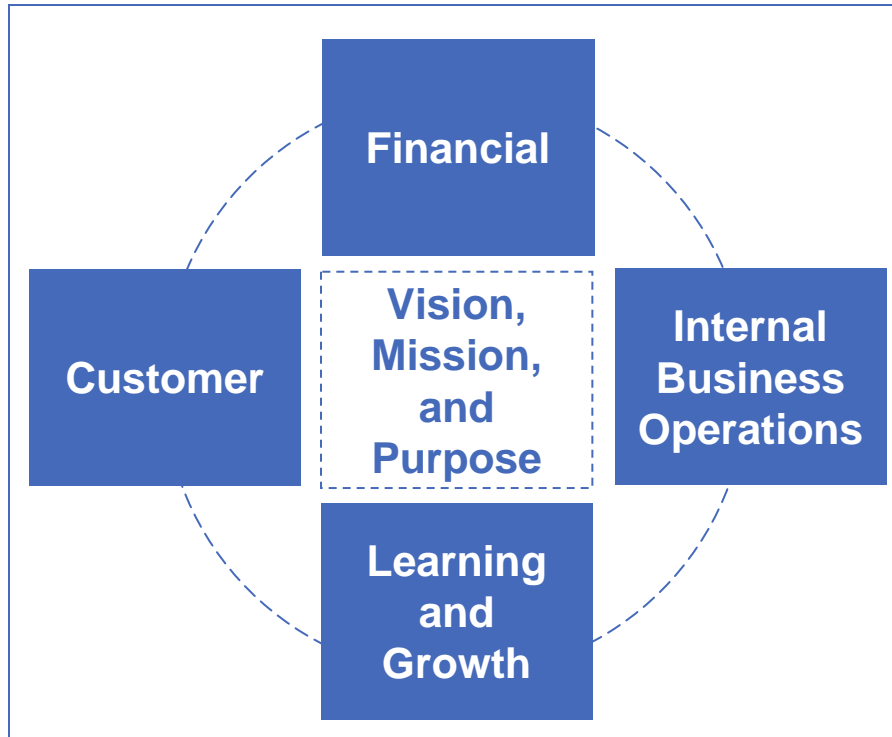
**How do our patients see us?**

**What must we excel at?**

**How and where can we continue to improve  
and create value?**

**What are we accountable for?**

# The Balanced Scorecard



1990's: Kaplan and Norton present the Balanced Scorecard as a: "multidimensional framework for describing, implementing, and managing strategy at all level of an enterprise by linking objectives, initiatives, and measures to an organization's strategy."

The traditional Balanced Scorecard comprises four distinct perspectives which, along with the organizational vision, mission, and purpose, forms the basis of a strategy management system

# UHN Balanced Scorecard

- UHN uses the Balanced Scorecard as a framework for goal setting to ensure that all units/teams are working towards collective goals
- UHN has identified key strategic initiatives to support these goals and to help achieve our objectives
  - Aligning to a common direction will help fulfill our vision, mission, and purpose

# UHN Balanced Scorecard Components

Component	Definition
<b>Domain</b>	From the purpose statement, UHN has derived five distinct perspectives or domains. UHN has used these domains to frame its Scorecard
<b>Goal</b>	UHN's general intention; the results or achievements toward which effort is directed. Goals are usually long term in duration (i.e. 2-3 years)
<b>Desired Outcome</b>	The intended final product or end result of a goal
<b>Objective</b>	Precise, concrete components of what UHN's efforts are intended to achieve. Objectives are stated as an action phrase
<b>Initiative</b>	A project, action or activity developed to meet performance targets, achieve objectives and reach our goals. Initiatives are assigned to specific teams/persons to accomplish. Several initiatives may support a specific objective/goal
<b>Measure</b>	A measure that is designed to determine progress
<b>Target</b>	The desired, expected, or required level of performance for a particular measure.

# Global Impact

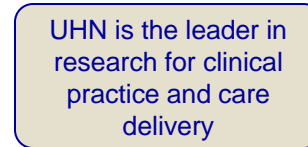
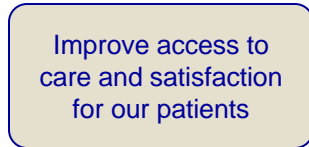
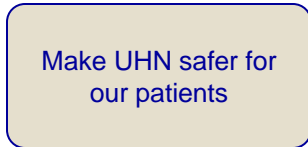
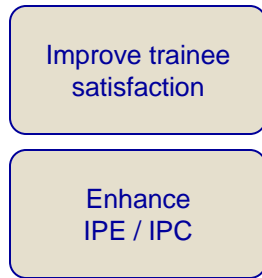
Exemplary Patient Care, Research and Education

Our Purpose

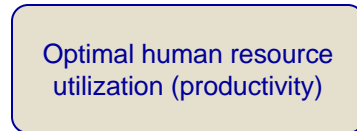
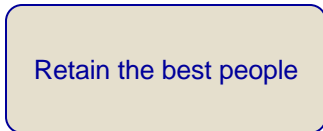
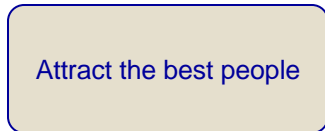
Academic

Caring

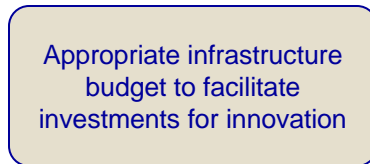
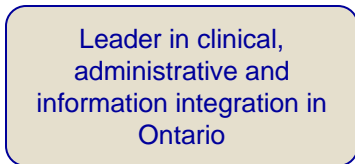
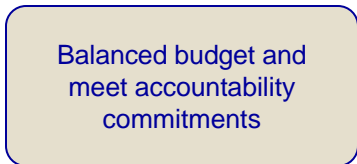
Creative



We



Accountable



# WE

## Theme

*Ensure that we have the best people to deliver on our strategies*

## Desired Goals

**Attract the best  
people**

**Retain the best  
people**

**Optimize human  
resource utilization  
(productivity)**

# CARING

## Theme

*Deliver safe, patient-centred care in an integrated care delivery environment*

## Desired Goals

**Make UHN safer  
for patients**

**Improve access to  
care and  
satisfaction for our  
patients**

**Enhance system  
partnerships to  
integrate care  
processes for our  
patients**

# CREATIVE

## Theme

*Demonstrate research impact and enhance patient care*

## Desired Goals

**Financially  
sustainable  
research enterprise**

**UHN is the premier  
research hospital  
in Canada**

**UHN is the leader  
in research for  
clinical practice  
and care delivery**

# ACCOUNTABLE

## Theme

*Delivering on UHN's commitment to fiscal responsibility and innovation*

## Desired Goals

**Appropriate  
infrastructure  
budget to  
facilitate  
investments for  
innovation**

**Balance budget  
and meet  
accountability  
commitments**

**Leader in clinical,  
administrative, and  
information  
integration in  
Ontario**

# ACADEMIC

## Theme

*Enhance international profile in education*

## Desired Goals

**Increase Education  
Capacity**

**Increase UHN's education  
impact on trainees and  
improve trainee satisfaction  
with their UHN experience**

# Final Points

- The strategy map illustrates how our desired outcomes interact to achieve global impact
- UHN strives to be a Strategy Focused Organization through its unique implementation of the Balanced Scorecard
- Performance measures are continually monitored to ensure UHN is delivering on its goals and objectives and these are posted on the Intranet on a quarterly basis
- Progress is indicated by movement of the performance measure towards the target
- Helpful links:
  - “Balanced Scorecard results”
  - “How to interpret Balanced Scorecard results”
  - “Balanced Scorecard measures”