

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

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?

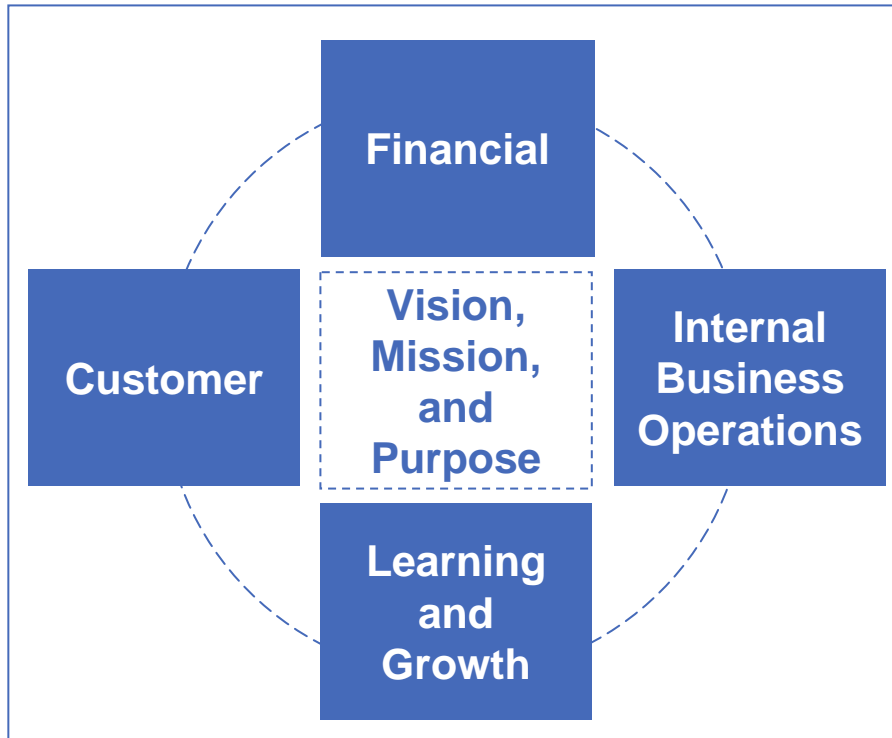
How do our patients see us?

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
Domain	From the purpose statement, UHN has derived five distinct perspectives or domains. UHN has used these domains to frame its Scorecard
Goal	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)
Initiative	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
Measure	A measure that is designed to determine progress
Target	The desired, expected, or required level of performance for a particular measure.

UHN Strategy Map

- UHN strives to be a Strategy Focused Organization through its unique implementation of the Balanced Scorecard
- The UHN Strategy Map illustrates how our goals interact by domain to help us achieve our vision
- UHN's Strategy Map is on the next slide

Global Impact

Exemplary Patient Care, Research and Education

Our Purpose

Academic

Caring

Creative

Improve trainee satisfaction

Enhance IPE / IPC

Make UHN safer for our patients

Improve access to care and satisfaction for our patients

Enhance system partnerships to integrate care processes for our patients

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

Financially sustainable research enterprise

UHN is the premier research hospital in Canada

We

Attract and retain the best people

Enhance organizational capacity through employee safety and wellness

Create a high performance culture

Accountable

Balanced budget and meet accountability commitments

Leader in clinical, administrative and information integration in Ontario

Appropriate infrastructure budget to facilitate investments for innovation

Final Points

- Measure results 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 indicator value towards the target
- Helpful links:
 - “Balanced Scorecard results”
 - “How to interpret Balanced Scorecard results”
 - “Balanced Scorecard template”