

Balanced Scorecard Terms

Strategic Planning - a process of defining an organization's strategy or direction. Strategic planning informs the best way to allocate an organization's resources to pursue its strategy. When UHN thinks about strategic planning, we try to answer the fundamental question: How should UHN position itself to respond to future changes in the health sector so that we can achieve global impact?

Vision Statement - outlines what an organization wants to be. It provides a long-term view, concentrates on the future and is a source of inspiration. UHN's vision is "Achieving global impact".

Mission Statement - explains why an organization exists, articulates the organization's essential nature and work and informs decision-making. UHN's mission "Exemplary patient care, research and education", guides our day-to-day activities.

Purpose Statement - a declarative sentence which summarizes the specific goals of the organization. UHN's purpose statement "We are a caring, creative, and accountable academic hospital transforming healthcare for our patients, community and the world" confirms our commitment to our community and our patients.

Goal - a desired result that an organization plans and commits to achieve. UHN has set a number of goals that are outlined in our Strategic Plan: Strategic Directions 2016: Global Impact – Local Accountability.

Domain - a grouping of goals characterized by similar features. UHN's five domains appear in our purpose statement and represent the five areas of concentration that are the foundation of UHN: *We* represents our staff, *Caring* represents our patients, *Creative* represents research discovery, *Accountable* represents fiscal responsibility and *Academic* represents education.

Balanced Scorecard - a tool used by management to measure whether or not the organization is achieving its established goals.

Measure - used to assess performance over time. UHN uses a number of measures on the Balanced Scorecard to assess our performance. Overtime rates, inpatient satisfaction scores, number of citations, rating of teaching effectiveness are all examples of measures.

Target - a desired end-point for a given measure. Targets provide standards that allow an organization to achieve its goals. UHN has targets for each of the measures on the Balanced Scorecard. We track our progress against each of these targets every quarter.