

# Balanced Scorecard Strategy Maps For Medical & Healthcare Organizations

**Strategy Maps** are used by many social and public sectors organizations to clearly communicate their strategic plan. A good strategy map should identify key “landmarks” such as financial constraints and customer expectations. Strategy maps can also highlight areas that, if neglected, may hinder mission success. Using this map, a leadership team can explain how they expect to achieve success.

In a Harvard Business Review article titled, “Having Trouble with Your Strategy? Then Map It,” Drs. Kaplan and Norton say this about strategy maps:

*“The key to executing your strategy is to have people understand it – including the crucial but perplexing processes by which intangible assets will be converted into tangible outcomes. Strategy maps can help chart this difficult terrain.”*

Strategy maps are first and foremost a communication tool, so they should never be overly complicated or perplexing. While this white paper is not an exhaustive study, it does include a few strategy map best practices as well as a number of useful examples.

## Strategic Perspectives

Typically, a strategy map starts with a few broad perspectives. Using the Balanced Scorecard Methodology, broad areas may include the customer’s perspective of success, a financial perspective of success, an internal process perspective, and a final perspective, learning and growth, which describe culture and capacity. Each of these perspectives serves as a frame of reference for tangible objective statements.



Figure 1: Perspectives in a Nonprofit Organization

## Objective Statements

The next step to building a strategy map is to begin identifying the most critical objectives in each perspective. Objectives are short statements that define what an organization must continually do to achieve its mission. Objective statements can be phrases or complete sentences. They can be written as declarative statements (“We must develop new technology”) or in the voice of the customer (“My family received the best care”).

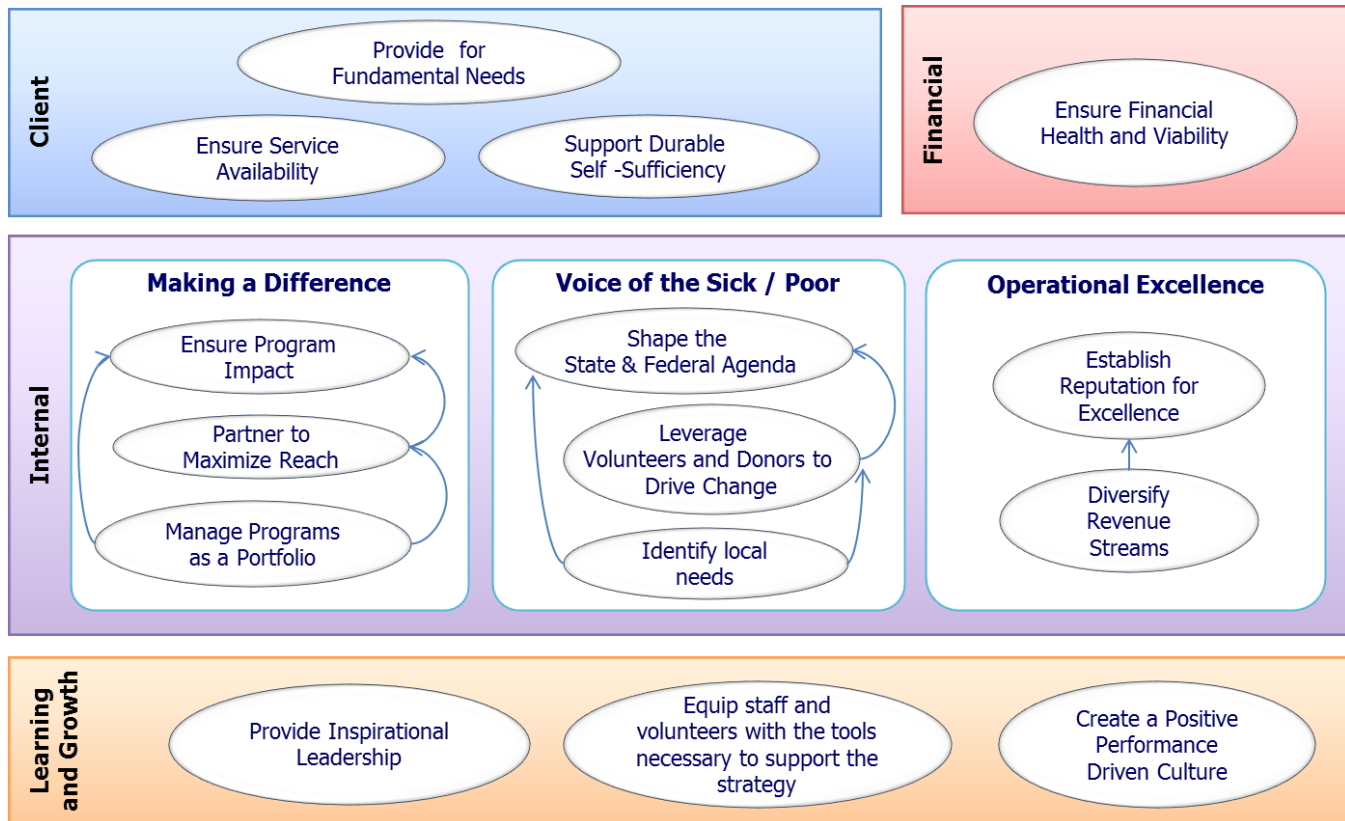
## Building Consensus

Building a strategy map is a team effort that requires real time and discussion, especially at the highest levels of leadership. Each of the example strategy maps below illustrates a strategic plan designed for an organization in a particular situation. Certain maps may have elements that resonate with your team; however, it is recommended that a leadership team only adopt a strategy map after thorough discussion of the situation and selection of the few critical pieces that will contribute to mission success.

# Social Services Organization Strategy Map

**\*Strategy Map is Modified for Educational Purposes\***

**Our Mission: Connecting a community of volunteers to support the dignity of those needing a hand.**



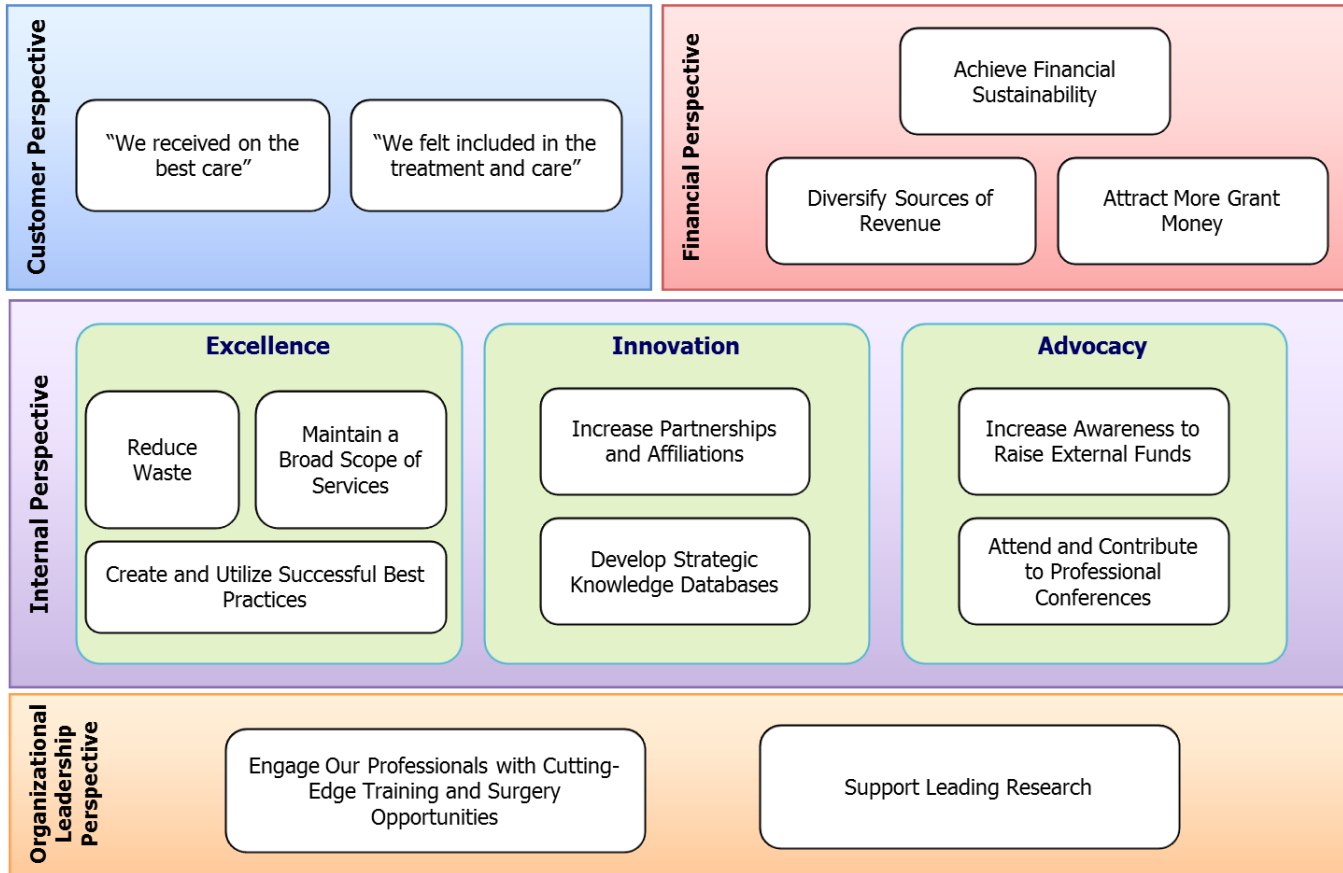
## Example Strategy Map Template for a Social Services Organization

Social services organizations typically provide a number of community health related services such as outreach programs, volunteer services, and community advocacy. And, they may even play a role in state and local budgeting processes. This social services organization built its strategy map and strategic plan around a broad scope of community health services and the leadership team frequently uses it to explain exactly how and where in the community they are making a positive impact. Anyone from a volunteer, to a full time employee, to a donor or even state legislator can quickly grasp the breadth and value of this organization's actions.

# Hospital Strategy Map

**\*Strategy Map is Modified for Educational Purposes\***

**To care for all of our patients and their families as if they were our own**

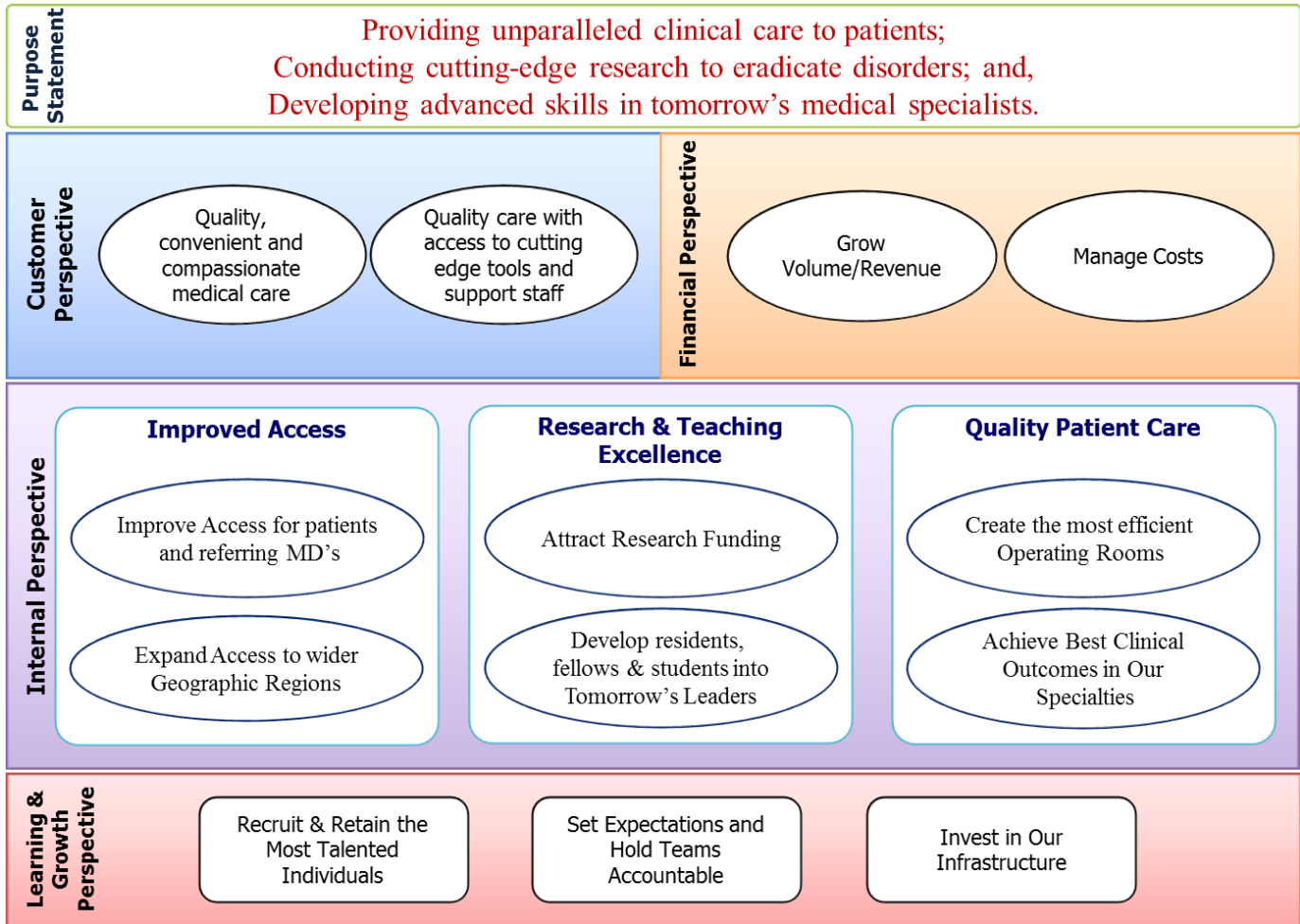


## Example Strategy Map Template for a Teaching Hospital

Teaching hospitals are very important institutions and play a major role in training the next generation of healthcare providers in addition to developing advanced new medical treatments. This healthcare organization’s leadership team has placed an emphasis on research as it drives innovation, attracts top talent, improves the bottom line, and even serves as a great community relations conduit through which amazing stories of healing can be shared. However, while research is critical, the top row of this strategy map still focuses on the patient. While the research, finances, and community relations are all important, healing and comfort for patients and their families is really the most important goal for this entire system.

# Hospital Strategy Map

**\*Strategy Map is Modified for Educational Purposes\***



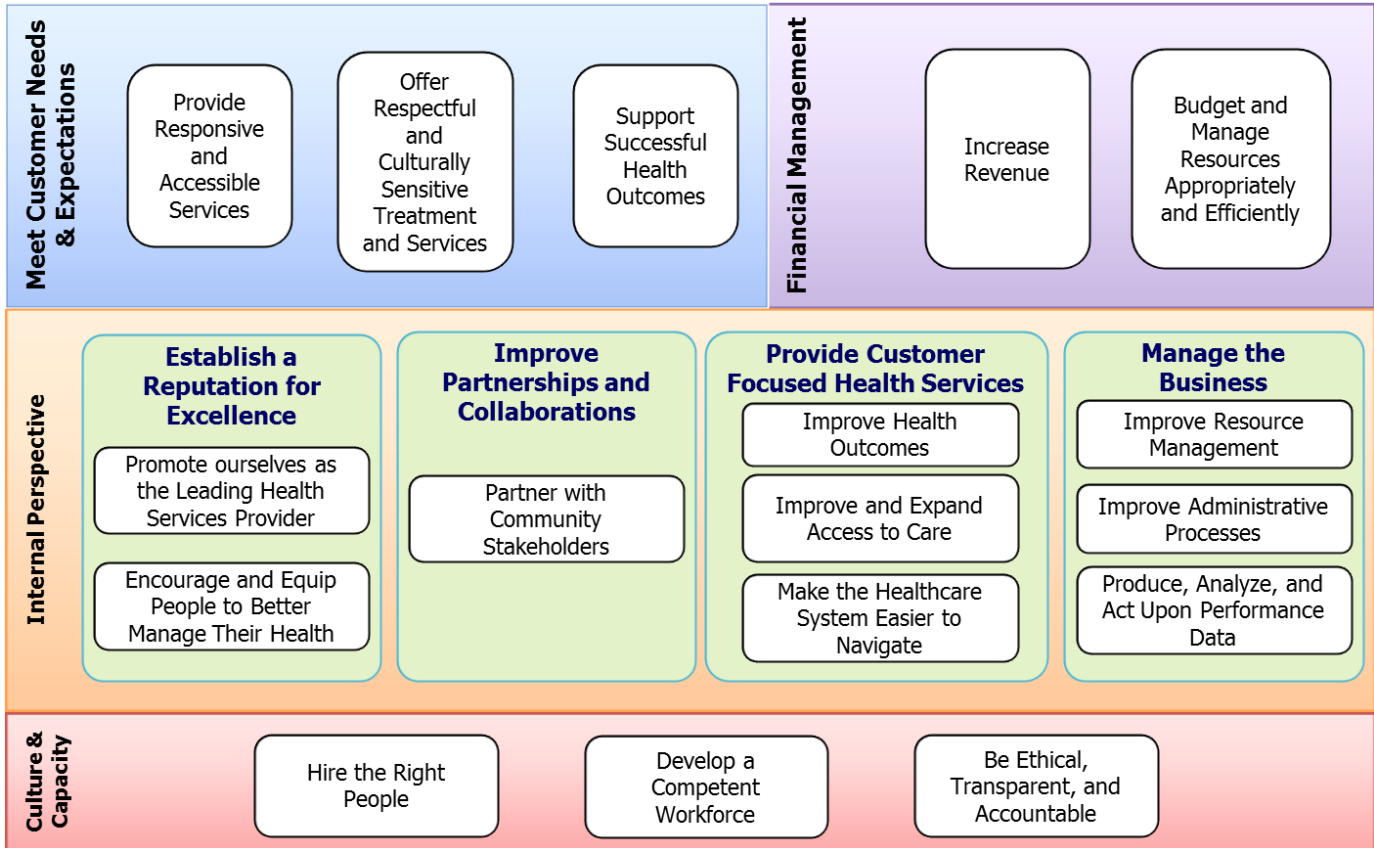
## Example Strategy Map Template for a Growing Healthcare System

This healthcare organization's leadership team has placed an emphasis on growth. By investing in infrastructure, optimizing efficiencies, and attracting new talent, they expect to expand the healthcare system's reach into new fields. Growth is an ambitious challenge. With a solid strategy map and an energized leadership team ready to expand their organization's impact, there is a good chance the medical team and the community will also get excited. By consistently sharing their vision and this roadmap for success, the hospital will continue building momentum behind an expansion of geographic reach as well as improving the breadth and quality of services provided to the surrounding community.

# Hospital Strategy Map

**\*Strategy Map is Modified for Educational Purposes\***

**Provide Quality Health Care, Health Education, and Public Health Services that will enable our community to become healthier**

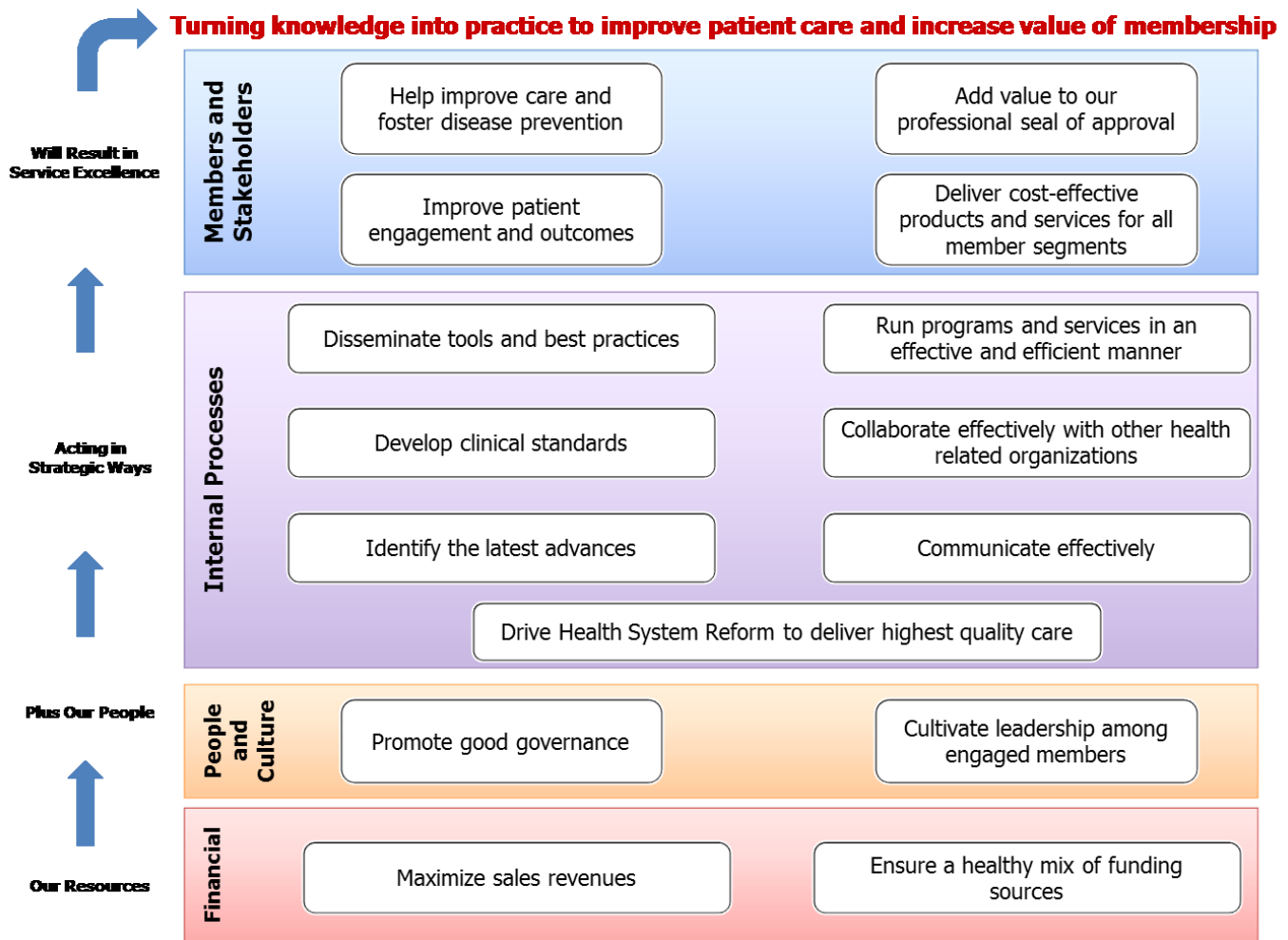


## Example Strategy Map Template for a Regional Healthcare System

This healthcare organization provides services to a historically underserved population. Rather than try to make all the changes themselves, this leadership team plans to expand their impact by leveraging a number of powerful local organizations who are also committed to improve the health of the community. So while this organization does spend a majority of its resources on traditional medical care, it also directs considerable effort and energy towards community health and community education programs that aim to prevent the causes of illness at the source. By going beyond traditional procedures and ensuring clean water, educating about health and diet, and providing vaccination and dental care through local partners – this organization can extend its impact in the fight to increase regional health.

# Medical Association Strategy Map

*\*Strategy Map is Modified for Educational Purposes\**



## Example Strategy Map Template for a Medical and/or Healthcare Association

Medical associations provide important services to the providers, hospitals, and the greater communities in which they exist. Services such as information sharing about new tools and methods of care, the latest news on regulatory changes, training, providing a forum for discussing relevant challenges, and even serving as a quality advocate, all serve to increase the effectiveness of medical services providers. This medical association uses its Balanced Scorecard and Strategy Map to ensure it is balancing its efforts across each major perspective to ensure maximum impact for both providers and the surrounding community who relies on quality healthcare services.

## Conclusion

Successful strategy maps come in a number of shapes, styles, structures, and complexities. Aside from sector – by-sector differences, varying formats can be found across many languages, cultures, and strategic environments. The one unifying goal is to make a communication tool that engages the entire team and community behind a shared plan of action to achieve the mission at hand.

## To Learn More

The Balanced Scorecard has been the subject of four articles in the Harvard Business Review (HBR); two best-selling business books that have been translated into 19 languages; and numerous case studies and public conferences worldwide. The editors of HBR identified the Balanced Scorecard as one of the most significant management ideas of the past 75 years.

Learn more about the Balanced Scorecard and join the global Balanced Scorecard community at [www.bscwiki.com](http://www.bscwiki.com) and [www.bsccommunity.com](http://www.bsccommunity.com).

## Ascendant Strategy Management Group

Ascendant Strategy Management Group is a professional services firm dedicated to helping associations, foundations, government agencies, and charities drive breakthrough results with the Balanced Scorecard. Founded by professionals with more than 30 years of combined work experience with Drs. Kaplan and Norton, originators of the Balanced Scorecard, Ascendant is uniquely qualified to help organizations manage strategy.

Ascendant offers training, consulting, facilitation, and technology services to clients directly or via a Collaborative Network that encourages group knowledge sharing, learning, and networking. With a singular focus on strategy management, Ascendant's goal is to transfer knowledge and capabilities to improve the management capacity of the not-for-profit sector.

Please visit our website and regularly updated blog at [www.ascendantsmg.com](http://www.ascendantsmg.com) to learn more about developing effective strategy maps and implementing successful strategy management systems.