Reading List on the Balanced Scorecard

**Achieving Excellence in Veterans Healthcare – A Balanced Scorecard Approach**

**Applying the Balanced Scorecard in Healthcare Provider Organisations**

**Balanced Scorecard: Linking Strategic Planning to Measurement and Communication**

**The Balanced Scorecard: Measures That Drive Performance**
The balanced scorecard tracks all the important elements of a company’s strategy - from continuous improvement and partnerships to teamwork and global scale. This enables executives to see if they have improved in one area at the expense of another. Article originally published in 1992.

**The Balanced Scorecard: A Potent Tool for Energising and Focusing Healthcare Organisation Management**

**Balanced Scorecards**

**Balancing the Balanced Scorecard for a New Zealand Mental Health Service**

**A Better Gauge of Corporate Performance**
David Norton’s and Robert Kaplan’s balanced scorecard finally reaches the boardrooms of health care organisations.

**Bringing Human Resources to the Table: Utilisation of an HR Balanced Scorecard at Mayo Clinic**

**Centrelink’s Balanced Scorecard**

**Choosing a High-quality Hospital: The Role of Nudges, Scorecard Design and Information**

**A Comparison of Systemwide and Hospital-specific Performance Measurement Tools**

**Competing Values in Healthcare: Balancing the (Un)Balanced Scorecard**

**Employers’ Efforts to Measure and Improve Hospital Quality: Determinants of Success**
Although on the increase, hospital report cards are having only mixed success across the USA

**Evaluating Building Performance in Healthcare Facilities: An Organisational Perspective**
An innovative methodology has been developed for conducting comprehensive performance evaluations in public sector health facilities in Canada. The balanced scorecard is the underlying theoretical framework for this initiative.

Evaluating the Fraser Health Balanced Scorecard – A Formative Evaluation
Barnado, Catherine and Jivanni, A, Healthcare Management Forum, Vol. 22(2) Summer 2009 pp. 49-60
Describes a recent evaluation carried out in a large health authority in Western Canada to assess the usefulness of the BSC as a performance-reporting system and the extent to which it is used for performance management.

Healthcare Quality Management
Healthcare organisations should start using a balanced scorecard that enables management to direct its strategic plan according to quality management principles.

How to Implement a New Strategy without Disrupting Your Organisation

Managing Alliances with the Balanced Scorecard
Fifty percent of corporate alliances fail. But you can increase your partnership’s odds of success by applying these techniques.

Measuring Comparative Hospital Performance

Measuring Hospital Performance to Improve the Quality of Care in Europe: A Need for Clarifying the Concepts and Defining the Main Dimensions

Measuring the Strategic Readiness of Intangible Assets

A New Framework to Ensure Excellence in Patient-Focused Care: The Nursing Directorate’s Balanced Scorecard Approach
Aguilera, Jose and Walker, Kim, Asia Pacific Journal of Health Management, Vol. 3(2) 2008 pp. 25-29

The Office of Strategy Management

Putting the Balanced Scorecard to Work: Using the Scorecard to Measure Performance and Set Strategy

Reading the Right Signals: How to Strategically Manage with Scorecards
Improve decision making by focusing on the right information.

The Role and Application of the Balanced Scorecard in Healthcare Quality Management

Saving Money, Saving Lives
Turning around any organisation is hard work but it’s even more difficult at a hospital. The chief medical director at one hospital needed to find a way to keep the mission lofty and the bottom line healthy. He realised that his hospital needed to start thinking less like a money losing non-profit and more like a profitable corporation. His tools were reams of data, a fresh approach to teamwork - and the balanced scorecard.

A Strategic Information System to Facilitate the Use of Performance Indicators in Hospitals
A customised decision support system which integrates multiple measures in a balanced scorecard framework is a powerful tool for enabling complex decision making by a management team

Strategic Performance in Hospitals: The Use of the Balanced Scorecard by Nurse Managers
This study analyses how nurse managers used the balanced scorecard in an interactive or diagnostic way and its subsequent effect on
strategic goal achievement (cost reduction and flexibility)

**Strategic Performance Management: Development of a Performance Measurement System at the Mayo Clinic**

**A 3-dimensional Balanced Scorecard Model for R&D**
The BSC is a multi-dimensional framework which can be used to describe, implement and manage strategy at all levels by linking objectives, initiatives and measures to organisational strategy.

**Using Path Analysis to Examine Causal Relationships among Balanced Scorecard Performance Indicators for General Hospitals: The Case of a Public Hospital System in Taiwan**

**Using Performance Indicators to Improve Health Care Quality in the Public Sector: A Review of the Literature**

**Using the Balanced Scorecard in the Development of Community Partnerships**

**Using the Balanced Scorecard to Align Strategy and Performance in Long Term Care**

**Using the Balanced Scorecard to Characterize Benefits of Integration in the Safety Net**

**What are the Advantages and Limitations of Different Quality and Safety Tools for Health Care?**
WHO Regional Office for Europe, Health Evidence Network, October 2005

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