

A Balanced Scorecard for Achieving Leadership Convergence and Accelerating Performance Improvement

While your organization may strive to improve safety, patient experience, workforce engagement and clinical quality as discrete performance domains, your leadership — and your resources — may be convened around multiple strategies and action plans. Without a single strategy that aligns improvement efforts and acts on the interdependencies of vertical domains, siloed planning can undermine workforce coordination and sustainable change.

When personnel work collaboratively toward the same goal, they can identify opportunities to integrate their

efforts, avoid duplication and promote the interconnectivity required to transform care. A balanced scorecard can display essential metrics for the relevant domains in one place, allowing boards and leaders to regularly monitor progress in each domain over time and better understand and communicate the relationship between that progress and the overarching, unified goal of delivering optimally safe, effective, patient-centered care.

To learn more about achieving an integrated approach to leadership, read the full article [“Accelerating Progress through Leadership Integration.”](#)

Balanced Scorecard for Leadership Convergence

Domain	Essential Metrics	Sources	Recommended Frequency
Safety	<ul style="list-style-type: none"> • Serious safety event rate (SSER) • Employee survey rating: “I would feel safe being treated as a patient here.” 	Safety reporting Engagement data	Quarterly Annually
Patient Experience	<ul style="list-style-type: none"> • Likelihood to recommend: <ul style="list-style-type: none"> – HCAHPS/inpatient survey rating – CG-CAHPS/medical practice survey rating • Nurse communication • Physician communication • “Staff worked together to care for you.” 	Patient surveys	Quarterly
Workforce Engagement	<ul style="list-style-type: none"> • Employee survey ratings: <ul style="list-style-type: none"> – “I would recommend this organization to family and friends who need care.” – Loyalty: “I would recommend this organization as a good place to work.” 	Engagement data	Annually
Clinical Excellence	<ul style="list-style-type: none"> • Hospitalwide, all-cause 30-day rates (observed/expected) <ul style="list-style-type: none"> – Mortality – Readmissions 	Publicly reported	Biannually

Source: Patrick T. Ryan and James Merlino, M.D., “Accelerating Progress through Leadership Integration” (*Trustee Insights*, Nov. 2018). Used with permission.