



Results That Matter Team



Community Balanced Scorecards for Collaborative Community Health Strategies: Program for Getting Started

This program is designed for community health partnerships, health departments, or hospitals seeking to develop and manage collaborative strategies for addressing priority community health issues.

Multistage Approach to Develop and Use Community Balanced Scorecards

- Stage 1: Build and Start Using a Strategy Map
- Stage 2: Complete a Community Balanced Scorecard with Advanced Technology Support

The program is designed for each community to benefit from Stage 1 whether or not it chooses to move on to Stage 2.

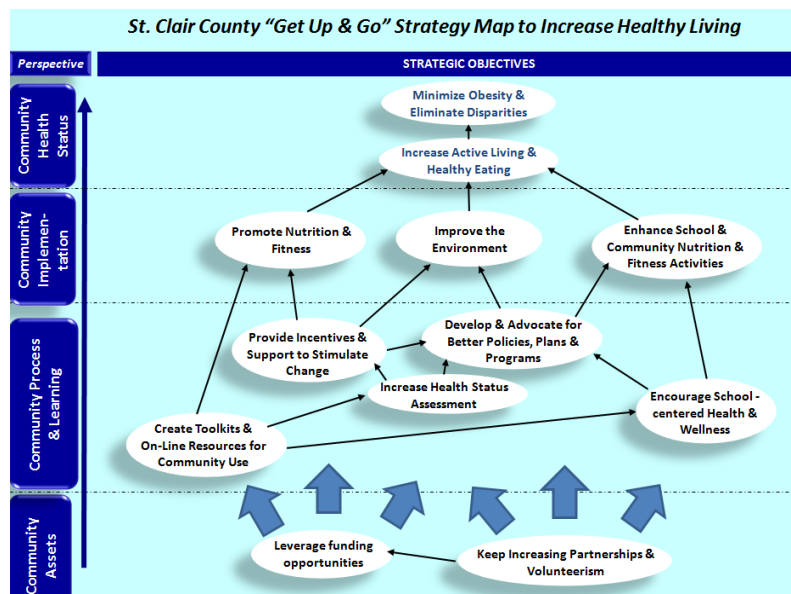
Stage 1 Description

The lead organization and its community partners will work through a series of 4 to 5 online workshops with the consulting team to develop and begin using a “strategy map” for one public health issue of local importance, as in the example shown. Balanced scorecard strategy maps can be, by themselves, powerful communication tools to ensure all participating organizations and individuals in a community strategy understand their roles, and understand how they and others contribute to achieving desired outcomes.

Lead organizations will involve community collaborators in one or more on-line workshops, and work with them between workshops. Teams will be trained in the use of innovative collaboration tools, such as wiki technology and community results compacts, to develop partner commitments and help strengthen partner accountability for achieving measurable results. A local “wiki” can be established for a small core group of partners to gain experience with this online collaboration tool and explore how it may be expanded to benefit the community further after stage 1.

The lead organization and core partners will also be supported in developing one or more initial uses of the strategy map, which may include, for example:

- Developing performance measures for parts of the strategy
- Helping a “theme team” or “advocacy group” add actionable details to part of the strategy
- Developing initial partner commitments to implement parts of the strategy
- Developing an initial “community results compact” to concretize partner commitments and increase accountability for results
- “Rolling out” the strategy to more partners or to the community as a whole.

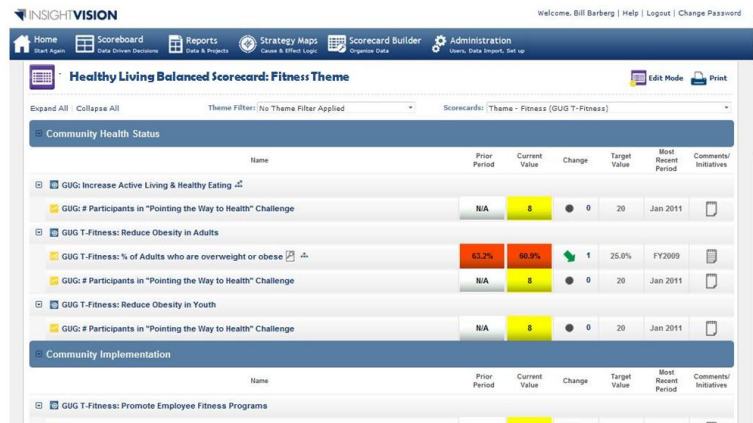


Specific uses of the strategy map will depend on what will best advance each community's strategy, given the local situation, the lead organization's and core partners' capacity, and the consulting level of effort available for stage 1.

Stage 2 Description

Specific stage 2 objectives will vary by community. In general, by the end of stage 2, each participating community will have developed and started using:

- A community balanced scorecard with strategic performance measures
- Advanced technology for strategy management, which may include wider use of a local wiki to support collaboration and InsightVision balanced scorecard software (displayed here) to manage the complexity of multiple layers of performance data and different performance commitments by multiple partners.



Stage 2 can involve various levels of effort by participating communities and the consulting team. So, the level of detail and use of scorecards will vary based on community needs and resources, as will the level and nature of technology support.

Potential Role for Regional or State Organizations

A state or regional health system or regional organization (e.g., health planning council, university or university system, state health department or public health institute) can organize a group of communities in its state or region, and work with the consulting team to custom design parts of the program for the state or region. Custom design could accommodate, for example priority issues common to many communities in a region, or mandates common to many organizations or communities in a state. A state or regional approach can also enable cost-effective group site visits by members of the consulting team. In stage 2, regional or state organizations that serve as contracting clients for their entire group can achieve significant economies of scale when licensing InsightVision software for multiple communities in their group, greatly reducing the software cost per community.

To participate as a community health organization, form a regional or state group, or obtain more information, including costs and expectations of lead organizations:

- Contact Paul Epstein at paul@RTMteam.net or (212) 349-1719

Results That Matter Team: www.RTMteam.net