Abstract

Performance measurement is a process that begins with a decision on what to measure followed by identifying proper metrics and data sources. While there is substantial literature devoted to measuring the performance of hospitals and clinics in terms of indicators such as health outcomes and finances, it is vital for hospitals and clinics to also develop a set of forward-looking metrics at the operational level that drive all aspects of performance.

This research aims to study the application of a set of metrics within one perspective of the Balanced Scorecard (BSC) framework, called learning and growth, in healthcare organizations. Using data provided by managers from clinics and hospitals, the most important learning and growth performance categories that drive the future performance of a healthcare organization are determined. Moreover, to monitor these performance categories, a set of metrics are identified. This study uses an analysis technique called Analytic Hierarchy Process (AHP) to develop a prioritized set of performance categories and metrics. With AHP, pairwise comparisons are used to measure the relative importance of one performance category or metric over other categories or metrics.

Results from AHP analysis indicate that there is a strong preference toward using human capital metrics among the medical and health services managers. Number of training hours provided to the staff was identified as the most important metric to measure the performance of healthcare organizations in terms of human capital. The results also suggest that the most accessible data are available for those metrics related to human capital.