

Adopting The Balanced Score Cards in Performance Appraisal for Health Institutions A Case Study in Ibn Sina Teaching Hospital in Mosul

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ABSTRACT

This study is an attempt at using balanced score cards (BSC) in appraisal performance from the customers perspective in Ibn Sina teaching hospital in Mosul as the case study. The subject has a great significance that is derived from its being a contemporary technology of designing an appraisal system of hospital performance this system is one of the strategic management system so the role of the study is influenced by exploring the possibility of applying this technology (BSC) in the hospital and generalizing it in the future in other hospital as a scale for the current and the future performance.

Aim: an attempt to adopt balanced scorecards in evaluating performance from the perspective of the beneficiary at Ben Sina Teaching Hospital in Mosul

Method: In its theoretical context, the study relied on the descriptive analytical method of presenting the theoretical foundations that paved the way for the field side, in which a questionnaire form was used for patients lying in the hallways.

Conclusions: The level of senior management is average in the performance of its operations in general from the customer's perspective, which calls for a focus on weaknesses to avoid them and strengths to strengthen them and continue management to continue its performance in the field of medical and health service provided to the patient,apostasy, sleep, inquiries and reception.

Keywords:Performance Appraisal ,Balanced Score Cards, Ibn Sina Teaching Hospital, Mosul.

INTRODUCTION

The quality of service and performance are important and decisive standards in the business world, whether in the industrial or service field or even public sector institutions, and many research and studies [1,2, 3] have tended to provide methods to measure quality in institutions in order to urge them to provide services at a distinct level capable of meeting the customer's requirements and expectations in the first stage and satisfy it at a later stage and its wide at an advanced stage and perhaps the method of balanced performance cards is a contemporary method in this direction as it adopts the logical quantitative indicators derived from those who deal with the service and provide it or who benefit from it, so the study sought to adopt a balanced performance card method as a measure of the current performance of Ibn Sina Teaching Hospital and by studying its positions and in two directions, the first was associated with an internal point of view (doctors, health staff of administrative staff) and an external point of view (beneficiaries)

Defining the concept of balanced scorecards

The interest in the subject is driven by the efforts of Robert Kaplan and Norton (Harvard School of Commerce) in the early 1990s who developed a new method of strategic management, which was called "balanced scorecards", as the diagnosis of some of the weaknesses and ambiguities of the previous administration's methods contributed to giving this method that role and clearly what organizations have to take in order to balance the financial perspective accordingly. Measurement only derives its importance from its ability to clarify the organizations' vision and strategy and translate them into action as well as the following points [5]:(<https://balancedscorecard.org/bsc-basics/>)

1. Provide feedback on internal processes
2. Is a clear indicator of external results
3. It is an important entry point for continuous improvement of both strategic performance and results
4. When balanced scorecards are fully deployed, they will transform strategic planning from just an academic exercise to a nerve center in the organization.

A number of scholars point out that the role of balanced scorecards stems from their ability to provide specific entries for the organization's examination and therefore the development of calibrations, data collection and analysis are directly related to them and through the following:

1. Learning and growth
2. Internal business processes
3. Customer
4. Financial

Zuhlool global encyclopedia referred to (BSC as a system to evaluate the activities and performance of the organization in light of its vision and strategy balances the entrances _ (financial), customers, internal processes, learning and growth) and needs four processes:

1. Translating the vision into operational objectives
2. Connecting the vision and linking it to individual performance
3. Planning
4. Feedback, learning and strategy modification [4]

Norton and Kaplan, the founders of this method, have been known as BSC. (As a practical structure that uses a guide to improve current performance at the same time future performance by looking for metrics in four axes: financial, customers, internal processes, learning and growth Kaplan and Norton 1992 p72 more specifically, the organization is looking at using this method to find appropriate answers to a number of questions, including [6]

1. How our customers see us
2. What processes should we excel in?
3. How can we maintain our ability to change and improve
- 4- How to see who provides sources of financing (lenders and shareholders)

BSC is also known as a high-level framework to help organizations clarify their vision and strategy and translate them into strategic objectives that can raise performance and behavior, a management system that uses quantitative measures to obtain feedback on data on internal processes and external results in order to improve strategic performance and practical results [6]

Benefits of Kaplan, 2006 Balanced Scorecard Application (www.gckw.com)

1. Integrating the various sections of the organization and making it work in parallel to achieve the desired results
2. Parallelism between all activities at all levels to achieve strategic objectives
3. Flexibility in responding quickly to opportunities for improvement
4. Achieving the organization's strategy and objectives by adopting the most effective and efficient methods

The ability to focus efforts on scorecards of interest to all stakeholders

Clearly identify the responsibilities and accountability positions of each administrative level

Analysis and measurement of basic processes and activities

Identify key outcomes within the organization's tasks while finding appropriate solutions to work problems

As for BSC measures, they are divided into two types:[7] - General performance measures or key outcomes such as (profitability market share customer satisfaction retaining the customer to develop the skills of workers (2- driving measures of performance such as internal processes, learning and growth)

Balanced scorecard areas

1. Customer hub reflects all administrative activities and procedures that meet customer requirements
2. The focus of internal operations reflects all internal processes that the organization must excel and which have a significant impact on customer satisfaction and achieving the desired financial position of the organization
3. The learning and development hub focuses on three key issues:
 - a. Human resources: Regulatory procedures in accordance with this axis should pay attention to the intellectual capabilities of employees and levels of
 - b. Their skills, information systems and administrative procedures within the organization

The financial hub focuses on maximizing wealth and reflects the requirements of shareholders (owners) by reducing cost levels compared to their levels in competing organizations and the volume of operating income attributable to the capital used and other objectives affecting profit and growth .Customer ratings [9]

1. Silent customer it is difficult to know what is going on in his mind

2. The talkative customer wants to talk all the time in a sense and without meaning
3. The controversial customer raises problems and always believes in the validity of his opinions
4. The skeptical customer does not believe what we say easily
5. The reluctant customer cannot make a decision
6. The nervous customer is characterized by a quick reaction
7. Impulsive customer who makes the decision hasty
8. A rough-treated customer with little confidence in others

MATERIAL AND METHODS

The importance of the study stems from the adoption of one of the most important performance governance tools, balanced performance cards, and this importance is enhanced when the customer's opinion is taken as a critical variable in judging that performance.

Study objectives

Providing the theoretical frameworks of the subject to the management of the researched organization, especially those related to the quality of the health service and balanced performance cards choose the level of customer satisfaction with the services of the organization researched by adopting balanced scorecards experimenting with cards and mechanisms of work by determining standard and calculated grades, whether related to an internal or external point of view.

RESULT

Table 1: Results of patient indicators

| Variables | I strongly agree. | | Agree | | I don't agree. | | Arithmetic medium | Standard deviation |
|---|-------------------|-----|--------|----|----------------|----|-------------------|--------------------|
| | Number | % | Number | % | Number | % | | |
| First: The essence of medical and health service | | | | | | | | |
| X1 | 19 | 95 | 1 | 5 | 0 | 0 | 9.75 | 1.1 |
| X2 | 9 | 43 | 11 | 55 | 0 | 0 | 7.25 | 2.5 |
| X3 | 14 | 70 | 5 | 25 | 1 | 5 | 8.25 | 2.9 |
| X4 | 20 | 100 | 0 | 0 | 0 | 0 | 10 | 0 |
| X5 | 18 | 90 | 2 | 10 | 0 | 0 | 9.5 | 1.5 |
| Second: the hallways and the sleep | | | | | | | | |
| X6 | 15 | 75 | 3 | 15 | 2 | 10 | 8.25 | 3.35 |
| X7 | 15 | 75 | 5 | 25 | 0 | 0 | 8.75 | 2.22 |
| X8 | 13 | 65 | 5 | 25 | 2 | 10 | 7.75 | 3.43 |
| X9 | 3 | 15 | 9 | 45 | 8 | 40 | 3.75 | 3.58 |
| X10 | 20 | 100 | 0 | 0 | 0 | 0 | 10 | 0 |
| Third: Feeding | | | | | | | | |
| X11 | 12 | 60 | 8 | 40 | 0 | 0 | 8 | 2.5 |
| X12 | 6 | 30 | 9 | 45 | 5 | 25 | 5.25 | 3.7 |
| X13 | 0 | 0 | 5 | 25 | 15 | 75 | 1.25 | 2.2 |
| X14 | 0 | 0 | 18 | 90 | 2 | 10 | 4.5 | 1.5 |
| X15 | 9 | 45 | 6 | 30 | 5 | 25 | 6 | 4.16 |
| Fourth: Queries and reception | | | | | | | | |
| X16 | 11 | 55 | 8 | 40 | 1 | 5 | 7.5 | 3.03 |
| X17 | 9 | 45 | 11 | 55 | 0 | 0 | 7.25 | 2.55 |
| X18 | 11 | 55 | 8 | 40 | 1 | 5 | 7.5 | 3.03 |

| | | | | | | | | |
|-----|----|----|---|----|---|---|------|------|
| X19 | 16 | 80 | 4 | 20 | 0 | 0 | 9 | 2.05 |
| X20 | 17 | 85 | 3 | 15 | 0 | 0 | 9.25 | 1.83 |

CONCLUSIONS

The level of senior management is average in the performance of its operations in general from the customer's perspective, which calls for a focus on weaknesses to avoid them and strengths to strengthen them and continue management to continue its performance in the field of medical and health service provided to the patient,apostasy, sleep, inquiries and reception.

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