

Stage 6: Physician Measurement and Balanced Scorecards

Probing Questions:

Pretend that you're a baseball player such as Babe Ruth or Mickey Mantle. What drives you to perform? Why do you want to succeed? What factors are most important? Does this apply to physicians?

Possible responses:

Part 1: What drives you to perform? Why do you want to succeed? What factors are most important?

- Setting or breaking records
- Results/winning games
- Competitive spirit
- Adoring fans
- Accolades
- Making money
- Constructive criticism
- Helping others
- Motivating others
- Engaging others

Part 2: Does this apply to physicians?

- Yes, most humans respond to similar motivators.

Discussion Questions:

What is the one thing that changes physician behavior the most? Why? How does this impact an organization? Design a balanced score card for your organization.

Answers:

Part 1: What is the one thing that changes physician behavior the most? Why? How does this impact an organization?

- Measurement and reporting of physician performance compared to peers is the one thing that changes behavior the most (page 149).
- Positive physician change will promote positive organizational change and overall organizational outcomes.

Part 2: Design a balanced score card for your organization.

- Using a white board to design a chart similar to the one on page 177, students should determine the pillars and the metrics for their organization.