International Scorecard on Healthcare Performance

Country rankings Top 2* Middle Bottom 2*	× · ·]					※		
top 2 windule Bottom 2	AUS	CAN	FRA	GER	NETH	NZ	NOR	SWE
OVERALL RANKING (2013)	4	10	9	5	5	7	7	3
Quality care	2	9	8	7	5	4	11	10
Effective care	4	7	9	6	5	2	11	10
Safe care	3	10	2	6	7	9	11	5
Coordinated care	4	8	9	10	5	2	7	11
Patient-centered care	5	8	10	7	3	6	11	9
Access	8	9	11	2	4	7	6	4
Cost-related problem	9	5	10	4	8	6	3	1
Timeliness of care	6	11	10	4	2	7	8	9
Efficiency	4	10	8	9	7	3	4	2
Equity	5	9	7	4	8	10	6	1
Healthy lives	4	8	1	7	5	9	6	2
Health expenditures/ capita, 2011**	\$3,800	\$4,522	\$4,118		\$5,099	\$3,182	\$5,669	\$3

Notes: * Includes ties. ** Expenditures shown in SUS PPP (purchasing power parity); At Source: Calculated by the Commonwealth Fund based on 2011 International Health Port Survey of Primary Care Physicians: 2013 International Health Policy Survey; C Organization; and Organization for Economic Cooperation and Development.

Columbia Business School

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Learn how to design and apply problem-solving strategies by examining real-life stories and case studies of innovation that challenge industry myths and utilize creative approaches to creating powerful solutions that move markets. Our step-by-step process and innovation framework will help you improve opportunities for success time and time again.

Allow me to tell you how much I enjoyed your presentation. I have been eager to bring a more problem-solving discipline to my work, and to my industries, which are ripe for innovation. I am going to follow your advice and suspend my own sense of what the problems should be. I am going forth in search of the Voice of the Customer!

— Glenn Novarr, Attendee, Columbia Business School Alumni Association presentation, October, 2022 **LORRAINE MARCHAND** is the former general manager of IBM Watson Health and has three decades of experience in new product development. She has held leadership positions at Bristol Myers Squibb, Covance, Cognizant, and IQVIA, and she cofounded four companies. Marchand is an adjunct professor of management and serves on the Healthcare and Pharmaceutical Management Program Advisory Board at Columbia Business School.

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