



# Milestone Merits Recognition

HEALTH CARE



# IMC

Chamber of Commerce and Industry

IMC Ramkrishna Bajaj National Quality Award Trust

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P

# Organizational Profile



# 1

# Organizational Profile

## **P** Preface: Organizational Profile

The **Organizational Profile** is a snapshot of your organization and its strategic environment.

### **P.1 Organizational Description:** What are your key organizational characteristics?

#### **a. Organizational Environment**

- (1) **HEALTH CARE SERVICE Offerings** What are your main HEALTH CARE SERVICE offerings? What is the relative importance of each to your success? What mechanisms do you use to deliver your HEALTH CARE SERVICE? What are the safety, hygiene and ethical requirements embedded in the delivery mechanisms? What are the PLANET FRIENDLY INITIATIVES planned for your products and services?
- (2) **MISSION, VISION, VALUES, and Culture** What are your MISSION, VISION, VALUES? Other than VALUES, what are the characteristics of your organizational culture, if any? What are your organization's CORE COMPETENCIES, and what is their relationship to your MISSION? What are your organization's policies related to Safety and CLIMATE CHANGE?
- (3) **WORKFORCE Profile** What is your WORKFORCE profile? What recent changes have you experienced in WORKFORCE composition or in your needs with regard to your WORKFORCE? What are
  - your WORKFORCE or employee groups and SEGMENTS;
  - the educational requirements for different employee groups and SEGMENTS;
  - the KEY drivers that engage them;
  - your organized bargaining units (union representation), if any; and
  - your special health and safety and CLIMATE CHANGE requirements, if any?
- (4) **Assets** What are your major facilities, equipment, technologies, and intellectual property?
- (5) **Regulatory Environment** What are your KEY applicable occupational health and safety regulations; accreditation, certification, or registration requirements; industry

standards; and environmental, financial, and HEALTH CARE SERVICE delivery regulations? Elaborate if you go beyond regulatory requirements.

#### **b. Organizational Relationships**

- (1) **Organizational Structure** What are your organizational LEADERSHIP structure and GOVERNANCE structure? What structures and mechanisms make up your organization's LEADERSHIP SYSTEM? What are the reporting relationships among your GOVERNANCE board, SENIOR LEADERS, and parent organization, as appropriate?
- (2) **Patients, Other CUSTOMERS, and STAKEHOLDERS** What are your KEY market SEGMENTS, patient and other CUSTOMER groups, and STAKEHOLDER groups, as appropriate? What are their KEY requirements and expectations for your HEALTH CARE SERVICES, patient and other CUSTOMER support services, and operations, including any differences among the groups? How have CLIMATE CHANGE events altered these expectations?
- (3) **Suppliers, PARTNERS, and COLLABORATORS** What are your KEY types of suppliers, PARTNERS, and COLLABORATORS? What role do they play in producing and delivering your KEY HEALTH CARE SERVICES and patient and other CUSTOMER support services, and in enhancing your competitiveness? What role do they play in contributing and implementing INNOVATIONS including PLANET FRIENDLY approaches in your organization? What are your KEY supply-network requirements?

## **P.2 Organizational Situation: What is your organization's strategic situation?**

#### **a. Competitive Environment**

- (1) **Competitive Position** What are your relative size and growth in the health care industry or the markets you serve? How many and what types of competitors do you have?
- (2) **Competitiveness Changes** What KEY changes, if any, are affecting your competitive situation, including changes that create opportunities for INNOVATION and collaboration, as appropriate? How has CLIMATE CHANGE impacted the need for reinventing these changes?
- (3) **Comparative Data** What KEY sources of comparative and competitive data are available from within the health care industry? What key sources of comparative data are available from outside the health care industry? What limitations, if any, affect your ability to obtain or use these data?

#### **b. Strategic Context**

What are your KEY STRATEGIC CHALLENGES and ADVANTAGES?

#### **c. PERFORMANCE Improvement System**

What is your PERFORMANCE improvement system, including your PROCESSES for evaluation and improvement of KEY organizational projects and PROCESSES, including PLANET FRIENDLY INITIATIVES?

#### **Page Limit**

The application report is limited to 40 pages. The organizational profile is limited to 5 pages. These 5 pages are not counted in the overall application page limit.

1



# Leadership

# 1

## Leadership

The **Leadership** Category asks HOW SENIOR LEADERS' personal actions guide and sustain your organization. It also asks about your organization's GOVERNANCE SYSTEM; HOW your organization fulfills its legal and ethical responsibilities; and HOW it makes societal contributions and devices PLANET FRIENDLY INITIATIVES.

### 1.1 Senior Leadership: How do your Senior leaders lead the organization? (60 pts.)

#### a. VISION and VALUES

- (1) Setting VISION and VALUES** HOW do SENIOR LEADERS set your organization's VISION and VALUES? HOW do SENIOR LEADERS deploy the VISION and VALUES through your LEADERSHIP SYSTEM, to the WORKFORCE, to key suppliers and partners, and to patients, other CUSTOMERS, and other STAKEHOLDERS, as appropriate? HOW do SENIOR LEADERS' personal actions reflect a commitment to those VALUES? How do they monitor VALUE based actions of their various STAKEHOLDERS?
- (2) Promoting Legal and ETHICAL BEHAVIOR** HOW do SENIOR LEADERS' personal actions demonstrate their commitment to legal and ETHICAL BEHAVIOR? HOW do SENIOR LEADERS promote an organizational environment that requires demonstrable commitment to legal and ETHICAL BEHAVIOR? HOW do SENIOR LEADERS promote Safety, Quality and CLIMATE CHANGE?

#### b. Communication

HOW do SENIOR LEADERS communicate with and engage the entire WORKFORCE, KEY PARTNERS, patients, other KEY CUSTOMERS and other STAKEHOLDERS? HOW do they

- encourage frank, two-way communication;
- communicate KEY decisions and needs for organizational change;
- take a direct role in motivating the WORKFORCE toward High PERFORMANCE and a patient, other CUSTOMER, and business focus and, as appropriate, ethics, INNOVATION, Safety, and CLIMATE CHANGES; and
- encourage generation of ideas for PLANET FRIENDLY INITIATIVES?

**c. MISSION and Organizational PERFORMANCE**

- (1) **Creating an Environment for Success** How do SENIOR LEADERS create an environment for success now and in the future? HOW do they
- create an environment for the achievement of your MISSION;
  - create and reinforce your organizational culture; a culture that fosters patient, other CUSTOMER, and WORKFORCE engagement; and a culture of patient safety;
  - cultivate organizational agility, accountability, organizational and individual LEARNING, INNOVATION, and INTELLIGENT RISK taking;
  - participate in succession PLANNING and the development of future organizational LEADERS?
- (2) **Creating a Focus on Action** HOW do SENIOR LEADERS create a focus on ACTION that will achieve the organization’s MISSION? HOW do SENIOR LEADERS
- create a focus on action that will improve the organization’s PERFORMANCE; including Safety, and CLIMATE CHANGE challenges
  - identify needed actions;
  - in setting expectations for organizational PERFORMANCE, include a focus on creating and balancing VALUE for patients, other CUSTOMERS, and other STAKEHOLDERS; and
  - demonstrate personal accountability for the organization’s actions?

**1.2 Governance and Societal Contribution:** How do you govern your organization and make societal contribution? (40 pts.)

**a. Organizational GOVERNANCE**

- (1) **GOVERNANCE SYSTEM** How does your organization ensure responsible GOVERNANCE? HOW does your GOVERNANCE SYSTEM review and achieve the following?
- Accountability for SENIOR LEADERS’ actions
  - Accountability for strategy
  - Fiscal accountability
  - Transparency in operations
  - Selection of GOVERNANCE board members, their PLANET FRIENDLY outlook and disclosure policies for them, as appropriate
  - Independence and EFFECTIVENESS of internal and external audits
  - Protection of STAKEHOLDER and stockholder interests, as appropriate
  - Succession PLANNING for SENIOR LEADERS
- (2) **PERFORMANCE Evaluation** How do you evaluate the PERFORMANCE of your SENIOR LEADERS and your GOVERNANCE board? HOW do you use PERFORMANCE evaluations in determining executive compensation? HOW do your SENIOR LEADERS and GOVERNANCE board use these PERFORMANCE evaluations to advance their development and improve the EFFECTIVENESS of leaders, the board, and the LEADERSHIP SYSTEM, as appropriate?



**b. Legal and ETHICAL BEHAVIOR**

(1) **Legal, Regulatory, and Accreditation Compliance** **how do you address current and anticipate future legal, regulatory, and community concerns with your HEALTH CARE SERVICES and operations?** HOW do you

- address any adverse societal impacts of your HEALTH CARE SERVICES and operations,
- anticipate public concerns with your future HEALTH CARE SERVICES and operations, and
- prepare for these impacts and concerns proactively?

What are your KEY compliance PROCESSES, MEASURES, and GOALS for meeting and surpassing regulatory, legal, and accreditation requirements, as appropriate?

What are your KEY PROCESSES, MEASURES, and GOALS for addressing risks associated with your HEALTH CARE SERVICES and operations?

(2) **ETHICAL BEHAVIOR** **how do you promote and ensure ETHICAL BEHAVIOR in all interactions?** What are your KEY PROCESSES and MEASURES or INDICATORS for promoting and ensuring ETHICAL BEHAVIOR in your GOVERNANCE structure; throughout your organization; and in interactions with your WORKFORCE, patients, other CUSTOMERS, PARTNERS, suppliers, and other STAKEHOLDERS? HOW do you monitor and respond to breaches of ETHICAL BEHAVIOR? How do you compare the accomplishment of ethics in your organization over your competitors or comparable organizations?

**c Societal Contributions**

(1) **Societal Well-Being** **how do you consider societal well-being and benefit as part of your strategy and daily operations?** HOW do you contribute to the well-being of your environmental, social, and economic systems?

(2) **Community Support** **how do you actively support and strengthen your KEY communities?** What are your KEY communities? HOW do you identify them and determine areas for organizational involvement? HOW do your SENIOR LEADERS, in concert with your WORKFORCE, advocate PLANET FRIENDLY behaviors and contribute to improving these communities and building community health?

### 1.3 Leadership and Governance Results: What are your senior leadership and governance results? (100 pts.)

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#### a. LEADERSHIP, GOVERNANCE, and Societal Contribution and climate change RESULTS

- (1) **LEADERSHIP** What are your RESULTS for SENIOR LEADERS' communication and engagement with the WORKFORCE, PARTNERS, patients, and other CUSTOMERS? What are your RESULTS for KEY MEASURES OR INDICATORS of SENIOR LEADERS' communication and engagement with the WORKFORCE, PARTNERS, patients, and other CUSTOMERS to DEPLOY your VISION and VALUES, encourage two-way communication, and create a focus on action? How do these RESULTS differ by organizational units and by patient and other CUSTOMER groups, as appropriate?
- (2) **GOVERNANCE** What are your RESULTS for GOVERNANCE accountability? What are your RESULTS for KEY MEASURES OR INDICATORS of GOVERNANCE and internal and external fiscal accountability, as appropriate?
- (3) **Law, Regulation, and Accreditation** What are your legal, regulatory, and accreditation RESULTS? What are your RESULTS for KEY MEASURES OR INDICATORS of meeting and surpassing regulatory, legal, and accreditation requirements? How do these RESULTS differ by organizational units, as appropriate?
- (4) **Ethics** What are your RESULTS for ETHICAL BEHAVIOR? What are your RESULTS for KEY MEASURES OR INDICATORS of ETHICAL BEHAVIOR, breaches of ETHICAL BEHAVIOR, and STAKEHOLDER trust in your SENIOR LEADERS and GOVERNANCE? How do these RESULTS differ by organizational units, as appropriate?
- (5) **Society** What are your RESULTS for societal well-being and support of your KEY communities? What are your RESULTS for KEY MEASURES OR INDICATORS of your societal contributions, support of your KEY communities, and contributions to community health?
- (6) **Safety** What are your RESULTS for KEY MEASURES OR INDICATORS related to Safety?
- (7) **CLIMATE CHANGE** What are the results for leadership actions with respect to PLANET FRIENDLY INITIATIVES?

2

# Customers



# 2

## Customers

The **CUSTOMERS** Category asks HOW your organization engages its customers for ongoing marketplace success, including HOW your organization listens to the VOICE OF THE CUSTOMER, serves and exceeds CUSTOMERS' expectations, and builds long-term relationships with patients and other CUSTOMERS.

### 2.1 Customer Expectations: How do you listen to your patients and other customers and determine health care services to meet their needs (60 pts.)

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#### a. Listening to Patients and Other CUSTOMERS

- (1) **Current Patients and Other CUSTOMERS** HOW do you listen to, interact with, and observe patients and other CUSTOMERS to obtain ACTIONABLE information? HOW do your listening methods vary for different patient groups, other CUSTOMER groups, or market SEGMENTS? HOW do your listening methods vary across the stages of patients' and other CUSTOMERS' relationships with you? HOW do you seek immediate and ACTIONABLE feedback from patients and other CUSTOMERS on the quality of HEALTH CARE SERVICES, patient and other CUSTOMER support, and TRANSACTIONS?
- (2) **Potential Patients and Other CUSTOMERS** HOW do you listen to potential patients and other CUSTOMERS to obtain ACTIONABLE information including PLANET FRIENDLY requirements? HOW do you listen to former competitors', and other potential patients and other CUSTOMERS to obtain ACTIONABLE information on your HEALTH CARE SERVICES, patient and other CUSTOMER support, and TRANSACTIONS, as appropriate? What are your ACTIONS with PATIENTS and STAKEHOLDERS who seek a 'Second Opinion' but choose another hospital?

#### b. Patient and Other CUSTOMER Segmentation and Service Offerings

- (1) **Patient and Other CUSTOMER Segmentation** HOW do you determine your patient and other CUSTOMER groups and market SEGMENTS? HOW do you

- use information on patients, other CUSTOMERS, markets, and HEALTH CARE SERVICE offerings to identify current and anticipate future patient and other CUSTOMER groups and market SEGMENTS; and
- determine which patient and other CUSTOMER groups and market SEGMENTS to emphasize and pursue for business growth?

(2) **Service Offerings** **HOW DO YOU DETERMINE HEALTH CARE SERVICE OFFERINGS?** HOW DO YOU

- determine patient, other CUSTOMER, and market needs and requirements for HEALTH CARE SERVICE offerings;
- identify and adapt HEALTH CARE SERVICE offerings to meet the requirements and exceed the expectations of your patient and other CUSTOMER groups and market SEGMENTS; and
- identify and adapt service offerings to enter new markets, to attract new patients and other CUSTOMERS, and to create OPPORTUNITIES to expand relationships with current patients and other CUSTOMERS, as appropriate?
- How do you network or utilize the shared services of high-end diagnostic equipment/facilities?

2.2 **Customer Engagement:** How do you build relationships with patients and other customers and determine satisfaction and engagement? (40 pts.)

**a. Patient and Other CUSTOMER Relationships and Support**

(1) **Relationship Management** **HOW DO YOU BUILD AND MANAGE RELATIONSHIPS WITH PATIENTS AND OTHER CUSTOMERS?** HOW DO YOU MARKET, BUILD, AND MANAGE RELATIONSHIPS WITH PATIENTS AND OTHER CUSTOMERS TO

- acquire patients and other CUSTOMERS and build market share, including advocacy for environment protection;
- manage and enhance your brand image;
- retain patients and other CUSTOMERS, meet their requirements, and exceed their expectations in each stage of their relationship with you?

(2) **Patient and Other CUSTOMER Access and Support** **HOW DO YOU ENABLE PATIENTS AND OTHER CUSTOMERS TO SEEK INFORMATION AND SUPPORT?** HOW DO YOU ENABLE THEM TO ACCESS YOUR SERVICES? WHAT ARE YOUR KEY MEANS OF PATIENT AND OTHER CUSTOMER SUPPORT AND COMMUNICATION? HOW DO THEY VARY FOR DIFFERENT PATIENT AND OTHER CUSTOMER GROUPS OR MARKET SEGMENTS, AS APPROPRIATE? HOW DO YOU

- determine your patients' and other CUSTOMERS' KEY support requirements, and
- DEPLOY these requirements to all people and PROCESSES involved in patient and other CUSTOMER support?

(3) **Complaint Management** **HOW DO YOU MANAGE PATIENT AND OTHER CUSTOMER COMPLAINTS?** HOW DO YOU RESOLVE COMPLAINTS PROMPTLY AND EFFECTIVELY? HOW DOES YOUR MANAGEMENT OF COMPLAINTS ENABLE YOU TO RECOVER YOUR PATIENTS' AND OTHER CUSTOMERS' CONFIDENCE, ENHANCE THEIR SATISFACTION AND ENGAGEMENT, AND AVOID SIMILAR COMPLAINTS IN THE FUTURE?

(4) How do you capture the important aspects these PROCESSES for continual improvements?

**b. Determination of Patient and Other CUSTOMER Satisfaction and ENGAGEMENT**

(1) **Satisfaction, Dissatisfaction, and ENGAGEMENT** **HOW do you determine patient and other CUSTOMER satisfaction, dissatisfaction, and ENGAGEMENT?** HOW do your determination methods differ among your patient and other CUSTOMER groups and market SEGMENTS, as appropriate? HOW do your measurements capture ACTIONABLE information? What are the PROCESSES adopted for ENGAGEMENT of the patients and other stakeholders?

(2) **Satisfaction Relative to Other Organizations** **how do you obtain information on patients' and other CUSTOMERS' satisfaction with your organization relative to other organizations?** HOW do you obtain information on your patients' and other CUSTOMERS' satisfaction

- relative to their satisfaction with your competitors; and
- relative to the satisfaction of patients and other CUSTOMERS of other organizations that provide similar HEALTH CARE SERVICES or to health care industry BENCHMARKS, as appropriate?

**c. Use of VOICE-OF-THE-CUSTOMER and Market Data**

**HOW do you use VOICE-OF-THE-CUSTOMER and market data and information?** HOW do you use VOICE-OF-THE-CUSTOMER and market data and information to build a more patient-focused culture and support operational decision making?

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**2.3 Customer Results: What are your Customer-focused performance results? (100 pts.)**

**a. Patient and Other CUSTOMER-Focused RESULTS**

(1) **Patient and Other CUSTOMER Satisfaction** **What are your patient and other CUSTOMER satisfaction and dissatisfaction RESULTS?** What are your RESULTS for KEY MEASURES or INDICATORS of patient and other CUSTOMER satisfaction and dissatisfaction? How do these RESULTS differ by HEALTH CARE SERVICE offerings, patient and other CUSTOMER groups, and market SEGMENTS, as appropriate? What are the customer satisfaction results of your PLANET FRIENDLY INITIATIVES?

(2) **Patient and Other CUSTOMER ENGAGEMENT** **What are your patient and other CUSTOMER ENGAGEMENT RESULTS?** What are your RESULTS for KEY MEASURES or INDICATORS of patient and other CUSTOMER ENGAGEMENT, including those for building relationships with patients and other CUSTOMERS? How do these RESULTS compare over the course of your patients' and other CUSTOMERS' relationships with you, as appropriate? How do these RESULTS differ by HEALTH CARE SERVICE offerings, patient and other CUSTOMER groups, and market SEGMENTS, as appropriate? What are the customer engagement results of your PLANET FRIENDLY INITIATIVES?

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# Workforce



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## Workforce

The **WORKFORCE** Category asks HOW your organization assesses WORKFORCE CAPABILITY and CAPACITY needs and builds a WORKFORCE environment that is conducive to HIGH PERFORMANCE. The category also asks HOW your organization engages, manages, and develops your WORKFORCE to utilize its full potential in ALIGNMENT with your organization's overall business needs.

### 3.1 Workforce Environment: How do you build an effective and supportive workforce environment? (60 pts.)

#### a. WORKFORCE CAPABILITY and CAPACITY

- (1) CAPABILITY and CAPACITY Needs** HOW do you assess your WORKFORCE CAPABILITY and CAPACITY needs? How do you assess the required essential qualification and desirable skills, COMPETENCIES? How do you determine the staffing levels you need?
- (2) New WORKFORCE Members** HOW do you recruit, hire, and onboard new WORKFORCE members? HOW do you ensure that your WORKFORCE represents the diverse ideas, cultures, and thinking of your hiring and patient communities? HOW do you ensure the fit of new WORKFORCE members with your organizational culture?
- (3) WORKFORCE Change Management** HOW do you prepare your WORKFORCE for changing CAPABILITY and CAPACITY needs? HOW do you
- balance the needs of your WORKFORCE and your organization to ensure continuity, prevent WORKFORCE reductions, and minimize the impact of any necessary reductions;
  - prepare for and manage any periods of WORKFORCE growth;
  - prepare your WORKFORCE for changes in organizational structure and WORK SYSTEMS, when needed, including those arising from PLANET FRIENDLY INITIATIVES; and
  - ensure ethical high performance work and proactive WORKFORCE ENGAGEMENT ?

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(4) **Work Accomplishment** **HOW do you organize and manage your WORKFORCE?** HOW do you organize and manage your WORKFORCE to

- accomplish your organization’s work,
- capitalize on your organization’s CORE COMPETENCIES;
- reinforce a patient/other CUSTOMER and business focus; and
- exceed PERFORMANCE expectations?

**b. WORKPLACE CLIMATE**

(1) **Workplace Environment** **HOW do you ensure workplace health, security, and accessibility for the WORKFORCE?** What are your PERFORMANCE MEASURES and improvement GOALS for your workplace environmental factors?

(2) **WORKFORCE Benefits and Policies** **HOW do you support your WORKFORCE via services, benefits, and policies?** HOW do you tailor these to the needs of a diverse WORKFORCE and different WORKFORCE groups and SEGMENTS?

**3.2 Workforce Engagement : How do you engage your workforce for retention and high performance? (40 pts.)**

**a. Assessment of WORKFORCE ENGAGEMENT**

(1) **Drivers of ENGAGEMENT** **HOW do you determine the KEY drivers of WORKFORCE ENGAGEMENT?** HOW do you determine these drivers for different WORKFORCE groups and SEGMENTS?

(2) **Assessment of ENGAGEMENT** **HOW do you assess WORKFORCE ENGAGEMENT?** What formal and informal assessment methods and MEASURES do you use to determine WORKFORCE satisfaction and WORKFORCE ENGAGEMENT? HOW do these methods and MEASURES differ across WORKFORCE groups and SEGMENTS? HOW do you also use other INDICATORS, such as absenteeism, Safety, and PRODUCTIVITY to assess and improve WORKFORCE ENGAGEMENT?

**b. Organizational Culture**

**HOW do you foster an organizational culture that is characterized by open communication, HIGH PERFORMANCE, patient safety, and an engaged WORKFORCE?** HOW do you reinforce your organizational culture? HOW do you ensure that your organizational culture supports your VISION and VALUES, and benefits from the diverse ideas, cultures, and thinking of your WORKFORCE? HOW do you EMPOWER your WORKFORCE?

**c PERFORMANCE Management and Development**

(1) **PERFORMANCE Management** **HOW does your WORKFORCE PERFORMANCE management SYSTEM support HIGH PERFORMANCE?** HOW does it consider WORKFORCE compensation, reward, recognition, and incentive practices? HOW does it reinforce INTELLIGENT RISK taking, a patient/other CUSTOMER and business focus, and achievement of your ACTION PLANS?

- (2) **PERFORMANCE Development** **HOW does your LEARNING and development SYSTEM support the personal development of WORKFORCE members and your organization’s needs?** HOW does it consider the LEARNING and development desires of WORKFORCE members, support organizational PERFORMANCE improvement and INTELLIGENT RISK taking, and support ethical health care and ethical business practices?
- (3) **LEARNING and Development EFFECTIVENESS** **HOW do you evaluate the EFFECTIVENESS and efficiency of your LEARNING and development SYSTEM?** HOW do you
  - correlate LEARNING and development outcomes with findings from your assessment of WORKFORCE ENGAGEMENT and with KEY organizational RESULTS, and
  - use these correlations to identify opportunities for improvement both in WORKFORCE ENGAGEMENT and in LEARNING and development offerings?
- (3) **Career Development** **HOW do you manage career development for your WORKFORCE and your future leaders?** HOW do you carry out succession PLANNING for management, LEADERSHIP, and other KEY positions?

### 3.3 Workforce Results: What are your workforce-focused performance results? (100 pts.)

#### a. WOKFORCE-Focused RESULTS

- (1) **WORKFORCE CAPABILITY and CAPACITY** **What are your WORKFORCE CAPABILITY and CAPACITY RESULTS?** What are your RESULTS for KEY MEASURES of WORKFORCE CAPABILITY and CAPACITY, including appropriate skills and staffing levels? How do these RESULTS differ by the DIVERSITY of your WORKFORCE and by your WORKFORCE groups and SEGMENTS, as appropriate? What are the results of your planet friendly initiatives with respect to WORKPLACE CLIMATE?
- (2) **WORKPLACE CLIMATE** **What are your WORKPLACE CLIMATE RESULTS?** What are your RESULTS for KEY MEASURES or INDICATORS of your WORKPLACE CLIMATE, including those for WORKFORCE health, Safety, security, accessibility, and services and benefits, as appropriate? How do these RESULTS differ by the DIVERSITY of your WORKFORCE and by your WORKFORCE groups and SEGMENTS, as appropriate? What are the results of your PLANET FRIENDLY INITIATIVES with respect to WORKPLACE CLIMATE?
- (3) **WORKFORCE ENGAGEMENT** **What are your WORKFORCE ENGAGEMENT RESULTS?** What are your RESULTS for KEY MEASURES or INDICATORS of WORKFORCE satisfaction and WORKFORCE ENGAGEMENT? How do these RESULTS differ by the DIVERSITY of your WORKFORCE and by your WORKFORCE groups and SEGMENTS, as appropriate? What are the results of your workforce satisfaction and WORKFORCE ENGAGEMENT with respect to your PLANET FRIENDLY INITIATIVES?
- (4) **WORKFORCE Development** **What are your WORKFORCE and leader development RESULTS?** What are your RESULTS for KEY MEASURES or INDICATORS of WORKFORCE and leader development? How do these RESULTS differ by the DIVERSITY of your WORKFORCE and by your WORKFORCE groups and SEGMENTS, as appropriate? What are the results of your PLANET FRIENDLY INITIATIVES with respect to WORKFORCE development?



# 4

## Operations

# 4

## Operations

The **Operations** Category asks HOW your organization designs, manages, improves, and innovates its HEALTH CARE SERVICES and WORK PROCESSES and improves operational EFFECTIVENESS to deliver VALUE to patients and other CUSTOMERS and to achieve ongoing organizational success.

### 4.1 Work Processes: How do you design, manage, and improve your key products and work processes? (60 pts.)

#### a. Service and PROCESS Design

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- (1) **Determination of Service and PROCESS Requirements** HOW do you determine KEY HEALTH CARE SERVICE and WORK PROCESS requirements, including PLANET FRIENDLY approaches?
  - (2) **KEY WORK PROCESSES** What are your organization's KEY WORK PROCESSES? What are the KEY requirements for these WORK PROCESSES including Safety and green requirements, as appropriate?
  - (3) **Design Concepts** HOW do you design your HEALTH CARE SERVICES and WORK PROCESSES to meet requirements? HOW do you incorporate new technology, organizational KNOWLEDGE, evidence-based medicine, HEALTH CARE SERVICE excellence, PLANET FRIENDLY approach, patient and other CUSTOMER VALUE, consideration of risk, and the potential need for agility into these services and PROCESSES?

#### b. PROCESS Management and Improvement

- (1) **PROCESS Implementation** HOW does your day-to-day operation of WORK PROCESSES ensure that they meet KEY PROCESS requirements? What KEY PERFORMANCE MEASURES or INDICATORS and in-PROCESS MEASURES do you use to control and improve your WORK PROCESSES? HOW do these MEASURES relate to the quality of outcomes and MEASURES of the PERFORMANCE of your HEALTH CARE SERVICES?
- (2) **PROCESS Improvement** HOW do you manage and improve your WORK SYSTEMS to deliver PATIENT and STAKEHOLDER VALUE with VALUES, virtues, culture, and ethics and achieve organizational success and SUSTAINABILITY?

- (3) **Patient Expectations and Preferences** **HOW do you address and consider each patient’s expectations?** HOW do you explain HEALTH CARE SERVICE delivery PROCESSES and likely outcomes to set realistic patient expectations? HOW do you factor patient decision making and patient preferences into the delivery of HEALTH CARE SERVICES?
- (4) **Support PROCESSES** **HOW do you determine your KEY support PROCESSES?** What are your KEY support PROCESSES? HOW does your day-to-day operation of these PROCESSES ensure that they meet KEY organizational requirements?
- (5) **Service and PROCESS Improvement** **HOW do you improve your WORK PROCESSES and support PROCESSES to improve HEALTH CARE SERVICES and PERFORMANCE, enhance your CORE COMPETENCIES,** and reduce variability as well as, improve workplace Safety and reduce carbon footprints, as appropriate?

**c. Supply-Network Management**

**HOW do you manage your supply network?** HOW do you select suppliers that are qualified and positioned to meet your operational needs, enhance your PERFORMANCE, support your STRATEGIC OBJECTIVES, and enhance your patients’ and other CUSTOMERS’ satisfaction? HOW do you

- promote ALIGNMENT and collaboration within your supply network;
- ensure supply-network agility in responding to changes in patient, other CUSTOMER, market, and organizational requirements; and
- communicate PERFORMANCE expectations, advocate environment protection measure and evaluate suppliers’ PERFORMANCE, provide feedback to help them improve, and deal with poorly performing suppliers?

**d. INNOVATION Management**

**HOW do you pursue your OPPORTUNITIES for INNOVATION?** HOW do you pursue the STRATEGIC OPPORTUNITIES that you determine are INTELLIGENT RISKS? HOW do you make financial and other resources available to pursue these opportunities? HOW do you decide to discontinue pursuing opportunities at the appropriate time?

## 4.2 Operational Effectiveness: How do you ensure effective management of your operations? (40 pts.)

### a. PROCESS Efficiency and EFFECTIVENESS

**How do you manage the cost, efficiency, and EFFECTIVENESS of your operations?** How do you

- incorporate CYCLE TIME, PRODUCTIVITY, and other efficiency and EFFECTIVENESS factors into your WORK PROCESSES;
- prevent rework and errors, including medical errors
- minimize the costs of inspections, tests, and PROCESS OR PERFORMANCE audits, as appropriate; and
- balance the need for cost control with the needs of your patients and other CUSTOMERS?

### b. Security and Cybersecurity

**How do you ensure the security and cybersecurity of sensitive or privileged data and information and of KEY assets?** How do you manage physical and electronic data, information, and KEY operational SYSTEMS to ensure confidentiality and only appropriate physical and electronic access? How do you

- maintain your awareness of emerging security and cybersecurity threats;
- ensure that your WORKFORCE, patients, other CUSTOMERS, PARTNERS, and suppliers understand and fulfill their security and cybersecurity roles and responsibilities;
- identify and prioritize KEY information technology and operational SYSTEMS to secure; and
- protect these SYSTEMS from potential cybersecurity events, detect cybersecurity events, and respond to and recover from cybersecurity incidents?

### c. Safety and Emergency Preparedness

**(1) Safety** How do you provide a safe operating environment? How does your safety SYSTEM address accident prevention, inspection, root-cause ANALYSIS of failures, and recovery?

**(2) Business Continuity** How do you ensure that your organization is prepared for disasters or emergencies? How does your disaster and emergency preparedness SYSTEM consider prevention, continuity of operations, and recovery? How does your disaster and emergency preparedness SYSTEM take into account your reliance on your WORKFORCE, supply network, and PARTNERS? How do you ensure that your information technology SYSTEMS continue to be secure and available to serve patients and other CUSTOMERS, and meet business needs? How did you meet the challenges of the pandemic?

### 4.3 Health Care and Process Results: What are your health care and process effectiveness results? (100 pts.)

#### a. Health Care and CUSTOMER-Focused Service RESULTS

**What are your health care RESULTS and your RESULTS for your patient and other CUSTOMER service PROCESSES?** What are your RESULTS for KEY MEASURES or INDICATORS of health care outcomes and the PERFORMANCE of services that are important to and directly serve your patients and other CUSTOMERS? How do these RESULTS differ by HEALTH CARE SERVICE offerings, patient and other CUSTOMER groups, and market SEGMENTS, as appropriate?

#### b. WORK PROCESS EFFECTIVENESS RESULTS

(1) **PROCESS EFFECTIVENESS and Efficiency** **What are your PROCESS EFFECTIVENESS and efficiency RESULTS?** What are your RESULTS for KEY MEASURES or INDICATORS of the operational PERFORMANCE of your KEY work and support PROCESSES, including PRODUCTIVITY, CYCLE TIME, and other appropriate MEASURES of PROCESS EFFECTIVENESS, efficiency, security and cybersecurity, and INNOVATION? How do these RESULTS differ by PROCESS types, as appropriate?

(2) **Safety and Emergency Preparedness** **What are your safety and emergency preparedness RESULTS?** What are your RESULTS for KEY MEASURES or INDICATORS of the EFFECTIVENESS of your organization's safety system and its preparedness for disasters or emergencies? How do these RESULTS differ by location or PROCESS type, as appropriate?

#### c. Supply-Network Management RESULTS

**What are your supply-network management RESULTS?** What are your RESULTS for KEY MEASURES or INDICATORS of the PERFORMANCE of your supply network, including its contribution to enhancing your PERFORMANCE?

#### d. PLANET FRIENDLY RESULTS

**What are your product / service RESULTS with respect to the EFFECTIVENESS of your PLANET FRIENDLY INITIATIVES?** What are your results with respect to efficiency of your planet friendly work process initiatives? What are the results of your planet friendly supply chain initiatives?

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# Safety





# 5

## Safety

### 5.1 How is Safety managed and improved in your company? (100 pts.)

**Describe how your organization designs, manages, and improves its WORK SYSTEMS to deliver CUSTOMER VALUE, prepare for potential emergencies and achieve organizational success and SUSTAINABILITY.**

Within your response, include answers to the following questions:

#### a. SENIOR LEADERSHIP COMMITMENT

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- (1) How do Senior Leaders create a focus on SAFETY across the organization? What are the guiding Safety principles, policies, objectives and target, as appropriate, put in place, for ensuring SAFETY in your company?
- (2) How do senior leaders role model through personal demonstration of their commitment to SAFETY activities within the company, through a focus on the following?
  - Communicating the importance of SAFETY across all stakeholders, including encouraging 2 Way communications with employees, suppliers, vendors, partners, contractors and customers as appropriate
  - Demonstrating commitment across the company on SAFETY. How is this especially being performed by LINE managers leading teams and down to the front line?
  - Reinforcing behavioural aspects of safety in the company
  - Reviewing SAFETY performance across KEY stakeholders
- (3) How does your Strategic Planning Process address impacts due to unsafe incidents/acts which could result in Loss of Life, Damage to Asset (Productivity) and Environment and affect Brand/corporate image?

## b. WORKFORCE SAFETY

- (1) How does your organisation assess the SAFETY capabilities of the WORKFORCE on thereby the training requirements? How does your LEARNING and development system address the SAFETY related training requirements for your WORKFORCE members and your leaders?
- (2) How do you create an organization culture that fosters safety behavior? How is feedback taken from employees to assess Safety Culture / Process and improvements in employee safety?
- (3) How do you deal with the well being of employees at your sites including regular health checks, health promotion and rehabilitation methodologies and how is this reviewed?
- 4) What are the processes and policies in place to support the families of the employees in case of fatalities, LTIs to the workforce at work, as applicable and appropriate?

## c. PROCESS

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- (1) How are the KEY hazards / risks facing the company identified? What is the system, standard or philosophy used by your company in managing safety?
- (2) Depending on the operations your company is engaged in and the KEY hazards / risks identified above in c1, respond to the items below as appropriate;
  - a. **Process and Equipment Safety** How do you ensure Process and Equipment Safety in your operations including compliance to statutory rules as appropriate? In your response also include how is the Fitness for Work of key equipments ensured?
  - b. **Project Management** How do you ensure safety in Projects including safety prior, during and post implementation of projects?
  - c. **Supply Chain Safety** How do you ensure safety in the supply chain process, both during inbound as well as outbound, including compliance / surpassing of purchased products / services to relevant safety norms? How do you ensure selection of suppliers, partners and contractors, to ensure safety and how do you evaluate their performance?
  - d. **Contractor Safety** How do you ensure safety of employees of Contractors such as (Outsourced Services / Transporters inbound and outbound / Contractor Safety System) including involving them in improving them in workplace safety?
  - e. **Work Permit System** How do you ensure safety of your workforce through appropriate use of the Work Permit system. This includes hazardous work areas and working at heights. How is the access Control managed in vital installations? How are Fire Detection and Hazardous waste management (related to Facilities management) conducted?
  - f. **Crisis Management and Emergency Response** How do you ensure effective crisis management and emergency response?

g. **Customer Safety** How do you ensure SAFETY of customer employees where the work is executed at customer site and in cases where hazardous material is transported to customer sites? How is the safety of customer employees ensured where company's products are unloaded at the customer premises?

3) **Office Safety** How do you ensure safety in your offices? These may include use of the organization's Office Safety Protocol, Checklists or your own home grown systems to address Office Safety.

4) **Driving and Road Safety** How do you ensure driving safety during the transport of materials and or employees being managed by your company and the Road safety of employees travelling for company work?

#### d. REVIEWS, MEASUREMENTS AND KNOWLEDGE MANAGEMENT

1) How do you select appropriate measures for tracking safety performance? How do you include a focus on Lead and Lag measures? What are the various review forums in place for reviewing SAFETY across the company? What ANALYSES do you perform to support these reviews and to ensure that conclusions are valid? How do you use organizational PERFORMANCE review findings to develop priorities for improvement in process and systems on safety?

2) How are serious / major incidents reported to top management and investigated to identify weakness in systems and prevent recurrence? As appropriate, how does the organization ensure Sharing and Learning of the SAFETY incidents and Best Practices across work units, locations, and Business Units?

3) How does your organization collect benchmark data on SAFETY from high performing organizations within and outside the industry? How is this information used for improving safety performance?

5.2 **Safety Results:** What are your safety performance results?  
(100 pts.)

**Summarize your organization’s KEY safety PERFORMANCE results. Include results for PROCESSES that ensure workforce safety including safety of contractors and third party employees. Include results for all appropriate areas such as operations and offices, workforce segments and locations, as appropriate and applicable. Include appropriate comparative data.**

Provide data and information to answer the following questions:

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**a. SAFETY COMMITMENT BY SENIOR LEADERS RESULTS**

What are the current levels and trends in key measures or indicators pertaining to Commitment to SAFETY by Senior Leadership that is important given the operations your company is engaged in? How do these results compare with the performance of your competitors and other organisations with similar offerings?

**b. WORKFORCE SAFETY RESULTS**

What are the current levels and trends in key measures or indicators pertaining to Workforce SAFETY that are important given the operations your company is engaged in? How do these results compare with the performance of your competitors and other organisations with similar offerings?

**c. PROCESS SAFETY RESULTS**

What are the current levels and trends in key measures or indicators pertaining to PROCESS SAFETY that is important given the operations your company is engaged in? How do these results compare with the performance of your competitors and other organisations with similar offerings?