

Quadrant	Key Performance Indicator	KPI Definition	Formula
Customer	% Patient satisfaction	Measures the percentage of patients that are satisfied with the patient care services assured by the hospital on a 5 point scale Following rating scale to be adhered: 5- If percentage is 100% 4- If percentage is between 90%-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is below 60%	No. of patients who have marked an average response of 4 or 5 / Total No. of patients who have marked responses*100
Customer	Clinical Negligence	Measures the reported negligence by doctors which has been established by the by committee appointed by appropriate authority. Following rating scale to be adhered : 5- Number of cases of proven negligence is "0" 4- Number of cases of proven negligence is "1" 3- Number of cases of proven negligence is "2" 2- Number of cases of proven negligence is "3" 1 -Number of cases of proven negligence is "4" or more than "4"	Number of proven cases of negligence by committee appointed by appropriate authority
Customer	CSR Beneficiaries	Measures the number of beneficiaries under CSR activities specifically medical camps Following rating scale to be adhered : 5 - More than 110% 4 - 101% - 110% 3 - 100% 2 - 91% to 99% 1 - 81% to 90%	(Total number of beneficiaries in the current year through medical camps / Total number of beneficiaries in the previous year through medical camps)*100
Customer	Housekeeping Index	Measures the quality of infrastructure services offered in the hospital to its patients Following rating scale to be adhered : 5 - If the average housekeeping index in the current year is more than previous year 3-If the average housekeeping index in the current year is equal to previous year 1-If the average housekeeping index in the current year is less than previous year	(Average score on Housekeeping Index this year - last year) / Last Year) * 100

Customer	Length of stay	Measures the average duration (in days) for which a patient is admitted in the hospital Following rating scale to be adhered : 5 4 3 2 1- To be decided by the Hospital incharge for different departments	As per rating scale
Customer	Length of stay due to post operative morbidity	Measures average duration (in days) for which a patient is admitted in the hospital due to post operative morbidity Following rating scale to be adhered : 5- 4- 3- 2- 1- To be decided by the Hospital incharge for different departments	No of In-patient days (cases of morbidity)/ Total no of in patients in a year*100
Customer	Medicine Stock outs	Measures the instances in a year when prescribed medicines are not available within the medical warehouse Following rating scale to be adhered : 5- If % of cases of medical stock out is between 81%-90% 4- If % of cases of medical stock out is between 91%-99% 3- If % of cases of medical stock out is 100%-105% 2- If % of cases of medical stock out is between 106%-110% 1 -If % of cases of medical stock out is more than 110%	(No. of times stock outs occurred this year - last year)/last year * 100
Customer	Patient Waiting time	Measures the average waiting time for patients, from arrival until being consulted by a doctor or until being admitted Following rating scale to be adhered : 5 4 3 2 1 - To be decided by the Hospital incharge for different departments	Total time taken between issuing of medical slip to diagnosis by doctor / Total number of patients diagnosed

Financial	Medicine Usage	<p>Measures the extent to which the procured medicine are put to use to specified departments (Common medicines and specified medicines) - Excluding life saving drugs</p> <p>Following rating scale to be adhered :</p> <p>5- If percentage is 100%</p> <p>4- If percentage is between 90%-99%</p> <p>3- If percentage is between 80%-89%</p> <p>2- If percentage is between 60%-79%</p> <p>1- If percentage is below 60%</p>	<p>(Annual inventory value of medicines (common medicine+Specified medicine-life saving medicine) at the beginning of year + Total value of medicine (common medicine+Specified medicine-life saving medicine) added during the year - Medicine value (common medicine+Specified medicine-life saving medicine) declared as expired)/</p> <p>Annual Inventory Value of Medicine (common medicine+Specified medicine-life saving medicine) at the beginning of the year</p>
Financial	Reimbursement	<p>Measures the departmentwise reimbursement - Internal</p> <p>Following rating scale to be adhered:</p> <p>5-If Department wise reimbursement is 80% or less compared to previous year</p> <p>4-If Department wise reimbursement is between 81% to 90% compared to previous year</p> <p>3-If Department wise reimbursement is between 91% to 100% compared to previous year</p> <p>2-If Department wise reimbursement is between 101% to 110% compared to previous year</p> <p>1-If Department wise reimbursement is more than 110% compared to previous year</p>	<p>Total expenditure on internal reimbursement (last year-this year)/This year</p>
Learning and Growth	CME Completion	<p>Measures the extent to which the suggested CME is completed in a calendar year</p> <p>Following rating scale to be adhered for rating:</p> <p>5 - 100% of achievement</p> <p>4 - 90% or more</p> <p>3 - 80% or more</p> <p>2 - 70% or more</p> <p>1 - 70% or less</p>	<p>Actual Achievement /Target *100</p>

Learning and Growth	External certifications and recognitions	Measures certificates & recognitions obtained by hospitals against their plans Following rating scale to be adhered for rating: Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 90%-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is below 60%	Actual number of external certifications actual received and renewed /Target numberof external certifications to be received and renewed*100
Learning and Growth	External Learning	Measures the participation outside workshops and conferences in case of nominations Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 90%-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is below 60%	No of workshops/conferences attended/No of workshops/conferences nominated*100
Learning and Growth	Knowledge Transfer	Measures the internal training organized for personnel at Central and Area Hospitals Following scale to be adhered to for rating: 5- If percentage is 100% 4- If percentage is between 90%-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is below 60%	(Actual number of participants x Number of program days) / (Budgeted number of target participants x Number of program days) * 100
Learning and Growth	New initiatives with respect to technological upgradation	Measures the number of new initiatives taken with respect to technological upgradation Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 75%-99% 3-If percentage is 50%-74% 2- If percentage is 49%- 25% 1- If percentage is less than 25%	Number of new initiatives actually taken/Number of new initiatives agreed to be taken in current year*100
Learning and Growth	Paramedic Training	Measures the percentage of achieved training mandays, out of the total planned training mandays. Following scale to be adhered to for rating: 5- If percentage is 100% 4- If percentage is between 90%-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is below 60%	(Actual number of participants x Number of program days) / (Budgeted number of target participants x Number of program days) * 100

Learning and Growth	Publications/Presentations	Publication of technical papers in national and international journals/Home journals Following rating scale to be adhered for rating: 5- If percentage is 100% 4- If percentage is between 75%-99% 3-If percentage is 50%-74% 2- If percentage is 49%- 25% 1- If percentage is less than 25%	Actual number of technical paper published/Target number of technical paper published*100
Learning and Growth	Special clinics	Measures the special clinics in a year Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 90%-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is below 60%	Actual number of special clinic beneficiaries in a year/Target number of special clinic beneficiaries in a year*100
Learning & Growth	No. of trainings conducted on new concepts	Measures the no. of training conducted for employees of the department on new concepts against the no. of programmes planned. 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of trainings conducted/ total no. of programmes planned) * 100
Learning & Growth	No. of employees trained on new concepts	Measures the no. of employees covered under training conducted on new concepts against the no. of employees planned to be covered. 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of employees covered/ total no. of employees planned to be covered) * 100
Learning & Growth	Mentoring	Measures the no. of executives (mentees) covered under mentoring process against the target. 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of mentees covered/ total no. of target mentees) * 100

Learning & Growth	Mentoring	Measures the no. of executives (mentees) guided under mentoring scheme in a year. For guiding 5 mentees– 5 For guiding 4 mentees– 4 For guiding 3 mentees– 3 For guiding 2 mentees– 2 For guiding 1 mentees– 1	Total no. of mentees guided successfully in a year
Learning & Growth	Training hours	Measures the no. of under-reports (sub-ordinates) completed the planned hours of training in a year against the total no. of under-reports 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of under-reports completed the planned training hours/ total no. of under-reports) * 100
Learning & Growth	Internal Trainer Certification (ITC) (<i>The department should encourage developing a pool of internal trainers for the discipline for training programmes at MDIs, IICM etc.</i>)	Measures the no. of under-reports who have obtained ITC in a year against the total no. of under-reports 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of under-reports obtained ITC/ total no. of under-reports) * 100
Learning & Growth	Quality Circle (QC) (<i>Department is expected to form Quality Circles for process/ cost improvement and undertake QC projects on relevant themes. A QC project should be completed within 6 months</i>)	Measures the no. of quality circle projects completed in a year against the planned no. of QC projects 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(No. of QC projects completed/ total no. of QC projects planned) * 100
Learning & Growth	Quality Circle (QC)	Measures the no. of quality circle projects implemented in a year against the no. of QC projects completed. 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(No. of QC projects implemented/ total no. of QC projects completed) * 100

Learning & Growth	Developing best practices(<i>Department is expected to undertake continuous process improvement projects for improving efficiency, saving cost, reducing wastage & loss etc. A 'Process Improvement' will be judged as Best practice in the company through a mechanism of Best practice competition to be organized at company level</i>)	Measures the no. of processes developed/ improved as best practices. If atleast 1 process is improved as best practice and implemented - 5 If atleast 1 process is improved as best practice- 4 If atleast 2 processes significantly improved - 3 If atleast 1 process is significantly improved - 2 If atleast 1 process is improved marginally - 1	No. of processes developed/ improved as best practices.
Learning & Growth	Organizing conferences/ seminars/ workshops/ evening lectures	Measures the no. of learning programs organized on relevant themes of the discipline for knowledge/ skill updation If the no. of programs organized is 4 or more- 5 If the no. of programs organized is 3 - 4 If the no. of programs organized is 2 - 3 If the no. of programs organized is 1 - 2	No. of learning programs organized on relevant themes of the discipline for knowledge/ skill updation
Learning & Growth	Acredition	Measures the percentage of work completed for certification/ acredition against the activities planned for the phase. 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(Number of initiatives implemented/ Total no. of initiatives planned) * 100
Learning&Growth	ERP implementation	Measures the percentage of work completed for ERP implementation against the planned activities in a year 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Percentage equivalent of work completed

Process	% Emergency cases which receive a medical treatment	Measures the percentage of emergency cases that receive a medical treatment of a medically trained person, from total emergency responses offered Following rating scale to be adhered for rating: 5 - If number of complaints registered is 0.1% or below 4-If number of complaints registered is between 0.11% to 0.3 % 3-If number of complaints registered is between 0.31% to 0.5 % 2-If number of complaints registered is between 0.51% to 1 % 1-If number of complaints registered is more than 1%	No of written complaints registered/Total emergency cases*100
Process	% Periodic medical examination coverage rate	Measures the percentage of patients that examined as against the targeted patient group Following rating scale to be adhered for rating: 5- If percentage is 100% 4- If percentage is between 90%-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is below 60%	(No. of patients examined / Total No. of patients in the targeted group)*100
Process	Coal Production achievement %	Measures the actual quantity of coal produced for the organisation v/s target. Following scale to be adhered to for rating: 5- If percentage is 100% 4- If percentage is between 90%-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is below 60%	Actual Coal Production / Coal Production Target * 100
Process	Data Computerization	Computerization of PME data Following rating scale to be adhered for rating: 5 - 100% of data computerized 4- Between 99%-90% of data computerized 3- Between 89%-80% of data computerized 2-Between 79%-70% of data computerized 1-Less than 70 % of data computerized	Actual number of records computerized/Target number of records to be computerized*100

Process	Dealing with emergency cases	Measures the number of complaints registered Following rating scale to be adhered for rating: 5 - If number of complaints registered is 0.1% or below 4-If number of complaints registered is between 0.11% to 0.3 % 3-If number of complaints registered is between 0.31% to 0.5 % 2-If number of complaints registered is between 0.51% to 1 % 1-If number of complaints registered is more than 1%	No of written complaints registered/Total number of emergency cases*100
Process	Emergency cases dealt with immediate response	Measures the emergency cases that receive a medical treatment of a medically trained person Following rating scale to be adhered for rating: 5 - If number of complaints registered is 0.1% or below 4-If number of complaints registered is between 0.11% to 0.3 % 3-If number of complaints registered is between 0.31% to 0.5 % 2-If number of complaints registered is between 0.51% to 1 % 1-If number of complaints registered is more than 1%	(No of written complaints registered/Total emergency cases)*100
Process	Equipment AMC Coverage	Number of equipments eligible for AMC and under AMC Following rating scale to be adhered for rating: 5- If percentage is 100% 4- If percentage is between 90%-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is below 60%	Total equipments under AMC/Total equipments eligible for AMC*100
Process	Equipment Utilization Index	Measures the utilization of every equipment Following rating scale to be adhered for rating: 5 4 3 2 1 - Will vary from department to department	Number of hours for which machine was utilized/Total available hours of use of equipment *100 <i>(Need to maintain logs to calculate the utilization hours and available hours are calculated basis availability of machine)</i>

Process	Family planning	Measures the improvement in family planning initiatives YOY Following rating scale to be adhered for rating: 5-If family panning initiative is more than 110% compared to previous year 4-If family panning initiative is between 101-109% compared to previous year 3-If family panning initiative is 100% compared to previous year 2-If family panning initiative is 91%-99% compared to previous year 1-If family panning initiative is below 91% compared to previous year	Number of family planning measures (including surgeries in the current year/Number of family planning measures (including surgeries) in the previous year* 100
Process	Management of IOD cases	Measures the number of Injury on duty cases which were successfully dealt with on time and with proper medication Following rating scale to be adhered for rating: 5 - If number of complaints registered is 0.1% or below 4-If number of complaints registered is between 0.11% to 0.3 % 3-If number of complaints registered is between 0.31% to 0.5 % 2-If number of complaints registered is between 0.51% to 1 % 1-If number of complaints registered is more than 1%	No of complaints registered/Total number of IOD cases*100
Process	Periodical Medical Examination	Achievement of periodical medical examination target of the workers Following rating scale to be adhered for rating: 5- If percentage is 100% 4- If percentage is between 90%-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is below 60%	(Achievement of PME / Target of PME)*100
Process	Post Operation Mortality	Measures the percentage of deaths during surgery or within two weeks of a planned surgical procedure Following rating scale to be adhered for rating: 5 - 0.1% 4 - 0.2% 3 - 0.5% 2 - 0.7% 1 - 1% or more	Number of death cases/Total number of planned surgeries* 100

Process	Referrals Routine	Measures the number of referrals per 100 cases seen Following rating scale to be adhered for rating: 5- Below 90% 4 -Between 95%-99% 3 - 100% 2 - Between 101%-105% 1 - More than 105%	Total no of referrals per 100 cases per doctor current year/ Total no of referrals per 100 cases per doctor previous year * 100
Process	Referrals Routine for CMS Incharge	Measures the number of referrals per 100 cases seen Following rating scale to be adhered for rating: 5- Below 90% 4 -Between 95%-99% 3 - 100% 2 - Between 101%-105% 1 - More than 105%	Total no of referrals per 100 cases per doctor current year/ Total no of referrals per 100 cases per doctor previous year * 100
Process	Special investigations	Measures the YOY increase in special investigations Following rating scale to be adhered for rating: 5 - Beyond 105% 4- Between 101%-105% 3- Between 104%-100% 2-Between 100%-90% 1- Less than 90%	Special investigations in the current year /Special investigations in the previous year * 100
Process	Surgeries - Major surgeries (Individual surgeons)	Measures the number of surgeries per year. Note: for individual surgeons Following rating scale to be adhered for rating: 5- More than 110% 4 - 101% to 110% 3 - 100% 2 - 91% to 99% 1 - Below 91%	Total no of surgeries this year / Total no of surgeries in previous year*100
Process	Surgeries - Minor surgeries (Individual surgeons)	Measures the number of surgeries per year. Note: for individual surgeons Following rating scale to be adhered for rating: 5- More than 110% 4 - 101% to 110% 3 - 100% 2 - 91% to 99% 1 - Below 91%	Total no of surgeries this year / Total no of surgeries in previous year*100

Process	Achieving MoU score	Measures the timely completion of MoU related projects/activities 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of MoU projects completed in time/ total no. of MoU projects) * 100
Process	Achieving MoU score	Measures the MoU score achieved for the MoU related activities assigned to the executive 5- If achieved Excellent score for target 4- If achieved Very good score for target 3- If achieved Good score for target 2- If achieved Fair score for target 1- If achieved Poor score for target	As per rating scale
Process	New initiative	Measures the percentage of work completion on new initiatives planned in a year 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Percentage equivalent of work completed
Process	Initiatives for system improvement	Measures the percentage of system improvement work completed against the planned activities in a year 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Percentage equivalent of work completed
Process	Quality Management System	Measures the percentage of work completed for Quality Management System against the planned activities in a year 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Percentage equivalent of work completed