



IMC RAMKRISHNA BAJAJ NATIONAL QUALITY AWARD



HEALTHCARE

Criteria for
Performance Excellence



Ramkrishna Bajaj
(1923-1994)

The younger son of Jamnalal and Jankidevi Bajaj, Ramkrishna was essentially a product of the freedom movement. Brought up under the personal guidance of Mahatma Gandhi and Acharya Vinobha Bhave since his childhood, he

participated in the freedom struggle and spent more than three years in jail.

He became the Head of the Bajaj Group after the passing away of his elder brother, Kamalnayan Bajaj. He was more of a business leader than a businessman. For him, being a part of the nation-building process was as important as running his business. Concerned about morality in public life, he concentrated on making businessmen aware of the need to fulfil their larger social responsibilities. He was also known for his deep involvement in social work and philanthropy.

Apart from his socio-economic activities at the national and international levels, he established various foundations and institutions for promoting social welfare and Gandhian constructive activities. He was particularly concerned with ethics in business, business self-regulation, and consumer welfare. He was the President of FICCI, Indian National Committee of the International Chamber of Commerce and IMC. He was the Chairman and Founder of various industry and trade organizations such as the Council for Fair Business Practices and the National Center for Quality Management

LETTER FROM THE
CHAIRMAN:
IMC Ramkrishna Bajaj
National Quality Award Trust



Welcome to the IMC Ramkrishna Bajaj National Quality Award (IMC RBNQA) Healthcare Excellence Framework.

For over three decades, IMC RBNQA has helped organizations improve performance and build a culture of excellence. The Healthcare Excellence Framework extends this philosophy to hospitals, healthcare systems, clinics, diagnostic centres and other healthcare organizations.

Healthcare is about improving lives. Delivering safe, timely and compassionate care requires more than clinical expertise. It requires strong leadership, patient focus, engaged people, effective processes, innovation and continuous improvement.

The IMC RBNQA Healthcare Excellence Framework is more than an assessment model. It is a practical management framework that helps healthcare organizations strengthen leadership, improve patient experience, enhance quality and safety, build workforce capability and achieve sustainable results.

The framework is based on eight guiding principles:

- Visionary Leadership
- Patient and Stakeholder Focus
- Workforce and Development
- Learning, Innovation and Agility
- Clinical and Operational Excellence
- Data-Driven Decision Making
- Ethics, Sustainability and Social Responsibility
- Delivering Value and Results

Healthcare organizations today operate in a rapidly changing environment driven by evolving patient expectations, medical advances, digital technologies, workforce challenges and regulatory requirements. To succeed, they must continuously learn, adapt and improve.

This framework provides a structured approach to assess performance, identify opportunities for improvement and benchmark against leading practices. Organizations that adopt it can strengthen patient safety, improve clinical outcomes, enhance patient and employee satisfaction and build long-term trust with the communities they serve.

We encourage you to use this framework as a guide for learning, improvement and transformation. Whether your organization is beginning its excellence journey or striving for higher levels of performance, it provides a clear path towards sustainable success.

Excellence in healthcare is not a destination. It is a continuous journey of learning, improvement and better patient care.

Best wishes,

A handwritten signature in blue ink, appearing to read 'Niraj Bajaj', written in a cursive style.

Niraj Bajaj
Chairman, IMC RBNQA Trust

LETTER FROM THE
DIRECTOR:
BUSINESS EXCELLENCE
IMC RBNQA Trust



Dear Applicant,

Thank you for your interest in the IMC Ramkrishna Bajaj National Quality Award (IMC RBNQA) Healthcare Excellence Framework.

Healthcare is a unique sector where every decision and every process can have a direct impact on patient safety, quality of care and outcomes. In my interactions with healthcare organizations, one lesson has remained constant—lasting excellence is achieved when quality, safety and continuous improvement become part of everyday practice.

The IMC RBNQA Healthcare Excellence Framework has been developed as a practical guide to help healthcare organizations assess their current performance, identify opportunities for improvement and strengthen their journey towards excellence.

The framework encourages a holistic view of the organization by focusing on leadership, strategy, patients and stakeholders, workforce, performance measurement, clinical and operational excellence, and results. More importantly, it helps organizations understand the connection between their approaches and the outcomes they achieve.

As you use this framework, I encourage you to see it not just as an award application, but as a tool for learning, self-assessment and transformation. The real value lies in the insights gained, the discussions it encourages and the improvements it drives.

No healthcare organization is perfect. Every organization has strengths to build on and opportunities to improve. This framework is designed to help you recognize both and take meaningful steps towards safer care, better patient outcomes and long-term organizational success.

I wish you and your team every success on your journey towards healthcare excellence.

Best wishes,

A handwritten signature in blue ink, appearing to read 'S. Ghodekar'.

Shailesh Ghodekar

Director - Business Excellence, IMC RBNQA Trust

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1.1 About IMC RBNQA

The IMC Ramkrishna Bajaj National Quality Award (IMC RBNQA) is one of India's most respected frameworks for organizational excellence.

For nearly three decades, the framework has helped organizations strengthen leadership, improve performance, enhance stakeholder satisfaction and achieve sustainable success.

Building on this legacy, the IMC RBNQA Healthcare Excellence Framework has been designed to support hospitals, healthcare systems, specialty centres, clinics, diagnostic laboratories and other healthcare organizations in their pursuit of excellence.

The framework provides a structured approach for healthcare organizations to assess their strengths, identify opportunities for improvement and continuously enhance patient care, patient safety and organizational performance.

More than an award model, the framework serves as a practical guide for leadership, strategic planning, patient focus, workforce development, operational excellence, innovation and continuous improvement.

1.2 Purpose of the Healthcare Excellence Framework

The purpose of the IMC RBNQA Healthcare Excellence Framework is to help healthcare organizations improve their effectiveness and achieve sustainable excellence.

The framework enables organizations to evaluate how they are led, how strategies are developed and implemented, how patients and other stakeholders are engaged, how healthcare professionals and employees are developed, how clinical and support processes are managed and how results are achieved.

It encourages healthcare organizations to adopt best practices, strengthen capabilities, improve patient outcomes, enhance patient safety and create value for patients, stakeholders and society.

1.3 Benefits of Using the Framework

Healthcare organizations that use the IMC RBNQA Healthcare Excellence Framework can benefit in many ways.

The framework helps organizations:

- Strengthen leadership and governance
- Improve strategic planning and execution
- Enhance patient safety and quality of care

- Improve patient and stakeholder satisfaction
- Build an engaged and capable workforce
- Strengthen clinical and operational effectiveness
- Encourage innovation and continuous improvement
- Improve digital and knowledge management practices
- Strengthen sustainability and social responsibility initiatives
- Benchmark against recognized excellence practices
- Improve organizational reputation and long-term sustainability

The framework provides a common language for excellence and helps align the entire organization towards shared goals and priorities.

1.4 Who Can Use the Framework

The IMC RBNQA Healthcare Excellence Framework can be used by:

- Hospitals and healthcare systems
- Specialty hospitals and centres of excellence
- Multi-specialty and single-specialty clinics
- Diagnostic and pathology laboratories
- Rehabilitation and wellness centres
- Day-care and ambulatory care centres
- Public healthcare institutions
- Healthcare trusts and non-profit healthcare organizations
- Other organizations involved in healthcare delivery

The framework is flexible and can be adapted to different types of healthcare organizations, sizes and levels of maturity.

Whether an organization is beginning its excellence journey or striving for higher levels of performance, the framework provides valuable guidance and direction.

1.5 Excellence as a Journey

Excellence in healthcare is not a destination. It is a continuous journey of learning, improvement and innovation.

Patient expectations, medical science, technology, healthcare regulations and community needs continue to evolve. To remain effective and trusted, healthcare organizations must continuously learn, adapt and improve.

The IMC RBNQA Healthcare Excellence Framework encourages organizations to view excellence as an ongoing journey rather than a one-time achievement.

Organizations that embrace this mindset strengthen leadership, improve patient care, enhance patient safety, develop capable healthcare professionals, improve processes, increase stakeholder confidence and achieve better healthcare outcomes.

The true value of the framework lies not only in recognition, but in the learning, capability building and continuous improvement that occur throughout the journey.

The pursuit of excellence in healthcare is ultimately the pursuit of safer care, better patient outcomes, healthier communities and a stronger healthcare system.

Guiding Principles of Excellence

The IMC RBNQA Healthcare Excellence Framework is built on eight guiding principles that help healthcare organizations achieve excellence, improve patient outcomes, create value for stakeholders and sustain long-term success.

These principles provide the foundation for leadership, patient care, workforce development, operational excellence, innovation and organizational performance. High-performing healthcare organizations integrate these principles into their culture, decision-making and daily operations.

1. Visionary Leadership

Excellent healthcare organizations are guided by leaders who provide clear direction, inspire people and create a culture of trust, quality, patient safety and continuous improvement.

Leaders establish the organization's purpose, vision and values, promote ethical behaviour and accountability, and create an environment that encourages innovation, collaboration and excellence. They lead by example and build confidence among patients, employees, physicians, partners and other stakeholders.

2. Patient and Stakeholder Focus

Patients are at the heart of every healthcare organization.

Excellent organizations understand the needs and expectations of patients and other stakeholders, including families, employees, physicians, regulators, suppliers, partners and the community. They actively seek feedback, anticipate future needs and continuously improve healthcare services and patient experiences.

By creating value for patients and stakeholders, organizations build trust, reputation and long-term success.

3. Workforce Engagement and Development

Healthcare excellence depends on skilled, engaged and compassionate people.

High-performing organizations create a safe, supportive and inclusive work environment where employees feel valued, respected and empowered. They invest in learning, development, well-being and career growth while encouraging teamwork, collaboration and continuous learning.

Engaged and capable employees contribute to better patient care, patient safety and organizational performance.

4. Learning, Innovation and Agility

Excellent healthcare organizations continuously learn, innovate and adapt to changing healthcare needs.

They encourage new ideas, share knowledge, learn from experience and embrace innovation in patient care, technology, operations and service delivery. Agility enables organizations to respond effectively to emerging healthcare challenges, medical advances and changing stakeholder expectations.

5. Clinical and Operational Excellence

Excellence is achieved through effective clinical and operational processes that consistently deliver safe, reliable and high-quality healthcare services.

Organizations focus on patient safety, quality of care, efficiency, reliability and continuous improvement while ensuring effective use of resources. Strong clinical and operational systems create the foundation for sustainable success.

6. Data-Driven Decision Making

Effective decisions are based on facts, data, analysis and organizational knowledge.

High-performing healthcare organizations measure what matters, monitor performance, identify trends and use insights to improve patient outcomes, patient safety, operational effectiveness and organizational performance. Reliable information supports better planning and more effective decision-making.

7. Ethics, Sustainability and Social Responsibility

Healthcare organizations have a responsibility to operate with integrity, transparency and accountability.

They promote ethical behaviour, comply with applicable requirements, protect the environment and contribute positively to society. Sustainability and social responsibility are integrated into decision-making to create long-term value for patients, communities and future generations.

8. Delivering Value and Results

The ultimate purpose of excellence is to create meaningful and sustainable results.

Excellent healthcare organizations consistently achieve strong outcomes in patient care, patient safety, stakeholder satisfaction, workforce engagement, operational performance, innovation and community impact. They balance the needs of all stakeholders while ensuring long-term sustainability and growth.

These guiding principles form the foundation of the IMC RBNQA Healthcare Excellence Framework and are reflected throughout the assessment categories.

Together, they provide a practical roadmap for building high-performing healthcare organizations that deliver safe and compassionate care, improve health outcomes, strengthen communities and create lasting value for all stakeholders.

3.1 Purpose of the Assessment

The IMC RBNQA Healthcare Excellence Framework helps healthcare organizations understand their current level of performance and identify opportunities to achieve higher levels of excellence.

The assessment is not only about receiving recognition. It is a structured process that helps organizations identify strengths, recognize opportunities for improvement, learn from best practices and improve overall effectiveness.

Organizations can use the framework to:

- Assess their current level of excellence
- Assess their current level of excellence
- Identify strengths and opportunities for improvement
- Align leadership, strategy, people, processes and results
- Improve patient and stakeholder satisfaction
- Strengthen workforce capability and engagement
- Improve patient safety and quality of care
- Promote innovation and continuous improvement
- Improve organizational effectiveness and sustainability

The framework can be used for self-assessment, organizational improvement and participation in the IMC RBNQA assessment process.

3.2 Integrated Process and Results Approach

Excellent healthcare organizations focus on both what they do and what they achieve. Strong results come from effective processes, and effective processes should lead to better results. For this reason, the framework evaluates both.

Process

How the organization plans, manages, deploys, reviews and improves its key systems, practices and activities.

Results

What outcomes the organization achieves for patients, stakeholders, workforce and the organization as a whole.

Organizations should demonstrate a clear link between their approaches and the results achieved. The emphasis is not only on activities but also on the value created through those activities.

3.3 Assessment Philosophy

The framework is based on the belief that excellence is a continuous journey of learning, improvement and innovation.

Healthcare organizations achieve sustainable success when leadership, strategy, patients, workforce, operations and results work together effectively.

The assessment focuses on:

- Leadership and governance
- Strategy and execution
- Patient and stakeholder focus
- Workforce capability and engagement
- Clinical and operational excellence
- Information, knowledge and digital effectiveness
- Sustainability and social responsibility
- Organizational results

The purpose of the assessment is not simply to assign a score, but to help organizations learn, improve and strengthen their effectiveness, reputation and long-term sustainability.

3.4 Assessment and Scoring System

The assessment evaluates both the effectiveness of the organization's approaches and the results achieved. The Organizational Profile provides important context about the organization's operating environment, challenges, opportunities and strategic priorities and is considered throughout the assessment.

A. Process Evaluation (ADLI)

Process evaluation examines how well the organization's approaches are designed, implemented and improved.

Assessors evaluate four dimensions:

ADLI Dimension	Key Question
Approach	Do we have a systematic and effective method?
Deployment	Is it implemented consistently across the organization?
Learning	Are we continuously improving and innovating?
Integration	Is it aligned with strategy and organizational goals?

Approach

The methods, systems and processes used to achieve the organization's healthcare objectives.

Deployment

The extent to which these approaches are consistently applied across relevant clinical, administrative and support functions.

Learning

How the organization reviews, improves and innovates its approaches based on experience and performance.

Integration

How well the approaches are aligned with the organization's mission, strategy and healthcare priorities.

B. Results Evaluation (LeTCI)

Results evaluation examines the performance achieved by the organization.

Assessors evaluate four dimensions:

LeTCI Dimension	Key Question
Levels	What level of performance has been achieved?
Trends	Is performance improving over time?
Comparisons	How does performance compare with targets, benchmarks or peer healthcare organization?
Integration	Do the results reflect the organization's key priorities and healthcare objectives?

Levels

The current level of performance achieved for key patient care, clinical, operational and business measures.

Trends

The direction and sustainability of performance over time.

Comparisons

Performance compared with targets, benchmarks, peer healthcare organizations or best practices.

Integration

The extent to which the results support the organization's strategy, patient needs and key healthcare priorities.

Linking Process and Results

High-performing healthcare organizations demonstrate a clear link between their approaches and the results they achieve. Well-designed and consistently implemented approaches should lead to better patient outcomes, improved quality and safety, higher stakeholder satisfaction and stronger organizational performance.

The assessment therefore evaluates both:

- ADLI – How the organization operates
- LeTCI – What the organization achieves

Together, these provide a balanced view of the organization's overall performance and healthcare excellence.

3.5 Scoring Guidelines

Process scores reflect how well the organization's approaches are designed, implemented, reviewed and improved.

When evaluating process items, examiners look at whether the approaches are systematic, consistently used across relevant clinical, administrative and support functions, regularly improved through learning and innovation, and aligned with the organization's mission, strategy and healthcare objectives.

Higher scores are awarded to organizations that demonstrate mature approaches, broad deployment, continuous improvement and strong alignment with organizational goals.

Score	Maturity Level	Objective Description
0%	Emerging	No systematic approach evident. Little or no deployment.
10%		Initial activities evident. Approach is largely reactive and limited in scope.
15%		Basic approach exists in isolated areas. Limited deployment and improvement.
20%		Early-stage approach with some deployment. Minimal evidence of learning and alignment.
25%	Developing	Basic approach is defined and deployed in some key areas.
30%		Approach is repeatable and deployed in several areas. Early evidence of review exists.
35%		Approach is deployed across important areas with some improvements being made.
40%		Approach is established in key areas and shows reasonable alignment with institutional objectives.
45%	Established	Systematic approach deployed across many key areas. Regular reviews occur.
50%		Approach is consistently deployed and improved in most key areas.
55%		Good deployment with evidence of learning and improvement. Most key healthcare and patient care requirements are addressed effectively.
60%		Systematic approach is effective, regularly reviewed and aligned with the organization's healthcare priorities and patient care objectives.
65%	Mature	Approach is systematic and deployed in most key areas. Evidence of periodic improvement exists. Some gaps remain.
70%		Approach is consistently deployed across most relevant areas. Regular reviews and improvements are evident. Minor gaps remain.
75%		Approach is deployed across nearly all relevant areas. Continuous improvement and learning are evident. Strong alignment with strategy.
80%		Approach is fully deployed across almost all areas. Continuous improvement and cross-functional integration are evident. Very few gaps remain.

Score	Maturity Level	Objective Description
85%	Role Model	Fully integrated approach with innovation and continuous learning embedded across the organization. Strong alignment with healthcare priorities and patient care objectives.
90%		Approaches demonstrate leading practices. Learning and innovation are systematic and proactive.
95%		Role-model approaches with extensive integration, learning and innovation. Very few improvement opportunities remain.
100%		Best-in-class practices. Fully integrated, innovative and continuously improved with no significant gaps evident.

Results Scoring Guidelines

Results scores reflect the organization's performance levels, trends, comparisons and alignment with its healthcare objectives and stakeholder requirements.

In evaluating results, examiners consider the relevance of the measures reported, performance achieved, trends over time, comparisons with targets, benchmarks or peer healthcare organizations, and how well the results support the organization's mission, strategy and patient care objectives.

Higher scores indicate stronger and sustained performance, positive trends, favourable comparisons and clear evidence of improvements in patient care, operational performance and overall organizational effectiveness.

Score	Maturity Level	Objective Description
0%	Emerging	No relevant results reported.
10%		Results reported for a few measures only. No trend, target or comparison information provided.
15%		Results reported for limited areas. Trend data is incomplete or less than three years. No meaningful comparisons available.
20%		Results available for some key measures. Limited trend information. Comparisons absent.
25%	Developing	Results available for some important measures. Trends available for a few measures. Limited evidence of target achievement.
30%		Results available for several measures. Some positive trends evident. Comparisons available for a few measures.
35%		Results cover important patient care, operational or stakeholder areas. Trend and target information is available for some measures.
40%		Results reported for multiple key measures. Positive trends evident in some areas. Limited benchmark or peer institution comparisons available.

Score	Maturity Level	Objective Description
45%	Established	Results available for most key measures. Three-year trends available for many measures. Some targets achieved.
50%		Results cover most important healthcare requirements. Positive trends are evident in several areas. Comparisons are available for some key measures.
55%		Most key measures show stable or improving performance. Several targets have been achieved, and the results support the organization's healthcare priorities and patient care objectives.
60%		Results available across most key areas with trend, target and comparison information for many measures.
65%	Mature	Results are reported for most patient care, clinical and operational measures. The majority of measures show positive trends, and most targets have been achieved.
70%		Results reported for nearly all important measures. Positive trends evident in most measures. Benchmark or peer institution comparisons available for key measures.
75%		Results demonstrate sustained improvement across most key measures. Majority of targets achieved or exceeded. Results support strategic objectives.
80%	Role Model	Results reported for nearly all key measures with positive trends, target achievement and relevant comparisons. Few performance gaps remain.
85%		Comprehensive results are available across all major healthcare areas. Most measures show sustained positive trends and consistent achievement of targets.
90%		Results demonstrate sustained performance improvement across almost all key measures. Comparisons show performance at or above benchmark levels in many areas.
95%		Results consistently meet or exceed targets across nearly all key measures. Benchmark comparisons indicate leading performance in several areas.
100%		Comprehensive results are reported across all key healthcare measures. Sustained positive trends, consistent achievement of targets and leading performance against relevant benchmarks or peer healthcare organizations are demonstrated. No significant performance gaps are evident.

Point Values by Categories & Items

Category & Item	Points
P Organizational Profile	
P.1 Organizational Description	Non-scored
P.2 Organizational Situation	Non-scored
1 Leadership	120
1.1 Leadership and Organizational Culture	[70]
1.2 Governance, Ethics and Societal Responsibility	[50]
2 Strategy	85
2.1 Strategy Development	[45]
2.2 Strategy Execution and Agility	[40]
3 Patients and Stakeholders	85
3.1 Understanding Patient and Stakeholder Needs	[40]
3.2 Patient Experience and Engagement	[45]
4 Performance, Knowledge and Digital Excellence	90
4.1 Performance Measurement, Analytics and Improvement	[45]
4.2 Information, Knowledge and Digital Health	[45]
5 Workforce	85
5.1 Workforce Environment and Capability	[40]
5.2 Workforce Engagement and Development	[45]
6 Clinical and Operational Excellence	85
6.1 Clinical and Operational Excellence	[45]
6.2 Continuous Improvement, Innovation and Business Continuity	[40]
7 Organizational Results	450
7.1 Leadership and Governance	[60]
7.2 Patient and Stakeholder	[90]
7.3 Workforce	[90]
7.4 Clinical, Operational and Innovation	[100]
7.5 Financial and Strategy	[80]
7.6 Sustainability and Social Responsibility	[30]
TOTAL POINTS	1000

Purpose

The Organizational Profile provides an overview of the healthcare organization, its patients, services, workforce, stakeholders, operating environment and strategic context.

It helps assessors understand the organization's key characteristics, strengths, opportunities and challenges. The Organizational Profile serves as the foundation for understanding the responses provided throughout the framework.

P.1 Organizational Description**a. Organizational Environment****(1) Healthcare Services**

Provide a brief overview of:

- Clinical services and specialties offered
- Patient groups and communities served
- Diagnostic, therapeutic, preventive and support services provided
- Service delivery channels (inpatient, outpatient, emergency, telemedicine, home care, etc.)
- Research, education, training and community health programs, where applicable

(2) Purpose, Direction and Culture

Describe:

- Mission
- Vision
- Values
- Organizational culture
- Core strengths and capabilities
- Commitment to patient safety, quality of care, ethics and social responsibility

(3) Workforce

Provide information on:

- Workforce size and composition
- Doctors, nurses, allied health professionals and support staff
- Critical skills, competencies and professional qualifications

- Employee engagement drivers
- Workforce health, safety and well-being initiatives
- Diversity, equity and inclusion practices

(4) **Infrastructure and Resources**

Describe major resources available to support healthcare delivery, including:

- Hospitals, clinics and healthcare facilities
- Medical equipment and technologies
- Digital health systems and information technology infrastructure
- Laboratories, pharmacies and diagnostic facilities
- Knowledge, research and intellectual assets

(5) **Regulatory and Accreditation Requirements**

Describe key:

- Healthcare regulations and statutory requirements
- Accreditation and certification requirements
- Clinical governance requirements
- Patient safety, infection control and environmental requirements
- Medical, legal and ethical compliance obligations

b. Organizational Relationships

(1) **Leadership and Governance**

Describe:

- Governance structure
- Leadership system
- Roles and responsibilities of leaders
- Clinical and administrative accountability mechanisms

(2) **Patients and Stakeholders**

Identify:

- Key patient groups and communities served
- Families, caregivers, insurers and healthcare partners
- Regulatory and accreditation bodies
- Key stakeholder requirements and expectations
- Emerging healthcare and societal needs

(3) **Partners and Collaborators**

Describe:

- Key suppliers, partners and collaborators
- Healthcare partners and referral networks
- Suppliers and service providers

- Academic, research and training partners
- Government, community and public health organizations
- Their contribution to patient care, innovation, research and organizational performance

P.2 Organizational Situation

(1) Operating Environment

Describe:

- Position and reputation in the healthcare sector
- Growth opportunities and future outlook
- Key competitors and comparable healthcare organizations
- Patient and healthcare market trends
- Digital health and technology trends
- Regulatory and healthcare policy developments
- Sustainability and public health expectations

(2) Benchmarking and Comparative Information

Describe:

- Sources of benchmarking information
- Accreditation reports, clinical databases and industry surveys used
- Comparative information available
- Challenges in obtaining comparisons

(3) Key Challenges and Advantages

Key Challenges

Examples may include:

- Patient expectations and experience
- Clinical quality and patient safety requirements
- Workforce availability and capability
- Technology and digital transformation
- Regulatory and accreditation requirements
- Financial sustainability and cost pressures
- Public health and community health challenges

Key Advantages

Examples may include:

- Strong reputation and patient trust
- Clinical expertise and specialized services
- Skilled and committed workforce
- Strong referral and partner network

- Quality and patient safety performance
- Innovation and research capability
- Modern infrastructure and technology

(4) Performance Improvement System

Describe how the organization continuously improves performance and promotes innovation.

Include:

- Quality improvement approaches and methodologies
- Performance review and clinical governance processes
- Sharing of best practices and clinical learning
- Innovation and digital health initiatives
- Patient safety and risk management programs
- Sustainability and community health initiatives

Explain how improvement opportunities are identified, prioritized, implemented and sustained.

Organizational Profile Summary

The Organizational Profile should provide a concise overview of the healthcare organization and its operating environment.

It should help assessors understand the organization's mission, patients, stakeholders, workforce, challenges, opportunities and strategic context, and provide the foundation for evaluating leadership, strategy, patient focus, workforce, clinical and operational excellence, and results throughout the framework.

1 Leadership (120 points)**1.1 Leadership and Organizational Culture (70 Points)**

Purpose

This item examines how senior leaders provide direction, build a culture of patient-centered care, promote quality and safety, engage stakeholders, develop future leaders and ensure long-term organizational success.

a. Vision, Values and Culture

1. Describe how senior leaders establish and communicate the organization's Mission, Vision and Values.
2. Explain how these are understood and practiced across the organization and reflected in patient care and daily operations.
3. Describe how leaders promote ethics, patient safety, quality of care, learning, innovation and continuous improvement.
4. Explain how sustainability and responsible healthcare practices are integrated into decision-making and operations.

b. Communication and Stakeholder Engagement

1. Describe how senior leaders communicate and engage with patients, families, employees, clinicians, suppliers, regulators and other stakeholders.
2. Explain how feedback is obtained, reviewed and used to improve services and organizational performance.
3. Describe how important decisions, priorities and changes are communicated across the organization.
4. Explain how leaders encourage teamwork, innovation and employee participation.

c. Driving Organizational Success

1. Describe how senior leaders create an environment that supports achievement of the organization's Mission, Vision and strategic objectives.
2. Explain how they promote patient-centered care, accountability, learning, innovation and continuous improvement.

3. Describe how future leaders are identified and developed, how succession planning is managed and how organizational performance is reviewed and improved.
4. Explain how leaders balance the needs of patients, employees, medical professionals, owners, regulators and society while ensuring long-term sustainability.

1.2 Governance, Ethics and Societal Responsibility (50 Points)

Purpose

This item examines how the organization ensures effective governance, ethical conduct, regulatory compliance, risk management, sustainability and contribution to community health and well-being.

a. Governance and Leadership Accountability

1. Describe how the organization is governed and how accountability is maintained at all levels.
2. Explain the governance structure and the roles of senior leaders, medical leadership and governing bodies in overseeing strategy, quality, patient safety, financial performance and risk management.
3. Describe how organizational performance is reviewed, risks are identified and managed and transparency is maintained.
4. Explain how leaders are evaluated, developed and prepared for future leadership roles.

b. Ethics, Compliance and Sustainability

1. Describe how the organization promotes ethical behaviour and complies with healthcare regulations, accreditation standards and professional requirements.
2. Explain how clinical, operational, financial, environmental and information security risks are identified and managed.
3. Describe how patient rights, confidentiality, informed consent and ethical practices are protected.
4. Explain how concerns, grievances and compliance issues are reported, investigated and resolved.
5. Describe how sustainability and environmental responsibility are incorporated into healthcare operations.

c. Community Health and Social Responsibility

1. Describe how the organization contributes to the health and well-being of the communities it serves.
2. Explain how community health needs are identified and how outreach, preventive health, awareness and social responsibility programs are planned and implemented.
3. Describe how employees and healthcare professionals participate in community initiatives.

2 Strategy (85 points)

2.1 Strategy Development (45 Points)

Purpose

This item examines how the organization develops its strategy, identifies future opportunities and challenges, and establishes priorities to improve patient care, organizational performance and long-term sustainability.

a. Strategy Development

1. Describe how the organization develops and reviews its strategy.
2. Explain how information from patients, families, employees, medical professionals, regulators, accreditation bodies and other stakeholders is used during strategic planning.
3. Describe how future opportunities, risks, healthcare trends, technology developments, regulatory changes and community health needs are identified and incorporated into planning.
4. Explain how the organization encourages innovation, evaluates new services and responds to changes in the healthcare environment.
5. Describe how future capabilities, clinical services, infrastructure, technology and workforce requirements are identified to support long-term success.

b. Strategic Priorities and Objectives

1. Describe the organization's key strategic priorities and objectives.
2. Explain the goals, targets and timelines associated with these priorities.
3. Describe major initiatives related to patient care, quality, safety, clinical services, workforce development, digital transformation, infrastructure and community health.
4. Explain how strategic priorities address organizational challenges, build on strengths and support long-term success.
5. Describe how patient needs, stakeholder expectations, sustainability and future healthcare requirements are considered while setting strategic objectives.

2.2 Strategy Execution and Agility (40 Points)

Purpose

This item examines how the organization converts strategy into action, aligns people and resources, monitors progress and responds effectively to changing healthcare needs.

a. Action Plan Deployment

1. Describe how strategic priorities are translated into short-term and long-term action plans.
2. Explain how action plans are communicated and implemented across clinical, support and administrative functions.
3. Describe how employees, medical professionals, partners and other stakeholders contribute to achieving strategic objectives.
4. Explain how financial, human, technological and infrastructure resources are allocated to support key initiatives.
5. Describe how workforce capabilities are developed to support strategy execution and future requirements.
6. Explain how risks are identified and managed and how sustainability considerations are incorporated into major initiatives.

b. Performance Monitoring and Organizational Agility

1. Explain the key measures, targets and benchmarks used to assess performance.
2. Describe how performance reviews are conducted and how findings are used to improve performance and support decision-making.
3. Explain how the organization monitors changes in patient needs, healthcare trends, technology, regulations and stakeholder expectations.
4. Describe how priorities, resources and action plans are adjusted when required.

Making Quality Happen

3 Patients and Stateholders (85 points)

3.1 Understanding Patient and Stakeholder Needs (40 Points)

Purpose

This item examines how the organization understands the needs, expectations and future requirements of patients and other stakeholders, and uses these insights to improve healthcare services, patient experience and organizational performance.

a. Understanding Patient and Stakeholder Needs

1. Describe how the organization gathers information about patients, families, employees, clinicians, referring doctors, regulators, payers and other stakeholders.
2. Explain how feedback is collected through surveys, complaints, digital platforms, social media, patient interactions and other listening channels.
3. Describe how the organization understands changing patient needs, healthcare trends and stakeholder expectations.
4. Explain how feedback and stakeholder insights are used to improve healthcare services, patient care and organizational performance.

b. Patient Segmentation and Healthcare Services

1. Describe how the organization identifies and understands different patient groups and stakeholder segments.
2. Explain how the needs of various patient groups are considered while designing healthcare services and care delivery models.
3. Describe how patient and stakeholder feedback is used to improve existing services and introduce new services, specialties or programs.
4. Explain how community health needs, preventive care and sustainability considerations are incorporated into healthcare services, where appropriate.

3.2 Patient Experience and Engagement (45 Points)

Purpose

This item examines how the organization builds strong relationships with patients and stakeholders, delivers a positive care experience, measures satisfaction and engagement and uses feedback to improve performance.

a. Patient Experience and Relationships

1. Describe how the organization attracts, serves and retains patients.
2. Explain how the organization builds trust, strengthens its reputation and supports patients throughout their care journey.
3. Describe how patient needs and expectations are translated into clinical services, support services and care processes.
4. Explain how the organization ensures a safe, compassionate and consistent experience across all patient touchpoints.
5. Describe how ethical, responsible and patient-centered practices are incorporated into care delivery.

b. Voice of Patient, Satisfaction and Service Recovery

1. Describe how the organization measures patient and stakeholder satisfaction, dissatisfaction and engagement.
2. Describe how the organization collects patient and stakeholder feedback, manages complaints and grievances, and uses feedback and insights to improve patient care, healthcare services and the overall patient experience *
3. Explain how corrective actions are implemented and how recurring issues are prevented.
4. Describe how patient and stakeholder feedback is used to improve healthcare services, patient safety and organizational performance.

* Refer Annexure 2

4 Performance, Knowledge and Digital Excellence (90 points)

4.1 Performance Measurement, Analytics and Improvement (45 Points)

Purpose

This item examines how the organization measures performance, uses data for decision-making, reviews progress and drives improvement and innovation to improve patient care and organizational performance.

a. Performance Measurement and Analytics

1. Describe how the organization identifies, selects and monitors key performance measures that support its strategic priorities and operational needs.
2. Explain how performance is tracked across areas such as patient care, quality, patient safety, stakeholder satisfaction, workforce performance, operations, finance, innovation and sustainability.
3. Describe how targets, benchmarking and comparative information are used to assess performance and identify improvement opportunities.
4. Explain how accurate, reliable and timely information is made available to support decision-making at all levels.

b. Performance Review, Improvement and Innovation

1. Describe how the organization reviews and evaluates its overall performance.
2. Explain how trends, risks, opportunities and gaps are analysed to support decision-making and future planning.
3. Describe how performance reviews are used to identify improvement and innovation opportunities.
4. Explain how improvement priorities are established and how improvement initiatives are implemented across clinical, support and administrative functions.
5. Describe how employees, healthcare professionals and other stakeholders contribute to improvement and innovation efforts.
6. Explain how future healthcare needs, emerging technologies and organizational challenges are considered while planning improvements.

4.2 Information, Knowledge and Digital Health (45 Points)

Purpose

This item examines how the organization manages information, knowledge and digital capabilities to support patient care, operational effectiveness, innovation and long-term success.

a. Information and Digital Management

1. Describe how the organization collects, manages, protects and uses data and information to support clinical and administrative operations.
2. Explain how the organization ensures the accuracy, reliability, security and availability of information.
3. Describe how employees, healthcare professionals and other stakeholders are provided timely and appropriate access to information.
4. Explain how digital technologies, electronic medical records, analytics, artificial intelligence and other digital tools are used to improve patient care, safety, operational performance and decision-making.

b. Knowledge Management and Organizational Learning

1. Describe how the organization captures, retains and manages knowledge generated through patient care, quality improvement, research and operational experience.
2. Explain how knowledge, expertise and best practices are shared across departments, locations and teams.
3. Describe how learning from patients, employees, accreditation assessments, benchmarking studies and organizational experiences is incorporated into organizational learning.
4. Explain how best practices, lessons learned and successful innovations are identified, shared and adopted across the organization.
5. Describe how organizational learning is used to improve patient care, quality, safety, operations and overall performance.
6. Explain how leaders encourage learning, knowledge sharing, innovation and continuous improvement throughout the organization.

5 Workforce (85 points)

5.1 Workforce Environment and Capability (40 Points)

Purpose

This item examines how the organization develops a capable workforce and provides a safe, healthy and supportive environment that enables employees and healthcare professionals to deliver high-quality patient care and organizational excellence.

a. Workforce Planning and Capability

1. Describe how the organization plans and manages its workforce to meet current and future needs.
2. Explain how workforce requirements, competencies and capabilities are identified and aligned with organizational strategy and service requirements.
3. Describe how employees and healthcare professionals are recruited, selected, credentialed and on boarded.
4. Explain how workforce diversity, inclusion and equal opportunity are promoted.
5. Describe how employees are prepared for changes in healthcare practices, technology, regulations and organizational priorities.

b. Workplace Environment and Well-being

1. Explain how workplace health, safety, infection prevention and employee well-being are managed and improved.
2. Describe the facilities, policies, benefits and support systems available to employees.
3. Explain how physical, mental and emotional well-being are promoted and how employee feedback is used to improve the workplace experience.

5.2 Workforce Engagement and Development (45 Points)

Purpose

This item examines how the organization engages, develops and empowers employees and healthcare professionals to achieve high performance, improve patient care and build future leadership capability.

a. Workforce Engagement, Performance and Recognition

1. Describe how the organization promotes employee engagement, involvement and commitment.
2. Explain how engagement, satisfaction and well-being are measured and how feedback is used to improve the workplace experience.
3. Describe how communication, teamwork, collaboration and a culture aligned with the Mission, Vision and Values are encouraged.
4. Explain how performance expectations are established, reviewed and aligned with organizational goals.
5. Describe how employee contributions are recognized and rewarded and how innovation, improvement and participation are encouraged.

b. Learning, Leadership and Career Development

1. Describe how learning and development needs are identified and aligned with current and future organizational requirements.
2. Explain how employees and healthcare professionals are provided with training, mentoring, coaching and development opportunities.
3. Describe how clinical and administrative leadership capability is developed and how future leaders are identified and nurtured.
4. Explain how career development and succession planning are managed for key positions.
5. Describe how learning and development activities support employee growth, patient care quality and organizational performance.
6. Explain how the effectiveness of learning and development programs is evaluated and improved.

6 Clinical and Operational Excellence (85 points)

6.1 Clinical and Operational Excellence (45 Points)

Purpose

This item examines how the organization designs, manages and improves clinical services, patient care processes and operational systems to enhance patient outcomes, safety, service quality and long-term sustainability.

a. Clinical Services and Process Management

1. Describe how the organization identifies patient, stakeholder, regulatory and accreditation requirements and translates them into clinical services, patient care processes and operational practices.
2. Explain how clinical services, care pathways and support services are designed, delivered and improved to meet patient needs and organizational objectives.
3. Describe how innovation, technology, organizational knowledge and risk management are incorporated into clinical and operational processes.
4. Explain how quality, patient safety, infection prevention, patient experience and sustainability are integrated into daily operations.
5. Describe how key clinical and support processes are monitored, reviewed and improved to enhance effectiveness, efficiency and patient outcomes.

b. Care Network and Operational Performance

1. Describe how the organization develops and manages relationships with referring physicians, healthcare partners, suppliers, insurers, community organizations and other stakeholders.
2. Explain how these relationships contribute to patient care, service quality and organizational effectiveness.
3. Describe how operational performance is monitored and improved to ensure reliable, efficient and responsive healthcare services.
4. Explain how operational risks are identified and managed and how sustainability is promoted across organizational operations.

6.2 Continuous Improvement, Innovation and Business Continuity (40 Points)

Purpose

This item examines how the organization continuously improves performance, promotes innovation, manages risks and ensures continuity of care and operations in a changing healthcare environment.

a. Continuous Improvement and Innovation

1. Describe how the organization identifies opportunities to improve patient care, clinical services, support services and overall organizational performance.
2. Explain how employees, healthcare professionals, patients and other stakeholders contribute ideas for improvement and innovation.
3. Describe how improvement and innovation opportunities are evaluated, prioritized and implemented.
4. Explain how successful practices and innovations are integrated into clinical and operational processes.
5. Describe how feedback, benchmarking, accreditation assessments, research, lessons learned and best practices are used to strengthen continuous improvement and innovation.

b. Patient Safety, Digital Security and Business Continuity

1. Describe how the organization provides a safe, healthy and secure environment for patients, employees and other stakeholders.
2. Explain how information systems, digital platforms and patient information are protected from risks and cyber threats.
3. Describe how patient safety risks, emergencies and operational disruptions are identified, assessed and managed.
4. Explain how the organization prepares for and responds to incidents, outbreaks, cyber threats and other disruptions.
5. Describe how continuity plans are developed, tested and reviewed to ensure uninterrupted patient care and critical operations.
6. Explain how employees, healthcare professionals, suppliers and partners contribute to organizational preparedness and continuity.

Organizational Results (450 Points)

Purpose

This category examines the results achieved by the healthcare organization in its key areas of performance. It evaluates whether the organization's leadership, strategy, patient and stakeholder focus, workforce practices, clinical and operational processes, and improvement efforts are delivering positive and sustainable outcomes.

The category focuses on results related to patient care, clinical quality, workforce, operations, innovation, financial performance, governance and societal contribution.

Results Presentation Requirements

For each key result presented, organizations should provide, where applicable:

- Current performance level
- Minimum three years of trend data.
- Targets or goals
- Benchmark, peer healthcare organization or relevant comparison
- Segmentation by hospital, department, specialty, patient group or other relevant categories
- Brief explanation of significant improvements, gaps or challenges

Results Selection Guidelines

The measures listed under each Results item are illustrative and not prescriptive.

Organizations should present the results that are most relevant to their services, strategy, patients, stakeholders and operating environment.

Organizations are not expected to report every measure listed in the framework. They should select the measures that best demonstrate organizational performance, patient outcomes and achievement of strategic objectives.

Additional measures may be included where relevant, such as patient safety, clinical outcomes, patient experience, quality of care, accreditation performance, workforce engagement, research, innovation, digital health, community health initiatives, sustainability, financial performance and regulatory compliance.

The focus should be on presenting meaningful results that demonstrate performance levels, trends, comparisons and alignment with the organization's strategic and healthcare priorities.

7.1 Leadership and Governance Results (60 Points)

Purpose

This item examines the results achieved through leadership effectiveness, governance practices, ethical conduct, regulatory compliance, risk management and organizational reputation.

1. Leadership Effectiveness

- a. Leadership communication effectiveness
- b. Leadership effectiveness survey results
- c. Leadership development outcomes

2. Governance and Compliance

- a. Governance effectiveness
- b. Regulatory and accreditation compliance
- c. Internal and external audit results
- d. Closure of audit findings
- e. Compliance with policies, protocols and standards

3. Ethics and Risk Management

- a. Ethical conduct and professional practice
- b. Patient grievance resolution
- c. Clinical and operational risk management
- d. Patient safety incidents and near misses
- e. Compliance-related incidents

4. Reputation and Stakeholder Confidence

- a. Patient and family trust
- b. Referring physician satisfaction
- c. Accreditation status, recognitions and awards

7.2 Patient and Stakeholder Results (90 Points)

Purpose

This item examines the results achieved in meeting the needs and expectations of patients and other key stakeholders.

1. Patient Satisfaction and Experience

- a. Patient Satisfaction **
- b. Quality of care and service experience
- c. Patient support service satisfaction
- d. Ease of access and convenience of care

2. Patient Safety and Clinical Outcomes

- a. Clinical quality indicators
- b. Patient safety performance
- c. Hospital-acquired infection rates
- d. Medication and treatment safety indicators
- e. Readmission and complication rates
- f. Mortality and clinical outcome measures, where applicable

3. Patient Feedback and Grievance Management

- a. Patient complaint and grievance rate
- b. Grievance resolution effectiveness
- c. Response time to patient concerns
- d. Reduction in recurring issues
- e. Improvements resulting from patient feedback

4. Stakeholders Satisfaction and Engagement

- a. Employee satisfaction and engagement
- b. Referring physician satisfaction
- c. Partner and supplier satisfaction
- d. Community engagement
- e. Stakeholder participation and involvement

4. Organizational Reputation and Growth

- a. Patient volume and service utilization trends
- b. Growth in healthcare services
- c. Patient retention and loyalty
- d. Organizational reputation and recognition

**** Refer Annexure 3**

7.3 Workforce Results (90 Points)

Purpose

This item examines the results achieved in workforce capability, engagement, well-being, professional development and leadership development.

1. Workforce Engagement and Satisfaction

- a. Employee engagement
- b. Employee satisfaction
- c. Physician and clinician engagement

2. Workforce Stability

- a. Employee retention
- b. Attrition and turnover rates
- c. Absenteeism rate
- d. Critical talent retention

3. Learning and Professional Development

- a. Training and development participation
- b. Clinical and professional competency development
- c. Learning effectiveness
- d. Professional certifications and qualifications

4. Leadership Development and Succession

- a. Leadership development outcomes
- b. Internal promotions
- c. Leadership pipeline strength
- d. Succession readiness for key positions

5. Health, Safety and Well-being

- a. Employee health and safety performance
- b. Occupational health indicators
- c. Employee well-being
- d. Wellness program participation
- e. Workplace safety compliance
- f. Employee support program effectiveness

6. Diversity, Equity and Inclusion

- a. Workforce diversity
- b. Representation across workforce groups
- c. Diversity and inclusion initiatives

7.4 Clinical, Operational and Innovation Results (100 Points)

Purpose

This item examines the results achieved in clinical quality, patient safety, operational effectiveness, innovation, digital capabilities and organizational continuity.

1. Clinical Quality and Patient Safety

- a. Clinical quality indicators
- b. Patient safety performance
- c. Hospital-acquired infection rates
- d. Medication safety indicators
- e. Readmission rates
- f. Mortality and complication rates, where applicable

2. Patient Care and Service Effectiveness

- a. Waiting time and access to care
- b. Emergency response performance
- c. Length of stay

3. Operational Performance

- a. Operational efficiency
- b. Bed occupancy and utilization
- c. Equipment utilization
- d. Cost efficiency and productivity improvements

4. Partnerships and Collaboration

- a. Physician and clinical collaboration
- b. Academic and research partnerships
- c. Referral network effectiveness
- d. Supply chain responsiveness

5. Innovation Performance

- a. Innovations projects implemented
- b. New services or care models introduced
- c. Benefits achieved through innovation
- d. Clinical and operational improvements

6. Digital Health and Technology Effectiveness

- a. Electronic Medical Record (EMR/EHR) utilization
- b. Telemedicine effectiveness
- c. System availability and reliability
- d. Cybersecurity and information security performance

7. Organizational Continuity and Preparedness

- a. Emergency preparedness effectiveness
- b. Disaster management readiness
- c. Business continuity performance

7.5 Financial and Strategy Results (80 Points)

Purpose

This item examines the organization's financial sustainability, achievement of strategic objectives and readiness for future growth and success.

1. Financial Performance

- a. Revenue growth
- b. Operating margin and profitability
- c. Budget performance
- d. Cost management and efficiency
- e. Cash flow and financial stability
- f. Resource utilization effectiveness
- g. Financial sustainability indicators

2. Strategic Performance

- a. Growth in services and specialties
- b. Expansion of facilities and capabilities
- c. Achievement of quality and accreditation goals

3. Organizational Growth and Reputation

- a. Growth in patient volume and services
- b. Expansion into new markets or communities
- c. Awards, recognitions and accreditations

4. Future Readiness

- a. Investment in digital health and technology
- b. Investment in workforce capability and development
- c. Investment in infrastructure and equipment
- d. Investment in innovation and research
- e. Leadership and capability-building initiatives

7.6 Sustainability and Social Responsibility Results (30 Points)

Purpose

This item examines the organization's performance in sustainability, social responsibility, environmental stewardship and contribution to community health and well-being.

1. Environmental Performance

- a. Energy consumption and efficiency
- b. Water consumption initiatives
- c. Biomedical and general waste management
- d. Waste reduction and recycling
- e. Carbon footprint reduction
- f. Resource utilization efficiency
- g. Green healthcare initiatives

2. Community Health and Social Responsibility

- a. Community health outreach programs
- b. Preventive health and awareness initiatives
- c. Health screening and education programs
- d. Employee participation in community activities
- e. Beneficiaries reached and supported
- f. Community health impact and outcomes

3. Sustainability and Responsible Practices

- a. Achievement of sustainability goals
- b. ESG and sustainability initiatives
- c. Environmental compliance performance
- d. Responsible healthcare practices
- e. Sustainability awards, recognitions and certifications

8.1 Eligibility Requirements

The IMC RBNQA Healthcare Excellence Framework is open to hospitals, healthcare systems, specialty centres, diagnostic laboratories, clinics, rehabilitation centres and other healthcare organizations committed to quality, patient safety and performance excellence.

To participate, an organization should:

- Have been in operation for a minimum of three years
- Have established clinical and administrative systems
- Be willing to share information required for assessment
- Commit to participating in the assessment and site visit process
- Comply with applicable statutory, regulatory and accreditation requirements

Specific eligibility requirements and participation criteria may be revised by the IMC RBNQA Trust from time to time.

8.2 Application Process

The application process typically includes:

Step 1: Eligibility Determination

- Submission of the Eligibility Determination Form
- Review and confirmation of eligibility by the IMC RBNQA Trust

Step 2: Application Report Submission

- Submission of the Application Report (**Max 75 pages**) based on the Healthcare Excellence Framework

Step 3: Assessment

- Independent review by trained examiners
- Consensus assessment and evaluation

Step 4: Site Visit Assessment

- Site visit for shortlisted organizations, where applicable

Step 5: Final Review and Recognition

- Review by the Judges Panel
- Determination of recognition level

Organizations should ensure that the information submitted is accurate, complete and supported by appropriate evidence.

8.3 Report Preparation Guidelines

The Application Report (**Max 75 Pages**) should provide a clear and concise description of the organization's systems, practices and results.

Organizations should:

- Address all relevant requirements of the framework
- Provide factual and evidence-based information
- Demonstrate approaches and their deployment
- Present relevant performance results, trends and comparisons
- Demonstrate linkage between approaches and results
- Highlight key strengths, innovations and improvement initiatives
- Use tables, charts and graphics where appropriate

The objective is not to produce a lengthy report, but to provide a meaningful picture of organizational performance, patient care excellence and healthcare outcomes.

8.4 Assessment Process

Each application is evaluated by a team of trained and qualified examiners.

The assessment focuses on both organizational practices and results using the IMC RBNQA assessment methodology.

The assessment process includes:

- Independent review of the application report
- Consensus review by the examiner team
- Identification of strengths and opportunities for improvement
- Development of assessment findings
- Recommendation for site visit assessment, where applicable

Throughout the process, examiners maintain strict standards of confidentiality, objectivity and professionalism.

8.5 Site Visit Process

Organizations shortlisted for the next stage may undergo a site visit assessment.

The purpose of the site visit is to:

- Verify and clarify information presented in the application report
- Gain a deeper understanding of clinical and administrative practices
- Interact with leaders, clinicians, employees, patients and other stakeholders
- Review key clinical, support and management processes
- Validate observations and findings from the document review

The site visit is not an inspection, audit or accreditation survey. It is an opportunity for examiners to better understand the organization and ensure a fair and balanced assessment.

8.6 Feedback Report

One of the most valuable outcomes of participation is the Feedback Report.

The Feedback Report provides an independent assessment of the organization and highlights:

- Key strengths and good practices
- Opportunities for improvement
- Observations related to organizational effectiveness and healthcare performance
- Insights to support future improvement, innovation and patient care excellence

The report is intended to help organizations learn, improve and accelerate their excellence journey.

All assessment findings remain strictly confidential and are shared only with the applicant organization.

8.7 Recognition Levels and Awards

Organizations demonstrating excellence may receive recognition based on their maturity, performance and overall assessment score.

Recognition levels may include:

- IMC RBNQA Trophy
- Performance Excellence Trophy
- Certificate of Merit
- Commendation Certificate

Recognition celebrates organizations that demonstrate excellence in leadership, strategy, patient and stakeholder focus, workforce development, clinical and operational excellence, innovation and results.

The Excellence Journey

Participation in the IMC RBNQA Healthcare Excellence Framework is much more than an award application.

It is an opportunity for healthcare organizations to understand their current level of maturity, identify strengths and opportunities for improvement, benchmark against excellence practices and build a roadmap for future success.

Organizations that use the framework as a management and improvement tool—not merely as an award process—derive the greatest long-term value from the journey.

The true benefit of the IMC RBNQA process lies not in the recognition received, but in the improvements achieved in patient care, patient safety, workforce capability, operational performance and organizational effectiveness.

Accreditation

Formal recognition that a healthcare organization meets defined quality, patient safety and operational standards set by an external accrediting body.

Action Plans

Specific initiatives and activities undertaken to achieve strategic objectives, including responsibilities, timelines and resources.

Agility

The ability of a healthcare organization to respond quickly to changing patient needs, healthcare trends, technology, regulations and risks.

Alignment

Ensuring that the organization's mission, strategy, goals, processes, measures, resources and people work together towards common objectives.

Analysis

Systematic examination of data and information to understand performance, identify trends, determine root causes and support decision-making.

Anecdotal Information

Information based on isolated examples rather than systematic approaches and measurable evidence.

Approach

The methods, systems and processes used to achieve desired outcomes.

Benchmarks

Examples of superior performance or best practices used for comparison and learning.

Business Continuity

The ability of the healthcare organization to continue essential services during and after disruptions or emergencies.

Capability

The knowledge, skills, competencies, technologies and resources required to perform work effectively.

Capacity

The organization's ability to meet current and future service needs using available people, equipment, facilities and technology.

Clinical Care

Diagnosis, treatment, monitoring and management of patients by healthcare professionals.

Clinical Outcomes

The results of healthcare services on a patient's health, recovery, well-being and quality of life.

Collaborators

Individuals or organizations that work with the healthcare organization to achieve shared goals or improve services.

Continuous Improvement

Ongoing effort to improve patient care, services, processes, safety, quality and organizational performance.

Core Competencies

The organization's unique strengths, expertise or capabilities that support long-term success.

Data-Driven Decision Making

Use of facts, data, information and analysis to make decisions.

Deployment

The extent to which an approach is consistently applied across relevant departments, functions, units and locations.

Digital Transformation

Use of digital technologies, data and automation to improve patient care, operations, access, experience and performance.

Diversity

The variety of backgrounds, experiences, perspectives, skills and characteristics within the workforce.

Effectiveness

How well a process, activity or system achieves its intended purpose and outcomes.

Employee Engagement

The level of commitment, involvement and motivation employees have toward their work and the organization.

Empowerment

Giving employees the authority, information and confidence to make decisions and take action within their responsibilities.

Ethical Behaviour

Acting with honesty, integrity, fairness and accountability in all activities and decisions.

Evidence of Effectiveness

Measures, indicators, trends, outcomes or examples that show whether an approach is achieving its intended purpose.

Goals

Desired future outcomes or performance levels that the organization intends to achieve.

Governance

The system through which the organization is directed, controlled and held accountable.

Healthcare Organization

An organization that provides healthcare services, including hospitals, clinics, diagnostic

centres, rehabilitation centres, specialty centres and other healthcare providers.

High Performance

Consistently achieving strong results in patient care, safety, quality, service, workforce, operations and organizational performance.

Innovation

Introduction of new or improved services, processes, technologies, care models or practices that create value.

Innovation Management

The systematic process of identifying, evaluating, developing and implementing new ideas and opportunities.

Key Performance Indicator (KPI)

A measurable indicator used to assess progress toward objectives and desired outcomes.

Knowledge Management

The process of capturing, sharing and applying knowledge, expertise and best practices.

Mission

The organization's purpose, whom it serves and the value it creates.

Organizational Learning

The process of acquiring, sharing and applying knowledge to improve performance and future success.

Patient

An individual who receives healthcare services, diagnosis, treatment, preventive care or other health-related services.

Patient Experience

The overall perception and experience of patients during their interactions with the healthcare organization.

Patient Safety

Prevention of harm, errors and adverse events associated with healthcare delivery.

Performance Excellence

An integrated approach to managing the organization that improves effectiveness, innovation and sustainable results.

Quality of Care

The degree to which healthcare services are safe, effective, timely, efficient, equitable and patient-centered.

Regulatory Requirements

Laws, regulations, licensing requirements and healthcare standards that govern healthcare organizations.

Resilience

The ability to withstand disruptions, recover quickly and continue operating effectively.

Risk

The possibility that an event or situation may affect the organization's ability to achieve its objectives.

Service Excellence

Consistently delivering timely, compassionate, responsive and high-quality healthcare services.

Stakeholders

Individuals or groups affected by or able to influence the healthcare organization, such as patients, families, healthcare professionals, employees, regulators, suppliers, partners, communities and governing bodies.

Strategic Objectives

Key long-term priorities that the organization seeks to achieve to fulfil its mission and vision.

Sustainability

The ability to achieve long-term success while balancing economic performance, social responsibility and environmental stewardship.

Systems Perspective

Managing the organization as an interconnected set of people, processes, resources and stakeholders working together.

Value Creation

Benefits generated for patients, employees, partners, communities, society and other stakeholders.

Vision

The desired future state of the organization.

Voice of Patient

Collection and analysis of patient needs, expectations, feedback and experiences to improve care, services and outcomes.

Workforce

All individuals who contribute to the organization's work, including doctors, nurses, allied health professionals, administrative staff, support staff, contract workers and others.

Workforce Competency

The knowledge, skills, behaviours and abilities required to perform healthcare responsibilities safely and effectively.

Workforce Credentialing

The process of verifying qualifications, licenses, certifications, competencies and professional standing of healthcare professionals.

Workforce Well-being

The physical, mental, emotional and social health of employees and their ability to work safely and effectively.

Work Processes

Key clinical, administrative and support activities through which the organization delivers care, services and value.

Annexure 1: Examples of Evidence of Effectiveness

The measures listed in this Annexure are illustrative and are intended to help healthcare organizations prepare their Application Report. These examples provide guidance on the type of evidence that may be used to demonstrate the effectiveness of approaches and the results achieved.

Organizations are **not expected to report every measure listed**. They should select the measures that are most relevant to their services, strategy, patients, stakeholders and key priorities. Additional measures that better reflect the organization's performance and achievements may also be included.

The purpose of this Annexure is to help applicants prepare a meaningful Application Report and present evidence that is relevant, objective and aligned with the requirements of the Healthcare Excellence Framework.

1.1 Leadership and Organizational Culture

A. Vision, Values and Culture

- Awareness of Mission, Vision and Values
- Patient safety and quality culture
- Employee engagement
- Ethics and compliance performance
- Safety and well-being initiatives
- Sustainability initiatives

B. Communication and Stakeholder Engagement

- Communication effectiveness
- Patient and family satisfaction
- Employee and clinician engagement
- Stakeholder participation
- Suggestions and improvement initiatives
- Driving Organizational Success
- Achievement of strategic goals
- Improvements in patient care and service quality
- Employee and clinician engagement
- Leadership development
- Innovation and improvement initiatives

- Succession readiness
- Organizational growth and sustainability

1.2 Governance, Ethics and Societal Responsibility

A. Governance and Leadership Accountability

- Governance effectiveness
- Leadership effectiveness
- Quality and patient safety performance
- Financial stewardship
- Audit and compliance performance
- Risk management effectiveness
- Leadership pipeline and succession readiness

B. Ethics, Compliance and Sustainability

- Regulatory and accreditation compliance
- Patient rights and ethical conduct
- Risk reduction initiatives
- Information and data protection
- Sustainability achievements
- Environmental performance

C. Community Health and Social Responsibility

- Community outreach programs
- Health awareness initiatives
- Employee participation
- Social responsibility initiatives
- Community health impact

2.1 Strategy Development

A. Strategy Development

- Identification of improvement and growth opportunities
- New services and initiatives introduced
- Readiness for future healthcare challenges
- Innovation and technology adoption
- Responsiveness to changing healthcare needs

B. Strategic Priorities and Objectives

- Progress towards strategic objectives
- Achievement of key goals and targets
- Improvements in patient care and service quality
- Growth and expansion initiatives
- Innovation and transformation achievements
- Future-readiness and sustainability initiatives

2.2 Strategy Execution and Organizational Agility

A. Action Plan Deployment

- Implementation of action plans
- Achievement of key milestones
- Effective use of resources

- Workforce readiness
- Execution of strategic initiatives

B. Performance Monitoring and Organizational Agility

- Progress against strategic goals
- Improvement actions implemented
- Responsiveness to changing healthcare needs
- Speed and effectiveness of decision-making
- Successful adaptation to new opportunities and challenges
- Organizational agility and flexibility

3.1 Understanding Patient and Stakeholder Needs

A. Understanding Patient and Stakeholder Needs

- Understanding of patient and stakeholder needs
- Feedback and insights obtained
- Improvements based on feedback
- New services and opportunities identified
- Patient outreach initiatives
- Stakeholder engagement improvements

B. Patient Segmentation and Healthcare Services

- Improvements in healthcare services
- Introduction of new services and specialties
- Patient acceptance and utilization
- Growth in patient volumes
- Expansion of healthcare services
- Stakeholder satisfaction with services

3.2 Patient Experience and Engagement

A. Patient Experience and Relationships

- Patient satisfaction
- Patient retention and loyalty
- Patient experience measures
- Service quality performance
- Patient support effectiveness
- Organizational reputation

B. Voice of Patient, Satisfaction and Service Recovery

- Patient satisfaction
- Patient engagement
- Stakeholder satisfaction
- Complaint and grievance resolution
- Improvements resulting from feedback
- Patient retention and trust
- Organizational improvements driven by patient feedback

4.1 Performance Measurement, Analytics and Improvement

A. Performance Measurement and Analysis

- Availability and reliability of performance information
- Use of benchmarking and comparative data
- Timeliness of performance reporting
- Data-driven decision-making
- Improvements in patient care and organizational performance

B. Performance Review, Improvement and Innovation

- Improvement initiatives completed
- Innovation initiatives implemented
- Improvements in quality, safety and patient care

- Responsiveness to challenges and opportunities
- Future-readiness initiatives

4.2 Information, Knowledge and Digital Health

A. Information and Digital Management

- Data quality and reliability
- Information accessibility
- Effectiveness of digital systems
- User satisfaction with digital platforms
- Information security performance
- Digital health and transformation achievements

B. Knowledge Management and Organizational Learning

- Knowledge sharing and collaboration
- Adoption of best practices
- Workforce learning and development
- Improvements resulting from knowledge transfer
- Innovation enabled through learning
- Organizational learning outcomes

5.1 Workforce Environment and Capability

A. Workforce Planning and Capability

- Workforce capability and competency
- Recruitment and retention effectiveness
- Availability of critical skills
- Workforce stability
- Diversity and inclusion
- Readiness for future needs

B. Workplace Environment and Well-being

- Employee health and safety performance
- Workforce well-being
- Workplace environment effectiveness

- Employee satisfaction
- Workplace culture
- Reduction in incidents and absenteeism

5.2 Workforce Engagement and Development

A. Workforce Engagement, Performance and Recognition

- Employee engagement
- Employee satisfaction and well-being
- Workforce retention
- Employee participation and involvement
- Performance management effectiveness
- Recognition and reward effectiveness
- Contribution to improvement and innovation

B. Learning, Leadership and Career Development

- Learning and development effectiveness
- Improvement in skills and competencies
- Clinical and leadership development outcomes
- Leadership pipeline strength
- Succession readiness
- Career growth and advancement

6.1 Clinical and Operational Excellence

A. Clinical Services and Process Management

- Clinical quality and patient outcomes
- Patient safety performance
- Effectiveness of clinical services

- Process efficiency and effectiveness
- Patient and stakeholder satisfaction
- Accreditation and quality outcomes
- Sustainability initiatives

B. Care Network and Operational Performance

- Partner and supplier effectiveness
- Referral and care coordination effectiveness
- Operational performance
- Service quality and responsiveness
- Resource utilization
- Sustainability improvements

6.2 Continuous Improvement, Innovation and Business Continuity

A. Continuous Improvement and Innovation

- Improvement initiatives completed
- Innovation initiatives implemented
- New services, technologies or care models introduced
- Patient and stakeholder benefits
- Clinical and operational improvements
- Organizational growth and development
- Benefits achieved through innovation

B. Patient Safety, Digital Security and Business Continuity

- Patient safety performance
- Reduction in adverse events and incidents
- Information security performance
- Reliability of clinical and digital systems
- Emergency preparedness
- Business continuity performance
- Risk management effectiveness

Annexure 2:

Illustrative Example of a Process Response (ADLI)

Example: 3.2 Patient and Stakeholder Engagement and Experience

Requirement

- 3.2 b 2) Describe how the organization collects patient and stakeholder feedback, manages complaints and grievances, and uses the information to improve healthcare services and patient experience.

Example Response

- 3.2 b 2) The organization collects feedback from patients and stakeholders through patient satisfaction surveys, feedback forms, complaint portals, helplines, patient relations teams, social media and digital platforms. Feedback is consolidated through a centralized system and reviewed regularly.

Patient complaints and grievances are logged, investigated and resolved through a defined process with clear timelines and responsibilities. Significant issues undergo root cause analysis, and corrective actions are implemented to prevent recurrence.

Senior leaders and department heads periodically review feedback trends and complaint data to identify improvement opportunities. Insights from patients and stakeholders have led to improvements in patient communication, waiting times, discharge processes, appointment systems and overall service quality.

How an Examiner may evaluate ADLI

ADLI Dimension	What the Examiner Looks For
Approach	Is there a systematic process for collecting feedback and managing complaints?
Deployment	Is the process implemented across all relevant departments and patient care areas?
Learning	Are feedback trends analysed and used to improve patient care and services?
Integration	Is patient feedback used in performance reviews, planning and continuous improvement activities?

This example is intended only to illustrate how a response may be structured.

Annexure 3: Illustrative Example of a Result Response (LeTCI)

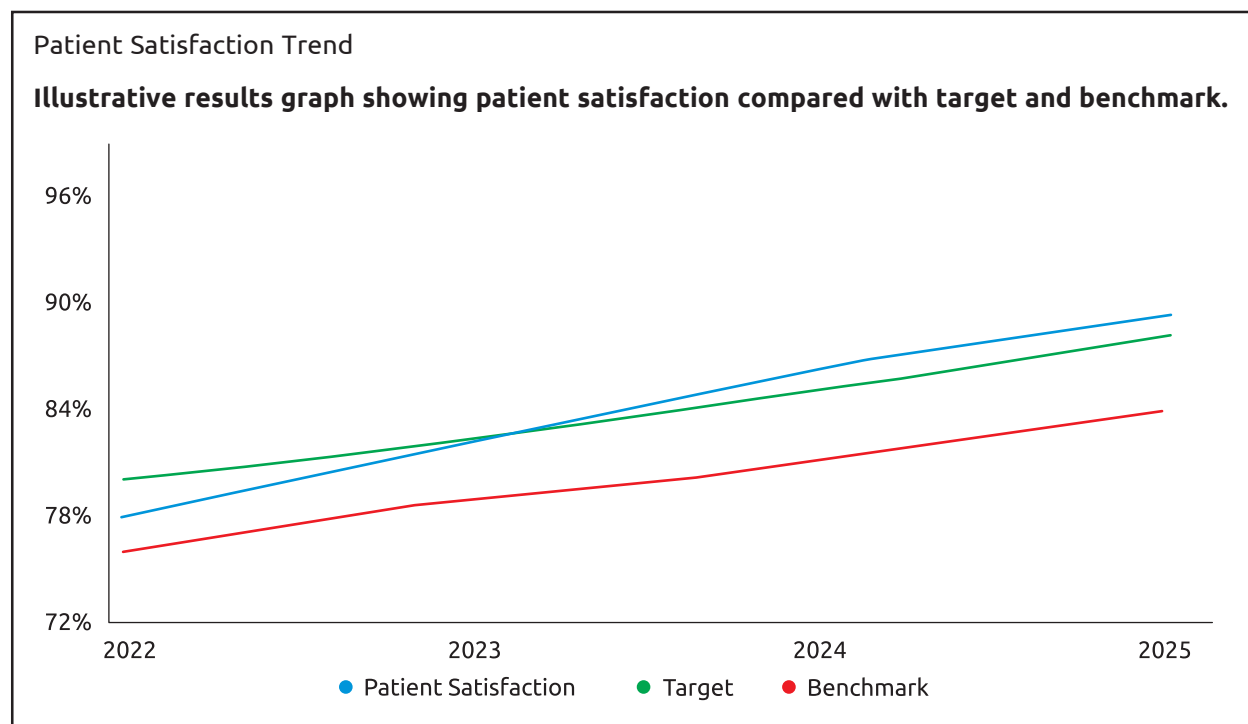
Example : 7.2 Patient and Stakeholder Results

Requirement

7.2 1. Patient Satisfaction and Experience

a) Patient Satisfaction Score

Example Response in form of graph



How this result demonstrates LeTCI

- **Level:** Current Patient Satisfaction Score is **89%** in 2025.
- **Trend:** Patient Satisfaction improved from **78% in 2022** to ****89%** in 2025.
- **Comparison:** Performance is compared with organizational targets and relevant healthcare benchmarks.
- **Integration:** Patient Satisfaction is a key measure linked to patient experience, quality of care and overall organizational performance.

How an Examiner may evaluate LeTCI

LeTCI Dimension	What the Examiner Looks For
Levels	What is the current level of performance?
Trends	Is performance improving over time?
Comparisons	How does performance compare with targets and benchmarks?
Integration	Is the measure important to patients, stakeholders and organizational objectives?

This example is intended only to illustrate how results may be presented and evaluated.







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