



Job Aid: Leading Indicators by Industry

General

Internal (Individual, team, departmental, and/or organizational outcomes)	
Quality <ul style="list-style-type: none"> • Quality ratings • Errors • KPI (key performance indicator) accomplishment 	Cost <ul style="list-style-type: none"> • Unit product line profitability cost • Waste/scrap • Inventory turn rate/cost • Overhead costs
Volume/Production <ul style="list-style-type: none"> • Production rate/output • First-call customer service resolutions • Completed projects/initiatives 	Efficiency <ul style="list-style-type: none"> • Average processing time • Speed to proficiency • Speed to market
Compliance <ul style="list-style-type: none"> • Audit findings • External audit findings • Known incident reports 	Employee Satisfaction <ul style="list-style-type: none"> • Employee engagement • Employee satisfaction • Internal promotions • Regrettable turnover • Re-enlistment rate • Employee job confidence • Employee initiative
Safety <ul style="list-style-type: none"> • Lost time injuries • "Close calls" • Critical incidents 	

External (Customer, client, market, and/or industry response)	
Customer Response <ul style="list-style-type: none">• Sales volume• New customers• Customer call center usage• Customer attrition• Program participation	Market/Industry Response <ul style="list-style-type: none">• External awards and recognition• External “buzz”• Brand perception• Lawsuits and claims• Press commentary
Customer Satisfaction <ul style="list-style-type: none">• Customer ratings• Repeat sales• Unsolicited referrals• Compliment-to-complaint ratio	

Healthcare

Internal (Individual, team, departmental, and/or organizational outcomes)	
Quantity <ul style="list-style-type: none"> • Errors • KPI (key performance indicator accomplishment) • Average length of stay • Day in A/R, over 90, etc. • Claim denial rates (professional and hospital) 	Cost <ul style="list-style-type: none"> • Cost per patient day • Supply chain cost/waste • Overhead costs/budget management • Coding errors/loss of billable income • Non-collectable accounts receivable
Volume/Production <ul style="list-style-type: none"> • Completed projects/initiatives • Reduced system processing time/clicks • Claims processed • Patient visits per day • Bed turnover 	Efficiency <ul style="list-style-type: none"> • Appointment wait time • Emergency room wait time • Communication wait time <ul style="list-style-type: none"> ◦ Prescription refill ◦ Response to questions • Time from pharmacy to floor • Transfer to unit time • Call button response time
Compliance <ul style="list-style-type: none"> • Audit findings • External audit findings • Data security • HIPAA • OSHA 	Employee Satisfaction <ul style="list-style-type: none"> • Employee engagement • Employee satisfaction • Internal promotions • Regrettable turnover • Employee job confidence
Safety <ul style="list-style-type: none"> • Rate of nosocomial infections = bloodstream (BSI), ventilator-associated pneumonia (VAP), urinary tract infection (UTI), surgical site infection (SSI), etc. • Lost time injuries 	<ul style="list-style-type: none"> • “Close calls” • Sentinel events • Medication errors • Retained surgical items (RSIs) • Wrong-site procedures • Safe handoff

External (Customer, client, market, and/or industry response)	
Customer Response <ul style="list-style-type: none"> • Customer attrition • Patient portal usage • Increased health plan participation • Increased compliance • Patient referrals • Reduced appointment no-show rates 	Market/Industry Response <ul style="list-style-type: none"> • Hospital Safety Grades • Best in KLAS rankings • CHIME Digital Health Most Wired • US News Best Hospitals
Customer Satisfaction <ul style="list-style-type: none"> • Customer Ratings • Compliment to complaint ratio • Reduced negative media • Increased positive media • Daisy nominations 	

Non-Profit

Internal (Individual, team, departmental, and/or organizational outcomes)	
Cost <ul style="list-style-type: none"> Ratio of administrative costs to program expenses Overhead costs Expenses Fundraising efficiency 	Employee Satisfaction <ul style="list-style-type: none"> Employee engagement Employee satisfaction Internal promotions Regrettable turnover Employee attrition Employee job confidence Employee initiative
Volunteer Satisfaction <ul style="list-style-type: none"> Number of volunteers Volunteer engagement Volunteer satisfaction Volunteer attrition Volunteer initiative 	Board Engagement <ul style="list-style-type: none"> Board engagement Board diversity
Quality <ul style="list-style-type: none"> KPI (key performance indicator) accomplishment 	
External (Customer, client, market, and/or industry response)	
Donor Response <ul style="list-style-type: none"> Donors retained/sustained New donors Dollars raised Average donor gift Planned gifts/bequests Donor approval score 	Market/Industry Response <ul style="list-style-type: none"> External awards and recognition External “buzz” Brand perception Press commentary Social media followers

Partner Response	Beneficiary Response
<ul style="list-style-type: none"> • Corporate partners • Grant funding • New partner(s) • Partner retention 	<ul style="list-style-type: none"> • Number of recipients served • Service hours • Communities served • Specific outcomes (e.g., increased literacy rates, reduced homelessness) • Beneficiary satisfaction rates

Government

Internal (Individual, team, departmental, and/or organizational outcomes)
<ul style="list-style-type: none"> • Production numbers • Operating expense • Case processing time
External (Customer, client, market, and/or industry response)
<ul style="list-style-type: none"> • Congressional inquiries • Applicant inquiries • Public confidence • Case inquiries • Congressional confidence