

Bay Area Retina Associates  
Diseases and Surgery of the Retina and Vitreous

## BOR 2025: Organizational Structure, KPIs, JDs

*Guide Yourself with a Map*

Tushar Ranchod, MD

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### Where do KPIs and JDs come from?

- **Key performance indicators are metrics** that represent performance of a business or its parts
- **Job descriptions are descriptions** of responsibilities and authorities that pertain to a business or its parts
- How well do you know the parts of your business on which these KPIs and JDs are based?
- Is **each part of your business** somebody's responsibility?

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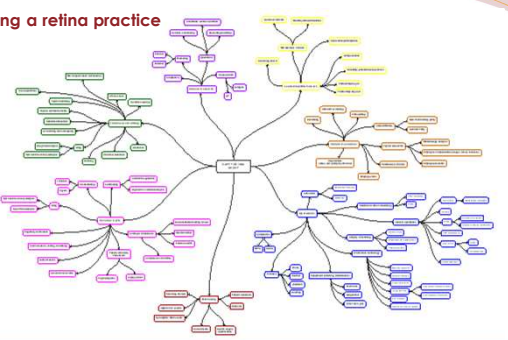
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### Mapping a retina practice



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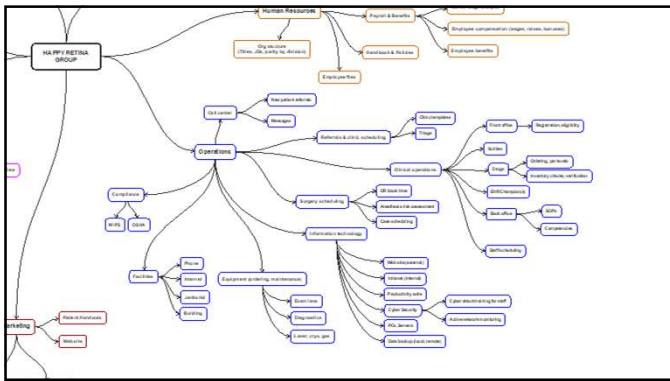
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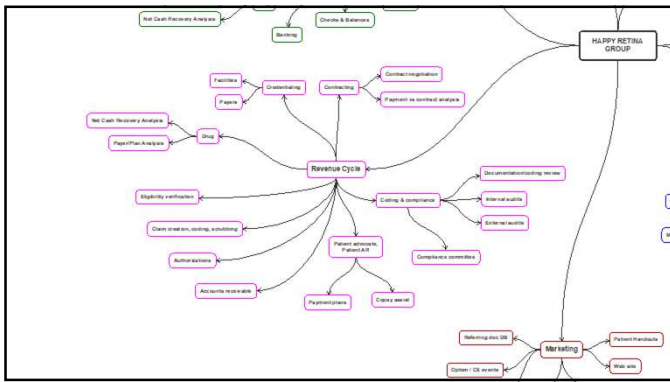
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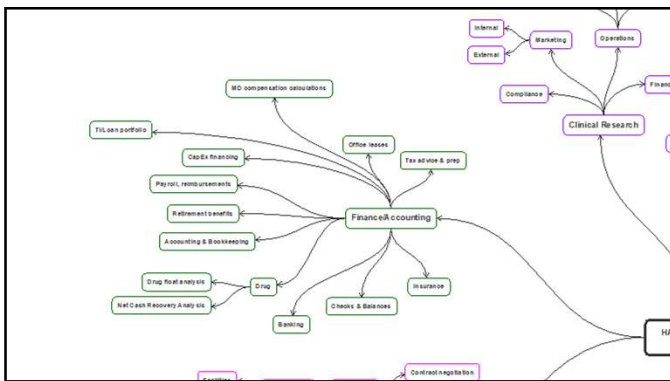
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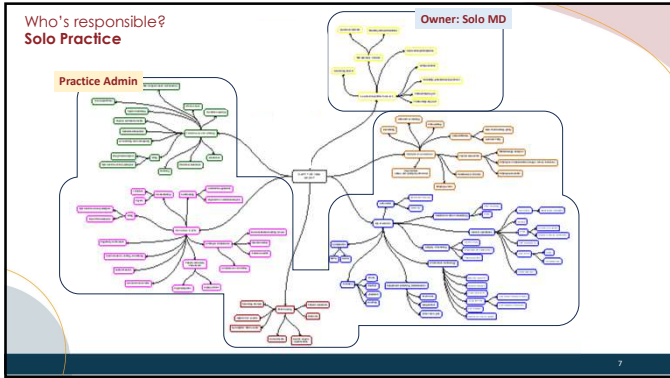
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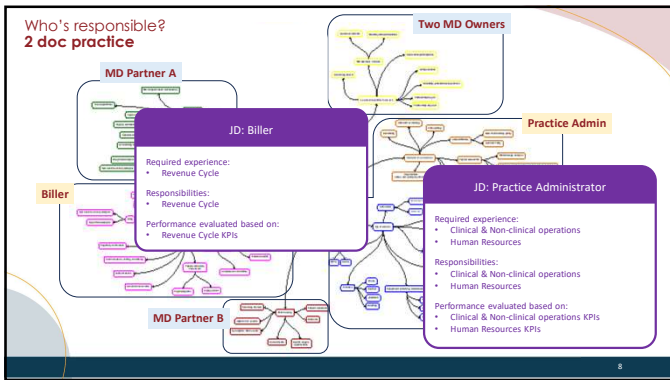
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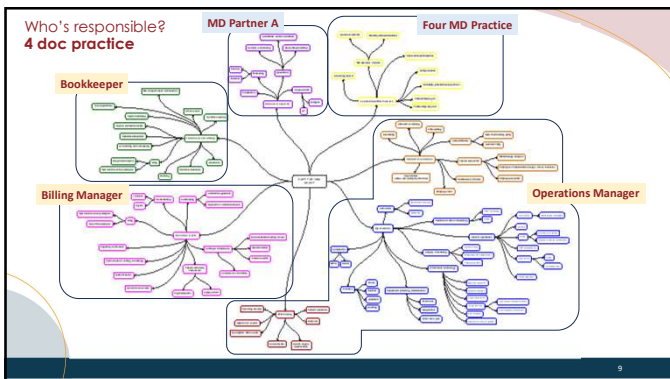
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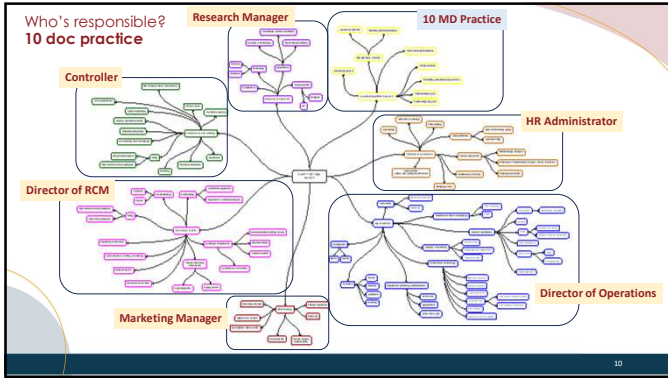
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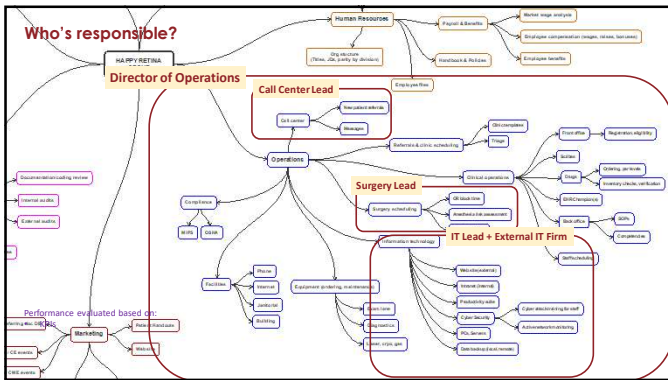
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### What are KPIs based on?

- Almost every part of your organization has KPIs, whether you recognize them or not.
- Things you can measure versus things that actually matter.
- Identify all possible KPIs in a portion of your business, then identify the ones that matter.
- As you go up the organizational hierarchy, select KPIs from the level below and add higher level KPIs if appropriate.



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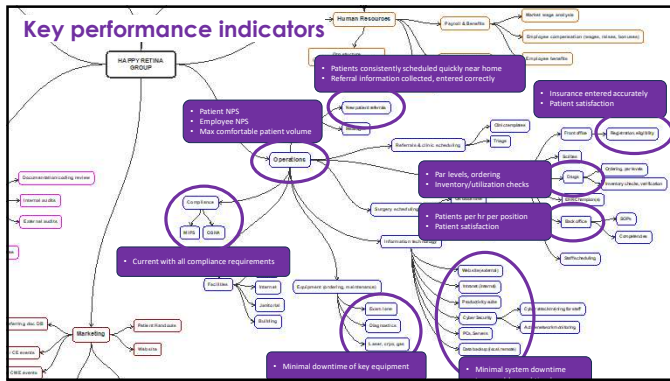
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## What's in the Job Description?

- **Experience** required
  - What type of experience is required? Optional?
  - Educational requirements usually secondary to actual experience
- **Responsibilities:**
  - Tasks or processes to oversee
  - People to manage
- How **performance** will be measured
  - Not always included in the JD but should be well defined internally before posting the job

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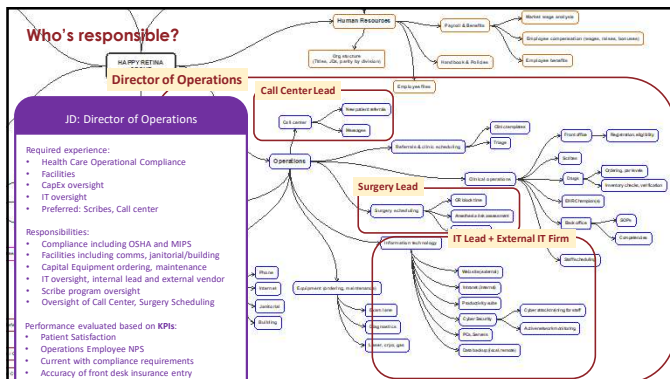
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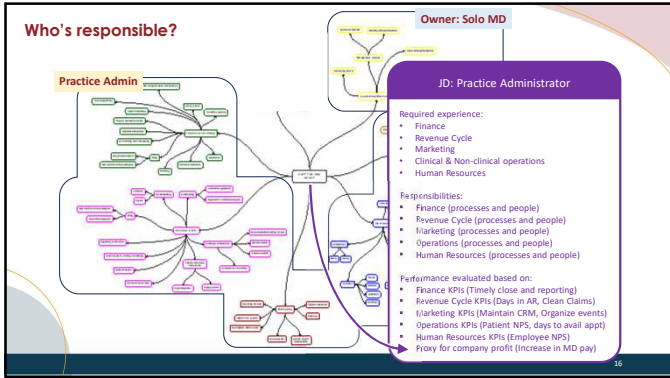
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### Summary of what we learned

- Any business can be described as a **map**
  - There are many formats/approaches you can use – just pick one!
- The map can be used to identify **KPIs** at any level of the company.
- The map can be used to ensure each **JD** includes the appropriate experience and responsibilities.
- The map can be used to ensure each part of the business is included in somebody's JD
  - No part of the business is unassigned

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### What can I do when I get home?

- **Make a map** of your practice
- If you find something that's unassigned, assign it to somebody!
- **Update job descriptions** to include all assigned pieces
- **Identify KPIs** for each piece of your map.
- Use those KPIs for accountability at every level

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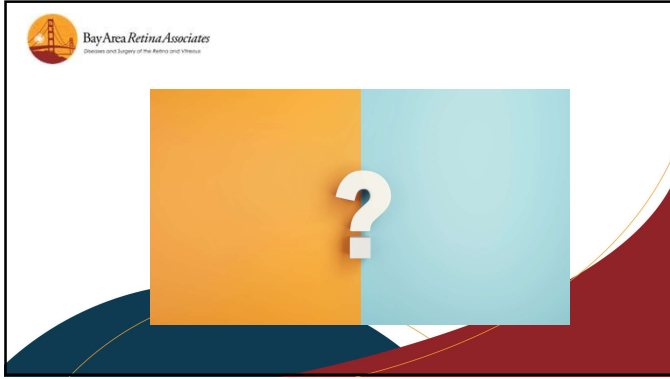
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