

First Things First: Starting the Journey

The Partnership for Excellence

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Today's Conversation



What is Baldrige?



What are the TPE Baldrige Options?



What to Expect when you Begin the Journey



Wrap Up

Baldrige Beginnings



Malcolm Baldrige
Secretary of Commerce
1981-1987

Malcolm Baldrige National Quality Improvement Act - 1987

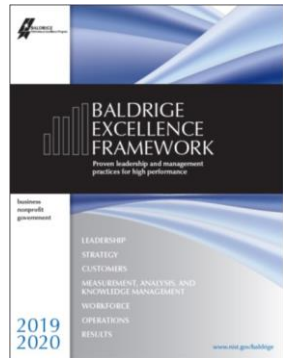
*- To enhance the competitiveness of U.S.
organizations*

Congress created the Award Program to:

- Identify & recognize role-model businesses
- Establish criteria for evaluating improvement efforts
- Disseminate & share best practices

Baldrige-Based Model – A Systems Perspective

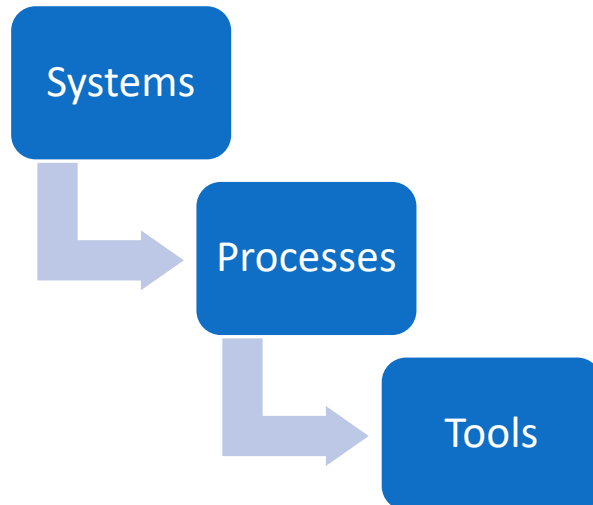
- A flexible “systems” approach - non-prescriptive
- Uses the latest validated management practices



*Leadership
Strategy
Customers
Measurement, Analysis &
Knowledge Management
Workforce
Operations
Results*



*Baldrige is a Holistic
Management Framework*



The Baldrige Criteria focus on organizational improvement and innovation systems

Six Sigma & Lean methodologies are examples of tools that can be used in organizational improvement systems to drive waste and inefficiencies out of processes.

What is Baldrige “Criteria” all about?



Baldrige Core Values & Concepts

- Systems perspective
- Visionary leadership
- Customer-Focused Excellence
- Valuing People
- Agility and Resilience
- Organizational Learning
- Focus on Success and Innovation
- Management by Fact
- Societal Contributions
- Ethics and Transparency
- Delivering Value and Results

Baldrige Excellence Framework – 3 Versions

- Business, Nonprofit & Government
- Education
- Health Care



The Applicant Chooses which Framework Booklet to Use!

Exploring the Booklet



Contents

ii About the Baldrige Excellence Framework

The Baldrige framework empowers your organization to reach its goals, improve results, and become more competitive. The framework consists of the Criteria, the core values and concepts, and the scoring guidelines.

v How to Use the Baldrige Excellence Framework

You can use this booklet as a reference, for self-assessment, or as the basis of an external assessment.



1 Criteria for Performance Excellence Overview and Structure

The Criteria include the Organizational Profile and seven interconnected categories.

3 Criteria for Performance Excellence Items and Point Values



4 Criteria for Performance Excellence

4 Organizational Profile

7 1 Leadership

10 2 Strategy

13 3 Customers

15 4 Measurement, Analysis, and Knowledge Management

18 5 Workforce

21 6 Operations

24 7 Results

29 Scoring System

Performance against Criteria items is scored on two evaluation dimensions: process and results.

32 Process Scoring Guidelines

33 Results Scoring Guidelines

35 How to Respond to the Criteria

This section explains how to respond most effectively to the Criteria item questions.



38 Core Values and Concepts

These embedded beliefs and behaviors form the foundation of the Criteria.

44 Changes from the 2017–2018 Baldrige Excellence Framework



46 Glossary of Key Terms

The glossary includes definitions of terms in SMALL CAPS in the Criteria and scoring guidelines.

54 Index of Key Terms

The Bottom Line of Baldrige

... helps organizations answer:

Is your organization doing as well as it needs to?

How do you know?

What and how should your organization improve or change?



Page ii in Framework booklet

Baldrige Enterprise

The Partnership for Excellence is Ohio, Indiana & West Virginia's Baldrige-based state program



Learn. Share. Connect.



Our Representation in Ohio, Indiana & West Virginia



- 413 Partnership for Excellence Award Applicants (2000 - 2022)
- Award Applicants Represent:
 - * 1.7 million jobs at 1,800 work locations
 - * \$140 billion in revenues/budgets
 - * Estimated 229 million customers

2,670 Examiners have volunteered over \$39 million in services

TPE's Mission, Vision & Values

- Mission: **To cultivate organizational performance excellence** and continuous improvement in Ohio, Indiana, & West Virginia
- Vision: To be the partner of choice for creating high-performing organizations that produce exceptional results
- Values:
 - Excellence
 - Diversity & Inclusion
 - Integrity
 - Visionary Leadership
 - Professionalism
 - Agility



The only state based program to conduct & submit its own Self-Assessment 3 times!

TPE Organizational Assessment Levels

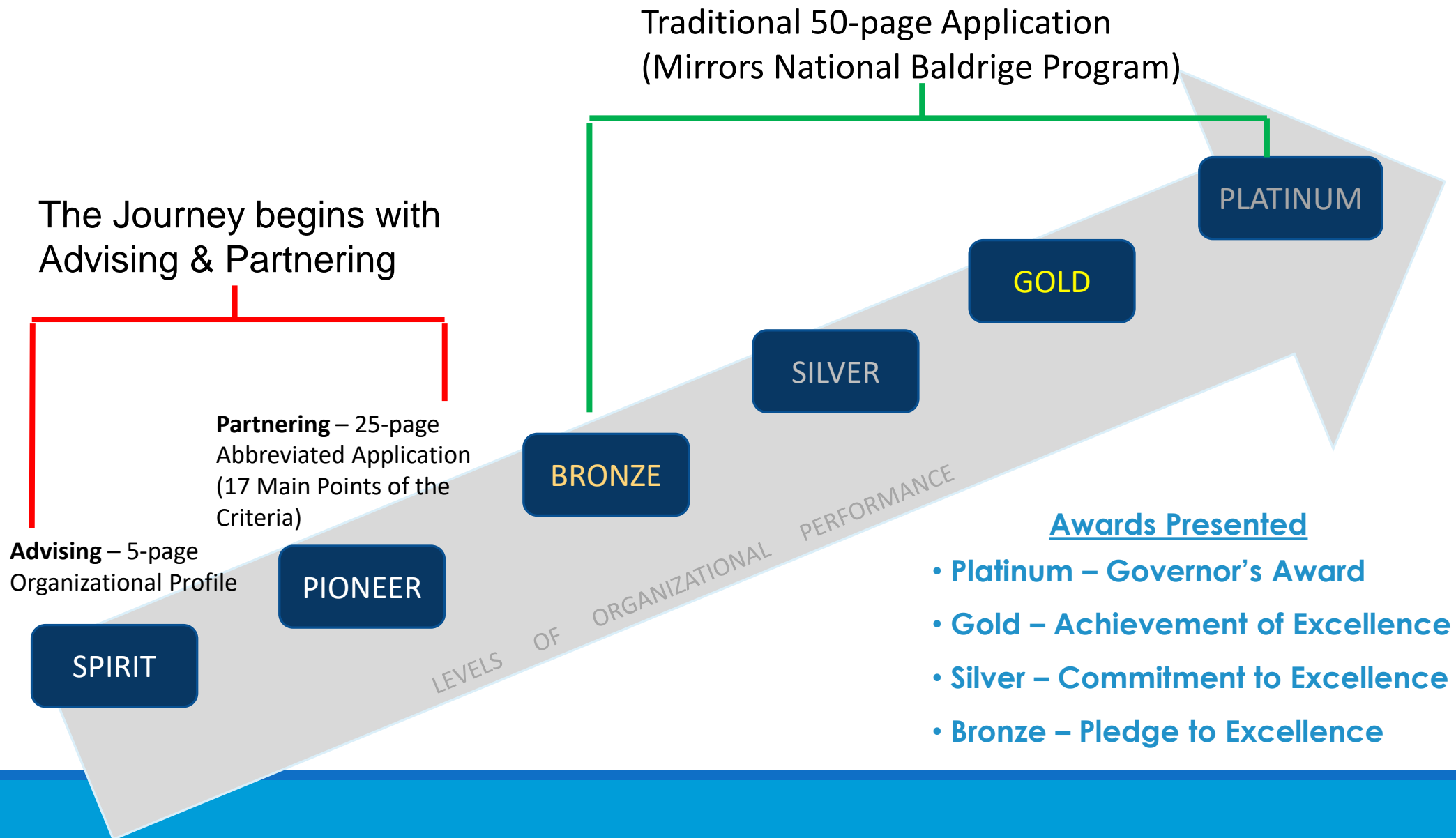
Becoming an applicant is a long-term commitment to performance excellence

Two levels of application

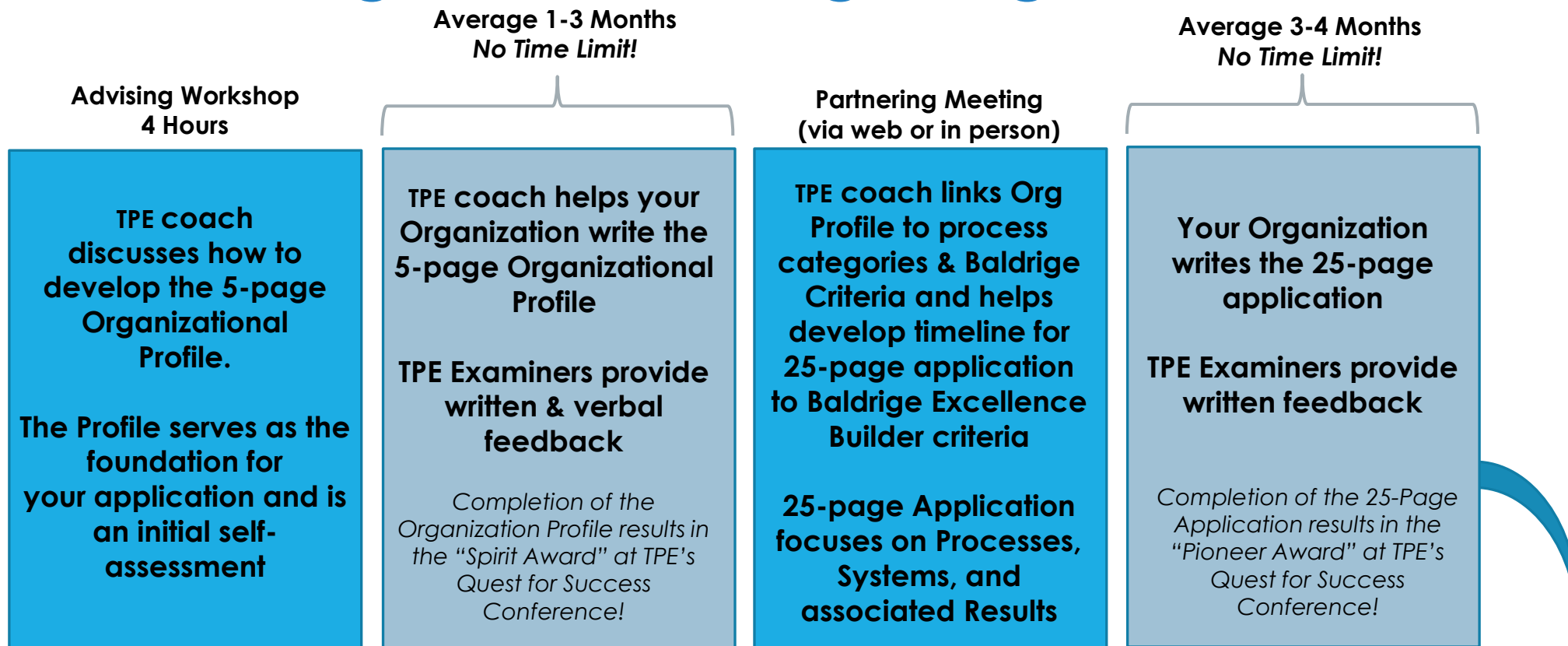
1. Advising & Partnering Program
2. Examining (Full Application with site visit)

At both levels your organization receives feedback and recognition to improve your organization and build & sustain momentum!

TPE Journey to Performance Excellence



TPE Advising & Partnering Program



Supporting Activities:

- ☐ Train Examiners (Recommend 2 or more)
- ☐ Educate the Workforce
- ☐ Attend the "How to Write an Application" Workshop in June
- ☐ Attend TPE's Quest for Success Conference in September
- ☐ Join TPE as an Individual & Organizational Member
- ☐ Participate in Webinars

Begins at \$3,965 depending on size of organization

TPE Examining Level *(Full Application)*



Traditional “Baldrige-based” 50 page Application

- Independent review by trained examiners
- Consensus review by trained examiners
- ★ *• Site Visit (3 days) by examiner team*
- Award recommendation by Panel of Judges
- Review/decision on award by Board of Trustees

Awards Presented

- Platinum – Governor’s Award
- Gold – Achievement of Excellence
- Silver – Commitment to Excellence
- Bronze – Pledge to Excellence

Begins at \$6,200 depending on size of organization



Hendricks Regional Health
Danville, IN
2021 Platinum Governor's Award



ProMedica
Toledo, OH
2021 Platinum Governor's Award

TPE Success:

Preparing Organizations to Become National Baldrige Recipients

PRO-TEC Coating Company – Leipsic, OH

- 2004 TPE Platinum Award Recipient – 2007 Baldrige Award Recipient
- http://www.Baldrige.nist.gov/PDF_files/PROTEC.pdf

CAMC Health System, Charleston, WV

- 2014 TPE Platinum Award Recipient – 2015 Baldrige Award Recipient
- http://www.nist.gov/Baldrige/award_recipients/camc-health-system.cfm

Memorial Hospital & Health Care Center, Jasper, IN

- 2016 TPE Platinum Award Recipient – 2018 Baldrige Award Recipient
- <https://www.nist.gov/Baldrige/memorial-hospital-and-health-care-center>



Start with an Organizational Profile

The Organizational Profile

- Captures the **key** influences on how you operate
- Captures **key** challenges you face
- Is the **foundation for the process work** in all other categories to foster high, reliable results

- **MAIN** services or product offerings
- **M**ission, **V**ision, **V**alues
- **KEY** drivers of workforce engagement
- **KEY** occupational health and safety regulations
- **KEY** market segments, patient and other customer groups
- **KEY** requirements and expectations of patients and customers
- **KEY** types of suppliers, partners, collaborators
- **KEY** mechanisms for communicating with suppliers, partners, collaborators
- **KEY** supply chain requirements
- **KEY** changes affecting your competitive position
- **KEY** sources of comparative and competitive data
- **KEY** strategic challenges and advantages
- **Performance improvement system**

Key Factors in Organizational Profile

A Peek at the Process – *Let's Use Workforce as an Example*

P.1(3) WORKFORCE Profile – What is your WORKFORCE profile?

- Your WORKFORCE or employee groups and SEGMENTS

5.2 – Workforce Engagement – How do you engage your workforce for retention and high performance?

- c(2) – How does your LEARNING and development system support the personal development of WORKFORCE members and your organization's needs?

Answering the Questions

Figure 5.2-1: CORE Learning and Development System



CORE (Center for Organ Recovery & Education)
2019 Award Recipient

What Examiners Will Look At – *Systematic Process?*

Figure 5.2-1: CORE Learning and Development System



- **Process**
 - Defined series of steps or actions
 - Purpose of producing a product or service for a customer
 - Linked activities
 - Involve combinations of people, machines, tools, techniques, materials, and improvements
- **Systematic**
 - Well ordered
 - Repeatable
 - Use data and information so learning is possible
 - Built in evaluation, improvement and sharing
 - Intentionally and proactively designed

What Examiners Will Look At – ADLI

Figure 5.2-1: CORE Learning and Development System



- ▶ **Approach** – the methods used to accomplish the process
- ▶ **Deployment** – Extent to which approach is applied to all appropriate work units
- ▶ **Learning** – refining the approach through cycles of evaluation & improvement
- ▶ **Integration** – extent to which approach is aligned with organizational needs identified in the Organizational Profile

What Examiners Will Look At - *Results*

Linkage of results to processes

“How do you know it’s working?”

Understanding the result

“Why is this result important to you?”

Current, trended, comparative, and segmented data

Figure 5.2-1: CORE Learning and Development System



What Examiners Will Look At – *LeTCl*

Levels – current performance on a meaningful measurement scale

Trend – are results improving, staying the same, or getting worse

Comparison – how does your performance compare with that of competitors, or with benchmarks or industry leaders

Integration – are you tracking results that are important to your organization

Figure 5.2-1: CORE Learning and Development System



No Matter Where you Start . . .

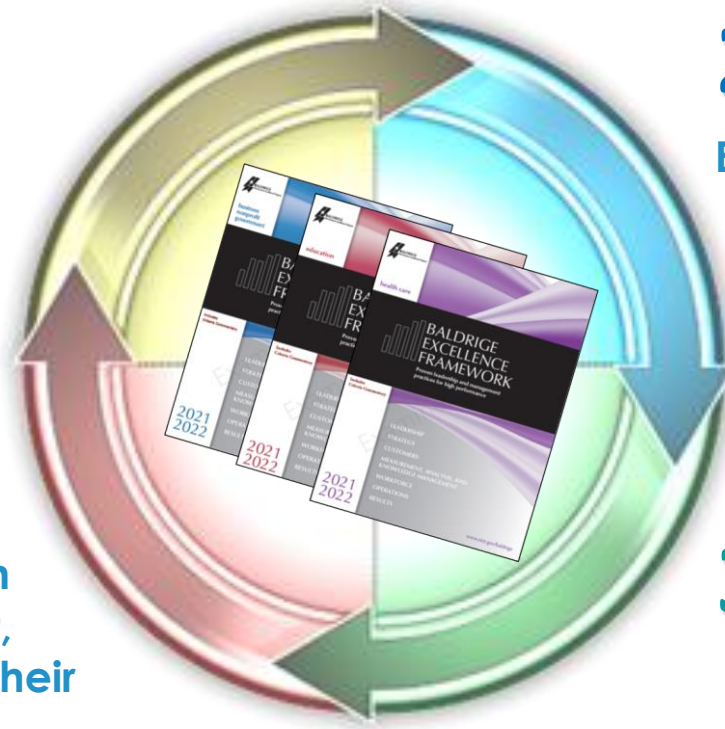
A Disciplined Operational Rhythm

1 Organizations submit their application answering the questions in the Criteria.

2 TPE Examiners evaluate the application using the appropriate Baldrige Excellence Framework and write a Feedback Report.

3 TPE returns a Feedback Report to the Organization with Strengths, Opportunities for Improvement & Key Themes.

4 Applicants learn from the Feedback Report, Improve, and continue their Baldrige journey.



Questions?

THANK YOU!

FOR FURTHER QUESTIONS/INFORMATION:

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