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THE ALLIANCE FOR PERFORMANCE EXCELLENCE NEWSLETTER

THE PREMIER RESOURCE FOR A THRIVING BALDRIGE COMMUNITY

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“Enhancing Our Members’ Ability to Grow Baldrige-based Performance Excellence”

www.baldrigepe.org/alliance



A Message from the Chair of the Board

Liz Menzer, Chair

Alliance for Performance Excellence &
Executive Director of the Wisconsin Center for Performance Excellence

“Enhancing Our Members’ Ability to Grow Baldrige-based Performance Excellence”

www.baldrigepe.org/alliance

See You in April: Alliance Members to Gather in Baltimore during annual Quest for Excellence Conference

Greetings and Happy 2016:

I am privileged to pen my first Alliance newsletter article as Alliance Board Chair. As you may recall, Brian Lassiter (MN, SD, and ND) and I flipped officer positions this year. Brian will serve as vice-chair, with Geri Markley (MI) and Anne Warner (NH) expertly continuing service to the Alliance as treasurer and secretary respectively.

In early January, your Alliance Board of Directors held its annual planning event near Chicago. Here are a few highlights:

The four Baldrige Enterprise partners—the Baldrige Program, the Alliance for Performance Excellence, the Baldrige Foundation, and ASQ -- recognize that 2016 is a pivotal year for Baldrige due in large part to diminishing funds. The Foundation’s focus is to restore federal funding (and we play a key role in that effort). However, if that initiative is not successful, it is highly likely a Baldrige Enterprise model would emerge that would look very different from the current one and this could have a significant impact on state and regional programs. The Alliance has to determine how it can be sustainable, potentially take a more active role nationally, and be proactive about possible changes. Clearly, we need to be thinking about a new business model, too!

There has been a strong desire for more standardization among Alliance Member Programs to help ensure the Baldrige brand is easily recognized and understood nationally, and to provide consumer trust and confidence in the quality of services received in all Alliance programs. (In fact, we’ve been talking about more consistency as well) and this was a main topic at the board meeting.

The Alliance Board discussed the potential benefits of having members achieve a set of standards and expectations in support of an easily recognizable and understood Baldrige brand. These included public recognition as a BPEP approved Performance Excellence Award program; possible funding opportunities, and access to products and services. We noted that we had a process for determining and implementing standards—like the Standards for Top Tier Awards and the recently announced Judging Consistency Task Force. To that end, we felt program standards for Governance and Operations would benefit members and help ensure member program sustainability.

Two task forces were created to define standards along a continuum starting with fundamental elements and moving toward best practices: The **Governance team** will focus on nonprofit best practices related to leadership/governance and planning and the **Operations team** will focus on things like top-tier awards, branding, marketing and improvement. You will be hearing more about the work of these two task forces on April 3 and 4 at Quest.

The Board also voted to change the 2016 Baldrige Framework booklet distribution formula based on membership dues. Members in good standing paying \$500 in annual dues will receive 1 share (approximately 74 booklets) and members paying \$1000 in annual dues will receive 2 shares.

Message from the Chair of the Board (Continued)

Here's a quick recap of a few of the MANY things that are still moving within the Alliance:

We continue the transition of the Alliance Baldrige Express and Baldrige Explorer – two products that will be available for resell to our customers nationwide within the first quarter of 2016. I realize folks are anxious to get rolling – we are hard at work to make this a reality!

We also continue to make terrific progress on ManageHub, a product that serves small business and could serve as a feeder to our Award/assessment products. The Board is also using ManageHub for Alliance work.

We very recently launched a Judging Consistency task force led by Mike Belter and Geri Markley. The task force will work as a team to establish consistent Judging processes by Alliance Member programs by analyzing existing processes and developing model processes and training. We felt this was a logical “next step” to follow the implementation of the Standards for Top Level Awards.

We continue to partner with BPEP to create an integrated examiner training curriculum, which will bring consistency in how we train examiners nationwide. This hardworking team will be conducting a special training pilot in conjunction with National Baldrige Examiner training this May.

We have strengthened our collaboration with the Baldrige Foundation, partnering on their efforts to restore federal funding to BPEP (and to state/local programs). Al will be on hand at QUEST for an update. Thank you in advance for your prompt response to requests for information about our programs, our applicants and our impact!

It is a very dynamic time for our organization, and we need you to join us at Quest on Sunday April 3rd and Monday April 4th to continue the discussion on a new business model, standards and more. Save the date and make your reservations!

Sincerely,

Liz Menzer (WI)

Alliance News

Updates from the Alliance Board of Directors

Alliance Membership and Board of Director Meetings at Quest for Excellence Conference

Please Note this is a Tentative Schedule

Sunday, April 3rd

Member meeting 1:00pm – 3:00pm Eastern Time

Board Meeting 3:15pm – 4:45pm Eastern Time



Monday, April 4th

After lunch – Approximately 1:00 pm – 4:30 pm Agenda for this meeting may be developed based on the Sunday meetings. It may be a sharing/best practices meeting for members but may also include anything that was not addressed by the Board.

Opportunity to help pilot the next generation of Examiner Training!

The Enterprise-wide Examiner Curriculum Task Force has been working for a couple of years and has made significant progress. We are about to launch several pilots including one for Baldrige National Examiners. ***Program Directors, if you have experienced National Examiners working in your program please share this information and encourage them to look for the opportunity to participate in the pilot*** (it will be listed in the Volunteer Opportunities provided with the 2016 notification of selection on March 10th). The opportunity to volunteer for this pilot is available for any experienced 2016 National Examiner (including program directors and those not working with an Alliance member).

Additional information on the Task Force and Curriculum: The overall goals are to:

- Develop accuracy in comments and scoring
- Ensure high quality, value-added, and criteria-based feedback

Overarching objectives are:

- Accuracy and consistency among all programs
- Focus on customers
- Evidence-based best practices
- 21st-century learning practices
- Flexibility



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The Curriculum Model is blended and currently consists of online pre-work modules that describe background information, the evaluation process, independent review, comment writing, the consensus review, and key themes. Each module has an assessment and/or assignment including quizzes and the completion of tasks required for independent review and consensus. Current thinking on the face-to-face portion is that it will consist of one day of consensus practice.

The Examiner Curriculum team consists of representatives from BPEP, ASQ, the Alliance, and Alumni Baldrige Examiners. The Alliance members are Anne Warner (anne@gsqc.com), Katie Rawls, and Geri Markley (miperformanceexcellence@gmail.com). Liz Menzer is the Alliance sponsor. Contact Anne or Geri if you have questions or would like more information.



Baldrige Performance Excellence Program

Updates from the Baldrige Performance Excellence Program

- Share the impact of Baldrige in the United States: [State-by-State Baldrige Impact Data for 2016](#).
- Register by March 7 for a discount to the [Quest for Excellence conference](#).
- [Read about what to expect at Quest](#), including from the two keynote speakers (1) Daniel Pink, an author of five books about business, work, and management that have sold two million copies worldwide and have been translated into 34 languages, and (2) Harry S. Hertz Leadership Award winner John Heer, the only leader to serve as CEO of three Baldrige Award recipient organizations.
- For your calendar, note that the 2016 Baldrige Case Study: FitHabits will be e-mailed to all Alliance programs at the same time that it is sent to the Baldrige examiners, on or about March 25.
- The Baldrige Program has opened [an online "shop"](#) where the public can purchase items (through a third-party vendor) with the Baldrige logo, such as mugs and shirts.
- In a new category of the [Leadership Excellence awards](#), the Baldrige Program was ranked in the top ten among more than 100 higher education/professional development organizations in the category "Custom Content Programming—Continuing Education Program with Emphasis on Leadership/Organizational Development."
- To take advantage of the Baldrige Program's award-winning training even if you (or someone you know) did not apply to be a 2016 Baldrige examiner, sign up for the [Baldrige Examiner Training Experience](#), a low-cost option that requires no volunteer assignment during the Baldrige Award cycle.
- Read and share the Winter 2016 *Insights* column by Baldrige Director Emeritus Harry Hertz: "[In Search of \(Workforce\) Performance Excellence](#)." Also see the online archive of previous *Insights* columns.
- Excerpt and share the [paper that won third-place prize](#) at World Standards Day. The paper title is "The Metrology of Organizational Performance: How Baldrige Standards Have Become the Common Language for Organizational Excellence Around the World."
- Read about the Baldrige Board of Overseers [three new members](#): Deborah J. Bowen, ACHE president and CEO; Bennie Fowler, Ford Motor Company's group vice president of global quality and new model launch; and Elizabeth Menzer, executive director of the Wisconsin Center for Performance Excellence.
- Baldrige blogs are now occasionally reprinted in "Manufacturing Trends," the newsletter of the National Council for Advanced Manufacturing; the chairman and CEO was interviewed in an [August blog](#). In addition, the Association for Manufacturing Excellence featured a Baldrige blog from January 12 in [its online newsletter Target](#).
- The [Department of Commerce's Operational Excellence page](#) now occasionally reprints Baldrige blogs and references the Baldrige Program.
- Read and share ACHE's [Fall 2015 issue of Frontiers of Health Services Management](#) that features Baldrige Award recipients.
- Download [free content](#) from the [2015–2016 Baldrige Excellence Frameworks](#); free content includes sample Criteria items, Organizational Profiles, Criteria Category and Item Commentaries, and graphics.
- Distribute the Criteria-based, mid-level assessment resource [Baldrige Excellence Builder](#).

Baldrige News Updates (continued)



[Register today](#) for the [28th annual Quest for Excellence® conference!](#)

The conference, which will showcase the best practices and lessons learned of the [2015 Baldrige Award recipients](#), along with those from past awardees, is being held April 12-15, 2015 at the Marriott Baltimore Waterfront in Baltimore, MD.

Highlights of Quest for Excellence include:

- The Baldrige Award Ceremony, which will honor the 2015 Award recipients on Sunday evening, April 3
- Two in-depth plenary sessions featuring the senior leaders of the 2015 recipients as they share role-model leadership practices
- [Keynote presentations](#) by John Heer, former President and CEO, North Mississippi Health Services and recipient of the 2016 Harry S. Hertz Leadership Award, on Tuesday, April 5; and [Daniel Pink](#), best-selling author of five provocative books on the changing world of work, on Wednesday, April 6
- 50 best practices sessions featuring current and former Baldrige Award recipients from all sectors sharing their proven strategies and real-world insights in strategy, customers, workforce, and many more areas important to business success
- [Pre-conference workshops](#) on the afternoon of Sunday, April 3 for beginner and intermediate users of the Baldrige Framework. These will be facilitated by leaders of former Baldrige Award-winning organizations
- Opportunities to network with and learn from Baldrige recipients, applicants, Examiners, [Alliance for Performance Excellence program representatives](#), as well as Baldrige experts and users in all industries

[Register](#) by March 7 for the \$150 early bird discount and [book your stay](#) today at the Marriott Baltimore Waterfront at the special attendee rate.

For more information about the Quest for Excellence Conference, visit the [conference Webpage](#). For questions, contact the Baldrige Performance Excellence Program at (301) 975-2036 or baldrige@nist.gov.

Baldrige Foundation

Submitted by Al Faber, President and CEO, Baldrige Foundation



The Foundation seated two new members on its Board of Directors. In January, David Gifford, MD, MPH and Lowell C. Kruse began two-year terms.

Dr. Gifford specializes in geriatric medicine and currently serves as the American Health Care Association and National Center for Assisted Living's (AHCA/NCAL) senior vice president of quality and regulatory affairs, representing more than 11,000 for- and not-for profit nursing homes, assisted living residences and facilities for the care of people with developmental disabilities.



From 1984 until 2009, Mr. Kruse was the CEO of Heartland Health in St. Joseph, Missouri, developing it into a state of the art regional health system that received the Malcolm Baldrige National Quality Award in 2009. Mr. Kruse is presently serving as Senior Fellow of Healthy Communities with the Heartland Foundation and as Chair of the Communities of Excellence 2026 initiative.

Also in January, Ann L. Bryant, Susan Sarfati, Paul G. Kuchuris and G. Richard Hastings concluded their terms as directors.

Baldrige Foundation

Submitted by Al Faber, President and CEO, Baldrige Foundation

Advocacy is Key Foundation Focus for 2016

The Foundation will be focusing on advocacy efforts in 2016, specifically working to restore federal funding for the Baldrige Performance Excellence Program in the Commerce Department's 2017 appropriation. Working with the Livingston Group, a Washington-based lobbying firm that includes a former member of Congress and significant experience on Capitol Hill, the Foundation has formally filed a request with the Senate Appropriations Committee Chair, Senator Thad Cochran of Mississippi, to include \$7.5 million for BPEP operations, including an expansion of Baldrige into the area of cybersecurity.

Alliance members can aid in this effort by communicating with their members of Congress, especially with critical Senators from Tennessee, Alaska, South Carolina, Oklahoma, West Virginia and New Hampshire. Contact Mark Wayda, PhD, in the Foundation offices at mwayda@baldrigefoundation.org for assistance with how best to reach out to these and other members of Congress.

The Synergy Organization Deepens Its Partnership with the Baldrige Foundation

The Synergy Organization's Founder and CEO, Kenneth R. Cohen, PhD, pledged to donate a portion of its revenues annually to the Baldrige Foundation to help ensure the sustainability of the Baldrige Performance Excellence Program.



In 2013, the evidence-based healthcare executive search and assessment firm demonstrated its longstanding commitment to performance excellence as the founding sponsor of the Harry S. Hertz Leadership Award (HSHLA), presented annually during the Baldrige Quest for Excellence conference to recognize the role model leader who best demonstrates the HSHLA Core Values and Leadership.

In this photo, Kenneth R. Cohen, PhD, Founder and CEO, (center) receives the 2011 KAPE Award from Robert Bitner (left), Executive Director of the Keystone Alliance for Performance Excellence (KAPE), and Harry S. Hertz, PhD, (right), then Director of Baldrige Performance Excellence Program.

Foundation to Host Dinner at Quest

On Tuesday evening, April 5, 2016, starting at 6:00 p.m., the Foundation will be hosting a gala fundraising dinner in the Waterview Ballroom at the annual Quest for Excellence Conference. A number of prominent and exciting individuals have indicated an interest in addressing the dinner. Stay tuned. The Foundation will announce the speaker and registration information as soon that information becomes available.

California Council for Excellence (CCE)

Submitted by Megan O'Keefe, Director of Operations

The California Council for Excellence invites you to

CELEBRATING EXCELLENCE 2016

Tuesday, March 22, 2016

[Cape Rey Carlsbad, a Hilton Resort](#)



Celebrating Excellence 2016 will be jam-packed with opportunities to:

- Participate in best-practice sharing workshops facilitated by **2015 CAPE Eureka Award recipients**
- Listen to keynote presentations delivered by renowned CEOs from **national Baldrige Award recipients**, including **The Charter School of San Diego** (2015) and **Hill Country Memorial** (2014)
- Network with like-minded professionals from a wide variety of industries, including CCE's Board of Directors, CAPE Examiners and conference sponsors
- Ask questions of a panel of C-Suite executives from 2015 CAPE and Baldrige award recipients
- Take in the stunning panoramic views of the Pacific and enjoy the wonderful San Diego sun!

California Council for Excellence (Continued)

Submitted by Megan O'Keefe, Director of Operations

Cape Rey Carlsbad, a Hilton Resort

Just steps away from the sand, the Cape Rey boasts stunning panoramic views of the Pacific Ocean, luxurious accommodations, and all the amenities a resort-goer could ever want. Celebrating Excellence 2016 attendees can reserve a room at the Cape Rey for the special negotiated price of \$209/night.

Board of Directors Dinner

The California Council for Excellence's Board of Directors invite you to join them on March 21, 2016 at **The Crossings at Carlsbad** for a remarkable evening of great conversations, delicious food, and beautiful ocean and mountain vistas. This exclusive dinner is CCE's traditional "kick-off" for Celebrating Excellence, and consists of a cocktail social hour, a message from the CCE Chairman, and a formal dinner with a Board member at each table. Dinner guests will also receive an exclusive update on the national **Baldrige Performance Excellence Program** from its very own Director, **Bob Fangmeyer**.



For more information about Celebrating Excellence 2016, please visit our [Events webpage](#) or contact Megan O'Keefe at (858) 486-0400 or megan@calexcellence.org. **Register for Celebrating Excellence online today!**

The Louisiana Quality Foundation

Gordon Payne, President Louisiana Quality Foundation

The Louisiana Quality Foundation helps Louisiana organizations get a better understanding of performance excellence by using and promoting the Baldrige Criteria. LQF realizes that Employee Engagement is a key to good performance and has selected this theme for their 2016 Performance Excellence Conference.

Did you know that nation-wide, according to Gallup, only about 32% of employees are engaged enough to care about and to have a good idea of what their work does to help the company and contribute to its success? That means that, on average, 68 out of every 100 employees does not care how their work supports their companies. For comparison, Baldrige recipients tend to have 85 - 90% engagement rates.

For example, at 2014 Baldrige recipient Elevations Credit Union, "employees feeling ECU "has a winning team" increasing from 68 percent in 2011 to 85 percent in 2014; "builds careers" increasing from 58 percent to 70 percent; "makes me proud to be part of this organization" increasing from 82 percent to 90 percent..." - http://www.nist.gov/baldrige/award_recipients/elevations-credit-union.cfm

This means that almost the entire member team at Elevations is engaged in their work and understands how it supports organizational success. Would you prefer to have 32% engaged, or 90%?

Baldrige expert Ron Schulingkamp, Sc. D., will conduct LQF's conference sessions and workshops. Speakers are scheduled to present on topics such as engagement in government agencies, a look at how past Baldrige recipients address engagement, and how internal communications can enhance engagement.

The Louisiana Quality Foundation (continued)

Gordon Payne, President Louisiana Quality Foundation

For anyone interested, the LQF P.E. Conference will be held March 7-8, 2016, at the Baton Rouge Marriott. Registration info is available on the LQF web site: www.LouisianaQuality.org, or at <https://www.eventbrite.com/e/2016-louisiana-quality-foundation-performance-excellence-conference-tickets-21018178939>

Thank you for your support of our state programs!

Gordon Payne, President Louisiana Quality Foundation

Adjunct Professor of Management

University of New Orleans

jgpayne@uno.edu



Excellence in Missouri Foundation (Missouri, Delaware, Kansas & New Jersey

Submitted by Christi Johnson Director of Administration



Excellence in Missouri Foundation appoints new Chief Executive Officer

Excellence and collaboration are points of emphasis for Sherry Marshall as she begins her tenure with the Excellence in Missouri Foundation. The Foundation's board of directors announced the appointment of Marshall as its CEO, effective Feb. 8.

"Marshall's quality management experience and demonstrated leadership for the Missouri Quality Award will help the Foundation move forward its mission to lead organizations to achieve performance excellence," said Richard A. Royer with the EIMF Board of Directors. "We were pleased to find a senior executive with a long history of commitment to the Baldrige Quality Award program."

"The Foundation has a successful track record of helping companies reach new levels of performance excellence—I've been proud to be involved in that mission as an examiner and Board member," said Marshall. "I am honored to have the opportunity to now lead the organization."

Marshall brings extensive experience to her role at EIMF. Ms. Marshall was a healthcare executive for the Cerner Corporation and Vice President of Quality for Saint Luke's Health System. She holds a certification as a Six Sigma Black Belt, with additional certifications in Lean Manufacturing and Project Management. Marshall has lectured extensively, on both a national and international level, and has authored and contributed to numerous publications. She co-authored the book, *The History of Quality at Saint Luke's Health System, Our Journey to Performance Excellence*, which details how the organization used leadership principles and quality management tools to drive clinical and operational excellence.

Her commitment to success of EIMF and the award program is evidenced by leadership positions of examiner, senior examiner, overseer, judge, and board member that she has held over the years. On a national level, she previously served as a member of the Board of Examiners for the Malcolm Baldrige National Quality Award.





Quality New Mexico Gets Ready for Learning Summit with Jim Collins! “Good is the Enemy of Great. And that is one of the key reasons why we have so little that becomes great,” says Jim Collins in his #1 best-selling book “Good to Great.” Our Learning Summit theme is “Excellence by Choice.”



Quality New Mexico is pleased to have Jim Collins, student and teacher of leadership and “what makes companies tick,” return to New Mexico to keynote our 2016 Quality New Mexico Learning Summit on April 12 at Isleta Resort. Jim Collins spoke at our 2008 conference in ABQ.

B. Jay Cooper and Chris Black, authors of “Mac Baldrige: The Cowboy in Ronald Reagan’s Cabinet” will speak during Day 1 luncheon. Megan Baldrige, daughter of the late Malcolm Baldrige and a NM resident, will introduce B. Jay and Chris. We’ve had a great relationship with the Baldrige Family for many years and we look forward to hearing more stories about “Mac Baldrige.”

We thank our wonderful Baldrige Award Recipients who generously share their best practices with us! We’re delighted to have 6 leaders from: Elevations Credit Union, Hill Country Memorial, Park Place Lexus, Pewaukee School District, St. David’s Health Care, and New Mexico’s own VA Cooperative Studies Program Clinical Research Pharmacy Coordinating Center. They’ll present some sessions on Day 1, have dinner with sector-specific leaders, and speak at our CEO Café and General Session on Day 2.

Also presenting are performance excellence practitioners from: City of Fort Collins, Walton County Tax Assessor’s Office and New Mexico practitioners from Don Chalmers Ford, Farmington Municipal Schools, Kirtland Federal Credit Union, NM Department of Health, NM Philharmonic, Presbyterian Healthcare Services, Sandia National Laboratories, and The Epic Advantage. Special guest Bob Fangmeyer, Director of Baldrige Performance Excellence Program, will present sessions on the “Baldrige Excellence Framework” and speak at NM Performance Excellence Awards Ceremony where we’ll announce the first recipient of the Don Chalmers Passion for Excellence Award. We commissioned a NM artist to design this award. Stay tuned!

We invite you and your colleagues to attend Quality New Mexico’s Learning Summit in Albuquerque on April 12-13 at Isleta Resort. Registration is available at www.qualitynewmexico.org.



PiPEX Welcomes Rhode Island

The Alliance for Performance Excellence Board of Directors recently approved our request to be the recognized Regional Baldrige-based Program serving Rhode Island. Rhode Island recipients of the Partners in Performance Excellence Platinum Award for Performance Excellence will be eligible to apply for the Malcolm Baldrige National Quality Award, the highest quality award in the United States.

In coming months, Partners in Performance Excellence will offer educational events in Rhode Island. We would like to thank the Management Department at Bryant University for partnering with us in embracing and supporting quality and performance excellence initiatives in the Rhode Island.

To find out more about PiPEX, please visit www.partnerspex.org or contact Marta Nichols, Executive Director at marta@partnerspex.org or 781-801-6893.

2015 Recipients of the PiPEX Performance Excellence Award Program

Raytheon Integrated Defense Systems (IDS), Material Verification & Test Department has received the 2015 Award for Process Excellence, focusing on design, management, and improvement of a single process. Examined through a rigorous process and guidelines based upon the national Malcolm Baldrige Award for Performance Excellence, Raytheon IDS, Material Verification & Test Department of Andover, MA was recognized for demonstrating efficiency, cycles of learning, and integration in the Smartview Inspection System Management Process. Process results achieved include:

- 24 percent cycle time reduction
- 30 percent reduction in the backlog of inspection lots
- Reduction in non-value added manual office work resulting in over a million dollars of savings
- Realized over three million dollars in cost avoidance savings by implementing a dynamic lot sampling methodology



IDS specializes in air and missile defense, large land- and sea-based radars and systems for managing command, control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR). It also produces air traffic management systems, sonars, torpedoes and electronic systems for ships.



is the recipient the 2015 Silver Award for Performance Excellence. Thoroughly examined through the same rigorous process and guidelines of the national Malcolm Baldrige Award for Performance Excellence, Orange Regional Medical Center of New York was recognized for their leadership, workforce engagement, and favorable clinical and customer experience outcomes as they pursue their journey to Operational Excellence.

ORMC President & CEO, Scott Batulis said, “This award is a great honor for us and a tremendous way to recognize everyone at the hospital who works hard each and every day to care for our community. To be successful, it truly takes a team effort at every level of the organization including a visionary board of directors, plus dedicated and talented doctors, nurses, support departments and volunteers.”

Orange Regional Medical Center is a 501(c)(3), non-profit organization and a member of the Greater Hudson Valley Health System. Formed by the merger of Arden Hill Hospital and Horton Medical Center, Orange Regional Medical Center moved the two campuses into a single-site, new, state-of-the-art facility on August 5, 2011. This is the first new hospital built in New York State in over 20 years and boasts seven floors of state-of-the-art technology and provides 383 patient beds and employs over 2,400 healthcare professionals. In the fall of 2016, Orange Regional Medical Center will complete a major expansion project at the hospital’s main campus which includes a new 153,000 square foot, five-story physician office building that will house offices for Orange Regional Medical Group physicians.

Partners in Performance Excellence (continued)

Submitted by Marta Nichols, Executive Director

At the same time, ORMC will open a 26,000 square foot, single-story cancer center which is also connected to the main hospital building. When completed, the \$99 million project will help relocate many outpatient services currently provided at other off-campus locations into new, high-tech buildings on the existing 73-acre hospital campus in Middletown. Both new buildings will be patient-centered healing environments incorporating all the latest technology and amenities for patients and families.

PiPEX Baldrige-based Application Writing Workshop, March 21st

No matter where your organization is on its journey toward performance excellence, this hands-on workshop will propel you forward. Our nationally recognized instructor, Kay Kendall will walk you through the entire PiPEX application process from start to finish so that you take home a better understanding of what goes into a PiPEX Baldrige-based application.



PiPEX Expands Performance Excellence Award Program

PiPEX now offers six assessments and awards to assist organizations with their state-level Baldrige-based excellence journeys. Whether you are beginning or on your way to becoming a role model organization achieving long-term success, we can help. Four levels of assessments and awards comprise our holistic approach to performance improvement. Our targeted approach to performance improvement includes assessments and awards for a single process and one Criteria process category respectively.

Rocky Mountain Performance Excellence (RMPEX) (Colorado, Montana & Wyoming)

Submitted by Jim Walker, Director of Operations

Rocky Mountain Performance Excellence (RMPEX) named four organizations as 2015 recipients of performance excellence awards. Three organizations were recognized at the Peak level, qualifying them to apply for the national award. One organization was recognized at the Foothills level for effective approaches to basic performance excellence processes.

The 2015 RMPEX Award recipients are:

Peak Recipients:

AlloSource, Centennial, Colorado, which develops, processes, and distributes life-saving and life-enhancing allografts. AlloSource is the world's largest provider of living cells from cadaveric donors for transplant. It demonstrates a defined, effective and integrated system for managing innovation and improving products. Their results show many areas of improving trends with some exceeding benchmarks.

Community Hospital, McCook, Nebraska, a critical access hospital serving Red Willow County in south-west Nebraska and surrounding counties in Nebraska and Kansas. Community Hospital employs a process-based management system that is thoroughly -deployed throughout the organization, using process scorecards to promote operational improvement and balanced scorecards to monitor achievement of strategic objectives. Many core measures of clinical quality show national top 10% results.

Donor Alliance, Inc., Denver, Colorado, a nonprofit organ procurement organization that is federally-designated to serve Colorado and most of Wyoming. Donor Alliance, Inc. demonstrates a core competency of building relationships with transplant centers, tissue processors, donor families and employees. These relationships contribute to their vision to maximize donations. Donor Alliance achieves favorable comparisons with other OPOs in several areas and shows excellent results for regulatory and accreditation requirements.

Foothills Recipient:

El Paso County School District 49, which serves the eastern part of Colorado Springs and an unincorporated portion of El Paso. El Paso County School District 49 has adopted the Baldrige Framework for Excellence to "improve performance by improving processes...By benchmarking our practices against high-performing enterprises in education and other industries, we can see more clearly where we are already excellent and where we have the most need to improve."

The 2015 RMPEX Award will be presented at a Quest for Excellence conference to be held May 18 In Denver.

For more information, contact Dr. Jim Walker, RMPEX Operations Director, at 303 803 2739 or drjimw@hotmail.com.



Southwest Alliance for Excellence (SWAE) (Arizona, Nevada & Utah)

Submitted by Karen Shepard, Executive Director



The 2015 Southwest Alliance for Excellence (SWAE) Performance Excellence Program recognized six organizations on February 1, at the Program’s annual Awards Ceremony.

Types of Awards

Organization Level Awards—Level 4 is modeled after the Malcolm Baldrige National Quality Award and based on the Baldrige criteria. *The Pinnacle Award for Excellence* recognized organizations that have mature and fully deployed quality systems within their operations, that demonstrate a commitment to continuous improvement and have a sustained significant record of performance. *The*

Pioneer Award for Excellence recognizes organizations that demonstrate effective, systematic approaches that are aligned with the organizational needs. *The Category Award* recognized organizations in one or more of the six Baldrige process categories. The organization will achieve recognition based on its performance in that category and the results related to that performance.



Tiered Organizational Levels 1, 2 & 3

Level 1—Beginning Level—Interest with Coaching (*Recognition*)

Level 2—Intermediate Level—*Commitment Award*

Level 3—Advanced Level—*Achievement Award*

Process Level Award—The *Showcase in Excellence Award* recognizes a team for one specific process that could be innovative or a cutting-edge approach. It may be used as a role model or result in exceptional performance. It could also be a routine process performed in an extraordinary manner.

Recipients for the 2015 Performance Excellence Program are:

Commitment Award (Organization Level 2)

Deer Valley Unified School District, Phoenix, AZ

Interest Recognition (Organization Level 1)

Nathan Adelson Hospice, Las Vegas, NV

The Medical Security Card Company, Inc. Tucson, AZ

Category Award (Category 5 “Workforce”)

Student Development Center, LDS Business

College, Salt Lake City, UT

Showcase in Excellence Award (Process Level)

University of Phoenix – “Admissions Intake Work Distribution”

University of Phoenix – “Office of Student Records Quality Control”

Yuma Regional Medical Center, AZ – “Reduction of Early Elective Deliveries”



Leadership Award Recipient & Examiners are Honored with Recognition Awards

The recipient of the SWAE 2016 Leadership Award: Jonathan Gardner of Southern Arizona VA Health Care System was announced at the Award Banquet. The “Examiner of the Year” was Jere-miah Scott, the “Rookie Examiner of the Year” was Jolene Pomeroy and the “Lead Examiner of the Year” was Joe Tate.

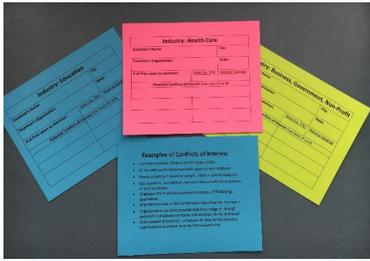
Jonathan Gardner, 2016 SWAE Leadership Award Recipient



The Partnership for Excellence (TPE) (Ohio, Indiana & West Virginia)

Submitted by Margot Hoffman, TPE President & CEO

Preparation Prevents Conflicts of Interest



Color-coded Conflict of Inter-

Ensuring there are no conflicts of interest with examiners and the application they are working on is of the highest priority when selecting examiner teams. Last year TPE implemented a three-step process to eliminate conflicts of interest and as a result, TPE did not have to move one examiner to a different team at the start of this year's cycle. The first step takes place during examiner training. Each examiner is given a color-coded card based on the industry they work in. On the front of the card, examiners fill in their name, organization, location, number of years as an examiner and any known conflicts of interest. The back of the card provides examples of conflicts of interest to assist examiners as they fill out the card. The second step is to use the cards to seat the teams. The cards provide a great visual to ensure each team has the right mix

of examiners and no conflicts of interest on the team. The third step takes place after the teams are seated. An email is sent to each applicant with a list of organizations that will be represented on their team asking the applicant to confirm they have no conflicts. As a result of these actions, when examiners reviewed the organizational profile for their applicant at the start of this year's cycle, there were no conflicts of interest!

If you would like a template for the COI cards, email Margot Hoffman at margot.hoffman@partnershipohio.org

TPE Board Conducts Strategy Session and Updates TPE Mission, Vision and Values!

On January 14, 2016 the TPE Board of Trustees engaged in a day long strategy session. During the session, the TPE Board updated the Mission, Vision and Values, conducted a SWOT analysis, reviewed TPE's strategic objectives, and developed initiatives for 2016. It came as no surprise when the top strength of TPE was identified as its **volunteers!** Following are TPE's updated mission, vision and values:

Mission: To cultivate organizational performance excellence and continuous improvement in Ohio, Indiana and West Virginia

Vision: To be the partner of choice for creating high performing organizations that produce exceptional results

Values: * Excellence * Diversity * Integrity * Visionary Leadership * Professionalism *



A couple of TPE's wonderful

Call for Presentations for TPE's Quest for Success Conference

The podium is waiting for you. Will you join us? You are invited to share your best practices, successful implementations, high impact strategies, and proven processes at TPE's Quest for Success Conference, September 12-13, 2016 at the Polaris Hilton in Columbus, Ohio. Benefits of presenting include:

- Reach a dynamic and diverse group of leaders from all sectors of the economy
- Participate in the premier conference for performance excellence in Ohio, Indiana, and West Virginia
- Influence and enhance process improvement strategies with organizations
- Showcase your organization, best practices and role model performance
- Network with an elite group of leaders dedicated to performance excellence in business, health care, education, government, and non-profit organizations

The standard presentation time is 45 minutes. All presentations must leave attendees with clear take-aways to implement tools and strategies in their own organizations. Workshops should be interactive and may use a case-study method. Applications are due by April 15, 2016 and presenters will be notified of selection by May 1, 2016. The request for presentations application can be found at http://thepartnershipforexcellence.org/events_quest_for_success.html



AHCA/NCAL National Quality Award Program

Submitted by Tim Case, Administrator

The AHCA/NCAL National Quality Award is a program of the American Health Care Association (AHCA) and National Center for Assisted Living (NCAL), a non-profit federation of affiliate state health organizations, together representing more than 11,000 non-profit and for-profit nursing facility, assisted living, developmentally-disabled, and subacute care providers that care for approximately one million elderly and disabled individuals each day.

During 2015, a cooperative effort was piloted between the Tennessee Center for Performance Excellence (TCPE) and the AHCA/NCAL National Award Program for the purposes of increased involvement, capacity, education, and promotion of both programs. AHCA/NCAL's representative in this effort was their Tennessee affiliate, the Tennessee Health Care Association (THCA). This effort was driven by the programs strategic goal of increasing AHCA/NCAL member engagement in their respective state programs.

An additional goal of this partnership was to serve as a model for other state affiliates/alliance members to provide opportunities for mutual marketing outreach, enhanced recognition of both programs, and increased participation by state examiners in the AHCA/NCAL program and by AHCA/NCAL examiners in their state programs and increased participation of AHCA/NCAL applicants within their state programs.

Linda Estes, THCA's Director of Quality and Regulatory Affairs, and Katie Rawls, TCPE's Executive Director facilitated the pilot partnership. Linda is a long time Examiner of the AHCA/NCAL National Quality Award program.



Katie and Linda's efforts to date include;

- The exchange of program information to recipients, including program brochures, cycle dates and deadlines, training events and criteria.
- Congratulatory letters to award recipients from the other program.
- Attendance at the other program's training events to capture best practices and to provide a brief orientation to the other program to participants.
- Attendance at the other program's award recognition events to enhance exposure.
- Communication of other events of interest to program staff, for example the AHCA/NCAL Annual Convention, Quality Summit, and Baldrige Regional Conferences,
- Mutual sharing across the two programs to enhance capacity and capture best practices.

If you are interested in a similar collaborative effort with your state's AHCA affiliate, contact Tim Case at tcase@ahca.org We hope to see more collaborative efforts like these. Well done Linda and Katie!

Good organizations perfect the art of problem solving. Great organizations perfect the art of continuous proactive improvement.

You see it yourself in encounters for customer support. Bad organizations provide bad customer service. Good organizations provide good customer service and resolve your issue. But great organizations are the ones we often don't think about because we never have a problem with them. How does that happen? Are these organizations incredibly lucky? Are the planets aligned for them in their universe? Doubtful.

The Baldrige Criteria does a nice job of differentiating between the continuum of organizational performance in "From Fighting Fires to Innovation: An Analogy for Learning." [2015 2016 Baldrige Criteria Fighting Fires to Innovation.jpg](#)

Most organizations start on the journey to performance excellence with a general improvement orientation. That's why they are starting the journey! Then they start to systematically use data for fact-based decision making and effective problem solving. As this becomes deployed throughout the organization, they move toward becoming a good organization. However, it's the great organizations that take an intentional approach to embed continuous proactive improvement into the culture, "just the way we do things around here." And exceptional organizations promote innovation and intelligent risk-taking.



What does it take to move an organization along this continuum? Visionary leaders who are perpetually dissatisfied with "good enough." Leaders who know the evidence of customer satisfaction and engagement is more than the absence of complaints. Leaders who are personally invested in their own continued learning and development.

Who comes to mind for me when I think about those kinds of leaders? It's obvious. The leaders of Baldrige Award winning organizations. Join me at the 28th Annual Quest for Excellence to hear from those kinds of leaders. [Baldrige Quest for Excellence](#) You'll learn practical approaches that you can adapt for your own organization, and you'll be inspired by these leaders who share the stories of their own journeys to performance excellence.

And for those who might be in the Boston area, I'll be facilitating a workshop on preparing a Baldrige-based application on March 21. I'd love to see you there. [Partners in Performance Excellence](#)

American Society for Quality

Submitted by Bethany Straseske, Communications Marketing Specialist, ASQ



ASQ is a global community of people passionate about quality, who use the tools, their ideas and expertise to make our world work better.

ASQ: The Global Voice of Quality.



Process Excellence Network

PEXNetwork.com – Insight and Inspiration for Process Professionals

The Process Excellence Network is a global community for process professionals, business leaders and executives who want to improve their businesses through process and operational excellence. With a global membership of 105,000+, and a burgeoning global portfolio of live events, webinars, and networking opportunities, our mission is to inspire and inform our members with access to practical advice on business improvement tools, methodologies and technologies in order to achieve their business goals.



Interesting article providing insight as to “**What are the key trends affecting process practitioners this year?**” Read the entire article by clicking on the link below:

[4 Trends Defining Process Excellence in 2016](#)