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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 Chairman

Brian Lassiter, Chair

Alliance for Performance Excellence &
President of the Performance Excellence Network (MN, ND & SD)

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

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We’ve Only Just Begun: To the Alliance’s Successful Second Decade

Where has the time gone?! As we celebrate the end of the Alliance’s first decade of existence, this is my last official column as your Alliance board chair: I’m honored to have served in that role for two terms, the last four years. We have made great progress, together as an Alliance:

- We have strengthened the value we offer to our members – our local, state, regional, and sector Baldrige-based programs. We have modified our membership policies, making them more member-focused and setting the Alliance up for future growth, welcoming other types of members to our network.
- We created, agreed, and adopted standards for our top tier awards. Approved over two years ago, our goal – in collaboration with the national program – is to increase the consistency across all Baldrige-based programs.
- We have significantly enhanced our partnerships with BPEP, the Baldrige Foundation, and ASQ as we continue to define, grow, and sustain this thing called the *Baldrige Enterprise*. In addition to creating standards for our top level Awards as mentioned above, we are still working to create an integrated examiner training curriculum, seek consistency and grow the Baldrige brand, expand collaborative fundraising to sustain the national program and to fund our own member programs, and to broaden our collective marketing to “grow the pie.” We have a very long way to go, but we have made considerable progress at contributing to the future of the *Baldrige Enterprise*.
- We have made progress on key business development initiatives – most notably 1) acquiring the assets of the National Council for Performance Excellence and its two key online evaluation survey products, *Baldrige Express* and *Baldrige Explorer*; and 2) entering into a partnership with ManageHub, a product that serves small business and will create a feeder pathway to our Award/assessment products. These initiatives – and others to come – will set up the Alliance for growth and revenue-generating products for our customers.
- We have made many other improvements to our support processes, such as improving our approaches to governance and board effectiveness, creating a communications task force with systematic quarterly member interviews, improving our finance/audit processes, and expanding the use of BOSS throughout the Alliance,
- We are as a board considering new strategic models (such as accreditation and regional alliances) that will further stabilize, enhance, and grow our member programs.

I believe the Alliance has evolved and matured considerably the last few years. We have developed into a more cohesive network of Baldrige-based member programs, rather than a loose confederation of completely autonomous state and local programs. We have explored, designed, and are now making available products – like *Baldrige Express* and ManageHub – that will generate revenue for our member programs. We have elevated our status within the *Baldrige Enterprise* from that of only a weak feeder system to the national program to a much more important strategic partner for both BPEP and the Foundation.

Message from the Chairman (Continued)

Considering our collective size and scale – we have over 40 FTE, over \$8 million in combined revenue, serve over 1300 organizations with our assessments, and leverage over 2200 examiners nationwide – we are a critical part of the future success of the Baldrige effort. But we have a long way to go in order to realize that success.

Four years ago at our national Alliance meetings in Scottsdale, our theme was change – how to remain resilient and successfully manage change within and across our programs in face of BPEP losing its federal funding. I believe we have changed considerably the last four years, and we should celebrate and embrace our progress. But I also believe that more significant changes are coming – changes that will force our programs individually as well as collectively to transform into more stable, sustainable, and growth- and impact-promoting models. I challenge us all to embrace the need for these changes; I implore us all to have the courage to proactively transform our model. I see a day when the *Baldrige Enterprise* is fully funded and 10 – maybe 20 – times the size that it is today. But that will require work, require courage, and require intelligent risk taking.

It will also require strong leadership, which is why I am honored to hand the baton to your new chair, Liz Menzer (WI). With her leadership, fresh ideas, and steady guidance, we WILL move forward as an Alliance – towards growth, stability, and sustainability.

It has been a pleasure and a true honor to serve as your chair the last four years, and I thank all of the other leaders and volunteers who have contributed to the Alliance's success. Here's to a successful first decade for the Alliance and to a remarkably successful second.

Brian Lassiter, Chair (MN)

Alliance News

Updates from the Alliance Board of Directors

Baldrige Online Scorebook Solution ... the Alliances Product of Choice!

The Baldrige Online Scorebook Solution (BOSS) software is the official evaluation software provided by the Baldrige Performance Excellence Program to the Alliance for Performance Excellence for use by the Alliance State and Regional Programs. The Alliance administers the use of the software and it is hosted by AboutWeb, a third party that is involved in writing the code with Baldrige.

This aligns state and regional programs and examiners with the same software usage as the national program. The Alliance has created benefits to State and Regional Programs that are using BOSS as their evaluation software:

- **This year, the Alliance has created a User Manual which is very detailed and user friendly**
- **The Alliance has a BOSS users group that meets monthly to share tips and strategies**
- **The Alliance also has a BOSS task force that is in direct communication with technical assistance and meeting contract agreements in addition to assisting programs with the software**
- **SWAE and TNCPE have developed training webinars on different aspects of using BOSS that are also available**

Several additional State and Regional Programs will be using BOSS in 2016 because of examiner efficiencies and its integration with the National Program.

Any Program that is interested in seeing how the software works from Independent Review to Consensus Review and through the Site Visit Module including Site Visit Issue worksheets, please contact Katie Rawls, TN, Karen Shepard, SWAE, Geri Markley, MI or Liz Menzer, WI.

Alliance News (continued)

Updates from the Alliance Board of Directors



The Alliance for Performance Excellence's Business Development Committee created the Alliance/ManageHub Task Force which held an on-line presentation for Program Executive Directors on Tuesday, October 20th. The task force presented information on how Program Directors can sign up as an affiliate with ManageHub, a ready-to-use Baldrige-based "management machine." ManageHub was developed to provide small business owners with a simple step-by-step on-ramp that guides businesses and its employees to learn how to use ManageHub by combing software, training and coaching support to accelerate their business.

The ManageHub Accelerator Program is action oriented, using the ManageHub software as the engine to get an organization moving quickly to get organized and using continuous improvement processes. ManageHub is used to organize people into highly effective process-teams where they document and improve the work that they perform. ManageHub software combines project management, issues resolution, a suggestion system, and knowledge-based documentation sharing into one integrated management platform that automates a continuous improvement cycle. With the tools, proven best practices, and coaching support, businesses can build a systematic business focusing on key business priorities with transparency.

Participants of the ManageHub Accelerator receive access to: (1) a 4-part on-demand video "Boot camp," (2) ManageHub software, and, (3) ongoing coaching to allow programs to attain revenue through directing people to the ManageHub Accelerator.

Alliance program members can participate in three ways:

Promote the ManageHub Accelerator only: Simply place links on your website's homepage, promote the Accelerator through social media, newsletter articles and bulk email blast. You can refer all training and support to ManageHubAccelerator.com. Alliance Program Members will earn a 10% referral fee. Sign up at <http://affiliate.managehubaccelerator.com/>

Deliver ManageHub Coaching Services: ManageHub offers Alliance Programs a systematic approach that can complement existing services, by attracting small business participants who can graduate into recognition programs, helping programs fill a sales pipeline. Alliance Programs can deliver "White Glove" and/or ongoing individual and team coaching services directly to clients. As an Alliance Member, each program will receive one free Coach License for its Executive Director. Additional licenses can be purchased for \$99 per month and Accelerator boot camp seats can also be purchased at only \$99 per participant. The Alliance Program can designate and retain all coaching fees.

Build a Coalition in Your State or Region: ManageHub offers a proven approach for Alliance Programs to engage their local small business ecosystem. Use ManageHub to create joint-venture relationships with State and local organizations that serve small businesses. Create awareness for your program, and establish relationships with referral sources.

The Alliance – ManageHub Task Force will be organizing a user group for those Alliance Member Programs that become ManageHub Affiliates, to share ideas and best practices in using ManageHub and promoting its services. For questions, Program Executive Directors can contact Darcy Davidsmeyer at darcydavidsmeyer@gmail.com or any of the Alliance – ManageHub Task Force members (Anne Warner, Geri Markley, Dean Bondhus, Gary Nesteby or Marta Nichols).



Submitted by Ron Schulingkamp Sc.D., Sr. Strategic Consultant, Fluor Federal Petroleum Operations, LLC

Baldrige Helps Health Care Organizations Provide Superior Patient Experience

From NIST *Tech Beat*: July 23, 2015

What does the Malcolm Baldrige Health Care Criteria for Performance Excellence (HCPE) have to do with quality healthcare and a great patient experience? In the 2015 *Quality Management Journal* Vol. 22, No. 3, Ron Schulingkamp, Sc.D, of Loyola University New Orleans and John Lathan Ph.D. of Leadership Plus Design Ltd. addressed this issue in a paper titled, Health Care Performance Excellence: A Comparison of Baldrige Award Recipients and Competitors.

“The most important finding in this study was that Baldrige recipients provided care equal to or better than competitors while at the same time providing a better patient experience.”

To continue reading the executive summary please click on the link below.

<http://johnlatham.me/quality-care-and-patient-experience>

Download the Paper

Schulingkamp, R.C. & Latham, J.R. 2015 *Healthcare Performance Excellence: A Comparison of Baldrige Award Recipients and Competitors*

Quality Management Journal Vol 22 Issue 3

http://johnlatham.me/wp-content/uploads/2015/07/Schulingkamp_and_Latham_2015.pdf



Baldrige News Updates



[U.S. Secretary of Commerce Penny Pritzker Announces Four Recipients of 2015 Baldrige Award](#) *(click to read entire article)*



Baldrige Performance Excellence Program

News from Baldrige Performance Excellence Program

Please help spread the word: any organization that has earned a top-tier award from an Alliance program for the past five years is eligible to apply for the Malcolm Baldrige National Quality Award. The 2016 Baldrige Award Application Form and the 2016 Eligibility Form—plus dates and other information on award eligibility and the application process—are now available on the Baldrige Performance Excellence Program (BPEP) website at <http://www.nist.gov/baldrige/apply-2016.cfm>.

Alliance program directors: BPEP wants to help promote your latest top-tier award recipients. To this end, please share names, locations, and contact information for those organizations that we can reprint in news, blogs, tweets, or other communications. This information can be sent via e-mail to Dawn Bailey (dawn.bailey@nist.gov) or Christine Schaefer (christine.schaefer@nist.gov).

Share the latest Baldrige news: "[Publication for Health Care Executives Features Baldrige Award Recipients.](#)"

The ACHE publication highlights the "Baldrige journey" stories of both 2014 Baldrige Award recipients in the health care sector: Hill Country Memorial Hospital (Fredericksburg, Texas) and St. David's HealthCare (Austin, Texas). The publication also features commentary by Janet Wagner, who led Sutter Davis Hospital (Davis, California) to receive a Baldrige Award in 2013. In addition, readers will learn how 2011 Baldrige Award-winning Schneck Medical Center (Seymour, Indiana) made the Baldrige framework its business model to become "a fact-based, results-oriented organization."

Do you know aspiring and current C-level executives? Please share this news: [Baldrige Program Seeks Candidates for 2016 Baldrige Executive Fellows Program](#).

Use for marketing the recently honored [paper on the Baldrige framework as the "World's Standard for Organizational Excellence."](#) An excerpt follows:

The Baldrige Criteria for Performance Excellence are accepted around the world as the gold standard for organizational performance excellence—a body of principles and considerations that when used as a management framework lead to improved performance results in organizations. . . .

Standards are the world's common language, and in the realm of organizational performance excellence and the measurement of organizational performance, there are no more impactful standards than the ones found in the Baldrige Criteria for Performance Excellence. These standards have become a common language for every type of organization, touching countries around the globe. They have contributed to the success of industries and subindustries within manufacturing, business, health care, education, and nonprofits. Through this success, they have helped hospitals save lives, educators to improve learning outcomes for children, and businesses to create jobs and be more efficient. In the celebration of the global importance of standards, the Baldrige Criteria rank as the gold standard for the measurement and recognition of performance excellence—in other words, the metrology of performance excellence—around the world.

Baldrige Foundation

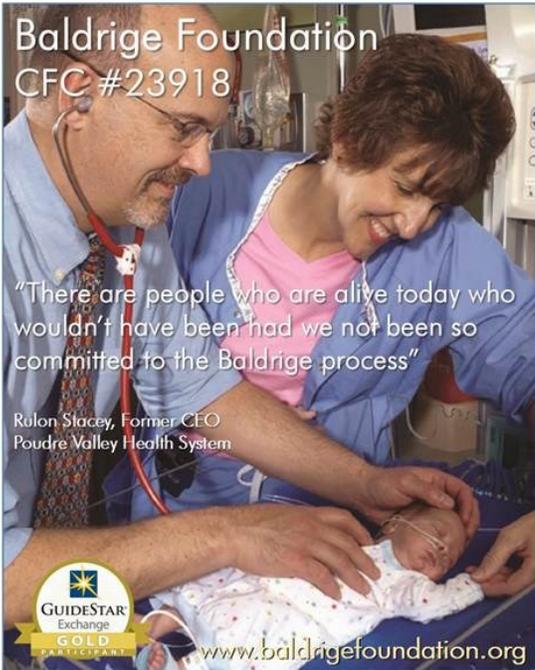
Submitted by Al Faber, President and CEO Baldrige Foundation

For the first time in its history, the Baldrige Foundation has been accepted in the Combined Federal Campaign (CFC)! The CFC is the official workplace giving campaign of the federal government. The mission of the CFC is to promote and support philanthropy through a program that is employee focused, cost-efficient, and effective in providing federal employees the opportunity to improve the quality of life for all. Each year, federal employees and military service members contribute millions of dollars to charitable organizations through the CFC. This year, we are listed among them as charity **#23918 - Foundation for the Malcolm Baldrige National Quality Award** – “Your donation allows us to fund improved health care with increased access, innovation in K-12 and higher education, and create a stronger economy for America.”

We are asking our strategic partners (like you) to please help us advertise our charity within your network, and especially with federal workers including the military. We have also included the Ad below which can be used in publications or online. Throughout America the Baldrige Foundation is promoting performance excellence in health care, helping to identify and share best practices in role-model hospitals. Help us to continue our work, saving lives – every day – here at home.

The 2015 CFC open season for donations runs now through December 15, 2015. Federal workers may donate to the Foundation through their local Human Resource Office by making a one-time donation or by payroll deduction with each paycheck.

There are additional resources available for you at: <https://networkforexcellence.box.com/s/tex0q1fbt8vac956jd2tu0esln3bp8z1> . Please remember to submit your presentation reports to the Foundation at: info@baldrigefoundation.org.



Baldrige Foundation
CFC #23918

“There are people who are alive today who wouldn't have been had we not been so committed to the Baldrige process”

Rulon Stacey, Former CEO
Poudre Valley Health System

GUIDESTAR
Exchange
GOLD
PARTICIPANT

www.baldrigefoundation.org

2015 Leadership Symposium

This Fall, the [California Council for Excellence](#) (CCE) hosted its third annual Leadership Symposium at the beautiful campus of [Soka University](#) in Aliso Viejo, Calif. The November 5 event featured an astounding lineup of speakers from some of the nation's leading organizations, including two current recipients of the Malcolm Baldrige National Quality Award: Jayne Pope, CEO, [Hill Country Memorial](#), and Jay Champion, COO, [Elevations Credit Union](#).

Additional speakers included: Rick Norling, CEO of Communities for Excellence and retired CEO of [Premier, Inc.](#), a 2006 recipient of the Malcolm Baldrige National Quality Award; Mary Searcy Bixby, Founder, President and CEO of [Altus Institute](#) and [The Charter School of San Diego](#); and Greg Campbell, International Corporate Executive and Author of [The Surprising Power of the Coil](#) and [The 5-2-1 Principle](#).



(Left to right) Greg Campbell, Jayne E. Pope, MBA, RN, FACHE, Mary Searcy Bixby, Denise Shields, Jay Champion, and Rick Norling at CCE's third annual Leadership Symposium .

Attendees from a variety of industries and professional backgrounds had the unique opportunity to listen to the personal accounts of these speakers as they shared their struggles and successes encountered on their own leadership journeys. These stories included:

- The struggles and triumphs of Pope's family relocation from Canada to rural Texas and how that contributed to her career progression
- Champion's formula for "stick-a-bility" – passion, process and focus
- Bixby's belief that logic makes people think, but emotion makes people act, which has fueled her life-long dedication to "transforming lives" of at-risk youth
- Norling's unfaltering focus on values and ethics;
- Campbell's dedication to constant and intentional learning and relentlessly asking "how?" and "why?"

The audience was able to interact with the speakers throughout the day, either during the morning and afternoon panel discussions, or during breakfast and lunch in Soka's stunning Founders Hall Art Gallery, which boasts the enormous [Dale Chihuly](#) hand-blown glass chandelier, *Blue Jules*.

The 2015 Leadership Symposium was moderated by the Chairman and Vice Chairman of CCE's Board of Directors, Denise Shields and Dr. E. David Spong, respectively, and was graciously sponsored by [Facility Services Partners, Inc.](#), [McCarthy Building Companies](#) and [Veolia](#).

Excellence Awards Presented to Two Maryland Healthcare Organizations

The 2015 Maryland Performance Excellence Awards (MPEA) Program concluded on Thursday, October 8, with the Program's annual Awards Ceremony.

The highlight of the Ceremony was the presentation of the MPEA Gold Award to GBMC HealthCare, Inc., of Towson, Maryland, and the MPEA Silver Award to Adventist Health Care, Shady Grove Medical Center, of Rockville, Maryland.

The Gold Award is given to organizations that demonstrate an effective, systematic approach responsive to the basic requirements of most Baldrige Criteria items, although some areas or work units are in the early stages of deployment. Some key processes are beginning to benefit from systematic, fact-based evaluation and improvement. Results address areas of importance to the organization's key business requirements, with improvements and/or good performance being achieved. Comparative and trend data are available for some of these important results areas. The approaches and results show evidence of systematic leadership practices, a strong customer focus, a process for setting strategic direction, information systems that support fact-based decision making, and human resource systems that lead to employee growth and development.



The Silver award is given to organizations that demonstrate an effective, systematic approach responsive to the basic requirements of many Baldrige Criteria items. Although approaches are deployed in some areas, many areas or work units are in the beginning stages of deployment. Silver Award recipients have developed a general improvement orientation that is forward-looking, and obtains results stemming from its approaches, with some improvements and good performance. The use of comparative and trend data is in the early stages. There is some evidence of systematic leadership practices, customer focus, a process for setting strategic direction, information systems that permit fact-based decision making, and human resource systems that contribute to employee growth and development.

Recognition Awards Presented to Maryland Examiners

Maryland Performance Excellence Awards (MPEA) Program Examiners were recognized during the Program's annual Awards Ceremony.

Ramona Hill was designated as "Master Examiner" for having served as Team Leader for two full award cycles. Sixteen Examiners were newly designated "Senior Examiners" for having participated in all phases of the 2015 MPEA examination cycle.

Ramona Hill and Scott Atkin were recognized as "Examiner of the Year" for their sustained superior performance and exceptional leadership as Team Leaders during the 2015 examination cycle.

Six Examiners – Deborah Aceto, Marcela Cámpoli, Carolyn Candiello, Leslie Gilbert, Reid Spearman, and Jennie Vincent – received the MPEA "Above and Beyond" Award. This award recognizes superior effort and performance by Examiners in their assigned roles and other team duties as assigned.

Two Examiners – Lara Wilson and Lisa Eden – received the MPEA "Rookie of the Year" Award. This award recognizes outstanding effort and performance on the part of Examiners who have never before served as Examiners in a Baldrige-based award program.

The Maryland Performance Excellence Foundation (continued)

Submitted by Michael Novak, Executive Director, MPEF

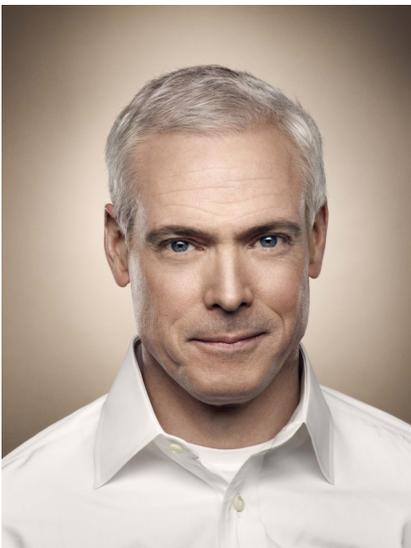
Mike Novak Retires as Executive Director

Mike Novak, Executive Director of the Maryland Performance Excellence Awards (MPEA) Program since 2009, retired effective Thursday, October 8. Mike will remain with the Maryland Performance Excellence Foundation, engaged in outreach, communications, and public relations activities.

Away from MPEF, Mike will be devoting his time to teaching, writing, and lecturing (mostly about Baldrige-related topics). He will also spend time at his cabin in the woods in Northwest Lower Michigan – hiking through cedar swamps in search of Brook Trout, cooking gourmet campfire meals, and dancing with Beagles.

Quality New Mexico

Submitted by Julia Gabaldon, President/CEO



Jim Collins, author of “Good to Great” Keynotes 2016 Quality New Mexico Learning Summit April 12-13

Jim Collins, student and teacher of leadership and what “makes great companies tick,” will keynote Quality New Mexico’s Learning Summit “Excellence by Choice” on April 12-13 at Isleta Resort. Registration is available at www.qualitynewmexico.org.

Jim Collins has authored or co-authored six books that have sold in total more than ten million copies worldwide. GOOD TO GREAT, the #1 bestseller, examines why some companies and leaders make the leap to superior results. His most recent book, GREAT BY CHOICE, is about thriving in chaos – why some do, and others don’t – and the leadership behaviors needed in a world beset by turbulence, disruption, uncertainty, and dramatic change.

The Learning Summit also features “best practices” from role model organizations that have achieved the nation’s highest level of recognition for performance excellence, the Malcolm Baldrige National Quality Award: Elevations Credit Union (CO), Hill Country Memorial Hospital (TX), Pewaukee School District (WI), Park Place Lexus (TX), St. David’s Healthcare (TX), and VA Cooperative Studies Program Clinical Research Pharmacy Coordinating Center (NM).

NM Organizations Honored with New Mexico Performance Excellence (NMPEA) Recognition

Nor-Lea Hospital District in Lovington, New Mexico, embarked on a performance excellence journey 5 years ago. CEO David Shaw says “this process has propelled our organization to a new level of excellence, led to creation of over 150 jobs, 10 new health care providers, and a significant expansion of healthcare services to our local community.” Nor-Lea Hospital District is a 2015 Roadrunner Recognition Recipient in the New Mexico Performance Excellence Awards Program.

QNM’s President/CEO Julia Gabaldon stated “Quality New Mexico is honored to announce recipients of 2015 NM Performance Excellence Recognition.” New Mexico’s multi-tiered process (Level 1 Adobe, Level 2 Pinon, Level 3 Roadrunner, Level 4 Zia Award) assists New Mexico organizations along their path to achieving performance excellence. Gabaldon also stated that “Excellence is defined as being role models in customer and employee satisfaction, sound management, innovation, and results.” The Adobe, Piñon and

Quality New Mexico (continued)

Submitted by Julia Gabaldon, President/CEO



Roadrunner Recognitions are ‘steps’ to achieving the pinnacle of performance and earning the NMPEA’s prestigious Zia Award.

Piñon Level Recognition means these organizations show evidence they are in the early stages of using systematic processes as a foundation to attain improved overall outcomes.

The 2015 Piñon Recognition Recipients are:

- **Accounting Services Department, Sandia National Laboratories – Albuquerque**
- **Grace Church - Albuquerque**
- **LifeROOTS, Inc. – Albuquerque**
- **Molina Healthcare of New Mexico – New Mexico**
- **Payroll Department, Sandia National Laboratories – Albuquerque**
- **Public Health Division, New Mexico Department of Health – New Mexico**
- **Returns Processing Bureau, Revenue Processing Division, NM Taxation & Revenue Dept – New Mexico**

Roadrunner Level Recipients demonstrate progress in building sound and systematic processes and attaining improved outcomes. The 2015 Roadrunner Recognition Recipients are:

- **New Mexico Motor Vehicle Division – New Mexico**
- **Nor-Lea Hospital District – Lovington**

New Mexico organizations that want, and are open to, feedback on their overall performance submit a self-assessment to the program for an in-depth review, site visit, and written feedback from a team of volunteer Examiners. Modeled after the Malcolm Baldrige National Quality Award, Quality New Mexico’s process is based on the time-tested Baldrige Framework for Performance Excellence®, which provides a framework and criteria to guide improved overall performance.

These Recipients will be recognized at the Governor’s Residence December 2nd and formal recognition will occur at the 2016 Quality New Mexico Learning Summit & New Mexico Performance Excellence Awards Ceremony, April 12 & 13 at Isleta Resort.

To-date Quality New Mexico has recognized 743 New Mexico organizations with 14 having achieved the Zia Award, and two achieved the Malcom Baldrige National Quality Award.

Quality New Mexico’s mission is to “Drive Performance Excellence in New Mexico”. The non-profit, 501(C)3 provides services of training, assessments, coaching, facilitations, a best practice Learning Summit and public recognition to those who have achieved various levels of performance excellence. For information about Quality New Mexico or the 2016 Learning Summit, visit www.qualitynewmexico.org or contact Quality New Mexico at 505-944-2001.

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

Submitted by Margot Hoffman, TPE President & CEO

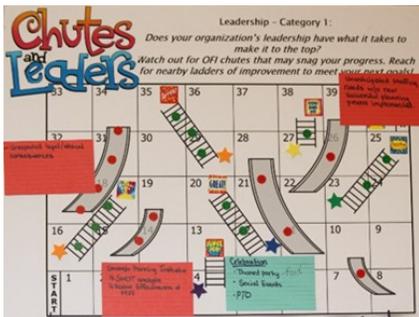
2015 TPE Quest for Success a Success!



Participants engaging in Speed Learning

Attendees of TPE's Quest for Success conference took in inspirational keynote addresses, participated in over 18 best practices sessions and did lots of networking. Past MBNQA recipients from PricewaterhouseCoopers Public Sector Practice, Hill Country Memorial, Schneck Medical Center and PRO-TEC Coating Company shared their stories and best practices in keynote addresses and breakout sessions, while Baldrige Director Bob Fangmeyer provided an update on the national program. Several examiners shared their experiences during 5-minute "Examiner Bits" and during a Speed Learning session,

participants engaged in three 12-minute learning sessions on topics such as elements of successful patient engagement, goal cascading, and project management. In a session on OFI Games, adopted from MBNQA recipient Elevations Credit Union, participants developed board games to eliminate OFIs, which included action items, milestones and celebrations. Highlights of the conference were an examiner recognition breakfast and an awards dinner recognizing TPE applicants and volunteers.



TPE Kicks Off 2016 TPE Award Cycle

TPE has kicked off their 2016 award cycle with over 80 examiners recently completing examiner training. Examiners are anxiously awaiting their team assignments and receipt of their application to conduct independent review, which will commence in early December. This year's applicants represent the business, education and health care sectors and are from Ohio, Indiana and West Virginia. In-person consensus review meetings will take place in February with site visits for all applicants taking place in March and April. Award recipients will be announced in May.



Some of the members of TPE's 2015 Board of Examiners

Partners in Performance Excellence

Submitted by Marta Nichols, Executive Director

Public School Creativity and Achieving Excellence in Education

Partners in Performance Excellence (PiPEX) and the Greater Rochester Quality Council (GRQC) presented a dynamic workshop on October 21, 2015, which was focused on creative ideas and process improvement in public education. Dr. JoAnn Sterneke, Superintendent of the Pewaukee School System, which recently won the Malcolm Baldrige National Quality Award, shared the story of her school's steady progress to win the award. The event also included a panel of education experts speaking about their experiences with successful applications from their organizations and their extensive backgrounds as state-level Baldrige examiners.



The day before the workshop Dr. Sterneke toured East High in Rochester and met with its Superintendent, Shaun Nelms, who shared very creative ideas about best practices that have turned East High around. His team had created a culture of "rethink and redo" built on greater communication and the shift of staff thinking away from the previous mindset of administrator toward more teacher-leaders. The first year results have been significant, including 27% higher attendance and greater parent engagement. The change of philosophy from reactive to investment-up-front is clearly paying off with a dramatic turnaround for an inner city high school that is now achieving great results.

Governor Baker Appoints PiPEX Board Member to MassBay Trustees Diane Schmalensee to Join Board of Trustees of MassBay Community College November 12, 2015

Massachusetts Governor Charlie Baker announced the new appointment of Diane Schmalensee to the Massachusetts Bay Community College Board of Trustees on November 12. "I am thrilled to appoint [this] distinguished leader to our Commonwealth's higher education boards," said Governor Charlie Baker. "[Her] breadth and depth of experience both in [her] career and philanthropic activities will be – and continue to be -- invaluable to our schools."

"I'm delighted to be joining the MassBay Community College Board for many reasons," said Schmalensee. "I firmly believe that the Baldrige principles for quality management can benefit all educational institutions – especially at a time when falling funding means that colleges must make the most of their scarce resources. I hope to apply what I have learned as an eight-time Baldrige examiner and PiPEX board member to helping MassBay find innovative ways of serving all its stakeholders – students, family, employers, and communities as well as the excellent staff and faculty."

The MassBay Board of Trustees has nine appointed members, all of whom have five-year terms. "I look forward to working with all trustees as we strive to bring the higher education system in Massachusetts to the next level," said Education Secretary Jim Peyser. "The College is pleased to welcome Diane to the Board. Her background in marketing and quality management is well-suited for our current areas of strategic focus," said MassBay Interim President Yves Salomon-Fernandez.

Schmalensee is the President and founder of Schmalensee Partners, a customer experience and quality management agency in Boston. Ms. Schmalensee earned her bachelor's degree in Political Science at Wellesley College and her MBA from San Diego State University. She has been a board member of the Partners in Performance Excellence (formerly Massachusetts Council for Quality) since 1991. She has served on the board of the Pioneer Institute for Public Policy since 2000 and the Overseer board for the Boston Ballet since 2008. She has served on the Boards of Nichols College, the Association for Consumer Research, the American Marketing Association and the U.S. Census. She currently resides in Boston.

MassBay Community College's facilities in Wellesley Hills, Framingham and Ashland house day, evening and weekend classes that meet the needs of degree-seeking students and career minded life-long learners. Since its founding in 1961, MassBay has been accredited by several governing bodies and strives to meet the needs of the diverse local communities it serves.





Automation of Site Visit Issue (SVI) worksheets has been implemented in the Scorebook Navigator. After each strength or OFI is saved, an SVI worksheet can be opened by clicking on a new column, labeled "v", on the right in each row.

Item Ref.	KF Ref.	Strengths	Rationale	Observation	v
1 5.1a (1)		Sample Strength Comment	Sample Rationale Comment	<input type="text"/> Add	v

The comment and rationale entered by the examiner will be pre-populated in the worksheet:

The examiner can record their clarification/verification plans by entering the documents they would to review in one section and interviews they would like to conduct in another section. They can also enter the questions they plan to ask in the interviews in a third section. A fourth section is available to complete on-site to record their findings from the documents and interviews. After the worksheets are saved, they can be reopened for modification.

The information recorded in each SVI worksheet is accumulated and made available in reports. Reports are created for use by the Team Lead in communicating with the applicant. One report lists all of the documents requested. A second report lists all of the interview requests. Both reports include the examiner making the request and the related comment.

Another report accumulates all of the SVI Worksheet inputs for each Item, so that Item Leads have a ready reference to their site visit plans for each of the comments on their Item. These reports can also be submitted to judges, if needed as a part of the award decision process.

This new feature extends the software-related examiner productivity improvements provided during independent review and consensus to the site visit phase. Contact Jim Walker, 303 893 2739 if interested in more information or a demonstration.

Mid-South Quality/Productivity Center—Tennessee

Submitted by Donald Fisher, Executive Director/CEO

Dr. Donald Fisher Addressed Corporate Intelligence for the Greater Memphis IT Council

Executive Director/CEO of the Mid-South Quality/Productivity Center Donald Fisher presented a discourse on “Corporate Intelligence: A Baldrige-Based Corporate Espionage Organizational Assessment “ for the Greater Memphis IT Council during their monthly scheduled *Tech Tuesday* seminars on October 6. The Greater Memphis IT Council is a non-profit membership association focused on leading the evolution for Memphis into an international center of excellence for information technology (IT). [Read more](#)

Baldrige Sustainability Workshop at Guyson

Managers at Guyson Corporation participated in a workshop to learn how to use Baldrige criteria to examine the company’s operations and conduct thorough assessments of its quality systems and management practices that help to make the enterprise more sustainable. The workshop at Guyson’s Saratoga Springs, New York headquarters was led by Donald C. Fisher, Ph.D., a prominent author and educator on Baldrige assessment and CEO of Mid-South Quality/Productivity Center. Read more about Guyson at www.guyson.com.

BaldrigeCoach

Submitted by Glenn Bodinson, FACHE and Kay Kendall from BaldrigeCoach, Inc.

**BALDRIGE
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BALDRIGE IN BRIEF
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The high cost of poor customer service

Most of us have seen these statistics:

- In the average business, for every customer who bothers to complain, there are 26 others who remain silent.
- The average wronged customer will tell 8 to 16 people (about 10 percent will tell more than 20 people).
- 91 percent of unhappy customers will never purchase goods or services from you again.
- If you make an effort to remedy customer's complaints, 82 to 95 percent of them will stay with you.

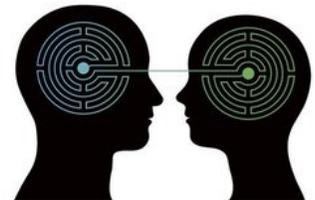
It costs about 5 time as much to attract a new customer as it does to keep an existing one.*

Based on several recent unpleasant customer experiences, I suspect that many executives don’t actually believe these statistics, or they would insist on creating a customer-focused culture if only to enhance their organizations' bottom lines.

Many organizations believe that training employees to use standard phrases when confronted with a complaint or establishing guidelines that permit employees to compensate a wronged customer in some way is a sufficient approach to providing customer service. However, those fall short of what the Baldrige Criteria ask, “How does your management of complaints enable you to recover your customers’ confidence, and enhance their satisfaction and engagement?”

Effective customer service requires more than a program

What’s at the heart of genuine, effective customer service? I believe it’s empathy, the ability to put oneself into another person’s shoes and feel the emotions they are feeling. That leads, then, to responding appropriately to that person when there is a complaint.



BaldrigeCoach (continued)

Submitted by Glenn Bodinson, FACHE and Kay Kendall from BaldrigeCoach, Inc.

According to the latest neuroscience research cited in a June 2015 edition of BBC Magazine, 98% of people (exceptions include those with psychopathic tendencies) have the ability to empathize wired into their brains, the built-in capacity for stepping into the shoes of others and understanding their feelings and perspectives. Multiple studies strongly suggest that empathy can be taught, in essence, tapping into what is already wired into our brains.

Proof that empathy delivers measurable results

But what if empathy went beyond providing a positive customer experience? What if it actually contributed to reducing a key problem in health care that drives higher costs and poor patient experience? An article in Harvard Business Review described a recent study that looked at hospitals with high quality care that focused on either improving communication with patients or on improving the response time to the expressed needs of the patient. The communication-focused dimension and high quality care combination resulted in a 5-percentage-point reduction in 30-day readmission rates for an average U.S. hospital. When the hospitals focused on high quality care and response time, the reduction was under 3 percentage points.

Empathetic customer service starts with empathetic leadership

These studies along with the statistics above point toward a different approach to improving customer engagement and loyalty. But the costs may be more than some executives are willing to pay. Creating a customer-focused culture where empathy is at the heart of each customer experience requires that the behavior be role modeled at the top. In another recent Harvard Business Review article, “Empathy Is Still Lacking in the Leaders Who Need It Most,” author Ernest J. Wilson III describes an unpublished survey of his university’s graduates over the past 10 years who now occupy professional positions. “Empathy is most lacking among middle managers and senior executives: the very people who need it most because their actions affect such large numbers of people.”

As leaders, have you assessed the quality of customer service in your organization? If it isn’t at the level of performance you expect or your organization needs to remain competitive, have you checked your EQ – empathy quotient?

*Source: The SCORE Association, a nonprofit association dedicated to entrepreneurial education and the formation, growth and success of small businesses nationwide.

World Quality Month

Celebrate with us and raise the voice of quality! November is World Quality Month, during which businesses, communities, and institutions throughout the globe share our collective passion for improvement.

Visit The World Quality Month [website](#) for ideas and materials on the celebration. Find details on quality-themed events in the [Celebration Guide](#), read success stories on quality initiatives, and download the [Toolkit](#) to help raise awareness about quality. Check out posts from experts in various fields on the topic of quality at the Quality [Blogroll](#), learn how quality helps with organizational business goals with the [ROI of Quality Fact Sheet](#), and see a collection of fun quality facts with the [Quality Trivia Fact Sheet](#). Don't forget to vote for the finalists in the [#quality2030 social media contest](#)!

The November edition of *Quality Progress* shines the spotlight on pop culture and the theme of quality in mainstream media. Shows such as *I Love Lucy* to *30 Rock* have portrayed quality (and the lack thereof) in light-hearted situations. For clips of more TV shows and movies that reference quality in pop culture, visit [ASQ TV](#).

If you have any questions or would like to contribute content to the website, send an email to world-qualitymonth@asq.org.



2015 ASQ Future of Quality Report

Now available is the 2015 *ASQ Future of Quality Report*, which examines the future of several trend areas impacting quality. Read perspectives on the future of quality from within and beyond the quality field. This free collection of essays can be downloaded at futureofquality.org.

The latest edition explores 11 topic areas—already impacting consumers, businesses, and society—that will have a profound effect on the future of quality. These thought-provoking, personal, and detailed essays are written by distinguished experts—such as Gregory Watson and Noriaki Kano—from around the world. Read the full report or start with the essays that interest you the most. Visit futureofquality.org for video interviews of the authors, resources for further information, and more about the project.



Announcement in Organizational Excellence Technical Committee (ASQ, QMD) Submitted by Denis Leonard Ph.D. ASQ Fellow

The OETC webpage has a range of free Baldrige and EFQM focused papers and reports. The website has a large number of Baldrige, EFQM and related papers and reports available for free download, accessible to all. You can find them at this link

<http://www.asq-qm.org/oetc-papers>