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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

Building Consistency, Building Strength

In many ways, when each of our programs is successful, we’re all successful. Our connection as an Alliance – and our success as critical parts of the Baldrige Enterprise – depends on each of our programs consistently offering high quality services, establishing and fulfilling a strong brand promise, and delivering ever-increasing value to our stakeholders.

Because of this, Alliance leadership has focused the last few years – and especially the last year – on creating standards that will promote consistency across our programs. These standards are designed to drive consistency in how:

- top level award recipients are evaluated across the nation
- judges consider and determine award levels for organizations submitting 50 page applications
- Alliance member programs adhere to Baldrige-based, best practice criteria relating to governance and key operations

Each of these standards were developed by Alliance volunteers, who devoted many uncompensated hours for the good of our organization. Each task force offered several opportunities for you and your program to weigh in and offer feedback. Now, it is our opportunity and responsibility to adopt these standards. The strength of our individual and collective brands are dependent on it!

I am often reminded of the unique, entrepreneurial, and independent nature of state and local programs (and their leaders). Our work both is rewarding and challenging. It is our hope that the standards validate the good work you are already doing, preserve the ability for our programs to be independent and innovative, but also help chart a course to a stronger future through more consistency in key processes. I encourage you all to read, study, and embrace these new standards.

I also wanted to share some early-stage, very important work coming from the Alliance. As you know, the Alliance has been led by volunteers for our first 10+ years. But given the uncertainty around the Baldrige Program’s funding and the Alliance’s desire to better support member programs, Alliance leadership believes we are entering a period of transition: we believe the Alliance needs to grow revenue to develop a brand, build a small paid workforce to execute processes that we may partner with BPEP to deliver, and ensure the Alliance’s and our members’ sustainability. When the Alliance Board of Directors participated in a multi-day, virtual retreat last month, these were the themes that surfaced.

A significant challenge the Alliance faces now and in the near future is the need to be mature as an organization to prepare itself for sustainability. Regardless of BPEP’s funding situation, the Alliance needs to be robust to grow Baldrige-based performance excellence throughout the country – which is indeed our mission.

Message from the Chair of the Board (continues)

The Alliance needs to grow revenue to fund a workforce that will execute at least some of the Alliance's processes by 2018. As a result, one of the Alliance's emerging goals is to grow enough in 2017, to be in a position to hire resources, which will allow us to accelerate growth in 2017 and beyond. It's not growth just for growth's sake, but growth to better sustain our member programs, more effectively partner with BPEP and the Foundation (possibility inheriting key services and processes as we are doing with this year's Fall Conference), and expand the use and adoption of the Baldrige Framework.

Between now and our meeting in April as part of QUEST for Excellence, the Alliance directors are working on a business plan to address these challenges, and position the Alliance and our member programs for success. You will be hearing more about this in the weeks ahead. We will need every one to contribute in order to achieve our goals.

I'd also like you to save the date for the first Alliance-led Baldrige Conference in Tempe AZ October 26-27, 2017. Please block these dates and avoid holding in-state events so that we have great attendee representation from across the nation. We need you to encourage those involved in your program to attend this event that replaces Baldrige regional conferences. Together, we can make this happen.

I'm looking forward to seeing you at Quest,

Liz Menzer
Chair, Alliance for Performance Excellence

Alliance News

Updates from the Alliance Board of Directors

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

In order to accommodate travel and allow for participation in the variety of activities happening at Quest

Sunday, April 2, Alliance members are invited to attend any or all of the following:

- 2 – 3 PM 20 Minutes that Count: Updates from Bob Fangmeyer, BPEP; Al Faber, Baldrige Foundation and Stephanie Norling, Communities of Excellence
- 3 – 4 PM Strategy Roll out and networking for Alliance members
- 4 – 5 PM Board of Directors Meeting (members are welcome to attend)
- 6 – 7 PM Award Ceremony in Grand Ballroom
- 7 – 8:30 Celebratory Reception in Grand Ballroom Foyer



New Alliance Judging Standards

The Alliance for Performance Excellence's Board of Directors on January 25th approved Judging Standards for all programs. These define the minimum conditions of success and desired outcomes to perform judging to select award recipients for your top level. These standards are effective with a program's next evaluation cycle that begins after June 1, 2017, though a program may apply them immediately if they so desire to. These standards are applicable to Applications eligible for your top award level, though an individual program may apply them to lower tiered Applications.



A task force of 25 individuals in 2016 surveyed each program's judging processes, analyzed and reviewed this data, and established the standards and templates. The standards are based on practices used by a majority of programs.

The Alliance leadership strongly encourages programs to review these standards. If your program is in compliance (or close to being in compliance) with these standards, then you are nearly done. If your program doesn't have a judging process, or you see many gaps in your process, you (your designee or judges) may want to consider attending the voluntary three hour webinar described below. We realize some programs would prefer to work directly with their judges to ensure compliance. The webinars are a resource you might want to use, and at least one of each will be recorded for future usage.

A copy of the new standard can be obtained by clicking on the link, which opens a pdf file:

<https://networkforexcellence.box.com/s/fa7auw2nwm0lpkspnrvvm8mahs5q3d5az>

The task force that created these standards also developed a number of templates useful for the judging process. For example, it developed a Power Point presentation that a Lead Judge would use in presenting an Applicant during the award selection meeting. These templates are available to each program at the following link:

<https://networkforexcellence.box.com/s/huavpmt5zd412rygvcl2cfa3ardep72m>

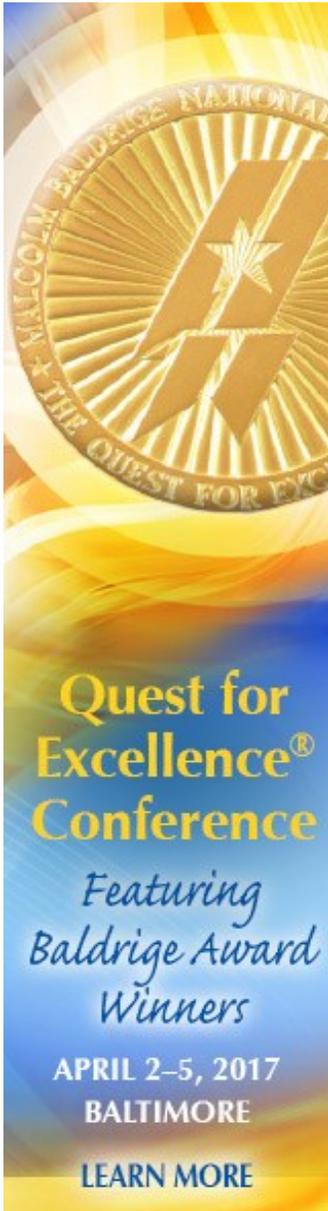
During February, the Alliance will provide a one hour webinar, [Intro to Alliance Judging Standards](#). In addition, the Alliance will offer a three hour webinar on multiple dates from March to November to dig into the details of the standards and implementing them. Attendance is voluntary. Check on the link below to register:

<https://attendee.gotowebinar.com/rt/7864653122260187395>

Baldrige News Updates

[Register today](#) for the [29th Annual Quest for Excellence® Conference](#) April 2-5, 2017 in Baltimore, MD and learn best practices from current and former Baldrige Award recipients!

Quest is the premier learning and networking event for quality leaders in business, health care, education, and nonprofit organizations who are striving to achieve industry-leading performance. Join us in Baltimore and take advantage of engaging [conference sessions and activities](#) including:



- The Baldrige Award Ceremony, which will honor the [2016 Award recipients](#) on Sunday evening, April 2
- An opening plenary session featuring the senior leaders of the 2016 recipients as they share role-model leadership practices
- 50 sessions featuring current and former Baldrige Award recipients from all sectors sharing their proven performance management practices and real-world insights in strategy, customers, workforce, and many more areas important to business success
- A keynote presentation on Creating an Innovation Advantage by [Polly LaBarre](#), Co-author, *Mavericks at Work*; Founding Member, *Fast Company*; and Director, Management Lab & Co-founder, MIX (Management Innovation eXchange) on Wednesday, April 5
- Remarks by Mary Bixby, Founder, President and CEO, The Charter School of San Diego and recipient of the 2017 Harry S. Hertz Leadership Award, on Tuesday, April 4
- A [Baldrige Cybersecurity Self-Assessment Tool Workshop](#), which will be held on Sunday, April 2. This session is designed for those in an organization who are concerned with and responsible for mission-driven, cybersecurity-related policy and operations.
- [Pre-conference workshops](#) on the afternoon of Sunday, April 2 for beginner and intermediate users of the Baldrige Framework
- 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
- Opportunities to meet the [Quest sponsors](#)

[Register](#) by March 6 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 Training Programs Honored Among Best Continuing Education in Human Resources, Leadership, and Organizational Development



For several years in a row, the Baldrige Performance Excellence Program has been recognized for its leadership development programs, and 2017 is no different.

The program and its training offerings—Baldrige examiner training and the Baldrige Executive Fellows Program—have been honored with LEAD awards for being among the very best U.S. and global continuing education programs in their eligibility categories. The LEAD Awards, highlighted in *Leadership Excellence Essentials* magazine and presented by HR.com, recognize and honor corporations, educational institutions, and individuals that excel in offering top leadership initiatives and programs on a local to global scale. Baldrige is the only state or Federal government program to be recognized within its LEAD award categories.

[Continue reading...](#)



[What's Happening with Communities of Excellence 2026?](#)

Posted by Christine Schaefer

communitiesofexcellence2026

You may recall reading here before about Communities of Excellence 2026 (COE 2026). Two years ago, we shared the big aims of this small nonprofit organization. The COE 2026 story began when two former executives of Baldrige Award-winning organizations were discussing challenges faced by U.S. Communities today.

[Continue reading ...](#)

[The Ups and Downs in an Evolution of Excellence](#)

Posted by Dawn Marie Bailey

According to Merriam-Webster's dictionary, an evolution is a process of continuous change from a lower, simpler or worse to a higher, more complex, or better state. Here's a story of an organizational evolution that includes a recession, natural disasters, and growth—and the excellence that came out of it. [Continue Reading...](#)



BLOGRIGE

the official Baldrige blog



The Emergent Organization, Strategy, and Innovation

Posted By Harry Hertz, The Baldrige Cheermudgeon

According to Beth Comstock, we are in an [emergent era](#), characterized by a constant state of evolution, in which complexity can arise from simplicity and order emerge from chaos. As Vice Chair of General Electric, she has been pondering the impact of the emergent era on organizations and how to best operate in this environment. This has led her to define the [emergent organization](#) as an adaptive organization where solutions to problems and opportunities will spontaneously emerge, before needs demand or exist. Her challenge is to structure GE as an emergent organization. With this in mind, she has suggested six principles for leading in the emergent era:



1. Organize around information flows; ditch hierarchy and bureaucracy—this involves access to real-time data and open communication throughout the organization.
2. Empower individuals—Encourage collaboration and localized decision-making.
3. Replace long lists of rules with a good m.o.—M.O. is not only *modus operandi*, but more importantly mission objective and mindset orientation. This combined m.o. is intended to encourage creativity and speedy execution.
4. Get used to living in the “in between”—We have to abandon the concepts of total safety (risk aversion) and comprehensive knowledge, and embrace uncertainty.
5. Open up new feedback loops—Feedback needs to be open and honest. Failure, after honest effort, is seen as a mode of learning and should be communicated. It could lead to the next great idea.
6. Tap into the Power of Minds and Machines—Capitalizing on machine simulators and artificial intelligence to spark human creativity can multiply the independent strengths of each and lead to innovation.

I see the [Baldrige Framework and its Criteria for Performance Excellence](#) as always emergent. They live in the “in between”. They bridge current organizational systems and leadership with always striving for the next leading edge of leadership and performance practice. Hence the regular revision/evolution of the *Framework*.

Furthermore, many of the questions in the Criteria help organizations adapt to the emergent era and help them to become emergent organizations. Some examples of these touch points are:

1. How do senior leaders set vision, values, encourage two-way communication, and create a focus on action?
2. How do senior leaders cultivate innovation and intelligent risk taking?
3. How does your strategic planning process address the potential need for organizational agility, including operational flexibility?
4. How does your strategic planning stimulate and incorporate innovation?
5. How does your strategic planning address key elements of risk, including finding potential blind spots?
6. How do you decide which intelligent risks to pursue?
7. How do you build and manage organizational knowledge, share it, and use it as a platform for innovation?

What is your organization doing to prepare for the emergent era? Let me know!

BLOGRIGE

the official Baldrige blog



[The Impact of the Baldrige Award ... 15+ years Later](#)

By Christine Schaefer

Earlier this month, 2001 Baldrige Award-winning University of Wisconsin-Stout hosted a lively campus engagement session. (See for yourself via this video of the livestreamed event, which kicked off with dancing.) The university holds the so-called “You Said... We did” sessions each January to demonstrate its responsiveness to the input of its employees and students.

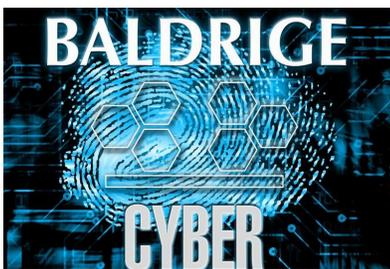
[Continue reading ...](#)



[One Data Breach Each Day in 2016 - Another Reason Experts Say Focus on Cyber Risk Now](#)

By Dawn Marie Bailey

The year 2016 averaged one health care data breach per day, affecting more than 27 million patient records, according to Protenus, Inc., which recently collaborated with DataBreaches.net on the [“Breach Barometer Report: Year in Review.”](#) Additional findings [from analysis](#) of that report, which pertains to health care, follow:



- There were 450 total breach incidents in 2016.
- Insiders caused 43 percent of the data breach incidents.
- Hacking and ransomware were responsible for 26.8 percent of the breaches.
- It took an average entity 607 days to discover breaches caused by insider wrongdoing.
- Breach incidents affected 47 states.

[Continue reading...](#)

[Cascading Goals for Better Outcomes](#)

By Dawn Marie Bailey

Most organizations have goals. And people who work there have goals, too. But the magic, experts say, is when organizational goals align with department goals that are in alignment with the workforce’s goals. Such goal alignment can improve outcomes and operations; increase employee morale and retention, creating ownership in the organization’s success; and lead to more satisfied patients and customers who benefit from smoothly running processes and motivated workforce members.

[Continue reading...](#)

	Striving to provide the best health care to every patient, every day.	Department Scorecard
Defeat	Patient Experience	Clinical Quality
Eliminate	Key Processes	Stewardship
Improve	Safe Environment	



Let Baldrige Help You Earn an Advanced Degree with Foundation Partner Walden University

WALDEN UNIVERSITY

A higher degree. A higher purpose.

The Foundation for the Malcolm Baldrige National Quality Award has been working with Walden University to establish an on-going partnership. In addition to sponsoring the 2017 Quest for Excellence Conference, Walden has established Baldrige-specific course credits that can reduce both the time and the cost of earning a Doctor of Business Administration. The full scope of the savings is outlined in the chart at the right.

The credits can be earned through a combination of previous coursework at other institutions, as well as training and experience in the Baldrige field, including examiner training. Also, the DBA provides an option to develop a Baldrige organizational case study in lieu of the dissertation requirement.

Walden University and the Foundation are continuing discussions on addition benefits that may arise through the partnership, some of which may be announced at the Quest for Excellence conference in April.

DBA Traditional Pricing			
Component	Requirements	Cost	Total
Tuition	60 Semester Hours	\$ 980	\$ 58,800
Technology Fee	Per Semester	\$ 180	\$ 1,800
Residency Fee	Two Residencies	\$ 1,375	\$ 2,750
Total			\$ 63,350
DBA Baldrige Pricing			
Component	Requirements	Cost	Total
Tuition	60 Semester Hours	\$ 882	\$ 52,920
Articulation Reduction	15 Semester Hours	\$ (882)	\$ (13,230)
Assessment Fee	One Time	\$ 250	\$ 250
Technology Fee	Per Semester	\$ 180	\$ 1,800
Residency Fee	Two Residencies	\$ 1,375	\$ 2,750
Total			\$ 44,490
Baldrige Savings			\$ 18,860
Baldrige % Reduction			30%

American Hospital Association Renews Commitment to Baldrige, Returns as Lead Sponsor of the Healthcare Criteria

The Foundation and the American Hospital Association (AHA) reached agreement on renewal of AHA's support for Baldrige. The financial commitment includes AHA's continuation as a lead sponsor of the 2017-2018 Baldrige Excellence Framework (Health Care).

This sponsorship is part of a larger gift to the Baldrige Foundation in support of its Campaign for the Growth of Baldrige, a national effort to sustain and grow the application of Baldrige principles and performance excellence in the U.S. and throughout the world.

Foundation Seats New Member of Board of Directors

Scott McIntyre joined the Baldrige Foundation Board of Directors beginning in January of this year. He is the President and CEO of PricewaterhouseCoopers (PwC) Public Sector LLP; a business he has led since 2005 where he spearheaded PwC's Public Sector Baldrige Journey, culminating in being named a recipient of the Malcolm Baldrige National Quality Award in 2014.



**CELEBRATING
25 YEARS of EXCELLENCE**



**CCE's Annual Best Practices and Awards Conference
March 23, 2017 Hyatt Regency Long Beach**

Join us and our special guest Molly Baldrige for a unique opportunity to learn from and engage with top-level 2016 award recipients from our state Baldrige program.

This one-day event will be jam-packed with opportunities to:

- Participate in best practice sharing workshops facilitated by [2016 CAPE Eureka Award recipients](#)
- Listen to keynote presentations delivered by renowned executives
- Network with like-minded professionals from a variety of industries, including CCE's Board of Directors, CAPE Examiners and conference sponsors
- Ask questions of a panel of C-Suite executives from 2016 CAPE and Baldrige award recipients
- Take in the stunning views of the Pacific and enjoy the wonderful Southern California sun!

Celebrating 25 Years of Excellence will feature the five recipients of the California Awards for Performance Excellence (CAPE) Eureka Award. These recipients include:

Eureka Gold

[Stellar Solutions, Inc.](#) (small business)

Eureka Silver

[Adventist Health Central Valley Network](#) (health care)

[AltaMed Health Services](#) (health care)

Eureka Bronze

[Kindred Nursing and Rehabilitation: Golden Gate](#) (health care)

[Sonora Regional Medical Center](#) (health care)

[Visit our website for more information or to register today!](#)

FLORIDA STERLING

Serving Florida as the epicenter for business quality through assessment, training, and recognition for performance excellence and proven results.



Celebrating 25 Years of Performance Excellence

“Sterling is proud to celebrate our 25 years of Performance Excellence, which will culminate with our 25th Annual Sterling Silver Anniversary on May 30 – June 2, 2017. Sustained performance excellence across all our key processes is the cornerstone of our success.”

-John Pieno, Founder and President

The Florida Sterling Council, formed in 1992 as a not-for-profit, public/private partnership supported by the Office of the Governor and public and private businesses, reaffirmed its mission “*Serving Florida as the epicenter for business quality through assessment, training, and recognition for performance excellence and proven results.*” This mission has driven us to find opportunities to expand our products and services across our assessment processes, training, and conference experiences.

Sterling has five robust assessment processes for all organizations regardless of size and sector: the Sterling Explorer, Sterling Challenge, Sterling Collaborative, Governor’s Sterling Award, and Governor’s Sterling Sustained Excellence Award. These assessments utilize the Criteria for Performance Excellence. The first three are non competitive assessments starting with a leadership driven two-day Explorer; the six-day Challenge assessment includes a site visit with an examiner team; and the four-day Collaborative with senior leaders. The Governor’s Sterling Award is our most rigorous and competitive process, which follows the Baldrige guidelines for submission, site visit, and judging. The Sustained Excellence Award is available to previous GSA recipients within a three year window of earning the Award. This is a leader and results driven examiner assessment that includes a four-day site visit. New this year, we have expanded with a Sterling Manufacturing Excellence Award that includes a one-day site visit using the organizational profile and Sterling Challenge-based leadership questions. This year, we have more than 40 organizations participating at all levels.

Training is a mainstay of the Sterling process. We offer a multitude of training including the very popular “Emerging Leadership Program.” This training includes 7 days of training on key leadership topics over a three month period that concludes with a successful completion of a leadership approved organizational project required for Sterling Emerging Leader certification. Lean Six Sigma is our most popular training which includes: Yellow Belt, DMAIC, and Project Management (one day each); Green Belt (five days), Black Belt (10 days), and Process Control (two days). All these classes offer Sterling Certification. Over the past three years Sterling has certified 3,000 in Lean Six Sigma, over 100 Green Belt projects with a 94.4% completion rate (as compared to the national average of 18%) and with more than 98% training satisfaction. On average, the ROI on Green Belt projects is \$330,000, prior to replication.

Recognized as one of the best conferences in the nation for practical learning in all areas of leadership and management systems, the 25th Annual Florida Sterling Conference is May 30- June 2, 2017, at the JW Marriott Orlando Grande Lakes. The conference boasts 57 workshops, including five Certification tracks, with direct application and take-away tools, two keynote speakers, a Team Showcase event featuring problem solving process improvement strategies, a Products & Services Exposition, a Storyboard Competition, and extensive networking and best practice sharing. Conference content is developed with input from industry leaders to address current challenges and hot topics. The Florida Sterling Council invites presenters from around the nation who have demonstrated expertise in these areas and have consistently received top satisfaction ratings.



The Excellence in Missouri Foundation recently changed its name to Midwest Excellence Institute. The name change reflects the organization's broader commitment to helping organizations reach new heights.

In addition to the name change, the Midwest Excellence Institute has unveiled a new corporate branding, as well as an improved website (www.midwestexcellence.org) that better demonstrates MEI's expertise in driving the innovations needed to help companies and organizations achieve performance excellence.

The name change stemmed from the organization's growth beyond Missouri's borders, as MEI also has responsibility for administration of the Kansas Quality Award.

"We knew it was critical to keep the word 'excellence' in our name because that is at the core of all we do," MEI chief executive officer Sherry Marshall said. "However, our name, like our mission, has to be able to reach beyond the Show-Me State."

The rebranding marks a year of rapid changes for MEI. In February, Marshall was appointed as CEO by the institute's Board of Directors. Prior to taking the helm at MEI, Marshall served as a healthcare executive for Kansas City-based Cerner Corporation, as well as Vice President of Quality for Saint Luke's Health System, a not-for-profit hospital system in northeast Kansas and northwest Missouri.

Marshall's commitment to the Quality Award programs and the Baldrige Framework is demonstrated through the range of positions she has held over the years, including examiner, senior examiner, overseer, judge, and board member. In addition, Marshall has served as a member of the Board of Examiners for the Malcolm Baldrige National Quality Award.

"Our new name reinforces our commitment to assisting organizations across the region," Marshall said. "With this renewed sense of purpose, and a stronger commitment to helping organizations achieve performance excellence, MEI is ready to help organizations reach new heights."



Discover your WHY at Quality New Mexico's 2017 Learning Summit in Albuquerque, New Mexico on April 18 & 19 at Isleta Resort. The Founder & CEO of WHY Institute, Dr. Gary Sanchez, discusses the power of WHY. He'll share his new app to help Learning Summit attendees discover their WHY – their purpose. Dr. Sanchez says “there's nothing more powerful than a clear mind.”



Chuck Valenti, President/CEO, Del Norte Credit Union states that the Baldrige Organizational Profile question “What is your organization attempting to accomplish?” helped his team understand their “Why.” Mr. Valenti says “Using this ‘Why’ statement as a filter and reason for what we do has truly resonated with our employees and invigorated them in knowing that what we do every day is purposeful and has made all the difference in employee engagement.” Del Norte Credit Union's mission statement is “Improving Lives.”

Marsha Majors, President/CEO, U.S. Eagle Federal Credit Union states “As an organization it's important to keep at the forefront the purpose that drives all that we do. Knowing and understanding our ‘Why’ has allowed for better decision making, improved increased productivity, growth and overall excitement. We are more purposeful.”

Learning Summit speakers will share “Why” they're pursuing performance excellence. We're honored to have 8 Baldrige Award Recipients join us in New Mexico: Charleston Area Medical Center Health System, Charter School of San

Diego, Don Chalmers Ford, Elevations Credit Union, K&N Management, and Mid-America Transplant, Pewaukee School District, and VA Cooperative Studies Program CRPCC.

The New Mexico Performance Excellence Awards Ceremony features recognition for 2016 recipients. We've invited New Mexico's Governor and Congressional Delegation. Bob Clark, News Radio KKOB, and Shelly Ribando, KOAT-TV, emcee the ceremony. We look forward to recognizing Don Chalmers Ford, 2006 New Mexico Zia Award and 2016 Malcolm Baldrige National Quality Award Recipient!



PIPEX 2016 AWARD RECIPIENT

VA Boston Health System (VABHS) is the recipient of the 2016 Platinum Award for Performance Excellence, the highest-level award offered by Partners in Performance Excellence. With over 4,050 members in its workforce and an additional 2000 volunteers, VABHS provides primary, tertiary, secondary, extended care services and telemedicine to Veterans in eastern Massachusetts. They were recognized for their leadership, workforce engagement, and favorable customer and workforce experience outcomes as they pursue their journey to Operational Excellence.

IT'S APPLICATION SEASON!

PiPEX is accepting Intent to Apply/Eligibility forms for the Award for Performance Excellence, Level 4 through May 12th. A Level 4 (Excellence) application includes a five-page Organizational Profile and 50-page application and the deadline to submit a Level 4 application is July 17, 2017. Member pricing is shown in the chart below and varies by the size of the applicant's company. PiPEX accepts applications for Levels 1 through 3 year-round. In addition, PiPEX offers a Process Award based on the Baldrige Criteria and a Category Award for process categories in the Criteria.

For more information, contact Bill Self, Acting Chair, at bill@partnerspex.org.

ORGANIZATIONAL AWARD LEVELS (all 7 categories)

	COMMITMENT	ACHIEVEMENT	PROFICIENCY	EXCELLENCE
	\$1,000–2,000	\$3,500–5,500	\$3,500–5,500	\$3,500–5,500
Organizational Profile	✓	✓	✓	✓
Application Focus	Organizational Profile	Basic Item Requirements	Overall Item Requirements	Multiple Item Requirements
Site Visit	4 Hours	1 Day	2 Days	3 Days
Recognition	Commitment to Performance Excellence	Achievement in Performance Excellence	Proficiency in Performance Excellence	Performance Excellence (Silver, Gold, Platinum)



The Southwest Alliance for Excellence (SWAE) Performance Excellence Program recognized six organizations on February 6, at the Program’s annual Awards Ceremony. Our Keynote Speaker was **Mary Searcy Bixby** the Founder and CEO of Charter School of San Diego, a 2015 Malcolm Baldrige National Quality Award recipient.



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.

Recipients for the 2016 Performance Excellence Program are:

Achievement Award (Level 3): Nathan Adelson Hospice, Las Vegas, NV

Commitment Award (Level 2): Bristol Global Mobility, Phoenix, AZ; **Montevista Hospital**, Las Vegas, NV; **Phoenix Convention Center and Venues**, Phoenix, AZ; **Scottsdale Medical Imaging**, Scottsdale, AZ; **Yuma Regional Medical Center**, Yuma, AZ



Leadership Recipient & Examiners are Honored with Recognition Awards

The recipient of the SWAE 2017 Leadership Award: **Jane Dobbs**, CEO/President of Canyon State Credit Union, Phoenix, AZ was announced at the Award Banquet. The “Examiner of the Year” was **Jolene Pomeroy**, the “Lead Examiner of the Year” was **Lorri Sexton**, and the “Rookie Examiner of the Year” was **Derrick Johnson**.

Jane Dobbs, 2017 SWAE Leadership Award Recipient

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

Submitted by Margot Hoffman, TPE President & CEO

2017 Third Thursday Webinars!

Throughout 2017, The Partnership for Excellence will be offering webinars on the third Thursday of each month. These educational webinars will provide information to assist organizations on their performance excellence journey. In January, Margot Hoffman, President & CEO for The Partnership for Excellence, led a webinar on “Starting the Journey” and in February, Brenda Grant, Chief Strategy officer for 2015 Baldrige recipient CAMC Health System, led a webinar on “Goal Cascading”. Videos of these webinars can be viewed at <https://vimeo.com/partnershipforexcellence/videos>

In the March, Kim Bordenkircher, CEO for Henry County Hospital will share how Henry County Hospital’s leadership system creates an environment for improving organizational performance and learning through several processes, including the Leadership Service Council and Leadership Development Institute. Register for this webinar at <https://attendee.gotowebinar.com/register/7369009773397595651>

To learn about future Third Thursday webinars, visit our website at http://thepartnershipforexcellence.org/events_calendar.html



Save the Date!

The Partnership for Excellence’s 18th annual Quest for Success conference will take place September 11 – 12, 2017 at the Ohio State University in Columbus, Ohio. We are excited to hold the conference at a new venue and there will be lots of exciting changes this year. The conference will offer motivational stories from national Baldrige recipients, sharing of best practices, recognition of TPE’s award recipients, lots & lots of networking opportunities and fun! We hope you can join us in September!

The Baldrige Coach

Submitted by Kay Kendall

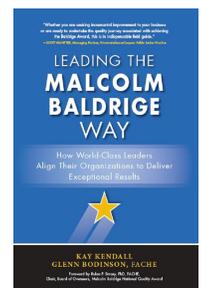
**BALDRIGE
COACH**

BALDRIGE IN BRIEF
Accelerating Excellence™

A Quick Way to Increase Employee Engagement

While doing research for our latest book, *Leading the Malcolm Baldrige Way: How World-Class Leaders Align Their Organizations to Deliver Exceptional Results*, we stumbled across an interesting study. <http://www.pwc.com/us/en/hr-management/publications/employee-engagement-landscape-2015.html> It found that companies that survey their employees on a regular basis (at least every other year) report about 50 percent of their employees fall into the “Champion” category. Employees in this category are energized and motivated to perform for their company and have a strong sense of loyalty. This compares to only 29 percent of employees among those companies that don’t regularly survey their employees or survey them at all.

Many of the senior leaders of Baldrige Award or Baldrige-based Award winning organizations we interviewed also pointed out the obvious – it isn’t sufficient to simply ask the questions in a survey. Leaders need to analyze the data from the surveys, share the results with the workforce, and solicit their input for identifying and prioritizing what to address.



4 Steps to Effectively Prioritize Feedback Report OFIs

How to Identify the Most Important Performance Improvement OFIs From Your Feedback Report

Like many business organizations, your organization has embarked on a performance improvement journey. Your organization desires to improve and enhance its operations to be more successful in your industry therefore, you have adopted the Malcolm Baldrige National Quality Award Framework and its associated Criteria for Performance Excellence (“Criteria”) as a guide.

In order to obtain feedback on how your organization could improve, your organization submitted an application to a national, international, or regional/state quality award program. After a thorough assessment of your application by trained examiners, your organization received a Feedback Report detailing your strengths and opportunities for improvement (OFIs) relative to the Criteria for Performance Excellence.

As with most Feedback Reports, your organization’s Feedback Report contains about 50-65 OFIs! Unless you are different from most organizations, you do not have the capacity to resolve all these OFIs. In addition, not all the OFIs are equally important. Some are extremely important to remedy and some are less so. How do you decide which OFIs will have the biggest impact on improving your organization? How do you decide which OFIs are the most important to resolve?

The following four Step OFI Prioritization System makes it easy to identify, evaluate, and prioritize the most important OFIs to remedy. Fixing these specific OFIs will help your organization achieve a higher level of performance

Step 1. Identify and Review Your Core Business Processes and Strategic Direction

Step 2. List All OFIs and Segment Into Two Categories

Step 3. Prioritize “Real” and Application-Writing OFIs

Step 4. Develop, Implement, and Monitor Action Plans to Remedy the Prioritized OFIs

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About the Author: John Van Gorkom is the Managing Director of VG Strategies LLC Management Consulting firm. John specializes in assisting organizations improve their profitability and processes, and in developing effective strategic plans through the implementation of the Baldrige Criteria for Performance Excellence.