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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



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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

Thank you for all you do to promote your program and the entire Baldrige movement. Many of you have responded to requests from the Baldrige Foundation to connect with legislators. Those efforts are greatly appreciated. I also know many of you are active in the national Baldrige evaluation process this summer in addition to administering your own state/regional or local program.

I invite you to review this newsletter – there are many items of interest. Karen Shepard and Sandy Kube from SWAE do a terrific job producing this communication. Thank you!

I’d like to call out a couple of items:

-Check out the **Baldrige Fall Conference** at www.baldrigeconference.org! Registration is open. Watch for more information on how you can help us make this the most successful Baldrige conference ever! The Alliance Directors will meet as part of the conference, so save the date—and plan to bring several friends.

-**Baldrige Express** is open for business. Check out the recorded webinar and marketing templates in the Alliance BOX.com. You’ll get to sample the survey via an Alliance member survey. This is a revenue-generating service that you can offer in your state or region. Check it out!

-Seats are open on the **Alliance Board of Directors** and **officer elections** are coming up. If you’ve been considering a more active role in the Alliance, please consider nominating yourself or someone else for one of the openings on the Board of Directors. We need your energy and expertise!

Please find time to relax and recharge this summer – I am looking forward to seeing everyone in Arizona this October!

Liz Menzer

Chair,

Alliance for Performance Excellence

Quest for Excellence Conference—Alliance Dinner



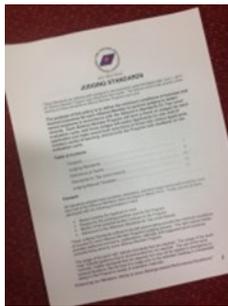
L to R—Front Row—Julia Gabaldon, Quality New Mexico; Barbara Jimenez, San Diego County’s Health and Human Services Agency (SDCHHS); our waiter; Anne Warner, Granite State Quality Council; Karen Shepard, Southwest Alliance for Excellence

L TO R—Back Row—Jeffrey Alderman, Accreditation Council for Business Schools and Programs (ACBSP); Stacy Harley, Scottsdale Medical Imaging; Doug Gilbert, Rocky Mountain Performance Excellence; Anabel Poole SDCHHS; Judy Ying, SDCHHS; Ben Krupowicz, Illinois Performance Excellence; Donn Fisher, Mid-South Quality-Productivity Center.

Not pictured: Stephanie Norling, Communities of Excellence

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. 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 two-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/huavpmt5zd4l2rygvcl2cfa3ardep72m>

During February 2017, the Alliance provided a one hour webinar, Intro to Alliance Judging Standards. In addition, the Alliance is offering a two-hour webinar on August 16, September 20, and November 15 to dig into the details of the standards and implementing them. Attendance is voluntary. Contact Mike Belter (mlbelter@aep.com) if your program wants to schedule program only training, say for your entire Panel of Judges. Check on the link below to register:

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

Taking Baldrige to the Next Level

I trust that most of the ACBSP membership, whether you are directly involved in the accreditation process or not, are aware that our accreditation standards and criteria follow the “Baldrige model.” And while our accreditation focuses on recognizing teaching excellence and determining student learning outcomes through continuous improvement; it is the framework of Baldrige that gives our accreditation its impact for quality.

The Baldrige framework includes processes for Leadership, Strategic Planning, Customer Focus, Workforce Focus, Operations Focus, and Results measurement.

Sound familiar?



The framework is the inspiration and legacy of Malcolm Baldrige, Jr., who served as the United States Secretary of Commerce under President Reagan from 1981 until 1987.

During his time in office, Secretary Baldrige played a key role in developing our nation’s foreign trade policy while he was involved in various complex trade negotiations with China, the Soviet Union, India, and other economic powers throughout Europe.

He helped lead the passage of the Export Trading Company Act of 1982 and his philosophies contributed to long-term improvements in efficiencies across a wide spectrum of applications. Baldrige was a chief proponent of quality management and he took a deep interest in the legislation that ultimately became the Quality Improvement Act of 1987. In recognition of his many contributions, Congress named the Malcolm Baldrige National Quality Award in his honor.

This past month, I had the opportunity to attend the Quest for Excellence Conference in Baltimore, MD, where I witnessed the presentation of these Baldrige National Quality Awards to four recipient companies. It was an awe-inspiring occasion as the awards were presented by the new Secretary of Commerce, Wilbur Ross, who took office in just the prior month.

It was even more inspiring, however, to learn from these companies as they described their own “quest” for excellence.

The Baldrige Performance Excellence Program works under the auspices of the National Institute of Standards and Technology (NIST), which is a measurement standards laboratory, and a non-regulatory agency of the United States Department of Commerce. Its mission is to promote innovation and industrial competitiveness and the Baldrige Framework has now endured for decades and serves as a model for other national and international excellence award frameworks.

It is our own pursuit of excellence that prompted ACBSP to become involved in two exciting endeavors during the past year. The Alliance for Performance Excellence is a non-profit organization dedicated to enhancing the growth and sustainability of Baldrige-focused programs by serving its membership. Its key stakeholders include organizations seeking to improve and its key partners include the Baldrige Foundation and the National Baldrige Program.

Last September, Doug Gilbert, faculty member of the University of Phoenix and a member of the Board of Directors for the Alliance for Performance Excellence, helped create a Memorandum of Understanding that defines a voluntary understanding between The Alliance and ACBSP in which the Alliance will develop a membership and participation model to permit ACBSP to assist the Alliance in promoting performance excellence approaches as well as Baldrige and Baldrige-related Awards to member organizations of ACBSP throughout the world.

Continued on next page...

Alliance News (continued)

By Jeffrey Alderman, ACBSP President/CEO

Continued from previous page

The MOU states “ACBSP is unique among business school accreditation associations in its long-standing and explicit use of the Baldrige Framework for Performance Excellence as the foundation of its accreditation standards and criteria and review process.”

ACBSP members will benefit by instituting a standard framework of quality management oriented for business school programs extending beyond current ACBSP accreditation. Application of the framework may extend beyond credit-bearing business programs to areas such as training and corporate universities to the extent that ACBSP is permitted by the Council for Higher Education Accreditation (CHEA). The Alliance and ACBSP will work together to determine recognition levels and roles and responsibilities of each organization for facilitating and administering a series of awards based on the Baldrige Performance Excellence Framework with the awards possibly extending to institutions located outside the United States.

In addition to the MOU, ACBSP recently accepted the invitation to join The Alliance.

What this means is that ACBSP will be working to develop opportunities for interested institutions for Going Beyond Accreditation in pursuit of total performance excellence.

Many readers might remember we introduced Going Beyond Accreditation a little more than a year ago as part of a plan to develop and promote additional services and products outside of the accreditation process.

It is our hope that we can attract several pilot schools willing to take this journey, along with ACBSP, to total quality. Now, just as you may remember your own gap analysis and self-study, as well as all the time, dedication, and hard work that was required for ACBSP accreditation...this is not for the faint of heart.

Trying to understand Baldrige is one thing, and putting it to use is another. After all, improvement takes time, often measured in years of constant refinement.

So, is it worth the journey?

Studies have found that investing in quality and performance excellence pays off in markedly increased productivity, satisfied stakeholders, and dramatically improved results and this would certainly translate for academic administration...much like ACBSP Accreditation.

During ACBSP Conference 2017 to be held June 24-27 (note, this is a Saturday-Tuesday schedule), we will be announcing our plans in greater detail during the Sunday “Impact” Luncheon and we hope you will consider joining us on a quest for total excellence.

As always, we are grateful for the trust you place in us.



Pictured : Doug Gilbert, Board Member of the Alliance for Performance Excellence standing with Jeffrey Alderman, ACBSP’s President/CEO.

To connect with Jeffrey Alderman, ACBSP President/CEO, for business matters or just to say hello, please email him at jalderman@acbsp.org or call the ACBSP headquarters at (913) 339-9356.

Alliance and Baldrige News Updates



Baldrige Fall Conference October 26-27, 2017 Marriott Buttes Hotel Tempe, Arizona

Operated under license from Marriott International, Inc. or one of its affiliates.

Scheduled for October 27 in Tempe, AZ, the 2017 Baldrige Fall Conference is a national conference that features presentations from National and State Program Baldrige Recipients in addition to other powerful presenters from industries such as healthcare, service, education, government, and small business.

Keynote speakers include:

Roger Arciniega, CEO & President, Momentum Group - CA

Greg Haralson, Sr. VP & CEO, Memorial Hermann Sugar Land Hospital- TX

Maryruth Butler, Executive Director, Kindred Nursing & Rehabilitation – Mountain Valley - ID

Lee Butler, Director of Performance Excellence, Don Chalmers Ford – NM

Bryan Williams, BW Enterprises, LLC, Focusing on Service Excellence – Washington, D.C.

(Bryan was the Global Corporate Director of Training & Organizational Effectiveness for the world-renowned Ritz-Carlton Hotel Company for ten years. Before his corporate assignment, he held over 17 roles with the Ritz-Carlton, beginning as a busboy at The Ritz-Carlton, St. Thomas.)

Breakout speakers include:

Jeff Mihelich, Deputy City Manager & COO, City of Fort Collins - CO

Jayne Pope, CEO, Hill Country Memorial Hospital - TX

Celeste Ford, Founder & CEO, Stellar Solutions - CA

Tiffany Yandell, Operations Coordinator, Charter School of San Diego - CA

Dr. John Dreyzehner, Commissioner, Tennessee Department of Health - TN

Stephanie Norling, Managing Director, Communities of Excellence 2026 - CA

Yoni Sterns, Partner, Systematic Inventive Thinking - Israel

Molly Baldrige, Daughter of Malcom Baldrige

Dr. JoAnn Sternke, Superintendent (Retired), Pewaukee School District, WI

TBD, Elevations Credit Union – CO

Plus others!



The link to make hotel reservations: [Book your group rate for 2017 Baldrige Fall Conference](#) (hotel rate \$169)

Presenters will be sharing best practices that drive organizational performance. Conference topics will focus on leadership, strategic planning, customer focus, measurement, workforce engagement and capability, and operational excellence. A full conference schedule will be released very soon!

The conference is October 27, with pre-conference workshops October 26. The conference will be presented by the Alliance for Performance Excellence in partnership with the Baldrige Performance Excellence Program, and hosted by the Southwest Alliance for Excellence and the Performance Excellence Network. It will be held at the Phoenix Marriott Tempe at the Buttes in Tempe, AZ.

Registration Pricing



Early bird thru 9/8/2017	\$445.00
Networking Reception	\$25.00
Regular	\$495.00
Groups (5+)	\$395.00
Pre-conference workshops	\$195.00

Here is the link to register for the conference: <http://baldrigefallconference.bpt.me>

Alliance and Baldrige News Updates (continued)

Baldrige Fall Conference Table Top Vendors, Program Advertisers & Sponsorships

Sponsorship packages include a number of marketing opportunities for your organization including acknowledgement on the Baldrige Conference Website, www.baldrigeconference.org, the conference program, on-site signage and verbal acknowledgement.

You can choose from any number of sponsorship opportunities or create your own creative package. Please select one or several that match your marketing approach and budget. Please call the Baldrige Conference local host, Karen Shepard at (480) 871-5815 or (480)-250-2482 for more information. To register for your sponsorship, email your completed sponsorship form to kshepard@swae.org.

[For more information
click here...](#)



Alliance News Updates

Submitted by Anne Warner, Alliance Secretary

Cybersecurity Expert Promotes BaldrigeCyber

Steve Hunt, ISSA Distinguished Fellow and Hall of Fame inductee, is one of the most published and recognized Cybersecurity experts in America. He also sees Baldrige as an answer to our nation's Cybersecurity challenges.

During the month of August, Steve is presenting webcasts to share why he is promoting BaldrigeCyber and how he is using Baldrige-based methods to help build a best-in-class information security program that is nimble, responsive, well-documented, continuously improving, and complies with the NIST Cybersecurity Framework, SANS Top 20, ISO 27000 standards and more!



Join Steve for this free, 30-minute webcast to learn his ideas to reimagine cybersecurity compliance as an ongoing journey rather than a periodic exercise. Learn how to replace costly and disruptive onsite consultants with ongoing, online support and feedback. Learn how you can achieve rapid improvement of your organization's cybersecurity capabilities as easily as turning on and off a faucet. Best of all, the webcast will show you how you can replace after-the-fact audits with continuous monitoring of your organization's cybersecurity performance. This helps ensure your organization is successfully implementing their critical cybersecurity policies and procedures.

The webcasts are being held each Tuesday in August at 11am CDT. To register go to: <https://nist-cybersecurity-framework.eventbrite.com>. Please share with anyone who benefit from learning about Steve's methods including CIO, CISOs, and others that support organizations with their cybersecurity.

BLOGRIGE

the official Baldrige blog



What Brings More Insight: the Answers or the Questions?

06/07/2017 By Dawn Marie Bailey

What if you were asked to speak on a topic for which you had no expertise? Would you turn down the assignment because you felt that audience members were already experts and you didn't have ... [Continue reading →](#)



Five Ways to Provide the Best Assessment Possible

07/13/2017 By Dawn Marie Bailey



How can you provide the best assessment possible? First, you need to understand what/whom you are assessing. For the Baldrige Program, in alignment with its mission, that means understanding the organization being assessed, either for a Malcolm ...

[Continue reading →](#)

Where Business Students Use the Baldrige Framework to Solve Real-World Problems

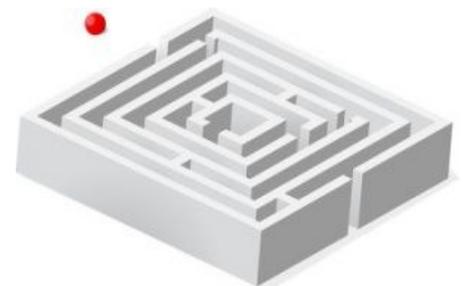
07/18/2017 By Christine Schaefer

When Tamiaka Jameson graduated with her doctorate in business administration (DBA) recently, she also celebrated the completion of a consulting capstone in which she helped a nonprofit organization address a strategic challenge it was facing. Jameson used ... [Continue reading →](#)

Innovative Leadership Behaviors, Customized for You

07/20/2017 Posted by Dawn Marie Bailey

How can you develop as an innovative leader? A recent Harvard Business Review article by Katherine Graham-Leviss looked at "The 5 Skills that Innovative Leaders Have in Common," and the author provides behavioral suggestions for those skills. But how do ... [Continue reading →](#)





Commerce Secretary Officiates at National Quality Award Ceremony

Secretary of Commerce Wilbur H. Ross officiated at the 2016 Malcolm Baldrige National Quality Award Ceremony on April 2, 2017, representing President Trump.

In his official remarks, the Secretary validated the vast benefits derived through the Baldrige journey.

“The Malcolm Baldrige National Quality Award is the only award for excellence granted by the President of the United States, and it is only fitting that he do so because this public-private partnership generates \$1 billion per year in economic impact.”

[You may download the highlights of the 29th Annual Quest Conference here.](#)



Foundation Introduces Planned Giving Opportunities

The Baldrige Foundation announced in July a series of donor opportunities in the planned giving arena.

The new program identifies four new giving options: Including the Foundation in a will; naming the Foundation as a beneficiary of an IRA or other retirement plan; creating a charitable trust that directs assets to the Foundation; or naming the Foundation beneficiary of an annuity or life insurance policy. These options can help reduce the donor's tax liabilities while helping to continue the work of the Foundation and the Baldrige Program, improving organizations in all sectors of the economy.

As with any estate planning, you should consult your own legal or tax advisor prior to taking advantage of any of these planned giving opportunities.

In addition to your considering making a gift to the Foundation, please be sure to let your friends, families and colleagues know about these planned giving opportunities. For more information or to plan your gift, you may contact the Foundation at plannedgiving@baldrigefoundation.org or [download the Planned Giving brochure by clicking here.](#)

Foundation Marks the Anniversary of the Passing of Malcolm “Mac” Baldrige

July 25, 2017, marks the thirtieth anniversary of the tragic passing of Mac Baldrige. He died as the result of a rodeo accident while serving as Secretary of Commerce under President Ronald Reagan. It was his passing that galvanized support in Congress to create a national quality award in his name.

The Malcolm Baldrige National Quality Award, and the adoption of the principles developed by the National Bureau of Standards/National Institute of Standards and Technology by which to assess role model organizations, is widely credited with returning America to the forefront of quality.



In 2017 the Baldrige family, daughters Molly and Megan and their mother, Midge, made the largest single donation to the Baldrige Foundation in its nearly 30-year history. “We sincerely hope,” Molly Baldrige said, “that companies, organizations and individuals will join the Baldrige family in support of such a worthy cause.” See the [Baldrige Family Challenge](#) for more information about their gift. You can respond to the challenge by visiting the Foundation's [Donation](#) page.

communities of excellence 2026

Communities of Excellence 2026 Recognition Program: Commitment to Community Excellence

I am pleased to share the details of the Communities of Excellence 2026 Recognition Program that we recently announced. We view this first level of recognition as an opportunity to design and test a consistent process for community recognition and the framework itself, with the goal to then refine and perfect it for the coming years.

While this is being done in partnership with BPEP, the program is being run by COE 2026 until it is perfected. COE 2026 envisions the Alliance as a key player in helping us get to this goal, and ultimately we hope that you will offer this recognition as part of your state programs once we've reached the point where it is ready to be spread more broadly.

The official announcement is below. You can view more information about the requirements on our webpage: <http://www.communitiesofexcellence2026.org/recognition-program/>. If you would like to provide feedback, please send your suggestions and comments to Stephanie at snorling@communitiesofexcellence2026.org.

Official Announcement

Communities of Excellence 2026, in partnership with the Baldrige Performance Excellence Program, is pleased to announce the first level of the Communities of Excellence Recognition Program—***Commitment to Community Excellence***.

At this level, communities respond to the **Community Profile** section of the Community Excellence Builder, describing their mission, their vision, and the key factors that lead to success. They also explain their **performance improvement system, give an example of an improvement to a key initiative or process** that was a consequence of the implementation of the performance improvement system, and describe the **key results** they will track related to the health, educational attainment, and economic vitality of the community. This will provide a strong foundation for the second step, ***Journey to Community Excellence***, which will be announced at the end of 2017.

In parallel with Baldrige Program's mission, the purpose of Communities of Excellence 2026 and the Recognition Program is threefold:

1. To develop a nationally recognized standard of community performance excellence
2. To establish role models of that standard through the Recognition Program
3. To encourage continuous improvement through sharing of best practices and provision of feedback to communities on the performance excellence journey that will lead to better outcomes for the residents they serve.

Applications will be accepted through September 15th, 2017. You can access instructions and deadlines, including the intent-to-apply requirements, on our website at www.coe2026.org/recognition-program

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

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.

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 was held from 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. Our event was a tremendous success this year with close to 1,000 participants and a 100% satisfaction rating!

We were able to recognize several stellar organizations this year whose commitment to performance excellence resulted in their achievement as role model organizations – earning the Governor’s Sterling Award and the Sustained Excellence award for those organizations which have demonstrated ongoing performance excellence. 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.

Learn more about the Florida Sterling Council and visit our website: <https://www.floridasterling.com/>



From left to right:

Sustained Excellence Awards:

Dr. Dawn Allicock, FL Department of Health, St. John’s County

Michael Eugene, Orange County Schools, Operations Division

Dr. Lillian Rivera, FL Department of Health, Miami-Dade County

Governor’s Sterling Award:

Douglas Kent, FL Department of Health, Bay County



Summit Focuses on Values-Based Leadership

On a cool and rainy June New Hampshire afternoon the GSQC/NNEAE held its third annual Leadership Summit. This year's event explored the nuances of "Values-Based Leadership" (VBL) and featured experienced leaders discussing this complex topic with newer and aspiring leaders.

As an example, keynote speaker, David Boynton, Co-founder and General Manager of a craft brewery and farm to table restaurant, shared how he resisted the pressure to have televisions in the bar in order to foster a "pub" or public house environment. This initially resulted in some customer complaints and an empty Super Bowl Sunday, however committing to this value resulted in steady business as a gathering spot for the community. This fall the restaurant will again lean on its values and be the first restaurant in New Hampshire to adopt a new pay scale including a no-tipping policy to support teamwork and equity of pay for all employees.

The Summit also featured a facilitated segment to help those in attendance identify the connection between values, behaviors, and results, and a panel of experienced leaders who shared their insights on VBL and answered questions from the audience. Discussion topics included how to look at a situation from a different perspective – for example to use the value of optimism to find a positive path in a situation that at first appears to be negative; how to successfully bring existing values into a new leadership position; and managing the challenges of engaging the workforce in the organization's values.

This event also celebrated PeoplesChoice Credit Union's (PCU) *Profile Recognition* for their demonstrated Foundation of Excellence. PCU is NNEAE's first recognition recipient from the state of Maine.

The Leadership Summit was created to explore the nuances that help leaders become *excellent* leaders. The design of the Summit implicitly draws on the Baldrige Category of Leadership and core value of Visionary Leadership with the goal that all participants leave with renewed energy, at least one idea that they can implement immediately, and other practices that they can work on for the long term. Contact anne@gsqc.com for more information on the design or benefits of a Leadership Summit.



Keynote Speaker David Boynton discusses keeping the commitment to organizational values.

PeoplesChoice Credit Union is the first NNEAE recognition recipient.

(L to R – Anne Warner, GSQC/NNEAE Executive Director, Shannon Kashinsky PCU VP of Human Resources, and Tom Raffio, GSQC/NNEAE Chair)



Like many of our state level programs, the Louisiana Quality Foundation has found itself in a dry spell concerning top-level applications. For four years, we have had a couple of Level 1 entries, based on answers to the questions in the Organizational Profile, but no applications addressing the entire framework.

This year, however, things are looking to be very busy. Two high-performing organizations have applied at our top level, for the Louisiana Performance Excellence Award. The applications are based on the O.P. and all seven categories in the Baldrige Framework. In the LQF review cycle, all top level applicants receive a one-day site visit and a 12 - 14 page feedback report from the examiner team.

To prepare examiners for the task ahead, our own Baldrige expert, Dr. Ron Schulingkamp is getting ready to conduct LQF's annual Examiner Training course. Hosted by our partners at the University of New Orleans, the course spans 2 1/2 days of intense review of items in the fictitious case study, with a little homework ahead of time for our attendees.

LQF hopes that the two LPEA applications in 2017 lead to more in the future.



Memphis Regional Quality Cup Award (Mid-South Quality/Productivity Center)
Submitted by Donald C. Fisher, Ph.D. Executive Director/CEO

Do Churches Need a Customer-Focused Revival?

The current state of people exiting religious institutions in America are increasing at alarming rates. Change and Innovation may be the key to congregational sustainability and growth. A willingness to challenge the status quo and to retain and grow congregational membership with new and diverse worship methodologies is becoming the norm for survival for many congregations. The continual danger confronting religious institutions is irrelevancy. Congregations are going through a renaissance of change in offering various types of worship experiences and options for their various member and stakeholder groups. Many congregations are at the crossroads of change and are witnessing a mass exodus of many members who are becoming less satisfied that their corporate worship experiences are meeting their 21st Century lifestyle needs.

In a rapidly changing world thriving congregations tend to change and innovate themselves, as opposed to, struggling congregations who fear change and have difficulty in revising their overall operations and membership offerings. Many progressive congregations are redefining their vision, mission, community involvement and congregational offerings. Progressive congregations are becoming more inclusive in the process of growing spiritual vitality among current and new members and identifying 21st Century lifestyle offerings to attract prospective members.

A wiliness to challenge the status quo and to attract new members with diverse worship, leadership and community opportunities appear to be showing some signs of growing congregations. Congregational leaders need not choose between tradition and innovation. A new way of thinking aligns these two together and provides ongoing vitality and growth within religious institutions. Congregational leadership is the most important aspect for institutional creativity and innovation. No congregation can transform or renew itself unless the leaders put the process in motion and sustain it. Therefore, congregations need creative leaders to manage the change/innovation process. Creativity and innovation of a congregation depends on how leadership designs and creates a congregational environment that allows change and creativity to develop. It can also depend on how leaders encourage and manage diversity in the congregation. Finally, it depends on how congregational leadership inspires everyone to bring out his or her best creative and innovative self and use that to help lead and transform the congregation to new and unimagined heights and opportunities for growth and relevancy. Congregations pray to the heavens, but many fail to reach for the stars when addressing change and innovation. The opportunity and the challenge for congregations is to assess their overall operations, and member/stakeholder offerings and to ensure that they are providing relevancy in their worship experiences for 21st Century lifestyles.

In my latest book, "Corporate Worship: A Baldrige-based Congregational Assessment for Religious Institutions" I have provided a Baldrige-based assessment tool for congregations to address change and innovation in their customer-focused offerings.



NC-TN Partnership Builds Value, Grows Baldrige

In June, the North Carolina Award for Excellence (NCAfE) program welcomed ten new examiners trained in the Baldrige Performance Excellence Framework. The group's training was administered in Greensboro, NC, by the Tennessee Center for Performance Excellence (TNCPE) as part of a strategic partnership between TNCPE and NCAfE.



Pictured are trainers Cheryl Janoski & Katie Rawls; new examiners listed below

While NCAfE and TNCPE, two state-level Baldrige programs, have existed independently of one another for years, their partnership is new.

“We took a hard, objective look at our own program and saw that the best and most innovative way to strengthen it would be to leverage the expertise of our neighbors to the west,” says Kevin Grayson, director of business growth and innovation services at Industry Expansion Solutions, the home of NCAfE.

Under the terms of the partnership, TNCPE will administer NCAfE's State Excellence Award, ensuring that participating organizations are prepared to compete at the national level. This includes training examiners, conducting site visits, and judging award applications. Meanwhile, NCAfE promotes the program and decides how award recipients will be recognized in North Carolina for their achievements.

“Why duplicate efforts when we can leverage Tennessee's existing expertise and its excellent reputation?” asks Grayson. “This way we can continue to build on the value of our program, which is so important to so many different organizations.”

TNCPE enjoys benefits from the partnership, too.

Partnering with NCAfE expands our vision to drive organizational excellence in Tennessee to the Southeast region, TNCPE President and CEO Katie Rawls says. It's a win-win: We get to share our training resources with examiners in North Carolina, and Tennessee examiners have an opportunity to expand their knowledge by assessing out-of-state organizations."

The new examiners are:

- Tom Blackburn, Supervisory Plans and Operations Specialist, United States Army, Ft. Bragg
- Nelson Colon, Quality Manager, Cyril Bath
- Dan Falkenstein, Retired
- Jerrod Higgins, Quality Engineer, Cyril Bath
- Kat Jordan, Management Engineer, Duke University Health System
- Tina MacDonald, Management Analyst, United States Army, Ft. Bragg
- Mavis Muldrow, Management and Program Analyst, United States Army, Ft. Bragg
- Ron Reeise, Nursing Quality Manager, Mission Health
- Pam Turner, Manager, Performance Services, Duke University Health System

More information about the Baldrige Performance Excellence Program and applying for a state level award may be found online:

North Carolina Award for Excellence: www.ies.ncsu.edu/ncafe

Tennessee Center for Performance Excellence: www.TNCPE.org

Baldrige Performance Excellence Program: www.nist.gov/baldrige

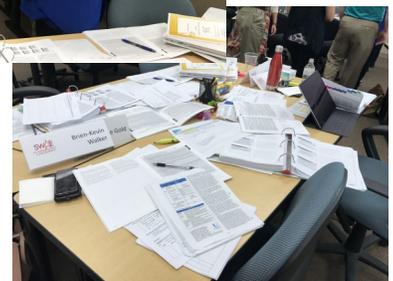
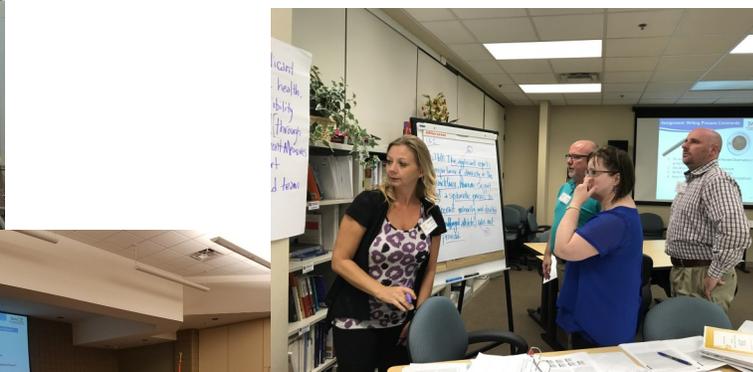
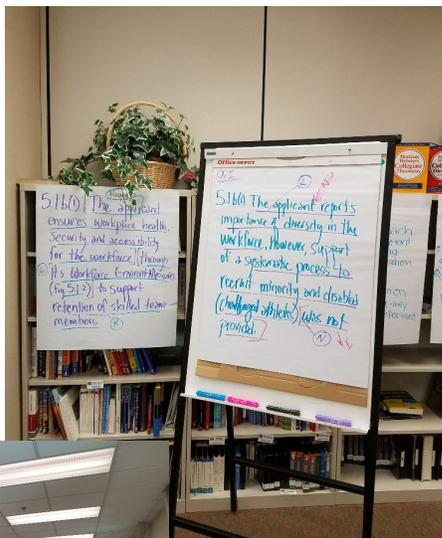
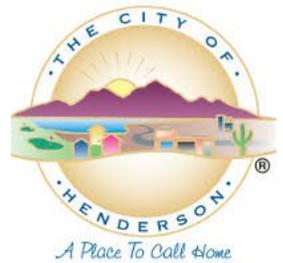


PERFORMANCE EXCELLENCE PROGRAM

Examiner Training Phoenix and Las Vegas

Our 2017 Performance Excellence Program cycle is under way with organization applications already submitted and two examiner trainings completed. The first training was conducted in Phoenix, AZ on June 5, 6 & 7th and the second training in Henderson, NV on June 26, 27 & 28th. Both trainings went very well with 31 attendees representing all industries and all three states: Arizona, Nevada and Utah.

We would like to thank our talented and dedicated volunteer trainers Stacy Harley, Heather Mock, and Polly Walker for their invaluable service to the program. We would like to thank *Deer Valley Unified School District* for generously donating training space in Phoenix and *City of Henderson* for hosting the training in Nevada.



The Partnership for Excellence

Leader2Leader Collaboration

TPE is kicking off a leadership development program in September. The Leader2Leader Collaboration is a year-long professional development program, which is grounded in the Baldrige Excellence Framework and consists of educational sessions, best practice sharing, peer networking and collaboration, and leadership growth. Each cohort begins their year at TPE's Quest for Success conference where participants will engage in team building activities, hear lessons learned from a panel of Baldrige recipients, conduct a mock strategic planning session and establish goals for the year. Three times throughout the year, Baldrige/TPE award recipients will host the cohort for a day-long session of learning activities. In between sessions, participants will engage in webinars and mentoring calls. The year culminates with a final session of the cohort and graduation at TPE's Quest for Success conference the following year.

TPE continues to offer webinars on the third Thursday of each month. *These educational webinars provide information to assist organizations on their performance excellence journey. In August, TPE Team Leaders Michael Drake and Adriana Pust will share their experiences as examiners and why they value the TPE examiner experience and in September, Suki Wright and Kubu Patel of Six Disciplines Consulting Services will conduct a webinar on integration.* To register for future Third Thursday webinars, visit our website at http://thepartnershipforexcellence.org/events_calendar.html

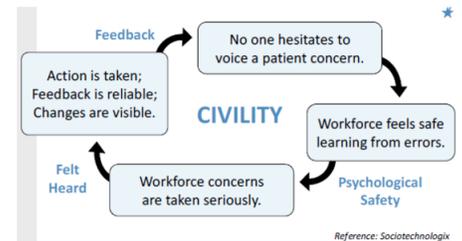
TPE's 18th annual Quest for Success conference will take place September 11 – 12, 2017 at The Ohio State University in Columbus, Ohio. 2016 MBNQA Recipients, Kindred – Mountain Valley, Memorial Hermann Sugar Land and Don Chalmers Ford and 2010 MBNQA Recipient Advocate Good Samaritan will present plenary presentations and break-out session. 2016 KAPE Excellence Award recipient Massaro Construction Group and Communities of Excellence 2026 with CAMC Health System will address the general session. We have an exciting new event on Monday evening called Tailgating with Technology. There will be a tailgate buffet, fun activities, raffles and lots of networking. Stroll through our Innovation Alley, including tours of an ambulance and CNG bus, and engage in poster presentations of cutting edge technologies. The evening will conclude with an inspirational keynote address from Battelle, one of the world's largest R&D organizations. Additional workshops will feature TPE Award winners, and performance excellence professionals who will provide actionable ideas for you to implement new processes and strengthen the management practices in your organization. *We hope you can join us in September! To register for the conference, go to http://thepartnershipforexcellence.org/events_quest_for_success.html*



At the recent Quest for Excellence® Conference featuring current and past recipients of the prestigious Baldrige National Quality Award, we heard many inspirational stories from the senior leaders of the first long-term care facility to earn this recognition. Maryruth Butler, Executive Director of Kindred Nursing and Rehabilitation Center – Kellogg, Idaho, shared how their senior leaders intentionally created a culture of civility to engage employees in resident and patient safety.

Maryruth described a model that they learned from Sociotechnologix and have implemented in their center. <https://sociotechnologix.wordpress.com/?s=civility> With this

model for a culture of civility (shown above), the senior leaders first had to create an environment of psychological safety where the employees know that an error or near-miss would be seen as a breakdown in a process rather than a willful or careless act. As a result, employees are comfortable speaking up to identify errors or concerns about the things in the workplace. The senior leaders not only listen, they take action and share their actions with the workforce. This approach, in turn, reinforces the organizational learning that such a culture provides. In fact, in their last survey nearly 90% of their employees reported positively to the statement, “I am comfortable reporting errors without fear of retaliation,” versus 70% for the best-in-class comparison. And this culture of civility has resulted in high levels of patient safety reflected by the consistent 5-star overall rating and 5-star rating for quality measures the center has received for seven consecutive years. <https://www.nist.gov/baldrige/kindred-nursing-and-rehabilitation-center-mountain-valley>



Many years ago, I saw a brilliant training video by John Cleese of *Monty Python* and *Fawlty Towers* fame. In “The Importance of Mistakes,” he uses an allegory of Gordon, the Guided Missile. Gordon receives ongoing feedback that adjusts his trajectory and speed to ensure that he hits his target. Cleese described how many organizations wait until an employee has missed an objective before leaders give him or her feedback – that the employee has failed. He posits that organizations and their employees would be far more successful if they could continuously learn by admitting that mistakes have been made and adjustments are needed.

Our client, PricewaterhouseCooper – Public Sector, a 2014 Baldrige Award recipient, has described in presentations at many conference their evolution from a traditional annual performance appraisal process to a culture of continuous coaching. How has that been working out for them? Their parent organization was named #23 on the 2017 *Fortune's* 100 Best Companies to Work For. <http://beta.fortune.com/best-companies/pricewaterhousecoopers-23>

How do you know if you have created a safe culture where lessons can be learned from mistakes and proactive coaching is the norm? Reflect on your reaction when you last heard about a customer problem. Was your first question, “Who?” (did it?), or “What?” (went wrong in one of our processes?)? Do you make it easy for your employees to tell you what they need to do a good job – equipment, supplies, or training, or do you view this as whining or complaining? In Item 1.1 from the Baldrige Excellence Framework, a question asks, how do senior leaders “encourage frank, two-way communication...?” How do you encourage this? How do you know?

If you missed the Quest for Excellence® conference earlier this month, you can still hear from leaders of Baldrige Award winning organizations at the Baldrige Fall Conference <https://www.baldrigeconference.org/>
Save the date -- October 26 - 27, 2017!

When Telemedicine and a Commitment to Excellence Merge

By Kay Kendall

I write a column for *Arkansas Hospitals*. The most recent issue focused on telemedicine. I wondered about its possible connection with the Baldrige Excellence Framework. So I reached out to the senior leaders of two of our healthcare clients – Methodist Health System (Methodist) and Kindred Nursing and Rehabilitation Nursing Center – Mountain Valley. At first glance, these two organizations could not appear more dissimilar. Methodist provides quality, integrated health care to individuals and families throughout the large Dallas-Fort Worth metroplex.

Baldrige Coach (continued)

Submitted by Kay Kendall, Baldrige Coach

It includes four large hospitals as well as 27 health care centers as part of the Methodist Medical Group. Its workforce includes 8,000 active employees, 1,200 volunteers and 400 students. On the other hand, Mountain Valley provides five-star long-term care and short-term rehabilitation in the remote community of Kellogg, Idaho, with its population of just over 2,000 people. Its workforce includes 90 employees who provide care in the small, 68-bed facility.

Despite first impressions, however, the two organizations have many things in common. Both have received numerous recognitions for the high-quality care they provide. The senior leaders of both organizations are committed to a journey to performance excellence. And they're both award winners: Methodist earned the highest-level award from the Texas Award for Performance Excellence program in 2014. Mountain Valley earned the Gold Award from the AHCA/ NCAL Quality Award Program (the Baldrige-based program for the long-term care industry) in 2011, and was named a Baldrige Award recipient in 2016 – the first long-term care facility to receive this prestigious national award. Both organizations have also found that telemedicine offers them ways to provide increased access to care for patients and their families.

Methodist was added to the Mayo Clinic Care Network in September 2014. This relationship has offered an asynchronous form of telemedicine with clinical questions directed to Mayo Clinic specialists. It also has provided Methodist patients with a second opinion on cancer diagnoses. In addition, Methodist contracts with a neurology group as an on-call service to their Emergency Rooms (ERs). Through telemedicine, on-call neurologists confer regarding the diagnosis of a possible stroke. If validated, life-saving drugs can be administered quickly in the ER.

Another innovative use of telemedicine at Methodist is a text-based platform that provides continuity of care for up to seven days after discharge from the ER. Through a secure information exchange, physicians can respond to questions within four minutes and make decisions about whether the patient needs additional care, a return to the hospital or other follow-up. In the event a patient is discharged with an unclear diagnosis, the physician can continue to follow up for several hours after discharge to determine if the patient's condition requires additional evaluation.

Until recently, Texas law presented multiple barriers to a wide-ranging adoption of telemedicine. Since the recent passing of Texas Senate Bill 1107, Methodist is optimistic that it will be able to adopt a broader approach to telemedicine that is responsive to the increasing expectation in America for real-time access and real-time communication with health care providers.

For Mountain Valley, telemedicine offers access to specialists who are physically located in Coeur D'Alene nearly 40 miles away, or locations even further out. The organization first began using telemedicine to consult with a nurse practitioner certified in wound care. One initial difficulty was overcoming the weakness of Wi-Fi signal strength in the rural valley. Once conquered, this opened the door for the organization's expansion of services to offer telepsych care through collaboration with physicians practicing in a dedicated behavioral unit 60 miles away. As Mountain Valley added smart TVs to the residents' rooms, they also gained the ability to virtually include families who are away from the facility in discussions while physicians are making their rounds.

In an innovative collaboration with the Shoshone Medical Center – the small hospital located across the street from Mountain Valley – they explored using a telemedicine program between the two entities to reduce residents' visits to the ER. Now a resident with an acute condition can be evaluated via telemedicine in the ER to determine if a transfer to the hospital is warranted. In the short time this new program has been in place, Mountain Valley and the Shoshone Medical Center have seen an 11% reduction in hospital readmissions, and Mountain Valley has seen a 22% reduction in ER visits by their residents.

The definition of "innovation" in the Glossary of the Baldrige Excellence Framework includes the concept of creating new value for stakeholders. "Innovation benefits from a supportive environment, a process for identifying strategic opportunities, and a willingness to pursue intelligent risks." Both of the role model organizations described here demonstrate that innovation is the intersection of telemedicine and a commitment to excellence.

A new venue for sharing—welcome to “ProSocial Media”

Did you know that to “disseminate and share best practices” is one-third of the original purpose of the Baldrige Performance Excellence Program? In order to help spread the word about BPEP and to help “Grow the Baldrige Pie,” we are very excited to announce a new platform for sharing – www.Quest4X.com – with its mission: *To make the world a better place by providing an online community for professionals to network, share, and learn.*



We are calling it “ProSocial Media” – a professional brand of internet-based networking and sharing what works, and looking to the Baldrige community (you) to help fulfill the BPEP purpose by sharing what you know about best practices, processes, ideas, and knowledge about what drives world class results. Doing so may enhance your own professional reputation and help other individuals and organizations to improve their performance. Types of content that you can post (and view from others) on the site include:

- **X-libris:** Electronic books, newsletters, whitepapers, blogs, articles. These items may be made available for free or for sale by you through the site. Blog text will be entered directly in the site. If you wish to post other content for free, it may be uploaded directly to the site in PDF format. If you wish to sell materials through the Q4X site, please contact us at info@quest4x.com.
- **X-pand:** Audio/video content – podcasts, webinars, etc. in mp3 or mp4 format.
- **X-amples:** What we call a “Picture and a Paragraph,” – a brief description of role model processes and/or results. The “picture” may be a flow diagram, descriptive figure, graph of results, company logo, photo, etc.
- **X-amine:** Sources for freely available (publicly reported) comparative data, providing a hyperlink to sources you use and with a brief description of the data and information available.
- **X-poll:** Ask a question with multiple-choice responses, and gather feedback from other users.

The site is designed to **put the “fun” in “functional.”** Quest4X is an online space to share your knowledge of what works; to find helpful ideas, thoughts, and suggestions from others; and to collect information and easily find it again later. It was built using key desirable features of the top social media websites and around the themes of “*X marks the spot*” and “*What’s your X?*”



Every member gets a personal treasure map of a “Baldrige-based world” – with named continents and regions based on the Baldrige Framework. Each type of content / media is represented by “gems” of knowledge and “pearls” of wisdom – and anything of interest can be saved in a treasure chest placed anywhere you choose on your map – rather like a “visual file folder” system. That includes items you find on Quest4X as well as elsewhere on the internet. It’s multi-device friendly – so if you find and collect something while using your cellphone (like a picture of a great slide at a conference, it’s in a treasure chest where you placed it when you later sign on to your laptop, desktop, or tablet.

The site is currently in Beta test phase, and during this phase, all subscriptions are free – after launch, a small membership fee will be charged. Why a fee? In order to reduce/eliminate the need for advertising and to discourage online “trolls” and help keep this Baldrige-based world “polite, professional, and positive.”

Our goals are all dual-purpose:

Individual and Organizational Users	Baldrige Community
Promote the use of systematic approaches	Promote the dissemination of systematic approaches
Find information to improve performance	Demonstrate expertise in helping improve performance
Create a new “on-ramp” for organizations to begin understanding and systematically using the Baldrige Framework	Share approaches that are “on the leading edge of validated practice” and speak to the value of holistic organizational assessment and improvement
Introduce organizations to the Alliance for Performance Excellence	Enhance visibility of the Baldrige / Alliance member programs and encourage participation
Enable evaluation of relative performance	Share role model results
Get connected!	Get connected!

We hope that you will join us!