



### About the Baldrige Performance Excellence Program

Created by Congress in 1987, the Baldrige Program helps organizations improve and succeed in the competitive global marketplace. It is the only public-private partnership and Presidential award program dedicated to improving U.S. organizations. In collaboration with the greater Baldrige community, the Baldrige Program offers a systems approach to organizational excellence, award-winning leadership development, self-assessment tools, organizational assessments by teams of trained experts, presentations and workshops on how to improve, and conferences and other events that showcase best management practices.

## Baldrige in Pennsylvania

- **26 Pennsylvania applicants for the Baldrige Award (2005–2016)**
- **2 Pennsylvania award applicants in 2010 represent 15,205 jobs, 38 work locations, \$2.3 billion in revenues/budgets, and 727,000 customers served.**
- **10 Baldrige examiners from Pennsylvania volunteered \$152,000 in services in 2016.**

## Pennsylvania National Role Models

MEDRAD, Inc., manufacturing, 2003 and 2010 (Warrendale)

Stoner, Inc., small business, 2003 (Quarryville)

Armstrong World Industries, Inc., Building Products Operations, manufacturing, 1995 (Lancaster)

Westinghouse Electric Corp. Commercial Nuclear Fuel Division, manufacturing, 1988 (Monroeville)

### Success Story



For more than 40 years, MEDRAD has been committed to improving patient outcomes by developing, marketing, and servicing innovative, cost-efficient devices for diagnosing and treating diseases. Sold worldwide to hospitals and medical imaging centers, MEDRAD's products include fluid injection systems for radiology and cardiology, endovascular devices for the treatment of cardiovascular disease, and equipment for visualization procedures such as computed tomography, magnetic resonance imaging, molecular imaging, and nuclear medicine. MEDRAD, a business of Bayer HealthCare, employs 2,157 people and had roughly \$625 million in revenues in 2009.

### Selected Results

- Revenue growth from about \$120 million in 1997 to about \$625 million in 2009
- More than 10% increase in gross margin over three years
- Market leader in the United States and Europe for its products
- Consistent 60% or higher Net Promoter Score (a loyalty metric defined by the level of repeat sales and referrals) over 3 years, compared to the 50% or higher for other organizations nationwide.
- \$45,000 in value delivered from the Value Improvement Program, which captures, measures, tracks, and recognizes employees' improvement ideas against *Industry Week's* "Best Plant" benchmark of \$10,000 per employee

## Mid-Atlantic Alliance for Performance Excellence

The Alliance for Performance Excellence ([www.baldrigepe.org/alliance](http://www.baldrigepe.org/alliance)), a network of regional, state, and local Baldrige-based programs, serves organizations from all industry sectors and nearly all U.S. states. These programs rely on the Baldrige Program for the Baldrige Excellence Framework and other resources but operate without financial support from the Baldrige Program. The Mid-Atlantic Alliance for Performance Excellence (MAAPE; <http://midatlanticpe.org>) is a Baldrige-based awards program serving Pennsylvania, New Jersey, and Delaware. MAAPE is a 501c(3) nonprofit corporation that helps all types of organizations improve their performance and outcomes, including productivity, workforce engagement, competitiveness, and customer and stakeholder satisfaction. It uses the leading-edge Baldrige Criteria for Performance Excellence as the basis for its process and for giving feedback to applicants.

### 2012–2016 Keystone Award for Performance Excellence Winners

Massaro Construction Group (Excellence)	Dutchland, Inc. (Commitment)
Advent Design Corporation (Proficiency)	Higher Images, Inc. (Commitment)
Center for Organ Recovery & Education (Proficiency)	Liberty Resources, Inc. (Commitment)
Conemaugh Health System (Proficiency)	National Board of Osteopathic Medical Examiners (Commitment)
Thomas Jefferson University Hospitals (Proficiency)	Penn Medicine Department of Radiation Oncology (Commitment)
VA Pittsburgh Healthcare System (Proficiency)	Southern Huntingdon County School District (Commitment)
Indiana Regional Medical Center (Mastery)	The Washington Hospital (Commitment)
Active Strategy, Inc. (Commitment)	
Aria Health (Commitment)	
American Society for Quality, Pittsburgh (Commitment)	
Big Brothers Big Sisters Southeastern PA (Commitment)	

### Featured Recipient



The Massaro Construction Group is a privately held, diversified construction services company based in Pittsburgh. It provides services through different business operating units: Massaro Corporation, Massaro Construction Management Services, LLC, Massaro Restoration Services, LLC, and Massaro Design Build, LLP. The company began in 1967 as a general contracting firm. Today it provides customers with a complete spectrum of construction services including general contracting, construction management, 24/7 emergency response and design build. Its mission is to pursue excellence for the benefit of its people, customers, and the community.

## AHCA/NCAL National Quality Award Winners in Pennsylvania

The [AHCA/NCAL National Quality Award Program](#) provides a pathway toward performance excellence for providers of long term and postacute care services. The program is based on the core values and criteria of the Baldrige Performance Excellence Program.

Clark Summit Senior Living (2016, Bronze)	Mount Vernon of Elizabeth (2016, Bronze)
Country Meadows of Bethlehem Nursing and Rehab Center (2016, Bronze)	Overlook Green Five Star Senior Living (2016, Bronze)
Country Meadows of York (2016, Bronze)	Pennsburg Manor, Genesis HealthCare (2016, Bronze)
Dresher Hill Health and Rehabilitation (2016, Bronze)	Providence Place of Dover (2016, Bronze)
Franciscan Manor (2016, Bronze)	Providence Place Senior Living Community of Pine Grove (2016, Bronze)
Highgate at Paoli Pointe, Genesis HealthCare (2016, Bronze)	The Quadrangle (2016, Bronze)
Juniper Village at Brookline (2016, Bronze)	The Residence at Hilltop (2016, Bronze)
Juniper Village Senior Living at Brookline (2016, Bronze)	Countryside Convalescent Home (2015, Silver)
Manor Care Bethel Park (2016, Bronze)	Golden LivingCenter York Terrace (2015, Silver)
	34 Bronze winners, 2015