The Foundation for the Malcolm Baldrige National Quality Awar

"I was proud as a U.S. Senator to vote in favor of the Baldrige Act."... this award has helped us re-focus on the future, on quality, on performance, and most importantly maybe, on innovation."

Joe Biden

"The award that bears his name reflects the virtues that he brought to public service and how he lived in his private life, a commitment to excellence, shrewd judgment and sound judgment, principled leadership, integrity, and a sense of responsibility."

George W. Bush

"In just a few years, the National Quality Award has literally become the standard of business excellence. And the renewed spirit of excellence in business, of making quality an integral part of America's corporate strategy, has truly, I believe, made us more competitive in the international arena."

George H.W. Bush

BALDRIGE FOUNDATION

America's Best Investment

"The Malcolm Baldrige National Quality Award, which highlights customer satisfaction, workforce empowerment, and increased productivity, has come to symbolize America's commitment to excellence."

Bill Clinton

"I always prized the quality of Mac's vision. He had the capacity to look up from the dust of the plains to see the distant mountains."

Ronald Reagan

BALDRIGE FOUNDATION

America's Best Investment

Presents:

Delivering On Our Commitment to Community Performance Excellence

November 22, 2022

BALDRIGE FOUNDATION

America's Best Investment

A Special Thanks to Our Donors & Sponsors!

AARP Real Possibilities

AEHIS Association for Executives in Healthcare Information Security

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American College of Healthcare Executives for leaders who care

Beyond Feedback

CAMC Health System

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Elevations Credit Union

Lulu Process Design Group

Mid-America Transplant inspired by life

The Synergy Organization Transforming Healthcare Organizations, Lives & Careers Through Science

Tri County Tech

Yuma Regional Medical Center

Wellstar Health System

Walden University Education for Good

Mac Baldrige Society Institute Trustees

Mac Baldrige Society Member

Baldrige Foundation Institute for Performance Excellence Trustee

The Baldrige Family Midge, Molly, & Megan

Adventist Health

Stellar Solutions 25 Years Leading the Way

Midway USA

About

Freese and Nichols

TATA

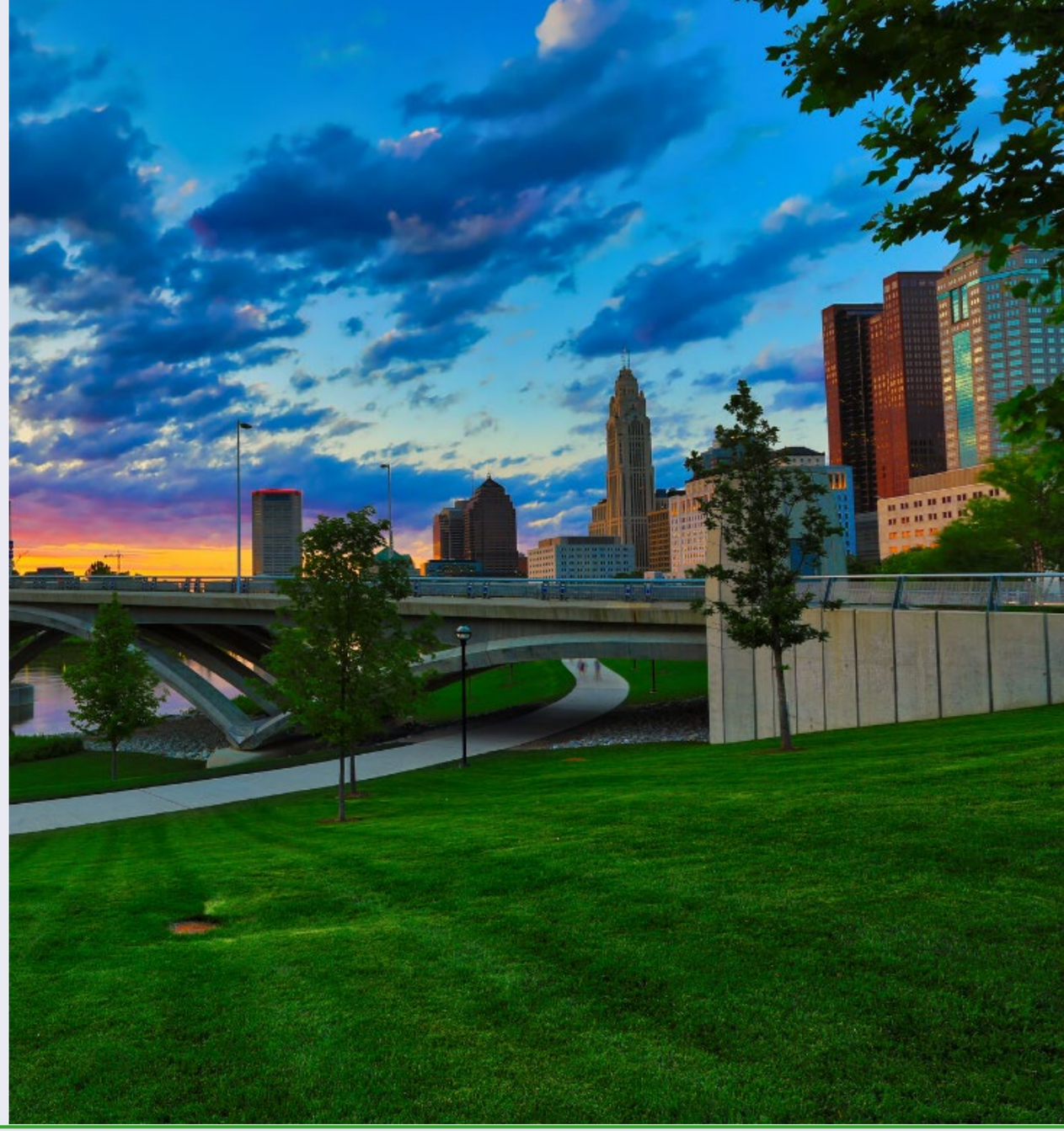
Mid-America Transplant inspired by life

CORE Center for Organ Recovery & Education

Opening Remarks/Agenda

Introduction	**Al Faber**
Guest Presenters	**Stephanie Norling, Executive Director, Communities of Excellence 2026**
	Bob Fangmeyer, Director, Baldrige Program, NIST
	Brian Lassiter, Chair, Alliance for Performance Excellence Board of Directors
Questions from the Audience	**Al Faber, Moderator**
Closing Remarks	**Al Faber**

Delivering on our Commitment to Community Performance Excellence



Stephanie Norling
Executive Director
November 2022

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Presentation Focus

- Background on Communities of Excellence and the Systems Approach
- Overview of the Communities of Excellence Framework
- Community Examples
- What's New with Us
- Closing Considerations

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Our Foundation Statement

For America to sustain its vitality, promote opportunity, and create a more equitable society during its second 250 years of existence, we must improve the performance of communities and the people who lead and live in them.

Why We Exist

Core Purpose: To ensure that every person in America has the opportunity to live their best life in communities that are thriving.

Envisioned Future: Communities that adopt the Baldrige-based Communities of Excellence Framework are recognized as the top-performing in the nation and are catalysts for our country to again lead the world in educational attainment, economic prosperity, health and wellness, and quality of life.

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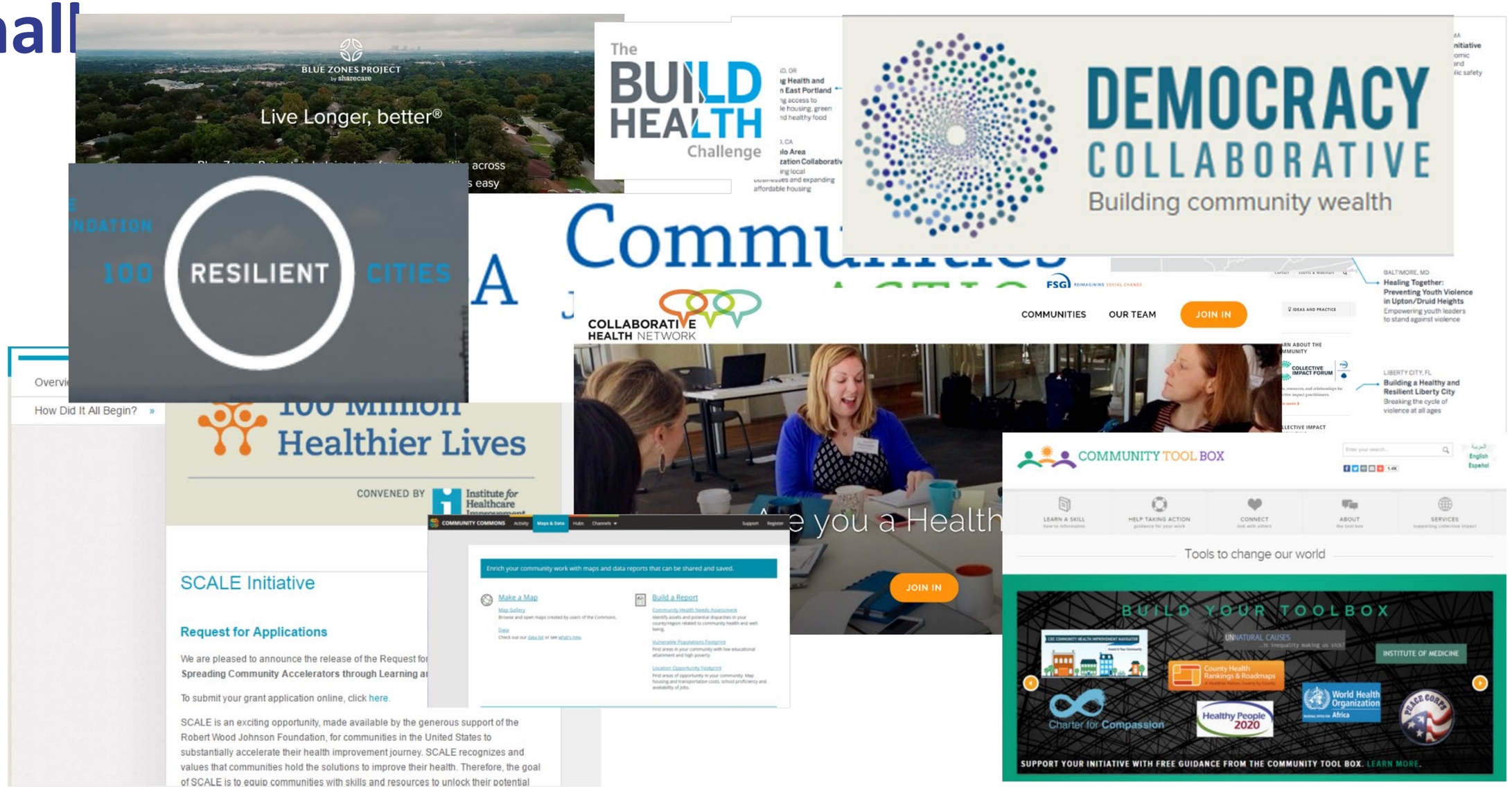
What is Being Done to Address our Nation's Chall



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There is no systematic approach familiar to and used by all entities within communities that ensures federal, state, local, and private sector efforts are aligned and integrated to maximize their benefit and impact.

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Our Belief

That a **systems framework** proven to drive performance excellence in *companies and organizations* – the Baldrige Framework - can be modified to achieve performance excellence in *communities* to benefit the health and wellbeing of all residents.

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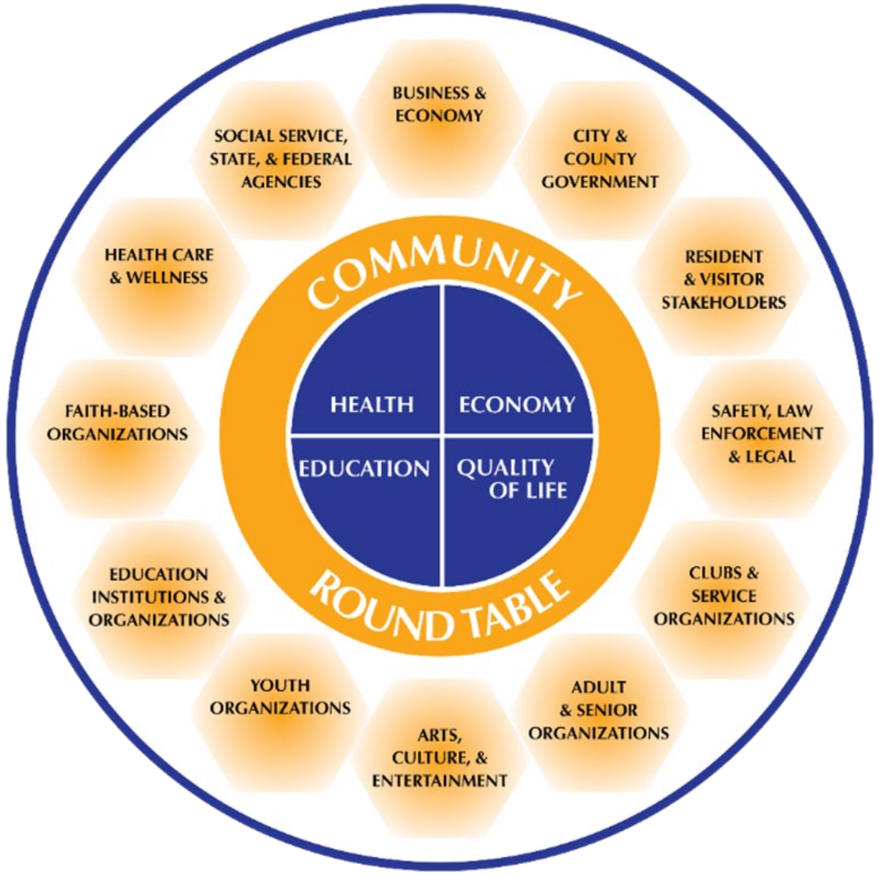
Baldrige Re-imagined in Communities

- Baldrige is a systems framework that can transform organizational performance and gets sustainable results.
- In communities we know that educational attainment, economic vitality, health status, and safety, among others, are inextricably interwoven - like a complex system.
- Community leadership is not hierarchical – it requires a commitment among leaders across sectors and generations and a backbone organization to support them.



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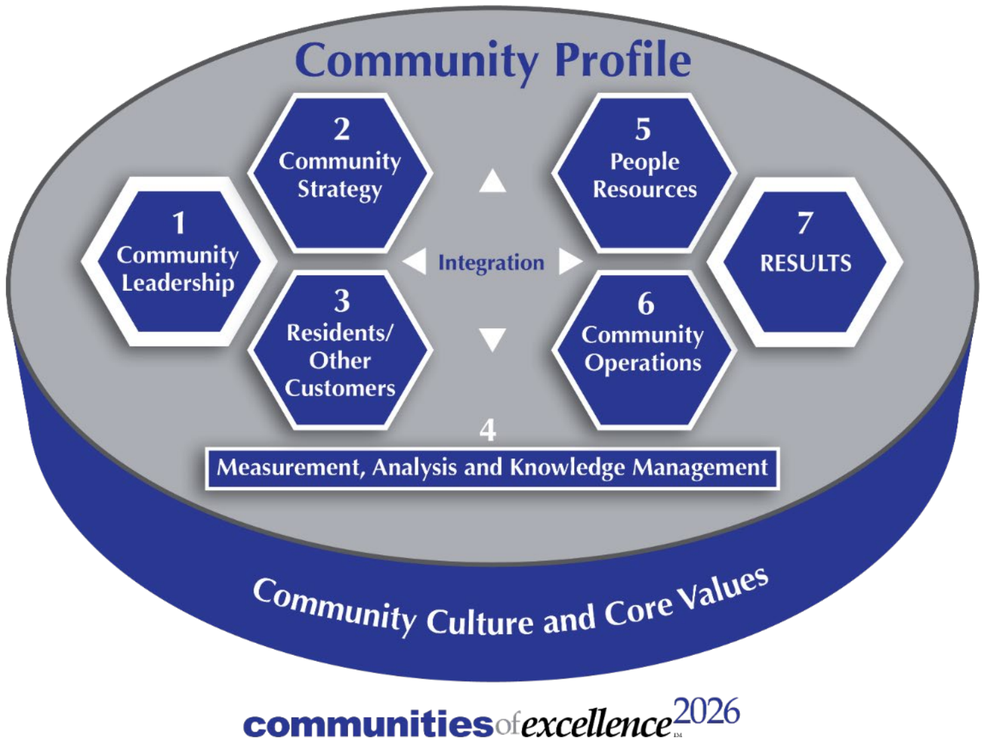
Baldrige Adapted to Communities



communities of excellence 2026

Adapted from the Baldrige Performance Excellence Program, 2015. *2015-2016 Baldrige Excellence Framework: A Systems Approach to Improving Your Organization's Performance*. Gaithersburg, MD: U.S. Department of Commerce, National Institute of Standards and Technology, http://nist.gov/baldgrige. - UPDATED 6.2020

- Applicable to any *community*
- Unites around common language, shared values, and community understanding
- Aligns resources, people, plans, processes, information, actions, results, and analyses to support key *community*-wide goals
- Promotes a culture of quality, continuous improvement, evidence-based decision making
- Resident engagement is key

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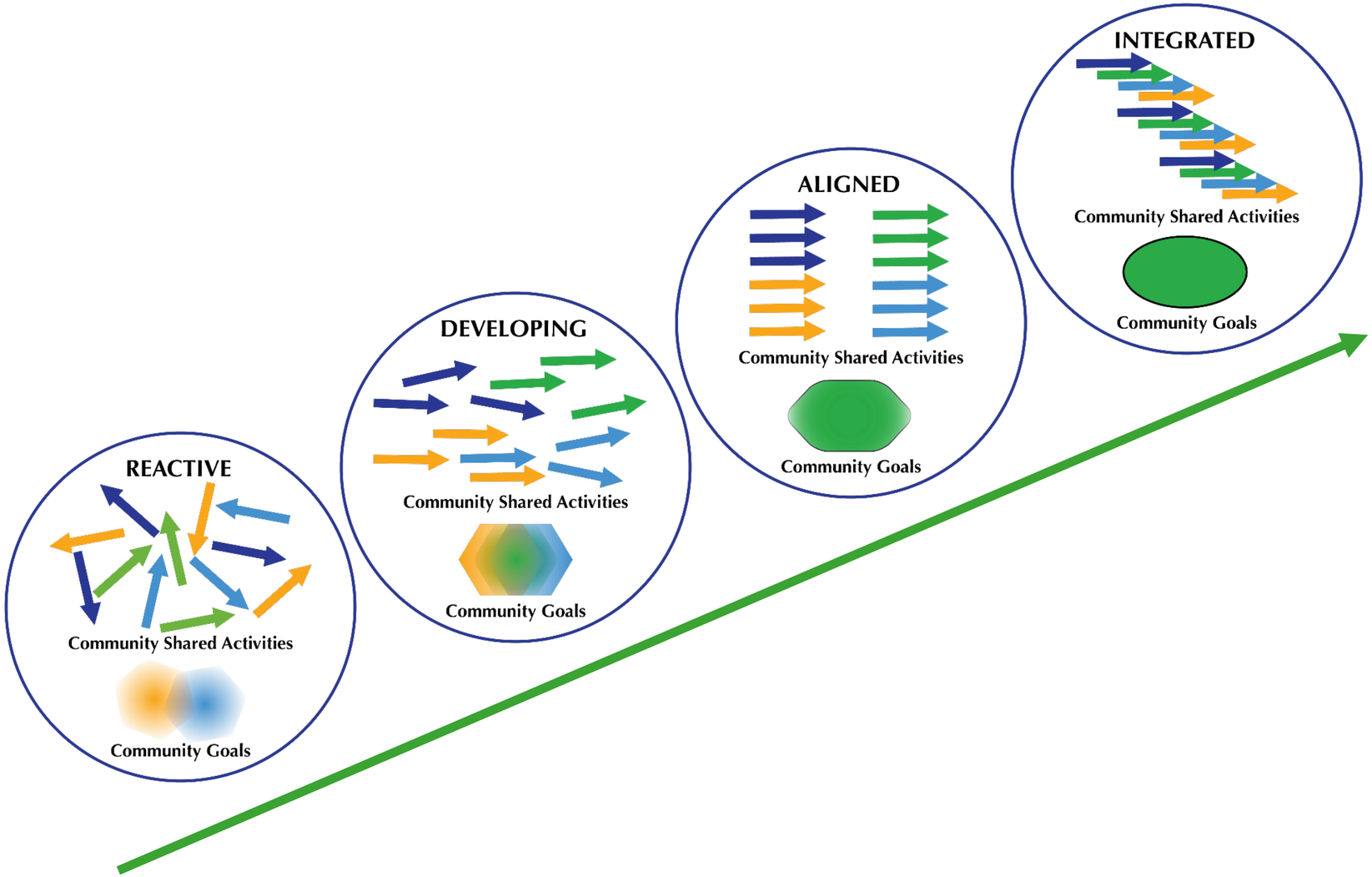
Steps Toward High Performance



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Presentation Focus

- Background on Communities of Excellence and the Systems Approach
- **Overview of the Communities of Excellence Framework**
- Community Examples
- What's New with Us
- Closing Considerations

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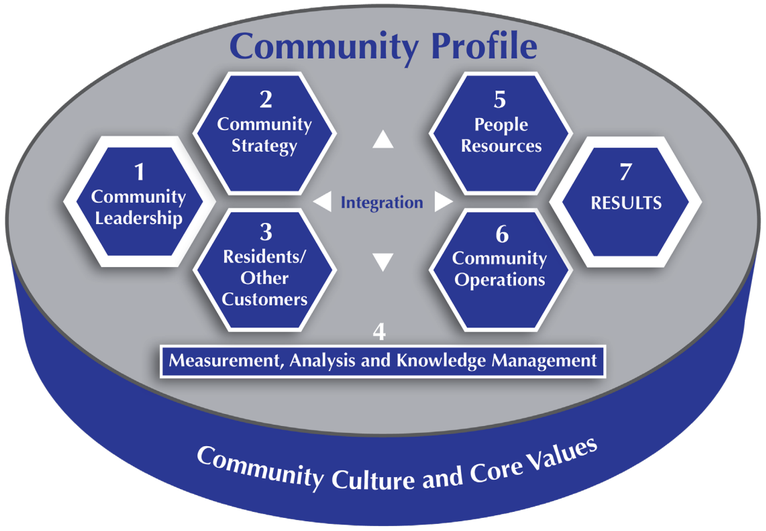
The Communities of Excellence Framework



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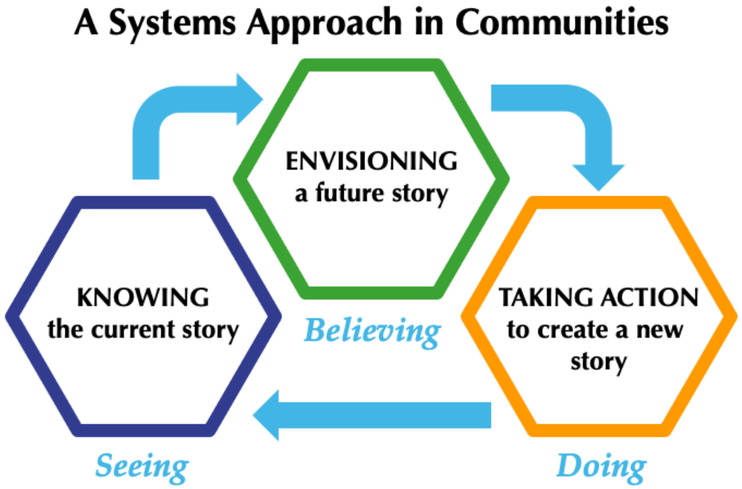
Adapted from the Baldrige Performance Excellence Program, 2015. *2015-2016 Baldrige Excellence Framework: A Systems Approach to Improving Your Organization's Performance*. Gaithersburg, MD: U.S. Department of Commerce, National Institute of Standards and Technology, http://nist.gov/baldrige. - UPDATED 6.2020



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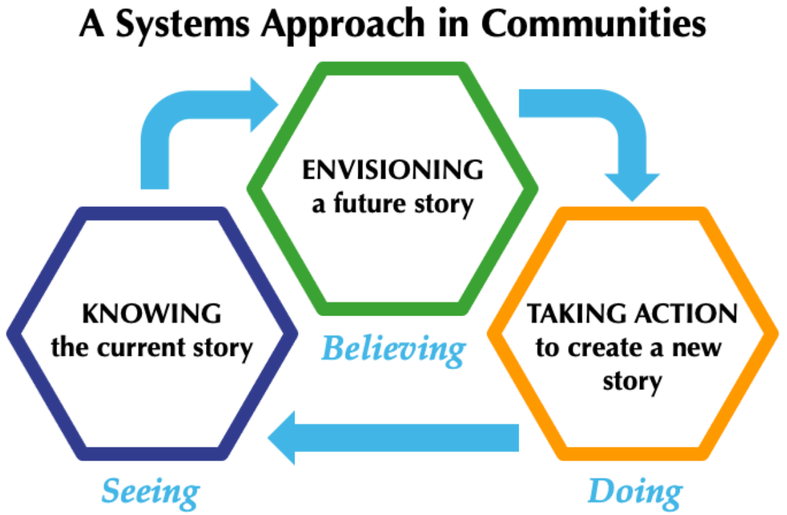
The Community Journey

Know the Current Story

- You define your community and what's important to it
- Starting point
- Shared understanding across sectors
- Beginning of a common language



Envision a future story

- What future can we create working together?

Take action to create a new story

- Create a culture of performance excellence
- Development and empowerment of leadership so that continuous improvement becomes internalized, sustainable.

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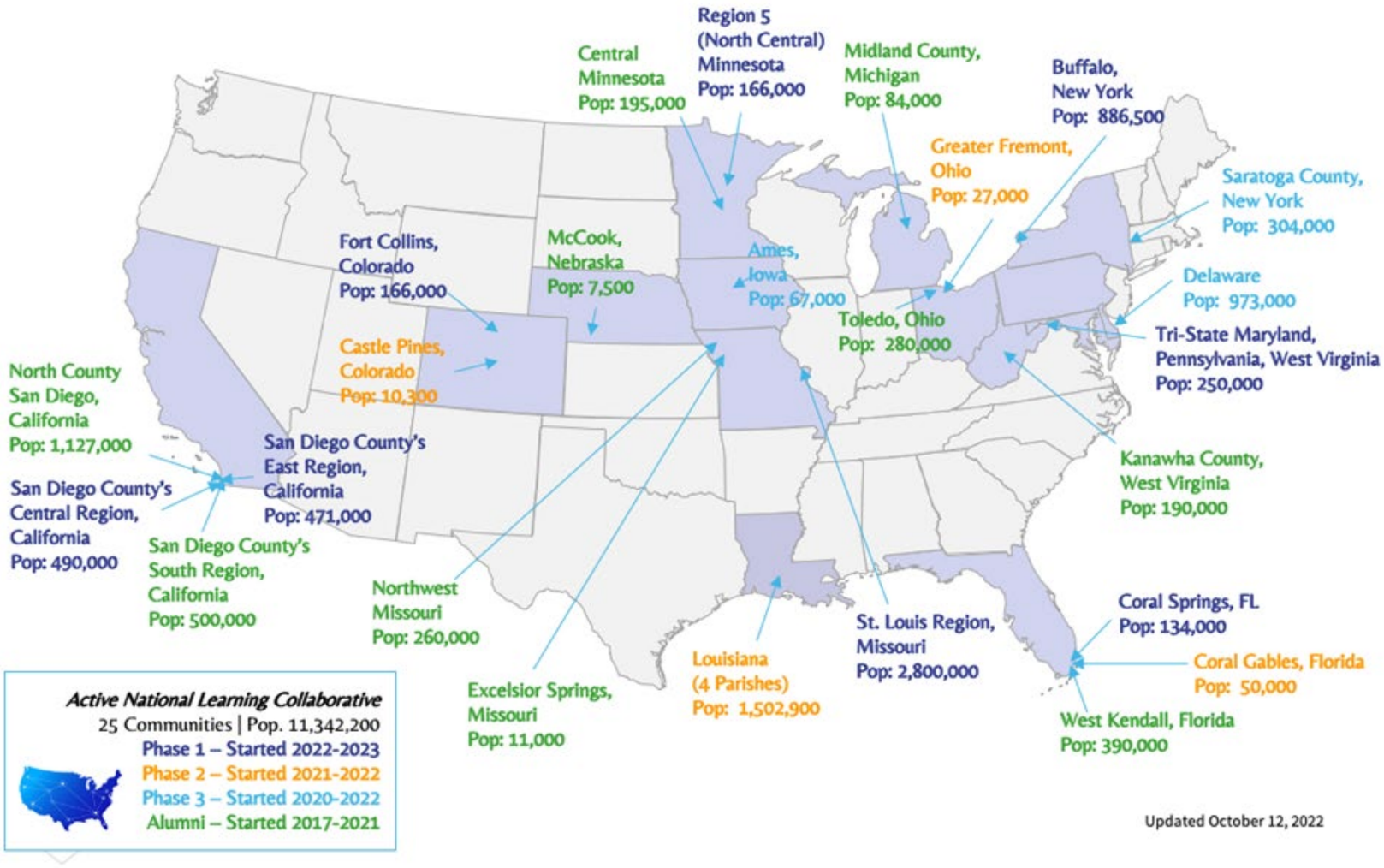
National Learning Collaborative



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Presentation Focus

- Background on Communities of Excellence and the Systems Approach
- Overview of the Communities of Excellence Framework
- **Community Examples**
- What's New with Us
- Closing Considerations

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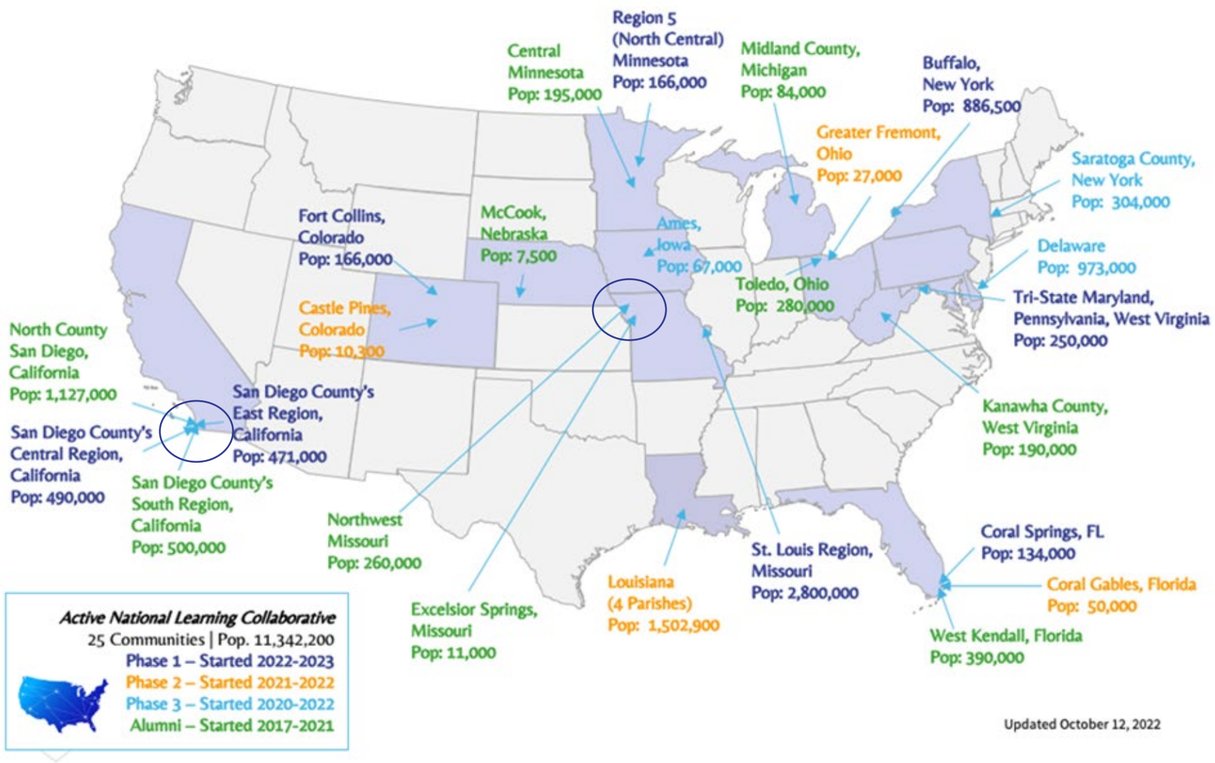
Community Examples



Steps

1. Forming your group and adopting the Communities of Excellence Framework.
2. Understanding your group, community, and reason for working together.
3. Gathering and sorting through the input from many perspectives to agree on KEY shared priorities and goals.
4. Designing, implementing, and managing plans and processes; and celebrating progress
5. Revisiting the steps to continue improvement and achieve sustainability.

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Excelsior Springs, Missouri

Communities of Excellence Journey

2017 — Getting Started
- Established steering team
- Identified strategic challenges

2018 — Building a Foundation
- Established leadership structure
- Launched task forces

2019 — Increasing Capacity
- Re-Launched task Forces
- Refined strategic challenges

2020 — Developing Plans
- Identified metrics
- Formalized some processes
- Launched Thrive "brand"
- Developed action plans

2021 — Looking to the Future
- Designing new processes
- Increasing engagement
- Building a scorecard
- Implementing action plans

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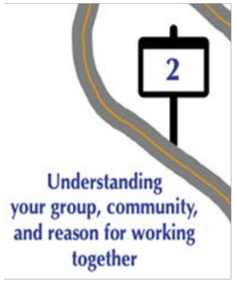
Excelsior Springs, Missouri

Define the Problem (Sense of Urgency)

Life expectancy in Excelsior Springs is **8.3 years less** than nearby zip codes



Engage Community Leadership from All Sectors and Generations

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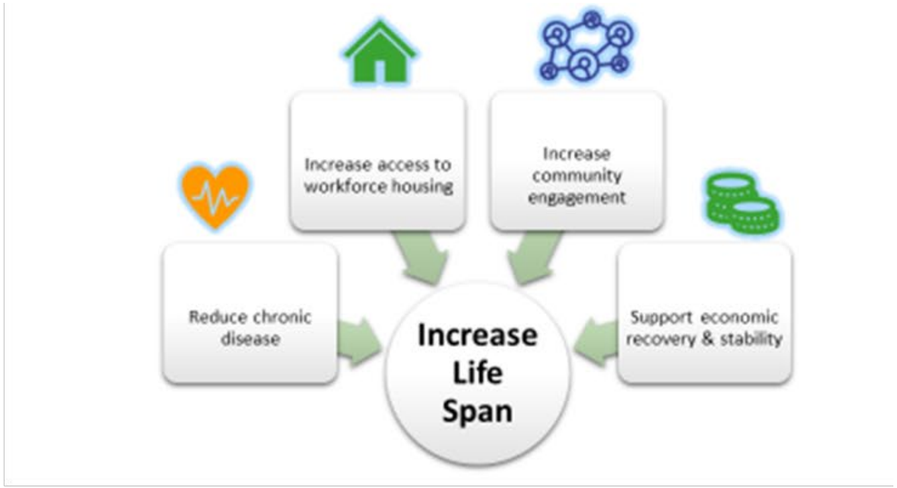
Excelsior Springs, Missouri

Agree on Shared Priorities While Respecting Current Efforts



Develop Strategies, Action Plans, Identify People, Resources, And Measure Progress

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Key Take-Aways

The city is the backbone organization, but this is “owned” by the entire community.

Communities are run by the people who show up, and everyone who shows up is important.

They didn’t get it right on the first attempt.

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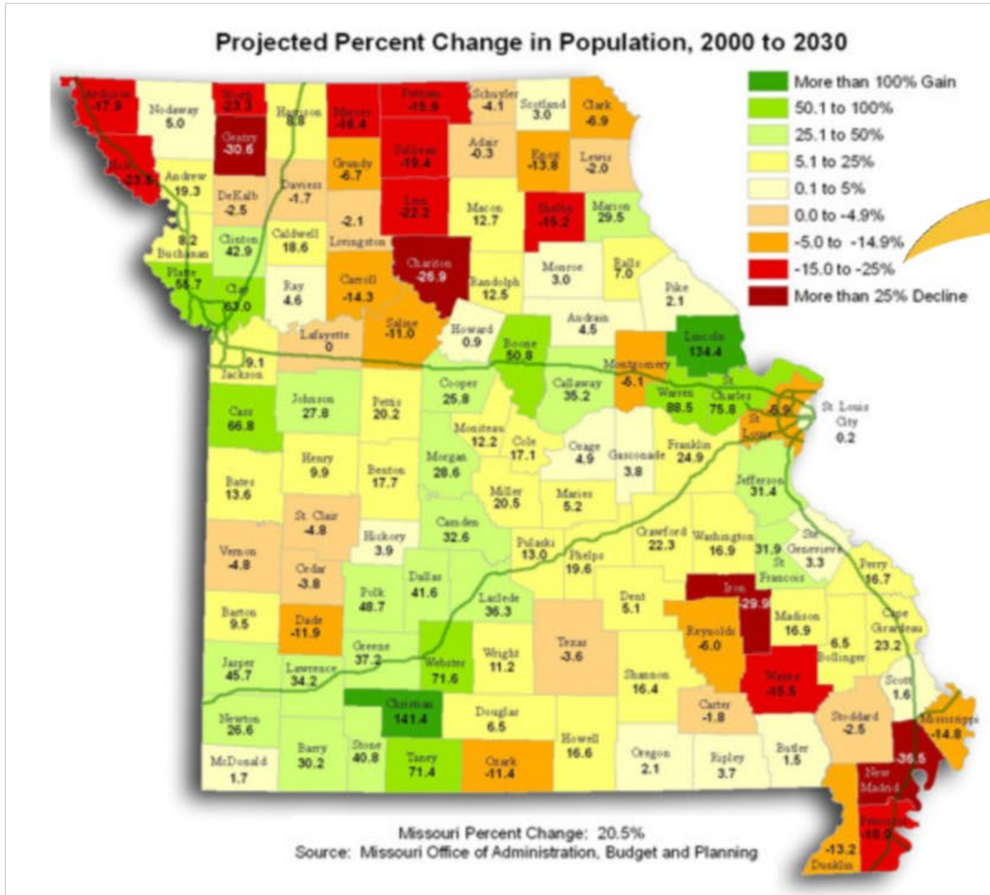
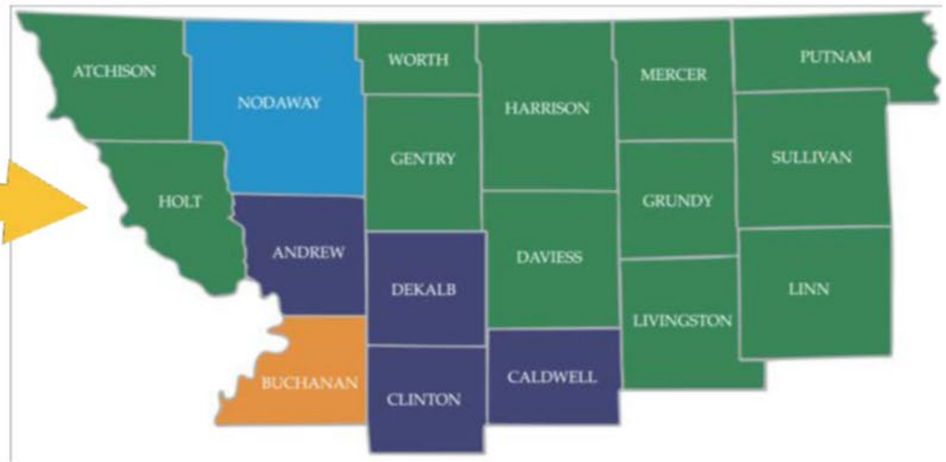
Northwest Missouri





URBAN, Metro County
Has a densely-settled urban entity with 50K+ people

RURAL, Metro County
All urban clusters are less than 10K and tied to urban core with 25%+ workers commuting to or from

RURAL, Non-metro Micropolitan County
Has an urban cluster of 10K-49.999K people

RURAL, Non-metro, Noncore County
All urban clusters are less than 10K and urban core commuters at less than 25%

Source: USDA, Economic Research Service using data from the U.S. Census Bureau with definitions based on the Office of Management and Budget

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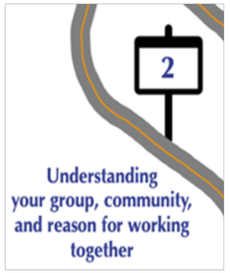
Northwest Missouri

Understanding Why the Population is Shifting



2020 ALUMNI & RESIDENT SURVEY RESULTS

MAXIMIZE NWMO

GOAL To better understand how to retain and attract talent to our region.

ONLINE SURVEY QUESTIONS

1. Why do people who grew up in this region stay?
2. How can we attract people who grew up here, but left, to move back?
3. How can we attract new residents to our region?

PARTNERS

- Maximize NWMO's Volunteer Communications CollaborACTION Team
- Community Foundation of Northwest Missouri
- University of Missouri Extension Exceed

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Northwest Missouri

Factors that drive decisions to move, beyond "Strong Ties with Family and Friends," are things we can do something about if we dream big and grow together!

- Quality of K-12 Schools
- Healthcare
- Strong Economy
- Broadband/High Speed Internet
- Amenities: Fresh Produce, Bakeries & Coffee Shops, Professional Services, Arts, Entertainment & Recreation

REGIONAL LEARNING COLLABORATIVE

Your Action and Results Align

MAXIMIZE NWMO

	VISION & Priority Areas (Strategies)	INPUTS	OUTPUTS	SHORT-TERM OUTCOMES	MID-TERM OUTCOMES	LONG-TERM OUTCOMES
STRATEGIC ACTION MAP	1st Level Agreed to Priority Areas 2nd Level Specific Strategies or Projects	What is needed to complete the outputs?	What will be completed to achieve the desired outcomes?	What education will be accomplished; knowledge shared; resource established, etc.?	What attitudes will be changed; behaviors exhibited; actions taken; etc.?	What is the impact desired or strategic priority attained? What is the answer to "So What?" & "Why?"
RESULTS MATRIX	1st Level Agreed to Priority Areas 2nd Level Specific Strategies or Projects	What has been done to prepare for the work activity? Information & Resources Secured	What has been completed toward achieving the desired outcomes? Work Activity Completed *(Planned and Discovered/ Unplanned)*	What education has been accomplished; knowledge shared; resource established, etc.? Evidence in Words & Numbers	What attitudes have been changed; behaviors exhibited; actions taken; etc.? Evidence in Words & Numbers	What meaningful difference has been made due to the inputs, outputs, and short-mid- term outcomes? Evidence in Words & Numbers

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Key Take-Aways

Words Matter.

Community is not competition. It is collaboration.

Help people to see opportunity in addition to discussing the problems.

Nothing exists in isolation.

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San Diego County, California (South Region)

COUNTY OF SAN DIEGO

LIVE WELL SAN DIEGO

Building Better Health

Living Safely

Thriving

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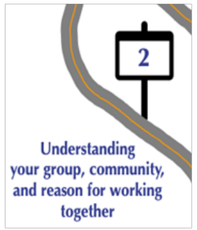
San Diego County, California (South Region)



LIVE WELL SAN DIEGO SOUTH REGION LEADERSHIP TEAM

General Oversight and Decision Making

Co-Chair: Barbara Jiménez
HHSA Central and South Regions

Co-Chair: Kathryn Lembo
South Bay Community Services

ADVISORY GROUP

Overview of Strategic Planning, Communication and Strategy

Meetings facilitated by County of San Diego Health and Human Services Agency staff. Attended by representatives from each Work Group and *Live Well San Diego* South Region Leadership Team members.

WORK GROUPS

Deployment of Strategic Objectives

HEALTH
Chronic Disease Prevention Work Group

Co-Chair: Dr. Ramón Hernandez
UCSD Center for Community Health

Co-Chair: Jessica Newmyer
American Heart Association

KNOWLEDGE
School Work Group

Co-Chair: Omar Calleros
San Ysidro School District

Co-Chair: Paloma Perez-Bertrand
San Diego Hunger Coalition

STANDARD OF LIVING
Economic Vitality Work Group

Co-Chair: Jacqueline Reynoso
National City Chamber of Commerce

Co-Chair: Cindy Gompper-Graves
South County Economic Development Council

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San Diego County, California (South Region)

***Live Well San Diego* South Region Leadership Team**
Vision: Healthy Safe and Thriving Communities
Mission: Improving the well-being of San Diego South Region through collaboration and system changes that promote healthy, safe and thriving communities.

Economic Vitality Work Group
Work Plan

Area of Focus	Economic Vitality				
Strategic Objective	By September 2018 **place** 40 participating students **into paid internships** to support their career **interest** and to learn work **skills** in businesses within their community.				
Key Activities	**Actions**	**Partners/Collaborators**	**Outcome/Results**	**LWSD Indicator**	**Timeline**
Recruit Live Well Leadership Team Partners and other organizations in the South Region Community.	• Identify interest and goals of participating students.				
	• Set a professional development plan for each participating student.				
	• Establish a nomination and vetting process for enrolling participants				
	• Recruit 40 organizations, 20 of them should be Live Well San Diego partners.				
	• Onboard recruited organization and begin registration process.				

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Key Take-Aways

Think like a community instead of an entity. No one entity can do this alone.

The Live Well San Diego vision provides HHSA *and* the community a share direction and shared understanding of their challenges.

Baldrige provides the management model and a common language.

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Getting Started – Success Factors

Start with your **WHY**

Identify **WHO** to involve

Agree on **WHAT** system to use

Identify the process for **HOW** to accomplish your goals

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Presentation Focus

- Background on Communities of Excellence and the Systems Approach
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- Closing Considerations

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Our Strategic Areas of Concentration

- Actively Support an Energized, High Performing Baldrige Enterprise
- Increase Capability and Capacity to Support Communities
- Become the Center for Community Performance Excellence Resources and Knowledge

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What Being a “Center” Includes:

- Investment in high quality training, support, and curriculum packages
- Community performance indicators resource
- Best practices/promising practices/Tools Inventory
- Leverage technology to connect communities across the country
- Engaging communications platform that promotes cross-community learning and sharing
- Research/evaluation hub producing and spreading innovative community practices

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Learning Collaborative Curriculum and Tools

communities of excellence 2026
National Learning Collaborative

2022-2023
Phase 1 Curriculum

The Communities of Excellence 2026 National Learning Collaborative is a three-phase program with communities from across the country learning and sharing together. With the guidance of facilitators and mentors, they work in their respective communities to grow community engagement and visible progress towards community performance excellence that improves outcomes in the areas of health, education, economy, and quality of life. Following is the curriculum for the first phase of this journey.

OBJECTIVES:

1. Engage your group in a Communities of Excellence Journey.
2. Ensure your initiative includes the many diverse perspectives of your community.
3. **Know Your Community's Current Story:** Understand your community and the role of your community excellence group (CEG) by developing your first Baldrige-based Community Profile for submission to receive objective feedback through COE's Assessment and Recognition Program.
4. Learn the basics of the Communities of Excellence Framework by applying it to one round trip of the COE Journey Roadmap through a listening project.
5. Learn about and engage with the other communities in the COE National Learning Collaborative.

KEY TAKEAWAYS:

- COE 2026 Universal Scorecard Baseline Data Gathered and Community Assets Mapped
- Community Excellence Group Initial Vision, Values, Brand Identity, and Digital Communication Platform Developed
- Initial Community Listening Project Completed to Identify Initial Action Project
- COE Progress Self-Assessment Completed

SCHEDULE:

All sessions are held on the first Tuesday of the month via Zoom from 11:00 – 1:00 pm PT (2 hours) unless otherwise noted.

September 13, 2022*	**Special Leadership Onboarding Mini-Retreat** *(8:00 am – Noon PT, 4 hours)*
October 4, 2022	Session 1: **Getting to Know Your Community's Story**
October 20-21, 2022*	**Annual Kick-Off Conference: "Lighting the Way to Excellence"**	*San Diego, CA*
November 1, 2022	Session 2: **Getting Started with The Communities of Excellence Framework**
December 6, 2022	Session 3: **Inspiring and Organizing Your Initial Team**
January 3, 2023	Session 4: **Learning About Your Community**
February 7, 2023	Session 5: **The Value of Diverse Perspectives**
March 7, 2023	Session 6: **Setting the Stage for Engaging Many People**
April 4, 2023	Session 7: **Understanding What Your Community Excellence Group Can Impact**
May 2, 2023	Session 8: **Introduction to the First Steps of Strategic Planning**
June 6, 2023	Session 9: **Introduction to Processes for Progress**
July 11, 2023*	Session 10: **Difference-Making Requires Different Thinking**
August 1, 2023	Session 11: **Engaging Communications Approaches**
September 5, 2023	Session 12: **Celebrating Continuous Improvement**

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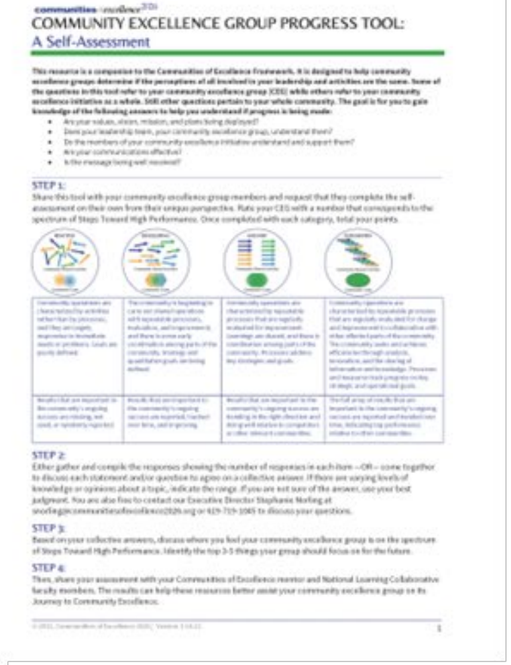

communities of excellence 2026
COMMUNITY EXCELLENCE GROUP PROGRESS TOOL:
A Self-Assessment

This resource is a companion to the Communities of Excellence Framework. It is designed to help community excellence groups determine if the perceptions of all involved in your leadership and activities are the same. Some of the questions in this tool refer to your community excellence group (CEG) while others refer to your community excellence initiative as a whole. Still other questions pertain to your whole community. The goal is for you to gain knowledge of the following answers to help you understand if progress is being made:

- Are your values, vision, mission, and plans being deployed?
- Does your leadership team, your community excellence group, understand them?
- Do the members of your community excellence initiative understand and support them?
- Are your communications effective?
- Is the message being well received?

STEP 1:
Share this tool with your community excellence group members and request that they complete the self-assessment on their own from their unique perspective. Rate your CEG with a number that corresponds to the spectrum of Steps Toward High Performance. Once completed with each category, total your points.

STEP 2:
Either gather and compile the responses showing the number of responses in each item – OR – come together to discuss each statement and/or question to agree on a collective answer. If there are varying levels of knowledge or opinions about a topic, indicate the range. If you are not sure of the answer, use your best judgment. You are also free to contact our Executive Director Stephanie Norling at snorling@communitiesofexcellence2026.org or 619-719-1045 to discuss your questions.

STEP 3:
Based on your collective answers, discuss where you feel your community excellence group is on the spectrum of Steps Toward High Performance. Identify the top 3-5 things your group should focus on for the future.

STEP 4:
Then, share your assessment with your Communities of Excellence mentor and National Learning Collaborative faculty members. The results can help these resources better assist your community excellence group on its Journey to Community Excellence.

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communities of excellence 2026
CATEGORY 7 | RESULTS

A Community Excellence Journey Resource

This worksheet is a companion to the Communities of Excellence Framework and is designed to help you get to know your community's story and understand its strengths, weaknesses, and opportunities. This tool will also help you document your findings and group decisions in one location for all members of your community excellence group. There is a separate worksheet for the Community Profile and each of the seven criteria. We encourage you to share it regularly with the completion of each section of questions and/or upload to a shared Google Drive, Microsoft Teams file, or some other cloud-based shared workspace for easy access by all members. There are no word limits for this internal tool, although we encourage you to practice clear and concise communication skills for readability. You are also not required to use this. It is simply a suggested working document that will provide you with the content needed for your National Learning Collaborative share outs of progress, community engagement communications, and annual applications to Communities of Excellence 2026 for feedback.

Community Profile
1 Leadership
2 Strategy
3 Customers
4 Measurement, Analysis and Knowledge Management
5 Workforce
6 Operations
7 RESULTS
YOU ARE HERE
Community Culture and Core Values
communities of excellence 2026

Community Criteria for Performance Excellence

7 RESULTS

7.1 Community and Process Results:
What are our community and process effectiveness results?

7.2 Customer Focused Results:
What are our resident and other customer-focused performance results?

7.3 People Resource Results:
What are our community excellence group's results for its people, organizations, and groups?

7.4 Leadership and Governance Results:
What are our community excellence group's leadership and governance results?

7.5 Financial and Strategy Results:
What are our community excellence group's results for financial viability and strategy implementation?

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Examples of New Tools:

- Category Worksheets
- Community Excellence Group Self-Assessment
- Community Readiness Assessment
- 5 Why's Activity
- Roadmap
- Roadmap Matrix

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Community Performance Excellence Measurement System

communities of excellence 2026

UNIVERSAL COMMUNITY SCORECARD TEMPLATE | 7.1(1)

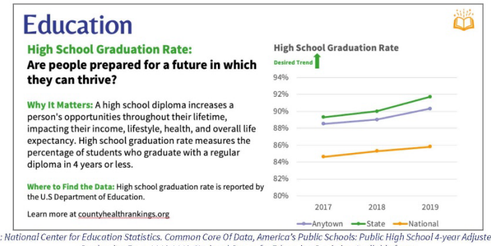
A Community Excellence Journey Resource

This template is a companion to the Communities of Excellence Framework and is designed to help you get to know your community's story and understand its strengths, weaknesses, and opportunities. This tool will also help you document your findings in one location for all members of your community excellence group. We encourage you to share it regularly with the completion and update of each section of questions and/or upload to a shared Google Drive, Microsoft Teams file, or some other cloud-based shared workspace for easy access by all members. There are no word limits or number of measurement indicator limits for this internal tool, although we encourage you to practice clear and concise communication skills for readability. You are also not required to use this. It is simply a suggested working document that will provide you with the content needed for your National Learning Collaborative share outs of progress, community engagement communications, and annual applications to Communities of Excellence 2026 for feedback through the Assessment & Recognition Program.

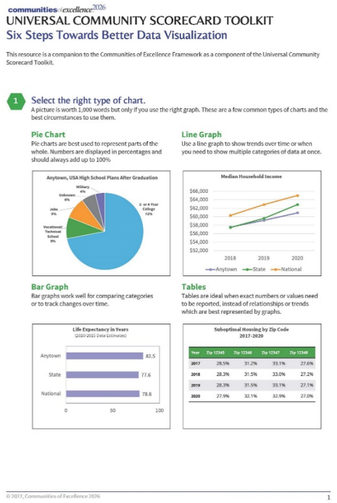
Communities of Excellence 2026 has established a Universal Scorecard Template (See separate document) of results that all communities are requested to track for the value of benchmarking participating communities across the country. Here is the summary table of the indicators included:

Health	Life Expectancy
Education	HS Graduation Rate
Economy	Median Household Income
Quality of Life: Social and Community	Adults with 14+ "Not Good" Mental Health Days Per Month
Quality of Life: Housing	Homes with Suboptimal Conditions

The five indicators have been chosen based on their long-term impact measurement and free access to data by any community in the United States, regardless of population size. They are high-level indicators that also demonstrate the interconnected and interdependent nature of the four core areas of communities: Health and Safety, Educational Attainment, Economic Vitality, and Quality of Life.



Sources: National Center for Education Statistics. Common Core Of Data, America's Public Schools: Public High School 4-year Adjusted Cohort Graduation Rate, 2018-2019. National Center for Education Statistics. Available from: https://nces.ed.gov/ccd/tables/acgr_re_and_characteristics_2018-19.asp
U.S. Department of Education, EDFacts Data Files: SY 2018-19 Adjusted Cohort Graduation Rate School Level File. U.S. Department of Education. Available from: https://www2.ed.gov/about/inits/ed/edfacts/data-files/index.html



Includes:

- Common Scorecard
- Instructions for use
- Cascading Metrics
- Data Visualization Tips
- Power Bi Dashboard
- Common Definitions
- Data Literacy Training
- CEG Progress Self-Assessment

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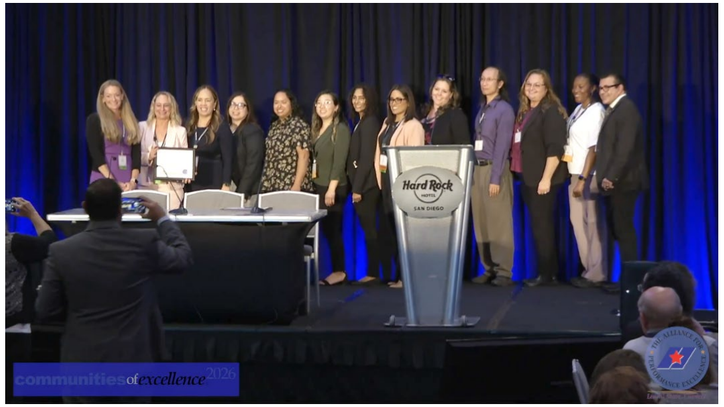
communities of excellence 2026 Assessment & Recognition

A CONTINUOUS IMPROVEMENT PROGRAM

- 15 community applications; 5 at highest current level
- 5 Alliance Programs involved
- 80 volunteer examiners



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Lighting the Way to Excellence

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Closing Considerations

The Journey to Community Performance Excellence Requires a Passion and Culture of Excellence

$$\frac{\text{(Governance x Leadership)}}{\text{(Values + Time)}} = \text{Culture}$$

Ultimately, community performance excellence is about:

Culture + Strategy + Execution = Results

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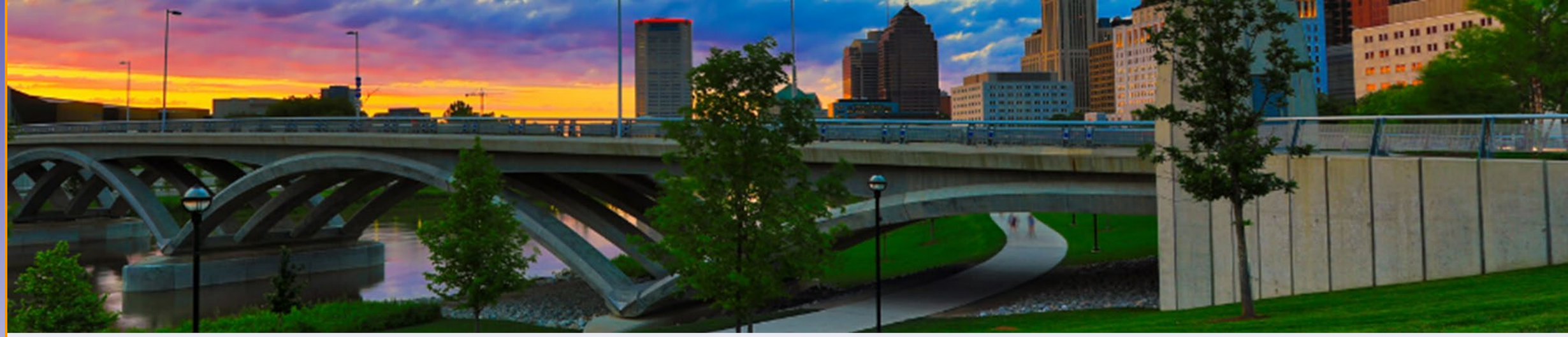

THANK YOU!!

For more information visit our website:
www.communitiesofexcellence2026.org

Or email Stephanie Norling
snorling@communitiesofexcellence2026.org

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Panelist Questions and Discussion

Stephanie Norling
Executive Director
Communities of Excellence 2026

Al Faber
President & CEO
Baldrige Foundation

Baldrige Performance Excellence Program

Robert Fangmeyer, Director BPEP

National Institute of Standards and Technology
U.S. Department of Commerce

BALDRIGE
Performance Excellence Program

Reimagining Baldrige

Recognized need to strengthen awareness, interest, accessibility, and participation in Baldrige;

Recent efforts to address

- Improvements to evaluation process and feedback reports
- Strategic initiatives to increase awareness, interest, and impact
- Focus group to identify and lower barriers to participation in the award, and
- NIST/DOC leveraging Baldrige more than ever, but also wants to increase impact

External Program Review

- Examine how the program can best advance U.S. competitiveness [economy] and address the challenges most relevant in today's environment
- Examine how to increase impact and accessibility of the program and our offerings
- The output will inform how the program can best be positioned for maximal future impact to our nation

Process for the Program Review

- RFP issued through GSA Schedule
- Small Business set-aside
- Proposals were evaluated and ranked by a 3-person panel
- Six-month contract, split into two major tasks
- Kickoff meeting was held 10/31
- Will build on ongoing improvement efforts and entail heavy engagement with the Baldrige community across all key stakeholder groups
- Necessitates significant engagement outside of the Baldrige community as well
- Recommendations related to the award process component late January
- Recommendations related to broader program operations and offerings late April

Operational Update

- Framework revisions on schedule
- Quest for Excellence April 2-5, 2023
- Recruiting Baldrige Executive Fellows
- For now, examiner recruitment and award process activities on hold

Thank you!

What Questions do you have?

Alliance for Performance Excellence Update

Brian Lassiter
Chair
Alliance for Performance Excellence

Alliance 2022 Plan on a Page

Mission

To enhance our Members' ability to grow Baldrige-based performance excellence.

Vision

To be the premier resource for a thriving Baldrige community.

Year of the Member

2022 Strategic Priorities

1. **Define Alliance Identity**
   - Purpose & Values
   - Core Competencies
   - DEI
2. **Identify & Document key/core processes**
   - Identify: Align with core competencies
   - Map those in existence
   - Select 1-2 to design/refine based on SWOT & other strategic priorities
3. **Marketing – increase knowledge of Alliance & Baldrige** (Owner: Marketing Committee)
   - Hire Marketing specialist
   - Create common message & collateral
4. **Define, Promote, & Advance Alliance Role in Baldrige Enterprise**
   - Reflect core competencies; advance Vision
   - Determine strengths and Brand (building from #'s 1 & 3)
   - Work within Enterprise from a position of strength

Value Proposition

The Alliance for Performance Excellence is a collaborative network that provides members with credibility as well as access to resources and knowledge that strengthen their ability to engage and deliver Baldrige-based services to customers.

Core Values

Collaboration- Cooperatively working with others in mutually beneficial relationships.

Passion for Excellence- Achieving excellence through innovation, agility and continuous improvement.

Ethics- Acting with integrity and principles.

Knowledge Growth - Continuously increasing and sharing our knowledge.

Customer Focus- Serving the needs and acting on behalf of our members.

Scorecard (proposed; pending 2022 initiatives)

- *Workforce Learning & Development*
  - % of engaged programs (by % of programs receiving dues discount)
- *Operational Excellence*
  - Engagement process implemented & achieved
  - Member compliance to standards (top tier award, judging, operational)
  - Number of LMS learners
  - % complete achievement of strategy
- *Member Engagement*
  - Net Promoter Score
  - Baldrige Fall Conference NPS
- *Financial & Sustainability*
  - Overall profit margin
  - Conference profit margin
  - LMS profitability
  - Cash and equivalents

Revision 03Mar2022

Training & Professional Development

Mastering Strategy in Healthcare (bootcamp)

Join LBL Strategies, in partnership with the Baldrige Foundation and the George Washington University Center for Excellence in Public Leadership, for a live, online Mastering Strategy Bootcamp focused specifically on the technology, trends, and problems affecting the healthcare industry.

Dates

October 17, 2022 – October 28, 2022, 9am-1pm ET

Register

Want to learn more? Click here.

THE GEORGE WASHINGTON UNIVERSITY

WASHINGTON, DC

OTHER CERTIFICATION OPPORTUNITIES

Mastering Strategy Certification
Learn to improve performance for your organization by mastering the complete strategic management process.

Mastering Agile Organizational Design Certification
Construct organizational components and align the design with the strategy.

Strategic Foresight and Scenario-Based Planning
Provides a framework for planning in uncertain times by giving organizations a structured way to think about the future.

Strategic Thinking in the 21st Century
Align day-to-day decisions to your organization's strategic direction.

https://www.baldrigeinstitute.org/education

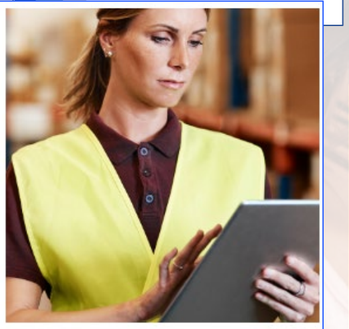
OUR SELF-PACED COURSES

Lean Six Sigma White Belt	$50
Lean Six Sigma Yellow Belt	$125
Lean Six Sigma Green Belt	$257
Lean Six Sigma Black Belt	$399
Lean Six Sigma Master Black Belt	$699
Diversity & Inclusion Yellow Belt	$99
Process Improvement Specialist	$299
Project Management	$157
Supply Chain Management	$299
Agile Professional	$299
Agile Leader	$225
Data Analytics	$199
Scrum Master	$299
Lean Practitioner	$157
Lean Health Care Professional	$299
Health Care White Belt	$50
Health Care Yellow Belt	$149
Health Care Green Belt	$275

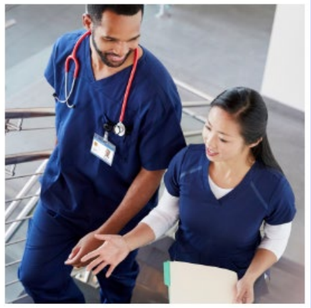
Project Management Institute
Registered Education Provider

CPD MEMBER
The CPD Certification Service

SHRM
SHRM-CP | SHRM-SCP
RECERTIFICATION PROVIDER



Supply Chain Management



Lean Healthcare Professional

BALDRIGE FOUNDATION
INSTITUTE FOR PERFORMANCE EXCELLENCE

SSGI

Lean Healthcare Professional Certification

Presented to

[recipient.name]

For successfully completing and passing the SSGI/Baldrige Foundation Certifed Lean Healthcare Professional (CLHP) Program

Al Faber
President and CEO
Baldrige Foundation

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ID:[credential.id]

Barry Shore PhD
Co-Founder and Instructor
Six Sigma Global Institute

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The Baldrige Family Midge, Molly, & Megan

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Stellar Solutions 25 Years Leading the Way

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Freese and Nichols

TATA

Mid-America Transplant inspired by life

CORE Center for Organ Recovery & Education