The Foundation for the Malcolm Baldrige National Quality Award

"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

Opening Remarks/Agenda

Introduction	**Al Faber, President & CEO, Baldrige Foundation**
Guest Presenters	**Russ Branzell, CEO and President, College of Healthcare Information Management Executives (CHIME)** **Theresa Meadows, SVP & CIO Cook Children's Health Care System** **Karl J, West, CISO and Healthcare Strategist, KJW Ventures, Inc.**
Questions	**Moderator**

Baldrige Performance Excellence Program Update	**Bob Fangmeyer, Director, Baldrige Program, NIST**
Alliance for Performance Excellence Update	**Brian Lassiter, Chair, Alliance for Performance Excellence Board of Directors**
Closing Remarks	**Al Faber**

Cybersecurity in a Post-Pandemic World

- Russ Branzell, CEO/President – CHIME
- Theresa Meadows, CIO/SVP – Cook Children's Health Care System
- Karl West, CISO/Healthcare Strategist – KJW Ventures, Inc

Pandemic Health Footprint / Time

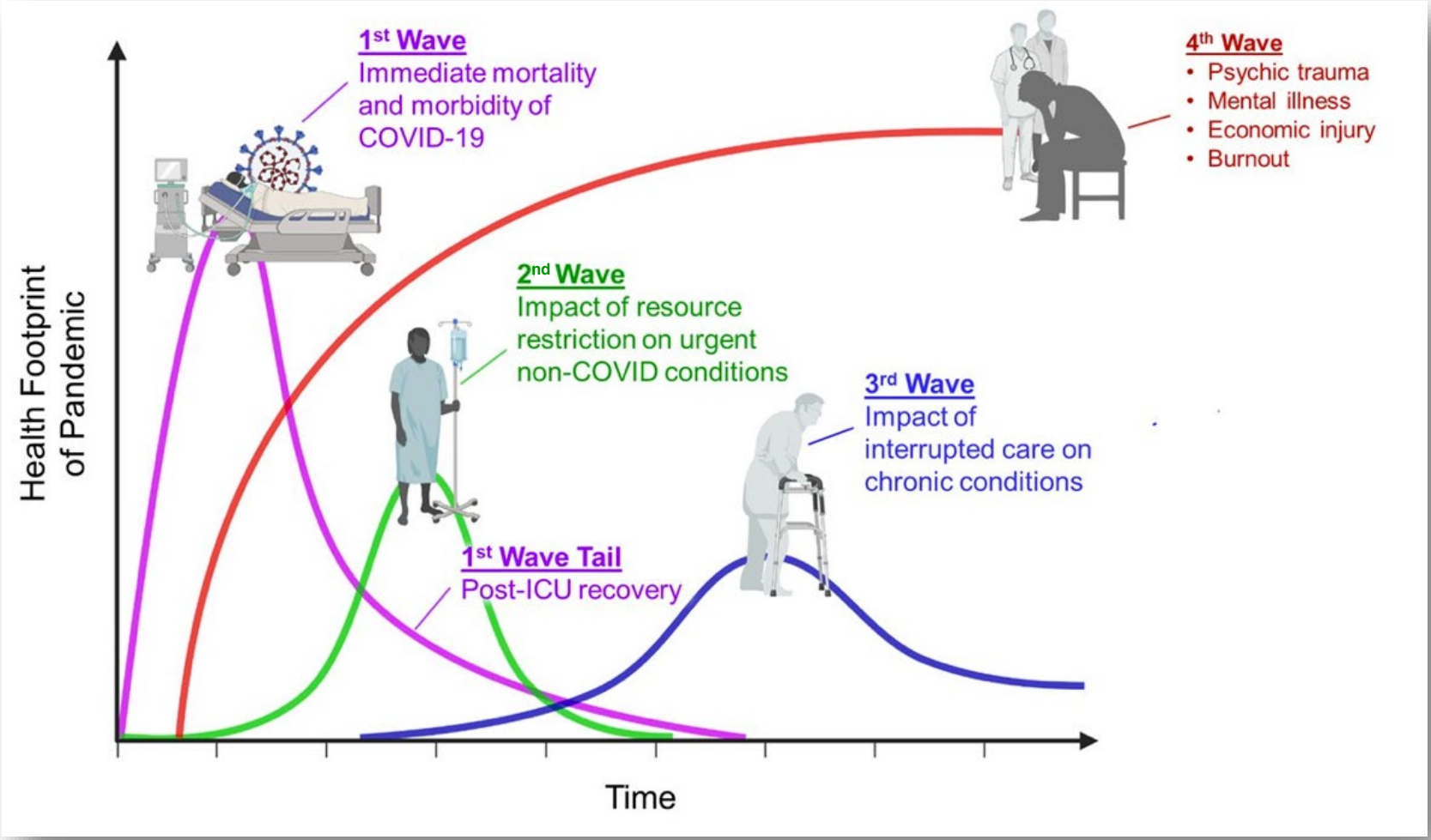
1st Wave: Immediate mortality and morbidity of COVID-19.

1st Wave Tail: Post-ICU and admission recovery for many patients.

2nd Wave: Impact of resource restrictions on non-COVID conditions – all the usual urgent things that people need immediate treatment for – acute.

3rd Wave: The impact of interrupted care of chronic conditions (people stayed home).

4th Wave: Psychic trauma, mental illness, PTSD, economic injury, burnout, and more.



Digital Health Most Wired

ANNUAL SURVEY, NATIONAL TRENDS 2020

The mission of the CHIME “Digital Health Most Wired” program is to elevate the health and care of communities around the world by encouraging the optimal use of information technology.

The program does this by conducting an annual survey to identify, recognize, and certify the adoption, implementation, and use of information technology by healthcare provider organizations.

The results are intended to improve patient safety and outcomes by driving change in the healthcare IT industry.

CHiME
DIGITAL HEALTH LEADERS

Digital Health most wired Survey

Digital Health Most Wired

ANNUAL SURVEY, NATIONAL TRENDS 2020

2018

First year under CHIME (2190)

2019

Year-over-year Trends (16,165)

2020

2021

2021+
Next level in survey & reporting

30,091 FACILITIES
14 COUNTRIES

NEW FOR 2020
Long-term Care Organization Survey

CHIME DIGITAL HEALTH LEADERS

Digital Health most wired Survey

Digital Health Most Wired

CERTIFIED LEVELS

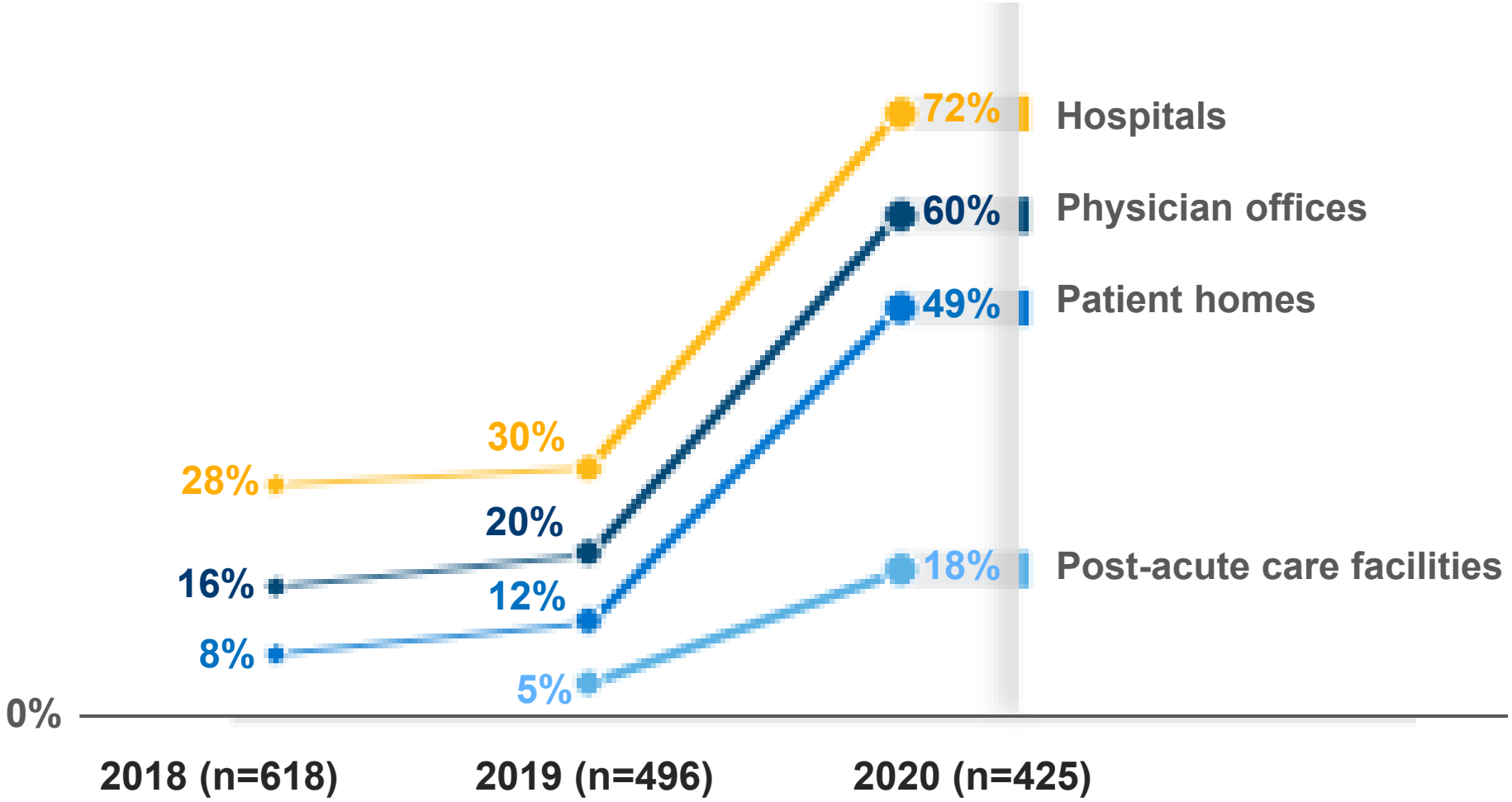
Score Range	Digital Health Most Wired Certified Level	Digital Health Most Wired Recognition	2020 Percentage Achievement of Level
100-90.1	LEVEL 10	Superior Performance Excellence Award	Top 1.6%
90.0-80.1	LEVEL 9	Performance Excellence Award	14.4%
80.0-70.1	LEVEL 8	Quality Award	34.2%
70.0-60.1	LEVEL 7	Special Recognition	24.7%
60.0-50.1	LEVEL 6	Most Wired Participant	11.6%
50.0-40.1	LEVEL 5	Most Wired Participant	6.5%
40.0-30.1	LEVEL 4	Most Wired Participant	4.3%
30.0-20.1	LEVEL 3	Most Wired Participant	1.5%
20.0-10.1	LEVEL 2	Most Wired Participant	1%
10.0-0.00	LEVEL 1	Most Wired Participant	0%

CHIME DIGITAL HEALTH LEADERS

Digital Health most wired Survey

Trend Highlight: Telehealth

TELEHEALTH OFFERINGS BY LOCATION OF SERVICE



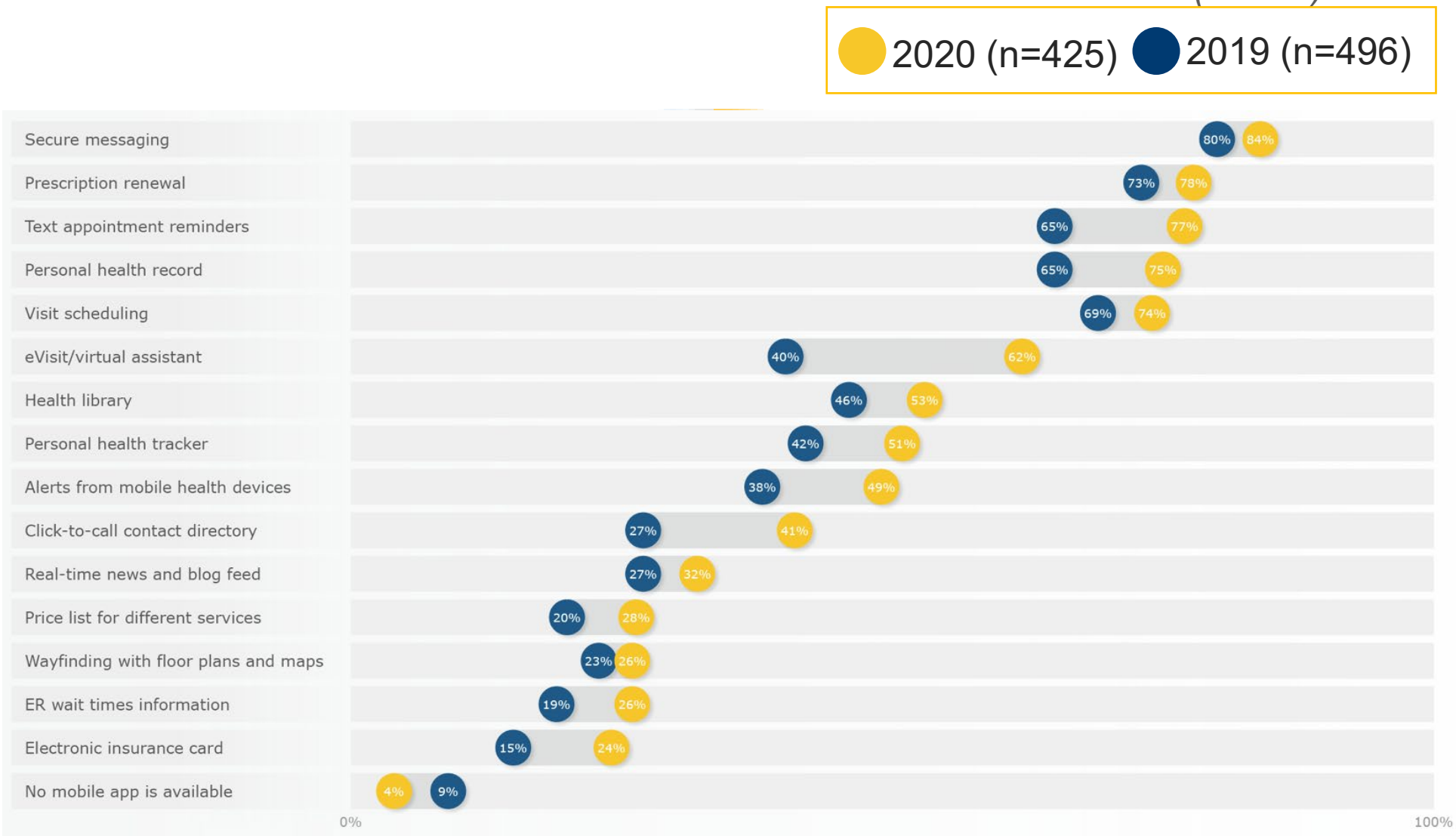
CHIME DIGITAL HEALTH LEADERS

Digital Health most wired Survey

Trend Highlight: Patient Engagement

PATIENT PORTAL ACCESS

***Percent of Patients Who Accessed Patient Portal** in Last 12 Months (n=396)*

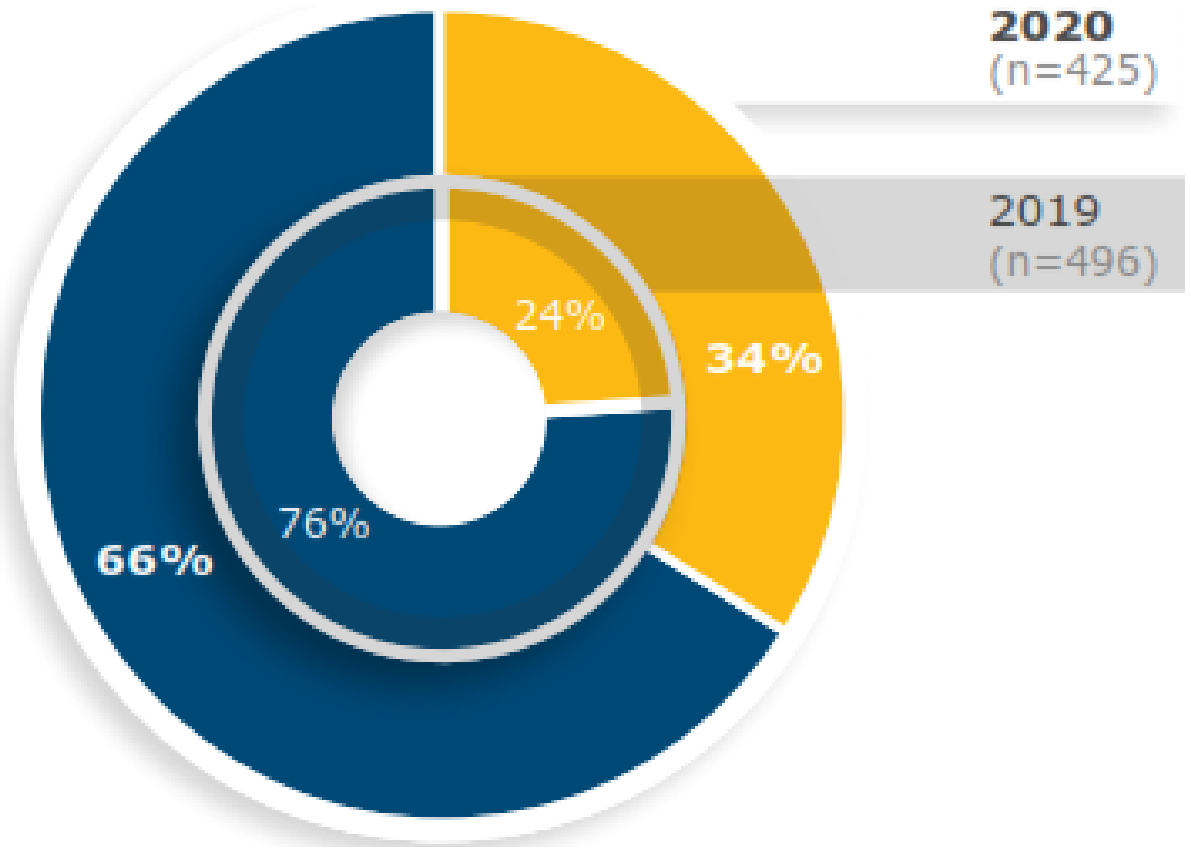


Digital Health most wired Survey

Comprehensive Security Program Adoption Has Increased

Percent of Organizations with a Comprehensive Security Program

- Comprehensive†
- Non-comprehensive

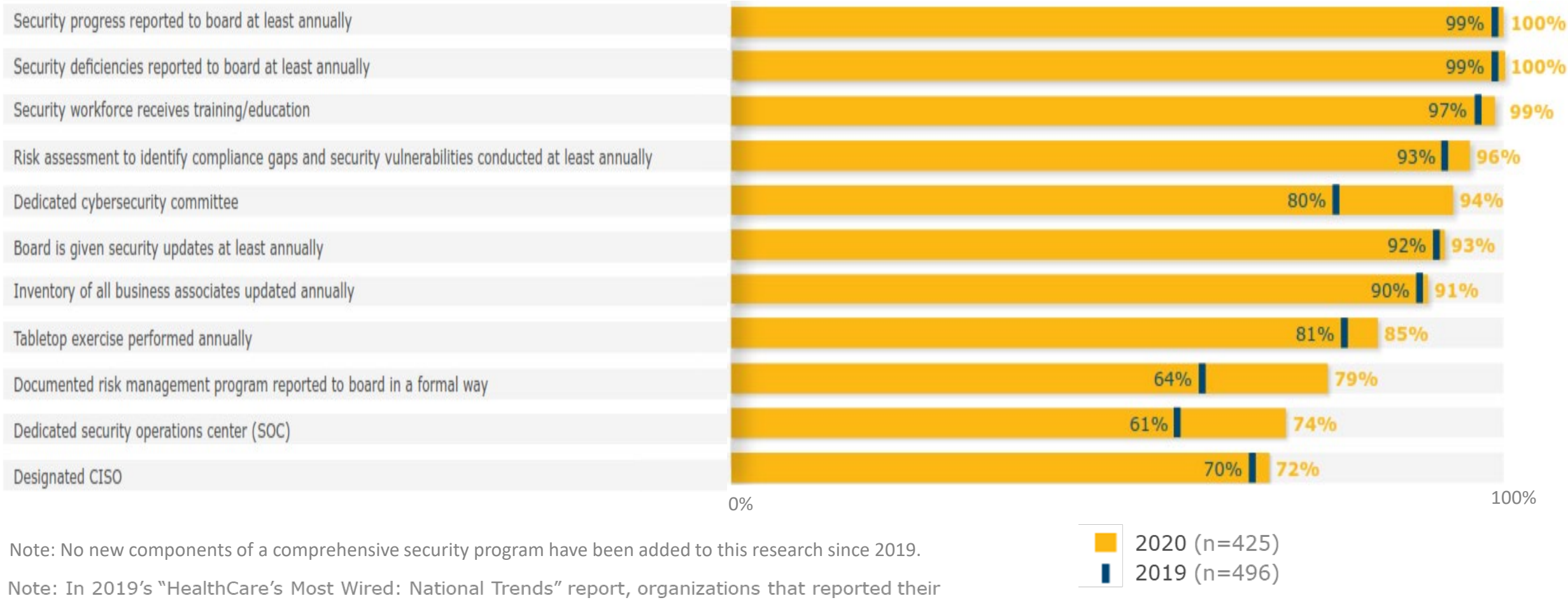


Note: 2019's "HealthCare's Most Wired: National Trends" report incorrectly stated that 30% of respondents had a comprehensive security program. The correct number was actually 24%. That error has been corrected in this report.

CHIME DIGITAL HEALTH LEADERS

Digital Health most wired Survey

Adoption of Core Components of a Comprehensive Security Program



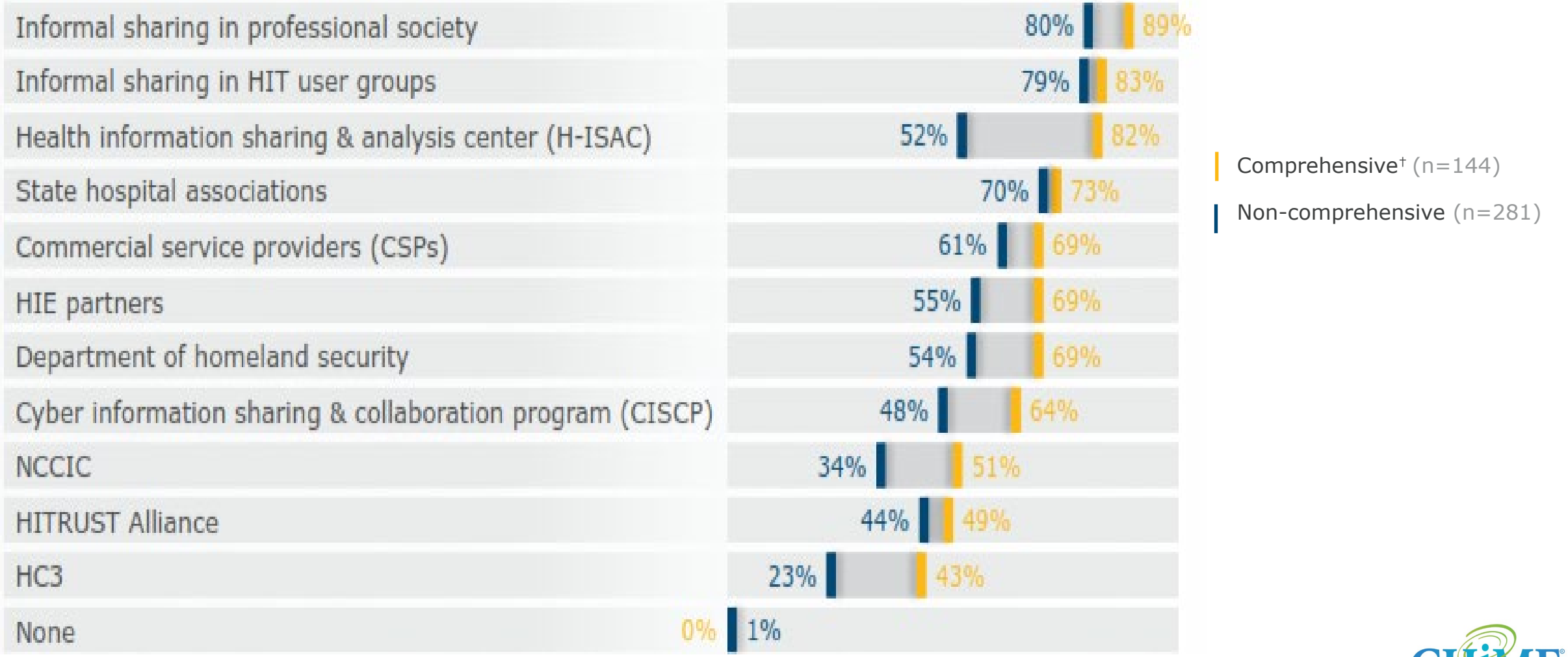
Note: No new components of a comprehensive security program have been added to this research since 2019.

Note: In 2019's "HealthCare's Most Wired: National Trends" report, organizations that reported their documented risk management program to the board were incorrectly counted as reporting to all levels of leadership, including executives and IT leaders. That error has been corrected in this report.

CHIME DIGITAL HEALTH LEADERS

Digital Health most wired Survey

Participation in Information Sharing & Analysis Groups to Identify Security Threats/Vulnerabilities

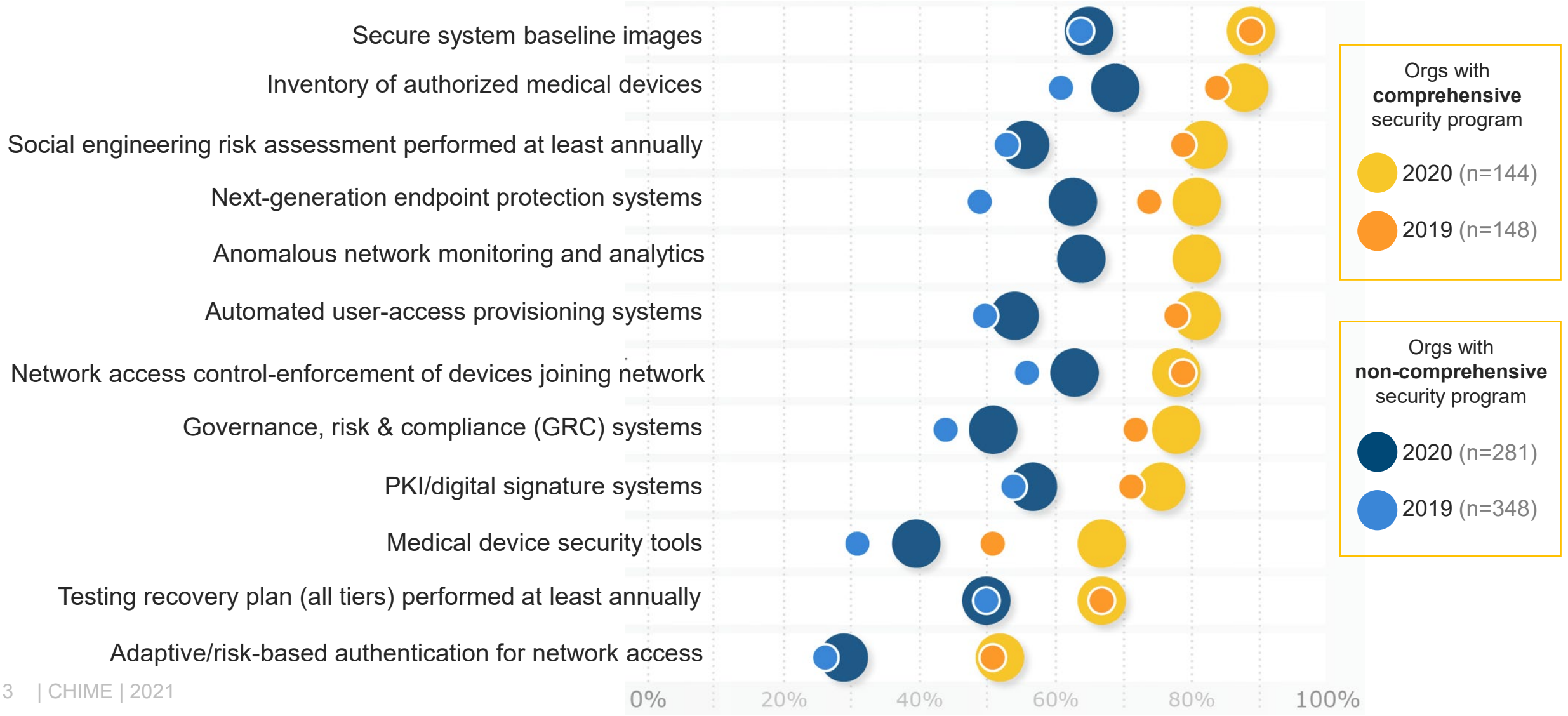


CHIME DIGITAL HEALTH LEADERS

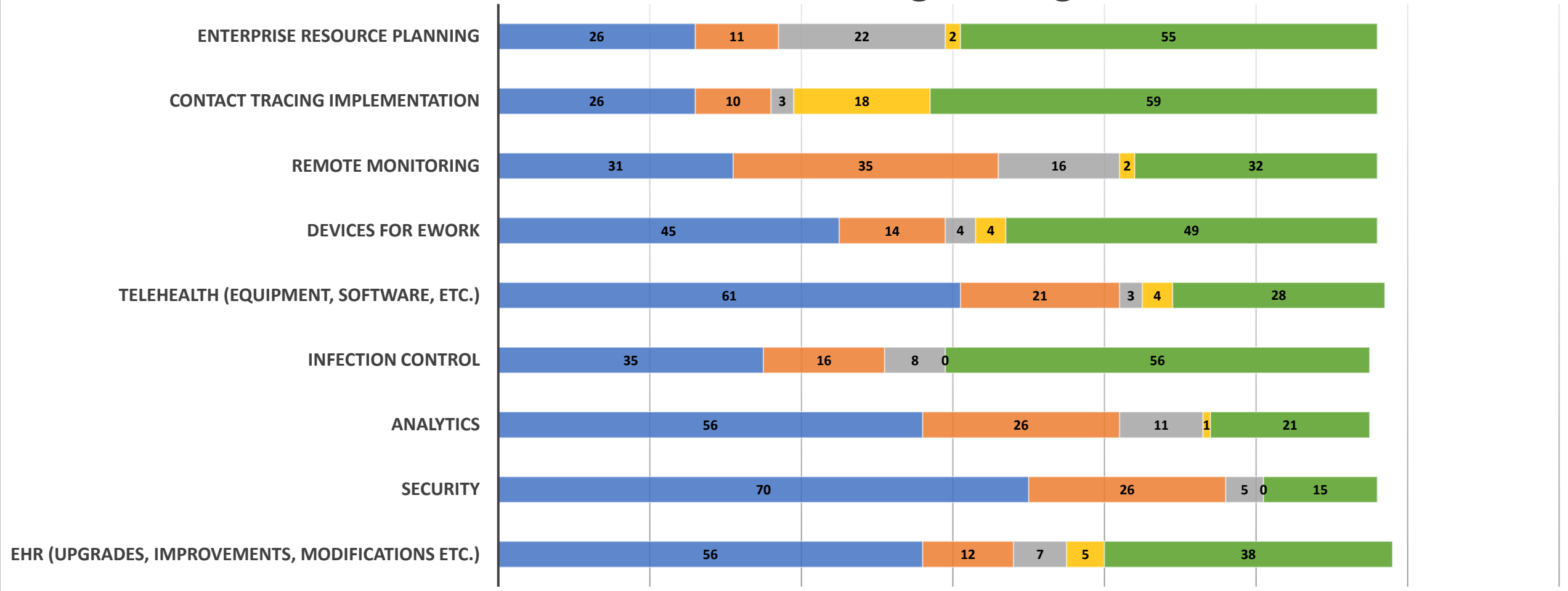
Digital Health most wired Survey

Trend Highlight: Security

ADOPTION OF SECURITY MEASURES



When do you anticipate your organization making investments in the following categories?

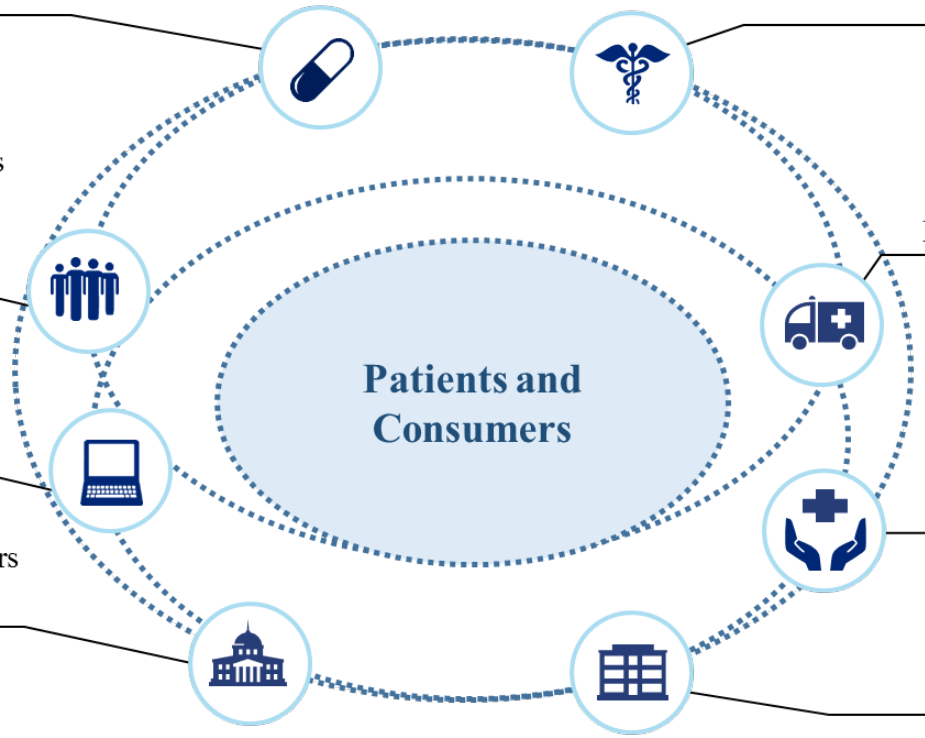


CHIME DIGITAL HEALTH LEADERS

Why Healthcare?

CHIME
DIGITAL HEALTH LEADERS

Healthcare is Complex



Laboratories, Blood & Pharmaceuticals

Pharmaceutical Manufacturers
Drug Store Chains
Pharmacists' Associations
Public and Private Laboratory Associations
Blood Banks

Medical Materials

Medical Equipment & Supply Manufacturing & Distribution
Medical Device Manufacturers

Health Information Technology

Medical Research Institutions
Information Standards Bodies
Electronic Medical Record Systems Vendors

Federal Response & Program Offices

Coordinated Response Activities Under Emergency Support Function 8 Government Coordinating Council
Federal Partners (e.g., HHS, DoD, other sector partners)

Direct Patient Care

Healthcare Systems
Professional Associations
Medical Facilities
Emergency Medical Services

Mass Fatality Management Services

Cemetery, Cremation, Morgue, and Funeral Homes
Mass Fatality Support Services (e.g., coroners, medical examiners, forensic examiners, & psychological support personnel

Health Plans and Payers

Health Insurance Companies & Plans
Local and State Health Departments
State Emergency Health Organizations

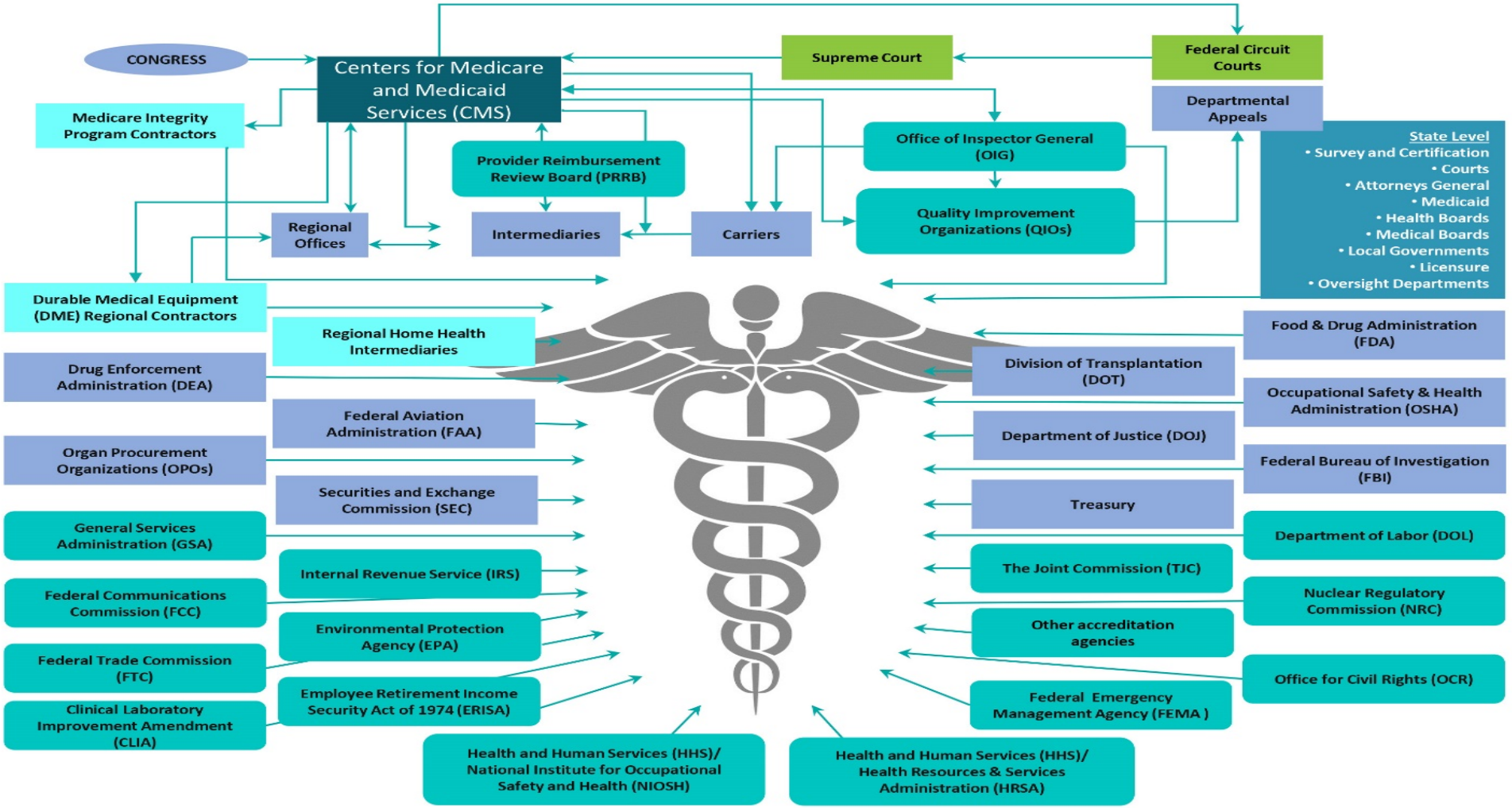
Public Health

Governmental Public Health Services
Public Health Networks

*HHS Health Care Industry CyberSecurity Task Force Report

CHIME DIGITAL HEALTH LEADERS

Healthcare Regulatory Environment



CHIME
DIGITAL HEALTH LEADERS

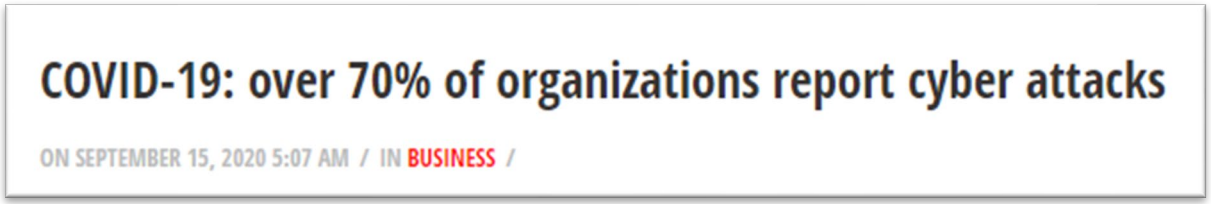
Other Factors*

- Unique Culture
- Digital Transformation
- Regulatory Environment
- Organizational Size Varies
- Patient Safety
- Complexity of types of exposure
- Lack of skilled resources

*HHS Health Care Industry CyberSecurity Task Force Report

CHIME DIGITAL HEALTH LEADERS

Between the months of February and May of 2020, there was 132 reported breaches, according to HHS. This is almost a 50% increase in reported breaches during the same time period the previous year.



CHIME
DIGITAL HEALTH LEADERS

Most Prevalent Threats

- E-mail phishing attacks
- Ransomware attacks
- Loss or theft of equipment or data
- Insider, accidental or intentional data loss
- Attacks against connected medical devices that may affect patient safety

CHIME
DIGITAL HEALTH LEADERS

Healthcare is a Target

Healthcare system facing ‘increased and imminent’ cyber threat

November 3, 2020 Cyber Security Review

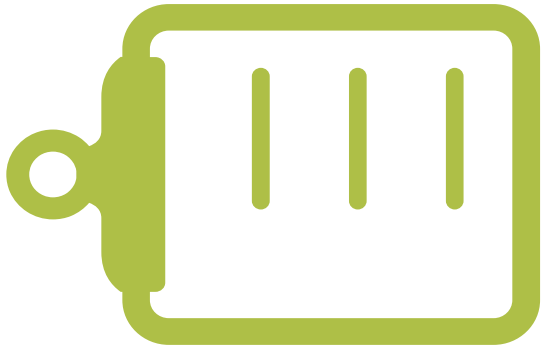
Chris Krebs #Protect2020 ✓
@CISAKrebs

🚨🚨🚨 Healthcare and Public Health sector partners - shields up! Assume Ryuk is inside the house. Executives - be ready to activate business continuity and disaster recovery plans. IT sec teams - patch, MFA, check logs, make sure you have a good backup point.

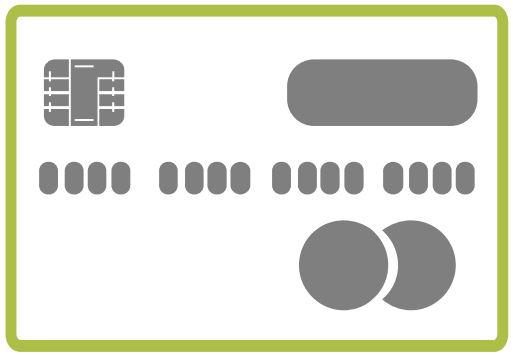
> **Cybersecurity and Infrastruct...** ✓
> ⚠️ There is an imminent and increased cybercrime threat to U.S. hospitals and healthcare providers.
>
> We released an advisory with the @FBI & @HHSgov about this #ransomware threat that uses #Trickbot and #Ryuk malware. Here is how to mitigate your risk: bit.ly/2TyHPnk

8:42 PM · Oct 28, 2020

High Value of PHI



10x



A **medical record** is worth **ten times** more than a credit card number

*Courtesy of Fortinet

CHIME DIGITAL HEALTH LEADERS

Impact of Cybersecurity Risks in Healthcare

- **Competition** – patient privacy violations can influence where individuals choose to get their care
- **Reputation** – security incidents that lead to media coverage can significantly damage public perception of the organization
- **Culture** – outstanding care is also about how well the integrity and privacy of patient records and electronic transactions are maintained
- **Financial** – significant penalties, litigation for security incidents where protected patient health information, credit card or other information protected by federal laws is disclosed

CHIME
DIGITAL HEALTH LEADERS

Goals of Cybersecurity Preparedness

Confidentiality

Integrity

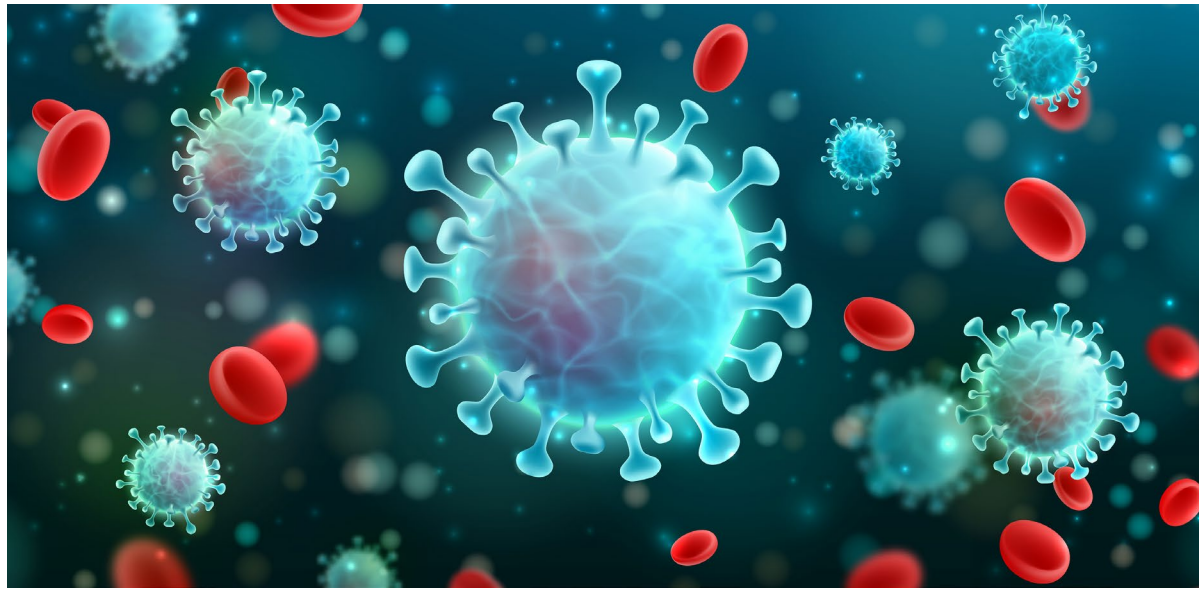
Availability

Patient Safety

CHIME
DIGITAL HEALTH LEADERS

What Just Happened?

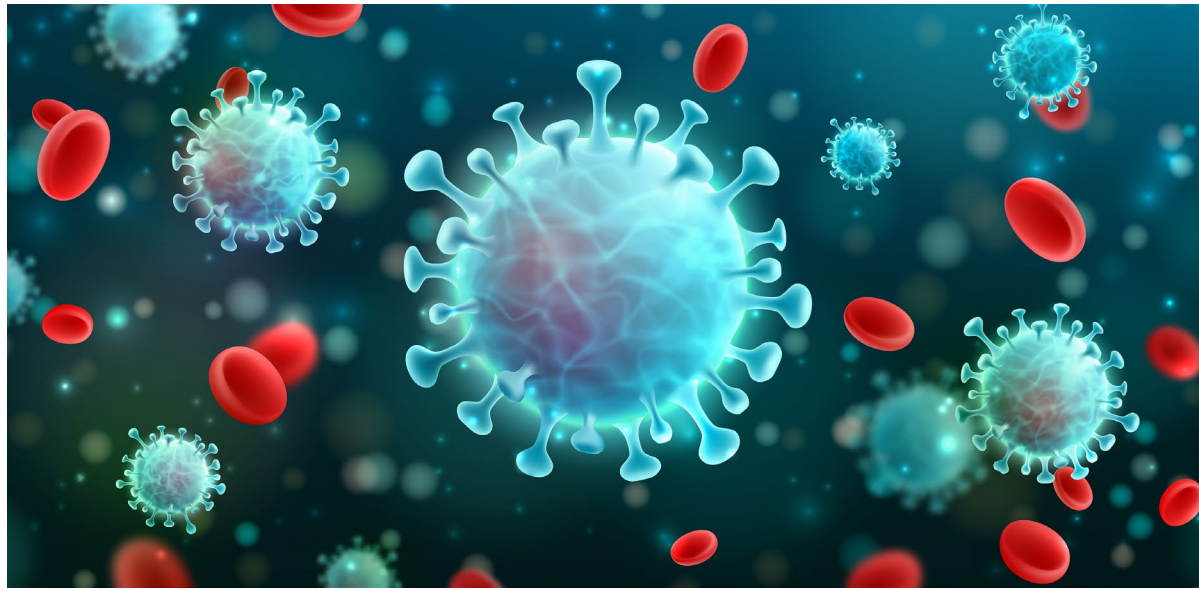
- COVID
- Third-party breach
- Healthcare transformation
- Consumerization
- Relevance
- Solar Winds
- Blackbaud
- Cloud
- Remote work force



CHIME
DIGITAL HEALTH LEADERS

The Cyber Future

- Any person Any place “Any time”
- Frictionless security
- Machine learning and AI
- Zero trust
- Understanding the crown jewels –
  - Data classification
- Segmentation
- Perimeter
- Cloud
- Identity



CHIME
DIGITAL HEALTH LEADERS

Elements of a successful Cyber Program

Panelist Questions and Discussion

Theresa Meadows
SVP & CIO
Cook Children's Health Care System

Russ Branzell
CEO and President
College of Healthcare Information
Management Executives (CHIME)

Karl J, West
CISO and Healthcare Strategist
KJW Ventures, Inc.

Al Faber
President & CEO
Baldrige Foundation
(Moderator)

Baldrige Performance Excellence Program

Robert Fangmeyer, Director BPEP

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

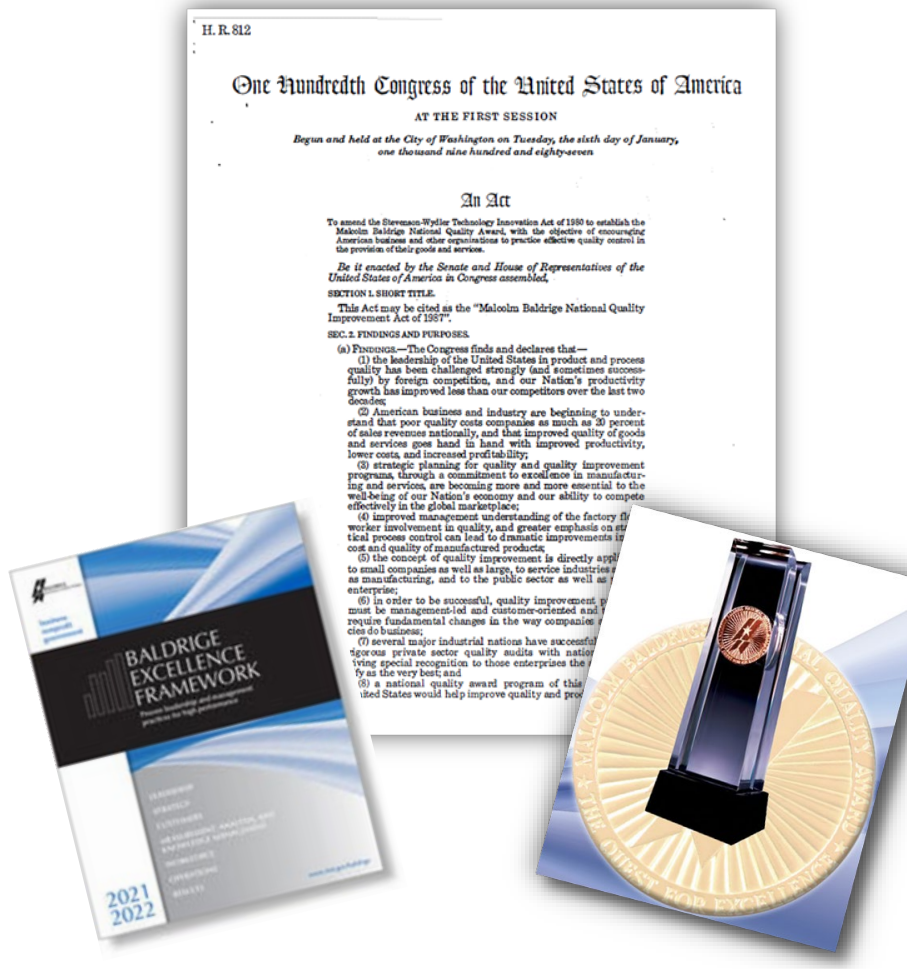
BALDRIGE
Performance Excellence Program

Purpose and Mission

Public-Private Partnership to improve our national competitiveness

…through a three-pronged mission:

- Establish a national "standard" of quality and performance excellence—
  the Baldrige Excellence Framework
- Identify role models—the Baldrige Award
- Foster the use of the standard and sharing of best practices—everything else we do



Baldrige Excellence Framework

Framework is core to our mission and critical to the success of the entire Baldrige Enterprise

- Multi-purposed and the foundation of all our offerings
- Process-driven, results-focused, systems-thinking, non-prescriptive approach to organization-wide leadership, management, and improvement
- Ever evolving to address the drivers of long-term success and sustainability
- Cycle of refinement every two years
  - Relevant
  - Easy to understand and use
  - Concise

2021–2022 Criteria: What's Changed?

Theme	Builds on …
Resilience	Agility, business continuity
Equity and inclusion	Diversity; Valuing People core value
Digitization/4th industrial revolution	Emphasis on planning for and leveraging changing technology
Societal contributions	Expanding on existing theme
Innovation	Clarification and additional emphasis
Safety	Expanding on existing theme

Expanding Reach

Due to evolving drivers of national competitiveness and the success of the Program, our mission space has increased over the years:

Education added to Award Categories

1998

Health Care added to Award Categories

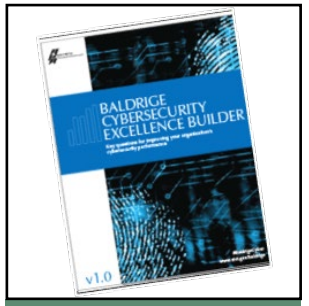
1998

Nonprofit added to Award Categories

2007

Communities of Excellence partnership

2015



Cyber-security Excellence Builder

2017

Workforce development excellence award

2020

Advanced Mfg assessment (MEP)

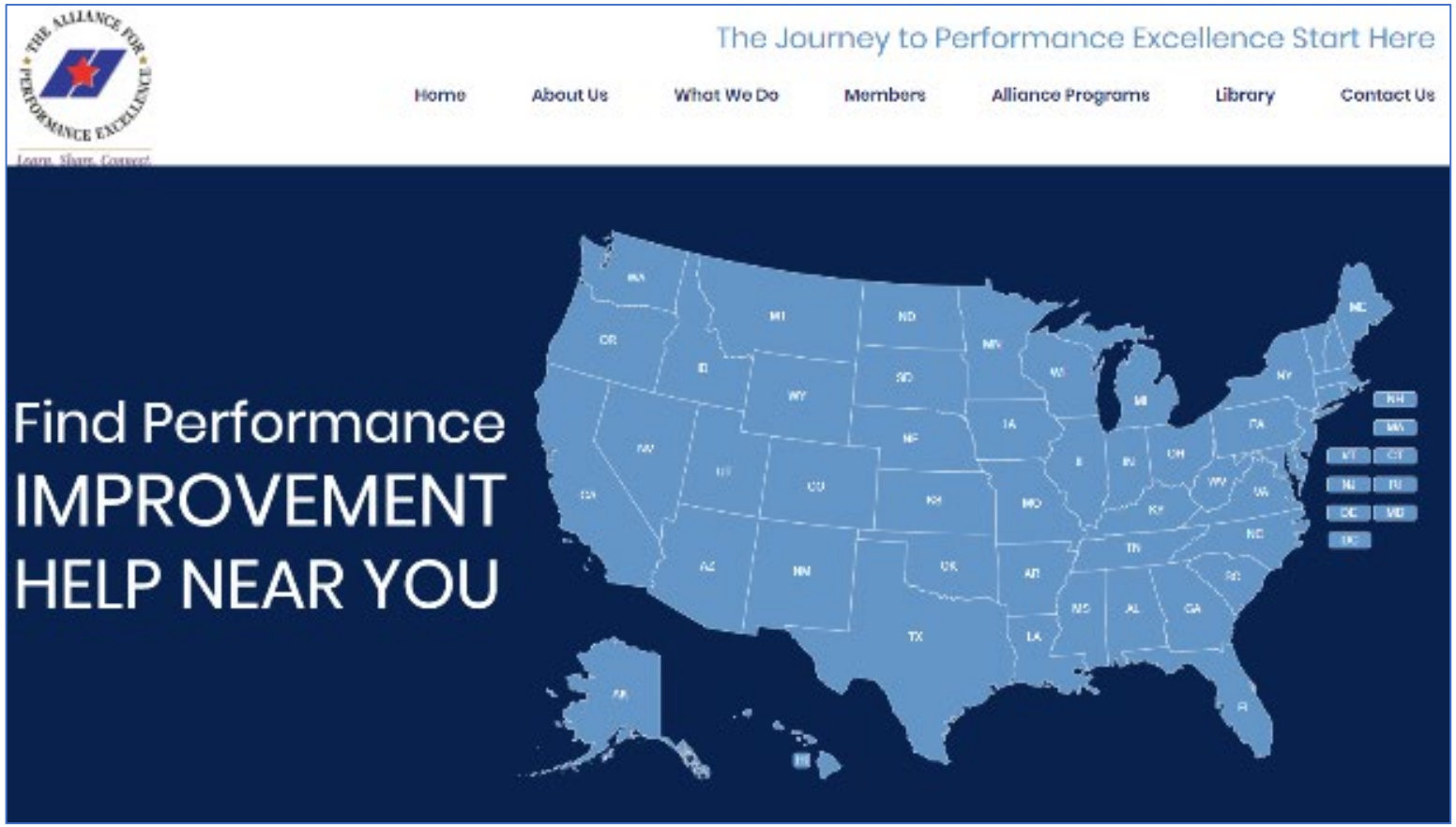
2021*

Thank you!

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

BALDRIGE
Performance Excellence Program

Alliance for Performance Excellence Update



Brian Lassiter
Chair
Alliance for Performance Excellence

Reminder: Alliance for Performance Excellence

- **Mission: Enhancing our members' ability to grow Baldrige-based performance excellence**
- **Footprint:**
  - **29 programs serving all 50 states and US territories, plus 5 Supporting Members**
  - **Over 1600 annual applications in 2020**
  - **Over 1200 examiners, 33 paid staff, 300 non-examiner other volunteers**
  - **Over 700 members**

Alliance Current Focus Areas

- **Launched a Professional Development Series this quarter**
  - **March 31 online workshop on managing change**
  - **May 26 online workshop on being more courageous, taking risks**
- **Planning 2021 Baldrige Fall Conference – Oct 21-22 online**
- **Other efforts**
  - **Collaborating with *Communities of Excellence 2026***
  - **Developing more robust marketing plan**
  - **Building infrastructure to better support the Baldrige "feeder system"**

Get Involved: to find your local Baldrige-based program, visit http://baldrigealliance.org/

BALDRIGE FOUNDATION
INSTITUTE FOR PERFORMANCE EXCELLENCE

COME AND GET YOUR LEAN TRAINING AND CERTIFICATION WITH US! 100% ONLINE

Affordable, Practical, Self-Paced

GROUP PURCHASES

Empower Your Team with Lean Six Sigma

Are you looking to enroll your team/group into one of our programs? If so, contact us to pay for all accounts at once. We will then provide you with an activation link that your team can follow to begin the program.

GLOBALLY RECOGNIZED CERTIFICATION

Invest in Education for Your Team.

Earn a globally recognized certification that you can add to your resume and attach to your LinkedIn profile.

PRICING

Lean Six Sigma Standard

White Belt - $50
Yellow Belt - $99
Green Belt - $157
Black Belt - $299

Lean Six Sigma Healthcare

White Belt - $50
Yellow Belt - $99
Green Belt - $157

Additional Programs

Scrum Master - $299
Diversity & Inclusion Yellow Belt - $99
Project Management - $157
Data Analytics - $199

View Our Entire Course Catalog Here:

https://www.baldrigeinstitute.org/online-training

What People are Saying…

"I appreciated the opportunity to take the Yellow Belt Course online and at a pace that was appropriate for me given my full-time work and family."

Melanie Powell
Director of Business Development and Marketing for Memorial Hospital and Health Care Center

The Baldrige Yellow Belt class is thought provoking, educational, relevant to the healthcare setting and a true investment in the future of healthcare."

Roxanne M. Williams, MSN, RN, CHC, CPHQ
Director of Corporate Quality, Associate & Patient Safety at Blanchard Valley Health System

"The case studies with actual healthcare examples helped me relate the content to real world scenarios that healthcare professionals face on a daily basis. The tools were organized in a way that helped me understand and build on my knowledge. I enjoyed the content and believe the course will make me more effective ..."

Todd Jordan PA-C, MBA
Director, Vascular Center of Excellence
CAMC Health Systems, Inc

BALDRIGE FOUNDATION

Baldrige – *America's Best Investment*

A Special Thanks to Our Donors & Sponsors!

Beyond Feedback
CHIME
Mid-America TRANSPLANT
NEXTera ENERGY
ELEVATIONS CREDIT UNION
American College of Healthcare Executives
AEHIS Association for Executives in Healthcare Information Security
The Synergy Organization
ALAMO COLLEGES DISTRICT
SOAR VISION GROUP
AARP Real Possibilities
CORE Center for Organ Recovery & Education A Pledge for Life
Richland College DALLAS COUNTY COMMUNITY COLLEGE DISTRICT
CAMC Health System
Constellation Together for the common good.
ASQ The Global Voice of Quality
WALDEN UNIVERSITY A higher degree. A higher purpose.
STRATEX SOLUTIONS
DONOR ALLIANCE Organ & Tissue Donation
Mednition
Southcentral Foundation
Lilly
Mary Greeley MEDICAL CENTER Doing what's right.
TRI COUNTY TECH

Mac Baldrige Society Institute Trustees

The Baldrige Family
Midge, Molly, & Megan

Adventist Health

Stellar SOLUTIONS 25 YEARS LEADING THE WAY

Midway USA