

The Foundation for the Malcolm Baldrige National Quality Award



“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
President of the United States
March 7, 2002



Opening Remarks/Agenda

Introduction

Al Faber, President & CEO, Baldrige Foundation

Guest Presenters

Craig Clapper, founding partner of Healthcare Performance Improvement and a partner in Press Ganey Transformational Advisory Services

Kathleen Goonan, founder, Goonan Performance Strategies and now a partner with Guidehouse

Questions

Audience -Ben Sawyer & Al Faber Moderate

Foundation Update

Al Faber, President & CEO, Baldrige Foundation

Baldrige Performance Excellence Program Update

Bob Fangmeyer, Director, BPEP

Alliance for Performance Excellence Update

Brian Lassiter, Chair, Alliance Board of Directors

Closing Remarks

Al Faber

Guests



Craig Clapper is a founding partner of Healthcare Performance Improvement (HPI) and a partner in Press Ganey Transformational Advisory Services. HPI is a group that specializes in improving human performance in complex systems using evidence-based methods from high-reliability organizations. Craig has 30 years experience improving reliability in nuclear power, transportation, manufacturing, and healthcare. He specializes in cause analysis, system reliability, and safety culture transformation.



Kathleen Goonan founded Goonan Performance Strategies (GPS) and now is a partner with Guidehouse. Since 2002, she has supported organizations and companies to achieve higher performance in quality, service and business results through innovative Baldrige-based approaches. Kate is a physician executive with 30 years coaching executive teams on transformational strategy and effective use of Baldrige. Kate joined Navigant Consulting in 2016 and Navigant became a Guidehouse Company in 2019.

Press Ganey

- Pioneered the health care performance improvement movement more than 30 years ago
- Today, offers an integrated suite of solutions that enables enterprise transformation across the patient journey
- Delivered through a cutting-edge digital platform built on a foundation of data security, Press Ganey solutions address safety, clinical excellence, patient experience, and workforce engagement
- Works with more than 33,000 health care facilities in its mission to reduce patient suffering and enhance caregiver resilience to improve the overall safety, quality and experience of care

HPI – A Safety and Reliability Solution

Methods based on science and facts

- Science of human error and event prevention
- Practical experience in high-reliability industries including aviation, manufacturing, and nuclear power

Experienced-based mentoring

- Over 1,400 hospitals across 119 health systems
 - Single hospitals, multi-hospital systems, mega systems
 - Medical groups, ambulatory care, LTC, home health
- Safety & Reliability collaboratives include 140 organizations
- Consulting team with HRO experience and healthcare experience (clinicians, non-clinicians, and physicians)

As of December 2019

high-reliability / HRO

“high-reliability describes the system”

“High Reliability Organizing means using super-traits of socio-technical systems”

High Reliability Organizations (HROs)



High Reliability Organizations (HROs)

“operate under very trying conditions all the time **and yet manage** to have fewer than their fair share of accidents.”

Managing the Unexpected (Weick & Sutcliffe)

Risk is a function of **probability** and **consequence**.

By decreasing the probability of an accident, HROs recast a high-risk enterprise as merely a high-consequence enterprise.

HROs operate as to make systems ultra-safe.

Individual Accident

Systems of Safety

1980

Jens Rasmussen
Skill-Rule-Knowledge

James Reason
GEMS

James Reason
Dynamic Non-Event

Sidney Dekker
Humans in Complex Systems

Jens Rasmussen
Cognitive Systems Engineering

Richard Cook
Sharp-End

Chong Chiu

Safety Culture

Ronald Westrum

Patrick Hudson

Erik Hollnagel

Resilience Engineering

David Woods
Stress-Strain

Vernon Bradley

Rene Amalberti
5 Barriers

Karlene Roberts

Karl Weick

HRO

Mindfulness

Todd LaPorte

Gene Rochlin

Timothy Vogus

Kathleen Sutcliffe

Barry Turner
Man-Made Accidents

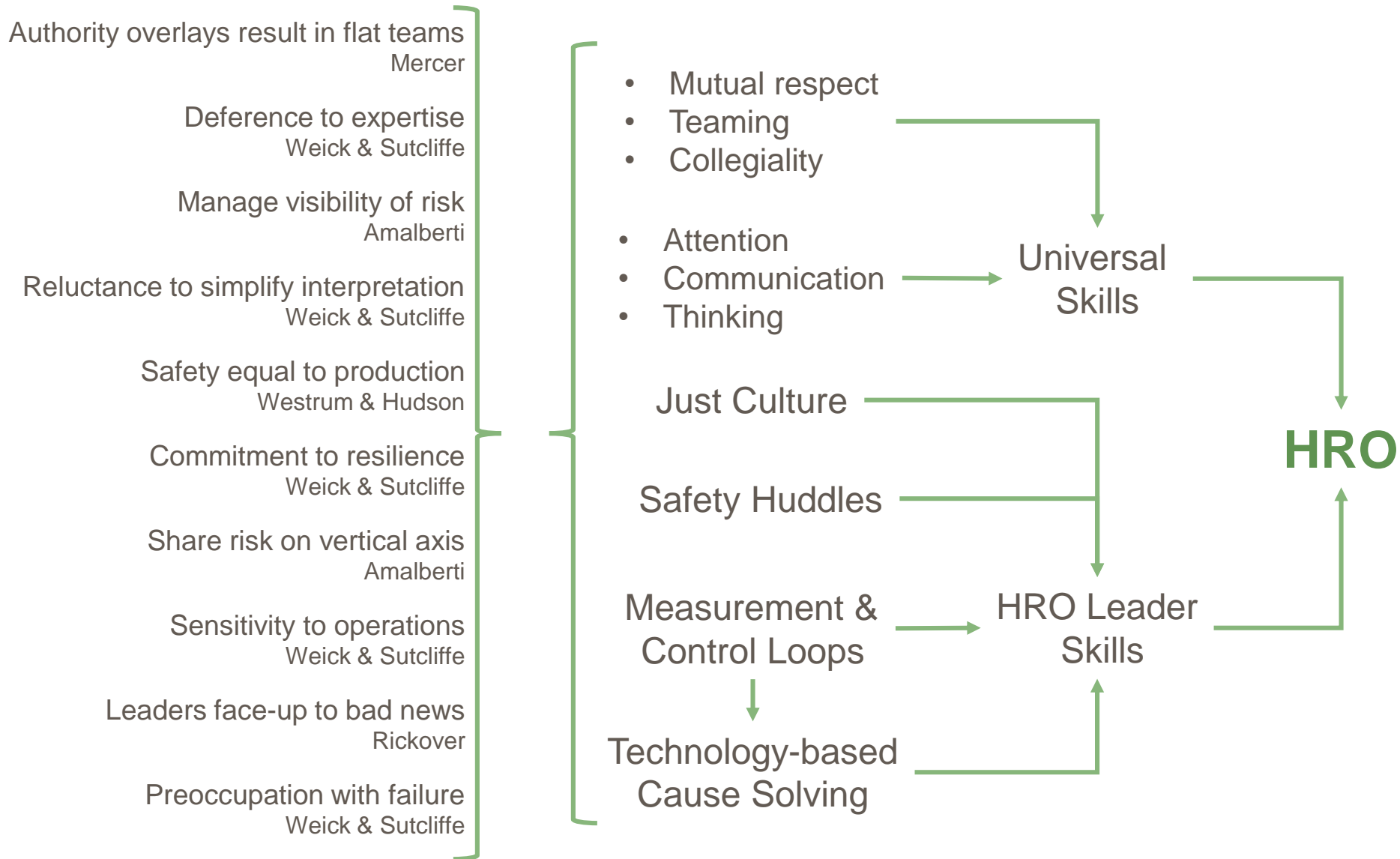
Diane Vaughn
Normalized Deviance

Charles Perrow
Normal Accidents

Scott Sagan
Limits of Safety

Nick Pidgeon
Man-Made Disasters

Example HRO Driver Diagram



100%

Habit Formation

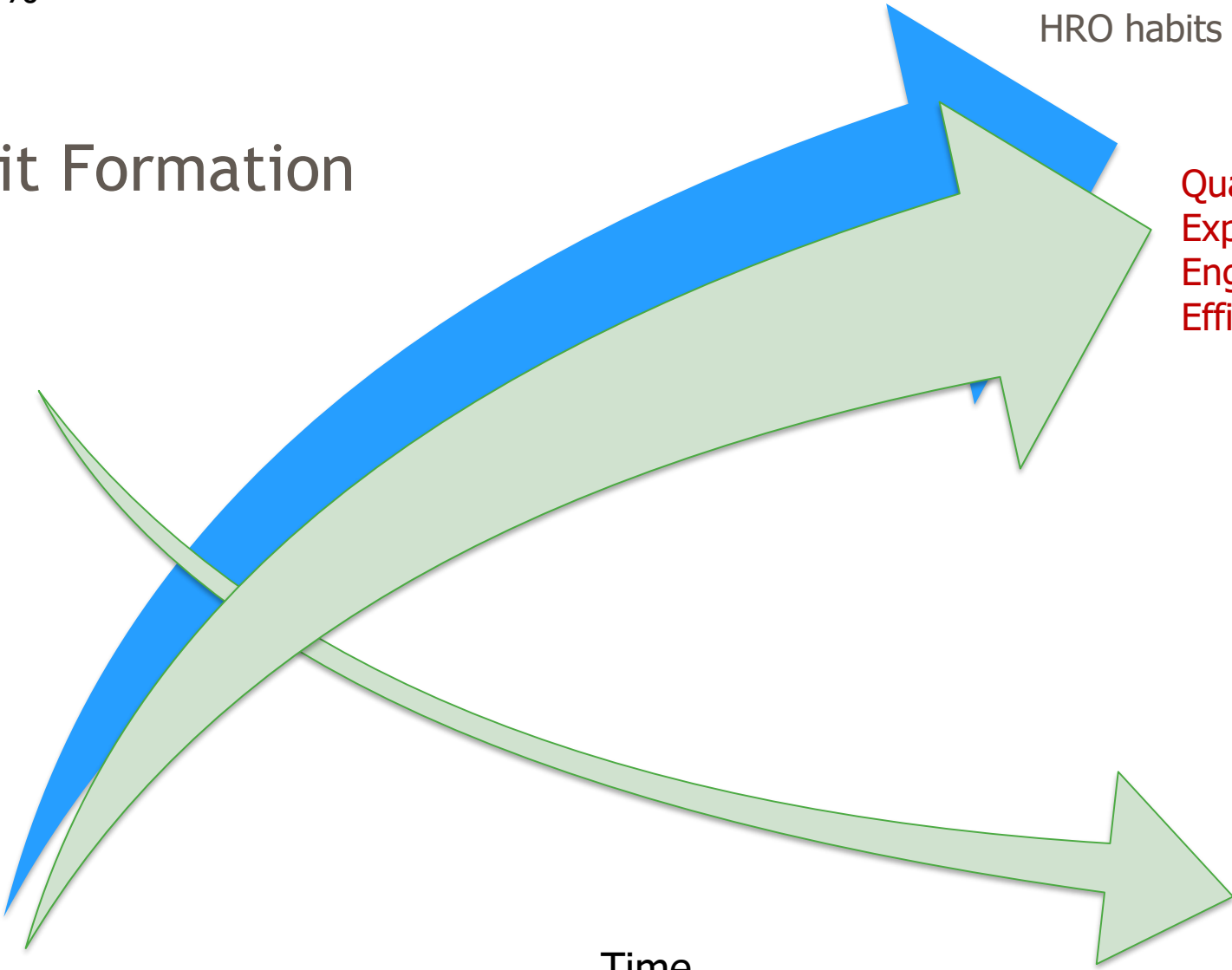
HRO habits

Quality
Experience
Engagement
Efficiency

Harm
Injury

0

Time





Guidehouse Health



GUIDEHOUSE AT-A-GLANCE

Committed to our people, our clients, and communities

Our Company



8,000+
employees



3,650+
expert
consultants



3,500+
business process
professionals

Guided by
our values:

- Respect
- Integrity
- Innovation
- Stewardship
- Excellence

RI²SE



50+
locations
globally

4 consecutive
years on Forbes
Top Employers



Vault 2019 Best
Consulting
Firm for:

- #10** Energy Consulting
- #12** Healthcare Consulting
- #20** Financial Consulting



Malcolm Baldrige
National Quality
Award Recipient



Malcolm Baldrige
National Quality Award
2014 Award Recipient



Our People



50+ languages
fluently spoken



46% hold
professional
certifications



38% have
advanced
degrees

Our Communities



25,000
pro bono
and volunteer hours



\$675,000
in employee and
corporate donations



Purchased **100%**
Renewable Energy for
most of our global offices



Committed to
**Science Based
Targets**

to reduce
our greenhouse
gas emissions

Commitment to Inclusion, Diversity and Belonging



39%
racially
diverse

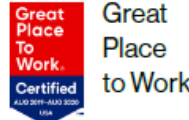
10 consecutive
perfect scores
with Human Rights
Campaign



5 generations
of professionals



50%
female &
50% male



7 employee
affinity
groups



5%
Veteran &
Active Duty

Our Clients



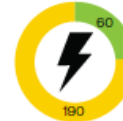
3,055
active
contracts



1,484
unique
clients



Healthcare: 7 of the top
10 hospital systems (by
Member Hospital Beds)*



Energy: 60 of the
world's largest electric
and gas utilities***



Life Sciences: 36 of
the top 50 pharmaceutical
companies**



Financial Services: 8
out of 10 of the largest
U.S. banks

* Data Source: Definitive Healthcare
** Data Source: based on 2019 data from PharmExec
*** Data Source: 2019 S&P Global Platts Top 250 Global Energy Company Rankings®

What We Do

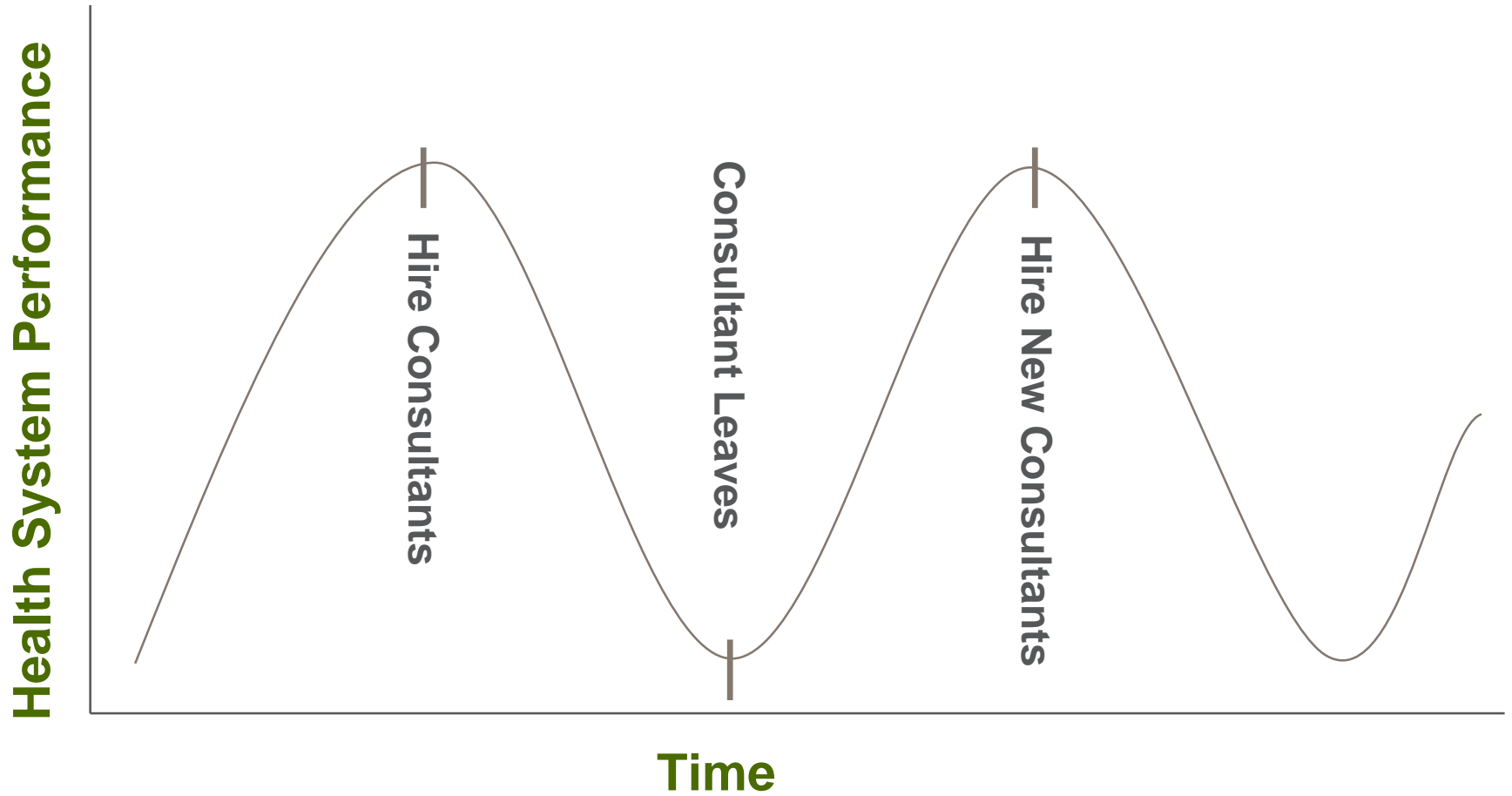
We are a client-centered, mission-driven organization focused on solving today's most complex issues facing our clients and our world through collaborative solution design, bold strategy, and innovation that advances conventional thinking.

We incorporate the Baldrige body of knowledge into our engagements and solutions, by using the framework and the successful practices of Baldrige exemplar organizations to show our clients what is possible.



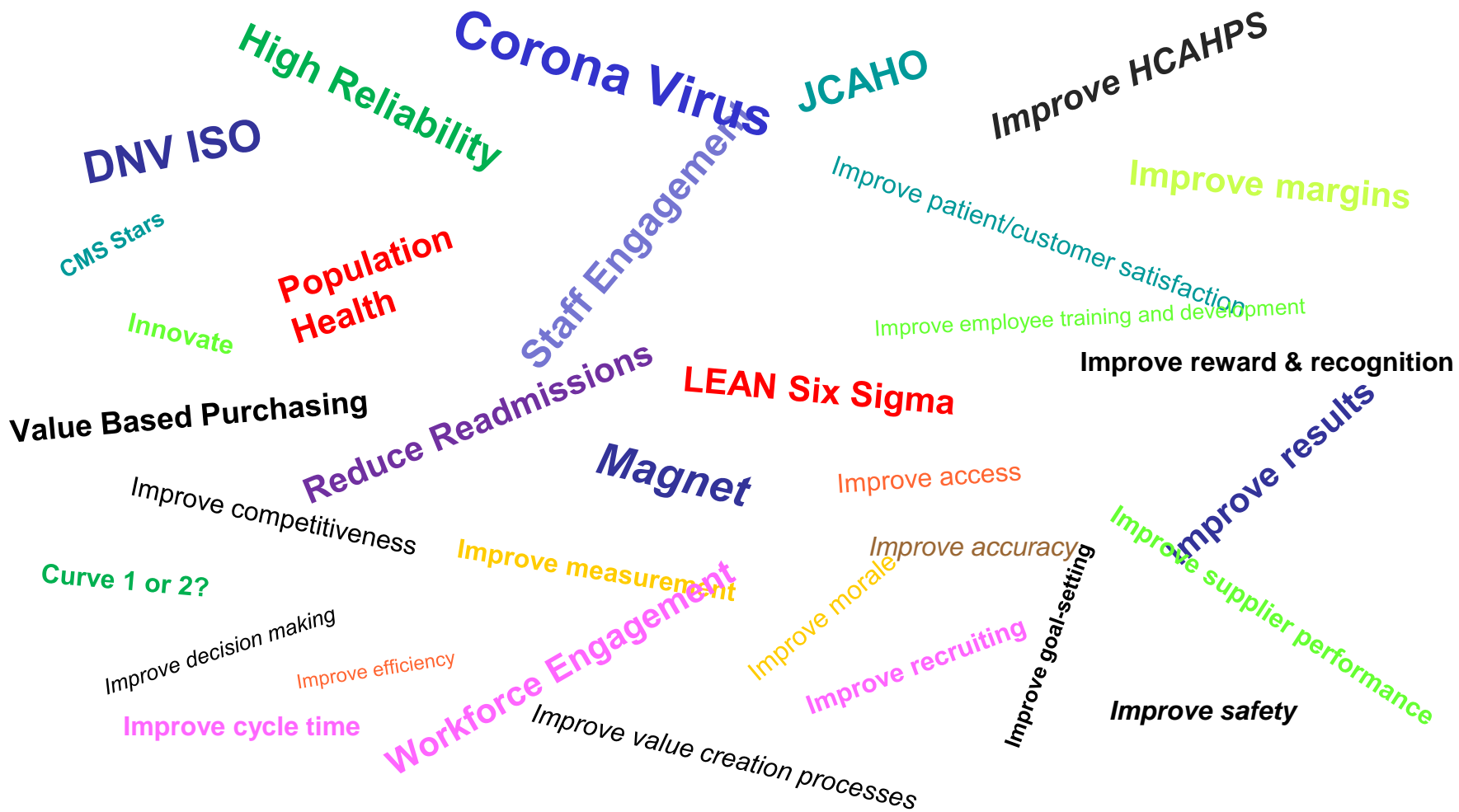
Why use Baldrige?

Traditional Performance Improvement



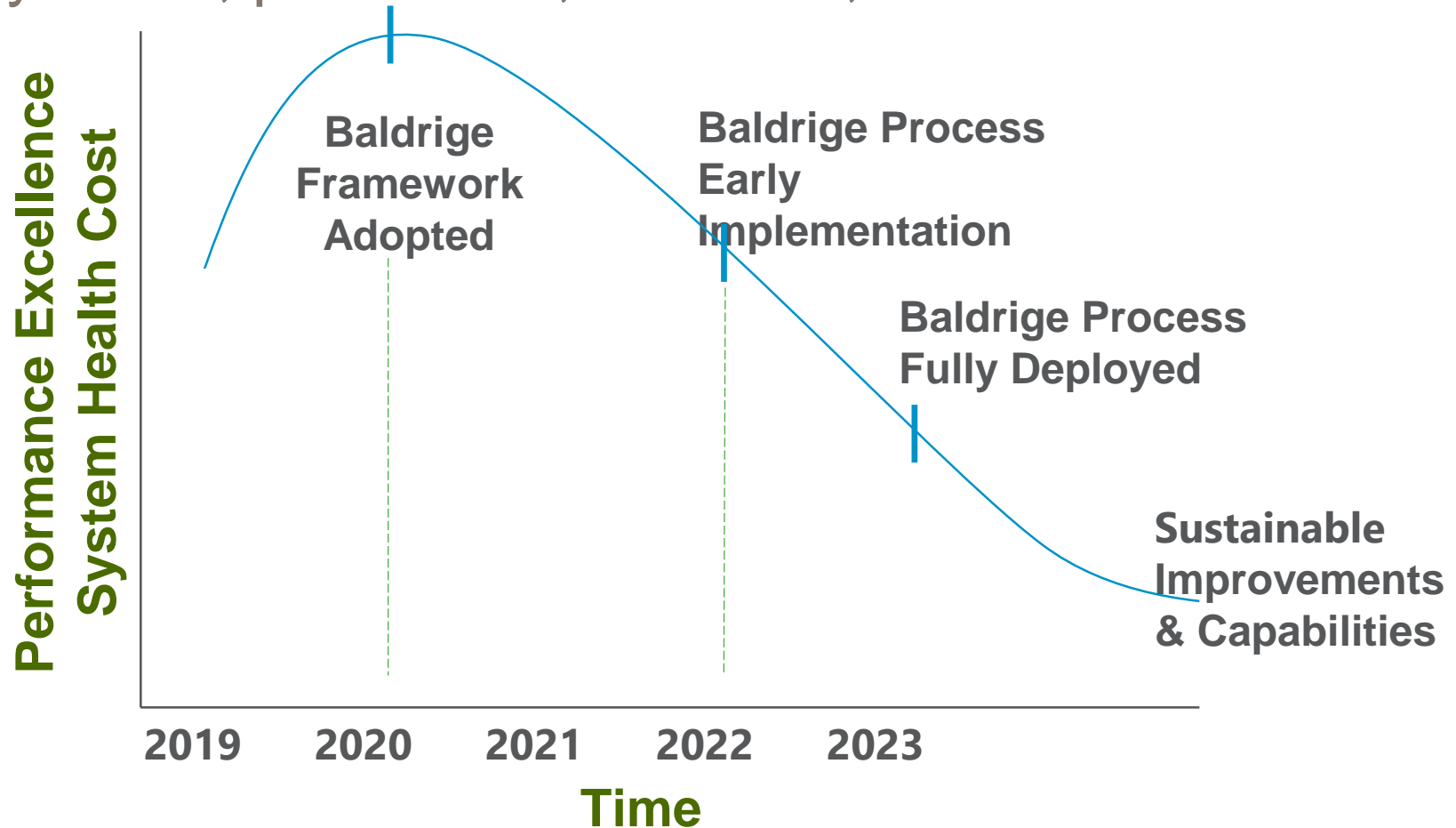
Why Baldrige?

What Organizations Face...



Why Baldrige?

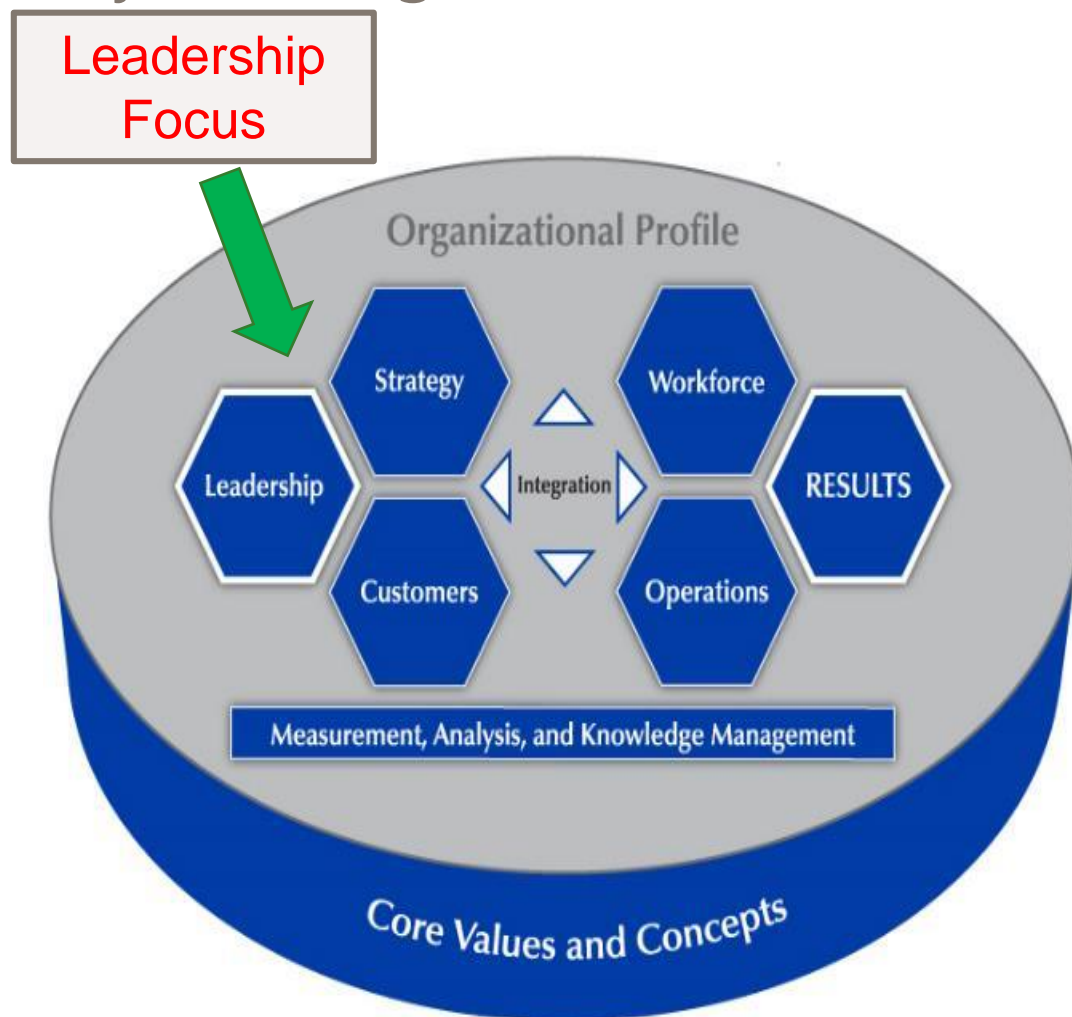
Performance Excellence – Building required systems, processes, behavior, culture



Baldrige Framework

Diagnostic and Capability Building

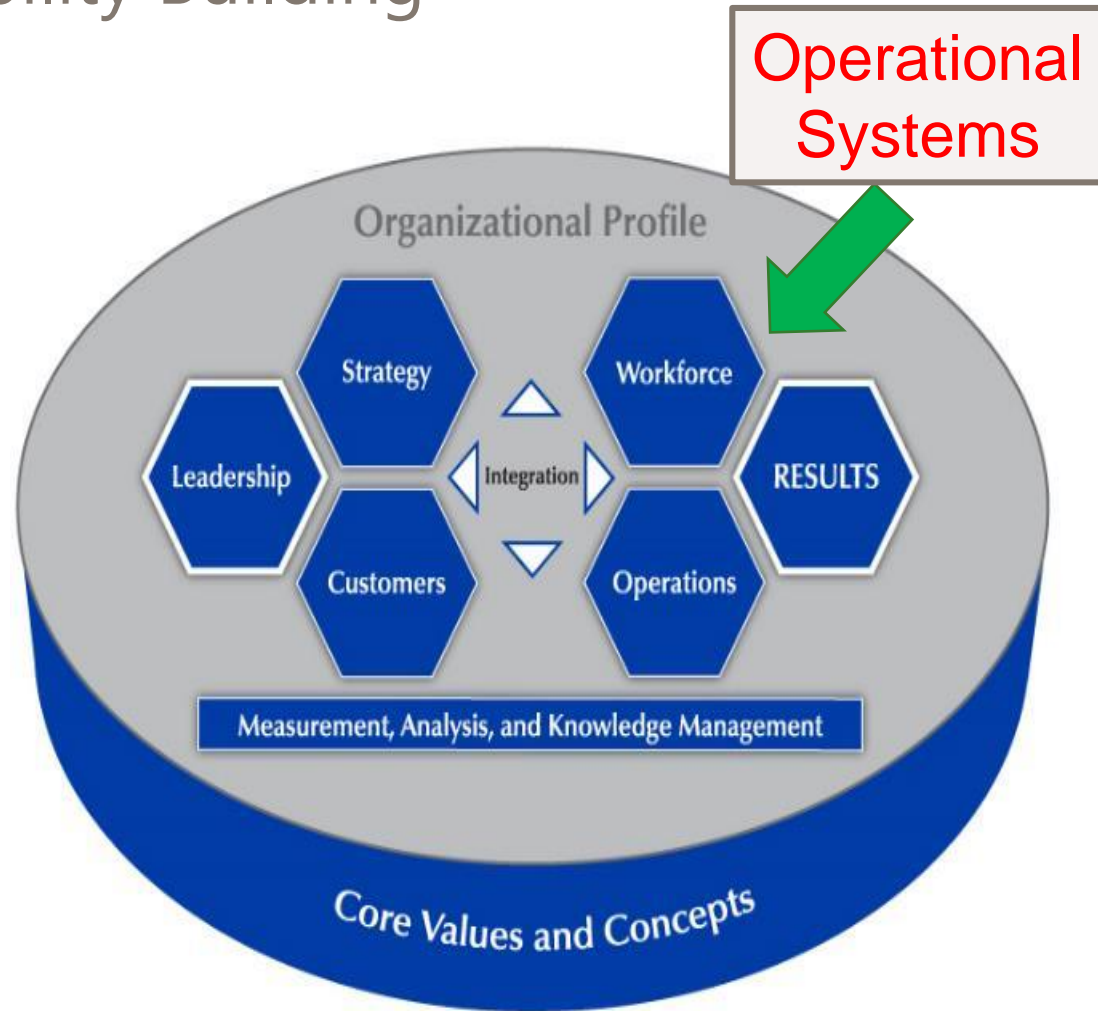
- Given who you want to be, do you have the leadership capabilities to get there?
- Do you have the leadership processes and behaviors in place to achieve better performance?



Baldrige Framework

Diagnostic and Capability Building

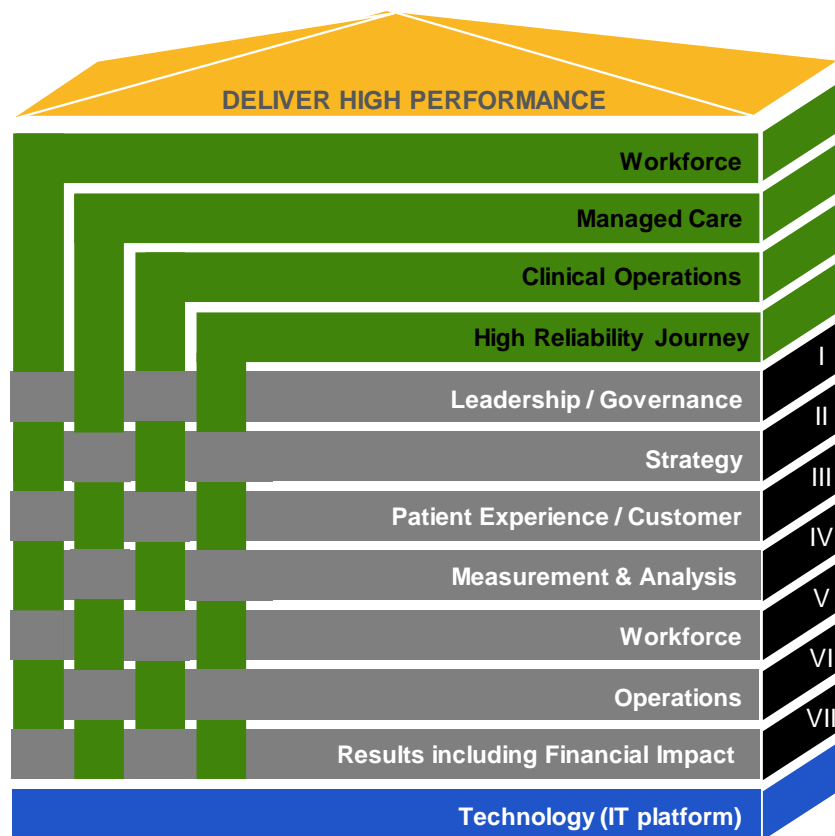
- How do managers design, manage and improve key work systems & processes?
- How do you design work to support your workforce?
- How do you engage the workforce in improving the work, including physicians?
- How grow highly reliable?



How best use Baldrige?

Baldrige and High Reliability Work Together

A ROBUST FRAMEWORK TO EMPOWER YOU TO MOVE TOWARDS **HIGH PERFORMANCE**



KEY

- YOUR KEY PRIORITY CONCERNS
- YOUR HIGH RELIABILITY CULTURE AND MECHANISMS
- BALDRIGE CATEGORIES
 - CAPABILITIES *ESSENTIAL* FOR SUCCESS – HIGH LEVEL
- TECHNOLOGY PLATFORM

Baldrige Foundation Update

President & CEO's Four Strategic Imperatives
Baldrige Foundation www.baldrigefoundation.org



Four Strategic Imperatives-

ORGANIZATIONAL ALIGNMENT: STRATEGY – BUDGET – ACCOUNTABILITY

ADVOCACY →

Priority #1. Restore SPEP in the Federal Budget and the President's Agenda.

Priority #2. Develop Strategic Alliances, Congress: Departments of: Education; Defense; Health and Human Services; Veterans Affairs; Small Business Administration; and others like ACHE, CHIME

Priority #3. Build Grass Roots Support including State Programs.

FUNDRAISING →

Message
Bold, Dynamic, Inspirational Message
Build and Grow Constituency
Strategic Communications (Internal/External)
Media Relations – Print, TV, Radio, Internet
Announcements Online & Print Advertising
Leverage Social Media

Fundraising
Small Donations, Major Gifts, Planned Giving
Combined Federal Campaign with State Programs, Business Partnerships

BOARD DEVELOPMENT →

Working Board – Trustee Board
Embrace the Mission and Work as a "Team"
Contribute financially and seek support
Make connections and offer expertise
Represent the organization

FOUNDATION OPERATIONS →

Baldrige-Based using the Framework
Customer Focused/Driven in Everything We Do
Stewardship Beyond Reproach
Continuously Improving
Adding Value to the Enterprise

“ Ensure the long-term financial growth and viability of the Baldrige Performance Excellence Program...”



...and to support organizational performance excellence in the United States and throughout the world”



“To be recognized around the world as the premier foundation for the promotion of performance excellence in all sectors of the economy.”

We will inspire organizations to achieve excellence in all they do with pride and societal responsibility. Together with our stakeholders we will create value through research and deployment of the latest cutting-edge management practices. We will focus on the future and manage for agility, innovation and creativity. Our Baldrige-based role-model performance will result in the Foundation's endowment exceeding \$135 million by 2050.

“America's Most Influential Leaders – Supporting the Nation's Quality Awards Program.”



Baldrige-Based, Leads by Example: “Confident, Deliberate, Process Driven, Accountable.”

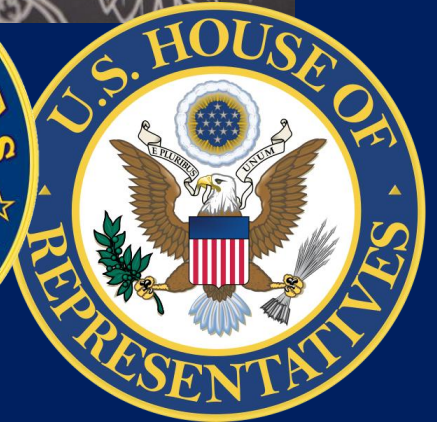
* Commitment to Continuous Improvement * Stewardship * Trust * Visionary Leadership *



Al Faber
President & CEO
Baldrige Foundation



2021 Budget



\$2.2 million



SOAR SOLUTIONS ▾ TESTIMONIALS RESOURCES PRICING ABOUT US **BALDRIGE** FOUNDATION **LeaderDialogue**

Orchestrated Agility Matters

How are you responding to CDC's COVID-19 recommendations?

Rapidly establish and activate your response plan with PuLSE+COVID

The complex block features a dark, futuristic background with a large screen displaying data and a globe. The text is white and centered. The overall aesthetic is professional and high-tech.

MAC BALDRIGE SOCIETY



OUR JOURNEY STARTS TODAY



LEADING PERFORMANCE EXCELLENCE



The Baldrige Family
Midge, Molly, &
Megan

Adventist Health

Together inspired™

Stellar
SOLUTIONS
25 YEARS
LEADING THE WAY

INSTITUTE FOR PERFORMANCE EXCELLENCE



BALDRIGE | PERFORMANCE EXCELLENCE | QUALITY | LEADERSHIP

CHRONICLE OF LEADERSHIP
AND
MANAGEMENT

BALDRIGE FOUNDATION
INSTITUTE FOR
PERFORMANCE EXCELLENCE



Volume I
2020

Foundation News

FEBRUARY 19, 2020

Baldrige Foundation Announces New Peer-Reviewed Publication and Call for Papers

Foundation Radio Show & Leader Dialogue Website



Leader Dialogue Radio Show – 1:00 pm ET
Episode Guest – P. George Benson, PhD
Professor of Decision Sciences, College of Charleston
Boards of Directors (Current):
-Malcolm Baldrige National Quality Award, Chair, Foundation for the Malcolm Baldrige National Quality Award
-Prometric, Inc. Lead Director, Corporate Governance Committee Chair
-Crawford & Company, Governance Committee Chair
-ASCO, Inc. 2004-present Governance Committee Chair

Leader Dialogue Radio Show – 1:00 pm ET
Episode Guest – David Gifford, MD, MPH
SVP Quality and Regulatory Affairs, American Health Care Association (AHCA)
- ABOUT DAVID GIFFORD
[LISTEN LIVE ON NOV 1](#)

Leader Dialogue Radio Show – 1:00 pm ET
Episode Guest – Leigh S. Hamby, MD, MHA
Chief Medical Officer, Piedmont Healthcare
- ABOUT LEIGH HAMBY
[LISTEN LIVE ON OCT 18](#)

Leader Dialogue Radio Show – 1:00 pm ET
Episode Guest – Scott McIntyre
Chief Executive Officer, Guidehouse
- ABOUT SCOTT MCINTYRE
[LISTEN LIVE ON OCT 4](#)

Leader Dialogue Radio Show – 1:00 pm ET
Episode Guest – Rulan Stacey, PhD
Managing Director, Healthcare Strategy business unit at Navigant
- ABOUT RULAN STACEY
[LISTEN TO THE PODCAST: LEVERAGING THE BALDRIGE FRAMEWORK TO TRANSFORM A HEALTHSYSTEM](#)

Leader Dialogue Radio Show – 1:00 pm ET
Episode Guest – Nik Buchanan
Venture Leader, Population Insights & Care, Phosix Therapeutics
- ABOUT NIK BUCHANAN
[LISTEN TO THE PODCAST: PERFORMANCE EXCELLENCE CHALLENGES IN HEALTHCARE](#)

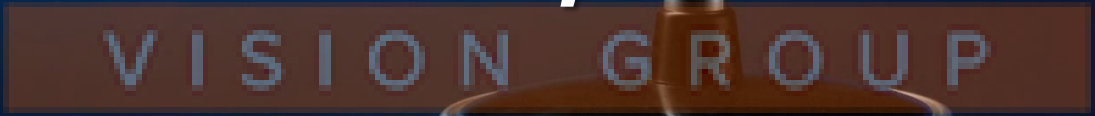
Leader Dialogue Radio Show – 1:00 pm ET
Episode Guest – Lowell C. Kvale
Co-founder and Chair, Communities of Excellence 2020
Board Member, Baldrige Foundation
- ABOUT LOWELL KVALE
[LISTEN TO THE PODCAST: THE POWER OF THE BALDRIGE FRAMEWORK](#)



Kay Kendall
CEO, BaldrigeCoach



Average Downloads
124,000



<http://businessradiox.com/our-studios/gwinnett-2/leader-dialogue/>

<https://leaderdialogue.com/why-baldrige/>

Baldrige Program Update

NIST Search NIST Q NIST MENU

BALDRIGE PERFORMANCE EXCELLENCE PROGRAM

The Baldrige Program oversees the nation's only Presidential award for performance excellence while offering a wide array of award-winning products and services, including the world-renowned Baldrige Excellence Framework. We invite you to learn about the Baldrige community dedicated to helping organizations improve.

BALDRIGE
Performance Excellence Program

- How Baldrige Works +
- Self-Assessing +
- Products & Services +
- Publications +
- Conferences +
- Award Recipients +
- Baldrige Award +

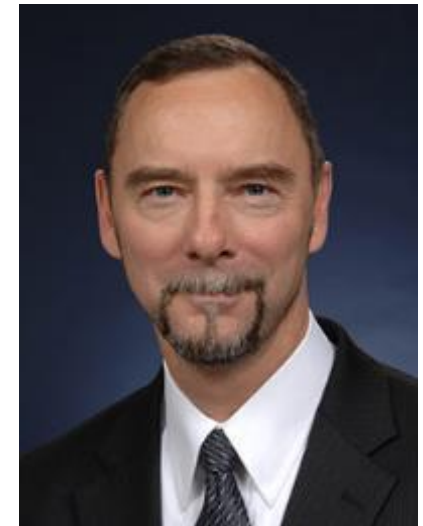
CONNECT WITH US

Learn About Self-Assessing Your Organization Today!

BALDRIGE
CYBER
Baldrige Cybersecurity Initiative

Leadership Development
Become a Baldrige Fellow

BECOME A BALDRIGE EXAMINER
Become a Baldrige Examiner



Bob Fangmeyer
Director

Baldrige Performance Excellence Program

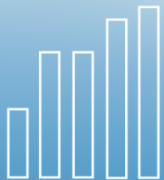
Baldrige Program Update

Strategic

- Pledge to America's Workers Presidential Award
- Award Process Redesign
- Contingency planning

Operational

- Examiner selection/notification
- Award Ceremony and Quest for Excellence conference
- Preparing for examiner training and the award process



Alliance for Performance Excellence Update

The Journey to Performance Excellence Start Here

Home About Us What We Do Members Alliance Programs Library Contact Us

Learn. Share. Grow!

Find Performance IMPROVEMENT HELP NEAR YOU



Brian Lassiter
Chair
Alliance for Performance Excellence

Reminder: Alliance is National Network of Baldrige-Based Programs

- **Mission:** “Enhancing Our Members’ Ability to Grow Baldrige-based Performance Excellence”
- **Vision:** To be the premier resource for a thriving Baldrige community
- 29 programs serving 50 states and US Territories
- Nearly 1600 annual applications received (180 full)
- Nearly 1700 examiners, 37 staff, 700 other volunteer
- Over 2,500 members, ~\$9M combined budget



Alliance for Performance Excellence

- **2020 Baldrige Fall Conference set!**
 - **October 21-22 in Milwaukee**
 - **2021 Location to be announced later this spring**
- **Continuing work on strategic Task Forces:**
 - **Guidelines for lower levels of Tiered Awards**
 - **Communities of Excellence 2026 partnership**
- **Collaborating with Baldrige Enterprise on Task Forces**

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





Baldrige – America's Best Investment

A Special Thanks to Our Donors & Sponsors!

The Baldrige Family
Midge, Molly, & Megan

