



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



"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

"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

"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





Mac Baldrige Society Institute Trustees



A Special Thanks to Our Donors & Sponsors!





Presents:

**A System for Excellence in Health Care:
*Criterion to Meet and Process to Achieve***

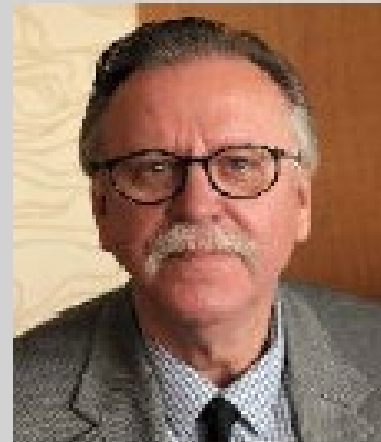
September 23, 2021

Opening Remarks/Agenda

Introduction

Al Faber, President & CEO, Baldrige Foundation

Guest Presenters



Randall Rollinson
LBL Strategies



Tamera Fields Parsons
TNCPE



Doug Maris
LBL Strategies

Questions

Moderator

**Baldrige Enterprise
Updates**

Robert Fangmeyer, Director, BPEP
Brian Lassiter, Chair, Alliance for Performance Excellence
Stephanie Norling, Executive Director, COE2026

Closing Remarks

Al Faber

A System for Excellence in Health Care: *Criterion to Meet and Process to Achieve*

September 23, 2021



Center for Excellence
in Public Leadership

THE GEORGE WASHINGTON UNIVERSITY



Who Are We and What We Do

Our Mission: We help our clients focus, make better decisions and grow by instilling the ability to think and act strategically.



WE ARE MEMBERS:

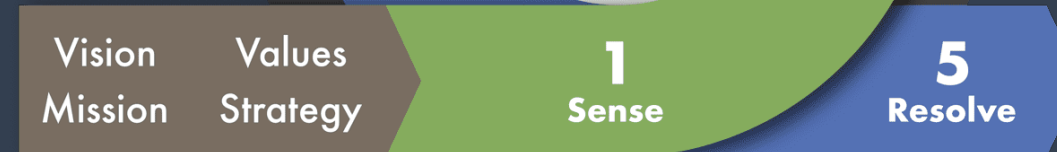
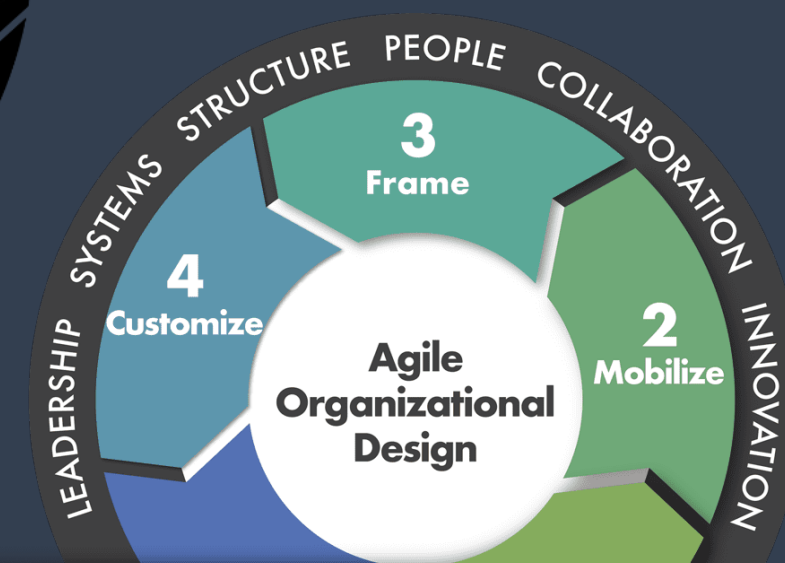
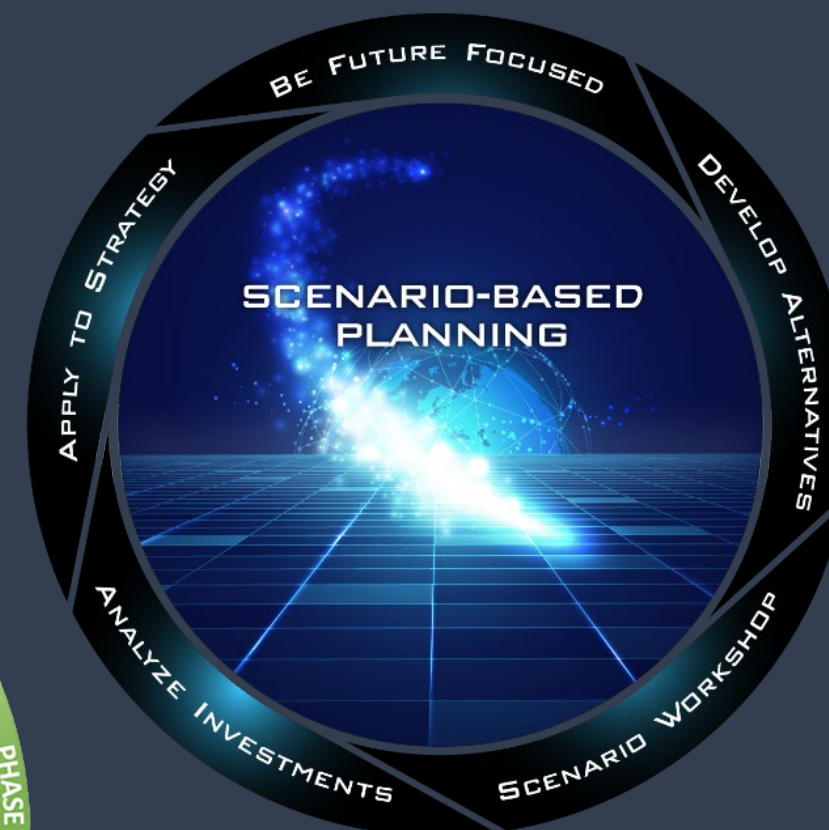


Center for Excellence
in Public Leadership

THE GEORGE WASHINGTON UNIVERSITY



Primary Offerings



Two University Certification Programs:

Center for Excellence
in Public Leadership

THE GEORGE WASHINGTON UNIVERSITY



Mastering Strategy:

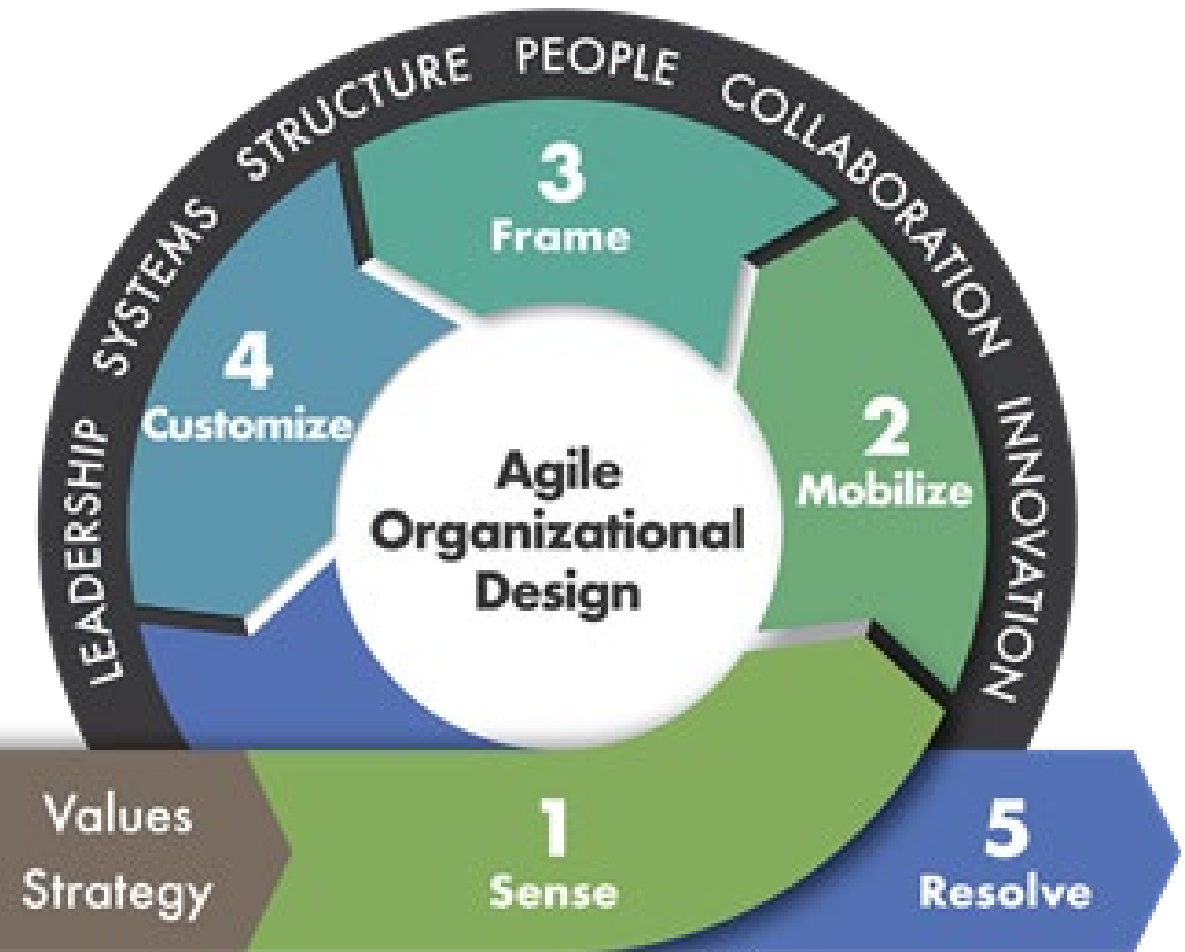
Strategic Management Performance System

In Person

Online Live

Online
Self-Paced

Hybrid



Mastering Agile Organizational Design

In Person

Online Live

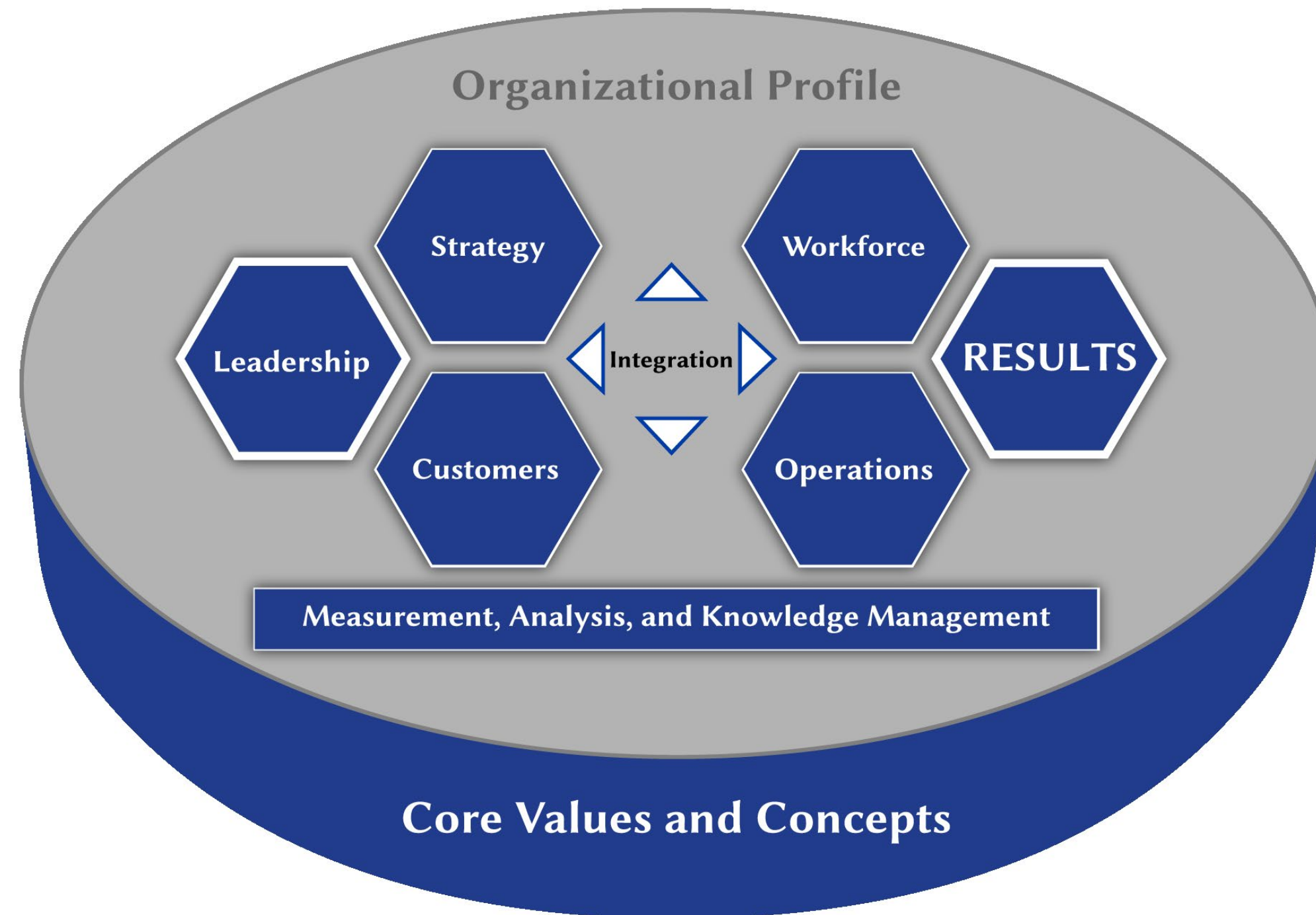
Hybrid

Webinar Content “Roots”

- Early 2020 TNCPE Conference Presentation – Five Tools
- Conversations with Tamera Fields – Similarities of frameworks – both focused on achieving tangible RESULTS
- Partnered to create a “cross walk” between the two
- Introduced to Al Faber and others in the Baldrige family by Tamera
- April 2021 TNCPE Conference Presentation – “Planning for Resilience” – Based on new Baldrige Criterion
- Partnered again to update “cross walk” based on 2021-2022 Baldrige Framework
- Worked with Al Faber to focus this webinar and our upcoming Mastering Strategy Bootcamp on Health Care

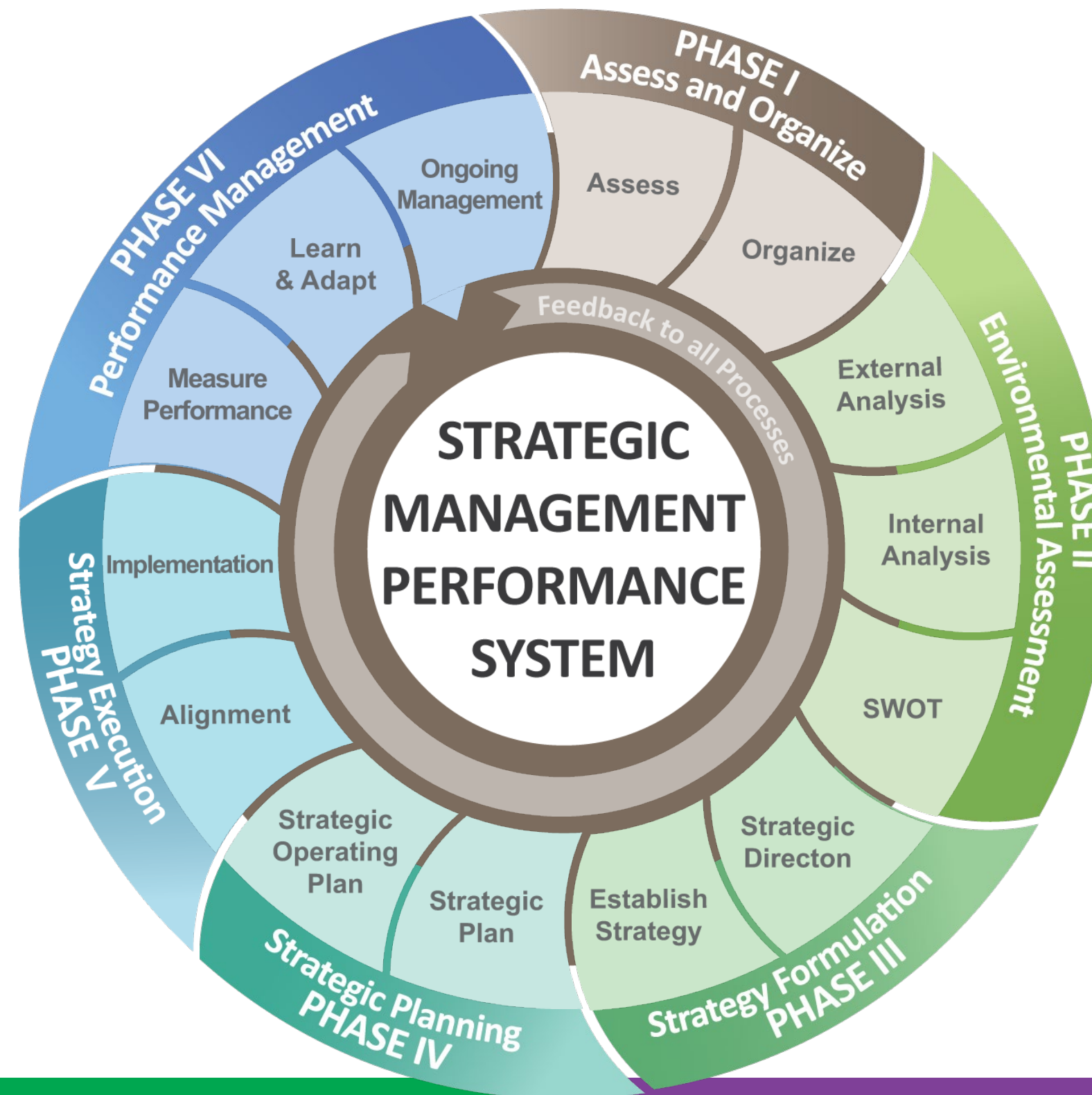
Baldrige Framework – “Criterion to Meet”

A non-prescriptive, systems perspective



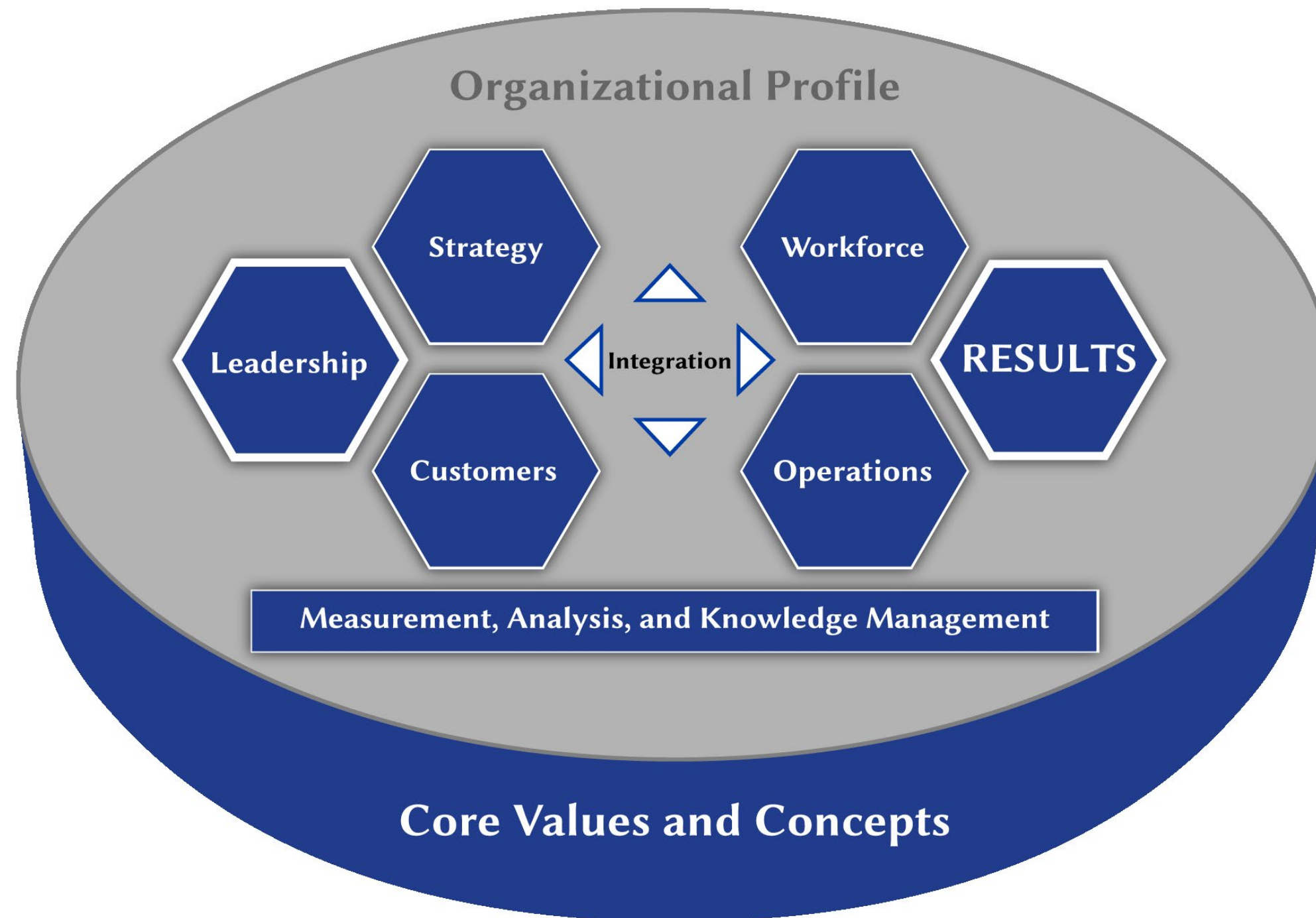
SMPS Framework – “Process to Achieve”

- A generic, prescriptive systems perspective



Baldrige Framework – “Criterion to Meet”

A non-prescriptive, systems perspective



A System for Excellence:

A Cross Walk of the Baldrige Criteria for Performance Excellence and the Strategic Management Performance System

“Whether your organization is new, is growing or has existed for many years, it faces daily and long-term challenges. It also has strengths that have served you so far. The Baldrige Excellence Framework helps you identify and leverage your strengths and prepare to face your challenges.” (page viii 2021-2022 Baldrige Excellence Framework)

Similarly, there are other synergistic disciplines and frameworks that enable organizations to prepare for and overcome challenges and take advantage of market opportunities. *Strategic Management* (SM) is one of those disciplines. Strategic Management is that set of processes and competencies required to specify an organization’s overall direction, define and track measures to guide the journey, then delineate, execute, and manage the initiatives to attain an organization’s goals and objectives. It includes those decisions and actions that determine the long-run performance of an organization. *Strategic Management Performance System* (SMPS) is a generic SM framework. The following table summarizes the points of intersection between the Baldrige Criteria and the SMPS Framework.

Learn more at www.lblstrategies.com/smps.

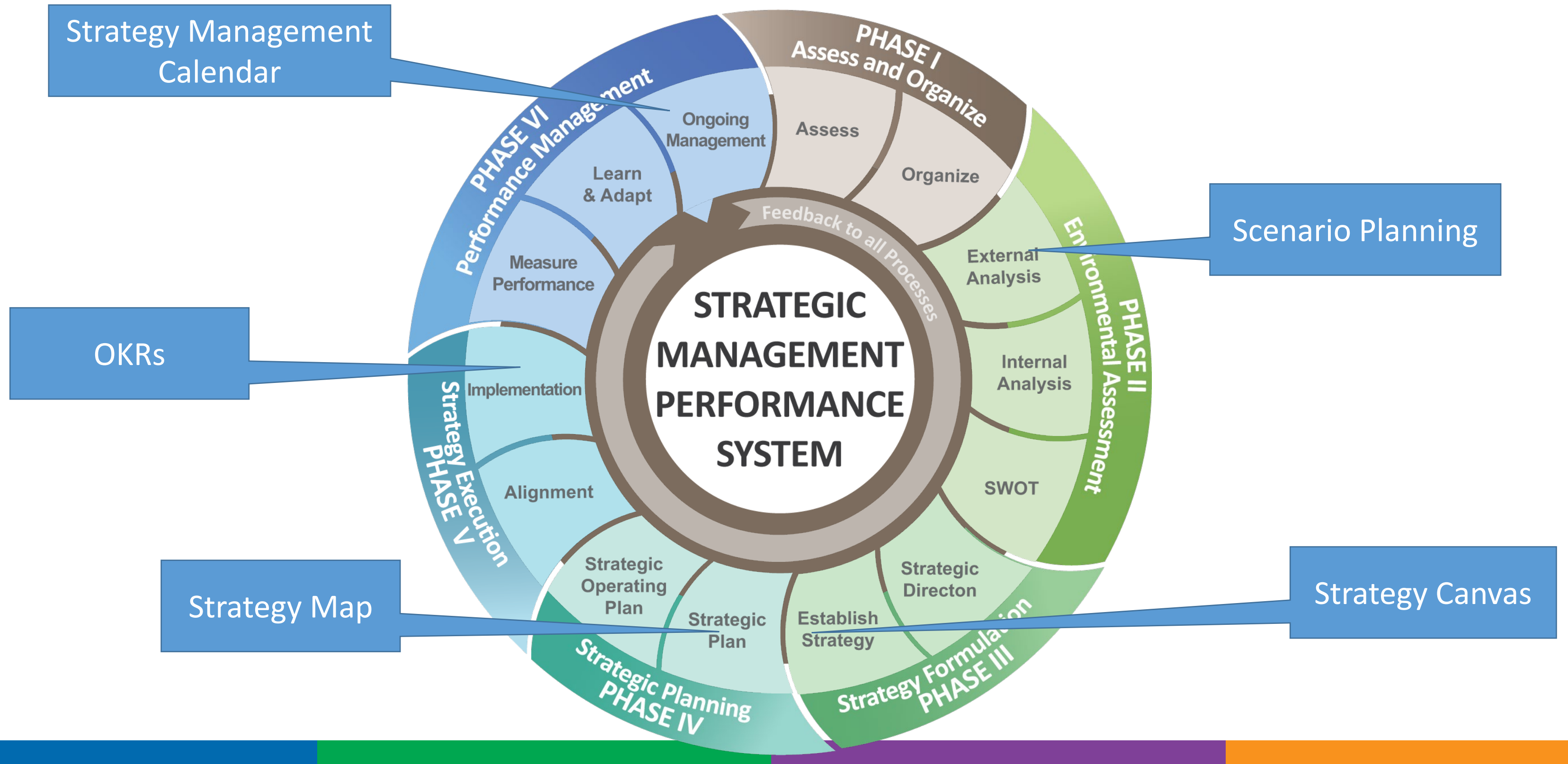


A System for Excellence:

A Cross Walk of the Baldrige Criteria for Performance Excellence and the Strategic Management Performance System

	SMPS Task	Org. Profile	Leadership	Strategy	Customers	Measurement, Analysis & KM	Workforce	Operations	Results	ADLI
PHASE I Assess & Organize	1. Assess Current Strategic Direction and Capabilities	P.1a P.1b P.2a,b	1.1a1 1.1b	2.1b2 2.2a3			5.1a1			Approach
	2. Design and Organize an Appropriate Startup Program	P.2b		2.1a1						Approach
PHASE II Environmental Assessment	3. Conduct External Strategic Analyses	P.1b2		2.1a3	3.1a1,b1 3.2c				7.1a 7.2a1,a2	Approach Deployment
	4. Conduct Internal Strategic Analysis	P.1a2,a3	1.2a2	2.1a4		4.1	5.1a3 5.2c2,c4	6.1;6.2	7.3a2	Approach Deployment
	5. Evaluate SWOT	P.2a,b		2.1a1,a2,a3 2.1b2				6.1d		Approach Deployment
PHASE III Strategy Formulation	6. Define Strategic Direction		1.1a1 1.1c1, c2 1.2c1	2.1b1			5.1a4		7.4a1	Approach
	7. Establish Strategy	P.1b2	1.1c1	2.1a2,b2 2.2b 2.2a4	3.2a4				7.2a1,a2	Approach
PHASE IV Strategic Planning	8. Develop Strategic Plan			2.1a1,a2 2.1b1,b2				6.2c2 (ICOR)	7.5b	Approach
	9. Develop Strategic Operating Plan		1.2c1	2.1a1,a2,a3 2.2a2,a5,a6	3.2b1		5.1a3,a4 5.2c5	6.1d	7.5b	Approach
PHASE V Strategy Execution	10. Align Behind the Strategy		1.1b 1.1c1,c2	2.2a3,a4,a5	3.2a4		5.1a3		7.4a1	Approach Deployment Integration
	11. Implement the Strategic Operating Plan		1.2a1,c1	2.2a2 2.2b			5.1a3	6.1d	7.4a1 7.5b	Deployment
PHASE VI Performance Management	12. Measure Performance			2.2a5	3.2	4.1a	5.2	6.1b1	7.5b 7.2	Approach Learning
	13. Learn and Adapt			2.2b		4.1a3,c1,c2	5.2c5	6.1d		Learning
	14. Manage Strategy as an Ongoing Process	P.2c				4.1a3,b,c;4.2	5.2c5	6.1b3		Approach Deployment

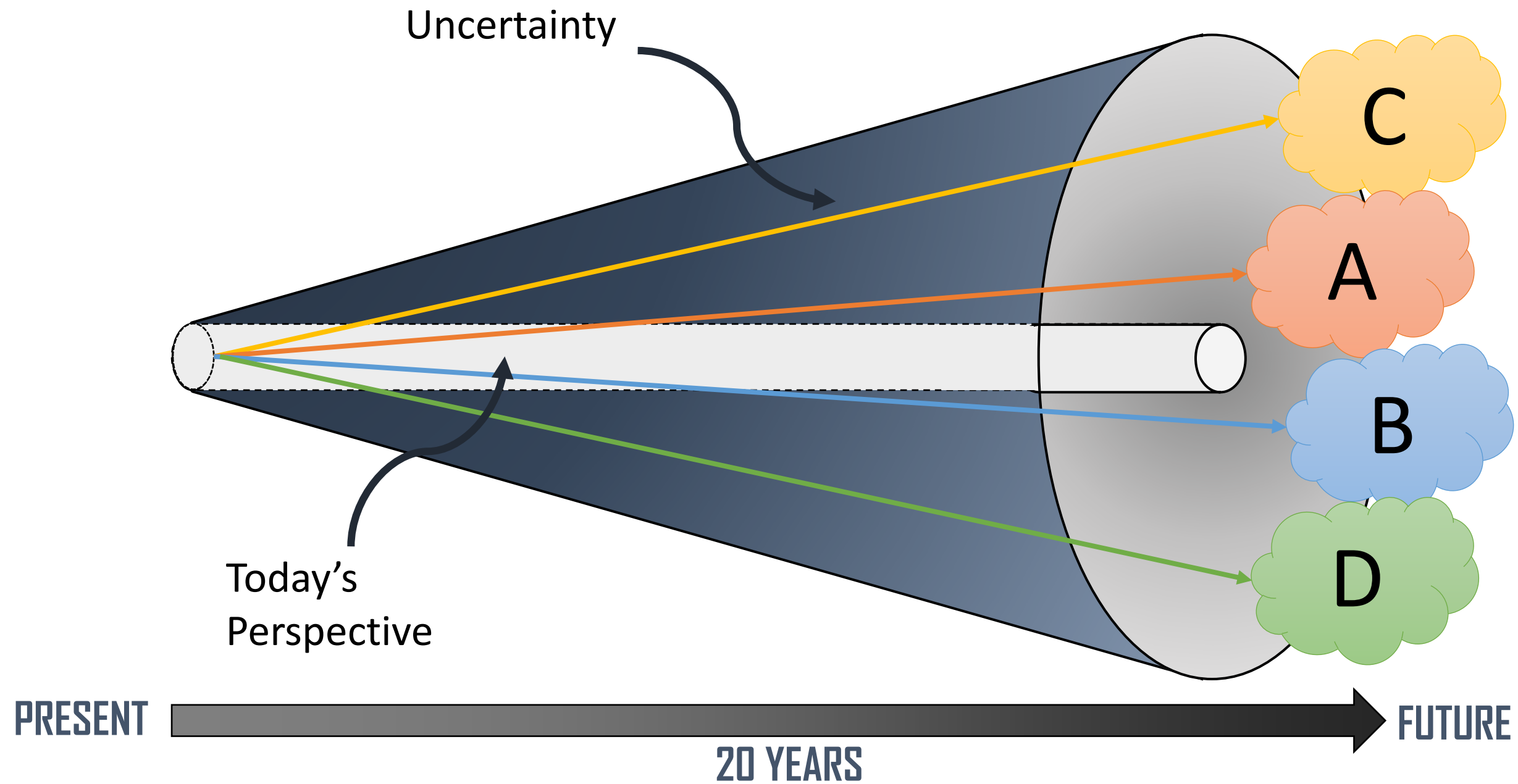
SMPS Framework – Health Care Examples



Scenario Planning

2.1a3

Unknown Future – Cone of Possibilities



Planning for Increasing Uncertainty

Scenario Planning Trend Cards

LBI STRATEGIES
look before you leap



BUSINESS MODEL REINVENTION

Healthcare executives are leading their institutions, designed for methodical and slow change, in a way that reinvents their businesses with the speed of the market. What was previously done in years must now be done in months and that which was done in months in a matter of weeks. Entire new business models in healthcare must now be launched within 12 months, and establishing the discipline and capabilities for business building is a top priority.

PESTLE: ECONOMIC



STRENGTHS

WEAKNESSES

OPPORTUNITIES

THREATS

WHY IT MATTERS

- Business model reinvention is increasingly becoming essential to deliver greater value to stakeholders in the areas of quality, affordability, access, experience, and equity.
- Driven by a combination of rapid development of technology and medical science, market demand, government policy, and financial pressures, the evolution toward new business models (for example, next-gen managed care, the simultaneous fragmentation of sites of care, integration of care around the patient, consolidation of care delivery institutions, technology-enabled healthcare services businesses) is already underway.

Sources:

<https://www.mckinsey.com/industries/healthcare-systems-and-services/our-insights/leap-to-the-future-of-healthcare-reinvent-through-business-building>

<https://www.mckinsey.com/industries/healthcare-systems-and-services/our-insights/leap-to-the-future-of-healthcare-reinvent-through-business-building>

PESTLE: ECONOMIC

AGING POPULATION

The global population aged 60 years or over numbered 962 million in 2017, more than twice as large as in 1980 when there were 382 million older persons worldwide. The number of older persons is expected to double again by 2050, when it is projected to reach nearly 2.1 billion.

PESTLE: SOCIAL

GIG ECONOMY

Gig workers are becoming increasingly common. A recent Intuit study estimates that 34 percent of the current workforce belongs to this growing pool of workers and predicts that 40 percent of American workers will be independent by 2020. From a workforce perspective, the gig economy offers flexibility and life autonomy for comparable salaries as traditional jobs. Gig economy job opportunities generally operate on short-term contracts, more commonly referred to as freelance work.

PESTLE: ECONOMIC

INCOME INEQUALITY

Income inequality is how unevenly income is distributed throughout a population. The less equal the distribution, the higher income inequality is. Income inequality is often accompanied by wealth inequality, which is the uneven distribution of wealth. Income inequality in the U.S. is the highest of all the G7 nations, according to data from the Organization for Economic Cooperation and Development.

PESTLE: ECONOMIC

Drivers and Poles

DRIVER 1: DEMOGRAPHIC SHIFTS

POLE A: MINOR

Age expectancy remains at 82; People have 2.1 children; Population reflects 2021 make-up

POLE B: MAJOR

Median age rises to 60; There is no majority race/ethnicity; Heterogeneity is the reality

DRIVER 2: ACCESS TO CARE

POLE A: INCREASED

Every individual has access to affordable and comprehensive healthcare

POLE B: DECREASED

Healthcare access is limited based on economic and/or demographic factors

DRIVER 3: TECHNOLOGY

POLE A: ENABLING

Unprecedented efficiencies and enriched daily life

POLE B: REPLACING

Robots replace humans in many areas

WORLD 3

The Ultimate Radiologist



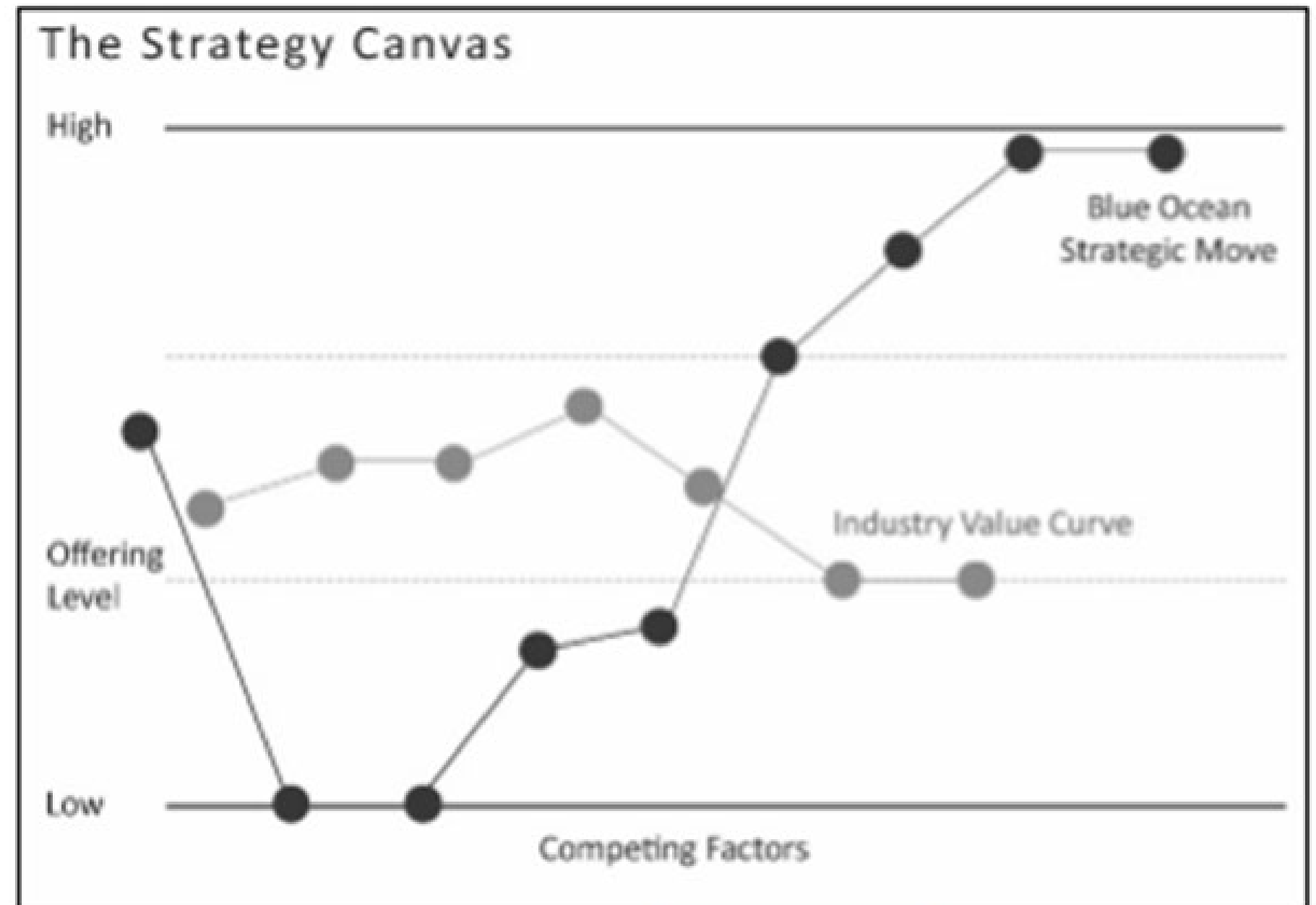
DEMOGRAPHIC SHIFTS	ACCESS TO CARE	TECHNOLOGY	US ECONOMY
<p>MINOR MAJOR</p> <ul style="list-style-type: none"> • Age expectancy remains at 82 • People have 2.1 children • Population reflects 2021 make-up 	<p>INCREASED DECREASED</p> <ul style="list-style-type: none"> • Healthcare access is limited based on economic and/or demographic factors 	<p>ENABLING REPLACING</p> <ul style="list-style-type: none"> • Robots replace humans in many areas 	<p>SOLVENT INSOLVENT</p> <ul style="list-style-type: none"> • Economic instability undermines societal morale and prosperity

- An AI matrix adopted to optimize healthcare has infiltrated all private and public sectors of the US economy
- Economy, government, and society have destabilized
- Humans are continuously tracked and evaluated for worth
- Healthcare is available to those with means or influence
- Demographic/racial/ethnic distribution of US remains consistent with 2030
- Human healthcare workers relegated to technical support
- Dark Web is leveraged by human Healthcare workers to keep direct patient care alive

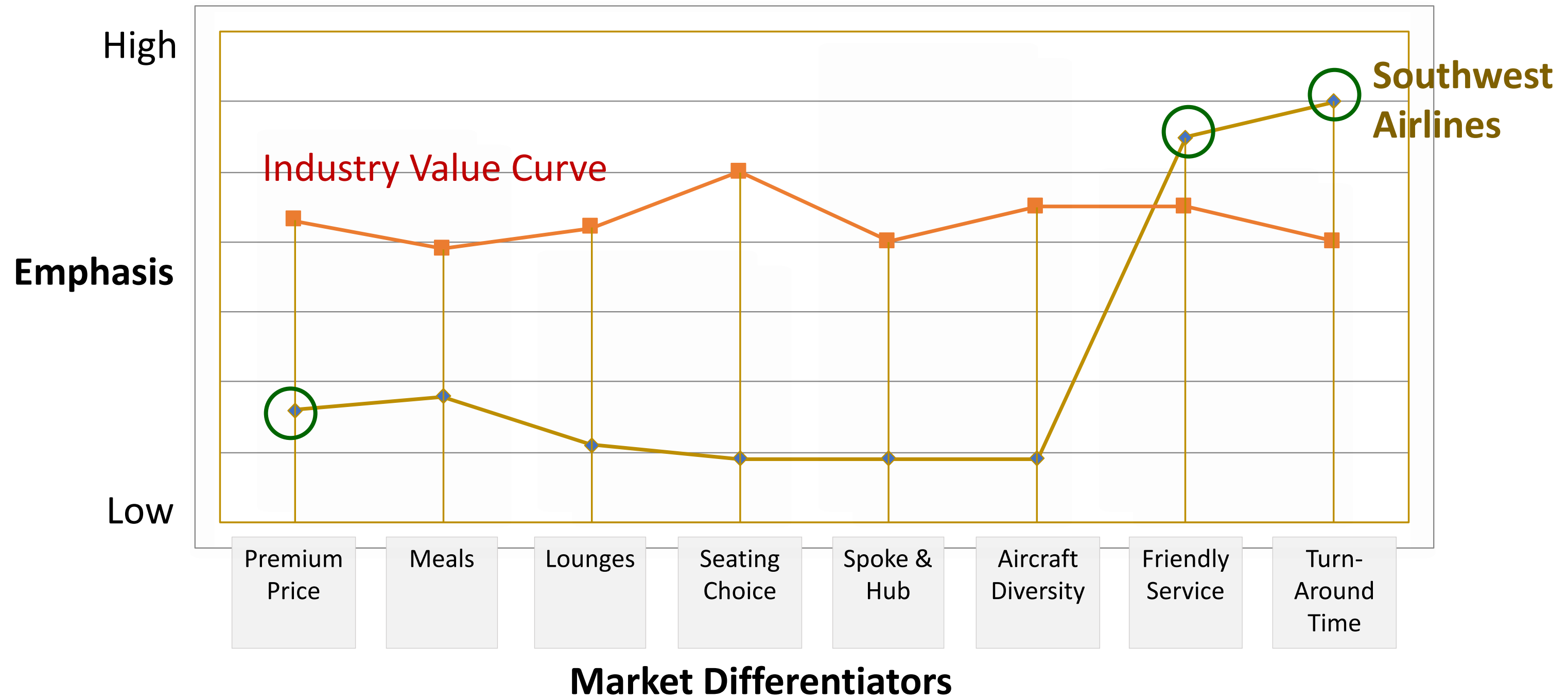
Strategy Canvas

Strategy Canvas

The **strategy canvas** is a central diagnostic tool and an action framework developed by W. Chan Kim and Renée Mauborgne for building a compelling blue ocean **strategy**. It graphically captures, in one simple picture, the current **strategic** landscape and the future prospects for a company.



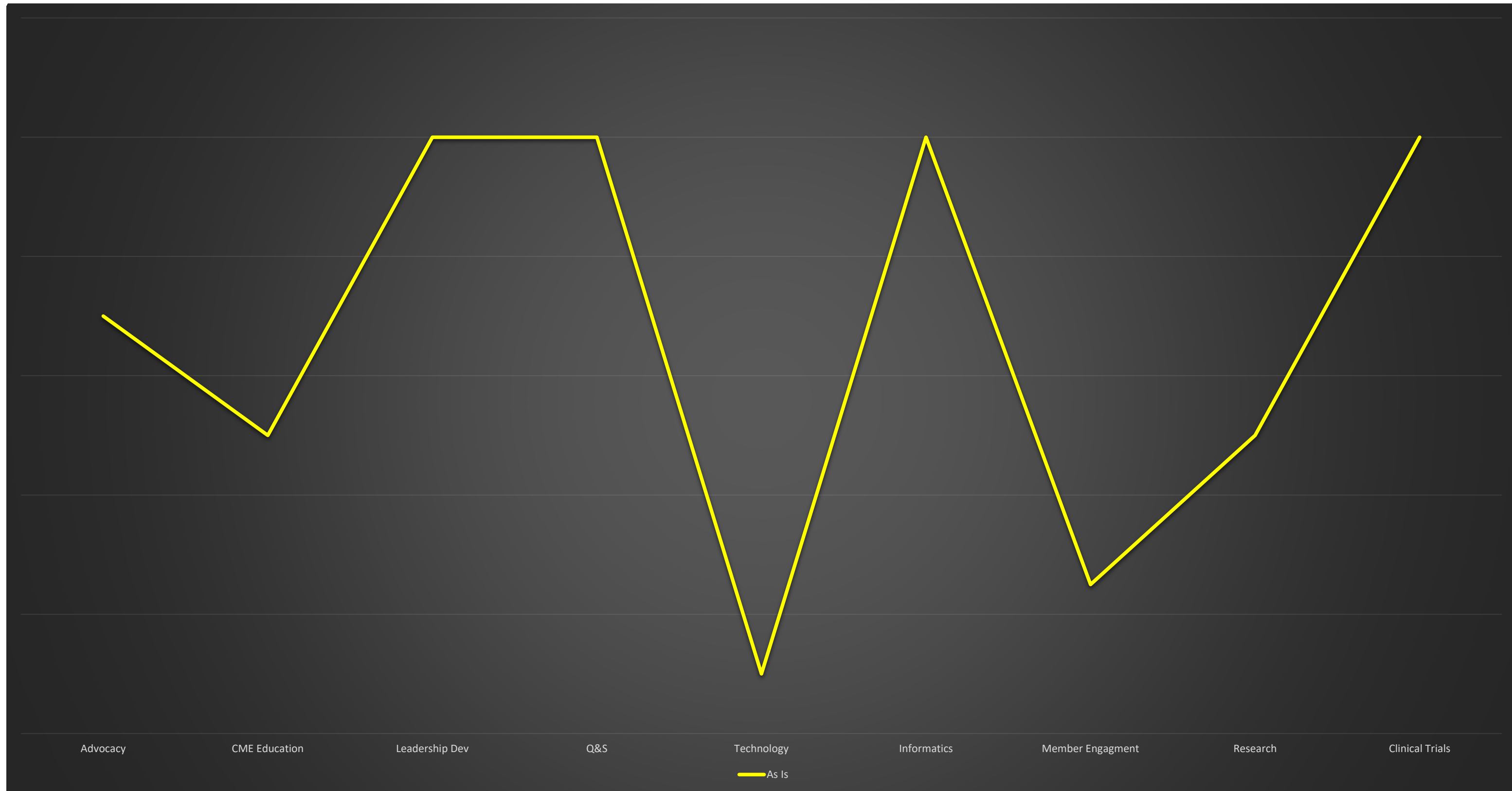
Strategy Canvas Example (Southwest Airlines)



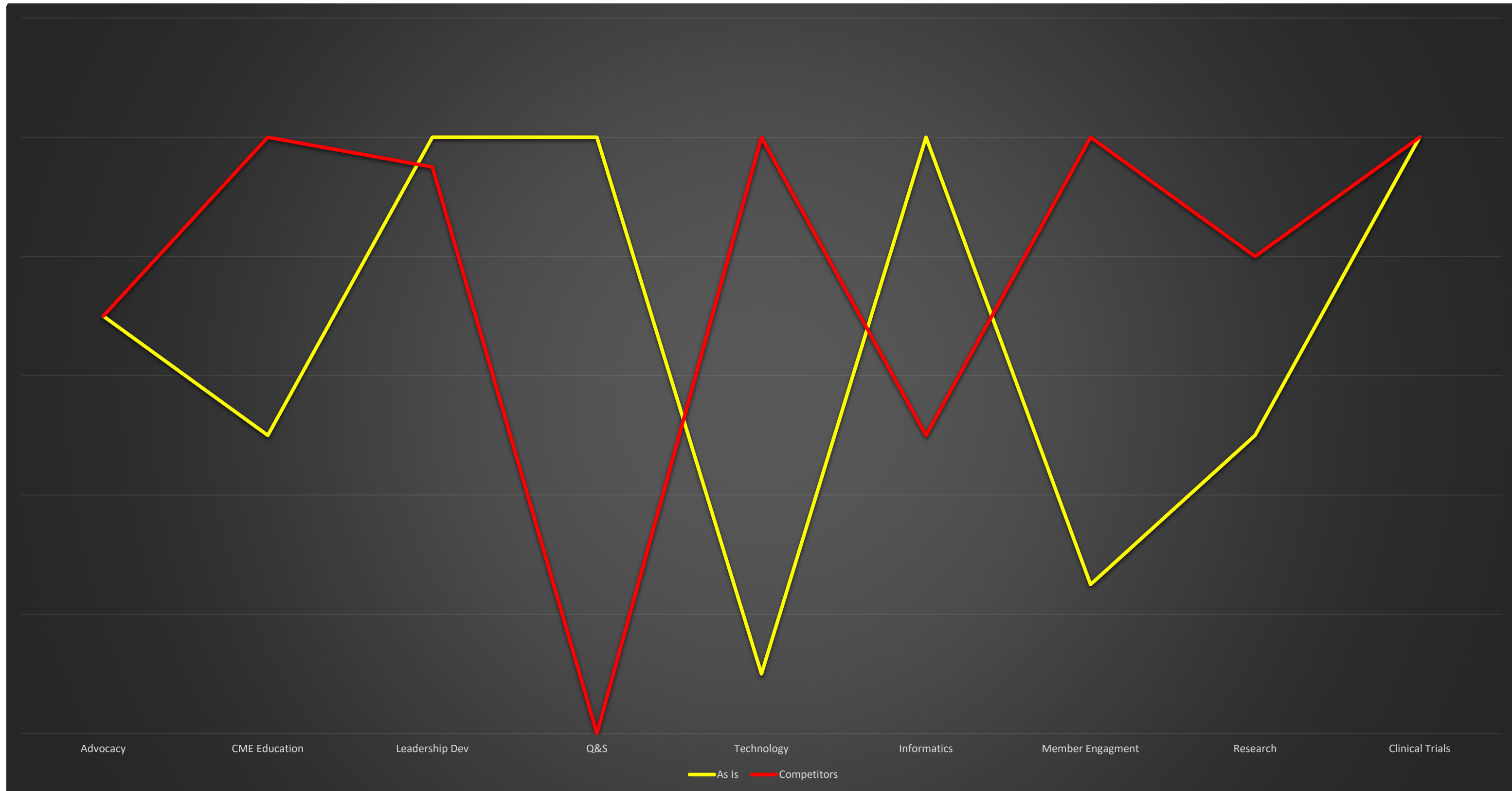
© Charting Your Company's Future, W. Chan Kim and Renée Mauborgne, HBR, Used and adapted with permission by LBL Strategies, Ltd.



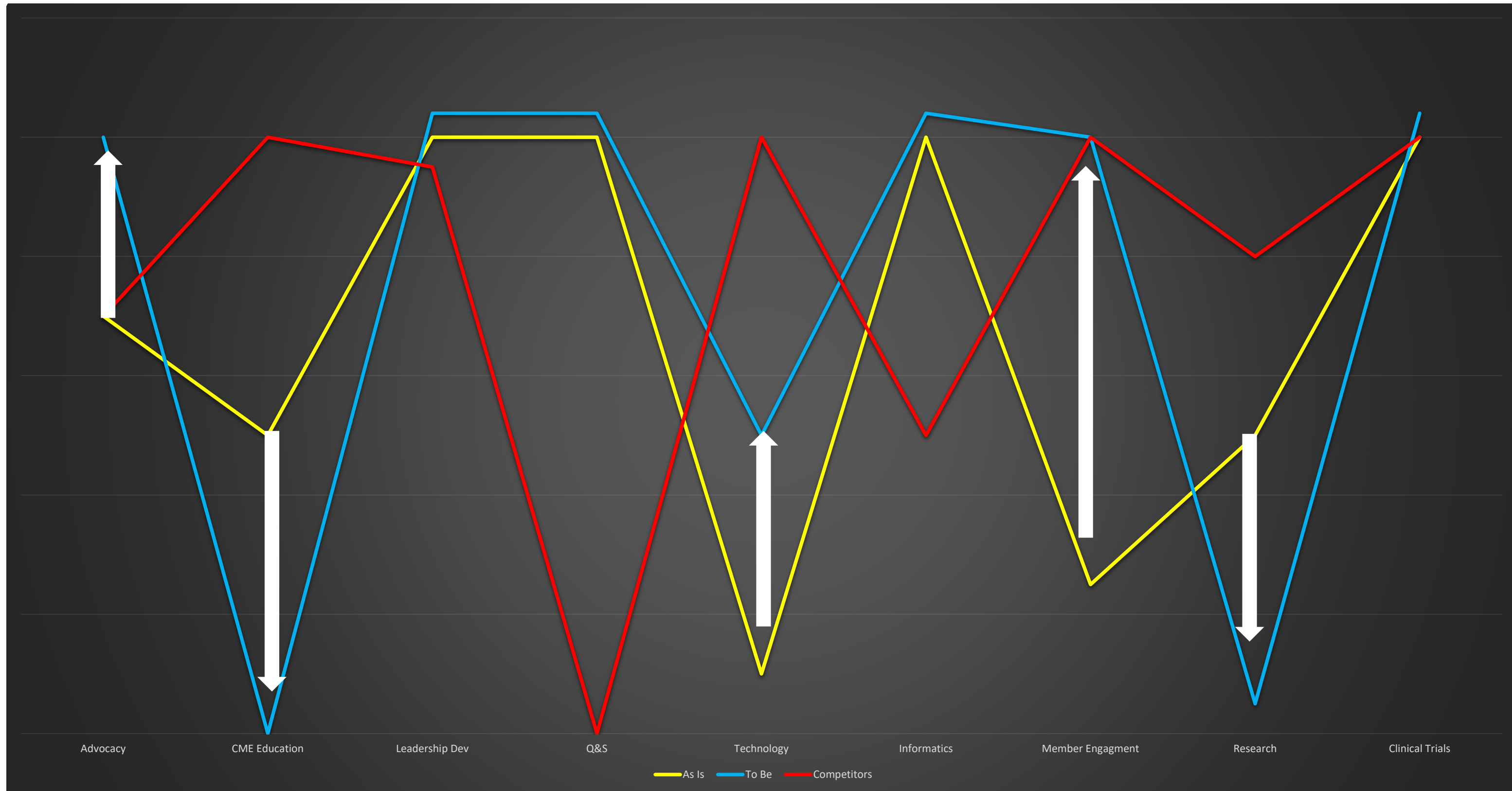
Example: Fictional Medical Specialty Association



Example: Fictional Medical Specialty Association



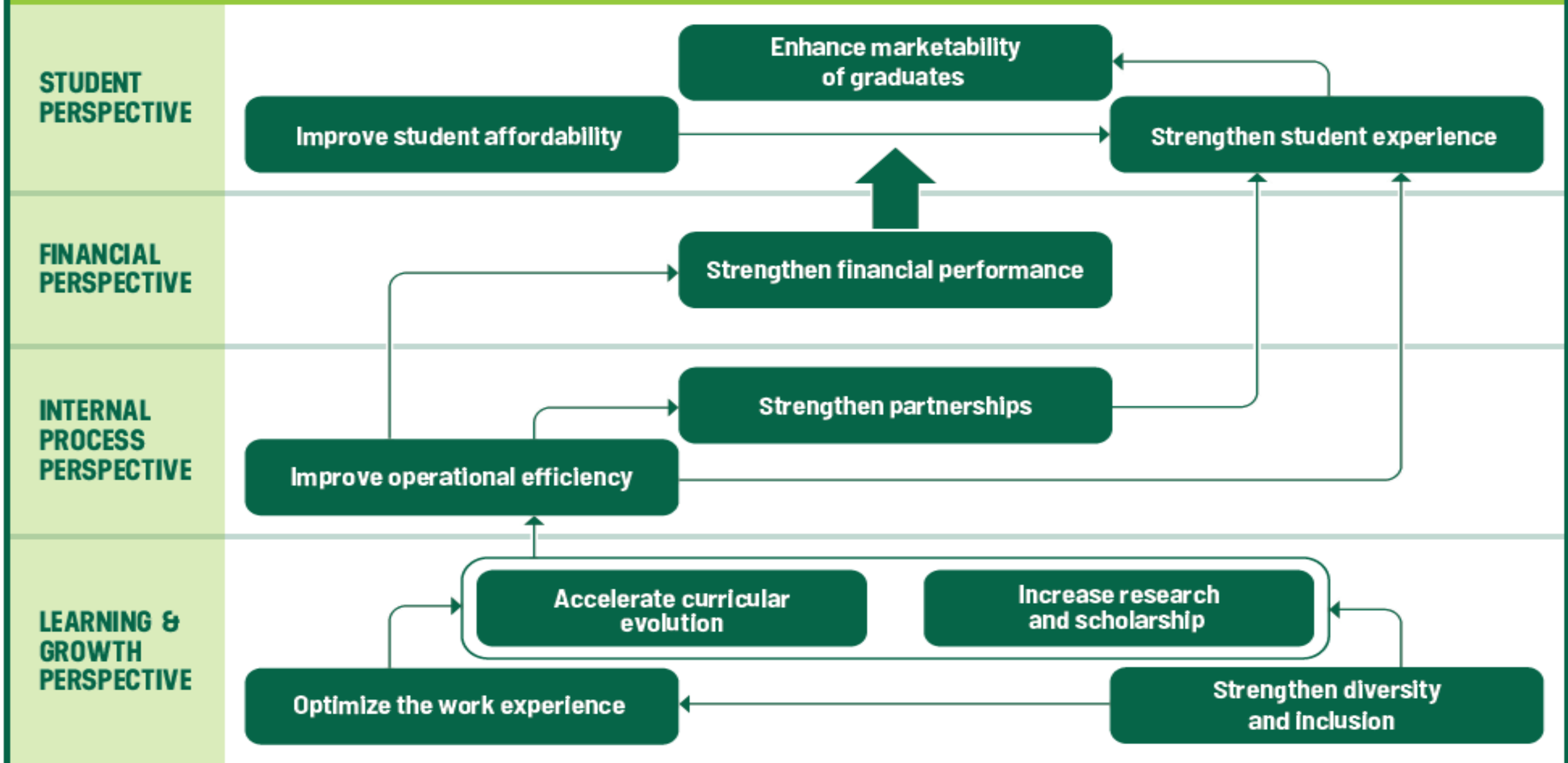
Example: Fictional Medical Specialty Association



Strategy Map

STRATEGY MAP

OVERARCHING GOAL: Increase the proportion of graduates who enter primary care practice (2021 Target: 65%, Baseline: 50%)
Increase the proportion of graduates who enter high-need specialties, particularly in regions of greatest need within Ohio and beyond.



Used by permission of Heritage College of Osteopathic Medicine

Prepared by the Heritage College Office of Communication May 2020

MISSION

Training osteopathic primary care physicians to serve Ohio. Our medical school educates physicians committed to practice in Ohio, emphasizes primary care, engages in focused research, and embraces both Appalachian and urban communities.

VISION


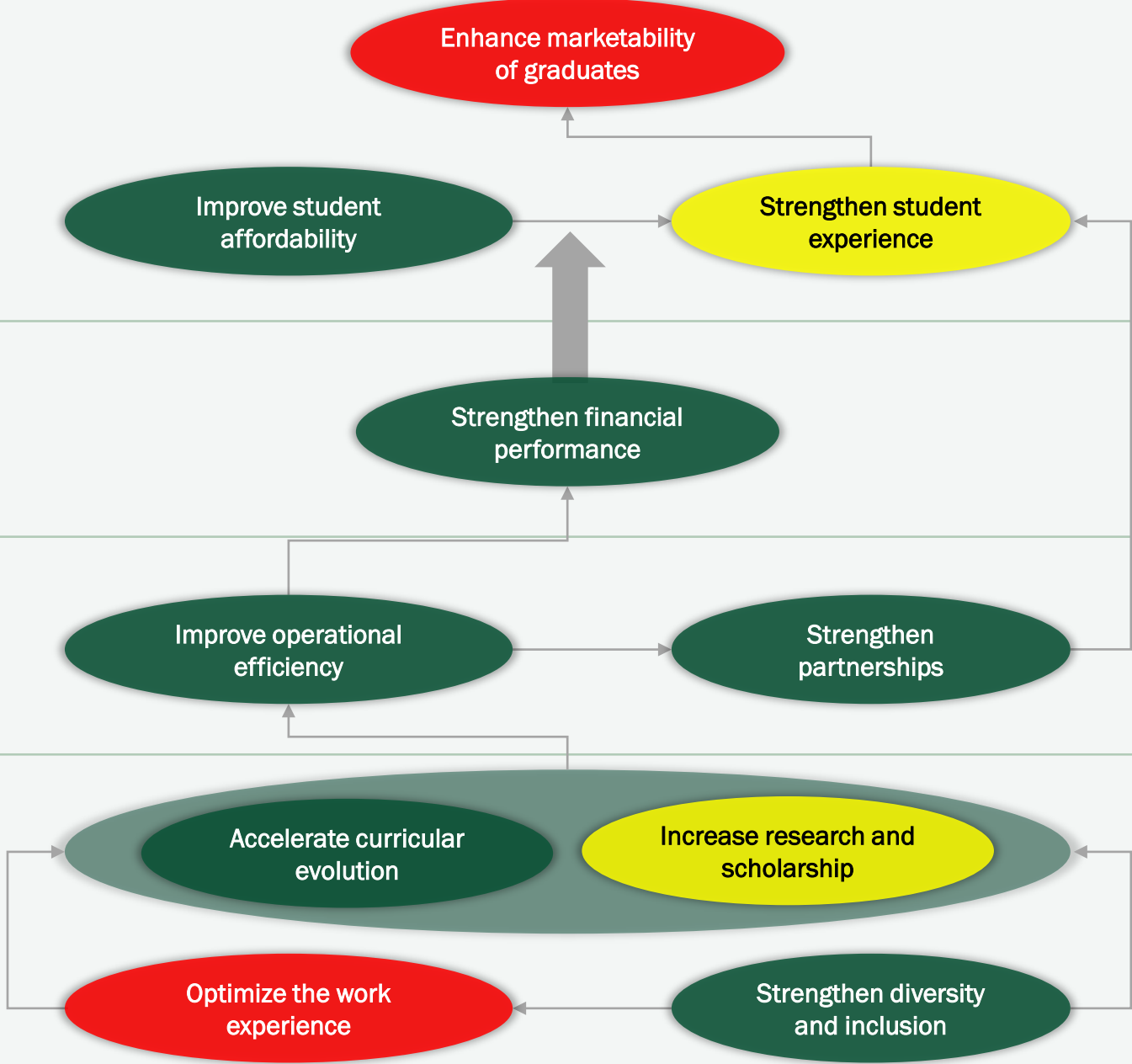

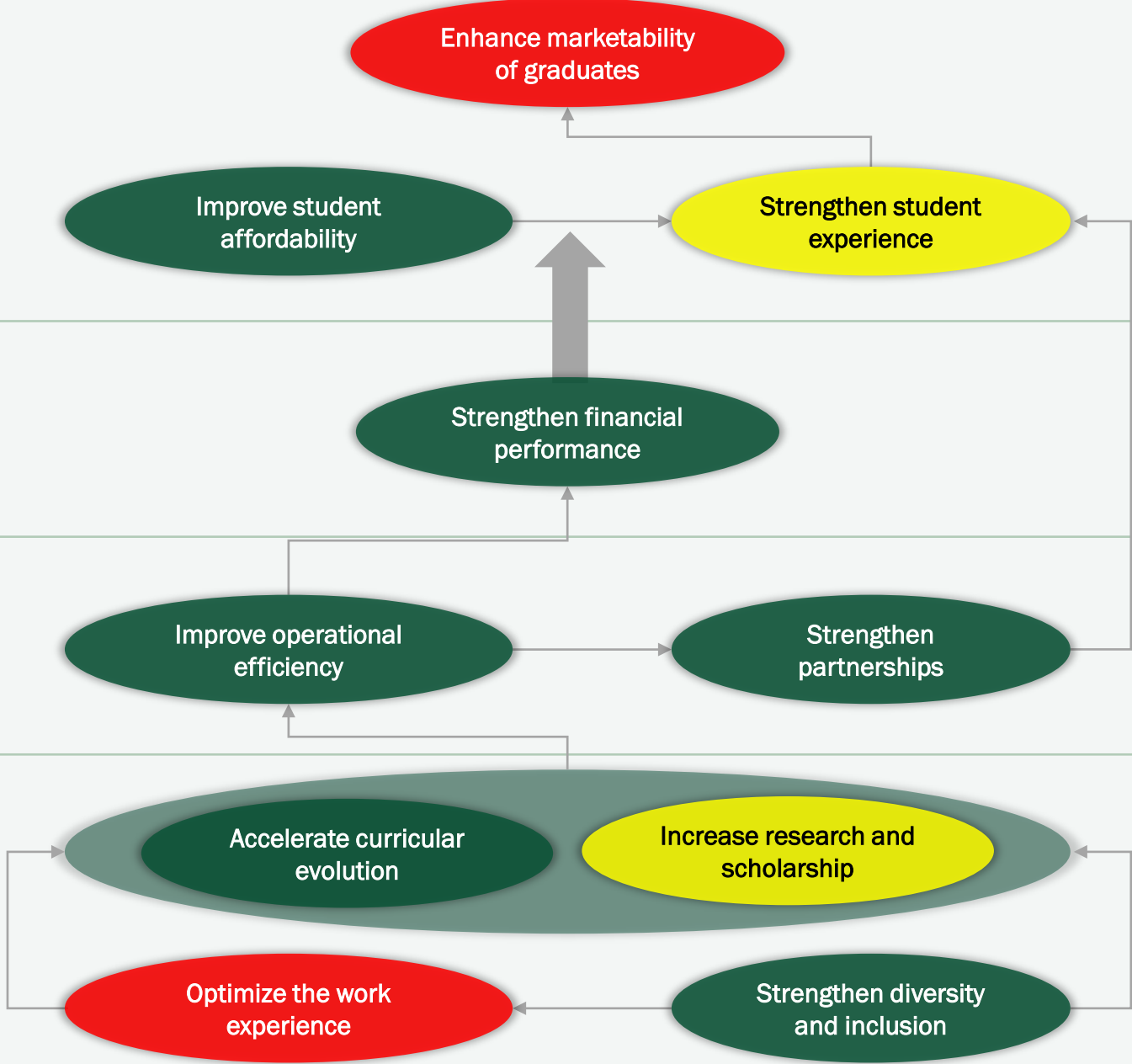

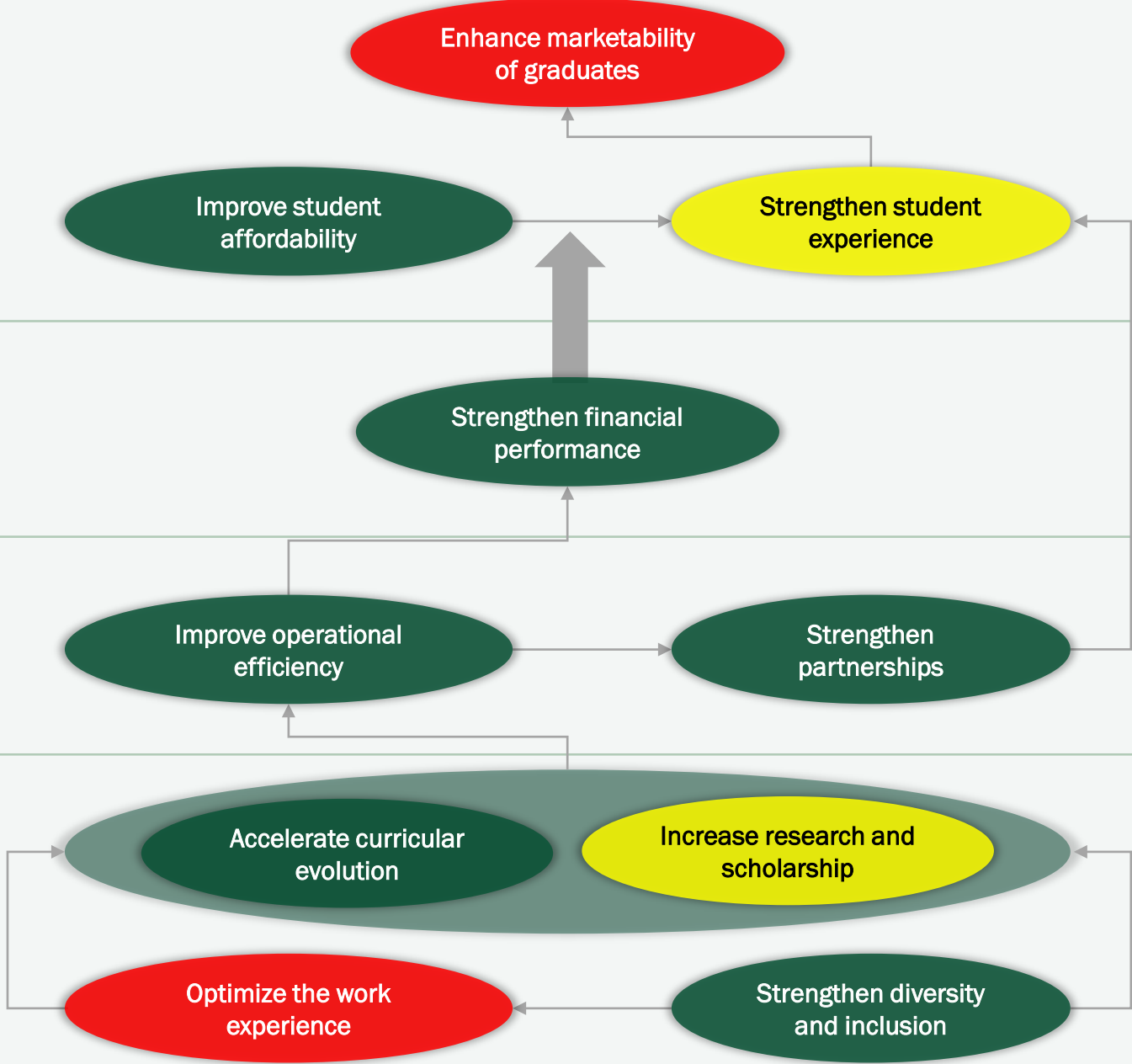

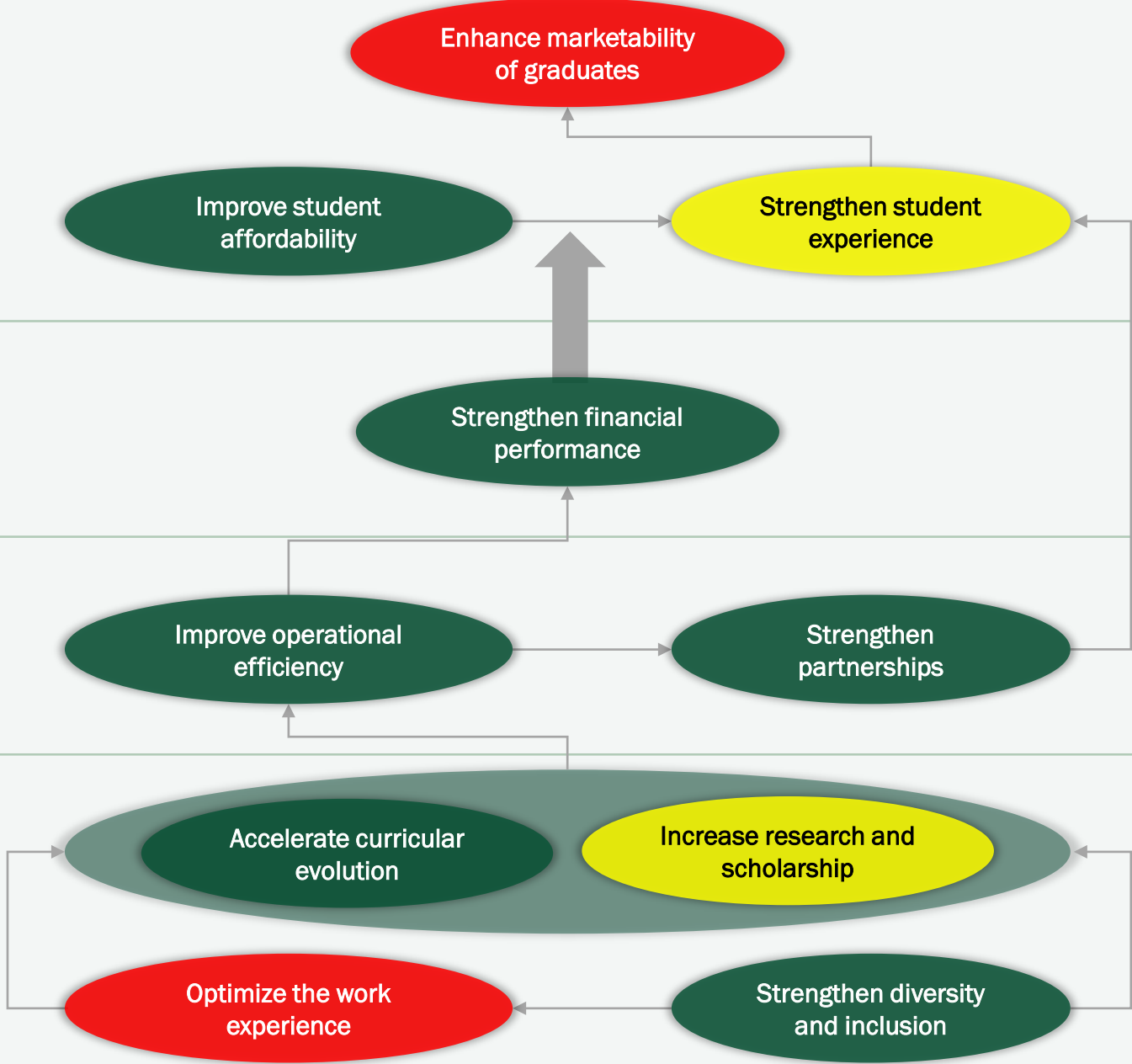
The Heritage College is recognized as the national leader in training osteopathic primary care physicians and the number one producer of primary care physicians in the country.

STRATEGIC PRIORITIES

- Optimize Student Experience
- Transformative Education
- Increase Research & Scholarship
- Community Impact
- All Campus Success

OVERARCHING GOALS

- Increase the proportion of graduates who enter primary care practice (2021 Target: 65%, Baseline: 50%)
- Increase the proportion of graduates who enter high-need specialties, particularly in regions of greatest need within Ohio and beyond.

PERSPECTIVES	STRATEGIC OBJECTIVES AND STRATEGY MAP	KEY PERFORMANCE INDICATORS	TARGETS	PERFORMANCE
 STUDENT		Match rates of HCOM graduates seeking GME	100% by FY21	96.5%
		In-state matriculation yield	75% by FY23	62.7%
		Enhanced student communication score	7+ on 10-pt Likert Scale each month	5.88
		Tuition rate	CPI or less yearly	0% increase FY22
		Scholarship distribution to high need students	25K to 100% of high need students by FY25	61.43%
 FINANCIAL		Tuition rate	CPI or less yearly	0% increase FY22
		Cost of Debt	2% reduction by FY22; 10% reduction by FY26	12.4% FY21
 INTERNAL PROCESS		Operational Efficiency: TBD	TBD (by TBD)	TBD
		Executed clinical site agreements	Increase of 3 to 4 per quarter	11
 LEARNING & GROWTH		Curricular evolution: TBD	TBD (by TBD)	TBD
		Extramural funding per research FTE	\$169,014 per research FTE by FY21 (10% increase)	\$157,844 FY21
		Peer-reviewed publications per research FTE	4.92 per research FTE by FY21 (10% increase)	5.57 FY21
		Employee engagement survey score	3.85 for each quarter of FY21	TBD
		Representation of diverse faculty	> 30% by FY22	No data reported Q3 & Q4

CORE VALUES Wholeness and balance within each person • Integrity • Community of mutual respect • Acceptance of others and embracing diversity • Pursuit of excellence • A climate of scholarship • Commitment to service • Generosity • Compassion

OKRs

Key Features of OKRs



Agile

Ambitious

Measurable

Transparent

Easily Understood

Focused Change

Engagement

All Organizational
Levels

*“Collaboration IQ” is highly valued and reinforced as the most important execution capability...
When organizations approach collaboration as a management discipline success rates rise*

OKRs

OBJECTIVES &
KEY RESULTS



Objective 1: Build a World-Class Team of Health Professionals

Key Results:

- Interview at least 20 applicants for new surgeon openings in the next 90 days
- Increase average professional development participation by 5 CEUs in Q2
- Plan 3 additional targeted training events on-site this quarter

Objective 2: Develop Strong Communication with Patients and Families

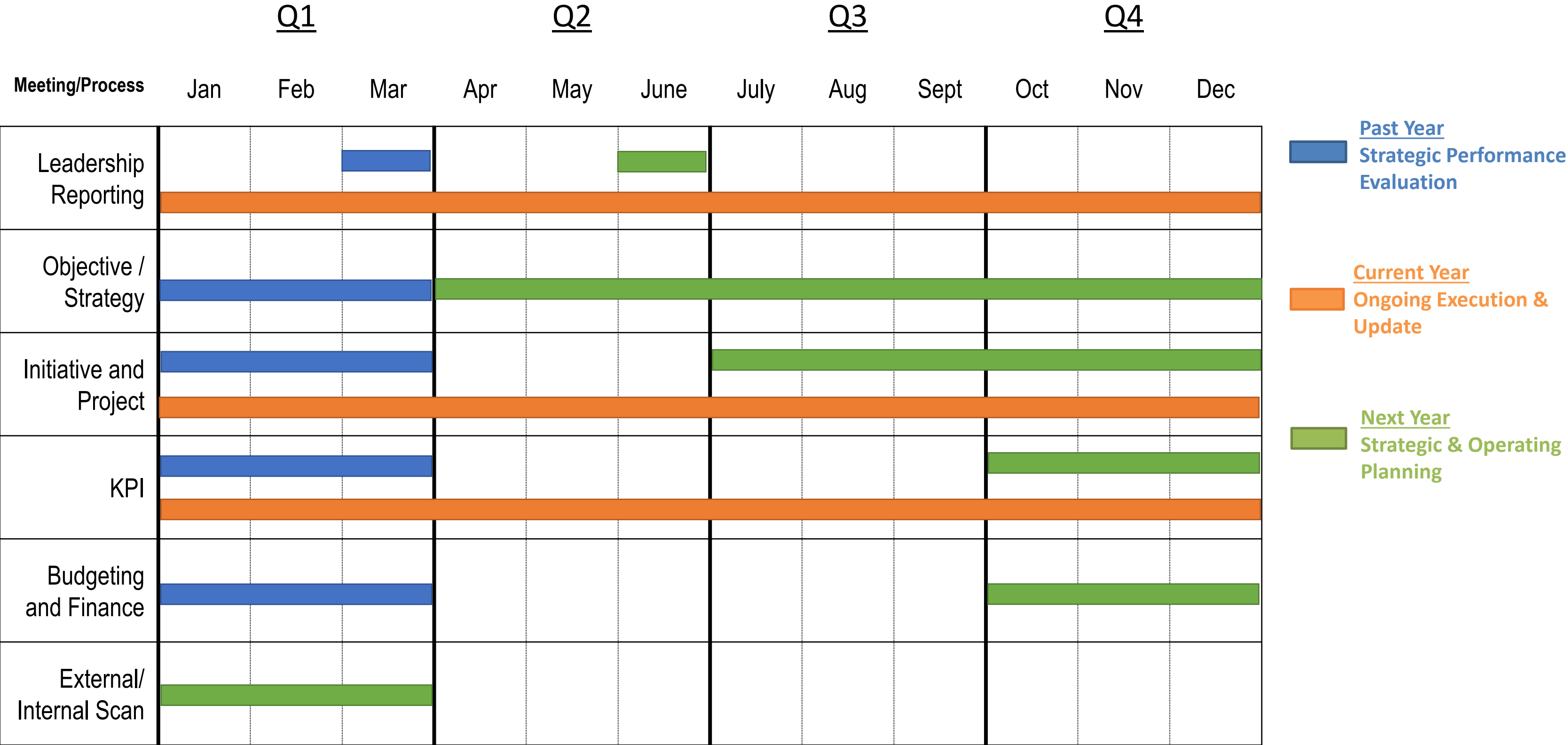
Key Results:

- Improve the ratio of patient calls with follow-up questions and concerns to 75% outgoing, 25% incoming
- Grow the customer service and/or website teams by a combined total of 4 personnel in Q1
- Allocate 50 hours in the next 90 days to reviewing, updating, and improving patient discharge bundle materials

<https://www.esmgrp.com/blog/4-objectives-and-key-results-examples-for-health-professionals>

Strategy Management Calendar

Strategy Management Calendar Example (Simplified)



Medical College - Strategy and Performance Management Calendar

Meeting/Group	Performance Management Topic:	July	August	Sept	October	November	December	January	February	March	April	May	June
Executive Committee	High-level review (quarterly) of all 10 objectives' KPI performance	Q4 Scorecard performance report			Q1 Scorecard performance report			Q2 Scorecard performance report			Q3 Scorecard performance report		
Senior Leadership Operations Team	Looking back: 1) Monthly Performance Review of Strategic Objectives (1 or 2 each month) 2) "Lower loop" discussions	Performance Review of Strategic Objective #1: 1) Enhance Marketability of Graduates	Performance Review of Strategic Objective #2: 2) Strengthen Student Experience	Performance Review of Strategic Objectives #3 & #4: 3) Improve Student Affordability 4) Strengthen Financial Performance	Performance Review of Strategic Objectives #5 & #6: 5) Strengthen Partnerships 6) Improve Operational Efficiency	Performance Review of Strategic Objectives #7/#8: 7) Accelerate Curricular Evolution 8) Increase research and scholarship	Performance Review of Strategic Objectives #9/#10: 9) Optimize the Work Experience 10) Strengthen Diversity and Inclusion	Performance Review of Strategic Objective #1: 1) Enhance Marketability of Graduates	Performance Review of Strategic Objective #2: 2) Strengthen Student Experience	Performance Review of Strategic Objectives #3 & #4: 3) Improve Student Affordability 4) Strengthen Financial Performance	Performance Review of Strategic Objectives #5 & #6: 5) Strengthen Partnerships 6) Improve Operational Efficiency	Performance Review of Strategic Objectives #7/#8: 7) Accelerate Curricular Evolution 8) Increase research and scholarship	Performance Review of Strategic Objectives #9/#10: 9) Optimize the Work Experience 10) Strengthen Diversity and Inclusion
Executive Dean's Strategy Team	Looking forward: 1) Corrective actions for under-performing objectives 2) SM as an ongoing process 3) "Upper loop" discussions		Planning Ahead: Corrective actions for under-performing objectives on Q4 Scorecard report	Planning Ahead: SMPS Phase 2 (Review and validate environmental assessment and prioritized SWOT)		Planning Ahead: Corrective actions for under-performing objectives on Q1 Scorecard report	Planning Ahead: SMPS Phase 3 (Review and validate Strategic Direction)		Planning Ahead: Corrective actions for under-performing objectives on Q2 Scorecard report	Planning Ahead: SMPS Phase 4 (Finalize next FY Strategic Operating Plan including Strategy Map, Objectives and KPIS/targets and Tier One initiatives)		Planning Ahead: Corrective actions for under-performing objectives on Q3 Scorecard report	Planning Ahead: SMPS Phase 5 (Finalize execution plan, RACIs, etc.)
Objective Champions				Prep for Q1 Scorecard report to Exec Comm			Prep for Q2 Scorecard report to Exec Comm	Finalize next FY KPIs and targets		Prep for Q3 Scorecard report to Exec Comm			Prep for Q4 Scorecard report to Exec Comm
Strategic Management Office		LAUNCH SOP	Conduct environmental assessment, surveys?, and prioritize SWOT engagement		Lead validation of strategic direction through objectives, KPIs and Strategy Map		Assist Objective Champions with next FY KPIs and target setting		Lead Tier One Initiative identification & prioritization		Assist Objective Champions, Initiative Owners, and Project Managers with execution & project planning		

Upcoming Bootcamp: Mastering Strategy in Healthcare

WHEN:

10 half-day sessions from 8:00 a.m.-12:00 p.m. CST

- Week 1: Oct. 25-29
- Week 2: Nov. 1-5

This program is sponsored by George Washington University and is recognized by the Association for Strategic Planning as an ASP exam preparation course (for both SPP & SMP).

FOR Detailed Information: https://www.lblstrategies.com/strategy-boot-camp/?blm_aid=0



Thank You!

Please do reach out to get better acquainted

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lblstrategies.com

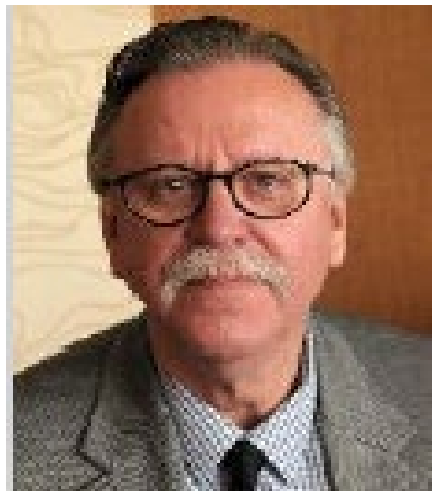
Panelist Questions and Discussion



Tamera Fields Parsons
Tennessee Center for Performance Excellence



Doug Maris
LBL Strategies



Randall Rollinson
LBL Strategies

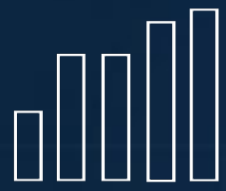


Al Faber
Moderator

Baldrige Performance Excellence Program

Robert Fangmeyer, Director BPEP





September 2021 Update



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

BPEP 2021-2025 Strategic Plan



Purpose: Improve performance and ensure long-term success of organizations and thereby enhance the competitiveness of the nation

Mission: Define, recognize, and foster organizational excellence in every sector

Strategic Objective	Initiatives	Status
Sustain the Program	<ul style="list-style-type: none"> Digital modernization Increased efficiency and effectiveness 	<ul style="list-style-type: none"> Virtual training; Virtual site visits Judge and Overseer focus group
Increase reach and impact	<ul style="list-style-type: none"> Workforce Excellence → Job Quality Advanced Manufacturing 	<ul style="list-style-type: none"> Focus group hosted by Secretary Raimondo 9/29 In process; pilots underway
Strengthen the Enterprise	<ul style="list-style-type: none"> Grow the pipeline 	<ul style="list-style-type: none"> Workforce, job quality, advanced manufacturing, NIST video, COE, budget requests

Objectives

Goals

Measures / Initiatives

1. Increase support for strategic initiatives

2. Increase fully operational programs

3. Support current program offerings

\$2M or more increase in appropriated funding

3 to 5 new hires

Favorable Examiner Application trends

Decreasing Examiner attrition rates

program offerings and operations

Complete and fully deployed #1, 2

Hybrid site visits

Presidential participation

50% increase in applications and framework distribution

Increase in communication subscriptions

communication channels

Approval and funding for new category

version of the Baldrige Framework

Implement new WF award

Mfg assessments in all

LMS

>50% top state recipients apply for Baldrige

coordination, and transparency with Baldrige Enterprise

BPEP budget additional \$4M above base for

Alliance for Performance Excellence Update

The screenshot shows the website's header with the logo on the left and the tagline "The Journey to Performance Excellence Start Here" on the right. Below the tagline is a navigation menu with links for Home, About Us, What We Do, Members, Alliance Programs, Library, and Contact Us. The main content area features a dark blue background with a map of the United States. To the left of the map, the text reads "Find Performance IMPROVEMENT HELP NEAR YOU". To the right of the map, there is a legend with colored boxes corresponding to various states.



Brian Lassiter
Chair

Alliance for Performance Excellence

Attend the Baldrige Fall Conference – Oct 22!

BOARDING PASS



PASSENGER

BALDRIGE/MAC

DATE

OCT 21-22, 2021

FLIGHT

1987

PASSENGER

BALDRIGE/MAC

DESTINATION

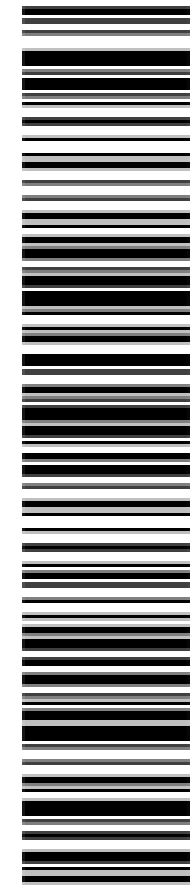
EXCELLENCE

DATE

OCTOBER 21-22

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WELCOME TO

NAVIGATING FORWARD.

DESTINATION EXCELLENCE.

2021 BALDRIGE FALL CONFERENCE

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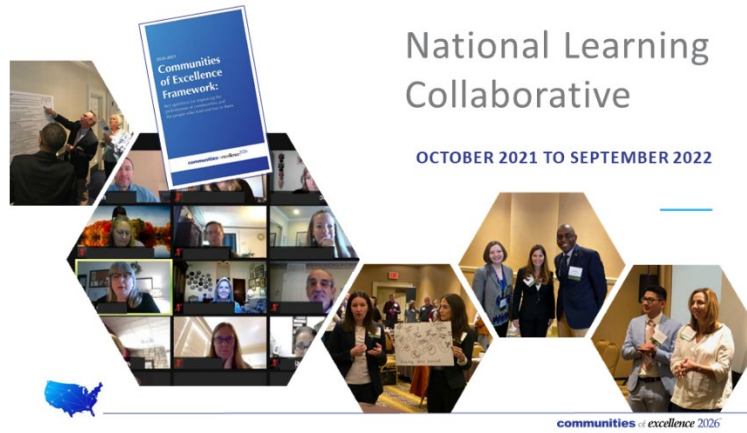


“For America to sustain its vitality and promote its prosperity during its second 250 years of existence, we must improve the performance of communities and the people who lead and live in them.”



Stephanie Norling
Executive Director
Communities of Excellence 2026

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Visit our website <https://coe2026.org/what-we-do/learning-collaborative/learning-collaborative.html> to learn more



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Assessment & Recognition

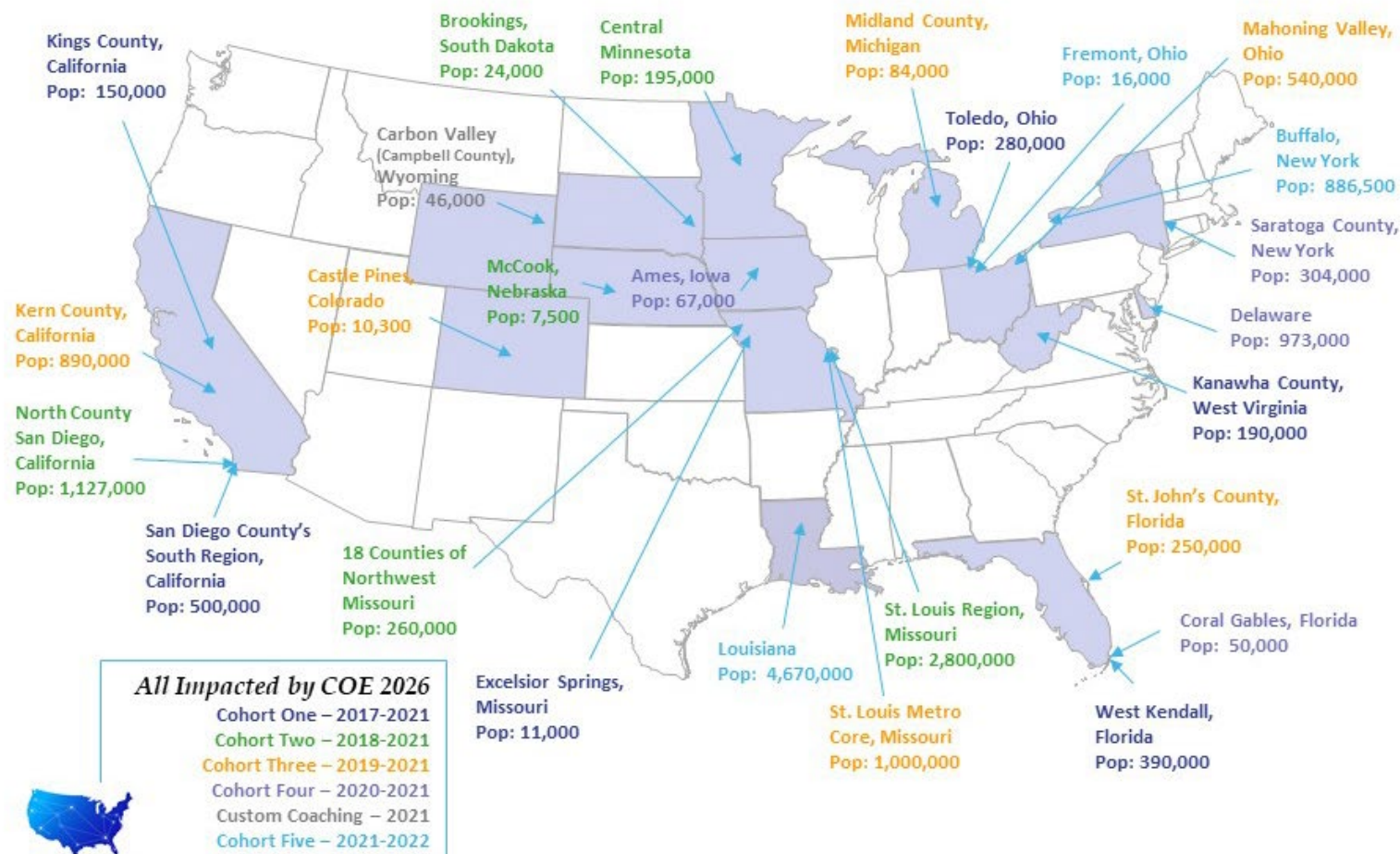


Number of Community Applications: 16

- 6 at Level 3 (top level)
- 5 at Level 2
- 5 at Level 1

Total Volunteer Examiners: 67


Feedback Reports sent to Communities on October 15th



The Communities of Excellence Framework

A BALDRIGE-ADAPTED RESOURCE FROM **communities of excellence 2026™**





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Lean Six Sigma Healthcare

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- Yellow Belt - \$99
- Green Belt - \$157

Additional Programs

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

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 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



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

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