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

"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."
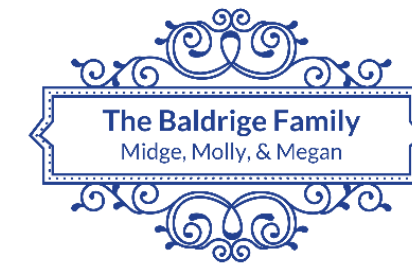
Ronald Reagan

BALDRIGE FOUNDATION
America's Best Investment

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America's Best Investment

Mac Baldrige Society
Institute Trustees

A Special Thanks to Our Donors & Sponsors!

AARP Real Possibilities

AEHIS Association for Executives in Healthcare Information Security

ALAMO COLLEGES DISTRICT

American College of Healthcare Executives *for leaders who care*

Beyond Feedback

CAMC Health System

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DALLAS COLLEGE

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Wellstar HEALTH SYSTEM

WALDEN UNIVERSITY EDUCATION FOR GOOD

The Baldrige Family Midge, Molly, & Megan

Adventist Health

Stellar SOLUTIONS 25 YEARS LEADING THE WAY

MidwayUSA

ABOUT

Opening Remarks/Agenda

Introduction   Al Faber, President & CEO, Baldrige Foundation

Guest Presenters   Angie Franks
                                            CEO, ABOUT Healthcare

                                            Ben Sawyer, MBA, PT, OCS, LBB
                                            VP Market Development, ABOUT Healthcare

Questions   Moderator

Baldrige Performance   Bob Fangmeyer, Director, Baldrige Program, NIST
Excellence Program Update

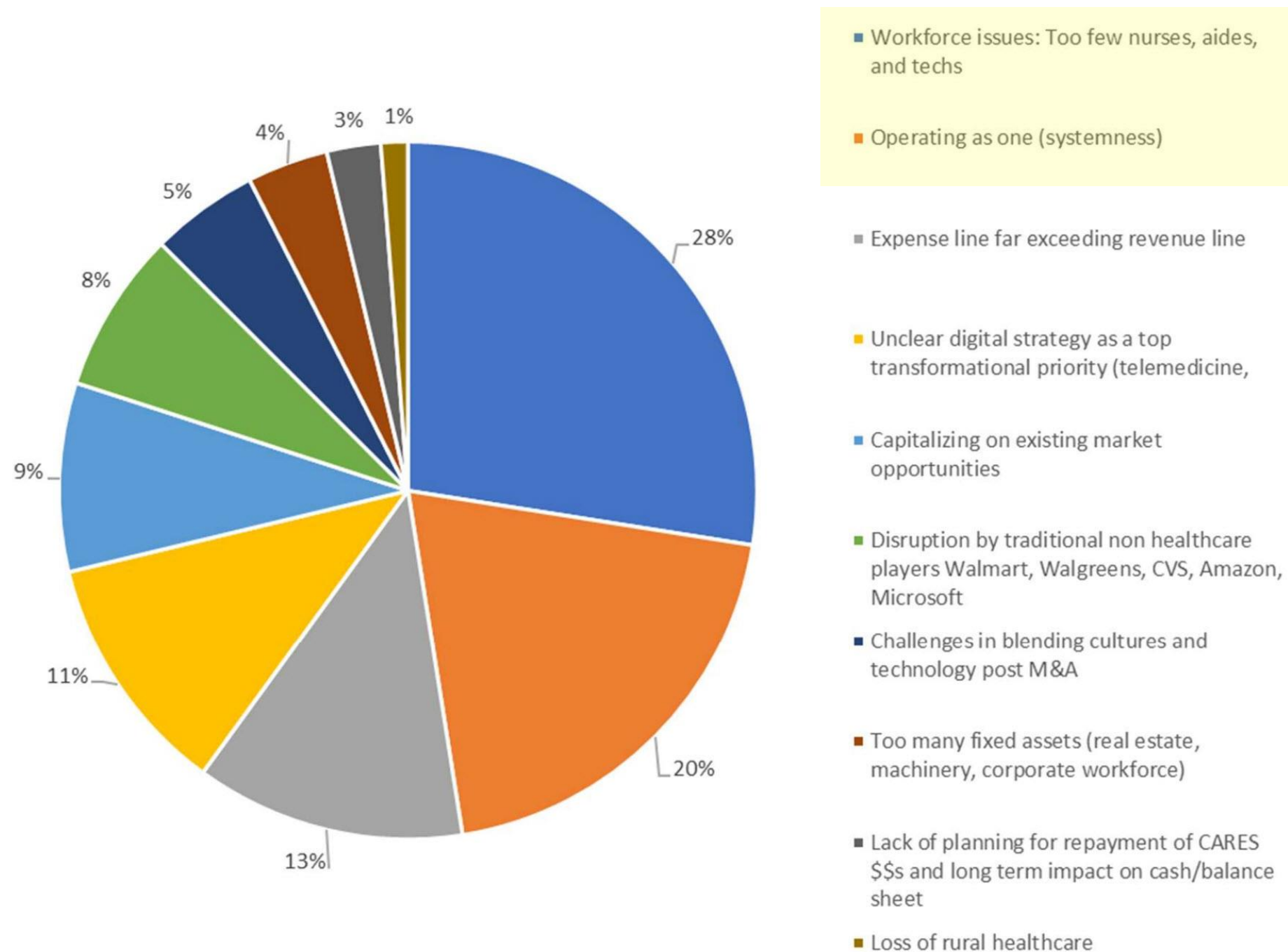Alliance for Performance   Brian Lassiter, Chair, Alliance for Performance Excellence Board of Directors
Excellence Update

Closing Remarks   Al Faber

Webinar Overview

Key Challenges

- Workforce issues: Too few nurses, aides, and techs
- Operating as one (systemness)
- Expense line far exceeding revenue line
- Unclear digital strategy as a top transformational priority (telemedicine,
- Capitalizing on existing market opportunities
- Disruption by traditional non healthcare players Walmart, Walgreens, CVS, Amazon, Microsoft
- Challenges in blending cultures and technology post M&A
- Too many fixed assets (real estate, machinery, corporate workforce)
- Lack of planning for repayment of CARES $$s and long term impact on cash/balance sheet
- Loss of rural healthcare

28% 20% 13% 11% 9% 8% 5% 4% 3% 1%

1. Hospitals and health systems have many barriers preventing them from operating as a system of care

2. The current pandemic proved to magnify organizational siloes

3. ABOUT empowers hospitals and health systems to operate as one connected network of care

4. We provide the necessary controls and insights for health systems to grow with resilience and improve patient outcomes

5. Today's discussion leans into these topics, unpacking:

   A. **Why** this is important?

   B. **How** does the process work?

   C. **What** results can be expected?

Why is This Important?

Staffing is in flux. People are stressed by poor operational systems and processes.

How Does the Process Work?

Confronts the Disconnects (OFI's)

1 **Inefficient Transfers:** *Results in Patient Leakage*
Manual processes and fragmented reporting

2 **Highly variable discharge planning:** *Adds Excess Days*
Reliance on staff for EDD & patient disposition information
perpetuates patient care progression delays

3 **Tedious to manage and resolve barriers:** *Stresses Workforce*
Too many open orders to track, need to text/call to prioritize

4 **Post-acute (PAC) access and transport impediments**
Chaos at end of acute stay: *Overloads care team & resources*

Stresses Staff & Compromises Results

Presents Optimal Flow Considerations

Invest in deploying a seamless access and orchestration hub
Integrated functions such as on-call provider coordination and CAD

Initiate discharge planning upon admission
Use EDD & disposition intelligence to drive MDR planning and action

Prioritize barriers and orchestrate effort w/ ancillaries to resolve
Explore ai and ml opportunities to identify rate-limiting steps, and
prompt best next steps

Ensure PAC provider options are clear and available to schedule early
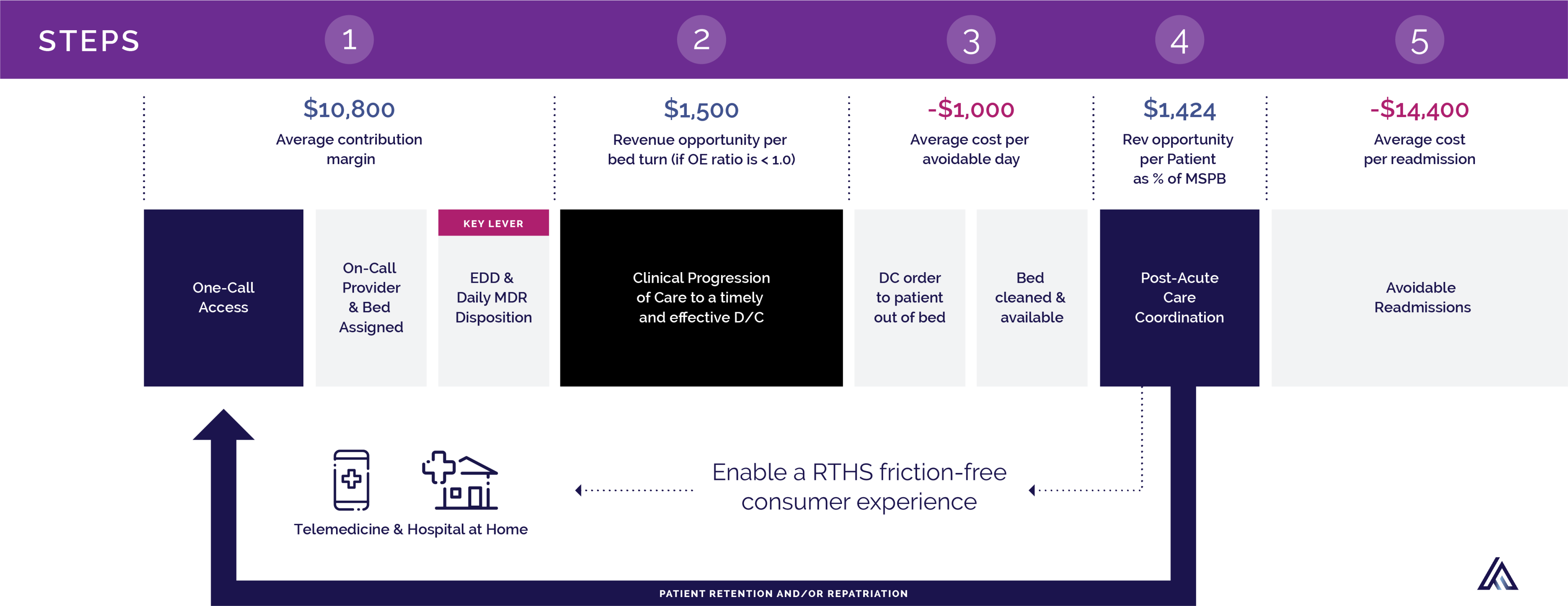Find effective tools to manage PAC reservations and transport

Decompresses Staff & Drives Sustainable Results

The Real-Time Health System: Augments the electronic medical record (EMR) with composable solutions to effectively address performance gaps and maximize measureable results

What Results Can Be Expected?
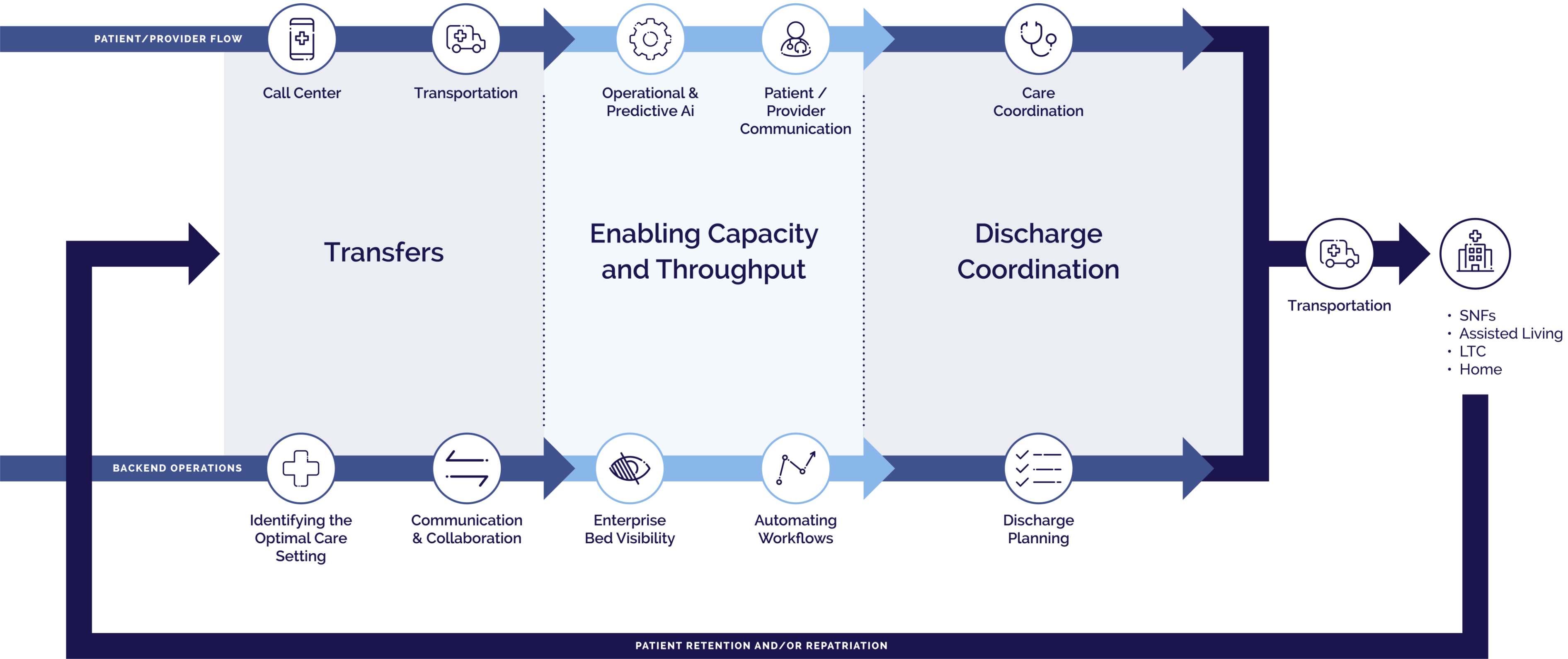## Mapped to 5 Common Health System ROI Priorities

GOAL: Enable health systems to leverage a real-time health system (RTHS) platform to achieve a friction-free experience for patients and providers.
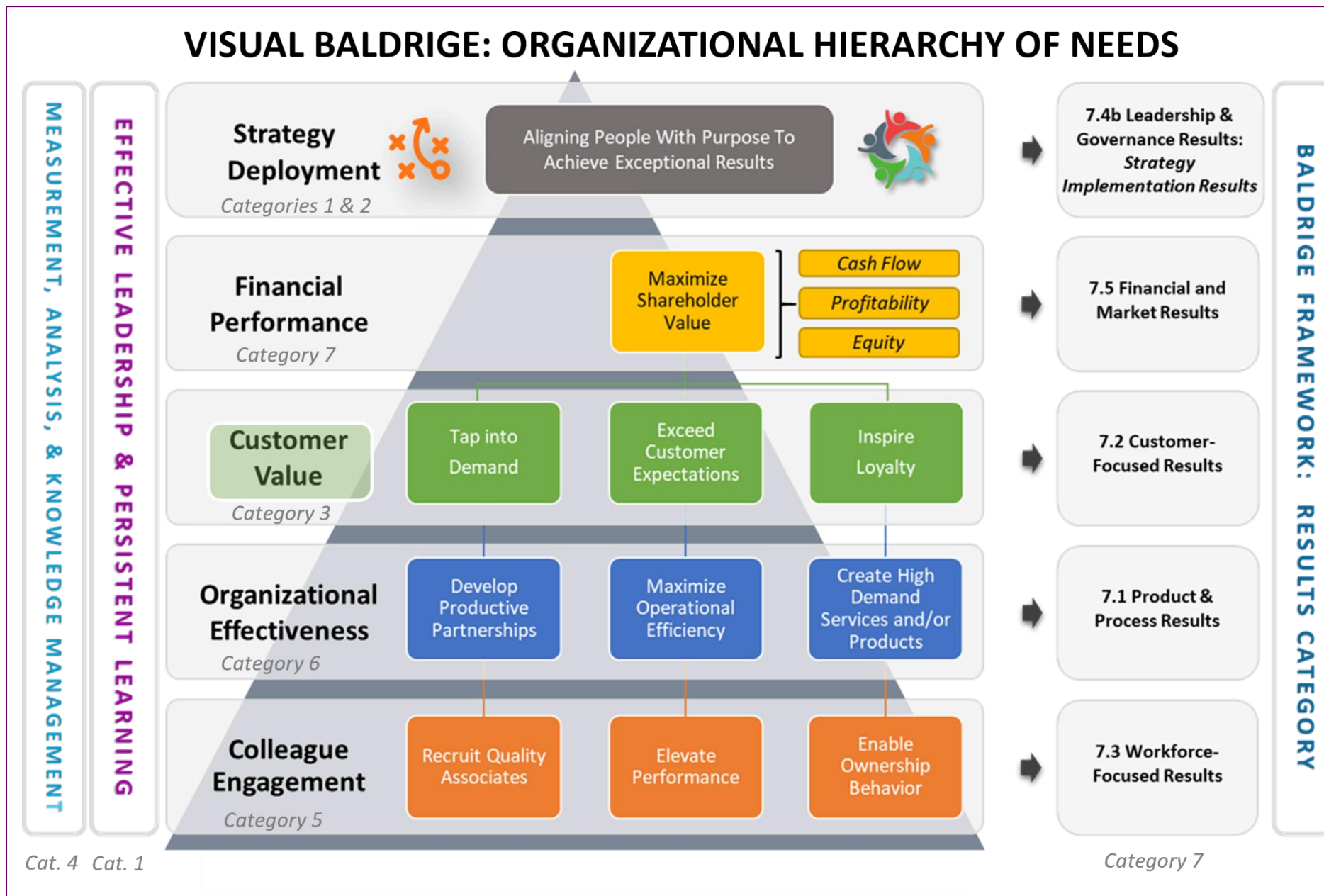
STEPS	1			2	3		4	5
	$10,800 Average contribution margin			**$1,500** Revenue opportunity per bed turn (if OE ratio is < 1.0)	**-$1,000** Average cost per avoidable day		**$1,424** Rev opportunity per Patient as % of MSPB	**-$14,400** Average cost per readmission
	One-Call Access	On-Call Provider & Bed Assigned	**KEY LEVER** EDD & Daily MDR Disposition	Clinical Progression of Care to a timely and effective D/C	DC order to patient out of bed	Bed cleaned & available	Post-Acute Care Coordination	Avoidable Readmissions

Telemedicine & Hospital at Home

Enable a RTHS friction-free consumer experience

PATIENT RETENTION AND/OR REPATRIATION

Integrated System of Care

Access & Orchestration across the Care Continuum

PATIENT/PROVIDER FLOW

Call Center

Transportation

Operational & Predictive Ai

Patient / Provider Communication

Care Coordination

Transfers

- SNFs

Enabling Capacity and Throughput

Discharge Coordination

Transportation

- SNFs
- Assisted Living
- LTC
- Home

BACKEND OPERATIONS

Identifying the Optimal Care Setting

Communication & Collaboration

Enterprise Bed Visibility

Automating Workflows

Discharge Planning

PATIENT RETENTION AND/OR REPATRIATION

Nexus with the Organizational Hierarchy of Needs

VISUAL BALDRIGE: ORGANIZATIONAL HIERARCHY OF NEEDS

Potential to impact all categories and help drive results

1. **Leadership**: Providing a compelling shared vision, and encouraging persistent learning;

2. **Strategy**: Preparing for the future, including the goals, objectives, and key initiatives to align people with purpose to achieve exceptional results;

3. **Customers**: Listening to, satisfying, and engaging patients and other consumers in accommodating changing demands;

4. **Measurement, Analysis, and Knowledge Management (MAKM)**: Determining how to secure and use reliable data and information to make effective organizational decisions;

5. **Workforce**: Engaging all members of the workforce, to ensure roles and responsibilities are clear and that they are empowered and supported in the discharge of their duties to the benefit of the patient, consumer, and organization:

6. **Operations**: Designing, managing, improving, and innovating healthcare services and work processes to improve operational effectiveness to deliver value to patients, other customers, and to achieve ongoing organizational success.

ABOUT

Real-Time Health System Performance

Access & Orchestration

When every second matters, intelligent access and orchestration across networks of care help you save lives — and grow your health system — now and into the future.

Orchestration

Every patient journey is different. But they all have something in common: a human being who needs to be connected to the right care in the right place — without delay.

Navigation

Patients' needs and facility capacity can change in an instant. That's why our solutions are designed to work for you in real-time across your health system.

Elevation

Make your health system the first choice for both emergency and scheduled referrals with automated transfers. The result is better health for patients, better days for providers, and more volume for your system.

Healthcare everywhere is no longer in the distant future.

In this new era, you need a partner who understands the complexities of patient transfers, balances capacity, and coordinates care across the continuum like no one else. A partner that provides intelligent systems that keeps patients coming in — and moving through to the next optimal site of care. This is what we do.

Expand your draw and extend your reach across networks of care

Accept referrals within minutes to bring more patients into your system.

Relieve your clinicians of the frustration of arranging transfers so they can focus on caring for people

Speed each patient to the next and best care setting without delay, shortening lengths of state while reducing readmissions.

Our Impact

500%
Minimum ROI

125
Average staff hours recaptured each month

20%
Average patient leakage reduction

29%
Average first-year transfer volume increase

Practical Visual Representation
*Of Baldrige Foundation and ABOUT
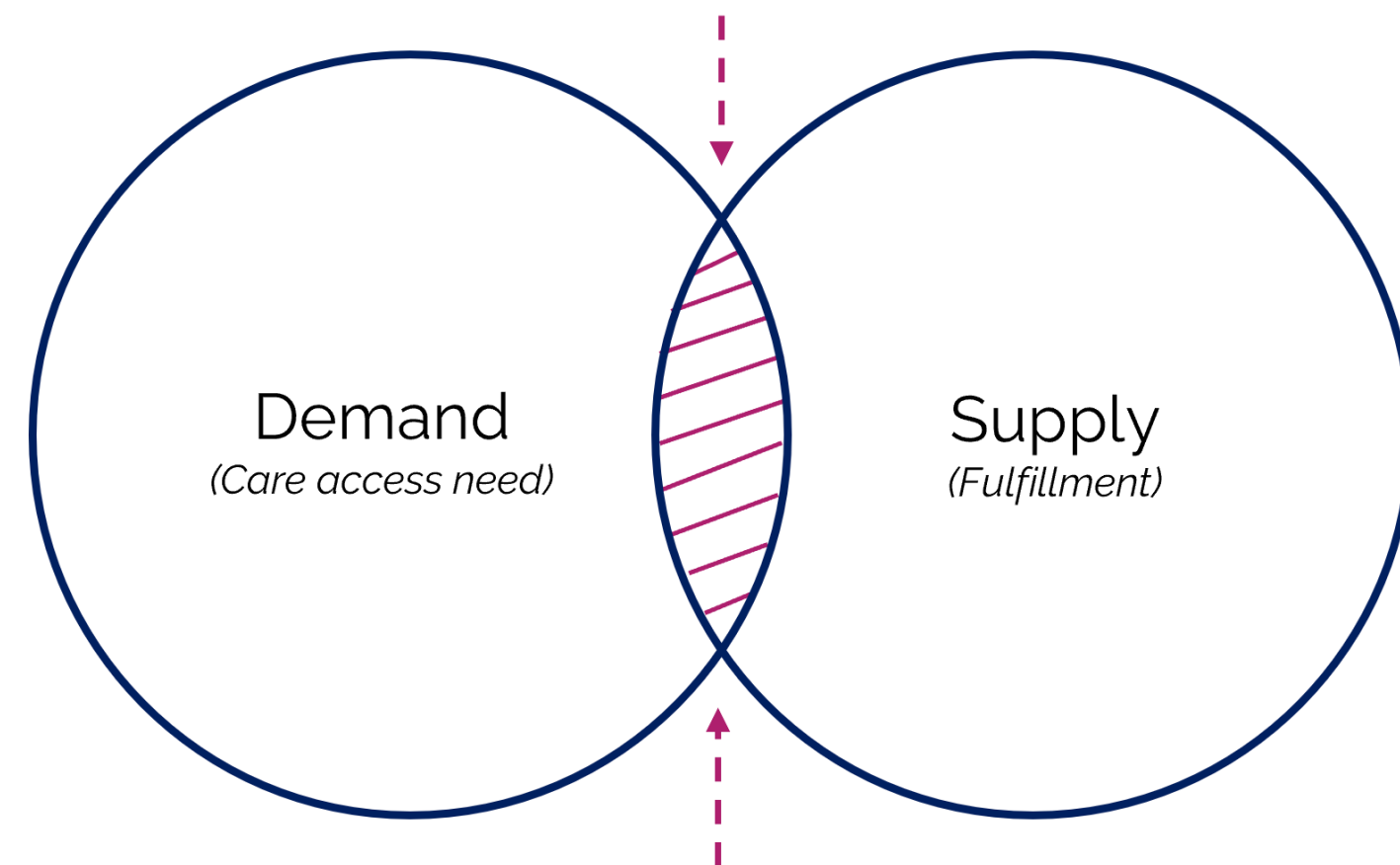thought leadership collaboration*

Leader Dialogue®

BALDRIGE
FOUNDATION
Performance Excellence

+

*Focuses on
practical topics
such as:* >

ABOUT™
orchestration | navigation | elevation

Mission: Connecting those in need with those who heal, faster.

How can we best load **balance** our supply and demand?

Demand
(Care access need)

Supply
(Fulfillment)

Are there **access and orchestration** best practices to consider?

Join the Movement to Exceptional Access & Orchestration

137

Health System Clients

>940

Client Facilities

93%

Client Retention

Thank You

Panelist Questions and Discussion

Angie Franks
CEO, ABOUT

Ben Sawyer, MBA, PT, OCS, LBB
VP, Market Development – ABOUT
Co-host Leader Dialogue Program

Al Faber
President & CEO
Baldrige Foundation
(Moderator)

Baldrige Performance Excellence Program

Robert Fangmeyer, Director BPEP

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

BALDRIGE Performance Excellence Program

Baldrige Performance Excellence Program

- Award Process redesign roll-out
- Accepting Examiner Applications for 2022
  https://www.nist.gov/baldrige/apply-become-baldrige-examiner
- Examiner training will be 100% virtual in 2022
- Quest for Excellence, April 3-6, 2022, Gaylord National Harbor
  https://www.nist.gov/baldrige/QE
- Job Quality Framework – anticipated release: end of January

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

Alliance Updates

- **The Alliance for Performance Excellence is the network of Baldrige-based programs and other supporting members throughout the United States**
- **Launched a Marketing Committee this summer in an effort to generate awareness of the value of Baldrige throughout the country**
- **Hosted a successful online Baldrige Fall Conference last October; the 2022 conference will be hosted in San Diego by the California Program & Communities of Excellence 2026**
- **To explore the value of getting started (or accelerating) your journey to excellence using Baldrige, contact your local Alliance member program at http://baldrigealliance.org**

communities of *excellence* 2026

"*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

The Communities of Excellence Framework
A BALDRIGE-ADAPTED RESOURCE FROM communities of excellence 2026

communities of excellence 2026
National Learning Collaborative

Preparing for Your Community Excellence Journey
A VIRTUAL COURSE FROM communities of excellence 2026

Visit our website
https://communitiesof
excellence2026.org/

communities of excellence 2026
Assessment & Recognition
A CONTINUOUS IMPROVEMENT PROGRAM

Communities of Excellence 2026 Recognizes Fifteen Communities on their Journeys to Community Performance Excellence

November 23rd, 2022 - Last month fifteen communities received formal recognition for their commitment to the health and wellbeing of residents and pursuit of community performance excellence. The communities were recognized across the three levels of the Communities of Excellence Assessment and Recognition Program.

The highest level of recognition is the *Communities of Excellence* recognition. Communities complete a self-assessment of their collaboration efforts after participating three years in the National Learning Collaborative program by responding to the Communities of Excellence criteria in its entirety. In their responses applicants detail the approach used, the extent of deployment, evidence of learning, and integration among key community processes. They also report levels, trends, comparisons, and integration for all key results related to the wellbeing of their community. The recipients are Excelsior Springs, Missouri, McCook, Nebraska, Northwest Missouri, San Diego South Region, California, Toledo, Ohio, and West Kendall, Florida.

communities of excellence 2026 *Journey Roadmap*
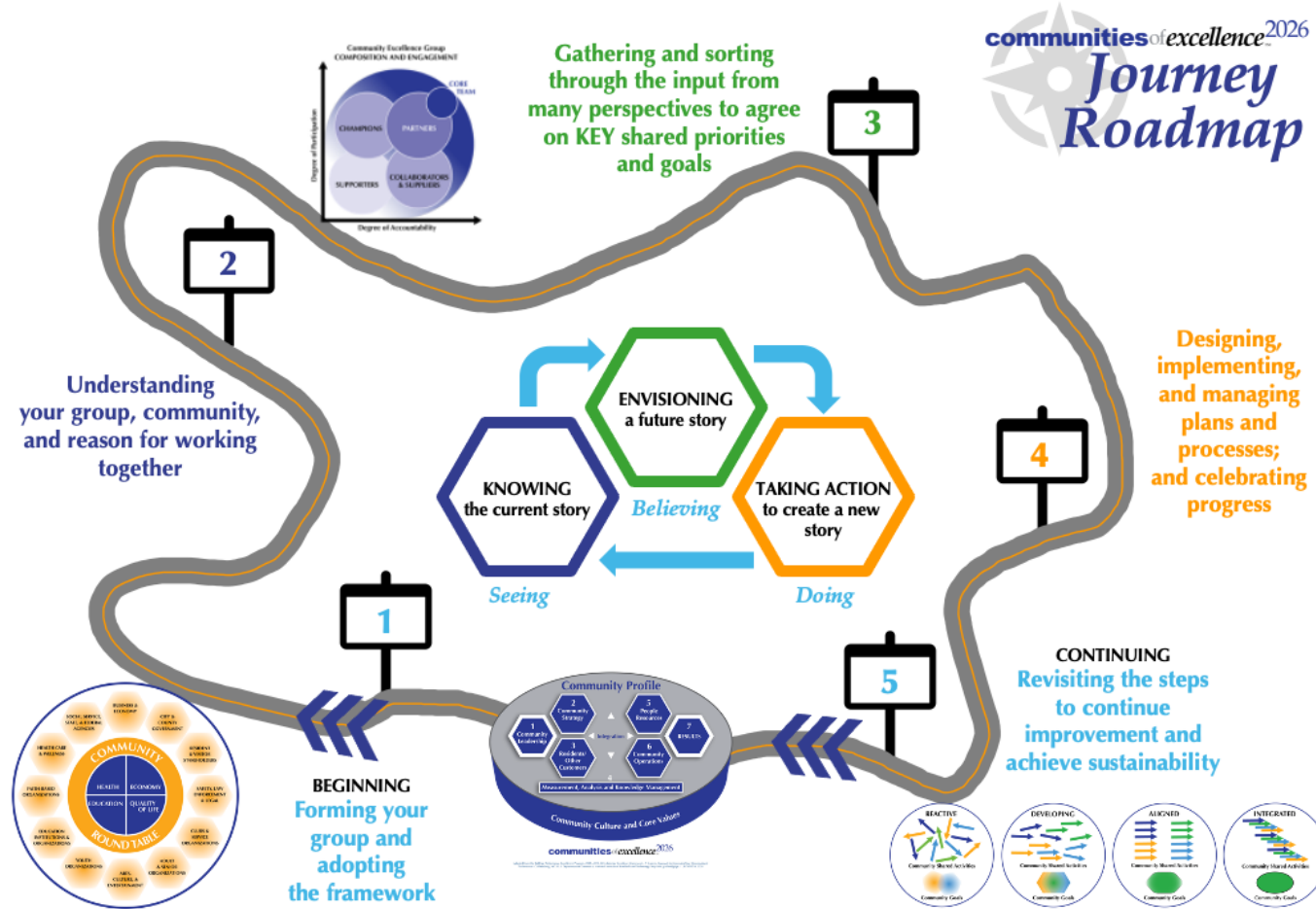
communities of excellence 2026
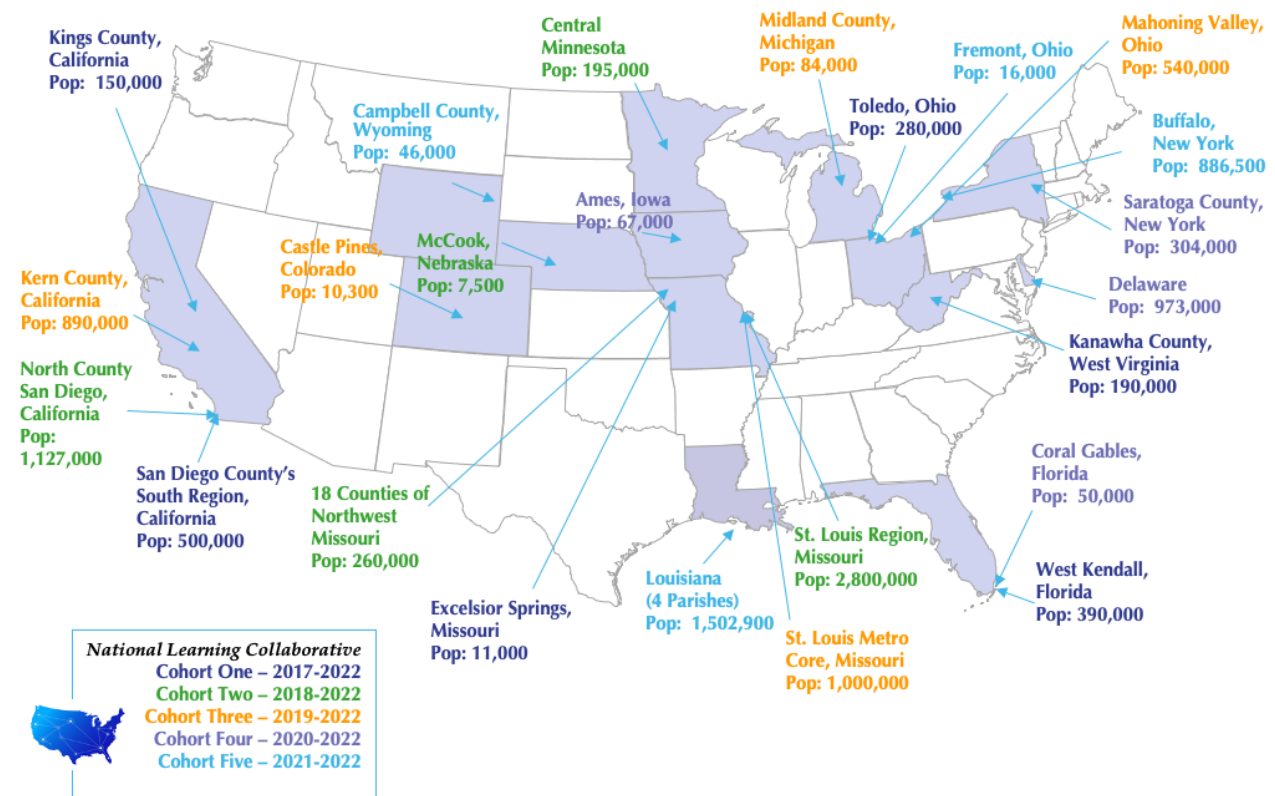
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BALDRIGE FOUNDATION
INSTITUTE FOR PERFORMANCE EXCELLENCE

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 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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