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:

An Integrated approach to the Journey to Excellence

December 12, 2024

BALDRIGE FOUNDATION

America's Best Investment

Mac Baldrige Society Institute Trustees

A Special Thanks to Our Donors & Sponsors!

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Stellar SOLUTIONS — 25 YEARS — LEADING THE WAY

Midway USA

FREESE AND NICHOLS

ABOUT™

TATA

Mid-America TRANSPLANT — inspired by life

CORE — Center for Organ Recovery & Education

adani

SANPEC

Southcentral Foundation

ONE MESA™

Mary Greeley MEDICAL CENTER

Opening Remarks/Agenda

Introduction	**Al Faber**, President & CEO Baldrige Foundation
Guest Presenters	**Victoria Dune-Chari,** Assistant Vice President, Operations & Excellence WellStar Health System
	Susan Thurman, DNP, RN, Vice President, Nursing Practice & Clinical Integration WellStar Health System
Questions from the Audience	**Al Faber,** Moderator
Baldrige Enterprise Update	**Bob Fangmeyer,** Director Baldrige Program, NIST
	Margot Hoffman, Vice Chair Alliance for Performance Excellence
	Stephanie Norling, President & CEO Community of Excellence 2026
Closing Remarks	**Al Faber**

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An Integrated Approach to the Journey to Excellence

Victoria Dune-Chari, FACHE
Susan Thurman, DNP, RN

Objectives

- Discuss Overview of Process Development
- Describe Baldrige Criteria
- Describe Magnet® Model
- Discuss an Integrated Approach to Performance Excellence
- Discuss Internal Communication & Dissemination
- Share Opportunity for Improvement and Learnings

Wellstar

Wellstar Internal

Our state-of-the-art facilities include:

12 HOSPITALS

**New facility coming 2026*

329+ MEDICAL OFFICE LOCATIONS

11 CANCER CENTERS

91 REHABILITATION CENTERS

3 HOSPICE FACILITIES

3 RETIREMENT VILLAGES

37 IMAGING CENTERS

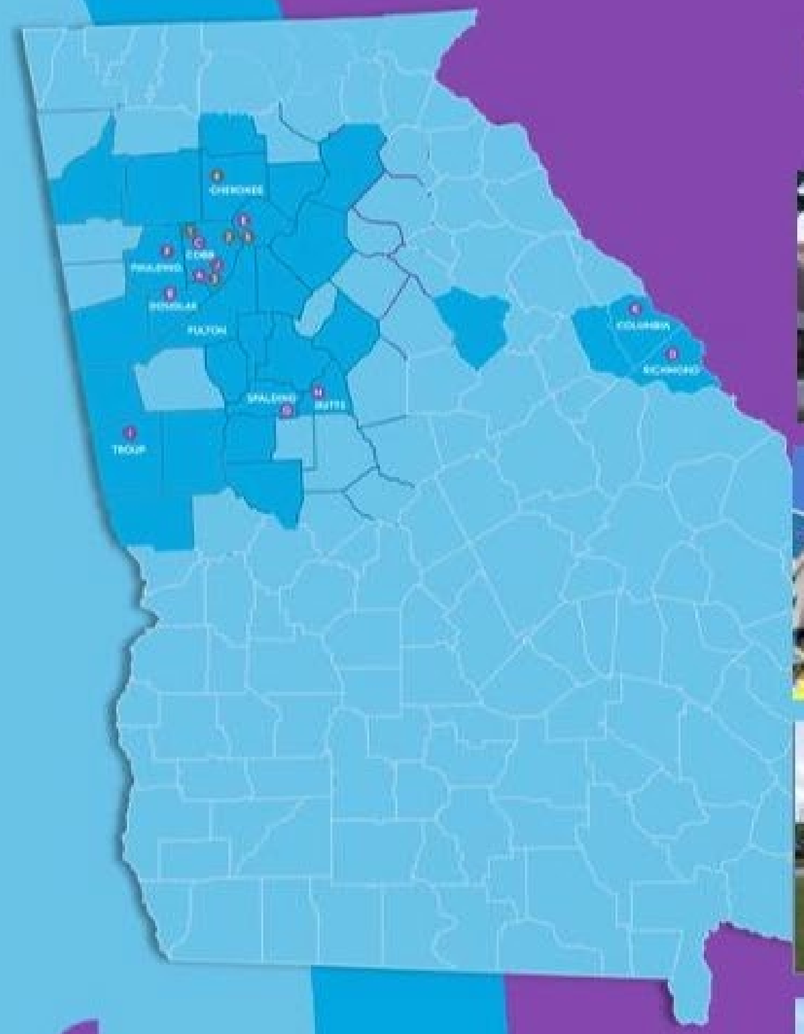
18 URGENT CARE LOCATIONS

5 HEALTH PARKS

Every day, our team of **30,000+ healthcare professionals** provides personalized care for patients at every age and stage of life.

Wellstar

Locations Across Georgia



Wellstar Cobb Medical Center

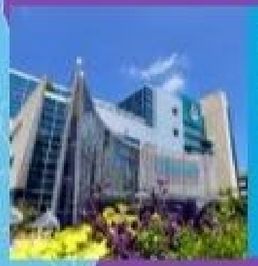
- ✓ 382 licensed beds
- ✓ Level III Trauma Center

Wellstar Douglas Medical Center

- ✓ 108 licensed beds

Wellstar Kennestone Regional Medical Center

- ✓ 633 licensed beds
- ✓ Level II Trauma Center



Wellstar MCG Health Medical Center/Children's of Georgia

- ✓ 632 licensed beds
- ✓ Level I Trauma Center

Wellstar North Fulton Medical Center

- ✓ 218 licensed beds
- ✓ Level II Trauma Center

Wellstar Paulding Medical Center

- ✓ 112 licensed beds
- ✓ Level IV Trauma Center

Wellstar Spalding Medical Center

- ✓ 160 licensed beds

Wellstar Sylvan Grove Medical Center

- ✓ 25 licensed beds

Wellstar West Georgia Medical Center

- ✓ 276 licensed beds
- ✓ Level IV Trauma Center

Wellstar Windy Hill

- ✓ 115 licensed beds

Wellstar

Wellstar

OUR MISSION

To enhance the health and well-being of every person we serve.

OUR VISION

Deliver world-class healthcare to every person, every time.

OUR VALUES

- We serve with compassion
- We pursue excellence
- We honor every voice

Our Journey to Excellence Goals

1. Achieve the best outcomes for our patients, our workforce, and the communities that we serve.

2. Pursue Magnet® designation as well as become a total Baldrige-enhanced state and national Baldrige applicant and role model for our region and nation.

3. Align Baldrige and Magnet® together as the best pathway for high- performing, forward-looking organizational planning to deliver the promise of our Mission, Vision, Values and brand promise.

Wellstar

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Our Strategic Destination

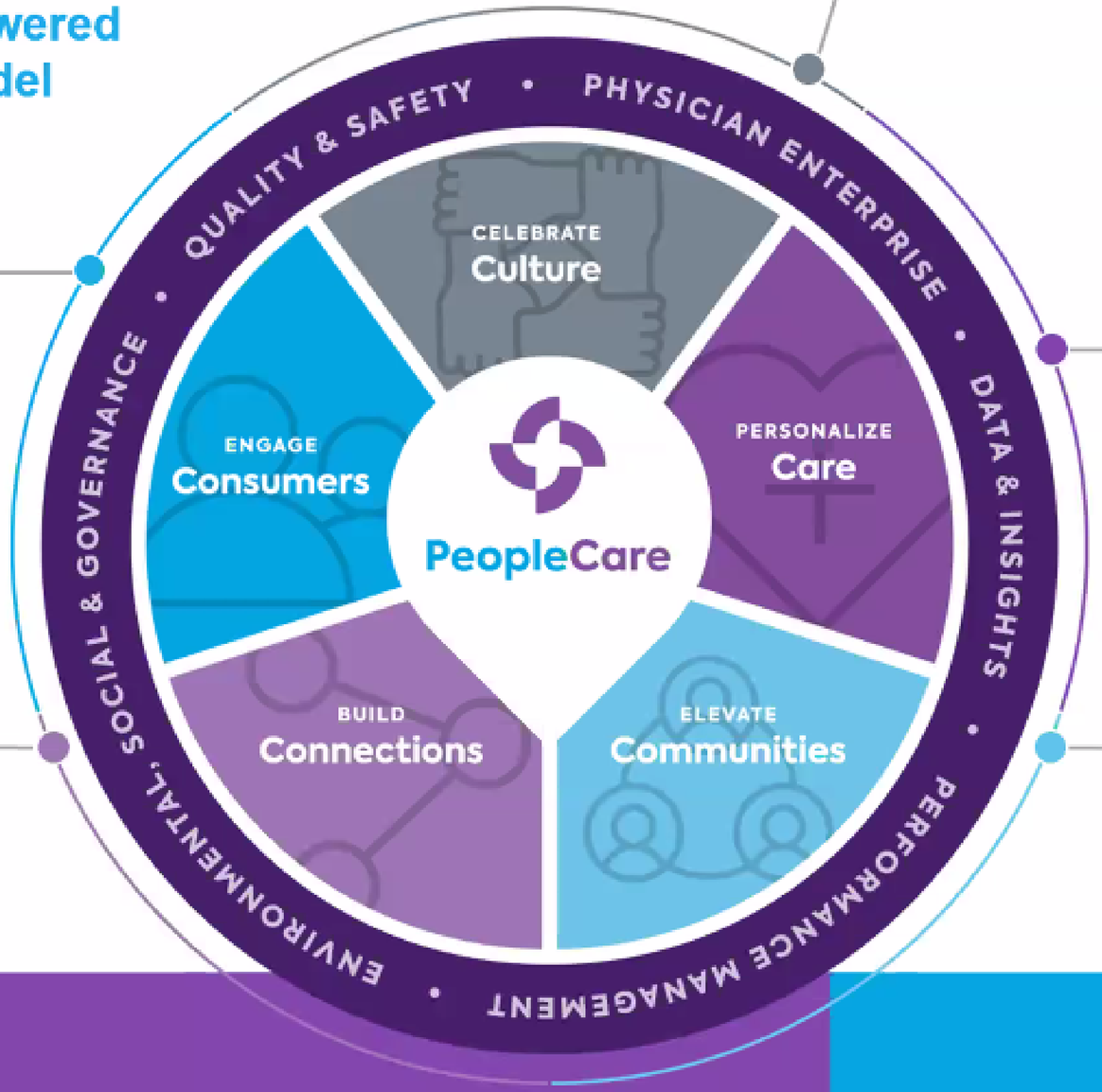
An ecosystem of care powered by a digital operating model

ENGAGE CONSUMERS

Empower meaningful, curated experiences every step of the way to help consumers achieve their best health and well-being

BUILD CONNECTIONS

Expand access to world-class healthcare how, when, and where consumers want and need it



CELEBRATE OUR PEOPLE & CULTURE

Enable a workforce that is healthy (mind, body and spirit), inclusive, innovative, engaged, digitally competent and operating at top of scope

PERSONALIZE CARE MODELS

Engage all we serve in an ecosystem of personalized care that delivers the highest value

ELEVATE COMMUNITIES

Positively impact community well-being through engagement and partnership that honors all voices

Wellstar

High Expectations - We Pursue Excellence

Zero Patient Harm	Great Place to Work	Top Decile Patient Experience – HCAHPS	CMS Rating
NDNQI Top Performance	Employee Engagement	Low Turnover Rate	Outperforming National Metrics
Joint Commission	Magnet	Baldrige	Leapfrog

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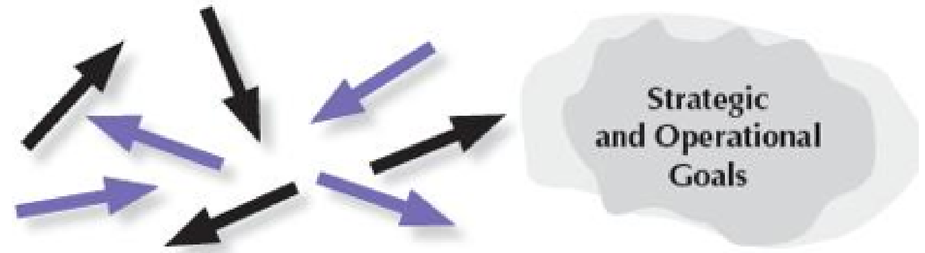
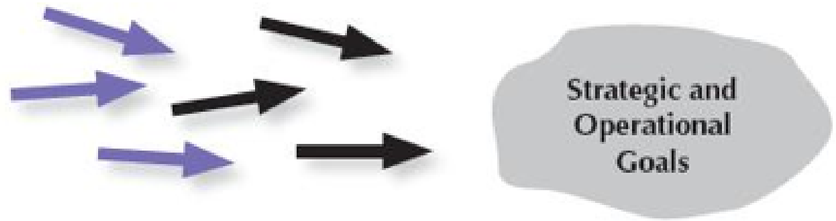
Culture, Strategy, Alignment

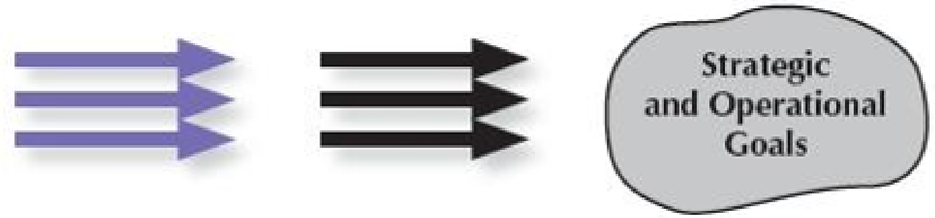
- Steps to Mature Processes



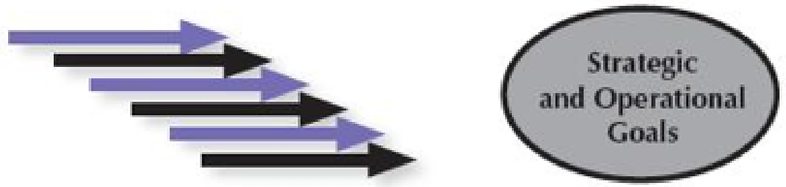
Reacting to Problems (0–25%)



Early Systematic Approaches (30–45%)



Aligned Approaches (50–65%)



Integrated Approaches (70–100%)

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Figure P.2-3 Journey to Excellence Framework

Framework	Key Delivery Mechanisms
GREAT PLACE TO WORK®	We will be recognized as a "GPTW"; building our people potential through a culture of trust; we believe that in a high trust culture transcendence to joy breeds an environment for innovation.
BALDRIGE Performance Excellence Program	We will be recognized for PE and utilize the Baldrige Framework to empower WDMC to reach its goals, improve results, and become more competitive.
JOURNEY TO MAGNET EXCELLENCE	We will be recognized as a Magnet hospital and utilize their 5 components to deliver exceptional nursing standards and working environment; ensuring that our clinical outcomes are recognized as top decile.
HIGH RELIABILITY HRO ORGANIZATION	We will be recognized as a High Reliability Organization embodying the 5 principles: Sensitivity to operations; Reluctance to simplify; Preoccupation with failure; Deference to expertise and; Commitment to resilience.
vizient.	We will be recognized by VHA as a Top Hospital based on their overall performance criteria; utilizing HC benchmark analytics to measure and achieve top decile results when compared to peer organizations.

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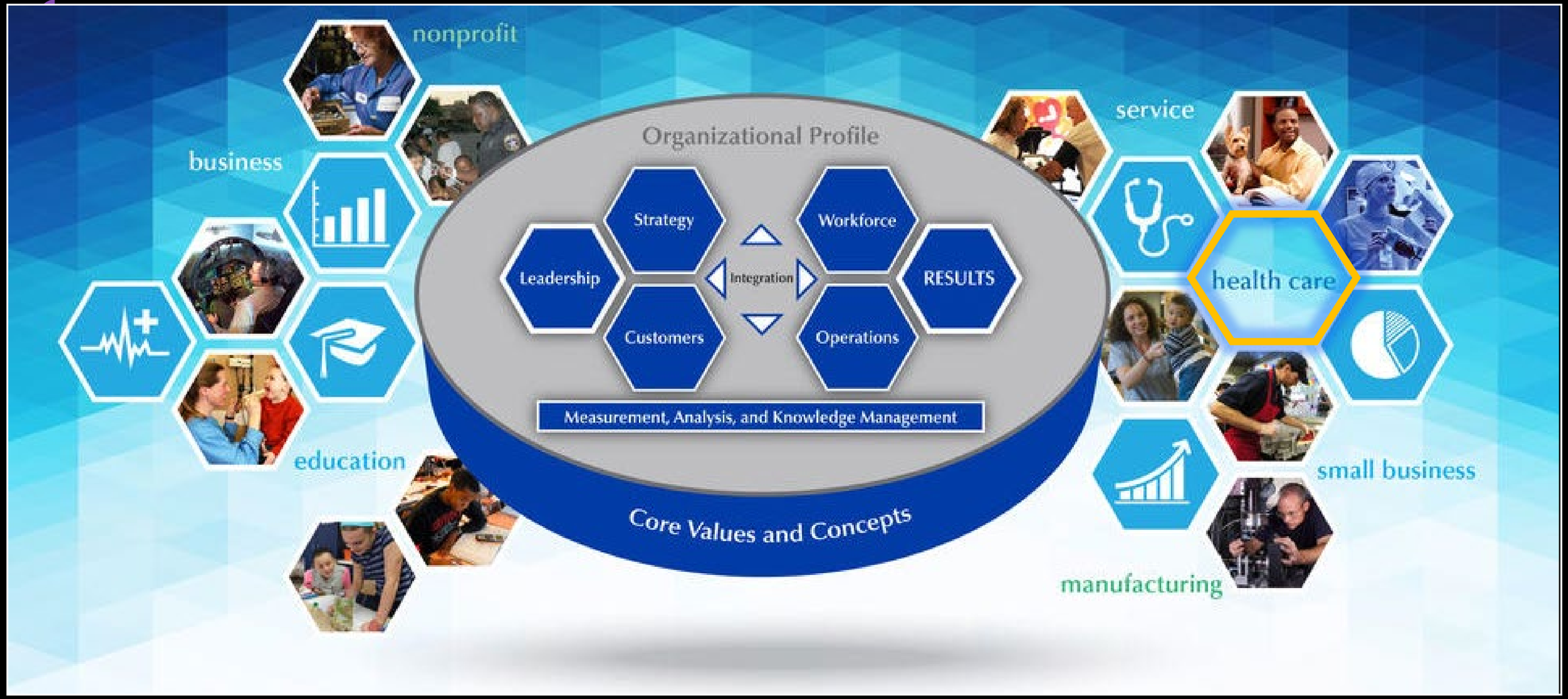


Baldrige Journey to Excellence

Magnet® Components

Transformational Leadership addresses the quality of nursing leadership to advance nursing practice and high organizational performance.

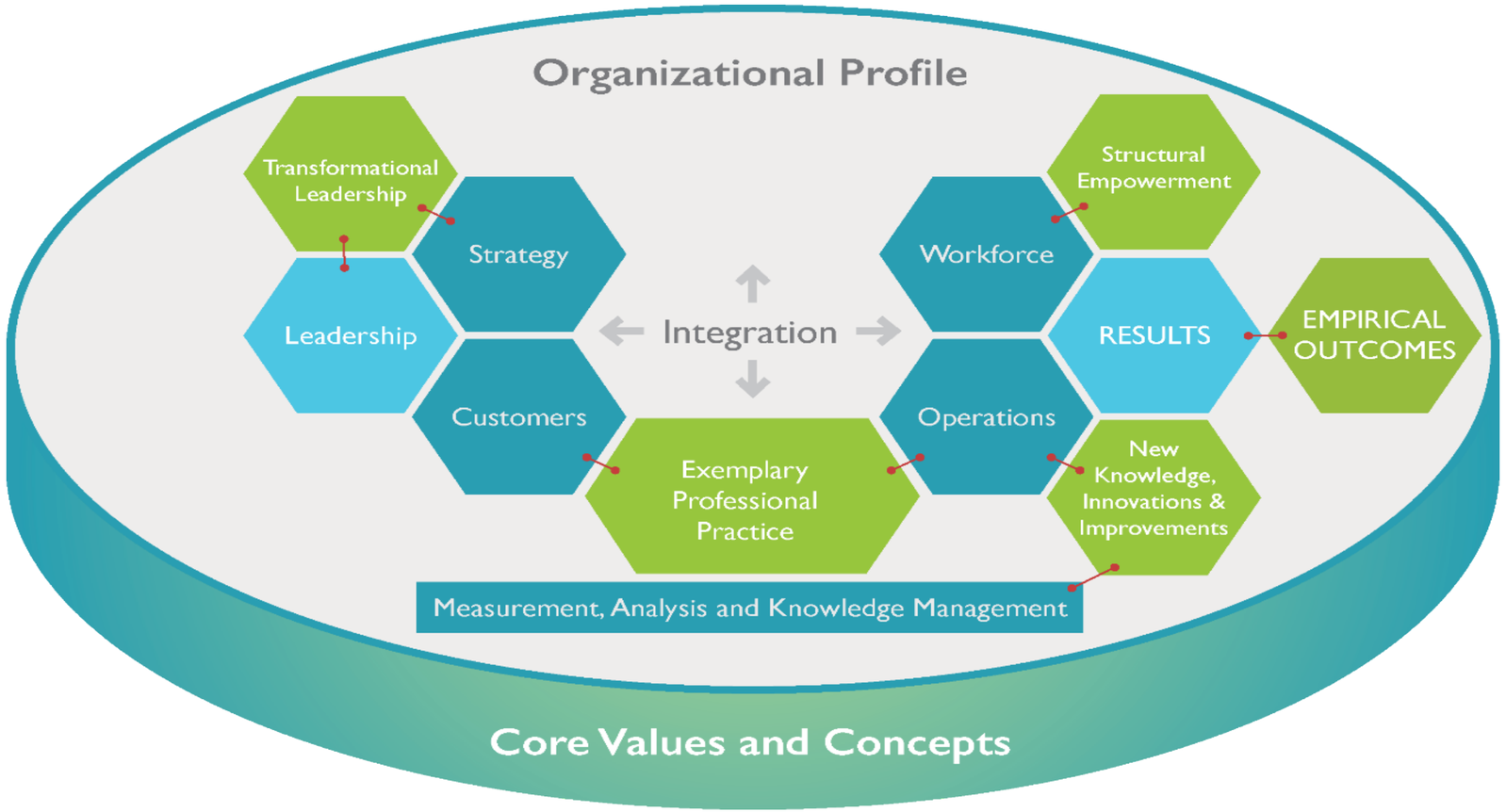
Structural Empowerment is evidenced by advancing nursing work to improve community health, professional growth and development of nurses, and nurses' engagement in organizational work to improve outcomes and nursing practice.

Exemplary Professional Practice is evidenced by effective and efficient care services, interprofessional collaboration, and high-quality patient outcomes.

New Knowledge, Innovations, and Improvements is integration of evidence-based practice in patient care, research, innovative processes improving workflow redesign, and use of technology.

Empirical Outcomes is integrated into each of the remaining four components with key performance indicators for each element.

Baldrige and Magnet® Alignment



Baldrige and Magnet Alignment

Both:

- Are Evidenced Based
- Focus on what's best for our patients/customers
- Structure, Process and Outcomes
- Existing Committee Structures
- One Process Improvement Methodology-LEAN management
- Interdisciplinary
- Attract High Quality Workforce
- Cost Effective

The Why:

- Creates successful organizations
- Focus on quality, innovation, finding areas of improvement
- Complement the other *and address area that the other does not see*
- Identify the best approach and deploy that throughout the organization
- Engage the workforce
- Produce professional trusting work environments

Crosswalk Baldrige and Magnet

Magnet Model Components	Baldrige Categories	Magnet Outcomes	Baldrige Outcomes
Transformational Leadership	Category 1: Leadership Category 2: Strategic Planning	Nurse satisfaction survey – Foundation for Quality Care	7.4 Leadership & Governance Results 7.5 Financial, Marketplace & Strategic Results
Structural Empowerment	Category 5: Workforce Engagement	Participation in hospital Affairs	7.3 Workforce Results
Exemplary Professional Practice	Category 3:Focus on Patients, Customers and Markets	Nurse sensitive indicators - unassisted fall, pressure, catheter-associated UTIs, central line-associated blood stream infections, ventilator-associated pneumonia	7.1 Health Care & Process Results 7.2 Customer Results
New Knowledge, Innovations & Improvements	Category 4: Measurement, Analysis and Knowledge management Category 6: Operations		
Empirical Outcomes	Category 7: Results		

Phases: Journey of Excellence

Phase 1 – Launch	Phase 2 – Achievement	Phase 3 – Sustained Excellence
▪ Training to include Baldrige Fellows, Baldrige Examiners at National & State level ▪ Name Executive Leaders & team members for Seven Baldrige Categories ▪ Collaborative Assessment	▪ Submit 1st State Application ▪ Designation as State Oglethorpe Leader by the Sterling Council ▪ Education game plan:1 Baldrige Fellow, 4 Baldrige Examiners and 30 Sterling Examiners	▪ **Submit National Baldrige Application.** Feedback Report Reviews ▪ **Achieve Site Visit.** ▪ Designation as National Role Model ▪ Sustainability: 3 years @ State & 5years @ National

▪ Assessment of Eligibility
▪ Decision to Move Forward
▪ Application Submission
  ▪ Organization commitment for intent to submit written documentation for Magnet Appraisal Process
▪ Train Nurse Leaders
▪ Select Magnet Unit Champions
▪ Select and Train Magnet Writers
	• Written Document Submission
	  • All written materials – must be original work
	  • Organizational Overview
	  • Must have Sources of Evidence Examples in Story Format
	• Commitment to Writing Magnet Stories and Editing for Final Document
		▪ Site Visit Preparations
		▪ Site Visit
		▪ Posting Public Notice of Dates of Site Visit so Public can offer input
		▪ Verification of enculturation of all Magnet components in relationship to your document submission
		▪ Focus on Day and Night Shift
		▪ Decision by Commission on Magnet

Intentional Deployment

PM

Magnet Steering Committee

Home

Conversations

Documents

Shared with us

Notebook

Pages

Site contents

Recycle bin

+ New Upload Edit in g

Documents > **General**

Name
2019 Paulding Magnet Document
Meeting Minutes
System Gap

Facilities

Cobb

Douglas

Kennestone

North Fulton

Paulding

Spalding

Sylvan Grove

West Georgia

Windy Hill

tar | WMCG

Wellstar Medical Group - Coming Soon!

Post Acute Services - Coming Soon!

Knowledge Center

Knowledge

Meet Our Examiners

Meet Our Fellows

Baldrige Award Health Care Recipients

GBMC HEALTHCARE

Wellstar Paulding Hospital

AdventistHealth White Memorial

Mary Greeley MEDICAL CENTER

Memorial Hospital And Health Care Center

AdventistHealth Castle

Southcentral Foundation

Kindred Healthcare

Mountain Valley of Cascadia

MEMORIAL HERMANN Sugar Land

CAMC Health System

HCM HILL COUNTRY MEMORIAL

St David's HealthCare

Sutter Health Sutter Davis Hospital

NORTH MISSISSIPPI HEALTH SERVICES

HENRY FORD HEALTH

SCHNECK MEDICAL CENTER

AtlantiCare A member of Geisinger

MOSAIC™ LIFE·CARE

Advocate Good Samaritan Hospital

uchealth

Formerly Poudre Valley Health System

SSMHealth

BRONSON Methodist Hospital

Mercyhealth

Saint Luke's HEALTH SYSTEM

Robert Wood Johnson University Hospital Hamilton | RWJBarnabas HEALTH

BAPTIST HEALTH SYSTEM

SHARP

Baldrige & Magnet ®Recognized

Hospital OFI Recommendations

Georgia Oglethorpe Award© and Baldrige Award©

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4.2b(1) Knowledge Management

A	B	C	D	E	F	G	H	I	J	K
Category		**Leadership**		**Strategy**		**Customers**		**Data**		**Workforce**
ership		1.1a(1) Establishing Mission, Vision, Values, and Culture		2.1a(1) Strategic Planning Process		3.1a(1) Current Customers		4.1a(1) Performance Measures		5.1a(1) Capa and Capacity
egy		1.1a(2) Promoting Legal and Ethical Behavior		2.1a(2) Strategy [illegible]		3.1a(2) Potential [illegible]		4.1a(2) Comparative Data		5.1a(2) New Workforce Members
mers		1.1b Communication		2.1a(3) Strategic Opportunities and Intelligent Risks		3.1b(1) Customer Segmentation		4.1b(1) Performance Analysis and Review		5.1a(3) Work Change
		1.1c(1) Creating an Environment for Success		2.1a(4) Outsourcing and Core Competencies		3.1b(2) Product and/or Service Offerings		4.1b(2) Performance Improvement		5.1a(4) Work Accomplishm
		1.1c(2) Creating a Focus on Action		2.1b(1) Key Strategic Objectives		3.2a(1) Relationship Management		4.2a(1) Quality		5.1b(1) Work Environment
		1.2a(1) Governance System		2.1b(2) Strategic Objective Considerations		3.2a(2) Customer Access and Support		4.2a(2) Availability		5.1b(2) Work Compensatio Benefits

Sterling OFIs
Sterling DropDown List
Baldrige OFIs
Baldrige DropDown List

Feedback Reports

Opportunities for Improvement

	Leadership	Strategy	Customers	Data	Workforce	Operations
Paulding	3	2	3	2	4	2
Kennestone ‘19	2	4	4	4	4	4
Kennestone ‘20	2	3	2	2	2	3
Windy Hill	2	2	2	2	3	2
North Fulton	3	4*	2	3*	3	2
West Georgia	2	3	4	4	3	2

	In Progress
	Award Received

Wellstar Internal

Recommendations

Innovation

- PICK Chart rounding with department leaders
- Priority matrix
- Recognitions for team member submitting idea
- Implementation plan with KPIs or metrics for evaluation

Performance Projections

- Using systemwide hospital data for planning and goal setting
- Market analysis

Conclusion

Improvement: By integrating the **Baldrige Excellence Framework** and **Magnet Standards**, organizations can foster continuous improvement across leadership, patient care, workforce engagement, and operational efficiency.

Better Patient Outcomes: Both frameworks focus on improving care quality, resulting in better patient outcomes, higher satisfaction, and increased safety.

Empowered Workforce: Promoting employee development, engagement, and leadership creates a strong workforce culture that drives performance.

Sustained Success: A commitment to **continuous measurement** and **data-driven decision-making** ensures long-term organizational growth and success.

ANCC NATIONAL MAGNET CONFERENCE®
ANCC PATHWAY TO EXCELLENCE CONFERENCE®
SEE YOU
Wellstar Paulding Hospital
MAGNET RECOGNIZED
AMERICAN NURSES CREDENTIALING CENTER
AMERICAN NURSES CREDENTIALING CENTER
Wellstar

Wellstar

THE STERLING COUNCIL
ELEVATING PERFORMANCE EXCELLENCE

THANK-YOU

Appendix

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Crosswalk to Excellence Baldrige Framework/Magnet Model

Baldrige Pillars and Framework for Organizational Excellence						
1. Leadership	**2. Strategy**	**3. Customers**	**4. Measurement, analysis, and knowledge management**	**5. Workforce**	**6. Operations**	**7. Results**
Senior leadership personal actions that guide and sustain our organization. How we fulfill our legal, ethical, and societal responsibilities.	How we develop strategic objectives and action plans, implement them, and change them if circumstances require, and measure progress.	Engaging patients, how we listen to the voice of the customer, build relationships with patients, and use of data for improvement.	Select, gather, analyze, manage, improve our data, information, knowledge assets & how we learn from the information.	How we assess workforce capability and capacity needs and build a workforce environment.	Design, manage, and improve key educational programs and services and our work processes.	Health care and process results, customer-focused results, workforce-focused results, leadership and governance results, and financial and market results.

Magnet® Model Components				
1. Transformational Leadership	**2. Structural Empowerment**	**3. Exemplary Professional Practice**	**4. New Knowledge, Innovation**	**5. Empirical Outcomes**
Strategic Planning, Advocacy & Influence, Visibility, Communication	Professional Development, Role Development, Community Involvement, Recognition	Care delivery, Professional Practice Model, Scheduling, Budgeting Processes, Interprofessional care, Competence, Autonomy, Ethics, Culture of Safety, Quality Improvement	**R**esearch, Evidence Based Practice, and Innovation	Results
Leadership that results in extraordinary outcomes by empowering, influencing, and motivating others	Strategies used to support shared leadership, decision-making, life-long learning and professional development.	Inter-professional collaboration to ensure patient safety, resulting in high-quality outcomes.	Integration of evidenced-based practice and research into practice. New ways of achieving high-quality effective and efficient care through innovation.	Measurable outcomes related to the impact of structure and process on patient, staff, and the organization.

Organization	Baldrige Award	Magnet Designation
Wellstar Paulding Medical Center	2020	2020
Mary Greely Medical Center	2019	2019, 2024
Memorial Hospital & Health Care Center	2018	2020
Memorial Hermann Sugarland	2016	2022
Henry Ford Health	2012	2020
Schneck Medical Center	2011	2006, 2011, 2016, 2021
AtlantiCare	2009	2004, 2008, 2013, 2018, 2023
Advocate Good Samaritan	2010	2009, 2014, 2018, 2023
Bronson Methodist	2005	2009, 2014, 2018, 2024
UC Health Poudre Valley	2008	2000, 2004, 2009, 2014, 2018, 2023
Mercy Health	2007	2011, 2016, 2021
St. Lukes Health System	2003	2001, 2005, 2009, 2014
Robert Woods Johnson University Hamilton	2004	2002, 2006, 2011, 2016, 2021
SSM	2002	2002, 2017
Baptist Health System	2003	2007, 2012, 2017
Sharp Health Care	2007	2006 -2020 multiple hospitals 11 designations

Wellstar

Panelist Questions and Discussion

Victoria Dune-Chari
Asst VP, Operations & Excellence
WellStar Health System

Susan Thurman, DNP, RN
VP, Nursing Practice & Clinical Integration
WellStar Health System

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

Baldrige Program Purpose/Mission

To improve the quality, performance, and long-term success of businesses and other organizations by

- Recognizing role models
- Fostering the adoption of proven practices
- *[Fostering a nation-wide ecosystem]*

2024 Baldrige Award Recipients Announced

The 2024 Baldrige Award recipients are role-model organizations helping us address some of our nation's most critical needs. They are bettering the lives of American workers, strengthening our infrastructure, and improving the quality of life in communities across the nation.

Gina M. Raimondo, Secretary of Commerce

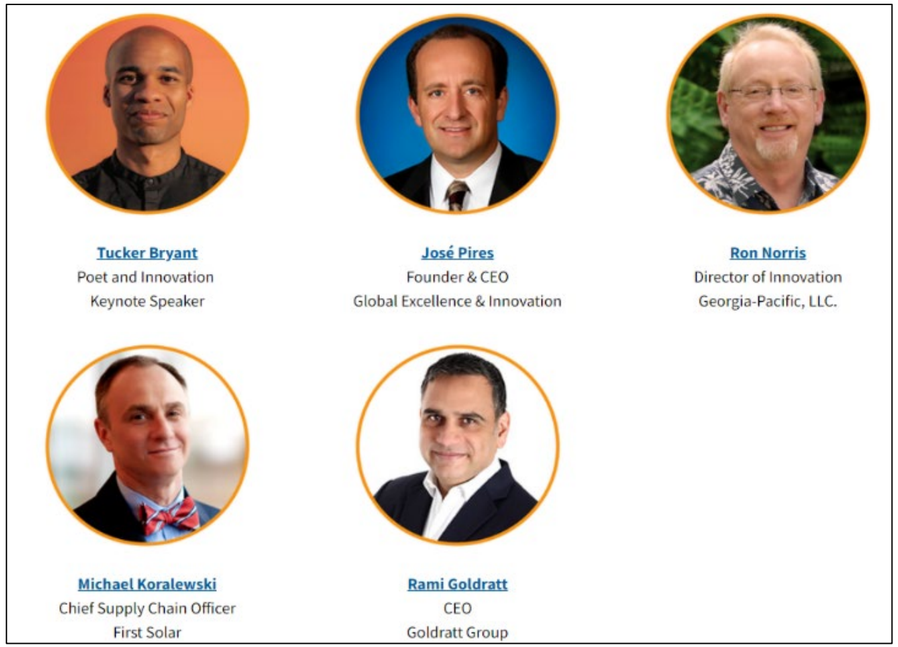
2024 Baldrige Award Recipients

- **Alamo Colleges District** (Education)
- **City of Henderson, Nevada** (Nonprofit)
- **Chickasaw Nation Department of Health** (Health Care)
- **Freese and Nichols, Inc.** (Service)
- **Northeast Delta Dental** (Nonprofit)

- **Best Practice Spotlight:**
  Southcentral Foundation (Health Care)

36th Quest for Excellence®

- **March 30–April 2, 2025, Baltimore Marriott Waterfront, Baltimore, MD**
- **Ceremony for 2024 Baldrige Award Recipients**
- **Over 40 Plenary and concurrent sessions featuring the 2024 and prior Baldrige Award Recipients**
- **Foundation's Leadership Awards Luncheon**
- **Pre-conference workshops**



2025 Award Process

What is NOT changing:

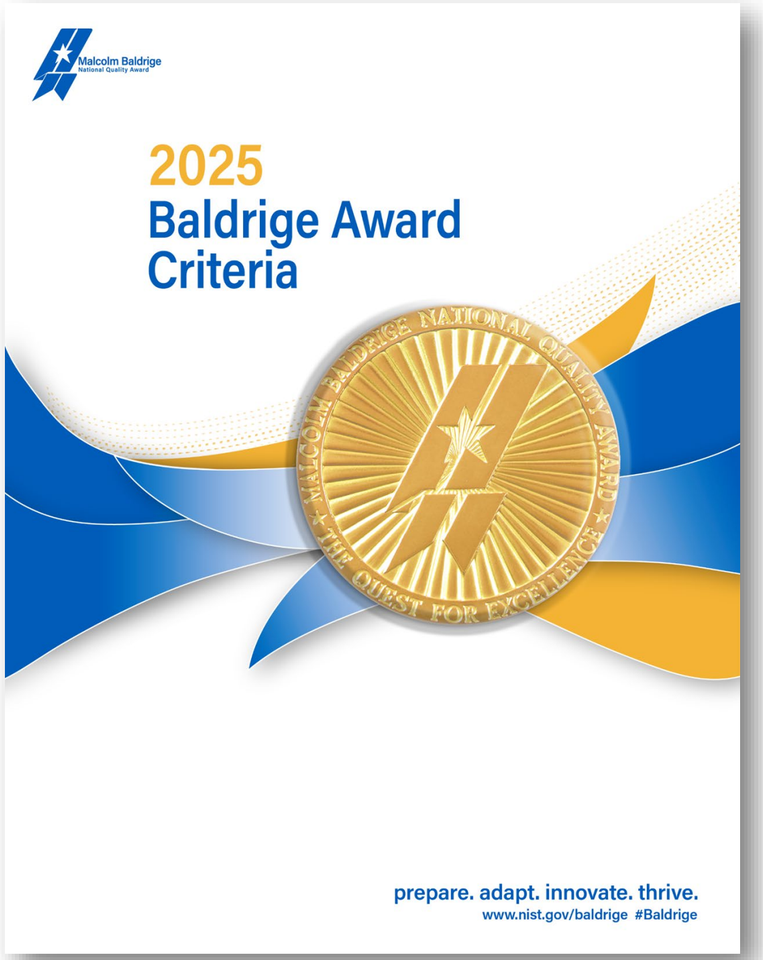
- Focus on identifying role models
- Focus on performance results
- Streamlined criteria
- Simplified evaluation rubric
- Objective evaluation by trained experts
- Most everything else!

2025 Award Process

What IS changing:

- Adjust calendar and milestones
- Tweak award criteria and evaluation rubrics
- Clarify questions, guidance, and instructions
- Develop and provide more samples

2025 Award Process



Award Criteria Sections

- Leadership and Governance
- Operations
- Workforce
- Customers
- Finance
- Strategy
- Organizational Learning and Improvement
- Community Relationships

2025 Award Process Key Dates

BALDRIGE PERFORMANCE EXCELLENCE PROGRAM

January 28

Award Application Opens

April 10

Eligibility responses due

May 22

Application Closes

Evaluation Phase Begins

August 13

Judges Meet to determine 2025 Baldrige Award finalists

Aug 14

Award finalists complete responses to process questions

September 4

Award Application closes- finalist process question responses due

November 3-7

Judges Panel meets to recommend 2025 Baldrige Award recipients

2025 Baldrige Executive Fellows

Benefits for you and your organization

- Deepen your understanding of the Baldrige Excellence Framework
- See “excellence in action” through visits to Baldrige Award Recipients
- Build lasting relationships with top executives across all sectors
- Develop a capstone project to address a strategically important opportunity
- Opportunity for coaching, feedback, and learning from other senior executives

Submit resume by 12/16/24:
https://www.nist.gov/baldrige

NIST BALDRIGE PERFORMANCE EXCELLENCE PROGRAM

STAY IN TOUCH

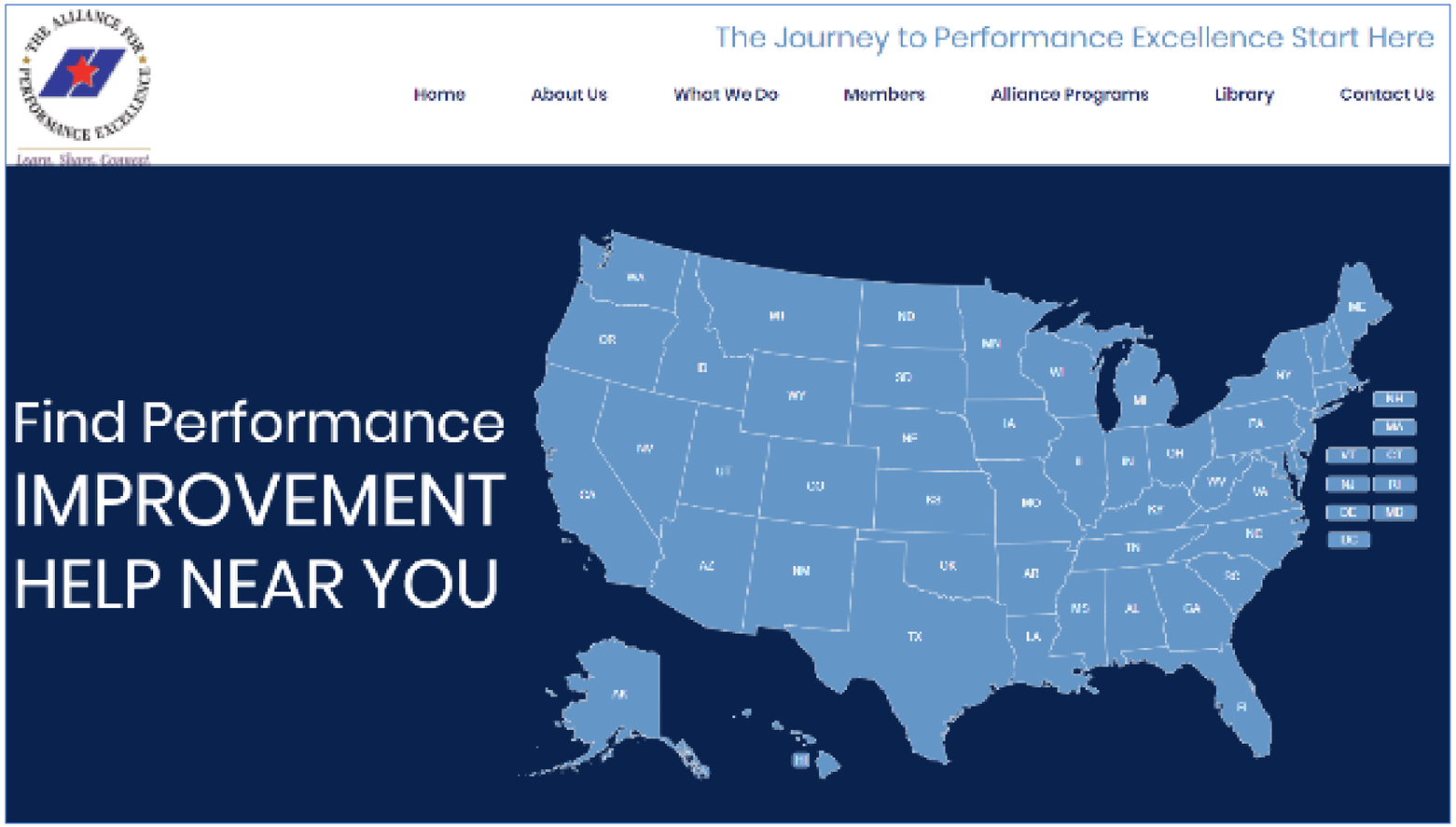
CONTACT US

NIST.gov/baldrige

@BaldrigeProgram

baldrige@nist.gov

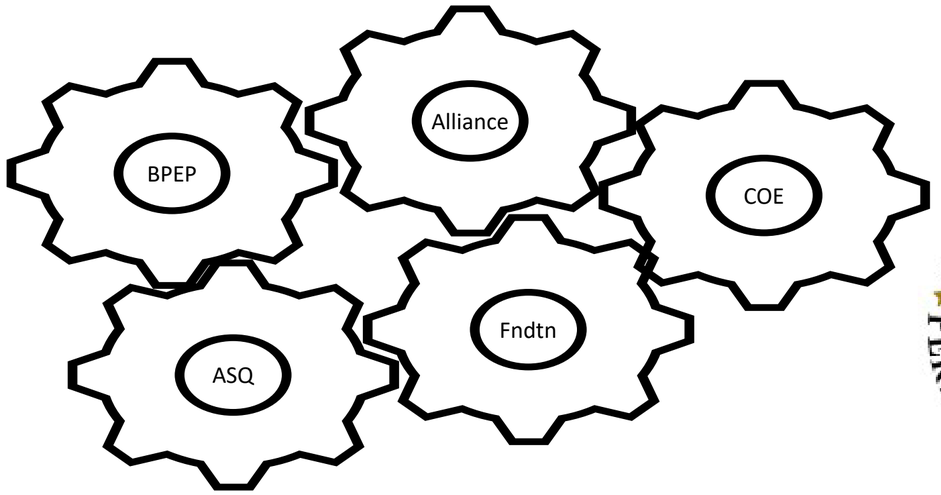
Alliance for Performance Excellence Update



Margot Hoffman
Vice Chair
Alliance for Performance Excellence

(re)Introducing Alliance for Performance Excellence

- **Founded in 2005, the Alliance for Performance Excellence is the network of Baldrige-based programs and other members supportive of performance excellence.**
- **Purpose:** To inspire individuals, organizations, and communities across the U.S. and the world to learn, implement, and achieve performance excellence.
- **Mission:** To strengthen members through training, mentoring, collaboration, and sharing of resources, best practices, and service offerings.
- **Vision:** to be the premier resource for organizations and communities desiring to achieve and sustain excellence.
- **Core Values:**
  - Act with Integrity
  - Value People
  - Collaborate
  - Focus on Excellence



THE ALLIANCE FOR PERFORMANCE EXCELLENCE

Learn. Share. Connect.

2024 Plan

THE ALLIANCE FOR PERFORMANCE EXCELLENCE
Learn. Share. Connect.

Purpose

To inspire individuals, organizations, and communities across the US and the world to learn, implement, and achieve higher levels of performance.

Mission

To strengthen members through training, mentoring, collaboration, and sharing of resources, best practices, and service offerings.

Vision: *To be the premier resource for organizations and communities desiring to achieve and sustain excellence.*

Value Proposition: Equip Alliance members to develop and sustain higher performance by furthering the principles of the Baldrige Excellence Framework.

2024 Strategic Priorities

1. **Changes due to implications of Baldrige Reimagine**
   - Reevaluate Top Tier requirements
   - Develop discontinued tools (i.e. Case Study, AWMP)
   - Determine future eligibility criteria
   - Identify components of national process to be adopted by Alliance & pathway from Alliance programs to national
2. **Operational effectiveness**
   - Contract part-time administrative position to support secretary, treasurer, committees, etc.
   - Return to financial stability – breakeven or better
3. **Host successful Baldrige Fall Conference**
   - Return to financial stability & increase attendance
   - Contract part-time conference planning support
4. **Alliance refresh**
   - Rebrand - update name/logo/colors/tag line
   - Refresh website

Core Values

Act with Integrity: are honest, ethical, authentic, transparent and respectful.

Value People: show respect, professionalism, empathy, and inclusion for all people – members, customers, volunteers, and partners.

Collaborate: share ideas, best practices, resources, and achieve understanding with other members; partner with other organizations, and jointly solve problems.

Focus on Excellence: embrace systems-based improvement and learning for organizations and communities.

Alliance Scorecard	2023 Actual	2024 Target
Member Engagement		
Member Satisfaction - NPS	7.4	10
Members Good Standing (Comp. Criteria)	86%	90%
Dues discount % (Discounts/Dues)	36%	36%
Building Lasting Stakeholder Relationships		
Conference Attendance	256	200
Conference Survey Results - NPS	62	62
Conference Sponsorships/Exhibitors	3	12
Financial Performance		
Net Operating Income	-$81,000	($4,000)
Net Income	-$50,568	($4,000)
Conference Profit Margin	-$31,093	$40,000
Dues Collected	$22,500	$20,000
Current Assets	$249,602	$250,000

Revision 12 Sept2024

Learn More!...

- **Attend the 2025 Baldrige Fall Conference, October 2025 (dates TBD), hosted in partnership with Communities of Excellence 2026) in Colorado!**
  Info release in early 2025 at:
  BaldrigeConference.org

- **Explore the value of getting started (or accelerating) your journey to excellence using Baldrige, contact your Alliance member program at http://baldrigealliance.org**

THE ALLIANCE FOR PERFORMANCE EXCELLENCE
Learn. Share. Connect.

communities of excellence® 2026

"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."

Stephanie Norling
President & CEO
Communities of Excellence 2026

Who We Are

Mission: Improve the quality of life for our nation's residents by assisting communities in implementing the Baldrige-based Communities of Excellence Framework.

Vision: High-performing, vibrant communities.

Values: Transparency, Collaboration, Inclusion, Continuous Learning.

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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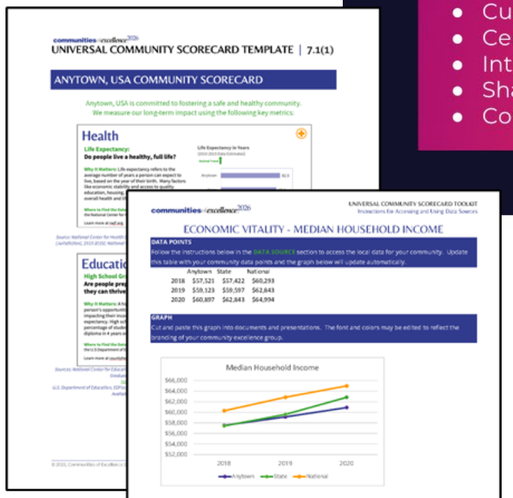
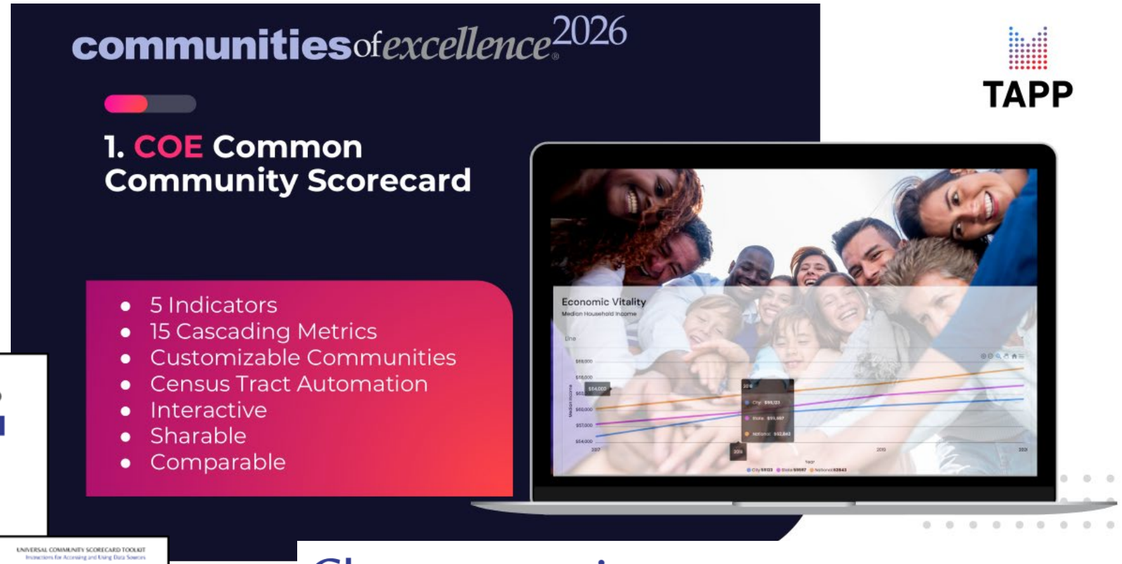
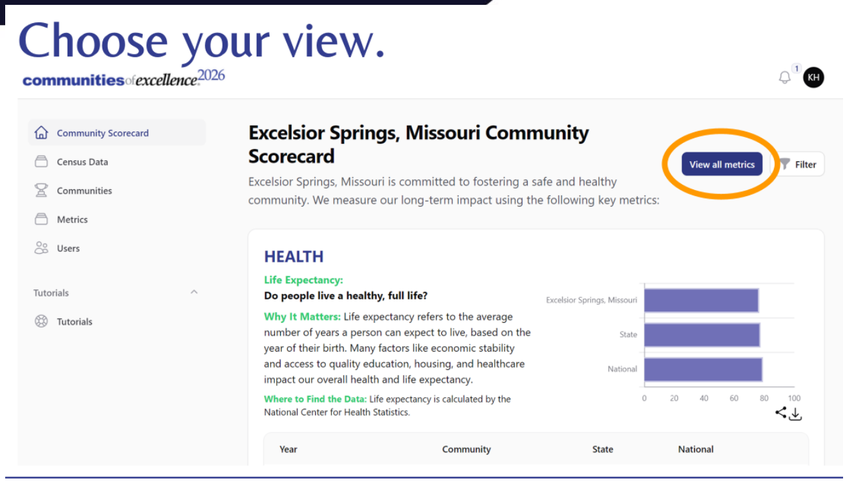
COE/Tapp Network Digital Scorecard

COE Common Community Scorecard & Toolkit

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







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Building Strong Teams for CollaborACTION

A LEARNING COURSE FROM communities of excellence 2026

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communities of excellence 2026

Our Programs

communities of excellence 2026 National Learning Collaborative

Community Excellence Social Impact Accelerator
A LEARNING COURSE FROM communities of excellence 2026

communities of excellence 2026 Membership Program

communities of excellence 2026 Assessment & Recognition
A CONTINUOUS IMPROVEMENT PROGRAM

GUIDING COMMUNITIES WITH A BIG PICTURE APPROACH

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Training & Professional Development

The Baldrige Foundation Institute for Performance Excellence supports individuals and organizations around the world by providing 400+ quality educational programs. Enroll today in some of our healthcare courses, such as:

- **Baldrige Performance Excellence Certification**
- **Baldrige-Based Accelerators**
- **Health Care Project Management**

To learn more, visit:
www.baldrigefoundation.org/education

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