This presentation builds upon and applies fundamentally important information discussed in the text on Quality Improvement Basics. Specifically, we’ll be looking in greater detail at the Malcolm Baldrige Performance Excellence Program and its highly regarded Health Care Criteria for Performance Excellence.

**Malcolm Baldrige Performance Excellence Program**

The mission of the Baldrige Program is to facilitate organizational improvement and achievement of performance excellence. Malcolm Baldrige National Quality Awards are presented in several industries including education, health care, manufacturing, nonprofit and government, service, and small business. Each of the hundreds of organizations that adopt the Baldrige framework and assessment tools each year, greatly benefit from thorough self-assessment and an extensive feedback report detailing organizational strengths and opportunities for improvement.

In health care, the Baldrige process results in improved quality, enhanced organizational effectiveness, and gains in organizational and individual learning. In 2011, three health care organizations received Malcolm Baldrige National Quality Awards: The Henry Ford Health System in Detroit, Michigan; The Schneck Medical Center in Seymour, Indiana; and The Southcentral Foundation in Anchorage, Alaska.

**Criteria for Performance Excellence in Health Care**

The Baldrige criteria for performance excellence in health care feature an organizational profile plus seven performance categories. The scoring system assigns point values to each of the seven categories. The categories are Leadership (120 points); Strategic Planning (85 points); Customer Focus (85 points); Measurement, Analysis, and Knowledge Management (90 points); Workforce Focus (85 points); Process Management (85 points); and Results (450 points). The points add up to a maximum of 1,000. Let’s take a brief look at each of these. The information that follows is from the 2011–2012 Health Care Criteria for Performance Excellence Manual.

**Preface: Organizational Profile**

In the Health Care Criteria for Performance Excellence, the Organizational Profile includes, first, an Organizational Description of such areas as service offerings, vision and mission, workforce profile, organizational structure, suppliers and partners, and, second, a discussion of the Organizational Situation including competitive position, competitive changes, comparative data, strategic context, and key elements of a performance improvement system. The Organizational Profile provides essential context to the team of Baldrige reviewers.

**Category 1: Leadership**

In the Leadership category, 70 points are available for Senior Leadership. This category asks: How do your senior leaders lead? Evaluation areas include vision and values, promoting legal and ethical behavior, communication, and focus on action. Organizations that have adopted the Baldrige criteria consistently report tremendous value in the process of self-assessment in these areas.

Governance and Societal Responsibilities, worth 50 points, address how your organization governs and fulfills societal responsibilities to the communities you serve.

**Category 2: Strategic Planning**
The second Baldrige category for organizational performance assessment and improvement is Strategic Planning, worth a total 85 points, or 8.5% of the overall organizational review.

The Strategy Development section assesses how you develop your strategy, and this includes the strategic planning process and key strategic objectives.

How you implement your strategy is addressed in the Strategy Implementation area. Specific areas include action plan development and implementation, resource allocation, workforce plans, and performance measures. You can see how these criteria focus organizational attention on assessment and identification of strengths and opportunities for improvement.

Category 3: Customer Focus

Customer Focus is the next category, and is also worth a total of 85 points.

The Voice of the Customer area (45 points) asks: How do you obtain information from your patients and stakeholders? Here, health care organizations describe and evaluate how they listen to current and potential patients and other stakeholders in order to learn satisfaction and dissatisfaction information.

Customer Engagement (40 points) addresses how your organization determines which health care services to offer, along with relationship management approaches for acquiring new patients and retaining existing patients.

Category 4: Measurement, Analysis, and Knowledge Management

The fourth category, Measurement, Analysis, and Knowledge Management (45 points), examines how your organization selects, gathers, analyzes, manages, and improves IT data, information, and knowledge assets and how it manages its information technology (45 points).

Category 5: Workforce Focus

Workforce Focus assesses your organization’s ability to evaluate workforce capability and capacity needs, and to build a workforce environment conducive to high performance (40 points). The category also examines how your organization engages, manages, and develops its workforce to utilize its full potential in alignment with your organization’s overall mission, strategy, and action plans (45 points).

Again, the 2011–2012 Health Care Criteria for Performance Excellence Manual is highly recommended to all health care organizations as a source of tools for organizational performance improvement and also information about applying for the Baldrige Award.

Category 6: Operations Focus

Sixth, the Operations Focus category examines how your organization designs, manages, and improves its work systems (45 points) and work processes (40 points) to deliver patient and stakeholder value, and achieve organizational success and sustainability. Also examined is organizational readiness for emergencies.

Category 7: Results

And now the heavily-weighted Results section, that comprises 45% of the assessment.

The Results area assesses your organization’s performance and improvement in:

- health care and process outcomes (120 points),
- customer-focused outcomes (90 points),
- workforce-focused outcomes (80 points),
- leadership and governance outcomes (80 points), and
- financial and market outcomes (80 points).

Performance levels are examined relative to those of competitors and other organizations with similar health care service offerings.

Summary

In summary, the Baldrige Performance Excellence Program is an outstanding and highly recommended approach and set of tools for assessing and improving organizational effectiveness and capabilities. Contact information for the Baldrige Performance Excellence Program is provided in the course Webliography.

Hopefully, as a result of this presentation, you will be involved in and a leader of organizational assessment and improvement efforts that ultimately benefit the patients you serve.