COMING TO TERMS WITH PERFORMANCE EXCELLENCE: 
THE BALDRIGE EXPERIENCE

If you’re a leader in the health care industry, then you’ve heard of the Malcolm Baldrige National Quality Award (MBNQA). It carries its own cachet, its own aura of prestige. It’s the highest benchmark of quality in our country, awarded by the President of the United States.

Conceived and established in 1987, its namesake is former Secretary of State Baldrige, who had a particular interest in quality management and improvement. Congress and President Reagan originally designed the award to stimulate superior U.S. manufacturing and service industries to achieve new levels of role model performance in the midst of increasing global competitiveness. Then in 1998 Congress passed legislation signed by the President to extend the nation’s highest performance criteria and recognition to health care and education organizations. In 2007 the program will include all not-for-profit companies as well.

In 2003, Baptist Health Care in Pensacola, Florida became the third organization to win the coveted MBNQA in the health care category. What was the motivation, the driving force behind Baptist’s decision to undergo the rigorous and demanding Baldrige process?

THE COMPETITIVE EDGE

In his book, Journey to Excellence, Al Stubblefield, President and CEO of Baptist Health Care declares, “I am convinced that service excellence creates a significant advantage against the competition. Through our experience, we have identified several key reasons why unparalleled customer service creates such success.”

First, he explains, performance excellence is engendered throughout the culture by endowing the workforce with a sense of ownership. And because this trait is so rare, an organization that can achieve it enjoys a very special competitive edge.

Second, creating a strong, sustainable culture is a key recruiting tool, a highly effective means of attracting the best people in health care. Employee retention, motivation, health care excellence and productivity all are enhanced.

Third, service excellence creates both employee and customer relationships of loyalty. Customer satisfaction and retention, as well as market share are correlated with loyalty.

Finally, focusing your efforts on creating a culture of performance excellence allows unique engagement of and new relationships with the medical staff. Physicians, patients and their families, volunteers, suppliers, partners – the list goes on – will experience the value-added effects of your culture.
THE PROCESS OF ALIGNMENT

Early in its Baldrige journey, Baptist learned that it was not enough to improve itself incrementally. Achieving performance excellence meant that each component of the management system had to be enhanced, so that all were operating optimally. It was truly a breakthrough in performance for Baptist as an organization, and it served to cement the competitive edge that Al Stubblefield avowed.

Baptist had to prove it possessed visionary, agile leaders who provided clear direction and made their decisions based on fact; it had to demonstrate an unswerving focus on its customers; it had to display an environment whose employees were not only skilled but highly valued; and, finally, the organization had to show that a culture of continuous improvement was paramount. Yes, Baptist wanted to win the Award — but first it knew it had to deserve it, which requires relentless dedication to serving patients and nurturing all staff.

The Baldrige criteria are organized under seven categories, built upon a set of interrelated Core Values and Concepts. The seven categories are:

♦ Leadership
♦ Strategic Planning
♦ Focus on Patient, Other Customers, and Markets
♦ Measurement, Analysis, and Knowledge Management
♦ Workforce Focus
♦ Process Management
♦ Results

There are eleven Core Values that underpin the criteria. These values, which bind an organization together, are characteristic of the culture of high-performing health care entities.

Visionary Leadership
Patient-Focused Excellence
Organizational and Personal Learning
Valuing Staff and Partners
Agility
Focus on the Future
Managing for Innovation
Management by Fact
Public Responsibility and Community Health
Focus on Results and Creating Value
Systems Perspective
There are also four characteristics of how work is done (Process) and four characteristics of results that differentiate high performing organizations from lesser organizations. There differentiators are:

For Baldrige Process Categories 1 through 6: **ADLI**

- **A** Approaches to work are systematic, repeatable
- **D** Fully Deployed
- **L** Learning and Improvement
- **I** Alignment and Integration

For Baldrige Category 7 Results: **LeTCLi**

- **Le** Levels, most current results
- **T** Trends—usually minimum of three years
- **C** Comparisons—competitive and/or to other high performing organizations
- **Li** Linkages to the MVV and the Process Categories
CATEGORY 1: LEADERSHIP

BALDRIGE AWARD CRITERIA

2003

Describe HOW SENIOR LEADERS guide and sustain your organization.

Describe HOW SENIOR LEADERS review organizational PERFORMANCE.

The Leadership Category examines HOW your organization’s SENIOR LEADERS address VALUES, directions, and PERFORMANCE expectations, as well as a focus on PATIENTS and other CUSTOMERS and STAKEHOLDERS, ENGAGEMENT, INNOVATION, and LEARNING.

EXCEPRTS FROM BAPTIST HOSPITAL INC’S 2003 BALDRIGE APPLICATION

“BHI senior leaders believe that the responsibility of leadership is to serve as role models of a culture devoted to excellence. They demonstrate this in two principal ways: (1) by their personal actions and (2) by the decisions they make that reinforce organizational values, performance expectations and commitment to patients and stakeholders. BHI senior leaders are personally engaged in assuring that knowledge is shared through carefully designed two-way communication methods.”

“BHI senior leaders believe that high performance flows from an empowered, satisfied and safe work environment and workforce. Consistent with the People Pillar, empowerment and innovation are fostered in numerous ways.

“Learning is a constant theme that helps mold BHI’s culture. Baptist University and the sheer volume of educational programs testify to the extensive commitment of resources dedicated to organizational learning for both leaders and employees.”

CATEGORY 1: A FEW CHALLENGE QUESTIONS

♦ Do your senior leaders set directions and clearly communicate values, high performance expectations and a vision that is customer focused?
♦ Do your senior leaders engage all levels of employees, and motivate them to make meaningful, innovative changes that will improve the organization?
♦ Do your senior leaders promote a culture of continuous, systematic organizational and personal learning?
**CATEGORY 1: LEADERSHIP**

*Tools, Processes and Programs to Assist with Achieving Baldrige Performance Excellence*

<table>
<thead>
<tr>
<th>Coaching on Senior Leader's Role</th>
<th>BLI helps senior leaders to understand their role in developing the organizational culture, and how to be most effective through systems of accountability and leading by example.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development of a Communication Plan</td>
<td>The leadership team learns how to develop and implement strategies to positively communicate strategic plans and expectations, while creating workforce ownership through a “no secrets” culture.</td>
</tr>
<tr>
<td>Communication Boards</td>
<td>Senior leaders are guided on where best to place communication boards, how to display information and use the boards most effectively.</td>
</tr>
<tr>
<td>Rounding and Scripting</td>
<td>BLI teaches senior leaders the importance of being intentionally and systematically visible throughout the organization. One method of visibility is daily rounds to interact with workforce at all levels, patients, and physicians. BLI consultants demonstrate rounding and scripting techniques on the client organization’s actual patient care units.</td>
</tr>
<tr>
<td>Bright Ideas Manager ™</td>
<td>Consultants teach hands-on management of this highly-successful, computer-based program. It is structured to give workforce an opportunity to submit ideas for improving customer service or operation performance, and be rewarded.</td>
</tr>
<tr>
<td>Leadership 360° ™</td>
<td>The Leadership 360° ™ tool is a learning process for senior and mid-level management; it provides confidential performance feedback from direct reports, peers and boss. BLI consultants administer the program.</td>
</tr>
<tr>
<td>Development of a Corporate University</td>
<td>The organization learns how to establish a Corporate University to initiate and sustain ongoing educational development of its leaders.</td>
</tr>
<tr>
<td>Physician Leadership Training Program</td>
<td>BLI’s Chief Medical Officer, former CMO for the Baptist Health Care system, leads the team of Physician Strategies consultants. They facilitate the creation of a leadership training program to cultivate the physician leaders of today and tomorrow.</td>
</tr>
</tbody>
</table>
## CATEGORY 2: STRATEGIC PLANNING

<table>
<thead>
<tr>
<th>BALDRIGE AWARD CRITERIA 2003</th>
<th>EXCERPTS FROM BAPTIST HOSPITAL INC’S 2003 BALDRIGE APPLICATION</th>
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<tbody>
<tr>
<td><strong>Strategy Development</strong></td>
<td><strong>Strategy Development</strong></td>
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<tr>
<td>What is your overall strategic planning PROCESS? What are your most important GOALS for your STRATEGIC OBJECTIVES? Describe how your organization converts its STRATEGIC OBJECTIVES into ACTION PLANS.</td>
<td>BHI has a well-defined strategic planning process. Goals are based on the organization’s core strategies and system goals that flow from Mission/Values/Vision through to individual leader goals to 90 day action plans. The strategy development process is designed to ensure the systematic alignment of goals and cascading action plans throughout the organization, and to enable and support agility in decision-making. The clearly articulated strategies and goals direct current year and longer-term actions.</td>
</tr>
<tr>
<td>Describe how your organization enhances its PERFORMANCE relative to other organizations providing similar HEALTH CARE SERVICES.</td>
<td>90-day action plans enable leaders to systematically monitor performance compared to plan, and also to flexibly change course based on changes inherent in the external and/or internal environments. The agility inherent in 90-day review of performance gives BHI an advantage in its highly competitive environment.</td>
</tr>
</tbody>
</table>

## CATEGORY 2: A FEW CHALLENGE QUESTIONS

- Does your strategic plan clearly demonstrate the alignment of the mission/vision to goals to action plans to daily work?
- How do you communicate and deploy strategies to enable creation of action plans by all levels of employees so that they understand their role and take ownership for assisting the organization with meeting its goals?
- How is your organization able to adapt or change strategies and goals quickly as the business environment changes?
- What are the performance measures for tracking progress on your action plans?
## CATEGORY 2: STRATEGIC PLANNING

**Tools, Processes and Programs to Assist with Achieving Baldrige Performance Excellence**

<table>
<thead>
<tr>
<th><strong>Strategic Framework Retreat</strong></th>
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<tbody>
<tr>
<td>BLI works with an organization’s senior leaders to establish a strategic framework on which to build performance excellence. The goal is to align strategies and objectives with the organization’s mission, vision and goals.</td>
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<table>
<thead>
<tr>
<th><strong>Cultural Excellence Assessment</strong></th>
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<tr>
<td>The Culture Excellence Assessment is useful with incorporating an organization’s existing strategies into the plan of action. It includes a review of patient, workforce inclusive of physician satisfaction survey results; personal interviews with leaders; analysis of existing initiatives; and the administration of a Culture Audit TM survey to employees.</td>
</tr>
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<thead>
<tr>
<th><strong>Identification of a Customized Action Plan</strong></th>
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<tr>
<td>Utilizing the data and information gleaned from the Culture Excellence Assessment, BLI assists with the formation of a strategic action plan for performance excellence. This plan is deployed throughout the organization with the help of the Cultural Excellence Teams.</td>
</tr>
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<thead>
<tr>
<th><strong>Culture Excellence Teams</strong></th>
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<tbody>
<tr>
<td>The Assessment is used also in identifying the specific Culture Excellence Teams appropriate for the organization. Consultants help the workforce form diverse teams that might include areas such as Communication, Measurement, Standards, Employee Engagement, Customer Satisfaction, Physician Engagement and Leadership Development.</td>
</tr>
</tbody>
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<tr>
<th><strong>Establishment of Standards of Performance</strong></th>
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<tbody>
<tr>
<td>BLI assists the Standards Team with outlining behaviors expected of the entire workforce to achieve performance excellence. The Standards are deployed and hardwired throughout the organization via ongoing communication and accountability.</td>
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<tr>
<th><strong>90-Day Plans</strong></th>
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<tbody>
<tr>
<td>BLI consultants create and monitor the progress of 90-Day Action Plans for each Cultural Excellence Team. These plans identify specific actions and strategies to be accomplished during a quarter’s time. In addition, management is coached on using Leader 90-Day Action Plans to improve overall organizational performance.</td>
</tr>
</tbody>
</table>
## CATEGORY 3: FOCUS ON PATIENTS, OTHER CUSTOMERS, AND MARKETS

### BALDRIGE AWARD CRITERIA 2003

Describe **HOW** your organization determines requirements, expectations, and preferences of PATIENTS, other CUSTOMERS, and markets.

Describe **HOW** your organization builds relationships to acquire PATIENTS and CUSTOMERS, and determines the KEY factors that lead to their acquisition, satisfaction, loyalty, and retention.

How do you determine PATIENT and other CUSTOMER satisfaction and dissatisfaction?

### EXCERPTS FROM BAPTIST HOSPITAL INC’S 2003 BALDRIGE APPLICATION

*BHI has taken quality functional deployment a step beyond by establishing a stringent listening and learning system to determine key customer requirements, expectations and preferences. Customer interaction requirements have been and continue to be developed by the Standards Team.*

*Customer satisfaction/loyalty pervades the organization, is a persistent focus, and is considered a determinant of excellence.*

*The Service Pillar is BHI’s key to achieving its goal of becoming not only the health care provider of choice, but employer of choice in the market area.*

*The Press, Ganey national survey is a principal method used to determine patient satisfaction. The Physician Loyalty Team focuses on physician satisfiers. BHI realizes that patient satisfaction starts with employee satisfaction. Extensive employee satisfaction surveys are conducted every 18 – 24 months.*

## CATEGORY 3: A FEW CHALLENGE QUESTIONS

- How do you learn about your customers so that you understand their requirements, offer the right services, and keep pace with their changing expectations?
- What is your strategic plan to build exceptional relationships with customers that will result in their loyalty and positive referrals?
- How do you determine whether or not your patient/customer complaints are resolved promptly and effectively?
<table>
<thead>
<tr>
<th>CATEGORY 3: FOCUS ON PATIENTS, OTHER CUSTOMERS AND MARKETS</th>
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</thead>
<tbody>
<tr>
<td>Tools, Processes and Programs to Assist with Achieving Baldrige Performance Excellence</td>
</tr>
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</table>

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<tr>
<th>Leader Rounding</th>
<th>BLI consultants demonstrate effective rounding techniques and use of scripts on nursing units and in hospital departments. Leaders are coached on how to engage employees successfully. (BHI leaders use the rounding process daily as a means of listening and learning.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Employer of Choice” Expertise</td>
<td>Because Baptist Health Care has earned the designation of “Employer of Choice™” from the Herman Group, BLI consultants know first-hand how to achieve this status. The performance excellence strategies initiated during the consultation process will position your organization for that same distinction.</td>
</tr>
<tr>
<td>Physician Strategy Expertise</td>
<td>BLI recognizes the importance of the physician as a member of the workforce and their buy-in for patient satisfaction and loyalty. As a result, BLI has a number of physicians on staff specializing in physician strategies.</td>
</tr>
<tr>
<td>BRIGHT IDEAS™</td>
<td>BRIGHT IDEAS™ is a strategic part of BHI’s “stringent listening and learning system.” Offered exclusively by BLI, it is designed to empower employees at every level of your organization to share their “bright ideas” on how to better serve customers, each other and the community.</td>
</tr>
<tr>
<td>First Impressions Audit</td>
<td>BLI consultants act as secret shoppers to observe communication, key processes and facility appearance throughout the organization from the perspective of a patient/customer.</td>
</tr>
</tbody>
</table>
**Category 4: Measurement, Analysis, and Knowledge Management**

<table>
<thead>
<tr>
<th>Baldrige Award Criteria 2003</th>
<th>Excerpts from Baptist Hospital Inc’s 2003 Baldrige Application</th>
</tr>
</thead>
<tbody>
<tr>
<td>How do you select, <strong>collect</strong>, <strong>align</strong> and <strong>integrate</strong> data and information for tracking <strong>daily operations</strong> and overall organizational <strong>performance</strong>?</td>
<td></td>
</tr>
<tr>
<td><strong>Describe how your organization manages its knowledge assets?</strong></td>
<td></td>
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</tbody>
</table>

The use of data to support **daily operations** and measurement to enable the achievement of high **performance** is ingrained in BHI’s culture, which views that information is essential to the effective delivery of services.

BHI utilizes a centralized Hospital Information System (HIS) model to **collect**, **align**, and **integrate** data.

The **enhancement and management of the knowledge assets of the organization** is a priority of all BHI leaders and a principle component of the **PEOPLE** pillar.

Best practice sharing among departments and facilities, **Inside Baptist** (employee intranet), **employee forums**, **Baptist University**, and **employee communication boards** all ensure that **organizational knowledge** is identified, fulfilled, and shared.

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**Category 4: A Few Challenge Questions**

- Does your system of collecting and integrating data to track performance provide an agile foundation for consistently good decision making?
- Is management of your knowledge assets part of your strategic plan to achieve your mission and vision?
- How do you ensure that every member of the workforce has the information he/she needs to do what needs to be done at the moment it needs to be done?
# CATEGORY 4: MEASUREMENT, ANALYSIS AND KNOWLEDGE MANAGEMENT

## Tools, Processes and Programs to Assist with Achieving Baldrige Performance Excellence

| **Performance Benchmarking** | BLI offers performance measurement instrument design, as well as analysis of key business performance metrics. Actual performance is measured against national benchmarks to drive goal achievement. BLI offers experience in creating, measuring and managing actionable information against a database of both healthcare and non-healthcare businesses; these include over 6,000 individual business units. |
| **Development of a Corporate University** | Management of knowledge assets includes fostering leadership development. BLI instructs senior leaders how to establish a Corporate University, an organization-wide method of developing and sustaining managerial education. |
| **Communication Boards** | Communication boards serve as a valuable tool for sharing organizational knowledge. BLI guides senior leaders in the placement of communication boards, how to display information and use the boards most effectively. |
| **Communication Team** | Another of the Culture Excellence Teams that BLI assists with implementing and coaching is the Communication Team. This group supports the organization in management of its knowledge assets through a wide variety of strategic enhancement activities. |
| **The Daily Line-Up™** | The Daily Line-Up™ is an engagement tool offered exclusive by BLI to encourage communication, interaction among employees and the dissemination of information. An annual subscription provides 10 minutes of scripted, daily learning for employees. Thus management can easily communicate a consistent message everyday to every person throughout the organization. |
**CATEGORY 5: WORKFORCE FOCUS**

<table>
<thead>
<tr>
<th>BALDRIGE AWARD CRITERIA 2003</th>
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<tbody>
<tr>
<td>How do you enrich the workforce fostering a culture conducive to high performance?</td>
<td>The clarity and strength of focus on BHI’s Pillars, Values, and Standards of Performance provide the foundation for the design of work and teamwork at BHI. Job design is organized around two principles: (1) responsibility should be delegated as close to the front lines as possible to encourage individual initiative and empowerment; (2) teamwork is how staff cooperates, solves problems, coordinates work, and improves.</td>
</tr>
<tr>
<td>How do your work systems capitalize on the diverse ideas, cultures and thinking of your WORKFORCE?</td>
<td>BHI captures the diverse ideas and thinking of staff through the Bright Ideas program and around-the-clock employee forums attended by the full spectrum of the staff. The diverse ideas of staff are also represented in staff recruitment. Peer interviewing is used.</td>
</tr>
<tr>
<td>How do your WORKFORCE AND LEADER education, training and development address your KEY needs associated with organizational PERFORMANCE improvement and succession planning?</td>
<td>BHI makes substantial commitments to leadership training and development in key core competencies and skills necessary to enable individuals within the organization to improve and thereby, improve the organization.</td>
</tr>
</tbody>
</table>

**CATEGORY 5: A FEW CHALLENGE QUESTIONS**

- Do your employees possess the authority and confidence to make decisions about their work; how are they empowered to resolve customer problems and improve work processes?
- What system is used not only to inspire innovative thinking, but also to consistently capture the diverse ideas of your staff?
- How do you determine that the workforce education and training offered by your organization are linked to work requirements and the achievement of core competencies?
CATEGORY 5: STAFF FOCUS
Tools, Processes and Programs to Assist with Achieving Baldrige Performance Excellence

Development of Enhanced Employee Orientation Program
BLI identifies opportunities to further enhance the organization’s employee orientation program, thus serving to establish loyalty and performance expectations from the start of employment.

Development of an Effective Employee Suggestion Program (Bright Ideas Manager®)
BLI provides hands-on instruction of Bright Ideas Manager®, a highly-successful, computer-based program that fosters innovation. It gives all employees the opportunity to submit ideas for improving customer service or operation performance, and consequently be rewarded. It allows organizations to “capitalize on the diverse ideas, cultures and thinking of your staff.”

Development of Effective Employee Recognition Strategies
BLI helps to establish workforce recognition strategies at all levels within the organization; the goal is to reinforce desired behaviors in ways that are meaningful to employees. It promotes “cooperation, initiative, empowerment and innovation.”

Creation and Implementation of Daily Communication Tool (Daily Line-Up™)
BLI introduces the Daily Line Up™. This is a practice in which all leaders and employees gather at each shift to review the Daily, an informational packet. The process serves as a real-time source of operational knowledge that allows all employees to hear a consistent message, everyday, organization-wide.

Establishment of Peer Interviewing Process
BLI facilitates strategy that will engage employees in the process of hiring new staff; this gives the workforce buy-in throughout the hiring process and empowers them to select the right people who fit the organization’s culture.

Systems to Measure Employee Satisfaction and Morale
BLI consultants help develop systems to regularly measure employee satisfaction, along with strategies for periodic “temperature checks” to evaluate effectiveness.

Development of a Corporate University
BLI instructs senior leaders how to establish a Corporate University, an organization-wide method of developing and sustaining “staff education, training and development.”
CATEGORY 6: PROCESS MANAGEMENT

BALDRIGE AWARD CRITERIA 2003

Describe HOW your organization designs and manages its KEY PROCESSES for delivering PATIENT HEALTH CARE SERVICES: HOW are PATIENTS’ expectations addressed and considered?

How do you improve your health care PROCESSES to achieve better PERFORMANCE and to reduce variability?

EXCERPTS FROM BAPTIST HOSPITAL INC’S 2003 BALDRIGE APPLICATION

Patient expectations are addressed and considered two ways: (1) based on extensive analysis of patient preferences from an industry-leading approach to determination of patient satisfaction which enables the organization to standardize care delivery processes to meet these documented expectations; and (2) at each stage of the delivery process for each patient as an individual with unique needs. Standardization to determine and meet patient expectations begins with the admission staff script, like all other staff, who inquire “Is there anything else I can do for you? I have the time.”

The Evidence-Based Clinical Improvement (ECBI) methodology and the CARE reports are the two principal methods used to improve health care performance and outcomes and reduce variability. ECBI is a physician-led process using rapid cycle FOCUS-PDCA* to improve health care processes.

* Find and opportunity for improvement, Organize a team, Clarify, Uncover the cause. Start the improvement cycle. Plan, Do, Check, Act.

CATEGORY 6: A FEW CHALLENGE QUESTIONS

- How do you determine your core competencies?
- How do you innovate work systems?
- What key processes does your organization utilize to ensure accurate and meaningful dialogue with patients and families?
- How do you guarantee that every patient and family member experiences the same healthcare experience from a process standpoint?
- How does your process improvement plan reduce variability?
**CATEGORY 6: PROCESS MANAGEMENT**  
*Tools, Processes and Programs to Assist with Achieving Baldrige Performance Excellence*

| **Scripting** | BLI consultants demonstrate effective scripting techniques on your patient care units, and provide coaching while observing staff’s interaction with patients. Scripting is a key delivery process that minimizes communication problems with patients and families. |
| **Consistent Communication of Patient Satisfaction Results** | BLI consultants assist with creating methods and accountability systems to ensure that patient satisfaction information is communicated in a timely and consistent manner throughout the entire organization. This fosters agility in adjusting key processes for delivering patient services. |
| **Development of Strategies to Address Patient Satisfaction Issues** | When deviations from expected performance are identified as a process management problem affecting patient expectations and satisfaction, BLI can assist with corrective actions. Consultants assist with introducing new initiatives to drive positive satisfaction results. |
| **Creation of Patient Feedback Systems** | BLI can implement key processes and strategies to ensure that information gathered from patient and family feedback is both appropriate and timely, so that expectations are clearly identified. Thus your organization has the agility needed to quickly address unrealistic expectations and issues. |
| **Development of an Effective Service Recovery Process** | Consultants help with building effective service recovery strategies to turn a negative patient encounter, resulting from a process management deviation, into a positive outcome. |
| **Creation of Service Maps** | BLI assists with identifying process bottlenecks and stress points in customer care resulting from unrealistic patient and family expectations. Consultants draft service maps and recommend areas for process management improvement. |
CATEGORY 7: ORGANIZATIONAL PERFORMANCE RESULTS

BALDRIGE AWARD CRITERIA 2003

This category examines your organization’s PERFORMANCE and improvement in KEY areas –

Health care delivery and outcomes

PATIENT and other CUSTOMER satisfaction

Financial and marketplace PERFORMANCE

Staff and WORK SYSTEM RESULTS (learning, development, well-being and satisfaction)

EXCERPTS FROM BAPTIST HOSPITAL INC’S 2003 BALDRIGE APPLICATION

BHI’s inpatient management, or Hospitalist, program has experienced great success since its inception. Data for 2003 demonstrates a continued substantial reduction in average length of stay (ALOS), a 34% decrease in variable cost per day, and an improvement in re-admissions.

BHI targets the industry-leading 99th percentile in Press, Ganey Satisfaction Surveys. For nearly 8 consecutive years, Gulf Breeze Hospital has maintained its position as the TOP hospital in the inpatient database. Baptist Hospital has consistently ranked among the top percentile for the inpatient database over 5 years.

BHI has reported strong financial performance since FY 2001, despite providing a higher percentage of uncompensated care than competitors.

- After the 1999 Employee Attitude Survey, Sperduto and Associates reported that BHI results were the best they had ever recorded, regardless of industry.
- February 2002 Fortune magazine issue reported that BHC was ranked 10th among the 100 Best Companies to Work For in America.
- BHI has reduced employee turnover ever year since 1997.
- Training magazine ranked BHC #50 in its 2003 Top 100 learning organizations.

CATEGORY 7: A FEW CHALLENGE QUESTIONS

- Can you produce evidence of a balanced scorecard of organizational performance, versus an unbalanced scorecard focused almost exclusively on financial performance?
- What is your trended performance levels relative to your competitors?
- Does your demonstrate positive trends of key measures indicative of performance improvement?
- Are you able to sustain your organization’s business success based on strong leading indicators – such as employee well-being /satisfaction, and operational effectiveness?
<table>
<thead>
<tr>
<th>CATEGORY 7: ORGANIZATIONAL PERFORMANCE RESULTS</th>
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<td><strong>Tools, Processes and Programs to Assist with Achieving Baldrige Performance Excellence</strong></td>
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</table>

**Establishment of Processes and Strategies to Ensure Accountability**

BLI consultants develop processes and strategies to assure consistent application of performance excellence practices. They assist with establishing systems of accountability, as well as data collection measures to monitor outcomes and identify areas for improvement.

**Key Measures and Benchmarking**

BLI offers performance measurement instrument design, as well as analysis of key business performance metrics. These processes allow for identification of trends. Actual performance is measured against national benchmarks to drive goal achievement.

**Physician Engagement**

BLI’s CMO and his team of consultants serve to create an environment where physicians are actively engaged in performance excellence results with respect to health care delivery and outcomes.

**Physician Leadership Training Program**

BLI’s CMO and his team of consultants create a formal leadership training program to cultivate the physician leaders of today and tomorrow.

**Select and Retain Great Employees**

BLI introduces multiple strategies to improve staff and their work systems, such as empowerment initiatives, recognition programs, communication designs and educational/training models.

**Employee Satisfaction and Morale**

BLI consultants help develop human resource systems to survey and analyze employee satisfaction/well being. Strategies are introduced for periodic “temperature checks” to evaluate effectiveness, and identify areas of deviation.

**“Employer of Choice” Expertise**

Baptist Health Care has earned the designation of “Employer of Choice™” from the Herman Group. Thus BLI consultants know first-hand to coach and position an organization for this status.
CONCLUSION: A CASE STUDY IN TENACITY AND DETERMINATION

In 1995, Baptist Health Care, Inc. had not a glimmer of what constituted performance excellence. In the fourth quarter of that year, they learned from Press, Ganey that they had scored in the 18th percentile of patient satisfaction. They surveyed employees’ workplace attitudes, and found that 13 out of 18 categories were negative (at the bottom of the list were employees’ opinions of top management). They were the third hospital in what should have been a two-hospital metro area; they were in the least attractive physical location of the three; and needless to say, they were being eaten alive by the competition.

In their darkest hour, a member of BHI’s Board of Directors rose during a meeting and firmly espoused, “Quality can be a competitive advantage.” Just one word, quality…and the journey to achieving service and operational excellence became a glimmer.

That glimmer eventually became a decision: to embrace customer-driven excellence, the Baldrige core value embedded in high-performing organizations. Customer focus was clearly the key to survival in BHI’s competitive health care environment. Plus the leadership team knew that consumer requirements and outcomes were getting higher and higher – and nothing but world-class quality would be acceptable.

And so the Baldrige journey began.

Journey to the Next Level

Clearly the organization that desires and deserves to move to the next level of service and operational excellence, who wants to be distinguished by quality, will require guidance by an organization that has achieved this status. The Baptist Healthcare Leadership Institute is uniquely qualified: its faculty offers the consultation of a Senior Baldrige examiner, as well as Baptist Health Care leaders who guided the organization to Baldrige status in 2003. Institute consultants are fully immersed in the culture of Baptist Health Care, and know what an organization will encounter upon commencing their very own Baldrige journey.

For more information, please contact the Leadership Institute at http://www.baptistleadershipinstitute.com