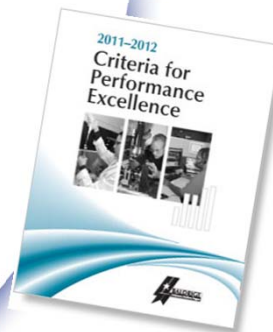


**Baldrige and SPQA:
Much More Than an
Award Application**
*How Do We Engage
Senior Leaders in the
Performance Excellence
Journey?*



Paul Grizzell

Virginia SPOA Conference
September 8, 2011

Presentation Overview

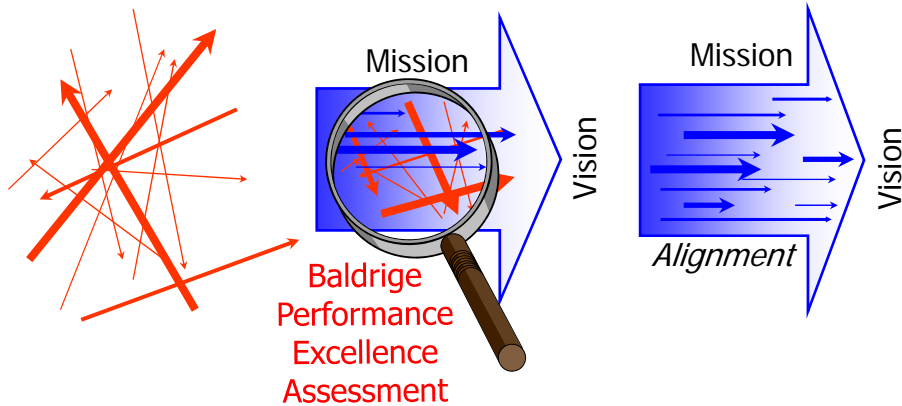
- Why consider Baldrige process?
- Components of Baldrige criteria
- Alignment with other improvement methodologies
- Steps to begin
- Questions and Answers



- priority messages

Why would senior leaders want to embark on a Baldrige-based performance excellence journey?

Focusing Energy & Resources



What is Baldrige?



Baldrige is an evidence-based, outcome-focused management model based on the characteristics of high-performing organizations.

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What value does Baldrige bring?

- A framework for improvement without being prescriptive
- Focus on organization-specific requirements and alignment with procedures, tools, or techniques
- Opportunity to use consistent language across an organization – or multiple organizations
- Supports a systems perspective to maintain organization-wide goal alignment
- Focus on organizational performance results

| | | |
|------------------------------------|---------------------------|-------------------------------|
| Product and Process Outcomes | Customer-Focused Outcomes | Workforce-Focused Outcomes |
| Leadership and Governance Outcomes | | Financial and Market Outcomes |

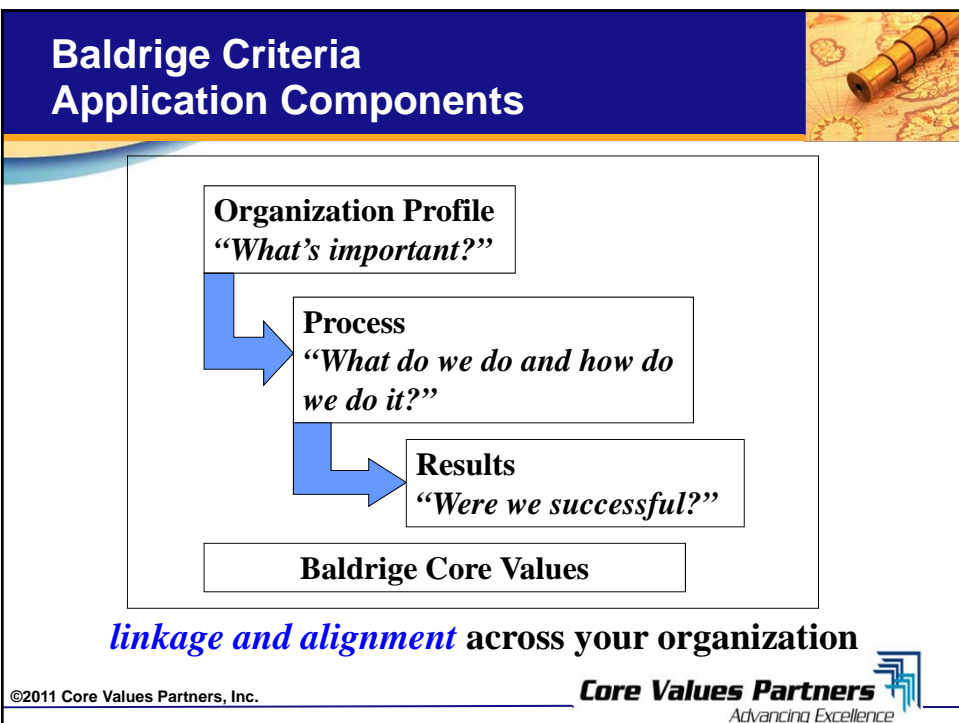
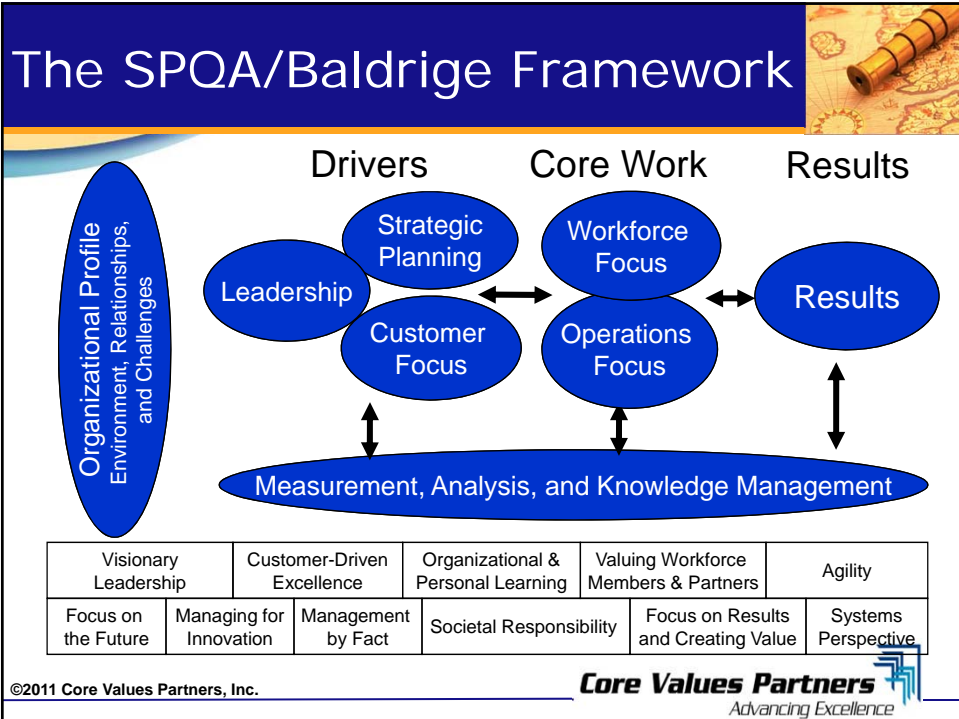
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How do organizations use Baldrige?



- National Baldrige application
50-page application
Three stage process
- State and local award programs
Quality and capability vary
Ease of entry into process
- Internal management system
Focused internal effort

Let's get into the details of the SPQA/Baldrige criteria



2011-12 Baldrige Criteria for Performance Excellence Scoring

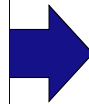
| Category | Points |
|-----------------------|--------------|
| 1. Leadership | 120 |
| 2. Strategic Planning | 85 |
| 3. Customer Focus | 85 |
| 4. Human Resources | 85 |
| 5. Operations Focus | 85 |
| 6. Financial Results | 450 |
| 7. Business Results | 450 |
| Total | 1,000 |

This score measures the *performance excellence maturity* of your organization.

Basics of the Baldrige assessment

Categories 1-6
Process categories

- Approach
- Deployment
- Learning
- Integration



Category 7
Results category

- Levels
- Trends
- Comparisons
- Linkage

This may be the most important, practical knowledge to come from the Baldrige criteria

Why Baldrige?



The Baldrige process can help...

- ...hold your organization *accountable*
- ...*sustain* your organization
- ...*align* your organization
- ...*improve* your organization
- ...*recruit* to your organization
- ...*reward and recognize* your organization
- ...*you get better...faster!*



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Overall purposes of improvement efforts

Baldrige – Six Sigma – Lean – PDSA
Never-ending quest for excellence

Progress toward world-class performance

Threshold Quality – JCAHO, ISO, FDA
Quality required to be "in the game"

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What does Baldrige do?

“Baldrige is our focused improvement methodology.”

Hospital CEO
South Carolina

“Baldrige helps us *formalize the informal.*”

Frank Sardone
President and CEO
Bronson Healthcare Group

Keys to Baldrige success



- Senior leader commitment from the top down
- The growing realization that “it’s not about the award...”
- Increased focus on *process management* that drives *improved outcomes*
- A continuous improvement mindset

Summary

- Baldrige is a roadmap to excellence that helps provide organizational alignment
- Leadership must drive and support the overall performance excellence strategy
- Effective alignment of your improvement efforts will lead to better business results – and competitive advantage
- Your organization is already on an Baldrige path - and Baldrige can help *focus, align, and accelerate* your performance excellence efforts

How do we get started?

- ▼ Leadership understanding of Baldrige
- ▼ Leadership commitment to performance excellence
- ▼ Communicate a commitment to excellence
- ▼ Develop your Organizational Profile

What are we working toward?



“Perfection is unattainable, but if we chase it, we can catch Excellence.”

Vince Lombardi

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Thank you for your interest in Baldrige!

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