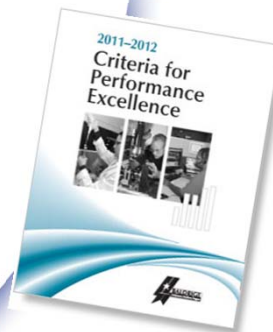


**Baldrige and SPQA:
Much More Than an
Award Application**
*How Do We Engage
Senior Leaders in the
Performance Excellence
Journey?*



Paul Grizzell

Virginia SPOA Conference
September 8, 2011

Presentation Overview

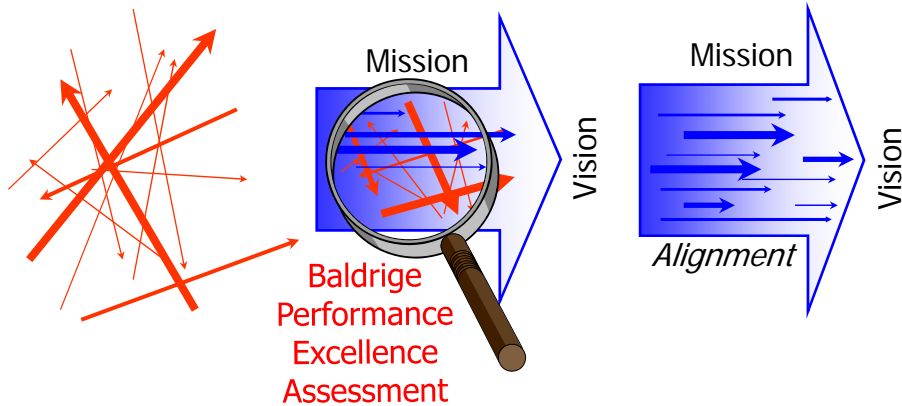
- Why consider Baldrige process?
- Components of Baldrige criteria
- Alignment with other improvement methodologies
- Steps to begin
- Questions and Answers



- 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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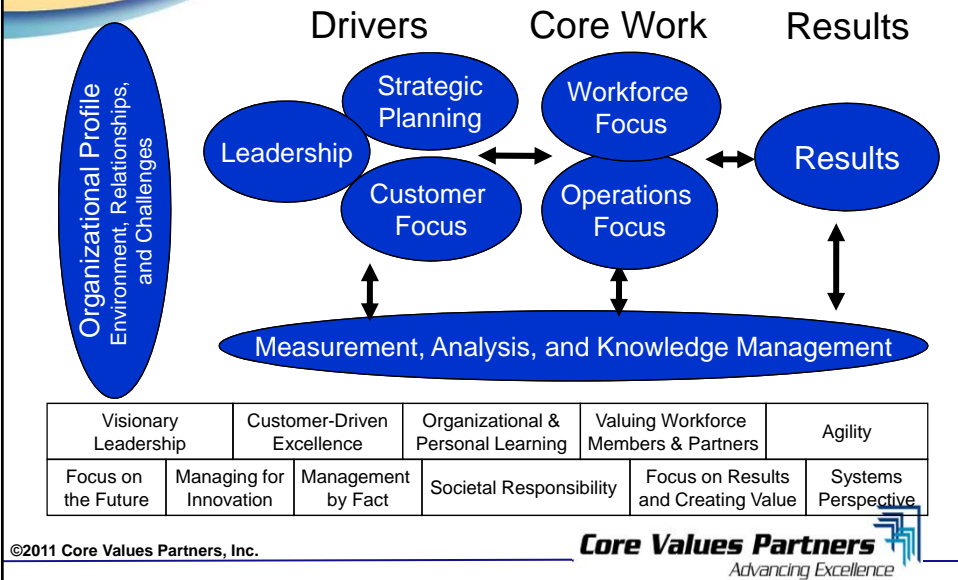
How do organizations use Baldrige?



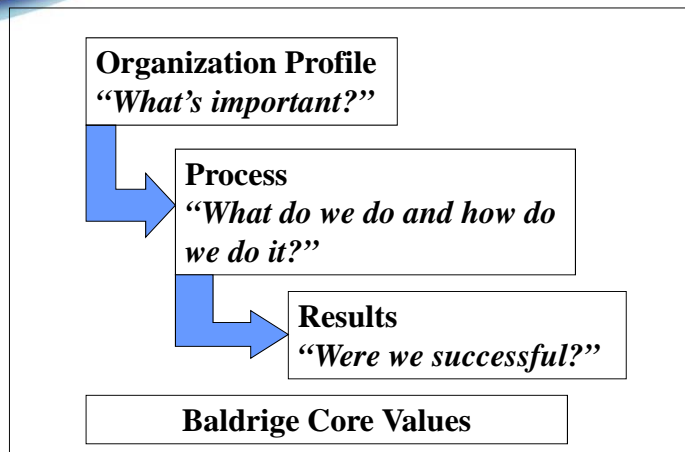
- National Baldrige application
50-page application
Three stage process
- State and local award programs
Quality and capability vary
Ease of entry into process
- Internal management system
Focused internal effort

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

The SPOA/Baldrige Framework



Baldrige Criteria Application Components



linkage and alignment across your organization

2011-12 Baldrige Criteria for Performance Excellence Scoring

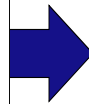
Category	Points
1. Leadership	120
2. Strategic Planning	85
3. Customer Focus	85
4. Human Resources	85
5. Operations Focus	85
6. Financial Results	85
7. Business Results	450
Total	1,000

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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