

THEME

Applying Best Practices in Healthcare Delivery

- 21-23 July 2009
- Kuala Lumpur
Convention Centre
Malaysia



APHM · ASQua · ISQua
International Healthcare
Conference and Exhibition
2009

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Who Was Malcolm Baldrige?

True or False? Malcolm Baldrige:

- a) Was the US Secretary of Commerce under President Reagan from 1980 through 1987
- b) Was a champion rodeo rider who died when falling off his horse during a rodeo competition and a member of the National Cowboy Hall of Fame
- c) A soldier who challenged every other soldier in his group to a wrestling match every evening
- d) Worked without funding and with volunteers to pursue his dream of a world-class excellence award
- e) Was the brother of Leticia Baldrige – considered by many as the world's foremost authority on

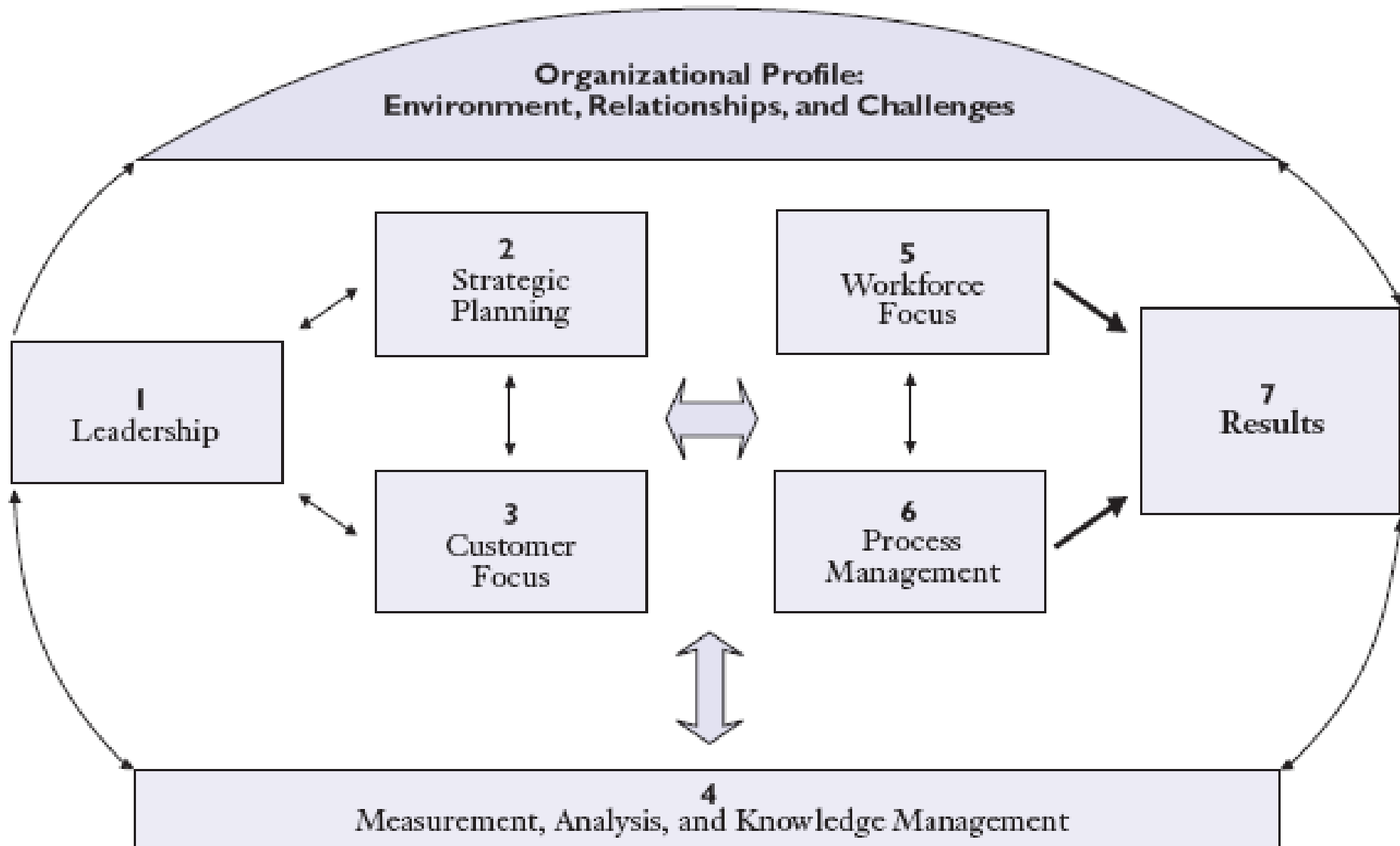
True – Malcolm Baldrige:

- a) Was the US Secretary of Commerce under President Reagan from 1980 through 1987
- b) Was a champion rodeo rider who died when falling off his horse during a rodeo competition and a member of the National Cowboy Hall of Fame
- c) A soldier who challenged every other soldier in his group to a wrestling match every evening
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Also True

The Baldrige Criteria for Performance Excellence are the fulfillment of Malcolm Baldrige's dream of world class excellence and the Baldrige Criteria serve as the most widely used and most effective guiding light in achieving world class excellence.

Baldrige Health Care Criteria Framework: A Systems Perspective



Organizational Profile

P.1 _ Organizational Description _

P.2 _ Organizational Situation _

- Starting point for self-assessment and application preparation
- Basis for early action planning

Importance of Beginning With Your Organizational Profile

Your Organizational Profile is critically important because:

- it is the most appropriate starting point for self-assessment and for writing an application;
- it is used by the Examiners and Judges in application review, including the site visit, to understand your organization and what you consider important (you will be assessed using the Criteria requirements in relation to your organization's environment, relationships, influences, and **CHALLENGES**, as presented in your Organizational Profile); and

Importance of Beginning With Your Organizational Profile

Your Organizational Profile is critically important because:

- it helps you identify potential gaps in KEY information and focus on KEY PERFORMANCE requirements and RESULTS; and
- it also may be used by itself for an initial self-assessment. If you identify topics for which conflicting, little, or no information is available, it is possible that the Organizational Profile can serve as your complete assessment, and you can use these topics for action planning.

Criteria Background

- Created in a consensus-building process with the community of users, examiners, and critics
- Reviewed, updated and validated regularly to stimulate competitive success
- To increase use and broaden the user base
- A framework for a systems view of performance management

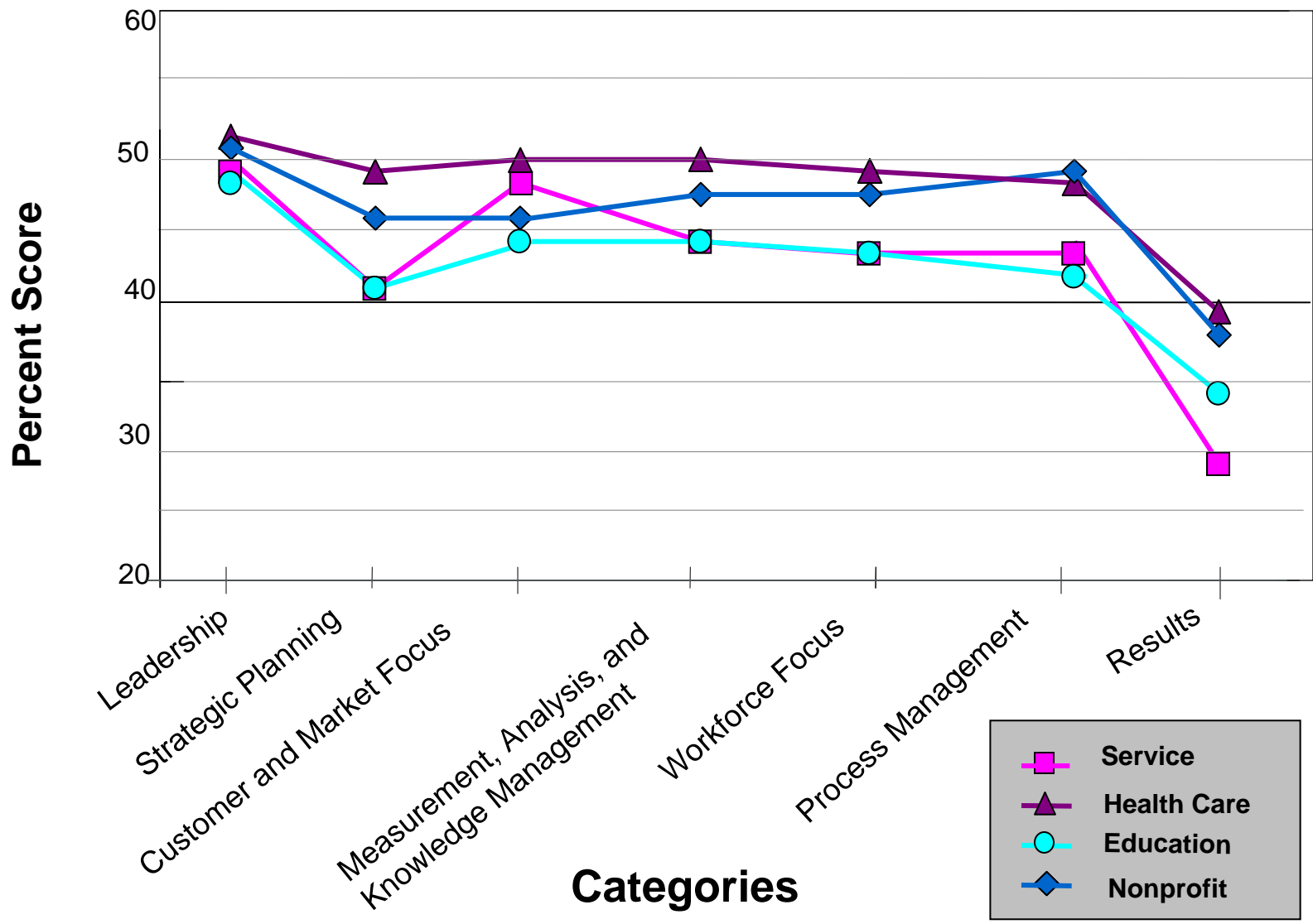
Criteria Key Characteristics

- The Criteria focus on results
- The Criteria are **non-prescriptive** and adaptable
- The Criteria support a systems perspective
- The Criteria support goal-based diagnosis

Health Care Criteria Categories & Point Values

1	Leadership	120
2	Strategic Planning	85
3	Customer Focus	85
4	Measurement, Analysis, and Knowledge Management	90
5	Workforce Focus	85
6	Process Management	85
7	Results	450
TOTAL POINTS		1,000

2008 Average Category Scores



Health Care Criteria for Performance Excellence

1 Leadership

1.1 Senior Leadership

Process

a. Vision and Values

(1) How do senior leaders set and deploy organizational values, short- and longer-term directions, and performance expectations? How do senior leaders include a focus on creating and balancing value for patients and other customers in their performance expectations? How do senior leaders communicate organizational values, directions, and expectations through your leadership system, to all staff, and to key suppliers and partners? How do Senior Leaders ensure 2-way communication on these topics?

Health Care Criteria for Performance Excellence

1 Leadership

1.1 Senior Leadership

Process

a. Vision and Values

(1) **How** do senior leaders set and deploy organizational values, short- and longer-term directions, and performance expectations?

How do senior leaders include a focus on creating and balancing value for patients and other customers in their performance expectations? **How** do senior leaders communicate organizational values, directions, and expectations through your leadership system, to all staff, and to key suppliers and partners?

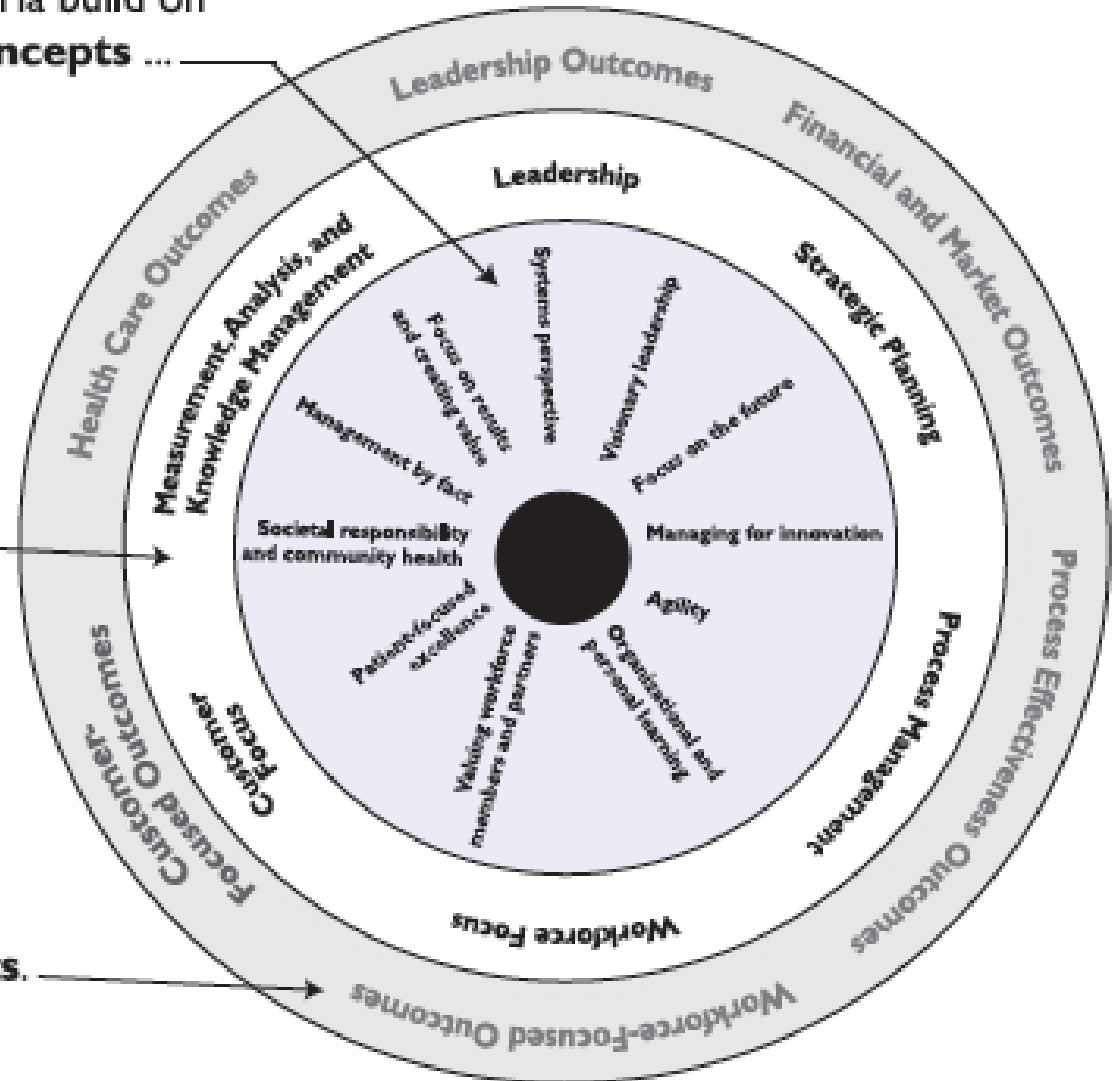
How do Senior Leaders ensure 2-way communication on these topics?

The Role of Core Values and Concepts

The Health Care Criteria build on **Core Values and Concepts** ...

which are embedded in **systematic processes** ... (Criteria Categories 1-6)

yielding **performance results**. (Criteria Category 7)



Concepts

- Visionary Leadership
- Patient-Focused Excellence
- Organizational and Personal Learning
- Valuing Staff, and Partners
- Agility
- Focus on the Future
- Managing for Innovation
- Management by Fact
- Social Responsibility and Community Health
- Focus on Results and Creating Value

Global Applicability

- The Baldrige National Quality Program's Criteria for Performance Excellence are nationally and internationally renowned as a comprehensive framework that any organization can use to improve overall performance



February 2008 – Kuala Lumpur



April 2008 – Kuala Lumpur



February 2009 – Kuala Lumpur

Why Self-Assess?

- Patients and other customers and stakeholders/ competitors drive need to change
- Keep pace with changes in industry
- Maintain a leadership position
- Enhance organizational learning
- Align actions with organization's values
- Keep the organization healthy
- Improve performance

The Bottom Line: Results

- Improved patient and other customer/stakeholder satisfaction and loyalty
- Higher return on assets
- Greater staff productivity and satisfaction
- Increased market share
- Reduced cycle time
- Decreased time to market
- Lowered costs
- Increased revenue

Award Program and Recipients' Contributions

- Created an international standard for excellence
- Increased competitiveness of U.S. organizations
- Give presentations to all sectors
- Produced role models
- Sharing of best practices
- Led to international award programs
- Host seminars and workshops
- Established outreach and educational system

Baldrige Path to Excellence

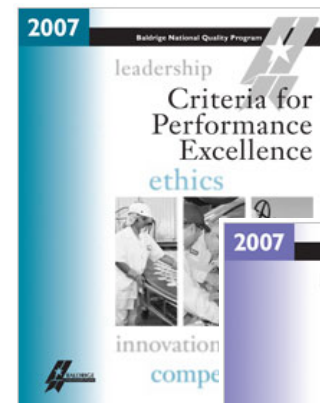
The Baldrige Criteria

The Criteria for Performance Excellence emphasize

- Continuous performance improvement
- Innovation
- Integrating processes
- Results

The Criteria for Performance Excellence focus on common requirements and are

- Non-prescriptive
- Holistic
- Inclusive
- Adaptable
- Integrative



Relationship: Baldrige Versus Other Performance Management Systems

- Health care accreditors, such as JCAHO/JCI
- Basic difference: excellent performance versus acceptable performance

The Joint Commission on Accreditation of Healthcare Organizations (JCAHO)

- Established in 1951
- Evaluates and accredits nearly 19,000 health care organizations and programs in the United States
- Health care organizations benefit from **JCAHO** accreditation as a qualification to operate

Baldrige and JCAHO/JCI Similarities

- Focus on continuous improvement
- Based on a set of core values
- Means for self-assessment

Baldrige and JCAHO/JCI Differences

JCAHO/JCI

- Patient care focus
- All organizations can qualify
- Reviews the same things in all organizations

Baldrige

- Overall organizational focus, including focus on patients
- Role model performance
- Considers individual factors and strategic challenges

The Bottom Line Difference

- Accreditation focuses on acceptability to a standard
- Baldrige focuses on excellence -- basic difference: excellent performance vs. acceptable performance

Feedback Report – the Greatest Benefit

- Written assessment of strengths and opportunities for improvement
- Compiled by a team of expert Examiners
- The report includes:
 - Key Themes Summary
 - Comments
 - Individual Scoring Range
 - Scoring Distribution

[Feedback Report Example](#)

What Others Are Saying

“I see the Baldrige process as a powerful set of mechanisms for disciplined people engaged in disciplined thought and taking disciplined action to create great organizations that produce exceptional results.”

— *Jim Collins, Author of Good to*

Great:

Why Some Companies Make the Leap...
and Others Don't

Self-Assessment Resources

- *Criteria for Performance Excellence* booklet
- State and local Baldrige-based programs
- Baldrige Award recipients
- Conferences – Quest For Excellence and Regional Baldrige Conferences

Baldrige Criteria Training Tool

1. *Leadership Category*

1.1 _ Senior Leadership (70 pts.)

1.2 _ Governance and Social Responsibilities
(50 pts.)

Category 1: **Leadership** (120 pts.)

The **Leadership** Category examines HOW your organization's SENIOR LEADERS personal actions guide and sustain your organization. Also examined are your organization's GOVERNANCE system and HOW your organization fulfills its legal, ethical, and societal responsibilities and supports its KEY communities.

Item 1.1: **Senior Leadership** (70 pts.)

How do your senior leaders lead?

Describe HOW SENIOR LEADERS actions guide and SUSTAIN your organization.

Describe HOW SENIOR LEADERS communicate with your WORKFORCE and encourage HIGH PERFORMANCE.

Area 1.1a: VISION, VALUES, and Mission

Area 1.1b: Communication and Organizational PERFORMANCE

Category 1: **Leadership** (Continued)

Item 1.2: **Governance and Social Responsibilities** (50 pts.)

How do you govern and fulfill your social responsibilities?

Describe your organization's GOVERNANCE SYSTEM and APPROACH to leadership improvement.

Describe HOW your organization assures legal and ETHICAL BEHAVIOR, fulfills its societal responsibilities, and supports its KEY communities and contributes to community health.

Area 1.2a: Organizational GOVERNANCE

Area 1.2b: Legal and ETHICAL BEHAVIOR

Area 1.2c: Societal Responsibilities, Support of KEY Communities and Community Health



Key Excellence Indicators: Leadership

- Effective, systematic, and fully deployed setting and communication of organization's direction and values
- Demonstrated personal commitment and role modeling by all senior leaders of organizational values
- Systematic actions to creating a sustainable organization
- Personal involvement by all senior leaders in organizational learning and in developing future leaders
- Strong focus on learning at all levels of the organization



Key Excellence Indicators: Leadership

- Sustained, demonstrated accountability and transparency of operations in governance system
- Effective and fully deployed leadership performance evaluation and improvement system
- Legal and ethical behavior that exceeds industry standards and regulatory compliance
- Active support of key communities that is integrated with organizational strategy and core competencies

Strategic Planning Excellence

2. Strategic Planning

2.1 _ Strategy Development (40 pts.)

2.2 _ Strategy Deployment (45 pts.)

Category 2: **Strategic Planning** (85 pts.)

The **Strategic Planning** Category examines HOW your organization develops STRATEGIC OBJECTIVES and ACTION PLANS. Also examined are HOW your chosen STRATEGIC OBJECTIVES and ACTION PLANS are DEPLOYED and changed if circumstances require, and HOW progress is measured.

Item 2.1: Strategy Development (40 pts.)

How do you develop your strategy?

Describe HOW your organization establishes its strategy to address its STRATEGIC CHALLENGES and leverage its STRATEGIC ADVANTAGES.

Summarize your KEY STRATEGIC OBJECTIVES and related GOALS

Area 2.1a: Strategy Development PROCESS

Area 2.1b: Strategic Objectives

Category 2: **Strategic Planning** (Continued)

Item 2.2: **Strategy Deployment** (45 pts.)

How do you deploy your strategy?

Describe HOW your organization converts STRATEGIC OBJECTIVES into ACTION PLANS

Summarize your organization's ACTION PLANS.

Summarize HOW they [your organization's ACTION PLANS] are DEPLOYED.

Summarize your organization's KEY ACTION PLAN PERFORMANCE MEASURES.

Project your organization's future PERFORMANCE relative to KEY comparisons on these PERFORMANCE MEASURES or INDICATORS.

Area 2.2a: ACTION PLAN Development and DEPLOYMENT

Area 2.2b: PERFORMANCE PROJECTION



Key Excellence Indicators: Strategic Planning

- Planning that effectively balances short- and long-term views
- Aggressive goal setting
- Strong work system alignment with strategy
- Proactively addressing all sources of risk



Key Excellence Indicators: Strategic Planning

- Critical targets and goals systematically address customer requirements and market directions
- Strong involvement of key suppliers, partners, and customers
- Clear focus on long-term sustainability, including needed core competencies
- Strong focus on plan execution and agility

Customer Focus Excellence

3. Customer Focus

3.1 _ Customer Engagement (40 pts.)

3.2 _ Voice of the Customer (45 pts.)

Category 3: **Customer Focus** (85 pts.)

The **Customer Focus** Category examines HOW your organization engages its PATIENTS and STAKEHOLDERS for long-term marketplace success. This ENGAGEMENT strategy includes HOW your organization builds a PATIENT- and STAKEHOLDER-focused culture.

Also examined is HOW your organization listens to the VOICE OF ITS CUSTOMERS to improve and identify opportunities for INNOVATION.

Item 3.1: Customer Engagement (40 pts.)

How do you engage PATIENTS and STAKEHOLDERS to serve their needs?

How do you engage PATIENTS and STAKEHOLDERS to build relationships?

Describe HOW your organization determines HEALTH CARE SERVICE offerings and mechanisms to support PATIENTS' and STAKEHOLDERS' use of your HEALTH CARE SERVICES.

Describe also HOW your organization builds a PATIENT- and STAKEHOLDER-focused culture.

Area 3.1a: HC Service Offerings and PATIENT/STAKEHOLDER Support

Area 3.1b: Building a Patient and Stakeholder Culture

Category 3: **Customer Focus** (Continued)

Item 3.2: **Voice of the Customer** (45 pts.)

How do you obtain information from your PATIENTS and STAKEHOLDERS?

How do you use information from your PATIENTS and STAKEHOLDERS?

Describe also HOW your organization listens to your PATIENTS AND STAKEHOLDERS.

Describe also HOW your organization acquires satisfaction and dissatisfaction information.

Describe also HOW PATIENT and STAKEHOLDER information is used to improve your marketplace success.

Area 3.2a: Patient and Stakeholder Listening

Area 3.2b: Determination of Patient and Stakeholder Satisfaction and Engagement

Area 3.2: Analysis and Use of Patient and Stakeholder Data



Key Excellence Indicators: Customer Focus

- In-depth market knowledge and forecasts
- Systematic consideration of needs and requirements of current and potential customers
- Multiple mechanisms to support customers
- Customer-focused culture that is well integrated with workforce management and development systems



Key Excellence Indicators: Customer Focus

- Multiple, effective listening methods to obtain customer feedback
- Effective and prompt resolution of complaints
- High levels of customer engagement and satisfaction
- Effective and systematic analysis and use of customer data

Measurement, Analysis and Knowledge Management Excellence

4. Measurement, Analysis, and Knowledge Management Category

- 4.1 **— Measurement, Analysis and Improvement of Organizational Performance (45 pts.)**

- 4.2 **— Management of Information, Knowledge, and Information Technology (45 pts.)**

Category 4: **Measurement, Analysis, and Knowledge Management** (90 pts.)

The ***Measurement, Analysis, and Knowledge Management*** Category examines HOW your organization selects, gathers, ANALYZES, manages, and improves data, information, and KNOWLEDGE ASSETS and HOW it manages information technology. The Category also examines HOW your organization reviews and uses reviews to improve its PERFORMANCE

Item 4.1: Measurement, Analysis, and Improvement of Organizational Performance (45 pts.)

How do you measure, analyze, and then improve organizational performance?

Describe HOW your organization MEASURES, ANALYZES, reviews, and improves its PERFORMANCE as a HEALTH CARE SERVICE provider through the use of data and information at all LEVELS and in all parts of your organization.

Area 4.1a: PERFORMANCE MEASUREMENT

Area 4.1b: PERFORMANCE ANALYSIS, Review

Area 4.1c: Performance Improvement

Category 4: **Measurement, Analysis, and Knowledge Management** (Continued)

Item 4.2: Management of Information, Knowledge and Information Technology (45 pts.)

How do you manage your information, organizational knowledge, and information technology?

Describe HOW your organization ensures the quality and availability of needed data, information, software, and hardware for your WORKFORCE, suppliers, PARTNERS, COLLABORATORS, and PATIENTS and STAKEHOLDERS.

Describe HOW your organization builds and manages its KNOWLEDGE ASSETS.

Area 4.2a: Data, Information, and Knowledge Management

Area 4.2b: Management of Information Resources and Technology



Key Excellence Indicators: Measurement, Analysis, and Knowledge Management

- Consistent use of fact-based decision making
- Collection of actionable data
- Consistent use of multiple aligned and interlinking measures (internal and external)
- Wide deployment and accessibility of data and information



Key Excellence Indicators: Measurement, Analysis, and Knowledge Management

- Strong analysis capability
- Systematic benchmarking of “best-in-class” processes and results
- Reliable, secure, and user-friendly information systems
- Organizational knowledge systematically captured and shared internally and with key partners and suppliers

Workforce Focus Excellence

5. Workforce Focus

5.1 _ Workforce Engagement (45 pts.)

5.2 _ Workforce Environment (40 pts.)

Category 5: **Workforce Focus** (Continued)

The **Workforce Focus** Category examines HOW your organization ENGAGES, manages, and develops your WORKFORCE to utilize its full potential in ALIGNMENT with your organization's overall MISSION, strategy, and ACTION PLANS. The Category examines your ability to assess WORKFORCE CAPABILITY and CAPACITY needs and to build a WORKFORCE environment conducive to HIGH PERFORMANCE.

Item 5.1: Workforce Engagement (45 pts.)

How do you engage your workforce to achieve organizational and personal success?

Describe HOW your organization ENGAGES, compensates, and rewards your WORKFORCE to achieve HIGH PERFORMANCE.

Describe HOW members of your WORKFORCE, including leaders, are developed to achieve HIGH PERFORMANCE.

Describe HOW you assess WORKFORCE ENGAGEMENT and use the RESULTS to achieve HIGHER PERFORMANCE.

Area 5.1a: WORKFORCE Enrichment

Area 5.1b: WORKFORCE and Leader Development

Category 5: **Workforce Focus** (85 pts.)

Item 5.2: **Workface Environment** (40 pts.)

How do you build an effective and supportive workforce environment?

Describe HOW your organization manages WORKFORCE CAPABILITY and CAPACITY to accomplish the work of the organization.

Describe HOW your organization maintains a safe, secure, and supportive work climate.

Area 5.2a: WORKFORCE CAPABILITY and CAPACITY

Area 5.2b: WORKFORCE Climate



Key Excellence Indicators: Workforce Focus

- Strong commitment to workforce engagement and satisfaction
- Fully deployed reward system for high performance related to key organizational challenges and organizational performance
- Strong commitment to workforce and leader training, education, and development
- Clear links between individual and organizational learning



Key Excellence Indicators: Workforce Focus

- Effective management of workforce capability and capacity
- Safe, secure, and supportive workforce climate

Mercy Health System: Workforce Focus

- Inform
- Involve
- Celebrate



Health Care

Process Management Excellence

6. Process Management

6.1 _ Work Systems (35 pts.)

6.2 _ Work Processes (50 pts.)

Category 6: **Process Management** (85 pts.)

The ***Process Management*** Category examines HOW your organization designs its WORK SYSTEMS and HOW it designs, manages, and improves its KEY PROCESSES for implementing those WORK SYSTEMS to deliver VALUE to PATIENTS and STAKEHOLDERS and achieve organizational success and SUSTAINABILITY. Also examined is emergency readiness

Item 6.1: Work Systems (35 pts.)

How do you design your work systems?

Describe HOW your organization designs its WORK SYSTEMS and determines its KEY PROCESSES to deliver PATIENT and STAKEHOLDER VALUE, prepare for potential emergencies, and achieve organizational success and SUSTAINABILITY.

Area 6.1a: Work Systems Design

Area 6.1b: Key Work Processes

Area 6.1c: Emergency Readiness

Category 6: **Process Management** (Continued)

Item 6.2: Work Processes (50 pts.)

How do you design, manage and improve your key organizational work processes?

Describe HOW your organization designs, implements, manages, and improves its KEY WORK PROCESSES to deliver PATIENT and STAKEHOLDER VALUE and achieve organizational success and SUSTAINABILITY.

Area 6.2a: Work Process Design

Area 6.2b: Work PROCESS Management

Area 6.2c: Work PROCESS Improvement



Key Excellence Indicators: Process Management

- Well-designed work systems and key business and support processes
- Strong focus on work systems and key processes that deliver customer value and organizational success and sustainability
- High levels of quality designed into products and key processes
- Effective partnering with suppliers and customers



Key Excellence Indicators: Process Management

- Strong focus on continuous improvement, cycle time reduction, innovation, and productivity enhancement
- Strong integration of prevention and improvement into daily operations
- Sustained focus on prevention as well as preparation for emergencies

7. Results (450 pts.)

- 7.1 **— Health Care Outcomes** (100 pts.)
- 7.2 **— Customer-Focused Outcomes** (70 pts.)
- 7.3 **— Financial and Market Outcomes** (70 pts.)
- 7.4 **— Workforce-Focused Outcomes** (70 pts.)
- 7.5 **— Process Effectiveness Outcomes** (70 pts.)
- 7.6 **— Leadership Outcomes** (70 pts.)

Category 7: **Results** (450 pts.)

The **Results** Category examines your organization's PERFORMANCE and improvement in all KEY areas—health care outcomes, CUSTOMER-focused outcomes, financial and market outcomes, WORKFORCE-focused outcomes, PROCESS-EFFECTIVENESS outcomes, and LEADERSHIP outcomes. PERFORMANCE LEVELS are examined relative to those of competitors & organizations with similar HEALTH CARE SERVICE offerings

Item 7.1: Health Care Outcomes (100 pts.)

What are your health care results?

Summarize your organization's KEY health care RESULTS.

SEGMENT your RESULTS by HEALTH CARE SERVICE offerings, PATIENT and STAKEHOLDER groups, and market SEGMENTS, as appropriate.

Include appropriate COMPARATIVE data.

Indicate those MEASURES mandated by regulatory, accreditor, or payor requirements.

Category 7: **Results** (Continued)

Item 7.2: **Customer-Focused Outcomes** (70 pts.)

What are your PATIENT- and STAKEHOLDER-focused performance results?

Summarize your organization's KEY PATIENT- and STAKEHOLDER-focused RESULTS for PATIENT and STAKEHOLDER satisfaction, dissatisfaction, and ENGAGEMENT.

SEGMENT your RESULTS by HEALTH CARE SERVICE offerings and program types and groups, PATIENT and STAKEHOLDER groups, and market SEGMENTS, as appropriate.

Include appropriate COMPARATIVE data.

Category 7: **Results** (Continued)

Item 7.3: Financial and Market Outcomes (70 pts.)

What are your financial and marketplace performance results?

Summarize your KEY financial and marketplace PERFORMANCE RESULTS by market SEGMENTS or PATIENT and STAKEHOLDER groups, as appropriate. Include appropriate COMPARATIVE data.

Item 7.4: Workforce-Focused Outcomes (70 pts.)

What are your workforce-focused performance results?

Summarize your organization's KEY WORKFORCE-focused RESULTS for WORKFORCE ENGAGEMENT and for your WORKFORCE environment.

SEGMENT your RESULTS to address the DIVERSITY of your WORKFORCE and to address WORKFORCE groups and SEGMENTS, as appropriate. Include appropriate COMPARATIVE data.

Category 7: **Results** (Continued)

Item 7.5: Process Effectiveness Outcomes (70 pts.)

What are your process effectiveness results?

Summarize your organization's KEY operational PERFORMANCE RESULTS that contribute to the improvement of organizational EFFECTIVENESS, including your organization's readiness for emergencies.

SEGMENT your RESULTS by HEALTH CARE SERVICE offerings, by PATIENT and STAKEHOLDER groups and market SEGMENTS, and by PROCESSES and locations, as appropriate.

Include appropriate COMPARATIVE data.

Category 7: **Results** (Continued)

Item 7.6: Leadership Outcomes (70 pts.)

What are your leadership results?

Summarize your organization's KEY GOVERNANCE and SENIOR LEADERSHIP RESULTS, including evidence of strategic plan accomplishments, fiscal accountability, legal compliance, ETHICAL BEHAVIOR, social responsibility, support of KEY communities, and community health.

SEGMENT your RESULTS by organizational units, as appropriate. Include appropriate COMPARATIVE data.



Key Excellence Indicators: Results

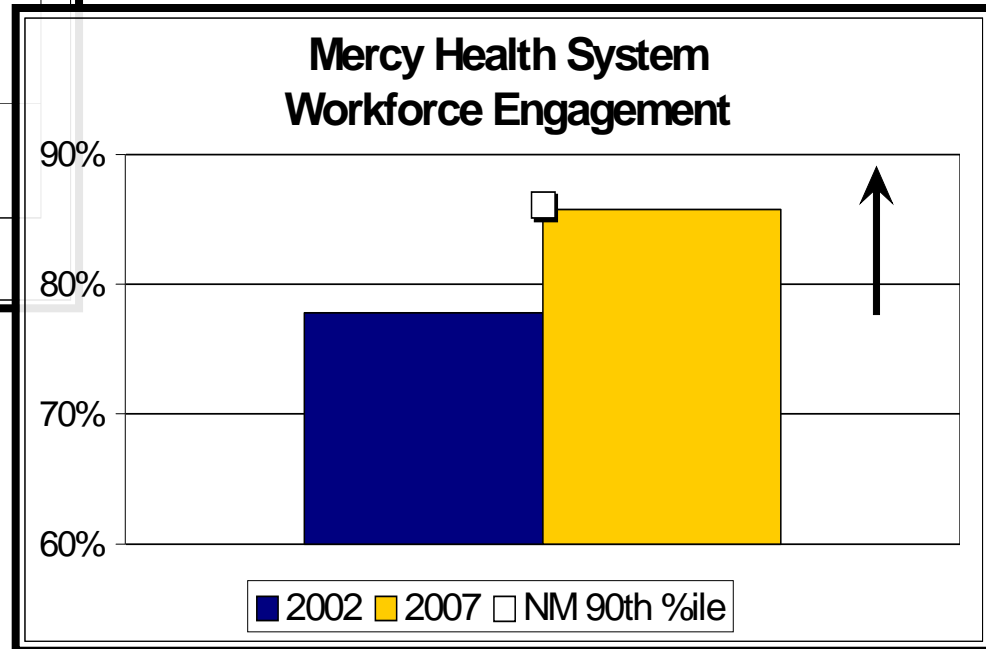
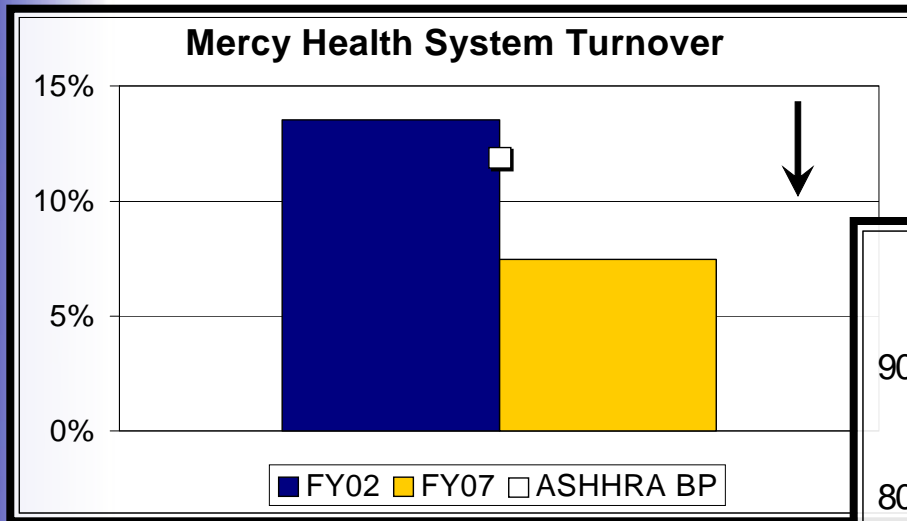
- Excellent results that fully address customer requirements, key processes, product performance, strategy and action plans, workforce needs, financial and marketplace measures, and governance and societal responsibilities
- Beneficial performance levels and trends



Key Excellence Indicators: Results

- Excellent results that are well integrated with organization-level information and analyses
- Demonstrated use of comparisons/benchmarks/projections that have improved organizational performance
- Results that are actionable to improve organizational performance and promote sustainability

Mercy Health System: Results



Sustainability Using the Baldrige Criteria

- It can be said that everything is a process or part of a process. The Baldrige Criteria are an integrated system of key processes common to all health care organizations. Self-assessing your organization against the Criteria responses of excellent organizations prioritizes and accelerates improvement in the areas most critical to your long-term success.

Baldrige Health Care Award Recipients

- Poudre Valley Health System (2008) – ([Contact](#) – [Application](#))
- Mercy Health System (2007) – ([Contact](#) – [Application](#))
- Sharp HealthCare (2007) – ([Contact](#) – [Application](#))
- North Mississippi Medical Center (2006) – ([Contact](#) – [Application](#))
- Bronson Methodist Hospital (2005) – ([Contact](#) – [Application](#))
- Robert Wood Johnson University Hospital (2004) – ([Contact](#) – [Application](#))
- Baptist Hospital, Inc. (2003) – ([Contact](#) – [Application](#))
- St. Luke's Hospital - Kansas City (2003) – ([Contact](#) – [Application](#))
- SSM Health Care (2002) – ([Contact](#) – [Application](#))

Health Care-Related Baldrige Award Recipients

- Premier (2006) – ([Contact](#) – [Application](#))
- Medrad, Inc. (2003) – ([Contact](#) – [Application](#))

Closing Agenda

- Questions
- Thank You
- Announcements

Self-Assessment Tools

- *Easy Insight*
- *Your Guide to Performance Excellence*
- *Are We Making Progress?* questionnaire
- *Are We Making Progress as Leaders?* questionnaire
- *Criteria for Performance Excellence*

Contact the Baldrige Program

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