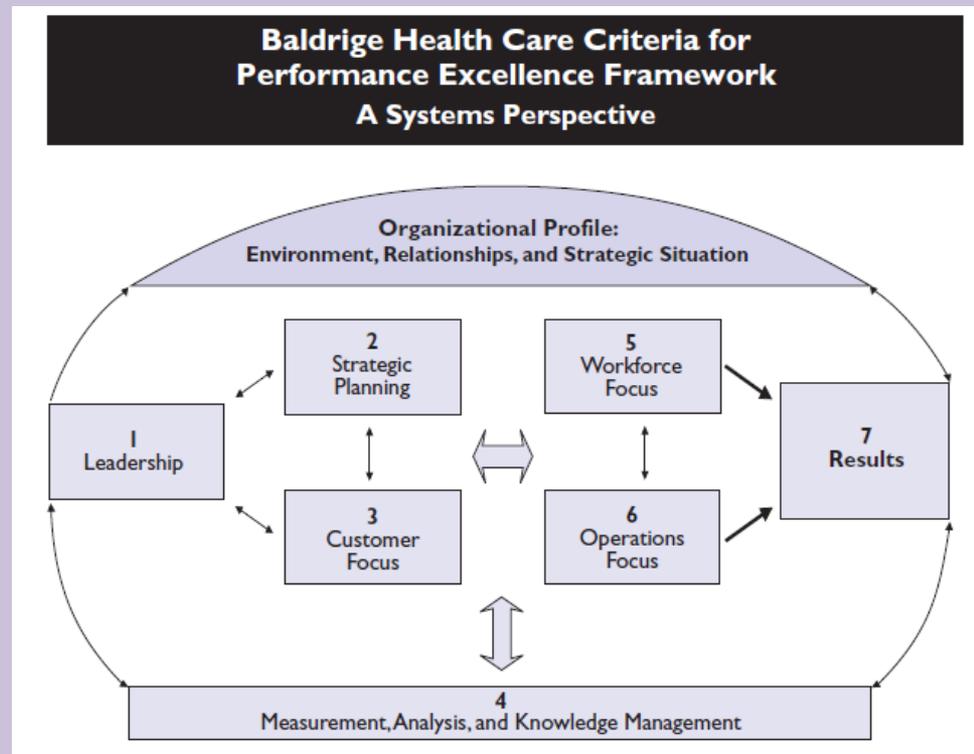
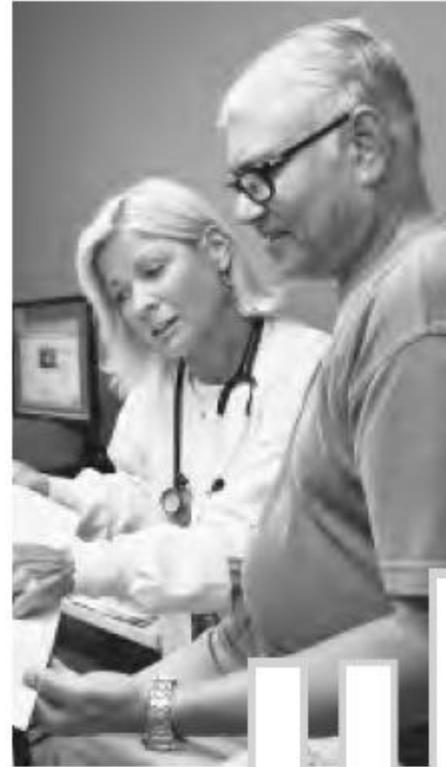


Societal Well-Being and Supporting Your Community - Baldrige in Action





**Laura Kinney, Performance Excellence Mentor
Director, Organizational Excellence, Yakima Valley Memorial Hospital**



Criteria Characteristics

- Non-prescriptive
- Integrated linkages
 - Process to Results
- Series of questions

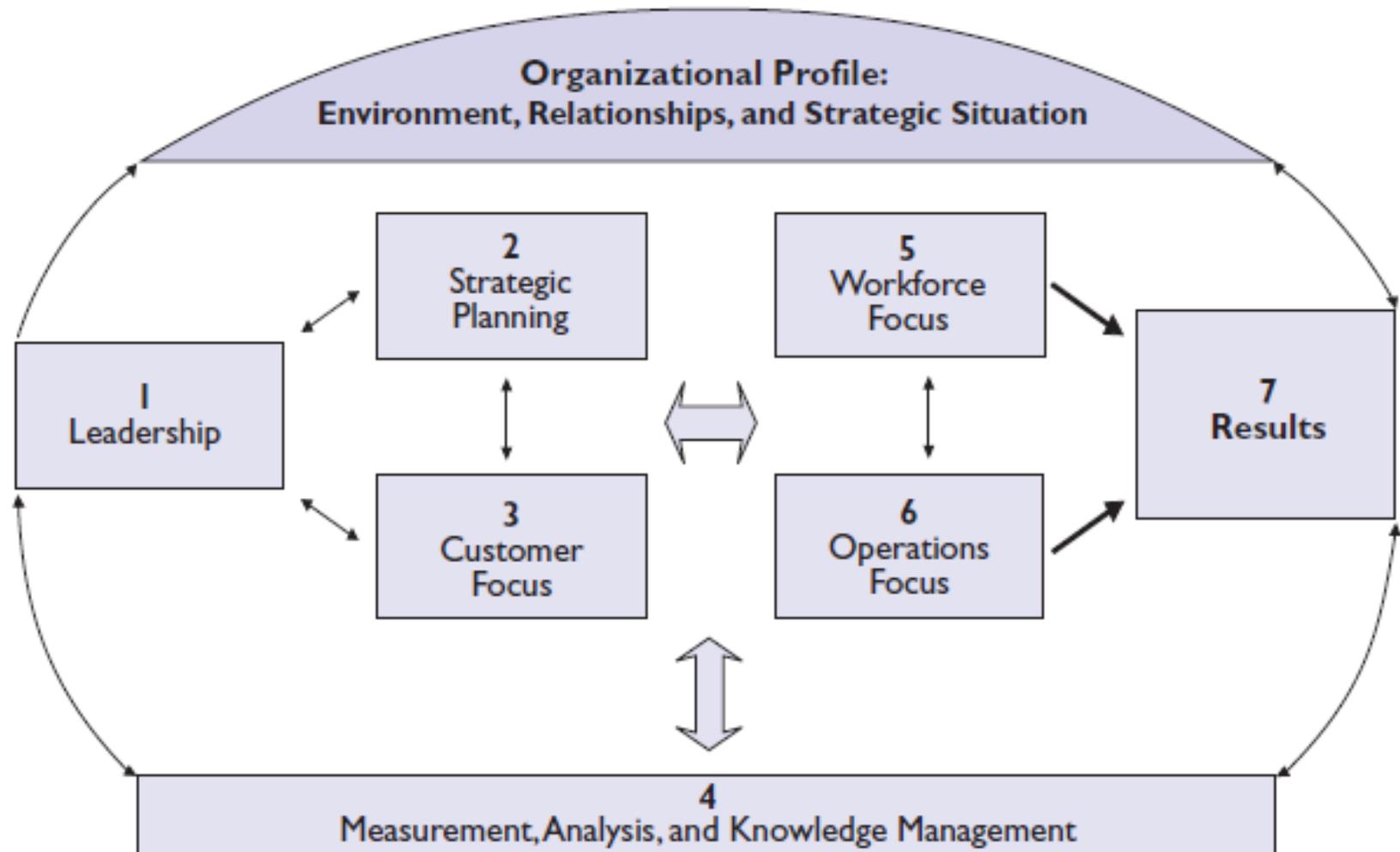
–How?

–What?



Baldrige Health Care Criteria for Performance Excellence Framework

A Systems Perspective



1 - Leadership

The **Leadership Category** asks how Senior Leaders' actions guide and sustain an organization. It also asks how Senior Leaders communicate with the workforce and encourage high performance. How does the organization ensure legal and ethical behavior, fulfill its societal responsibilities, support its key communities, and contribute to community health?



How do Senior Leaders create/ensure a sustainable organization?

1.1 – Senior Leadership

1.1a Vision , Values and Mission

- (1) Set and Deploy Vision and Values
- (2) Promote Legal and Ethical Behavior
- (3) Create a Sustainable Organization

1.1b Communication and Organizational Performance

- (1) Communicate, Engage and Reward the Workforce
- (2) Focus the Organization on ACTION



How do Senior Leaders Lead?

1.2 – Governance and Societal Responsibilities

1.2a Organizational Governance

- (1) Achieve Management And Fiscal Accountability, Transparency In Operations, Internal And External Audits And Protect Stakeholders
- (2) Evaluate Senior Leader And Board Performance

1.2b Legal and Ethical Behavior

- (1) Anticipate And Address Adverse Impacts On Society, Including Conserving Natural Resources
- (2) Ensure Ethical Behavior

1.2c Societal Responsibilities And Support Of Key Communities

- (1) Contribute To The Well-being Of Environmental, Social, And Economic Systems
- (2) Actively Support And Strengthen Key Communities

1.2c (2) Community Support

How does your organization actively support and strengthen your key communities? What are your key communities? How do you identify these communities and determine areas for organizational involvement, including areas related to your core competencies? How do your senior leaders, in concert with your workforce, contribute to improving these communities and to building community health?



Core Values and Concepts

- Visionary Leadership
- Valuing Work Force Members and Partners
- Managing for Innovation
- Focus on Results and Creating Value
- Customer-Driven Excellence
- Agility
- Management by Fact
- Systems Perspective
- Organizational & Personal Learning
- Focus on the Future
- Societal Responsibility

“These values and concepts are embedded beliefs and behaviors found in high-performing organizations. They are the foundation for integrating key performance and operational requirements within a results-oriented framework that creates a basis for action and feedback.” 2011 Baldrige Criteria

Core Competencies

- An organization's areas of greatest expertise
- Strategically important capabilities that are central to fulfilling your mission or provide an advantage in your marketplace or service environment
- Frequently challenging for competitors or suppliers and partners to imitate, and they may provide a sustainable competitive advantage
- May involve unique service offerings, technology expertise, a marketplace niche, or a particular business acumen (e.g., health care delivery start-ups)

- Measurable
- Trend data
- Links to all categories
- Comparative data, benchmarks, competition



*Answers the question –
how do you know you are
being effective?*

My Favorite Example

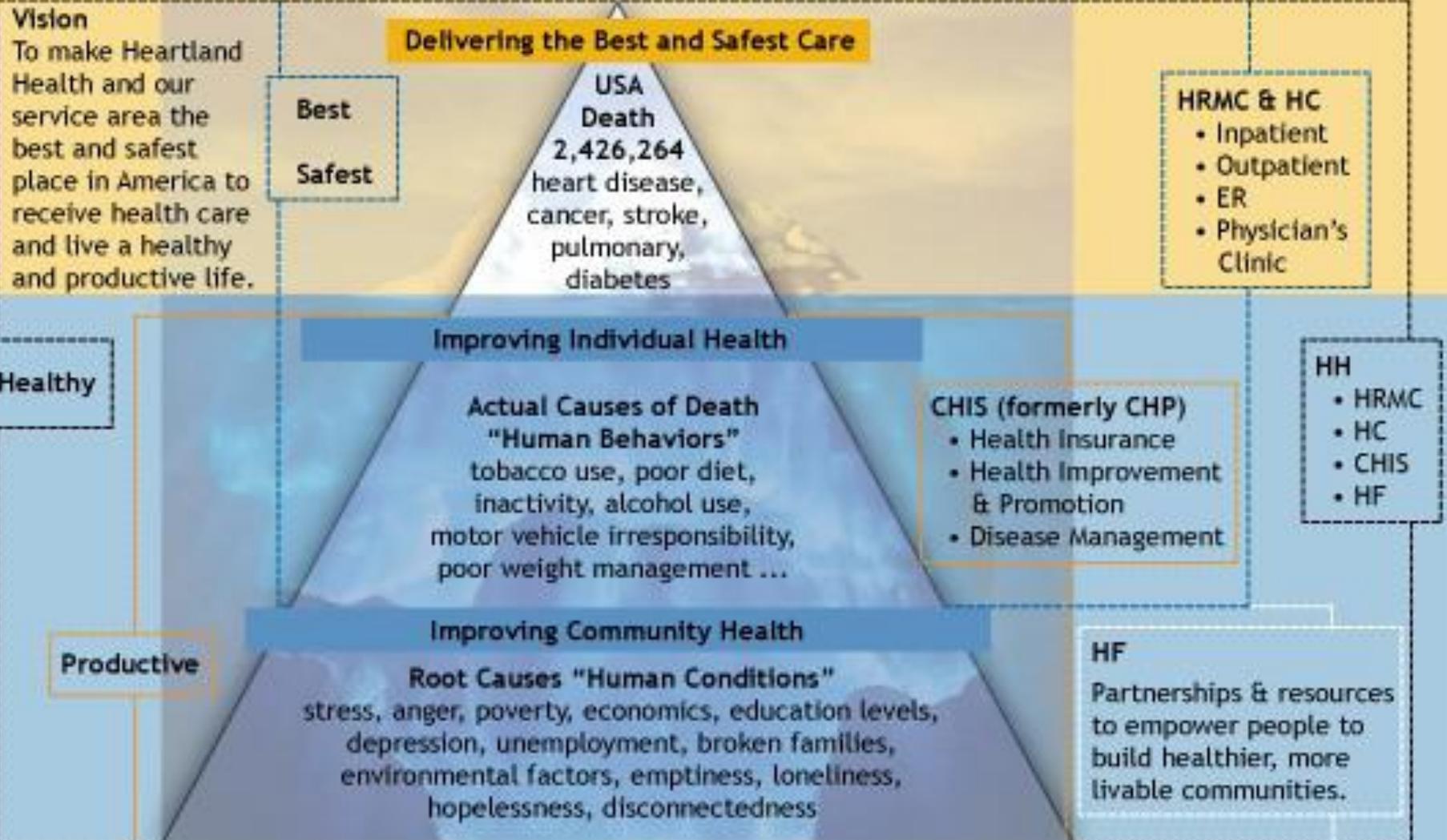


Heartland Health
St. Joseph, MO 64506
www.heartland-health.com

Heartland Health



Heartland's Action for Lasting Community Health Impact



The *Foundation* of our Health Pyramid

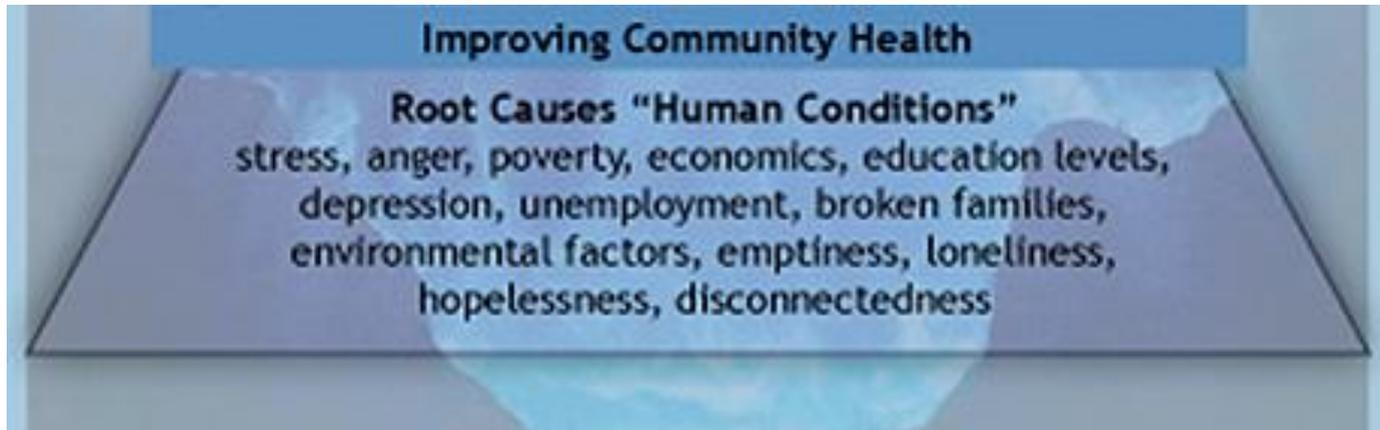


www.heartland-health.com/baldrige



Community Outreach

Improving community health. To make Heartland Health and our service area the best and safest place in America to receive health care and live a healthy and productive life. We see our vision as having three different actions that we show as [a pyramid](#).



[Base of the pyramid - Improving Community Health](#)

The base of the pyramid represents the root causes of human behavior, those factors that contribute to the behaviors in the middle of the pyramid. For example, if a woman has a poor diet and uses tobacco and alcohol (the middle of the pyramid), the root causes of those behaviors could be that she is under a lot of stress, feels empty or lonely, and has been affected by the economy (the base of the pyramid). Basically, how we feel, our environment and circumstances drives our behaviors. [The Heartland Foundation](#) has partnerships and resources to help empower people to build a healthier, more livable community and addresses the root causes by offering lifestyle and civic programs. We believe it is our responsibility to our community to spend time and resources on the middle and base of the pyramid, so in the future we can see less and less of the diseases and conditions at the tip of the pyramid. We have found that healthy people lower health-care costs for everyone.

[Heartland Foundation](#)

[Northwest Missouri Area Health Education Center \(NWMO AHEC\)](#)

Patee Youth Dental Clinic

Economic vitality

Youth Health Partnership

[Regional Partnerships](#)

Obesity

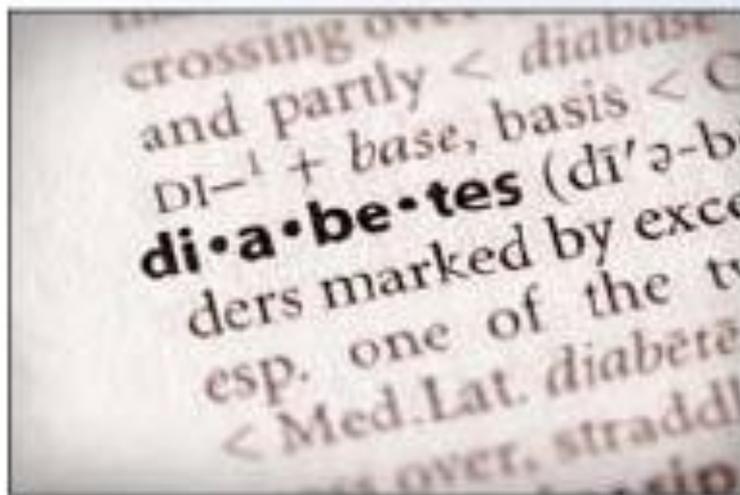
- 65 percent overweight or obese
- School district reports an alarming increase in obesity
- Direct connection between poverty and obesity



www.heartland-health.com/baldrige



Diabetes



- Nine percent of people in St. Joseph live with diabetes
- In the under \$15,000 bracket, rate soars to nearly 21 percent



Voice of the Community

- Surveyed 6,000 middle and high school students
- 16 schools
- 12 counties



Youth Engagement



- Community Forums included students and adults
- Provided an appreciation for the voice of youth



Here's what they said ...

67%

Disenfranchised

43%

Make a difference

72%

Adults not listening

56%

No jobs



www.heartland-health.com/baldrige



Out Migration



3 out of 4 out of here ...



www.heartland-health.com/baldrige





Heartland Health

Our community needs
more than a hospital



www.heartland-health.org

Their conclusion....

We Need to do More

We created a powerful learning opportunity that helps youth

- Create
- Analyze
- Research
- Value education



A Vision for our Future

Our Vision ...

- Build a new concept
- Create an experiential learning environment – connecting schools with the community
- Extraordinary program – emPower Plant
- Educational experts



think ahead
emPowerUSM



Transforming the Brownfields



Before

After



- Walked the talk
- Invested in the Brownfields region
- Put into practice – creating communities



Putting a Face on Poverty



www.heartland-health.com/baldrige



Fighting Hunger

- Youth group's summer project
- Community garden
- Produced more than 700 pounds
- Donated to local food bank



Innovative Solutions

Youth Health Partnership

- *Increase* childhood immunizations and well-child exams
- *Reduce* teen pregnancy
- *Improve* oral health care

The Health
Express



www.heartland-health.com/baldrige



Public Service Announcement Project

Youth

- Determined social issue to address – teen pregnancy
- Contracted with an audio-visual firm
- Wrote and starred in public service announcement



“I want to be a kid,
not raise one!”



Learning for a Lifetime

- Partnership with school district
- Visit schools providing education
 - Exercise
 - Health
 - Nutrition



We are *attacking* childhood obesity



www.heartland-health.com/baldrige



Access to Care for the Homeless

- Surveyed adults at open door food kitchen
- Found a need for health-care services
- Applied for funding
- Use Heartland's Health Express to provide an avenue for health-care services



Re-measuring for Impact

82%

Make a difference

77%

Jobs

72%

Adults listen

60%

“I want to live here”



www.heartland-health.com/baldrige



EmPower Plant

89 percent of students
say they can *make
a difference*



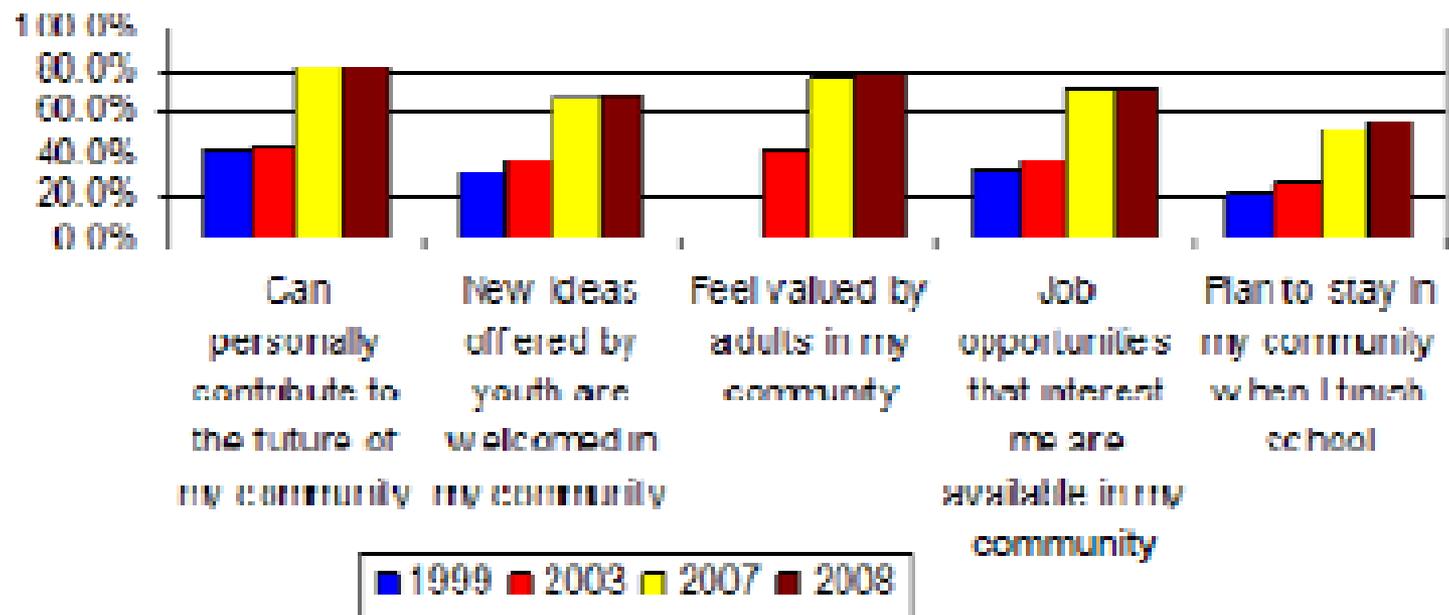
The emPower Plant program provides a hands-on experience for students on the brink of adulthood



www.heartland-health.com/baldrige

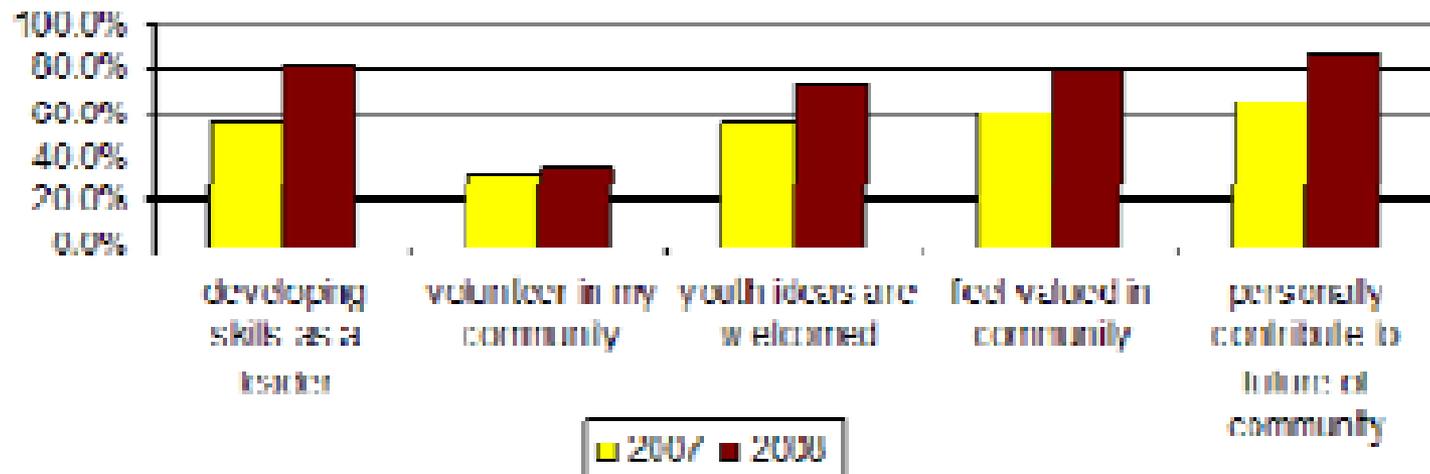


Youth Response to Social Accountability



Youth Response to Building Leadership Skills

Youth who participate in Heartland Foundation Youth Empowerment programs are more likely to:



How is this Possible?

- Vision
- Committed and sustained leadership
- Community engagement and involvement
- Innovation – allow yourself to think differently



www.heartland-health.com/baldrige



Social Responsibility

Included in Strategic Planning Process

- Community health needs assessment
- Listen to the voice of the customer

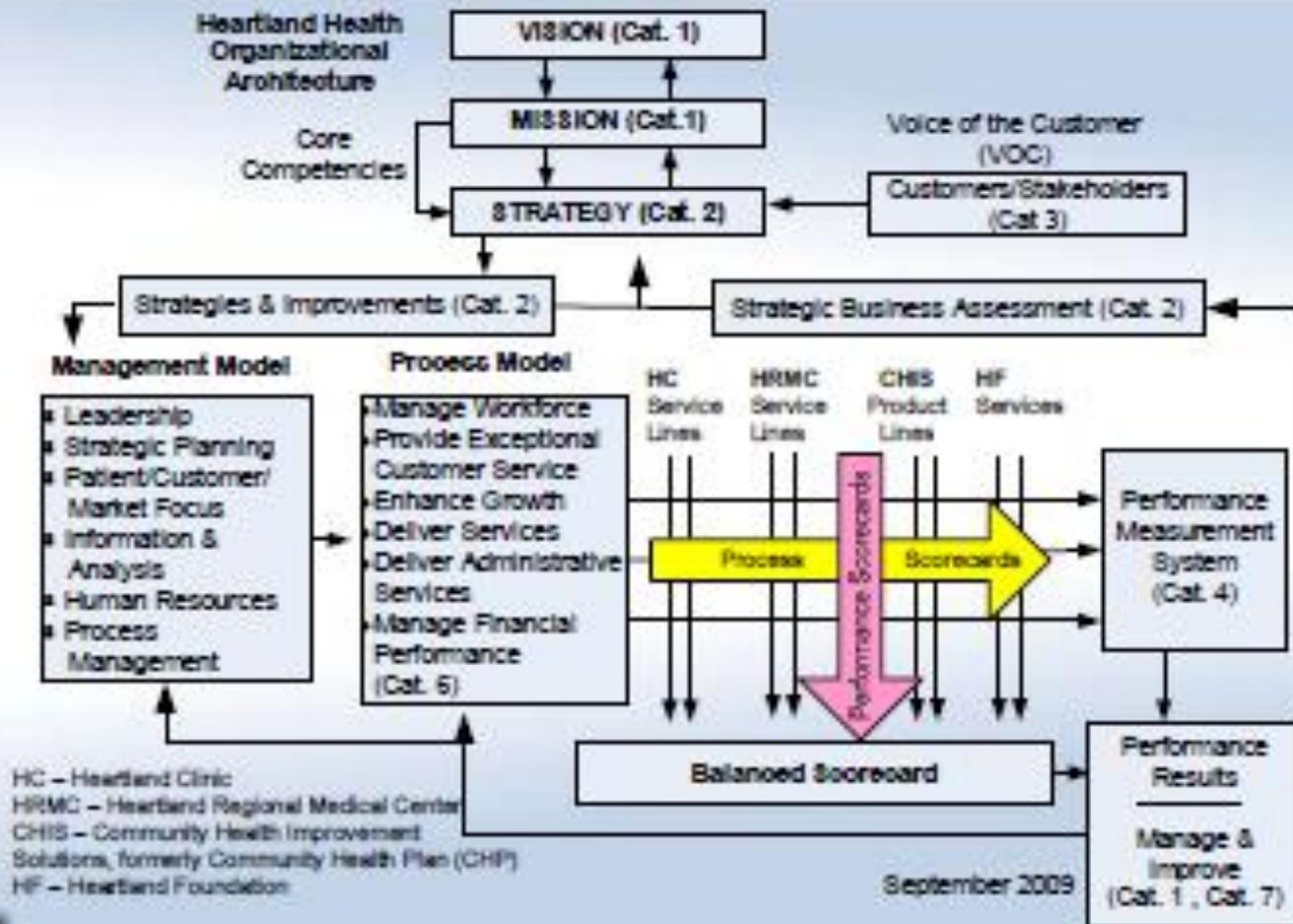
because we care



www.heartland-health.com/baldrige



Organizational Architecture



Another Example

MULTICARE JOURNEY TO EXCELLENCE



OUR PEAK

QUALITY PATIENT CARE

OUR PATH

STRATEGIC FRAMEWORK

CULTURE AND PEOPLE

CLINICAL QUALITY

SERVICE

INFORMATION INTEGRATION

FINANCIAL SUSTAINABILITY

GROWTH

OUR BASE CAMP

BALDRIGE PERFORMANCE

EXCELLENCE CRITERIA

OUR COMPASS

VALUES

How are we building our programs to improve the health of our communities?

TPCHD Top Four Health Issues	Illustrative Interventions	Community Partners
#1 Communicable Diseases H1N1 (Swine Flu) and MRSA and Other Multi-drug Resistant Diseases	Collaborative Planning Funding MRSA Clinic-Metropolitan Development Center (MDC) Joint Planning with Health Department	MRSA Collaborative (TPCHD, Franciscan, MHS) MDC TPCHD-H1N1 Planning
#2 Chronic Disease Obesity (Adult and Children)	CHL-Biggest Winner; Restaurant Menu Collaboration Individual Nutrition Consultation MB Pediatric Weight Management Program	The Y Tacoma-Pierce County Health Department Restaurant Association ACHIEVE Partnership
#2 Chronic Disease Adult Tobacco Use	CHL Tobacco Cessation Program	WA State Tobacco QuitLine
#2 Chronic Disease Heart Disease	Tacoma Family Medicine (TFM) Stroke Programs	American Heart Association The Y
#2 Chronic Disease Lung Cancer	Cancer Trials and Research MultiCare Revolution/Thoracic Cancer Pilot	Seattle Cancer Care Alliance
#3 Access to Care-Medical • Adults • Dental - Children's Oral Health • Children's Immunizations	Adults: Day Health Program; Rite-Aid Express Clinics Dental: Provision for difficult dental care for special needs kids Children's Immunizations: MultiCare Mobile Health Services	Adults: Community Health Care Dental: Pediatric Dental Care Center-Allied Partner Children's Immunizations: Tacoma-Pierce County Health Department
#4 Infant/Child Development and Mortality • Unintentional Injury • Low Birth Weight • Violence	Unintentional Injury: Center for Childhood Safety; Safety Central; Water Wise Kids Low Birth Weight: High Risk Obstetrics; Perinatal Outreach Program Violence: MB Children's Advocacy Program; CAID	Unintentional Injury: Safe Kids Low Birth Weight: March of Dimes Violence: Child Protective Services (CPS); Pierce County Sheriff; Tacoma Police Department

Where to Start....

Figure 7.4-19 Pierce County Gets Fit provides a comprehensive approach to reducing obesity in our community with awareness (Do Something Healthy).

Figure 7.4-19: Pierce County Gets Fit

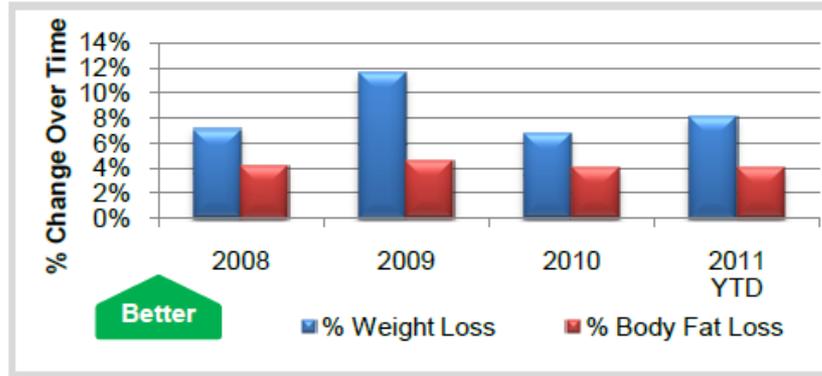


Figure 7.4-14: MHS Com...

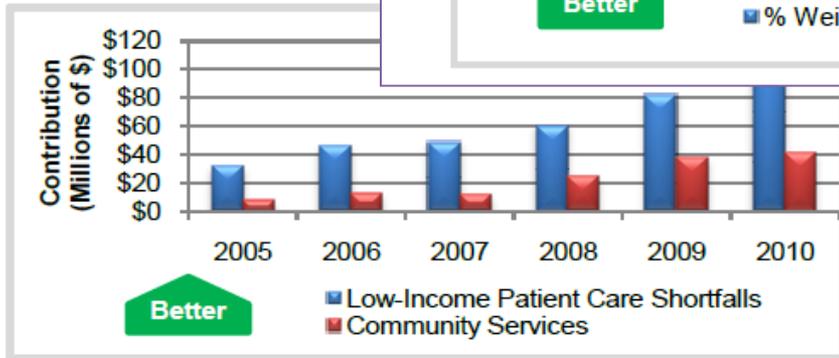


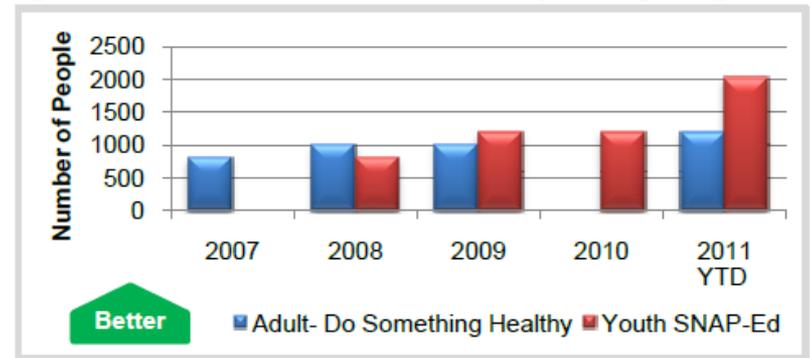
Figure 7.4-15: Segmented Community Services



number of community members who
CHL's most successful programs,

Do Something Healthy, to help inspire people to take an active role in their health and wellness. Schools are an important agent for fostering the development of healthy eating habits in children. Rising obesity rates and the incidence of early onset diabetes among children require interventions targeting children as well as the institutions (family, schools, food industry) that shape their dietary patterns. The CHL's SNAP-Ed program has reached over 2000 children this year.

Figure 7.4-18: Adult and Youth Healthy Living Programs



Improving the Impact On The Environment (1.2c(1))

Figure 7.4-21: Reducing Waste With Recycling Efforts

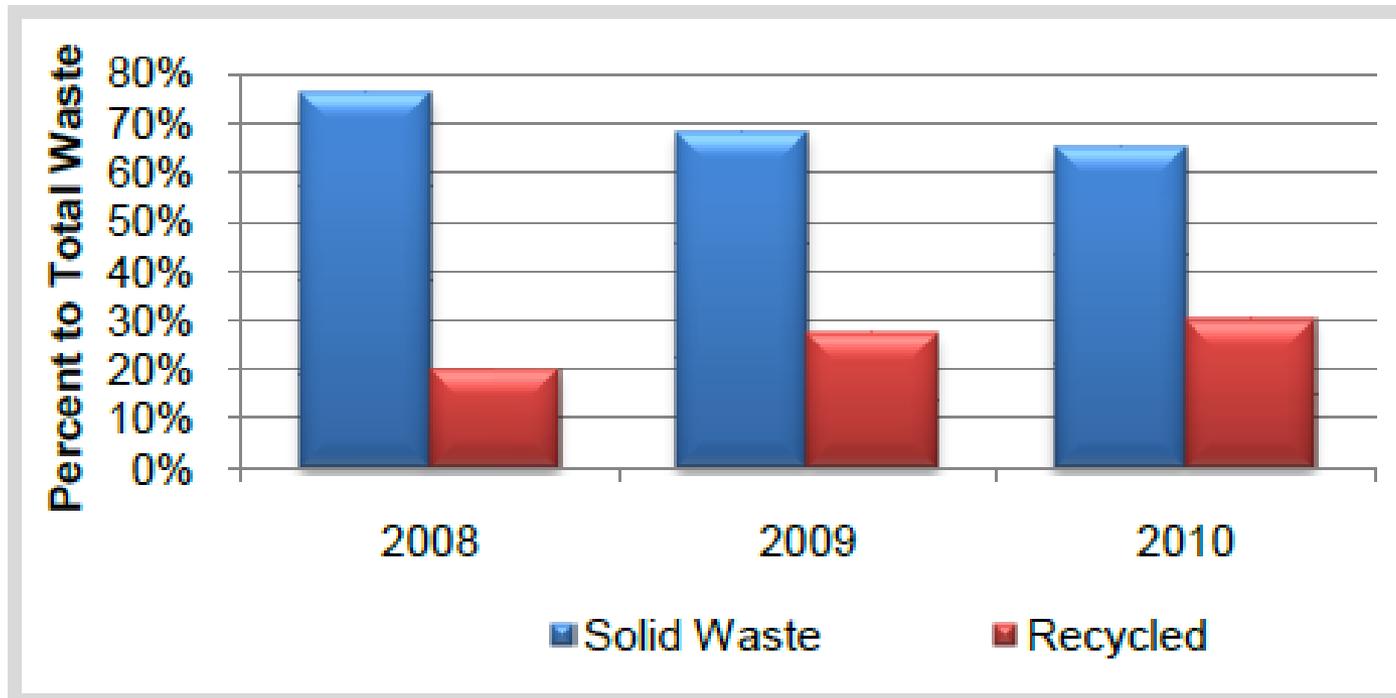


Figure 7.4-22 This performance measure shows that we are reducing costs through improved recycling – even though we added the Milgard Pavilion in 2010, we still saved over \$100,000 compared to the baseline year, 2008.

How Are We Improving Our Impact On The Environment?

Good Samaritan's Dally Tower, completed in 2011, has earned [The Leadership in Energy and Environmental Design](#) (LEED) Gold Certification by the U.S Green Building Council, for its sustainable design and features. The Dally Tower is the first inpatient hospital facility to earn such high honors in the State of Washington.



My Current Example

Yakima Valley Memorial Hospital and Family of Services



P.1-7 – Primary and Secondary Service Areas

Who are our customers?

The Primary Service Area is comprised of Yakima County (YC). Secondary Service Areas includes Kittitas and Klickitat counties. Yakima County is composed of primarily rural communities (14 cities and towns) in central Washington, spanning **4,296 square miles**, with a **65%** Medicare/Medicaid payer mix. Forty-five percent of the population is Hispanic and YC is home to over 75,000 migrant and seasonal farmworkers and their dependents. YC has higher rates of poverty than the Washington State average (24% vs. 12.1%).

OUR MEMORIAL



We are starting to formalize the informal...defining who we are and who we want to be!

Foundation Dollars

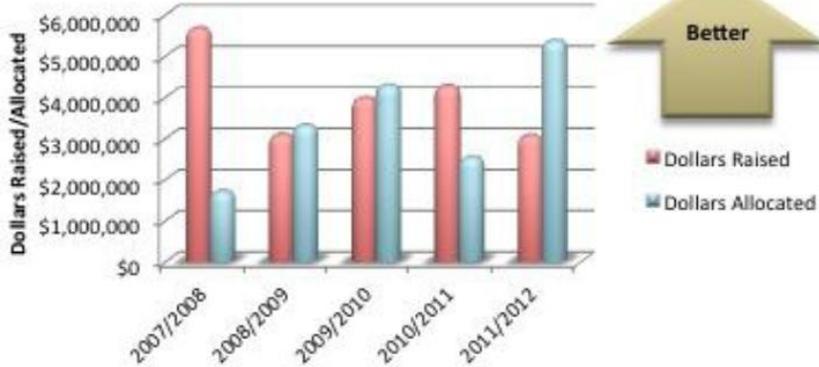


Figure 7.4-16 Total Foundation Dollars

How do we know we are meeting the needs of our Community?

Community Benefit - Charity Care

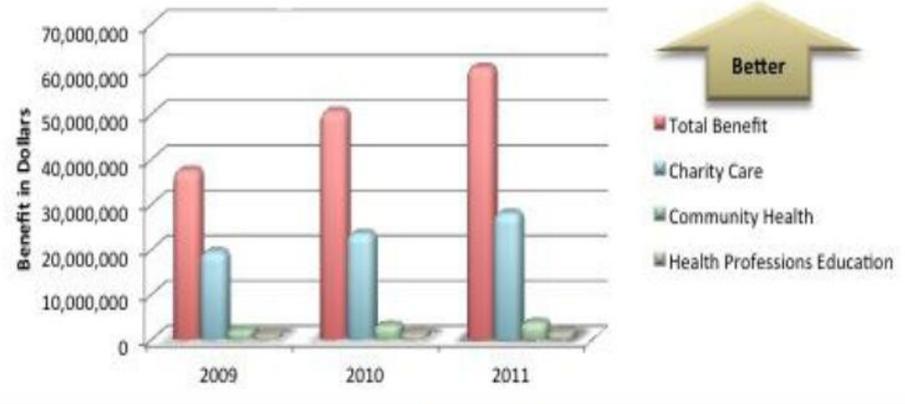


Figure 7.4-12 Community Benefit – Charity Care

Community Benefit

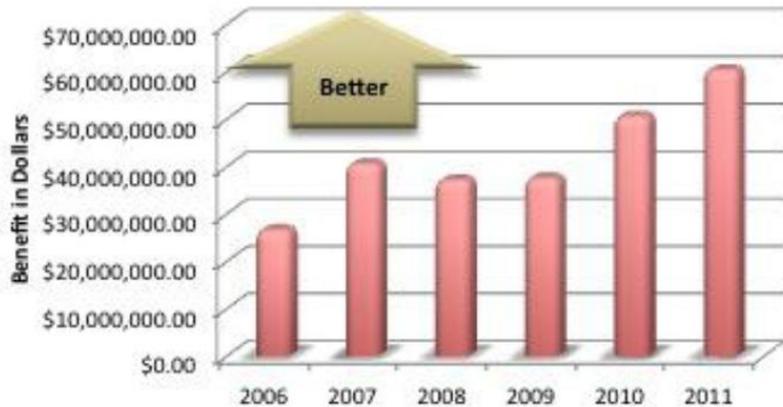


Figure 7.4-13 Total Community Benefit

Standard Measures/
Required Reporting



This is a good start, but....

Figure 7.4-16 Total Foundation Dollars

Figure 7.4-16 shows how The Memorial Foundation has allocated dollars raised over the past 5 years. Data shows that the Foundation’s monies raised are effectively allocated with low administrative overhead – over 90% of funds raised go to the cause.



Figure 7.4-14 Donors to Memorial Foundation by Initiative

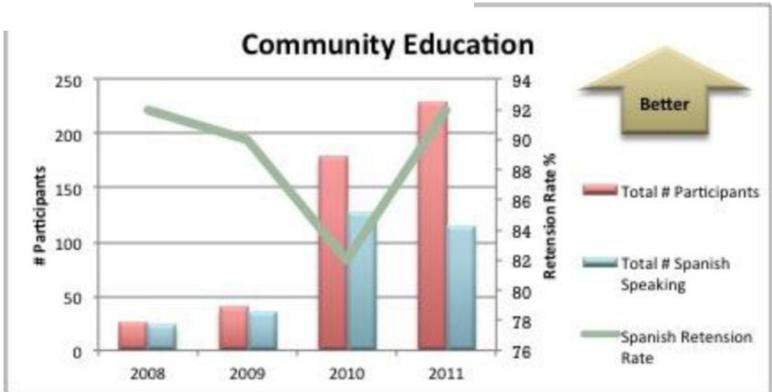


Figure 7.4-18 Community Education

County Health Rankings & Roadmap

- Standardize data used nationally
- Partner: Yakima Health District
- Completed Annually, 2012

Cultural Organizational Assessment

- Cultural & Linguistic Competency Assessment for Appropriate Services
- Demographic Data & Listening Post
- Partner: Johns Hopkins
- Completed in 2012, every 3 yrs after

Maternal Child Health Assessment

- Partner: Yakima Health District
- Washington State Dept of Health
- Completed in 2012

YC-Life

- Community Partnership of over 40 Organizations/Groups
- State of Yakima County Report
- Completed in 2012

Input

Partners/Frequency

Output

Support of Key Communities & Community Health

Memorial FOS Comprehensive Community Health Needs Assessment Report

What do we do with this information?

How can we ensure that we are meeting the needs of our community without data?

Plan
Identify Priorities for Services and Community Health Improvement Programs

Partner
Signal Health
Health Partners
Mental Health
Educational
Social Services
Community Groups
NGOs

Do
Design Programs and Approaches to Improve Access to High Quality Health Care

Improve
Improve the Health Outcomes of Yakima County



Extending Baldrige into Your Community

America Needs Baldrige!

AMERICA NEEDS BALDRIGE!

This site is a public service provided by 2009 Baldrige Award Recipient MidwayUSA and is not affiliated with NIST.

"The single most important thing that MidwayUSA has done in the pursuit of performance excellence, was adopt the Baldrige criteria as the framework for running our business." -Larry Potterfield, Founder and CEO of [MidwayUSA](#)

BALDRIGE PERFORMANCE EXCELLENCE PROGRAM



Photo taken in Washington D.C. 12/16/10 during the 2009 Malcolm Baldrige Awards Ceremony. (From left to right) United States Vice President Joe Biden; MidwayUSA Vice President of Quality Management Systems Deanna Herwald; MidwayUSA President Matt Fleming; and United States Secretary of Commerce Gary Locke. Click [here](#) to view Vice President Biden's remarks on the Baldrige Performance Excellence Program.



Learn more about BPEG here!

OFFICIAL BALDRIGE RESOURCES

- [Official Baldrige website](#)
- [Baldrige Criteria for Business](#)
- [Baldrige Criteria for Nonprofit](#)
- [Baldrige Criteria for Education](#)
- [Baldrige Criteria for Health Care](#)
- [Contact YOUR state organization](#)

The purpose of this site

We believe that America needs Baldrige and we want to encourage other organizations to adopt the Baldrige Criteria as a framework to improve their organizational performance and thus the performance of America. Rather than explaining *what* [Baldrige](#) is, [Americaneedsbaldrige.com](#) provides tools and information that anyone can use to help implement the Baldrige framework in any organization. The implementation of the Baldrige framework at MidwayUSA resulted in customer satisfaction at an all-time high.

We believe that America needs Baldrige and we want to encourage other organizations to adopt the Baldrige Criteria as a framework to improve their organizational performance and thus the performance of America. Rather than explaining *what* [Baldrige](#) is, [Americaneedsbaldrige.com](#) provides tools and information that anyone can use to help implement the Baldrige framework in any organization. The implementation of the Baldrige framework at MidwayUSA resulted in Customer satisfaction at an all-time high, profits at an all-time high, and Employee satisfaction at an all-time high while sales grew by more than 20% per year. We want your organization to join us, and help make America the greatest nation on earth!

<http://www.americaneedsbaldrige.com/>



Baldrige Performance Excellence Group
Columbia, MO Chapter

Mission Statement

Columbia MO BPEG

Vision

For Columbia, Missouri to be considered a “Community of Excellence”

Mission

To promote ‘performance excellence’ in all sectors of our community -- education, health care, small business, manufacturing, service and nonprofit; and to support the Excellence in Missouri Foundation and the Baldrige Performance Excellence Program.

Purpose

To improve the quality of life in our community.

Values

Honesty

Respect for Others

Continuous Learning

Excellence in Everything We Do



Baldrige Performance Excellence Group

Columbia, MO Chapter

AMERICA NEEDS BALDRIGE

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"The single most important thing that MidwayUSA has done in the pursuit of performance excellence, was adopt the Baldrige criteria as the framework for running our business." -Larry Potterfield, Founder and CEO of [MidwayUSA](#)



Baldrige Performance Excellence Group

Columbia, MO Chapter

Baldrige Performance Excellence Group Chapters promote 'performance excellence' in all sectors of our community – education, health care, small business, manufacturing, service and non-profit. The chapter supports the Excellence in Missouri Foundation and the Baldrige National Quality Program. It encourages local organizations to apply for the Missouri Quality Award and/or the Malcolm Baldrige National Quality Award. Key benefits of these application processes include: accelerating improvement efforts, energizing employees, gaining an outside perspective on your organization, learning from the feedback process and focusing on results.

In 2010, Columbia, Missouri launched the charter BPEG chapter.

"I commend the Columbia community for its establishment of a community-based Baldrige Performance Excellence Group, chartered by the Excellence in Missouri Foundation, as a significant addition to the Baldrige enterprise... This is a wonderful model for further deploying the Baldrige Criteria for Performance Excellence throughout the country and improving our national performance and competitiveness."

- Harry S. Hertz, Director, Baldrige National Quality Program

Attend a Columbia, Missouri Baldrige Performance Excellence Group Meeting!

Date: The fourth Tuesday of each month (except December)

Time: Noon - 1 p.m.

Where: Peachtree Catering & Banquet [Click here for directions](#)

Cost & Payment Information: Lunch is \$13 cash or check payable to Peachtree Catering & Banquet

RSVP: To RSVP for an upcoming BPEG meeting, please register below or email qms@midwayusa.com

ADDITIONAL INFORMATION

[Start a BPEG in your community!](#)

[Excellence in Missouri Foundation](#)

[America Needs Baldrige](#)

Examples of Resources Available....



Baldrige 101: How to Get Started



Sometimes the real challenge in developing a plan is not in knowing what to do, but rather, how to get started – not which steps are most important, but which come first. In our white paper *Leadership and Management Principles*, we identified thirty principles from the Baldrige criteria that we believe should define the overall leadership and management system for any organization. For purposes of this discussion, we have selected ten of these principles that represent the foundational first steps to anyone's Baldrige journey. By systematically implementing these first steps, you can help ensure improved performance within your organization!

Unquestionably, establishing the culture, or DNA, of your organization must come first. Answering the following questions lays the foundation for your Mission Statement: "What does your organization do?" (your **Mission**), and "Why?" (your **Purpose**); "What does your organization want to be, when it grows up?" (your **Vision**); and "What shared beliefs define your culture and foster loyalty?" (your **Values**). Your mission statement, along with your goals, strategies, policies, and code of conduct define your organization's culture or DNA.

As you read further, please allow me to offer this caveat: whether your organization is Board-led or Staff-led, or a combination of the two, the Senior Leadership Team **must be defined** and they must work together to build the overall leadership and management system. Assigning the mission statement to one team and the key stakeholders to another team and strategic planning to yet another is a recipe for disaster. Your Senior Leadership Team must work together as a team and must be in lockstep on each of the principles.

Employee Satisfaction and Engagement Process



Company Daily Dashboard

Dashboard - Company Level

8/10/2011 thru 8/10/2011 11:59 PM

Invoice	Gross Sales (Actual)	Gross Sales (Goal)	Gross Sales % of Goal	Margin %	Inventory	Inventory Goal	Inventory % of Goal	In Stock Rate (Goal = 83%)	Same Day Shipping* (Goal = 99%)	Time Service Factor (Goal = 75-85%)
1,000	\$100,111	\$119,288	84%	38%	\$180,000	\$180,000	100%	79.3%	97.0%	81.3%
1,000	\$98,148	\$108,878	90%	32%	\$180,000	\$180,000	100%	79.2%	98.8%	83.8%
1,000	\$81,138	\$78,434	103%	38%	\$124,000	\$180,000	69%	78.8%	98.1%	71.8%
8/10/2011	\$78,247	\$78,001	98%	32%	\$118,000	\$180,000	66%	78.7%	97.1%	80.1%
8/11/2011	\$78,384	\$70,891	104%	38%	\$112,000	\$180,000	62%	77.7%	98.7%	83.8%
8/12/2011	\$79,178	\$87,148	91%	34%	\$121,000	\$180,000	67%	78.3%	Saturday	88.4%
8/10/2011	\$70,788	\$108,888	65%	34%	\$184,000	\$180,000	102%	79.0%	98.7%	78.2%

* Not actual numbers. Numbers are for illustration purposes only.



Baldrige Performance Excellence Group
Columbia, MO Chapter

**I could talk for another 4
hours, but...**



**I'm
out of
time!**

Where can U get more information?

Washington State Quality Award

www.wsqa.net

Baldrige National Program for Performance Excellence

www.nist.gov/baldrige

Heartland Health

<http://www.heartland-health.com/>

http://www.healthychoiceshealthy lives.com/documents/CommunityBenefit_Final.pdf

Laura Kinney

laura_kinney@msn.com OR

laurakinney@yvmh.org

And Heartland Health is still focused on improving their key communities....

emPowering the lives of children and adults within our communities - Windows Internet Explorer

https://www.heartlandfoundation.org/

File Edit View Favorites Tools Help

Convert Select

emPowering the lives of children an...

think ahead emPowerU

heartland foundation

- About Us
- Our Primary Service Area
- Youth Empowerment
- Healthy Communities education emPowers
- NWMO P-20 Council
- Resource Allocations
- News
- HEAL Grant
- Taste of the Heartland
- Facilitation
- Scholarships
- Rental Opportunities

Invest Now

There are two worlds in which we can choose to live. One is called **Behind**; the other **Ahead**. For Heartland Foundation, our choice is clear. We believe that each of us is progress, each of us is potential, each of us is possibility, but only if we **Think Ahead**.

Heartland Foundation is committed to empowering the lives of children and adults in the many communities we serve. We will build healthier, more livable communities through collaboration and innovation.

Please join us as we **Think Ahead**.

I have the power

Internet 100%

Start | Inbox -... | Greenh... | C:\Doc... | 4 Mic... | 6 Ado... | Commu... | emPo... | 7:52 PM